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THE ECONOMIC TIMES

magazine

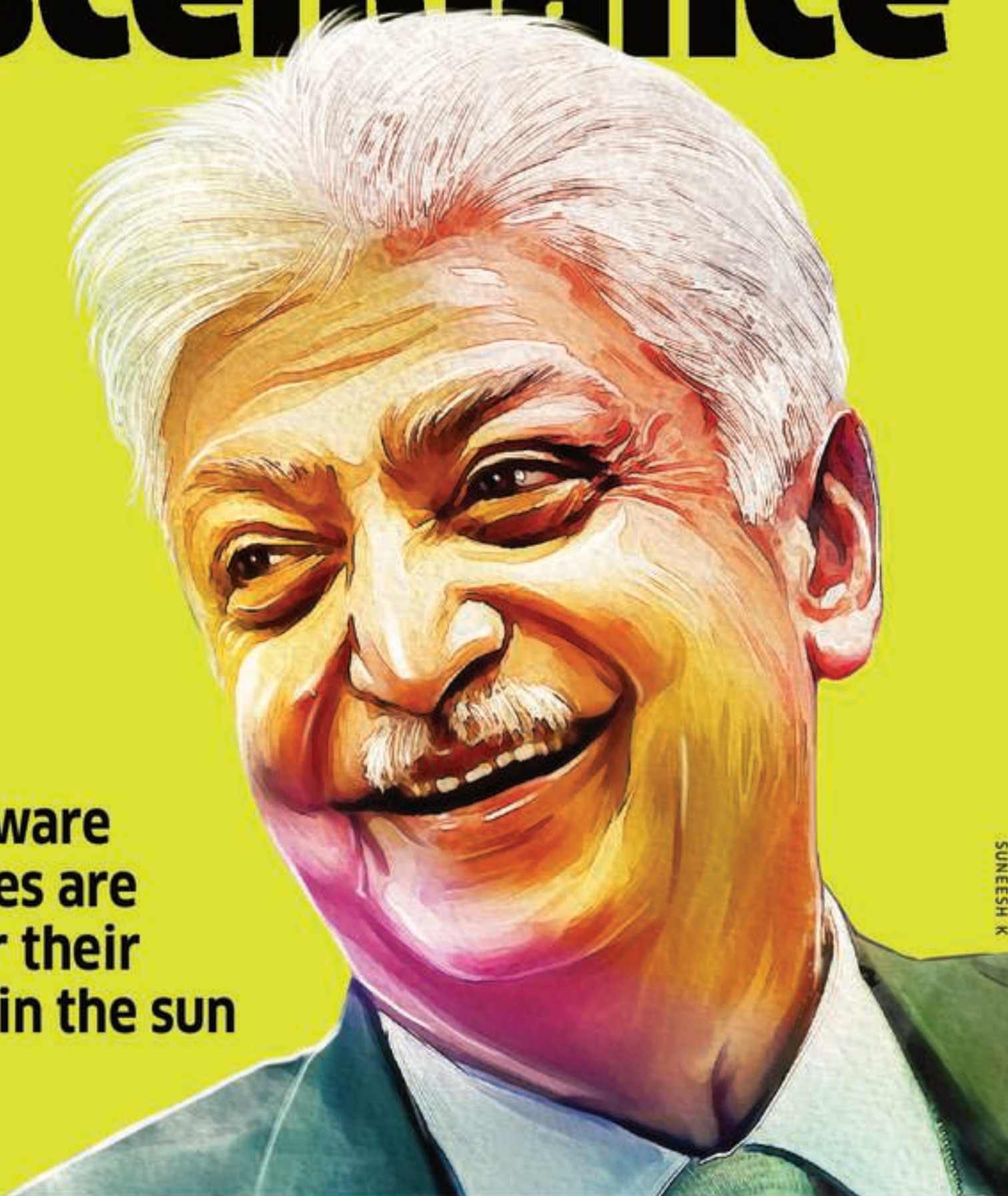
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India Hikes Customs Duty to 200% on Goods From Pakistan

New Delhi: India on Saturday hiked the customs duty to 200% on all goods imported from Pakistan, following revocation of the MFN status.

"India has withdrawn MFN status to Pakistan after the Pulwama incident. Upon withdrawal, basic customs duty on all goods exported from Pakistan to India has been raised to 200% with immediate effect," Finance Minister Arun Jaitley said in a tweet.

India on Friday revoked the MFN status to Pakistan following the Pulwama terror strike.

Increasing duties would significantly hit Pakistan's exports to India, which stood at \$488.5 million (around ₹3,482.3 crore) in 2017-18. The main items which Pakistan exports to India include fresh fruits, cement, petroleum products, bulk minerals and ores and finished leather. —PTI

'External Hit' Stalls Vande Bharat Express

New Delhi: India's first semi-high speed train, the Vande Bharat Express, broke down Saturday, a day after Prime Minister Narendra Modi inaugurated the new passenger service. The express made its first journey Friday from New Delhi to Varanasi. But on its return from Varanasi, it was stopped at Chamraula station of National Capital Region, about 18 km after crossing Tundla station. "There was an issue of communication between the last basic unit of 4 coaches and the rest of the train probably due to some external hit. Thereafter, safety features in the train applied brakes. The train was checked for faults and moved to Delhi," said a release from the Indian Railways. The train will be able to run as per schedule on Sunday. —Agencies



Family members pay their respects to the slain CRPF jawan Sukhjinder Singh at Tarn Taran, Punjab; the funeral procession of CRPF jawan Mahesh Yadav at Tudihaar, Allahabad; family members of CRPF jawan Vijay Soreng lay a wreath on his coffin at Ranchi airport on Saturday



Nation Mourns Jawans Killed in Pulwama

The nation was united in grief on Saturday as the bodies of CRPF jawans who were killed in Thursday's attack reached their homes and family members performed their last rites.

At Rauli village in Nurpur Bedi, Punjab, Darshan Singh lit the pyre of his son, Kulwinder Singh, 26, who was one of the constables killed in the attack. Kulwinder is survived by his parents.

At least 40 CRPF personnel were killed in one of the deadliest terror attacks in J&K when a Jaish-e-Mohammad suicide bomber rammed an explosive-laden vehicle into their bus in Pulwama district on Thursday. Villagers, who came to pay their last respects, sought strong action against Pakistan. Some of them carried the national flag.

In Gurdaspur, 28-year-old Maninder Singh was cremated by his younger brother Lakhvir Singh, who is also serving in the CRPF.

At Haridwar's Kharkhari cremation ground on the banks of the Ganga, CRPF jawan Mohan Lal's body was cremated with full state honours. A large crowd bade a tearful farewell as the pyre was lit by Lal's sons, Shankar Raturi and Ram Prasad Raturi.

In Odisha, the government announced ₹25 lakh each for the families of slain soldiers Prasanna Kumar Sahoo and Manoj Kumar Behera. Several other state governments have also announced ex gratia payments to the jawans. In Himachal Pradesh, Chief Minister Jai Ram Thakur and Union Health Minister JP Nadda paid homage to Tilak Raj. —Agencies

Army Officer Killed in IED Blast

An army major was killed and a soldier injured in an improvised explosive device explosion along the Line of Control in Rajouri district of J&K on Saturday, officials said. —Agencies/Jammu

Ensure Safety of Kashmiris: Centre to States

New Delhi: The Centre on Saturday asked all states to ensure safety and security of people from Jammu and Kashmir living in their areas, in the wake of threats to them in some parts of the country, officials said.

Some Kashmiri youths studying in Dehradun have alleged that they were harassed and asked by their landlords to vacate accommodations, fearing attacks on their properties in the aftermath of Pulwama terror strike.

A village panchayat in Ambala has asked its residents to evict Kashmiri students living in rented accommodation within 24 hours, according to a video that has surfaced on social media. In the video, Mulana village sarpanch Naresh Rana alleged that some Kashmiri students were involved in "suspicious activities". Half-a-dozen Kashmiri students have been shifted to the hostel of MM University in Ambala after the purported video appeared. —PTI

Parties Stand United in Support of Security Forces

New Delhi: Political parties on Saturday put up a united face as they underlined India's determination to fight terrorism following the Pulwama terror attack, and expressed their solidarity with security forces in defending the country's unity and integrity.

An all-party meeting, called by the government and attended by senior leaders of all major parties, passed a resolution condemning the terror attack and the support being given to it from across the border. The resolution did not name Pakistan but asserted that India was facing cross-border terrorism which of late was being actively encouraged by forces from the neighbouring country.

In the meeting chaired by Home Minister Rajnath Singh, Congress leader Ghulam Nabi Azad asked him to urge PM Narendra Modi to convene a meeting of the presidents of all major national and regional parties.

At another meeting, the home minister reviewed the security situation in the country.

The US, meanwhile, told India it supports its right to defend itself against crossborder attacks, the government said on Saturday. —Agencies

RBI Warns of Banking Frauds on UPI Platform

Mumbai: The Reserve Bank of India has warned banks of an emerging digital banking fraud that can wipe out a customer's bank balance by using the Unified Payment Interface (UPI) route.

The modus operandi is simple: fraudsters get victims to download an app called AnyDesk. Hackers get remote access to the mobile through a nine-digit code generated on the victim's device. "Once a fraudster inserts

this app code on his device, he will ask the victim to grant certain permissions, which are similar to what are required while using other apps," RBI said in an advisory. This enables the imposter to gain access to the victim's device and carry out transaction fraudulently. The modus operandi, according to RBI, can be used to carry out transactions through any mobile banking app or payment-related apps, including UPI



or wallets.

The central bank has sent an advisory to all commercial banks as the magnitude of the threat could well jeopardise thousands of crores of rupees in the accounts of retail customers, two people with direct knowledge of the matter told ET Magazine.

"We have already started issuing alerts to our customers as the regulator has expressed concern over such new

ways of digital frauds," said a senior bank executive, who did not wish to be identified. This is also relevant to customers transacting on various e-commerce platforms, the person added.

January 2019 transaction volumes over the government-backed UPI rose 8.47% to nearly 673 million against 620.17 million a month earlier. The worth of the transactions was ₹10,900 crore. —Saikat Das



GK Pillai

Ignore Pakistan, Focus on Kashmir

War is not an option for India right now. It should bring Kashmiris to its side and give them a say in how the place and the people are governed

The game of terrorism and counter-terrorism is a perpetually evolving one. So we need to always be prepared for new challenges. If it's a suicide bomber today, it might be a different challenge tomorrow. We started seeing IEDs (improvised explosive devices) being used in Left Wing Extremism-hit areas and then stone-pelting in Kashmir. These patterns will keep changing and our effort must be to stay a step ahead of these designs.

In Kashmir, since 2003, the security forces – the army, the BSF, CRPF and others – have succeeded in bringing the situation to what I call a manageable level. Yes, there have been ups and downs in between, but that's something our democracy and our society can handle very well.

Kashmir is not a territorial issue. It's not about a statement that we control Kashmir. It's about bringing the people of Kashmir to our side, making them feel that they have a say in how Kashmir and their lives are governed.

First, there should be regular elections for local bodies. And we need a stronger law for local body elections in Kashmir. It's very weak in the current form. Today, the real power is not being delegated to the people at the grassroots. The panchayats in Kashmir have remained ineffective. Anyone with a minor issue relating to water or sanitation has to go to Srinagar. This shouldn't be the case.

Actually, vested interests of a few extended political families in the state are very strong. We must have a set of leaders other than the two or three who belong to influential families. Currently, they control the entire system. It's like an extended family that shares the spoils. The problem is, the majority of Kashmiris today have no stake in the system at all. What we need are empowered sarpanch and other panchayat members who are given sufficient funds at their disposal. In Kerala, for example, 40% of the state budget is given straight to panchayats. The MLAs have no role in that.

Second, we must take sufficient confidence-building measures. Once the situation improves, we need to withdraw the Armed Forces (Special Powers) Act or AFSPA in a phased manner. If no terror-related incident has happened in a district for, say, five years, AFSPA should be withdrawn from that district. A lot of the reaction we see is just the plain irritation of ordinary Kashmiris being subject to checks and harassment as they go about their lives. There might be 200 or 300 militants in Kashmir, but we can't hold the entire population of the Valley hostage for that.



Terrorist attack on the CRPF convoy on Jammu-Srinagar highway killed 40 jawans and injured many others
—GETTYIMAGES

Earlier, we had continuous dialogue with all stakeholders in Kashmir. Now, we have stopped it altogether. In fact, the common minimum programme between the BJP and the PDP was very good, but it was not implemented at all. A top agenda was to hold local body elections.

On the Pulwama incident, when we talk about intelligence failure, we should consider how intelligence inputs flow. Unless it is of a very specific nature, it is quite difficult for the forces to follow up on every lead. Lots of leads, some designed to mislead, come from the ground. We will receive specific information only if our intelligence agencies succeed in penetrating the enemy camp. If we had our men in terrorist group, we would have received very specific intelligence. But intelligence of a general nature is, by and large, not of a great deal of utility.

In fact, we should have by now migrated to the NATGRID (National Intelligence Grid), an integrated intelligence grid connecting databases of core security agencies of the Government of India. Sorting out hundreds of intelligence reports manually is impossible. The NATGRID did not work out, as the Intelligence Bureau had opposed it. We also need to take initiatives in cyber warfare and recruit young tech-savvy people for intelligence agencies. For this, we need to relax the existing recruitment rules of the Union Public Service Commission and get young people on board.

I don't think war is an option for India right now. It'd be hard to get international support at this point. US President Donald Trump needs Pakistan on his side to get out of Afghanistan. Russia and China continue to support Pakistan. So, India's bargaining power in this regard has actually come down in the last three years.

Look, Pakistan is not our problem. We

must ignore Pakistan for the next 10-15 years. We should work to get the people of Kashmir on our side. Pakistan gets its strength from disgruntled Kashmiris. There's hence a need to reach out to the people of Kashmir. That's where this government has failed. You can't alienate the locals. Keep the people at the centre of your policy.

In the Northeast, insurgency was controlled largely by winning over the people there. Today, about 10,000 Tangkhul Nagas are living in Delhi. It's a big change. Now, Th Muivah (of the NSCN), who is a Tangkhul, does not find good recruits.

Winning the hearts and minds of the people, impossible as it might seem at any given moment, is a more productive and sustainable, long-term, counter-insurgency strategy. ■

The writer is a former Union home secretary (As told to Shantanu Nandan Sharma)

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Amitabh Mattoo

Win the Hearts of Kashmir

While security operations have targeted the militants, there has been no comprehensive programme to address the radicalisation and alienation of youth in South Kashmir



There is no greater statement against New Delhi's Kashmir policy and its strategy towards Pakistan than the Pulwama terrorist incident, the worst attack on the security forces since the onset of the insurgency. Consider this: a Kashmiri youth from south of Srinagar, with a history of minor grievances, is indoctrinated by handlers of a terrorist outfit, based in Pakistan – the Jaish-e-Mohammad (JeM) – to blow himself up in a fideen suicide attack on a convoy of the Central Reserve Police Force in the Pulwama district of the Kashmir Valley. Before the attack, he records a spine-chilling video message that talks about his imminent passage to jannat and records his vitriolic view of the Indian infidels. The founding leader of the JeM is, of course, Masood Azhar, the portly ideologue released from the Kot Balwal Jail in Jammu in exchange for the passengers of IC-814 Indian Airlines plane, which had been hijacked to Kandahar. There are obvious failures that stem from the above that could be India's biggest challenge in Kashmir, in the months to come.

The indoctrination and radicalisation of South Kashmir is frightening. Almost all of South Kashmir has seen a slow and continuous radicalisation even as the more conservative religious teachings of the once-dominant Jamat-e-Islami (JI) no longer hold sway.

The PDP had been the natural party of the south, with a bulk of its leadership – including the Muftis – having traditionally strong roots in the area and with a de facto partnership with the JI. The erosion of the PDP base, especially after the killing of Burhan Wani, has contributed to the ascendancy of radicalisation.

As advisor to former chief minister Mufti Mohammad Sayeed, I travelled with him by road, in a Tata Sa-

fari, from Srinagar to Kulgam through the length and breadth of South Kashmir, being greeted by hundreds of people through that four-hour journey. That was how it was even a few years ago, but it is now history.

No systematic, concrete or long-term steps have been taken to counter the radicalisation: the young men and women are angry, alienated and ideologically driven by local, national and global factors – including the social media. But while “all-out” security operations have targeted the militants, no comprehensive programme for addressing youth radicalisation is obvious. The DIG of police, South Kashmir, till a couple of years ago, vented his frustration when he said that all he could do was put teenage stone-pelters in jails and they came out as hardened militants.

