Tanker Attack: US Blames Iran; Alarming, says Tehran AROUND THE WORLD >> 9

Azmi Pays Tribute to Girish Karnad ECONOMY: MACRO, MICRO & MORE ▶▶ 4

on Saturday

Inside story

Govt Begins Setting Up Regulator for Skill Development Bodies

The government has set in motion the process of setting up an independent regulator for a strong oversight on skilling bodies. A search and selection committee has been set up under the cabinet secretary to select the chairman and up to 10 members for the National Council for Vocational Education and Training (NCVET). (See www.economictimes.com)

Data Mobility Overseas Only if Other Countries Follow Suit: Prasad

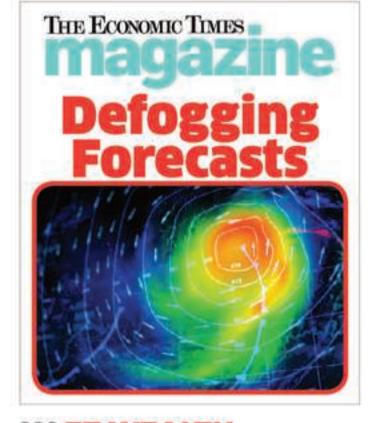
Delhi may allow data mobility outside India only if equally reciprocated by other countries, the country's information technology and telecom minister Ravi Shankar Prasad said Friday. Prasad, who is also law and justice minister, however cautioned that the country's data sovereignty will be 'non-negotiable'. "India will uphold its data sovereignty. That will not be negotiable," Prasad said, at a Confederation of Indian Industry event Friday.

Economy: Macro, Micro & More ▶▶ 4

Market Tracker

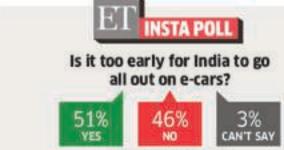


ET MAGAZINE ON SUNDAY



SET WEALTH ON MONDAY





TODAY'S QUESTION Is paralysing a vital system like healthcare the right way for doctors to protest violence? www.economictimes.com

RETALIATORY TARIFFS ON 29 US PRODUCTS

After Multiple Pauses, India to Raise Tariffs on US Goods

Move also follows US abruptly ending preferential tariffs for some Indian exports

Our Bureau

New Delhi: India has decided to raise import tariffs on 29 goods from the US after having deferred retaliatory higher duties multiple times since announcing them in June last year, said people with knowledge of the matter. The move also follows the US abruptly ending preferential tariffs for some Indian exports earlier this month. Such a move, if implemented, will be taking place just ahead of Donald Trump and Prime Mini-

ster Narendra Modi at the G20

summit on June 28-29 in Osaka. Al-

so coming up later this month is a

visit by US secretary of state Mike

Pompeo to India for bilateral talks

300000000

Game of Tariffs COUNTER MEASURES... American Retaliatory tariffs to come into effect almonds. after June 16 walnuts. apples and Deadline was lentils to extended multiple become

...AFTER US WITHDREW **GSP BENEFITS** Indian exports expensive

US ended special benefits to It impacted jewellery, leather, pharma and agri products Exports under the scheme

amounted to \$6.35 b

countries.

Illustration: ANIRBAN BORA

CRUCIAL TALKS

meet at G20

summit later

thismonth

Modi, Trump to

US secy of state

Mike Pompeo

to be in India

June 24-26

TRADE DEFICIT WIDENS TO \$14.6 BILLION

Exports up 3.93% to \$30B in May



Exports rose 3.93 % to \$30 billion in May, led by growth in sectors such as chemicals, pharma and engineering while a sharper rise in imports, led by gold, widened trade deficit to \$14.6 billion. >> 4

Pompeo said on Thursday that the tic reagents. The move, which loped close political and security US was open to discussions on the Generalised System of Preferen-

sed on apples, walnuts, chickpe- trade dialogue between the two

meetings between US President with counterpart S Jaishankar. as, lentils, boric acid and diagnoswas triggered by the US announcing higher tariffs on Indian steel and aluminium last year, was de-Higher duties have been propo- ferred eight times in view of the

"There will be no further extension of the retaliatory tariffs," saidan official aware of the development, adding that the commerce

department and external affairs

ministry are on the same page. Trump has repeatedly called out India for its high tariffs, even thoties, often citing levies on Harley Davidson motorcycles, India had in fact cut customs duty on motorcycles to 50% from 100% in 2018 after Trump raised the issue.

IL&FS Probe: NFRA Seeks Documents from Auditors

40 auditors including

Regulatory Bite National Financial Reporting

of interaction

of auditors

with IL&FS

power to ban an

management

Authority is probing IL&FS case DOCUMENT TRAIL Wants details

NFRA has sought documents related to loans. end-use certificates For the first NFRA has

time, smaller

auditors audit firm for have also 10 years and slap penalties been questioned

Deloitte, KPMG, EY asked to give hard copies, cloud access Sachin Dave & Vinod Mahanta

Mumbai: The National Financial Reporting Authority (NFRA), the newly created regulator for auditors, has begun full-fledged investigations into the audit failure at Infrastructure Leasing and Financial Services (IL&FS) after taking over the job from the Institute of Chartered Accountants of India (ICAI) in April this year.

NFRA, part of the ministry of corporate affairs (MCA), has asked auditors of IL&FS, IL&FS Financial Services (IFIN) and IL&FS Transportation Networks Ltd (ITNL) to submit hard copies and give cloud access to all audit related documents.

auditors including three of the Big Four firms. Deloitte Haskins and Sells, BSR & Co, part of KPMG India, and SRBC & Co, part of EY India, were asked to submit documents. Some of the Indian firms have already received notices, while others would receive these in the coming days, two people with direct knowledge of the matter said. "Firms were asked to submit

hard copies of all the documenta-

ry evidence but many firms now have online plat-Some of the forms where they Indian firms conduct audits. have already got NFRA notices, while others would receive these

Executives from these firms were asked to come to NFRA and give keys to cloud access so that the

online documents could be viewed," one of the people added.

NFRA's is a separate investigation specifically focussed on the IL&FS fraud. ET first reported on April 27 that NFRA had issued notices and taken over the quality re-It has sought details from about 40 view of IL&FS audits from ICAI.

US-China 5G War' India faces the unsavoury

Entangled in



prospectof

the 5G battle, which is akin to a technological Cold War between the two nations. said PS Raghavan, the head of the National Security Advisory Board (NSAB), reports Manu Pubby. >> 2



About₹2,100 crore that cleared over

three years, as per a collective decision by the home ministry and aviation ministry, reports Mihir Mishra. The dues will be cleared through the increased pas-

Two-wheeler **Inventories**



two-wheelers at dealerships have piled up with the addition of about

Inventories of

300,000 more units in April and May. The average inventory level with two-wheeler dealers at the end of May went up by 10 days from that in April to 55-60 days. >> 5

Aircel RP, Suitor in Talks with **Existing Telcos for Spectrum Sale**

UVARCL initiates talks: move contradicts DoT stance that only govt can sell airwaves

> Devina.Sengupta @timesgroup.com

Mumbai: Aircel's resolution professional and its proposed acquirer UV Asset Reconstruction Co. Ltd (UVARCL) have started talks with Bharti Airtel, Vodafone Idea and Reliance Jio to sell the bankrupt telco's spectrum, said people with knowledge of the matter. That appears to contradict the stand of the Department of Telecommunications (DoT) that only via auctions, they said. The DoT's view stemmed from

the realisation it could get only Rs 2-3 crore from the resolution process cleared by the committee of creditors (CoC). That compares with the Rs10,000 crore it has sought and the Rs2,000 crore approved by the resolution professional Deloitte, said the people cited above. DoT's opposition is also based on the government's view that spectrum is a sovereign asset and a telco is only given right of use for a specific time period, they said. It doesn't become the operator's pro-

"UVARCL has already held initial round of talks with existing telcos to sell Aircel's spectrum in the 900 MHz and 1800 MHz bands," said one of the persons. Spectrum is Aircel's most valuable asset.

Asset Watch Aircel filed for bankruptcy in 2018

Asset DoT has asked reconstruction telco to return firm UVARCL its spectrum, has got CoC nod also claimed to run Aircel's duesof residual ₹10,000 cr business Aircel says Financial, spectrum operational valued creditors have anywhere

claimed of between ₹1,100cr& about ₹20K cr ₹2,000 cr

The telco also has fibre, enterprise business besides spectrum

each

'India may Get



getting caught between the US

Airports to Clear ₹2,100 cr of CISF **Dues in 3 Years**



various airports owe to CISF will be

senger services fee. >> 5

Pile up Further



Cup of Woes: Washed out Matches Leave Star Drenched

Broadcaster currently staring at an ad revenue loss of close to ₹100 crore, which may more than double if India-Pak match gets hit at Old Trafford is hit. The weather "This is disappointing and defifor both India and non-India mat-

Gaurav Laghate & Ratna Bhushan

Mumbai | New Delhi: Rain has washed out play in four matches —not a ball was bowledin three in the ongoing ICC Cricket World Cup in England. Another was truncated to 41 overs by the unusually heavy downpours that have left fans despondent. Also glum is broadcaster Star India, which is currently staring at an advertising revenue loss of close to Rs 100 crore, said experts. To be sure, much of it will be covered by insurance but payments can take their own sweet time coming and Star will still have to bear a sub-

stantial chunk of costs. The number may exceed Rs 200 crore, especially if Sunday's match between India and Pakistan office currently says there's a 60% chance of rain in Manchester. where the arch rivals are scheduled to clash.

nitely will result in ad revenue loss for the broadcaster," said a top get washed out, it will impact executive at one of the biggest media agencies in India. Some

advertisers will also get drenched, he said. "If more India matches more, especially for the advertisers who have picked up packages

> "It's a double whammy for the EATERIES LINE UP OFFERS

ches.'

broadcaster. They will have to pay to the ICC, while advertisers will not pay for the washed-out PAGE 5 matches. Also, in-

Star acquired the rights of ICC

around \$500 million, or 27%, was

events for \$1.85 billion for an

eight-year cycle, out of which

allocated to this World Cup.

surance companies take their own sweet time and try to reduce the claims as much as possible," said Harish Thawani, former CEO of erstwhile broadcaster Neo Sports. "There are also deductibles and cost of insurance, which reduce the claim amount by almost 8-10%."

FIRST NOTICE BY AN ENFORCEMENT AGENCY

I-T Summons Naresh Goyal in Evasion Case

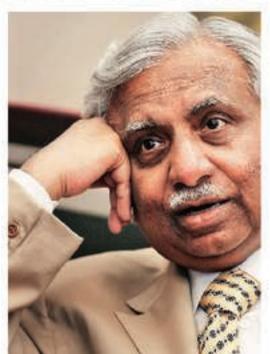
Case relates to alleged irregularities in dealings between Jet & Dubai-based cos

> Rashmi.Rajput @timesgroup.com

New Delhi: The income tax (IT) department recently summoned Jet Airways founder Naresh Goyal for questioning in an alleged tax evasion case, said people with knowledge of the matter. This marks the first time an enforcement agency has summoned Goyal in connection with alleged irregularities in the grounded carrier.

The investigation wing of the department had seized documents during searches at the airline's Mumbai offices in September last year. The probe was completed in February and the report has been forwarded to the assessment

The investigation wing discovered alleged irregularities in transactions between Jet Airways and its Dubai-based group companies, and believes these may have been aimed at evading taxes to the tune of Rs 650 crore, said the people. The airline was found to be paying commissions every year to its general sales agent in Dubai, which was also part of a group unit, they said.



On Radar

I-T dept's investigation wing seized documents from Jet's Mumbai offices in Sept last year These showed 'irregular' transactions between Jet and Dubai-based cos allegedly aimed at evading taxes worth ₹650 cr

Naresh Goyal summoned to explain these transactions

Probe likely

inquiry arm

Ministry of Corporate Affairs to be handed (MCA) has found over to MCA's several transactions of 'suspicious nature'

in Jet Privilege Pvt Ltd

SFIO; final likely soon Lookout circular issued against Naresh Goyal and his wife Anita ED has questioned senior Jet executives in connection with

'MOVE WILL ONLY BENEFIT EMPLOYERS'

Trade Unions Protest ESI Cut



Trade unions have come out strongly against government's move to reduce the employees' state insurance (ESI) contribution saying it will benefit employers and make it difficult for the Employees' State Insurance Corporation to meet the social security obligation. While CITU said the move would lead to benefits up to ₹10,000 crore to employers, AITUC said the reasons cited are patently false.

NDTV's Prannoy and Radhika Roy **Barred from Mkts**

Sebi also prohibits duo from being directors for two years; Roys to take 'legal action'

Mumbai: The Securities and Exchange Board of India (Sebi) banned Prannov Roy and his wife Radhika Roy from being directors or holding any key managerial position in broadcaster New Delhi Television Ltd (NDTV) for two years. Both also can't access the securities market for that period, the regulator said on Friday, because they didn't disclose material and price-sensitive information about loan agreements entered into by them with ICICI Bank and Vishvapradhan Commercial Pvt Ltd (VCPL).

All the investments of the Roys and RRPR Holdings, an NDTV promoter, in mutual funds will also remain frozen for two years. It also barred the Roys from holding board positions or key managerial posts in any listed company for one year. The Roys established NDTV, one of India's top news broadcasters, in 1988.

ling in a statement posted on fectively vested in VCPL.

"Radhika and Prannoy Roy, the promoters of NDTV, believe the Sebi order asking them to step down as directors and to not hold any management positions in NDTV, is based on an incorrect assessment and highly unusual and perverse directive," it said. "They will take urgent legal action as advised within the next few days."

Sebi had received a complaint from NDTV shareholder Quantum Securities in 2017 that the promoters had violated rules by not disclosing material information about loan agreements. Sebi initiated an investigation for the period between October 2008 to November 2017 when the Roys and RRPR Holdings were the promoters of NDTV. The aggregate promoters' shareholding in NDTV was 63.17% at the end of the June 2009 quarter.

The regulator alleged that the promoters of NDTV entered into three loan agreements-one with ICICI Bank and two with VCPL. These agreements contained material and price-sensitive information, Sebi said. Decisions on key company matters were subject to prior written consent from the lenders. something minority shareholders were ignorant of. Further, under the VCPL pacts and two call option agreements executed as a supplementary to the lo-The Roys said they will take an agreements, a beneficial in-"legal action" against the ru-terest in 30% of NDTV was ef-

VISA, MASTERCARD, PAYPAL & UBER AMONG BACKERS

Big Cos Behind FB Cryptocurrency



Facebook has enlisted more than a dozen companies including Visa, Mastercard, PayPal and Uber to back its new cryptocurrency, the Wall Street Journal reported, Each company will invest around \$10 million in a consortium that will govern the cryptocurrency. The money will fund the creation of the coin, which will be pegged to a

basket of government-issued currencies, the report said. >> 9

Raining on Profits 5 MATCHES AFFECTED, 3 ABANDONED WITHOUT A BALL BOWLED **BLOW FOR STAR** Star acquired India matches, except the

rights of ICC events for \$1.85 b for an eightyear cycle \$500 m.

or 27%, was

allocated to

this World Cup

one with Pakistan, sold for ₹65-75 cr Non-India matches: ₹5-7 cr Star will have to pay to ICC,

while advertisers will not pay for washed-out matches It may claim insurance, but payments can take time

THE BIG ONE 60% chance of rain during India-Pak match on Sunday Ad revenue from the match expected to be around ₹125 cr

MATCH HAS BEEN ABANDONED Washout may result in overall drop in viewership

PAK PM REITERATES NEED TO RESOLVE OUTSTANDING ISSUES THROUGH DIALOGUE

Imran in Meeting, Modi Says Nations Aiding Terror Must be Held Accountable



From left: PM Modi, Kazakhstan President Tokayev, President Xi Jinping, Kyrgyzstan President Jeenbekov, Russia's President Putin, Pakistan PM Imran Khan, Tajikistan President Emomali Rahmon and Uzbekistan President Shavkat Mirziyoyev at the Shanghai Cooperation Organization summit in Bishkek on Friday. (PTI

PM Modi calls for a global conference to combat terrorism

> DipanjanRoy.Chaudhury @timesgroup.com

New Delhi: Prime Minister lives of innocents anywhere," the Narendra Modisaidin the presence of his Pakistani counterpart that countries sponsoring, aiding and funding terrorism must be held accountable. At a summit of the Shanghai Cooperation Organisation (SCO) in Kyrgyzstan's capital Bishkek on Friday, Modi called for a global conference to combat the menace of terrorism, saving one of key goals of SCO security bloc is to counter terror in Eurasia.

ciety, he said, adding that to combat the menace of terrorism, countries will have to come out of their narrow purview to unite against it. "Countries sponsoring, aiding and funding terrorism must be held accountable," he said.

"During my visit to Sri Lanka last Sunday, I visited the St Anthony's church, where I witnessed the ugly face of terrorism which claims the prime minister said. A day earlier, during his bilateral meeting with Chinese President Xi Jinping on the sidelines of the summit. Modi had reiterated India's stand that Pakistan should take concrete action against terror before talks can resume.

"Pakistan needs to create an atmosphere free of terror, but at this stage we do not see it happening. We expect Islamabad to take concrete action" to resume talks, foreign secretary Vijay

India stands for a terrorism-free so- Gokhale quoted the prime minister al conference on terrorism. as telling President Xi. Last month, in what is being seen as a diplomatic win for India, China lifted its technical hold on listing Pakistan-based terrorist Masood Azhar as a global

> During my visit to Sri Lanka last Sunday, I visited the St Anthony's church, where I witnessed the ugly face of terrorism which claims the lives of innocents anywhere

PM NARENDRA MODI

terrorist by the UN. Beijing said it took the decision after it found no objection from the US, UK and France. Modi also called on SCO member states to cooperate under the SCO Regional Anti-Terrorist Structure (RATS) against terrorism. He also

urged SCO leaders to organise a glob-

to Russian media Sputnik in Bishkek, reiterated the need to resolve outstanding issues with India through dialogue, which, he said, is the only way to sort out differences. On Afghanistan, the Indian PM said, "Our goal is to support the people and the government of Afghanistan for an Afghan-led. Afghan-owned and Afghancontrolled comprehensive peace process. We are happy that a further roadmap has been prepared at the SCO Afghanistan Contact Group."

"Literature and culture provide our

societies a positive activity, especial-

ly since they stop the spread of radi-

calisation among the youths in our

India has refrained from diplomatic

engagement with Pakistan since an

attack on the Air Force base at

Pathankot in January of 2016 by a

Pakistan-based terror group, main-

taining that talks and terror did not

Early this year, tensions flared up

between the two nuclear-armed

neighbours after a suicide bomber of

Pakistan-based Jaish-e-Muhammed

(JeM) killed 40 CRPF personnel in

Kashmir's Pulwama district. Modi

not only refused to meet Khan in

Bishkek despite the Pak PM's repeat

ed appeals but also avoided Pakistan

Meanwhile, Khan, in an interview

airspace while flying to Bishkek.

society," Modisaid.

go together:

14th OIC summit held in Saudi Arabia earlier this month.—opb

Despite Tension, India and Pakistan to be Part of Joint Counter-Terrorism Exercise

Imran Breaks Protocol at SCO Meet

is seen sitting while everyone else stood to welcome the heads of

NEW DELHI: In a video shared on Twitter handle of Pakistan Tehreek-e-

Insaf (PTI), Pakistan PM Imran Khan is seen breaking a diplomatic pro-

tocol—at the opening ceremony of the SCO summit on Thursday. Khan

states entering the hall. Upon realising that he is perhaps the only one

the others did. Khan had earlier broken the diplomatic protocol at the

India plans to host a SCO military conference in Delhi in September-October

seated, Khan stood up briefly and then seated himself again before

DipanjanRoy.Chaudhury @timesgroup.com

New Delhi: India and Pakistan. notwithstanding their political tension, will participate in an eightcountry joint counter-terrorism exercise to be hosted by the Shanghai Cooperation Organisation (SCO).

Among other defence-related activities planned by the group, India plans to host a SCO military conference in Delhi in September-October, EThaslearnt.

The SCO joint counter-terror military exercise is expected to take place in Kazakhstan's Sary Arka region as part of the SCO's agenda to combat common threat from terror, drugs smuggling and transnational member states, ET has learnt. The which took place in Russia. The South Asian region



crimes in the region, officials familiar with the matter said.

cess of finalising the dates for the ex-



exercise could be held in September. India and Pakistan became full-SCO's Regional Anti-Terror fledged members of the SCO in Structure (RATS), based in 2017, increasing the membership Tashkent, is currently in the pro- of the group to eight. The two nations had also taken part in an RATS in fighting terror and growercise in consultation with all SCO SCO joint military exercise in 2017

exercise witnessed the participation of troops from India, Pakistan, China, Russia, Tajikistan, Kazakhstan, Kyrgyzstan and Uzbekistan, which together constitute the SCO.

RATS has been insisting that all member countries of the SCO, including India and Pakistan, must give an unconditional commitment to terrorism and separatism. Terrorism was high on the agenda of the SCO summit in Bishkek. Prime Minister Narendra Modi highlighted India's concern over terrorism and called for a concerted global campaign against the menace. India seeks to benefit from ingextremism in the Eurasian and

Nations Agree on Countering **Terror And** Its Ideology

BISHKEK MEET

DipanjanRoy.Chaudhury @timesgroup.com

New Delhi: India and seven other SCO member states on Friday decided in favour of comprehensive measures to counter terrorism and its ideology and asserted that interfering in the domestic affairs of states under the pretext of countering terrorism and extremism is unacceptable.

The member states condemned terrorism in all its forms and manifestations and called for respect for the sovereignty and independence of all countries, according to SCO Joint Communique issued at the end of the Summit in Bishkek. "While stressing that there can be

no justification for any acts of terrorism and extremism, the member states considered it

important to imple-

ment comprehensive measures to more effectively India on Fricounter terrorism day inked 14 and its ideology to pacts, includexpose and elimiing those on nate various faccooperation tors and condi-

in sports,

tions that facilitate healthcare & environment terrorism and extremism. They noted the unacceptability of interfering in the domestic affairs of states under the pretext of countering terrorism and extremism, as well as the unacceptability of using terrorist, extremist and radical groups for mercenary purposes,"

according to the Joint

Communique. Like 2018 SCO Summit, India was not party to BRI while remaining seven other members of SCO endorsed the Chinese-led initiative in the Joint Communique. India is opposed to BRI as it not only violates sovereignty through CPEC but also due to opaque nature of project financing.

India on Friday inked 14 agreements, including those on cooperation in sports, healthcare and environment.

"WE ARE LOOKING AT THE REAL POSSIBILITY OF A TECH COLD WAR REPLACING IDEOLOGICAL COLD WAR"

India May Get Caughtin Sino-US 5G War: NSAB Chief

Raghavan says Indian standard essential patent can give it toehold in global pie

Manu.Pubby@timesgroup.com

New Delhi: India faces the unsavoury prospect of getting caught between the United States and China in the 5G battle, which is akin to a technological cold war between the

nations, said PS Raghavan, the head of the National Security Advisory Board (NSAB).

Identifying an Indian standard essential patent that is awaiting global approval as the silver lining that can give the nation a toehold into the worldwide 5G pie, the senior diplomat made a strong case for independent technology development that has a bearing on national security. "Today the kind of rhetoric that

you are hearing (on 5G) from the US and China, with Europe stuck somewhere in between, you are looking at thereal possibility of a technology cold war replacing the ideological cold war of the past. We are in the



danger of being caught in it very badly unless we get our act together." said Raghavan. The diplomat, who served as India's

ambassador to Russia, was talk-because issues like the 5G involve a ing about new templates for India's national security management at the Vivekanand International Foundation (VIF). He was referring to the trade war between the US and China over telecom firm Huawei that has been banned by the US over national security concerns. His views were echoed by former deputy national security adviser and head of VIF, Arvind Gupta, who said that the 5G issue "is the reflection of a new kind of cold war that is already

beginning". Raghavan said that India needs to do more to get ahead on the technology front to meet future challenges

combination of economy, technol-

ogy and national security factors. He also referred to an Indian attempt to get a standardisation patent before the Third Generation Partnership Project (3GPP) global body that will give it a "little toehold in the international 5G pie".

Professor V Kamakoti, a member of the NSAB, told ET that the standard essential patent that India has developed and hopes to get approved will significantly enhance the spectral efficiency of 5G signals and will be of particular use in rural India where it would give the network a wide coverage area.

35-DAY DRIVE FROM JULY 6

BJP Cadre to Verify "Missed Calls" During **Membership Drive**

Of 11 cr calls received in 2014, 2 cr were found to be bogus

Our Political Bureau

New Delhi: The Bharatiya Janata Party, which is set to launch a 35-day special membership drive across the country from July 6, has asked its workers to verify "missed calls" from those seeking membership to weed out bogus callers, after a sizable number of such callers were found to be fake during a similar exercise in 2014.

Former Madhya Pradesh chief minister Shivraj Singh Chouhan. who has been appointed the convener of the special membership drive, said booth-level workers will be given the task of verifying callers on a dedicated mobile number, and get membership forms filled by those who have made calls.

This is expected to weed out random calls by people who do not want to take membership.

Around two crore bogus calls were detected in 2014 when the party got over 11 crore calls in total, according to estimates made at the time.

The special membership drive (called Sangathan Parv by the party) will be held till August 10, with the main thrust on states where the

party does not have a **BJP will** strong political presalso do an ence. July 6 is the birth analysis of anniversary of BJP booth-wise founder Shyama voting data Prasad Mookerjee. and work on strengthencusof themembership ing its weak

drive will be on states regions like Kerala, Tamil Nadu, Andhra Pradesh, Telangana, Pondicherry, Odisha, West Bengal, the Kashmir valley, Sikkim, among others.

Chouhan said the fo-

He also reiterated BJP chief Amit Shah's remark that the party had not a yet reached its peak and efforts should be made to expand politically to uncharted territory.

Once the special membership drive is over, the process of holding organisational elections will begin from the booth and block level to the top. Of the states, 50% have to complete organisational elections before the national president is elected.

The special drive will be followed by an active members' drive between August 16 and August 31 to induct those who want to work for the party.

On A Mission

●● BJP to hold its special membership drive from July 6 to August 10, 2019

Main focus would be on states like Kerala, Tamil Nadu, Andhra Pradesh, Telangana, Odisha, West **Bengal and Sikkim** where BJP does not have much political presence



Post- August 10, the organisational election process will begin from block level up

bership can be sought by giving missed call to a particular number. But this time the booth level workers will verify and ask members to fill the

Like the 2014 drive, mem-

requisite form as well Another drive for seeking

active party members will be held from August 16 to August 31



Trinamool is wilting and CPM is withering. You can adopt Fabian Hindutva!

Meanwhile, the regular membership option will be open for individuals till January 31 even as the organisational elections are on.

BJP will also do an analysis of booth-wise voting data to determine its weak spots and work towards strengthening the party in those regions. Chouhan said the membership drive will follow the party dictum of "Sarva Sparshi, Sarv Vyapi (touching base with all, covering all areas or booths)".

