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# NGI

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COVER STORY

# GUJARAT

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Everybody loves Vandemataram, except some fringe religiously motivated extremists. It has its own place in Indian psyche --- like a mantra, sacred, touching the soul. But *Jana Gana* has a mind and body stirring effect that can never be supplanted.

# Tagore's patriotism lives on

Composed more than a century ago, the Indian national anthem epitomizes the unity in diversity of one of the most ancient civilizations in the world. There is a controversial ring to this song as well. Many still think it was written in praise of George V, the then king of England, the colonial power that ruled over the nation. History suggests that the doyen of Bengali literature Gurudev Rabindra Nath Tagore was asked to pen a song for George V.

Tagore, who went on to win the Nobel prize for literature in 1913, instead listened to his inner voice and wrote *Jana Gana Mana* that was sung at the event welcoming the British monarch in 1911.

Later, it became known that Tagore himself had put it on record that it was not composed for George, but for his beloved motherland.

Controversy could have ended there, but perhaps it is a healthy debate, since Tagore himself said, someday we may reconsider writing a new song befitting the nation. Perhaps, it was prophetic and 100 years hence, India and Indians are still besotted with the song that has become embedded in their psyche.

Everybody loves Vandemataram, except some fringe religiously motivated extremists. It has its own place in Indian psyche --- like a mantra, sacred, touching the soul. But *Jana Gana* has a mind and body stirring effect that can never be supplanted.

However, the song harks back to Punjab and Sindh of yore --- most of which are now part of Pakistan that was separated at our liberated birth, thanks to our colonial powers' engineered Partition.

But the next two states in the song --- Gujarat and Maharashtra --- remain the main engines for India's development and growth.

The world is going through trauma of the recession. In many developed nations, including the US, Greece, and even in the Netherlands, the number of hungry people is huge and in some countries it is still growing. On the other hand, when Britain handed the reign over to the Indians, they sucked out a great amount of physical wealth out of the nation and the country was economically

ruined. Several decades of protected economy allowed a tardy progress, but the bottom of the pyramid grew. 'Liberalization' of the 1990s and opening up the economic barriers has created competition, inflow of investments, enhancing quality and productivity of the nation. India is one of the fastest growing economies of the world today, and at least half a dozen states in the country is showing a double-digit GDP growth.

Traditionally, Maharashtra has been the hub of both industries and education, as evident in Mumbai and Pune, respectively. Today the state's economy is growing at a clip near 10%. It alone provides nearly 40% of national revenue and 15% of industrial output. However, the growth must remain and there are plenty of opportunities for further growth of the state.

Gujarat, now under the leadership of charismatic Narendra Modi, has maintained a growth rate of around 10% for almost a decade after less than 4% in the previous decade. It proves one thing: determination and inclusive growth is related to the will of the leadership. Recently, TIME magazine and other international media are lavishing bountiful praise on the state and its leader, thanks to Modi's attitude to truly follow 'Think Globally and Act Locally' concept. Hopefully, other states will play catch up with Modi's Gujarat and improve the lives of the bottom of the pyramid in all sectors including employment, education, health and living standards taking advantage of latest technological advancements.

Uttarakhand, Bihar, Tamil Nadu, Haryana and Karnataka have shown great progress in GDP growth. However, time has come for other states to emulate Gujarat.

And in all these, global Indians are playing a major role by bringing investment, technology and new businesses. The trend is good, but certainly not good enough. So, global Indians, whatever is your way of saluting mother India, be it 'Jaya He', 'Vande Mataram' or 'Jay Ho' time is nigh to help your beloved motherland, India, rise to its rightful place that will do good for the people of the world at large. Besides, even one person lifted up from medieval living conditions anywhere in the world will uplift the spirit of the global village.

# Inside...

## NEW GLOBAL INDIAN

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The difference between Indian and China is that an Anna could not have happened there. China, the fastest growing large economy of the world, still evokes as much admiration as fear. It inspires as well as intimidates.

## Asian Century: Cautious Optimism

With the American economy still stuttering and eurozone is in deep fiscal distress, the centre of gravity of global power and business is shifting eastward towards Asia. Here, there is, in varying degrees, growth and prospect of more growth. More importantly, there is hope, something which is in short supply, in many parts of the rest of the world.

Ten years ago, the three largest economies -- the US, the EU and Japan -- accounted for two-thirds of the global economy. Today, it is less than half. By 2020, China will be the largest economy, says an IMF study. By 2030, India and China will be a larger economy together than the US and the EU combined. Now, for the first time, Asia-Pacific has more billionaires than Europe.

However, interestingly, economy is not the only index of power today. Any nation that claims a stake for future generations must strike a balance between the demands of development and the power of technology keeping in mind the people's welfare and the nature. This is where the key to global power of tomorrow lies.

For example, scams and scandals have become synonymous with those in power in India over the last two years. Indian needed a redeemer and it happened in the shape of a diminutive Gandhian called Anna Hazare. He was the Citizen Rearmed who shook the nation. And he pitted the power of hunger against the hunger for power. The difference between Indian and China is that an Anna could not have happened there. China, the fastest growing large economy of the world, still evokes as much admiration as fear. It inspires as well as intimidates. China's bigger struggle is within, and this determines its uneasy relationship with the rest of the world.

Another significant aspect of the Asian reality today is that there is war, peace, and the large space in between, called the 'fog of war'. After the First and Second World Wars, and

then the Cold War, Asia is now the theatre of the fourth war -- the War on terror. If a war starts with Iran now, the entire region -- from the Nile to the Ganges -- will be up in flames. Asia is also developing into the world's 'nuclear crescent': from Israel, Iran, Pakistan, India, China, North Korea and all the way Russia.

The road towards an Asian century is strewn with daunting policy, institutional and governance challenges. Effective measures to combat corruption remain central, thanks to the failure of good governance, of transparency, and of accountability means growing cynicism towards democratic rule. Also, in our times, many essential freedoms are in danger of defeat in many Asian states. Often the threat to freedom of speech is the violence of the intolerant, and that need not be from the State alone. Need for electoral, administrative, judicial reforms et al is an essential aspect of Indian and many other Asian democracies.

Also, Asian Capitalism needs to have a different face. In the wake of the virtual collapse of the American banking system and the crisis in Europe, the need to re-invent Capitalism, ensuring corporate social responsibility, putting people and planet before greed, and ensuring inclusive growth and affirmative action, have all become essential aspects of Asian Capitalism.

And all of this will need a game-changing role of technology. Today, technology is moving ideas and cultures across borders and World Wide Web is bringing people in Asia closer together, and has contributed to the Arab Spring as well. The Web revolution depends on putting people at the centre, especially in rural areas. Stressing the importance of community initiatives, one can prove how Indian farmers are succeeding to reverse the price drop of agricultural produce in some markets. At least, the beginning of immense possibilities is done. E-commerce in India has hit \$6 billion mark, and is on cruise control as compared to West Asia and China.



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# 'GUJARAT... IT HARDLY FEELS LIKE INDIA'

You are stupid if you are not in Gujarat, Tata Group Chairman Ratan Tata had famously said, while announcing the shifting of the Nano plant to the state. Going by the rush of investors to the state, it seems none wants to be left behind, write **Prof Pravin Sheth and Dr Pradeep Mallik**

Sick of procrastination and political opposition in West Bengal, the Tata Group decided to shift to Gujarat. For years the group could not get going at Singur whereas at Sanand it got the land in three days, something of folklore in the industrial circles of India. The first micro car rolled out of the facility within months. Impressed, Ford, Maruti Suzuki and Peugeot decided to set shop in Gujarat, and they get the land needed in weeks. General Motors were already there.

And, now Nissan has concluded that this is the state to do business with. "You are stupid, if you are not in Gujarat," said Tata Group chairman

Gujarat that it hardly feels like India ... Chinese-style, big-ticket projects are part of Gujarat's formula, including refineries and ports, but so are networks of smaller firms and foreign companies which have now achieved critical mass in industries such as cars and pharmaceuticals. The state government uses the usual tricks to try jumpstart growth, including special economic zones. But more important, it has provided the bog-standard things that businesses pray for across India but often do not get – less onerous labour laws, passable roads, reliable electricity and effective bureaucracy," wrote The Economist in July, 2011. Describing Gujarat as India's Guangdong, the magazine said that the state offers a glimpse of a possible industrial future for India.

## 5% OF POPULATION, 22% OF EXPORTS

Gujarat accounts for just 5% of India's population, but has a massive 16% share of the country's industrial production and an even more impressive 22% of exports. So many things indeed work exceedingly well in Gujarat. So much so that the Union looks up to it, along with a few states like Maharashtra and Karnataka, to power India's growth story. Over the years the Planning Commission has given Gujarat a growth target higher than the rest of India. And Gujarat has achieved it.

At the meeting to finalize the state's plan size this financial year, the Planning Commission praised Gujarat's development plans and projected a growth rate of 11.2% as against the nation's 8-9 %.

The commission increased Gujarat's plan size for the current financial year 2011-2012 by 26.67% to Rs 380 billion, which is higher than Rs 371.52 billion originally decided. Planning Commission deputy chairman Montek Singh Ahluwalia and other members of the panel praised Gujarat's development models,

Ratan Tata while announcing the shifting of the Nano plant shed, stock and personnel to Gujarat. Indeed, none wants to look stupid, it seems.

Congress is vehemently opposed to the ruling BJP and its poster boy CM Narendra Modi's political and social outlook, but its own think-tank Rajiv Gandhi Foundation had rated Gujarat, under him, among the states that offered the highest degree of most economic freedom. That Bibek Debroy lost his job in the think-tank only goes to show how petty rivalry has made India's growth march a circus of too many political pygmies under the canopy.

"So many things work properly in





### 5% OF POPULATION, 22% OF EXPORTS

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Carnival at Kankaria where a lakefront of international standard has been developed

strategies for financial management, GDP and per capita growth rates, besides other achievements. Appreciating the Planning Commission's gesture, Modi assured it that Gujarat would justify the hike in its annual plan size. He also exuded confidence that the state would achieve the 11.2% growth rate during the current fiscal as mandated. The CM said the increased layout will help Gujarat launch projects like Rs 147 crore for scientific management of animal husbandry and improving the cattle breed, starting next generation day schools in tribal areas on the lines of 'ashram shalas' bringing boys from nearby areas in mini-buses, connecting remotest areas in the Dangs and Dahod with roads and drinking water facility, augmenting drip irrigation and upgrading health and hygienic facilities in 159 municipalities.

Efficient conservation and management of water have been a continuing challenge for Gujarat's agriculture as only a quarter of its land is irrigated. The Plan panel has been quite supportive of the state and this is evident from the push three major programmes received since 2000: watershed development, Jal Kranti and micro-irrigation.

Watershed development programme added about 100,000 hectares every year. By 2009, nearly 2000 projects covering 2 million hectares had been completed and 900,000 hectares more were under execution. Jal Kranti programme ensured rain water did not run away into the sea. Instead it got trapped in check dams, recharged wells and revived village ponds. Micro-irrigation through drips and sprinklers spearheaded by Gujarat Green Revolution Company helped cover about 200,000 hectares, benefitting almost equal number of farmers.

Gujarat has set high benchmarks for the

12th Five-Year Plan in Human Development Index (HDI), management of water resources, urban infrastructure, environment, solid wastes and waste water, besides desalination plants to be run on solar power. On the social front, too, Gujarat has included 225,000 children from the religious minority communities for pre-matriculation scholarships meant for tribal, dalit and other backward classes. Minority population in Gujarat is 9.6%, but its school enrolment is 8.5% excluding madrasas.

Gujarat has implemented 'Sarva Shiksha Abhiyan' since 2003, has appointed 145,000 teachers, built 19,000 classrooms and spent a whopping Rs 160 billion, but has not received corresponding funds from the federal government. Under the Rights to Education Act, Gujarat has appointed close to 90,000 teachers and built 80,000 classrooms at an additional burden of Rs 80 billion. More than 90% of private schools in Gujarat running on PPP model get government grants, for which the Centre has allocated just 1% fund under National Secondary School Abhiyan. The Centre has made relevant laws, but left the onus of financing and implementing the projects on Gujarat.

The Centre adopted some of the success stories of Gujarat such as decentralization of administration up to taluka level (ATVT), the Rs 50-billion 'Mission Mangalam' project for 200,000 sakhi mandals (women's self-help groups), and setting new benchmarks in poverty alleviations, empowerment of people for the larger benefit of the nation.

### PRaise FROM EX-PREZ KALAM TO SC JUDGES

Appreciation from all quarters have come for Gujarat from all quarters: UNESCO, former President A P J Abdul Kalam, the Supreme Court and high courts, CM's political oppo-

nents, independent think-tanks, news magazines, visiting experts and industrialists. Let us look at some of these.

We may begin with what has become perhaps the most sensitive concern in the country today when it comes for facilitating industrialization. Land acquisition is an emotive subject across the nation, something that forced Tata Group to eject itself from West Bengal and plant its micro car project at Sanand in Gujarat, notwithstanding the Land Acquisition Act. The Supreme Court praised Modi government's handling of the issue, and asked other states to learn from it.

Forcible acquisition of land has turned the 117-year-old Act into a "fraud", the Supreme Court had said in September, 2011, as reported in the magazine, Business World. While calling the piece of legislation a handiwork of "sick" minds with no concern for welfare of the poor, the apex court praised the Gujarat government saying no case of farmers or the poor being uprooted from their land had come to the Court from the state.

"The Act has become a fraud. It seems to have been devised by people with a sick mind who had scant regard for the welfare of the common man. It is time the Act is scrapped," a bench of Justices G S Singhvi and H L Dattu observed, while hearing petitions by farmers from Hapur in Uttar Pradesh who had lost 82 acres to a leather industrial complex.

The Supreme Court compared states where "forcible acquisition" using an emergency clause under the Act had almost become a norm to Gujarat. "But there is one state from where we do not receive any such complaints. Look at Ahmedabad which is developing but there are no complaints from that place. They have the same officers of the same cadre as in the rest of the country," the court said, adding officers from other states can train under their Gujarat counterparts.



A view of Kite festival

The court even directly addressed Additional Solicitor General Harin Rawal, who hails from Gujarat, to say that the law officer would “vouch” for the court’s remarks about his state’s policy on land acquisition.

#### POWER GENERATION GROWS, FARM PRODUCE INCREASES

After land the other infrastructure that industry looks for is electricity and road network. On the power front, the achievement has been lauded by the then Union finance minister P Chidambaram, who incidentally happens to be from Congress and a staunch ideological opponent of BJP. In May 2008, he said, “Gujarat has shown us the way on how to fix power (problem) for agriculture.”

Revamping water management and extension services apart, Gujarat government achieved a major breakthrough in rural electrification. Launched in 2003, Jyotigram Yojana ensured 100% electrification of the state’s villages and reasonably regular supply in three years. The scheme included a crucial component of power supply for groundwater management with eight hours a day of power made available. Economists attribute Gujarat’s double digit growth to some of these major initiatives on the supply side.

While industry has received arguably a preferential treatment, agriculture has not

been ignored. Planning Commission’s figures cited earlier speak for themselves. Former President A P J Abdul Kalam has hailed high agriculture growth that Gujarat has achieved in the past six years. The state has registered a sustained agricultural growth of 7% to 9% over the past six years --- far ahead of country’s national average growth of just about 2.5% to 3%. Dr Kalam told a farmers’ meet organised at Basti in Uttar Pradesh in February, 2011. Dr Kalam’s statement was based on the findings of the researchers at the Indian Institute of Management (IIM), Ahmedabad, who told him that “unparalleled growth rate was achieved by the Gujarat government through schemes under public-private partnership and initiation of several innovative programmes.”

According to Dr Kalam, “Firstly, they (Gujarat) created a dedicated power grid for agriculture to ensure uninterrupted 24-hour supply to the rural areas where revolutionary steps were taken to improve upon the irrigations systems whereby 20,000 hectares of non-irrigated land was turned into a rich agricultural area.... The message I wish to convey is that when there is committed leadership with a vision and ability to bring all the stakeholders together... the productivity increase in food production can be achieved.”

Incidentally, interlinking of rivers or inter-basin transfer of water has to a certain extent

helped irrigate the un-irrigated land to some extent in a largely water-deficient state. Dr Kalam has eulogized the state for its effort at no less a forum than IIM-A. The “People’s President” while talking to the students on the campus in September, 2008, said, “There should be a programme for interlinking of water bodies at state level across the nation. Every state should interlink its water bodies. Once this goal is achieved, there can be a nationwide interlinking program.” When students told him about Gujarat’s Sardar Sarovar Project, the Narmada’s successful interlinking with the Sabarmati and of different lakes in Ahmedabad, Dr Kalam exclaimed, “Very good ... There should be a research on good practices and such practices should be published for wider reach.”

#### PDS SYSTEM COULD BE MODEL FOR INDIA: SC

The Supreme Court had commended computerized public distribution system in Gujarat (and Chhatisgarh, too), saying that it could be the model for India.

Other welfare measures, especially children’s and pregnant women’s health, expansion of knowledge in rural areas, too have elicited admiration. UNICEF has picked up Gujarat’s scheme for pregnant women, as reported by The Times of India in January, 2009.





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"The Gujarat government's initiative (Chiranjeevi Yojana) is a departure from previous practice as it takes sole responsibility for the reimbursement of private health-care providers, rather than relying on intermediary parties such as insurers," the UNICEF in its report 'State of World Children 2009' stated.

Another area in which Gujarat has been hailed is taking help of technology to spread knowledge. Incidentally it is again a Union minister who has commended the effort. Speaking at a programme in Ahmedabad in July, 2011, Union law minister Veerappa Moily praised Modi for his effort to make available e-library at even taluka level. Moily said that the Centre had plans on the same line and a nationwide e-library was going to be introduced on August 15.

Praising the Gujarat state judiciary for its initiatives and achievements, Moily added, "I've come here to learn from you." Moily said he would circulate Gujarat High Court's mission mode programme to reduce pendency of cases to the other high courts as well.

Technology has also been used to take governance to the doorstep of the people. Dr Kalam has been special reference to this in his speeches as this has also brought transparency in the system. He thinks lack of transparency is coming in the way of development reaching villages, and cited as a model 'Krushi Mahot-

sav' being implemented by the Gujarat government to ensure that the rural sector reaps the benefits of growth. Nearly 100,000 government officials, from the CM to taluka-level staff, agriculture scientists and other stakeholders spend a month in rural areas demonstrating the best of technologies to farmers.

"Such initiatives indicate a strong administration will to ensure development reaches the rural sector. Krushi Mahotsav tours all 18,600 villages of the state, providing information and counseling on soil health, organic farming, technology inputs, irrigation, etc, besides infusing a new spirit of change and mass mobilisation," he said, delivering the UPSC lecture on 'Governance and Public Service' in December, 2011.

#### **SOCIAL SECTOR REMAINS AN AREA OF CONCERN**

Gujarat still has a long way to go. Despite impressive growth, the state has to cover a lot of ground, especially on the social front as some surveys have revealed. The state has far too often thumped its chest and individual politicians have mouthed some parochial statements. Can there be a 'Republic of Gujarat'? Well, no. The state also has to hasten to complete the Narmada project in which the people have invested physically, emotionally and financially. They have been terribly let down by the successive administrations. The political wind blowing across in northern India may revive the old aspiration of some of separate states of Kutch and Saurashtra. The political and social leadership has to ensure the state remains united. The image of cops has suf-

fered a blow like in no other state and it is a subject of concern

Taking rapid strides in industrial development, the state has to cover a lot of ground, especially on the social front as some surveys have revealed. Gujarat lags many states which in the past have been condemned as "BIMARU". (BIMARU stands for Bihar, Madhya Pradesh, Rajasthan and Uttar Pradesh, the term when read as an acronym means "sick" in Hindi).

Despite impressive growth, Gujarat has not been able to reduce malnourishment levels, while Uttar Pradesh and Bihar, among the most backward in the country, have done better in improving the lot of their marginalized dalits and tribals. These are some of the conclusions of the India Human Development Report 2011 released by the government in October, 2011.

The report said high rates of child malnutrition were a major concern for the country. It said Gujarat was among the worst performers, with 69.7% kids up to age 5 being anaemic and 44.6% suffering from malnutrition, proving that high growth was no guarantor of improvement in health.

Complimenting Bihar CM Nitish Kumar and UP CM Mayawati, the report said, "It is worth citing the progress achieved by two of the economically backward states of Uttar Pradesh and Bihar."

The country witnessed an improvement in spreading education but its record on sanitation and nutrition remained dismal. Quoting a study of 2010 on UP, the report said, "With high GDP and per capita growth rates in recent years, even dalits have come to share the 'new prosperity'. They can now be equal to the 'general' category people."

Santosh Mehrotra, director-general of the Indian Applied Manpower Research and the report's lead author, said the country was moving towards social inclusion, with social indicators of Dalits, tribals and Muslims showing vast improvement. He also said there had been a marked improvement in the performance of poorer states, indicating greater social inclusion. The author was not happy with Gujarat and Karnataka's performance.

"High incidence of malnutrition among children is found among poor states. However, Gujarat, with a relatively high per capita income, witnessed a higher incidence of child malnutrition," the report read.

Union Minister Jairam Ramesh terms it "retrogression" in social development indices. He rightly points out, "Economic development does not guarantee human development. It does not automatically guarantee social development. A more disturbing fact is that actually economic development may lead to retrogression of social indices," he told the gathering of environmentalists and intellectuals on the occasion of the release of the Human Development Report, 2011.

of the release of the Human Development Report, 2011.

The emphasis on hi-tech development projects and high profile Vibrant Gujarat does not impress the farmers and the marginalised folks who feel a sense of relative deprivation thanks to SEZ-driven prosperity of the corporate world. Unless this development model delivers at the grass roots, no political party can expect support of the people at the bottom of the pyramid. Gujarat needs to blend dominant development model and inclusive development that empowers the marginalised mass.

#### **'SOCIAL SECTOR INITIATIVES RESULTS IN DUE COURSE'**

Prof Bakul Dholakia, ex-director of IIM-Ahmedabad, points out that Gujarat has taken a lot of initiatives on social sector, the results of which will bear fruit in the next few years considering such efforts take time to show, sometime a decade or even more.

Going by the growth rate of the economy, Gujarat has the capacity to lead the country faster out of the economic slowdown. India has been growing at a fast rate in the last couple of years. The faster you grow, the more you get hit by the slowdown. Under the circumstances, Gujarat can exercise the pull factor.

Investment is the key to recovery. While the investment climate of India is not as good as it used to be a few months ago, Gujarat continues to be an attractive destination. Besides, Gujarat is a leader in terms of savings. The economic scenario of Gujarat should not falter since the state government is striving hard to create enabling conditions.

The economic well being has an impact on the education sector. Entrepreneurs in Gujarat have been philanthropic and the awareness of

social responsibility among the top entrepreneurs has always been high. This is a welcome sign. The collapse of the stock market has been a dampener as the entrepreneurs from the state have relied on the market to tap resources more than their counterparts elsewhere in the country. Yet, their willingness to support the cause of education is remarkable. The easiest thing for them to do in these times would have been to cut down on expenditure on education, but they have not done so.

"What we require at this stage is a policy framework that essentially keeps the places of higher education free of regulations. Winds of change are sweeping our country. We have opened the door for all sectors but still following closed door policy as far as education is concerned. We want private education system to perform like private sector, but impose on it the restrictions of government sector.... We need quality education but putting up 10 structures is not going to solve the problem. What goes on in those structures is important," he wrote.

