

The background of the cover is a photograph of Manmohan Singh and Sonia Gandhi. Manmohan Singh is on the left, wearing a blue turban and glasses, looking towards the right. Sonia Gandhi is on the right, looking towards the right. The magazine title and other text are overlaid on this image.

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COVER STORY

PARTY OR GOVERNMENT?

An unassuming prime minister is torn between a corrupt party and a crippled government

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GE 2014 - Yet again it is waste election?

For a country of over billion people, the tragedy of identifying relevant issues for upcoming elections continues unabated. The per tenant issue of availability of affordable quality food & drinking water to every Indian, secured place to live, pollution free healthy environment to breath, no appeasement on religious and caste lines, and corruption free society are touched to attract votes only. Instead, on expected lines - the entire focus is on Narendra Modi Vs Rahul Gandhi personalities and the political alliances that NDA or UPA will be coming with in 2014 to grab power at the centre. Off course, many private limited family driven regional political parties are in fray to stake respective claim for Delhi darbar without any agenda and programs. It is number game, and then trade off with either UPA or NDA will be done to bleed the country.



Indian must realize that personalities are irrelevant in the longer run. The work and vision of a leader is vital for building solid foundation of any society. Yes, the perfect system is yet to be created in the world but striving for near perfection must be the goal of any society. The British gave Magna Carta in 1285 to be the bible of governance and it was largely adopted by various countries including India. But with the passage of time, we have destroyed the essence of democracy by promoting sub standard leadership on caste and religious lines. Indian social structure has forced to put various deprived communities on political ladder at the cost of merit. It is this political concession that has virtual destroyed the nations back bone in tackling enormous issues stated above and we kept focus on the up-liftment of deprived classes at the cost of nation. Surely, the mistakes of the past of alienation of large part of society on caste line must be severely dealt with to ensure equal opportunity for every countryman.

Already, the population time bomb is ticking. No leader of repute has raised this issue fearing of loosing election. No leader commits death penalty for adulterated food and medicine that is killing thousands of countrymen everyday unabated. Every political party is silent on extremely stringent punishment to rapist for child abuse and gang rapes, leading to several cases reported from every part of the country. Uniform civil code for all Indian must be the key priority in building the national character of India yet we are governed by separate laws for every religion. Everybody talks of political corruption but bureaucracy is protected by constitution under article 309 /310 leading to massive corruption without fear and accountability. The lower judiciary in India can be judged if you are unfortunately drag in any court case; it will be an experience in itself. No political party has addressed this issue since independence leading to formation of large private extra judicial authorities namely Khap, shariat courts. The insensitive establishment has given birth to Maoism in practically 1/3 of India. Surely, someone must take the blame for this mess.

We have a hollow political leadership and it is high time for Narendra Modi or Rahul Gandhi to focus on relevant sustainable issues in national interest. The history will judge the leader by the work and not by the perception. The countrymen must unite together for nation first. India must flourish, prosper and unite. It is the responsibility of voters to ensure good competent people are elected, then we can expect quality governance else we will witness the same chaos of the last few years.

Prashant Tewari

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India bullish about F1 future

Indian Grand Prix organisers were bullish about the troubled race's future Monday despite a drop in the estimated crowd figures and its disappearance from the schedule next year.

Organisers did not reveal how many people came to watch Sebastian Vettel's coronation as world champion for the fourth time, but estimates varied from 50,000 to 60,000.

While not confirmed, the figures for Sunday are lower than the 95,000 who attended the inaugural race day in 2011 and the 65,000 who watched it last year. Officials had been hoping for a strong turn-out to help ensure the Indian race returns, as promised, on the 2015 calendar after surprisingly being dropped for 2014.

However, promoters Jaypee Sports International (JPSI) said the crowd figures were similar to attendances at other grands prix around the world.

"We were always confident of good crowd numbers," a JPSI media officer told AFP. "Formula One is new to the country and it will take time for fans to warm up to it."

"We are close to the average attendances worldwide on race days, except perhaps in Silverstone which attracts a bigger crowd," he added. "We will definitely host the race again in 2015."

The Indian GP has been hit by a troubled economy and sliding rupee, government apathy, a lop-sided finan-

Organisers say India is missing out next year because it is being shifted to a new date earlier in the season, making it impractical to hold two races within a matter of months.

cial arrangement and the lack of a home-grown driver to create local buzz.

Sunday's race even came under threat from a court petition seeking its cancellation over alleged unpaid entertainment taxes, but the hearing was postponed. Formula One supremo Bernie Ecclestone did not attend this weekend, despite Vettel entering the race as a near-certainty to seal a fourth straight world title.

Ecclestone has said India will be back in 2015, but many fear the worst as Formula One juggles increasing congestion with new races planned in America, Mexico and Russia.

Organisers say India is missing out next year because it is being shifted to a new date earlier in the season, making it impractical to hold two races within a matter of months.

But Ecclestone has also been quoted as saying "political" matters caused

India's omission, which comes just three races in to a contract spanning five grands prix.

India's government has refused to recognise Formula One as a sport, meaning the organisers need to pay tax and duties on everything connected with the race.

The promoters also pay \$40-45 million to Formula One every year in licensing fees and about \$1.6 million to the government for permission to hold the race. With all advertising and merchandising revenue also going to F1, the only source of income for the promoters is the sale of tickets, priced this year at \$25 to \$195. Real estate giant Jaypee Group built the \$400 million Buddh International Circuit, about an hour's drive from New Delhi, as the centrepiece of a major new property development. Critics say one problem is that Formula One has failed to catch the public imagination in India, where cricket remains far and away the most popular sport.

"I think it is very difficult to come back to a country when you have left it," India-born Sauber boss Monisha Kaltenborn warned last week, according to Autosport.com.

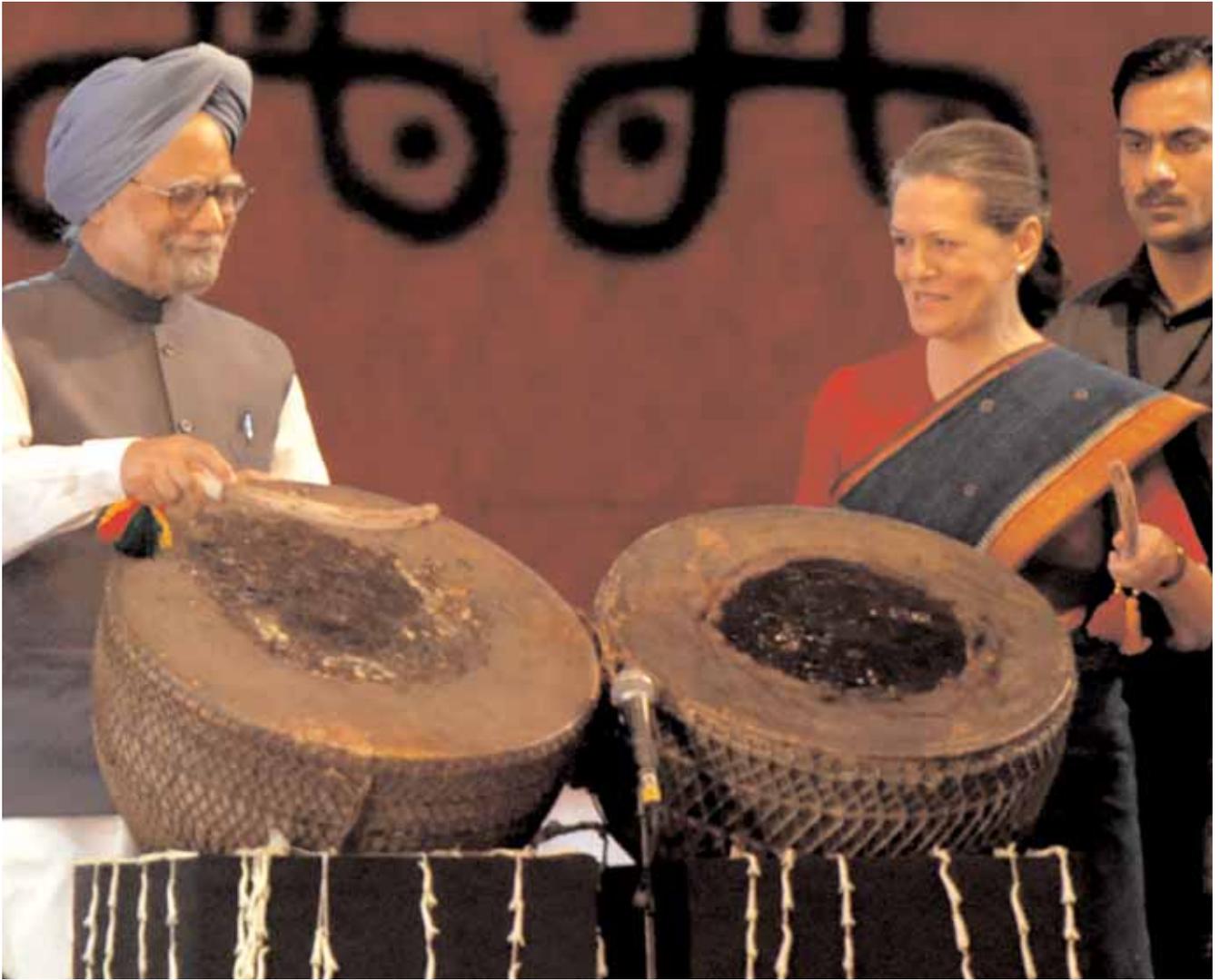
"We have not been able to market ourselves properly in India. When you know you are not planning to be there the next year, maybe the interest has gone down."



WHO'S IN CHARGE OF UPA: PARTY OR GOVERNMENT?



Coalgate investigations, FDI in retail, coordination within UPA with allies, internal security and several key policy matters has seen UPA trebling without any leadership. The highest indicator of the multi layer power centre was exposed in the passing and sudden withdrawal of ordinance related to keeping criminals out of active politics. The cabinet headed by Dr Manmohan unanimously passed ordinance extending certain concessions to tainted politicians. It was forwarded to President of approval though he refused to sign. This is the start of a new story wherein Congress VP Rahul Gandhi steps in and tore apart the credibility of the government by publically stating that this ordinance is useless, to be thrown in dustbin, The nation has witnessed tremendous turbulence due to multi layer power system in the government that lacks accountability with one person. Surely, the PM is the man responsible to the public at large but the world's largest democracy has seen a rare multi level amalgamation of power to run a complex country.



UPA's multiple dysfunctions created the perfect FDI storm, the government's decision to suspend opening up of India's retail sector to foreign investors, 12 days after it was announced with much fanfare, marks a new nadir in the fortunes of the second UPA government. Optimists, and there a few, think retail FDI could play out like the nuclear deal, where it was initially put on hold after the Left objected, and later revived.

But the second avatar of the UPA appears to be difficult from the previous one, a number of ministers in the current government said, with key players often working at cross purposes. The ministers, as well as several politicians, both belonging to the Congress and the government's allies, largely spoke on condition of anonymity. The fiasco has highlighted what was till recently only whispered about - infighting in the cabinet and a rapid diminution in the authority of the Prime Minister, Manmohan Singh. Barely 24 hours after the cabinet meeting, for instance, senior ministers from the rul-

UPA's multiple dysfunctions created the perfect FDI storm, the government's decision to suspend opening up of India's retail sector to foreign investors, 12 days after it was announced with much fanfare, marks a new nadir in the fortunes of the second UPA government. Optimists, and there a few, think retail FDI could play out like the nuclear deal, where it was initially put on hold after the Left objected, and later revived.

ing and allied parties were expressing their reservation about the move, some openly. It soon became well known, for instance, that defence minister AK Antony and rural development minister Jairam Ramesh were opposed, though neither have spoken in public.

But the discord, according to the ministers and a number of political leaders, is not restricted to the cabinet. According to a number of people familiar with the matter, equations between Sonia Gandhi, the Congress President, and the man she appointed as Prime Minister more than nine years ago, is

no longer what it used to be. "The Congress is like a three-legged animal, with each being pulled in different directions. So, if there is one section that is toeing Mrs Gandhi's line, there is another that appears to have Rahul Gandhi's mandate. And a handful of people supporting the PM," a cabinet minister said.

Sonia Gandhi's illness has been a complicating factor. "Who is in charge here? Sonia Gandhi is distracted with her illness and she is no longer as hands on as she was during UPA 1. Rahul Gandhi is a landlord in absentia -



his interventions are few and far between and he keeps himself away from the government mostly. That leaves the Prime Minister whom his own party members don't take too seri-

ously. His authority is constantly challenged ironically not as much by the allies but by Congress cabinet ministers. And it doesn't help when the PMO is perceived to be playing games with

various ministers," another senior UPA minister says.

"This term of the UPA has killed the spirit of doing business in India," a top industrialist. "It's not just an activist



judiciary, out-of-control law enforcement agencies wherein India's premium business houses were targeted. Recent CBI FIR against Birla group and roll back reflects a poor state of governance in the country. The issues such as inflation, internal law & order situation etc have dampen the spirits of business world. Who can do business with interest rates at 16%? This government has some outstanding, bright individu-

The issues such as inflation, internal law & order situation etc have dampen the spirits of business world. Who can do business with interest rates at 16%? This government has some outstanding, bright individuals but nobody is willing to do anything," the industrialist says.





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The division in the cabinet has not helped. "The FDI in retail is a classic example of how the PM was let down by his own cabinet. Which of the powerful ministers came out in strong support? Not because in principal they didn't support it but because they are upset and disillusioned by the PM," says a minister belonging to a party allied with the Congress.

