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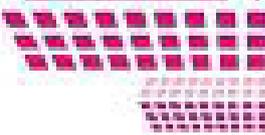
A MONTHLY NEWS MAGAZINE



COVER STORY

MUDRA POWER

The financial institution, launched by PM, aims to provide financing to small entrepreneurs

 DREAMZ GKTM

Stands for Innovation

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MUDRA bank to give boost to micro credit

Prime Minister Narendra Modi has launched Micro Unit Development and Refinance Agency, or MUDRA to fund and promote microfinance institutions (MFIs), which would in turn provide loans to small and vulnerable sections of the businesses. Modi said these businesses would provide almost 10



times jobs to what was being generated by big companies. MUDRA will have an initial corpus of Rs 20,000 crore and a credit guarantee corpus of Rs 3,000 crore. The initial corpus would be provided by banks from their priority sector lending shortfall. To be a Non-banking financial company (NBFC) and a part of Sidbi, MUDRA will later take the form of a bank through a Bill, which the government will present in Parliament within the next one year, according to financial services secretary Hasmukh Adhia. With this, the long-awaited Bill on MFIs would not come and some of its provisions would be incorporated in the Bill on MUDRA, Adhia added. "It will also put in place entire mechanism as to how much interest rate can be charged for micro sector," he said.

The issue had become quite contentious after the MFI sector had faced tough time, particularly in Andhra Pradesh when the state government tightened the noose on MFIs for recovery of loans in the wake of over-indebtedness of the loanees. On whether MUDRA would regulate the NBFC (MFI), Adhia said, "That decision would be taken when the Bill will be framed." He added the government was yet to take a call on whether MUDRA would be transformed into a universal bank. The Modi government is working on creating self employment opportunities rather than the conventional employment opportunity in the country. India has won, good days are coming, Mr Modi said at a rally in Vadodara in his home state of Gujarat, where thousands chanted his name. In a clear message to those who have tagged him a polarising leader, he said, "Even if we've clear majority to run the government, it's our responsibility to take everyone along in running India." Through his campaign, Mr Modi had vowed to reboot the economy and deliver efficient governance -he said today "development for all" would be his mission. With its allies, the BJP now has over 300 of the 543 parliamentary seats. The stunning numbers provide incontrovertible evidence of the "Modi wave" that the BJP name-dropped for months. The twin headline to Mr Modi's phenomenal win is the colossal defeat that he has enforced upon the incumbent Congress. Headed by Sonia and Rahul Gandhi, the party has crashed to its worst performance with less than 50 seats after 10 years in power.

The strange developments in reference to the multinational search effort for the MH 370 aircraft are the largest and most expensive in aviation history. The search began in the Gulf of Thailand and the South China Sea, where the aircraft's signal was last detected on secondary surveillance radar, and was soon extended to the Strait of Malacca and Andaman Sea. Analysis of satellite communications between the aircraft and Inmarsat's satellite communications network concluded that the flight continued until at least 08:19 and flew south into the southern Indian Ocean, although the precise location cannot be determined. Australia took charge of the search on 17 March when the search moved to the southern Indian Ocean. On 24 March, the Malaysian government noted that the final location determined by the satellite communication is far from any possible landing sites, and concluded that "Flight MH370 ended in the southern Indian Ocean." The mystery deepens due to the rumors that the flight was carrying nuclear scientists and the ill fated flight became victim of the rivalry between the super power trying to outsmart other in the Asia Pacific region.

—Prashant Tewari, Editor-in-Chief



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EVERYONE'S BLUE-EYED BABY

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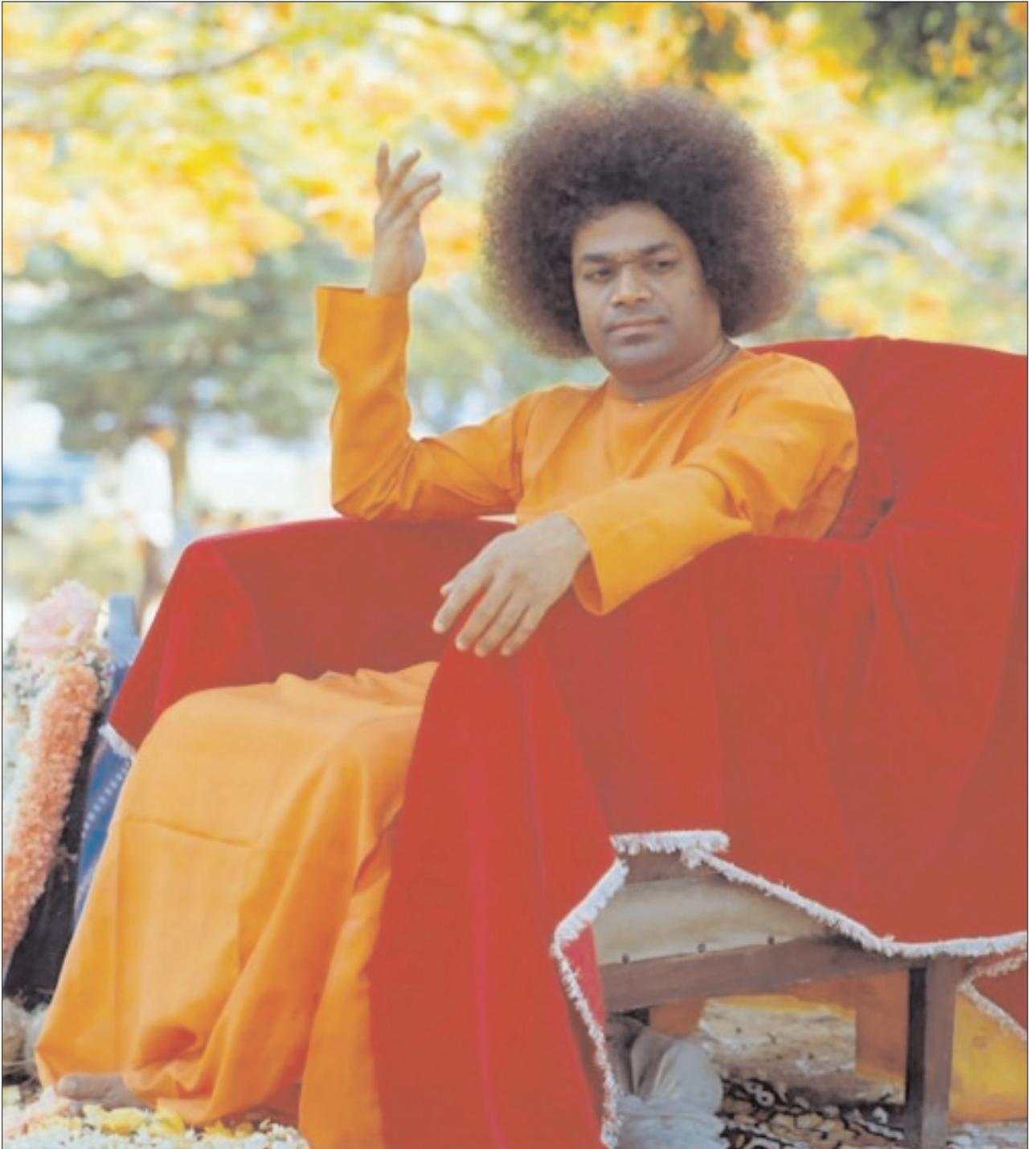
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More Than A Spiritual Guru, He Was A Leading Light For Many Generations

Sathya Sai Baba – Saint, philanthropist, educator



Sathya Sai Baba born as Sathyanarayana Raju (23 November 1926 - 24 April 2011) was a guru, spiritual figure and educator. In 2011, he was listed by the Watkins Review as one of the 100 most spiritually influential people in the world. Sathya Sai Baba claimed to be the reincarnation of the spiritual guru, Sai Baba of Shirdi, whose teachings were an eclectic blend of Hindu and Muslim beliefs.

Sathya Sai Baba established schools and colleges, hospitals, and other charitable institutions in India and abroad. The number of active Sathya Sai Baba followers was estimated in 1999 to be around 6 million, though adherents' estimates are far higher.] Since there are no formal ties of membership, the actual figure may never be known. The Sathya Sai Organisation reports that there are an estimated 1,200 Sathya Sai Baba Centers in 114 countries worldwide. In 2002, he claimed to have followers in 178 countries.

Early life and proclamation

In 1940, Sathya Sai Baba declared that he had no worldly relationship with anyone and, around this time, devotees began to gather to him. In 1944, a mandir (temple) for Sathya Sai Baba's devotees was built near the village. It is now referred to as the old mandir. The construction of Prashanthi Nilayam, the current ashram, began in 1948 and was completed in 1950. In 1957 Sathya Sai Baba went on a North Indian temple tour. In 1954, Sathya Sai Baba established a small free General Hospital in the village of Puttaparthi. In 1963, Sathya Sai Baba suffered a stroke and four severe heart attacks. It is believed by some that he healed himself of these, and on recovering announced that he

announced that he would be reborn as Prema Sai Baba in the state of Karnataka.

Illness and death

Sathya Sai Baba was admitted to a hospital at Prashantigram at Puttaparthi on 28 March 2011, following respiration-related problems. After nearly a month of hospitalisation, during which his condition progressively deteriorated, Sai Baba died on 24 April at 7:40 IST. Political reactions were swift with many offering their condolences, including Prime Minister Manmohan Singh and the Dalai Lama. Others who reacted to his death included cricketer Sachin Tendulkar, who canceled his birthday celebrations. The Hindu newspaper reported that "Sri Sathya Sai Baba's propagation of spiritualism and preaching of Hindu philosophy never came in the way of his commitment to secular beliefs."

His body lay in state for two days, after which it was buried on April 27, 2011. The burial was accorded the status of a state funeral by the Andhra Pradesh government. The Indian Prime Minister Manmohan Singh, Congress president Sonia Gandhi, Gujarat Chief Minister Narendra Modi and Union Ministers S. M. Krishna and Ambika Soni apart from various other political leaders, celebrities and intellectuals were in attendance through the last rites. Around 500,000 people have attended the burial.

Institutions, organisations and projects

Sathya Sai Baba supported a variety of free educational institutions, hospitals, and other charitable works in over 166 countries. The Sri Sathya Sai Institute of Higher Learning (now changed to Sri Sathya Sai University) in Prashanthi Nilayam is the only college in India to have received an "A++" rating by the National Assessment and Accreditation Council (an autonomous body established by the University Grants Commission). Sri Sathya Sai University of which Baba was the Chancellor, has three campuses, one at Puttaparthi for men, one at Whitefield, Bangalore for men and one at Anantapur for women. His charity supports an institute for Indian classical music called the Sri Sathya Sai Mirpuri College of Music. Baba's educational institutions aim to impart character education along with excellence in academics with emphasis on human values and ethics.

Sathya Sai Baba chaired the Muddenahalli-Sathya Sai Loka Seva School and Sri Sathya Sai Loka Seva Trust Educational Institutions in Muddenahalli-Kanivenarayanapura regions. In addition,



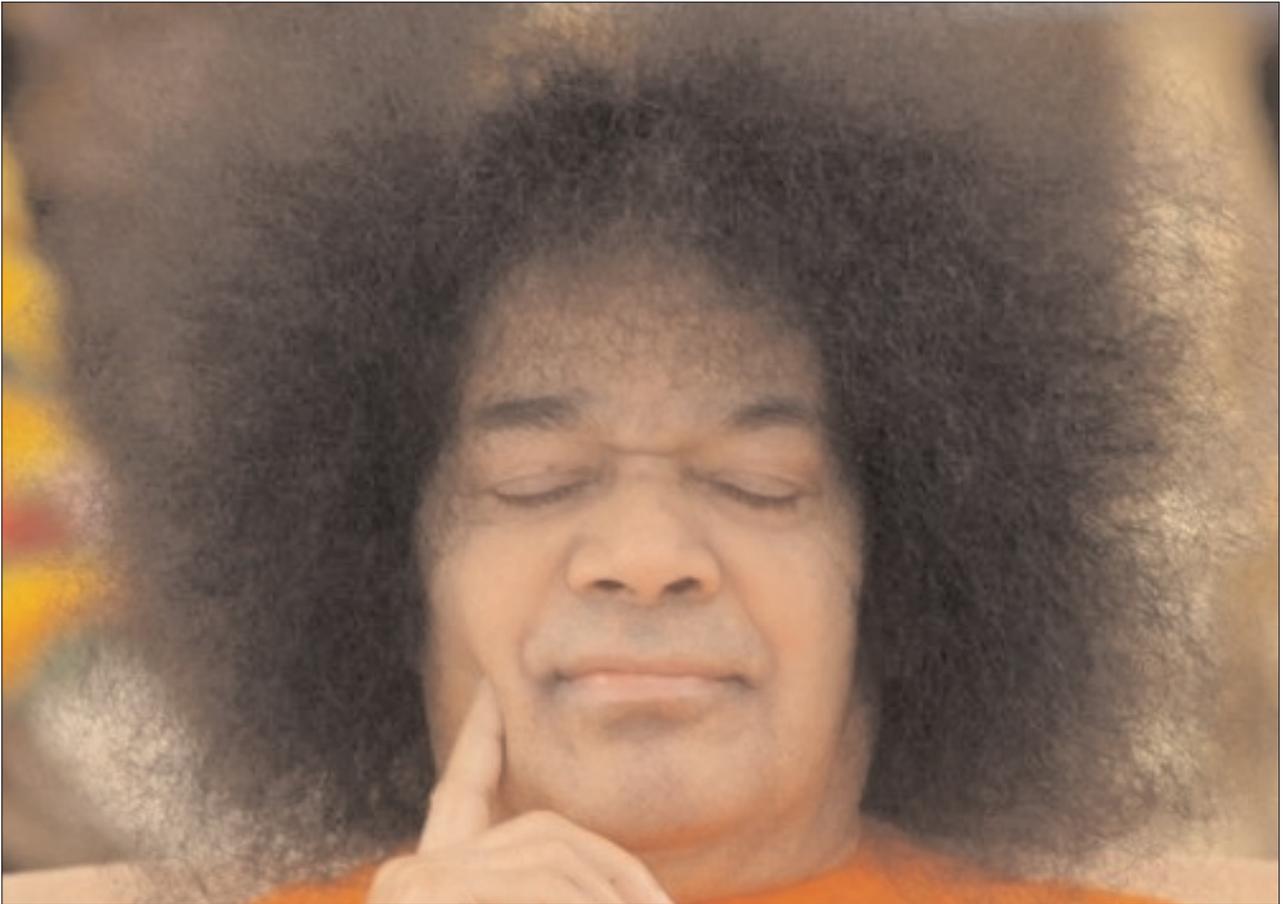
HIGH-PROFILE DISCIPLES : BABA WITH FORMER PM VAJPAYEE

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a Sathya Sai Baba University and Medical School as well as a world class hospital and research institute are being constructed on over 200 acres (0.81 km²) to serve the destitute population. Baba said that the campus will be modeled after Puttaparthi and will infuse spirituality with academics.