Prof Dholakia feels that development in the state is on auto pilot now. "I have had the opportunity to witness all the four Vibrant Gujarat summits. Drawing an analogy, I think the inaugural summit of 2003 was like an aircraft travelling a distance on the runway. In the next biannual summit Gujarat sort of took off and in 2007 the state was airborne.

"The summit of 2009 has pushed Gujarat into a different plane. It's an orbital jump. A commitment to invest \$240 billion (about Rs 12 lakh crore) is phenomenal. Mind you, it is a shade less than the Gross Domestic Product of India (a little more than \$1 trillion)," he told one of these authors.

The purpose of any journey is to travel the

distance. You can say the journey of "global Gujarat" has just begun. The 8,000-odd MoUs signed will give the state the required height to travel any distance. The opportunity is there to gain any speed one wants. Tail wind is favourable and should propel the state faster.

Sure, there will be air pockets and resultant turbulence. But the captain is skilled and knowledgeable and has the ability to manoeuvre the aircraft out of the trouble. The whole point is that it is a long journey, and Gujarat and its people have to be prepared for the long haul as the journey is never complete if you haven't travelled the distance.

There has been some criticism in the past of the gap between the intent expressed by the entrepreneurs and the actual investment made. But let us realise that conversion percentage is rising and the trend is likely to continue. There are reasons to believe that it will rise from sharply now on.

#### **VIBRANT SUMMITS BRING IN BIG BILL PROJECTS**

Industrialists from India and abroad have committed billions of dollars amid global economic meltdown. This gives us a lot of optimism. But that is not the only reason.

Expecting the proposed investment to take place in a year will be foolhardy. Some projects take two years to go on steam while some take five years. If we take an average of three to four years, we can expect \$60 billion to \$80 billion to be infused in the state's economy annually over the next three to four years. Besides, the impact of the MoUs signed in 2007 will be seen in 2010-11. We will see the cumulative impact in 2011-12.

Mind you, these investments are largely into private sector and are in addition to the



**CM Narendra Modi and ex Dy-PM LK Advani taking a boatride on the riverfront being developed**





People having a dekko on 3d photogallery during Kite festival

planned investment into public sector. Together they will create more than 2.5 million jobs.

While the common people think that the ball is in Modi's court, the economist feels it is actually in the court of the industrialists who have signed the MoUs. What makes me gung ho about the whole affair is the publicity that the latest edition of Vibrant Gujarat received in India and abroad. Newspapers from the US, the UK, Japan and many other countries reported the investment feast, especially because it was taking place in the backdrop of recession.

The Modi government has done its part, that of giving the entrepreneurs a platform to assess the state and then make a commitment. Hence the commitment has come after they have made their assessment. Stakeholders from across the world will question these industrialists if they do not fulfill their commitment. It is their credibility not that of the state government, that is at stake now.

Something remarkable that happened at the Vibrant Gujarat Summit-2011 was the emphasis that small and medium enterprises and quality control in this sector received. The state government has enabled the SMEs to enter into tie-ups for import of technology that will enable them to attain zero defect products. Even if our SMEs can bring down

their defect level to 2-3%, it will spell nothing less than a miracle for the state's economy.

Not just other states of India, but the entire world will come to them to source their components. Defect is a cost on the producer, but it translates into a bigger cost for the procurer as his production is stalled and installed capacity goes unutilized. I hope the SMEs make the most of the opportunity thrown open for them. Their success will make them a dependable supplier and Gujarat can emerge as the outsourcing hub for the world.

Social sector, too, got its due this time. "Many projects are already in the works and you will see the results very soon.... The investment in social sector has truly laid the foundation for the all-round development of Gujarat. In fact, quite a lot has happened in the last two-three years but data are yet to be captured and hence they do not get reflected. By 2011-12 you won't hear Gujarat fares poorly in the social sector, especially education and health-care," Prof Dholakia was quoted as saying.

Those living in Gujarat can be proud of their state. It is so very satisfying to hear president, judiciary, prime minister, ministers, people's representatives, industrialists and civil society heap praise on the progress that the state has made and the environment that it offers to entrepreneurs. They have sort of become the brand ambassadors of Gujarat. It is now for

the people to determine the distance that they want to cover. The aircraft has attained the height of 35,000 feet. People in Gujarat can determine the speed, too.

The wind is blowing in such diverse areas as industry, agriculture, education (experiments with open book examination), democracy (e-voting and compulsory voting), e-governance, etc. The challenges are the discontent over indiscriminate mushrooming of special economic zones and reaching the benefits of Sardar Sarovar Narmada dam to the people who have invested their passion and money in its construction.

The good news is that Gujarati diaspora is flourishing and is eager to contribute to their 'janmabhoomi' or 'vatan' while continuing to serve their 'karmabhoomi'. Gujarati diaspora has never hesitated in contributing to their 'matrubhoomi'. After making it big in their 'karmabhoomi', NRGs are now at the stage of life where many of them cherish giving back to their homeland. They want to make significant contribution to technological as well as social development process back home. The state and federal governments should make their return or stint in Gujarat hassle-free and despite the aberrant blood-letting of 2002 and wild provocation, there are people in several pockets across the state who have stuck to 'sarva dharma samabhav' as taught by Mahatma Gandhi.

*(Excerpted from the book 'Happening State Gujarat: A live case of can-doism' by Prof Pravin Sheth and Dr Pradeep Mallik. For a copy of the book, write to sales@rrsheth.com)*



# RAJASTHAN

## AN INVESTOR-FRIENDLY DESTINATION

One of the foremost mandates for the present government in Rajasthan, when it took over the reins of office in December 2008, was to make the state an investor-friendly destination.

From the beginning, Chief Minister Shri Ashok Gehlot was convinced that Rajasthan needed a new industrial and investment policy with single-window clearance. Indeed, he wanted the new policy to be underpinned by a statutory mechanism, which held concerned officials accountable for any delay in the clearance of projects.

It is in this context that Rajasthan's new Industrial and Investment Promotion Policy 2010 (RIIPP 2010) finally took shape, with extensive inputs from trade and industry.

### INDUSTRIAL & INVESTMENT POLICY:

Under the new policy, the three major initiatives to create an investor-friendly climate were:

- Strengthening of the Single Window System
- Simplification and rationalization of regulatory mechanisms
- Setting up of an Industrial Advisory Council

The policy further advocated the setting up of a comprehensive portal for disseminating all information relating to rules, regulations and orders that affect investment decisions or investment implementation in the state. It also envisaged a computerized and transparent system for submission of application forms for various clearances, monitoring of their time bound disposal and facilitation of speedy clearances.

The new system allowed investors to apply for investment approvals and track their status, online.

### SINGLE WINDOW SYSTEM:

Today, the Single Window System is fully operational and serves as a single-point interface between investors and various government departments. The Committee under the Chief Secretary has processed applications for projects worth more than Rs. 70,000 crores.

The new practice of online applications lends a great deal of transparency to the system, thereby facilitating investors with expeditious and time-bound clearances and approvals. ([www.bipraj.nic.in](http://www.bipraj.nic.in))

### KNOWLEDGE PARTNERSHIP:

Yet another major initiative by the government has been to enter into a strategic three-year knowledge partnership with the Investment Climate Advisor Services (ICAS) team of the International Finance Corporation (IFC), World Bank Group, to enable the state and promote it as an increasingly attractive destination for private investment.

This partnership, signed in September 2010, envisages the promotion of new investments, the creation of jobs, the empowerment of people and support for the socio-economic transformation of Rajasthan.



At the inauguration of Honda Motorcycle & Scooter India Pvt. Ltd. near Bhiwadi (from left to right): Union Minister of State (Home), Mr. Jitendra Singh; Sr. Managing Director, Honda Motor Co. Japan, Mr. Tatsuhiro Oyama; Health Minister, Mr. A.A. Khan; Industries Minister, Mr. Rajendra Pareek; President & CEO, Honda Motor Co. Japan, Mr. Takanobu Ito; Chief Minister, Mr. Ashok Gehlot and Japanese Ambassador to India, Mr. Atsushi Sakai.

The knowledge partner team in Jaipur has been actively involved in supporting several initiatives such as:

- Drafting of the new Rajasthan Infrastructure Development Act
- Undertaking of sector benchmarking exercise in Automobiles
- Drawing up of sector-focused interventions in IT/ITeS and Solar Manufacturing
- Mapping of regulatory approval process for licenses related to land and factories, with a view to rationalization and simplification
- Development of a strategic promotion and outreach plan for the State and support for the development of content for key marketing collaterals such as state pitch presentations
- Creation of investment website, brochures and other communication vehicles

### SOLAR CAPITAL OF INDIA

Rajasthan has been dubbed the 'Solar Capital of India' as it is endowed with abundant sunlight right through the year. Recognizing this, the Government of Rajasthan has accorded high priority to harnessing solar power. The government supports the development of components for the solar power industry, both in generation and distribution.

The state has a pipeline commitment of 594 MW of solar generation projects under the first phase of the National Solar

Mission. The state is also rapidly growing as a major solar component manufacturing hub in India. Rajasthan is blessed with vast mineral resources such as zinc, quartz, silica sand etc. In addition, the state has close proximity to the northern and western markets of India, an educated and skilled labour force and an investor-friendly attitude.

### STRIDES IN IT & ITeS

The IT/ITeS industry in Rajasthan has grown rapidly over the last few years. Rajasthan has a vast pool of trained, English-speaking professionals with over 50,000 engineers, graduating from its 122 engineering colleges. In addition, the low cost of operations in well-developed cities of the state makes them attractive locations for IT and ITeS units.

IT/ITeS exports from Rajasthan have touched the INR 5 billion mark in 2009-10 and have grown at a compounded annual growth rate of 51% in the last 5 years. The top 5 IT companies – Genpact, Infosys, Deutsche Bank, Metasoft Software, Backoffice IT solutions – have already set up shop in the state.

### AUTOMOTIVE HUB

Rajasthan's origin as an auto manufacturing hub dates back to 1982, when Ashok Leyland's truck chassis assembly plant was set up in Alwar. Today, Rajasthan is rapidly developing into a key automotive hub with Bhiwadi, Neemrana and Pathred in Alwar district being host to over 100 existing and proposed automotive and auto parts manufacturing companies.



## LAND ON PRIORITY

Projects having investment of more than Rs. 20 crores and above.

Projects set up by NRIs/PIOs

Projects having 33% or more FDI in total investment

IT industry will be allotted land in all RIICO industrial areas on priority basis on reserved price without bidding process.

[www.riico.com](http://www.riico.com)



Automobile chassis parts being manufactured by a MNC at Tapukara Industrial Area near Bhiwadi.

## RAJASTHAN'S JAPAN STORY

In 2006, Rajasthan State Industrial Development and Investment Corporation and the Japanese External Trade Organization entered into a dialogue to create new opportunities for investment. RIICO and JETRO signed their first MOU in 2006 for two years, which was renewed in 2008, 2009, 2010 and most recently on 7-10-2011 for the next one year. A new Industrial Zone was created in 2006 with RIICO ear-marking

1167 acres at Majrakali in Neemrana solely for Japanese investors. Neemrana was chosen on account of its strategic location on the NH-8 road linking Jaipur and Delhi. Till date more than 300 businessmen / officials have visited Neemrana to evaluate possibilities. Incidentally Neemrana is a part of Delhi-Mumbai Freight Corridor which is being developed with technical and financial assistance from Japan.



**Total Area**  
**1167 acres**

**No. of companies**  
**under construction**  
**9 Nos.**

**Salable Industrial area**  
**585 acres**

**No. of companies begun**  
**commercial operation**  
**11 Nos.**

**Net allotted area to 31 cos.**  
**347.51 acres**

**Employment opportunities**  
**5700 Nos.**

**No. of companies,**  
**which have taken land**  
**31 Nos.**

**Total investment tied up**  
**Rs. 2770 cr.**

- 1. Prominent units that have been allotted land are Nissan, Mitsubishi Chemicals, Mitsui Advance, Delkin, Toyota Kirloskar Motor Pvt. Ltd., TPR Auto, Daichi color and Nippon express.
- 2. A new Phase II plan has been approved in principle with 500 acres to be formed within the National Capital Region (NCR).
- 3. RIICO's experimentation in creating country specific enclaves for industrial development has received attention in the entire country for its success.

- 1. A number of medium and small Japanese industries have evinced a keen interest in the industrial zone.
- 2. RIICO has a significant role in making Rajasthan an ideal destination for investment among Japanese companies by evolving and streamlining a process for foreign investment in projects.
- 3. 31 companies allotted 347.51 acres of land that is likely to get investment of Rs. 2770 crores and direct employment to around 5250 people in Neemrana.

RIICO since its inception in 1989, has emerged as a multi-faceted and dynamic institution. It has kept pace with the industrialization process, in providing complete and innovative means of financial and investment support services.

**RIICO**  
The Industrial Catalyst

**Rajasthan State Industrial Development & Investment Corporation Ltd.**

Udyog Bhawan, Tilak Marg, Jaipur - 302 005, Rajasthan (INDIA)

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## BAPU'S JANAMBHOOMI SPAWNS ENTREPRENEURIAL SPIRIT



### THE WORD 'NO' WAS NOT IN HIS DICTIONARY: DHIRUBHAI AMBANI

The benchmark that almost every aspiring small-time Indian businessman aims at is none other than the rags-to-riches tycoon Dhirubhai Ambani. Born in Chorwad, he started his entrepreneurial career by selling 'Bhajias' to the visitors at the Mount Girnar on weekends to make extra money and give it to his mother.

After shifting to Aden, Yemen, Dhirubhai started work as a petrol station attendant before taking up a clerical position for an oil company that was the sole distributor of Shell products there. He sought his fortune through such humble beginnings and rose to find India's largest empire.

He returned to India in 1958 with Rs 50,000 and set up a textile trading company. Assisted by his sons, he rewrote India's corporate history. The trading house Reliance Commercial Corporation was set up in a small room with one table and three chairs. The textile brand that he established, Vimal, flourished and remains a household name in India today.

Over the time the business diversified into the core specialization of petrochemicals with additional interests in telecommunications, information technology, energy, power, retail, textiles, infrastructure services, capital markets, and logistics. Since then there was no looking back and Dhirubhai received several honors like Man of the Century, One of the Most Powerful people in Asia, first Indian to be listed by Forbes as the 138th Richest Person of the said year and many more.

Dhirubhai always followed these words: "Think big, think fast and think ahead. Ideas are no one's monopoly. Our dreams have to be bigger. Our ambitions higher. Our commitment deeper. And our efforts greater. This is my dream for Reliance and for India."



### THE DAREDEVIL WHO DREAMT: DR. VIKRAM SARABHAI

Father of the Indian Space Program is not the only attribution that this famous scientist from Gujarat has. Dr. Vikram Sarabhai, born in Ahmedabad, was a rare combination of talents and dreams. Dr. Vikram Sarabhai was a creative scientist, a successful and forward looking industrialist, an innovator of the highest order, a great institution builder, an educationist with a difference, a connoisseur of arts, an entrepreneur of social change, a pioneering management educator and more.

Dr. Sarabhai believed science and technology could help create a modern India. He was a man with a mission and today Ahmedabad and the entire Gujarat enjoys the benefits of his vision. He played a major role in the setting up of the Indian Institute of Management, Ahmedabad and Ahmedabad Textile Industry's Research Association (ATIRA).

Further, he started converting the range and breath of his interests into institutions. Darpan Academy of Performing Arts, Space Application Centre, Community Science Centre, Centre for Environmental Planning and Technology (CEPT), Blind Men's Association and others are his gifts to Gujarat. The list of his achievements is never ending as Sarabhai also pioneered the rocket technology, Satellite TV Broadcasting and Pharmaceutical Industry in India.



### BORN TO SERVE: ELABEN BHATT

A hard-core follower of the Gandhian philosophy, Elaben is one of the most remarkable forces for empowerment at the grass root level. She has dedicated her life for the development of women and improvement of the quality of life of India's poor and most oppressed section of people. The soft voiced, simple, cotton-saree clad Elaben has been true to the spirit of her country and her inspiration, Mahatma Gandhi.

Elaben started her career as an English teacher at the SNDT University in Mumbai. But later, in 1955, she shifted to the Textile Labor Association's (TLA) legal department, founded by Gandhiji at Ahmedabad. While working here, at the women's wing, she found that women were doing many labor-intensive tasks needed in textile production, as well as in other fields of work. However, as workers, they were invisible. This thought led to SEWA - Self Employed Women's Association. With the co-operation of Arvind Buch, the then President of TLA, SEWA was born in 1972 with Buch as the President and she herself as the General-Secretary. Today, it is one of the best grassroots programs for women in the world. SEWA has also become a model for micro-finance programs that other parts of the world can follow.

Elaben has always said, "There are risks in every action. Every success has the seed of some failure. But it does not matter. It is how you go about it. That is the real challenge."

Gujarat means business and business means Gujarat – This is a well established fact by now. Gujaratis have been great traders since time immemorial. Diverse fields, different personalities, the state remains the same! Be it Mahatma Gandhi, Sardar Patel or Morarji Desai in politics, businessmen like the Ambanis, Tatas or Adanis, in the field of social service people like Elaben Bhatt, Mallika Sarabhai or when it comes to science and technology names like Vikram Sarabhai and Sam Pitroda are in the lead. **Aditi Rindani** finds out a few eminent movers and shakers of the state. These and many more are the names that made Gujarat an entrepreneurial icon and these continuously provide inspiration to all, those who want to write a new story, who want to give up everything for a dream!





#### THE SOAPS TO SOFTWARE MAN : AZIM PREMJI

A man of power and strength, Azim Premji is a business tycoon, philanthropist and the chairman of Wipro Limited, a group company that holds Wipro Technologies, India's third largest software development company.

At the age of 21, Premji was forced to leave his studies in Electrical Engineering from Stanford University, California, USA to take over the family business when his father suddenly died in 1966. He, however, after a gap of 30 years, completed the engineering degree in 1999.

Wipro grew from a company of US \$2.5 million to a giant of \$1.4 billion under Azim Premji's leadership. When he took the lead, the company dealt in hydrogenated cooking fats and later diversified to bakery fats, ethnic ingredient based toiletries, hair care soaps, baby toiletries, lighting products and hydraulic cylinders. Thereafter Premji made a focused shift from soaps to software. Wipro was the pioneer in providing integrated business, technology and process solutions on a global delivery platform.

After all the success, being one of the richest men of India, Premji is a media-shy person who lets his work do all the talking.



#### MILKY WAY: DR. VERGHESE KURIAN

It is said that the difference between a winner and a loser is that a winner tries 'one more time'. Fed up with the Government Creamery that had no challenges, in dusty Anand, Verghese Kurian had almost thrown up his hands. It was May in 1949. Around the same time, a small co-operative dairy named Kaira District Co-operative Milk Producers' Union (KDCMPUL) was fighting for freedom from the Polson Dairy, which was privately owned. Young Kurian volunteered to help this dairy set up a processing plant. This marked the birth of AMUL; and there was no turning back!

Verghese Kurian is credited with the title of 'Father of Milk Revolution'. Also called the 'Milkman of India', he set up an army of milk producers, which stands over 9-million strong today. He ushered in a concept of co-operatives where dairy farmers could own and manage profitable agri-business enterprises with their produce, however small it may be. He is also the brain behind the largest dairy development program of the world - Operation Flood. Operation Flood ran under Kurian's leadership in 3 phases for 26 years. Also, he is the architect of the Anand Model of Co-operative Dairy Development and hence the engineer of White Revolution in India.

Such was the success of the organization, known as AMUL that the then Prime Minister Shri Lal Bahadur Shastri decided to replicate the model. Under the leadership of Verghese Kurian, the National Dairy Development Board (NDDB) was created in 1965.

India that faced the scarcity of milk in the '50s and '60s was turned to a land of surplus in the '70s. Around 10-million grassroots milk producers walked the path of prosperity. Today, India has the largest cattle population in the world. It has overtaken the US and has become the largest producer of milk in the world.

Every morning when the producers must be walking to local milk collection centers with their pots full of milk, they would be blessing Kurian with their true hearts. And it would surely be the happiest hour of Kurian's day!



#### THE DEFINITION OF ENTERPRISE REWRITTEN: DR. KARSANBHAI PATEL

Karsanbhai Patel - the man who shattered all the business theories, to rewrite new ones. He is the legendary behind the hugely successful brand, Nirma.

Karsanbhai started Nirma as an after-office business in the backyard of his house in 1969. The name came from his daughter Nirupama's name. Nirma was a benchmark. Karsanbhai offered a product that had all the good qualities one can ever think of. Phosphate free detergents, which were environment friendly, were delivered by Karsanbhai himself at the doorstep, on his bicycle. They were sold for Rs. 3 per kg, which was one-third of the then least priced popular detergents. Also, the story of Nirma has become a classic marketing case study. Karsanbhai identified a massive market segment that was starving for a good-quality detergent at an affordable price.

The company that started as a one-man-army, today employs more than 15000 people, has a turnover of more than \$ 500 million, sales as high as 800000 tonnes and the man's net worth as per Forbes in 2005 was \$ 640 million.

In the words of Karsanbhai, "The lack of any precedent in my family made my venture fraught with fear of failure. But farmers from North Gujarat are known for their spirit of enterprise."



#### THE BRAIN BEHIND THAT TELEPHONE: DR. SAM PITRODA

Sam Pitroda, the name can be better justified by the telephones that we use easily all across India. He is the man behind the telecom revolution in India and specifically, the omnipresent, yellow-signed Public Call Offices (PCO) that quickly brought cheap and easy domestic and international public telephones all over the country. Spending four decades in the world of telecommunications, Sam's emphasis was on accessibility rather than density.

While the best brains of the world were busy solving problems of the rich, Sam took up a mission for the masses of a developing country that would not count for much in the world economy. Sam dreamt a dream of fixing one of the many problems that plagued India - an infrastructure of 2 million telephones for a population of 750 million was woefully inadequate - and he resolved to solve this.

Sam Pitroda is widely regarded as one of the earliest pioneers of hand-held computing because of his invention of the Electronic Diary in 1975.

Sam is an inventor, entrepreneur and policymaker. With many designations and responsibilities in his basket, the secret of Sam's success is that he believes that working from the top down was essential for a country like India with its 400 million illiterate citizens. When your mission is to make a difference to the world rather than make a personal gain, you can draw courage from outside as everyone seeks to help you achieve that mission.

## Shilpa Sathi powering Bengal's industrial dreams

**Kanchan Banerjee**, editor-in-chief of NGI Magazine, speaks to popular West Bengal industry minister Partha Chatterjee to get a sense of his strategies to industrialise the state that lost out for the past three and half decades, thanks to the Left Front's misrule

Industry minister of West Bengal Partha Chatterjee has shown great leadership in a short time after the Trinamool Congress-led government was formed in the state about a year ago to untangle the mess left behind by the Left Front's 34-year uninterrupted rule. Chatterjee is working hard to help boost industrial activities in the state by facilitating congenial work environment and opportunities for all potential businesses and investors alike.

The new government of West Bengal under the leadership of Mamata Banerjee is optimistic and has taken several measures for proper industrialization, where the charismatic Chatterjee has a stellar role to play.

**What is your most significant achievement so far in terms of making industrial development in the state?**

It is not only an announcement. There was a 99 page-long document required to start a business and time limit was 315 days to start a business in West Bengal. We crunched this document to seven pages, and opened a single window system called 'Shilpa Sathi' that is fully functional.