Then there were few juvenile homes and there was no visible presence of civil society groups. The only encounter of the youth with India and the Indian state was through security forces. To be sure, there was a lot of emphasis on brick-and-mortar projects like sports stadia, but beyond just doling out money for construction, there was little imaginative software in place, in the most creative sense of the word.

Second, let us admit it, we have lost the plot on Pakistan. If surgical strikes worked even marginally as well as their depiction in cinema, the result is not ob-

vious in Pakistan's policies. Remember that Masood Azhar walks a free man preaching his bigoted vitriol from Banuri mosque in Karachi and other parts of Pakistan. There is no evidence that the Pakistan army or the ISI has rethought its India or Kashmir policy. Moreover, with the near victory of the Taliban in Afghanistan and with its all-weather friend China willing to throw all diplomatic etiquette out of the window, Islamabad or, more precisely, the GHQ in Rawalpindi is gloating.

It is we who need to get back on the drawing board and figure out what combination of sticks and carrots can induce Islamabad to behave, at least, with less hostility. On present evidence, neither ignoring Pakistan nor isolating it, nor confronting it (with punishment through surgical strikes) seems to have had any impact on our troublesome rogue of a neighbour.

If the Pulwama attack is the beginning of a new reliance in the Valley on human bombs and fideen, it will demand a dramatically new counter-insurgency doctrine, which is able to address this greatest of challenges. This requires not just a new level of military preparedness, but as much attention paid to human intelligence. Most important, a credible strategy of WHAM (winning hearts and minds) needs to be systematically promoted: not as a slogan, but as a comprehensive policy.

Mis-governance, the politics of entitlement, all-pervasive corruption and rampant rent-seeking together with despicable babudom contribute to the erosion of faith in the system. As values of merit, honesty and integrity are seen as impediments to material success, a society loses its moral fibre: this has happened throughout Jammu and Kashmir.

The long-term answer is through a movement that genuinely seeks to resurrect the syncretic culture of Sufi Islam that promoted tolerance and helped create the space for Kashmiriyat. Only a culture that privileges non-violence and dialogue, and institutionalises traditional norms of toler-

ance and dissent is the best guarantor against violence and intolerance.

Ultimately, Kashmir needs a new generation of young leaders – and there are many around – who may not be compliant with the dictates of the Intelligence Bureau or meet the stereotypes of the security establishment, but are thoughtful, creative and brave young men and women

who value their ideas as much as their self-respect. They are not separatists, but are unwilling to compromise on their basic human values on the altar of New Delhi's bureaucratic machine, and seek dignity and peace for their people. Is New Delhi up for the challenge? ■

The writer is a professor of disarmament at the School of International Studies, JNU. He was also advisor to the chief minister of Jammu and Kashmir, with the status of a cabinet minister

If the Pulwama attack is the beginning of a new reliance in the Valley on human bombs and fideen, it will demand a dramatically new counter-insurgency doctrine



Sreeram Chaulia

Battle on Many Fronts

Instead of treating Pakistan as an occasional threat, India should counter it through a full spectrum of relentless actions

The deadliest suicide attack against Indian security forces in the history of the Kashmir conflict in Pulwama on February 14 is a horrific milestone that demands a farsighted multi-pronged response which has thus far been lacking.

Whenever outrageous violence on Indian troops and civilians has occurred, India's default stance is to reactively seek proportionate revenge on Pakistan and then let go of the pressure until the next terrorist attack. Instead of treating Pakistan as a strategic challenge which must be countered through a full spectrum of relentless actions, Indians have the habit of reducing it to a periodic political threat to be pushed back at critical moments.

With the passage of time after each heinous attack, India forgets that the onus is on it to establish deterrence on a continuous basis against terrorists and their godfathers. Prevention of more Pulwamas requires commitment to a long struggle involving overhaul of internal security arrangements plus



India must use the openness of the worldwide web to penetrate all Pakistani provinces and release a barrage of compromising facts and stories about the military and the ISI's shenanigans

relentless pressure on Pakistan in a range of domains. This holistic campaign should only ever be relaxed when Pakistan's state structure is upended (civilian supremacy over the military) or it suffers a second breakup along the lines of the 1971 formation of Bangladesh.

Kinetic measures like surgical strikes, aerial and missile bombardment, targeted assassinations and clinical covert sabotage missions inside Pakistan can convey toughness in the near-term. They boost India's national morale for a while. But these steps are in themselves insufficient to deter a garrison state like Pakistan where the military controls policymaking and is ideologically predisposed to harm India at any cost.

Tactical operations are not substitutes for a broad,

open-ended strategic mission of a full-court press until Pakistan's basic makeup is changed. To radically restructure Pakistan into a moderate neighbour, India must bring into play a range of sustained instruments.

As a digital power with a vast lead in software and information technology, India should employ online propaganda techniques to reach out to ordinary Pakistanis and mould their opinions about the venality, corruption and brutality of their own military establishment, which has repeatedly caused ruin. India must use the openness of the worldwide web to penetrate all Pakistani provinces and release a barrage of compromising facts and stories about the military and the ISI's shenanigans.

The Narendra Modi government's opening of a Balochi mobile phone app, website and radio bulletins in 2016 was a proactive move. Similar info-ops have to be developed for Pakistan's restive Pashtun minorities. As Russia has demonstrated in recent years, by flummoxing the West in Ukraine and elsewhere, we are in an era of "hybrid warfare" with shadowy weaponisation of the internet to shape public perception and even overthrow regimes.

On the diplomatic front, the Modi government should appoint permanent envoys to travel the globe and disseminate reams of proof of Pakistan's complicity in terrorism to foreign leaders, intelligence agencies and news media. As victims of cross-border terrorism, Indians assume that everyone around the world is already fully familiar with how thuggish military-run and jihadi-infested Pakistan is and how righteous secular and democratic India is. But isolating a rogue regime requires assiduous lobbying and convincing so that no country buys Pakistan's denials of complicity in terrorism or its narrative of a "freedom struggle" in Kashmir.

The May 2018 Dhaka Declaration of the Organisation of Islamic Cooperation (OIC) uncharacteristically omitted Kashmir and condemnation of India's alleged impunity. This feat was achieved thanks to India-friendly Bangladesh, the host country of the OIC Foreign Ministers session. More such strategic interventions are necessary. Modi has leveraged India's booming economy to get influential Islamic nations to invest and trade with India. His outreach to Iran, Saudi Arabia, the UAE, Qatar and Kuwait must extend to cornering Pakistan and blunting Islamabad's religious appeals in the name of solidarity for Kashmir's Muslims.

India must also file suit at the International Court of Justice



Western countries in charge of IMF should be swayed to impose terrorism and democracy-related conditionalities on Pakistan for receiving economic bailouts

against Pakistan's state-sponsored terrorism. The World Court ruled against the US for fomenting terrorism inside Nicaragua in 1986. A symbolic legal blow from a global body that shames Pakistan as a terrorist state will come in handy to mobilise multilateral boycotts and sanctions against it. The Modi government has spurred partner countries to grey-list Pakistan for terror financing under the Financial Action Task Force (FATF). Such endeavours have to be significantly scaled up.

Western countries in charge of the International Monetary Fund (IMF) should likewise be swayed to impose terrorism and democracy-related conditionalities on Pakistan for receiving economic bailouts.

China, which holds the keys to Pakistan's economic destiny, is the hardest nut to crack because of strategic competition between Beijing and New Delhi. Offering China foreign policy concessions on India-US military relations or on the Sino-Indian border dispute in return for Beijing checking Islamabad's brazen promotion of terrorism is a tradeoff worth exploring.

The blood of martyrs from Pulwama and countless other earlier outrages should awaken India to think and act systematically.

It is time to join battle for the long haul and leave no stone unturned. ■

The writer is professor and dean, Jindal School of International Affairs



Isolating a rogue regime requires assiduous lobbying so that no country buys Pakistan's denials of complicity in terrorism or its narrative of a "freedom struggle" in Kashmir

A Second Ascendancy

When Wipro's non-software businesses were demerged seven years ago, it was a clutch of disparate, unglamorous businesses seeking the space to grow. The privately held company has grown rapidly since and is ready for its moment in the sun

By Suman Layak

Billionaires and their excesses are under attack around the world. But a quality widely associated with one of India's richest men, Wipro Ltd Chairman Azim Premji, continues to be frugality. Stories about his simple, frugal choices are as much part of corporate lore in India as his storied entrepreneurial journey – turning a Vanaspati business he took over at 21 upon the demise of his father into a global software services giant worth \$25 billion today.

Harsh Goenka, RPG Group chairman and a long-time friend of Premji's, recalls getting a call from the Bengaluru-based tycoon several years ago. He wanted to discuss options in company cars as Wipro was considering providing cars to its executives. Premji wanted to know how the performance and mileage of the Ambassador compared with that of the Premier Padmini, which, incidentally, the RPG Group had once tried to acquire, unsuccessfully. Goenka also recalls how Premji (now 73) refused to own a mobile phone for a long time. Goenka's perspective on Premji's famous frugality is that the second richest Indian, with a personal net worth of \$16 billion, is extracting

TL;DR

- In 2012-13, non-IT/software businesses of Wipro were demerged as Wipro Enterprises to give these businesses freedom to grow
- WEPL has grown rapidly through acquisitions and organic growth, and now has a diverse portfolio
- More than half the revenues are now from overseas

"Seeing our strategies being copied by MNCs gave the organisation the confidence to take on MNCs"

Vineet Agarwal,
CEO, Wipro Consumer Care & Lighting



DEEPAK G PAWAR

BASIC NUMBERS

₹9,340 cr
Sales & other income

₹1,082 cr
Profit after tax

Wipro Enterprises numbers for 2017-18

At 3-4 times revenues (crossing ₹7,000 cr), the FMCG business of WEPL could be valued as high as

₹28,000 cr

At 2-3 times revenues (₹3,000 cr) WEPL's infra & engg business can be worth

₹6,000-9,000 cr

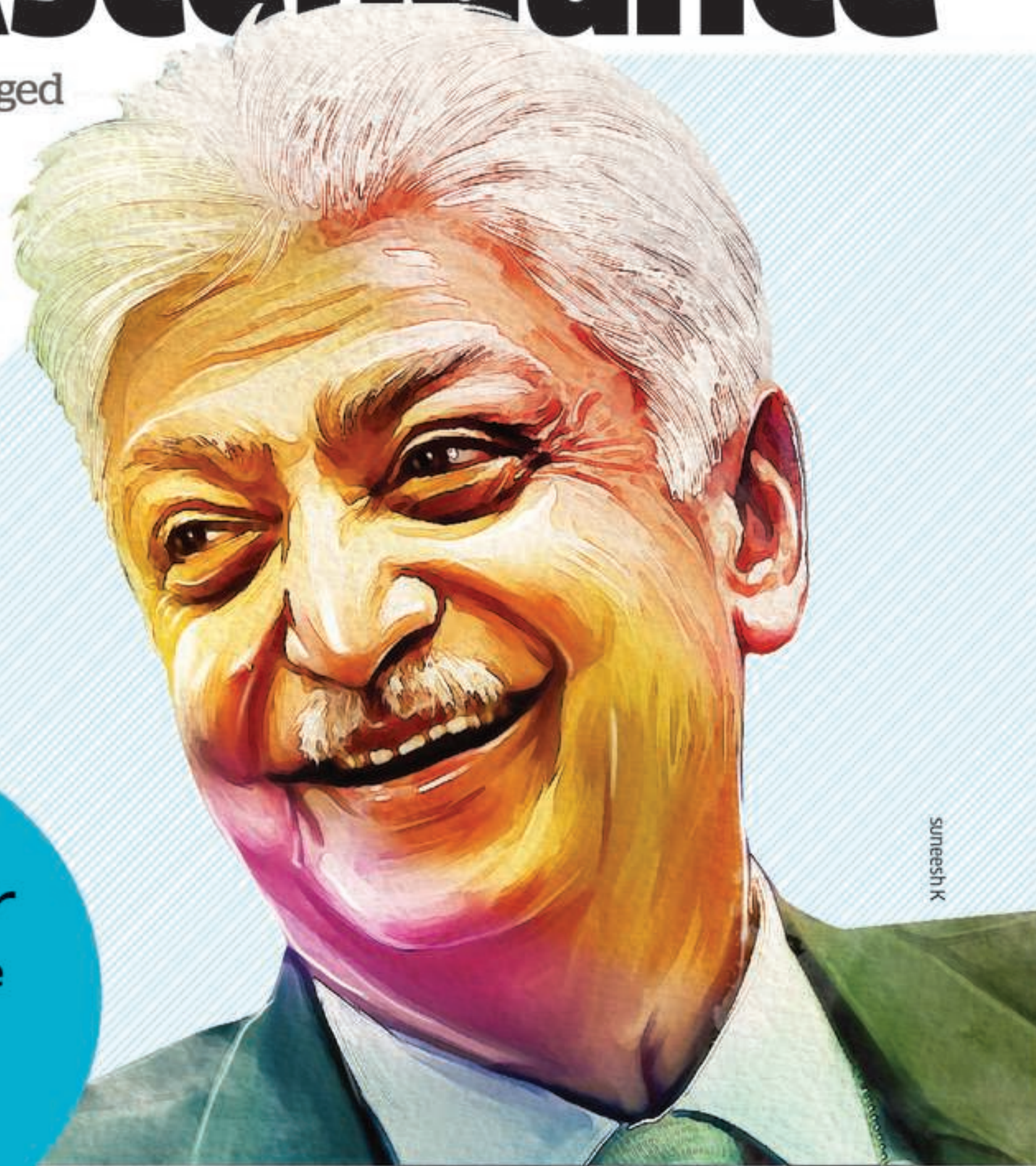
WEPL's net cash in hand

₹3,500 cr

Valuation of stakes in JVs could be another

₹5,000-7,000 cr

Source: Industry estimates on valuation; company estimates for revenues and cash for 2018-19



Suneesh K

UPSIDE POTENTIAL

Valuation of WEPL at the time of demerger from Wipro Ltd in 2012-13

₹11,000 cr

Net worth/valuation in 2014-15

₹18,000 cr

Valuation* today is likely to be upwards of

₹40,000 cr

*Market estimates

value out of every situation. "Whenever he travels, Premji insists on meeting some customers of Wipro. He is also a great learner. When he drops by at my office, I can see he is sucking out information from every conversation," Goenka says.

This focus on maximising value from his own time means Premji is careful and methodical about spending it. Currently, three broad buckets are getting a third each of his professional time. One is the software services behemoth Wipro Ltd (market cap: ₹1.7 lakh crore), another is a range of philanthropic activities to which he has pledged most (\$12 billion) of his wealth. The third slice goes into a relatively lesser known and much smaller company called Wipro Enterprises Pvt Ltd (WEPL). Entirely privately held, this unit is witnessing bold bets and hectic deal-making. It has posted strong growth and is poised to emerge as a power-

house of brands and businesses spanning industries.

Demerged from Wipro Ltd in 2012-13, WEPL runs businesses under two broad groups – infrastructure and engineering, and consumer care and lighting. Some of its businesses are new, while some had been started by Premji even before he invested in software and IT. While much smaller than Wipro Ltd, WEPL promises high growth.

The unlisted WEPL (98.45% stake is with Premji) has in the last five years placed audacious bets that would have been impossible under the larger Wipro Software Services business. We are talking about diverse units selling industrial wastewater treatment services, aviation actuators (used in aircraft landing gears) and 3D-printed transmitters for space missions like the geosynchronous satellite

'These Businesses have the Ability to be Part of the India Growth Story'

Last week **Wipro Ltd Chairman Azim H Premji** was in Mumbai to receive the EY Lifetime Achievement Award. Wipro is a diversified group, although the software services business has overshadowed others for long. And over the last few years, Premji seems to have placed stronger bets on these other businesses, finding new areas of growth, with new products and geographies. He spoke to **Suman Layak** on the sidelines of the award ceremony and answered questions via email on Wipro Enterprises that owns the engineering and FMCG businesses. Edited excerpts:

Wipro Enterprises has shown a strong revenue growth since 2012-13, when the non-IT businesses were demerged from Wipro Ltd to create the new entity. How do you see these businesses today?

Our business has shown a strong revenue growth over the past several years and the same is more visible since the demerger. We have maintained industry-leading growth. These businesses are now more free to evaluate opportunities with a longer horizon than be conscious of quarterly performance pressures of a listed entity.

We are confident of growth in all our businesses in Wipro Enterprises. We have strong and effective leadership, good top management talent and innovative mindset. We have made investments strategically in new geographies and lines of business. We have a presence in almost every continent. These businesses have the ability to be part of the India growth story, a resurgence in global growth.