Sri Sathya Sai Super Specialty Hospital, Whitefield (suburb of Bangalore), Karnataka, India

The Sri Sathya Sai Institute of Higher Medical Sciences in Puttaparthi is a 220 bed facility that provides free surgical and medical care and was inaugurated by Prime Minister Narasimha Rao on 22 November 1991. The Sri Sathya Sai



bed facility that provides free surgical and medical care and was inaugurated by Prime Minister Narasimha Rao on 22 November 1991. The Sri Sathya Sai Institute of Higher Medical Sciences in Bangalore is a 333 bed hospital meant to benefit the poor. The hospital was inaugurated on 19 January 2001 by Prime Minister Atal Behari Vajpayee. The hospital has provided free medical care to over 250,000 patients. The Sri Sathya Sai General Hospital was opened in Whitefield, Bangalore, in 1977 and provides complex surgeries, food and medicines free of cost. The hospital has treated over 2 million patients. The Sri Sathya Sai Central Trust runs several general hospitals, two specialty hospitals, eye hospitals and mobile dispensaries and conducts medical camps in rural and slum areas in India.

The Trust has also funded several major drinking water projects. One project completed in 1996 supplies water to 1.2 million people in about 750 villages in the drought-prone Anantapur district in Andhra Pradesh. The second drinking water project, completed in 2004, supplies water to Chennai through a rebuilt waterway named "Sathya Sai Ganga Canal". Tamil Nadu Chief Minister M. Karunanidhi praised the Chennai water project and Sai Baba's involvement. Other completed water projects include the Medak District Project benefiting 450,000 people in 179 villages and the Mahbubnagar District Project benefitting 350,000 people in 141 villages. In January 2007, the Sri Sathya Sai Central Trust said it would start a drinking water project in Latur, Maharashtra. In 2008, 2 million people in the state of Orissa were affected by floods. As a relief measure, Sri Sathya Sai Seva Organization, has built 699 houses as a part of their first phase in 16 villages by March 2009.

Sathya Sai Baba's Educare program seeks to found schools throughout the world with the goal of educating children in the five human values. According to the Sai Educare site, schools have

been founded in 33 countries, including Australia, Mexico, the United Kingdom and Peru. The Times of Zambia states, "The positive influence of Sathya Sai is unprecedented in the annals of education in Zambia. Sai Baba's education ideals as embodied in his human values-based approach in education are an eye opener to educationists in Zambia."

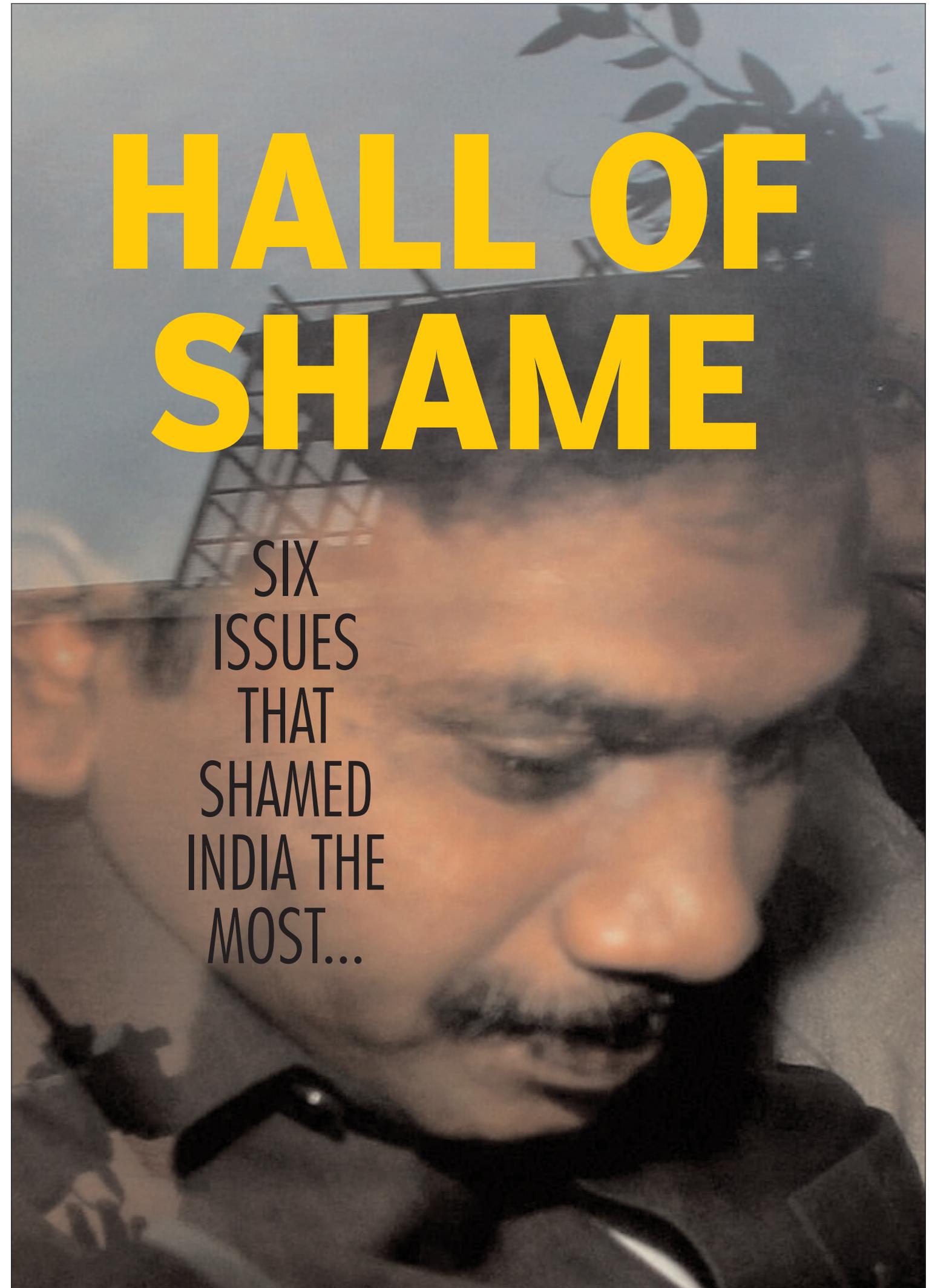
In Canada, the Fraser Institute, an independent Canadian research and educational organization, ranked the Sathya Sai School of Canada as one of the top 37 elementary schools in Ontario. On 23 November 1999, the Department of Posts, Government of India, released a postage stamp and a postal cover in recognition of the service rendered by Sathya Sai Baba in addressing the problem of providing safe drinking water to the rural masses.

On 23 November 2001, the digital radio network Radio Sai Global Harmony was launched through the World Space Organization, United States. Dr Michael Oleinikof Nobel (distant relative to Alfred Nobel and one of the patrons for the radio network) said that the radio network would spread Sathya Sai Baba's message of global harmony and peace.

In January 2007, an event was held in Chennai Nehru stadium organised by the Chennai Citizens Conclave to thank Sathya Sai Baba for the 200 crore water project which brought water from the River Krishna in Andhra Pradesh to Chennai city.

Off course, his vast empire and personality had several controversies but surely the better work and social service of Sathya Sai Baba shall inspire the world for many years to come. He was a hope for millions of his devotees and inspiration for mankind all across the globe.

(Tribute paid by Prabhakar Rao son of late PV Narsimha Rao, former PM of India)



HALL OF SHAME

SIX
ISSUES
THAT
SHAMED
INDIA THE
MOST...



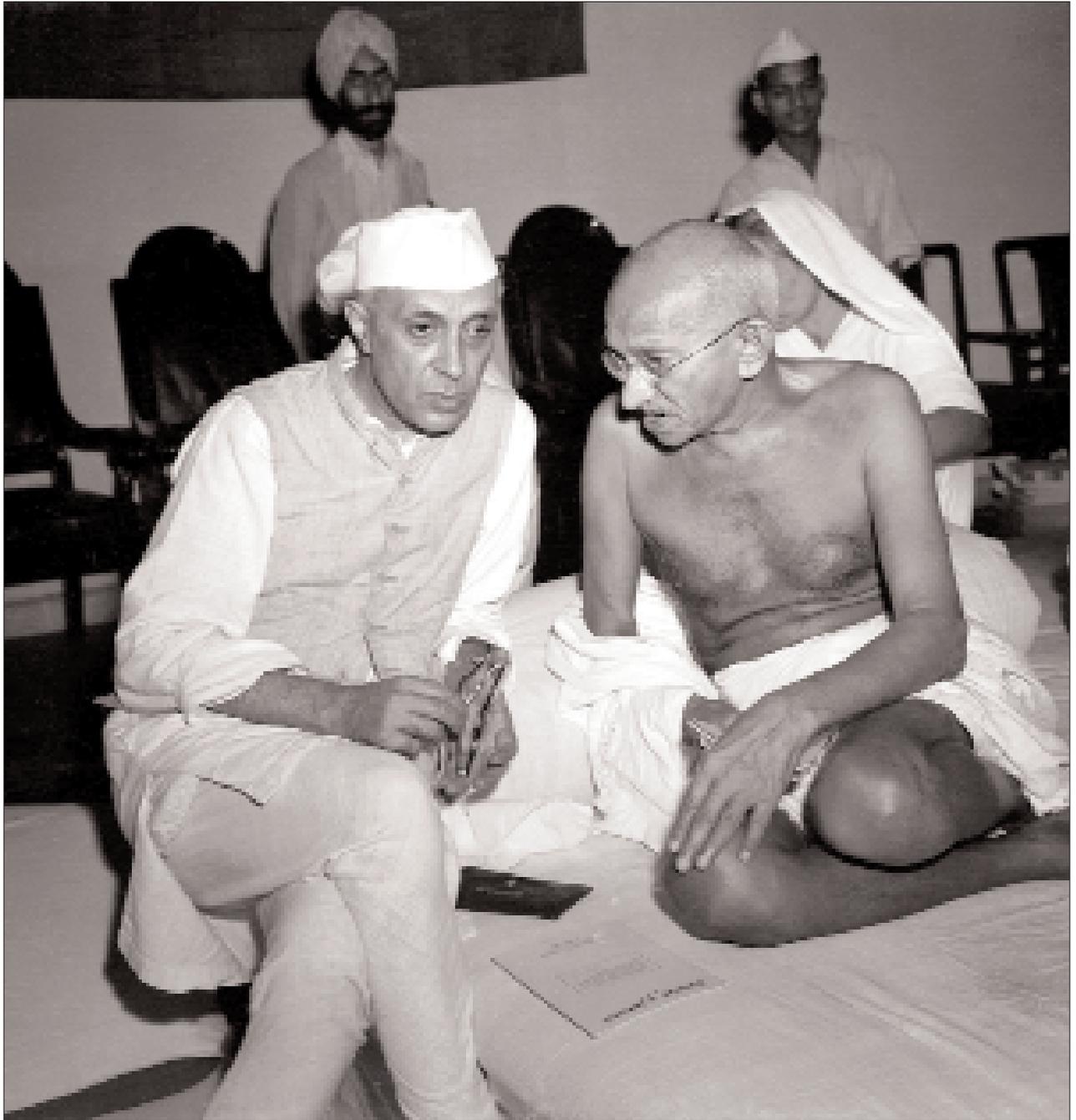
This story was published on the eve of Independence Day last year. But it has become relevant today against the backdrop in Anna Hazare's crusade against corruption. Some things never change in India. Will Anna buck this trend? Here is a list of six things/issues that we Indians should be shameful about...

Corruption: As old as the country

India's date with corruption seems to be as old as the country itself. Starting with the British bribing the Maharajas to gain control of the unconquered lands, it is a long trait that has been a boon and a bane to many. You must be thinking how is it a boon? I'll come to that later.

Licence Raj: Corruption Raj since Independence, India's economy has been driven by socialist-inspired policies for practically three to four decades. When Indira Gandhi came to power in 1966, she went on a socialist spree — Nationalising banks, Garibi hatao campaign and Licence Raj. Licence Raj became synonymous with corruption as red tape was inevitable while the companies scouted for licences to set up businesses in India.

Imagine this: Up to 80 government agencies had to be satisfied before private companies could set up shop, and if they did manage to do it, the government would regulate the production. Probably that is not what Jawaharlal Nehru, the architect of the system of Licence



OF DREAM AND REALITY: THE LICENCE RAJ THAT WE HAVE IS NOT WHAT NEHRU WOULD HAVE THOUGHT OF

what Jawaharlal Nehru, the architect of the system of Licence Raj, had in mind.

Spectrum Raja: Billions vanish into air

That licence raj is still prevailing today, albeit in a different manner, thanks to Spectrum Raja, is disturbing. A Raja, who is the Union Minister for Telecommunications, seems to have literally thrown spectrum to the winds. There were major irregularities in allotting wireless radio spectrum and licences by the telecom ministry to nine

private telcos in 2007 (second generation).

The Rs 60,000 crore scam began when the government allocated scarce 2G spectrum at throwaway prices that too to a string of companies without any experience in the telecom sector.

The allegation is that the government gave away scarce spectrum to nine companies, clubbed with licences, on a first-come-first-serve basis, rather than through an auction process.

That is, an operator got start-up spectrum by paying pan-India licence fee of

Rs 1,650 crore. This price was not taken on the basis of the 2007 market value but on the basis of an auction held in 2001.

Also, many new players roped in foreign investors soon after acquiring the licences, thereby making a neat sum. The value of the licence and spectrum in 2007 could not be the same as in 2001 as the telecom market has grown phenomenally during this period. Prime Minister Manmohan Singh refused to accept the allegations surrounding Spectrum Raja.