OTHER NEWS OF THE DAY

No Animosity, No Friendship: TRS on NDA



HYDERABAD: The TRS would give issue-based support to the BJP-led NDA government, a senior leader of the ruling party in Telangana said Friday, ahead of the commencement of the Lok Sabha session next week, "No animosity, no friendship", K Keshava Rao, Parliamentary Party leader, told PTI. "Absolutely issuebased support; same thing (the stand adopted by TRS towards the previous NDA regime) will continue," the Rajya Sabha member added. The Telangana Rashtra Samiti had backed the NDA on demonetisation, GST and in the elections to the post of President and Vice-President during its last term.-PTI

Nath to Host Cong CMs Ahead of **Niti Meet Today**



Pradesh chief minister Kamal Nath is hosting a dinner for his party counterparts in other statess and senior Congress leaders here Friday evening. ahead of the Niti Aayog meeting on Saturday. According to sources, Congress chief ministers Captain Amarinder Singh, Bhupesh Baghel, V Narayanasami and Ashok Gehlot have been invited. Other Senior leaders of the party are also expected to attend the dinner. Discussions on issues to be taken up before the Prime Minister at the NITI Ayog meeting could be held at the dinner, sources said.—ANI

Sabarmati Riverfront Dinner, Show Planned for Swachh Bharat Success

Govt is aiming to ensure sustained use of toilets built under the programme

Aman.Sharma@timesgroup.com

New Delhi: The Sabarmati riverfront in Ahmedabad is likely to be the venue from where Prime Minister Narendra Modi could announce the completion of the Swachh Bharat Mission on

October 2, the birth anniversary of Mahatma Gandhi.

A celebration with 25,000 people in attendance is being planned to be held on the riverfront, complete with a world-class laser show in the evening, said people aware of the matter.

The country could turn 100% opendefecation free in line with the target set under the programme, albeit ahead of the deadline of October 2, 2019 fixed by the PM while launching the programme in 2014. The programme has been completed 99.22% so far, with nearly 100 million toilets built in villages across the country in the pastfour and a half years, and only the states of Odisha and Goa left to

achieve their goals. The progress under this programme is said to have contributed to the BJP's landslide victory in the recent general election.

with women voters in particular backing the party for building toilets for their safety and respect. The PM is keen to celebrate the up-

Gujarat on the banks of the river Sabarmati as a fitting tribute to Mahatma Gandhi during his 150th

coming 'Swachh Bharat Diwas' in birth anniversary celebrations, said also in the works. one of the persons cited earlier. Among those expected to be invited

to the event are ministers, international experts, sarpanches and swachhgrahis from across the country. The Gujarat government and the Centre's Jal Shaktiministry will jointly organise the programme, where the PM could host a dinner for about 200 VVIPs at the river front in the evening.

A digital and technical exhibition will be held at the venue to showcase how India achieved the targets under the world's biggest open-defecation free programme. A world-class laser Bharat Mission at the riverfront is

have been declared open-defecation free in the country. Now, the govern-

ment is aiming to ensure sustained use of the toilets built under the programme by all members of the households. Behavioural change has been at the heart of the programme, with the government impressing upon all that use of toilets would also lead to better hygiene, cleanliness and improvement in the quality of life in villages. A recent UNICEF report said the programme had a good show of 20 minutes on the Swachh impact on the quality of water, soil and food in villages.

So far, 30 states and union territo-

ries, 618 districts and 565,000 villages

2 Independent MLAs Board Kumaraswamy's Cabinet

Move to ensure comfort levels in the JD(S)-Cong coalition numbers and prevent the duo from switching sides

Our Bureau

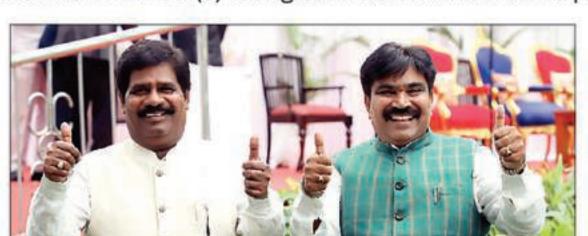
Bengaluru: Chief minister HD Kumaraswamy on Friday expanded his 13-month-old JD(S)-Congress coalition ministry by inducting two independent MLAs R Shankar (Ranebennur) and H Nagesh (Mulabagilu). They have been sworn in as Cabinet ministers.

The CM inducted them to ensure comfort levels in the JD(S)-Congress coalition numbers, and to prevent the duo from switching sides to the rival BJP camp. They have taken Cabinet berths that senior Congress lawmakers had been eveing for.

political party of Karnataka Prajnavantha Janatha Party (KPJP), and the same was merged with the MLAs are getting. Congress ahead of his induction into the ministry. In fact, this is the second time he is being made a minister as he was dropped from the ministry in December last year on grounds of "non-performance." In the Assembly elections held in May last year, Nagesh, a former engineer serving the state government, won with the backing of the

the cabinet positions is to quell (S) has kept one position under its dissidence in the Congress, it is to quota vacant.

TIME WILL TELL



Newly-inducted ministers H Nagesh (left) and R Shankar

be seen if the exercise will douse the anger among senior Congress MLAs or trigger a new wave of public resentment. Reddy, a former home minister, had recently said that Congress leaders had ig-Shankar, in fact, represents his nored seniors in their bid to woo newcomers, a reference to the importance the two independent

> There are three vacancies in the the governcabinet, one of which was caused ment. by the death of Congress minister CS Shivalli and another by the resignation of BSP minister N Mahesh. While there were two vacancies under the JD(S) quota, the Congress had one.

Shankar took the berth that fell vacant owing to Shivalli's death, while Nagesh occupies the posi-Though the idea behind filling in tion vacated by Mahesh. The JD

In the run up to the government formation, Shankar was spotted in the BJP camp, but shifted his lovalties to the Congress at the prodding of Siddaramaiah after he was promised a cabinet berth. Early this year, both Shankar and Nagesh had submitted a letter to governor saying they were withdrawing their support to

at the erstwhile Karnataka Electricity Board (KEB), and moved up to become the director (transmission) at the Karnataka Power Transmission Corporation (KPTCL). As his retirement from service in January last year neared, a court ruling on accelerated promotions for SC/ST employees came as a bolt from the blue. Nagesh belongs to the SC community, and he faced the risk of going one rank below as per the court judgment. To save himself from any such embarrasement at the fag end of his career, he took volun-Though the idea behind filling in the cabinet positions tary retirement months before his retirement. The Assembis to quell dissidence in Congress, it is to be seen if the exercise will douse anger among senior MLAs or trig-Congress leader and minis-

ter D.K.Shiyakumar, Nagesh had nursed political ambitions, and was an aspirant for a Congress ticket. He filed his nomination as an Independent candidate from Mulabagilu (SC) constituency in Kolar district. The Congress, however, had renominated its sitting MLA Kothur Manjunath for the seat. But luck had run out for Manjunath: the Karnataka High Court invalidated his Assembly membership on the grounds that he was not a member of the SC community. By the time court delivered its judgement, last date for filing nominations was over. With Manjunath disqualified, the Congress was left unrepresented in the electoral fray. The party had little or no option but to back Nagesh.

Nagesh's Right Moves Bring

Ministership to his Doorstep

KR.Balasubramanyam

@timesgroup.com

Bengaluru: In the Congress

and JD(S), many MLAs are en-

vious of H Nagesh, who was

made a minister in the 13-

month old coalition govern-

ment in Karnataka on Friday.

He was a serving engineer in

the state-owned power trans-

mission utility under the previ-

ous Congress regime headed

by Siddaramaiah. He began his

career as an assistant engineer

ly polls were round the

A confidant of senior

The Congress as well as Manjunath campaigned for him, and to his luck, Nagesh won the seat. And, a bigger luck was in store for him. No major political party, the BJP, Congress or the JD(S) got a majority. The duo of Nagesh and another independent MLA R Shankar (Ranebennur) began commanding a value and clout worth their weight in gold.

Many of Nagesh's colleagues, including his former bosses from the IAS, are still in

DOCTORS SEEK UNCONDITIONAL APOLOGY FROM CM



Over 300 Doctors Resign in Bengal

Our Political Bureau

Kolkata: With no effective intervention by the West Bengalgovernment, the cease work by majority of Medical College and Hospital and junior doctors in government hospitals across the state entered the medical college and north Bengal fourth day on Friday virtually crippling the healthcare services for thousands suffering families.

Following West Bengal chief minister Mamata Baneriee's outburst on Thursday in SSKM hospital in enflooding the health department. which she accused doctors protesting the assault of a junior doctor at NRS hospital earlier this week of acting with political motives, the protesting doctors have hardened tricts are now going for mass resigtheir stand and refused to call off the strike. The Bengal chief minister also warned of strict action against the doctors if they fail to jo- TMCMP Dev Adhikari and statelein duty in four hours and also accused them of being "outsiders" who were making trouble. They have demanded an unconditional apology the anvil, it seems. from the chief minister.

ding to sources in the state health well. West Bengal chief minister department, while four medical pals-also put in their papers.

stopped work in most government run facilities while senior doctors on government pay roll have expressed solidarity. However, senior

doctors are trying to run the emer-

gency facilities in the hospitals. In the latest move about 80 senior doctors in RG Kar Medical college and hospital, around 100 in NRS medical college, around 175 from SSKM more than two dozens in National medical college have submitted their resignations to their respective departmental heads. Resignations from the district hospitals and Medical colleges have now be-

As the health sector crisis in Bengal deepens, the doctors across several medical colleges and hospital in the city and across disnation. Appeals from several sections including state minister Partha Chatterjee, Firhad Hakim, gislative assembly speaker Biman Bandyopadhyay were made, though no immediate solutions is on

Meanwhile, voices of dissent are More than 300 resignations were being heard from sections of the submitted by Friday noon, accor- ruling Trinamool Congress as Mamata Banerjee's nephew Abesh superintendents and vice princi- Banerjee, a junior doctor was also seen leading protest in a hospital Thousands of junior doctors have while Shabba Hakim, Kolkata Mayor and minister Firhad Hakim's daughter also criticised the role of the ruling party. Another MP's son also took to Facebook supporting the doctor's protest movement.

IN JAIL SINCE ARREST IN 2013

ger a new wave of public resentment

Malegaon Blast: Bombay HC Grants Bail to Four Accused

Court directs them to be present in trial court until exempted

Our Political Bureau

Mumbai:Four accused in the 2006 Malegaon blasts case were granted bail by the Bombay High Court on Friday, Lokesh Sharma, Manohar Nawaria, Rajendra Choudhary and Dhan Singh have been in jail since their arrest in 2013 for their alleged role in the blasts.

The four accused were granted bail by the division bench comprising Justices IA Mahanty and AM Badar who ordered them to furnish a bail bond and two sureties of ₹50,000 each to get the bail. The court also directed them to be present in trial court until exempted and not influence witnesses or tamper with the evidence.

On September 8, 2006, serial bomb blasts had rocked the power loom town of Malegaon in Maharashtra claiming 37 lives and injuring over 100 people.

Background



The four accused asked to furnish a bail bond and two sureties of ₹50,000 each to get the bail

IN APRIL 2016, A SPECIAL **COURT ACQUITTED ALL THE EIGHT MUSLIM YOUTHS**

The four accused had then filed a plea before the special court in Mumbai that there was

The Maharashtra Anti-Terrorism Squad (ATS) that took up the

investigation of the case arrested

eight Muslim men from Malegaon,

Mumbai and Nashik owing to their

alleged links with a banned group,

Students Islamic Movement of In-

dia (SIMI). The Cen-

tral Bureau of In-

vestigation, which

took up the probe

next, endorsed the

when the National

Investigation Agen-

cy took over the pro-

be, it concluded that

the blasts were car-

ried out by people

belonging to the ma-

jority community,

following which it

filed a discharge report against the

accused. In April 2016, a special co-

urt acquitted all the eight Muslim

youths on grounds of insufficient

evidence to prove their involve-

ment in the case. The four accused

mentioned earlier booked in the

same case then filed a plea before

the special court in Mumbai that

there was no case against them too.

view of the ATS.

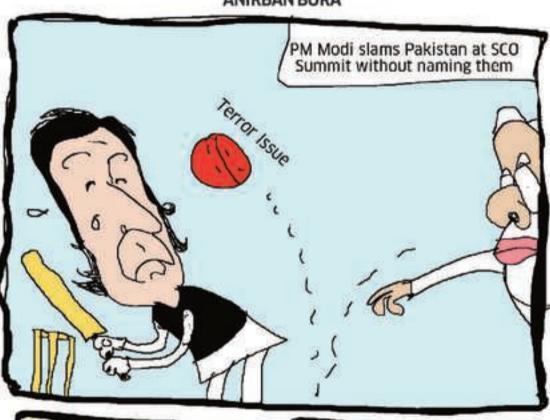
Subsequently,

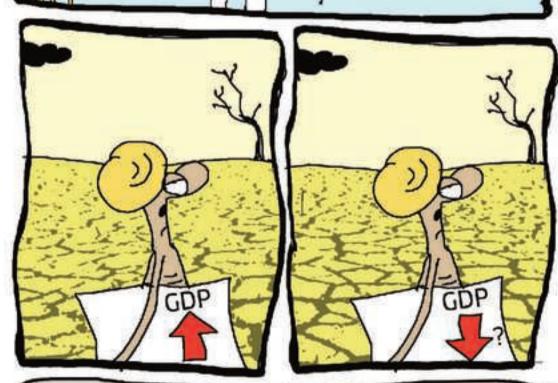
Maharashtra Anti-Terrorism Squad arrested eight Muslim men owing to their alleged links with Students Islamic Movement of India

no case against them too

Week's a Long Time

ET takes a look at events that shaped national and state politics over the past seven days ANIRBAN BORA









Our Political Bureau

New Delhi: Andhra Pradesh chief minister YS Jagan Mohan Reddy on Friday discussed the state's long-standing demand for the grant of special status with union home minister and BJP national president Amit Shah.

"The agenda of my visit was tomorrow's Niti Aayog meeting. Tomorrow we'll be presenting our case (on special status) to the Niti Aayog, which is chaired by the Prime Minister," the CM said after the meeting with Shah. "I took an appointment with the home minister today evening to try and prevail on him, to also soften the PM's heart on the special category status, what we'll definitely be asking for in tomorrow's Niti Aayog meeting."

Jagan is on a two-day visit to Delhi, to also attend the YSR Congress' parliamentary party meeting on Saturday. He is scheduled to take part in the Niti Aayog meeting which will be attended by all chief ministers.

On being asked about the offer of the deputy speaker's post in the Lok Sabha to his party, Jagan said the issue was not on the agenda during the meeting with Shah. Sources said the CM was keen on special status for Andhra than the post of the deputy speaker for his party.



MOVE TO AMEND ACT

Prez Nod to **Introduce Anti Cow** Slaughter Bill

Rahul.Tripathi @timesgroup.com

New Delhi: President Ram Nath Kovind has given "previous sanction" to the Ashok Gehlot government for the introduction of Rajasthan Bovine Animals (Prohibition of Slaughter and Regulation of Temporary Migration or Export) Bill.

The Bill to amend the 1995 Act was introduced by the Vasundhra Raje government last year but after Congress came to power in



Rajasthan in December 2018, the Centre was of the view that the state assembly should the amendments

examine afresh, officials said.

Article 304 (B) of the Constitution empowers the states to impose reasonable restrictions on the freedom of trade and commerce with or within that state as may be necessary in the public interest. However, no such bill or amendment is to be introduced or moved in the state legislature without the previous sanction of the President. "Since this was a trade bill, instructions regarding the previous sanction of the President was conveved to the state government last month," a home ministry official told ET.

OTHER NEWS OF THE DAY

'Vayu Moving Westwards Affecting Porbandar, Dwarka'



New Delhi: Very severe cyclonic storm Vayu is moving westwards Gujarat, the India Meteorological

bandar and Devbhoomi Dwarka. The system will move nearly westwards during next 48 hours and recurve northeastwards thereafter," the IMD tweeted. The storm, which skirted the Saurashtra coast, also affected Gir Somnath and Junagarh districts, it said. Airports across Gujarat resumed normal service on Friday.-ANI

Two Militants Killed in

The four

granted

division

bench

bail by the

comprising

Justices IA

AM Badar

Mahanty and

accused were



Srinagar: Two militants were killed in an encounter with security forces in Jammu and Kashmir's Pulwama district on Friday, police said. According to a police

don and search operation in Braw Bandina area of Awantipora in the district in south Kashmir after receiving intelligence input about presence of militants in the area.

As the forces were conducting searches in the area, the militants fired upon them. The

affecting Porbandar and Dwarka in Department (IMD) said on Friday. "The system is moving westwards affecting Por-

Encounter in Pulwama



official, security forces had launched a cor-

security forces retaliated, he said.-PTI

'If NEP is Implemented, Siloed Education in India will Become Education System'



For Prime Minister Narendra Modi, ease of living, and ease of doing businessare equally important. He has shown through various policies and programmes that he is here to stay for a long haul—to build a New India, though massive reforms in social sector, which remains close to his heart. We can see this from the long list of high societal impact initiatives like the Swachh Bharat, Beti Padhao-Beti Bachao, Ujjwala Yojna, Skill India mission, and the health insurance scheme for poor (PMJAY). Now, with the government putting the draft national education policy 2019 in the public domain, within the first week of ta-

been added to the list.

I can say it with surety that we. for the first time, have a prime minister who is firing all cylinders in one go. He is not willing to wait and go in a staggered manner to transform India in bits and bytes. He wants all sections and sectors to move ahead and benefit simultaneously, which is a daunting task.

It is my firm belief that education and health are the causes of the economic development and not just the outcome and so, we must invest in both these sectors. The Modi government has taken the right decision to push these sectors with a clear policy that will drive these sectors for at least the next two decades.

The draft education policy is quite radical in its approach and might evoke resistance from a few quarters. The NEP has gone all out from changing terminology to content and mode and model of de-

king over, 'educational reforms' has livering education. It recommends setting up new institutions like Rashtriya Shiksha Aayog and National Research Foundation, and addresses the issue of succession planning and filling up of vacancies. The NEP has made bold recommendations like closing down courses and institutions that don't deliver and are irrelevant, periodic review, and even recommended changing the name of the ministry of human resource

development to the ministry of

I am quite happy to see that the recommendations from all earlier committees, for a separate cadre of Indian Education Service, has been dropped. I was vehemently opposed to the idea of bureaucracy in education.

The NEP has addressed the issue with regards to data on education, and the important issue of leadership and governance. The re-

commendations with regards to tegrating it across the continuum But, still, if we start with reforusing technology like block chain of education, and integrating edufor checking fake degrees, leveraging virtual reality, AI and gaming for education, and setting up a dedicated national educational technology forum is quite timely, and if implemented well, the NEP 2019 could be the last policy written by humans and the next one will be drafted by AI.

The NEP has given due importance to vocational education by in-

NEP'S APPROACH The NEP has gone all out from changing

terminology to content and mode and model of deliveringeducation

cation seamlessly across academic, professional and vocational The overarching themes of the

NEP are achieving quality, innovation and equity through academic, administrative and financial autonomy under 'light and tight' regulation; focus on outcomes and not just inputs; move from rote learning to knowledge transfer, and

ing needs of time. inted where, and how much, moars, the finances of the government will be stretched, given the reality. emerging domestic and global ecoculture and natural calamities.

ming regulation, investing in primary education & research and public-private partnerships, we will have hit the right button to start with.

If the policy is implemented as intended, 'siloed education' in India will become an 'education system'. Overall, the draft education policy is holistic and futuristic and driven by realities on ground.

NDA II delivered major reforms continuously adapt to the chang- in health and NDA III will deliver reforms in education. In fact, the The NEP has quantified and po- NEP borrows the line from the National Health Policy that, 'A policy ney is needed, and though the figuits only as good as its implementares look indicative, they give a go-tion', and with the draft now in the od sense of direction. I believe final phase of public comments, that, at least for the next three ye- there is no doubt of the sweeping reforms in education becoming a

(The author is a leading public ponomic scenario, coupled with the licy expert and is a former member impact of climate change on agri- of the National Education Policy committee)



Articulate, Erudite, a True Intellectual, an Old Friend

Shabana Azmi

was coming out of a flight when the phone rang, "Ma'am, I'm so and so reporter from so and so newspaper. May I have your comments on Girish Karnad?" "What about him?" I asked.

"He passed away this morning. Since he was your colleague, we were keen to have your reaction please.

The phone almost slipped out of my hand as I tried to let thenews sink in.

Howcan I compress a friendship of 43 years in a singlesoundbite? Yes, that's how long I've known Girish Karnad.

Few people know that when Shyam Benegal first made Ankur, it was a very lengthy film. Shyam roped in Girish to help him edit the narrative. That's when If irst heard of Girish. Soon we learned that he had been appointed as Director of FTII (Film and Television Institute of India) Pune. It was a troubled tenureship because the students were on strike and very hostile. But Girish handled it with great maturity and compassion.

Legend has it that Naseeruddin Shah was in the forefront of the strike and there were some unpleasantaltercations between Girish and him. ButtoGirish'sremarkablecredit, thatdidn'tdeter himfrom recommending Naseer to Shyam for a very important role in Nishant, his first break in films that launched his career and established him as a fine actor. My respect for him grewmanifold as I watched him interact with Naseer on the



sets without the slightest rancour. He became a

hero in my eyes. I was playing the schoolmaster's wife in Nishant, Girish played the somewhat timid school master, quite the opposite of what he was in real life--confident, articulate, erudite, a true intellectual.

Hedidn'tfancyhimselfasanactorandruedthat it would damage his reputation as a playwright (who was fast getting acknowledged as one of the best in India). I would tease him and say, "No matter. Even if you aren't good, you are so goodand I warmed up to him.

band and wife in Basu Chatterjee's film Swami, and he was hailed as a great actor. Girish and I were tickled pink and made a pact that we wouldn't let on that we both thought otherwise! If that's how the audiences awhim, we would keep the secret between ourselves.

Butthefactisthathehadundeniablescreenpresence, and very soon turned into a fine actor. The lastfilmIdidwithhimwasChalkandDusterjusta coupleofyearsago. Gone was the initial reluctance and he sitation. He faced the camera like a total pro, as thoughto the manor born. Evenso, being an ac-

wright. The tributes have come pouring in. Even hisseverest critics have had to acknowledge that

he was a force to reckon with. I've had the honour of acting in his play Broken Images directed by Alyque Padamsee. It has been running for ten years now. But every single show is a fresh challenge for me as an actor, not just technically but emotionally as well. It is so nuanced, so finely written that I find new meaning almost each time I perform it.

The last time I met Girish was after a show of Broken Images in Benguluru two years ago. He had to carry an oxygen tank with him to the restaurant in which he and his wife Saras (Saraswathy Ganapathy) had hosted a dinner for a motley group of us. But his failing health had not taken away an iota of his passion, or his commitment as an engaged citizen.

It was his fearlessness, his speaking his mind without mincing words, his total commitment to freedom of speech that defined him. We kept in touchon email and the occasional phone call. The last email exchange was two months ago when I complained to him because he was insisting I reshoot the image of Malini in Broken Images since it was ten years old. It was a daunting exercise because it is a single shot of 44 minutes and by some miracle I had got it right in the first take. I was loathet otry it again, but because he insisted we reshot it.

Pushing my luck, Iasked, "Now that I've done it, can we please go back to using the original image?" He wrote back angrily, "You can stop the play if you want, but I will not settle for the earlier image!"This was my reply: "Girish, I will honour vourdecision. There is no need to sound so strict! I thought we were friends and it was a friendly suggestion. I think it's a fantastically written play realised beautifully by Alyque. I'veenjoyed doing it and would love to continue to do so. You are becoming a grumpy old chap! I'm a fan and deserve more love. Where is your lovely sense of humourgone???Love,Shabana.'

We are taking the play with the revised image toBengaluruthisweek.Iwassolookingforward to giving him a hug and making up with him. Instead, I'm writing this salute to the man like

Farewell my friend. You live on through

the good world order, very much like a superhero. However, that is not the case. The tenth avatar of Vishnu is seen as the form before Pralaya. He is mentioned first in Mahabharata and is linked to

Parashurama, who kills unrighteous kings. His story is elaborated primarily in the Puranas and shows influence of ZoroastrianandChristianmessianicideas. But there is another destroyer in Hindu mythology and that is Shiva. Shiva is part of the Hindu trinity, and in popular understanding these three forms of divinity are responsible for Generating, Operating and Destroying the world (hence English acronym GOD, as per WhatsApp forwards). But is there a difference between Shiva, the Destroyer, and Kalki, the Destroyer? The confusion arises because Kalki is supposed to be a form of Vishnu also known as the Operator or preserver

DEVDUTT PATTANAIK

Kalki, the tenth avatar of Vishnu, is very

popular among young people, who visual-

ise him as an Avenger, part of a cosmic end

game. He is visualised as riding a white

horse, brandishing a fiery sword, cutting

downpeople. The story about Kalki is not

very well-known; but the general belief is

that he destroys bad people and restores

Author of Business Sutra

In Hindumythology, Brahma creates the world: therefore, he is associated with desire. He is visualised as a priest. Desire

or sustainer. An understanding of this dif-

ference helps us understand the value of

is expressed as and when the ritual performer ex-Many leaders presses his sankalp, or intention, for conducting the ritual. While Shiva rejects rituals, he also rejects all things material. He wants nothing and so ex-

destruction in life.



confronted with a failing social order no Sankalp. He is visualised as a hermit, as someone who destroys desire, and walks away from the life of a householder. He will not create an organisation. He does not see the value of creating a world that ultimately indulges the ego. Vishnu, on the other hand, is the preserver of culture, rituals and social structure, thereby restoringorder. Hisactions attract Lakshmi (affluence and abundance). He places desire in context, and does not let it go out

Is Shiva the Corporate

Destroyer or Kalki?

A preserver becomes a destructive force when

of hand. The Hindu Trinity is not involved with nature (prakriti) which is visualised as the Goddess, hence eternal; they are creating, sustaining or rejecting culture (sanskriti). That is why destroyer Shiva who has no desires is visualised as a hermit smeared with ash, and the preserver Vishnu who does not reject desire is visualised as householder, with silk and san-

dalpaste. Why then does Vishnu destroy things? He destroys things, in the form of Kalki, when people stop respecting dharma, in other words, when humans behave like animals: territorial and dominating, more interested in being alphas than helping the omega. When people become dominating and territorial, the existing society needs to be destroyed and a new structure must be formed. We see Vishnu struggling to maintain the social order. in various forms: as Parashurama, Ram, and Krishna. But when everything fails the entire system, the entire edifice of the structure of society must be destroyed, and Vishnushall do this as Kalki.

Organisations are built by people who have the desire to achieve something. This desire makes them Brahma, the creator of the organisation, but when their desire ceases and they let go of the organisation and they become Shiva, the destroyer.

Many leaders are so busy creating and desiring, they do not often wish to let go. This is the reason they don't delegate, they don't retire and they do not allow compa-

nies to move on without them. These leaders cling to their Brahma role, which creates chaos and disorder, necessitating the arrival of a Kalki, who, to save the organisation, needs to get rid of such leaders, and change the old order to a new system.

Shiva builds not organisations. He inspires leaders to let go of their attachment to organisations and retire, having realised the futility of ambition and success in the larger context. A Kalki on the other hand

gets the old order for cibly dismantled to usher in a new era. He marks the transition from Kali-yuga (decline phase of organisation) through Pralaya(turmoilofrestructuring) to Krita-yuga (golden phase of resurgent organisation).

lookingthatall will be for given." He would laugh tor was only a small aspect of his personality. loudly and then proceed to regale us with ump-What he is most respected for is his remarkable teen stories. It was a pleasure to hear him speak talentas one of India's finest contemporary playno other.