Some of these businesses were started by Wipro back in the period starting 1966. If the company had not invested in IT in the 1970s, these may have been bigger today. Do you see consumer goods, infrastructure or aeronautics-related verticals as the new value areas?

Our investment in IT back in the '70s has paid off very well for us and there is no use in speculating on 'what ifs'. Our consumer and infrastructure businesses continued to invest even when it was a combined organisation, which is why we have been able to build brands like Santoor, Chandrika and Yardley and acquire large business like Unza in Southeast

Asia in the consumer business and Hydrauto in Northern Europe and Givon in Israel in infrastructure engineering business.

I see significant value in both infrastructure engineering and consumer businesses. Every business is cyclical and sees seasonality in the rate of growth. However, a well-run business continues to deliver industry-leading growth and I believe there is a new wave of growth across both businesses.

Will Wipro Enterprises be listed again? Should one assume that the reason for taking this part of Wipro private in 2012-13 would be to invest and grow the businesses and then bring them back as larger entities?

The reason for taking the business private was to ensure we maximise the opportunities for all the businesses to grow. The aim has always been to keep in mind the best interest of all stakeholders in these companies. We do not have any plan to list the businesses.

We have seen interesting investments like a stake in Happily Unmarried. Is there a strategy of growing through acquisitions?

We see acquisitions as an important lever in our growth strategy. We identify high-value assets which match our

overall strategy. Our investment in Happily Unmarried gives our consumer business an opportunity to understand the ecommerce business and learn from it. Ma Er has given us a strong position in the large home care market in South China. In infrastructure engineering, our acquisition of Givon, Israel, has enhanced our presence in aerospace substantially.

Will there be more joint ventures (for technology, knowhow, etc) as there are fairly established and strong players in the areas where Wipro Enterprises is playing now?

We consider the entire ecosystem as part of our strategy and will continue to participate with other players in spaces we operate in. The important thing is to engage with players who have a similar mindset and culture as ours so that the partnership is deep-rooted like our Wipro GE Medical Systems and Wipro Kawasaki Precision Machinery Joint Ventures.

Do you see Wipro Enterprises also creating billionaires through ESOPs / shadow equity, like Wipro did?

Our employees and business partners are extended the best opportunity to have a balanced growth across learnings, experiences, impact on society and wealth generation. We have a programme where key employees are rewarded as the net worth of the company grows.

Is the current diversified structure likely to carry on for some time, and will you be looking for outside/strategic investments in any of these areas?

We currently do not have any plan to modify the structure we have.

"The reason for taking the business private was to ensure we maximise the opportunities for all the businesses to grow"

JOINT VENTURES

Wipro GE Healthcare
49%
with Wipro Enterprises

Wipro Kawasaki
26%
with Wipro Enterprises

Happily Unmarried
9.7%
with WEPL

Source: WEPL

"We are not done yet. There is a strong pipeline of acquisitions"

Raghavendran Swaminathan,
CFO, Wipro Enterprises (P) Ltd

launch vehicle (GSLV). There's also Halal toothpaste that WEPL makes and sells in Malaysia, a shampoo for women who wear the hijab, and equipment that use light waves (LiFi) for internet connectivity. WEPL has done a string of acquisitions across the world, from Brazil to China, to turbocharge these diversifications.

These moves would be hard to explain to shareholders of a software services company, forget about equity analysts in Mumbai or New York, where Wipro's American Depository Receipts (ADRs) are listed. Premji told ET Magazine that the reason for the demerger in 2012-13 was to "maximise opportunity for all businesses to grow". These businesses are at the cusp of unleashing a great deal of value.

It's not as if the WEPL journey has been smooth. The company failed in its first attempt to establish a business in China. But the important thing was that it didn't back off.

WEPL took its mainstay hydraulics business, which accounts for 75% of its ₹3,500 crore engineering revenues, into China a few years ago as a greenfield foray, but failed to sustain it. The timing of entry (2011-12) wasn't correct, the business bled and then was shut down.



DEEPAK G PAWAR

In 2016, WEPL acquired a Chinese FMCG company, Zongshan Ma Er (now Wipro Ma Er), operating out of Guangdong, China's most populous and richest province with 10 crore people and a \$1.3 trillion economy (in comparison, the size of the Indian economy is about \$3 trillion). It brings WEPL \$120 million of revenues, mostly from Guangdong. A Bain & Co survey in 2017 showed a marked shift by Chinese consumers towards domestic brands, and MNCs like Unilever or P&G losing market share. WEPL's strategy of acquiring and using local brands like Pahlani in China has paid off, and has worked in other markets as well. In Malaysia, it has Safi, a halal-toiletries brand. A halal brand excludes some ingredients and prac-

tices in manufacturing. Entire factories are halal-certified.

Vineet Agarwal, the CEO of the consumer care and lighting business at WEPL, with a \$1 billion in revenues in 2017-18, says it feels gratifying when he sees his strategy being copied by multinationals in various markets. For example, Colgate has now launched halal toothpaste in Malaysia following Safi's success and Sunsilk has followed with a hijab-friendly shampoo. Malaysia brings in \$145 million in revenues for WEPL.

"Seeing our strategies being copied by MNCs gave the organisation the confidence to take on MNCs," Agarwal tells ET Magazine. He is now focused on taking the consumer business to the

\$2 billion revenues mark.

The best story for WEPL is, however, soap brand Santoor, now the second most selling soap in India after Unilever's Lifebuoy. It is WEPL's largest brand at \$300 million in revenues. It beat Unilever's Lux to become number two in the highly competitive segment in 2018. Agarwal then used the channels that helped it win with Santoor to disrupt another product category – domestic lighting. Over the last year, WEPL has pushed LED bulbs into kirana stores.

Acquisition Mode

The company is focused on emerging markets for its FMCG play. The only exception is Yardley. It acquired the rights in the UK, the brand's home market.

Agarwal operates from the sprawling Sarjapur campus of Wipro in Bengaluru, alongside the Wipro Ltd offices. WEPL's Infrastructure & engineering division works out of the much smaller building on MG Road. CEO Pratik Kumar explains that in this segment, WEPL is present across the globe in both developed and emerging markets.

It has used a two-pronged strategy. It went greenfield in the USA and acquired companies in Brazil, Europe and in Israel to either break into a new geography or get a toe-hold in a high-precision market. The acquisition of Givon in Israel, which makes metallic parts and assemblies for the aerospace industry, allowed the company to get into the high-precision aeronautics play. WEPL's actuators are an extension of its hydraulics business but the ties between Givon and leading aircraft

WIPRO ENTERPRISES PVT LTD

98%-plus owned by Azim Premji and family



Engineering & infra business

Hydraulics, water, 3-D printing, aeronautics, automation – across India, Europe, South America

Consumer care & lighting business

Lighting business in India, personal care, soaps, shampoos, etc in southeast Asia, China, India and West Asia



manufacturers like Boeing and UTC helped.

"As WEPL, we have greater ability to do acquisitions. We have placed many new bets in a short period. It would have been difficult to go back to shareholders and explain so many different acquisitions," Kumar says.

At WEPL, Kumar needs to report to just one shareholder – Azim Premji. The WEPL board has Kumar and Agarwal on it, apart from Premji, his two sons Rishad and Tariq, and Suresh Senapaty, the former CFO of Wipro Ltd. Usually, Kumar, Agarwal, and WEPL CFO Raghavendran Swaminathan meet the board every quarter for a review. Quick decisions, especially related to possible acquisitions, are handled through a one-on-one meeting with Premji.

Being unlisted, however, does not allow any concessions to WEPL management. The first assignment for Swaminathan immediately after the demerger was to replicate the strong processes of Wipro at the company. WEPL also emulated Wipro in trying to create an employee rewards programme that was linked to the company's performance. Pratik Kumar recalls that at the time of demerger, leaving

the ESOP programme of Wipro was one of the things that weighed on his mind. The WEPL programme links rewards to multiples of WEPL's net worth. This is how it works: a bonus or reward of, say, \$1,000 granted today is made payable at a future date. If by that date the net worth of WEPL has grown to 1.3 times, the reward also is multiplied by 1.3, and the employee gets

"As WEPL, we have greater ability to do acquisitions. We have placed many new bets in a short period"

Pratik Kumar, CEO, Wipro Infrastructure Engineering



ACQUISITIONS BY WIPRO INFRASTRUCTURE ENGINEERING

2006-07

HYDRAUTO (Europe)

Hydraulics

Business strategy: Global market entry. Manufacturing and customers across Europe

2008-09

WIPRO WATER (India)

Water

Business strategy: Industrial wastewater treatment business

2011-12

RKM (Brazil)

Hydraulics

Business strategy: Manufacturing in Brazil to serve South American market

2013-14

HERVIL (Romania)

Hydraulics

Business strategy: Manufacturing near Bucharest for Europe

2016-17

GIVON (Israel)

Hydraulics

Business strategy: Global brand providing entry to top aerospace league

ACQUISITIONS BY WIPRO CONSUMER CARE & LIGHTING SINCE 2003

Steady acquisitions have helped Wipro expand product portfolio and geographical footprint across India, China, Southeast Asia and West Asia

	Brand/Entity	Year
1	Glucovita	2003
2	Chandrika	2004
3	North-West	2006
4	Unza	2007
5	Yardley (India+ME)	2009
6	Aramusk	2011
7	Clean Ray	2011
8	Yardley UK	2012
9	LDW	2012
10	Ma Er China	2016

Source: WEPL

\$1,300. The reward programme is linked to growth. And there's Premji himself who is pushing WEPL to grow, inorganically, where needed. The businesses have seen eight acquisitions between 2011-12 and now (another seven were done prior to the demerger). "We are not done yet. There is a strong pipeline of acquisitions," Swaminathan says.

As a result of the acquisitions, WEPL now sees more than 50% of its revenues coming from outside India.

Former Tata Sons director and vice-chairman of Hindustan Unilever, R Gopalakrishnan, says the strategy of acquiring companies across the world and using local brands to sell in these countries is like running a federation of states, something Unilever did very well in the past, and Godrej Consumer continues to do. This is in contrast with the strategy of consumer major P&G, which goes into every market with its own brands. "The strategy of running a federation can work very well, the danger being that specifically in the FMCG space, the multiplicity of brands means more spends on branding and margin pressure" he says.

"Profitable growth remains the single-minded objective," Swaminathan says, and adds often Premji challenges the team on goals and pushes for faster growth through acquisitions.

Valuation Play

What is the experience of working closely with Premji? Swaminathan says: "Easily Premji reads more than any of us, and comes very prepared to meetings." He also has a sharp eye for inconsistencies between what is said and what is delivered, Swaminathan adds.

Premji tells *ET Magazine* there are no immediate plans to list these businesses. No dividend is being paid out either. But what could be the value of these businesses today?

The company had started off with a valuation of ₹11,000 crore in 2012-13, and was valued at ₹18,000 crore in 2014-15, when it did a capital reduction programme. No valuation exercise has been done since. But with FMCG valuations skyrocketing (6 times the turnover for the likes of Horlicks), the value of the FMCG business of WEPL alone could be pegged between ₹21,000 crore and ₹40,000 crore. Abneesh Roy, analyst and senior VP at Edelweiss, says it would be prudent to value WEPL's foreign FMCG play at 2.5 times revenue and the Indian part at 3.5 times.

Free net cash in WEPL is at ₹3,500 crore, and it has a 49% stake in its biggest joint venture, Wipro-GE, which turns in revenues of \$700 million. Adding the infrastructure & engineering business, the free cash and joint ventures could take the WEPL valuation to anywhere between ₹35,000 crore and ₹40,000 crore. At demerger, the WEPL businesses were valued at around 10% of Wipro Ltd. Today, that ratio could be 20%-30%.

Premji was in Mumbai last week to receive an award. Goenka, who was with him during the evening, says that at one point, Premji expressed his biggest regret – that he had to pay the price of fame and is not able to freely walk around the streets any more. In fact, till the late nineties, Premji would himself visit markets and speak with retailers and customers of Wipro's consumer products, confirms Agarwal, who has been with Premji during market visits. While he may not be doing it any more, WEPL's growth shows Premji still has his ears firmly to the ground. ■

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Status Check

Why Andhra Pradesh CM N Chandrababu Naidu is using special category status for the state as a rallying cry before the elections

:: G Seetharaman & CR Sukumar
Mumbai/Hyderabad

Five years ago, this week, members of Parliament agreed to the creation of Telangana from the erstwhile Andhra Pradesh after a long struggle. On February 20, 2014, when the Andhra Pradesh Reorganisation Bill was passed by the Rajya Sabha, the then prime minister Manmohan Singh said that as part of the bifurcation, Andhra would be given special category status (SCS) for five years to "put the state's finances on a firmer footing".

But that was not to be. As a result, SCS and assurances in the 2014 Act are turning out to be the biggest issue in Andhra in the run-up to the general and state elections, which will be held concurrently. Andhra has 25 Lok Sabha seats and Telangana 17.

Though most voters may not know what exactly SCS means, it has become an emotive issue in Andhra Pradesh. On February 11, Chief Minister N Chandrababu Naidu held a hunger strike at New Delhi's Andhra Bhavan, calling for the grant of SCS and release of more special assistance funds by the Centre.

Naidu's Telugu Desam Party was part of the ruling National Democratic Alliance till March 2018, when it pulled out saying the Centre had not given Andhra its due. Ever since, Naidu has been trying to corral a grand alliance of national and regional parties against the Bharatiya Janata Party. Several opposition leaders, including Rahul Gandhi and Arvind Kejriwal, made an appearance at Naidu's protest.

In the four decades to 2010, 11 states, including Jammu & Kashmir and all northeastern states, were granted SCS on the basis of factors like economic backwardness, hilly terrain and low population density. SCS meant more funds – the Centre would contribute 90% of the funds for a centrally sponsored scheme, instead of the 60% it gave other states – and tax incentives.

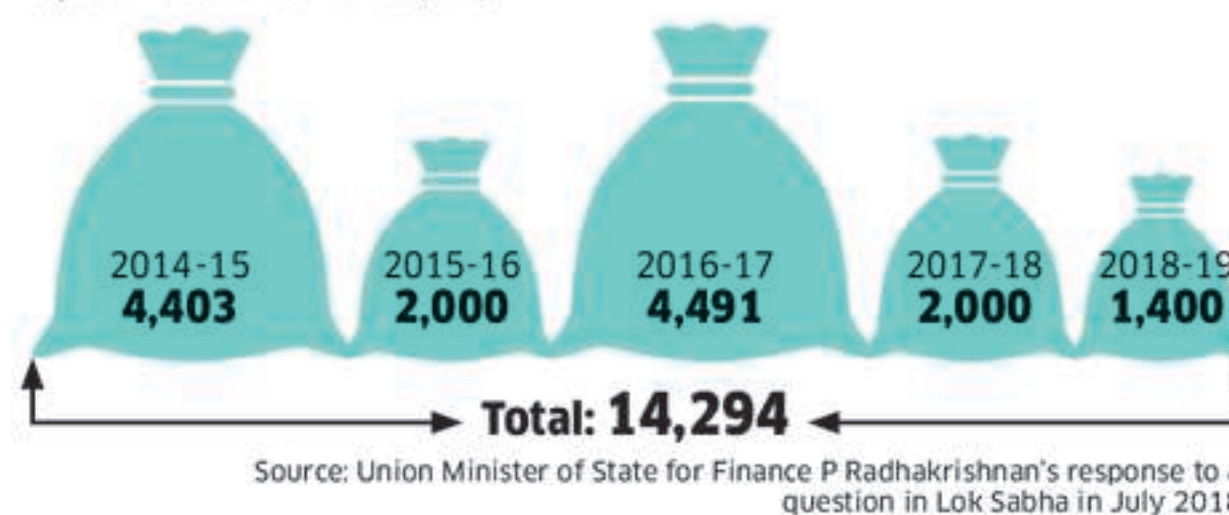
But the 14th Finance Commission, tabled in Parliament in February 2015, did away with the distinction between states with SCS and other states and instead recommended a higher share of taxes – 42% instead of 32% – for states and revenue-deficit grants for those states in need, like Andhra. The Centre said this meant SCS had ceased to exist so there was no question of granting Andhra the status.