NEW FACES OF CORRUPTION: RAJA (ABOVE) AND KALMADI

Raja has continually maintained that the government has simply following its earlier practice of allotting 2G start-up spectrum along with licences on a first-come-first-serve basis. The 2G spectrum allocation issue came under the scrutiny of various bodies, including the Central Vigilance Commission (CVC) and the Central Bureau of Investigation (CBI). Despite these investigations during the UPA-1 regime, Raja returned as the IT and communications minister in UPA-2. Raja is an MP of UPA ally DMK.

The government policy of 2G spectrum is facing fire as the ongoing auction of 3G (third generation) spectrum has resulted in exceedingly high bids. Against the pan-India reserve price of Rs 3,500 crore, the 3G auction has yielded close to Rs9,000 crore in 16 days of bidding. The 3G bidding is nowhere near the closing line yet.

Commonwealth Games: Muck yet to stop flying

Imagine buying a 100 litre fridge for Rs 42,202 (which can be bought for a mere Rs 14,000-15,000), a toilet tissue paper roll for Rs 4,132 (Original price: Rs 30-40) and a 2 tonne AC for Rs 1,87,957 and wait..... an umbrella for Rs 6,000 and



LORDING OVER LOOT GAME?: KALMADI AT CWG SITE (BELOW) BOFORS SCANDAL IS ALIVE EVEN AFTER OVER 20 YEARS

and wait..... an umbrella for Rs 6,000 and more!!!!

This is probably a Guinness record and the neatest way in which Suresh Kalmadi, the chairman of the Games Organising Committee, could make pots of money... after all price is a matter of perception. The rot starts right at the top. The probe of Comptroller Auditor General of India (CAG) revealed that undue favour had been showed to London-based Fast Track Sales solely on the recommendation of Commonwealth Games Federation Mike Fennell and Chairman Suresh Kalmadi.

Jubilee Sports Technology, a relatively unknown company, had bagged many Games contracts and was a key supplier. It appears as if the company's headquarters and other shareholders have simply vanished into thin air as most of the addresses have turned out to be a fake. There too much more muck....At this rate, Mani Shankar Aiyar's dreams of the Delhi Games flopping might come true.

Among the other famous scams that have rocked India for several years are



the Bofors scandal (which is yet to see the light of the day), fodder scam and Mayawati's Taj Corridor Scam. A quick look at history to find out why they are still rocking the Parliament.

Bofors: The Indian government signed a \$1.4 billion contract with Swedish arms company AB Bofors on March 24, 1986, for the supply of over 400 155mm howitzers. It is alleged that Bofors paid kickbacks to top Indian politicians and key defence officials to secure the deal. Italian businessman Ottavio Quattrocchi, who was close to Rajiv Gandhi, was the middle man.

Former prime minister Rajiv Gandhi's name figured in the first CBI chargesheet in the case as "an accused not sent for trial" as he was killed in 1991. The Hinduja brothers also have been charged in this case — with cheating, criminal conspiracy and corruption. Both were later cleared of any involvement by the Delhi High Court. The latest — CBI has applied for a closure of the case against Italian businessman Ottavio Quattrocchi.

COVER STORY



ENDLESS TRAIL: QUATTROCCHI (ABOVE) AND LALU PRASAD

Fodder Scam: The Rs 950-crore scam kept Lalu Prasad Yadav in the limelight long enough. It involved the alleged embezzlement of about Rs 950 crore from the treasury of Bihar. This was done over many years and through various officials who even fabricated vast herds of fictitious livestock for which fodder, medicines and an-

We evade taxes, pay off cops for traffic violations, register properties under false names, play for the country even if we are not eligible all because corruption has become so intrinsic in our system.

imal husbandry equipment were supposedly procured.

Now back to why it is a boon for people like us. It is because our officials are corrupt that we know that a bribe here and there will get our work done, without breaking our heads too much about being law-abiding citizens. We evade taxes, pay off cops for traffic violations, register properties under false names, play for the country even if we are not eligible all because corruption has become so intrinsic in our system.



JUSTICE UNDER FIRE: FORMER CJI KG BALAKRISHNAN AND (BELOW) JUSTICE DINAKARAN

Judiciary: Nearly 30 million cases pending

In India, if you file a case, your case might come up for hearing 10 years later. Well, with a population of 1 billion and counting what would you expect? India could take some lessons from the US on litigation – a country where people get sued if their dog poops on the road, or they show cruelty towards their cat.

Over three million cases are pending in India's 21 high courts, and an astounding 26.3 million cases are pending in subordinate courts across the country. At the same time, there are almost a quarter million under-trials languishing in jails across the country. Of these, some 2,069 have been in jail for more than five years, even as their guilt or innocence is yet to be ascertained.

The only thing that works in India is money and muscle power – even in the judiciary. Not true? Tell me one case of where a politician or an actor or a businessman who is accused of some really serious crimes (mostly they do turn out to be true

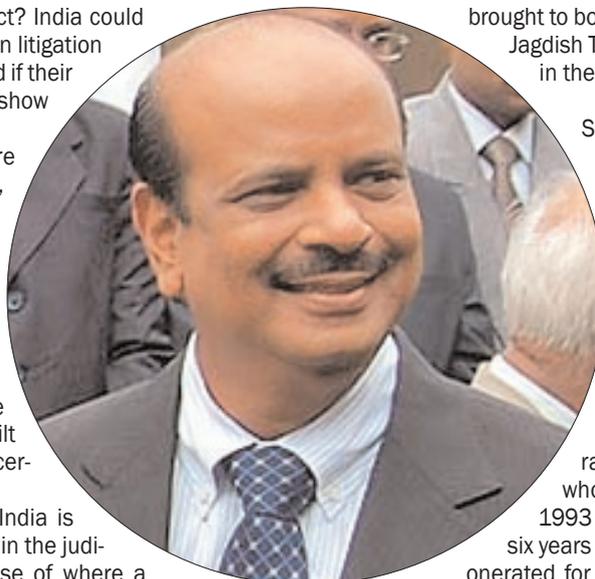
even though we have to give everyone the benefit of the doubt) actually punished?

Take the case of the Anti-Sikh riots. Despite 16 years of courts and cases and more cases, not one accused has been brought to book. Congress MPs Sajjan Kumar and Jagdish Tytler have been charged with murder in the case. Yet, both of them roam freely.

The ex-chief executive officer of Satyam, now Mahindra Satyam, Ramalinga Raju is now "recuperating in a hospital" when he should be serving time in a jail for embezzling thousands of crores of rupees from his company. That is another fad: Feigning illness to escape going to jail.

Actors too are not far behind. Salman Khan and Sanjay Dutt have been in the limelight mostly for all the wrong things they have done rather than their acting. Sanjay Dutt, who is one of the six accused in the 1993 Mumbai riots case, was sentenced to six years in jail under the Arms Act but was exonerated for terror offences under the stringent

TADA (Terrorist and Disruptive





WHOSE HONOUR?: A PROTEST AGAINST KHAP KILLINGS



Activities Act). Sanjay Dutt has moved on... He got married and is going to be a father.

In September 2002, Salman Khan ran his Land Cruiser over some pavement dwellers killing one and seriously injuring three people. At the time of the accident, Salman was re-

Sanjay Dutt, who is one of the six accused in the 1993 Mumbai riots case, was sentenced to six years in jail under the Arms Act but was exonerated for terror offences under the stringent TADA (Terrorist and Disruptive Activities Act). Sanjay Dutt has moved on... He got married and is going to be a father.

turning from the J W Marriott Hotel in Juhu and heading for his home in Bandra. The actor was booked for rash driving and causing death due to negligence under sections 304, 279 and 388 of the Indian Penal Code. He is currently making movies....



JFREE FOR ALL: FOOGRAIN STORED AT FCI GODOWNS IS EXPOSED TO ALL KINDS OF VAGARIES

Honour Killings: Partition horror act continues

The funny thing is there is nothing honourable about them. "Honour killings" is the murder of a family or a clan member by one or more family members in which the perpetrators believe that the victim is bringing dishonour upon the family, clan or community.

The rate at which honour killings are reported in India, it is a miracle that people still find the courage to fall in love outside their community. Widespread in most circles, conservatives or otherwise, in India or abroad, it shows up in different ways. Women and young girls are especially at the receiving end of such heinous crimes. Funny, people don't seem to think parading women naked and molesting them in public are not "dishonourable".

This "tradition" has its roots in the gory Partition saga, where many women were forcibly killed to save family honour. During those troubled times, there were a lot of forced marriages where Indians and Pakistanis would marry each other. This, in turn, led to them being declared social outcastes. But, it did not stop there. It became a bloodbath, which got sucked into the melee of all the things that came to define Partition.

This is not a practice relevant to India alone. It is practised in Pakistan, Afghanistan, Africa, the Middle East and many other countries. This is a genocide that needs to be addressed soon...

before it gets any worse.

FCI: Nation starves, food grains rot

What is with the Food Corporation of India? They are supposed to be feeding millions of people and instead are doing everything in their power to make sure the food grains don't reach the masses. The FCI is responsible for procurement and storage of food grains. Even as thousands and lakhs of people starve everyday, food grains rot in FCI godowns. In one of the latest exposes, the government has admitted that 61,000 metric tonnes of food grains, which could have fed about 8.4 lakh people for one year, was unfit for consumption. And the best part is, the FCI wants to export the unfit grains to our neighbours - Bangladesh and Nepal.

Now, Agriculture Minister Sharad Pawar is of the opinion that all reports on rotting of food grains are not "correct and quite exaggerated." "There are only certain cases of damage and we have suspended some officials," he added.

The remark came two days after the Minister conceded in the House that rotting of foodgrains was a "shameful" fact. He had said that over 11,700 tonnes of foodgrains worth Rs. 6.86 crore were found "damaged" in government godowns. We give food to rats, but don't have enough for our people.

Source: India Syndicate





NEW DAWN: ANTI-CORRUPTIO PROTETERS AT JANTAR MANTAR

Appreciate efforts; ignore individuals in this fight

The timing of Anna Hazare's fast was perfect. The cricket World Cup had concluded, India had won and for a few days the media was full of post victory celebrations. Then came Hazare's fast and the TV media was all over him. Middle class professionals like doctors, teachers, students and housewives kicking out seasoned politicians and vowing to help Hazare's fight against corruption made great media copy. TV coverage of the fast filled neatly the void left by the World Cup final and the now boring images of Raja being paraded in court.

It is interesting to note that while the TV media has backed Hazare's Jan Lokpal bill, this is not entirely true of the print media

Middle class professionals like doctors, teachers, students and housewives kicking out seasoned politicians and vowing to help Hazare's fight against corruption made great media copy. TV coverage of the fast filled neatly the void left by the World Cup final and the now boring images of Raja being paraded in court.

which has advised caution. Some newspaper articles have in fact out rightly dismissed the agitation as a middle class "page three" event. But while there are some infirmities in Hazare's demands, to dismiss the whole event as a stage-managed one would be dangerous. It would also be an insult to the Indian democracy. Consider some of the objections. That Kiran Bedi, Swami Agnivesh, Baba Ramdev, etc. are playing a political game. More than likely.

The visual of a small clearly uncomfortable girl (whose daughter?) giving juice to break Hazare's fast could not have been improved upon even if rehearsed in a TV studio. Frankly, if not for the hovering Bedi,



have been improved upon even if rehearsed in a TV studio. Frankly, if not for the hovering Bedi, I thought the girl was going to make a break for the open spaces. Yet, this event was not about these individuals but about Hazare. It must be said that, in the past, Hazare has shown no political leanings going after both Congress and Shiv Sena leaders in Maharashtra. Nor has he shown any compromise with politicians of Maharashtra to obtain any personal benefits.

Hazare's only failing is his obstinacy. But was that not true of Mahatma Gandhi? Obstinacy of leaders can be dangerous, especially in a democracy. This is where comparisons of Hazare and the Mahatma are rather silly. The Mahatma was fighting a clearly non-democratic colonial government. But in choosing politicians and general corruption as his target, Hazare has clearly struck a chord among the urban middle class. Forget the high level corruption in telecom, the CWG, etc.

What irks the middle class is that even 20 years after liberalisation, even legal activities still require payoffs. From home building, issue ration cards, to starting small business to doing music shows, underhand payments are necessary. It is not surprising that every survey I have seen puts the political and executive at the bottom of the trust ladder. So, it's not about the Jan Lokpal bill but about the failure of governance and regulatory mechanisms. Critics of Hazare argue that there is any

number of existing mechanisms: the CVC, the CBI, the commissions for human rights, SC/ST, etc.

But these are all government controlled

Hazare's only failing is his obstinacy. But was that not true of Mahatma Gandhi? Obstinacy of leaders can be dangerous, especially in a democracy. This is where comparisons of Hazare and the Mahatma are rather silly.

mechanisms and there is ample evidence of their ineffectiveness and even misuse. A democracy requires independent regulators like Trai, Sebi, etc., which have stood the test of time. The failure of the DGCA in the aviation sector is mainly because it has not developed into an independent regulator. So, this is what the middle class is hoping for. That the Lokpal will become an independent regulator for the political and the executive class. Given this, it is obvious that non-governmental actors must play a part in giving teeth to this regulator. Hence the demand for nongovernmental representation in drafting the bill seems eminently reasonable. Consider the other objection.

Who will regulate the Lokpal? Will he/she become larger-than-life and as corrupt? This is again a rather silly argument. Rulings of the Lokpal must be subject to judicial review. It must be remembered that as one pillar of democracy, people still have faith in the judiciary. What has come under attack is the accountability of the political and executive class. This is what Hazare has highlighted. Will the Jan Lokpal bill solve all problems? Probably not, even in an amended form. But hopefully, this will start the demand for electoral and administrative reforms which the political class has been unwilling to accept.

Maybe the time has come for a permanent civil service, police reforms and state funded elections? It is the lack of these and the arrogance of the political and executive class that has ignited the anger of the middle class. It is easy to dismiss all that has happened as the handiwork of the "middle class" in urban areas. Those using these arguments seem to forget the lesson of history: all successful revolutions have been led by the middle class. It is true that this class usually does not vote in elections. But that is mainly due to disillusionment with all political parties. This is dangerous for democracy. The Hazare issue must be addressed or the remedy might well be painful.

By Manoj Pant, Faculty, JNU



NEW WAVE: ANNA AND HIS ARMY

Everything you wanted to know about Anna Hazare

It seems lots of people do not know about Anna Hazare and his indefinite fasting and about the LokPal bill. I like to share the following email floating around the internet to explain it crystal clear in a nut shell to share.