According to this person, Chidambaram feels let down by the PM as he feels the Prime Minister's Office has not been particularly helpful at a time when he is under relentless attack from Subramaniam Swamy, the maverick politician who has petitioned the courts seeking resignation of home minister, who was finance minister in 2008 when a set of controversial telecom licences were issued by A Raja, the former telecom minister. A controversial note from the finance ministry, which appeared to partly blame Chidambaram for failing to prevent the scam, has not helped matters.

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One cabinet minister also points out that Kapil Sibal, the telecom and HRD minister, who till a few months ago did a fair amount of fire fighting for the government, kept mostly silent during the FDI debate as he feels he went out on a limb opposing the popular anti-corruption campaigner Anna Hazare with little backing from the party.

Government officials say an attempt was made by the Congress high com-

mand to bring in order by appointing Pulok Chatterji as the PM's principal secretary. Chatterji comes with the formidable reputation of being a professional, low profile and no-nonsense bureaucrat. He has an onerous task at hand, say people in the know, with the relationships between some of the most powerful cabinet ministers at an all-time low.

Landmark legislation and reforms initiated by the UPA have had one char-

Several Congress ministers say it was a classic case of bad presentation. "The policy should have been pitched as a special power that states were going to be given to avail foreign investment in infrastructure and retail if it so desired."





acteristic. With the important exception of the nuclear deal legislation such as NREGA - which provides 100 days of guaranteed employment - and the Food Security Bill have been personally driven by Sonia Gandhi. The government's role has been to implement the party's wishes.

In case of multi-brand retail it was different, with the Prime Minister driving the initiative. The government had to sell this idea to the party once the core committee took a view. Many blame industry minister Anand Sharma for the fiasco. A Congress party member says Sharma was the wrong choice to hard sell the proposal. "First, he didn't even bother to sell the idea to his party men, forget about allies. "This government is being run by Rajya Sabha people some who haven't even been municipal commissioners," says a Congress leader sarcastically. The criticism would apply to the Prime Minister, who is a Rajya Shabha member.

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infrastructure and retail if it so desired.

As India gradually inches for the General Elections 2014 with massive rallies and election fever has already

As India gradually inches for the General Elections 2014 with massive rallies and election fever has already set in the country, the stakes are higher than ever. It is do or die battle of Narender Modi led BJP minus NDA to secure 200+ Lok Sabha seats in order to attract allies to form the government.

set in the country, the stakes are higher than ever. It is do or die battle of Narender Modi led BJP minus NDA to secure 200+ Lok Sabha seats in order to attract allies to form the government. It is true that Narender Modi is the most popular leader of the country today but

the limitation of BJP is that it will contest national elections in 2/3 of India wherein it is having absolutely no presence in 1/3 of India hence success ration required to translate 2/3 seats is extremely high, it makes Narender Modi task very difficult. On the other hand, Rahul Gandhi must have to demonstrate extreme control over the party to settle himself as undisputed leader. He must deliver goods by words and actions. Indian loves authoritative leadership so Rahul Gandhi has limited options. He will be fighting against history of ten years of anti incumbency of UPA government. There is a generation shift within Congress leadership so the experience leaders may feel ignored by the young brigade; the balancing may require huge skills for Rahul Gandhi. Finally, he must take control of the party and government decisively to disseminate message to the country that he is in complete control of entire governance and he is the BOSS. It will give Congress cadre a clear line of control and it will offer the country a clear option to vote or not to vote to Rahul Gandhi led Congress party for UPA III.

By Prashant Tewari

INDIA'S TRYST WITH DESTINY

● Robert D. Kaplan and Michael
Nayebi-Oskoui

India could offer the world a signal electoral drama next spring, with geopolitical repercussions for the whole Eurasian rimland. Narendra Modi, the charismatic chief minister of Gujarat in northwestern India, will likely run for prime minister against Rahul Gandhi, the great-grandson of the political forefather of India's modern republic,

Jawaharlal Nehru.

Modi, though considerably older than Gandhi, represents an efficient, new style politics that is nationalistic and unapologetically abrasive, and thus comfortable with civilizational tension. The youthful Gandhi, through his name, embodies an old-style politics that, while portrayed as corrupt and complacent, is also universalist. Modi has many enemies yet promises to shake things up in a country with vast poten-

tial but stuck in the economic and institutional doldrums. Gandhi, who has far less experience and is half-Italian, is actually the less-disruptive, more conservative choice. His mother, Sonia Gandhi, is the real authority within the Congress party. If Congress wins in 2014, his rise to the premiership is not expected to change the balance of power within his party.

Modi presently represents the Hindu nationalist BJP, or Bharatiya





Janata Party (Indian People's Party). But even within the BJP he is seen as edgy and controversial. The very word "Modi" in India connotes the shocking events of February 2002 in Gujarat, when Modi, it is alleged, played a critical role as a Hindu chief minister in a pogrom that killed 2,000 Muslims, led to 400 rapes of Muslim women, and

left 200,000 homeless. Modi has never officially apologized or offered a detailed explanation for those events. And yet throughout four terms as chief minister he has demonstrated a financial probity and a machine-like bureaucratic dynamism that has made Gujarat a leader within India for economic development, so much so that Muslims

along with many others have flocked to Modi's Gujarat in search of jobs.

Modi is a hypnotic orator who, as one corporate executive after another has said, offers the best model of governance in a country rife with corruption and red tape. His actions in February 2002 have led him to be compared with Adolf Hitler, while his obsession with



management details have led him to be compared with Lee Kuan Yew. Of course, Modi is neither. He is a new kind of hybrid politician: both media-savvy and manifestly ambitious. He is the first authentically charismatic Indian politician since Indira Gandhi -- the late grandmother of his opponent in next spring's election.

Rahul Gandhi is an empty vessel compared to Modi. Gandhi, despite being educated at elite schools, is close to ultimate power only because of his family name and connections, not because he is particularly brilliant. Compared to Modi, who rose on his own from truly humble beginnings, there is simply little original one can say about Gandhi. The mere election of his Congress Party next spring, it is alleged by some, will cement nepotism and corruption. The status quo will simply have a better chance to survive with the fourth generation of the founding political family, whereas Modi offers more of a break with the past, for better or for worse.

In fact, this upcoming election will reveal how India suffers from a profound leadership vacuum: the only selection appears to be between someone tainted by inter-communal mass violence and someone who has essentially inherited his position by way of his family.

In fact, this upcoming election will reveal how India suffers from a profound leadership vacuum: the only selection appears to be between someone tainted by inter-communal mass violence and someone who has essentially inherited his position by way of his family.

Just as the political system could offer a stark choice to Indian voters, India, too, is at a crossroads. Just consider the geopolitical environment:

This will be the first general election in a decade to take place at a time of slower economic growth. It will be the first election since nearby Sri Lanka has ended its civil war and has been demonstrably leaning toward China,

thereby threatening the balance of power in South Asia. Meanwhile, American troops will be drawing down in large numbers in Afghanistan -- a place that throughout history has functionally been part of the Subcontinent. A rapprochement may loom between Iran and the United States. Bangladesh on India's northeastern border is in quasi-chaos, as is Nepal on India's northern frontier. Myanmar, also bordering India in the east, may be slowly disintegrating into religious and ethnic regions. China is in the early stages of a tumultuous economic and social transition. Japan is more nationalistic than in decades and is poised to become a natural ally of India balancing against



China. Finally, there is Pakistan, India's fundamental nemesis, which, though in the hands of a relatively capable and experienced prime minister, is institutionally and strategically ever more fragile. Indeed, the Greater Subcontinent is in flux, and in this turbulent political landscape, India's new prime minister in 2014 will have increasingly less room for miscalculations. Both innovation and maturity will be required.

Gandhi will likely play it safe and may confuse conciliations with strategy. His father, Rajiv, was assassinated by Tamil extremists, and, according to a Wikileaks cable, Rahul believes the growth of radicalized Hindu groups is a greater threat to India than Islamic extremists. Remember that the Congress Party (at least compared to the BJP) relies on Muslims and other minorities for its power base. Moderation, therefore, is central to Rahul's identity. He will likely rely on his advisers and the elite foreign policy bureaucracy for direction. In pursuing economic reform, he will be hampered by Congress' populist, pseudo-socialist governing philosophy and historical

identity, forged in the independence struggle against the British.

Modi, on the other hand, will attempt to be his own man -- a force of nature overriding the bureaucracy and the New Delhi nomenklatura. He will likely be pro-business with an ideological passion, wanting to eviscerate as much red tape as possible from the debilitating Indian system. For the sake of further developing lucrative bilateral trade he will be pro-China, even as he will be pro-military and move closer to Japan and Australia in order to balance against China. He will want to move closer to Iran in order to provocatively balance against Pakistan (without ruling out meaningful negotiations with the latter). And while Modi currently cannot enter the United States because of human rights concerns stemming from the events of February 2002, it is easy to see him unapologetically court the United States as a strategic ally -- something the Indian political establishment has been unofficially willing to do, while wanting to deny it all the same. In sum, Modi will try to craft a more naked, assertive, power-oriented

foreign policy to go hand-in-hand with his business-friendly agenda.

If Modi succeeds, he will move India boldly out of the post-colonial Nehruvian era defined by an elite class friendly to socialism and indifferent to bureaucracy, however less and less so. But Modi is not likely to succeed: running India from New Delhi is not like running Gujarat from Gandhinagar. India is simply a vast assemblage of far-flung states with their own power structures and regional identities. The Indian system -- an upshot of India's geography -- is not friendly to dynamic change-agents with centralizing, dictatorial tendencies like Modi.

More likely is that whoever is elected will be defined by crises that impinge on India from Iran, Afghanistan, Pakistan, China, Sri Lanka and Bangladesh, combined with the usual drumroll of internal unrest. For reforming such a teeming, unruly, and diverse country like India is hard: Modi will certainly try; Gandhi might not even do that.

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Personal Experience of Interaction with Modi

● Dr Vathsala Mani

I'm a 72 year old South Indian Brahmin lady - not belonging to Narendra Modi's caste, I must mention in these days of caste-ridden mindsets - just survived the attack of the Emperor of Maladies, cancer that I have been suffering from for the past two years. I have no expectation from life for myself, even if Modi were to become the Prime Minister of the country. But I want the teeming millions of my compatriots, especially the younger generation, to learn that there is another side of the Modi story than the one they get bombarded with from anti-Modi industry.

The announcement of Mr. Narendrabhai Modi as BJP's Prime Ministerial candidate for the 2014 elections in fact took me back to my Gujarat days 2004-2007. To begin with, I recall a conversation I had with the late Kiritbhai Rawal, the then Solicitor-General of India, whom I met in the company of my husband early in January 2004. Kiritbhai was instrumental in getting my husband to Gandhinagar, Gujarat, to set up GNLU. I asked him why Modi was not replying to the many public criticisms, Kiritbhai replied: Modi would not waste his time replying them, as they would continue

The announcement of Mr. Narendrabhai Modi as BJP's Prime Ministerial candidate for the 2014 elections in fact took me back to my Gujarat days 2004-2007. To begin with, I recall a conversation I had with the late Kiritbhai Rawal, the then Solicitor-General of India, whom I met in the company of my husband early in January 2004.





to crop up ad infinitum. But he would rather focus his attention and energy in developing Gujarat as no other state would, and that would be his way of answering the critics. It's a pity that Kiritbhai is not alive today to watch the way Gujarat has developed today.

Before my husband's formal appointment to GNLU, he told me that he would decide on the offer only after meeting Modi (as he then had an opportunity to go abroad). Kiritbhai had said, the appointment would be formalized only after a meeting with Chief Minister Modi. He soon arranged a meeting between my husband and Modi at Ahmedabad. Besides, Kiritbhai, Modi was accompanied by two of his ministers. Towards the end of the meeting, my husband brought to the attention of Modi of his JNU background, and the fact that he had published a newspaper article on Gujarat (on the need for a law on genocide in India, published in *The Hindu*). Modi's reply was that my husband could hold

In the initial years Gujaratis working in our Government-allotted house and also at GNLU were reluctant to open up. Later on as mutual confidence grew, they found me friendly and helpful, and then they began to be more informal. What they narrated to me showed that the media, particularly, English language media were lapping up one-sided news portraying Modi as the Demon and all his opponents angels.

any opinion he wanted, but Modi would like him to build the best law University for Gujarat. He wanted a professional. My husband said, if he faced any problems on job, he would contact Modi's office. Modi replied: "Not my office, but me directly." So much for the so-called intolerance of Modi towards people who held views not agreeable to his.

My husband was impressed by the way he was treated and accepted the GNLU offer immediately. I was happy he did so, for this brought me closer to Gujarat. I really wanted to find out on

the ground about the events leading to the 2002 riots, over which the media and political parties were going overboard. Also, I was earlier been snubbed badly by a senior teacher from Sambalpur, Odisha when I expressed my sincere condolences to him over the gruesome killings of Graham Steine and his children over religious intolerance. He shouted at me: Madam, you sit in an ivory tower in Delhi and pass judgments without knowing the ground realities. He said he felt sad human life was lost. But what about joint families



being broken up by misguided conversions? His own family was one such victim eventually leading to coercive partition of family property for which he held the likes of Graham Steine responsible. How come, no media reported this side of the story?

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then they began to be more informal. What they narrated to me showed that the media, particularly, English language media were lapping up one-sided news portraying Modi as the Demon and all his opponents angels. They told us about the earlier riots in which the Hindus were mostly at the receiving end. There were several instances of stone-throwing on Hindus passing through Muslim dominated areas of Ahmedabad. The governments of the

day kept a blind eye to all this. All the suppressed passions broke loose at the Godhra carnage, and no government, Modi or no Modi, could have stopped what followed - despicable and condemnable as both the Godhra and post-Godhra killings were.