Dinakar Lanka, a spokesperson for the TDP, says SCS was a precondition for the passage of the AP Reorganisation Bill and hence it should be accorded to the state. K Nageshwar, a political observer, concurs: "Special category status to AP has more sanctity as it was linked to an act in Parliament whereas the other states got the status through an ex-

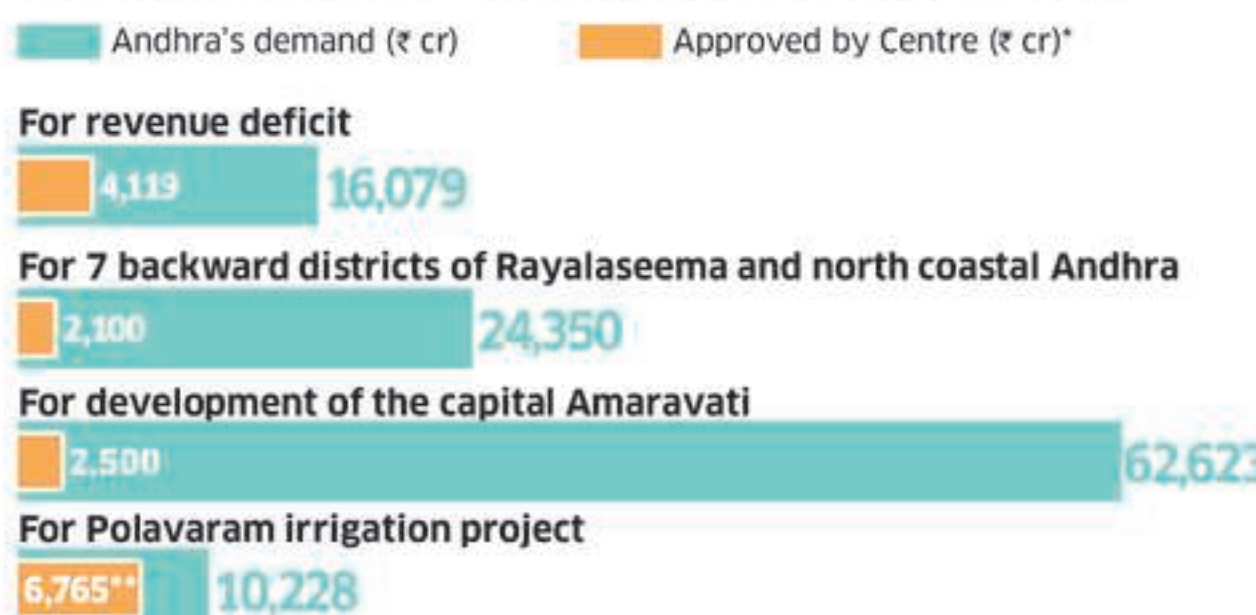


Andhra Pradesh CM N Chandrababu Naidu flashes a victory sign as he leads a padyatra on February 12 in Delhi, seeking special status for the state

Centre has Given Andhra Over ₹14,000 crore
Special assistance funds (₹ cr)



What Andhra Wanted & What it Got



*Released partially till now
**What Centre has released so far; it has said it would reimburse the remainder of the cost

ecutive order." YS Jagan Mohan Reddy's YSR Congress Party, the chief opposition party in Andhra, has also been trying to gain political capital out of the issue.

Sajjala Ramakrishna Reddy, general secretary of YSRCP, says the state needs SCS to level the playing field, let alone regain advantages it once enjoyed. But he is quick to flay the TDP government. "Demand for special category status has now become a political drama for TDP, which sailed with the BJP and enjoyed power at the Centre for four years, compromising on the state's interests." The BJP and the Congress are minor players in Andhra.

The other key issue in the Andhra-Centre tussle is over funds. The Union government has since 2014-15 given over ₹14,000 crore to Andhra as special assistance, according to the government's response to a question in the Lok Sabha in July 2018. But Andhra says the funds are only a fraction of what it sought. For instance, it had sought around ₹16,000 crore to meet its revenue deficit from the bifurcation in 2014-15, but says the Centre has agreed to give only a fourth of that. Andhra also complains that it will get less than a tenth of the ₹24,350 crore it demanded for the development of seven backward districts.

Andhra Pradesh has also been asking for more funds for the Polavaram irrigation project and to build its capital, Amaravati, for which the Centre has given ₹1,500 crore and will dole out another ₹1,000 crore. The Centre has also transferred ₹1,000 crore for infrastructure works in neighbouring Vijayawada and Guntur. The BJP's Andhra president Kanna Laxminarayana says the special assistance offered by the Centre is far higher than what AP would have got under SCS.

Despite the disadvantage of losing Hyderabad, an information technology and pharma hub, in the bifurcation, Andhra has grown at nearly 10% annually between 2013-14 and 2017-18, compared with Telangana's 8.6%, and is estimated to have a fiscal deficit of 2.8% in 2018-19, compared with Telangana's 3.5%.

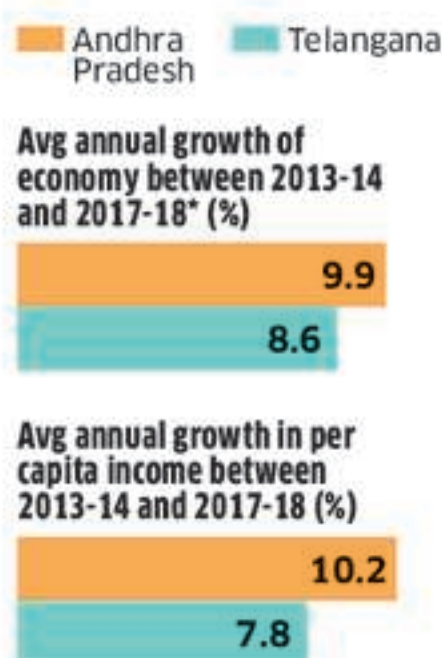
While it will take a while for Andhra to match Telangana in IT and pharma, the coastal state has an edge in manufacturing, says RVS Rudraraju, chairman of the Andhra chapter of the Confederation of Indian Industry. Isuzu Motors, Kia Motors, Ashok Leyland and TCL are among the companies that have or will set up plants in Andhra.

But Laxminarayana Thunga, a political analyst, points to other metrics like per capita income where Andhra needs to improve, which is predicated on creation of more jobs. Andhra's annual per capita income in 2017-18 was around ₹1,42,000, the lowest in south India.

With just weeks to go for the polls, both the TDP and YSRCP will be using Andhra's demands as a rallying cry but it will be interesting to see which party reaps the electoral rewards. ■

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Andhra has Grown Faster than Telangana



Source: Andhra and Telangana governments
*gross state value added at basic prices

RADHA MOHAN SINGH

We are Open to Increasing Cash Payment to Farmers

After Interim Budget 2019 set aside ₹6,000 per year for small and marginal farmers, Union Agriculture Minister **Radha Mohan Singh** tells **Prerna Katiyar** that the government is open to increasing the cash payment to farmers under the PM-KISAN scheme. Edited excerpts:

You have written to all chief ministers for data on farmers for the Pradhan Mantri Kisan Samman Nidhi (PM-KISAN) scheme. By when will the first instalment reach farmers?

The government, in accordance to its philosophy of increasing both agriculture production and farmers' income, has created history in Interim Budget 2019-20 by making provision for income support and other schemes with focus on rural India. This income will be transferred directly to the bank accounts of vulnerable, landholding farmer families, in three equal instalments of ₹2,000 each. While the financial year will end on March 31, we are giving retrospective benefits from December 1, 2018. This programme will be fully funded by the Government of India. It will also protect farmers from the clutches of moneylenders and ensure continuity in their farm activities.

A letter was sent to all chief ministers on February 6 and my ministry is following up with all the states for an early uploading of beneficiaries' data on PM-KISAN portal. Our officials recently held a meeting with all states via video-conferencing. States have given an assurance of providing the database within 15 days. Farmers already have Aadhaar, Jan Dhan and mobile numbers. We are hopeful that in 15 days we will have the database of small and marginal farmers.

The first instalment for the period December 1, 2018-March 31, 2019, will be paid by March 31 after identifying eligible farmers.

The scheme will protect farmers from the clutches of moneylenders and ensure continuity in their farm activities

From where will the ministry start disbursing the cash transfer?

We will be disbursing the amount to all states based on the database we receive. We are in touch with all the states. On February 24, the scheme will be launched, and the first disbursement to all beneficiaries whose data is loaded on the portal will be made by March 31.

What about those who could not register themselves on the portal by March 31?

My ministry will continue to make disbursement to all the remaining beneficiaries for the first instalment as envisaged in the scheme as we receive database on our portal. After March 31, the second instalment will be paid.

Lack of updated land records of small farmers may pose problems in implementation, particularly in big states such as Bihar and Uttar Pradesh where land records may not be fully digitised.

All states are working to implement various farmer welfare schemes. They must be having land records as well. Land record management is a state subject. A cut-off date has been fixed for the scheme. Any issue raised by states relating to the status of land records will be dealt on a priority basis.

There have been concerns that ₹6,000 per year is too little.

Small and marginal farmers do understand the benefits of ₹6,000 assured cash a year. How will people living in AC rooms understand the importance of ₹500 a month? Small farmers with less than 2 acres of land often do not have money to school their children or buy seeds.

Is the government open to increasing the amount?

Yes, we are. As and when we have more resources, this amount will definitely be increased.

Besides this, states also have their own guaranteed cash schemes, like Rythu Bandhu in Telangana. Then there is Krushak Assistance for Livelihood and Income Augmentation (KALIA) in Odisha. A day after the interim budget, Jharkhand too announced a similar scheme.

Farm loan waiver of ₹52,000 crore was given in 2008 and it benefited 3 crore farmers. There have been many anomalies and the CAG has been reporting many cases of corruption as well. Even now in Madhya Pradesh, many such cases are being unearthed. In contrast, we are giving ₹75,000 crore per year directly to farmers. This translates into ₹7.5 lakh crore in 10 years.

What is the government's view on replacing all existing subsidies like crop insurance, interest subvention and fertiliser subsidy with income support?

Assured income and income support schemes will



continue with existing subsidies that the farmers are getting through various programmes. Ending other subsidies will be detrimental to farmers.

The budget made provision for interest subvention for farmers holding Kisan Credit Cards (KCC). How can this benefit farmers when around 7 crore of them do not have such cards?

We have started a massive programme under which almost 50% farmers, who do not have KCC, will get benefits by simply filling an application. Simultaneously, we have requested states to expedite the process of providing KCC by holding camps. So far, farmers had to pay various fees for applying for a KCC. In the interest of farmers, Indian Banks' Association has decided that these charges will not be levied for loans up to ₹3 lakh. Now, livestock farmers and fishermen will be able to avail loans at a concessional rate of 4%.

The average rate of growth of agricultural GDP in the last four years (2014-15 to 2017-18) was only 2.2%. Are the budget announcements enough to double farmers' income by 2022? Is the PM's promise on track?

The Narendra Modi government is bound to double farmers' income by 2022. For this, we are following a comprehensive policy. Through a series of schemes, improvements and programmes, we are confident that our farmers will be able to get the right price for their produce and grow crops at a low price. This will ensure more income in the hands of farmers.

Agricultural growth rate is important but more important is that farmers get the right price. Towards this end, our government is working for the marketing of produce. Input-output management is a key focus of the Modi government.

Fixing the minimum support price and providing income support will be helpful in doubling the income of farmers by 2022.

Is the Centre thinking of paying the difference between minimum support price (MSP) and market price at an all-India level?

We have started the Pradhan Mantri Annadata Aay

Small and marginal farmers do understand the benefits of ₹6,000 assured cash a year. How will people living in AC rooms understand the importance of ₹500 a month?



Congress leader Rahul Gandhi

They (Congress) start talking about loan waiver only when an election approaches. Since they were removed from power, they had been crying about farm distress

SanraksHan Abhiyan (PM-AASHA) to shore up the prices that farmers get for their produce. Under this, Price Support Scheme (PSS) will give remunerative prices to farmers for pulses, oilseeds and copra, while Price Deficiency Payment Scheme (PDPS) will cover all oilseeds (the Centre ensures remunerative price to farmers without physical procurement. The difference between MSP and market price is paid directly to the farmers' bank account). In the case of oilseeds, states will have the option to roll out Private Procurement & Stockist Scheme (PPSS) in select districts where a private player can procure crops at MSP when market prices drop below MSP. The private player will then be compensated accordingly.

Due to lack of adequate cold storage, 40% of fruits and vegetables are wasted. What is the government doing to give farmers access to cold storage?

To link fresh produce from the village to market and consumers, staging cold rooms under the modern cold chain scheme, integrated pack house for value addition, reefer vans, precooling units and retail outlets are being promoted under schemes by the Mission for Integrated Development of Horticulture and the Ministry of Food Processing Industries.

MSP is announced for only 23 crops. What about the other crops?

In the case of crops for which MSP is not notified, if such produce forms more than 10% of a state's agricultural output in the previous year and if prices in the market fall below a certain level, then the government shall intervene through Market Intervention Scheme (MIS).

Before us, only 7 lakh tonnes of pulses and oilseeds were procured under UPA. We purchased 85 lakh tonnes. The purchasing body NAFED (National Agricultural Cooperative Marketing Federation of India) had become unprofitable under UPA. We not just purchased more from farmers but also turned NAFED profitable.

The collapse of cattle market has led to stray cattle menace in many states.

The Rashtriya Gokul Mission has been started for the first time by the Modi government to promote the country's bovine and to preserve their genetic resources in a scientific and holistic form. The Rashtriya Kamdhenu Aayog has been established to enhance the production and productivity of cows. It will also look at effective implementation of laws and welfare schemes for cows.

In order to check the problem of stray cattle, we have started a novel project on sex-sorted semen (in this chances of cows delivering a female calf are 80-90%). Pilot projects are on in Amreli (Maharashtra), Motihari (Bihar), Varanasi (UP), Shahjahanpur (UP) and Jodhpur (Rajasthan).

But bulls are also required.

Under Gokul Mission we have created special farms for bulls across the country to improve the breeds. Semen collected from these farms is utilised for sexed semen project. On one hand, we will ensure the birth of more cows via sex-sorted project, and on the other, bulls of good breed will be maintained in farms. It will take at least 50 years to get good and widespread results. Bulls will be born, but in small numbers. They will not be wiped out entirely.

The agritech community feels left out, with no policy push in the budget.

We have been working on promoting innovation and entrepreneurship in agriculture. To encourage agritech startups, we arranged Agriculture Grand Challenge to find commercially viable solutions for challenges in agriculture and to support technology base by funding and mentoring the best concepts.

Do you feel agrarian crisis could affect the electoral prospects of the BJP?

The budgetary allocation in agriculture – ₹1,41,174.37 crore in 2019-20 – is 16.6% more than ₹1,21,082 crore during UPA 2 (2009-14). Who will make farm distress an issue during elections? Jab chunav aata hai tab karz maafi ka bukhaar chaddta hai (They start talking about loan waiver only when an election approaches). Since they (Congress) were removed from power, they had been crying about farm distress. But now people understand. They waived off loans but most farmers could not benefit from the scheme as many take loans from sahu-kars (moneylenders).

Assured income and income support schemes will continue with existing subsidies that the farmers are getting through various programmes. Ending other subsidies will be detrimental to farmers



Courting Humour

Legal recourse is perhaps one of the biggest boons in a democracy but it can lead to some weird and unusual lawsuits, too

by Ram Mohan

Too Much Ice

In June 2016, a California man named Alexander Forouzesi filed a proposed class action suit alleging that customers ordering cold beverages from Starbucks received less liquid than advertised as ice could take up as much space as 10 fl oz (0.3 litre). But the judge said even children knew ice took up space. Cold drinks were anyway provided in transparent cups and a customer can see the quantity, he added



Beer Anger

Leif Nelson, a resident of New York, took Foster's beer to court in 2015 for issuing deceiving advertisements. The ads issued by Foster's, featuring kangaroos and the Australian flag, misled him to believe that his beloved beer was being brewed Down Under. But the beer he was getting was being brewed in Fort Worth, Texas. Nelson says he will resume drinking his favorite beer only after they label the cans properly, and stop issuing false advertising. The case was dismissed



Lookalike Pain

Allen Heckard, of Portland, Oregon, was sick of being mistaken for basketball legend Michael Jordan for almost 15 years. In 2006, he sued the former Chicago Bulls player along with Nike cofounder Phil Knight (for promoting Jordan) for a combined \$832 million, claiming personal injury and emotional pain and suffering due to the likeness. Heckard did look a little like Jordan, but was also 6 inches shorter and eight years older than his more famous counterpart. He later dropped the lawsuit



Seagull Attack

In May 2014, Cathie Kelly of Glasgow claimed she was hurt by a swooping seagull. She said she stumbled on the steps as she tried to escape the "terrifying" dive-bombing bird outside the Ladyburn business centre in Greenock and wanted the building's owners to pay her £7,000 as damages as they had not taken sufficient care of her safety. A judge rejected her case as it was not possible to say where the gull responsible for the attack came from the same building

Armed With Shoes

Sirgiorgio Clardy, a 26-year-old pimp from Portland, Oregon, sued Nike for \$100 million claiming the shoe manufacturer was partially responsible for a brutal beating that gave him a 100-year prison sentence. He was wearing a pair of Nike when he repeatedly stomped the face of a man who was trying to leave a Portland hotel without paying Clardy's prostitute in June 2012. Clardy claims Nike should have placed a label in his Nike Air Jordan shoes warning consumers that they could be used as a dangerous weapon.