**When it comes to attracting foreign investments how open is your government in extending welcome to capital?**

**talist countries like the USA which has been in the bad books of the previous Left government?**

We are open to industrial investment whether it is USA and the UK. Industry should have a good quality and good reputation and we are open to all the areas where they are interested in terms of infrastructure, industry, information technology, basically it is the USA who has also come but the point is that they are coming to India per se. Now, I requested them to come to Bengal and do business in such a fashion both the country and the state as well as our country gets the benefit out of it.

**Few months ago while attending a seminar on "Japanese Investment in Eastern India: Trends & Prospects" you had said your government would provide a hassle-free business environment, competent industrial policy, low labour cost and large talent pool to Japanese investment in the state. Has there been any positive response from Japan?**

Japanese response is good and positive they have come with 35 delegates to visit the Mitsubishi project. I personally met with the Consul General of Japan and had a long discussion with him on what ways Japan and Bengal can co-operate and bring investment and business to our state.

**The number of Japanese companies operating in India almost doubled between 2007 and 2010, but the picture is not rosy for Bengal. Any plans to improve the scenario on this front?**

It is not correct that they have come only between 2007 and 2010. A lot of proposals are coming from Japan now, as I said 35 industrial unit captains are coming to judge the real position of our state, we have assured them hassle-free services we have assured them whatever possible from the side of the government we will do. They have requested us to improve the road conditions from Midnapore to Haladia which we have done and they are pleased. So there is hardly any scope for displeasure with the new government under the chief ministership of Ms Mamata Banerjee.

One of the major charges against the Left Front government has been that it had failed to develop industries in the state. Integral to these charges was that the Left Front itself engineered violent trade union movement generating industrial unrest and situation uncongenial to industrial progress. How will the Mamata Banerjee government pro-

vide a different industrial climate and in the last two decades West Bengal had a slow rate of industrialization. What is your government's roadmap to increase this rate?

This is correct; the main charge against the past government --- three and half decades run by the left front. It is true that they have 4,710 industrial approvals but they have only implemented 1,110. It is a dismal position; we are as of now after few months running we have implemented over 100 industrial proposals not only industries have shown interest but investment proposals worth 90,000 core and there would be job opportunity of direct 125, 000 and indirect another 2,00,000 so we are very much sincere about the outcome what we have discussed with the investors, and pave the way for the investment and to see how best they can adjust with the new climate.

We have made a check list as a break from the past: They are

- 3/4 years bank statement and trail of accounts of the investors.
- Profit and loss account of the investor company
- Nature of their business.
- Kind of business they want to do in Bengal.
- Land requirement for the investor firm.
- Timeframe to implement the business
- And what is the type/amount of investment

If we find them all satisfactory, the business can start within a short time. Also we want to know what kind of manpower these businesses require so that government can prepare to train or develop skills. We want employable employees and make them employable through skill development.

**One of the reasons why investors avoid West Bengal is because labor disputes, strikes and general lockouts are very common here. How can this perception be changed?**

Absolutely correct but we have assured to all the investors there will be no labor disputes; labor disputes starts with a wrong feeling. If the Government is mum on something that is going wrong in the industrial front or in the labour front then everybody takes advantage of the situation. Our Government is very open, saying that the industry should not follow any anti-labour policy, rather sees that industry is a place of earning and should not disturb, we are creating administration to act accordingly. So we are very pro people pro-labour, at the same time the people should realize that industry must prevail otherwise there earnings will stop, at the same time, the owners or the investors must know that is the law of the land that cannot be violated.

**Partha Chatterjee**



# Hard-selling Mumbai's tourism potential

Seema Pherwani in conversation with Ashwini Kakkar, the face behind the megapolis travel, service and hotel industry

In Mumbai's travel, service and hotel industry, Ashwini Kakkar is a name to reckon with. Many still remember him as the erstwhile MD of Thomas Cook India even after four years of being at the helm of affairs at Mercury Travels from Oberoi Group of Hotels.

Mercury Travels, a premier travel company in India, has been catering to the mid and high-end luxury segments for the past 60 years. Kakkar bought a 74.9% stake in Mercury Travels from the Oberoi Group of Hotels (a part of the East India Hotels). It was a rather challenging assignment for Kakkar to take on a venture that was accumulating losses for about 11 years. But, the veteran industry hand, who knows the pulse of the service and travel industry, has turned around the venture in about four years.

"This year we have clocked a profit of Rs 10 crore. We invested more than Rs 35 crore in training, technology and setting up of offices across the world," says a confident Kakkar.

As we caught up with Kakkar at the New Oberoi Hotel in south Mumbai, he recounted his four-year-old journey with Mercury Travels. "Last four years have gone into consolidated the losses, investing in technology. We have expanded in more than 60 countries across the world. So, you will see in us in New York, London, Frankfurt and many other places. As a company we have also tried to leverage India's software strengths to build strong technology platforms for web, call centre and m-commerce interfaces to ensure Customer Relations Management (CRM) and superior service delivery. Earlier, Mercury Travels was only focused on hotels, but now we are a full-line service industry company."

Talking about the Mumbai terror attacks and how the company survived it, he explains, "The service industry was hit in south Mumbai after the terror attacks. We had to work on changing the perceptions of business travelers coming to Mumbai. Also, at that point we were in a revamp mode and what helped us was being associated with the Oberoi Group of Hotels. Our best trained workforce in the service industry and my team from Thomas Cook actually made it all happen."

What sets Mercury Travels apart is that it caters only to the high-end clients and has the likes of Mukesh Ambani, Sachin Tendulkar and Sushmita Sen on the list. The firm also services small groups of people who want to do things their way.

Kakkar says, "We actually show them the

places and take care of them. Our customer or client is a foreign traveler, and we do h/his itinerary depending on what s/he wants. Right from doing h/his passport, visa, planning travel, stay and in all this the minute details and wish list of the client plays a crucial part."

Kakkar, who has also long been associated with the Travel Agents Association of India (TAAI), is also a global director of United Federation of Travel Agents' Associations (UFTAA) for many years. He has been instrumental in promoting Mumbai as a tourist destination for many business travelers.

"I believe that Mumbai itself is a great destination for travelers within India and foreign tourists... We have the best of hotels including the Oberoi and the Taj. The best part is it is surrounded by ocean. Hundreds of multi-cuisine restaurants, road side dhabas to kulfis, thalis along night life that can be compared with the best in the world make Mumbai a rocking metropolis with options galore for seasoned and discerning traveling. Bollywood adds to the glamour quotient."

"I think a lot can be done with the Film City and its pristine surroundings which can be promoted like the Hollywood studios. The Gateway of India festival does manage to attract tourists here, but I think we still need to package the city as a whole. Our great festivals like the Ganesha Utsav, and cultural and music festivals in Pune also attract tourists. The potential is immense. However, we need to spread the message of Athithi Devo Bhavo as well" he signs off.

It was a rather challenging assignment for Kakkar to take on a venture that was accumulating losses for about 11 years. But, the veteran industry hand, who knows the pulse of the service and travel industry, has turned around the venture in about four years.



## Shyam Bhatia's MUSEUM OF DREAMS

Ronita Mohan has all praise for Shyam Bhatia's cricket museum, she walks in and brings the inside story

Cricket is a passion for the majority of Indians. But one Indian has taken his passion for the game to a whole new level. Shyam Bhatia's Cricket Museum is an elegant ode to a game that has enthralled Indians for years. The cricket enthusiasts of the NGI team were invited to visit the museum and talk with Shyam Bhatia about his love for the game.

Born in undivided India in 1942, Bhatia grew up in Ajmer and played first-class cricket for Rajasthan and Saurashtra, before moving to Dubai in 1965. In 1979, Bhatia started his own company, Alam Steel Ltd., which has consistently been one of the top 20 steel distribution companies in the GCC. He continued to play cricket till a back injury ended his bowling career.

An unassuming gentleman, Bhatia is younger and healthier-looking than his age might suggest. He meets us in front of the museum, coffee in hand. A signpost with names of international grounds adds a whimsical touch to the otherwise natural surroundings. An artificial cricket pitch acts as a welcome mat.

A collection of 180 bats greets us as we walk in, all of them autographed by cricketing legends, young and old. Bhatia directs our attention to a selection of bats. "Nowhere else will you see (bats with) an action photograph of the player, full profile of the player and autograph. Nowhere," he informs us.

He then draws our attention to the pillars of the museum, each dedicated to a Test playing nation. The front of each pillar holds a placard with the cricket history of the nation, on the right face of the pillar are the captains' records (these records are updated every year on

March 30), and on the left side is the team's record against other countries (also updated annually). These records were included in the museum from the start. The inauguration of the museum was on April 18, 2010. Bhatia designed the place himself, but had a consultant for the lighting. The roof consists of etched glass panels depicting batters and bowlers in action. As Bhatia says, "The ICC (International Cricket Council), themselves said, 'this is the best cricket museum in the world'."

The wall space above the air-conditioning vent is covered with framed illustrations of various cricketers such as Australia's Adam Gilchrist, South Africa's Shaun Pollock, New Zealand's Daniel Vettori and many of India's greats, such as Sachin Tendulkar, Ravi Shastri and Sunil Gavaskar. All the illustrations are done by South African artist, Richie Ryall.

Two glass display showcases in the centre of the room contain signed helmets, caps, a signed shirt given to Bhatia by Arjuna Ranatunga, former Sri Lankan captain, a helmet with the signatures of all the ICC World XI players from 2005, a plate commemorating Sachin Tendulkar's 100th Test, miniature bats, also signed and replica cricket balls. Bhatia has duplicates of some autographed items, and these he gives away to charity for auction.

Two of the more unique items in the displays are a copy of his first book, *Portraits of the Game*, and an old brochure. The copy of the book contains a message from illustrator Richie Ryall, collaborator, Kishore Bhimani, as well as a signed illustration by India's legendary premier artist M. F. Hussain, of a batsman playing a glorious square cut shot. The brochure is from 1935, commemorating the

first ever India-Australia series played in India in 1932. It contains details about the players who participated in that series.

Bhatia exudes with pride as he talks about his charity, Cricket for Care. Started in 2004, the charity donates cricket bags to underprivileged children and disadvantaged schools worldwide. Each bag contains four sets of cricket gear, including bats, balls, pads, thigh-guards, arm guards, gloves and helmets. For the first time in 2012, Cricket for Care has donated to Japan, to the tsunami-hit areas. The other countries that have received donations in the past are Sri Lanka, Nepal, Afghanistan, Zimbabwe, Thailand, and of course, India (Jaipur, Mumbai, Bengaluru and Rajkot). For his continued contribution to the game, Bhatia has received many awards, which are displayed in a cabinet adjacent to the Cricket for Care corner.

We pause to peruse the museum's extensive compilation of recorded matches. The museum's AV system can store up to 500 matches, and we are given a preview of the first Test match of the Ashes series in 1958-59, between Australia and England, at the Brisbane Cricket Ground, Australia. Despite being in black and white, the quality of the video is surprisingly clear. We move onto the World Cup final in 1983, between India and the West Indies, in which India emphatically won. Since two of our team were born after this event, we are enlightened about the celebrations and the jubilation that followed India's historic victory.

After revelling in past glories, Bhatia amazes us with a couple of his books from the museum library – *The Cricket Field*, 3rd Edition, by JP, published in 1859, and Frederick Gayle's *The*



Game of Cricket, published in 1887.

Bhatia instituted a cricket award in 1999 to recognise the work of local cricketers. "The awards idea came to me one day when... we said there's no recognised award for cricket ... in this part of the world. So, I started giving awards to local cricketers. First, it was in Dubai, for two-three years. Then, we started giving (awards) to umpires - umpires should be recognised. I was the first one, I think, in the world, to award the umpires. Then, I thought to myself, the children receiving these awards from us - it doesn't mean anything. Okay, they get the recognition, they get some cash. But if they get the same award from some legend, that guy will keep that photograph; show it to his children, his grandchildren. So, as (Arjuna) Ranatunga said rightly, he does not remember his last one-day score, or where he scored it. But he remembers the first time, in his life-time, when he got an award... and who gave him the award. So I started inviting legends." Bhatia elucidates this point by telling us that at the awards ceremony everyone is happy; everyone is participating.

The first 'legend' who presented at the awards was Clive Lloyd – he is a particular favourite of Bhatia's and crops up often in our conversation and in the museum. Lloyd was followed by Sunil Gavaskar, Imran Khan, former Pakistan captain, West Indian tearaway, Michael Holding, Indian captain and all-rounder, Ravi Shastri, Australian captain, Ian Chappell, Pakistan pacer, Wasim Akram, England all-rounder, Andrew Flintoff and World Cup-winning captain, Kapil Dev.

We finally come to the conception of the museum. Bhatia talks about his cricketing days, playing first-class cricket in India and the UAE. He tells us that he published his book before starting the museum. "I wrote a book first. I had no idea how to write the book. I don't sell that book, it's only for charity. Then, (the) book did very well and I was collecting money, because even though I didn't want to sell, a lot of companies were buying (the book) as corporate gifts." *Portraits of the Game* was released with great determination and perseverance in 2003 to coincide with the 2003 World Cup, where India reached the final. It took two years to collect the thoughts of all the players, past and present, to include in the book and its successor, *Portraits of the Game II*.

"Then I started my charity. But I wanted to do something more for cricket. Then I thought of a cricket museum. It took me two years to build (the museum)." With an already existing store of photo albums and memorabilia, combined with some fascinating cricket trivia, Bhatia was able to produce a journey through cricketing history.

We are shown photo albums from the 1983 World Cup celebrations and there is much amusement as we see how young the players looked and compare them to the way they look in the photo album for the 25th anniversary celebrations held in the Long Room at



Some of Richie Ryall's illustrations in the museum photo by Monita Mohan

Lord's. Bhatia has plenty of pictures of visits from various cricketers, especially Indian teams, over the years. "Whenever India came here (to Dubai), they would have lunch at my house."

He also has pictures of the first ICC Awards, held in 2004; the first Twenty20 World Cup victory for India; celebrations of Tendulkar's birthday and photographs of the Cricket Club of India felicitating Bhatia as an honorary life-member.

None of this would have been possible without the help of his wife, Vimla, who worked hard on *Portraits of the Game* and this project as well. His son, an avid sportsman, is also very enthusiastic about the museum.

Bhatia takes us downstairs, a more intimate, personalised area of the museum. On the way down, he points out a section dedicated to the late Rajsingh Dungarpur, a first-class player, President of CCI and Chairman of Selection Committee and manager for India.

A massive mural of Bhatia's dream Test and ODI XI covers most of the wall on the landing. Legends such as Tendulkar, Shane Warne, Brian Lara, Sir Viv Richards, Muttiah Muralitharan and Adam Gilchrist are included in both lists.

The walls are lined with photographs of the inauguration of the museum as well as pictures of the various famous visitors. There is also a placard of triple-centurions through the years. This area will be going through a great deal of revamping as Bhatia plans to include sections on the Women's Cricket World Cup, UAE cricket, a history of Test cricket from 1876 and an umpires' corner.

It was evident from the collection in his museum that Bhatia favoured the more traditional formats of the game over the recent innovation of Twenty20 cricket. We asked him for his thoughts on the shortened format. "It is entertainment," he says. "It will give a lift to the cricket." However, he also believes that the advent of Twenty20 cricket will cause the decline of Test cricket because, even though

the number of Tests ending with results has increased, the technical efficiency of players has decreased.

His views on the Indian Premier League are even harsher. "The IPL will continue (because) it is very good entertainment to the people. But somehow it is damaging the cricket because before, the cricketers were dying to play for their states and then in the Indian colours; for their country. Now, that urge is not the same there. They all want to play the IPL. There could come a time when a (first-class player) finds some excuse not to play in the Ranji Trophy (the domestic tournament) because he doesn't want to get injured (before the IPL)."

Bhatia also states that, to play in the IPL, a player does not require much technical ability and hence in the future, we are unlikely to see quality players like Tendulkar, Rahul Dravid and VVS Laxman.

We move on to betting in cricket. An important point Bhatia makes about betting is that it is legal in other countries, and in other sports, without affecting players, and hence there is no harm in legalising it in India, provided the players stay out of it. "What's wrong (with legalising betting)? How does it harm the game?" Bhatia asks rhetorically. He feels that players and officials shouldn't be taking bribes as cricket is their profession. "It all depends on the integrity of the players."

As we leave, Bhatia tells us that his favourite corner in the museum has framed illustrations of his two favourite players in the various categories of cricket, as well as his Bradman collection. We ask him about his first autograph, but Bhatia apologetically replies that he can't remember. He does, however, remember the first cricketer he invited to his home – Sunil Gavaskar Ajit Wadekar. And the first overseas player? – Clive Lloyd, of course.

We part ways, thoroughly enriched and amazed by Bhatia's immense passion for the gentleman's game.



NGI Middle East publisher, K Sudhakar Murthy and NGI Business Development Manager, Varsha Sirnani sharing pleasantries with H E Sheikh Ahmed bin Saeed Al Maktoum

## CSR HOLDS KEY TO 21ST CENTURY BUSINESS

**Ronita Mohan** reports on 7th Dubai Global Convention, organised by the Institute of Directors (IOD) at InterContinental Hotel on April 25 and 26, where over 60 speakers from diverse fields in India and abroad were invited to speak about the new buzzword in business lexicon

Corporate social responsibility (CSR), once an obscure term that businesses could ignore, has emerged as the key phrase in business repertoire. CSR, in the 21st Century, can make or mar a business.

And that was the thrust of the discussion at the 7th Dubai Global Convention, organised by the Institute of Directors (IOD) at InterContinental Hotel on April 25 and 26, where over 60 speakers from diverse fields in India and abroad were invited.

Actually, the convention began on April 24, with a road trip to Masdar City in Abu Dhabi, billed as a Carbon-Neutral Eco City because it relies entirely on solar and renewable energy sources. The trip was followed by a cruise dinner.

Making Corporate Social Responsibility an Actionable Business Agenda was the title of the convention. On April 25, Saleh Janeeh, chairman, Dubai Quality Group, one of the sponsors for the event, kicked off the programme with his welcome speech. Sheikh Ahmed bin Saeed Al Maktoum was also present for the inauguration.

The Institute of Directors, India, (IOD) is an "independent non-profit network of directors", said the President of IOD, Lt Gen Ahluwalia. "Over the last two decades, CSR has evolved

from simple philanthropic activity to integrating business interests with the community in which it operates, exhibiting social, environmental and ethically responsible behaviour in governance... and long-term sustainability," he explained.

Lt Gen Ahluwalia advocated the need to integrate CSR in a company's business model as well as the importance of building partnerships with NGOs. He emphasised that CSR was not to be seen as a public relations exercise.

A special address was given by Ahmad Al Mohairi, the CEO of Community Development Authority, Government of Dubai. He said that helping a community was not enough, but empowering a community to serve itself made a world of difference.

The Ambassador of India to the United Arab Emirates, Kapanaiah Lokesh made a distinction between a developing economy, such as India, and the Western society's "money for nothing" culture.

Sunil A. Misser, CEO of AccountAbility, UK, spoke on The Future of Corporate Responsibility. Misser said that predicting the future was a risky business. "Business as usual is not the norm anymore". In this century, action is more important.

Dr Bhaskar Chatterjee, IAS, DG & CEO of the

first Indian Institute of Corporate Affairs, spoke about Generating Business Value through CSR: Myth or Reality. Chatterjee's notion was that CSR could be viewed as a vehicle by which corporates and government could work together. He also believed that CSR was intrinsic to the DNA of the company as well as national development.

The session on Transparency and Accountability for Effective CSR was chaired by M G George Muthoot, chairman of the Muthoot Group. "How the business is conducted has become as important as what the business is about," said Manoj Sonawala, GM, corporate & company secretary of Tata Services Ltd.

Phyllis Boardman, MD of PB Energy Solutions Ltd; gave a brief introduction about the 'Green Deal' and how it would encourage all UK businesses to focus on CSR.

Sanjay Anand, chairperson of SOX and GRC Institute, GRC Group, USA, explained that GRC meant Governance, Risk Management and Controls and that GRC enabled social responsibilities. He also gave the reasons to be optimistic and pessimistic about reporting CSR, the lack of regulation being the main cause of pessimism.

Dr K K Upadhyay, Team Leader at FICCI, enumerated that bigger businesses tended to



include a CSR agenda whereas down the ladder, smaller companies did not.

Stuart Dunlop, Head of ME, ACCA Global, UK, illuminated the audience with the various methods and strategies companies could use to evaluate and measure their CSR.

Professor Colin Coulson-Thomas from the University of Greenwich, UK, differentiated between high performance organisations, which generally could accomplish a long list of CSR activities, and low-performance organisations who fail to incorporate CSR in their policies.

Harpreet A. De Singh, Head of Corporate Quality, Safety and EMS, Air India, spoke about Air India's surprise when they realised that they had always been performing CSR, even without realising it. "For years, we kept implementing activities but it was never really documented." She also felt that without measuring such activities, they could not hope to find their mistakes or areas that required improvement.

Mohini Daljeet Singh, Chief Executive of Max India Foundation, the Social Arm of the Max India Group, spoke about the philanthropic work of her company. A short video also accompanied her speech.

Aparna Mahajan, Director, Resource Mobilization and Partnerships, IRRAD, spoke about IRRAD's experiences in India as well as highlighting the future of CSR, while emphasising synergistic partnerships as a core component of good CSR.

U K Chaudhury, Past President, ICSI, outlined the ways CSR could enhance business value – 1) belief in the concept, 2) need for regulations, 3) choosing correctly between voluntary or mandatory CSR, 4) executing CSR according to the needs around the company itself, 5) the company being popular among consumers and public.

'Social Innovation – The Driver of Economic Growth' was moderated by Keshav R. Muruges, Group Chief Executive Officer, WNS Global Service. The first speaker was Abha Negi, Sr GM – Group Corporate Communications & CSR, Jindal SAW Ltd. Negi's speech was based on accessible structure. She pointed out that the stage could only be reached via stairs, thus, a disabled person would not be able to get onto the stage.

Ibrahim Al Ansari, CEO of Dubai First, felt that society wasn't always looking for financial contributions. Instead, honest and meaningful support would enhance society further.

Christina Pereira, Vice President, Happy World, Aegis Ltd., agreed with the other speakers of the day that CSR had to be aligned with the corporate formula.

KPMG's Head of Global Centre of Excellence for Climate Change & Sustainability, Barend van Bergen enumerated the changing attitude to businesses, saying that "people look to business for solutions".

Neetu Goel, Manager, Foundation for MSME Clusters presented her company as a

case study for environmental responsibilities. She highlighted the various issues facing MSMEs and the strategies involved in tackling them.

CSR Policy, Guidelines and Reporting, is a fact-based topic. Chairperson Andrew Robinson, a partner of KPMG in Dubai, explained the reporting techniques like ISO 26000, SA 8000, AA 1000, Global Compact, DJSI and MDG.

Ranjit Singh, Assistant General Manager, CSR, Maruti Suzuki, defined the stakeholders of companies as "individuals or groups impacted by company and who can impact the company".

J Sundharesan, a company secretary, highlighted the need for accountability, reporting and transparency to accompany any act of CSR.

Jon Long from the International Cricket Council spoke of the small budget they had for CSR. However, by joining with UNICEF and UNAIDS, as well as ensuring their advertisers complied with their policies, the ICC built their CSR further. Long also mentioned the ICC's adherence to the ISO 26000 regulations.

The last keynote session of the first day included a short talk by John Peter about the up-

coming Rio+20 summit, followed by Adrian Alsop, Director for Research and International Strategy, ESRC, who spoke about Women and the Boardroom. He repeatedly stated the importance of diversity in boardrooms, stressing that it impacted positively on performance.