The Teen Darwaza area is always abuzz with people jostling with one another, with mostly Hindus customers of all classes visiting shops offering all kinds of wares, mostly owned by



Gujarati Muslims. I was a regular visitor and took my friends and relatives for shopping for saris and gorgeous children's dresses. A Muslim shop keeper told me once that Gujarati Muslims were all peace-loving, but the Muslim immigrants from other parts of the country often created trouble here. This was also confirmed to my husband by a sociology professor of JNU origin, from Gujarat University.

Since 2002, there has been peace and progress in the State. This is probably due to Modi's policy of "justice for all and appeasement of none." Pampering one community at the cost of another only leads to public resentment, perpetuation of communal divide. On the ground, practices of religions are not mutually exclusive. I was pleasantly surprised an array of Muslim traders and hawkers selling flowers and other puja samagris near Hindu temples in Ahmedabad - again the Bhadrakali temple near Teen Darwaza stood out.

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ples in Ahmedabad - again the Bhadrakali temple near Teen Darwaza stood out. The hundreds of boatmen ferrying Hindu pilgrims from Dwarka to Bed Dwarka and back are Muslims who earn their living by facilitating Hindu pilgrimage.

The common people were happy with Modi as he was accessible to them for a hearing. Modern technology made it possible for Modi to personally reach out distant villages - he even spoke to them, identified them by video-conferencing on a regular basis. People could



attend government functions without any security hassles. My housemaid told me that in not so distant past, womenfolk had to walk long distances to fetch water and return the same distances with pitchers on the head one over the other, but after Modi came the Narmada water reached their villages to their doorstep. In terms of the luxury of getting uninterrupted electricity (I have a house in Gurgaon), Gujarat was unrivalled.

After we arrived in Gandhinagar, we were allotted a government house in Sector 22, Gandhinagar. Being an old construction, it needed some repairs and electrical rewiring. The local works department office sent some electricians for the job. When they finished the work fast and to my satisfaction, I was pleased and gave them some money by way of tips. They were most unwilling to accept it, yet I persuaded

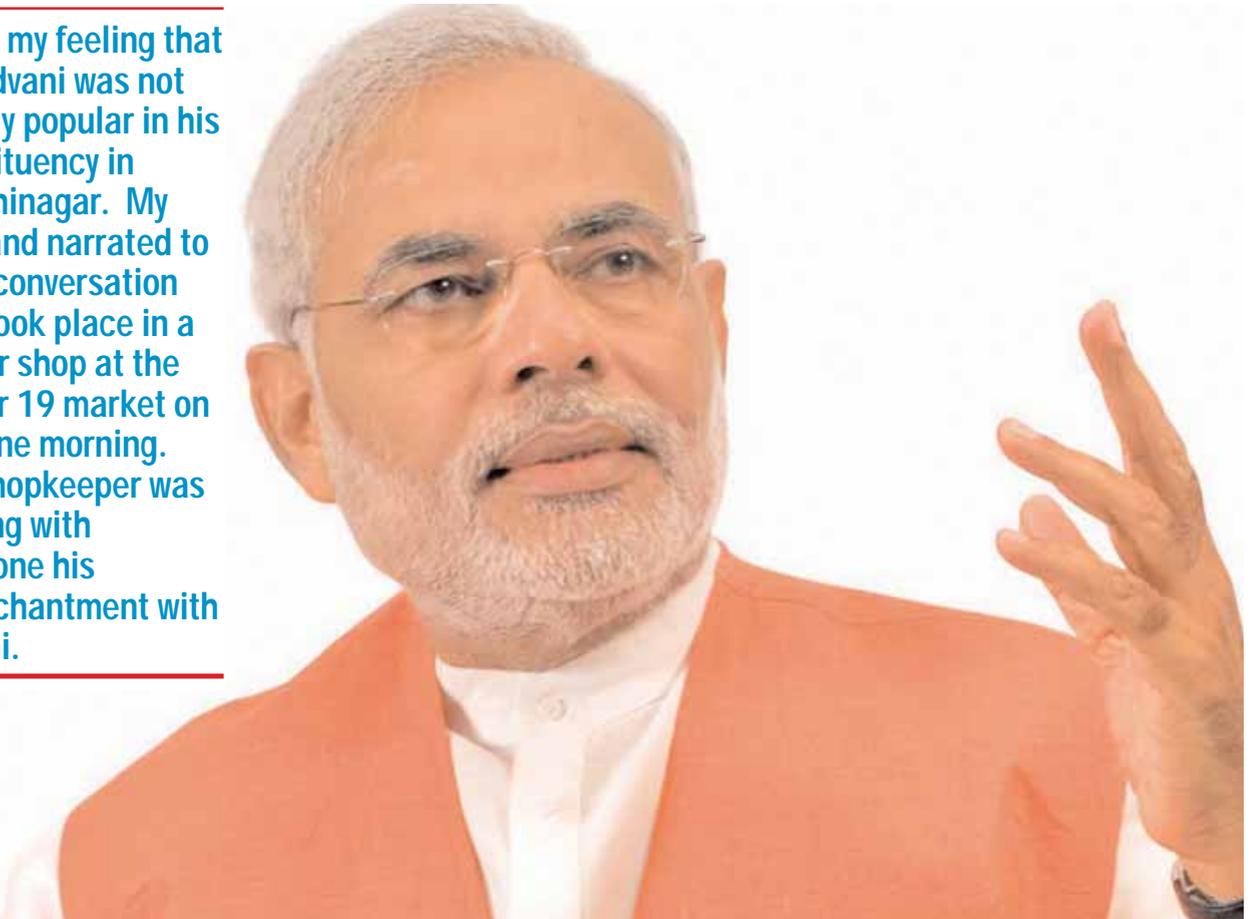
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them. It was just a token of my appreciation of their hard work. Finally they

accepted it reluctantly. In the afternoon, to my utter surprise, two senior officers visited my house and asked me whether I paid any money to the workers and why. I said, yes, as I was pleased with their work. It was not a bribe and I really wanted to show my appreciation. The officers said, Madam, you are getting us into trouble: "if Modi Saab came to know of this, we would be taken to task." They wanted to return the money, but I refused to take back the money. They said, don't do this again and put them into trouble. This was clean, bribery-free administration for a housewife to experience.

As for the much criticised "Hindutwa" of Modi, here is food for thought. After the Bhoomipoojan of the GNLU campus in mid-2005 and installation of an Ashok Pillar at the entrance of the future campus, my husband happened to be a party to a discussion at

It was my feeling that L.K.Advani was not exactly popular in his constituency in Gandhinagar. My husband narrated to me a conversation that took place in a barber shop at the Sector 19 market on one fine morning. The shopkeeper was sharing with someone his disenchantment with Advani.



the CM's Chambers, Gandhinagar Secretariat. The then Law Minister suggested that in the future GNLU campus there should be a Saraswati temple, just across the Ashok Pillar. Modi killed the proposal in the bud by instantly asserting that the university was a public body to be constructed on government money. You can't have a temple there, as the State must be non-religious.

Further, if Modi were a 'kattar Hindu vadi,' why did he allow demolition of many Hindu temples that stood in the way of expansion and modernization of roads by the Gujarat Roads and Buildings Department? Some of these temples stood in the middle of some main roads in Ahmedabad. I particularly remember a very popular Shani Dev Mandir standing in the middle of a main road, and this had to be removed.

It was my feeling that L.K.Advani was not exactly popular in his constituency in Gandhinagar. My husband narrated to me a conversation that took place in a barber shop at the Sector 19 market on one fine morning. The shopkeeper was sharing with someone his disenchantment with Advani. He recalled his enthusiasm to lend support for an Advani election meeting in the small open space in front of his shop.

Advani promised the audience to return to the constituency after elections and inquire about their welfare. This never happened until the next election. Two elections on, the people in the constituency had no glimpse of Advani. Someone asked the shopkeeper, why then did he continue to vote for Advani? The answer was "I was supporting Modi." So, I don't know who should be grateful to whom - Modi to Advani, or Advani to Modi.

Once we were returning from Junagarh after attending a function in a school. It was around midnight by the time we reached Gandhinagar. To my utter disbelief (I was so used to Delhi), I saw girls/women walking along the road in singles or in groups, perhaps after a mid-night shift in the nearby factories. I asked our driver about safety of girls and women in Gujarat. The driver announced proudly that they were safe and that they could move about in the night in any part of Gujarat.

Modi also ensured poor people's access to justice, by streamlining the administration in the Secretariat. I was told, during Keshubhai's time and before, the officers were not found on their seats even by 11 am, and they would nowhere be found in Gandhinagar by 3 pm. After Modi took

over, the same officers were suddenly found on their seats 9 am to 5 pm, for fear of being reported to Modi, by the people with grievances to resolve.

Access to Modi was facile to common people. A student of GNLU told me once that she wanted to complain against a Minister and she could walk straight into Modi's office and submit a petition. No wonder, an employee of GNLU - a staunch Congress supporter - said without hesitation, he would vote for Modi, if Modi were to contest from his constituency!

I have heard instances of Modi putting down some of his relatives who tried to exploit their relationship with Modi. Till this day, no allegation of corruption sticks on him.

The above reminiscences bring out the multifaceted personality of Modi. He was known to be blunt and straight mincing no words - quite 'unIndian,' would you say? While he gave patient hearing to the needy, he had no time for sycophants, or for frivolous talk.

The purpose of this write up, however, is to warn the younger generation against being swayed by the biased and motivated anti-Modi reports. To a non-partisan like me, Modi has all the qualities to make him the Prime Minister of India.

New intelligence technology feeding surge in political espionage

India's internal security is challenged on many counts. Growing income gap between rich and poor clubbed with systematic organized corruption has given birth to Maoist groups in 1/3 of India. The religious divide between two major communities, surged by political ambitions of right and left wing political outfits has touched almost entire country. Surely, external terror imports from traditional political enemy countries have shaken up India. Few people at the North Block headquarters of India's

domestic intelligence service, the Intelligence Bureau, cared: dealing with these national problems, strange as it might sound, isn't their job. Large part of Intelligence Bureau remains deployed on political tasks, not national security duties

In the recent times, India's intelligence services were facing the most serious internal security threats since 26/11: new urban terror cells, on which there was little information, were known to be planning strikes; Maoist

insurgents had expanded their reach and lethality to unprecedented levels; Pakistan's descent into chaos had threatened renewed violence in Jammu and Kashmir and ever growing Chinese threat via border security and China technology entry in key core sectors of economy namely telecom, power and infrastructure.

Instead, highly placed intelligence sources have told Opinion Express, a large part of the IB's resources were committed, and remain committed, to





providing the government raw information and assessments on its increasingly bleak political prospects.

Recent Anna movement witness true role of IB, Prime Minister Manmohan Singh and Union Home Minister P.Chidambaram, the sources alleged, both received briefings on these events, in part based on passive communications intelligence monitoring - technology capable of intercepting staggering amounts of voice, text and e-mail data, without legal authorisation. Earlier this month, Indian media group The Hindu, in partnership with a media consortium brought together by WikiLeaks, revealed India's intelligence services and police forces had made large-scale acquisitions of such equipment since 26/11.

It is improbable that either the Prime Minister or the Union Home Minister knew what the basis of the information provided to them was - and neither, the sources insisted, had authorised its use. The equipment had in fact been deployed with a legitimate objective - ensuring that at large rallies political leaders were not targeted by terrorists. There are, however, no firewalls in the IB to ensure that data obtained for counter-terrorism aren't available to political analysts; nor is

Less than a third of the IB's estimated 25,000-strong manpower is dedicated to national security tasks - like monitoring terrorist groups or extremist organisations. Even that ratio, one serving officer said, was "a charitable assessment." The majority of the manpower of IB is serving his masters voice. It suits both the political establishment and IB to collaborate with respective parties to shed accountability.

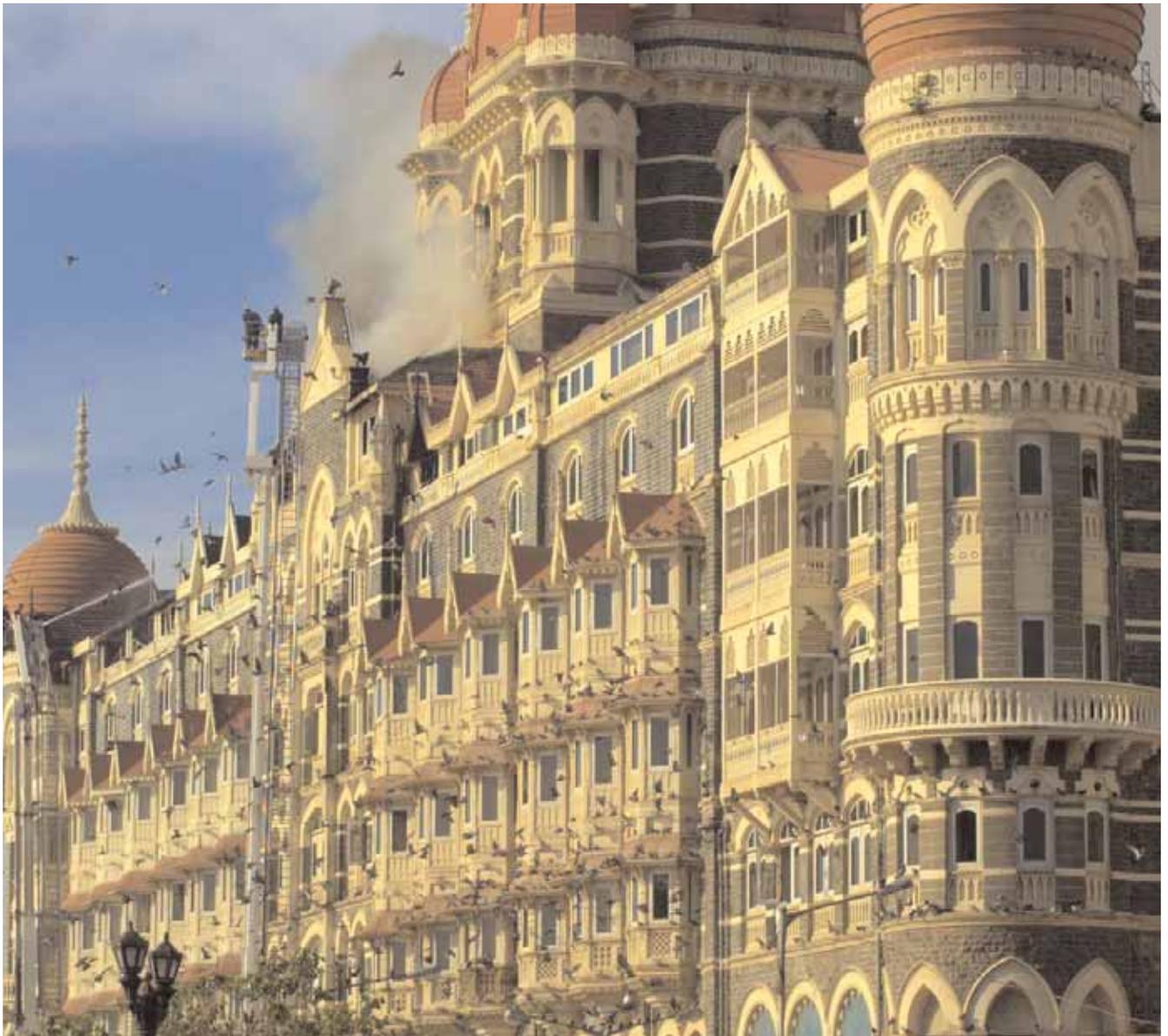
there a system to ensure that the interception of information is first logged, and then destroyed.