"You've wasted my time here, Mr Clardy," the judge said, according to the *Oregonian*. "We've bent over backwards to give you a chance."



Source: Time, The Guardian, How Stuff Works, news agencies

Prisoner Versus Himself

Robert Lee Brock, a prisoner at the Indian Creek Correctional Center in Chesapeake, sued himself for \$5 million for bad behaviour. But he had no money so he wanted the state to pay him. "I partook of alcoholic beverages in 1993, July 1st, as a result I caused myself to violate my religious beliefs. This was done by my going out and getting arrested," wrote Brock, while serving 23 years for breaking and entering and grand larceny. The judge praised Brock's "innovative approach to civil-rights litigation" but dismissed the case



College, Where is My Job?

Like many college graduates, 27-year-old Trina Thompson struggled to land a job since getting her diploma in April 2009. But instead of blaming the recession for her employment woes, the New York City native filed a lawsuit against her alma mater, Monroe College in the Bronx, NY, to recoup the \$70,000 she spent on a bachelor's degree in information technology – saying the school's Office of Career Advancement has failed miserably at helping her advance her career. Thompson also asked for \$2,000 to make up for the stress of her fruitless three-month job search



CAPITAL CHALLENGE

With Delhi projected to be the most populous city by 2028, will it be liveable? Can it escape the pressure of a growing migrant influx? How prepared is it to deal with this population explosion?

:: Shantanu Nandan Sharma

Politics and, now, pollution keep Delhi forever in the news, but a third P has gone missing from the discourse on the capital: population growth, which has soared during the last two decades, and its disastrous fallout.

Already, India's capital city is the world's second most populous urban agglomeration. The future is even more frightening: a United Nations report released in mid-2018

says Delhi could be the world's most populous city by 2028 with 37.2 million people. That is eight million more in just 10 years. According to the report called World Urbanisation Prospects 2018 by the Population Division of the UN Department of Economic and Social Affairs, the population of Delhi and its immediate neighbourhood is now estimated to be 29 million, second only to Tokyo with 37 million people. But Delhi will zoom past Tokyo, whose population is projected to decline to

36.8 million by 2028.

Will Delhi be worth living in? Can the city state of Delhi escape the pressures put on it by an ever expanding National Capital Region (NCR), which touches as far as Alwar now? Are we prepared at all for this population explosion?

In a small office in Delhi's India Habitat Centre, a group of urban planners – all belonging to the National Institute of Urban

Affairs (NIUA) – have just started collecting baseline data on land, housing, transport, environment, heritage, water, among others, for Master Plan for Delhi (MPD) 2041.

"Our deadline for preparing the master plan is 2021. But unlike its earlier editions, it won't be a flat 20-year plan. This one will be divided into various achievable, say, for every five years," says Nilesh Rajadhyaksha, lead coordinator of MPD and urban specialist in NIUA.

The NIUA – an autonomous research and advisory body that comes under the Ministry of Housing and Urban Affairs – has been

roped in by the Delhi Development Authority (DDA) to undertake this colossal strategy plan for Delhi 2041. The current master plan, MPD-2021, which was notified in 2007 and was prepared by an in-house team of the DDA, would expire in 2021. (For the record, the first master plan for Delhi was undertaken in 1962, followed by the one released in 1990 for the year 2001.)

The concern is that a sense of urgency to fix Delhi is missing. Many crucial elements of MPD-2021 still remain on paper, with just two years left for the plan to expire.

AK Jain, former commissioner-planning

in DDA and key architect of MPD-2021, gives a long list of what have not been implemented. The master plan talks about brownfield redevelopment of rehabilitation colonies such as Lajpat Nagar, Old Rajendra Nagar and Mukherjee Nagar, which were originally meant for Partition refugees. Nothing has been done on that front so far. Nor for the redevelopment of 45 resettlement colonies such as Ambedkar Nagar and Trilokpuri, which were developed during Emergency to rehabilitate slum dwellers. The rejuvenation of the Yamuna is also on the plan, but the river remains severely polluted in the Delhi stretch.

Will Delhi be liveable?

Jain is not very hopeful. He says Delhi won't be a highly liveable city even if the master plan is implemented in its entirety. "Delhi is part of the National Capital Region (NCR). So, Delhi's development can't happen in isolation," he explains.

This is where we need to distinguish between Delhi and NCR. Delhi, the city state now ruled by Arvind Kejriwal-led Aam Aadmi Party, has an area of 1,483 sq km and is officially named the National Capital Territory (NCT) of Delhi. In Census 2011, it had a population of 16.8 million, up from 13.8 million a decade ago. The MPD-2021 estimates that NCT of Delhi will have a population of 23 million by 2021.

While the Central National Capital Region of 3,483 sq km includes Delhi's immediate neighbourhoods such as Gurgaon, Noida, Ghaziabad, Faridabad, Bahadurgarh and Sonapat-Kundli, the NCR spreads across a vast area of 55,098 sq km. It will be wrong to use NCR as synonymous with Delhi because the NCR now includes 23 districts from three neighbouring states – 13 in Haryana (Faridabad, Gurgaon, Mewat,

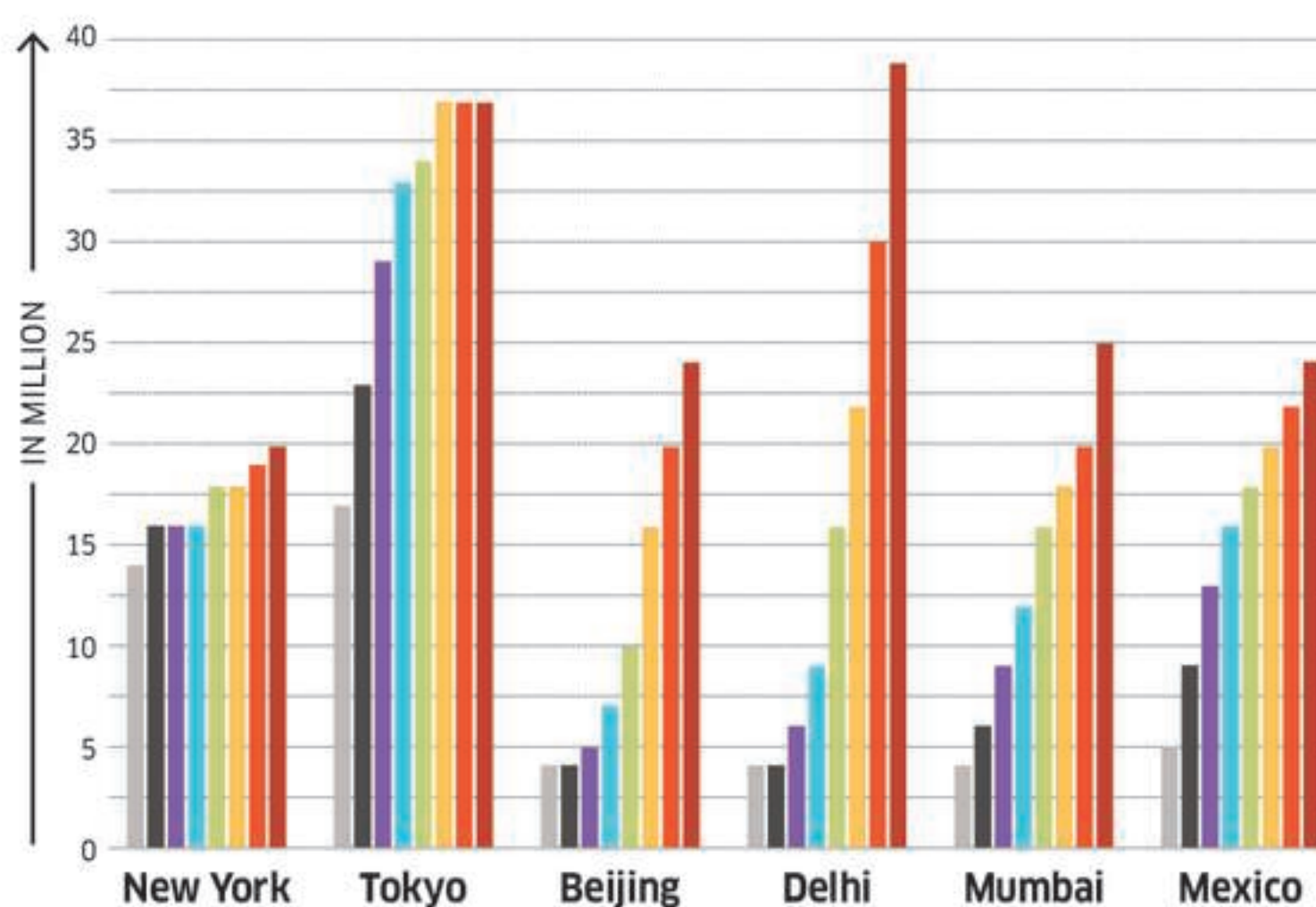
TL;DR

• Delhi and its neighbouring regions are the world's second populous agglomeration, says a UN report

• The report says Delhi and its adjoining regions will become the world's most populous area in 2028

• Political differences between Delhi and its neighbouring states hinder execution of development plans

POPULATION GROWTH IN MAJOR GLOBAL CITIES



Projections for 2020 and 2030; Source: World Urbanisation Prospects 2018 by UN DESA

RISING POPULATION

How the population of Delhi, Central NCR and NCR has grown in the past 20 years

National Capital Territory (NCT) of Delhi

1,483 sq km

2001 13.8 mn

2011 16.8 mn

2021* 23 mn

*Projection

Central National Capital Region plus NCT

3,483 sq km

Central National Capital Region is spread over 2,000 sq km, comprising nearby regions of Delhi such as Ghaziabad-Loni, Noida, Gurgaon-Manesar, Faridabad-Ballabhgarh, Bahadurgarh and Sonapat-Kundli, as defined in Regional Plan 2021

2001 16.8 mn

2011 22.2 mn

2018 29 mn

2021 projection is not available

Rohtak, Sonapat, Rewari, Jhajjar, Panipat, Palwal, Bhiwani, Mahendragarh, Jind and Karnal), eight in Uttar Pradesh (Meerut, Ghaziabad, Gautam Buddh Nagar, Bulandshahr, Baghpat, Hapur, Shamli and Muzaffarnagar) and Alwar and Bharatpur, 200 km away, in Rajasthan. The population of NCR, according to the 2011 Census – when Muzaffarnagar, Jind, Karnal and Shamli were yet to be added – was 46 million. Its population is projected to be 64 million by 2021, according to MPD-2021.

The World Urbanisation Prospects 2018, interestingly, did not factor in the entire NCR to derive at the population of Delhi agglomeration. It roughly took into account the population of NCT of Delhi and Central NCR. Earlier termed as Delhi Metropolitan Area, the Central NCR is a categorisation introduced in the Regional Plan 2021, which was prepared by the National Capital Region Planning Board and notified in 2005.

The plan suggested that the opportunities presented by Central NCR should be maximised to enable it to compete effectively with the NCT of Delhi, offering comparable employment opportunities, economic activities, a comprehensive transport system, housing, social infrastructure and quality of life and environment. Also, larger industries should be located not in Delhi but in Central NCR.

According to Census 2011, Central NCR with NCT of Delhi had a population of 22.2 million, which

National Capital Region

about 55,098 sq km

2001 37 mn

2011 46 mn

2021* 64 mn

*Projection

NCR includes Baghpat, Bulandshahr, Gautam Buddh Nagar, Ghaziabad, Hapur, Meerut, Muzaffarnagar, Shamli, Bhiwani, Faridabad, Gurgaon, Mewat, Jhajjar, Jind, Karnal, Mahendragarh, Palwal, Panipat, Rewari, Rohtak, Sonapat, Alwar, Bharatpur

Source: Census Reports, Master Plan Delhi 2021

could well be 29 million in 2018, as estimated in the UN report.

So, how would Delhi deal with its burgeoning population? First, it needs to take care of its migrants. In 2001, over 60% of the total addition to the city came from a natural growth of population (people born in a geography), with the remaining 40% being migrants. In 2011, the share of migrants to the overall addition to the city increased to 45%. According to projections in MPD-2021, the share of migrants to the additional population will further rise to 50% in 2021, implying that the ever increasing influence of migrant population is now a harsh reality.

Hardeep Singh Puri, Union minister of state (independent charge) for housing and urban affairs, argues that the decongestion of Delhi is possible only if the state government cooperates. "We prepared a

"Delhi Government Needs to Cooperate"

Hardeep Singh Puri, Union minister of state (independent charge) in the Ministry of Housing and Urban Affairs, argues that life would have been easier if there was a more cooperative government in Delhi. In an interview with **Shantanu Nandan Sharma**, Puri says the state government continues to sit on proposals that would have made the city more liveable. Edited excerpts:

Various reports, including one by an UN agency, have talked about massive population pressure on Delhi. Are we prepared to deal with it, given the way Delhi and its suburbs are growing?

As far as the 2021 master plan is concerned, when it was drawn up (between 2003 and 2007) no one would have anticipated the kind of urbanisation Delhi saw. Rapid urbanisation is also a result of high economic growth. The safeguard here will be an efficient public transportation system. Delhi Metro has helped, but that alone is not enough. What about buses? There's a sanction of 11,000 buses yet, there's a shortage of 7,000. That is the problem.

There was criminal neglect on the government's part. We are tied up so much with rural development that we have failed to give enough attention to urban areas. It was Prime Minister Narendra Modi who anticipated what was in store, and we began a number of flagship urban development programmes such as the Pradhan Mantri Awas Yojana.

But Delhi government has to cooperate. We prepared a Delhi decongestion plan in 2016. I have shared the report with the Delhi chief minister. Maybe he does not realise the urgency. Whatever be the reason, the plan is not being implemented.

On our part, we have taken a number of steps. For example, we recently amended Master Plan Delhi-2021 and gave additional FAR (floor area ratio) to existing buildings. We have built a large number of parks. Many of those are, however, work in progress.

Do you mean the political friction between the Delhi government and the Centre is taking a toll on the city?

Look, Delhi is important to me not merely because I am a Union minister looking after the urban portfolio. I was born and brought up in Delhi. I feel life would have been easier if we had a more cooperative state government. The state government continues to sit on proposals. For example, on Metro Phase-IV project, they sat on the proposal for four years. Then they okayed it with many riders.

The key point is, any elected government in Delhi – be it the Central government or the state – must need to take into account the reality of rapid urbanisation. In order to deal with it, redevelopment must take place, additional housing must be provided. The city dwellers must be provided with enough facilities for ease of living.

We have added 140 km of Metro lines during the last one year alone. Delhi-NCR, with 350 km of Metro rail line, is now the third largest metro rail system in the world.

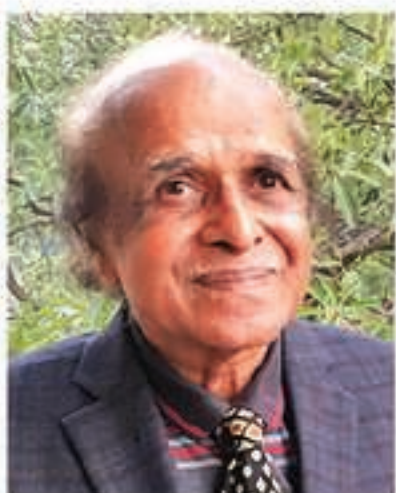
Hasn't pollution become a bigger challenge in Delhi than it used to be some years ago?

Yes, we need to ensure that the air the people of Delhi breathe is not toxic. First, we need to take polluting industries out of Delhi. We have to make Delhi encroachment-free. Unauthorised buildings, which often lead to fatal fire mishaps, have to be demolished.

Second, pollution in Delhi is not generated in the city itself. We have to acknowledge that stubble-burning in the neighbouring states is also a big problem. We have coordinated well with the neighbouring states and the results will show in the coming years.

There is criticism that the NCR Planning Board (NCRPB), mandated to look beyond Delhi, is somehow not a very proactive body. It has not been empowered either.