The second day of the conference began with CSR case study presentations. MARG Limited, NATCO Pharma Ltd., SanDisk Corporation, Vodafone, Samsung, Schneider, NTPC, ICICI Lombard, Steria India Foundation, Lanco Infotech, State Bank of India and Oil India all made presentations on their CSR activities.

Jaydeep N Shah, President of ICAI, chaired the session on Strategic Corporate Social Responsibility: Creating Shared Value. Ritu Jhingon, GM, CSR, CAIRN, showed a moving video of the work that CAIRN were doing in India that brought tears to Hardicon Ltd's MD Rajeev Arora's eyes.

The Valedictory Session was begun by Pradeep Chaturvedi, VP of IOD, who gave a short summary of all the recommendations given during the conference.

The chief guest, Sanjay Verma, Consul General of India in Dubai, gave a historical and cultural context for CSR.

A closing address from the Chairman, Lt Gen Surinder Nath, was followed by a special address by Professor Ujjwal K Chowdhury, Dean of Whistling Woods and Managing Editor of New Global Indian. Chowdhury focussed on the media's lack of interest in CSR. He underlined the need to pool human and technical resources to create an integrated CSR medium.

"Over the last two decades, CSR has evolved from simple philanthropic activity to integrating business interests with the community in which it operates, exhibiting social, environmental and ethically responsible behaviour in governance... and long-term sustainability," explained Lt Gen Ahluwalia.



H E Sheikh Ahmed bin Saeed Al Maktoum taking a sneak peek on NGI magazine



Winners of the Golden Peacock Award for CSR and Philanthropy

## GOLDEN PEACOCK AWARDS for CSR & Philanthropy presented in the UAE

The proceedings of the Dubai Global Convention 2012 concluded on Thursday, April 26, 2012, which ran for 2 days and included the presentation of the Golden Peacock Awards for CSR and Philanthropy. The presentation was held on the sidelines of the 7th International Conference on Social Responsibility, organized by the Institute of Directors-India (IOD) in association with Dubai Quality Group (DQG).

The awards ceremony took place on Wednesday, April 25, 2012, at the InterContinental hotel, Dubai Festival City.

H.E. Juma Al Majid, Founder and Chairman of Juma Al Majid Group of Companies, and H.E. Eng. Fatima Obaid Al Jaber, COO of Al Jaber Group and Chairperson of the Executive Board of Abu Dhabi Business Women Council, were conferred the IOD 'Distinguished Fellow' Award, which is IOD's highest accolade. Distinguished Fellow Awards are awarded annually to members who have sustained a prominent and distinguished career as a director; or who have given outstanding participation and services to the IOD, or eminent or special contributions to the community or business and amongst the earlier recipients was Former President Abdul Kalam of India.

The Golden Peacock Awards for CSR & Philanthropy for 2012 were presented by H.E. Mr Juma Al Majid, Justice M. N. Venkatachaliah, Chairman of the IOD Advisory Council and for-

mer Chief Justice of Supreme Court of India, Mr. Saleh Janeeh, DQG Chairman, Lt Gen JS. Ahluwalia, President of IOD and Dr. Abdul Rahman Al-Awar, Director General of Federal Authority for Human Resources, Abu Dhabi.

There were 2 categories of Golden Peacock Awards – 24 Organizations from various sectors of Indian industries from Steel, Banking, Pharmaceuticals, IT, BPO, Oil & Gas, Energy, Insurance and Social Sectors received the National awards and included among others – DP World, Dubai; State Bank of India, Muthoot Group, Cairn India, Max India Foundations, Vodafone, Schneider Corporation, NTPC, ICICI Lombard, Samsung, Reliance, Jindal Steel, Natco Pharma, Mazagaon Dock, Lanco Infratech, Marg Limited, Tata Interactive.

Global Peacock Awards were also conferred on International companies – San Disk Corporation, USA; Doha Bank, Qatar; Avea, Turkey; & WNS Global Services, India.

Mr. Saleh Janeeh said that the fact that Dubai hosts and organizes this global motivational annual award was very important for the practise and future of business in the UAE. He pointed out the importance of the Golden Peacock Award for CSR and Philanthropy, which, he said, raises the prospects of ambition and creativity, and provides businesspersons with the opportunity to examine carefully and benefit from the experience, expertise

and potential of the winners. The meet focuses on the most important features of professional, commercial and economic excellence from the pointing of view of improving social responsibility, he added. He said it was everyone's duty in the business world to bring forward best practices in all aspects of life, since business is no longer separated from other affairs of life.

As per Justice Venkatachaliah, Chairman of the IOD Advisory Council and former Chief Justice of Supreme Court of India, that the announcement of the Golden Peacock Awards through the 7th International Conference on Social Responsibility hosted by IOD & DQG in Dubai, comes in the context of honouring the efforts of companies, organizations and individuals in the UAE, at both trade and economic levels and in social responsibility and philanthropy aspects. He noted that an award of this size and international rank adds to the ambition of companies and organizations in the UAE, and infuses a heightened spirit of competition and innovation.

The award, seeks to promote these features in service of supreme social qualities and are confident that the winners of this award deserve this honour, and many others as well deserve it. It is also deserved by those who pay importance to the social aspect in their various businesses and initiatives, he said, mentioning that future years will see more of



this important and critical feature coming to the fore.

The Golden Peacock Awards are now regarded as the holy grail of corporate excellence awards in quality, corporate governance, corporate social responsibility, innovation, training, environment management, ecological and business leadership. They provide not only worldwide recognition and prestige, but also provide a competitive advantage in driving business in a tumultuous world.

The awards are in two categories: National Awards and Global Awards. The National Annual Awards are: the Golden Peacock Environment Management Award (GPEMA), the Golden Peacock Eco-Innovation Award (GPEIA), the Golden Peacock Occupational Health and Safety Award (GPOHSA), the Golden Peacock HR Excellence Award (GPHREA), the Golden Peacock Award for Excellence in Corporate Governance (GPAEGG), the Golden Peacock Innovation Management Award (GPIMA), the Golden Peacock Award for Climate Security (GPACS), the Golden Peacock Award for Sustainability (GPAS), the Golden Peacock National Quality Award (GPNQA), the Golden Peacock National Training Award (GPNTA), the Golden Peacock Innovative Product/Service Award (GPIPSA), and the Golden Peacock Award for Corporate Social Responsibility (GPACSR). The Global Annual Awards are: the Golden Peacock Global Award for Excellence in Corporate Governance (GPGAECG), the Golden Peacock Global Award for Corporate Social Responsibility (GPGACSR), and the Golden Peacock Global Award for Sustainability (GPGAS).

The Golden Peacock Award is the only award which has meticulously defined and transparent selection process and is determined by a highly detailed and independent assessment process. Among other things, it builds brand equity. Award winners are eligible to use the Golden Peacock Award logo for one year on all promotional literature. It gives worldwide recognition and preparing for it helps to inspire and align the entire workforce in an organization. Applying for it rapidly accelerates the pace of improvement in business management systems, and even if one does not win the award, the feedback from the self-assessment criteria gives a detailed input to the strategic planning process and helps in achieving world-class status.

Public and private sector units, NGOs, self-accounting institutions and business units, research organizations, government, manufacturing or service sectors, are eligible to apply for the award. Leadership awards are determined through nomination only. All entries are treated in strict confidence and the entire evaluation process is totally confidential.

The panel of judges consists of the Global Chairman Dr. Ola Ullsten, former Prime Minister of Sweden; the National Chairman Justice P. N. Bhagwati, former Chief Justice Supreme Court of India; Vice Chairman Lt. Gen. Surinder Nath, PVSM, AVSM (retd.), former Chairman, UPSC, and the Director General is Dr. A. N. Sak-sena, former Financial Advisor for Ministry of Petroleum & Natural Gas, Government of India.

### ABOUT DUBAI QUALITY GROUP:

In line with H.H. Sheikh Mohammed bin Rashid Al Maktoum's vision of developing UAE as a centre of excellence, the Dubai Quality Group was set up as a non-profit organization by the Dubai Department of Economic Development, under the patronage of H.H. Sheikh Ahmed bin Saeed Al Maktoum. Formed in February 1994, DQG has since grown to include more than 75,000 individuals representing over 380 prominent organizations from both the private and the public sectors. The Group offers many programs throughout the year with the objective of improving Quality of Service among its member organizations. It organizes various activities aimed at developing the professional and managerial expertise of the business community. With its close links with professional bodies and institutes, at both local and international levels, it provides an excellent environment for professionals to meet and exchange ideas, information and expertise for mutual benefit. For more details, log on to DQG website at: [www.dqg.org](http://www.dqg.org)



(from left): H.E. Juma Al-Majid, Dr. Abdul Rahman Al-Awar, Saleh Janeeh, Sunil Bahri, IOD President Lt Gen J S Ahluwalia, Maryam Al-Thani Al-Falasi

## CHANGES IN THE GLOBAL ECONOMY

### How can India evolve as a Leader?

**Monita Mohan** reports on the two-day deliberations held by senior professionals from all over the world at the 30th Annual International Conference of the UAE Chapter of the Indian Institute of Chartered Accountants



(L-R): CA. Harikishan, CA. Pankaj, CA. Rishi, CA. Nimish Makvana, CA. S. Venkatesh, CA. Jaydeep Shah, CA. Subodh Agrawal, Vice President, CA. Karuna, CA. James Mathew, CA. Stany, CA. Krishnan.

"God sent economists to the planet to make astrologers look respectable," said John K. Galbraith, noted economist. His Excellency Sanjay Verma, Consul-General of India in the UAE, quoted these words as he addressed the Institute of Chartered Accountants of India, Dubai Chapter's 30th Annual International Conference. The topic for discussion was "The Global Economy... Poised for a Paradigm Shift?" Given the current economic climate, it seemed a timely and appropriate subject.

"The chartered accountant is a very silent worker; a lot of people talk about the many doctors working in this country; how many engineers working in this country; but people don't talk about so many chartered accountants working in this [UAE] country," said Indian Ambassador to the UAE, H E M. K. Lokesh.

Sheikh Nahyan Bin Mubarak Al Nahyan, Minister of Higher Education and Scientific Research said, "Accounting laid down the backbone of our economy." They are "pillars of support". In the global climate that we are facing today, the integrity of the accounting profession is paramount. Even if the global economic conditions are in flux, accountancy must be stable.

Sheikh Nahyan had strong views about the accounting profession. He stated that accountancy practices must always be transparent and accessible, and that this profession must always attract high calibre persons with integrity,

objectivity and competency.

M. K. Lokesh agreed. "Indian chartered accountants are recognised worldwide as being among the best and the brightest in the profession." However, he pointed out "...ethical standards are essential... to the development of the profession."

In the larger scheme of things, accountants are still four years behind. "It [the paradigm shift of the global economy] is not poised; it's happened," said Abdul Kadir Hussain, CFA, Chief Executive, Mashreq Capital, DIFC body of Mashreq Bank, as is evidenced by the fact that Hussain is a Pakistan-born, US-trained, Europe and Asia experienced individual speaking at a conference to Indians in the Middle East.

Professor Ujjwal K. Chowdhury, Dean, School of Communications at Whistling Woods International, Mumbai and Managing Editor of New Global Indian, expanded on the global challenges of today: decline or stagnancy in growth-rates of developed nations, rise of BRICS nations in contrast to the financial struggles of the Euro zone, high unemployment rates around the world and Occupy Movements taking place in several Western cities.

The reaction to economic crises has changed over the decades. In the 1987 stock market crash in the United States, Asia suffered badly and recovered much slower than the US did. As Hussain allegorically put it, in those days "the US sneeze[d], the world [caught] a

cold." The same, however, could not be said about the Asian crisis in 1998 - the US came out of that unscathed, they did not even feel it.

The 2008 crash was again US-centric. The transmission was global and instantaneous. But the recovery of emerging economies was almost instantaneous as well. Hong Kong, Hussain informed the audience, recovered better than the US.

More proof of the change in global economy is apparent from the fact that nowadays people keep an eye on the Chinese stock exchange and the Reserve Bank of India. Only when the yen is on par with the dollar will there be an indication of a complete shift in the global economy.

In the 21st century, HE Sanjay Verma pointed out, there is no "full-spectrum" global authority. There is no clear-cut developed and developing society. The BRICS nations (Brazil, Russia, India, China and South Africa) contribute 50% of the global wealth. India is at a threshold, he insisted. The country can develop and innovate.

India being a younger nation, the aspiration values are increasing. India is the most diverse country in the world, and its foreign endeavours have never been violent. But, unfortunately, this approach has led to India being perceived as a soft nation. India has to alter its global image, Verma stated.

Dr. Sanjiv R. Das, Professor of Finance at



Santa Clara University, US spoke on "Global Debt Restructuring: The Case of Paradigm Shift in Distressed Mortgage Debt". His focus was on the housing market in the United States of America.

Dr. Das' argument was that the falling housing prices were a global problem. The banks were implementing an incorrect model on instalments - leading to foreclosures. According to his research and mathematical models, debt restructuring is optimal for both lenders and investors.

The "incorrigible optimist", Harish Salve, CA., Senior Advocate, Supreme Court, India spoke on the subject of Democracy and Growth. Sir Winston Churchill had predicted anarchy in the independent Indian state, but as pointed out by Salve, anarchy exists all over the world - the London riots in 2011 busted the myth of a serene West; the Arab Spring in the Middle East is also proof of anarchy.

India's experiment with democracy is very successful. India has a robust free press - it is "noisy and irresponsible", but those are attributes that Salve says he prefers over a "silent and responsible" press that is "just the master's voice". However, as noted by Professor Chowdhury, the media plays an important role in representing the image of a country. The negative news stories that are usually generated about the Indian sub-continent by the worldwide press fail to accurately portray the huge strides that India has made in development. Proof of global economic change will be seen when the media focuses on the positives.

Another positive that Salve observed about India, is the robust Indian judiciary, which even has the power to prosecute politicians. Looking at the big picture, the political governance in India is in the hands of the people - the government is changed by the public ballot. This is another strong piece of evidence in favour of India's democracy.

To ensure the growth of the nation and hence lead to an economic shift, innovation must be encouraged, and money needs to be put into the creation of innovators. Salve said that though corruption was rampant in India, it was no different from other countries that also suffer from corruption. But in today's world, corruption has a question mark next to it, due to the degree of transparency in India.

However, for India to really move forward and grow, "we need less governments and more governance."

Piyush Goyal, Member of Parliament, Rajya Sabha presented a step-by-step "Transforming India" campaign. To reform India, the country should focus on particular sectors - 1) Education, 2) Urbanisation, 3) Transportation and Connectivity, 4) Rural Empowerment, 5) Energy Security, and 6) Manufacturing. Developing — these areas would truly shift the global economy in India's favour.

He suggested three ways to achieve the transformation - 1) reinvention of the government 2) build a trusting nation and 3) empowering the people and communities of people.



Sheikh Nahyan Bin Mubarak Al Nahyan, Minister of Higher Education and Scientific Research with other dignitaries



Prof Ujjwal K Chowdhury getting a token of appreciation from CA. James Ravi, Regional Director - Middle East.

Only in a crisis, he stated, does a country's people stand up.

Dr. Faisal Devji from Oxford University, United Kingdom, a follower of Mahatma Gandhi's practices, addressed the fact that the paradigm shift had taken place before, in the 19th and early 20th centuries. That shift however was more on a moral front.

Gandhi's commentary on the Bhagwad Gita in the early 20th century emphasised the Individual's (or Corporate's) duties rather than on the Human Rights given by the government — this was an essential change and shift in thinking.

Dr. Devji referred to another of Gandhi's ideologies, which is relevant to present-day India — simply joining the proverbial club would not benefit the country, in fact, it would lead to sacrifices. India has to offer the world something, he explained. That shift in thinking is becoming more and more prevalent in today's world.

India's experiment with democracy is very successful. India has a robust free press - it is "noisy and irresponsible", but those are attributes that Salve says he prefers over a "silent and responsible" press that is "just the master's voice". However, as noted by Professor Chowdhury, the media plays an important role in representing the image of a country. The negative news stories that are usually generated about the Indian sub-continent by the worldwide press fail to accurately portray the huge strides that India has made in development. Proof of global economic change will be seen when the media focuses on the positives.

# NGI NEWSMAKERS

## KAMALJIT BAWA

### Indian-born Kamaljit Bawa elected to prestigious US academy

Indian-born Kamaljit Singh Bawa, a distinguished professor of biology at the University of Massachusetts, Boston, has been elected a member of the prestigious American Academy of Arts and Sciences. Bawa, founder and president of Bangalore based Ashoka Trust for Ecology and the Environment (ATREE), will join the academy Oct 6 with some of the world's most influential artists, scientists, scholars, authors and leaders. The announcement of Bawa's election came as he was receiving the Gunnerus Sustainability Award the world's first major award for sustainability, awarded by the Royal Norwegian Society of Sciences and Letters, for the impact his research has had on the sustainability of global biodiversity.

## DR MOHAMMAD JAHANGEER WARSİ

### Indian-American linguist wins US academic award

An Indian American professor, Dr Mohammad Jahangeer Warsi, has been selected as a 2011-2012 recipient of the James E. McLeod Faculty Recognition Award by the students of Washington University in St. Louis, Missouri. Previously called the Faculty Awards, this year the ArtSci Council decided to rename the event in honour of one of their biggest supporters James E. McLeod. Warsi, a gold medallist linguist from Aligarh Muslim University and a West Bengal Academy award holder, will receive the honour April 16 at a Recognition Ceremony hosted by the School Council, the undergraduate organization and executive governing body for the College of Arts & Sciences.



## SUNNY VARKEY

### Indian-origin educator named UNESCO goodwill ambassador

Indian-origin entrepreneur and educator Sunny Varkey has been named as a goodwill ambassador by the United Nations' educational and cultural agency in recognition of his contribution in the field of education. Varkey, founder and chairman of Dubai-based GEMS Education, one of the largest private school operators in the world, would be the Goodwill Ambassador for Education Partnerships for UN Educational, Scientific and Cultural Organisation (UNESCO). The son of Indian expatriates who moved to Dubai in 1959, Varkey took over the management of his parents' school in 1980 and transformed the family-run institution into a multinational company. GEMS Education today educates more than 100,000 students from more than 150 nationalities.



### Mritunjay Kumar profiles achievers from the NRI and PIO community.



## AJAY BANGA

### MasterCard's Ajay Banga to head US-India Business Council

Ajay Banga, president & CEO of MasterCard Worldwide, has been elected next chairman of the US-India Business Council (USIBC), a trade association made of 350 top American and Indian companies. Banga, who became the president and CEO of global payments and technology company in July, 2010, takes over from Harold "Terry" McGraw III, president, chairman, and CEO of The McGraw-Hill Companies. Banga currently serves on the board of Kraft Foods and is a member of such prestigious groups as the Council on Foreign Relations, the Business Roundtable, and the Foreign Policy Association.



## KAMAL VACHANI

### Group Director of Al Maya Group, Kamal Vachani was awarded Face of the Year

Kamal Vachani, Group Director, Al Maya Group was awarded Face of the Year award by Masala Awards 2011 at a large gathering attended this mega event, which was held at a glittering ceremony in Dubai. Kamal Vachani name was selected by a panel of judges of Masala Awards 2011. Kamal Vachani is also a very socially active person. The ceremony was attended by VIPs, leading businessmen, socialized and other dignitaries and Bollywood stars. Kamal Vachani is also Hon. Regional Director of Electronics and Computer Software Export Promotion Council (ESC).





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## Twenty20 Cricket - Pro Arch Trophy

The Arch Trophy tournament, first conceived by former England cricketer, James Kirtley, his business partner, Roger Myall, Director of MKK Sports in UK, with the owner of Sports Arabia, Matthew Jackson, has continued to grow in stature, extending its invitation to counties such as Sussex, Essex, Somerset, Lancashire, Yorkshire, Surrey and Middlesex. A Fly Emirates XI has also been included in the tournament to encourage local talent. Since 2011 the Marylebone Cricket Club (MCC) XI is part of the competition and this year saw the inclusion of former India Captains, Sourav Ganguly, (Dada to his peers and fans), and the recently retired Rahul "The Wall" Dravid, among others. Team captain Mark Ramprakash, or Ramps as he is called, said that he was very happy to have Dravid and Ganguly in the side.

Held in late March, the Twenty20's second semis had MCC XI meeting Lancashire; although the last outing for MCC XI in 2011 tournament was a failure, this year, expectations were up with the team boasting of not one, but two of India's biggest names. Hundreds of people crowded around to watch their heroes battle it out in the sun. Temperatures rose to nearly forty degrees but nothing seemed to deter the crowd's or the players' determination. During the games, several international players came out for autograph sessions. Despite the searing heat, the crowd patiently awaited their idols, Dravid and Ganguly. Sev-

eral fans had queued up last year to meet Dada, but had missed him. These fans awaited their idol this year, many of whom split up into groups, so one group could meet Dravid, while the other kept their place in the line for Dada. Many spoke reverentially of their 'God' Dravid and exchanged stories of the matches they had watched. Of course, the hot topic was India's recent poor form and what improvements could be made to the team. Unfortunately, the organisers missed a trick by sending the players out to the autograph zone for only ten minutes, thus, disappointing many eager fans. Though the crowd was somewhat upset about this missed opportunity, they still gathered anxiously for the match. As the MCC team came out to practice, avid fans lined up near the pavilion, screaming Dada's name in unison. Dada graciously acknowledged his fans with a wave and a smile that sent them into paroxysms of pleasure.



## NRI NEWSBIN

Rohit Jain takes a sneak peek on the NRIs' engagement in various fields

### Six Indian-Americans win fellowships

Six Indian Americans are among 30 immigrants and children of immigrants from 20 countries who have won 2012 Paul and Daisy Soros New American Fellowships to pursue advanced degrees.

Each award provides up to \$90,000 in tuition and support for two years of graduate study in the US in any field.

Immigrants to the US from Hungary, Paul and Daisy Soros set up the programme to honour contributions by immigrants to the US.

### Indian student wins Space Lab Asia Pacific contest



Indian student Sachin Kukke has won YouTube Space Lab 2012 contest for the Asia Pacific region and is one of the six global winners of the competition.

In a meeting with Indian Ambassador to the US Nirupama Rao, Sachin shared his experience of conceptualizing and carrying out innovative scientific experiments.

At the meeting, Sachin, a student of mechanical engineering at the BMS College for Engineering in Bangalore, was accompanied by Lee Hunter, head of brand marketing for YouTube, and Claudio Lilienfeld, senior policy manager for Asia Pacific at Google.

Congratulating Sachin on his highly

commendable achievement, Rao said that in India - a country engaged in rapid economic development - "students like Sachin symbolise the hopes and the potential of a dynamic, resurgent India and its young population".

She encouraged Sachin to pursue his goals and interests in the specialized area of aerospace engineering and wished him the very best for the years ahead.

Sachin's experiment explores transfer of heat in ferro fluid - a special liquid that gets magnetised when subjected to a magnetic field. The study can benefit development of advanced cooling and heat transfer systems.



## Pravasi Bharatiya Samman for former Singapore president



Singapore's former president S R Nathan has been conferred with the prestigious Pravasi Bharatiya Samman, the highest honour accorded to people of Indian-origin overseas.

Nathan was presented with the award by Union Minister of Overseas Indian Affairs, Vayalar Ravi, himself at a function there. The award honours individuals who have made outstanding contributions in their chosen field.