Manoj Pant

1. Who is Anna Hazare?

An ex-army man. Fought 1965 Indo-Pak War

2. What's so special about him?

He built a village Ralegaon Siddhi in Ahamad Nagar district, Maharashtra

3. So what?

This village is a self-sustained model village. Energy is produced in the village itself from solar power, biofuel and wind mills.

In 1975, it used to be a poverty clad village. Now it is one of the richest village in India. It has become a model for self-sustained, eco-friendly & harmonic village.

4. Ok,...?

This guy, Anna Hazare is well decorated. He was awarded



India Against Corruption

Padma Bhushan and is a known figure for his social activities.

5. Really, what is he fighting for?

He is supporting a cause, the amendment of a law to curb corruption in India.

6. How that can be possible?

He is advocating for a Bill, The Jan Lokpal Bill (The Citizen Ombudsman Bill), that will form an autonomous authority who will make politicians (ministers), beurocrats (IAS/IPS) accountable for their deeds.

8. It's an entirely new thing right..?

In 1972, the bill was proposed by then Law minister Mr. Shanti Bhushan. Since then it has been neglected by the politicians and some are trying to change the bill to suit thier theft (corruption).

7. Oh.. He is going on a hunger strike for that whole thing of passing a Bill ! How can that be possible in such a short span of time?

The first thing he is asking for is: the government should come forward and announce that the bill is going to be passed.

The job is to bring all alleged party to trial in case of corruptions within 1 year. Within 2 years, the guilty will be punished. Not like, Bofors scam or Bhopal Gas Tragedy case that has been going for last 25 years without any result.

Next, they make a joint committee to DRAFT the JAN LOKPAL BILL. 50% government participation and 50% public participation. Because you cant trust the government entirely for making such a bill which does not suit them.

8. Fine, What will happen when this bill is passed?

A LokPal will be appointed at the centre. He will have an autonomous charge, say like the Election Commission of India. In each and every state, Lokayukta will be appointed. The job is to bring all alleged par-

ty to trial in case of corruptions within 1 year. Within 2 years, the guilty will be punished. Not like, Bofors scam or Bhopal Gas Tragedy case that has been going for last 25 years without any result.

9. Is he alone? Who else is there in the fight with Anna Hazare?

Baba Ramdev, Ex. IPS Kiran Bedi, Social Activist Swami Agnivesh, RTI activist Arvind Kejriwal and many more. Prominent personalities like Aamir Khan is supporting his cause.

10. Ok, got it. What can I do?

At least we can spread the message. How? Putting status message, links, video, changing profile pics.

At least we can support Anna Hazare and the cause for uprooting corruption from India.

At least we can hope that his Hunger Strike does not go in vain.

At least we can pray for his good health.

*(Inputs by Dr Rahul Misra,
Associate Editor)*



Anna & His Battle

It seems lots of people do not know about Anna Hazare and his indefinite fasting and about the LokPal bill. I like to share the following email floating around the internet to explain it crystal clear in a nut shell to share.

Hazare's rise coincides with Pawar's decline? The clash between two sons of Maharashtra - one, an ambitious neta, the other, a social activist - symbolises India's war against corruption.

Anna Hazare's ascent in the socio-political landscape has coincided with the almost proportionate descent of one of India's foremost politicians, Sharad Pawar.

As India battles corruption like never before, it is extraordinarily symbolic that anti-corruption crusader Anna Hazare's ascent

in the socio-political landscape has coincided with the almost proportionate descent of one of India's foremost politicians, Sharad Pawar.

The all-pervasive cancer of corruption in the body politic is the battleground and the spectators are a billion strong. The moment is historic and both, Anna Hazare and Sharad Pawar, have emerged as the defining symbols of this battle. Once a strong prime ministerial candidate who had challenged 10 Janpath, Pawar has



ANNA'S ARMY: HAZARE WITH KEZRIWAL, KIRAN BEDI AND SWAMI AGNIVESH

Once a strong prime ministerial candidate who had challenged 10 Janpath, Pawar has been openly accused by Hazare of encouraging corruption and became the first victim of the Jan Lokpal agitation. It didn't help one bit when days later, the tainted PR handler Niira Radia named Pawar as the godfather of Shahid Balwa's DB Realty empire.

The mass support that Pawar easily drums up, especially from his rural followers, has always been cited as the crown jewel of his five-decade long political career. Even that now virtually pales into insignificance in front of the mass outpouring of support, from Kashmir to Kanyakumari and Gujarat to Assam, in favour of Hazare.

ANNA HAZARE HAS INSPIRED A NEW MOVEMENT

There's deep symbolism in the fact that both are from Maharashtra – a land that has been at the forefront of social reforms and offering iconic leadership to India. From the 17th century king Chhatrapati Shivaji who took on the mighty Mughals, to Babasaheb Ambedkar who pioneered the Dalit movement in the modern era, the intervening period saw social reformers like Jotiba Phule and Maharishi Karve, and political giants like Lokmanya Tilak and Gopal Krishna Gokhale.

Once a strong prime ministerial candidate who had challenged 10 Janpath, Pawar has been openly accused by Hazare of encouraging corruption and became the first victim of the Jan Lokpal agitation. Pawar also established, again in Baramati, the massive Vidya Pratisthan educational complex which, in keeping with his vision, offers advanced courses in information technology

largest winery in Baramati.

Once a strong prime ministerial candidate who had challenged 10 Janpath, Pawar has been openly accused by Hazare of encouraging corruption and became the first victim of the Jan

Will Hazare join this league as the architect of India's anti-corruption crusade?

The Gandhian Hazare's village, Ralegan Siddhi, in Ahmednagar district and Pawar's hometown Baramati represent two models of development, both with their sets of admirers. As the youngest-ever chief minister of Maharashtra, Pawar served four terms before focusing on national politics. He propelled Baramati's development through a three-pronged strategy: he strengthened the cooperative movement for sugar production and dairy development, influenced industrialists to establish plants, and established infrastructure through his control over the government.

Thus, while the Baramati taluka is a leader in dairy and sugar production, the Kalyanis, Goenkas and Thapars have their big industries in this small town. The Anil Ambani-led Reliance Airport Developers Ltd is privately developing the Baramati airport as a general aviation hub while Vijay Mallya's United Breweries Group has established India's

**ON TARGET:** SHARAD PAWAR

Jan Lokpal agitation. Pawar also established, again in Baramati, the massive Vidya Pratishthan educational complex which, in keeping with his vision, offers advanced courses in information technology and biotechnology. In 2004, Reliance Industries CMD Mukesh Ambani inaugurated Vidya Pratishthan's School of Biotechnology and offered all-out assistance, as did Kiran Mazumdar Shaw of Biocon India.

Anna Hazare (72), who is almost as old as Sharad Pawar (70), never had any of these advantages. He was a truck driver when he left the Indian Army and returned to his chronically drought-stricken village in 1975 to try and lift it out of poverty. He focused on character, values and principles, walked the talk, motivated the villagers to undertake water-conservation projects through shram-daan (voluntary labour) and, through community action, forced the closure of liquor shops.

The hard work paid off and his village became an oasis of self-sufficiency, and a model for others to follow. While only powerful politicians and regional satraps could try to replicate Pawar's Baramati model, many self-driven, but otherwise



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'ordinary' villagers have replicated the Ralegan Siddhi model. Popatrao Pawar's village Hivre Bazaar is a famous example.

The mass support that Pawar easily drums up, especially from his rural followers, has always been cited as the crown jewel of his five-decade long political career. Even that now virtually pales into insignificance in front of the mass outpouring of support, from Kashmir to Kanyakumari and Gujarat to Assam, in favour of Hazare.

Once admired for his administrative skills as chief minister, quick grasp of complex issues, grassroots popularity, and a progressive predisposition (Pawar

has publicly spoken of his vasectomy after the birth of his only child, a girl), a new chapter opened in Pawar's career after he chose to move to Delhi. He was effectively sidelined by the Congress high command.

As the political scientist Ram Bapat told this correspondent in an interview, the move to Delhi was a blunder. Pawar should have focused on the development of Maharashtra. Another view suggests that it was the compulsions of Delhi politics and his personal ambitions that brought Pawar closer to corporate biggies and the consequent controversies.

Hazare and Pawar have clashed previously. Hazare has openly accused Pawar of collaborating with the builder lobby, and his anti-corruption campaigns in Maharashtra caused the resignations of three NCP ministers. Another NCP politician and a close relative of Pawar, Padamsinh Patil, had to bite the dust when he was arrested in a murder case and accused of plotting to murder Hazare.

Recent years have seen Pawar embroiled in serious controversies involving mega-construction firms such as Lavasa and now DB Realty. In his larger crusade against corruption which has the support of the entire nation, Hazare has clearly outpaced and overshadowed Pawar. The Hazare-Pawar battle is now just a side-story and has perhaps reached its denouement.

— Prashant Tewari
(Editor in chief)



POSTERBOY!: HAZARE'S SUPPORTERS AT INDIA GATE AND (BELOW) GOVINDACHARYA

United we are, divided we operate — India's fight against corruption

Anna Hazare's fast-unto-death was just a reflection of what Hindutva groups have in store for the graft-hit Congress in the months to come. A nationwide agitation against corruption is being planned with three main RSS sympathisers - K.N. Govindacharya, S. Gurumurthy and Subramanian Swamy - at the helm of affairs. A meeting of what is being referred to as the Rashtrawadi Morcha, a political group aligning with a number of provincial political parties and civil society groups, was held in Delhi on Thursday.

RSS sympathiser K N Govindacharya presided over a meeting of the Rashtrawadi Morcha in New Delhi.

What came out of the session chaired by Govindacharya was that there is an understanding that corruption is the biggest issue agitating people and the political class is too discredited to leverage that. Hence, the Hindutva groups are creating a broad-based alliance with small

political groups and people working for electoral reforms - such as Jayaprakash Narain of the Lok Satta, the Janata Party headed by Subramanian Swamy and the Rashtriya Krantikari Janata Party from Bihar - to whip up support for a mass movement.



"We agree that we are all working for a political alternative that is against corruption. I request you all to start spreading the message that we are all working towards a corruption free India," Govindacharya told the meeting attended by 25 organisations.

The first public programme will be held on May 10 when the Morcha members will observe fast to rid India of corruption.

Jayaprakash Narain stressed on short and long term plans to "save India". He said: "Now we have to rescue politics, we have to exhort people to vote, we have to save India from corrupt politicians and infuse fresh blood."

What was also clear was the robust nature of nationalism and subtle Hindutva undercurrent in the dis-



SWADESHI BRIGADE: S GURUMURTHY

nationalism and subtle Hindutva under- and pro-poor," said Abhishek, convener of current in the discourse. "We are pro-Bharat the Rashtrawadi Morcha. The same ele-

ments had penetrated Hazare's agitation, which was visible in the rich saffron symbolism in the Bharat Mata framing the backdrop of the platform and the havans being performed at the site.

The RSS had exhorted its cadre to join Hazare's movement and its general secretary Suresh Joshi had written a letter of support to Hazare.

Yoga guru Ramdev, who has been working with Govindacharya, delivered a speech from Hazare's platform to "hang the corrupt" and Hazare himself praised the Hindu Hriday Samrat Narendra Modi.

What it all added to was that the Hinduta groups, supported by the RSS, are gearing up for a second mass movement against the Congress based on corruption.

It is not irrelevant to mention here that the anti-Emergency movement led by Jayaprakash Narayan in the 70s too had an important strategist called Nanaji Deshmukh and a side effect of that agitation was the political legitimisation of the RSS.

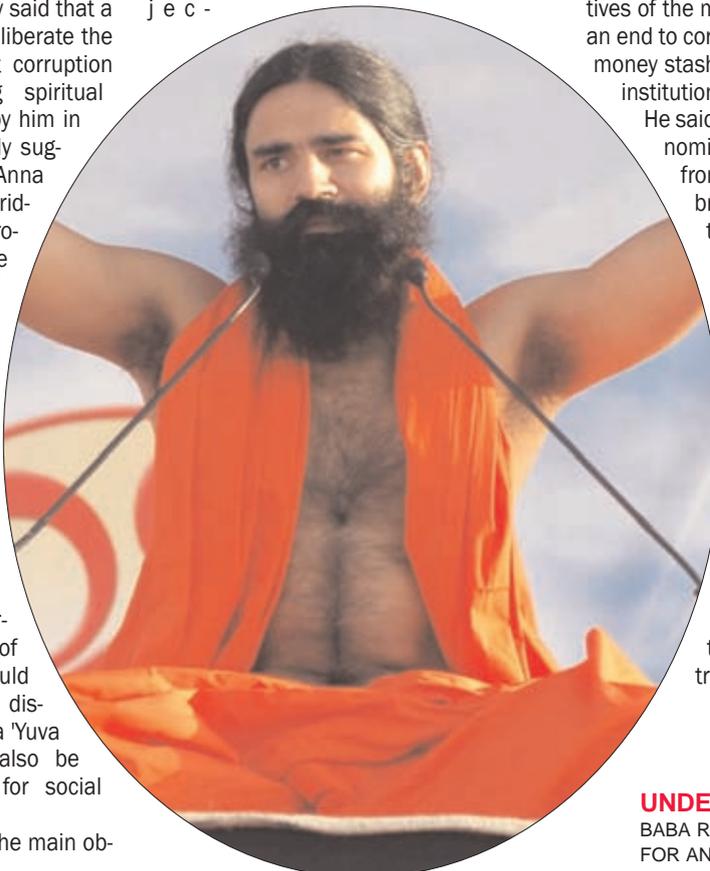
People's movement to root out corruption

Yoga guru Baba Ramdev said that a people's movement to liberate the country from rampant corruption and build a strong spiritual 'Bharat' would be launched by him in June. Baba Ramdev politically suggested that he supports the Anna Hazare movement but with a rider that no dynasties shall be promoted, (he was referring to the inclusion of father son duo of Shanti & Prashant Bhushan in the Lokpal bill drafting committee)

He told journalists that after tasting success in the first phase, it was decided to launch Bharat Swabhiman Andolan from Ujjain to cleanse the political system. The movement would bring significant change in the system as the crusade against corruption would be in the form of 'Satyagraha.' The Andolan would have its network in over 600 districts across the country and a 'Yuva Bharat' programme would also be launched to attract youth for social change.

Baba Ramdev said one of the main ob-

j e c -



tives of the movement was to bring about an end to corruption and bring back black money stashed away in various financial institutions in the country and abroad.