Two years later, we were cast together as hus-

Auto Cos See Digital Showrooms As Dealerships of the Future

Nehal Chaliawala & Ketan Thakkar

Automobile showrooms are getting shrunk and going virtual, as automakers and dealers look for workarounds to exorbitant real estate cost and ballooning salaries. Opening a conventional dealership in a

metrocity could cost upwards of Rs 30 crore, including the cost of interior design, inventory, demo cars, furniture, branding and setting up the workshop. Real estate and salary come on top of this. Dealers say the high cost had made their low-margin business unviable when the market is also weak, causing the closure of some 300 showrooms in the past two years.

Maruti Suzuki, Tata Motors, Mahindra & Mahindra and other automakers are opening showrooms that are just 100-300 square feet in size to keep the capital cost low, compared with the traditional ones that typically take 3,000-5,000 square feet. These new format facilities come equipped with modern gadgets offering rich digital experience to buyers, but operate at a fraction of the cost.

Tata Motors, India's largest vehicle manperience to prospective buyers, but occupy

Our Bureau

New Delhi: India's exports rose 3.93 % to \$30 billion in

May led by healthy growth in

sectors such as chemicals.

pharmaceuticals and engine-

ering while a sharper rise in

imports, led by those of gold,

widened the trade deficit to

Imports rose 4.31 % to \$45.35

billion, data released by com-

merce and industry on Friday.

Gold imports rose a whopping

37.43 % to \$4.78 billion in the

Oil imports were up 8.23% to

\$12.44 billion while non-oil im-

ports expanded 2.9% to \$32.91

billion during the month un-

der review. However, electro-

nics imports fell 3.17% in the

month. "Such a growth in ex-

ports is a reflection of extre-

mely modest growth in global trade and increasing protec-

tionism," said Ganesh Kumar

Gupta, president, Federation

of Indian Export Organisa-

exports in the month inclu-

ding electronic goods, orga-

001823 for TNPL Unit-I & Unit-II

TNPL

Tender

DIPR/1990/Tender/2019

\$15.36 billion.

Exports Up 3.93% to

nic & inorganic chemicals.

drugs & pharma, and ready-

made garments of all textiles.

"Exports growth for May re-

mains at sub-optimal level re-

quiring immediate govern-

ment intervention. For engi-

neering sector, exporters ne-

ed crucial raw material like

steel at international prices.

Exporters are looking for-

ward to Budget for fiscal reli-

efs," said EEPC India Chair-

Cumulatively, exports in

April-May 2019-20 was up by

rose 4.39% to \$86.75 billion,

registering a trade deficit of

Non-oil and non-gold im-

ports at \$28.13 billion in May,

fell 1.31% indicating domestic

Services exports in April 2019 were \$18.06 billion, up

2.84% on year in dollar terms.

"The estimated value of ser-

vices export for May is \$18.2

billion," the ministry said in a

statement, adding that the da-

on Reserve Bank of India's

Due date

26.06.2019

subsequent release.

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NOTICE INVITING TENDER

192013 Enlistment of Vendors for Supply of Sulphuric Acid, 28.06.2019

Terms & condition, Qtv., Tender Fee, EMD are available in tender

document at our websites: www.tnpl.com / www.tenders.tn.gov.in

Material Description

192013 300 GSM Circular Grey Board Disc 93 cm / 95 cm

001632 | Sulphur Di-Oxide and Ortho Phosphoric Acid

demand losing strength.

2.37% to \$56 billion. Imports

man, Ravi Sehgal.

\$30.69 billion.

\$30 million in May



Delayed Monsoon Slows

Kharif Sowing

Rituraj.Tiwari@timesgroup.com

New Delhi: A delayed and deficient

monsoon so far has slowed summer

crop sowing, sparking a concern

overfarm output, especially pulses.

The average rainfall in the first two

weeks of June is deficient by 42%,

which is unlikely to recover to nor-

mal by the end of the month as mon-

soon has progressed little after set-

Due to the late monsoon, farmers

This year, area under cultivation

So far this year, farmers have sown

across 82.20 lakh hectare, around

7.8% of the total area that goes un-

der cultivation in the entire Kharif

Paddy acreage is 4.26 lakh hectare

Similarly, area for pulses reduced

from 2.11 lakh hectare in 2018 to 1.04

lakh hectare this year. Water storage in 91 reservoirs in the country is

also posing a threat on availability

of drinking water and irrigation fa-

cilities. The reserve has gone down

Software Technology Parks of India

No.:177/14(33)/1804/STPI-BH/2019 Date:14.06.2019

STPI-Bhubaneswar invites online bids for Supply,

and Commission

Infrastructure for Directorate of Mines,

Government of Odisha at STPI-ELITE Data Center. For details please visit: www.bbs.stpi.in and

www.epublish.gov.in. The last date & time of

submission of bid is 05/07/2019 on or before 04:00

PM. CPP e-Publish Tender ID: 2019_DIT_477933_1.

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Bhubaneswar

against 5.47 lakh hectare in the cor-

responding period last year.

to 18% of the total capacity.

dropped 9% in the first two weeks of

are yet to start sowing in many parts

ting in on June 8-late by a week.

of the country.

June from last year.

many as 2,000 digital showrooms across the country in the coming two years, Mayank Pareek, the president of its passenger vehicles business, told ET. This will help the company increase its geographical reach to most of India, while keeping the cost low. "While the cost of development is high, employing these digital showrooms costs next to nothing," Pareek said.

Mahindra had kicked off its 'dealerships of the future' concept in 2018. These are virtual showrooms that offer an immersive ex-

ufacturer by revenue, intends to open as much less floor space and require fewer people tomanage. Salesmen even carry virtual reality (VR) equipment to the customer's residence to help him make a selection, a Mahindra dealer said.

> Earlier this month, market leader Maruti Suzuki launched a mobile terminal of its NEXA chain. It is a large bus converted into a retail unit with an office and a demo car. The terminal will be taken to places where there are no traditional NEXA outlets, Maruti said.

Tata Motors is also planning to have mobile showrooms, Pareek said.

In May this year, German carmaker Volkswagen's India unit opened its first 'pop-up' store in a bid to reach tier-2 cities and small towns. While bigger than the digital showrooms, these stores underline the same principle of less capital-intensive customer touchpoints. The company plans to open 30 such outlets in the next one year.

While the digital facilities are also being set up as part of, or as the extended touchpoints of, existing large-format showrooms many of these are standalone units.

"Dealerships need to go down in size for business to be viable," said a leading auto dealer in western India, asking not to be identified. But the dealer warned that these new tech-

nologies would not be effective if employed as standalone units and not within the existing showrooms, as some automakers are doing. "Idon't think the customer is looking for VR. They still want to touch and feel the cars. Employing these technologies in existing showrooms will only make retailing more expensive," he said. Tata Motors' Pareek said the micro showrooms could be put up at public places like shopping malls and then a demo car could be kept in its parking lot.

Govt to Explore New Sources of Funds for Infra, MSME: Gadkari

Says ₹17 lakh crore has been invested in roads, shipping and highways sector over the last 5 years

Our Bureau

New Delhi: The government is loo-

my department: don't depend on ys and power.



banks only; find out some new investments, new funds." Gadkari said that the highways ministry has been doing well irrespective of any dedicated finance arm as compa-"And I have given indications to red to those for sectors like railwa-

nance Corporation; in power sec- MSME can produce." tor, there is Power Finance Corporation. In the roads sector, where **ONELECTRIC VEHICLES** our performance compared with Gadkari said the government does railways is quite outstanding, we

Around ₹17 lakh crore has been invested in roads, shipping and highways sector over the last five years, he said. Talking about his new charge of the MSME ministry, Gadkari said there is huge potential for the sector to generate employment and fuel the economic growth of

"In railways, there is Railways Fi-support export of goods that

not want to disrupt existing auto in-

vehicles must happen eventually.

"We are investment friendly. We

don't want to shut down any indust-

ry," he told reporters on the sideli-

king at alternative and innovative sources of funding for infrastructure development and small industries, as financing from banks is becoming a challenge, minister of road transport and highways Nitin Gadkari has said. "Our attitude is positive to find a way out. We are transparent, time-bound, resultoriented, and corruption-free. But still there are problems," Gadkari, who also has the charge of the Ministry of Micro, Small and Medium Enterprises (MSME), said while addressing the CII national council meet here on Friday.



still don't have a financial arm," he dustry, but the transition to electric

the country.

prises to build an ecosystem of ancillaries and vendors so that MSME few years. "We will involve the prican contribute to produce at home," he said. "The government will on this," Gadkari said.

nes of the event. "We want to involve private sector (in the EV discussion) so that growth and employment rate in the industry can be encouraged." Niti Aayog, the official think tank, has drafted a road "We will encourage large enter- map for the adoption of electric mobility in the country over the next vate sector before taking a decision

Will Allow Data Mobility Outside India if Reciprocated'

IT minister Prasad also said data sovereignty is non-negotiable

Our Bureau

New Delhi: India may allow data mobility outside India only if the move is reciprocated by other countries, information technology and telecom minister Ravi Shankar Prasad said on Friday. Prasad, who is also law and justice minister, however, cautioned that the country's data sovereignty will be 'non-negotiable'. "India will uphold its data sovereignty.

That will not be negotiable. India is a huge country, generating a lot of data. I do acknowledgethat degree of data movementis important in a digital world, but that will be

based upon

reci-

procity and understanding," Prasad said at a Confederation of Indian Industry (CII) event. He said India will look at issues of data anonymity and data vulnerability, which will be areas of dispute in the future, while emphasising on the importance of data security by both local and foreign agencies. "Data is

Prasad said other nations are awaiting provisions of India's data protection law as many are not happy with the European's

going to become an important area of growth, commerce and vulnerable area of dispute. Data protection law we have

finalised. I will take it to the cabinet," Prasad said. "Ifeel data ano-

nymity should also be kept in focus. Anybody, Indian or international, seeking to

indulge in data commerce will have to follow the rules of the game." The government will take the personal data protection law to the cabinet soon, which

will be followed by a final

approval from parliament. The draft of Personal Data Protection Bill, 2018-which is based on the recommendations of the governmentconstituted high-level panel headed by Justice BN Srikrishna-restricts and imposes conditions on crossborder transfer of personal data, and suggests setting up of Data Protection Authority of India to prevent misuse of personal information. Prasad said other nations

are awaiting the provisions of India's data protection law as many are not happy with the European data protection rules. He reiterated the government's aim to make India a \$1 trillion digital economy in the next four to five years.

On India's preparedness to deal with a US-China-like trade war. Prasad said the matter is a sensitive one and that "we must observe it closely, properly. Something good will come for India, because globally people trust India's human resource, India's open society, India as a country (has) great substance and sanctity."

Wholesale Inflation Eases to 22-month **Low in May to 2.45%**

Our Bureau

New Delhi: Inflation measured by the wholesale price index eased to a 22-month low in May driven by manufactured items and fuel.

Food inflation, however, remained high with cereals including jowar, bajra and maize, pulses witnessing double digit inflation for the fourth consecutive month.

The decline in wholesale price index based inflation suggests retail inflation that inched up to a 7-month high 3.05% in the month may cool going ahead.

"There is a slowdown in demand and that is the reason that core inflation is going down... however most of the adjustment is through fuel and not core," said Indranil Pan, chief economist at IDFC Bank, adding that both consumer and retail inflation numbers pointed to weak levels of demand in the economy. India's economic growth slumped to a 5-year low of 6.8% in FY19. The Reserve Bank of India had cut key policy rate by 25 basis points last week, third such successive reduction, to give a boost to demand.

The central bank will have one more set of inflation numbers before the next policy review on August 7. The central bank had also revised its stance form neutral to accommodative.

Sunil Kumar Sinha, principal economist at India Ratings and Research expects more rate cuts from the RBI going ahead to revive demand. "Core inflation at 1.2% is 29 months low in May 2019. This is clearly an indication of the weakening of demand impulse in the economy. Dwindling auto and FMCG sales growth has been pointing towards this for past several months," said Sinha.

Office of the Executive Engineer, Road Construction Department, Road Division, Garhwa

Only 17 out of 30 major pro- ta for May is an estimation,

duct groups showed growth in which will be revised based

Tender Reference No.: RCD/GARHWA/509/19-20 [PR 208314 Road (19-20) D]

CORRIGENDUM Change in Clause 1 of column 5 for Bid (IFB) TITLE Please read - Cost of Document Rs. 10,000.00 Online payment on NTRP Portal -CORRIGENDUM https://bharatkosh.gov.in/MinistryInfo.aspx in DETAIL favour of "Regional Pay and Accounts Officer (NH), MoRT&H, Kolkata payable at KOLKATA".

EXECUTIVE ENGINEER. R.C.D., Road Division, Garhwa P.R.208912 Road(19-20)-D

CORRIGENDUM

Reconstruction of Nagaruntari- Dhurki-Ambakhoriya NAME OF THE Road (MDR-139) Total Length 24,940 km. under WORK Central Road Fund for the year 2019-2020

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***** SHORT TAKES**

Hexaware Buys US Firm Mobiguity for \$182 million

PUNE Mid-size IT firm Hexaware Technologies on Friday said it has acquired US-based customer experience firm Mobiquity Inc for \$182 million, reports Our Bureau, Hexaware will pay \$131 million in cash and the balance \$51 million would be paid based on earnouts, the company said in a filing to stock exchanges, adding that Mobiguity will remain an independent unit. Mobiguity, which leverages Amazon Web Services and Amazon's Alexa to deliver services to clients, including ABinBev, Alcon and Nestle, posted a revenue of \$71 million last year and has grown at a CAGR of 24% in the last three years.

Mahindra Picks Up Over 11% Stake in Swiss Co

NEW DELHI Mahindra & Mahindra (M&M) on Friday said its Farm Equipment Sector (FES) has picked up 11.25% stake in Switzerlandbased agri-technology firm Gamaya SA for CHF 4.3 million (over ₹30 crore). The investment will be through subscription to 300 common shares and 30,469 series B preferred shares of Gamaya SA, M&M said in a statement. The company's strategic association with Gamaya will enable it to develop and deploy nextgeneration farming capabilities such as precision agriculture and digital farming technologies, he added.

Moody's Revises Outlook on Adani Transmission

MUMBAI Global rating firm Moody's has revised its outlook on Adani Transmission's (ATL) rating to stable from negative mainly on the back of expected improvement in the company's financial position over the next 12-18 months. Moody's has also affirmed ATL's Baa3 senior secured bond ratings, it said in a statement here. "The change in ATL's outlook to stable reflects the expected improvement in its financial position over the next 12-18 months, underpinned by incremental earnings contributions from the Mumbai integrated utility business acquired last year and recently completed greenfield projects," Moody's Vice President and Senior Analyst Spencer Ng said.

Infosys to Announce Q1 Results on July 12

NEW DELHI India's second-largest software services firm Infosys will announce its financi al results for April-June guarter on July 12, according to a BSE filing, "...a meeting of the Board of Directors of the company will be held...on Thursday and Friday, July 11 and 12. 2019, to consider the audited consolidated financial results of the company and its subsidiaries as per Indian Accounting Standards (INDAS) for the quarter ending June 30, 2019...," Infosys said in the filing on Friday. It added that the financial results will be presented to the board of directors on July 12 for their approval. According to investor calendar available on the company's website, India's largest IT company Tata Consultancy Services (TCS) is slated to announce its June guarter numbers on July 9. Wipro is expected to announce its results on July 17.

TechM Proposes Board Seat for Shikha Sharma

NEW DELHI IT firm Tech Mahindra on Friday said its board has proposed appointment of former Axis Bank CEO Shikha Sharma and Khaitan & Co Partner Haigreve Khaitan as independent directors. The company would seek approval on the appointments at the ensuing 32nd Annual General Meeting of the company on July 31, 2019, it added. Tech Mahindra also said R Ravi Kulkarni and Anupam Puri, who are currently independent directors on the board, have opted not to be re-appointed following completion of their five-year term on July 31.

Nasscom Seeks Tax Sops for SEZ Beyond 2020

NEW DELHI IT body Nasscom has urged the government to continue the tax incentives to units in special economic zones beyond March 2020, saying such a move will provide industry with certainty and enable them to invest in long-term strategy. Nasscom, in its pre-Budget recommendations submitted earlier this week, said IT-BPM industry contributes 6.6% to the country's GDP, directly employs over 4.1 million skilled workforce and annually earns over \$130 billion in foreign exchange. "It would be useful to build on this strength by laying out a Special Economic Zones (SEZ) policy keeping the next 20 years in perspective. This would enable industry to invest in a long-term strategy," Nasscom Public Policy Head Ashish Aggarwal said.

Bikes Pile Up at Dealers, But Where are the Buyers?

INVENTORY LEVELS rise by 3 lakh in the last two months as cos continue production as usual while demand is low; sales dipped 8.6% in May

Our Bureau

Mumbai: Inventories of two-wheelers at dealerships have piled up with the addition of about 300,000 more units in April and May with most manufacturers avoiding production cuts even though consumer demand is at multi-year lows. Buyers have become scarce amid an economic slowdown — May sales dropped 8.6% compared to the corresponding period last year - pushing the auto in- units, respectively, according to vedustry to cut output.

two-wheeler dealers at the end of May went up by 10 days from that in April to 55-60 days, according to da-

ta from the Federation of Automobile Dealers Associations (FADA), an industry body. The latter also gauges retail sales as opposed to ter adjusting for sales in car makers, which only measure wholesale despatches to dealerships. Wholesale despatches from two-wheeler manufacturers to dealers in April and May put together exceeded retail sales by 600,000 units, FADA president Ashish Kale told ET.

Retail sales in April and May we- crore. re 1.33 million and 1.41 million hicle registration data collated by The average inventory level with FADA. However, the data does not include registrations in three states--Andhra Pradesh, Telangana and Madhya Pradesh.

"Still, about three lakh units of Meanwhile, passenger vehicle ininventory have been added — that ventory fell by about 10 days to an is a big worry for us," said Kale, af- average of 35-40 days in May from the three states cited abowed down. "Retail



April, with assembly lines having been slo-

> has been higher than the wholesale billing for passenger vehicles," Kale said. "Manufacturers have taken production cuts." Seven

of the top 10 carmakers slashed output

FILE PHOTOS

ported on June 10.

Retail sales of passenger vehicles in April and May, little changed at about 250,000 units each, exceeded despatches by about 15,000 in both months. Retail data for the aforementioned three states are not available; this will further widen the gap between retail and wholesale numbers.

Commercial vehicle inventory levels continued to remain at around 45-50 days. Apart from the inventory with dealers, an additional 10-15 days of inventory on average is held by automakers in stockyards across the country, said sources

aware of the matter. Honda Motorcycle and Scooter India (HMSI), the country's largest

scooter maker, has however managed to bring down average inventory with dealers to 30 days, half that of the two-wheeler industry.

Tata Motors too is working on cutting inventory with dealers to 21 days and is slashing production in order to achieve that, said Mayank Pareek, president of the company's passenger vehicles business. The present inventory levels of the carmaker are, however, comparable with that of the industry, Kale said.

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INDIA-PAKISTAN WORLD CUP MATCH

Tension for Starters, and a Main Course of Passion

TREAT FOR REVELLERS as hotels and restaurants pull out all the stops for the big day

Anumeha.Chaturvedi @timesgroup.com

New Delhi: Expect your restaurant bill to be cut to half if India win, get alcohol at heavily slashed rates and toast up on free shots every time an Indian player hits it out of the park.

Hotels, pubs and restaurants across the country are lining up special offers and promotions on Sunday, when India take on Pakistan in the biggest face-off in the World Cup. They are promising a carnival atmosphere and are expecting significant walkins and bumper sales.

At Aqua, the poolside bar and lounge at The Park Kolkata, guests will get free shots on every six hit and every wicket taken by the Indian team. The Park in Hyderabad is offering unlimited beer and chefs' choice starters for 90 minutes at ₹999. ITC Maratha's Bombay High will cut your bill by half if India win.

"India-Pakistan matches need no offers to make them exciting. We are expecting a massive footfall anyway. The offers are just to add to all the excitement," said Pramode Bhandari, area sales manager at The Park Kolkata.

L Catterton-backed Impresario Entertainment & Hospitality's Social outlets are offering 500 ml and 1,000 ml bleeding blue LLIITs (iced teas) and bleeding blue beer also a Khamba offer which inclu- Delhi, Mumbai and Bengaluru.

Our Bureau

Mumbai: Tata Communica-

tions said its data centre arm

has sold its entire 26% stake in

the Singapore unit to ST Tele-

media Global Data Centres

(STT GDC) for an undisclosed

amount, a move that will turn

the telecom company an asset

"TCIPL (Tata Communica-

tionsInternationalPteLtd)has

divested 26 per cent stake in

STT Tai Send Pte Ltd, which

operates data centre business

in Singapore, to STT APDC Pte

Ltd, a wholly owned subsidiary

of STT GDC Pte Ltd at an agre-

ed consideration based on fair

market value and changing

market conditions," the tele-

com firm said in a regulatory fi-

The company said the deci-

sion to divest was taken in line

with the "strategy to evolve the

business portfolio by focusing

on offering digital infrastruc-

ture services through the

growth and innovation servi-

ces portfolio, complementing

light one.

ling on Friday.



Fans glued to the television screens at their preferred watering holes

des spirits like whiskey, vodka, gin, rum and tequila being offered by the bottle at heavily slashed prices, besides offering partnered Puma merchandise under its Sock Them campaign for all guests making reservations. For those who are taking a taxi to Social, Uber would offer a 10% discount. Impresario's Social brand has 23 buckets starting at ₹620. There is outlets across India, including in

Tata Comm's Data Centre Arm

Entire holding sold to ST Telemedia Global for undisclosed amount

an asset light growth model".

Shares of Tata Communica-

tions closed at ₹493, up 0.99%

from the previous close on the

Bombay Stock Exchange on

In May 2016, the two firms had

announced their entry into de-

finitive agreements whereby

STT, through its wholly unit

dues were not cleared. The Prime

The Narendra Modi government,

in its second stint, has cleared the

long-pending demand to increase

Minister's Office then had to

intervene to resolve the issue.

Sells 26% in Singapore Unit

Anurag Katriar, CEO of Degustibus Hospitality, which runs restaurant brands like Indigo Deli, Tote on the Turf, D:OH!, and Dakshin Rasoi, said high-profile events like the India-Pakistan World Cup bring out extreme emotions among people which is great for the food and beverage business. "Irrespective of whether people watch such matches on giant screens at the restau-

STT GDC, agreed to acquire a

74% majority stake in Tata

Communications' data centre

business in India and Singapo-

re, with TCIPL holding the re-

maining stake as a minority

However, the telecom firm be-

longing to Tata Sons promoted

business house said that Tata

Communications remains in-

vested in the India data centre

"Tata Communications Limi-

ted continues to maintain 26%

stake in the India data centre

business of STT GDC and the

company continues to benefit

from the rub-off effect on its

network services due to this in-

According to reports, the In-

dia data centre joint venture

transaction was completed in

October 2016 at a 100% estima-

ted enterprise value of ₹3,140

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vestment," the company said.

shareholder.

of STT GDC.

therefore, higher F&B consumption. If they do not go out, they will order in," said Katriar, who is also the head of the Mumbai chapter of the National Restaurant Association of India. At the Deltin Daman, a five-star hotel in Daman and Diu, the glasses are coming frosted with World Cup pictures with buyone-get-one-free offers at its bar.

rants and bars or within the con-

fines of their homes, the festive

spirit ensures high fervour and

Gaming and entertainment hub Smaaash in Mumbai is offeringfree shots to those who come wearing the Indian team's jersey, for 10 minutes if India's score goes over 350. Its Delhi outlets are offering food at ₹799, along with three house beers. At The Earthplate Bar and E.A.S.T Bar (Patio) at Sahara Star Mumbai, you could get unlimited drinks and food for ₹2,000 plus taxes for two hours on Sunday, and add unlimited starters at ₹500 plus taxes.

Flipkart Cash

Alnoor.Peermohamed @timesgroup.com

Bengaluru: Walmart-owned Indian ecommerce company Flipkart has burned nearly \$1 billion since the US retail giant acquired a majority stake in it, regulatory filings showed, as it pushes aggressively to stave off rival Amazon for control of the count-

Walmart last week disclosed in regulatory filings that Flipkart had \$1.2 billion in cash and cash equivalents on its books as of April 30, down from the \$2.2 billion the Indian company held in August 2018 when the US retail



only be accessed through dividends

or intercompany the battle for financing arran-India's online gements subject to approval of the Flipkart minority

ly cash on Flipkart's books, which Walmart said would be utilised to fund operations at the loss-making Indian entity. Flipkart did not respond to ET's queries till press time Friday Walmart had disclosed in

at the time of purchase. ET reported on March 30 that

Walmart had attributed 77% of Flipkart's assets to intangibles and goodwill, highlighting the premium the US retailer had paid to get a foothold in India's ecommerce market.

stakes battle with rival Amazon, which has poured in close to \$5 billion into its Indian entities since 2013. Both companies are burning over \$1 billion each year to fund expansion as well as in discounting to attract new buyers.

Thyssen Appoints Premal Desai as **CEO of Steel Unit**



Our Bureau

Kolkata: Thyssenkrupp Steel Europe on Friday announced Premal Desai (50) will be the new chief executive of the European steel division. The move is part of a larger decision to overhaul the top deck of the management following the European Commission decision on June 11 to block the proposed joint venture between Thyssenkrupp Steel Europe and Tata Steel Europe.

The two companies signed definitive agreements on June 30, 2018, to create a 50:50 joint venture. However, the European Commission raised concerns over high prices for electrical steel. automotive steel and packaging among others in the event of the merger going ahead. In May 2019, the two companies announced they were scrapping the plan.

The elevation of Desai, who has been chief financial officer of Thyssenkrupp Steel Europe AG since 2015 and previously head of strategy at Thyssenkrupp AG, will follow the resignation of Andreas Goss (55) from his position as CEO by mutual agreement on June 15, 2019. Thyssenkrupp Steel Europe is

one of the world's leading suppliers of high-grade flat steel with 27,764 employees and it supplies high-quality steel products for automotive, machinery and plant engineering, packaging and the energy sector. It had net sales of €9,470 million (around ₹74,000 crore) in 2017-18, up 6% over net sales of €8,915 million in 2016-17.

challenging task. We look forward to tackling this together as management team. The market over the strategy and planning as environment is not easy, but we well as the financial functions and are in a strong position and have will lead the management board.



a lot of potential. We'll build on that," said Desai, future CEO of Thyssenkrupp Steel Europe AG.

"Our steel business is facing major challenges. We have now put together a strong team that will tackle the tasks at hand quickly and develop a sustainable strategy for steel following the cancellation of the joint venture," said Guido Kerkhoff, CEO, Thyssenkrupp AG.

In addition to Andreas Goss, Heribert Fischer (57), who since 2016 has been responsible for produc-



European

operations

an official statement said. However, Fischer will remain with Thys-

senkrupp Steel Europe AG in an advisory capacity at the request of the company. Bernhard Osburg (50), currently responsible for sales management in the steel segment, will join the executive board of Thyssenkrupp Steel Europe AG as chief commercial officer and will be "Shaping the future of steel is a responsible for all sales and innovation activities in the steel business. In the future, Desai will take

Ascendas Fund to Buy Pune IT SEZ

Phase III of BlueRidge SEZ at Hinjewadi has total leasable area of 1.8 million sq ft

Mumbai: Property fund Ascendas India Trust (a-iTrust) is buying IT-focused special economic zone BlueRidge Phase III with total leasable space of 1.8 million sq ft in Pune's Hinjewadi area for an undisclosed amount.