I partly agree that there's a problem with NCRPB. But the way new cities have joined the NCR recently would tell you that they are doing well. You can't empower NCRPB beyond a point as land is a state subject. Can you force Uttar Pradesh or Haryana to agree with everything that will only help Delhi?



"Master planning for Delhi can't be done in isolation. The key problem is that the NCR Planning Board, which is mandated to undertake integrated planning for Delhi and its neighbouring towns, is a toothless body"

AK Jain, former commissioner-planning, DDA, and key architect of Master Plan Delhi-2021



Should India Follow China's Cluster Model?

:: OP Agarwal

No longer will our children grow up hearing about Tokyo, New York and London being the biggest cities in the world. They will now hear of Delhi, Mumbai, Beijing and Shanghai being among the biggest cities. Delhi is projected to overtake Tokyo and become the most populous city in the world. By 2030, it will have nearly 40 million residents and by 2050, this will go up to nearly 60 million.

The question that arises is, how will such large cities be managed? More specifically, how will municipal services be delivered? The cities haven't done a particularly good job in providing services to those at the lower end of the economic pyramid – as evidenced by mountains of solid waste, severe congestion, worsening air pollution and the terrible living conditions in large slums.

How will cities serve mammoth populations like 40 million and 60 million? Will one municipality be able to serve so many people or should they be broken up into more manageable sizes?

Experience from around the world is varied. While the Paris region, with about 12 million people, has 1,281 municipalities, Beijing, with a population of about 20 million, is a single municipality. Which is better? Smaller jurisdictions allow easier management of several local services but do not permit the economies of scale necessary for other services. Besides, larger jurisdictions facilitate economic interdependence over a larger area, including a larger labour market and more diversified access to jobs. The key seems to be in finding an optimal trade-off between economic interdependence and easier delivery of municipal services.

As an example, some services like household waste collection are better managed in



Nineteen clusters in China are being planned, out of which three are already underway — Pearl River Delta centred on Hong Kong, Yangtze River Delta centred on Shanghai and Jingjinji around Beijing

small municipalities, but disposal may need scale economies that require larger jurisdictions. Similarly, primary schools could be better managed in smaller cities, but universities will get a larger student body if they have a bigger captive population of students. Public bus services may be good for smaller populations, but high-cost mass transit systems are more effective to cater to larger populations.

As the urban population grows, economic interdependence takes place across larger areas. For example, a lot of people work in Delhi, but travel from Gurgaon or Noida, and vice versa. Many work in Mumbai but travel from such far-off places as Pune. Such a trend will grow, largely due to the availability of reasonably priced housing and other quality-of-life issues. How do we deal with such situations?

While the Paris region with about 12 million people has 1,281 municipalities, Beijing with a population of about 20 million is a single municipality. Which is better?

China is considering city clusters as expanded jurisdictions that have a much larger and economically inter-dependent population. While municipalities, with already powerful mayors, will continue to provide most services, cluster-level planning will be centred on rapid mobility solutions. Nineteen clusters are being planned, out of which three are already underway – the Pearl River Delta centred on Hong Kong, the Yangtze River Delta centred on Shanghai and Jingjinji around Beijing.

If India were to think of a city-cluster approach, like in China, there would be a need to think of yet another level of government – beyond municipalities and metropolitan authorities. Perhaps a larger regional entity, something like a city-cluster, will be needed. There would also be a need to classify municipal services into those delivered at the municipal level, metropolitan level and cluster level. Planning could follow a cascaded approach, with regional plans guiding metropolitan plans and these, in turn, guiding municipal plans.

For example, an expanded National Capital Region, which also encompasses more distant cities such as Meerut, Panipat, Alwar and Rohtak, would become a national capital cluster. A regional rapid rail system is already being planned to connect this region and facilitate economic interdependence of a much larger area than the NCR. Smaller entities like the NDMC and the municipal corporations in Delhi could continue to offer other municipal services that do not require such a large captive population. Airports and universities could also be planned around such a regional approach. A sound governance mechanism will, of course, have to emerge.

The writer is a former civil servant and CEO of World Resources Institute-India



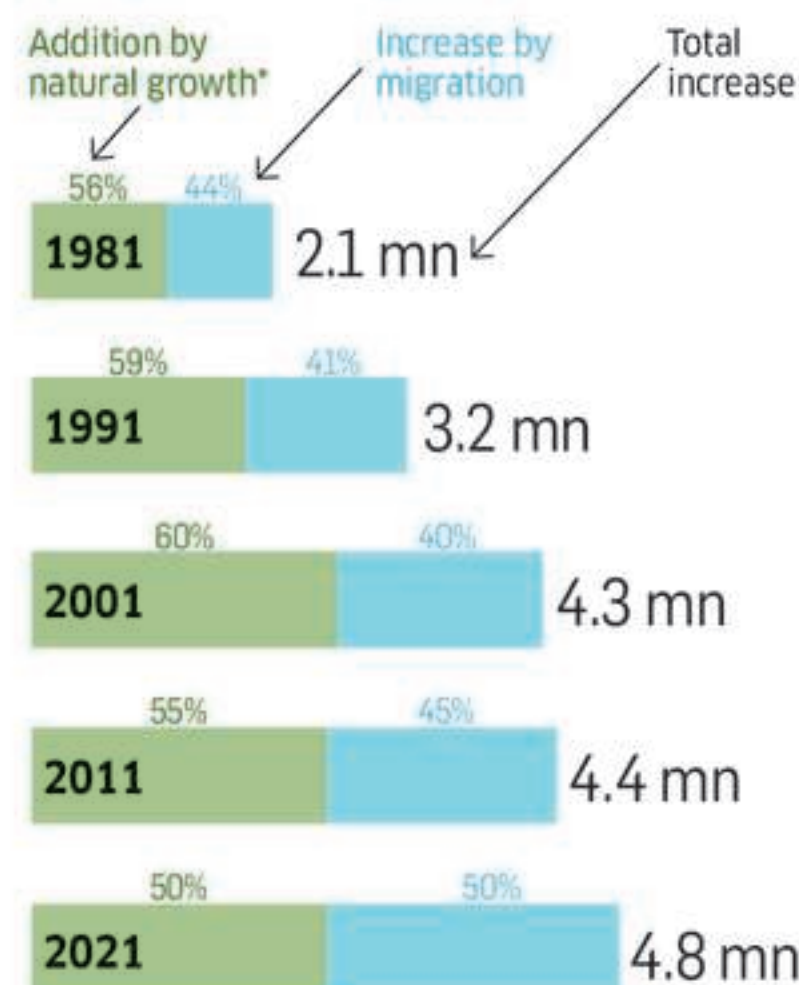
Delhi decongestion plan in 2016. I have shared the report with the Delhi chief minister. Maybe he does not realise the urgency. Whatever be the reason, the plan is not being implemented," Puri told *ET Magazine*, adding that the development of NCR is essential to make Delhi a liveable urban space (See interview "Delhi Government Needs to Cooperate")

There is another reason for the problems of Delhi and NCR. Says Jain: "The key problem is that the NCR Planning Board (NCRPB), which is mandated to undertake integrated planning for Delhi and its neighbouring towns, is truly a toothless body." The NCRPB, which was constituted by an act of Parliament, the NCRPB Act, 1985, is mandated to prepare a regional plan and evolve harmonised policies on land uses and infrastructure development in the entire NCR. But the board has not been effective primarily because land is a state subject and none of Delhi's neighbours – Uttar Pradesh, Haryana or Rajasthan – is willing to give too many concessions to Delhi. Nor is NCRPB empowered enough to give orders, for example, to stop stubble-burning in Haryana and Punjab – the single most important reason behind the severe pollution that hits Delhi every winter.

OP Agarwal, a former civil servant and CEO of World Resources Institute-India, says maybe India should think of yet another level of government – beyond municipalities and metropolitan authorities. "Perhaps a larger regional entity, something like a city-cluster, will be needed," he says, pointing to the Chinese model of city clusters as expanded jurisdictions. "There would also be a need to classify municipal services into those delivered at the municipal level, metropolitan level and cluster level." (See *Should India Follow China's Cluster Model?*)

More and more towns are willing to join the NCR – the most recent being Shamli – not to help Delhi decongest, but to enhance their own brand value and to get Central funds. The NCRPB, for example, provided loan assistance for 353 projects in NCR, involving a total outlay of ₹30,809 crore, as on February 10, 2019, for which data is available. The total loan sanctioned for NCR towns is ₹14,664 crore, out of which ₹11,297 crore has been disbursed so far.

But Delhi has to realise that it needs its neighbours more than they need it. After all,



Note: * People born in a geography and not part of migrated population; figures rounded off

Source: Master Plan Delhi 2021

Delhi will suffer unless its neighbours share the growing burden of migrant population. Delhi cannot move ahead on its own. While Kejriwal's AAP is ruling Delhi, it would need the cooperation of BJP, which is ruling the Centre as well as neighbouring Uttar Pradesh and Haryana, and Congress that rules Rajasthan. Interestingly, government offices, mainly of the Centre, occupy 56 sq km of Delhi, sarkari residences take up another 30 sq km and embassies 8 sq km. Political differences should not be allowed to hinder the execution of development plans.

While the development of Delhi's neighbourhood is key, mindless expansion of NCR beyond Alwar or Jind will be counter-productive. What's needed, instead, is the development of counter magnet areas (CMAs), nine of which – Hisar (Haryana), Ambala (Haryana), Bareilly (Uttar Pradesh), Kanpur (Uttar Pradesh), Kota (Rajasthan), Jaipur (Rajasthan), Gwalior (Madhya Pradesh), Patiala (Punjab) and Dehradun (Uttarakhand) – are already under the fold of the NCR Planning Board. These CMAs, when equipped with upgraded social and physical infrastructure, can draw the migrants away from Delhi and ease the pressure on the capital city.

For that, another P is required: planning that will leap out of master plan documents and will be effectively implemented. ■

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What's in a File Note?

The Rafale row has turned the spotlight on file notings, an integral part of Indian bureaucracy

:: G Seetharaman

A recent report in *The Hindu* revealed a November 2015 note by a deputy secretary in the Defence Ministry that alluded to parallel negotiations by the Prime Minister's Office with the French government for procurement of Rafale fighter jets, and how it weakened the negotiating position of the Ministry of Defence. The note carried a file noting by the defence secretary, who wrote, "It is desirable that such discussions be avoided by the PMO as it undermines our negotiating position seriously."

The opposition parties used this as further evidence of everything not being kosher with the Rafale deal.

Then news agency ANI revealed a file noting by the then defence minister Manohar Parrikar: "It appears that PMO and French president's office are monitoring the progress of the issue... Para 5 [in which the deputy defence secretary talks of the PMO's negotiations] appears to be an overreaction."

What are file notings and why are they such a big deal? Here is an explainer:

What are file notings?

They are usually short handwritten observations by bureaucrats on the contents of a document as it moves up the chain of command. "File notings indicate the thought process within the government. They give one an idea of the inputs on the basis of which decisions are taken by civil servants at different levels," says EAS Sarma, a former Union finance and power secretary.

Does every document have notings?

Not necessarily. According to NC Saxena, a former bureaucrat and secretary of the erstwhile planning commission, in some instances, especially to speed up decisions, the secretary of a ministry may call all the bureaucrats concerned and listen to their opinions. "Here the final decision is recorded and not the deliberations," says Saxena.

Can the public access file notings?

Yes. Under the Right to Information Act, 2005, file notings should be made available to the public when sought. According to section 2(f) of the act, information means "any material in any form, including records, documents, memos, e mails, opinions, advices, press releases, circulars, orders, logbooks, contracts, reports, papers, samples, models, data material held in any electronic form and information relating to any private body" that can be accessed by a public authority. But some file notings are exempted under section 8(1) of the act, which includes information, disclosure of which "would prejudicially affect the sovereignty and integrity of India"; information received in confidence from a foreign government; information, disclosure of which has been prohibited by a court or would cause breach of parliament or a state legislature, etc.

Have there been attempts to not disclose file notings under RTI?

Yes. Less than a year after the RTI Act came into force in 2005, the Congress-led United Progressive Alliance tried to amend the law to exclude all file notings except those related to social and developmental issues. Following an outcry by RTI activists, the government decided against introducing the proposal in parliament. "If you have made a decision in good faith, why should you hide the file notings?" asks Saxena.

In February 2018, the Delhi High Court ruled in favour of an RTI applicant who had not been given the file notings on a report sent by the Karnataka governor to the Union home ministry, recommending President's rule in the state in 2010. The Central Public Information Officer had said the notings could not be disclosed as they were made by one official for the benefit of another and hence were protected as third party information under section 8(1)(e) and section 11(1). But the court did not agree. "...none of the provisions of section 8 provide for blanket exemption that entitles the respondent to withhold all notings on a file," it said.

Why are they crucial?

Notings tell you the chronology of decisions taken regarding a file, as notings carry the date on which they were written. They also indicate who all have seen the document and how a decision was arrived at and whether the decision took into account legitimate concerns of officials, if any.

What about voluntary disclosures of file notings?

Section 4 of the RTI Act requires public authorities to publish information suo motu at regular intervals "so that the public have minimum resort to the use of this act to obtain information." This could include file notings, as in the recent disclosure made by the department of personnel and training on appointments to the Central Information Commission. ■

Brand Heritage

Corporate museums help companies connect with their past and reach out to employees and the public for a brighter future

by Ishani Duttgupta

The majestic portico of the Kasturbhai Lalbhai Museum in Lalbaug, Ahmedabad, is awash with blue. Fine-cotton fabrics dyed in multiple hues of blue hang like prayer flags amid the stately colonial white pillars in the former ancestral home of the Lalbhai family, promoters of textile manufacturer Arvind group.

The visual marvel is an art installation by French-African textile designer Aboubakar Fofana. It uses fabric panels dyed with natural indigo at the company's manufacturing facilities. It is also Arvind Chairman and MD Sanjay Lalbhai's salute to indigo, the dye that has worked wonders for him and the company.

The company brought denim production to India in 1987 and reinvented its product mix. Today, the group is the world's largest producer of the fabric and a supplier to the world's top retailers and fashion labels. When visualising the group's corporate museum, Lalbhai's natural choice was to use indigo – the most common choice for denim jeans – as the theme. The installations use indigo dyes of various genres and material for a visual display of creative

expressions by master craftsmen, artists and designers from India and abroad.

"The DNA of Arvind as a brand is about innovation and out-of-the-box thinking and it is also about sustainable development," Lalbhai

Kasturbhai Lalbhai Museum, AHMEDABAD

Inaugurated in January 2019 at the group's Kasturbhai Lalbhai Museum; will be moved to a permanent facility inside the company's manufacturing complex in Ahmedabad

Interesting exhibits: First denim production facility in India; installation by French-African artist Aboubakar Fofana of several pairs of jeans manufactured at Arvind facilities and dyed in shades of indigo

NANDAN DAVE



Arvind Chairman and MD Sanjay Lalbhai

TL;DR

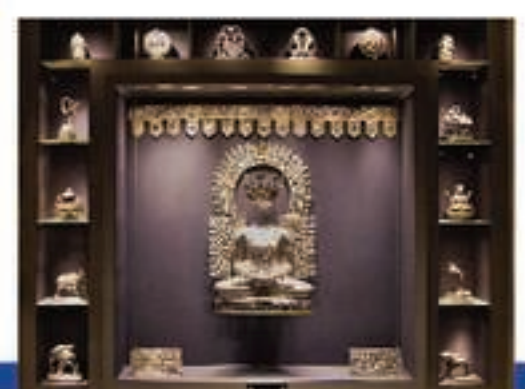
- Many Indian legacy companies are setting up museums to preserve and showcase their heritage
- A lot of technology is also being used to showcase archival material
- Big names that have recently set up museums include the Tatas, Arvind, DCM Shriram and Godrej & Boyce



Amrapali Museum, JAIPUR

Opened in 2018 at Amrapali Jewels corporate office

Interesting exhibits: Jewellery collections of company and founders; stories of artisans; spice box from 1850 in gold polki enamel and stone setting



tells ET Magazine. "By providing a platform for artisans, designers and craftspersons to use the medium of indigo and showcase contemporary design as well as traditional Indian crafts, we hope to highlight both."

Lalbhai points out that indigo is a natural and environment-friendly dye.

"The museum is part of the brand extension that we envisage for the company," Lalbhai says. He envisages a 50,000 sq ft permanent museum with works of top artists and designers. The Arvind Indigo Museum will be housed at the company's manufacturing unit in Naroda Road, Ahmedabad. "We are putting in place a funding structure to back up the museum project with a strong platform."

