

WE CARE FOR MADRAS THAT IS CHENNAI

# MADRAS

## MUSINGS

INSIDE

- A plea: Save core
- Chennai's Deming Club
- Reviving Pondy's heritage
- Programmes for The Season
- The missing umpires

Vol. XIII No.17

FREE ISSUE

December 16-31, 2003



Santa, you're my last hope... Can you please arrange for water from the North Pole for Chennai?

### Season of (dis)content

December in the city feels like a stretched rubber band being twanged by restless hands. There is that same hum, the same sense of tautness, like something's going to give any moment.

The cultural season and the resulting frenetic herd movement of aficionados encourage anti-crowd citizens to just stay home or avoid certain areas. Some artistes are stressed, aware that the mere courting of success is no guarantee of its generous acceptance. Audiences are notoriously fickle, while new stars, batteries on the ready, wait at the wings for your lights to dim. Holidays arrive, and families contemplate those jolly little sojourns that usually end with fathers thumping tables, threatening, "This is so expensive, you will have a good time, even if you choke on it," while mothers long for dull routine. Children point out that if only parents had listened and just got them set-boxes like they had asked, none of this would have happened.

"Lovely weather" ...Chennai-ites rarely get to use those words. But the more aware reflect that the rains haven't come, and that mosquitoes are really making their presence felt.

And, of course, New Year, and all the surrounding hoopla. Every year, a certain section of the populace searches for that one magical evening that will remain forever etched into their memories - only to later tell themselves, "Oh, well, maybe next year."

December - Chennai style.

Ranjitha Ashok

## Requiem for heritage building

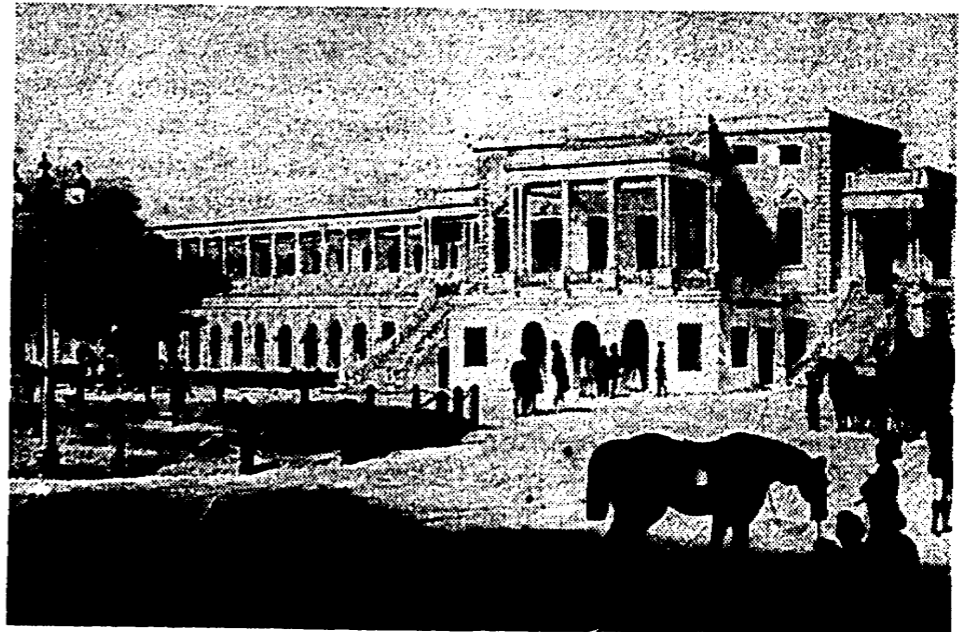
(By The Editor)

And so the walls of the first Madras Club come tumbling down — taking their toll in the process. Tragic as that toll has been — and this journal's sympathies are extended to all those concerned — tragic too is the decision to demolish what is a heritage building by any standard, despite all the pleas that have been made to save it and put it to meaningful use.