"This medal is a recognition of Singaporeans of Indian origin and it's not only for me, it's for all other Singaporeans of Indian origin," Nathan was quoted as saying in a re-

port by Channel News Asia said.

Vayalar Ravi made the trip to Singapore especially to present the award to Nathan, as the former president was unable to receive the award in January, when it was given out, said the Channel report.

Nathan, 87, is a Singaporean of Tamil descent. He was the sixth president of Singapore from 1999 to 2011.

"I hope this relationship between India and Singapore, which we have all worked towards, will be strengthened from time to time and that this bond that has been established between us for cultural reasons will be preserved." Nathan said.

## Rohit Gupta's films sweep top ten prestigious awards

New York Film Academy alumni, producer/director Rohit Gupta's award-sweeper films have once again turned heads by winning the top ten most popular awards at the prestigious 28th Goldie Film Awards 2012 in Florida.

Life! Camera Action... (drama- feature) triumphed at the 28th Goldie Film Awards 2012 and left many jaws dropped by winning nine most popular and festival's special Board of Directors awards - 'The Grand Goldie Award' for the 'Best Innovative Feature Film', 'Best Director',

'Best Actress' (Dipti Mehta), 'Best Cinematography', 'Best Supporting Actor' (Shaheed Woods), 'Best Song', Chalte Jaana Hain - Have to keep walking, (sung by KK, written by Rohit Gupta, music by Manoj Singh), 'Best Production Design' (Ravi Kumar R), 'Best Editing' & 'Best Screenplay' (Amanda Sodhi & Rohit Gupta). Additionally 'Another Day Another Life' (Gupta's 4 minutes film) also walked away with the 'Grand Goldie Best Short Film' at the awards ceremony.



## Indian boy in UAE helps save environment



A 10-year-old Indian boy in the United Arab Emirates (UAE) is doing his own bit to save the environment. Every day, he makes paper bags and distributes them to supermarkets,

stores and malls.

Abdul Muqeet started his project when he was only eight. Abdul's father explained to him the negative impact the non-biodegradable plastic bags have on nature. This led Abdul to think about eco-friendly ideas -- what he could do personally and how he could get other people to act, the Gulf News reported.

Every day after school, Abdul began making bags from old newspapers. In two years, he has made and distributed about 4,500 bags to supermarkets, stores and malls.

## Nine Indian Americans in Forbes 'Midas 100'

Nine Indian Americans have made it to the list of 100 dealmakers with "Midas Touch" compiled by the Forbes Magazine.

The Forbes list comprises of venture capitalists who had made investments in start-up companies and then sold off their stakes with handsome gains. Anel Bhusri the co-CEO of Workday -- a cloud-based financials and human resources software company was ranked 25th in the list. Bhusri is accompanied by 8 other persons of Indian origin on the list, including Navin Chaddha (46th) -- an IIT graduate who heads India investments of Mayfield Fund and well-known venture capitalist Vinod Khosla (34th). Others on the list include Rob Chandra (28th), Sameer Gandhi (33rd), Neeraj Agrawal (36th), Ajay Agarwal (95th), Asheem Chandna (96th) and Subrata Mitra (99th).



A tribute to Swami Vivekananda  
on his 150th birth Anniversary

**GIBM** 2012

GLOBAL INDIAN BUSINESS MEET

*Impacting Business Worldwide*

September 20-23, 2012, New York, USA

'As you have come into this world,  
leave some mark behind'

## The Global Indian Business Meet, 2012

An Initiative of the NGI Foundation

**Date:** September, 20-23, 2012,

**Venue:** Marriott Marquis,  
Times Square, Manhattan, NYC

**Theme:** Doing Business in Challenging Times - the Indian Way.  
Global Networking for Entrepreneurship and Inclusive Growth.

*A must attend business event for entrepreneurs, business  
leaders & investors to develop strategies in times of  
economic slowdown*



## What is GIBM

- The Global Indian Business Meet is the first ever global meet bringing together Indian origin CEOs and heads of businesses from around the world, leaders from various Indian, North American and other states & cities along with Entrepreneurs and Investors.
- Largest ever India-focused global business platform with participation of the Indian Diaspora from more than 25 countries in the centre of global business, New York City.
- A global platform for forward-thinking Indians living all over the globe, connecting them to generate resources, interactions, visibility, branding, networking, technology & knowledge share, business partnerships, new ideas and investment opportunities.

## GIBM Mission

- Impacting global business, and thereby human development, by taking the best Indian run enterprises and the new resurgent India to the world, thus chartering new avenues for investment, partnership, entrepreneurship and building sustainable growth models.



## Some of the dignitaries expected to grace the event





# **10 REASONS FOR YOU TO BE A PART OF THIS EVENT!**

- 1. Being part of a new vision.**

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- 2. Sharing and being part of a global partnership platform.**

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- 3. Networking with successful global Business & Technology Leaders, Politicians & Investors.**

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- 4. Forming Strategic Alliances and Partnerships; Global Investment Opportunities - M&As / JVs etc.**

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- 5. Platform to show-case products, services, new business and investment opportunities.**

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- 6. Exploring new business ideas, models, strategies and ways to conduct business during an economic downturn.**

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- 7. Understanding the best global practices in Trade, Research & Development and Consulting (applicable for SMEs).**

---

- 8. Exploring new opportunities in various Indian, North American, Caribbean countries, states and cities.**

---

- 9. Taking advantage of the phenomenal Indian Growth Story and the Opportunities ahead amid continuing global slowdown.**

---

- 10. Meeting peers from across the globe, present your leadership, share, learn and network.**

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## A TRIBUTE TO SWAMI VIVEKANANDA ON HIS 150th BIRTH ANNIVERSARY.

"Directly or indirectly he has powerfully influenced the India of today... builder of modern India."

Pandit Jawaharlal Nehru, First Prime Minister of India.

"..no better use can be made of asceticism, science and the good name of our common country; and I know not who could make a more fitting general of such a campaign than Vivekananda. Do you think you would care to apply yourself to the mission of galvanizing into life of our ancient traditions in this respect?"

Letter of Jamshedji N. Tata (Founder of Tata Group of Industries), 23rd November 1898.

Birth of Tata Industries and Indian Institute of Science followed after their meeting.

"Can Man control [the ] grandest, most awe inspiring of all processes in nature?...If he could do this, he would have powers almost unlimited and supernatural... He could cause planes to collide and produce his suns and stars, his heat and light. He could originate and develop life in all its infinite forms....[Such powers] would place him beside his creator, make him fulfill his ultimate destiny."

A clarion call by scientist Nikola Tesla for the ultimate innovation to solve the challenges of humanity who was distinctly influenced by Vivekananda, whose countrymen gave the number system and much more to the world.

# GIBM 2012 PROGRAM SCHEDULE

Business Leaders' Summit

Entrepreneurs' Summit

Investors' Summit

India Business Summit

Partnership Summit

## Thursday - September 20

- Private Dinner (by invitation only) with Dignitaries and Speakers.
- Entertainment: Indian Classical Music.

## Friday - 21st September

### Business Leaders' Summit

- Keynote Address by Indian Finance Minister, Shri. Pranab Mukherjee.
- Special Address by US Secretary of Commerce, Mr. John Bryson.
- Panels, discussions and interactions of top Business Leaders with the delegates.

### India Business Summit Inauguration

- Panel of Chief Ministers/State Government Senior Representatives.
- Cocktails & Dinner followed by world class dance & entertainment!

## Saturday - 22nd September

### Entrepreneurs' Summit

- Inaugural Plenary Session:  
Theme: Incubating a world of Entrepreneurship - A Summit on Entrepreneurial Excellence.
- Panels, Interactive Discussions and Hands-on learning sessions.
- Pitching Session: Entrepreneurs' presentation, highly rated business plans before Business leaders and Investors for support.
- Discussions with domain experts on practical subject matters among Entrepreneurs, Business Leaders, Bankers, Academics, Venture Capitalists & Financial Consultants.

### Investors' Summit

- Investors' Summit Inaugural Plenary Session.
- Discussions/Panels.

### India Business Summit

- Opportunities in various Indian states, regions and cities including select SEZs seeking investors.
- Partnership opportunities among various states and cities around the world.

### Partnership Summit

Partnership opportunities among various states and cities around the world.

### Networking Forums

- Business Tie-ups
- Financing Entrepreneurs
- Businesses and Business models of future
- Transfer of Technologies

### Evening Program

- Cocktail & Dinner
- NGI Excellence Awards
- Entertainment: Bollywood/World Music Show

## Sunday - 23rd September

- Entrepreneurs' Sessions
- State Sessions
- Networking Forums

### Closing Session

– Entrepreneurship & Investment: Plenary Session



# GLOBAL INDIAN BUSINESS MEET UNIQUENESS

## **Business Leaders' Summit**

Fully dedicated day for the business leaders. First time for many global Indian origin business leaders to meet, discuss, support and network.

## **Entrepreneurs' Summit**

For current and future Entrepreneurs - Inspiration, motivation, mentoring from successful leaders as well as supported by investors. Major networking opportunity.

## **Investors' Summit**

Full one day exchange of notes and partnerships among Venture Capitalists, Angel investors and business leaders.

## **India Business Summit**

First time in the US – multiple Indian state & private entities to interact with businesses, knowledge-experts and investors.

## **Partnership Summit**

Another first time effort to connect with various state-city-region to state-city-region partnerships in all areas including business, technology and education.



## VENUE & ACCOMODATION

Located in the heart of the Times Square and the Broadway theater district, Marriot Marquis at Manhattan, New York, is an ideal locale for weekend getaways and family and business events. Complete with well-appointed rooms and suites, high-speed elevators, famed Marriott service, creative catering and a variety of ballrooms, restaurants, and lounges, the one-stop address has several spin-offs: Fifth Avenue shopping, Radio City Music Hall, Rockefeller Center, NBC Studios and the Central Park. It is also close to other Big Apple touristy attractions like Carnegie Hall, Lincoln Center, the UN and Madison Square Garden.

## ABOUT THE ORGANIZERS

New Global Indian Foundation  
(NGIF - USA and India):

The NGI Foundation was established in 2010 to take up projects that impact societies by augmenting the empowerment of young minds. Center for Development and Policy Studies (CDPS) and NGI Entrepreneurship Development Project was launched in India in 2011 to identify, train, and support large number of potential young entrepreneurs. CDPS plans to work with various states in India in the areas of Environment, Water, Health, Education and many more. Similar projects are being planned by NGIF in other parts of the world.

GIBM 2012 is being organized by the New Global Indian Foundation in association with numerous Indian, American and other global organizations. Indian origin global business leaders, entrepreneurs, investors, and Indian governments (both the Centre and the states) along with many associations and groups are coming together for three days to offer the following:


- To Inspire and Strategize
- To Plan and Give Direction
- To Explore New Opportunities
- To Network and Support








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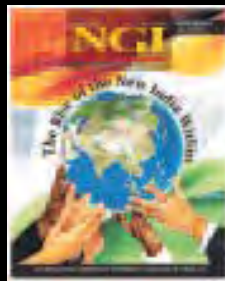
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We invite you to be a part of this historic meet  
and seek your support in the form of participation and sponsorships.



## 'Indian Diaspora Engagement Meet' in East Africa



Parvez Dewan, Secretary, Ministry of Overseas Indian Affairs (MOIA), Government of India and Chairman, OIFC inaugurating "Indian Diaspora Engagement Meet in East Africa, 13 April 2012 Nairobi, Kenya", (L-R) along with Prof. Kenneth S. Ombongi, Chairman Kenya-India Friendship Association; Sibabrata Tripathi, High Commissioner of India to Kenya; Pravasi Bharatiya Samman awardee, Dr. Manu Chandaria, Chairman, Comcraft Group and Vimal Shah, Vice Chairman, Kenya Private Sector Alliance and CEO, BIDCO Kenya

Overseas Indian Facilitation Centre (OIFC) chronicles the outcome of recently held Indian Diaspora Engagement Meet in Nairobi, Kenya.

The 'Indian Diaspora Engagement Meet' for Overseas Indians, held on 13th April 2012, in Nairobi, Kenya for the East African region, was inaugurated by Parvez Dewan, Secretary, Ministry of Overseas Indian Affairs (MOIA), Government of India, and Chairman, Overseas Indian Facilitation Centre (OIFC). The Meet was organized by the Ministry of Overseas Indian Affairs (MOIA) through Overseas Indian Facilitation Centre (OIFC), in association with the High Commission of India, Kenya and the Confederation of Indian Industry (CII).

Addressing the delegates, Parvez Dewan said that India was keen to connect with its diaspora in Kenya and other East African countries, economically, both within Kenya and in India. He emphasized that the meet was aimed at providing a platform to the diaspora to share their ideas, suggestions and concerns. He mentioned "we are here not so much to ask you to invest in India but to sit with you and work how India can engage with its diaspora in Kenya and East Africa and on the economic front. Moreover, how can India help the Indian diaspora and other Kenyans and East Africans who wish to realize their dreams to be part of the India-Growth Story."

Hon'ble Minister for Foreign Affairs of Kenya, Prof. Sam Ongeri, joined during the Business Session of the "Indian Diaspora Engagement Meet". With an academic background from India, Prof. Ongeri is well acquainted with the Indian Market and highlighted the tremendous scope prevalent in the manufacturing sector for India to engage with Kenya. This area in Kenya could provide employment to the youth in Kenya which constitutes nearly 50% of the unemployment figure.

Speaking at the inaugural, Sibabrata Tripathi, High Commissioner of India to Kenya said that Kenya epitomizes all that is good in the Indian diaspora overseas. While the number is not large in Kenya itself, the total in the East Africa region is substantial.

Other speakers at the inaugural Session were Dr. Manu Chandaria, Pravasi Bharatiya

Samman Awardee and Chairman, Comcraft Group; Vimal Shah, Vice Chairman, Kenya Private Sector Alliance and CEO, BIDCO Kenya and Prof. Kenneth Ombongi, Chairman, Kenya-India Friendship Association who shared their valuable remarks on the Meet. Eminent Indian businessman Dr. Manu Chandaria invited Indian companies to explore the open market in East Africa and enjoy the opportunity of huge businesses and emulate the diaspora. Vimal Shah mentioned about "Vision 2030" and how effectively 70% of the Kenyan population who are below 30 years, can be employed in various sectors with investments and development.

The inaugural was followed by the Business Session which included discussions and presentations on MOIA by Vinay Sahni, Joint Secretary, MOIA and on Overseas Indian Facilitation Centre by Ms Sujata Sudarshan, CEO, OIFC. Other prominent speakers in the session were T. Ramamurthy, Regional Director – Strategy & Operations, Nakumatt Holdings Ltd.; Julius K. Korir, Acting Managing Director, Kenya Investment Authority; Deepak Sharma, Senior Vice President – NRI Banking & Remittance, Kotak Mahindra Bank Ltd; Nikhil Hira, Senior Partner, Deloitte & Touche; Dr. Markandey Rai, President, GOPIO Kenya Chapter; Naresh Kumar Leekha, Executive Director, Tata Africa Holdings (Kenya) Ltd.; M.N.Sarma, Managing Director, KenIndia Assurance Ltd.

The speakers mentioned about increasing visibility of Indians in Kenya. They also spoke on training programmes / exchange programmes and related capacity building required in the various sectors like healthcare, culture and education. They also pointed out that goodwill between the countries will develop with more Indian in-

vestment, vibrancy, communication and networking.

The meet was attended by delegates consisting primarily of senior and influential Diaspora community members, High Net-worth Individuals (HNIs) and small and mid-sized investors, of Indian origin, residing in East African countries.

The session concluded with an active interaction between the panel members and the audience. The main emphasis during the discussions was on the willingness and potential of the Indian Diaspora in getting economically engaged with India and creating synergy between the two economies and social development. OIFC assured to continue its interaction with the delegates, who attended the Meet. This will help strengthen the interface and reach out of the Diaspora with India.

The following day, the OIFC organized a Round Table meet with select senior diaspora members and government officials to deliberate on the way forward to enhance economic linkages between the two countries.

OIFC will continue to organize similar "Indian Diaspora Engagement Meets" in other parts of the world, with high Diaspora population, to expand the economic linkages between the Global Indians and India.



Amb. Prof. Samson K Ongeri, Minister of Foreign Affairs, Government of Republic of Kenya speaking at the Business Session of the "Indian Diaspora Engagement Meet", along with (L-R) Vinay Sahni, Joint Secretary (DS), MOIA, Government of India; Vimal Shah, Vice Chairman, Kenya Private Sector Alliance and CEO, BIDCO Kenya; Tanmaya Lal, Deputy High Commissioner, High Commission of India, Nairobi; Parvez Dewan, Secretary, MOIA, Government of India and Dr. Manu Chandaria, Chairman, Comcraft Group



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# How Indian social system shaped nation's history

In this series, **Kanchan Banerjee** attempts to find the origin of casteism in India along with Hinduism's concept of varna classification and ostracism. He explores how the original varna system had an evolutionary plan embedded in it as expressed by various Indian thinkers and in what ways many modern thinkers work, especially in the fields of developmental psychology, are following a similar pattern to classify socio-psycho evolution of people and societies

It is assumed that it is known to most how negative impact casteism has on Indian society, polity and economy in recent past. A sizeable section of the population is still exposed to abuse and discrimination. The effects are also felt abroad at times. However, education and awareness has significantly increased, Indian government has taken many measures, including reservation in education, jobs and political positions. Significant improvements have happened since India shook of the British yoke from her neck. But there is still a long way to go to fully solve the challenges related to caste issues. After all, this social problems were developed over centuries and cannot be wished away so fast in an ancient and complex society like India.

On the other hand, many so-called 'upper-class' people in India today has complaints of reverse discrimination and disadvantages due to the 'quota-raj', or reservation for minorities has gone to some extreme to deprive the other groups, even though they may not be economically or politically privileged.

However, scholars like K S Lal believed that the worse form of discrimination in the name of caste was not in existence before the invaders and colonial powers held sway.

He and other scholars suggest that there was little evidence to show that the lower classes suffered from the tyranny of the Hindu upper classes in the medieval period. According to him, if that was true then the backward classes would have joined hands with the Muslim invaders to take revenge against the upper caste. But Lal noted a contrarian view: "Throughout the medieval period, the lower castes fought shoulder to shoulder with the upper castes and against the foreign invaders and tyrannical rulers."

He explained: "Backward classes and forest dwellers went on growing under Muslim pressure. Their numbers and nomenclatures have proliferated. Muslim rule spread all over the country. Resistance to it by Hindus also remained widespread. Jungles abounded throughout the vast land and fight into them was the safest safeguard. That is why the SC/ST people are found in every state in large numbers. During the medieval period, the years and centuries of oppression, they lived almost like wild beasts (remember Rana

Pratap's life?) in impoverished huts in forest villages, segregated and isolated, suffering and struggling. But by settling in the forests these freedom fighters of medieval India were enabled to preserve their religion and their culture. As we put the record straight, we find that the small and scattered class of trained and traditional Hindu warriors, mostly Rajputs, stood exhausted by the time of the Mughal invasion, having fought the earlier invaders at every step for well-nigh centuries from the middle of the seventh to the end of the 15th. The leadership of Hindu resistance to Muslim rule thereafter was provided by what are termed the Backward Castes and the Dalits in present-day India. These classes had fought earlier under the leadership of Rajput Rajas and zamindars. Now they took up the leadership on themselves, and battled with the Mughal regime till the latter stood shattered by the middle of the eighteenth century. It is a different story that in the process the backward castes and the dalits suffered grievously and found themselves in a bad shape by the time the Islamic nightmare was over. That story has yet to be put together from indigenous annals which historians have neglected so far. This study is only a beginning, based for the most part on medieval Muslim chronicles."

Many scholars believe that the caste exploitation may have been the result of rigidity of the Hindu caste social system which was developed as a result of moral degeneration of the Hindus after losing political power for a long time. Evidence supports that before the Islamic invasions, the Hindu social system did not have the rigid discriminatory rules which were developed after this.

But if we pause and analyze a dark part of Indian history we will see how the Indian social system actually helped saving India from sinking into dark medieval ages ruled by religious fanatics. Here are few observations on how the so-called caste system helped India to protect from total socio-political-cultural annihilation by foreign forces. In fact, the reference to the word caste here actually is for the jati system.

According to many, the jati system was pivotal to the survival of the Indian nation. In Swami Vivekananda's words, "Caste is an im-

"Caste is an imperfect institution no doubt. But if it had not been for caste, you would have had no Sanskrit books to study. This caste made walls, around which all sorts of invasions rolled and surged but found it impossible to break-through."

- Swami Vivekananda



perfect institution no doubt. But if it had not been for caste, you would have had no Sanskrit books to study. This caste made walls, around which all sorts of invasions rolled and surged but found it impossible to break-through."

India always had a strong well-trained world-class army under various kings and kingdoms. However, there were times when in-fighting and lack of unity paved the way for the invasions. K S Lal in his book 'Growth of Scheduled Tribes and Castes in Medieval India' writes:

"Hindus suffered repeated defeats on the battlefield because due to a weak state system, their armies were ill-organized and ill-equipped as compared to the Muslim state system which was highly militarized and geared to total war. Hindus would have been wiped out if their social system had been as weak as their state system."

Scholars observe, that almost all countries lost their past culture and heritage altogether after the crusades and invasions. India was specifically targeted by Islamic invasions, was ruled by Islamic rulers for about 1,000 years, many of whom were religious fanatics. Yet, India retained her ancient culture and heritage and a pluralistic society; many attribute this to India's jati system.

Scholar Ram Swarup wrote: "With the advent of Islam the Hindu society came under great pressure; it faced the problem of survival. When the political power failed, castes



took over; they became defense shields and provided resistance passive and active. “

According to K S Lal, “So well coalesced was the Hindu social structure that it not only saved India from the fate of countries like Iran, Iraq, Syria and Egypt when they confronted the Islamic onslaught, but did not rest content till it had supplanted the Muslim political power in the land even though it took a thousand years to do so. Hindus had suffered only a military defeat against Muslim invaders. It was not a collapse of the Hindu social system.”

The maximum accomplishments in science and philosophy happened in India when there was absolute freedom of expression. But with the advent of Islamic invasions, things went down the hill. The traditional scholars and thinkers, the Brahmins were butchered or captured and the rest withdrew them from the arena of knowledge sector. Finally they had no choice but to remain happy occupying themselves in the preservation of the sacred texts and the practice of rituals. India's Bhakti movement was not as prominent as it became after the Muslim period. Though a great movement, it has a painful history behind.

In a shocking revelation Swami Vivekananda had to say this about the advent of the Bhakti traditions that Dr Arun Shourie quoted: “The aim of the Bhakti movement was not just an ecumenical one of picking the best in all traditions. The aim, the Swami says, was to prevent wholesale conversion to Islam.”

“The movements in northern India during the Mohammedan period are characterized by their uniform attempt to hold the masses back from joining the religion of the conquerors, which brought in its train social and spiritual equality for all... The friars of the orders founded by Ramananda, Kabir, Dadu, Chaitanya, or Nanak were all agreed in preaching the equality of man, however differing from each other in philosophy. Their energy was for the most part spent in checking the rapid conquest of Islam among the masses, and they had very little left to give birth to new thoughts and aspirations. Though evidently successful in their purpose of keeping the masses within the fold of the old religion, and tempering the fanaticism of the Mohammedans, they were more apologists, struggling to obtain permission to live.”

Same can be said about the British rulers who had deployed numerous missionary projects for spreading Christianity and protection of their interest in India.