He said currency notes of higher denomination should be removed from the financial system to bring about changes in electoral politics given the fact that present-day elections were being held with black money.

"The movement has already set June as the deadline for the government to withdraw circulation of currency notes of higher denomination," he said.

He said it was necessary to direct political parties to declare assets of the elected representatives and those in high places to bring transparency.

UNDER GURU'S GUIDANCE: BABA RAMDEV IS A DRIVING FORCE FOR ANTI-CORRUPTION BRIGADE



CELEBRITY QUOTIENT: SHABANA AZMI AND URMILA

Great Indian Lok Pal trick

If the Congress had been sincere about fighting corruption, it would not have drafted a toothless Lok Pal Bill whose provisions are laughable

A Surya Prakash

The promise of bringing in an effective law to curb corruption in the top echelons of the state should undoubtedly go down as the biggest hoax played by the political class on the people of India after independence. Every Government, from the days of Jawaharlal Nehru to Mr Manmohan Singh, promised to establish an institution to bring to book corrupt Ministers and MPs

and reneged on it.

But, going by the statements of Mr Manmohan Singh and Ms Sonia Gandhi after the recent settlement with Anna Hazare, there can be no doubt that the Congress and the Prime Minister have taken deception to a new level altogether.

The first acknowledgement that the cancer of corruption had begun to destroy the great gains of the freedom movement came in the 1960s when the Santhanam

IT IS OUR DEMOCRACY THAT IS TO BLAME FOR THE SORRY STATE OF INDIA

I have been witnessing the revolution at Jantar Mantar since 5 April and have listened to responses on TV debates. The Executive and the legislature are worried about losing what they consider their rights and their exclusive space. One basic premise of their responses runs as follows;

We are a democracy with a constitution and nothing can be done or even attempted outside the constitutional framework. Legislative, Judiciary and Executive alone can make laws, change the constitution, adjudicate constitutional disputes until it is amended and execute laws through procedures and rules laid down by the executive. Civil Society and the citizen at large have no locus standi in decision making once they have sent their pseudo representatives to the legislature.

The following beg serious consideration.

- 1 Whose constitution is it ? Is it of WE THE PEOPLE or is it of they the legislature?
- 2 Who is the sovereign ? The Citizen or the MP / MLA or the PM / Cabinet?

Following subsidiary questions then arise:

- 1 Does the legislature indeed represent the majority as should be the case in a democracy? Most Win with 15 to 20 % of total votes cast.
- 2 Do the voting citizen have any say in selecting candidates? Does he have a real choice of selecting ? Parties allot tickets through an opaque mechanism.
- 3 Is the elected legislator free to work in the best interest of those who he pretends to represent? Or is he subservient to Party whip or his own political interest?
- 4 What recourse does the voting community have to correct an errant legislator who manages to get elected on promises he is neither sincere about nor capable of working for? Does the community have the right to recall?

5 Does our democracy enable citizens to get laws they wish passed? Is referendum not their right especially when their interests are obviously at variance from those of the elected legislators? Are we not stake holders in our own governance in a democracy 'of the people for the people and by the people'? People as in the public and as in the Civil Society.

Our legislature has a vested interest in Corruption and power of patronage. Are they our patrons or are they our servants? The question reverts to who is sovereign he or we?

Anna's agitation as it is being termed is only the starting point for getting answers to these very basic questions in the public mind. It can not stop here because the root causes of the maladies of mis-governance and corruption lie, not in the Lok Pal Bill not being in position. It lies with our Electoral System, with our Party System indeed with our democracy. The politician has to find his rightful place as a servant of society who must work for the common good of the majority and for the maximum good of the nation. His own survival (Not his best political interest) must be co terminus with the best interest of the people of

India.

To that end this movement must aim at rectification of our democratic system.

The constitution is sacrosanct only so far as it serves the interest of the people who have adopted it for themselves. Despair and frustration have reached the stage where People don't give a damn for being called a Democracy. They would rather exchange it with good governance with or without the false glory of being called the largest democracy in the world.

Long Live Veteran Anna Hazare

Long Live Veteran Solidarity with Anna.

Veterans Will go all the way in supporting the Second War of Independence from Corrupt Rule.



Santhanam Committee was appointed to assess the extent of the problem and to suggest remedial action. This was followed by the report of the first Administrative Reforms Commission which recommended the appointment of a Lok Pal to inquire into the conduct of Ministers and MPs.

The farce vis-à-vis the Lok Pal Bill began after Mrs Indira Gandhi became Prime Minister when her Government introduced it in the Lok Sabha in 1968, knowing fully well that the Bill would lapse if the Lower House was dissolved prior to its passage in Parliament. Sure enough, the Lok Pal Bill faced sudden death when Mrs Gandhi opted for early dissolution of the Lok Sabha in 1971. Since then, eight more half-hearted attempts have been made to legislate on this issue in Parliament and on a majority of

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these occasions, it was the Congress that was in power.

After all this humming and hawing for over four decades, the Lok Pal Bill proposed by the Manmohan Singh Government last year constitutes an affront to the intelligence of every citizen. Here, it must be made clear that this draft had the tacit approval of the Congress and the attempt to distance party president Sonia Gandhi from it is as disingenuous as the attempts by the ruling party to accuse Anna Hazare of resorting to "blackmail" and undemocratic means.

Instead of empowering the aam admi to complain against corrupt Ministers and MPs and arming the Lok Pal to go after the wrong-doers, the Government's draft Bill seeks to protect the corrupt in a variety of



MASS MOVEMENT: CANDLELIGHT VIGIL IN FRONT OF INDIA GATE

Bill seeks to protect the corrupt in a variety of ways, while simultaneously trying to intimidate complainants.

The Government's draft says the Lok Pal will only be an advisory body without any police powers or the power to register FIRs against the corrupt. Nor will the CBI be under it. Further, the Lok Pal will have no power to initiate suo motu action or receive complaints of corruption from citizens. It will be empowered to proceed only if the Speaker of the Lok Sabha or the Chairman of the Rajya Sabha (both political appointees) permit it to do so. And, after all this, the punishment for guilty politicians who swindle the exchequer of thousands of crores of rupees will be a minimum of six months and a maximum of seven years in jail.

As against this bogus Bill drafted by the Government, Anna Hazare's 'Jan Lok Pal Bill' wants the Lok Pal to be an independent body like the Election Commission with suo motu

power to investigate complaints against Ministers, MPs, judges and bureaucrats, to file FIRs and prosecute the corrupt, and not be just an 'advisory body'. Further, the 'Jan Lok Pal' will directly receive complaints from people and act on them.

There is another major point of difference. Mr Singh and Ms Gandhi do not want the Lok Pal to have the power to investigate the Prime Minister in regard to

foreign affairs, security matters and defence-related issues. Anna Hazare's draft makes no such exception and rightly so. Bofors was a defence deal (purchase of field guns) in which Ottavio Quattrocchi, a friend of the Gandhi family, received commission payments from the Swedish company. Obviously fearing a repeat of a scandal of such proportions, the Government does not want the Lok Pal to investigate defence deals.

The Government's draft Lok Pal Bill is also so cleverly worded that everything can be classified as coming within the purview of 'security matters' and thus kept out of the Lok Pal's scrutiny. For example, if we had a Lok Pal last year on the lines proposed by the Government, the Prime Minister would in all probability have claimed that the Rs 1.76 lakh crore 2G Spectrum scam was a 'security matter' that cannot be probed by the ombudsman.

There are other areas of divergence which are equally significant. Mr Singh and Ms Gandhi prefer to go soft on the culprits (jail term of six months to seven years) whereas Anna Hazare wants the jail term to be five years to life imprisonment. Further, Anna Hazare says the loss to Government must be recovered from the accused. For example, if A Raja is held guilty, then all his properties must be confiscated. Mr Singh and Ms Gandhi do not want such a provision.

Finally, there is a clear attempt in the Government's draft Lok Pal Bill to scare away complainants by saying that those who file false complaints will be penalised and imprisoned. Anna Hazare's Bill is devoid of such intimidation.

All this is not to say that everything is fine with Anna Hazare's draft 'Jan Lok Pal Bill'. It has its flaws and hopefully these will get ironed out in the coming months. But, is it not ludicrous for Mr Singh and Ms Gandhi, who are primarily responsible for allowing Quattrocchi to walk away with the Bofors loot, to now claim that they are committed to a strong anti-corruption law? Or for Congress loudspeakers to claim that the settlement with Anna Hazare is indicative of the "sagacity and wisdom" of Ms Gandhi and Mr Singh?

Even more laughable is the contention of the 'Amul Baby' of the family (whose great grandfather, grandmother and father fooled the people into believing that they would bring a strong anti-corruption law) that he too favours a strong anti-corruption law. If so, what was he doing all this while when his party and Government were circulating a draft Lok Pal Bill not worth the paper it was printed on?

It has been wisely said that you cannot fool all the people all the time. But this is one lesson that the Nehru-Gandhi dynasty will never learn.



OBAMA FINALLY GETS OSAMA

WORLD'S MOST DREADED MAN IS DEAD

By OECEL News Services

TERROR TRAIL

Osama bin Laden, the world's most wanted terrorist, was killed early today by US special forces in a helicopter-borne operation at Abbottabad near the Pakistani capital, climaxing a over 10-year long massive manhunt.

The special forces personnel swooped down on the compound where bin Laden was holed up guarded by his ultra loyal Arab bodyguards in a pre-dawn operation killing the dreaded terrorist, US officials said.

The news of the slaying of the world's most prominent terror mastermind was broken to the world by US President Barack Obama, who made the announcement live from White House. "Bin Laden, 54, is dead and his body is in US custody," President Obama said at half past 11 midnight US time after initial story had been broken by news channels.

Though it was dark, crowds massed outside White House chanted 'USA, USA'. Besides the al-Qaeda chief who car-



FOUNTAINHEAD OF TERROR: OSAMA BIN LADEN WITH HIS RANKS



ried a bounty of USD 25 million, two couriers one of whom was his son and the other a woman, reportedly used as a human shields, were killed in the operation, unnamed American officials were quoted as saying by ABC News.

First reports said that it was through these couriers that bin Laden had been traced. Other women and children present in the compound were not harmed, according to Pakistani officials.

An American helicopter was destroyed by US Navy Seals after it was damaged and crashed during the operation that targeted a large compound in Bilal Town area near Abbottabad, 120 km from Islamabad. There was no word from the Pakistani government or military on the operation.

Two US helicopters swept into the compound at 1:30 am and 2 am and 20 to 25 Navy Seals under the command of the Joint Special Operations Command stormed the compound in cooperation with the CIA and engaged bin Laden and his men in a firefight, US officials told ABC News.

Bin Laden fired his weapon during the fight, the US officials said. The Americans took bin Laden's body into custody after the firefight and confirmed his identity. One of the US helicopters was damaged during the operation and the troops decided to destroy it themselves with explosives.

Several Pakistani news channels beamed grainy footage of a burning helicopter on the empty lawn of the compound. They also beamed footage of the compound surrounded by Pakistani troops this morning.



HIDEOUT: OSAMA BIN LADEN'S HOME IN ABBOTABAD, PAKSITAN

A PHONE CALL THAT TRACKED OSAMA

When one of Osama bin Laden's most trusted aides picked up the phone last year, he unknowingly led US pursuers to the doorstep of his boss, the world's most wanted terrorist.

That phone call, recounted Sunday by a US official, ended a years-long search for bin Laden's personal courier, the key break in a worldwide manhunt. The courier, in turn, led US intelligence to a walled compound in northeast Pakistan, where a team of Navy SEALs shot bin Laden to death.

The violent final minutes were the culmination of years of intelligence work. Inside the CIA team hunting bin Laden, it

In a secret CIA prison in Eastern Europe years ago, al-Qaida's No 3 leader, Khalid Sheikh Mohammed, gave authorities the nicknames of several of bin Laden's couriers, four former US intelligence officials said. Those names were among thousands of leads the CIA was pursuing.

always was clear that bin Laden's vulnerability was his couriers. He was too smart to let al-Qaida foot soldiers, or even his senior commanders, know his hideout. But if he wanted to get his messages out, somebody had to carry them, someone bin Laden trusted with his life.

In a secret CIA prison in Eastern Europe years ago, al-Qaida's No 3 leader, Khalid Sheikh Mohammed, gave authorities the nicknames of several of bin Laden's couriers, four former US intelligence officials said. Those names were among thousands of leads the CIA was pursuing.

One man became a particular interest for the agency when another detainee, Abu Faraj al-Libi, told interrogators that when



TERROR TEAM: OSAMA BIN LADEN WITH TOP LEADERS OF AL QAIDA

for the agency when another detainee, Abu Faraj al-Libi, told interrogators that when he was promoted to succeed Mohammed as al-Qaida's operational leader he received the word through a courier. Only bin Laden would have given al-Libi that promotion, CIA officials believed.

If they could find that courier, they'd find bin Laden.

The revelation that intelligence gleaned from the CIA's so-called black sites helped kill bin Laden was seen as vindication for many intelligence officials who have been repeatedly investigated and criticized for their involvement in a program that involved the harshest interrogation methods in US history.

"We got beat up for it, but those efforts led to this great day," said Marty Martin, a retired CIA officer who for years led the hunt for bin Laden.

Mohammed did not reveal the names while being subjected to the simulated drowning technique known as waterboarding, former officials said. He identified them many months later under standard interrogation, they said, leaving it once again up for debate as to whether the

Then in the middle of last year, the courier had a telephone conversation with someone who was being monitored by US intelligence, according to an American official, who like others interviewed for this story spoke only on condition of anonymity to discuss the sensitive operation. The courier was located somewhere away from bin Laden's hideout when he had the discussion, but it was enough to help intelligence officials locate and watch him

harsh technique was a valuable tool or an unnecessarily violent tactic.

It took years of work for intelligence agencies to identify the courier's real name, which officials are not disclosing. When they did identify him, he was nowhere to be found. The CIA's sources didn't know where he was hiding. Bin Laden was famously insistent that no phones or computers be used near him, so the eavesdroppers at the National Security Agency kept coming up cold.

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In August 2010, the courier unknowingly led authorities to a compound in the northeast Pakistani town of Abbottabad, where al-Libi had once lived. The walls surrounding the property were as high as 18 feet and topped with barbed wire.

TERROR TRAIL



A YOUNG OSAMA ALONG WITH HIS SIBLINGS.