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There are at least two joint directors - officers of a rank equivalent to inspectors-general of police and joint secretaries to the Government of India, who sit at the apex of the permanent bureaucracy's operational systems - devoted to analysis of the activities of Congress dissidents and non-Congress parties. Five other joint directors have the job of making assessments of the political landscape across India, with the help of the stations the IB has in State capitals, which in turn help the Director brief the Prime Minister and the Union Home Minister on potential political challenges emerging across the nation. There are only one or two joint directors for the operations division that deals with counter-terrorism.

Even though it is improbable that the Home Secretary would issue warrants to tap the conversations of opposition leaders, the IB was able to use technology to build a picture of who had been talking to whom and when - and, in some cases, what their conversation had been. For politicians in power, this kind of information is invaluable; for



everyone else, it ought to be a nightmare.

The East India Company's political officers, the seeds which gave birth to the modern IB, saw mass movements as the main threat: for them, state and government was one and the same thing. Little changed in the years after Independence: except in the North-East and Jammu and Kashmir, the IB invested the bulk of its energies on monitoring revolutionary communists. The IB's anti-communist unit, the "B-Wing," was its most prestigious division; the former National Security Adviser and now-West Bengal Governor, M.K. Narayanan, spent much of his career in the unit.

In 1969, though, after Prime Minister Indira Gandhi broke with the right wing of her party, the B-Wing diminished in size. Mrs Gandhi believed that the Hindu nationalist Rashtriya Swayamsevak Sangh, not the Left, was the principal threat to India - and also,

weakened by the rifts in her party, began to use the IB as an independent channel of information-gathering on adversaries and the bureaucracy. "There were plenty of people in the intelligence services who built careers out of feeding her paranoia," one contemporary recalls. Following the end of the Emergency, her abuse of the IB led some officers to be hounded out - but there was no effort at structural reform.

In 1987, on the eve of the outbreak of the long jihad in Jammu and Kashmir, the IB station in Srinagar had fewer than 100 personnel - most of them focussed on the Congress' troublesome ally, the National Conference, not the Islamist networks that would soon send thousands of people across the Line of Control for training at Inter-Services Intelligence-run training camps.

Punjab had a far larger IB station - but much of it was, again, committed to

watching the many factions of the Shiromani Akali Dal through the 1970s. India, as a result, had next to no information on the training of Khalistan terrorists and their links with the ISI until the early 1980s.

Ever since then, the numbers of IB personnel committed to national security tasks has slowly grown - a process that has been further nudged along by the organisation's current chief- Asif himself a career-long counter-terrorism operative.

'A product of history'

"I think the problem was the product of history," says A.S. Dulat, a highly regarded career intelligence officer who retired as chief of the Research and Analysis Wing after serving in the IB for over two decades, "the product of time when we could not take our survival as a nation for granted. It is unforgivable that it still goes on today - and it needs to stop, now. It is in the interests of nei-



ther our intelligence services nor our polity, just a handful of self-serving individuals."

Not a few serving intelligence officers agree with that - but national security still hasn't become the IB's principal task: it only began monitoring the Maoist movement late in the day, and police officers in West Bengal, Orissa, and Chhattisgarh told that the organisation has only just begun to put together a serious body of intelligence.

Expending staff resources on political intelligence gathering is all the more reprehensible because the IB is desperately understaffed. In 2008, the Union government announced it had sanctioned 6,000 additional staff - expanding the organisation by almost a quarter. In practice, though, the strength of the 25,000-member organisation has stayed static, in part because it hasn't found the kinds of staff it needs, but also because it can train only some 1,200 personnel a year, barely covering for retirement.

Does this mean the IB's political intelligence work should end?

Complex questions

Back in March 1658, Henry Cromwell, Lord Deputy of Ireland and Oliver Cromwell's son, offered an evocative description of what intelligence services are called on to do, in a letter to England's spymaster, John Thurloe: "picking the locks leading into the

hearts of wicked men."

In a thoughtful 2009 volume on domestic intelligence-gathering in the United States, the scholar Brian Johnson pointed out that the reason to have intelligence agencies in the first place was to gather information "not related to the investigation of a known past criminal act or specific planned criminal activity." That is the job of police services; intelligence organisations must search for crimes no one has - as yet - committed.

The core of the problem is this: we do not all agree on who Henry Cromwell's "wicked men" might be. From 1975, following allegations that the United States' intelligence services were spying on its own citizens, an official committee led by Senator Frank Church issued 14 reports revealing that peaceful dissidents had been targeted for surveillance. Even in countries like the U.S. and the United Kingdom, where oversight mechanisms exist, credible fears of abuse still exist.

"I think we should not have a simplistic view of this issue," argues Ajit Doval, who served as IB Director in 2004-2005 and was the first civilian to be awarded a Kirti Chakra, for a daring undercover operation that led to the successful conclusion of the second siege of the Golden Temple. "The fact is that in India, there are many political movements which may not be terrorist

in character, but are none the less real threats to the nation. The Khalistan movement was not, after all, initially violent - but better intelligence on its intentions would have saved lives."

"The distinction I would draw," Mr. Doval says, "is this: political intelligence should be focused on gathering information on actual and potential national security threats, and the despicable behavior of some individual intelligence officers, who seek to curry political favour."

There is no simple answer - but in India, where political parties have shown little interest in understanding and debating even a private member's bill seeking oversight of our intelligence services, the first steps towards one are yet to be taken.

It is high time for India to focus on bringing impartiality in the working of Intel agencies. The political control is accepted and intervention in working must not be tolerated. The country is bleeding with the consequences of politically driven unprofessional intel agencies since long. Fortunately, we have world class pool of human recourse to run the establishments; just political will is required to make them efficient in the larger national interest. .

Dr Rahul Misra / Inputs from Praveen Swami - The Hindu.

INDIAN ECONOMY SET TO BOOM SOON

There is a perception within India that our economy is in shambles. High inflation, a low GDP, a weak currency, and a rising current account deficit (CAD) are some of the usual reasons that come up when one claims that Indian economy is not in a good state. However, I can prove it to you that because of the above reasons India is primed more than ever before to boom in the next 12 months?

Before we get to why India is primed for a boom in the near future, let us first look at its past performance. There is a perception among Indians that, since 2008, India has been in a "recession". Retail stock market participation has gone down; and generally you do not hear the words "booming" and "India" in the same sentence like you used to before 2008, when the global economic meltdown affected nearly every stock market in the world.

Here are 5 charts that show the major stock indices of the USA, India, China, Brazil, and Russia; the last four being the "BRIC" countries, all of which are deemed to be in similar stages of economic development over the past 5 years (from 3rd October, 2008 to 3rd October, 2013).

Lo and behold, India outperformed the US stock market and every single other major index from its BRIC counterparts. You were not expecting this, were you?

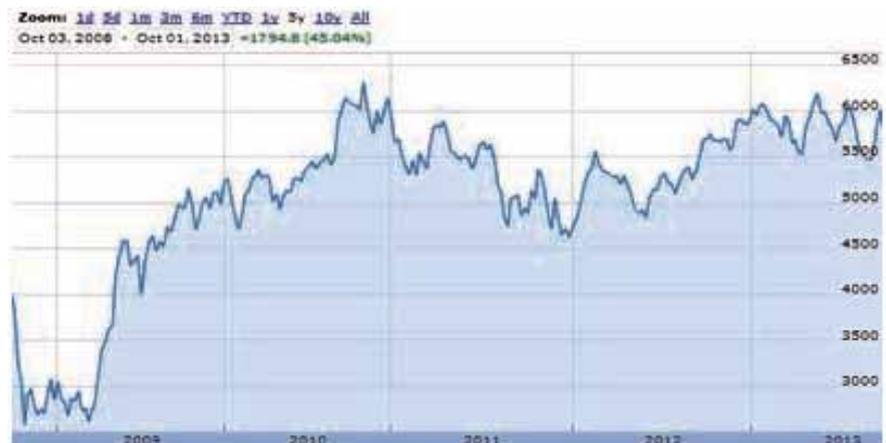
Here is the kicker: India was able to do this despite all economic indicators pointing towards the opposite direction. It is no secret that India's GDP, inflation, and current account deficit numbers indicate that the economy is not in a great shape. But if the Nifty was able to sustain weak economic conditions and outperform other major stock indices around the world, what is expected in the future?

A research was conducted to see whether the stock market can be viewed as an indicator or "predictor" of the future economy. The results of this project reveal that the stock market predicts the future an economy.

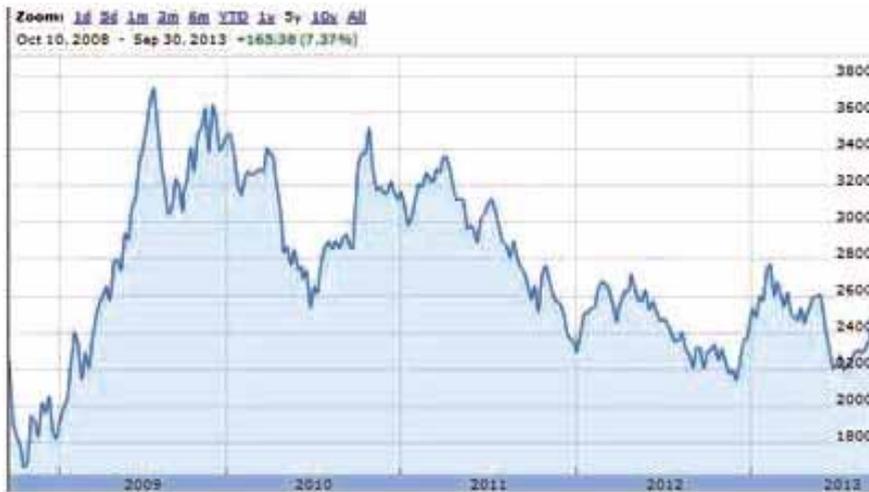
USA (Dow Jones Industrial Average Index): 35.81% Appreciation



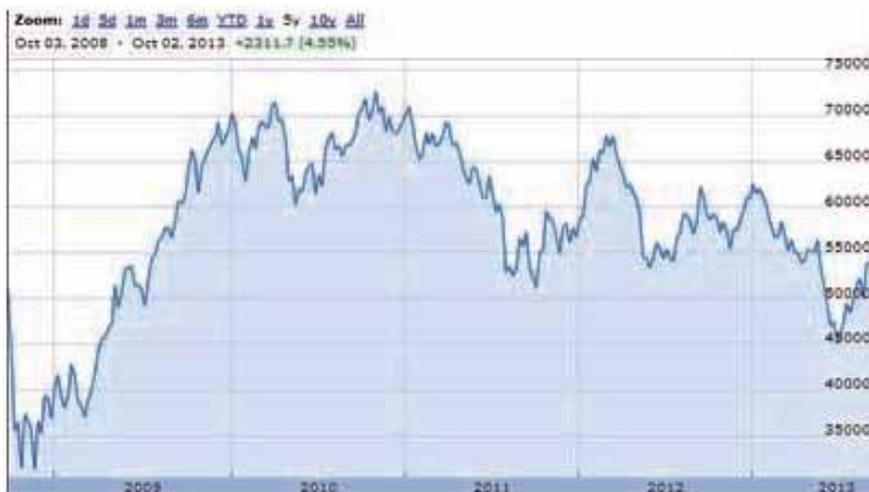
INDIA (CNX Nifty Index): 45.04% Appreciation



CHINA (CSI 300 Index): 7.37% Appreciation



BRAZIL (BOVESPA Index): 4.55% Appreciation



Let us now focus on the present: where India stands today, and why the situation is only expected to improve in the near future.

Before we get to that, however, it is important for us to understand that inevitably, India and virtually every other country's economy is dependent upon the health of the American economy. The US dollar, due to being the Reserve Currency of the world, holds significant sway over the entire global economy. When the US economic system collapsed in 2008, it was no coincidence that India's economy took a drastic hit.

Therefore, it is important to compare India's economy to other economies in the world since all countries are invariably linked to America's economic status.