Dharampal wrote in ‘Rediscovering India’, “For the British, as perhaps for some others before them, caste has been a great obstacle, in fact, an unmitigated evil not because the British believed in castelessness or subscribed to non-hierarchical system but be-



cause it stood in the way of their breaking Indian society, hindered the process of atomization, and made the task of conquest and governance more difficult”.

Scholar Koenrad Elst goes little more in depth. He wrote, “Christian and Muslim missionaries found it very difficult to lure Hindus away from their communities. Sometimes castes were collectively converted to Islam, and Pope Gregory XV (1621-23) decreed that the missionaries could tolerate caste distinction among Christian converts; but by and large, caste remained an effective hurdle to the destruction of Hinduism through conversion. That is why the missionaries started attacking the institution of caste and in particular the Brahmin caste. This propaganda has bloomed into a full-fledged anti-Brahminism, the Indian equivalent of anti-Semitism. Every caste had a large measure of autonomy, with its own judiciary, duties and privileges, and often its own temples. Inter-caste affairs were settled at the village council by consensus; even the lowest caste had veto power. This autonomy of intermediate levels of society is the antithesis of the totalitarian society in which the individual stands helpless before the all-powerful state. This decentralized structure of civil society and of the Hindu religious commonwealth has been crucial to the survival of Hinduism under Muslim rule. Whereas Buddhism was swept away as soon as its monasteries were destroyed, Hinduism retreated into its caste structure and weathered the storm.

He explained, “Abbe Dubois, a French missionary, was one of the most influential Euro-

Mainstream Indian history has shied away from doing proper analysis of causes and effects of the Indian caste system. However, India is matured enough to take up these uneasy facts and embarrassing truths so that truth prevails.

pean travelers. Dubois had difficulty in converting Hindus to Christianity. He attributed this difficulty to the Hindu caste prejudices. Hindus are addicted to their superstitions and prejudices born of caste affiliation. Nobody can change them. His book *Hindu Manners, Customs and Ceremonies* (1816) became the official gospel of the East India Company. Christian missionaries in general were frustrated in getting Hindus to convert to Christianity. All the abuse was heaped on the institution of caste and on crafty Brahmins who kept the masses duped.”

Hence, it is clear that mainstream Indian history has shied away from doing proper analysis of causes and effects of the Indian caste system. It is well-known that Indian political system influences Indian history till date where in the name of ‘social-harmony’ and political correctness, many times facts are swept under the carpet. Now, India is matured enough to take up these uneasy facts and embarrassing truths so that truth prevails. After all, the national motto is ‘Satyameva Jayate’, or truth alone triumphs.



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30 April 2012



Source: chart & following table: Bloomberg

CLOSE: 30 Apr 2012	Index	Pts Chg	% Chg	2012/13	5 Yr	5 Yr	5 Yr
		Day	YTD	PER	PER Hi	PER Lo	Avg
SENSEX 30	17,318	+ 131	+10.9%	12.9x	25.0x	8.1x	18.7x
NIFTY 50	5,248	+ 39	+12.3%	12.7x	N/A	N/A	17.2x

## BOMBAY

INR ₹ /US\$ Rs52.65

INR ₹ /GB£ Rs85.40

INR ₹ /EUR Rs69.61

The SENSEX closed up 0.8% as software export stocks rallied on news that the US Fed may stimulate the US economy after sluggish economic data. The SENSEX has so far held the 17,000 level despite a slew of bad news. The undertone is mixed.

## LONDON / NEW YORK

All GDRs/ADRs are up YTD, except Infosys (-8%). Tata Motors continues the lead with a +76% gain YTD.

## ECONOMIC NEWS

⇒ India's monsoon is likely to have "normal" rainfall in 2012 despite fears that the El Nino weather pattern may emerge in the second half of the June -September monsoon season. El Nino, an abnormal warming of waters in the eastern tropical Pacific is linked to drought like conditions. "Normal" = between 96-104% of a 50-year average of 89 cms during the monsoon season.

⇒ Only about 40% of arable land in India is irrigated; 60% of farms depend on the kindness of the Rain Gods for a good harvest. Farm output and growth in the economy depends on evenly spread bountiful rain. In 2009 El Nino created the worst drought in nearly 40 years in India. Farm output was hit badly and caused food prices to rise sharply, and with it inflation. The farm sector contributes about 15% to the overall economy, but has to provide income to about 720 m people because about 60% of India's 1.2 bn population lives in rural areas. About half of farm output comes from crops sown in the monsoon period. Normal monsoons are important for various reasons: (a) India is among the world's leading producer and consumer of wheat, rice, sugar, cotton and edible oils. A bad monsoon reduces crop yields and farm output. Food prices go higher, causing social discontent, and forcing the Government to take populist decisions by increasing subsidies, welfare schemes and easing repayment of loans by distressed farmers; (b) International food prices are affected by a bad monsoon as demand for imported food in India rises; (c) A good monsoon boosts farm incomes and with the multiplier effect boosts demand for consumer goods, cars, motor cycles and tractors. Farmers are fond of investing extra cash in gold jewellery - boosting prices for the metal; (d) Monsoons replenish reservoirs, increase ground levels and improve irrigation; (e) Poor rains often result in a cut in power generation as water is diverted to households; (f) A good monsoon helps bring down food prices and help to lower interest rates.

⇒ India's auto sector, as with I.T., has blossomed because of the Government's hands -off policy. The Government's open-door policy has allowed foreign car makers 100% ownership since 2002. This is in contrast to China where a local partner is required, and Government approval is necessary. But, in India it was not always an open door policy. Because of no auto expertise India had to kick start the sector which was dominated until the 1980s by the Ambassador, a 4-door based on UK's 1948 Morris Oxford. Then in 1982 the idea to grow the indigenous but moribund car industry was born. 26% of nationalised Maruti Udyog was sold to Suzuki of Japan. At that time annual car sales were under 40,000, or one car for every 18,000 of its 725 m people then. Total passenger vehicle sales to end-March 2012 were around 2.6 million units for a population of 1.2 billion, or 1 car for every 461 persons.

⇒ In the 1990s Joint Ventures (JVs) with local partners were necessary for foreign car makers. The need then still existed for a trusted Indian name to help navigate through the complicated maze of bureaucracy, policies and procedures. And, right political connections. Now the policies have become transparent; and with this the need for a local partner has decreased substantially. Today eight out of ten world car makers do business directly in India without a local partner. And, through their wholly-owned Indian subsidiaries they have been investing billions of dollars to introduce proprietary technology and help develop India into a manufacturing and export hub, while growing the local auto ancillary market as well. Foreign subsidiaries accounted for 73% of India's car sales to March 2011. JVs in which foreign car makers have taken stakes accounted for only 7%. Major auto makers like Nissan, Ford and Hyundai have set up export bases in India. Total installed capacity has doubled to three million units in the last five years. India exported 520,000 cars to end March 2012 vs China's 850,000.





## ECONOMIC CHARTS

chart source : Decimal Point Analytics, India

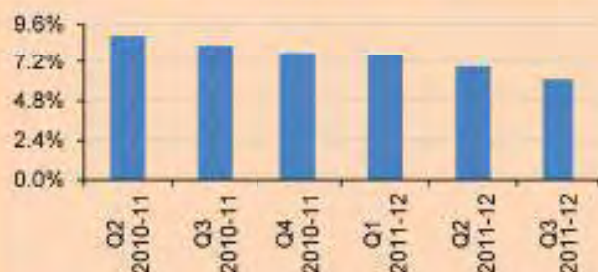
comments : Lalcap

## Inflation : Wholesale Price Index



- After remaining stubbornly high over 9% for over a year, the inflation rate started to drop in late 2011
- In January wholesale prices fell to a 26-month low. The latest reading is 6.89% for March
- After 13 interest rate hikes in 2010 + 2011 totalling 375 bps to 8.5%, the main (repo) interest rate was cut by 0.50% to 8%
- Falling inflation aided the cut in interest rate

## GDP % GROWTH - LAST 5 QUARTERS



- Falling quarterly GDP due to persistent interest rate hikes
- 2011-12: Q3: +6.1% ; Q2: +6.9% ; Q1: +7.7%
- Our GDP forecast, made on 1 January 2012, of 6.9% for 2011/12 remains unchanged
- Recent GDP growth has been:
 

2010 - 11 :	8.5 %
2009 - 10:	8.0 %
2008 - 09:	6.8 %

## INR/USD - 1 YEAR CHART



- The INR/USD slide has largely taken place on capital inflows drying up after the proposed retrospective tax changes
- 2012 low of Rs 53.30= 1 USD touched on 3 Jan
- The rate could test the year's low in the next 2 weeks

## INR/GBP - 1 YEAR CHART



- The reasons for the INR falling vs the GBP are the same as that for the USD/INR
- The Rupee has depreciated 3.7% this year vs the £
- 2012 low of Rs 85.40=GBP1 touched today
- Rs 87 could be tested within 4 weeks

# Reality bites of Maya Nagri

**Monica Murthy** empathizes with the struggle of newcomers in Mumbai's fledgling entertainment industry, and how the new-age convergence is helping the small-town youngsters with dreams in their eyes to overcome odds

**T**he Maya Nagri has a unique quality that continues to attract youngsters from all over India who come here with big dreams. The city may offer great opportunities, but the path to success is often strewn with arduous struggle. Mumbai, the business capital of India, is home to around 13 million, and the population has grown rapidly in the last 20 years. It is one of the largest cities of India as far as population, business and trade activities are concerned.

From trade to other forms of career like acting, singing, dancing, film-making and modeling there are many openings where the youth want to create a mark. The shows aired on TV like Indian Idol, Dance India Dance and several others attract many from the hinterland.

These are a vivid example of people coming here and struggling to get fame and accolades. If one catches a local train in Mumbai, various facets of life and people struggling to achieve their goals can be observed from close quarters.

They are in various age groups like school students travelling far to get good education and be like their counterparts studying in prestigious institutions like Bombay Scottish and Bombay Cambridge. There are students who have come from other parts of India to pursue professional courses. Struggle is inevitable in Mumbai, and the harsh daily reality is reflected in the adage: Those who can live in Mumbai can live anywhere in the world.

Various institutes across the megapolis offer a slew of professional courses like the Xavier's Institute Mass Communication for media studies, Whistling Woods International for acting, film-making, MBA, direction and IIT-Powai for a gamut of technical professional courses.

Despite graduating from these reputed institutions, success is never guaranteed. Take the case of Bollywood, where strugglers dot the industry landscape. Ditto, for the flourishing small screen industry

and the convergence of media and films holds out promise for aspiring youngsters from across India.

Aquib Nadeem, a student from Nagpur and an ardent fan of Hrithik Roshan, is seeking an acting career in Bollywood, and has joined Whistling Woods International to realize his dreams. Despite stiff opposition from his kin to join the fledgling make-believe film industry, he is working hard to overcome all odds. He has already bagged a modeling assignment with Ricon Builders and is looking forward for a good start in films alongside parallel work in ad shoots.

A struggling TV serial actor Anurag Sharma from the soap Pavitra Rishta sums up the mood of his ilk. "TV serial actors are insecure because work is fickle and we have to depend on other source of income."

People who start their career in Mumbai have to go through a prolonged struggle like staying in places where there are no proper civic amenities like water, electricity etc. Rents are also prohibitively expensive.

The struggle apart, the glimmer of success has made many an ardent admirer of Mumbai. Take the case of Ashim Sen, a director of TV shows and events, and has been working rigorously for the past 30 years. "If one works here, big bucks are there to be made," he says.

Be that as it may, push and pull is the hallmark of the entertainment industry. No wonder, the industry insiders' near and dear ones have it easy. While, for a fresher, it's extremely difficult to make it on sheer talent.

However, several training schools and newer opportunities, online discussion forums and groups are the best platform for newcomers to launch themselves into the industry.

With the growing population and increasing competition, the fight to get to the top would continue, where struggle remains a necessary ingredient in carving out a place for an outsider in Mumbai.



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## WHERE ART IS A WAY OF LIFE

**Aditi Rindani** reports about the passionate Gujarati artisans, whose skill sets transcend commercial gains and now the onus is on us to conserve the pristine art for posterity

Gujarat in western India has many reasons to celebrate, a land with unparalleled spirit, and always on the move. Traditional in its roots yet one of the most forward societies of the country, Gujarat is a happy blend of both. And, a trip down memory lane reveals that the ancient art form and traditions are running in the artisans' veins.

Art and crafts are inseparable with Gujarat since the time of the nomadic men and the cave age. Over the years, some of the arts were abandoned; some were made more creative, while some were perceived as a part of the traditional cultural fabric.

Gujarat offers innumerable opportunities to peep into its art and culture. For instance, the state offers the best on three important basic aspects of human life like *roti*, *kapda* aur *makaan*. When it comes to the household utilities needed to earn a living, there is terracotta art, pottery, beadwork, metal utensils and the extraordinary *Namda* art. Besides, it has a legacy of weaving, handicrafts, embroideries, block printing and exquisite saris like *Patola* and *Bandhani*. *Pithora* paintings and intricate woodcarving only heighten the interiors of a house.

### AURA OF LIFE ON WALLS

Cave paintings were a way of life thousands of years ago, and *Pithora* paintings are rooted in this glorious tradition. This is the most prevalent and characteristic art tradition of the *Rathwa* community of central Gujarat. Though the *Pithora* paintings are crude, this crudity

only adds to their beauty and simplicity. Only men are allowed to pursue this art form. Most of the Indian arts have some legends attached to its origin. *Pithora* paintings are no exceptions. These paintings are made to appease Gods or for a wish to be granted. The head priest is summoned and the problems are narrated. Then after the priest offers the solution, the rituals of paintings start. Animistic figures like bull, horses, birds and tigers are an inseparable part of each *Pithora* painting. However, in these changing times, airplanes, trains, cars and other such modern things are an integral part of the recurring motifs. The paintings flood three walls of the house and the main wall of the verandah that divides it from the kitchen is called the *Pithoro*. While the painters hone their craft, others sing, dance, drink and feast.

### IN TATTERS

Terracotta can be called a type of clay modeling. *Terra* is 'Earth Soil' in Latin and 'Cotta' stands for statue in Italian. It is believed that the *Rathwas* and the *Bhils* of Gujarat are blessed with this art form. Terracotta is originally a female creation. When the men of the family were busy hunting, farming or a small scale business, the women engaged themselves in making articles out

of clay. At a later stage, the womenfolk started translating their imaginations into the work of art.

An apt amount of refined clay is the prime element of terracotta. This clay is dried and then cast, molded or hand worked into a desired shape. The drying needs to be thorough. The material is then put into a furnace or on top of a combustible pit and fired. After firing, the pit or the furnace is then covered with sand to cool. Terracotta changes after the firing. The most common colors are orange, brown or orange tinged red due to the iron content in the common clay.

The figures include horses, cows, bulls, buffaloes, elephants, replicas of insects that destroy crops and also human beings. The horse is considered the most auspicious of these clay figures and offered quite regularly at the shrines. Gujarat is also known for *Dhabu*, a terracotta art that is dome shaped houses offered to the spirits of the dead.







Gujarat offers innumerable opportunities to peep into its art and culture. For instance, the state offers the best on three important basic aspects of human life like *roti*, *kapda* aur *makaan*.

#### GET TIED, DON'T LET IT DIE

Gujarat is known as Manchester of the East. It has been involved in textiles since centuries. Almost all parts of the state have a unique style of textile, weaving and embroidery. One such art that is almost synonymous to the heritage of Gujarati textiles is the Patola sari of Patan. Even before the invention of machines, this craft was developed with the help of insight and strength. It is believed that Patolas date back to the 4th century AD, and the art originated in Patan, north Gujarat.

The word Patola comes from the term 'Patt' that means a silk cloth in Tamil and Malayalam. The style of Patola that is weaved in Patan is called 'Double-Ikat' (Ikat is a Bahasa word).

The Patolas are produced for thousands of years by the same process. No technician or invention of machines can make a 1% modification in the technique and the process of preparing a Patola since it is such a specialized skill. The peculiar way of preparing the warp and weft used in Patolas, gives it an appearance of double cloth though it is single with the same colors in particular design on both the sides.

Owning a Patola is a priceless experience. The process of coloring the threads takes nearly 75 days, followed by three-four months by four-five artisans to weave just one sari. A weaver can weave only five-six inches within



a day. After working for 10-12 hours a day, no holidays and a group working together, it takes almost one and half year to complete a Patola sari.

'Chhellaji re mare hatu Patan thi Patola mongha laavjo...' is a very famous folk-song in which a wife puts forward her demand for an expensive Patola to her husband. Just like the popularity of the song, the fame and charm of Patolas is unrivalled even today.

#### THE WOODEN BLEND OF CULTURE

Wood carvings in Gujarat enjoy a unique quality, thanks to blend of two cultures: Islam and Hinduism. The craftsmen did a wonderful job through expression of their personal feelings and understanding of the world around them. Wood carving here is not limited to the public architecture but is visible in the havelis and private houses of the ancient times. The Nawab's Palace in Palanpur and intricate jharokhas (windows) carved out of wood or havelis (mansions) in Vaso with their wealth of wooden architectural details are some of the examples of wood carving tradition in Gujarat.

Wood was never a locally available material and was always imported into Gujarat from different timber producing regions. But today, Gujarat is among the only three regions of India where precious wood-work has still survived. These three regions are the Himalayan region particularly Nepal, parts of south India and Gujarat. The wood-carver community of Gujarat is known as the Mewara Mistris, who work in rural and urban areas. Be it the cantilevered balconies, majestic

doors, idols of deities, toys, blocks for printing, cradles, cup-boards, swings or jewellery boxes, Gujarat has it all.

#### FELT AND FELTED HOSPITALITY

Gujarat is the land of warmth and hospitality. It is full of rituals and customs, one such custom is sitting on the floor. Be it for the purpose of having meals, socializing or performance of some ritual. And what can be a better treat than a hand-made rug to form the floor covering. A Namda carpet is one of the known floor coverings made from hand-made woolen sheets and are decorated with traditional embroidery and appliqué designs.

Namda is an Urdu word, a Kashmiri styled carpet adopted by the felt artisans of Kutch. Earlier, these artisans used to put together animal saddles for royal families. The Pinjara community of Gujarat is known to practice the Namda art and later they are being known as the Namdagars as well.

Namda is a felted textile product. It is made from sheets of beaten wool. It applies non-woven techniques of felting to create these sheets. Layers of compressed wool are then stuck together with natural gum. After being completed, embroidery is executed in woolen yarn. Namda is an all-purpose article, indispensable for daily life. It can be used as a floor bed, pillow, dining table, wall hanging, sofa throws or even corner mats. Namda products are in high demand in cold countries as they work as insulators.

Gujarat is known as Manchester of the East. It has been involved in textiles since centuries. Almost all parts of the state have a unique style of textile, weaving and embroidery.

## MALE NARRATIVES IN HINDI SERIALS

The emerging male narrative appears to be in a flux. The diffusion of male patriarch appears to coincide with the rise of women power on TV. **Shreyanka Basu** writes a series on people, consumer, culture and everything that is Indian at heart

In my last article I talked about the emerging feminine narratives in Hindi serials. In this issue, I shift the focus to the male narratives.

**1. There is a great deal of emotional stress in their lives but there is no precedence about how they should deal with it. As a result each man making his own path to navigate through this emotional maze. The father figure archetype getting a bit diffused.**

It is interesting to note that the male protagonist from the popular serial *Bade Acche Lagte Hai* is called Ram. If we take a page out of the epic *Ramayana* we find that Ram was the person who leaves his own kingdom just to keep his father's words.

Ram was all about following the rules and we find that even in this serial our hero is a person who will go to any lengths to listen to the wishes of his step mom without questioning the veracity of her decisions. He struggles to find the right balance between affection for his mom and sister and his wife Priya and is often fraught with stress and anguish at the slightest hint of imbalance in his affection towards all 3 women in his life.

It is worth noting that the character of Ram in this serial is fundamentally conceptualized as a very emotional person although his expressions of love and affection are very stoic in keeping

with his status and role in life. It appears to mirror the duality that is increasingly beginning to characterize the urban male's person in India. On one hand is the pressure to climb to the top of the professional ladder faster than ever before and on the other is an evolving definition of male hood transitioning from provider to quasi nurturer.

In Indian mythology Ram is considered as one of the avatars of Vishnu and the modern day representation of this persona too tries to embody this sense of 'Godliness' in his actions though his human frailties also come through.

Even when we look at a more traditional characterization such as Basant in *Balika Vadhu* we find him trying to reach out to his very young wife and understand her point of views. The process itself is so alien to him that it leads to a lot of inner conflict and confusion. The discussions between the two that are triggered by the very hurt and abuse that he causes her itself becomes a point of reflection for him and we are witness to his inner dialogues that vacillate between being a male in a traditional sense where his wish is his spouses command and being a more caring and nurturing husband who takes into consideration everyone's wishes before taking any decision.

What also emerges through the characterization is the fact that the men are very clear about whom they do not want to emulate but positive role models are nebulous. As a result there is a conscious effort to do the right thing as much as

possible and in the process become the Right one (husband, brother, son, boss) to be embodied.

Basant's younger brother Bhairon is the epitome of the new age progressive man. He not only stands against the regressive thinking of his mother but also cuts off all relation with his only son when he abandons his wife Anandi. All this obviously creates a lot of emotional turmoil but he remains true to his mission of getting justice for his daughter in law. He becomes a father figure to Anandi and encourages her to find her own voice and station in life.

Jagya his only son is shown as being torn between his 2nd wife Gauri and his ties with his former family who has disowned him. Not only has the family disowned the son but also initiated the divorce proceedings.

A common theme that appears to emerge across all these narratives is the focus on consequences of actions. A great amount of footage is spent on showing the inner dialogues almost hinting at the plight of the men torn between what they have done and what they should have done.

**2. The father figure archetype is shown more in its autocratic avatar rather than its benevolent variant. Thus there is an inherent value judgment in this characterization that appears to mold the viewers' preferences against them.**

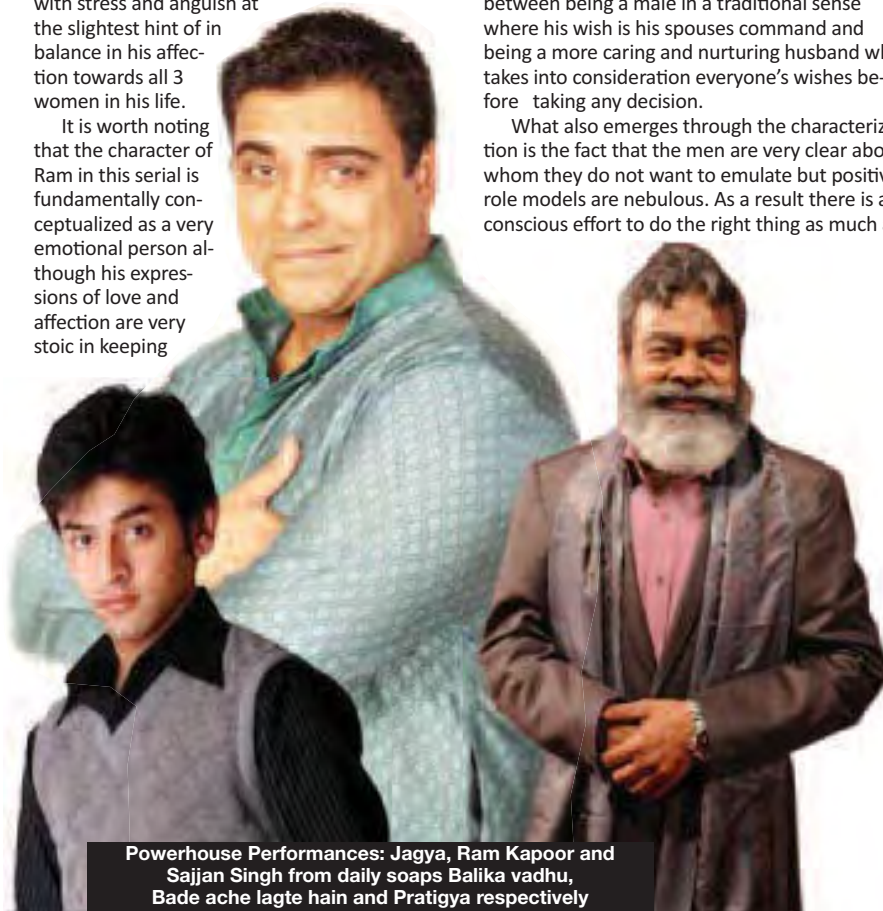
But for every trace of the new age man we see we also see many molded in the older paradigms. So you find Shankar Dayal the grand old patriarch in *Navya* scheming against his grandson's wife to ensure that his word stays as the last word on anything in the household. In *Pratigya* Sajjan Singh's second marriage is a short lived one and his crude ways are constantly challenged by his daughter in law and his son Krishna.