PHOTO COURTESY THE SUN

18 feet and topped with barbed wire. Intelligence officials had known about the house for years, but they always suspected that bin Laden would be surrounded by heavily armed security guards. Nobody patrolled the compound in Abbottabad.

In fact, nobody came or went. And no telephone or Internet lines ran from the compound. The CIA soon believed that bin Laden was hiding in plain sight, in a hideout especially built to go unnoticed. But since bin Laden never traveled and nobody could get onto the compound without passing through two security gates, there was no way to be sure.

Despite that uncertainty, intelligence officials realized this could represent the best chance ever to get to bin Laden. They decided not to share the information with anyone, including staunch counterterrorism allies such as Britain, Canada and Australia.

By mid-February, the officials were convinced a "high-value target" was hiding in the compound. President Barack Obama wanted to take action.

"They were confident and their confidence was growing: 'This is different. This intelligence case is different. What we see in this compound is different than anything we've ever seen before,'" John Brennan, the president's top counterterrorism adviser, said on Monday. "I was confident that we had the basis to take action."

Options were limited. The compound was in a residential neighborhood in a sov-

ereign country. If Obama ordered an airstrike and bin Laden was not in the compound, it would be a huge diplomatic problem. Even if Obama was right, obliterating the compound might make it nearly impossible to confirm bin Laden's death.

Said Brennan, "The president had to evaluate the strength of that information, and then made what I believe was one of the most gutsiest calls of any president in recent memory."

Obama tapped two dozen members of the Navy's elite SEAL Team Six to carry out a raid with surgical accuracy.

Before dawn Monday morning, a pair of helicopters left Jalalabad in eastern Afghanistan. The choppers entered Pakistani airspace using sophisticated technology intended to evade that country's radar systems, a U.S. official said.

Officially, it was a kill-or-capture mission, since the US doesn't kill unarmed people trying to surrender. But it was clear from the beginning that whoever was behind those walls had no intention of surrendering, two US officials said.

The helicopters lowered into the compound, dropping the SEALs behind the walls. No shots were fired, but shortly after the team hit the ground, one of the helicopters came crashing down and rolled onto its side for reasons the government has yet to explain. None of the SEALs was injured, however, and the mission continued uninterrupted.

With the CIA and White House monitoring the situation in real time - presumably

by live satellite feed or video carried by the SEALs - the team stormed the compound.

Thanks to sophisticated satellite monitoring, US forces knew they'd likely find bin Laden's family on the second and third floors of one of the buildings on the property, officials said. The SEALs secured the rest of the property first, then proceeded to the room where bin Laden was hiding. A firefight ensued, Brennan said.

The SEALs killed bin Laden with a bullet to the head. Using the call sign for his visual identification, one of the soldiers communicated that "Geronimo" had been killed in action, according to a US official.

cial.

Bin Laden's body was immediately identifiable, but the US also conducted DNA testing that identified him with near 100 percent certainty, senior administration officials said. Photo analysis by the CIA, confirmation on site by a woman believed to be bin Laden's wife, who was wounded, and matching physical features such as bin Laden's height all helped confirm the identification. At the White House, there was no doubt.

"I think the accomplishment that very brave personnel from the United States government were able to realize yesterday is a defining moment in the war against al-Qaida, the war on terrorism, by decapitating the head of the snake known as al-Qaida," Brennan said.

US forces searched the compound and flew away with documents, hard drives and DVDs that could provide valuable intelligence about al-Qaida, a US official said. The entire operation took about 40 minutes, officials said.

Bin Laden's body was flown to the USS Carl Vinson in the North Arabian sea, a senior defense official said. There, aboard a US warship, officials conducted a traditional Islamic burial ritual. Bin Laden's body was washed and placed in a white sheet. He was placed in a weighted bag that, after religious remarks by a military officer, was slipped into the sea about 2 am EDT on Monday.

Said the president: "I think we can all agree this is a good day for America."



Energise India-Japan partnership in tertiary education, innovation

Mukul G Asher

As India embarks on long overdue reforms of its tertiary and professional education systems, including promotion of research culture in the universities, there is merit in diversifying the partners with whom it seeks deeper engagement in this area. India's increasing integration with the global economy, including emergence of Indian multinationals, also requires such diversification.

The US and the selected Commonwealth and European countries have been India's traditional partners in tertiary education and in innovation activities. While engagement with them should continue to be deepened, as is evident from ongoing India-US strategic dialogue, it is essential to accelerate such engagement with non-traditional countries such as Japan, South Korea, and Brazil.

This column, however, focuses on the

case for deepening tertiary education and research engagement with Japan. The recent assumption of office by Japan's new

There are two broad factors which necessitate such diversification. First, there has been increasing globalisation of research and development and innovation activities. Thus a recent survey by the National Science Foundation (NSF) of the US found that American manufacturers conduct about a fifth of their total R&D in other countries.

prime minister Naoto Kan and Japan's efforts to expand international linkages of its universities provide a favorable backdrop for intensifying such partnership with Japan.

There are two broad factors which necessitate such diversification. First, there has been increasing globalisation of research and development and innovation activities.

Thus a recent survey by the National Science Foundation (NSF) of the US found that American manufacturers conduct about a fifth of their total R&D in other countries. Indeed, in several key sectors, such as motor vehicles, textile and apparel, and electrical equipment, the offshoring share exceeds 30%. While relevant data are not available, it is a reasonable presumption that such tendencies are also occurring concerning other major economic powers such as Japan, South Korea, and Germany.

Secondly, the current global economic



CLASS APART: TOKYO UNIVERSITY

Secondly, the current global economic crisis has diminished medium term growth and employment prospects of the US, The European Union as a group, and the UK. India's rising share of working age population to total population strongly suggests generation of livelihoods, including for increasingly educated workforce with high aspirations, as among the highest priorities. India therefore must explore all avenues for such employment generation. Non-traditional sources, which are rapidly ageing, with Japan and south Korea expected to register decline in absolute population, therefore represent an attractive opportunity.

India should therefore increasingly leverage on countries with strong global presence of technology intensive companies, and excellent university system with close industry linkages. It is in the above context that India must intensify its efforts to engage Universities and research institutions in Japan, as well as R&D labs of Japanese corporations.

India should therefore increasingly leverage on countries with strong global presence of technology intensive companies, and excellent university system with close industry linkages. It is in the above context that India must intensify its efforts to engage Universities and research institutions in Japan, as well as R&D labs of Japanese corporations.

Japan has increasingly emerged as among India's most important economic and strategic partners. It is also the largest

bilateral provider of economic and technical assistance. Japan is globally recognised as a leader in many areas such as automotive engineering, life sciences, electronics, railways, solid waste management, and renewable energy. Its proven competitiveness is based on excellent universities, who have traditionally been engaged in close collaboration with industry, but whose international engagements have so far been limited.

This is however changing, with Universities introducing more courses in English, and actively seeking foreign students who could form part of Japan's talent pool. Japan's strength in close university-research institutions-industry linkages has been an area of major weakness in India.

Separation of teaching and research and of graduate and undergraduate education has not permitted realisation of synergies of full fledged universities combining teaching and research. Commercially oriented and socially useful research col-



IWATE UNIVERSITY

industry and universities and research has therefore been limited. This has hampered India's efforts to progress on the path of becoming a knowledge economy. Deeper engagement with Japan could help address this deficiency.

The Japanese government has set up several scholarship programs to attract foreign students and to facilitate exchange of faculty and researchers. But Indian higher education and research institutions, as well as Indian's desiring to pursue higher education abroad have not given requisite priority to exploring opportunities with their counterparts in Japan.

For the individuals, need to study Japanese language have been considered a formidable barrier. This is however unwarranted and counter-productive, particularly given deep cultural linkages between India and Japan. Indians are generally adept at languages, with most growing up with familiarity with at least two to three Indian languages. The use of English has also become more widespread. Several states, such as Gujarat, have begun to pro-

mote English as a language essential for global commerce and science. While these are steps in the right direction, importance of non-English languages on the internet, and in commerce and science is expected

Acquiring such knowledge in Japanese language takes about one year. This is a relatively small investment for widening career options for individuals, business opportunities for firms, and for enhancing scientific and technological options for the country. Accessibility of Japanese language training needs to be expanded considerably in different parts of the country.

to grow as multi-polar world emerges. Functional knowledge of other major languages, including Japanese, has now become more essential.

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There are indications that Indian professionals, particularly in the IT industry, and in engineering are exploring prospects with Japanese companies. Indians desiring to widen their higher education options are also enrolling in tertiary institutions in Japan. But the trend needs to be significantly accelerated. Global operations of companies from Japan, including their growing presence in India, which is beginning to rival similar presence of companies from South Korea, can be expected to provide promising career prospects for

in India, which is beginning to rival similar presence of companies from South Korea, can be expected to provide promising career prospects for Indians familiar with Japanese language and business culture.

To accelerate the trend, Indian universities should consider collaborations with Japanese universities as they seek global partners. Institutions such as St Xavier's college in Mumbai, which are planning to internationalise their curriculum, student assessment criteria, and management practices would also greatly benefit by collaborating with their Japanese counterparts, particular-

Deeper engagement in tertiary education and in innovations will provide greater substance to India-Japan strategic partnership, and enhance economic space and strategic leverage for both countries. India should also consider entering into totalisation agreement with Japan, recognising social security arrangements of each country.

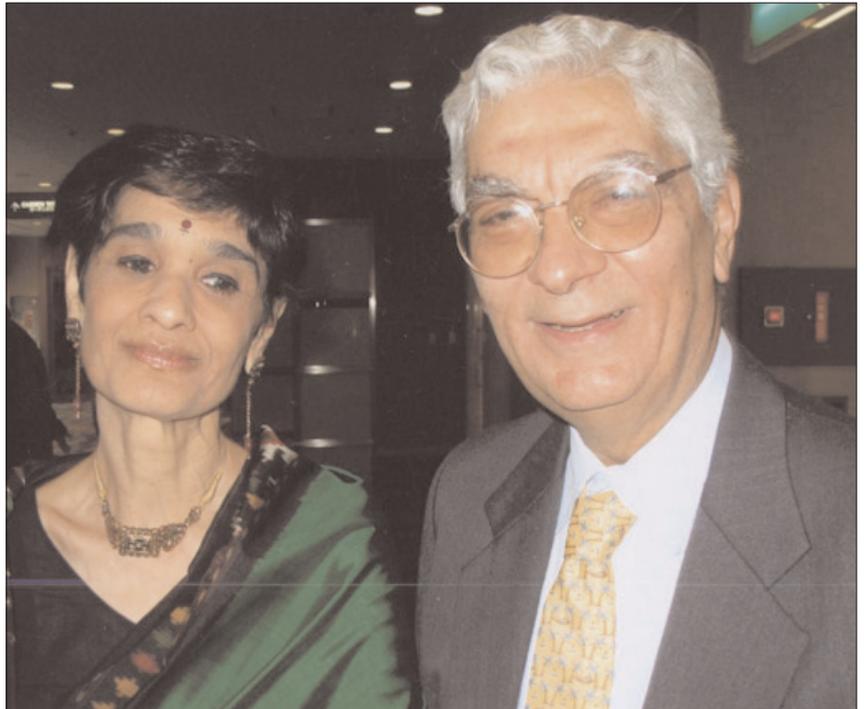
ly in science and technology. They could also consider establishing Japan Centers to facilitate such collaboration.

The states, such as Gujarat, which annually organise global investors meetings, and which aim to emerge as global business hubs, would particularly benefit by initiatives to also invite Japanese universities and research institutions to such meetings. These could be utilised to link similar institutions in Gujarat with their counterparts from Japan; and to facilitate establishment of research labs of Japanese corporations in India.

Deeper engagement in tertiary education and in innovations will provide greater substance to India-Japan strategic partnership, and enhance economic space and strategic leverage for both countries. India should also consider entering into totalisation agreement with Japan, recognising social security arrangements of each country. Similarly, an agreement to facilitate Indian workers to fill specific needs in Japan could also be considered.

(Writer is professor, Lee Kuan Yew School of Public Policy, National

Higher Education is Japan core strength that made it a global tech super power - Aftab Seth



AFTAB SETH WITH HIS WIFE

The iconic face of India in Japan is former Indian Ambassador to Japan Mr Aftab Seth who is playing the role of a catalyst to bridge the gap between unexplored land of opportunity for the Indian Gen-Next. Mr Seth highlights the tremendous depth of Japanese core strength that is yet to be tapped in India - Higher education.

Japanese universities as a general rule offer high class education at a price which is less than private universities in the USA. State universities in Japan tend to be reasonable compared to top private ones like Keio or Waseda founded by Okuma Shigenobu in 1888.

The G-30 initiative by PM Fukuda in 2008 is aimed at increasing the number of foreign students in Japan from the present 130000 to 300000 by 2012. The Ritsumeikan office established in October 2010 at the Japan Foundation building is part of this initiative. Waseda has an office

in Vietnam and other Universities have been given responsibility for other territories.

As part of this work we helped the G30 in January 2011 to invite students from top schools in Delhi and other cities to attend a seminar addressed by the representatives of leading Japanese universities. I inaugurated this seminar. The purpose is to attract young talent to study in Japan. The benefit Indian students would derive from such study are explained at such seminars. To make it easier some universities like Keio have started English medium classes at the Fujisawa campus which teaches all high tech subjects such as IT, Energy, environmental science and others. Keio has a separate initiative GIGA which aims to attract bright youth to study at the undergraduate level. Post graduate schools in many leading universities have been conducting their classes in English for some years now. This is a trend that is growing.



TENDULKAR BEING SHOULDERED BY TEAM INDIA

INDIA ON TOP

INDIA DOMINATE CRICKET AREANA AFTER WORLD CUP VICTORY

Prakhar Mishra

A huge six to long on by Captain Mahendra Dhoni completed victory for India in the 2011 Cricket World Cup in style and brought to a satisfying conclusion what has been a truly entertaining World Cup. India without doubt played the best cricket over the last six weeks and the final against Sri Lanka proved a worthy contest, with tension, drama and superb individual performances plentiful.

India's talent has long been apparent, with stars such as Virender Sehwag,

India's talent has long been apparent, with stars such as Virender Sehwag, Harbhajan Singh, Zaheer Khan and, of course, Sachin Tendulkar all proving themselves world-class. But there was always the fear that they lack the mentality to build upon their obvious talent and achieve success at the World Cup

Harbhajan Singh, Zaheer Khan and, of course, Sachin Tendulkar all proving themselves world-class. But there was always the fear that they lack the mentality to build upon their obvious talent and achieve success at the World Cup.