Ascendas Property Fund Trustee, the trustee-manager of a-iTrust, said in a press release on Friday that it has entered into a master agreement with Nalanda Shelter and Brickmix Developers to acquire the project. Initially and during the const-

ruction period, a-iTrust's investment will be through debt, to be used towards repayment of certain existing liabilities and construction. The forward purchase acquisition will be concluded after completion of the project and is subject to receipt of occupancy certificate and other key conditions.

"The proposed acquisition of BlueRidge III, will strengthen our presence in Hinjewadi, one of Pune's prominent IT/ITES SEZ micro-markets. BlueRidge III is located in close proximity to BlueRidge II and would help our tenants to gain economies of scale and cater to their future expansion," said Sanjeev Dasgupta, chief executive officer of the trustee-manager.

BlueRidge III will be developed overtwophases and will have two IT office buildings and a cafeteria. The project is located in Hin-

WeWork in Talks to Buy **Out India Unit**

Sobia Khan & Kailash Babar

Bengaluru | Mumbai US

shared workspace major We-Work has initiated talks to buy out the majority stake in its affiliate WeWork India, managed by Bengaluru's Embassy Group through a license arrangement. However, the process is unlikely to be concluded immediately. two persons with direct knowledge of the development told ET.

A complete exit by Embassy is also not expected anytime soon as it holds the franchise rights for WeWork in India till June of 2021, "As per the agreement, Embassy will build a portfolio of 90,000 seats by 2020," said one of the persons. WeWork India declined to comment.

Embassy would like to retain the brand but WeWork holds the first right of refusal and can buy the Indian developer out. "If Embassy sells off, it will be staggered payment over two years. It will release cash for Embassy," said the second person.

cluster, and is in the close vicinity of BlueRidge II, an existing asset within the a-iTrust portfolio. In 2014, Ascendas Property Fund Trustee had acquired Blue-Ridge II with super builtup area of 1.5 million sqftfor ₹640.5 crore.

jewadi phase 1, an established IT

CISF to Get Airport Dues of ₹2,100 crore Long-pending issue resolved by a collective decision of home and aviation ministries

MihirMishra@timesgroup.com

New Delhi: About ₹2,100 crore that various airports in the country owe to the Central Industrial Security Force (CISF) will be cleared over three years starting next month, as per a collective decision by Amit Shah-led home ministry and Hardeep Singh

Puri-led aviation ministry. "The dues will be cleared through the increased passenger services fee (PSF) that we have announced to increase," a senior aviation ministry official said. "We have calculated the increase in

a manner that

dues will be

fully cleared in three years starting July this year."

The issue of dues owed to CISF by both private airports and those operated by Airport Authority of India (AAI) had been a matter of concern with the home ministry in July last year going to the extent of threatening to pull out

PSF as the cost of security was not being met through existing charges, officials said. its force from the airports if the PSF per domestic passenger has been increased to ₹150 from ₹130, while for international passengers the rise is to \$4.85, or about ₹338, from \$3.25, or about ₹225,

starting July 1. PSF has also been linked to inflation now which means that the fee would increase every three years based on inflation rate, thus taking care of any increase in cost. As per the plan, payment of dues will

happen in instalments and the collection and payment of PSF will now be the responsibility of the aviation ministry, said the official.

"One of the big concerns that the home ministry had was that the airport operators were not utilising the collected fee judiciously, leading to deficit in collection and utilisation. Hence, it has now been decided that the aviation ministry will get collections from PSE"

Earlier, each airport used to collect PSF individually. Now, it will be deposited in an escrow account that the civil aviation ministry will have with the Airports Authority of India (AAI), to be managed by a trust with AAI as its trustee. Under the new arrangement, the government has also decided to waive off the penal interest charged on the dues, which has saved ₹400 crore.

are aimed at staving off arch rival Amazon in marketplace

March that Flipkart had \$2.2 billion in cash and cash equivalents in August 2018, part of the Indian company's \$24.1 billion in assets

Flipkart is entrenched in a high-

Burn at \$1 b **Under Control** of Walmart

ry's online marketplace.

giant invested \$16 billion for a

shareholders," it said in the regulatory filing. This is essential-

77% stake.

The spends

Of the \$2.7 billion in cash globally that Walmart said was not freely transferable to the US, "approximately \$1.2 billion can

Our Bureau

Market Trends

STOCK IND	ICES	% CHANGE
Nifty 50	11823.3	0.76
Sensex	39452.07	0.73
MSCI India	892.85	1.24
MSCI EM	2304.74	0.34
MSCI BRIC	607.27	0.48
MSCI World	8931.87	0.11
SX 40	23208	0.72
Nikkei	21116.89	0.40
Hang Seng	27118.35	0.65
Strait Times	3222.63	0.06
Values in US \$, Gro	155	At 7 pm IST

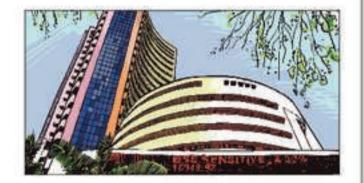
DUBAI CRUDE 59.63 1.00

BOND 10-YR YIELD 6.92 0.09 Absolute Change Figures in % GOLD RATE

Prices per Troy Ounce (\$) US India 1469.45 1346.5 1358.1 1484.60 "At 10.30pm, After adjusting for import duty, Indian spot gold lower by \$ 9.31 to US Comex gold price on Thursday. The premium on local gold is due to tight supply following import curbs.

FOREX RATE (<- \$ Exchange Rate) **OPEN** Market on Twitter@ETMarkets

Sensex Loses 289 Pts on Worries **Over Valuations, Global Tensions**



PTI

Mumbai: The BSE Sensex staved on the back foot for the third straight session Friday as investors cut equity exposure amid high valuations and a fresh spell of uncertainty in the global markets.

After a subdued opening, the benchmark faced sudden selling pressure in the last half-hour of trade to close at 39,452.07, down by 289.29 points, or

On similar lines, the wider NSE Nifty tumbled 90.75 points, or 0.76%, to finish

During the week, the Sensex fell 163.83 points or 0.41%, while the Nifty lost 47.35 points or 0.39%.

Only five of the 30 Sensex stocks finished with gains Friday. These were L&T, Vedanta, Sun Pharma, PowerGrid and TCS, which rose up to 0.80%.

Top losers included IndusInd Bank, Bharti Airtel, Tata Motors, Axis Bank, Kotak Bank, Bajaj Auto, Yes Bank, HCL Tech, HUL and Hero MotoCorp, falling up to 4.36%.

Barring capital goods, all BSE sectoral indices ended in the red.

On the global front, investors scurried to safe-haven assets after China's industrial output growth in May sank to more than 17-year lows, highlighting risks to world growth.

Flaring up of geopolitical tensions in the Middle East following attacks on two oil tankers and continued uncertainty over US-China trade talks also weighed on risk sentiment.

Sectorally, BSE realty, telecom, bankex, auto, finance and FMCG indices ended up to 2.11% lower. Capital goods

gained 0.21%. Broader BSE midcap and smallcap indices followed the benchmarks, shed-

ding up to 1.02%. After spiking over 4 per cent over the past two days, Brent crude futures pared gains to trade 0.11 per cent lower at

USD 61.24 per barrel. Elsewhere in Asia, while Tokyo stocks ended in the green, bourses in Shanghai, Hong Kong and Seoul closed lower.

Exchanges in Europe were also tra-

ding in the red in early deals. On the currency front, the Indian rupee depreciated 19 paise to 69.69 against the US dollar intra-day.

SENSEX

3.30 66.60 9.60

11.25

27.45

7,15 63.40

30.50

1100.00

Aries Agro

'ASL Inds.

Atlas Cycles

Balaji Tele. Balkrishna P

Banco Prod.

Bann.Aman.Sp

Sombay Burma

Bharat Gears

'Bafna Pharma

Entert Netw.

"Fros Intol M

Glob.Offshr.

Gulshan Poly

"High Ground

Honda SIEL P

Hotel Leela.

"Hote! Rugby

HOV Services

Hind Zinc

"Ess Dee Alum

Glenmark Pha

MARKET SNAPSHOT

BOI AXA CREDIT RISK FUND SINTEX BAPL WAS 22.78% OF FUND'S ASSETS OF ₹533 CR

BOI AXA Scheme's NAV Slumps 15.34% on Sintex BAPL Writeoff

Move aimed at protecting investors even as bonds continue to be rated A by Brickworks

> Prashant.Mahesh @timesgroup.com

Mumbai: BOI AXA Credit Risk, a debt mutual fund scheme that invests in lowly-rated papers, saw its net asset value (NAV) dip by 15.34% on Thursday after the fund house wrote down 55% of its investments in Sintex BAPL, a subsidiary of 1v. Sintex Plastics. Earlier on Wed-

about Rs 90 crore worth of bonds.

Sintex BAPL constituted 22.78% of the scheme's assets undermanagement of Rs 533 crore as of May 2019. asperdata from Value Research. The fund holds four securities of Sintex BAPL maturing in 2020, 2021 and 2022, respective-

BOI Axa Credit Risk Fund denesday, parent Sintex Industri- cided to mark down its holdings es defaulted on its repayment of to protect existing investors

company continue to be rated A by Brickworks. In a filing with the BSE, the company claimed the present liquidity crisis is going concern.

bond due to rating downgrade of a group company, the investment committee decided to mark down the the commercial paper. paper by 55% so that the true NAV is reflected," said Alok Singh, CIO, BOI AXA Investment Mana-

demption after the breakout of vestors have lost 24.48% in the the IL&FS crisis that spread to fund.

even though the bonds of the other NBFCs and indebted com-

Since September 2018, assets under management of the scheme have shrunk from Rs 1,700 crore to temporary and will not affect its Rs 533 crore as investors redeemed from riskier credit risk "Based on illiquidity in the funds. In October last year, the scheme had written off its entire exposure to IL&FS of Rs 105 crore, in which it had a 6.13% holding in

After the fund house sold liquid paper in its portfolio, the percentage holding of Sintex BAPL increased from about 9% to 23%. Due to these mark The scheme has seen sharp redowns, in the last one year, in-

'Investors Should be wary of Sintex Plastics'

Declining cash flow and high debt levels have increased business risks, say analysts

Rajesh.Mascaenhas @timesgroup.com

Mumbai: The turnaround initiative at the KKR-funded Sintex Plastics Technology appears to have taken a difficult turn. The promoters did not exercise their right of conversion of warrants, and defaulted in meeting repayment commitments at their other listed company, Sintex Industries, earlier this week.

Analysts, therefore, are adviributor in the past." sing investors to be circumspect. The stock, which has lost 93% from its listing on August 8, 2017. declined 10% to Rs 9.05 on Friday.

"The promoters have conveyed their inability to further exercise their right of conversion of warrants, which manifests a lack of confidence in the business and its turnaround," said Vikram Suryavanshi, analyst, PhillipCapital. "We fail to understand the dyna**Sintex Plastics Technology** Share price on BSE (*) Jun 14, 2019 Aug 8, 2017

The company was listed separately in August 2017 after a scheme of demerger of the custom moulding and prefab business from Sintex Industries. After the demerger, Sintex Industries was managing the spinning and textiles business, and Sintex Plastics Technology the plastics operations.

Revenue from prefab has declined to Rs 740 crore in FY19 from Rs 2,000 crore in FY17, with mics of the pre-fab business EBIT falling to Rs 27.4 crore and its future prospects, which from Rs 375 crroe. The EBITDA used to be major revenue cont- margin declined to 10% from a business in retail plastics and

peak of 22-26%. Sintex Plastics had total debt of Rs 3872 crore as on March 31, 2018.

The management expects to bring down debt/EBITDA to comfortable levels of 2.5x by FY 2021 from 5.7x in FY 2019. But analysts are not that confident. "Declining cash flow and high

debt levels have increased business risks," said Survavanshi. Last year, KKR invested Rs 1,250 crore in Sintex-BAPL, a subsidiary of Sintex Plastics. The money was used to refinance debt and finance growth in the B2C

auto and defence plastics.

"Sintex as a group with high debt is not well managed and it's not making much sense to stay invested in their stocks" said AK Prabhakar head of research, ID-BI Capital.

In March last year, the company allotted 66.7 million fully convertible warrants to promoters which would be converted into equity shares at any time within 18 months for cash at Rs 90 per warrant. However, last month, the promoters decided not to opt for the conversion of the warrants due to a sharp fall in the

The company is currently exploring the sale of its auto division to de-leverage the balance sheet but considering the auto sector challenges, bankers are doubtful about getting a good valuation.

Sintex Industries on Wednesday said it has defaulted on repagrade by CARE Ratings.

stock price.

yments linked to non-convertible debentures (NCD) worth Rs 86 crore, a day after a rating down-

EM Investors Prepare for Rate Cuts

Bloomberg

With emerging-market economies around the world struggling lower-than-expected growth, many policy makers are waiting for a clearer guidance on U.S. policy to start their own easing cycles amid permissive in-

Russia joined Chile and India on Friday in lowering its benchmark rate and many others are expected to follow suit. South Africa, South Korea, Brazil and Turkey all seen taking the same road sooner rather than later.

the main reasons behind slugactivity in the near term. The South Korean won dropped don't prompt excessive volatility.

for two straight sessions this week after the governor of the central bank. Lee Ju-yeol, said Wednesday that the bank will respond "appropriately" to economic changes. The country's Finance Minister Hong Nam-ki saw the comment as a clear signal that the bank is leaning towardan easing stance.

and local political instability in this week, while tweaking the developing nations are seen as language in its statement to accommodate a potential rate cut in gish investment that is weighing the second half of the year if tenon hopes of an improvement in sions with the U.S. and Istanbul's upcoming mayoral elections

Traders in Brazil have also started to bet the country's benchmark rate will fall to a new record in the second half. While the centralbankhas remained mum about a potential rate cut, traders have been boosting odds the Selic will fall as the pension bill advances in Congress, increasing confi-In Turkey, policy makers kept dence the government's plan to easing cycle approaching.

Escalating global trade woes the reporate unchanged earlier fix the country's fiscal accounts will succeed.

Easing cycles in Mexico and South Africa, meanwhile, may take longer to materialize. Banxico officials have taken a more prudent approach compared to their emerging-market counterparts due to concerns over state-oil giant Pemex, as well as trading woes with the U.S. Deputy central bank governor Jonathan Heath said the country shouldn't start cutting rates while threats by President Donald Trump to slap tariffs on Mexican goods persist. Still, many analysts also see an

HSBC Raises HDFC's Target Price to ₹2,500, says NBFC Crisis to Help Co Gain Mkt Share

Our Bureau

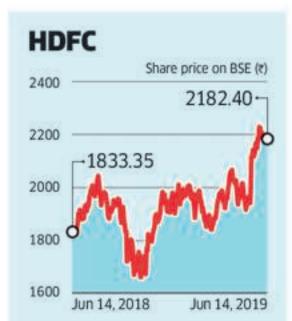
Mumbai: HSBC has raised target price on Housing Development Finance Corporation (HDFC) as it believes that the mortgage giant is well positioned for potential market share gains in the current uncertain environment. HSBC has raised target price to Rs 2,500 from Rs 2,195 and maintained 'buy' ra-

This target price increase comes after the recent rating downgrade of HDFC by Nomura. Nomura said that while the business model of HDFC is resilient, valuations are nearfair value.

"Default by a large mortgage player should result in liquidity disproportionately getting easier for better managed players. HDFC, in our view, is well positioned for potential market share gains in the current uncertain environment," said HSBC, retaining HDFC as a preferred pick among housing fi- HDFC in a relatively safer position nance companies.

HDFC has grown its home loan brokerage added. book at 17% on a compounded basis in the last four financial years from banks and this growth contributed around 76% of its incrementalloan growth during that period, said HSBC. Moreover, it has pro-15% despite the high level of competition, said HSBC.

that major housing finance compa- 10.8% during the same period.



nies (HFCs) with a cumulative market share of around 9%, and other marginal non-banks, may slow down their growth owing to liquidity, asset quality or other pertinent issues," said HSBC.

A seasoned wholesale mortgage book and slower incremental growth in the recent past puts compared to some of its peers, the

HDFC reported a 26.8% rise in profit from a year ago at Rs 2,861.58 (FY16-19) despite stiff competition crore in the March quarter. Revenue from interest income from the quarter jumped to Rs 10,342.98 crore from Rs 8,605,40 crore, Gross non-performing assets (NPAs) for tected its market share at around the quarter fell to 1.18% from 1.22% sequentially.

Shares of HDFC ended have gai-"Going forward, we believe there" ned 18.7% in the last one year to Rs is a potential opportunity for 2,175.75 (Friday's close), outperfor-HDFC to gain market share given ming the Sensex which has gained

HDFC Offloads 4.22% in Gruh Fin

Our Bureau

Mumbai: Mortgage lender Housing Development Finance Corporation (HDFC) on Friday said it has sold 3.1 crore shares or 4.22% stake in Gruh Finance for Rs 899.43 crore.

The sale was carried out through stock exchanges at the prevailing market price, said HDFC in a notification to the stock exchanges. The average price was Rs 290.14 per share, "Post completion of the aforesaid sale of shares, Gruh would holder of Gruh is entitled to 14.96% cease to be a subsidiary of the corporation," said HDFC in the notifi-

that Société Générale bought 41.9 lakh shares of Gruh Finance at Rs 290 per share.

down 5.4% at Rs 291.85 on Friday, while HDFC shares ended down 0.7% at Rs 2,182.40. Gruh Finance is proposed to be bank's requirements. Last month

merged with Bandhan Bank. "The corporation being a share- company.



of the post amalgamation paid up capital of Bandhan, based on the share exchange ratio. However, the Bulk deal data on the NSE showed Reserve Bank of India has directed it to hold 9.9% or less of the paid up capital of Bandhan, post the merger," said HDFC. The sale reported Shares of Gruh Finance ended under this disclosure is part of the said transaction, said HDFC.

HDFC has been selling stake in Gruh Finance to meet the central the lender sold 6.10% stake in the

RBI may Overhaul Interchange Fee for Micro-ATMs

Saloni.Shukla@timesgroup.com

Mumbai: The Reserve Bank of developments told ET. India is looking to overhaul the interchange fee for micro-ATMs a small Point of Sale type machine that is a mainstay for direct benefit transfer payments in the country. The move comes a week after the banking regulator reviewed ATM usage charges to boost

digital transactions. tion for all retail payments, asking it to take a look at the inter-spond to ET's query on the issue. change fee and ensure that smal-

NSE

hadowed by larger banks in micro-ATM steering committee meetings, people in the know of

"RBI has written to the NPCI asking it to ensure that micro-ATM acquiring banks be compensated fairly. Even Nandan Nilekani's report (on deepening digital payments) has suggested that interchange fee be made 1%," one of the people said. "The regulator wants the acquirer's interest protected. The regulator has written to the and the composition of steering National Payments Corporation committee balanced, which is curof India, an umbrella organisa- rently dominated by large banks." An RBI spokesperson did not re-

The NPCI, after a discussion ler constituents do not get overs- with banks, decided to fix the in-

Total Total

449

1208

96

800

1742

139

1237 2681 1753

113

HIGHS & LOWS

52WK High

All High

Starteck Fin

Bharat Road

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DEBT

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Cruh Finance

Smartlink HI

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Coldiam Int.

Kotak NV20DP

R'Sh. Consum

Emami Realty

Vadivarhe Sp

Ajgoni Bigte

Rites

action amount, with ₹15 as maximum. All transactions that were under ₹100 were to be made free. Earlier, the interchange fee on micro-ATMs was 1% with a minimum of ₹5 and a maximum of ₹15. Despite the changes made to the fee structure, the stalemate continues. Banks with the largest mi-

cro-ATM network want the fee on transactions raised as they find it unviable to maintain these ATMs. Smaller banks claim the committee is expected to review reduction in fees does not consi- the existing cost structure, charder the costs incurred to create it. ges and interchange fee. It will al-

ploy and maintain such a last mi- pattern by cardholders and asle BC (business correspondent) sess the impact, if any on charges network now have to incur losses and interchange fees.

F&O Corner-NSE

Price

36.90 1320.00

883.40

Diff

0.43 0.42 0.42 0.42 0.41 0.41 0.41

0.40

Traded Open Chg in

Price

886.95

terchange fee at 0.5% of the trans- to service other bank customers." one banker said. "The reduction in fee has also impacted the creation of Aadhaar payment acceptance infrastructure.'

To give a fillip to digital transactions, the RBI recently decided to set up a committee led by Indian Banks' Association chief VG Kannan to review the interchange fee, after ATM manufacturers said they would be forced to shut down half of India's over 2.2 lakh ATMs. The "Banks who want to create, de- so review the overall ATM usage

Future

78.45

58.25

241.90

295.10

-2.85

-1.52

-1.39

-1.24

Traded Open Chg in

740.90

80.75

59.15

245.30

298.80

Negative Trend

Ref Capital

PC Jeweller

Just Dial

Dewan H.Fin.

Relian Infra

Torrent Pow

Active Puts

Market Intelligence Powered By: ETIG Database www.etintelligence.com **ADVANCE & DECLINE** FII ACTIVITY (7 Cr.)

Others

163

Total Total

291

17

124

	2001	The same				- 57				1100	
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"Tantia Const.

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TVS Srichakr

Unichem Lab

"Vardhman Pol

Venus Remedi

Videocon Ind

Windsor Mach

Wendt (I)

Yes Bank

Zodiac JRD

2.50

31.15

TURNOVER

BSE

NIFTY

Turnover Cash Market ■BSE ■NSE (₹ Crore) 33000 **JUNE 14** JUNE 10

24

Company	Days	20 Days	% 50 Days		
(BSE)	Close	Mvg Avg	Chg Mvg Avg		
Kesar Enterp Gaurav Merc. A Infrast: BCL Enterp. ONI Research Sika Inter. Ajanta Soya Begant Marb Suyog Tele. PDS Multi-Fs	58.30 82.00 34.50 23.50 2.41 194.00 25.80 182.50 492.30 292.00	21.84 155.71 421.36 252.28	55.01 38.07 26.84 24.27 24.23 18.45 18.13 17.21 16.84 15.74	25.19 18.96 2.03 159.01 21.24 137.93 386.63 255.98	
Wallfort Fin	33.00	29.33	12.51	29.18	
Onward Techn	67.40	61.26	10.02	60.52	
Shilchar Tec	306.90	279.39	9.85	301.19	
Poona Dal	29.65	27.03	9.69	26.15	
Ruttonsha In	48.55	44.30	9.59	41.15	
Cenlub Inds.	76.60	70.74	8.28	67.45	
Medi Caps	17.30	16.02	7.99	15.46	
Uni Abex	484.00	449.13	7.76	444.20	
Hind Urban I	665.00	621.07	7.07	644.15	

12 18 ET Indices - PHARMA - ET-100 13100 14800 14550 JUNE 14 **MAY 15** Negative Breakouts

20 Days % 50 Days Mvg Avg Chg Mvg Avg UTL Inds. 35.11 17.80 Hind Nat Gls 63.70 31.48 72.93 24.59 30.16 Maiestic Res 18.95 25.13 116.25 145.64 20.18 163.63 Ishaan Infra 17.51 18.21 Sayaji Inds. 192.55 232.89 17.32 250.79 Lawreshwar P 25.10 16.14 27.02 15.71 William Mago High Enr.Bat 213.32 14.68 221.88 24.50 14.49 25.46 Deepti Alloy 50.40 14.38 54.30 33.90 Indo Rama Sy 31.65 13.43 5.97 12.90 6.33 Super Spin. 33.14 32.88 12.86 5.13 Ind.Swift 139.40 156.49 10.92 163.59 Agarwal Indi

23.54

2.45

10.79

93.75 10.72

2.74 10.58

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11/6 4118 302 1155 723 432 3440 320 3271 1485 1786 3415 -385 2789 596 2193 496 18243 10548 7695 Total 2019 661707 583126 78580 169563 160475 9088 Spurt in Volumes at BSE Days 2 Weeks % Days Volume Avg. Vol. Chg Close 76 324624.50 13.75 SRI BSE 100 19344.18 123.25 17269.95 291.85 917 Emkay Global 13739.98 75.15 11469.01 166.60 Ajmera Realt Vishal Fab. 320150 8571.26 330.00 116000 2100 5423.55 120.80 Oceanic Food 736 3517.59 82.00 237612 6646 3475.09 782.80 Ramco Cement 2837.02 533.75

EQUITY

Sell

309089 10524 56464 2307 2347.83 225.35 Channel Nine 220000 9231 2283.34 13.65 Best Returns on BSE Days Prices Close Fortnight STI Global 13.08 6.89 89.8 58.30 31.50 85.1 21.90 Resonance Sp 35.35 61.4 42.70 28.60 49.3 Narayani St 42.25 45.0 Uniply Inds. 51.70 1 Month

1.72

13.08

0.76

35.35

6.04

15.87

0.76

1.91

5.65

0.30 153.3

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180.9

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Refex inds

STL Global

Gradiente In

Eins Edutech

Resonance So

Ashari Agen

OCL Iron & S

Eins Edutech

Geetaniali C

BCC Fuba

23.87

100.91

2.69

Worst Returns on BSE % Average Days Prices Chg Volume Close Chg Volume 30.05 69.35 -56.7 Eros Intnl.M 70847 28340 Windsor Mach 29.20 66.00 -55.8 21240 High Ground 6.51 -53.0 57522 Kridhan Infr 14.60 29.80 -51.0 114613 32.60 63.40 -48.6 Manpasand By 1 Month 107.3 Manpasand By 10450 -688 0.97 77.3 26414 Cox & King F 7.98 24.60 -67.6 7.45 75.6 42913 Kridhan Infr 32.55 -55.2 52.40 0.44 72.7 90987 Optiemus Inf 114.05 -54.1 20.85 12550 Sh.Karthik P. 9.55 -53.6 69.5 3 Months 196.8 Pro Fin Cap. -88.6 6.30 129896 32.30 282.80 2.10 187.6 39529 Mercator 1.63 8.00 -79.6

Reliance Com

Ashapura Int.

McLeod Russ

MF ACTIVITY (₹ Cr.)

EQUITY

Buy Sell Net

Days 2 Weeks

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Volume Avg. Vol.

35323362 627366

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DEBT Positive Trend Buy Sell Net Company Kajaria Cer Godrei Inds. Marico 15407 15699 -292 85008 56816 28191 Berger Paint Jain Irrig. NIIT Tech. Total 2019 280788 273978 6809 1221608 949942 271666 Spurt in Volumes at NSE Active Calls % Days Chg Close 5530.43 291.70 2878.43 108.70 2204.79 1254.60 1310.31

Company Contract 11900.00-km 49.50 1235.52 35.40 140.00-Jun 1080.32 129.95 150.00-Jun 11950.00-Jun 58.54 BANKNIFTY31000.00-Jun 927.95 50.75 BANKNIFTY 31200.00-Jun 865.11 64.80 14.80 650.00 608.67 294.00 Future OI Gainers 560.00 25.40 Company C Jeweller % Average forrent Pha

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Open Chg in Future Chg in Interest OI (%) Price Price (%) 626500 11.18 1325.35 Ajanta Pharm 8.88 962.00 8284000 7.58 136.40 56306 7.28 194.65 Power Grid 68379 7.23 5.54 337.60 Zee Entert.E. 22184500 86967 1524.70 3343200 Divis Lab 57981

0.25 Market-Wide Position Limit OI MWP Chg in OI (%) (Lakh) (Lakh) (%) Company Rel Capital

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Qty Interest OI (%) Qty Interest OI (%) Company Contract Yes Bank 100.00-Jun NIFTY 11900.00-Jun BANKNIFTY 30500.00-Jun Future OI Losers Open Chg in Future Chg in Interest OI (%)

1346.20 210.40 264.05 672.45 United Brew. 1339800 Chennal Pet 18556000 70.85 1162.20 46.15 5.83 5.24 5.24 Rel Capital 11772000 Colgate Infibeam Ave Top Sectoral OI Gainers Qty TQ (%) Interest OI(%) 12194000 15.73 13650000 218.18 Real Estate 30711800 67.7/

5.45 3.06 2.75 2.69 Consultancy 1.96 82197434 -2461 1.90 19873700 -2238 1.63 2087700 -1421 1.35 48640775 -2024 Steel Metals Insurance 201624875 Pharmaceuticals 141304426 1.30 58221856 90.67

Unions Slam Govt for Reducing ESI Contribution

Our Bureau

New Delhi: Trade unions slammed the government for reducing the Employees' State Insurance (ESI) contribution, saying it will benefit employers and make it difficult for the ESI to meet its social security obligations.