In *Dil Se Di Dua Swabhagyavati Bhava*, Viraj is a psychopath husband who resorts to domestic violence and extreme measures to keep his wife in his control. It is heartening to note that in response to an interactive contest most viewers felt that that Janvi should not stay with Viraj but instead fight back and teach him a lesson.

**3. There are many firsts in the emerging male narratives-**

**a. A clarion call to love over social restrictions:**

In *Kuch To Log Kahenge* we find that Dr. Ashutosh is almost 2 decades older than Nidhi. While he goes through an initial period of turmoil and guilt about being in a relationship with a girl young enough to be his daughter, he



**Powerhouse Performances: Jagya, Ram Kapoor and Sajjan Singh from daily soaps Balika vadhu, Bade acche lagte hain and Pratigya respectively**



finally accepts the same as being pre-ordained. Not only that we find that Nidhi's father Colonel Verma too gives his blessing to the union signifying a clarion call to love over social restrictions. This is clearly a new roadmap and one that only has a future but very little past to refer back to.

**b. Acceptance of girl's past:** In *Parichay* both Kunal and Siddhi have a past that is known to each other and in spite of the same the focus is on moving on rather than getting caught in the debris of the past. In another narrative in *Parichay* itself we find Lavina's husband accepting her in spite of knowing that at the time of marriage she is in love with another man. In *Shubh Vivah* the focus is on remarriage and acceptance of the wife's kid from earlier marriage. While the remarriage angle may not be revolutionary the child led narratives appear to put greater focus on the fact that this is truly an acceptance of the

woman's past. Even in *Na Bole Tum Na Maine Kuch Kaha* we find Suhita who is a dutiful daughter-in-law and a single mother of two kids who goes out of her way for her family and Mohan who is a self-centered bachelor who does not believe in the values that Suhita stands for over time getting close to each other.

**c. Infidelity as an overt primary narrative:** In *Kya Hua Tera Waada* Mona's husband is having an affair with his boss who is also his ex-girlfriend. In *Parichay* Gaurav is two timing Seema with his hot new girlfriend. In *Balika Vadhu* Jagya gets involved in a second relationship once he comes to Mumbai and finally marries his girlfriend Gauri and leaves Anandi his child bride.

The emerging male narrative appears to be in a flux. While there are cues that there is a new age man out there his own coming of age is fraught with emotional tension. He is right now a niche rather than a mass phenomenon but his appeal with the ladies is instant and deep rooted. The diffusion of the male patriarch appears to coincide with the rise of women

power on TV. So we find many feisty female characters such as Dadisa in *Balika Vadhu*, Ammaji in *Na Aana Is Desh mein Laado*, Imarti Devi in *Kairi Rishta Khatta Meetha*, Mataji in *Sasural Simar Ka*, Naani Ma in *Saas Bina Sasuraal* almost taking on the space of conscience keeper of the family and making great inroads into being the literal head of the family. Whether this is a harbinger of things to come, only time will tell.

(The author is a market research professional, internet addict and passionate teacher)



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Hero No 1: (L-R) Viraj, Pradeep, Kunal and Dr Ashtosh, male protagonists of their respective serials

# Spoilt for getaway choices

Seema Pherwani gives a lowdown of options galore in Maharashtra for an inveterate traveler

Maharashtra offers something for everyone. From historic forts, virgin beaches, verdant hill-stations, heritage caves, monuments to religious shrines and wild life sanctuaries for inveterate travellers.

Maharashtra which is among the largest states of the country is also a land of breathtaking beauty, historical legacy, action and adventure. It offers virgin beaches, world heritage sites, mammoth fortresses, festivals and a dash of night life in metros like Mumbai and Pune. Perhaps, no Indian state can boast of such diversity. There is no end to the themes because of the state's natural physical features. Sample this, the Konkan is a 700-km narrow coastal strip, dotted with 350 forts, 27 wild life sanctuaries, World Heritage sites like Ajanta and Ellora in Aurangabad, hill stations, numerous National Parks and religious shrines like Ashtavinayaka and Shirdi, the abode of the Sai Baba.

"The diversity is our strength as well as our problem in some ways. Like, when we think of Kerala we only think of backwaters or Goa is synonymous with beaches. Other states like Rajasthan and Sikkim too have their own carved-out branding. There is a singular pattern here and these

states depend on tourism as their main industry, so tourists continue to flock there," says Kishore Gadre, GM, Maharashtra Tourism Development Corporation Ltd (MTDC),

He adds, "So, we have a peculiar situation here. Although, Maharashtra has the highest number of 'destination travelers' because of its other industries. They come here for business but are not really tourists so, this works in our favour as they do come here exploring a few destinations."

Over the past few months, there has been hectic activity at MTDC which is looking at positioning the state differently.

"We realized, it's all about the right positioning and knowledge management. Since, we have something for all kind of tourists and across all age groups; we are promoting the state in four different themes or clusters. Our main themes are beaches, forts and heritage sites, Wildlife sanctuaries and adventure sports," explains Gadre.

Here's a lowdown of each of the themes to plan an itinerary better:

## BEACHES

The most famous is the Ganpatipule beach in Ratnagiri district. Known for its prominent Swayambhu Ganpati temple, the beach that has a laidback and spiritual feel to it has shimmering blue waters with powdery golden sands. Some other prominent beaches on the Ratnagiri coast are Murud ahead of Dapoli re-

plete with sea gulls, eagles and even turtles. Guhanagar near Chiplun is largely empty and also offers some breathtaking scenic views.

Tarkali is known as the queen beach of Sindhudurg. It is also a destination for scuba diving and snorkeling. Besides the Sindhudurg fort, the place also is known for its lip-smacking Malvani food and rich seafood delicacies.

The famous hamlet Harihareshwar, which is also known as the 'Kashi of the South', is located in the Raigad region. The beach line has various temples that draw devotees. Some of the other beautiful beaches where MTDC cottages are also available are Vengurla, Kunkeshwar, Bhogve, Anjarle, Vlneshwar, Diveagar and Shrivardhan.

## FORTS

Wrapped in the mystery of time, the forts are the secret storytellers of the famous emperor Shivaji; who was also a great fort builder. Raigad, or king of Forts, Murud Janjira, the grandiose fort of Sindhudurg or the marine fort Vijayadurga are the must-visit destinations.

Besides, there is the Pratapgad fort, Lohagad or iron Fort and Shivneri near Pune are good weekend getaways. Panhala Fort is situated in one of the largest forests of the Deccan region. Torna fort has gained prominence as a trekkers' paradise during monsoons.

Some of the other forts are Sinhagad, Kandhar, and Vasai and Jaigad. Gavilgad, lo-



Kundalika River



cated near Chikhaldara hill station, has beautiful carved idols and wall carvings in different scripts, Vijaydurg is one of the strongest marine forts on the west coast of India and was also known as the 'Eastern Gibraltar' as it was impregnable for a long time.

#### WILD LIFE SANCTUARIES

For nature lovers there's a stunning variety of wildlife in the state. One can spot majestic tigers, gawa, bison, neelgai, wild deer, sambhar and many species of birds and insects. And there are options galore in jeep ride, night safari, climbing up the watch towers. One of the best known tiger reserves, The Tadoba-Andhari Reserve is known as the 'Jewel of Vidharba' since it has the highest tiger population. Featured in the epic of Mahabharata, Chikhaldara is the only hill resort and situated at an altitude of 1,118m. The Melghat Tiger reserve in Amravati district is dry and deciduous. Then there is the Pench National Park, which has 33 species of mammals, 164 species of birds, 50 species of fish. Some of the other popular ones are the Bhimashankar Sanctuary, Bor, Bhamragarh, Navegaon and Chaprala Wildlife Sanctuary. There are numerous bird sanctuaries like Nagzira, Nandur Madhmeshwar, Jayakwadi and the Karnala.

#### ADVENTURE TOURISM

The best time to enjoy adventure sports in Maharashtra like scuba diving, snorkeling at Tarkali off the Arabian Sea are between November and February. Besides, there is Sargassum forest corals underwater seascape to explore between October and March.

White water rafting at the gushing waters of the Kundalika River is a hot favourite with youngsters. Kundalika is located about two hours away from Mumbai and Pune, and best suited for a day or two stay.

The lake district of Kamshet, near Lonavala, offers paragliding along with a three-day course on how to soar to the skies. The flying season is between November and June. For parasailing and windsurfing fans, Pune is the place to be. And, the best spots in Pune are Pawna, Panshet, Mulshi and Khadakwasla.

Also, soak in the magic around the Lonar crater in Buldhana, walk through the plateau of flowers in Kaas, offer prayers at Shirdi and visit the Ajanta and Ellora caves in Aurangabad.



Swayambhu Ganpati temple



Tadoba-Andhari Reserve



Raigad Fort



# The Deccan Odyssey

A week-long sojourn on this royal travel will take you through the majestic state of Maharashtra, writes **Seema Pherwani**

If you sign up for this one, it's an experience that will stay with you forever. Launched about seven years ago, Deccan Odyssey, a luxury train, takes you on a heritage tour through the majestic Kingdom of the Marathas. Built on the lines of the Blue Train of South Africa, The Orient Express of Europe and the Eastern and Oriental of South East Asia, the royal train offers you a week-long sojourn.

A royal journey is through some of the best places in Maharashtra like Mumbai, Sindhudurg, Tarkarli, Goa, Kolhapur, Aurangabad, Ellora, Ajanta and Nasik. The objective of running "The Deccan Odyssey" train is primarily to showcase the best of tourism assets of Maharashtra like pristine beauty of Konkan coast, the art, the culture, the heritage (including world heritage sites of Ajanta -Ellora) of Maharashtra as well as Maharashtra's local arts, crafts and cuisine.

The Maharashtra Tourism Development Corporation (MTDC) Ltd is running the train in association with Indian Railways and Ministry of Tourism. A sheer delight, everything in the train reflects the ways of Indian Royalty. The plush interiors, delicious cuisine and great sites to see make the journey memorable. This luxurious train transports its guests on a remarkable sojourn of a land shining in legends' grandeur, serene beaches, magnificent forts and palaces and experiencing divine tales etched in colossal rocks.

Tourists from the United Kingdom, Singapore, Germany, France and Australia make a beeline for the odyssey. The MTDC is also

trying to promote the luxury product to Indians. About four to five trips are planned during the year.

## Day 1

Board the train in the evening at the Chhatrapati Shivaji Terminus, a world heritage site. This is undoubtedly one of the famous Gothic buildings, and an integral part of Mumbai's skyline

## Day 2

Next day the train chugs in to the tip of the Konkan coast, Kudal railway station. A luxury AC bus transfers you to Malvan Jetty from the station. From here a boat rides to unconquered Ocean Fort of Sindhudurg. Walk on two-mile long rampart walls and watch breathtaking view of the vast open sea as it fires a volley of spray 30 ft below.

From here head out to Tarkarli, a virgin beach at the confluence of river Karli and Arabian Sea. A hard day at the sea is imminent, so rest at the Tarkarli Beach Resort's 'Konkani' style cottages is soothing. It's a perfect place to enjoy the mouth-watering 'Malvani' cuisine and then unwind. In the afternoon depart for Kudal railway station, and on the way visit Dhamapur, a village situated on the banks of the lake. Dinner is served on board.

## Day 3

Goa is an exotic destination frequented by tourists from all corners of the globe. Ancient churches and elegant mansions, splashed with colour of bougainvillea. You





The itinerary is as follows:

Day 1 - Mumbai

Day 2: Sindhudurg Nagri-Sindhudurg Fort-Tarkari Beach-Dhampur village

Day 3: (Goa) Visit to St. Augustine Church, Basilica of Bom Jesus Church, Se Cathedral Church, St Francis of Assisi, a Museum of Goan antiques and visit to Fontan-

has the Latin Quarters at Panjim. Day 4: (Vasco, Goa) Visit to Mangeshi, a Hindu Temple; the Safa Masjid a prominent Islamic Shrine, Sahakari Spice Farm, Menezes Braganza House at Chandor village.

Day 5: Kolhapur- New Palace, Museum, Bhavani Mandap Mahalaxmi Temple, Shalini Palace.

Day 6: Aurangabad, Daulatabad, Ellora Caves, Bibi-ka-Maqbara

Day 7: Ajanta Caves /Nashik



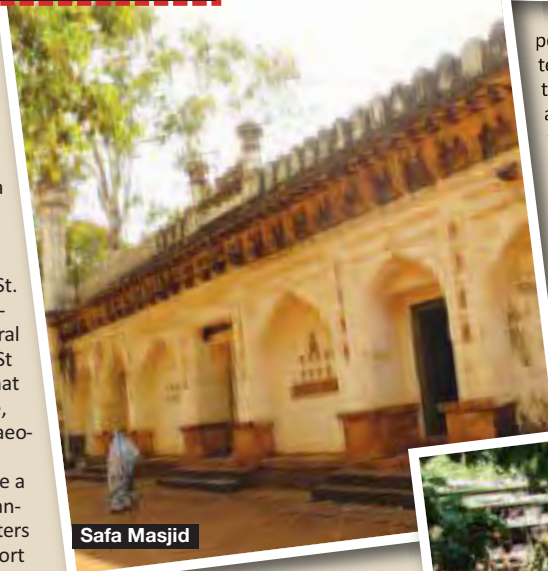
Kolhapur New Palace

can start the trip with Old Goa.

Take a walk amid the ruins of St Augustine Church, once largest cathedral in Goa. Basilica of Bom Jesus, a 16th Century Church, where the mortal remains of St. Francis Xavier is enshrined. Se Cathedral and the Church of St Francis of Assisi that began as a mosque, but now is an archaeological museum for Goan antiques. Take a walk through Fontanhas, the Latin quarters at Panjim, and a short walk through Panjim, the capital of Goa. One can do some shopping to carry memories of this beautiful state. It's time for afternoon finger-licking Goan delicacies onboard. In the evening, proceed to beach-front hotel for cultural programme and dinner.

#### Day 4

In the morning alight at Vasco station and board the bus to visit Mangeshi, a Hindu temple of Lord Shiva revealing typical architecture of old temples and the Safa Masjid. It is a prominent Islamic shrine in Ponda, commonly regarded the citadel of Hindu pilgrimages in Goa, and was built in 1560 by Ibrahim Adil Shah, the Sultan of Bijapur. From here proceed to one of the biggest and finest spice farms in the Country a "Sahakari Spice Farm" at Ponda village. Situated among the lush green surroundings of Ponda, it is very



Safa Masjid

herbal and medicinal trees. A typical Goan lunch is served here. Next stop: One of the finest heritage houses of 16th century known as "Menezes Braganza House". It is one of the last remaining structures that date back to the pre-Portuguese era in Goa.

The architecture and the interiors of the house make you

popular among international tourists. Visitors are traditionally welcomed at the entrance. After brief halt in the restaurant for welcome drink and snacks, a guided tour of the farm starts. This organic spice farm has variety of

feel as if you are going back in history. It is one of the oldest heritage houses of Goa. This has been the traditional family home of the Braganzas for many than four centuries. The lady of the house, Mrs Braganza, an octogenarian, still lives in the house and takes the visitors to a tour of the house herself. Then proceed to Madgaon railway station to board the train for Kolhapur. Enjoy the dinner onboard.

#### Day 5

You are in Kolhapur, a city with mythical past. The Hindu era lasted till 1347, followed by the Muslim rule which was from 1347-1700. The

magnificent temples of Kolhapur were built during the glorious periods of the Satavahana kings and the Shilaharas. The Marathas controlled this area from 1700 to 1849. In 1849, the British took over and Chhatrapati Sahu Maharaj was declared as the ruler of Kolhapur. First stop is at New Palace, this architectural marvel known as the Chhatrapati Shahu Museum. The museum houses rare paintings and artifacts used by the royal family. Royal weapons and a tableau depicting court life of the last century create an aristocratic ambience.



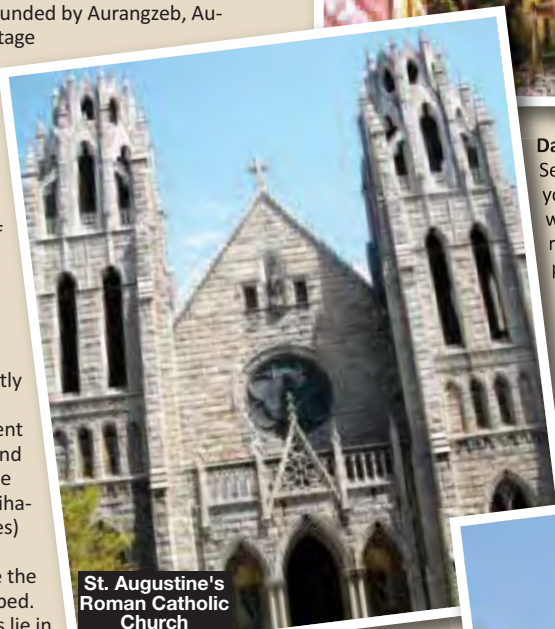
Sahakari Spice Farm

Next is Bhawani Mandap (The Town Hall). Antiques found during the excavations at Brahmagiri, old sculptures, filigree work in sandal wood and ivory, old coins and paintings of master artists of the region are all displayed here. Move on to see an exquisitely carved Mahalaxmi Temple, here you learn how the demon Kolhasura was destroyed by Goddess Mahalaxmi and then proceed to Shalini Palace to enjoy traditional Martial Art locally known as "Mardani Khel" and cultural programme. Collect some great mementos from an array of handicraft stalls. At noon board the train at Kolhapur station. Enjoy the lunch and leisure time onboard as the train moves on for next destination. Dinner is also onboard.

#### Day 6

Travelling along the rolling hills and picturesque ruins of the past, you travel way back in time to Aurangabad. Founded by Aurangzeb, Aurangabad's heritage is rich and diversified.

After breakfast in the train, a luxury coach takes you to the majestic fortress of Daulatabad. Visit world famous Ellora Caves. This World Heritage Site's 34 brilliantly carved rock-cut temples represent Buddhist, Jain and Hindu faiths. The caves include 'viharas' (monasteries) and 'chaityas' (chapels) where the monks worshipped. The Hindu caves lie in the centre of the group. The most famous of them being the Kailasanatha Temple (8th century). It is the most magnificent of all the rock-cut structures at Ellora. Completely open to the elements, it is the only building that was begun from the top. The Jain caves, less grand in comparison to the others, are richly carved with lotus, elephant, lions and 'tirthankaras' of Lord Mahavira. They offer an aura of peace and simplicity. Come back to Aurangabad for lunch at the 5 star hotel. Post-lunch, visit Bibi-ka-Maqbara, a replica of Taj Maha and symptomatic of the grand Mughul architecture. Enjoy shopping for Paithani, Himroo, Bidriwork from showrooms for a perfect memorabilia.



**St. Augustine's  
Roman Catholic  
Church**

Ajanta Caves. Older than the Ellora caves, these caves once lost to the world, were discovered by accident in 1819, by a party of British officers on a hunting expedition.

At Ajanta, 'Bodhisattva Padmapani', 'Bodhisattva Avalokitesvara'. 'The Birth of the Buddha' and 'The Thousand



**Sahakari Spice Farm**

#### Day 7

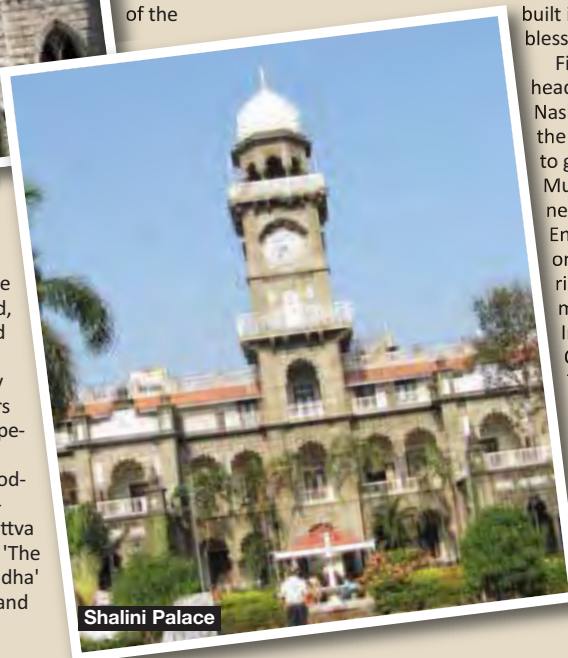
Seventh day brings you to Jalgaon railway station. After a royal breakfast, depart for T-Junction in a luxury AC bus. Board the eco-friendly bus to surround yourself by dramatic views of the Waghora Valley, the hideout of the

Buddhas' is among the finest murals and sculptures ever found. The paintings on the ceiling, particularly the elephant scattering the lotus, charging bull, the black princess and the row of dancers with musicians mesmerize tourists from all over the world.

After a quick shopping break for artifacts and souvenirs, head back to Jalgaon railway station. Mouthwatering lunch awaits onboard as you reach Nashik, from where travel by AC bus to Panchavati Ghat, a holy land of Kumbh Mela, a pilgrim fair held once in every 12 years.

Visit Kala Ram Temple built in 1794 and feel blessed.

Finally, when you head back to the Nashik, it's time for the Deccan Odyssey to get you back to Mumbai, the business capital of India. Enjoy the breakfast onboard as the sun rises over the commercial capital of India. Alight at the Chhatrapati Shivaji Terminus in the morning enriched with the rich legacy of this land.



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Kavita, Dr L Subramaniam, Ambi and Bindu  
Photo: Dr L Subramaniam



# THE CLASSICAL AND THE CONTEMPORARY

Absolute India has been an absolute and unqualified success. Never before have Dubai's music lovers been treated to such a rare ensemble music concert, with several big international names coming together on one platform to provide a truly uplifting experience. Maestro Pyarelal, Maestro Kristjan Jarvi, the stalwart of Carnatic music Dr L Subramaniam, the young upcoming violinist Ambi, the achingly beautiful voice of Kavita Krishnamurthy and the *joi de vivre* of Sonu Nigam and a host of very talented musicians came together as one ensemble to create a magical night of unique soundscapes that will be etched in people's memories for many years.