Arvind chairman hits a nail on its head when he calls the museum an extension of its brand. Corporate museums, galleries and visitor-experience centres are a part of brand extensions of corporations in the US, Europe and Japan. Iconic corporate museums that are a big draw for visitors include Cadbury World by the chocolate major in the UK; World of Coca-Cola in Atlanta, USA; Shiseido Corporate Museum in Japan by the cosmetics company, and the Mercedes Benz museum in Stuttgart by the German auto major. Such institutions showcase the long history and the achievements of the companies concerned, adding to the allure of the brand. It also helps employees under-

stand their employer better and develop a sense of pride in their workplace.

Realising the advantages of adding brand value by educating people, companies in India have also started paying attention to this mode of recording their presence in history.

The Tata group, for instance, has invested multi-million dollars in creating the Tata Experience Center (TXC) at the iconic Bombay House, which was reopened after renovation in July. TXC tells the story of the 150-year-old heritage of the company and also showcases future direction. Iconic artefacts include

the Bharat Ratna medal awarded to former chairman JRD Tata in 1992; a Taj hotel menu card from 1950, when a food ration policy was in force; a soda and crushed ice machine from 1914 used to dispense water to workers at the steel plant in Jamshedpur, and the Commonwealth Games Queen's baton designed by group company Titan in 2010, apart from installations that use immersive technologies to tell the group's story.

"We combined the concept of heritage museums and hi-tech experience centres to tell our stories in engaging new ways," says Pradipta Bagchi, group chief communications officer, who conceptualised and helmed the project. "There are 700 pieces of content, spread over 1600 minutes drawn out from repositories all across the organisation and external archives. We worked with different group companies, including Tata Elxsi, TCS and Tata Interactive (now MPS Limited), to create an im-



Godrej & Boyce's Back to The Future, MUMBAI

Permanent exhibition at Vikhroli inaugurated in 2018

Interesting exhibits:

India's first ballot-box, manufactured by the company in 1951



A note kept inside a Godrej safe that survived a fire

mersive experience for the visitors."

The result is palpable: A digital tweak has enhanced the experience of observing a letter from former prime minister Indira Gandhi to JRD Tata thanking him for a gift of perfumes from Lakme, the first Indian cosmetics brand. Headphones give a visitor a well-modulated audio version of the contents of the letter.

Millennial visitors, who don't fancy reading too much text, are being wooed with features like Hypeboxes – interactive display screens with images and videos showcasing marquee products of group companies. One such product is the goddess necklace worn by actor Deepika Padukone in the film Padma-vati, which was designed by group company Tanishq. Another is an animation of Tata Motors' concept car Evision, an electric sedan.

The advantages of sharing the company's heritage with employees and the public catalysed DCM Shriram Limited to set up a heritage gallery at Kota in Rajasthan last year. "We wanted to share the story of our founder Sir Shri Ram's contribution to nation building," says Ajay S Shriram, chairman & senior managing director. "He started as a humble worker and went on to establish one of India's largest business houses, DCM Group. The gallery generates a sense of belonging and pride for new and old em-

ployees."

Research scholars and journalists looking for reference material also visit the DCM Shriram Heritage Gallery in Kota. The DCM gallery and TXC – which has hosted around 1,000 visitors, including international delegations and government dignitaries – are also working on plans to reach out to school and college students.

Back to the Future – Godrej & Boyce Manufacturing Co's exhibition at its sprawling premises at Vikhroli, Mumbai – already attracts scholars, business researchers, economists as well as students. The group, which started operations in 1897, set up an archive council in 2006. This helped it preserve documents, photos, memorabilia and audio-visual material created from oral histories. The group has had temporary exhibitions but the permanent facility was set up last year. "A visit here is part of the induction programme for all new employees, vendors and overseas delegations to understand the heritage of the company that started with Ardeshir Godrej's vision of Swadeshi manufacturing and continued with Pirojsha Godrej's efforts in setting up some of the first Indian manufacturing facilities," says Vrunda Sunil Pathare, chief archivist, Godrej Archives.

More than 200



DCM Shriram Heritage Gallery, KOTA

Inaugurated in 2018 at the company's archives

Interesting exhibits:

The first board minutes of DCM (dated September 22, 1888) and first share certificate of DCM (dated August 14, 1889)



SHARAT CHANDRA



Global Corporate Museums

Shiseido Corporate Museum, Shizuoka, Japan

Founded in 1992

World of Coca-Cola, Atlanta, USA

Originally opened in 1990, moved to present destination in 2007

Mercedes Benz Museum, Stuttgart, Germany

Set up in 2006



Guinness Storehouse, Dublin, Ireland

Set up in 2000

The Gucci Museum, Florence, Italy

Inaugurated in 2011

Philips Museum, Eindhoven, Netherlands

Set up in 1993 at the old factory where Gerard Philips and father Frederik made their first incandescent lamp in 1891

The Hershey Story, Hershey, USA

Opened in 2009

AT&T Science & Technology Innovation Center, AT&T Labs, Middletown, USA

Opened in 2018



Tata Experience Centre, MUMBAI

Inaugurated in July 2018 at the renovated Bombay House, the 94-year-old heritage building and group headquarters

Interesting exhibits:

Interactive digital screen showing videos, photographs; audio narration on Taj Hotels, including famous guests and their messages



the years, Amrapali Jewels has used its collections to inspire its modern offerings. However, we felt we could do more by sharing what we have with scholars, students, connoisseurs and visitors to Jaipur, as well as by highlighting the traditional silver artworks of India," says Rajiv Arora, one of the founders of the company. The museum, set up last year at a budget of ₹1.25 crore, is spread over two floors and has silver and gold jewellery from all regions in India. It highlights how artisans transform everyday objects into dazzling works of art. The entire collection is of over 4,000 pieces. About 800 are on physical display and the rest are displayed on a screen.

Another treasure trove of corporate history can be found at the museum of Dharampal Satyapal group – the maker of Pulse candies, and Catch salt, among others. But the facility at its corporate office in Noida, open since 2014, is not open to public. "This is a decision we made as it is within our corporate office. But on request, we do organise shows for students, corporate houses, business associates and people who are genuinely interested in seeing our museum," says Rajiv Kumar, vice-chairman, DS group. Set up at an initial cost of ₹17 crore, the museum relied heavily on technology, including VFX and holographic projections, to showcase the entrepreneurial journey of its founder Lala Dharampal, which began in 1929.

Looking back for the future seems to be India Inc's new mantra. ■

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have visited the gallery in the past couple of months to see fascinating memorabilia such as India's first ballot box, made by the company in 1952, and the first patent received by the company's locks division in 1908. A fading yellowish poster showing Bollywood heartthrob from yesteryears Madhubala endorsing Godrej soaps is a favourite among the older crowd.

Glitter and glamour are in abundance at the museum of traditional jewellery set up by Amrapali Jewels. Gasps and shrieks from visitors are common at the gallery, situated at the corporate headquarters in Jaipur. "Over

THEORETICALLY SPEAKING

Model Scientist

Statistical physicist Madan Rao makes theoretical frameworks that help biologists understand life at a deep level



by Hari Pulakkat

Madan Rao likes to build his work bottom-up, brick by brick. Begin with the least complicated situation and slowly build on it, adding bells and whistles slowly to the basic model. All physicists are trained to do that. First in one dimension, then two, then three. Ignore air resistance for the moment. Imagine that the cow is a sphere.

Rao is not a conventional physicist. In other words, he does not research the physical world. He does not seek to understand what atoms are made of, how the universe is evolving, or how matter gets the properties that we see. Yet he is a physicist at heart. His tools are from physics, and he does not know much else at a deep level.

Rao is a professor at the National Centre for Biological Sciences (NCBS) in Bengaluru. Using equations and concepts of physics, he is trying to figure out what makes life tick. How does a cell membrane go about its complicated set of tasks every day? How do mitochondria – which generates energy – develop in a cell? How does chromatin – a complex of genetic material and protein – get its organisation? His lab at the NCBS is a room full of papers, books and one computer. He does not need any other

equipment.

At a basic level, biology is chemistry and physics. At an even more basic level, chemistry itself is all physics. So Rao is trying to accomplish what all physicists do, to build theories from bottom up. Instead of building models of inanimate matter, he is building models of life step by step.

Non-equilibrium statistical mechanics is the study of the collective behaviour of systems that are in ferment. It is one of the most widely studied subjects at the moment

we cannot keep track of what individual molecules do.

Part of statistical physics is an old but still useful subject, and it deals with properties of large systems that are at peace with their surroundings: for example, a glass of water that is still and has cooled to the surrounding temperature. The other part of statistical physics, about

SCIENTIST
Madan Rao

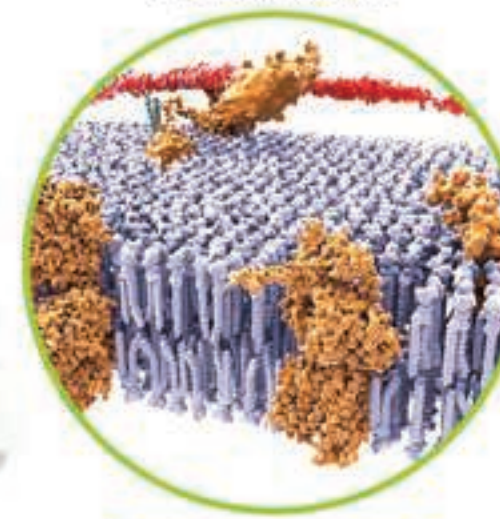


PROJECT

Using equations and concepts of physics to figure out what makes life tick

SIGNIFICANCE

Such techniques can be used to understand genetics, evolution, spread of diseases, climate, industrial processes, society and terrorism



matter that is in flux, is a rapidly-evolving subject with a staggering variety of applications. This branch is called non-equilibrium statistical mechanics. The actual technical definition is complicated. In a nutshell, put rather simplistically, it is the study of the collective behaviour of systems that are in ferment.

Since almost everything in nature is in ferment, non-equilibrium statistical physics is one of the most widely-studied subjects at the moment. It has become a useful tool to understand genetics, evolution, spread of diseases, climate, industrial processes, the stock market, society and terrorism, among others.

About 20 years ago, Rao met Jitu Mayor, now the director of NCBS. Rao was building a theoretical model of the cell membrane, an artificial membrane of sorts, and Mayor was researching real living membranes. Rao was interested in knowing how well the artificial membrane resembles the actual membrane. The two scientists started collaborating, leading to a series of research papers.

Cell membranes are astonishingly complex structures that make life possible. They are not passive boundaries between the living cell and the non-living environment. They are the chief negotiators between the living and the non-living, regulating the flow of molecules into and out of the cell. Bacteria and viruses have to fool the cell membrane to get in. Understanding the cell membrane deeply can give scientists ideas about outsmarting bacteria and viruses. And more.

Rao has built a theoretical framework for biologists like Mayor to understand how a cell membrane works. His core ideas are about how the membrane uses energy to become active, and regulate all its functions. When Rao began work on this two decades ago, a theoretical membrane – from which scientists can also develop artificial membranes – was a passive structure. Now, with increased understanding, an artificial membrane that he constructs is no longer a passive entity. It is rich in detail, vibrant with activity.

NCBS is part of a cluster of biology institutions that does research on a wide variety of life science problems. This gives Rao the opportunity to interact closely with biologists, and look for areas where they need help. A project that he is beginning now is with S Ramaswamy, professor at the Institute of Stem Cell Biology and Regenerative Medicine.

Ramaswamy is interested in understanding how proteins do their jobs in the body. He is especially interested in how proteins, after they are made in the cell, acquire bells and whistles that are critical to their function. It is often the difference between health and disease. These additions are sugar molecules that fine-tune the protein function to a high level of precision. It is hard for biologists to model how the addition of sugar molecules controls protein function in the body. There are far too many things going on at the same time.

Statistical physics was partly developed to deal with how order emerges from disorder. For specialists in the field, the whole world is a stage. ■

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Theoretically Speaking is a fortnightly peek into notable projects and people in Indian science

Berry Old Story

How the strawberry, popularised by the British in India, has found its most delicious avatar in the combination with basundi



:: Vikram Doctor

Strawberries and tennis is the Wimbledon combination. But if anyone is looking for an Indian equivalent, they could consider the *Times of India* (ToI) report from April 1907 of the Mahabaleshwar season, when Bombay's British escaped the sweaty seaside summer by shifting to the Deccan hill station.

Lord Auckland, the governor-general during 1836-42, is said to have grown the first modern strawberries in India, but others were also trying across the subcontinent

Every year, this much-anticipated break brought some novelty. In 1907 it was "badminton and strawberry chota hazris", the term for the wake-up cup of tea being used for early morning sessions of the game, which had been developed in nearby Pune, and eating the berries that were grown locally. "There are two of these each week... This is a very happy idea, this chota hazri."

Strawberries were found in India before the British. The fruit grows across the temperate hills of Eurasia, but the varieties are small and, while often well-flavoured and appreciated in season, few felt it worthwhile to cultivate them. It is notable that the Mughals, those connoisseurs of fine fruits, never seem to have appreciated the strawberry though they must have encountered it in the Himalayas.

What transformed strawberries were new varieties from the Americas. From North America came a small, but strongly flavoured variety, *Fragaria virginiana*,

and from way south in Chile came a variety, *Fragaria chiloensis*, that was large, though bland. It was when the two were brought together, in France and England in the late 18th century, that the modern hybrid strawberry was created.

This was a horticultural sensation and it is what the British brought to India in the early 19th century. Lord Auckland, the governor-general during 1836-42, is said to have grown the first modern strawberries in India, but others were also trying across the subcontinent. In 1857, a ToI correspondent in the Punjab



Mahabaleshwar became the centre for strawberries in India

reported strawberries in Sialkot, "a garden here with as fine a bed of them as you would like to see".

In 1859, the annual show of the Madras Agri-Horticultural Society had "pots of strawberries in flower and fruit", presumably from the Nilgiris. In 1872 the *Delhi Gazette* reported that Mr John Muller from Darjeeling had produced "a crop of strawberries which, in size, colour and flavour, says the local *News*, surpass anything it has ever seen in India". In 1876, ToI printed a traveller's account of Ceylon which reported that in the hill station of Nuwara Eliya "we saw a little bed of strawberries in one place; the good time is evidently coming."

The British set up systems to disseminate crops through their empire, but strawberries were one crop that spread mostly through the interest of amateur gardeners. It helped that, unlike fruit trees, they grew fast and close to the ground, so were easy to maintain, as long as there was enough labour.

This was not a problem in India and might explain why some of the most impressive attempts at acclimatisation seem to have been done in, of all places, Thane Jail, where prisoners must have provided plentiful labour. An extensive report on strawberry cultivation in India printed in ToI in September 1884 starts by acknowledging "the success of the experiment at the Tanna Jail gardens under the able superintendence of Mr SS Smith" which proved that strawberries didn't have to be limited to the hills of the north, but could be grown in the Konkan.

This example and expertise helped Mahabaleshwar become the centre for strawberries in India. The weather was good, it was close to the markets of Bombay and, most of all, had an influx of consumers in the season. Strawberries became part of social life, even if the fruit itself wasn't always the focus. One ToI report on the season from 1871 mentioned two gentlemen from Poona "on matrimony bent – and I daresay thought a strawberry party as good a place as any for furthering their view".

It wasn't only the British who were interested in strawberries. Sir Jamsetji Tata had a large estate at Panchgani near Mahabaleshwar and his nephew, Sir Sorab Saklatvala, recalled that Tata once considered how "a jam factory could be built and strawberries grown on the slopes of the plateau", though, in the end, larger industrial efforts proved a distraction. A ToI report from 1877 mentioned that strawberries were now so cheap that "some enterprising Borahs are trying their hand at manufacturing jams and jellies."

By 1936, ToI was reporting that over 50,000 pounds (over 22 tonnes) of strawberries were being harvested annually, with almost 50% consumed in Mahabaleshwar itself: "The rest find their way to Bombay, Poona and Belgaum... Special consignments of course are sent throughout India by visitors to their friends." Jam apart, Indians didn't seem that interested in the fruit, put off perhaps by the contrast between the lusciously red colour and the rather sour taste of the hybrid strawberry.

It has taken time for us to realise that the value of the hybrid strawberry is not in its taste itself, but the way it complements other flavours. Strawberries and citrus, like orange juice, is excellent. Strawberries with a dusting of sugar and pepper is surprisingly good. Strawberries work well in salads as much as pastry. But the real glory is strawberries with dairy products, like strawberries and cream at Wimbledon.