While the Centre of Indian Trade Unions (CITU) said the move was in gross violation of the decision of the

tripartite gov-

erning body of

the ESI and

Trade unions say reduction will benefit employers & make it difficult for ESI to meet social security obligations

would lead to benefits of up to ₹10,000 crore to employers, the All India Trade Union Congress (AI-TUC) said the reasons cited for this

decision were patently false since inspection for coverage was abolished. The sharp reaction came a day after the government on Thursday cut the contribution under the ESI Act to 4% from 6.5%, claiming it would benefit 36 million workers and 1.28 million

employers. As per the CITU, the tripartite meeting of the governing body of ESI held last year unanimously decided to bring down the ESI's contribution to 5%, with employers' contribution of 4% and employees' contribution of

"The AITUC demands that instead of reducing the rate of contribution. more benefits should be planned and inspections should be restored to ensure compliance," the AITUC said in a separate statement.

UN Panel Calls for Int'l Push to Create Digital Economy

Recommendations echo Indian govt's plan to step up use of tech for citizens

> DipanjanRoy.Chaudhury @timesgroup.com

New Delhi: A United Nations panel, cochaired by USphilanthropist Melinda Gates and Chinese businessman Jack Ma, made a strong case for international cooperation in digitisation, echoing the Indian government's focus on wider use of digital technology for citizens.

The high level panel on digital cooperation, appointed by the UN secretary general, submitted its report this week with five key recommendations, including creation of an inclusive digital economy and society (with emphasis on affordable access to the internet and digital technology and empowerment of women and the marginalised), and human capacity building by generating greater awareness of the potential and downsides of digital technologies.

These recommendations echo the priority of the Modi government.

"The report is a welcome acknowledgement of the importance of international cooperation in the emerging digital world, and impacts on the objectives of Digital India," said Asoke Mukerji, India's former envoy to the UN. "The 75th anniversary summit of the UN in 2020 provides India an opportunity to launch negotiations on an international convention on cyberspace," he told ET.

Other recommendations in the report include upholding human rights online through the participation of UN agencies and social media organisations, and a focuson the impact of artificial intelligence on Cyberspace, which would include all

Key Proposals

CREATION OF INCLUSIVE DIGITAL



countability for AI); adoption of a Global Commitment to Digital Trust focusing on norms for digital technologies; and, setting an objective of using the 75th anniversary of the UN in September 2020 to adopt a Global Digital Cooperation document containing goals, principles and priority areas.

This is expected to be piloted by a UN technology envoy to be appointed by the UN secretary general (and not by member states). A person familiar with the UN and its functioning said the report is welcome for its forward-looking approach, though it prefers to use the UN secretariat and UN agencies, rather than member states in the UN general assembly, to generate the proposed global digital cooperation docu-

To be meaningful, such a document should preferably be adopted by the general assembly with the goal of negotiating a legally binding International Convention on humans (where it calls for human acareas of digital activity, the source said.

Fin Sector Brings Up Capital Market, **NBFC Issues in Pre-budget Meeting**

Seeks tax sops for bond investors, capital infusion in regional banks, too

Our Bureau

New Delhi: India's financial sector has strongly pitched for a special liquidity window for non-bankingfinance companies and tax sops for retail investors in corporate bonds and term insurance plans.

In a pre-budget meeting with finance minister Nirmala Sitharaman on Thursday, financial and capital markets players sought infusion of capital in niche and regional banks and review of banking NPAs provisions, review of small savings

rates and rationalisation of securities transaction tax. Budget will be presented on July 5.

"The main areas of discussion during the meeting included issues relating to the capital markets, financial sector, non-banking financial companies (NBFCs) and alternative investment funds among others," the finance ministry said in its statement.

Insurance Regulatory and Development Authority of India (Irdai) chairman Subhash Chandra Khuntia said he suggested additional tax incentivesfor term plans to encourage investments, like in the case of the National Pension Scheme

"A lot of suggestions have come regarding infrastructure financing, reviving the economy and what tax benefits can be given for encouraging investments in MSME, and ex-

Panel formed

under cabinet

secy to select

10 members

for NCVET

chairman, up to

ports," said Rajnish Kumar, chairman of the country's largest bank State Bank of India. IDBIMD Rakesh Sharma said

discussions were held as on how to enhance corporate bond market.

"At present retail investors invest through mutual funds. If some tax benefits can be extended to retail investors also, just like extended to mutual funds, they would benefit the corporate bond market," he added.



Market players also wanted a separate bond exchange and permission for banks to invest in InvITs.

The meeting was attended by minister of state for finance Anurag Thakur, finance secretary Subhash Garg, expenditure secretary Girish Chandra Murmu, revenue secretary AB Pandey, financial services secretary Rajeev Kumar, DIPAM secretary Atanu Chakraborty and other senior officials of

the ministry. Besides these officials, RBI deputy governor NS Vishwanathan, Sebi whole-time member G Mahalingam, Kotak Mahindra Bank CEO Uday Kotak Central Bank of India CEO Pallav Mohapatra, Punjab & Sind Bank CEO S Harisankar, IDFC Bank CEO V Vaidyanathan and other key stakeholders were also present in the

Process to Set up Regulator for Skilling Bodies Begins

Yogima.Sharma

New Delhi: The government has set in motion the process of setting up an independent regulator for a strong oversight on

@timesgroup.com

skilling bodies. A search and selection committee has been set up under the cabinet secretary to select the chairman and up to 10 members for the National Council for Vocational Education and Training (NCVET).

A senior government official told ET that the committee is expected to advertise soon med once the closure of NSDA is complete." for the top posts of the council, which is be-said the official, who did not wish to be iden-minimum standards for their functioning

General Manager

ICA-T3618(4)/2019

FCI ARAVALI GYPSUM AND MINERALS INDIA LIMITED

(A Govt. of India Undertaking) Mini Ratna - Il Company

WEST BENGAL STATE ELECTRICITY DISTRIBUTION COMPANY LIMITED

NOTICE INVITING TENDER

Online tender under Two-Bid system is invited for transportation of packed

Gypsum Powder to different destinations of Uttar Pradesh from Suratgarh

Group of Mines. Full details can be seen on website www.fagmil.nic.in. Any

(A Govt. of West Bengal Enterprise)

Regd. Office: Vidyut Bhavan, Block-DJ, Sector-II, Bidhannagar, Kolkata-700 091
CIN: U40109WB2007SGC113473, cecorpmont@gmail.com, www.wbsedcl.in

Online percentage rate e-Tenders in two parts are invited by the Zonal Manager, Siliguri Zonal

Office, WBSEDCL for the works of (1) Construction of control room building with sanitary,

plumbing & land development, boundary wall, switchyard fencing, equipment foundation,

cable trench, RCC approach road and pathway, sinking of tube-well with supply, installation and

commissioning of submersible pump and other allied works at Subhas Pally (Bagrakot) 33/11 kV

sub-station under Siliguri Town Division under IPDS. (2) Construction of three-storied

Administrative Building with sanitary, plumbing & electrification to accommodate Kalimpong

Division Office with DCC in the premises of Divisional Store at Kalimpong, dist.: Darjeeling & (3)

Construction of two-storied Administrative Building with sanitary, plumbing & electrification to

accommodate Buniadpur Division Office with DCC in the premises of 33/11 kV sub-station at

Buniadpur, Dist.: Dakshin Dinajpur. Tender ID: 2019_WBSED_227359_1,2&3; Estimated Cost:

(1) Rs. 1,25,20,428/-; (2) Rs. 2,24,81,135/-; & (3) Rs. 1,53,66,293/- respectively; Completion

Time: 6 months (for St. No. 1) & 8 months (for St. No. 2 & 3 each); Document Download & Bid

Submission Start Date (online): 17.06.2019; Document Download & Bid Submission End

Date (online): 06.07.2019 up to 15:00 hrs. The details can be obtained from

KOLKATA METROPOLITAN DEVELOPMENT AUTHORITY

e-NIT No. : SE (FAWS)/T-71(R) of 2019-20

e-NIT is invited by the Office of The Superintending

Engineer (FAWS), 83/1A Vivekananda Road, Kolkata-

700006 in two parts from reliable, experienced and resourceful

Agencies for the work : SI. No., Name of work, Estimated

Amount, Earnest Money, Time of Completion are as

follows: 1. Laying of D.I. (K-9) Pipe with specials of different

dia. including supply and installation of valves with construction

of valve chambers and temporary and permanent road

restoration including all pipe carrying bridges wherever

necessary to lay the pipes over canals, drains or any

waterways in complete with ancillary works as per tender

specifications for primary feeders from different UGRs to

different ESRs at Rishra Municipality and adjoining Rishra

Gram Panchayet area for Trans-Municipal Water Supply

Scheme for Dankuni, Uttarpara, Konnagar, Rishra, Serampur,

Baidyabati & Champdani Municipality and adjoining Peri-

Urban areas, ₹ 5,09,46,505/-, ₹ 10,18,930/-, 12 Months.

Cost of Tender Paper : ₹ 10,000/-. Last date and time

of submission of bids online is 21.07.2019 upto 6.00

pm. For further details please contact above office or visit

www.wbtenders.gov.in or www.kmdaonline.org

KMDA/T-95/RA(4)/19-20

NIT No.: ZM/SLG/e-Tender/2019-20/2 (Sl. No. 1, 2 & 3)

https://wbtenders.gov.in & www.wbsedcl.in

our both websites.

amendment/ corrigendum will be posted on the website of the company.

velopment Agency (NSDA). The process has been fast-tracked following the consti-

tution of the PM-led Cabinet Committee on Employment and Skill Development, which includes home minister, finance minister, agriculture minister and minister for rural

development. "We have already moved the application to close down the NSDA. The NCVET will be for-

ing set up in place of the National Skills Detified. The Union cabinet had in October last year approved the merger of the National Council for Vocational Training and NSDA into the NCVET.

> The proposed council would be headed by a chairperson, to be ranked equivalent to the secretary to the government, and two executive and two non-executive members to be appointed by the committee.

> Besides, there will be one nominated member, along with regular officers and consultants. The NCVET is expected to regulate the functioning of entities engaged in vocational education and training, both long-term and short-term, and establish

> > Director,

Pellet Cos **Push for** Export Duty Hike

Meera.Mohanty @timesgroup.com

Bhubaneswar: India's domestic steel lobby has objected to iron ore miners seeking a removal of export duty on 58-62 Fe grade ore and instead sought an increase in the duty.

The Pellet Manufacturers Association of India (PMAI), in a letter to the Prime Minister's Office (PMO) on June 12, asked for the export duty to be raised from the current 30 % to

The Federation of Indian Mineral Industries (FIMI), the iron ore lobby group and the PMAI's rival, wrote to finance minister Nirmala Sitharaman last week, seeking a removal of the steep 30% export duty on ore above 58 Fe and less than 62 Fe. The FIMI argued that the pellets had few takers in the local market. It also said in its letter the duty was responsible for a pile-up of 151 mt of stocks of iron ore fines at mine heads over the years, including at mines set to lapse in March 2020 that the government intends to auction. "These stockpiles will prove to be a major impediment for commencing and carrying out scientific mining. Hence there is a likelihood of getting no or lukewarm response from prospective bidders to bid for such mine," said the letter.

OFFICE OF THE DIRECTOR (MEDICAL SERVICES) NEW DELHI MUNICIPAL COUNCIL CHARAK PALIKA HOSPITAL, MOTI BAGH, NEW DELHI-110021

Tender ID No. : 2019 NDMC 174104 1 : Installation of Medical Gas Pipeline System (MGPS) at Charak Palika Hospital, Moti Bagh, New Delhi. : Rs. 1,99,64,207/- + GST (Rupees One Crore Ninety Nine Lacs

Pre-Bid Meeting

e-procurement solution Date of opening of Tender

Further details and any Corrigendum can be seen at e-tendering system Government of NCT of Delhi https://govt.procurement.delhi.gov.in

कार्यालय : अधीक्षक, पुम0 जी0 पुम0

निविदा का विस्तत विवरणी की सूची एवं शर्ते झारखण्ड सरकार के वेबसाइट: www.jharkhandtender.gov.in से प्राप्त किया जा सकता है अथवा देखा

एम0 जी0 एम0 मेडिकल कॉलेज अस्पताल

TENUGHAT VIDYUT NIGAM LIMITED तेनुघाट विद्युत निगम लिमिटेड (A GOVT. OF JHARKHAND UNDERTAKING) CIN U40101JH1987SGC013153

TENDER NOTICE Date 14.06.2019 Letter No 316/19-20 Online tender in two parts (Part-I Technical & Commercial BID and Part-II Price Bid to be submitted in TVNL website only) are invited on behalf of TENUGHAT VIDYUT NIGAM LIMITED, Ranchi from reputed, experienced and financially sound bidders for under mention work at TTPS, Lalpania:-NIT No. SRM RFX Description Last date of Bid Due Date & time of

No. Submission opening of Part-A No. 1000003667 AMC for O&M of WS 08.07.2019 up to 14:00 08.07.2019 at 16:00 Hrs 14/C&I-II/W/TVNL POSE System in Unit # 2 Hrs /RAN/19-20 at TTPS, Lalpania for 1 year Bid document are to be submitted online through SAP-SRM, TVNL website webdispatcher.tvnl.in/srmprd up to last date and time of bid submission. The tender document can be downloaded from our website www.tvnl.in

PR208872 (Tenughat Vidyut Nigam Ltd.)19-20*D

HINOO, DORANDA, RANCHI-834002, JHARKHAND

(S. K. Choudhary)ESE(C&M-II)

(TEL: 0651-2252160, 61, 62)

E-Auction - Concast Steel & Power Limited (in Liquidation)

Sale of Assets under the Insolvency and Bankruptcy Code, 2016 Sale of Assets and Properties owned by Concast Steel & Power Limited (in Liquidation) forming Part of Liquidation Estate formed by the liquidator, appointed by the Hon'ble National Company Law Tribunal, Kolkata Bench vide order dated 26 September 2018.

Interested applicants may refer to the detailed EOI process document and the Asset Sale Process Memorandum uploaded on website of the corporate debtor http://concastispat.com/nclt.html and also on E-Auction website https://ncltauction.auctiontiger.net The Auction Sale will be done through the E-Auction platform (with unlimited extension of 15 min each):

https://ncltauction.auctiontiger.net

Assets Lot	Manner of Sale	Inspection Date	Date and time of Auction	Reserve Price (INR)	EMD Amount & Submission deadline
Asset Lot No.1- Bankura Unit	As Going Concern	Before 5 July 2019	16 July 2019 13:01 hrs to 17 July 2019 13:00 hrs	253.37 Cr	25 Cr On or before 11 July 2019
Asset Lot No.4- Jharsuguda Unit	As collectively- Non Operational Unit	Before 5 July 2019	15 July 2019 12:01hrs to 16 July 2019 12:00 hrs	302.68 Cr	30 Crore On or before 10 July 2019

For any query regarding E-Auction, contact: Mr. Nawnit Kumar/Mr. Saptarshi Baidya of Grant Thornton at +91 79035 75095/98360 70992. Email: LO.Concast@in.gt.com Kshitiz Chhawchharia

IBBI Regn No-IBBI/IPA-001/IP-P00358/2017-18/10616

Liquidator of Concast Steel & Power Limited (In Liquidation)

Registered address: C/O B. Chhawchharia & Co 8A & B, Satyam Tower 3, Alipore Road, Kolkata - 700027 Email: Kshitiz@bccoindia.com

Mangu Singh Rajvi Marg, Paota, Jodhpur (Rajasthan)

Phone No. 0291- 2544392, Website: www.fagmil.nic.in

: 19.06.2019 at 2.30 PM

Sixty Four Thousand Two Hundred and Seven Only). Earnest Money Deposit (EMD) Rs. 3,99,284/- (Rs. Three Lac Ninety Nine

thousand Two Hundred Eighty Four Only). Date of release of tender through e-procurement solution Minutes of the Pre-bid Meeting shall be uploaded Last date/time for receipt of tenders through

: 24.06.2019 : 26.06.2019 at 02.30 PM : 26.06.2019 at 03.00PM

Note: - To participate in e-tender in NDMC, registration with e-Tendering System, Government of NCT of Delhi is mandatory. DIRECTOR (MEDICAL SERVICES)

To be The Global Benchmark for a Capital City

मेडिकल कॉलेज अस्पताल, जमशेबपुर पत्रांक : 1479/ दिनांक : 13/06/2019 ई - निविदा

एम0 जी0 एम0 मेडिकल कॉलेज अस्पताल, जमशेदपुर के लिए वित्तीय वर्ष 2019–20 में औषधि–रसायन/विविध शल्य सामग्री की आपूर्ति हेत् निर्माता / आपूर्तिकर्त्ता से ई-निविदा दिनांक 08 / 07 / 2019 को संध्या 05:00 बर्जे तक आमंत्रित किया जाता है

1	कार्य का नाम	औषधि-रसायन/विविध शल्य सामग्री की आपूर्ति हेतु दर अनुमोदन
2	बेवसाइट पर निविदा प्रकाशित होने की तिथि/समय	दिनांक 17/06/2019 के अपराहन 03:00 बजे
3	बेवसाइट पर ई-निविदा अपलोड/प्रविष्टि प्रारंभ करने की तिथि/समय	दिनांक 17/06/2019 के अपराह्न 03:00 बजे से
4	बेबसाइट पर ई—निविदा अपलोड / प्रविष्टी करने की अन्तिम तिथि / समय	दिनांक 08/07/2019 के संध्या 05:00 बजे तक
5	ई-निविदा से संबंधित हार्ड कॉफी स्वीड पोस्ट / निबंधित डाक द्वारा कार्यालय मे प्राप्ति की तिथि/समय	दिनांक 09/07/2019 के संध्या 05:00 बजे तक
6	ई निविदा खोलने की तिथि/समय	दिनांक 10/07/2019 के अपराहन 12:30 बजे
7	प्रतिभूति राशि जो अधीक्षक, एम0जी0एम0 मेडिकल कॉलेज अस्पताल, जमशेदपुर के पदनाम से बना देय होगा।	झारखण्ड राज्य के लघु—उद्योग एवं भारत सरकार के प्रतिष्ठानों को छोड़कर अन्य निविदादाता प्रतिभूति राशि रूपये 50,000.00 (रूपये पचास हजार मात्र) का बैंक झापट की मूल प्रति संलग्न करेगें।
8	निविदा आमंत्रित करने वाले का नाम एवं पता	कार्यालय अधीक्षक, एम०जी०एम० मेडिकल कॉलेज अस्पताल,जमशेदपुर

जा सकता है। अधीक्षक

P.R.208840 Health Med Edu and Family Welfare(19-20)-D

KOLKATA METROPOLITAN DEVELOPMENT AUTHORITY

e-NIT No.SE(FAWS)/ T-70 (R) of 2019-20 (2nd Call) e-NIT is invited by the Superintending Engineer (FAWS), KMDA 83/1A, Vivekananda Road, Kolkata - 700006 from reliable, experienced and resourceful Agencies for the following work - Name of Work: Laying of D.I. (K-9) Pipe with specials of different dia. including supply and installation of valves with construction of valve chambers and temporary and permanent road restoration including all pipe carrying bridges wherever necessary to lay the pipes over canals, drains or any waterways in complete with ancillary works as per tender specifications for primary feeders to different UGRs at Uttarpara-Kotrung Municipality, Dankuni Municipality, Konnagar Municiplity, Rishra Municipality along with for primary feeders to different ESRs at Uttarpara-Kotrung Municipality and Raghunathpur Gram Panchayet area for Trans-Municipal Water Supply Scheme for Dankuni, Uttarpara, Konnagar, Rishra, Serampur, Baidyabat & Champdani Municipality and adjoining Peri-Urban areas. Estimated Amount: Rs.10,21,67,672/-. Earnest Money: Rs.20,43,400/-.Cost of Tender Paper: Rs10,000/-. Time of Completion: 12 Months. Last date of Bid Submission Online: 22.07.2019 upto 6.00 PM. For details please contact the above office or visit both our websites.

KMDA/T-96A-Campaign(5)/19-20 Visit: www.kmdaonline.org / www.wbtenders.gov.in



Workshop on Technologies Developed by CSIR-CEERI CSIR-CEERI is organizing a one-day workshop on technologies developed by CSIR CEERI at its Chennai Centre, CSIR Campus, Chennai - 600113 on the 8th of July, 2019. The objective of this workshop is to discuss and demonstrate the CSIR-CEERI developed technologies in the areas of Clean & Renewable Energy, Health-Care, Milk Adulteration Detection, Sensors for Point-of-Care applications and Gas Sensors systems for Environment monitoring. We would like to invite related industries and MSMEs to participate in the event for interactions and possible know-how transfers for successful commercialization of the products.

More details can be seen on www.csircmc.res.in/workshop & www.ceeri.res.in

Scientist-in-Charge

Place:

ibarkhand Lourism

GOVERNMENT OF JHARKHAND DEPARTMENT OF TOURISM, ART CULTURE, SPORTS AND YOUTH AFFAIRS, (TOURISM) Director Ph.: 0651-2400493, Fax: 2400492, Email: dirjharkhandtourism@gmail.com

EMPANELMENT OF EVENT MANAGEMENT AGENCIES FOR ORGANISING JHARKHAND TOURISM EVENTS IN NATIONAL AS WELL AS INTERNATIONAL LEVEL

Tender Notice

Ref. No.: Tou./Dir./Pub./ 94/ 2016 - 828.../ Ranchi, Dated:-14/06/2019

Directorate of Tourism (DoT), Government of Jharkhand (GoJ) intends to empanel reputed Event Management Agencies for organising Jharkhand Tourism Events in National as well as International Level and invites eligible agencies fulfilling the eligibility criteria to submit their applications for empanelment.

Interested agencies may download the document from 17/06/2019 onwards from the Department of Tourism website:-www.jharkhandtourism.gov.in/and submit their Applications. The Application Due Date is on 11/07/2019 at 14:00 hours.

A pre-application conference will be held on 25/06/2019 by 15:00 Hours at MDI Building, 2nd floor HEC Campus, Dhurwa, Ranchi-04, Ph.: 0651-2400493, e-mail: dirjharkhandtourism@gmail.com All subsequent notifications, changes and amendments will be posted only on the website www.jharkhandtourism.gov.in/.

Directorate of Tourism reserves the right to reject any or all proposals and annul the empanlement process at any time without assigning any reason whatsoever.

P.R.208921 Tourism, Art Culture Sports And Youth Affairs (19-20)-D

Govt. of West Bengal Directorate of Economic Offences 5 No. Council House Street

Kolkata - 700001 NOTICE

WHEREAS it has been made to appear to the Competent Authority that (1) Bishal Horticulture & Animal Project Ltd, (2) Bishal Agri- Bio Industries Limited, (3) Bishal Abashan India Limited, (4) Bishal Inn Private Limited, (5) Bishal Distillers Limited and (6) Ganeshvani Constructions Private Limited with their registered offices and corporate offices located in the State of West Bengal has reportedly mobilized funds from the common people of the State through various schemes and set up different ventures for the past several years; AND WHEREAS a large number of people have been denied return of their deposits or returns promised

by the said Companies; AND WHEREAS a number of complaints have been received from the employees of the said

Companies, agents and depositors from all across the State of West Bengal of the failure of the said Companies to repay the deposits / investments etc. made by the depositors and agents, etc; NOW, THERFORE, it is hereby directed to depositors, secured creditors or other affected person(s) who

have deposited such money to such Company, to furnish a statement in the following proforma to Directorate of Economic Offences, 5, Council House Street, Kolkata-700 001 by post or upload through our official website www.deo.wb.gov.in (Depositor Section) within 30 days of Publication of this Notice. Proforma of Statement

(To be filled up by the depositors/secured creditors/other affected persons) Name of the depositors/secured creditors/other affected persons (in BLOCK 2. Complete postal address of the depositors/secured creditors/other affected persons with PIN code (in BLOCK letter): 3. Contact telephone no. With STD code 4. E-mail ID (where possible) 5. Identity proof document (PAN card/ AADHAR card, etc.) with no. [The ID should be government issued and photo based. For amounts above Rs. 50,000, PAN card is required.] 6. (a) Certificate No/depositors ID No./ any other documents with name of the agent (if any) and amount deposited: (b) Certificate No./depositors ID No./any other documents with name of the agent (if any) and amount deposited: (if required, additional sheet may be attached) (attested copy of such certificate etc./other relevant documents in support of such claim shall be attached) Total amount deposited in such Company/Group of Companies: 8. (a) Bank name, branch, a/c holder's name 8. (b) A/c number 8. (c) IFSC code (Self-attested photocopy of the first page of the pass book or cancelled cheque of depositor's bank a/c should be attached.) Enclosure(s)/supportive document(s) attached:

> Signature in full of the depositors/ Secured creditors/other affected persons

1. Only self-attested photocopies of the documents are to be attached with statement by post. Original should not be submitted at this stage.

2. This form and copies of above documents may be sent to Directorate of Economic Offences, 5, Council House Street, Kolkata-700 001 by post or upload through our official website www.deo.wb.gov.in. (Depositor Section). Name of the depositing company should be mentioned on the envelope sent by post.

Forms and enclosures received after due date will not be considered.

ICA-1208(3)/2019

Large Not the Reform Insurance Needs

The focus should be on improving reinsurance

The government reportedly proposes to merge all state sector general insurance companies into one large entity. Curtailing competition in this space is a bad idea. The country does not need larger but many more players in the general insurance market. Greater competition will drive down costs, improve service and give consumers a wider choice. The notion that a single State-run insurer would prevent State-run firms undercutting one another's business is flawed. The Competition Commission of India should examine if the government's move would reduce the degree of competition in the insurance space and adversely affect consumer welfare. The unaddressed need is to beef up reinsurance, where size really matters.

Reinsurers offer insurance companies insurance against loss, especially losses related to catastrophic risks. The point is to distribute risk across society, to all those willing and capable of shouldering it. Catastrophe bonds issued by reinsurers are one means. Typically, catastrophe bonds offer a relatively high coupon with a short ma-



turity, and will have their principal excused if a disaster happens during that period. These bonds are not associated with any economic cycle, but offer higher than normal yields to investors if the disaster they hedge against does not happen during the period. It makes sense for investors as part of a

diversified portfolio. This, in turn, calls for deepening and having a fully mature bond market in India.

The freedom from price controls in 2007 notwithstanding, non-life insurance still plays less important a role than life insurance, given that a consumer who buys a non-life product views it as an expense. The need is for non-life companies to improve their underwriting discipline and base their pricing on the assessment of risks. The creation of more assets will help raise the sales of general insurance covers. One area where the country needs more insurance is natural disasters, whether earthquakes, floods or cyclones. Insurance must be mandated for settlements in disaster-prone areas, and the premium collected along with property tax. These are the kind of reforms needed.