NGI's **Neetha Raman** caught up with the star performers of the ensemble after the concert and here is the buzz

One of the most famous families of Indian classical music – Dr L Subramaniam, his lovely wife Kavita and their very cool son Ambi share their thoughts on the concert that blew people away with the intensity of the music. Dr Subramaniam said, "It was a very memorable experience for me. I was asked by one of the greatest Indian composers Maestro Pyarelal, who has composed thousands of hit songs in Bollywood, to be featured as a soloist in his composition. It was a wonderful experience working with him and the rest of the Absolute Ensemble, conducted by Maestro Jarvi. He gave me space for me to be creative and improvise, through which I was able to express myself."

Being a much sought after musician with several collaborations to his credit as well as writing his own orchestral compositions for orchestras such as the NY Philharmonic and London Philharmonic, Dr Subramaniam has had the privilege of performing with great musicians like Lord Yehudi and Stephane Grapelli, who have performed his compositions, but this performance, he says, was "special because this is the first time that I have performed the music of another composer, and I am extremely happy to work with Pyarelalji."

Ambi, (who plays the violin in the footsteps of his father) talked about his part in the ensemble "Firstly I would like to mention that it was a tremendous honour performing with one of the greatest composers India has produced, Maestro Pyarelalji. Working with the Absolute ensemble, conducted by Maestro

Jarvi, was both a lot of fun and a lot of hard work! The ensemble had many wonderful musicians and wonderful people. I would say the best part of working with them was the dedication and hard work each one of them showed in the 2 days we had for rehearsals. Working with Pyarelalji and performing for these kinds of special concerts help me grow as a musician."

For Kavita Krishnamurthy, seasoned musician and award winning Bollywood playback singer, it was a very different and exciting experience, she said. "It was really nice to perform with those musicians. They were a mix of the Bollywood musicians who performed on the actual song recordings (like Mr. India in 1986) and younger musicians from western world. It goes to show that music is understood across countries and generations, and there is a meeting point for people of different cultures."

All three of them agreed that the "show stopper" piece of the concert, Swar Gunjan, a special composition by Pyarelalji, was the most magical moment of that night. Dr L Subramaniam describing the composition in his own words said, "As a composition, Swar Gunjan had a very characteristic Indian element blended with Western writing and global tonalities, with a section of trade-offs between instruments. It also had a beautiful chromatic section that led to the finale, which was a recapitulation of the main motive. For me, the special moment undoubtedly was the audience response to the piece." Ambi, get-

ting emotional about the piece, added, "At the end of the piece Swar Gunjan, Pyarelalji immediately came up on stage and hugged my father. I went to touch his feet, and he immediately gave me a big smile, hugged me and thanked me for performing his piece. Such simplicity from such a legend was incredibly moving and inspiring." Krishnamurthy took pride in the fact that her husband was part of such an incredible composition.

Talking about Dubai as a stage for world music and for such inspiring performances, Ambi, for whom this was a debut public performance said, "Dubai is such a wonderful place. It's always challenging and inspiring to perform in a place that has experienced the best cultural experiences the world has to offer. In a way, Dubai audiences are very open to innovations and new kinds of music." Krishnamurthy, who recalled first performing in Dubai in 1979 with the legendary Manna Dey said that Dubai's audiences are known for their ability to enjoy different kinds of music and are always enthusiastic and welcoming! Dr Subramaniam added that playing in Dubai was really the equivalent of playing for the whole world as with its several hundred nationalities it is truly a cosmopolitan blend of the east and west. "Added to that the ambience was very picturesque; it was an open-air theatre with beautiful lit-up water fountains. There was also a very appreciative audience. It's always a pleasure to perform in such environments as you are inspired to give your best performance".

*Dr L Subramaniam shares his views on Indian classical music with NGI*

**Is there a growing interest worldwide for Indian classical music?**

There is definitely an expanding fan-base for Indian classical music. In the last year, I've performed traditional Carnatic music in the USA, Canada, Algeria, Nigeria, Italy, Spain, Portugal, Singapore and Australia. I've had the pleasure of performing at the United Nations, New York, the Kennedy Centre in New York, the National Centre for Performing Arts in China and for a 35,000 strong audience in Stanley Park, Vancouver. There is a strong interest in Indian classical music in every part of the world. People are particularly interested in the violin, initially a Western instrument adapted to Indian classical music, now an integral part of every form of music in the world.

**Most classical music is considered "elitist". How do you engage today's youth with Indian classical music? Youth today have short attention spans, are more into contemporary music, and are increasingly pre-occupied with techno-gizmos. Where does classical music find its place in today's young generation?**

Any music presented in the right way can appeal to any audience. Music can be appreciated on multiple levels, like melodic, harmonic, technical, intellectual, emotional, rhythmic and spiritual in various combinations. When a listener has an open mind, the music will definitely have its impact. Classical music has survived all these years in spite of changing trends and ideas- I strongly believe that it will always have its place and a devoted audience. There will always be an audience for classical music presented in the right way.



*Kavita Krishnamurthy Subramaniam talks about her collaborations, the vision for her music school in Bangalore, India and what captures audience interest:*

**In recent years, you have moved away from Bollywood and its music to exploring other areas and pushing boundaries. Please share some of these experiences for our readers.**

I feel blessed to have been able to go wherever my music has taken me. It has been very exciting to come out of the comfort zone of being an established, recognised Bollywood singer and trying many different things. I have been able to collaborate with Jazz legends like Al Jarreau, Stanley Clarke and George Duke, I have been able to be a part of Global Fusion concerts with flamenco guitarists and African kora players and I have been able to perform as a soloist with western orchestras. Being the first Bollywood singer to do these things has been an honour for me. I feel it's very important to keep exploring and innovating and trying new things. One should never stagnate.

**What do you think will keep today's international youth engaged in Indian classical music?**

Does it need a twist or a spin to it for younger, international audiences or can it retain its purity and yet manage to capture their attention? There will always be a specific niche audience for classical music - people who want to learn it, people who want to listen to it. I find it heartening when children come up to my son Ambi at concerts and say that they are inspired by him and want to learn classical music. We have many children at our school who want to learn classical music. Having said that, I think fusion and global fusion are very attractive to global audiences. It showcases the strong roots in classical music while still being able to connect with any listener.

**Please tell us about your music school in Bangalore.**

We started the school in 2007, and it has been doing really well. My daughter Bindu (a singer/songwriter/lawyer) is the dean, and runs the school. In addition to teaching Indian and western classical music, we are creating a centre for global fusion music. We want youngsters to know that they can go a step further and take their music directly to an international platform. We have big dreams for the Subrama-

niam Academy of Performing Arts, or SaPa as it is called.

*The very talented Ambi, successor to the rich heritage of three generations of Indian classical music, is candid with NGI about his lineage and talks about what works for today's youth:*

**Do you consider your illustrious lineage an advantage or a disadvantage as a performer? How do you deal with comparisons that would invariably arise especially when you have chosen the same instrument as your father?**

I would definitely say it's an advantage. I've been lucky enough to train under the "God of Indian Violin" from a very young age, and have been sharing the stage with him from the time I was 13. In many ways, I have had a musical education that most people can only dream of. Considering that, I think it's fair that audiences hold me to a different standard.

Being compared with him motivates me to work harder and push myself to try and accomplish as much as I can. It's incredible what he has done for Indian music and the violin, and I'm proud to be associated with it in whatever way possible.

**As a young musician, what kind of music do you think will engage today's youth, anywhere in the world?**

I think younger audiences today all around the world are extremely open and are constantly interested in experiencing something new. As a violinist and composer, it's always important to keep that in mind. Having said that, it's important as a musician to find your own voice and express yourself.







Photo: Kristjan Jarvi

## INTERVIEW WITH KRISTJAN JARVI

*Air dashing back to the United States after taking several bows on stage for a magnificent performance, Jarvi took time off from his busy schedule to do an "e-interview" with NGI on his experience of conducting the Absolute India show at Dubai.*

**Is this your first ever collaboration with an Indian musician and having Indian artists perform in the ensemble?**

I personally have worked closely with Indian-British composer Nitin Sawhney and the London Symphony Orchestra, and I also toured with the same orchestra to India last year. This is the first time that Absolute Ensemble has worked with Indian musicians.

**How different was this collaboration from all the others that you have done? What were the highlights of the collaboration?**

This was a really new experience for me. I had to be very patient in many ways. Waiting for the music to be chosen or arranged for my ensemble. I had to have faith that it would all work out ok in the end. And working with the Maestro (Pyarelal) was exhilarating for me.

The day of the concert was intense and I had to improvise a bit to be sure that we would finish the concert on time. We made some changes in the program order on the

spot. This was demanding, and fresh and kept me on my toes!

One of the highlights was my visit to the Maestro Sharma's home in India. He is truly a master composer and so talented but easy to work with. There is a lot of joy and his wife is very quiet but sharp.

**What would you say is the most distinctive feature of Indian music?**

Obviously the non-Western instruments. The variety of sounds achieved, one flute player carried 100 different flutes with him, the percussion instruments are also new to Western ears.

**Music has no boundaries, and cuts across age, race, gender and geography. However, do you think that music in its pure, classical form can engage today's young audiences? Or do they need to hear it in a different form?**

I think that the classical musicians and the music need to be adapted to younger audiences. Tastes change and we have to be in touch with what is in their ears. In general, they seem to be the most open-minded generation. They are used to being exposed to a vast spectrum of styles, and through movies and other means they have a lot of experience with classical music.

**Was this your first show in Dubai? What do you think of Dubai, as a city, and your experience of the audience you performed for?**

Dubai is amazing. Like Vegas maybe, but like nowhere else in the world. The audiences arrived late. That was a bit odd for me, but they loved the show. That was great.

**Describe the show stopper piece Swar Gunjan**

Maestro Sharma really wanted to write a new piece that would blend our ensembles of eastern and western musicians. He is a master and the work is so good. We had to work very hard to get it right. But I know it was his dream to make this piece work. And I think we just got started with the first premiere in Dubai. The next time we play this it will be even more exciting.

**For you, what was the best part of the concert?**

Just watching the bands play together. My ensemble with the musicians from India. It was so exciting for me as a conductor. Such an unusual setting and project.

I know we have a future with this project and will develop it further as we gain more experience working together.

# SILVER SCREEN @ 100

**Mritunjay Kumar** digs out the hundred year old legacy of a hindi feature film and salutes Indian cinema by taking you through the memory lane

Time has come to raise a toast to Indian celluloid that's a century-old. It's a moment of great national pride and glory for all cinema lovers. Significantly, completion of 10 decades of movies is creating a buzz in the land of cineastes.

## LIGHTS, CAMERA, ACTION!

It was an era where working in cinema was a taboo, where a man with vision and courage made it possible. Mumbai's affluent crowd had no idea of witnessing something ground-breaking. Minus sound everything was perfectly set on April 21, 1913, at Olympia theatre where Dadasaheb Phalke premiered the first ever full-length film, Raja Harishchandra. A silent movie based on the legend of King Harishchandra, enumerated in the Ramayana and Mahabharata, it was released on May 3, 1913.

Indian film industry that Dadasaheb gave birth to inadvertently with his first film enters its centenary year, India is ready to pay an abiding tribute to the date he immortalized with the first public screening of the maiden full-length Indian feature film. In a nation, where more than 1,000 films are made every year, in multiple languages, when we celebrate a century of filmmaking excellence, how do we define Indian cinema?

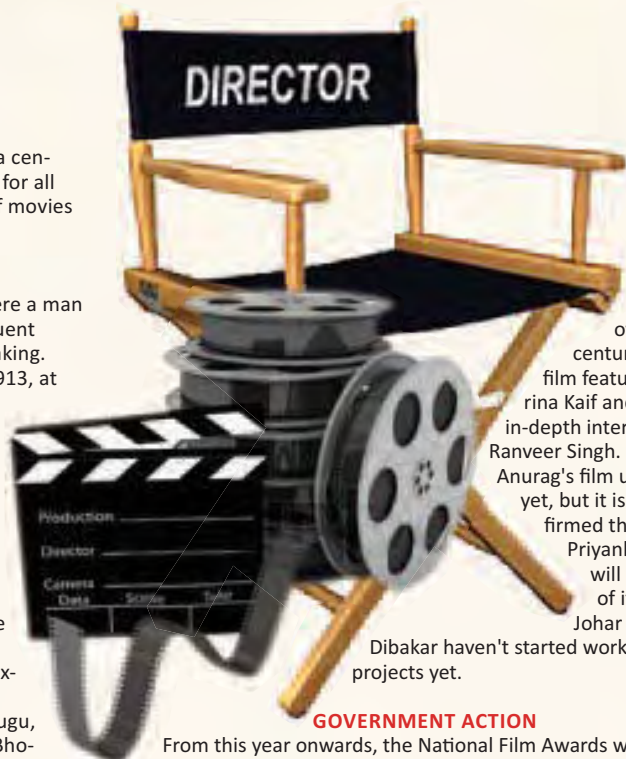
Indian cinema encompasses regional films (Tamil, Telugu, Kannada, Malayalam, Marathi, Oriya, Bengali, Gujarati, Bhojpuri, Punjabi etc) but the larger stake comprise of Hindi film industry. Larger than life movie sets for candy floss romances salted with lavish song-dance sequences shot in exotic locales, spunky underworld flicks, bone-tickling comedies, well-crafted off-beat cinemas, jaw-dropping action capers to social melodramas and titillating stories -- the Indian movies have just about touched every genre of entertainment.

Everything is so fascinating here, from top grosser blockbusters to multiplex movies tailor-made for overseas Indians, to colourful crossover films with NRI connect high on emotional content to tug at the heartstrings of homesick Indian diaspora, the platter is dynamic and diverse.

## FRATERNITY ACTION

Here's an ode to every individual who strives to make that virtual space seem to be a part of our daily lives. A documentary is being made as a tribute to celebrating the 100 years of cinema, four distinguished filmmakers Karan Johar, Anurag Kashyap, Zoya Akhtar and Dibakar Banerjee will be making 20-minute short films each based on Bollywood. The four documentaries are being made under the banner of Flying Turtle Films which will give varied taste under one maincourse and will be later clubbed and released as an 80-minute documentary film, titled 'Bombay Talkies'.

According to a leading film website, Zoya's documentary has planned is titled Sheila Ki Jawaani and narrates the story of a young boy and his obsession with the song Sheila Ki Jawaani. The film will unfold the tales of all the popular item numbers



and how peppy and raunchy songs have become over the century. Zoya's film features Katrina Kaif and also an in-depth interview with Ranveer Singh. While Anurag's film untitled yet, but it is confirmed that Priyanka Chopra will be a part of it. Karan Johar and Dibakar haven't started work on their projects yet.

## GOVERNMENT ACTION

From this year onwards, the National Film Awards will be given away on May 3 every year. At the 59th National Film Awards ceremony in New Delhi, Ambika Soni, minister for Information and Broadcasting, said, "There are a few interesting projects to commemorate the centenary of Indian cinema. We are planning to open a museum of Indian cinema. The museum will be in Mumbai, in the heritage building of Gulshan Mahal. It will be ready before May 2013."

The museum will showcase the history of the industry and its global impact. It will be a storehouse of information, artifacts, equipments like cameras, editing and recording machines, projectors, costumes, photographs and other material. The properties, dresses, sets, tapes, vintage equipment, posters, copies of important films, prints, promotional leaflets, developing equipment books, biographies, sound tracks, trailers, transparencies, cinema magazines and statistics covering film distribution are also expected to be displayed in a chronological manner.

## 'CLIMAX' ACTION

Let the festivities begin. The journey from silent films to contemporary cinema has been amazing and that becomes a part of our heritage. From producers to directors, from exhibitors to distributors, from actors to villains, from musicians to technicians all are basking in glory of magical century of Bollywood. The Indian film industry will celebrate 100 years of its existence in 2013. The Indian cinema story continues... The Indian film industry continues unabated.



*To commemorate this momentous occasion, it was necessary to find out a few minutiae of making of the first Indian feature film*

The film revolves around the noble and righteous king, Harishchandra, who first sacrifices his kingdom, followed by his wife and eventually his children to honour his promise to the sage Vishwamitra. Though, in the end, pleased by his high morals, the Gods are pleased and restore his former glory, and further bestow him with divine blessings. The film had an all-male cast because no woman was available to play any of the female leads. The reel was 3,700 feet long and had a runtime of 40 minutes. Phalke was greatly influenced by the style of painter Raja Ravi Verma in the making of this film. It was first shown in public on May 3, 1913 at Mumbai's Coronation Cinema, Narayan Choyal, Girgaon. Due to the film's massive success, Phalke had to make more prints for rural areas as well. He was established as a producer and later came to be known as 'The father of Indian cinema.' His wife, Saraswati Phalke, was also actively involved behind the scenes. She single-handedly managed food for the cast and crew, which comprised over 500 people and also in several production works. The original film was in four reels. The National Film Archive of India has only the first and last reels, though some film historians believe they belong to a 1917 remake of the film, by the same name.



#### FIRST TALKIE FILM

Indian film industry has waited for almost 18 years to get the first sound film Alam Ara. It was directed by Ardeshir Irani, Alam Ara debuted at the Majestic Cinema in Mumbai (then Bombay) on 14 March 1931. The first Indian talkie was so popular that "police aid had to be summoned to control the crowds." The movie also set the trend for Friday release in Indian film industry.



#### FIRST COLOUR FILM

Kisan Kanya was a 1937 Hindi feature film which was directed by Moti B. Gidvani and produced by Ardeshir Irani of Imperial Pictures was India's first indigenously made colour film. However, V. Shantaram had earlier produced a Marathi film Sairandhri (1933) which had scenes in color. However, the film was processed and printed in Germany; Kisan Kanya was, therefore, India's first indigenously made color film.



#### GLOBAL RECOGNITION TO INDIAN CINEMA

It was Satyajit Ray's Pather Panchali (1955), who gave Indian Cinema to global recognition. Pather Panchali won 'Best Human Document' at the 1956 Cannes Film Festival, establishing Satyajit Ray as a major international filmmaker. Pather Panchali is today considered one of the greatest films ever made and won over 17 awards.



#### FIRST 3D FILM

Chhota Chetan is a 1998 Hindi movie directed by Jijo Punnoose. It was dubbed from the 1984 Malayalam movie, My Dear Kuttichathan — which was India's first 3-D film Chota Chetan was the first feature film to introduce DTS for a stereoscopic 3D feature film. The film was made under the banner of Navodaya Films. The film also won the President's Gold Medal.



#### FIRST SCIENCE FICTION FILM

Kaadu (The Jungle), a Tamil-American co-production was the first Science fiction film in India and in Tamil Nadu. Then Mr India (1987) came and became first science fiction film of Hindi film Industry. This movie ranks amongst the Top 25 'Must See Bollywood Films' in Indiatimes Movies. Mr. India brought the idea of science fiction to the general people in India followed by Koi Mil Gaya and others.



## Energy, Infrastructure and Projects

The Trilegal Energy, Infrastructure and Projects Bulletin is a periodic update on recent developments in energy, infrastructure and projects law and policy in India.

### The Public Procurement Bill, 2012

The Ministry of Finance has issued a Draft Public Procurement Bill, 2012 (Bill) to regulate all major procurements by the Government of India (GoI) by ensuring transparency, fair and equitable treatment of bidders and enhancing efficiency and in the procurement process. The term 'procurement' under the Bill means the acquisition of works, goods or services, including award of public private partnership, by a procuring entity (i.e. any department/public sector enterprise of the GoI, company with 51% GoI shareholding, statutory bodies, etc.).

The Bill proposes to set up a Portal to serve as a one-stop gateway to all requisite information on procurement to the stakeholders. Among other things, the Portal is required to provide information on pre-qualification documents, bidder registration documents, list of bidders, details of successful bidders, etc.

The various procurement methods that a procuring entity can opt for under the Bill are: (i) open competitive bidding; (ii) restrictive bidding; (iii) two-stage bidding; (iv) single source procurement; (v) electronic reverse auctions; (vi) request for quotations; (vii) spot purchase; or (viii) any other method notified by the GoI. The open competitive bidding is to be the most preferred method of procurement and can also be followed in case of two-stage bidding and electronic reverse auctions. Restricted bidding may be opted when the subject matter of procurement can be supplied by a limited number of bidders or if the same is time and cost effective. Single source procurement may be opted when there is just a single supplier or there is an urgent need for the subject matter and engaging other methods would be impractical. A procuring entity may solicit bids by electronic reverse auction when there is a competitive market of bidders. Request for quotation and spot purchase may be adopted only for procurement below a certain value for readily available commercial-off-the-shelf goods. The Bill does not allow for price negotiation by a procuring entity with a bidder.

The procuring entity must evaluate bids on the basis of price, cost of operating, professional and technical competence of the bidder. A bid is to be considered as the successful bid if price being the only criteria – the lowest bid price; if price and other award criteria – the most advantageous bid ascertained on the basis of criteria and procedures for evaluating bid; when there are no financial criteria – the most advantageous bid based on non-financial criteria.

The Bill also provides for a grievance redressal mechanism for bidders (i.e. an independent procurement redressal committee chaired by a retired High Court judge to review grievances) and penalizes any gratification received by public servants during procurement as well as any illegality committed by any company.

The Cabinet has recently given the go-ahead for the Bill which is expected to be passed in the current session of Parliament.

## Recent Developments

### Review of Electricity Regulators

The Ministry of Power (MoP) has set up a panel to look into proposals and examine the performance of the Central Electricity Regulatory

Commission (CERC) and State Regulatory Commissions. The mandate of the panel is to examine and make recommendations on proposed amendments to the Electricity Act, 2003. Under the present law, the electricity regulator is only accountable to the legislature. According to the MoP proposal, the performance of the CERC should be reviewed by a six member Committee chaired by a Planning Commission Member (Energy).

### Proposal for private players for CIL mining

The Ministry of Coal, according to media reports is working on a model agreement on mining, development and operations in which the private sector entity would undertake mining operations, while the ownership and sale of coal would lie with Coal India Limited (CIL). Presently, the Government is facing pressure to meet the growing demand for coal and would like to develop coal mining operations through a public private partnership (PPP) model to help it meet higher coal demands through a transparent framework. The Government has already issued a Presidential directive to CIL to enter into fuel supply pacts with power producers for a minimum assured supply.

### New royalty rates for coal and lignite

The Cabinet Committee on Economic Affairs recently approved new royalty rates for coal and lignite. Under the new regime the royalty rates on coal are 14% and that on lignite are 6%. The new regime of royalty rates will not apply to the state of West Bengal unless the State Government withdraws cesses. The revision in rates is expected to provide states with a boost in income earned by mining, production and sales of coal and lignite.

### National Electricity Fund

The Cabinet Committee on Economic Affairs has approved setting up a National Electricity Fund (Interest Subsidy Scheme) to provide interest subsidy to both public and private State power utilities to improve the distribution network. Under the Scheme interest subsidy is to be provided on loans taken by private and public utilities in the distribution sector for non-Rajiv Gandhi Grameen Vidyutikaran Yojana and the non-Restructured Accelerated Power Development and Reforms Program. The Rural Electrification Corporation is the nodal agency which will implement the program under the guidance of a Steering Committee constituted for the Scheme.

### New renewable energy policy for West Bengal

The West Bengal State Government (State) has drafted a policy on renewable energy that is awaiting approval by the Cabinet. The policy will have guidelines for co-generation and power generation from different renewable sources. At present, renewable energy accounts for 2.5% of the total consumption in West Bengal. According to media reports, the new renewable energy policy is expected to boost the State's position as a renewable energy hub.

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