GDP

India's GDP no doubt, has been falling over the past 5 years. Its annual GDP growth rate has been steadily declining over the past 5 years, going from 9 per cent in 2008 to the latest reading of 4.4 per cent. This itself shows that we are in the midst of a big turnaround.

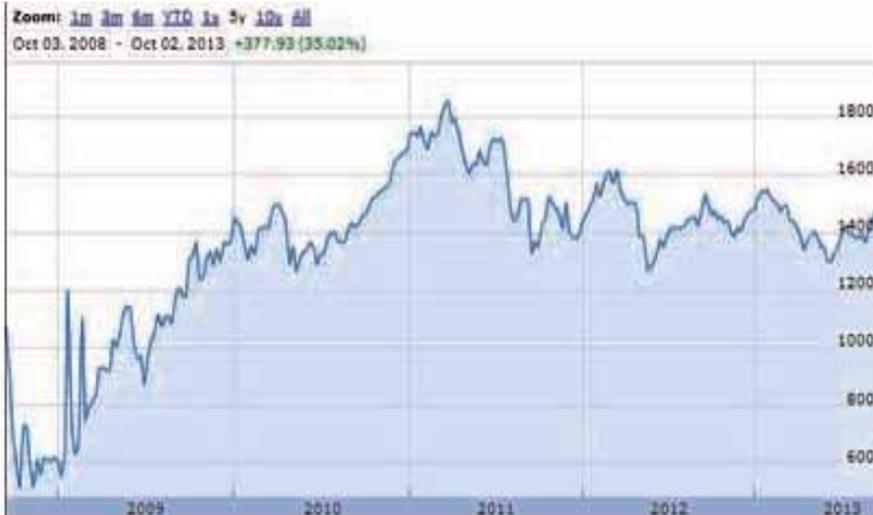
The Gross Domestic Product (GDP) is the sum of all products and services produced by a country. One of the best ways for India to bolster its GDP is to attract Foreign Direct Investments (FDI's). FDI's, inevitably, are linked to the health of the US economy- the more funds US investors have lying around, the more they invest into emerging economies like India.

Since we have already shown that India's stock market has outperformed the other BRIC countries' markets over the past 5 years, there is no reason why FDI's would hesitate to invest in India. Seeing how it is widely accepted that the US economy is finally recovering from its 5 year recession, FDI inflows will increase in the coming months.

The Indian government has taken an unprecedented number of steps to make it more attractive for foreign investors to invest in India, such as speeding up the implementation of large scale projects and reducing FDI limits and restrictions to make it more attractive for FDI's to invest.

Secondly, India's domestic economy has shown signs of growth. The IT sector, one of the pillars of India's economy that accounts for 25 per cent of India's exports, has surged this year; with the BSE IT Index having appreciated 38 per cent in 2013 so far.

RUSSIA (MICEX Index): 35.02%



With the US economy improving, it is a sure bet that US firms will once again turn to India for its IT needs. As much as we would like to complain about the rupee's value against the US dollar, a weaker rupee will make it even more attractive for overseas firms to turn to India for its IT needs.

Finally, we need to look no further than the International Monetary Fund (IMF) for affirmation that India's GDP is

going to rebound. In its latest projections, the IMF predicts India's GDP to climb to 5.6 per cent for 2013-14. If the experts are projecting a GDP rise, why should we as Indians be pessimistic?

Inflation

India's inflation level is at a dangerously high level. The RBI has repeatedly stated that its goal is to keep the Wholesale Price Inflation (WPI) below 5

per cent, yet the latest figures came in at 6.1 per cent. With new RBI Governor Raghuram Rajan having taken over the reins, it looks like the RBI will take all steps necessary to bring down inflation.

The RBI began to attack the inflation problem by raising the repo rate on 20th September from 7.25 per cent to 7.5 per cent, and economists are expecting further repo rate hikes. Interest rate hikes inevitably bring down inflation levels due to the fact that it limits the money supply of rupee available in the market. Needless to say, one issue that all can probably agree on is that inflation levels will likely be brought down in next months.

Current Account Deficit

Last Monday, the Current Account Deficit (CAD) numbers for Q1 (April-June 2013) was released at \$21.8 billion, or 4.9 per cent of GDP. India's current account deficit has exploded 1125 per cent since 2007, going from \$8 billion to \$90 billion; however, the government's goal for this financial year is to bring that number down to \$70 billion and to 3.9 per cent of GDP. Since the IMF is expecting India's GDP to rise to 5.6 per cent, we could very well see a CAD of below \$70 billion and significantly lower than 3.9 per cent of GDP if the IMF forecasts stay put.

Furthermore, as I stated in last week's column, India will not need to worry about the record high current account deficit (CAD) as much since the price that crude oil is imported at will be more predictable. The RBI is confident that India would be able to finance this year's CAD comfortably.

Conclusion

India is in for a big turnaround. It is fundamentally important for us to realize that the Indian economy is highly interlinked to the American economy. When the American economy completely collapsed in 2008, its impact was also seen in Indian economy, just like every other major economy in the world. Despite that, Indian stock markets outperformed India's counterparts.

Now, we have reached a point where the American economy is picking up. All signs are pointing towards a new direction, one in which GDP will be bolstered, inflation will be kept under control, and the rupee will be stabilised. As a result markets would surge and go on a bullish run in the foreseeable future. Take advantage of this unique opportunity and invest wisely.

Raghu Kumar is the co-founder of RKSVM, a broking company.

India Taiwan Strategic Economic Partnership

-Dr. Adityanjee

While the Government of India made a botched and controversial move to open the \$450 billion Indian retail sector for 51 % FDI from multi-brand retail transnational corporations, the nation is sadly missing out on opportunity for serious investment into her crumbling infrastructure. Taiwan is a cash-surplus economy and a member in good standing of the World Trade Organization. Taiwan is also a democracy with the rule of common law and a respect for human rights. While India does not have formal diplomatic relations with

Taiwan, it does have commercial relations. There was scant interaction between India and Taiwan from 1949 to

1995 owing to India's abnormal fear of Chinese over-reaction. China, under its "One China Policy" has opposed to

Taiwan having any kind of independent relations with any country as it considers Taiwan a renegade province. Bilateral relations got some momentum from 1995 when trade representative offices of either country were set up in Delhi and Taipei. Owing to this historic absence of political and diplomatic relations, bilateral trade between India and Taiwan





is too small. It stood at only \$6.47 billion in 2010 accounting for mere 1.2% of Taiwan's total foreign trade. Taiwanese investment in India from 2001 through 2010 accounted for just 0.04% of Taiwan's overall outward investment. At the same time, Indian investment in Taiwan amounted to no more than 0.05% of the nation's total foreign direct investment.

India-Taiwan strategic economic relationship needs to be both deepened and nurtured as both economies are highly compatible and can be mutually complementary to one another in a number of areas. Taiwan's foreign exchange reserves are still the 4th largest in the world and at the end of October 2011 stood at US\$393.327 billion. India has not been very successful in attracting FDI from China, Japan and Russia, the other three top cash surplus countries. There is no existing security threat to India from Taiwan and hence

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investment of "clean capital" from Taiwan should be acceptable to India without the risk of industrial, defense & strategic espionage, theft of trade secrets or potential loss of intellectual property rights. India will have to take bold diplomatic steps in attracting Taiwanese government and private businesses to favor India while making investment decisions.

Taiwanese investment in India is

very low at \$1 billion. The investment of 70 Taiwanese companies in India is under 0.3 per cent of Taiwanese investment in China. The India-Taiwan trade target is 10 billion dollars by 2013-2015 compared to the 60 billion dollar India-China bilateral trade in 2010. Taiwanese investment in India has been limited to the manufacturing and technology sectors and most of this investment has been made in the state



of Tamil Nadu. India's private sector needs to explore ways as to how Taiwanese capital could be tapped in Indo-Taiwanese business joint ventures. Indian IT giants can explore joint-ventures between Indian High-tech sector and the Taiwanese hardware companies. In a hypothetical scenario, if Ma is defeated and DPP's Tsai is elected new President of Taiwan, one of the fall-outs will be Taiwanese disinvestment of US\$150 billion from the Peoples Republic of China. Should this become a reality India needs to exploit that opportunity for investments into its physical infra-structure that needs approximately US\$400 billion of new investment. Taiwan has also toyed with the idea of starting a new Sovereign Wealth Fund (SWF) or add more money to its existing executive development fund. This will pave the way for Taiwanese government investment in India. Though not generally known, Taiwanese businessmen have complained about arrogant attitude of their mainland business partners from the PRC who control their investment capital using dubious and deceptive business and legal practices.

The processed food industry is a major component of the Taiwanese

The processed food industry is a major component of the Taiwanese economy. In 2009, this sector posted revenues of \$17 billion. In fact, four of the top 10 food companies in China are Taiwanese. Taiwanese agricultural technology isn't capital intensive, it focuses on small efficiencies to boost productivity. Taiwan is a leader in the food processing sector and can help India modernize our capacity in the food processing this sector.

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annually from India and is keen to import seafood from the state of Orissa. Taiwan is also interested in investing in cold storage, refrigeration and seafood processing to increase the Indian seafood export potential. Other areas for Taiwanese investment include production of instant noodles and cooking oils.

A second "Green Revolution" in India would be possible only through industrialization of the agricultural produce and agro-business in India. Taiwan can become the catalyzing agent that can help India feed the world. Indian farmers still fail to get right compensation for their produce owing to lack of proper ware-housing and cold storage facili-



ties. Taiwan has organized retail stores which serve not only to procure and market products but also as places where consumers can deliver goods, buy tickets and pay utility bills. This Taiwanese retailing model is suitable for India's vast rural areas. Instead of welcoming multi-brand retail corporations, India should on a limited scale invite Taiwanese investments. This would reduce food inflation without loss of millions of jobs in small, family owned retail stores in India.

Taiwan currently hosts the APEC SME (small and medium enterprises) crisis management center (SCMC). Indian businesses would benefit immensely from linkages and collaboration with Taiwan's robust small and medium enterprises. Taiwan revolutionized the whole concept of contract manufacturing - a product is broken down into many smaller assemblies which are manufactured separately at independent locations before being reassembled. At each stage, manufacturing is optimized, thereby, reducing the overall cost of production. One very important lesson for India would be how to develop a globally competitive manufacturing industry. As the Chinese factories close down owing to increasing labor costs and recession in the West, Indian factories can start manufacturing in the global chain with

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Taiwanese investment in joint ventures.

Over 30,000 Taiwanese Buddhist tourists visited India in 2012. Majority of them went to Bihar to visit Bodh Gaya & Sarnath - this data was shared by Yoga Guru Swami Santoshanandji. He is of the firm view that there should be major G2G initiative from respective countries to encourage bilateral relations. Indian tourism sector can get a tremendous boost if we can promote the Buddhism and other Indic religious tourism circuits to the cash-surplus Taiwanese tourists analogous to the Japanese tourists. Other religious tourist destinations like Karnataka, Orissa and Tamil Nadu could be attractive to Taiwanese religious tourists. Indian travel and hospitality industry must aggressively court Taiwanese

tourists. For the Taiwanese nation, India is truly incredible in terms of its diversity, culture and languages. There are many Indian dance troupes in Taiwan promoted and staffed by locals who perform Odissi, Bharatanatyam and Kathak.

Taiwanese are also interested in Yoga and meditation that is associated with India. Indian tourism sector needs to leverage the "soft power" of India and her civilizational assets in forging strong people to people as well as economic, and mercantile relationships with Taiwan. Let us not forget that China is trying to control India's soft power by launching the World Buddhist Forum. China's attempts to control the Buddhism tourist circuit include offering investments in Nepal's Lumbini proj-

ect; offering seed money for India's Nalanda University revival project and by trying to dictate to India about hosting of the pan-Buddhist conference by Asoka Mission. Higher education is another area where joint collaboration could be beneficial mutually. Indian students are willing to go anywhere if there is an opportunity for excellent international education followed by significant job potential. Taiwan can offer scholarships to Indian students for vocational and advanced technical education. Bilateral student exchange programs can help in the areas of linguistics, liberal arts, culture, and educational technologies.

With a stronger India-Taiwan strategic economic partnership, India can harvest secondary benefits. India is not a member of the Asia Pacific Economic Cooperation or the APEC. APEC has 21 members currently. Both China and Taiwan simultaneously joined the APEC at the same time along with Hong Kong on 12-14th November 1991. Expansion of membership in APEC is frozen on grounds of procedural objections from China. The 9th APEC Ministerial meeting had laid down guidelines for APEC membership that included geographical location in the Asia-Pacific Region; broad based economic linkages with other APEC members in terms of size and share; significant integration with the world economy, and broad liberalization and deregulation policies designed to encourage external linkages. India meets all these criteria without any doubt and must be invited to the APEC membership. If direct access is not coming India will have to use a crowbar to secure access to the APEC markets.

In order for India to participate in the trade opportunities in the APEC, having an economic foot-hold in Taiwan would be strategically helpful for India's trade and mercantile interests in this globalized world. Even if India acquires indirect access to APEC, it can be transformed eventually into Indo-Pacific Economic Cooperation by 2020 when the APEC attempts to realize its Bogor goals, namely the establishment of the free trade area of the Asia-Pacific (now re-characterized as the Indo-Pacific), promising to achieve free and open trade and investment in APEC. India, like Peoples' Republic of China has not been invited to join the US-led Trans-Pacific Partnership, a proposed free trade area. Taiwan is a member of the proposed TPP. Whereas there is bilateral Taiwan-China busi-

With a stronger India-Taiwan strategic economic partnership, India can harvest secondary benefits. India is not a member of the Asia Pacific Economic Cooperation or the APEC. APEC has 21 members currently. Both China and Taiwan simultaneously joined the APEC at the same time along with Hong Kong on 12-14th November 1991. Expansion of membership in APEC is frozen on grounds of procedural objections from China.

ness, economic and mercantile relationship allowing People's Republic of China to participate indirectly in the TPP process; India does not have that luxury. Building a strategic economic partnership with Taiwan gives India access to TPP block of countries.