NRC Shouldn't Create **Arbitrary Exclusion**

The process of compiling the National Register of Citizens (NRC) is flawed. Instead of trying to meet arbitrary deadlines, the focus should be on averting human trauma and tragedy on a large scale, the potential for which the NRC process contains. Two NRC officials have been arrested for taking bribes to include a woman's name. Presumably, people can be excluded for refusing to pay the bribe asked for. Mohammad Sanaullah, a soldier who fought in Kargil, was declared a 'foreigner' by the administrators of NRC and detained. The Guwahati High Court released him on bail, after he had spent nearly a month in a detention camp.

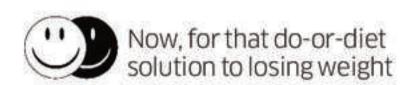
This was bound to happen if a process like NRC was sudden-



ly imposed on a state like Assam, which has a long and porous border with Bangladesh. The idea behind it was to identify everyone who had migrated to the state after March 24, 1971, the exodus following the war of liberation which created Bangladesh. Any entrant afterwards was assumed to be 'illegal'. The arbitrary date was

part of the Assam Accord, signed between Prime Minister Rajiv Gandhi and the All Assam Students' Union (AASU) in 1985. It seemed an expedient way to end the anti-outsider agitation in the state. But now the consequences are clear.

First, India has no deportation treaty with Bangladesh. So, apart from jailing these people, what is the option? Two, most families that came after 1971 are now registered voters, with democratic rights. Three, the first draft of the NRC identified more than four million people as 'illegals'. How will they be housed and fed? India must alter our citizenship laws and, like the US, permit naturalisation, job permits and citizenship. Work permits for non-nationals and asylum seekers should prevent a neat division between citizens and those to be expelled.



One Man's Meat Can be Another's Poisson

The trouble with living off the fat of the land is that one ends upliving in the land of the fat. With growing obesity worldwide, dieticians and nutritionists are increasingly in demand by those seeking the cause of their corpulence. The conclusion seems to be that the problem of portliness is not so much that one has too much on one's plate, literally and metaphorically, but what one has on one's plate. The recent findings of a joint team of epidemiologists from King's College London and the Harvard Medical School suggest that there is no such thing as a one-size-fit-all diet. The weight of all flesh seems to differ from person to person, and any given nutritional regimenthat works for one individual need not necessarily work for another, even if the two happen to be identical twins.

The scientists have discovered that while genes can account for about 70% of one's propensity to gain or lose weight, the balance 30% depends on one's specific constitutional makeup. When Hamlet wished in vain that his 'too, too solid flesh would melt', the melancholic prince might have done well to consult a nutrition ist who could have devised a designer diet for him, which presumably avoided Danish pastry. That all is grist that comes to the meal is suggested by the story of the stout chap who, declaring that no diet worked on him, was eventually forced to eat his words, and nothing else.

Mamata Banerjee must understand that providing healthcare means caring for the safety of doctors

Intensive Don't Care Unit



Binayak Sinha

ere's a fact for this opinion page: West Bengal has had more than 175 episodes of violence against doctors and other healthcare professionals in the last two years alone. Soft violence, verbal abuse and threats are things that doctors in both government and private hospitals face every day. These incidents are off-therecord and have been accepted as a part of their job. But this is something new, something else.

On June 11, a 75-year-old man died at the Nil Ratan Sircar (NRS) Medical Collegeand Hospital in Kolkata. On hearing the news, family members of the deceased threatened junior doctors present, alleging negligence on their part. The young doctors took it in their stride. Two hours later, two lorries with 200-odd people arrived at the hospital, unleashing violence on doctors and other caregivers in front of a largely mute Kolkata Police contingent.

The hooligans started throwing bricks, with one such missile thrown at Paribaha Mukherjee, an intern who was not even involved in the care of the index patient. The son of a village schoolmaster and anganwadi worker. Paribaha had entered medical school as a top performer in the medical entrance exam. He now lies at a specialised neurological centre after having had brain surgery for a depressed fracture of the frontal bone. Paribaha now seems to be out of

danger. But his frontal lobe may have been damaged, and only time will tell whether he will regain full cerebration - the working of the brain.

So, when did this spiral of violence start? It can be dated back to a Town Hall meeting in February 2017 that chief minister Mamata Banerjee held with representatives of corporate hospitals. There, she bludgeoned these representatives, highlighting the ills that affect the private healthcare system - and rightly so, since much is wrong, and there is dire need for introspection and reforms here.

But is it the job of corporates to correct the wrongs of an ailing public health policy and system? However, what this meeting actually succeeded in doing was provide a free pass to Bengal's lumpen elements to openly attack hospitals, caregivers and doctors.

No Doctored Solution

Various bodies of doctors have protested over these last two years. Marches, vigils, black badges, 'pen-down' protests, memoranda to the CM, letters to newspaper editors, hunger strikes et al have all been tried, repeatedly. All that the doctors have kept demanding is safety and security at the workplace. But the NRS Hospital attack has brought Bengal's doctors to a tipping point. They have finally come together, boycotting outpatient services, seeking adequate security at hospitals. They have not shut down emergency care, or boycotted taking care of hospitalised patients. Even in corporate hospitals, patients have been tended to in outpatient departments with no fees charged as a mark of protest. But, yes, patients are suffering.

Diamond Harbour MP Abhishek Banerjee — who happens to be the chief minister's nephew — has asked who will now bear the responsibility for taking care of the sick and the ai-



Fever pitch

ling. He seems quite happy to forget that providing for patients is inextricably linked to providing security for their caregivers, and that this is actually the responsibility of the govern-

Mamata Banerjee has stated that since the police are regularly beaten up and never protest, junior doctors should follow suit. One can surmise that it is this attitude of the political establishment that has resulted in hooliganism and violence today being treated as 'normal' in every sphere of activity in Bengal. The sacrosanct doctor-patient relationship lies destroyed by this open abetment to a lynch mob mentality by the administration.

The proactive and verbose media do not waste a moment to publish and air news every time there's a 'Pulwama attack' or a 'Gauri Lankesh' is gunned down. They are right to do so. But they have been strangely silent over the last two years to the fact that the plight of the healthcare-giver has worsened. However, with this incident in NRS Hospital — and another need to come together and stop this spiral of violence mob attack at Burdwan Medical College two days later — the media have suddenly woken up, but with many

sections ignoring the plight of doctors. Instead, they ask whether the protests and boycott are humane.

Nursing Our Society

Humanitarianism is the end point for all healthcare-givers, particularly doctors who spend their lives caring for the sick, and accepting death on a day-to-day basis. Does this mean that doctors, by dint of their profession, have no right to protest? If that is so, then the onus of protecting doctors being attacked by lynch mobs should also fall on those who refuse or fail to see the symbiotic relation between the condition of the patient and that of his healthcare-giver.

So, what next? Civil society media. professionals including doctors need to come together and stop this spiral of violence that seems to have become a second nature in Bengal's society. This must be done in spite of the political forces currently at play. If this is not undertaken and achieved, even darker days loom on the horizon for doctors as well as for patients. And, most importantly, for every citizen of West Bengal.

The writer is a Kolkata-based doctor



THE SPEAKING TREE

The Gift of Kindness

SANT RAJINDER SINGH

Many a time, we are faced with people who say bad things to us, who verbally abuse us, who criticise us, and call us names. Rather than engage at their level, it is better to offer kindness.

We should not accept these 'gifts' from others. Rather, we should give them the gift of love and kindness. Then their anger has nowhere to go. It remains with them. When we withdraw from the scene, they find themselves alone with their anger. Soon, they realise what they have done. They see how kind we were to them despite their anger. When they find that we are following a spiritual path, they may even want to learn more about it so they, too, can learn how to be kind and loving in the face of anger.

As we go about our day and face people filled with anger and criticism toward us, we should look at the situation calmly. First, we should ask whether their words have any truth to them. If so, we can take it as a lesson to improve ourselves. Next, if their words do not have any truth to them, then we should return their gift of anger and, instead, offer only love and kindness. In this way, we can maintain our

equanimity and peacefulness. If they see how calm we are, they too may want to learn the secrets of humility we learnt. We add calmness to an otherwise hostile environment. Our humility can play a role in transfor ming others and changing the world. In this manner, we can become a positive influence on the environment.

Managing Strategy

MIHIR MYSORE ET AL

Waste no time trying to predict the next economic cycle. The runningjoke is that 'experts' correctly anticipated seven out of the last three macroeconomic events. Unfortunately, it is unlikely that the hit rate will be any better next time around. Geopolitics, economic cycles and other forces that can have substantial effects on the fortunes of your business are uncertain....

And while scenario analysis is a worthwhile exercise to rationally assess some of the uncertainties you are facing, there is no guarantee for getting it right. So, if you are concerned about theeconomic outlook, and if you get challenging questions from your board about the resilience of your business performance, how do you best respond? It turns out that in times of crisis and in times of economic slowdown, not everybody fares the same.

When we traced the paths of more than 1,000 publicly traded companies, we found that during the last downturn, about 10% of those companies fared materially better than the rest. We called those companies 'resilients' and we were intrigued. What made them different? Was it sector related? Did they simply get lucky?...

Let's start with the core insight right here: resilients moved early, ahead of the downturn. They entered ahead, they dipped less, and they came out of it with guns blazing. In short, your business context is and will remain uncertain. But if you get moving now, you can ride the waves of uncertainty instead of being overpowered by them.

From "Bubbles Pop, Downturns

More Discussion on GDP Figures Apropos the Edit, 'Rigour, Not

Diatribe, From GDP Debate' (Jun 14), it would have been appropriate if Arvind Subramanian had initiated an academic debate on this while he was still the Chief Economic Adviser. Also, while he has used volume indicators to draw conclusions in his research paper, it is a fact that GDP is influenced not just by growth in volume, but also by growth in productivity and product content/ quality. Further, the informal economy remains a key policy challenge and the consequent undervaluation of the national income. Surely, there is a need for wider discussions on GDP estimates.

PRASAD C BASAPPA Bengaluru

SUBRAHMANYAM JAISHANKAR

Civil society, media, professionals including doctors

that seems to have become a second nature in Bengal

Take Risks, Diplomat-Minister!



Surendra Kumar

Former foreign secretary S Jaishan kar's new role as external affairs minister is one of the brightest developments not just for this government, but for India as well. What sets Jaishankar apart from earlier career diplomats—and India has had quite brilliant ones - is that the trust and the confidence of Prime Minister Narendra Modi he enjoyed even

before he joined the latter's Cabinet In these turbulent times, when international relations have been turned upside down by the likes of US President Donald Trump and China's Xi Jinping, Modi has picked someone who not only is a keen analyst of this global flux, but also who understands his mindset, his vision for India in this new global order.

So, what does a professional diplo mat like Jaishankar bring to the external affairs table of GoI? An incisive mind to dissect and understand the complexities of the issue at

hand; a dispassionate analysis of ground realities; patience and perseverance for conducting tough negotiations while focusing on the broader national interest....

It is an open secret that Modi wants to use foreign policy as a productive means to fulfil his domestic agenda of transforming India from a developing country to a developed one. Jaishankar is expected to help realise this aim.

As our former man in Washington, he can also help steady relations with the US, whose president has already termed India as the 'tariff king', withdrawn the Generalised System of Preferences (GSP) from India - amounting to a loss of \$5.6 billion — and asked us to stop importing oil from Iran and buying the S-400 Triumf antiaircraft defence system from Russia.

Along with those, the tightening of the H-1B visa, intellectual property rights (IPR) pressure, imposition of duties on steel and aluminium, and India filing 17 trade disputes with the World Trade Organisation (WTO) against the US has impacted US-India relations despite the US having declared India a major defence partner, granting it Strategic Trade Authorisation (STA-1) status, and converging on the Indo-Pacific, not to mention selling India defence equip-



Getting hands on

ment worth \$6 billion in the last six years. Jaishankar is India's best bet to iron out some of those issues. He is equally at home with China,

where he is perceived as a promoter of closer Sino-Indian relations. Not too many will know that the idea of the Wuhan 'informal summit' between Modi and Xi didn't emanate from Beijing; it was proposed by New Delhi. And if sources who map the corridors of South Block daily are to be be-

lieved, it was Jaishankar's brainchild Besides maintaining peace on the border and reduction of trade deficit, efforts will be made by India to dissuade China from supporting Pakistan blindly and obstructing India's membership into the Nuclear Suppliers Group (NSG) and UN Security Council. But Jaishankar's real test will be the long-pending border

dispute with China. Over 40 rounds of talks between the special representatives of the two countries haven't produced any tangible results. Can Jaishankar facilitate a territorial compromise acceptable to both

parties? What can it be? Have we prepared Indian public opinion? Any success on this front will require statesmanship, more than diplomacy. The statesman focuses on the broader picture and rises from the chaos of the present to secure a better future. Above all, he is prepared to take risk and put all his prestige at stake to achieve long-term national goals.

Egypt's Anwar Sadat's visit to Israel in 1977 was an act of courage and statesmanship. Though they didn't produce desired results, Atal Bihari Vajpayee's bus trip to Lahore in 1999 and his invitation to Pervez Musharraf for the Agra Summit in 2001 were great initiatives of statesmanship.

Professional diplomats are, by training and temperament, not prone to taking risks. Will Jaishankar, as external affairs minister now, be willing to move imaginatively and take risks in opening new chapters? Let time tell.

The writer is a former ambassador

MANDATE 2019

After the Flood, We're All Still Here



Sanjoy Hazarika

Among the greatest knocks that the election results have delivered has been to the liberal ego. And to those who thought they knew better. There is one factor that seems, for a lack of a better word, to unify the Opposition and many who sided with themthey appear, for the most, to be despondent about the election results and acutely worried about the future.

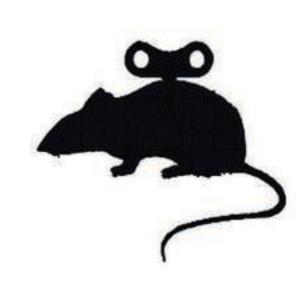
Many commentators who called it wrong need to acknowledge their mistakes, instead of agonising over the results. One leading columnist mournfully wrote about "a whole class like us, find ourselves in a forgotten or even left-behind minority". I don't know if that is true or not. What I do know is that there is a need to search our hearts and minds to see where mistakes have been made, where changes in the making at the societal level have not been understood, and where and how there's been a failure to convey views.

But it may also be with the mes-For civil society organisations and

The fault may lie in the messaging.

non-government organisations, the work and tasks haven't changed. We need to continue to uphold the dignity of human rights, to challenge injustice and arbitrariness, strive for equality and non-discrimination across caste, creed, colour or orientation. We need to engage where possible and constantly uphold the constitutional values to which we too are pledged. There is a time to shout and a time to whisper, a time to negotiate and to disseminate, to mobilise and to campaign.

Predictions have been made that this last election will pivot the way India moves in the next decades. Will it be a safer, more equal, peaceful, prosperous, just and kinder nation? Or will it be unfair, unsafe, hate-filled and bigoted? The challenge lies



partly in what I found one morning after opening a newspaper when a leaflet advertising yoga services fell out. The small sheet of paper propagated the very opposite of what Prime Minister Narendra Modi declared after winning - of the need to "earn (the) trust of minorities". Among other things, the leaflet proclaimed in bold letters, 'Note: This programme is for Hindus only.'

Elections are just the beginning of governance—good administration, development, justice delivery and ensuring safety and equality are among the tasks incumbent upon all governments. Those in governments at the Centre

and the states who have taken the oath of office have done so in the name of god or solemnly affirmed to 'bear true faith and allegiance to the Constitution of India as by law established' in addition to upholding the country's sovereignty and integrity. It is the duty of all who believe in the rule of law, in the upholding of rights that are enshrined in the Constitution, to hold mandateholders to account in the spirit of transparency and equality through existing democratic institutions.

Civil society groups form a platform and a network that enables engagement between the people and the State. It was a people's movement from Rajasthan that led to the establishment of the Right to Information (RTI) Act. During these past days,

there has been controversy about remarks by a newly elected MP about protecting "my people" and justifying "oppression". The reference was to Jammu and Kashmir. One should simply refer him to the first words of our Constitution, a ringing affirmation of "We, the People of India...."

The people of India are all of our people. Even the people of J&K are also 'our people' even if many of them don't regard themselves as such. That is the test before the new government and all concerned Indians - how to include those who are distant, win over those who are opposed, and ensure that no one is left behind. Whichever government rules India from Delhi is inheritor to Lutyens' Delhi. The latter is not a family or party brand. It moves with, and is moved by power:

Meanwhile, there are three issues that could throw better light on how this election went: one, how did firsttime voters (who may not have known much about the history of the past 70 years) vote? Two, how did women in different states and regions vote? Three, how did those political pundits who had also worked in the field for decades get it so wrong? While this will take time to emerge, it would provide a rich understanding of the complex dynamics of India's elections.

The writer is international director, Commonwealth Human Rights Initiative (CHRI)

QUICK HITS

WH Press Secy Sarah Sanders to Step Down

Washington: White House press secretary Sarah Sanders will step down from her position at the end of this month for a possible political future in her home state of Arkansas, US President Donald Trump announced on Thursday. "After 3 1/2 years, our wonderful Sarah Huckabee Sanders will be leaving the White House at the end of the month and going home to the Great State of Arkansas...," Trump tweeted on Thursday. He has not named a replacement for her, Sanders, 36, is the third woman to have served as White House press secretary and is one of Trump's closest aides. Speaking at an event at the White House, Trump said Sanders will join the private sector while weighing in on the possibility that she will run for governor of Arkansas, a position that her father Mike Huckabee

held from 1996 to 2007. IANS

Feb 2020 Set for Assange Extradition Hearing

London: A British judge on Friday scheduled a full extradition hearing to begin in February next year for WikiLeaks founder Julian Assange, who is wanted in the US on espionage charges. Assange, 47, is accused of violating the Espionage Act by releasing a vast trove of classified military and diplomatic files in 2010 about US bombing campaigns in Afghanistan and Iraq. He is currently serving a 50-week prison sentence for violating British bail conditions in 2012. AFP

US Fines Expedia for Travel Services to Cuba

Washington: Online travel agency Expedia has agreed to pay a \$325,406 fine to the US government for an alleged violation of the economic sanctions on Cuba, the treasury department has said. Expedia may have violated the Cuban Asset Control Regulations, the main mechanism for enforcing the economic embargo on the Caribbean island, reports Efe news. The treasury department said on Thursday that Expedia may have sold, through its international subsidiaries, travel services to Cuba to at least 2,221 people between 2011-14, which constituted an "apparent" violation of the embargo. IANS

US, China Suspend IP Litigation at WTO

Geneva: The US and China have halted their dispute over intellectual property rights at the World Trade Organization until December 31, the WTO dispute panel hearing the case said in a statement published on Friday. The panel said the US asked for the suspension on June 3 and China agreed the next day. The panel did not disclose any reason for suspension of the dispute. Reuters

US Blames Iran for Attack on Tankers, Tehran says Charges are Alarming

Tehran says it is responsible for Hormuz Strait security

Dubai: Iran said on Friday it was alarming and wrong of the US to blame Tehran for attacks on two oil tankers at the entrance to the Gulf. after an incident that has raised concerns about a new confrontation in the vital oil shipping route. Washington released a video that it said showed Iran's Revolutiona-

ry Guards were behind Thursday's attacks near the Strait of Hormuz on the Norwegian-owned Front Altair, which was set ablaze, and the Japanese-owned Kokuka Courageous. Both vessels were adrift in the Gulf of Oman on Friday, after their crews abandoned ship following the attacks that caused a spike in oil prices.

A fire that had raged on the Front Altair, which carried a cargo of petrochemical feedstock naphtha, had been extinguished, the owner said. The blaze left a blackened scar along the hull.

Iran Removed Evidence

The US military said a black-andwhite video filmed from a US aircraft showed Guards on one of their patrol boats drawing up to the Kokuka Courageous, after blasts struck peo and other U.S. officials".



A handout provided by US Central Command shows an explosion (L) and a likely limpet mine on the hull of the civilian vessel Kokuka Courageous in the Gulf of Oman-AFP

both vessels, and removing an unexploded limpet mine from the hull. "It is the assessment of the United States government that the Islamic Republic of Iran is responsible for the attacks that occurred in the Gulf of Oman," US secretary of state Mike Pompeo told reporters.

He said the assessment was based on intelligence, the weapons used, expertise required and similar recent attacks.

"These accusations are alarming," Iranian foreign ministry spokesman Abbas Mousavi said, adding that blaming Iran for Thursday's attacks was "the simplest and the most convenient way for Pom-

"We are responsible for ensuring the security of the Strait and we have rescued the crew of those attacked tankers in the shortest possible time," he said, Iranian state radio reported.

'Warmongering'

Tehran has also said the US and regional allies, such as Iran's regional rivals Saudi Arabia and the UAE, were "warmongering" by making such charges.

In comments directed at Iran, the UAE minister of state for foreign affairs, Anwar Gargash, said on Twitter: "De-escalation in current situation requires wise actions not empty words." Reuters

Dutch Marine Co Boskalis to **Salvage Tankers**

Amsterdam: Dutch marine engineer Boskalis said on Friday it had has been appointed to salvage both tankers that were hit in the Gulf of Oman in a suspected attack. Boskalis said the condition of the Front Altair tanker, carrying a cargo of naphtha, was still worrying, although the fire on the ship had been extinguished on Thursday. The methanol-carrying Kokuka Courageous was in a stable condition, Boskalis said, Its crew had been able to return to the vessel, which was being towed to a port in the Gulf region.

The Norwegian-owned Front Altair and the Japanese-owned Kokuka Courageous were both hit by explosions on Thursday, forcing crews to abandon ship and leave the vessels adrift in waters between Gulf Arab states and Iran. Shortly after the incidents, the insurers of both vessels appointed Boskalis subsidiary Smit to salvage the vessels and their cargo, the company said without providing further details. Reuters

FB Gets Big Backers for its Cryptocurrency

Uber, Stripe, Visa and Booking.com among cos supporting the secretive effort

Rob Price

It sounds like Facebook has persuaded a suite of heavyweight companies to get involved in its secretive blockchain project.

The Wall Street Journal reports that the Silicon Valley technology giant has enlisted a number of high-profile firms including Uber, MasterCard, Stripe, Visa, and Booking.com to support its new cryptocurrency.

For the last year or so, a team of dozens of Facebook employees have been working on applications for blockchain, the buzzy technology that underpins digital currency bitcoin and other cryptocurrencies, to figure out how Facebook could utilise it. According to multiple reports, the company has been creating its own digital currency, and intends to officially announce it next week.

Uber, Stripe, and the others are reportedly investing \$10 million each to support a separate organisation that will help run the new digital currency, which has been codenamed Project Libra.

A separate report from The Information last week said that Facebook is hoping to enlist as many



as 100 organisations to act as "nodes" in the network, which will limit any single organisation's control over the digital currency (including Facebook).

The Silicon Valley tech giant is expected to formally announce what it has been building next week

blockchain effort is being headed up by David Marcus, who previously led the Facebook Messenger business. The move into crypto is considered a key element of Faceboso-called

Facebook's

pivot-to-privacy, a top to bottom overhaul of the social network that CEO Mark Zuckerberg has said will resolve many of the criticisms around privacy and misinfor mation on Facebook, Business

Extradition Law: HK Tycoons Start Moving Assets Offshore

Greg Torode

Hong Kong: Some Hong Kong tycoons have started moving personal wealth offshore as concern deepens over a local government plan to allow extraditions of suspects to face trial in China for the first time, according to financial advisers, bankers and lawyers familiar with such transactions.

One tycoon, who considers himself potentially politically exposed, has started shifting more than \$100 million from a local Citibank account to a Citibank account in Singapore, according to an adviser involved in the transactions. "It's started. We're hearing others are doing it, too, but no one is going to go on parade that they are leaving," the adviser said. "The fear is that the bar is coming right down on Beijing's ability to get your assets in Hong Kong, Singapore is the favoured destination."

Hong Kong and Singapore compete fiercely to be considered Asia's premier financial centre. The riches held by Hong Kong's tycoons have until now made the city the larger base for private wealth. boasting 853 individuals worth more than \$100 million—just over double the number in Singapore--according to a 2018 report from block on extraditions to main-Credit Suisse.

Professor Simon Young of the University of Hong Kong's law school told Reuters that it was understandable that some Hong Kong residents might be considering moving assets out of the city ce, known as the MLAO. Reuters



given the little-noticed financial reach of the Bill.

Singapore Shift

The head of a private banking operations of an international bank in Hong Kong said clients have been moving money out of Hong Kong to Singapore. "These aren't mainland Chinese clients who might be politically exposed. but wealthy Hong Kong clients,' the banker said. "The situation in Hong Kong is out of control."

The amendments seek to simplify case-by-case extraditions to jurisdictions, including mainland China, beyond the 20 with which Hong Kong already has extradition treaties. As well as removing an explicit

land China in the current Fugitive Offenders Ordinance, the amendments also remove the restrictions on the mainland from the Mutual Legal Assistance in Criminal Matters Ordinan-

NZ Gunman Pleads Not Guilty to All Charges

Christchurch: An Australian man pleaded not guilty on Friday to 92 charges stemming from a massacre in two mosques in the New Zealand city of Christchurch three months ago and will stand trial in May next year.

A lone gunman armed with semiautomatic weapons attacked Muslims attending Friday prayers in Christchurch on New Zealand's South Island on March 15, killing 51 people in the country's worst peace-time mass shooting. The attacker broadcast the shooting live on Facebook.

Brenton Tarrant, 29, a suspected white supremacist, appeared by video link from a maximum security facility in Auckland while his lawyer entered not guilty pleas on his behalf. The accusations against him include one terrorism charge.

About 80 members of Christ church's Muslim community and dozens of media representatives attended the hearing in a packed court room, with many seated in another room watching by video. High court justice Cameron Man-

der said the trial would begin on May 4. The prosecution expected the trial would take around six weeks, although Mander said defence lawyers believed it could take considerably longer.

Tarrant has been remanded in custody until August 15, when the next case review hearing is scheduled. Mander said Tarrant was fit to stand trial after the court ordered him to undergo a mental health assessment at a previous hearing on April 5. Reuters

Another Setback: Huawei Delays Global Launch of Foldable Phone by 3 Months maker of smartphones, could roll

Hong Kong: Huawei will delay the launch of its much-touted foldable 5G Mate X smartphone by three months, the latest setback for the company that was slapped with US sanctions last month. The Mate X, a competitor to Samsung Electronics' Galaxy Fold, is expected to be rolled out globally in September, Vincent Pang, Huawei's head of corporate communications, said on the sidelines of the WSJ Tech D.Live conference in Hong Kong. It was originally slated for a June launch.

The delay comes as Huawei phones face being cut off from updates of Google's Android operating system (OS) in the wake of the US blacklist that bans American companies from doing business with Huawei, the world's second-largest

Call Waiting

HUAWEI postpones 5G Mate X launch to September, from

SAYS certification tests with carriers to be completed in August

DENIES delay in launch due to worries over Android OS support

the Chinese firm.

Pang, however, denied the delay was due to the ban, saying Huawei was in the process of running certification tests with various carriers that were expected to be completed in August. He also told Reuters that

out its Hongmeng operating system (OS)-which is being tested--within nine months. "Our preference will of course be Google and Android as we have been partners for many years," said Pang, also a senior vice president at Huawei. "But if the circumstances force us to, we can roll out Hongmeng in six to nine months."