This year though they showed such doubts to be wrong, displaying an assured toughness in victories over Australia, Pakistan and Sri Lanka in the knock-out stages.

That they defeated these three teams (arguably the three strongest teams after India themselves) too proves them worthy winners.



MAGIC MOMENTS: CAPTAIN DHONI CUP-WINNING SIX

Much attention is placed on the incomparable Sachin Tendulkar, who did have an exemplary tournament, ending it the second highest run scorer (behind Tillakaratne Dilshan). But their success has been a real team effort, with match-winning contributions being made throughout the squad.

Sehwag's 175 in the opening match was the tournament's highest score; Zaheer Kahn took the joint highest number of wickets, at a devastating rate of 16.66 runs per wicket; and, most noticeably, Yuvraj Singh batted and bowled superbly throughout, ending with four man of the match awards.

And in the final, it was two players who had so far had a quieter tournament, Gautam Gambhir and Dhoni, who put in star showings. When Gambhir came to the crease India were in crisis, with Tendulkar out for 18 and India at a perilous 31-2. But the 29-year-old kept a calm head and scored a brilliant 97, most of them coming during his 109 run match-winning stand with Dhoni.

Dhoni had surprisingly elevated himself up to bat at five, ahead of the on-form Yuvraj Singh, but his decision was justified as he made 91 not out of 79 to calmly bring home victory for India.

For a long while beforehand the game re-

And in the final, it was two players who had so far had a quieter tournament, Gautam Gambhir and Dhoni, who put in star showings. When Gambhir came to the crease India were in crisis, with Tendulkar out for 18 and India at a perilous 31-2. But the 29-year-old kept a calm head and scored a brilliant 97, most of them coming during his 109 run match-winning stand with Dhoni.

mained in the balance, as Sri Lanka batted their way to 183-5 and looked set to make a competitive score in the region of 250. But inspired hitting at the end of their innings led them to score 91 off the last 10 overs, and set an imposing total of 274.

The cornerstone of their innings was Mahela Jayawardene, whose 103 off 88

balls deserved to be a match-winning knock. His elegant batting style was beautiful to watch, and came very quickly too thanks to a lethal acceleration in the last 10 overs. He even ended Sri Lanka's innings not out, and, despite ending on the losing side, probably deserved to be man of the match.

The wickets of Tendulkar and Sehwag at the hands of the dangerous Lasith Malinga put Sri Lanka in a very strong position and stunned the home crowd into silence. But Gambhir and Dhoni's composed and excellent performances slowly put India back into pole position, before Dhoni's on-drive six saw them over the line. Such a great game was a welcome relief from the trilogy of thrashings Australia have dished out in the previous three world cups.

The semi-finals too proved entertaining contests. First Tuesday saw Sri Lanka complete what looked halfway through the second innings - with Sri Lanka 160-1 chasing 217 - to be a routine victory, but what proved, thanks largely to intimidating captaincy by Daniel Vettori, to be a tense finale as New Zealand took three quick wickets. But with Thilan Samaraweera and Angelo Matthews at the crease Sri Lanka ultimately steadied themselves and booked their



finale as New Zealand took three quick wickets. But with Thilan Samaraweera and Angelo Matthews at the crease Sri Lanka ultimately steadied themselves and booked their place in the final.

Then the India v Pakistan took place, the tournament's most hotly anticipated match. The contest did not disappoint, as the first innings saw batting fireworks from Sehwag and Tendulkar (the latter despite being dropped multiple times) only for young Wahab Riaz to strike back with the ball with a five-for.

Pakistan needed a difficult-but-obtain-

Looking back, the tournament was a far more exciting affair than predicted. It still had structural problems, specifically the seemingly never-ending length of the group stages...

able 261 runs to win but fell short, failing to accelerate sufficiently at the end of their innings. The inexplicably defensive Misbah-ul-Haq the main culprit and they were bowled out for 231, with all five of India's bowlers taking two wickets each - further evidence of their strength as a collective whole.

Looking back, the tournament was a far more exciting affair than predicted. It still had structural problems, specifically the seemingly never-ending length of the group stages; but despite the inevitable one-sided affairs at the early stages, we have England's unpredictable showings to thank for keeping the early stages interesting. The most memorable words of the night came from Sangakara, the Sri Lankan skipper, who spoke like a great ambassador for his country, speaking words worthy of his reputation, giving unconditional praise to his opponents, and making every Sri Lankan proud by accepting defeat with graciousness and extending no excuse, the sign of a truly great cricketer. The quality of cricket, the closeness of matches in the knockout stages and India proving to be worthy champions ensured this World Cup to be the best in recent years. The grand success of the World Cup plus the IPL success saga has assured that India will remain the power house of the world cricket, a strategic shift from the mecca of cricket - England. All the international players are rushing to India to associate themselves with Indian cricket to reap both practical and monetary benefits.

DHONI HITS MIGHTY BLOW



Foreign Press sings Mahi tune

From the Guardian to the Sydney Morning Herald, captain cool Mahender Singh Dhoni's captaincy is being praised across the cricket playing world. His decision to promote himself up the order and bat under pressure, his captain's innings 91 of 79 balls in the World Cup final against Sri Lanka in Mumbai have all come in for praise in the world media.

The Telegraph summed it up saying, 'the prolific Tendulkar may be India's national treasure, but Dhoni is their modern icon'.

The Sunday Times wrote, "India's captain and his team take pressure in their stride on way to a famous triumph."

Heaping praise on the Men in Blue, The Australian wrote: "It was about two great South Asian teams giving fans a thrilling, edge-of-the-seat One-day final and a deserved triumph for a cricketing nation which felt its time had come."

Here's what The New York Times had to say: "The six-wicket victory on Saturday in the World Cup final confirmed that India, incontestably, has become cricket's dominant

Mahendra Singh Dhoni has got perhaps his biggest compliment: Sachin Tendulkar, the man everyone has been rushing to dedicate the World Cup victory to, has described Dhoni as the best captain he has ever had. "In all the years that I have been playing, Dhoni is the best captain I have played under," Tendulkar said today. "I think he is a fabulous captain

nation, on and off the field".

The Guardian said, "It seems inconceivable that anyone but India should have taken the trophy."

Even Pakistan media, grudgingly, had to give it to the Indians. The Dawn wrote, "India's batting superiority in home conditions proved decisive. But more impressive was their ability to win the battle of nerves in Mohali and Mumbai. And it was their captain M.S. Dhoni, who epitomised that composure under duress. The World Cup belongs to India but the victory belongs to Mr Dhoni."

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"In all the years that I have been playing, Dhoni is the best captain I have played under," Tendulkar said today. "I think he is a fabulous captain. He stayed calm, patient and at the same time very clever and alert."



What Mahendra Singh Dhoni as CEO of the Indian cricket team did to ensure the country won the World Cup will be etched as learnings for leaders across all walks of life. Captains of India Inc, leading business schools and HR leaders have taken note of Dhoni's style of management.

Experimental, innovative and risk-taking are some of the characteristics being attributed to him. So what really is Dhoni's management style? "He sets stretch goals and works determinedly to achieve them by getting the best out of his team," says Adi Godrej, chairman, Godrej Group, who has also taken on a new role as chairman of The Indian School of Business.

Dhoni is being described as 'a true leader' who did not hesitate to push himself up the batting order in the final, when the team needed him the most. "He led the attack from the front and was not afraid to make this change. He knew well that had he failed, he would have been severely criticized but yet he fearlessly took up the challenge at a critical time in the Indian innings," says Harsh Goenka, chairman, RPG Group.

Sanrupt Misra, HR head, Aditya Birla

Management lessons from CEO Dhoni

Group, on the other hand, lauded Dhoni for being experimental—that is innovative and, at the same time, prepared to face the consequences. "He's inclusive, but at the same time when the moment of truth comes, he doesn't hesitate to take decisions."

And what does one learn from Dhoni's leadership skills? "Take measured risks and back your team to deliver," said Gunit Chadha, CEO, Deutsche Bank India. "A leader should maintain his calm. He should know his business well and take appropriate decisions in changing contexts," said Misra.

One could see how these characteristics came to the fore when, in a crisis situation during the World Cup (India had lost two crucial wickets of Sachin Tendulkar and Virender Sehwag in the early overs), Dhoni kept his cool and led India to victory. "Dhoni has been consistent match after match. He has stuck his neck out and accepted his mistakes,"

said Deepti Bhatnagar, faculty, Organisational Behaviour, IIM-Ahmedabad. What's more, the captain succeeded in building a team where young people can come up with their opinions. "In a situation where a much younger player like Virat Kohli can give his opinion towards a senior player like Sachin without inhibitions itself speaks volumes about the team culture," said Bhatnagar.

Nehra's comeback against Pakistan is another good example of how Dhoni's faith in him paid off. As co-authors Bill Conaty and Ram Charan have said in their book, 'The Talent Masters - Why smart leaders put people before numbers': "You can liberate your capacity and courage as a leader if you continually plumb the depth of your inner core. Only by doing this can you understand the role it plays in the changing complexities of your job." Dhoni has proved to be a smart leader.



RIL to enter homeland security business

Veelaas Kenjale

Mukesh Ambani-controlled Reliance Industries Ltd (RIL) may be looking at major forays into homeland security and aerospace sectors. In the first firm indication of the group's intention, it has hired Vivek Lall, a former NASA scientist who aggressively led Boeing's military and commercial division in India for several years.

Lall is joining RIL as president for a new venture which would be focused on homeland security and aerospace, sources said. A RIL spokesperson declined to comment.

According to market sources, Lall could be leading the new RIL venture with cutting-edge homeland security solutions. There is also speculation that the group could go further down and enter aerospace arena at an appropriate time, one source said.

Reliance sources said Lall's appoint-

ment to pursue opportunities in the homeland security space is synergistic with the group's plans for broadband wireless access services. The group is expected to roll out the next generation technology services soon. RIL is looking to develop safe and secure smart cities as well as systems for disaster management preparedness.

When Lall headed the Boeing commercial arm it won over \$25 billion worth of commercial aircraft business in three years, and during the past four years when he headed defence, space and security the company scooped up almost \$10 billion worth of business in India.

into the security sector could have significant impact on the entire industry, given the over-dependence of India on foreign suppliers for security solutions. Homeland security is a major growth sector, with national security agencies and state police forces on an unprecedented modernization drive.

There is also a major demand for homeland security solutions from the private sector – RIL itself is among the biggest consumers of security solutions in the country.

RIL's entry into homeland and aerospace security could have a far bigger impact than the entry of Indian groups such as Tata, L&T and Mahindra.

Lall is among the new breed of professionals to join RIL from other companies. A few years ago, the group had hired R Ravimohan as executive to transform business processes from Standard & Poor's. A few months into his new assignment, Ravimohan had died of a heart attack.

Other professionals who have joined the group in the recent past include ex-Citibanker V Srikanth and Gwyn Sundagul from Tesco Thailand. Srikanth was appointed as deputy CFO in July 2010 while Sundagul heads the Reliance Value retail format since December 2009.



EVERYBODY'S BLUE-EYED BABY

VOLKSWAGEN UNVEILS THE ALL NEW PASSAT WITH BLUEMOTION TECHNOLOGIES IN INDIA

Volkswagen, Europe's leading car manufacturer unveiled the all-new Passat with the highly innovative BlueMotion Technologies for India today.

The all-new Passat will be available to customers in the diesel variant in both automatic and manual transmissions, starting at 20.80 lakhs ex showroom Delhi from 8 April, 2011. It will be available in all three trim levels - Highline, Comfortline and Trendline.

Speaking about this new launch, Mr. Neeraj Garg, Member of Board and Director, Volkswagen Passenger Cars, Volkswagen Group Sales India Pvt. Ltd. said, "We started our journey in India with

The all-new Passat will be exclusively available with BlueMotion Technologies in India and the distinctive innovations will work together to achieve good fuel efficiency and reduced emissions without depriving customers from the fun of driving. It is a design into the future with upgraded comfort, convenience, quality and safety...

the introduction of the Passat in 2007, and three successful years later it gives us great pleasure to bring the latest generation to the market.

The all-new Passat will be exclusively available with BlueMotion Technologies in India and the distinctive innovations will work together to achieve good fuel efficiency and reduced emissions without depriving customers from the fun of driving.

It is a design into the future with upgraded comfort, convenience, quality and safety, and more importantly cleaner and extremely fuel efficient."

Mr. Lutz Kothe, Head of Marketing and PR Volkswagen Group Sales Pvt. Ltd. added by saying, "The Volkswagen Brand's

BlueMotion Technologies

BlueMotion Technologies is a range of innovations and refinements that represent the cleanest, most energy efficient cars in the Volkswagen range. These are technologies that work together to achieve fuel efficiency and reduce emissions without taking the fun out of driving.

The all-new Passat comes to India with a range of BlueMotion Technologies:

TDI Engine: A 2.0L CR TDI engine with an output of 170PS and torque of 350 NM @ 1750-2500 rpm offers abundant torque, outstanding power output while assuring low fuel consumption

Auto Start-Stop System: The efficient Start-Stop technology cuts emissions and saves fuel by automatically switching off the engine when waiting in traffic, and starts automatically when the driver wishes to resume

Brake Energy Recuperation: Recovers and recycles energy normally lost during braking, thereby saving fuel and cutting emissions

DSG Dual Clutch Gearbox: Combines the comfort and convenience of an automatic transmission with the efficiency and performance of a manual gearbox. Rapid and precise gear changes are the key advantages of this gearbox over automatic ones, besides ensuring higher fuel efficiency and reduction of carbon emissions. For those who still wish to change gears manually the tiptronic shift function makes it possible too.

Gear Shift Indicator: An intelligent gear shift prompt that is available in the manual transmission that leads to significant reduction in fuel consumption



Excerpt from an interview with CTO VW India with our technology correspondent **CAPT VINAY GOYAL**.

1. New Passat is promoting bluemotion technology, what is blue technology & elaborate VW strategy behind this specific initiative?

BlueMotion Technologies are a whole range of innovations and refinements that help to save fuel and money, without taking the fun out of driving. They are the efficient technologies in our cars, which reduce CO2 emissions significantly and are one of the contributions of Volkswagen to the protection of the environment.