After two years of international arrogance, China is very defensive internationally having lost to India in the IMF elections by a majority of 107 to 77. China is feeling the international heat in the South China Sea and in the recently concluded East Asian Cooperation (EAC) meeting in Bali, Indonesia 15 out of the 18 countries singled out China for its hegemonic tactics in South China Sea. India wisely chose not to rake the issue in the Bali meeting. However, India strongly held her ground stating that she has strong economic interests in the South China Sea that she will not forego her economic interests. China is also miffed at strong resurgence of the US interest into the Asia-Pacific region in the form of TPP from which China has been excluded. China will also undergo transfer of power in 2012 with a new CCP leadership team that may not be prepared to open yet another front with India on latter's economic relationship with Taiwan.

China continues to deepen its all-weather relationship with Pakistan and has PLA presence in the POK. There is no reason for the Government of India to listen to the likes of MK Bhadrakumar, BS Raghavan and N.

Rams from the Planet of the Panda Huggers. Nor is there any reason for the Government of India to worry about possible Chinese economic retaliation if India were to develop deeper strategic economic partnership with Taiwan. India-China bilateral trade currently is \$60 billion and is heavily in favor of China. China would be the loser if takes retaliatory measures. It would risk losing an emerging market of prosperous Indian middle class at a time when the purchasing power of the US and Eurozone consumers is going down.

China has strong economic relationship with Taiwan which has been institutionalized for more than two decades in the form of Taiwan Straits Exchange Foundation (SEF) set up in 1990; and the Association for Relations Across the Taiwan Straits (ARTS) set up in China in 1991. In June 2011 China and Taiwan signed the Comprehensive Economic Cooperation Agreement. Both these countries had traded indirectly through Hong Kong route and other third parties prior to establishment of direct commercial and trade relationships. If China can accept FDI from Taiwan and trade directly with Taiwan, so should India. If India can attract flow of "clean" capital without "geopolitical" strings attached. It will be welcomed by Taiwan which currently has surplus of it. It will be a win-win game for both India and Taiwan. Taiwan will get a good and trust-worthy economic partner with rule of law in lieu of China, should Taiwanese businessman decide to disinvest from China.

Taiwan is a ripe candidate for India to do business with. Taking the overall geopolitical situation while China is on the defensive, time has come now for further consolidation of India-Taiwan strategic economic partnership (IT-SEP). Further steps to promote bilateral relationship must include development of a CEO's forum, cultural and academic exchanges, bilateral student exchange programs and an annual Ministerial level strategic & economic dialogue alternating in New Delhi and Taipei. IT-SEP can become a reality in the next five years (2012-2017) bringing dividends to both the countries and their economies, if India plays her economic and trade cards well and woos the Taiwanese FDI without bothering about Chinese reaction. India needs to guard its interest, the diplomacy of tackling China via Taiwan can bring huge returns to India.

The US shut down and its global effects

The recent events about the United States' loss of global prestige and influence due to the shutdown of its government in a partisan standoff over the federal budget and debt have altered the world order. President Obama managed to salvage the prestige of the nation by building the consensus amongst the various stake holders but the damage was done.

For an administration that has focused its foreign policy on a "pivot" to Asia, the world's most economically vibrant region, this may be more than a momentary setback. And not just in Asia.

Joseph Nye, the Harvard professor who coined the term "soft power" to describe a nation's ability to wield influence through its culture, values and governance rather than by force, said the United States had suffered a serious blow from the shutdown. "It's clearly very damaging for American soft power in the sense that the reputation for effective management of government and of the world's reserve currency is hurt," Nye told Reuters. Foreign governments and investors, from China to the Middle East, were bound to ask whether they should continue to hold so much of their reserves in US Treasury

bonds and dollars, he said.

Obama and Congressional leaders agreed a temporary fix to keep the government running until January and raise the national debt ceiling, hours before it was set to lose the authority to borrow - a prelude to a potential default. Nye said the fiscal crisis had compounded damage to Washington's world image from revelations of tentacular global Internet surveillance by the National Security Agency by former intelligence consultant Edward Snowden.

"On culture and values, we are doing pretty well," he said. "But on govern-





ment policies, whether on surveillance or on our management of the world's most important reserve currency, that's where the danger is."

CHINA CASHES IN

While Obama was marooned in the White House, Xi and Premier Li Keqiang swept around southeast Asia, dispensing goodwill, big investments and promises of surging trade, including with US allies such as Indonesia, Thailand and Malaysia. The Chinese state news agency Xinhua excoriated the United States for putting international financial stability at risk with domestic "political brinkmanship". The lesson for America's creditors was that "US Treasury bonds may no longer be a safe investment". Gloating over Washington's paralysis, another Xinhua commentary said it was "perhaps a good time for the befuddled world to start considering building a de-Americanised world". The risk of severe damage to the global economy from the US government paralysis and a possible debt default - now banished for a few months at least - dominated meetings of the Group of 20 world leaders in St. Petersburg, Russia, last month and G20 finance ministers last month in Washington.

Putin berated the United States publicly over the uses and abuses of its power as he engineered a diplomatic deal to avert a US military strike on Syria. "Millions around the world increasingly see America not as a model of democracy, but as relying solely on brute force, cobbling coalitions together under the slogan 'you're either with us or against us'," he wrote in the New York Times on September 11.

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CORROSIVE

Former US policy practitioners said the spectacle of a chronically divided political system unwilling to compromise on the big issues of taxation, public spending and borrowing had weakened the country's international sway.

"There is no question in my mind that this has a corrosive effect on American authority and influence in the world," said Samuel Berger, who was national security adviser to President Bill Clinton. "For the president not to be able to go to Asia for the East Asia summit is a blow, with President Xi being able to be there, be triumphant, announce a \$50-billion development fund, makes other Asian nations very uncomfortable about our steadfastness," Berger, who now chairs a global strategy consultancy, the Albright Stonebridge Group, told Reuters.

For US allies in the Arab world and Israel, acutely sensitive to any fluctuation in American engagement and deterrence, the signals have been both confusing and worrying. "When you look



at how the Saudis are sensitive over this (US) flirtation with Iran, at what has happened in Syria and Egypt, the sense that the United States is the only superpower in the Middle East is slowly fading away," said an Arab diplomat serving in Washington, who spoke on condition of anonymity. Arab governments and private fortunes are heavily invested in US Treasury instruments and the stock exchange, so there are financial as well as geopolitical grounds for anxiety.

In a region where hard power counts for more than persuasion, Obama has presided over a US military withdrawal from Iraq and soon from Afghanistan, and avoided force against Syria over the use of chemical weapons, partly due to divisions in Congress. That has fuelled doubts among Israelis, Saudis and others about his willingness to prevent Iran from acquiring a nuclear weapons capability or wielding growing influence from Baghdad to Beirut. With the United States increasingly independent of Middle East energy supplies due to its domestic shale gas bonanza, traditional clients fret that its commitment to their security is bound to diminish.

Similar concerns have surfaced in Central America. Javier Trevino, a former Mexican deputy foreign minister who sits in the lower house of Congress, said the United States' soft

power was being compromised by the US legislature's "myopic", parochial outlook, and that US foes were benefiting.

"By not being able to quickly resolve internal political issues, it opens a window of opportunity for the United States' adversaries to push forward with their agendas," he said. "The wrong signals are being sent to Russia, China, North Korea and Syria."

For Europeans weary of being lectured by the United States about their tortured management of the euro zone's debt crisis, and the risk it posed to the world economy, a little Schadenfreude was irresistible. "If this had happened in Europe, what wouldn't they say about Europe?" Jose Manuel Barroso, president of the European Commission, told the Euractiv news service.

"Imagine that we would have a shutdown at the level of EU institutions. What would they say about Europe? What caricatures there would be. What shaming there would be!"

LONG TERM, SHORT TERM?

Yet for all the criticism and hand-wringing, historical precedent suggests the damage to US influence may not be enduring, given the dynamism of its innovative economy and the attraction of its popular culture. The last US government shutdown in 1996, of similar

duration in a similar standoff between a Republican-dominated Congress and a Democratic president, caused barely a hiccup in Washington's global ascendancy, which was then at its peak five years after the collapse of the Soviet Union.

"I tend to be with the Mark Twain line on this: that the reports of America's decline have been grossly exaggerated," said James Steinberg, a former deputy secretary of state who served in the Clinton and Obama administrations. "I teach history now and... there have been other times in American history where polarisation has been great, where there have been deep divides and where we have been able to overcome them," he said, citing the civil war of the 1860s.

One senior European policymaker, Swedish Finance Minister Anders Borg, said the longer-term impact of this shutdown may be monetary rather than political, but with strategic consequences - should Beijing lose its appetite for holding dollar reserves. "Because it is an enormous advantage to be a reserve currency, it seems madness to even consider creating uncertainty around that status," Borg said. "For them (China), it must mean that at some time in the future they must leave the dollar."

Courtesy Reuters

Dr Jamal Sanad Al-Suwaidi - Technology in governance will help millions in Middle East

Visionary and intellectual powerhouse - Dr. Jamal Sanad Al-Suwaidi received his Ph.D. from the University of Wisconsin, USA. He is the Director General of the Emirates Center for Strategic Studies and Research in Abu Dhabi and a Professor of Political Science at the United Arab Emirates University in Al-Ain. He has taught courses in Political Science Methodology, Political Culture, Comparative Governments, and International Relations at the UAE University and the University of Wisconsin, USA.

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for the Emirates National School and member of Zayed University Council for several years. In July in 2006, Dr. Al-Suwaidi became member of the National Media Council of the UAE,





which is presided over by UAE Foreign Affairs Minister His Highness Sheikh Abdullah bin Zayed Al Nahyan. Dr. Al-Suwaidi is also a member of the Board of Advisors at the School of Policy and International Affairs, University of Maine, USA and in the Board of Advisors at the Center for Contemporary Arab Studies, Georgetown University. He has also been appointed as a member of the Program Advisory Committee for the Department of Translation Studies at the United Arab Emirates University. In September 2009, Dr. Jamal Al-Suwaidi was appointed Chairman of the Higher Committee for the Preparation of National Strategy for Childhood and Motherhood in the UAE by a decree issued by Her Highness Sheikha Fatima bint Mubarak, Supreme President of the Family Development Foundation, and Chairperson of the General

Women's Union.

Dr Al-Suwaidi is the author of numerous articles on a variety of topics including: Gulf Security, Perceptions of Democracy in Arab and Western Societies, Women and Development, and UAE Public Opinion on the Second Gulf Crisis. His articles have appeared in several international journals such as: *The Journal of South Asian and Middle Eastern Studies*, 1994; *Security Dialogue*, 1996; *Whitehall Series* by Royal United Services Institute for Defense Studies (RUSI), 2000; and *Indian Journal of Politics*, 2000.

Dr. Al-Suwaidi is a contributing author to *Democracy, War, and Peace in the Middle East* (1995) and to *Oil and Water: Cooperative Security in the Persian Gulf*, (2001). He is also a contributing author and editor to ECSSR publications, *The Yemeni War of 1994: Causes and Consequences* (1995), *The*

Gulf Co-Operation Council: Prospects for the Twenty-First Century, (1999), *The Future of the GCC*, (1999), *Air/Missile Defense, Counter proliferation, and Security Policy Planning*, (1999), *The United Arab Emirates Society: A Future Perspective*, (2003). He also made sterling contribution to the book titled *Iran and the Gulf: A Search for Stability* (1997), which won prizes for Best Publisher, Best Arabic Book in Humanities and Social Sciences, and Best Writing at the Sixteenth Annual Sharjah World Book Fair, held on November 4, 1997.

In 2013, Dr. Jamal Sanad Al-Suwaidi authored a book - *From Tribe to Facebook: The Transformational Role of Social Networks* - which charted the impact of this phenomenon and analyzed the potential outcomes of the accelerated development of social networks.

Opinion Express Editor -in - Chief **Prashant Tewari** recently visited Abu Dhabi to meet **Dr Jamal** to interact with legend of Gulf block



Q Sir, how ECSSR is cooperating with governments in UAE to frame policies for the nation?

A. The Emirates Center for Strategic Studies and Research is an independent research organization that provides research and analysis to United Arab Emirates decision-makers on contemporary and pressing issues on the local, Arab, regional, and international levels. ECSSR has been at the forefront of scholarly service to the UAE and has provided timely and necessary advice on political, economic, social, and security matters. While we maintain a research agenda and pursue specific goals that both enhance and preserve UAE interests, we also serve different government departments by doing in-depth studies and analytical papers on matters of their concern. We also conduct opinion surveys on different issues important to UAE decision-makers and statistical studies about aspects that impact both the quality of life in the UAE and how government departments deal with them.

Q. How ECSSR has impacted the government delivery to people at large?

A. As the premier institution in the United Arab Emirates providing analysis to decision-makers, ECSSR is also an organization that is dedicated to community service, both the scholar-

ly community and the population at large in the UAE. We have the largest public library in the country, providing the latest Arabic and English books and publications, as well as archival material on different aspects of UAE life. We have so far produced close to 1,000 authored and translated books and have widely-read publications such as the refereed quarterly periodical Strategic Visions, the bi-monthly Future Horizons, and the scholarly publications International Studies, Strategic Studies, and The Emirates Occasional Papers.