Hongmeng is based on the version of Android that is publicly available via open-source licensing and is mainly meant for phones, Pang said. Hongmeng will support other devices later.

Alphabet's Google has earlier said it would no longer provide Android software for Huawei phones after a 90-day reprieve granted by the US government expires in August. Reuters

Bayer to Invest \$5.6b in Weedkiller R&D

Frankfurt: Germany's Bayer sought to repair its reputation on Friday after damage caused by US litigation over claims its glyphosate pesticide causes cancer, saying it would invest €5 billion (\$5.6 billion) in weedkiller research.

Bayer's shares hit seven-year lows after a California couple was last month awarded more than \$2 billion in the largest-ever US jury award over claims that glyphosate-based weedkiller Roundup, which the German life sciences group acquired when it took over Monsanto, causes cancer.

ugh 2030 via measures such as more precise and more sparing application of crop chemicals. "We listened. We learned," Bayer said on its website here, adding that it had "heightened responsibility and ... unique potential to advance farming for the benefit of society and the planet".

The share price slide has left Bayer with a market valuation of \$56 billion, less than it paid for Monsanto, piling pressure on CEO Werner Baumann who championed the takeover and who has faced a backlash from shareholders. As well as saying it would invest €5 "While glyphosate will continue billion in research over the next 10 to play an important role in agri-

years, Bayer promised to reduce its culture and in Bayer's portfolio, environmental impact by 30% thro- the company is committed to offering more choices for growers," said Bayer, which maintains that glyphosate is safe.

> Its move follows a third consecutive US jury verdict against Roundup, which Bayer acquired as part of its \$63-billion purchase of Monsanto last year.

Insect Backlash

Baumann has beefed up Bayer's public relations machine in an attempt to repair its image, which also faces a backlash in Germany over a collapse in insect populations, which environmentalists blame on pesticides used in farming. Reuters

Royal heir had up corrupt king,

Agree regular payment made at

He's sponsored to continue gath

5 Apply this, covering area with ten

6 Opening old cereal that's out of

7 A career lady managed to stock

10 Nearly unearth what sounds like

13 Unexpected sign indicating a flat

15 Small chain fixed on box initially (3)

18 E.g. lingerie needs arranging, pick-

20 European money bound to yield

22 Terrible pity about Head Office di-

23 Mistake jeers associated with 12? (3-3)

new range of diaries (8,4)

delightful crumble (12)

unguarded (7)

the same time (10) 3 Recognise Mark, one fellow in fringes of industry (8)

ering old pennies (6)

der loving care? (4)

condition (7)

perhaps (10)

free time (7)

ing out rare one (8)

rector's illness (7)

26 Knock over son's file (4)

ACROSS: 1 Enforce. 5 Shalom.

9 Cleaver. 10 Apricot. 11 Add.

12 Demagnetise, 13 Mamba.

14 Think-tank. 16 Cafeteria.

17 Atlas. 19 Typing pools. 22 Ego.

23 Elector. 24 Shylock. 26 Shoddy.

SOLUTION TO No. 7433

7434

TIPS, TRIVIA & TRENDS YOUR DAILY DIET OF FUN AND FACTS ====

Head of 32,000-Year-Old Wolf Found in Russian Arctic



years ago and was preserved in permafrost has been found in the Russian Arctic. scientists have

said. Covered with thick fur, the head was found by a local on the banks of the Tirekhtyakh river in Russia's remote Arctic region of Yakutia last summer. It features a well-preserved brain, soft tissue and a set of powerful teeth and measures 41.5cm in length. By comparison, the torso of a modern-day wolf is between 66 and 86cm long. The head was handed to local palaeontologists who teamed up with scientists from the Jikei University School of Medicine in Tokyo to study it. "It is the first ever such find," Albert Protopopov, head of mammoth fauna studies at the Yakutia Academy of Sciences, told AFP on Friday. "Only cubs have been discovered before." Research shows the animal died about 32,000 years ago in the Pleistocene epoch, when the most recent Ice Age occurred. The wolf is believed to have been between two and four years old when it died. AFP

Hong Kongers Alarmed by **Google Translation Gaffe**



social media lit up on Friday when protesters noticed Google's translation software was briefly churning out a rather odd suggestion during a week that has seen

political violence to hit the city in decades. Eagleeyed Google users discovered that when people entered the phrase "I am sad to see Hong Kong become part of China", the suggested translation in both Simplified and Traditional Chinese converted the word "sad" to "happy". It was not immediately clear what sparked the gaffe but Danny Sullivan, an official at Google, said in a tweet "we're looking into why we had this translation and expect to have a fix to resolve it soon". AFP

Leonard Cohen's Love Letters Fetch \$876,000 at Auction



A collection of more than 50 love letters written by Canadian singersongwriter Leonard Cohen to the woman who inspired "So Long, Marianne" has sold for \$876,000, with many going for more than five times their pre-sale estimates, Christie's auction house said on Thursday. The archive of letters from Cohen to Marianne Ihlen chronicles their 1960s love affair and the blossoming of Cohen's career from struggling poet to famous musician. The top letter, in which Cohen wrote in December 1960 about being "alone with the vast dictionaries of language", fetched \$56,250 compared to an original high estimate of \$10,000. A 1964 letter, in which Cohen wrote "I am famous but empty," went for \$35,000, Christie's said. Cohen and the Norwegian-born Ihlen met on the Greek island of Hydra in 1960 and she became the inspiration for several of his best-known songs, including "Bird on a Wire," "Hey, That's No Way to Say Goodbye," and the 1967 track "So Long, Marianne." The letters were sold by Ihlen's family. The buyers were not revealed. Reuters

LME Bans Consumption

The London Metal Exchange is toughening its stance on alcohol consumption with new rules that will prohibit floor traders from drinking during the workday, according to people familiar with the matter. In a meeting on Thursday, the LME told members that it expects them to apply a zerotolerance alcohol policy for floor traders, who are responsible for setting global benchmark prices for industrial metals like copper and aluminum, the people said. The exchange could impose fines and trading bans for breaches of the rules.

they said. Bloomberg

Japan #beWhite **Campaign Leaves** Firm Red-Faced

A Japanese firm has shelved an

advertising campaign intended to promote gender equity at home after its #beWHITE hashtag sparked concern about racial sensitivities. Kao, which manufactures everything from detergent to make-up, launched the campaign playing on common Japanese terminology labelling firms that overwork and mistreat employees "black" and those that treat workers well "white". It launched the #beWHITE project on Tuesday as part of marketing efforts for a detergent, urging an equitable distribution of chores at home. "We wanted to call for people to join hands and share household chores to make 'white households' when it comes to chores... But the English-language phrase 'be white' has many possibilities (of interpretation) and lacked consideration," Kao spokesman Yoshiki Aoyama told AFP. Kao decided to halt the campaign because employees raised a question about whether it was insensitive, Aoyama said. AFP

S Korean Court tells Cheating Husband He **Must Stay Married**



A cheating husband cannot divorce his wife despite having a years-long affair, a South Korean court ruled on Friday, insisting only the injured party in a marriage could initiate a legal separation. Movie director Hong Sang-soo, 58, a Cannes film festival regular, filed for divorce in 2016, shortly after his relationship with actress Kim Min-hee became public. But Hong's wife, whom he wed in 1985, refused to play along, leading to a drawn-out legal battle that has lasted for years. Seoul Family Court on Friday dismissed Hong's petition, and awarded costs against him. AFP

Crossword

ACROSS French nobleman also left after

- ruler's punishment once (7,5) 8 Old students from a large university mean to change (7)
- 9 Revolting boy told stories and wasted time (7)
- 11 Weariness troubles the anxious (10) 12 What comes from this snake? (4)

14 Democrat, as well as Trump, ex-

hibiting hair problem (8) 16 Hide loose stones at bottom of mountain (6)

Dilbert

- 17 Yankee performing that (3) 19 Change one's mind concerning fast time (6) 21 Run down beautiful woman pos-
- sessing sex appeal, tons (8) 24 Leave stage team in Egypt (4) 25 His job is to save dilapidated gaol with warder (10)
- ignoring method (7) 28 Clear off and go astray (3,4) 29 In Paris I drove past entrance to Tuileries very quickly (3-9)
- 27 Stunner. DOWN: 1 Exclaim. 2 Freedom of speech, 3 Rev. 4 EP ROM. 5 Shangri-la. 6 Agree. 7 Once in a 27 Sweet Mother Hubbard cooked, blue moon. 8 Streak. 12 Dealt.

14 Tory Party. 15 Keats. 16 Cutlet. 18 Snooker. 20 Noted. 21 Oasis. 25 You. ©The Daily Mail

by S Adams



WE CAN SAY THEIR LEATHER CASES ARE MADE FROM THE SKIN OF EXECUTED CRIMINALS

FIRST THAT TIME WOULD DOING NOT BE MARKET-TRUE. ING?

Moon Mission To Energise Space Science

Chandrayaan 2 will be testing some technologies for the first time, including mineral and water prospecting, but the most critical will be the ability to soft-land on the moon. Hari Pulakkat reports

n theearly 1970s, Vikram Sarabhai had asked a bunch of young engineers, freshout of college, to make a satellite in just two and a half years. Their offices were unremarkable: six asbestos sheds in Peenya, then a new industrial township off the city of Bangalore. No one thought it was possible to build satellites so quickly, except for the engineers at the Indian Space Research Organisation (ISRO) and their leader UR Rao. The satellite went up on time from a Soviet cosmodrome. It had payloads on x-ray astronomy, then an emerging subject in science.

This satellite, Aryabhatta, was ISRO's first satellite. Sarabhai and UR Rao were cosmic ray physicists and were keen on using space technology for scientific research. As ISRO learned to make more complex satellites, ISRO began focusing on communication and remote sensing, on societal needs than scientific research. Scientific research shrank to become a small unit in the or-

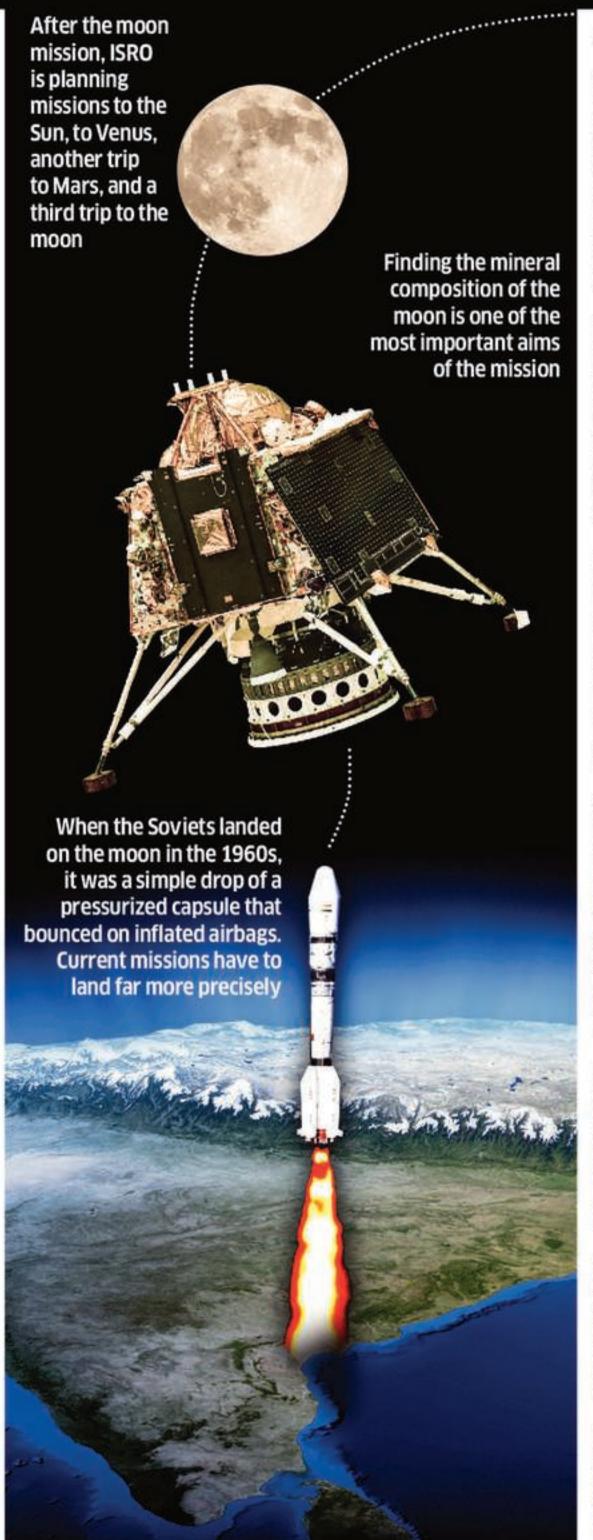
Science never left the organisation fully, and scientific programmes started

Helium-3 is supposed to be abundant on the moon, and this substance could be the basis of energy in the future

growing more than a decade ago. In the last five years, it has made a vigorous comeback in ISRO through planetary exploration and astronomy missions. "Future generations will depend on planetary missions," said ISRO chairman K Sivan at a press conference on Wednesday.

Next month, on July 15 or 16, ISRO's Chandrayaan 2 spacecraft will lift off from Sriharikota on a 52-day trip to the moon. After it lands near the south pole of the moon, it will do mineral and water prospecting on the earth's natural satellite. After the moon mission, ISRO is planning a series of increasingly sophisticated interplanetary missions: to the Sun, to Venus, another trip to Mars, and a third trip to the moon. As part of these missions, ISRO will also develop strategic technology that are critical in the twenty-first century. "The difference between science missions and other satellites is like the difference between an ordinary submarine and deepsea exploration," says assistant professor at IIT Bombay, who is developing instrumentation for future astronomy missions. "Science requires you to push the boundaries."

The current moon mission is testing out some technologies for the first time, the most critical of which is the ability to soft-land on the moon. Only three countries have landed softly on the moon: Soviet Union, United States, and China. Soviet Union was the first to land on the moon, in 1966. Although this landing was done more than five decades ago, descending and landing softly on the moon is still a technically challenging task. "These 15 minutes are the most terrifying moments of the mis-



sion," said Sivan.

Soft-landing is a tricky business for several reasons. One, the acceptability of failure is very low in current times. In the 1960s and 1970s, when the global space programmes were in their early stages, people and governments accepted failures far more often. Second, although the physics remains the same, the technology for soft-landing has improved dramatically. With improvements in technology, possibilities for manoeuvre have also increased for space missions.

When the Soviets landed on the moon in the 1960s, it was a simple drop of a pressurized capsule that bounced on inflated airbags. Current missions have to land far more precisely. During ISRO's landing, for example, the lander will survey moon's topography as it descends and adjust its path to land on the most optimal spot. Since the technology for such adjustment is available, ISRO does not want to make the lander unusable because it landed on a stone.

The entire descent is automated, and once the process starts ISRO engineers can only sit and watch. Manual control has its dangers. Two months ago, the Israeli firm SpaceIL's Beresheet spacecraft crashed as it tried to land softly. It was supposed to compete for the Google X Prize, but had missed the deadline like all other participants, including was not automated, and the delays in communication as it descended is supposed to be the reason for the crash.

The technology for interplanetary missions had been developed in stages over several decades in several laboratories of ISRO. The main spacecraft, including the structure and software. is developed in the U R Rao (URSC) satellite centre in Bangalore. The cameras and sensors are developed at the Laboratory for Electro-optical Systems (LEOS), also in Bangalore. The instruments are developed at the Physical Research Laboratory (PRL) and the Space Applications Centre in Ahmedabad.

The Vikram Sarabhai Space Centre (VSSC) develops the propulsion systems, and also the rocket that will launch the spacecraft. For the moon mission, the communication will be handled with assistance from NASA's deep space network. Chandrayaan 2 will carry a small payload from NASA: a laser prospector array that will help measure distances accurately.

After the spacecraft lands, the rover will go out and survey the surface till it reaches a distance of 500 metres. The lander and the rover will investigate the physical and thermal properties of the lunar surface and the atmospheric plasma around the moon. The rover will examine the mineral composition of the

Finding the mineral composition of the moon is one of the most important aims of the mission. Helium-3 is supposed to be abundant on the moon, and this substance could be the basis of energy in the future. Which is why the mission is as strategic as it is scientific.

Lutyens Delhi Retreats to Khan Market

As new residents refuse to be co-opted or assimilated into the privileged fold

Silk Stalkings



Reshmi **Dasgupta**

What Tayleen Singh evocatively pinpointed as Lutyens' Delhi has now become a bone of contention. Not between the haves and havenots but the has-beens and just-relocateds. Now that the battle for the real estate of central Delhi has been lost—two successive electoral victories have lent stability to new residents who had come in via what was mistakenly assumed to be a 'black swan' eventthere is a renewed vigorous effort to at least greener pastures. claim the soul of the city.

Reams have been written about growing up when Delhi was a nicer, kinder, smaller, friendlier place. For the phalanx of pukkaaccented Indian officials of the hallowed Indian Civil Service, Lutyens Delhi was like a large, convivial club. The ICS lot had all attended much the same schools and colleges, joined government service together, often married among themselves, and happily concurred about their indubitably patrician 'idea of India'.

And well they might, as nearly all those who lived in Lutyens' Delhi's official bungalows were privileged, no matter which side of the new border they originally lived. No bloody angst of Partition disturbed the cultured equanimity of their 'idea of India'. That was left to the non-English speaking hordes beyond the pale of official Delhi, housed in miserable refugee camps, in deep shock over communal bloodletting and irreparable loss of life and livelihoods.

A couple of decades in, a bit of diversity crept into official Delhi, via new recruits into the Indian Administrative Service and \exists other Class I central services. These new residents of Lutyens Delhi certainly did not go horse-riding with the PM or duck shooting beyond the city limits though some of them. admittedly, were ICS progeny. Most of them, however, were bright young Indians, not always from metro cities, who entered by dint of academic excellence, not lineage.

But, eventually many of them also made common cause with their ICS forebears, laying almost permanent claim to the verdant boulevards and generously proportioned accommodation of official Delhi. They fitted in, rather than rocked the boat. The barbarians—in the form of the rather more rustic politicians—were kept at bay by the very nature of electoral politics. They were re-elected but also regularly voted out too, so permanence was not common.

In the ensuing decades, the progeny of official Delhi who did not join government fanned out to occupy other important niches in a growing city and nation. They became the comptrollers of art and culture, aesthetics and academic pursuits, so that there was a nice consonance between government and

There was a battening down of hatches, in government and institutions, quietly desperate measures to protect a certain way of life in the name of that 'idea of India'

"institutions". With the same roots—and, of course, that 'idea of India'—there was little reason for anyone to demur on either side when it came to crucial decisions.

And then, cruelly, real India-which they contemptuously called 'Bharat'-intruded into the idyllic, (metaphorically) gated colony called Lutyens' Delhi. First came a new type of class I government official, not remotely connected to the old lot and unwilling to be co-opted either-beyond membership of the Delhi Gymkhana Club. Then came elected netas not from the Congress cultural fold. A carefully constructed world began to

The last decades of the 20th century saw an uneasy calm in Lutyens' Delhi as the enormity of the imminent change began to sink in. There was a battening down of hatches, in government and institutions, quietly desperate measures to protect a certain way of life in the name of that 'idea of India'. Most of their children had opted out of the diminishing returns of official India by then, joining international firms or simply emigrating to

Then the unthinkable happened—the last years of the old millennium and the second



Chairs and furniture being shifted from a Lutyens Bungalow to another, in Delhi

decade of the new one saw an unknown bunch of invaders swoop in and occupy those coveted offices on Raisina Hill and government accommodation. And shockingly, all the measures Delhi had used to deal with invaders since time immemorial and which Lutvens Delhi's denizens also knew by some strange osmosis—co-opt and assimilate simply did not work.

So this new lot was poked with sticks (so to speak) to figure out what they were about. Conjectures and theories soon came spillingout: what "they" talked about, ate, drank, believed, hated, loved, envied etc, all from the vantage point of ignorance and apprehension. Consequently, new bogeys were raised, not least because the other side also lost no time provoking them by changing road names and other pinpricks calculated to cause panic in the ancien regime. The next strategy was to console themselves

that "this too shall pass" and that Bharat would instinctively obey their telepathic order to evict these iconoclasts from their central Delhi perches. Now that their wish has been rather rudely ignored, and their 'idea of India' apparently rejected, they have lowered their sights from Lutyens Delhí to a single kilometre radius with Khan Market as the epicentre, to be saved as the citadel of Mohenjo Delhi for future generations.

Shades of the Persian aphorism: Sultanate-Shah Alam, Az Dilli ta Palam...

Victim of food

poisoning,

Babur liked sim-

ple, wholesome

roasted meat

mixed with

cereals and rice

flavoured with

saffron

a,

3



By Anirban Bora



After marrying Hamida Banu Begum, also known as Maryam Makani, the dining table of Humayun (son of Babur) improved by leaps and bounds and with a Persian touch. -Humayun was known for his love for mangoes and even during his exile, mangoes kept his spirit strong



Koftes, roasts, sweet meats and lentils were flavoured by dry fruits, saffron and nuts imported from Afghanistan and Central Asia

Our story begins in Red

Zafar had fallen ill after

Fort where Bahadur Shah

eating 15 juicy mangoes in

one go presented by one

Resident Sahib of Dilli

Maybe that is why in Andhra and Tamil Nadu. a mango variety is known as **Imam Pasand** or Humayun

Pasand

Legend has it that after

recovering, the last

Mughal, known for his love

for moong dal and venison

kebab and inventer of

Bitter Gourd Halwa,

immediately indulged him-

self again. The recovery

this time was slower and

took a few months

Akbar took things to a different level with Lakhi Bagh near Darbhanga, growing over a hundred thousand mango trees. And what do you know, horticulture was exempted from tax

And Hindustan got her Totapuri, Kesar and the 為 Rataul

needed were

few more

mangoes ...

Akbar started the concept of 'abstinence" where no meat was used and the dishes were pure vegetarian. His son, Jahangir, used to be vegetarian on Thursdays and Sundays.



Halwa of Bitter Gourd

Dal Shah Pasand



Rice Pudding

Ironically, when the

in 1526, all that the

carrying were their

soldiers were literally

swords and salted meat

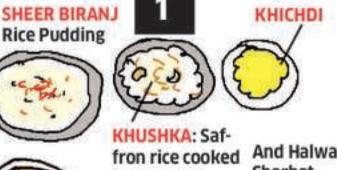
Attack! (Chomp!)

Mughals entered India -

divided into three classes: 1) Sufiyana: Vegetarian dishes 2) Meat cooked with rice or wheat and meat 3) meat cooked with spices

Around this time, rice flour pudding

sweetened with sugar and rose



Sharbat Navratan Korma etc.

Babur, the first Mughal ruler from

Central Asian melons and fruits

Uzbekistan, hated Hindustani food and

Various varieties of

quinces, grapes, figs

and other fruits were

imported from areas

such as Kabul, Bokha-

ra and Central Asia to

keep the sultan happy

melons, apples, plums,

Tuzuk-i-Baburi records his lament for



Pulao

Haleem

Harees etc

Meat is cooked with yogurt, ghee, egg and spices. Yakhni, Kebab, dopiyajah, dum pukth dishes etc. are good examples



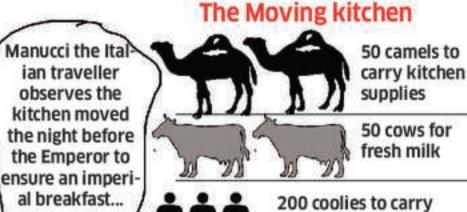
Akbar started the concept of making bread separately at a place called 'Rika Khanab'. Two types of breads were seen at this time. Those baked in oven were called "buzurg tanuri" Those baked on iron griddle was called "tanak tagbi"

Interestingly, Murg

Musallams (whole

chicken dish) as

Wherever a Mughal emperor went, his kitchen followed



the china and plates army of mules to carry cookware Army to guard kitchen

The Ain-i-Akbari gives a detailed report of the Royal kitchen under Mir Bagawal (Kitchen Master)



Hakim (physician)

water came to exist. The dish comes 900 very close to today's phirni 0530

Ashish Bhasin,

Executive Chef

Ganges water for Akbar was water of A mix of thick evaporated milk immortality and all was flavoured with pistachios his food was cooked and saffron, packed into metal in Ganges water cones and immersed in slurry ice, resulting in the invention of delicious Kulfi

The ice used to come from Himachal and Kashmir and reach Delhi via the waterway of Yamuna and the fruity sherbets (sharbat in Persian) became popular as a refreshing summer drink and the once unhappy Mughals never



And as usual our space limits us here. Keep watching this space as we keep exploring the jewels of the Mughal imperial kitchen



BYTES

Tech Tweet Robert T. Kiyosaki @theRealKiyosaki



Don't look back, look forward. Learn the lesson of the past and look to put it to use in the present. #richdad

Photos on G-drive Won't be Seen



Starting July, new photos and videos that is saved on Google Drive won't automatically show in Photos. Similarly, new photos and videos in Photos will not be added to the Photos folder in Drive. Google has made these changes after users complained that the current feature that automatically saves photos from drive is confusing, Photos and videos you delete in Drive will not be removed from Photos. Similarly, items you delete in Photos will not be removed from Drive. - Agencies

2 Indians Among Women Al Leaders



Two Indians figure in the list of global women leaders and pioneers in AI for business, which has been created by IBM. Harmeen Mehta, CIO & Head Cloud and Security Business, Bharti Airtel and Seema Gaur, Executive vice-president and Head IT, IFF-CO Tokio General Insurance Company are among the 40 women leaders who have been recognised by IBM. The women were selected based upon the ways they are using AI as a transfor-

mation agent.

eDrive Sports organisations are using digital technology to become efficient & engage more with fans. It is opening up a whole new opportunity for Indian IT services firms, writes Priyanka Sangani

Playing on a Digital Pitch

he Indian Premier League, a short-format cricket tournament that has millions of fans and some high-quality action spanning just 40 overs, has been broadcast a little differently over the last couple of editions. Of course, viewers could have never guessed how exactly.

The entire tournament, spread over roughly two months starting April each year, has been produced remotely from a studio in Mumbai. The live feed from various cricketing stadiums have first been transmitted to this studio and only then beamed into a viewer's home.

Not only has this proven to be less expensive, but the remote production technology-provided by Tata Communications has also helped Star Sports, the broadcaster, customise feeds in multiple languages. In fact, Star Sports did the same for the Premier Kabaddi League, a highintensity spectacle for the Indian contact sport, earlier this year.

Digital technologies, disrupters of how companies operate, are proving to be just as disruptive for entities associated with sports.

Behind the scenes, sports franchisees and allied organisations are making systems more efficient and changing the way they interact with fans. This goes beyond on-field technology like the Decision Review System in cricket or goal-line technology in football, opening up opportunities for Indian IT companies.

The Indian sports market has grown to \$2.7 billion from \$1.3 billion in a span of five years and is set to be worth \$10 billion over the next five, industry estimates suggest.

There are now 15 domestic sports leagues in the country, with the biggestthe IPL-valued at over \$5 billion. This is opening up avenues for tech firms-from production technology to social media management to in-stadia solutions.

"Sports is a brilliant example to demonstrate what is core to us as a business — digital transformation. Digital transformation is associated with enterprises, but sport is the final frontier," says Mehul Kapadia, global marketing head at Tata Communications.