Since Indians adore dairy products, this combination was always going to be a hit and strawberries are now available across the country and not just from Mahabaleshwar. From the Himalayas to the Nilgiris, everyone is growing them. We are eating them with ice cream, in milkshakes, with yoghurt, but if there has been one real breakthrough recipe it is strawberries with basundi, the reduced milk dessert.

Strawberry basundi has quietly become a wedding catering staple and should now be recognised as India's real contribution to strawberry recipes. Perhaps some of our badminton stars could consider promoting it, as India's answer to Wimbledon and a reminder of the local histories of both their sport and strawberries. ■

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Light & Shadow

Phnom Penh is a testimony to the horrors and glories of Cambodia's past



Royal Palace

FACT FILE

HOW TO REACH

You can fly to Phnom Penh via Bangkok, Singapore or Kuala Lumpur. Or, you can take a train, bus or car from Siem Reap

WHERE TO STAY

Luxury: Hotel Raffles le Royal, White Mansion Hotel, Sofitel Phnom Penh Phokeethra

Mid-range: The Pavilion, The Plantation, Courtyard by Marriott, FCC

Budget: Frangipani Palace, California 2



The National Museum

:: Ateesh Tankha

I came to Phnom Penh when I was 10," says Chanlina, our guide at the Royal Palace in the Cambodian capital. "I was sent from our village to the big city to live with my aunt's family. This is the Cambodian way. For two years I enjoyed the city: the palaces, the temples, the festivals, the food..." she breaks off. "Then they came and we were forced out. In less than six months I was separated from my uncle and aunt. I never saw them again."

Chanlina's story is the history of Phnom Penh itself. Situated at the confluence of the Mekong, Tonle Sap and Bassac rivers, the city provided the perfect location for the founding of a royal capital, for attracting artisans and traders and for perfecting a justly famous cuisine. And, yet, it has suffered its share of unspeakable tragedy. It is estimated that a fourth of the city's population may have perished in the death camps and collective farms of the Khmer Rouge regime.

Today, there is a construction boom in the heart of Phnom Penh, where the new has learnt to coexist with the old. Glass and concrete structures stand cheek-by-jowl with older, quainter quarters that bear their gentle disrepair with dignity. Not every older edifice, however, is left to face the

ravages of time. A deeply religious country, Cambodian maintains Buddhist monasteries and temples in some splendour: Wat Phnom and Wat Ounalom, located along the pleasant Tonle Sap riverside, are worth visiting. The two most famous markets of Phnom Penh – Phsar Tuol Tom Ponug (Russian Market) and Phsar Thmei (Central Market) – are known for their domed, 1930s art deco style and the local handicrafts that are always on display.

Within the linear fretwork of lanes that crisscross between Wat Phnom in the north and Russian Market in the south, history is preserved in the National Museum and the Royal Palace. The museum will be fascinating for anyone willing to discover the religious history of a nation through its statuary. The fragment of the reclining Buddha, the panel of Bali and Sugreeva, the assortment of Durgas and the statue of Yama in the central garden are not to be missed. And the Royal Palace – with its Throne Hall, its Nandi shrine and its Silver Pagoda (so called because its floor is tiled

with 5 tonnes of silver) that houses the Emerald Buddha – is worth a two-hour guided tour for the sheer pleasure of experiencing the scale of construction and ornament within its walls. Nearby, stores like Senteurs d'Angkor, Watthan Artisans and Lotus Space provide the ethnic shopper a much-needed respite.

Traces of Cambodia's French colonial past may be seen in the facades of houses, public buildings, hotels and cafes, and French is still retained as a second language. But independent Cambodia's more recent past is much more troubling than anything found in its history as a subject nation. Nowhere is this more evident than in the Tuol Sleng Genocide Museum, an erstwhile high school that was converted by the Khmer Rouge into an incarceration centre. The museum allows access to torture chambers, holding cells and hundreds of photographs and illustrations that constitute a record of the horrors to which innocent people were subjected before their confessions were extracted under torture.

The Choeung Ek Memorial – 14 km away – was the extermination camp where these prisoners were eventually sent in the dead of night to be executed. Within these killing fields is a monumental stupa dedicated to the victims that includes skulls and bones exhumed from the mass graves that were discovered there. The prison and the killing fields serve as a grisly reminder of the plight of a people under a totalitarian regime. The audio guides impart poignant commentary.

There is another experience, though, that is delightful and delicious. Cambodian

cuisine provides the casual nibbler and the gourmand an opportunity to eat their fill from morning to night. Breakfast at Khema should include the mouth-watering

Kuy Teav Phnom Penh (pork and prawn noodle soup) or the succulent Bai Sach Chrouk (marinated pork slices and rice). To taste such Khmer mainstays as Fish Amok (wrapped in banana leaves), Prahok Ktis (fermented fish with pork and coconut), spicy Saraman Beef or pork rib curry, head to the upmarket Malis or the picturesque Bopha Phnom Penh

Titanic Restaurant. For a more authentic experience that includes fried tarantulas and local palm wine, visit Romdeng. And if you have a yen for fusion fare or gourmet dining, Friends, Chinese House and Topaz should definitely be on your list. Don't forget to round off your dinner with a Kampot pepper crème brûlée or a jasmine and honey mousse.

Phnom Penh is a self-contained destination. You don't have to plan distant excursions or all-day programmes to make your trip memorable. There are half-day diversions for the temple buff (Phnom Chisor and Ta Prohm) and the handicrafts aficionado (Koh Dach), but you would be better served by visiting Siem Reap, the gateway to the ruins of Angkor.

Less frenetic than Hanoi or Bangkok, livelier than Vientiane or Chiang Mai, Phnom Penh offers the visitor an opportunity to savour the essence of its culture and cuisine in the space of only two or three days. ■

The writer is a traveller who divides his time between Singapore and India



Torture cells in Tuol Sleng Genocide Museum



The Buddhist monastery Wat Ounalom

PHOTOS: GETTY IMAGES, ATEESH TANKHA



Women in Parliament

US lawmakers found common cause recently to celebrate the fact that the Congress now has a record number of women – 23.5% of the 435 seats in the House of Representatives are held by women. As India goes to polls this year, here is a snapshot of the representation of women in parliaments

Women lawmakers in Lower Houses



Beating the Odds

Germany's Chancellor **Angela Merkel** is the longest serving woman head of government

She has even designated another woman, **Annegret Kramp-Karrenbauer**, as her chosen successor

Nancy Pelosi has become the most powerful women in American politics, and the de facto leader of the opposition to President Trump

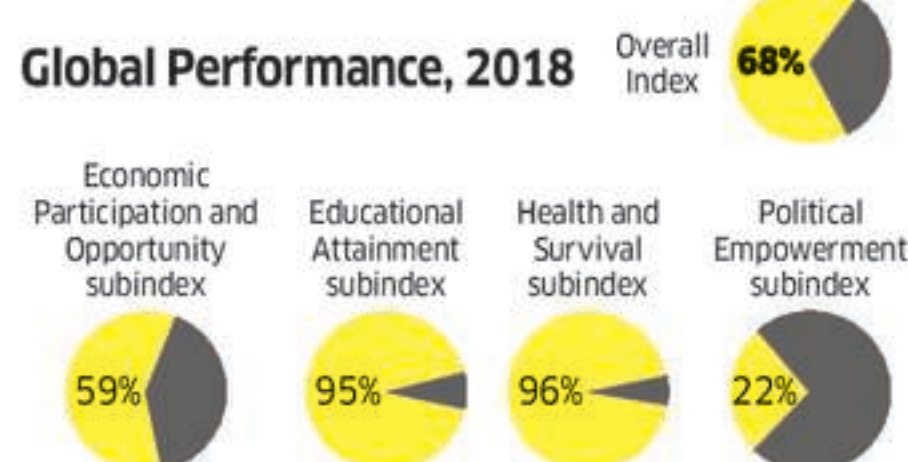
New Zealand's Prime Minister **Jacinda Ardern** has proved that motherhood is no barrier to the top job, becoming the second leader in history to give birth while in office

Source: World Economic Forum

Reverse Mode

Progress on women's political empowerment over the past decade has reversed slightly in western countries, according to the World Economic Forum's Global Gender Gap Report. Its political empowerment subindex – which measures the gap between men and women at the highest levels of political decision-making – is where the gender gap remains the widest

Global Performance, 2018



Source: World Economic Forum, Global Gender Gap Report 2018

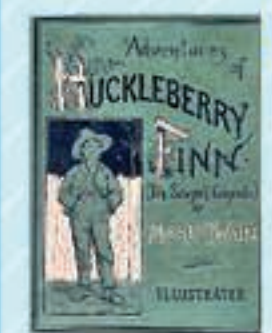
THIS WEEK, THAT YEAR

Some events that shaped the world



Feb 17, 1972

Volkswagen Beetle becomes world's biggest selling car; breaks world record held for more than four decades by the Ford Motor's Model T



Feb 18, 1885

Mark Twain (the pen name of Samuel Clemens) publishes the *The Adventures of Huckleberry Finn*, a satirical novel on racism, religion and other social attitudes of the time

Feb 19, 1878

The technology that made the modern music business possible comes into existence in a New Jersey laboratory when **Thomas Alva Edison** creates the first device to both record sound and play it back



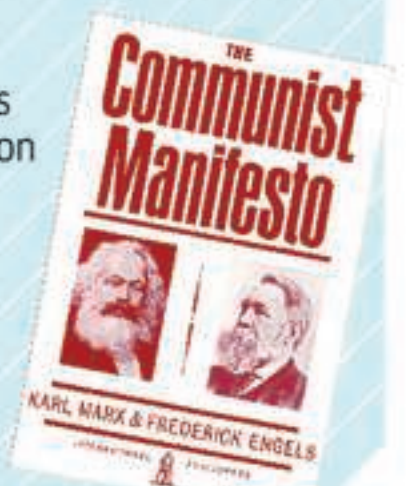
Feb 20, 1927

Sidney Poitier, the first African-American male to win an Oscar, is born



Feb 21, 1848

The Communist Manifesto, written by Karl Marx with the assistance of Friedrich Engels, is published in London by a group of German-born revolutionary socialists known as the Communist League



Feb 22, 1986

The People Power Revolution begins in the Philippines; non-violent campaign ends the 21-year rule of President **Ferdinand Marcos** and restores democracy in the country



Source: History.com

WEEKLY VECTOR

The Largest Legislatures in the World

Number of members in Upper House and Lower House, as of May 2018



CHINA
2,987



UNITED KINGDOM
1,430



ITALY
951



FRANCE
925



INDIA
790

Source: World Atlas

Let's Talk About...



The Greek Freak

PEOPLE, PLACES AND THINGS BEYOND HEADLINES

You love freaks, don't you?

Everyone loves Giannis Antetokounmpo.

That's a longish surname, you know.

He's got longish arms, too. He is a big guy... 7 feet tall.

My guess, then, this guy is a basketball player.

Not just a player. This year, Antetokounmpo may win the MVP – most valuable player award at the NBA, the US basketball league.

So he is Greek?

Yes. Parents were immigrants from Nigeria.

Ah. So what is freaky about him?

He is too good at many things. A good dribbler, who can get to the rim to score fast, and a good point guard. A point guard is a play-maker who creates opportunities. He is also good at defending, and very athletic, more than most. Opponents find it tough to guard him.

That's a lot going for him.

Some have even said he is on course to be an all-time great.



PHOTOS: GETTY IMAGES

How old is he now?

He turned 24 in December. The Greek Freak has a long way ahead.

And what's the team he plays for?

Milwaukee Bucks.

Not one of the top teams in NBA, right?

It is one of the smaller city teams, unlike LA Lakers or Chicago Bulls. But because of Antetokounmpo, Bucks have a shot at the top this year. He also plays for Greece, when he dons national colours.

That's cool, no?

It gets even cooler. Guess who's the Greek Streak? Or Freak 2.0?

Who?

His elder brother Thanasis. He's two years older, now plays in Greece after an NBA stint. Their younger brother Kostas is with the Dallas Mavericks already.

He's got a nickname too?

Yup. Freak 3.0.

Text: Suman Layak

BuildMe

3D build/puzzle game

Get it For: Free for Android and iOS



The idea behind this game is simple – construct a path to move a ball from one point to another. However, the ball should not hit the walls more than two times. If it hits the wall thrice, it is game over. You can move the map around and zoom-in/out. To make a path, you have to tap on the library button and select an object to place it on the map. There are objects of various shapes and sizes and you can rotate them and place anywhere in the level. Once you have created the path, just tap on the play button to release the ball. The good thing is that you get two

PLAY

save slots at each level – you can save your game and resume building whenever you want. This 3D building game uses the Unity graphics engine to deliver bright elements with shadow effects and seamless physics simulation. The gameplay requires attention and strategy and each level gets progressively harder (there are 48 levels). If you like puzzle games that challenge the brain, this one will keep you entertained.

—Karan Bajaj

GET

LISTEN

DO

BROWSE

WATCH

Amazon Echo Input

Add-on Smart Speaker

Get it For: ₹2,999

Although Amazon's global market share in the smart speaker segment is declining due to competition, they are still maintaining a lead against their closest competitor Google (31.9%, with Google at 29.8%, according to a Canalsys report dated Nov 2018). This could be partly due to the massive range of Echo smart speakers on sale. Continuing that momentum is the Echo Input – Amazon's cheapest and smallest smart speaker that doesn't actually have a speaker at all!

The Input is designed to add Alexa capabilities to any existing speaker or audio system you own. It is inexpensive, tiny (12.5mm thick) and can output audio using a 3.5mm jack or Bluetooth. The micro USB power input is interesting because it means that you don't really have to use the supplied power adapter. You could power it with a



battery pack or from a USB port in your car too. There are four far-field microphones on it and the usual quartet of buttons (volume up, down, mute, action).

Plus it works just like any other Echo speaker. We think the Input is also great if you want to create a multi-room audio system at home with existing speakers. The only thing you can't do is pair it with an Echo Sub. If you've been on the fence about getting a smart speaker because you already have many wired/wireless speakers, the Input might be just what you need. Look out for the sales and bundle offers on this.

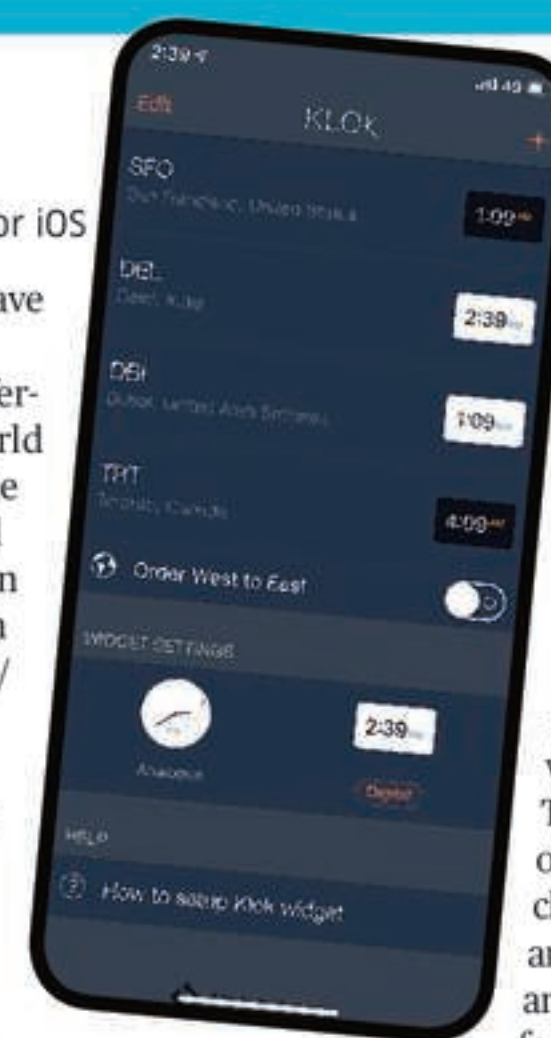
— Hitesh Raj Bhagat



Klok

Get it For: Free, for iOS

People who have friends and family in different parts of the world always have trouble figuring out a good time to connect. On an iPhone, you can add multiple cities/countries in the clock section but opening the clock app and then the World Clock section every time can be a pain. The free Klok app makes things simpler by adding multiple time zones into a widget. The app lets you add up to 5 time zones using a simple search. Once you have added the countries, it shows the current time in the country and you can choose if you want an analog watch face or digital. The



watch face denotes day/night by switching between white and black. You will need to add the widget in your iOS drop-down widget section and you can view current time in your selected cities with a single swipe. Tap on any time zone on the widget and you change the time for any country instantly and get updated time for other countries as well. The best part

about Klok is that it is free and there are no ads.

— Karan Bajaj

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 etmagazine@timesgroup.com