We also have a public annual conference, annual energy conference, and annual education conference; and occasionally hold symposia and forums on relevant issues. The center also provides a series of public lectures on different topics every year. All of these



activities are geared toward the widest possible public service. Importantly, we have a very active public website, providing the latest analysis and coverage of pressing issues in the UAE, the Arabian Gulf, the Arab world, and the world at large.

Q. How ECSSR is helping UAE government to collaborate with GCC members to effective coordination?

A. ECSSR provides in-depth analysis of domestic and regional issues that impact relations between the countries of the Gulf Cooperation Council and between them and the world. We produce studies on political, economic, social, and military and security issues that are of common concern in the GCC. We monitor conditions, report them, and provide timely advice to UAE decision-makers on how to deal with their impact on the wellbeing of the country and other countries of the GCC. But what we adhere to is the concept of non-interference in the domestic affairs of these countries. Our studies emphasize common GCC goals and cooperation and provide timely advice on how to secure the overall interests of the council.

Q. How technology will assist traditional conservative governments of Middle East in improving governance?

A. Technology brings interactivity between ruling class and common people. The barrier of flow in communication is removed on tech platforms. Online presence of government machinery provides common man to access key policy makers any time, any where. Social networking sites have drastically changed the world; it has smashed age, religious and regional bars hence creating a new world order. Off course, every country is realizing the new reality and most of them have shifted to online medium. The governments have become transparent, accountable and pro people. At ECSSR, we are trying to convey the message of transformation to Middle East governments and how to adopt the technology to maximize results in improving governance resulting in helping last man of the society.

Penta tablets to partner CDAC for imparting quality governance globally

eGovernance is gradually emerging as the the more efficient alternative to the way governments, the world over, discharge their functions. **Dr. Pradeep Sinha** examines the merits of e-Governance and C-DAC's expertise in this relatively unexplored area

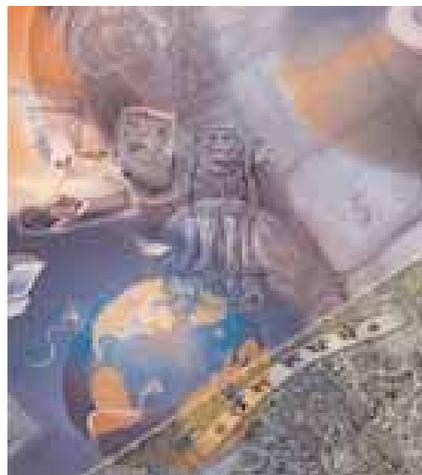
The extensive use of Information Technology (IT) in every walk of life has redefined the fundamental principles of delivery of services and operation of service sectors, resulting in faster and easier delivery of much better services than before. Governments around the world have started realizing that the advancements in IT can as well be utilized to provide better services to citizens and business. As a result, a wide range of IT applications are being developed in various Government departments. Electronic Governance (popularly referred to as e-Governance) has emerged as a keyword for all such IT applications, that take advantage of IT to reinvent the way the Government works. Often e-Governance is used as a synonym to describe an IT driven system of Governance that works better, costs less and is capable of servicing the needs of the citizens and businesses as never before. Its goal is to create a more responsive, productive and effective administration. e-Governance is also referred to as SMART Governance because it aims at using IT to the processes of Government functioning to bring about Simple, Moral, Accountable, Responsive and Transparent Governance.

Benefits of Electronic Governance

e-Governance sees the people in government, business and citizens working together for the benefit of all. If properly implemented, the benefits of e-Governance are enormous. Some of its obvious benefits are:

Integrated Information

e-Governance targets to use a government-wide electronic information



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infrastructure to simplify service delivery, reduce duplication, and improve the level and speed of service to clients at a lower cost. It recommends creating, managing, and prudently sharing information electronically among the various government departments and the different services offered by them. That is, information will be captured once, as close to the source as possible, then shared and re-used by all authorized users. This will avoid manual transcription and re-entering of the same information repeatedly whenever a citizen goes to a new government department for some services.

Integrated Services

The integrated information approach automatically lends itself to offering integrated services. Different types of services offered by different government departments like collecting taxes, granting licenses, administering regulations, paying grants and benefits, can be availed at one place. This greatly facilitates the citizens by allowing them to perceive the government as a single body to interact with instead of a number of unrelated entities, operating at different locations in different government buildings.

Anywhere Services

Provision of fully interactive on-line services by e-Governance gives public access to government services with quicker responses at convenient times. This on-line accessibility of stored information from remote locations allows government officials to serve any citizen from a government office located

in any part of the state or country.

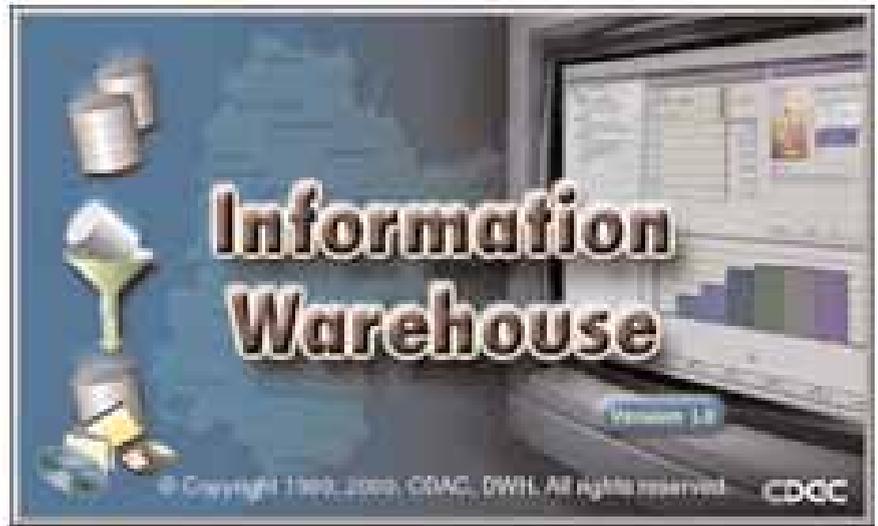
Anywhere, Anytime Information

Delivery of services may require interaction between government officials and citizens, but delivery of public-domain information to citizens can be done without any such interaction. Citizens can obtain information related to government processes and procedures through an on-line system without interacting with any government official. In fact, e-Governance can give the average citizen quick, interactive access to a vast array of information, through computers at home or work or through kiosks in convenient public locations, because this access to information can be available at many different locations and at all hours, there is no pressure on individuals to physically visit a Government Office.

Improved Overall Productivity

e-Governance will significantly contribute to improved overall productivity of both the government officials and the citizens, as it ensures faster interaction among them by electronic mail instead of moving paper files and letters, and in streamlining the workflow of internal government administrative

e-Governance will significantly contribute to improved overall productivity of both the government officials and the citizens, as it ensures faster interaction among them by electronic mail instead of moving paper files and letters, and in streamlining the workflow of internal government administrative processes such as procurement, recruitment, evaluation, budgeting, planning. On the other hand, improved productivity of citizens results because of the facility of anytime, anywhere services and information.



Gathering and integrating information is the first basic requirement of e-Governance. This requires building of various types of data entry systems that can operate as close as possible to the source of data and can capture the different types of data to be kept in the integrated information base. Considerable effort needs to be made to the task of deciding what data to keep, how to capture the identified data, and how to integrate information from multiple sources to create the integrated information base.

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Better Decision Making and Planning

The integrated information base of e-Governance helps planners and decision makers to perform extensive analysis of stored data to provide answers to the queries of the administrative cadre. This facilitates taking well informed policy decisions for citizen facilitation and accessing their impact over the intended section of the population. This in turn helps them to formulate more effective strategies and policies for citizen facilitation.

Better Security and Protection of Information

e-Governance uses the integrated information approach for keeping all information at one place in electronic form. Thus, keeping the information secure against theft or leakage. Proper backup mechanisms also help in protecting the valuable information from

getting lost due to natural calamities such as fires, earthquakes, and floods.

Issues and Challenges

Achieving the benefits of e-Governance may not be easy and goes far beyond mere computerization of government processes. Its successful implementation not only poses technical challenges but also requires a fundamental change in the manner in which the government operates today. In fact, the challenges the Governments are likely to face would be, how to cope with re-engineering the government processes and functions and related issues of new responsibilities for civil servants, businesses and citizens.

Some of the technical challenges in the successful implementation of e-Governance are :

Creating the Integrated Information Base

Gathering and integrating information is the first basic requirement of e-Governance. This requires building of various types of data entry systems that can operate as close as possible to the source of data and can capture

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Even universal, easy-to-use access is of little use if the information is fragmented, contradictory, out-of-date, poorly indexed, or simply not of interest or use.

Accessing of Information

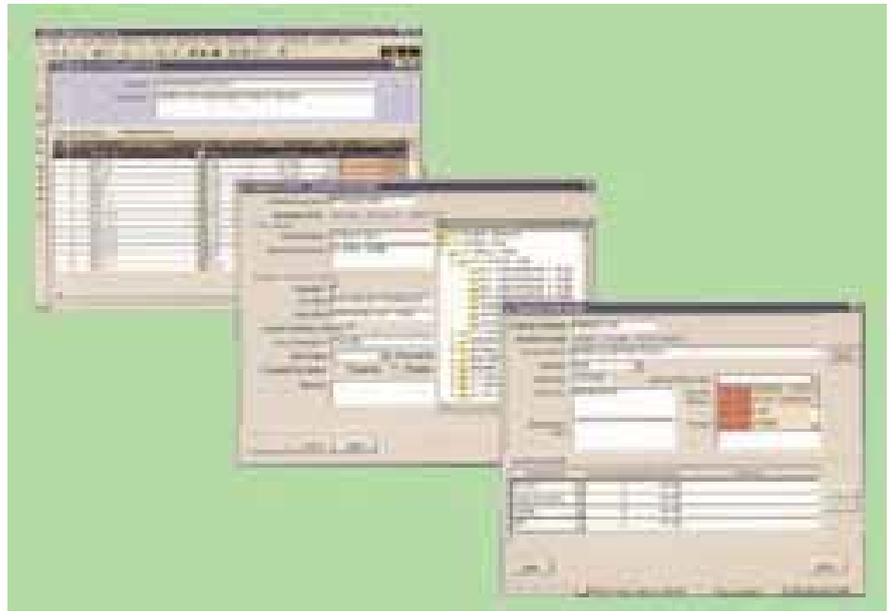
To make the best use of data stored in the integrated information base, they should be universally and easily accessible by the end users. This requires design and installation of easy to operate access devices such as kiosks, push-button telephones and access terminals at all locations from where access is desired. This also requires wide-area networking of all these equipment and the integrated information base. Moreover, essential software that will allow different categories of users to visualize the data in a form useful and understandable to them will also be required.

Finding the Right Information

The integrated information base contains all types of data that is of interest to many different types of users. Hence, quickly finding and accessing a desired piece of information from this large ocean of information may not be easy for a user. To enable this, the system must have the necessary tools to properly structure the data and quickly search for the desired information.

Security and Privacy of Information

e-Governance is a vast area encompassing almost all types of tools and technologies provided by Information Technology. The expertise and technologies developed by C-DAC, since its inception have been utilized towards implementation of a successful e-Governance infrastructure.



Over the years, C-DAC's Advanced Computing Training School (ACTS) has been successfully imparting IT-related training to prepare intellecresources for the growing IT industry. The success of e-Governance will certainly depend on IT-literate government officers and citizens. The training expertise available with C-DAC's ACTS has been utilized to impart IT training to a large number of people. In fact, the Diploma in Information Technology (DeitY) course of ACTS has been mainly introduced with this objective in mind.

While e-Governance allows information to be gathered, stored, and shared more readily than ever before, it also raises important issues of protecting information from unauthorized changes and safeguarding personal privacy. Proper user authentication and access control mechanisms need to be implemented to ensure that only authorized users can access a particular piece of information. Additionally, encryption techniques will be required to safeguard tampering of information by unauthorized users when critical information flows on communication channels or networks.

C-DAC and Electronic Governance

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Supercomputing Technology

C-DAC is well known as a pioneer in building scalable, high performance computers in the desktop to teraflop range. These high performance computers are suitably utilized for storage of large volumes of data in the integrated information base, and ideally used for acting as large data base servers with parallel search tools to enable quick access of any desired information from the database.

Multilingual Technology

C-DAC has innovated its trail-blazing and from very popular Graphics and Intelligence based Script Technology (GIST) that allows the co-existence of all the living languages of the world with diverse scripts on standard computers. This technology is very useful in e-Governance for providing the accessed information to the end users in their own languages. Computer Assistance Translation Technology: C-DAC has developed a natural language purser that has been used to develop tools for translating sentences from English to Hindi. This technology can be easily deployed in e-Governance in view of the



C-DAC in collaboration with Andhra Pradesh Technology Services (APTS), has developed an information warehouse for aiding state level officials in their decision making process. The objective is to organize Multi Purpose Household Survey (MPHS) data and land records data of the Andhra Pradesh Government, into a meaningful Information Warehouse to assist the Government decision makers and policy planners in taking well informed decisions and assessing their impact over the intended section of the population. This technology is directly usable in e-Governance for better decision-making.

requirements that all Government notifications and orders must be bilingual, that is, in both English and in a language of work, like Hindi.

IT Training

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Multimedia Technology

C-DAC's expertise in the development and usage of Multimedia technology, is useful in making an e-

Governance system much more lively, attractive and interesting by infusing graphics, image, sound, animation and video in it.

Information System Technology

In the form of turnkey contracts, C-DAC has gained expertise in the design, development and deployment of information systems that deal with the capturing, storage and retrieval of information. Few examples of such successfully executed projects are :-

- Hospital Information System (HIS)
- Telecom Billing and Accounting System
- Land Management System, Works Management System
- Employees Information Management System
- Accommodation Management
- Inventory Management, Budgeting and Planning System.
- Automation in large laboratory systems

- Supervisory control and Data Acquisition (SCADA) system for Power
- Legislative council / Assembly Information Management System;
- Stamp Registration,
- Scanning and Archiving System.