Tata Communications is working to digitally transform sports across the world, including Formula 1, golf and MotoGP. For instance, it works with organisers of the Formula 1 races as well as individual teams like Mercedes on aspects including use of data from race cars to make realtime decisions, such as whether

to make a pit stop or not. "We help companies grow into different markets...be operationally better, enrich customer experiences. While we do all of this for enterprises, the best way to demonstrate it and bring it alive is sports," Kapadia said. "This has become a huge area for us, to serve and contribute to the ecosystem, but also make it a capability showcase for the rest of the enterprise world." Last year, the company worked on 750 sporting events, and expects that to exceed 2,000 this year. Sport is not only competing

with fellow sports for eye-

balls, but also Over the Top platforms such as Netflix or Facebook, and it has become essential for brands to revamp engagement with fans. This explains why

Facebook and Amazon bid for streaming rights to the English Premier League (EPL) last year. In the US, Major League Baseball has been live streaming its games on Facebook since 2017 and relies heavily on sports franartificial intelligence (AI) chisees & aland data for match and lied bodies

player insights. Beyond production and broadcasting, fan engagement is another area where

technology firms are starting to see opportunities.

Behind the

are making

Itlaunched

systems

efficient

scenes.

Technology services provider HCL Technologies has signed up with EPL club Manchester United to create a digital brand identity.

a new app for the EPL side last year, and is helping the club use the data generated by the app to improve how it interacts with fans and make money off that data. Since it is a digital property, it is possible to customise it for marketers. The club, for instance, can have different brand sponsors for specific sections or properties by geography. HCL Technologies owns the intellectual

property for the digital platform, and will soon offer it to other consumer-facing businesses having similar requirements. The company also plans to expand its sports portfolio using this as a showcase, along with the work done for the Volvo Ocean race last year where it used remote tracking technology to locate and communicate with the boats out at sea.

"So far, technology was used to optimise operations and make the back office efficient. Now it's about the business interface with customers, going online and impacting how you configure the value



Digital transformation is associated with enterprises, but sport is the final frontier

MEHUL KAPADIA. Global Marketing Head, Tata Communications

chain and reimagine business," says Ashish Gupta, Corporate Vice President, Head EMEA (Diversified Industries). HCL Technologies.

Since the new app was launched, it has had almost double the stickiness of other popular consumer apps, Gupta says. Microsoft has created a similar app for Spain's national football league, La Liga. Infosys, too, has been working with the Association of Tennis Professionals (ATP), Australian Open and Roland-Garros on digital insights-based initia-

> The Bengaluru-based IT services provider has been mining data from these tennis associations to create new products. This includes Infosys Second Screen for the ATP, which produces real-time Englishlanguage commentary based on live scores and an immersive virtual reality experience for the Australian Open, watching the match in 3D. The ATP said traffic increased 27% on the stats section of its website after some of these innovations were rolled out.

exciting for fans, it has to embrace technology and offer experiences on-demand and on the go," says Sumit Virmani, Head-Marketing at Infosys. "This is where a rapid embrace of digital technologies can go a long way in reinventing the sports viewing experience

"If tennis has to remain

The Indian Institute of Information Technology-Hyderabad, too, has come up with a technology to create player heat maps, which Star Sports has used for the Indian Badminton League. It is now in talks to extend this to other sports as well. One big reason driving digital transformation in sports is how consumption patterns are changing. The spurt in mobile ownership and

and ensure fan stickiness.

recently concluded IPL had 462 million viewers on different channels across the Star bouquet. In fact, the company's OTT platform Hotstar, recorded a 74% increase in viewershipover the last year, with over 300

million viewers and 19.6 million concur-

cheap data access is changing how consumers are viewing sports. The

> rent viewers for the finals. Withsport viewership no longer re-



It's about the business interface with customers, going online and impacting how you configure the value chain and

reimagine business

ASHISH GUPTA. Head EMEA (Diversified Industries), HCL Technologies

WHO'S CODING WHERE

- Infosys: ATP, Roland Garros,
- Australian Open
- HCL Tech: Manchester United FC. Volvo Ocean Race
- Tata Communications: Formula 1, IPL, IKL, MotoGP, European Tour



If tennis has to remain exciting for fans, it has to embrace technology and offer experiences on-demand and on the go

SUMIT VIRMANI, Head-Marketing, Infosys

stricted by geography, technology providers have to ensure that the solutions they

create can be accessed across devices and internet connections, like how HCL Tech has done for Manchester United's 659 million-strong fan base. "Tennis is a global sport and is very pop-

ular, especially across all key markets that Infosys operates in. The fan profile of a grand slam tennis tournament also has a strong overlap with our target audience," says Virmani of Infosys. "Tennis as a sport also presented a great opportunity to demonstrate the Infosys expertise in digital technologies to re-imagine the tennis experience for players, coaches and most importantly, a billion fans the world over."

Yet, these are early days for digital transformation in sports. Most companies have just scratched the tip of a rapidly growing market. Wipro has a solution that caters to OTT content providers, while Tech Mahindra has a significant presence in both in-stadia and digital transformation solutions.

While exact figures for technology spends in sports aren't available, the North American sports market will be worth over \$78.5 billion by 2021, growing 47% in 10 years, according to a PwC report. Most sports cater to a global audience spread across Asia, Africa and South America. Meanwhile, India is projected to grow at 15% against the global average of 5%, according to some estimates. With e-sports becoming more popular and sporting franchisees going increasingly global, industry watchers expect digital transformation initiatives to get a further boost...

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Co investing heavily in its B'luru innovation hub to use Al for making sense of data

Using AI to Clean Business Data, Create Insights, says Accenture Honcho

Ayan.Pramanik@timesgroup.com

More businesses are finding it difficult to trust the quality of existing user information and are looking to use artificial intelligence to clean up large pools of data to make business sense. For instance, when Swedish media group Bonnier AB faced challenges in adhering to GDPR (the European Union's General Data Protection Regulation) for its 180 companies, a solution developed by Accenture brought together its diverse data sources - largely processedmanually-andusedmachine learning and artificial intelligence for faster compliance. Bonnier later found insights that created business opportunities too.

Businesses are now eyeing a data

strategy independent of IT strategy and get "actionable insight", said Sanjeeb Vohra, Group Technology Officer and Global Data Business Lead at Accenture, in an interview with ET. This, according to him, has made the technology services leader take a different approach to solving business problems by "putting artificial intel-

ligencetodata and not data into the AI". Vohra also said there have been cases of AI solutions, or bots, build using business data and fail. This has proved that the existing data was "incomplete".

"Businesses want to generate actionable insight, but they are not able to trust the quality - that is one of the top challenges big companies are facing. We have changed the way of engaging with the client because the problems are not usual, every client **DATA STRATEGY**



ble insight', quips Vohra comes with a new context, (so) we have to co-create ... ," Vohra said. Accenture has been investing heavily in its innovation hub in Bengaluru during the past three years to use AI

for making sense of data and clean large sets of user information, he said. "We have a big strategy on talent growth in data, as this is a hyper

growth area for us globally. We will dothisorganically in India (we are already there in terms of skilling our talent) and in markets where we require certain complementary talent, we will go with inorganic growth," Vohrasaid.

For campus hires, Accenture has a "strong boot camp" to train people upfront to make them jobs ready for the transformational work it focuses on.

Accenture takes people in the data strategy and architecture segment (one of the four broad segments) through its Data Master Architect programme, which has been co-created with the Massachusetts Institute of Technology to equip people with the right skills, he said.





There were 15 transactions announced in the week ended June 13th, of which, 11 can be classified as



data tracking platform Tracxn. INVESTOR INVESTOR INVESTOR IN US\$)

Kalaari capital VOGO, BENGALURU

Qiming Venture partners, Nexus

\$15.5 million

Venture Partners PRATILIPI, BENGALURU

\$15.1 million

Venture Catalysts JUMPSTART, MUMBAI

\$12.9 million

Capital, IAN

Emergent Ventures,

COGOS TRUCK.



Building a Digital Powerhouse Within

Capgemini is working on solutions using proprietary data for businesses in-house, a move that is helping its banking clients too

Priyanka.Sangani@timesgroup.com

Many companies are building digital solutions that use proprietary data for their businesses in-house, unlike in the past where they traditionally outsourced applications to IT services companies.

French IT services leader Capgemini, however, says it has begun helping its global banking customers - who are building captive centres in India—to scale up operations and build newer products and solutions that they take to their customers globally.

"As we work with firms on their innovation journey, a lot of scale-up is happening through the India operations," Sudhir Pai, chief technology and innovation officer-financial services at Capgemini, told ET.

Global in-house centres (GICs), or captives, of US and European companies are seeing a strong revival in India, with the multinationals either setting up new units or expanding existing operations as they look to use technology to reinvent

Captives

of US and

European

companies

areseeing

a strong re-

vival in In-

dia as they

look to use

technology

to reinvent

their businesses.

India has over 1,200 captive units. Last year, these units hired more people than the IT firms, and are set to hire a further 1.5 lakh people over the next two years, according to a report by staffing agency TeamLease. The GICs employed nearly one million at the end of the just-concluded financial year, from about 7.45 lakh in

fiscal year 2015. businesses With large corporations and financial institutions moving their technology needs in-house, IT service providers will have to offer newer services to remain relevant



and not lose out on business, says Pai. "If you have a new idea, it is hard for clients to do a proof-of-concept and to industrialise it on their own. For that, they need Capgemini, and this is a very different model where you work with them and create a concept

and industrialise it," he says. For instance, if a bank wants to move towards an open banking platform, Capgemini could step in with a comprehensive package comprising a few solutions of their own, combined with something sourced from a fintech partner and a component from Amazon Web Services.

This is a far cry from the tradition-

al model, where the focus was more on traditional tech needs, and not so much on working to help the client with business model innovation. "Over 60-70% of our clients today demand new agile ways of working, where we target to deliver tangible

day demand new agile ways of working, where we target to deliver tangible outcomes at sprint level SUDHIR PAI. Chief technology and innovation officer -

Over 60-70% of our clients to-

financial services, Capgemini

outcomes at sprint level. In this context, our role is not just confined to systems integration but also to be an orchestrator of services, delivered by collaborating through a number of product and fintech partners." he says.

With the business environment changing and becoming more competitive, a lot of clients have moved core IT tasks in-house. "This is an operating model transformation, a part of the new ways of working model. The stakeholders are also changing," Pai says.

Deal Digest

early-stage deals.

This compares to 14 deals announced in the previous week that ended June 6th, of which 12 were Seed-to-Series A investments. There were four acquisitions of note announced during this period, compared to one buyout in the previous seven-day period. The information is sourced from, and has been collated by leading startup

Alteria Capital & **ACQUIRING COMPANY**

> TARGET COMPANY Skyblue **Buildwell Ltd**

> > CITY: Delhi

CITY: Mumbai

Undisclosed

CITY: Bengaluru

Go-Jek

AirCTO

TRANSACTION SIZE (IN US\$)

HomeShop18 Undisclosed

KPMG Recommender Labs Undisclosed

Parampara

CHAKR, DELHI \$10 million

Kochi Holdings

BENGALURU

 Undisclosed CITY: Delhi

WORLD OF CRICKET

WATCH OUT! TODAY **AUS VS SL 3:00PM** SA VS AFG 6:00PM

A Storied Rivalry

With a 6-0 record in world cups, the stories are more pleasing for Indian fans



Boria Majumdar

ichael Clarke said it best, "If you think all of India and Pakistan will come to a standstill on Sunday you are dead right. But I should also tell you all of Australia will also come to a standstill. This is a gamethat is as big as the final". And in acontest that is as big as the final there are bound to be stories that make these games a stuff of lore. Fortunately for India, the result stands 6-0 in world cups making these stories really pleasing for Indian fans.

1992- Soon after the match was over the Pakistani dressing room had one man talking. The captain Imran Khan. And it wasn't just talk. It was a rant with Imran just taking off on every teammate for losing the game. Two Indian journalists who covered the game tell me that there was one person perhaps the only cricketer who could stand up to Imran and that's what he was doing. All he said to the two Indian journalists — Debashish Datta and Gautam Bhattacharyya — is that the captain is in a really bad mood so don't expect him to say a word to you. But Imran did. On his way out after the meeting Imran told the journalists that the world cup wasn't over yet. A month later he was holding the trophy.

1996- It was the last time Javed Miandad played a match for Pakistan and the farewell, as is known, wasn't the best. So much so Imran even accused him of losing the game for Pakistan. While Indians were busy celebrating and the merriment continued well into the night, the Pakistani dressing room was deserted. That's when Sunil Gavaskar made a very special request to the Indian players. He said while they were every bit entitled to celebrate, it would be nice if they gave Miandad an impromptu farewell. The team under Azharuddin agreed and Miandad was called into the Indian dressing room for a small farewell.

1999- Despite winning the game, celebrations were muted in the Indian camp because of the controversy over Souray Ganguly. Souray was accused of deliberately sitting out the match and feigning an injury. Ganguly had scored a brilliant 183 against Sri Lanka

at Taunton and also played a stellar knock against South Africa. Yet the accusations spread thick and fast. In hindsight, it's not surprising that the Indian campaign came to an end in the super six stage.

2003-Arguably Sachin's best innings in one day internationals. After Pakistan posted a challenging 273, captain Ganguly asked Tendulkar if there should be a team meeting during the break. Tendulkar disagreed with the idea and said all that was needed was 274 to win the game. Ganguly agreed with his best batsman and let him be. Sachin had a banana and a huge bowl of ice cream for dinner and had his headphones on, not wanting to talk to anyone, for the entire 40-minute interval. He had asked the 12th man to tell him when the umpires were out so he could walk out. In fact, when coach John Wright came to wish him. Sachin continued with the music. Once out there it was his day. 98 of 78 and he was worshipped alongside Lord Shiva as it happened to be Shivratri back home.

2011- Indian coach Gary Kirsten had gone down to the teams' designated breakfast area at exactly 730 am on sitting outside the dressing room bit- match day to be told the area had been ing his nails. And it isn't difficult to cordoned off for the Pakistani premier guess who it was. Javed Miandad was and his team. As a result, the players couldn't get much to eat before they left for this crucial game. Not many complained as everyone was focussed on having an early lunch at the ground a couple of hours before the game. But then calamity struck as the Indian team's food truck got stuck behind an array of TV broadcast vans resulting in no food before the match. With the situation out of hand, Tendulkar told his teammates that if the hunger was really that bad they needed to go out and pick some Pakistani wickets and score runs and inevitably their stomachs will be full. It worked like a charm and things turned

> sane soon after. 2015- Sachin Tendulkar, who had won three of the six man of the match awards in India-Pakistan world cup games, had retired by then and was in Mumbai on February 15. However, thousands of Sachin fans assembled in front of his house chanting Sachin, Sachin!!! and his family had to serve them refreshments to ensure they were all fit and fine. Meanwhile in Adelaide, the baton had passed on to a new master as Virat played a match winning knock.

2019- Will it be 7-0 is the key question for then I will pen yet another anecdote in 2023 ahead of the India-Pakistan



Pakistan

IN WORLD CUP

1992

India

MATCHES

Score: India 216/7 (49 overs) beat Pak 173 (48.1 overs) by 43 runs MoM: Sachin Tendulkar 54* (62 balls)

1996 Score: India 287/8 (50 overs)

Beat Pak 248/9 (49 overs) by 39 runs MoM: Navjot Sidhu 93 (115 balls) 1999 Score: India 227/6 (50

overs) beat Pak 180 (45.3

MoM: Venkatesh

Prasad 5/27 2003 score: India 276/4 (45.4 overs) beat Pak 273/7 (50 overs) by 6 wickets

overs) by 47 runs

98 (75 balls)

2011 Score: India 260/9 (50 overs) by 29 runs MoM: Sachin Tendulkar 85 (115 balls)

MoM: Sachin Tendulkar

2015

Score: India 300/7 (50 overs) beat Pak 224 (47 overs) by 76 runs MoM: Virat Kohli 107 (126 balls)

It's simple – if Pakistan want to stay in the tournament. they have to bring an 'A plus' performance and win that game **WAOAR YOUNIS**

It's not about survival but rather going out there and even defend positively. No need to do anything different. We need to be aggressive in all departments

SACHIN TENDULKAR

'Need to be Aggressive to Tackle Amir'

Cricket icon Sachin Tendulkar wants Indian batters to throw caution to the wind against in-form pacer

Manchester: Cricket icon Sachin Tendulkar wants Indian batsmen to throw caution to the wind and bat aggressively against Pakistan's inform pace trump card Mohammad Amir in the marquee World Cup clash on Sunday Unbeaten in the ongoing tournament so far, India will square off against the arch-rivals here and start overwhelming favourites due to the latter's dismal run.

"I wouldn't go in with a negative mindset of playing dot balls against him. If you get an opportunity, I would encourage India to play their shots and stay positive," Tendulkar

"It's not about survival but rather going out there and even defend positively. No need to do anything different. We need to be aggressive in all departments. The body language is important - the bowler knows that you're in control if you defend confidently," he added.

have won just one of their three matches so far, will be targetting

and Pakistan would be focusing on around them," he added.—PTI

getting them early without any Tendulkar feels Pakistan, who doubt as that opens the game for them," he said.

"Amir and Wahab Riaz will definitely target their wickets early on. But Rohitand Virat should also be looking "Rohit and Virat are the two more to play long innings. The plan should experienced players in the lineup be that the rest of the guys play

Yousuf Slams PCB for Family Distraction

Former captain Muhammad cricket and reaching the final. Yousuf is furious with the Pakistan Cricket Board for allowing families of the players to stay with them ahead of the muchawaited match against India in the World Cup. Wives and children of the Pakistani players have joined them in Manchester ahead of the clash against India on Sunday.

"I was part of the 1999, 2003 and 2007 World Cups but the board never allowed players to have their families with them during the

tournament," Yousuf said. "In 1999 we had such a big team with so many big names that if we had pressurised the board to give India. permission to have our wives and children stay with us in team hotel they would have done so.

"But we didn't because the World Cup is high-pressure event and players need to just be focussed on

That is what happened in 99' in England," Yousuf said.

Yousuf, who played 90 Tests and 288 ODIs, recalled that the board didn't even give permission to players in one-day series or tournaments to have their families stay with them in those days. "I remember we were allowed to have our wives and children with us only during Test matches as it made sense as we stayed in one city for at least a week," Yousuf said.

The former Pakistan batsman said he couldn't understand the logic behind PCB's decision before the all-important match against

"If it was necessary to appease the players they could have been allowed to have their wives and children at the start of the tournament, not at the business end of the World Cup."—PTI

turmoil back home? Or even if Tite is

too conservative and if Willian is the player to replace the conversation-

piece Neymar while Vinícius Júnior

After all, in Porto Alegre's Beira-Rio

stadium, only 16,000 or so bothered to

show up to see what was once the na-

tion's pride and joy on the eve of a major

event. As a contrast, the club who play

there, Internacional, have been aver-

The Copa America itself threatens

similar lethargy across the host cit-

ies. Tonight's opening game is un-

likely to be completely full, although

that's because some upmarket tickets

have been priced at 590 reais, or about

60% of a monthly minimum sal-

ary. Elsewhere there's real concern

over even the cheapest seats. In Belo

Horizonte, for instance, the Bolivia-Venezuela clash has so far shifted

3,600 tickets, while Japan-Ecuador

hasmoved 1,400. It's led to stories about

those working behind the scenes, from

cleaners to catering staff, being offered

cashto come along and fill the massive

More than in most places, the

tribal nature and link to the local of

the domestic game here means that

you won't see many Barcelona or

Juventus, Manchester City or Paris

Saint-Germain shirts pockmarking

the place as it's all about their own

team. As an example, back in 2014,

with the German away kit based on

the Flamengo jersey, many in Rio de

Janeiro cheered on the visiting side in

Footballmay be the distraction from

so much misery that has taken over,

but this football is a distraction from

Ultimately though, this tourna-

ment's biggest problem is likely that

familiarity has bred boredom, as

contempt would involve some signs

of actual caring. There was an edi-

tion in 2015, another in 2016, now

this, and they'll be back again next

vear to do it in all in Argentina and

Colombia - co-hosts that don't come

within hundreds of miles of sharing

a field's worth of a border. This when

many South Americans feel that

the World Cup qualifiers are best

equipped to define their finest any-

way, with a league always a better

Maybe it will be a slow burner but the

feelingright now is you need an ember

to start that process. But this doesn't

seemlike a country ready to party and

why should it? In that sense, maybe

this will be a frustrated grumble rath-

indicator of quality than a cup.

the semi-final.

the football that matters.

void. Perception over reality.

aging over 23,000 a home game.

watcheson?

India Static at 101 in FIFA Rankings

New Delhi: The Indian football team remained static at 101st place in the FIFA rankings issued Friday. India had finished third in the King's Cup in Thailand, which the organisers had said was a FIFA-sanctioned tournament, Igor Stimac's men had lost to higher-ranked Curacao 1-3 before beating hosts Thailand 1-0, but these results did not make any difference to India's rankings, India's ranking points remained the same

-- 1219 -- as that of the previous list. issued on April 4. The Indian team is at 18th spot among the Asian countries led by Iran (20th), Japan (28), Korea (37), Australia (43) and Qatar (55) form the top five in Asia. Belgium continued to top overall world rankings, followed by France, Brazil, England and Portugal. -- PTI

Real Madrid Sign 'Japanese Messi'

Madrid: Real Madrid confirmed

the signing of Japanese teenager Takefusa Kubo on Friday. The 18-year-old joins from FC Tokyo and will play for Madrid's B team. Castilla, next season. "Takefusa Kubo will join Castilla next season," a Real Madrid statement read. "He is one of the most promising young players in world football, an attacking midfielder with excellent technique and great vision for the game." Kubo. who has been dubbed the "Japanese Messi", made his full international debut against El Salvador earlier this month and was also linked with Barcelona, Paris Saint-Germain and Premier League champions Manchester City. Kubo earned his nickname after joining Barca's youth academy aged 10 but returned to Japan in 2015 as a result of FIFA sanctions handed to the club for breaching rules on signing under-age players. -AFP

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VOLUME 13 NO. 41

Lampard Set for Return After Sarri's 'Inevitable' Juventus Move Chelsea's all-time top scorer is now favoured by the

club after an impressive season in the Championship, where he took the side to the play-off final, with his work on young players especially notable



Miguel Delaney

Chelsea are holding out for more than £5m from Juventus for Maurizio Sarri, but the feeling from both camps is that a deal is inevitable, potentially clearing the way for Frank Lampard to return to the club as manager.

The Italian champions' sporting director Fabio Paratici has been in London the last few days to negotiate, with the club having made Sarri their preferred choice to succeed Max Allegri.

Chelsea are insisting on compensation, since that's what they had to ball. pay to get Sarri out of his Napoli

contract last summer. Once that is done, they will look to similarly buy out Lampard's contract at Derby County. Chelsea's all-time scorer is now fafootball played - is much more rele-

voured by the club after an impressive season in the Championship, where he took the side to the play-off final, with his work on young players especially notable.

The Stamford Bridge hierarchy The Independent



hope he will be the manager to fi-

nally bring through more of their

exciting academy products, some-

thing that could become all the more

important in the event of a pending

Chelsea have also considered

Watford's Javi Gracia, Laurent Blanc

and Allegri himself, but a move for

Sarri met all his targets in a contro-

versial single season at Chelsea.

qualifying for the Champions

League and winning a first career

trophy in the Europa League, but

never forged a link with the support-

ers amid groans about boring foot-

Juventus are not put off by that in

the slightest, as they feel there are

many caveats to that, and believe

Sarri's supreme work at Napoli - not

to mention some of the excellent

The hope on all sides is that it

doesn't lead to the impasse of last

Lampard now looks likeliest.

transfer ban.

summer.

tournament is waning. Fans are turning away in their thousands. An atmosphere of lethargy has set in. The reasons lie both

Appetite for the

on and off the pitch **Ewan MacKenna**

Twenty years ago, a Boeing 737 owned by Brazilian company Varig left the remote mining town of Marabá, with its destination of Belém just 48 minutes away. Over three hours later, it belly-flopped into the jungle canopy, having ran out of fuel.

Thirteen of the 54 on board died, and until this present there's been speculation as to what caused the crash. Official investigation aside, some say the pilots weren't paying attention as they were busy listening to their country's infamous and vital World Cup qualifier. Officially 141,000 and realistically many more squeezed into the old and more charismatic Maracanã. For those of a certain generation, the entire episode was a reminder of the passion and mayhem and chaos and lunacy we associate with football in a continent that long refused the global

sanitisation. During the countdown to this year's Copa America, it's been sharp shards of this manic ardor that the major Brazilian TV network Globo has been trying to convey, with snippets of yestervear to bring out the colour and the noise and the wonder of what it used to be like. But it's been in vain. In focusing on the then-versus-the-now, this marketing approach has highlighted that this past no longer exists in any form in the present. Quite the opposite, as walking around the host cities, vou'd never guess there's a continental championshipuponus.Instead, it'stiptoing silently upfrom behind.

For better. For worse. Time changes everything.

t's five years now since the 7-1 defeat against Germany and if that night was telling in terms of the state of the game on the field, it was equally revealing and troubling in what it conveyed off thepitch.

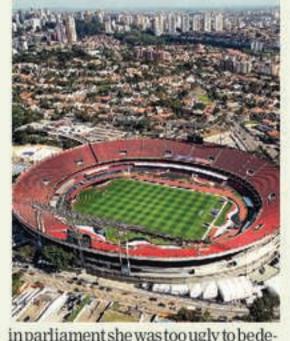


In a nation that's predominantly non-Caucasian, those of us in the press box genuinely struggled to pick out such a face in the stands. Instead, blonde-haired girls and women with pearly teeth sat beside daddys and sugardaddys and shed crocodile tears. When they ran dry, they turned their ire on then Socialist president Dilma Rousseff, calling for her removal. Soon they got their way.

Across the build-up to that World Cup, Brazil was a place heavily pregnant with hope. Life and sport had come to mirror to one another. Now, as the decade finishes up and relatively big-time football returns, that hope has been stillborn and the beautiful game is back to reflect that too. For Friday's opener between Brazil and Bolivia, those present will be sharing the gloriously classic and vast bowl that is the Morumbi stadium with new president Jair Bolsonaro.

A fascist, in the past he's professed that gay children should be whipped straight, equated it to paedophilia, and said if his own son was of such a persuasion he'd be better off dead. He has noted that migrants are the scum of humanity and hinted the army should deal with them. He has called indigenous people leeches. He referred to black people as "fat and lazy" and said activists of that race should be in a zoo. Twice he even told a congresswoman

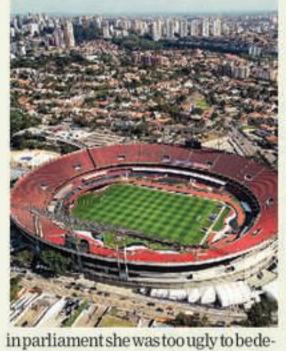
with a league always a better indicator



tinuing a strong-man shift worldwide. This is honestly the level and as their ilk rant and rave along, crime continues to take over while unemployment

Is it any wonder locals don't care if Uruguay can be as good on grass as on paper as they rage against the dying of light. Is it any wonder locals don't care if one man can be bigger than a team as Lionel Messi looks to finally win something major - anything major with his country, if Venezuela can be the story of the summer against the

MANY SOUTH AMERICANS FEEL THAT THE WORLD CUP qualifiers are best equipped to define their finest anyway,



serving his rape, shoving her during the first instance. And still he was easily elected, con-

has neared 13%.

If so, then it'll be a perfect reflectionand actually a tournament for its time and place.

erthan raucouscheer.

The Independent