2. New Passat is priced with Merc C series and BMW 3 series, how VW is confident of overcoming the stiff challenge?

We would not like to compare models, however we know that we have an excellent product for the market and the all-new Passat will be well accepted by our customers. In fact, the all-new Passat offers good value thanks to its optimized features, whereas the same features are offered in cars in the segment above and available at a much higher price.

3. The current slow-down of Japan car industry due to recent earthquake has provided an opportunity for major players like VW to increase its market share in India, any specific short term strategy to expand VW brand in India?

We will continue to focus on our current strategy to further establish the Brand in the market.

Ltd. added by saying, "The Volkswagen Brand's commitment to sustainability is translated through the innovations of the BlueMotion Technologies. These efficient technologies have been implemented in a range of Volkswagen cars and are among the cleanest and most fuel efficient in the world. The introduction of the all-new Passat further emphasizes Volkswagen Brand's commitment to India."

Best in Class Technologies:

The Park Assist takes over during the parking process and maneuvers the car into any suitable parallel or perpendicular

bay on its own.

The new Attention Assist detects driver fatigue and warns him/her with an acoustic signal and a visual message on the instrument cluster recommending a break from driving

The Acoustic Sound Lamination in the front and rear windshields substantially dampens the traffic noise from outside for a calm and pleasant cabin

Climate Seats with active ventilation and massage function for the driver and front passenger to enhance driving comfort

Vehicle Outline

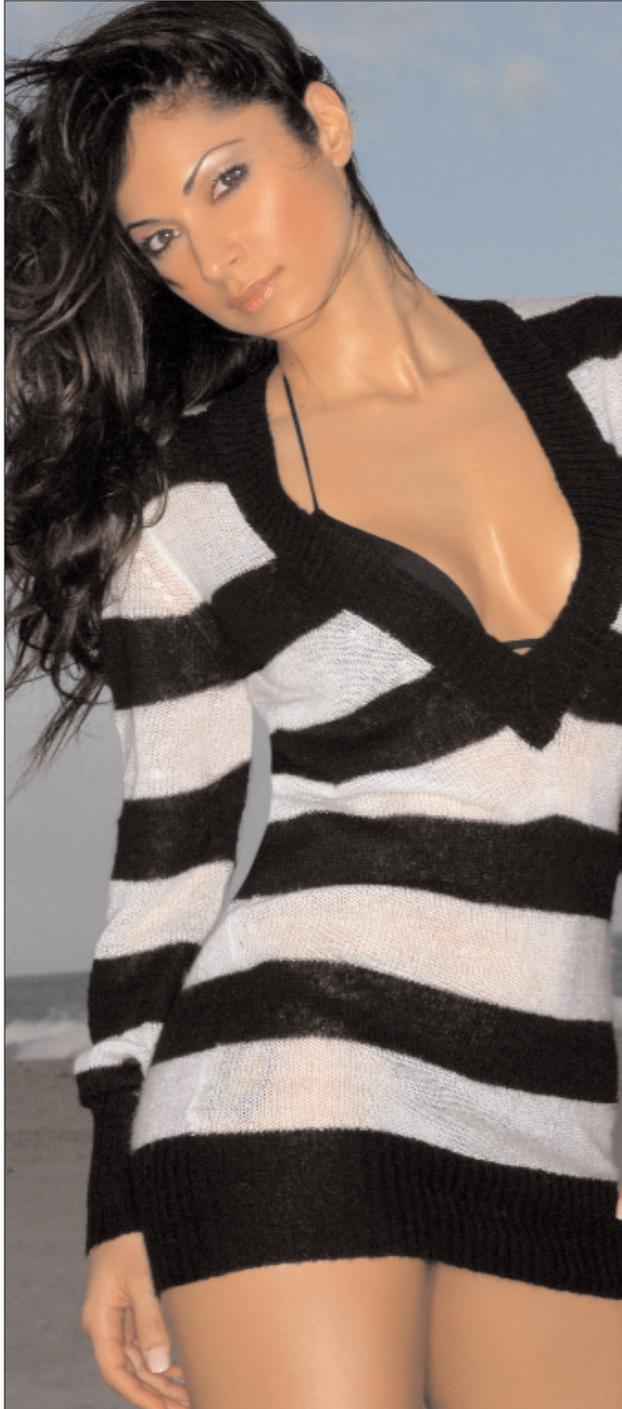
Exterior: The new front-end design

gives the all new Passat an even more dominant, high-class look which is reinforced by the bi-xenon headlamps, along with rounded in-set headlamps and LED daytime running lights. Straight lines and cleanly sculpted surface is enhanced by a strong prominent C Pillar.

Interior: The all-new Passat is an epitome of luxury and comfort with the finest quality material, perfectly colour-coordinated panels and distinctively designed instrumentation that is effortless to read. Now available with electronic parking break, keyless entry and start options, the all new Passat emits a pure sense of luxury.

**Indian artist
can be a
global icon:
Monika Gaba**





VITAL STATS

Gender: Female
Height: 5 feet 8 in
Weight: 120 lbs
Physique: Slim
Hair Length: Long
Eyes: Brown
Voice Type: Alto

FILMS

Son of Morning, The Goddess, Hothead entertainment/Yaniv Raz, Dostana, Anaita Dharma, Karan Johar production, Vale Tudo, Ringo's girlfriend, Devon Media Group, Infinite, Sara, 79 Productions, Full Grown Men, Neighbor, David Munro/Grottofilms, Sushi Bar, Amelia, Lost Cause Productions/Thiago Lima Production

TELEVISION

Untitled Jamie Foxx Comedy Sketch, Fashion Model, Fox TV, MTV Video Music Awards, Opening Video-Live TeleCast MTV, South Beach(TV Series), Runway Model, Jennifer Lopez production(UPN), Model Season(TV Series), Monika(as herself), Plum TV

Performance Skills: Singing, Dancing

Spoken Languages: English, Hindi, Urdu

Musical Instruments: Guitar
Dance: Belly, Club/Freestyle

AWARDS

Dulce Art Awards/Theatre Institute of South Florida, Nominated-Best breakthrough performance, 2007
 Nominated by the Theatre Institute of South Florida
 The Emmys 2009 (regional-suncoast), Nominated Best entertainment/documentary

Q. You have a unique exposure of working in Hollywood and Bollywood, what is the basic work difference between the two places?

A. Having worked on both Hollywood and Bollywood projects, I've noticed Indian films are made at a much faster pace. The scenes are shot and wrapped up quickly, in comparison, hence the high volume of Bollywood releases every year. The other difference is the content spread. For example, a conventional Hindi movie will have a little bit of all life elements in a single film. Some comedy, drama, romance, music and action, all sewn into one story. On the other hand, Hollywood tends to stick to one genre throughout a given film. It's either a comedy or action throughout, more or less.

Q. How is an Indian artist taken up in a pure Hollywood environment?

A. Hollywood is currently a fruitful environment to be in for an Indian actor. There are a lot of projects being made with leads and supporting parts for the East Indian ethnicity. And it doesn't stop there. Since we have physical similarities with the Latin American, Spanish, Middle Eastern, and Greek/mediterranean looks, an Indian artist can easily cross over to those parts as well. The industry here takes very well to ethnic actors and is open-minded, and even excited, about the possibility of seeing someone "different" in a project.

Q. Your favorite Hollywood and Bollywood artists?

A. My favorite artist in Bollywood is Shahrukh Khan. He is an original and he carries the same magnetism off-screen that he has on-screen. Amongst the Hollywood circle, my favorites are Russell Crowe, Kristen Stewart, Ben Stiller and the new success Jessie Eisenberg.

Q. Tell us about your dream project that you would like to do in Bollywood and Hollywood?

A. In Bollywood - I would love to see an action film with a female lead, in the vein of "Salt", "Tomb Raider" or "Kill Bill". That would be a dream project for me, and also something I have not seen yet in Indian cinema. In terms of filmmakers, Madhur Bhandarkar, Sanjay Leela Bhansali and Vidhu Vinod Chopra pop into my mind, immediately. They have very strong female roles without compromising the character's femininity.

In Hollywood- There are so many fantastic projects and filmmakers here. I love pushing my boundaries as an actor. I gear towards material that is edgy, but I recently worked on a comedy which was a blast. The next one may be action, maybe a musical. So I can't wait for the next surprise.

(Inputs from Arnab Kar, Fashion correspondent based in USA)

JAY BHANDARI APPOINTED TO FAIRFAX, VIRGINIA COUNTY ADVISORY COMMITTEE

Prominent Indian American community activist and GOPIO Northern Virginia President, Jay Bhandari, has been appointed by Fairfax (Virginia) County Chairman of the Board of Supervisors, Sharon Bulova, in Citizens Advisory committee on Reapportionment of the Board of Supervisors. Mr. Bhandari will represent the Asian Pacific Islander community. This committee will plan and advise the Board on redistricting options. Mr. Bhandari is the only person in 19 members committee from the Indian American community.

Jay Bhandari has been a successful community activist and political leader for the Indian community in numerous capacities. He is the immediate past President of Association of United Hindu & Jain Temples of Metro Washington, which is a congregation of 15 Temples in Virginia, Maryland, and Washington DC.



He is also director of Indian Cultural Coordination committee and Chairman Public Relations committee of the Jain Society of Metro Washington area. He has also served as President of Jain Society of South Florida (2001-2002).

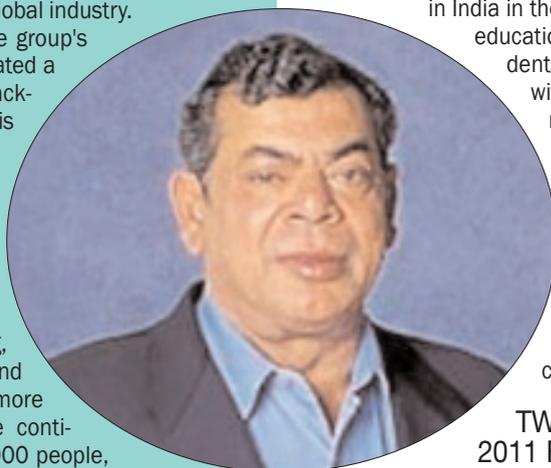
Mr. Bhandari has organized several successful big events including largest Diwali Mela of the decade in 2009, Grand Hindi Kavi Sannam in Metropolitan Washington area in 2010. Other events organized include: Republic Day, Independence Day, Diwali celebration, Holi Mela or Community picnic.

SHASHI RUIA NAMED BUSINESSMAN OF THE YEAR

GOPIO Life Member Shashi Ruia has been named as Businessman of the Year at the 29th Business India Award event. Shashi Ruia, Chairman, Essar Group, is a first generation entrepreneur industrialist. He has made invaluable contributions toward strengthening the core and infrastructure sectors in India and has steered the Essar Group to a premier position in global industry. Mr Ruia has masterminded the group's business strategy and consolidated a range of activities through backward and forward integration. This has enabled the group unleash unique synergies across its businesses.

Today, the Essar Group is a multinational conglomerate and a leading player in the sectors of Steel, Oil & Gas, Power, Communications, Shipping, Ports & Logistics, Projects and Minerals. With operations in more than 20 countries across five continents, the Group employs 60,000 people, with revenues of USD 15 billion. Mr Ruia is also on several important national bodies and industry associations, including the Federation of Indian Chambers of Commerce and Industry (FICCI) the Indo-US Joint Business Council and the Indian National Ship Owners Association (INSA).

In 2007, Mr Ruia joined an elite list of achievers who will independently fund The Elders, a group of world renowned personalities who have joined hands to tackle the world's most difficult problems. Widely regarded as one of the architects of modern India, Shashi Ruia has a passion for education and mentoring young talent.



GUYANA'S PRESIDENT JAGDEO CONFERRED WITH INDIAN DOCTORATE DEGREE

Guyana's President Bharrat Jagdeo was conferred with the Doctor of Literature by the Padmashree Dr. D. Y Patil University in Mumbai at its Annual Convocation ceremony on February 8, 2011. The university is part of the D. Y Patil Group, one of the largest groups in India in the area of private education with over 100 educational institutions with over 100,000 students covering a range of disciplines. Along with President Jagdeo, there were two other recipients: Professor M. S Swaminathan who lauded the important contribution Guyana has been making towards sustainable forest management and offering lessons that can serve as a global example for other forest countries. The other recipient was Dr. Makarand Jawadekar, former executive of Pfizer global research and development who received a Doctor of Science.

TWO INDIAN AMERICANS NAMED 2011 FELLOWS BY SKADDEN FOUNDATION

Two Indian Americans, Sushil Jacob and Devi Rao are among the 29 candidates named as Fellows by the Skadden Fellowship Foundation for the year 2011. Jacob is with the East Bay Community Law Center in Berkeley, California and advocates to advance green community economic development by providing free, comprehensive legal services to low-income entrepreneurs.

Rao seeks to improve protection against gender-based bullying and preventing and remedying such harassment by seeking enhanced enforcement of Title IX, in collaboration with school districts and advocacy groups. Rao works with the National Women's Law Center in Washington.



Strategic Location

- Located in the Rajpuri Creek on the West Coast of India
- Advantageously positioned along International Shipping Routes
- 42 Nautical miles South of Mumbai
- 160 kms from Mumbai by road
- 42 kms off NH 17 and the Rail Network
- Identified node on DMIC & DFC

Immediate Hinterland

Roha, Khopoli, Mahad, Patalganga, Nagothane, Navi Mumbai, Mumbai, Thane-Belapur, Nasik, Pune

Secondary Hinterland

Goa, Madhya Pradesh, Gujarat and the land locked States of North India

Connectivity

By Road

Northern Shore SH 96, SH 92 and SH 90
Southern Shore SH 97 and SH 98

By Rail

Connectivity - Northern and Southern bank
Proposed Alignment: Agardanda - Indapur - Mangaon

Development Potential & Planned Facility

Phase I - 5 Berths :

- 4 Multipurpose Berths, 1 Ro Ro Terminal
- Capacity to handle 30 million tonnes
- Dedicated Approach Channel with a depth of 14.5 m chart datum
- Extensive land bank for development
- Waterfront encompassing Northern and Southern Banks

SEZ & FTWZ

Port based multi-product SEZ inclusive of FTWZ

Dedicated world-class infrastructure for warehousing & logistics
State of the art cargo handling equipment transportation & support infrastructure facilities

Cargo Potential

- Containers
- Steel
- Automobiles / Automobile Components
- LNG
- POL
- Minerals
- Coal
- Chemicals
- Fertilizers
- Cement
- Iron Ore
- Edible Oil, etc...

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