The applications developed in these projects are very much in line with the applications required in e-Governance. Hence this expertise can be directly utilized to build e-Governance applications across the states.

Data Warehousing Technology

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Networking Technology

C-DAC has also gained expertise in designing and laying large campus-wide networks by executing turnkey projects. These include implementation of an FDDI based backbone networks with a large number (upto 1000) of nodes and server as hub in both LAN and WAN configurations for a number of prestigious organisations in India. This expertise of C-DAC has been utilized in the planning and laying of large networks required for the successful operation of an e-Governance system. To demonstrate its capabilities in e-Governance, C-DAC has set up a test bed of e-Governance at the Department of Electronics and Information Technology (DeitY), Delhi comprising of some of the major technology components discussed above, and showcasing a number of applications developed and deployed in India by vendors including those by C-DAC.



Dr. Pradeep K. Sinha is the Programme Coordinator of the National PARAM Supercomputing Facility (NPSF) at C-DAC, Pune.

Pantel - To set up new industry bench mark

Pantel Technologies Pvt. Ltd. (PTPL) is a globally recognized manufacturer of quality Tablet PC(s) under the brand name of Penta T-Pad(s). With a wide range, proven technology-expertise and a well organized brand marketing setup, the company has been able to establish itself as a leading tablet PC brand in the Indian market-place in the last three year of its operations. The company is now poised to expand in the developing economies of Africa and the Middle-East.

PTPL has worked to build a telecom operator driven sales and marketing model. With a successful tie-up with Bharat Sanchar Nigam Limited (BSNL; India's largest telecom operator by infrastructure) and Mauritius Telecom (MT; the pre-eminent telecom operator in Mauritius), PTPL is already working to set-up similar alliances with Orange Telecom and purpose to Etisalaat respectively, for these geographies.

PTPL is currently manufacturing Tablet PC & Smart Phones in partner factory in Mainland China under personal supervision and strict quality control and process PTPL is setting up a ODM facility in India to design & manufacture PCB Assembly in India in collaboration with Marvell Inc.

PTPL also proposes to set up a facility to assemble Tablet PC & Smart Phones in India , Mauritius & Abu Dhabi UAE



Netbooks



All-in-One Desktops



Laptops

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Penta Tablet PC & Smart Phone



Vijender Singh

Vijender Singh is the driving force behind Pantel Technology initiative. In fact, he has identified a right source for generating cost effective world class products in China. To implement his vision, the China operation was initiated in 2009. Later, the manufacturing facility was strength ened to meet the growing global demand of the products. Vijender planned Indian operation in 2013, And there is no looking back for him. Pantel has established state of art assembly plant in NOIDA with contemporary machine to produce world class products. Vijender is having unique plans for India wherein he will model his sales strategy on Dell pattern. Already, Pantel products have reached major government establishments and institution. .

On personal note, Vijender Singh has a lot to his name, Management, Start-ups in the field of Education, and expertise right from Retail to IT industry, setting up SBU in 2010 with full range of IT services and products. An Astute professional in Business Development, Sales & Marketing And Business Acquisition. Incubating new business ideas and fund generating



Desktops

activities.After working with various cutting edge technology has acquired a special trait for connecting with the Masses.

Accessories



Q&A

Q. How do you intend to compete with international brands computer in India?
 A. International quality at domestic pricing. It will be our USP and already we have achieved remarkable success with corporate, institutional and government sector.

Q. How confident you are with your China production line?
 A. Extremely confident, In fact, China manufacturing experience has consolidated my belief that they will be manufacturing leaders in the years to come by sheer hard work and regulation. We are in process of setting up dedicated Indian manufacturing unit to cater for the large Indian demand.

Q. Do you intent to broad base your portfolio?
 A. Yes, already Pantel technology India has agreed to set up dedicated soft ware company with US entity to tap software and training market in India. Pantel Technology has established working relations with government of India premium R&D organization CDAC to take their quality work at global level on Penta mobility devices.

Q. Your Vision?
 A. To put Pantel at global level, We have shortlisted Mauritius to cover African nations, Dubai to cover GCC nations hence covering almost 60 countries in Asia and Africa. We are setting up channel partnerships in North America, UK and Australia to meet local demand.

In conversation with Dr Rahul Mishra, Associate Editor.



'SOUL' BERG TO SOLBERG - A FASHION JOURNEY

In a tranquil segment of overtly busy roads of Calangute in Goa, the road suddenly takes a swing amidst many newly constructed shops and economic resorts and bee lined trees towards a unique Portuguese styled brown and off white secluded villa home which barely hints at who its occupant is or may be unknown to its neighbors. But this villa is the epicentre and nerve wing of Goa's much loved Scandinavian designer well known for her style in Goan society who recently launched her fashion label that will soon become a brand in Goa and India. For this is the abode of Inger Solberg the lady who coined her designer label simply 'Solberg' and fondly termed by her well wishers as a fashion diva. In her own words, "My women oriented garments are not as simple as are the unique garments on display. They could be called fusion-fashion, uniting the best of East and West. Wonderful Indian materials, embroidered by local craftsmen, styled in my own unique way, I desire to be associated to create outfits and accessories for Indian women. I love India, but I am a Viking. I have a statuesque figure which made it



From left Actress Deepika Singh & Designer Inger Solberg

difficult for me to find elegant outfits in Indian stores.

I could not help but notice that many Indian ladies share this problem. That's why I produce my designs in many sizes. They start small but go to XXL.

Today her idea has taken firm ground and she intends to spread its roots as far as the catwalks of Delhi, Mumbai Chennai, Kolkata and other fast growing fashion conscious towns in India.



From left Angela, Kiran, Solberg, Carliyta & socialite Sona



From left Angela, Louise, Real state developer Jay Gidwani, Writer Kornelia Santoro, Singer Carliyta Mouhini & Real State Developer John Bagley

But how did it all get started?

So far, in Goa mostly insiders know Inger's name. In Europe Inger Solberg's designer wear is a popular brand especially in her home country Norway and Denmark where she has lived for many years. After receiving a degree in fashion design in Copenhagen, she started her own line of couture. For many years, she sold her clothes in exclusive shops all over Europe and the USA. International celebrities like Tina Turner, Diana Ross, Cindy Lauper and many royals flaunted her outfits. Her last show in Paris in 1999 carried the title 'Luxus Hippie'. And it was uproar there. She credits her Paris stint with the finesse, the elegance and the refinement that are the hallmark of her clothes today. On her career upswing, her collective designing ideas prompted herself to move back to Goa. "It was the best move of my life, as I became this person who could concentrate on what I wanted for myself and my clothing philosophy. The very first collection I presented to Goa was a runaway hit," she says. "I began to put the flavor of Goa into the clothes, giving India its first 'resort wear' garments. It's a tremendous success especially after the launch on Oct 19th. I am indeed blessed with the massive quality turn out o 19th Oct with 'Seniorita' singer flying in from Mumbai for this elite launch and our own Goanceleb socialites from the Hospitality department,

Government folio and close friends from different countries gracing my dream occasion. The clothes vanished in a jiffy as it got purchased for its great demand and style. Everyday I am learning a lot in Goa and it's an incredible feeling that I could become anyone I chose to become. Goa gave me that confidence in me."

The Melting Pot

"Goa trotted me along the path I visualized. I realized then that it was not only about the clothes. It was about cre-

ating a design philosophy unique not just in India but in the world." That's when the trademark 'Solberg' style began to develop. I reintroduced fashion in the late '80s and early '90s which was marked on brightly-colored silk with embroidery on monochromatic clothes and on humble cotton with bling embroidery. "It was a revolution. The shopping elite of Goa exclaimed "What are these simply yet stunning cotton and silk clothes doing on high fashion racks?" she explains. "The media was as puzzled," she adds. "But after



From left Fiancé Pravin Singh with his Solberg

observing the collections, they saw the philosophy behind her creative thoughts. The much needed words 'Eco-friendly', 'Minimalism', 'Asymmetric', 'Resortwear' and 'Goan Design' entered the Indian fashion radius. Born in Goa."

For her present collection now available in Candolim, Goa, Inger chose the same theme. All the garments are light and easy to wear. The materials are high quality silk and cotton; most of them embroidered and embellished in one way or another. "The clothes are meant to fit any occasion. You can wear them at the pool or the beach and carry them to a Party later on. They are fun, but not overdone", says Inger.

There are sketches of Goa in all her work. "I desire to put Goa on the fashion map and give it its apt place in the Euro fashion industry. Though I was a mere individual in that process, I am glad to note that it materialized," states Inger, not without some pride. Still, her move to Goa was not without obstacles. The fabrics and colors she needed for her work was unavailable in Goa. She recalls that she would often take numerous trips to Rajasthan to buy material or to get fabric dyed in colors she needed. "Friends and people said I was insane to dwell in Goa, that it was professional suicide to live here instead of any big fashion capital. But I loved Goa so much that I intend to stay rooted here. Not Norway. Not Rome. Not Paris. Not New York. Not London. Each



From left GM of Fort Aguada hotel Ravi Nischal, Solberg, GM of Taj Holiday's village

day I go back to Candolim with a heart full of happiness."

Location

"Art form is the mantra in my business," But having said that, she promptly points out that she's no amateur in the finance department either. "Give quarter lakh of rupees and challenge me to make it into a lakh and I will, very

easily," she confesses. And while she admits to not being a business woman in the traditional mould, she prides in calling herself a self made one.

She also designs exquisite bling pillows, blankets and curtains in a style that fits into any home - it looks good with modern minimalism and antique furniture. Her bags are great companions at an art opening, a party or at the beach - and they are big enough to carry a bit more than only a cell phone.

She is in all praise for the Indian crafts fraternity. "If we do not look after the well being of these craft people it will be a dishonor. I hope the government supports and encourages the weaving units she plans to start," she articulates. She is stoic when asked what her future plan. "It is apt to speak about the future when the future becomes a reality to stay on. I have no inkling on what is in store for me. But whatever it is I will accept it with dignity as part of Lord's words for me." Amen to that.

Inger's friends already have earmarked her boutique as the new 'shop down the block' when they need a trendy outfit. For the public SOLBERG fashion boutique is on the Main Road in Candolim, close to Pedro Martina Resorts, opposite Toto's Bar and Restaurant near the Old Ice Factory in Goa.

Viva SOLBERG !



From left Hotelier Maria-Chalston D'Souza ,Louise, Writer Kornelia Santoro & Angela

By Carlyta Maria Mouhini

Multi talented artist Deepa

Born in India, raised in Tanzania, Africa and USA, Deepa Iyengar is a model, TV anchor and a serial entrepreneur, currently based in USA. A music and performing arts enthusiast, she's a fashionista, fitness lover, vegetarian, and has been a dancer throughout her life. After completing her education in Computer Science, she moved towards the glamour side of the world.

Opinion Express team interacted with her online to present a case study of a determined girl hoping to make big in entertainment world..

Q. Deepa is an artist, performer and dreamer, what motivates you to excel in life?

My passion motivates me. I am a born artist. I have great respect and interest in the performing arts. I have been dancing since I can remember, and started performing at the age of 4. If I don't live my dreams and passions, life feels empty. To feel the thirst of just wanting to get up and do something creative, alone, motivates me. I love to entertain, and love to showcase my talents, and even sometimes educate people on what they are seeing. I love to dream. My dreams take me to a place of joy. And they say, everything starts with a dream.

Q. What is the most innovative thing you have done during your professional journey so far?

I am doing innovating things every day in my life - in some way or another - whether I am doing photo shoots, or dancing, or acting, everything involves on-spot creativity. Even in my sleep, my mind doesn't stop. I am always thinking about creative ideas for my next project. So, it's hard for me to put a finger on the "most" innovating thing ever done. But, I can tell you about my proudest achievement. When I was 8 years old. I did a Bollywood dance with a group of 5 girls and 5 boys. I did everything from choreography, training, costume designing, makeup and jewelry, and to even editing my own music. And that time, I didn't really think it was a big deal because everything came very effortlessly to me; but in retrospect, I feel like it was quite an achievement for an 8 year old!

Q. Besides being an artist, what other training have you had (voice, dance, stage combat, etc.)?

I come from family of musicians and



dancers. Therefore, music and dance has been engraved in me since childhood. I am a trained Kuchipudi dancer. Kuchipudi is a type of Indian classical dance. I have been taught by some of the great Kuchipudi exponents from India. I have given over a 100 stage performances in various parts of the world. I also frequently dance to Bollywood and hiphop. Growing up, I was trained in Carnatic and Hindustani music. I have taken some theater classes in college. Acting is my passion, and one of my achievements was winning an award for "Best supporting actress" for an Indian TV serial that I acted in.

Q. If you could choose, what three actors would you really want to work with?

This is an unfair question because there are so many talented people that I would love to work with and learn from. But if you must insist, I would say Shah Rukh Khan, Amitabh Bachchan, and

Hrithik Roshan. Shah Rukh Khan - he is the most celebrated and most watched actor. Amitabh Bachchan - well he is just a legend. And Hrithik Roshan is such an amazing dancer and being a dance myself, I see an exciting dance sequence there. Honestly, to share a screen space with any of these Heros would be an honor, an educational and humbling experience for me.

Q. Your message to young women of India?

Follow your strong desires and do what makes you happy. Not to sound cliché, but decisions made by the heart seem much more rewarding than decisions made by the mind. We are no longer in an era where we should be forced to choose a career path set for us. Find what fulfills you and go and try to pursue it. It is never too late. And don't feel pressured or rushed to achieve it. Life isn't about constantly worrying about the final destination, it is about living.



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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

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Cargo Potential

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