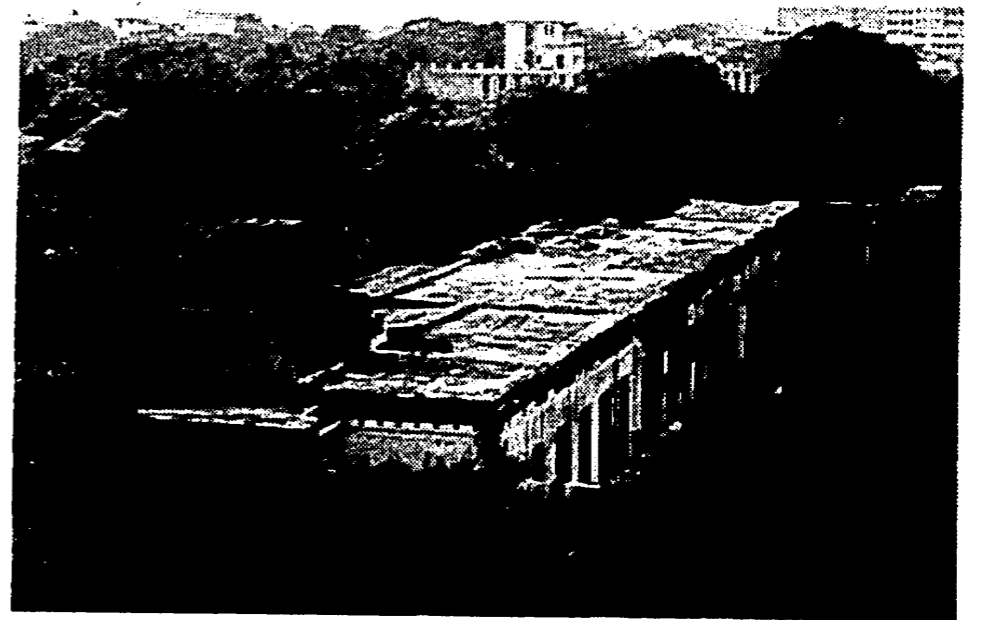
The one factor that sealed the fate of the building is that there are neither Heritage Regulations nor Heritage Acts in place, with Listed Buildings a part of them, despite Tamil Nadu being the first State in the country to call for such legislation which is becoming commonplace in many other parts of the country. With no legally-backed listing, the odds inevitably will tilt in favour of existing practice. And existing practice, in this State at least, has not favoured saving potential heritage buildings if their owners are bent on their destruction.

Nevertheless, the question does arise whether in cases like this the letter of the law is the only thing that matters. Surely arguments offered in support of such buildings need to be addressed by all concerned and justification offered for why the arguments are not considered merit-worthy? Summary dismissal of the arguments in favour of conserving heritage can only lead to much more heritage being threatened. And lead us back to those times when a nation's heritage was wiped out over and over again.

The original home of the Madras Club, from its founding in 1832, may not have been a very significant building historically. But architecturally it was one of the finest examples of the Classical style in the city. And it offered so many opportunities for adaptive re-use. That little attention has been paid to its potential and that it is in the process of being pulled down is tragic. But it will be even more tragic if what has happened in this instance becomes a precedent for similar consequences arising out of cold commercial calculations.



Our OLD (above) is the eastern block and the main, central block of the handsome Palladian building the Madras Club developed during the mid-1800s by extending the core bungalow it had bought in 1832 when the Club was formed. This glimpse is from a painting done in the late 19th Century. It was to save this building worthy of being on any Heritage List that the Indian National Trust for Art and Cultural Heritage - Tamil Nadu Chapter had sought court intervention some months ago. Our NEW is of the destruction of the building's eastern block that took place within a week of the High Court vacating the stay in a pithy judgement a month ago. (The NEW courtesy: REFLECTIONS.)



## Nilgiri biosphere under threat

(By M. Kumaravelu)

The fragile ecosystem of Nilgiri Biosphere Reserve and its peripheries is in dire need of protection. This is mainly because of the severe scarcity of water and the failure of cash crops, partly due to economic causes and partly due to sudden climatic changes.

Exploitation of natural resources from the Nilgiri hill tract has intensified greatly since the Europeans explored the region. Increased cultivation of cash crops, uncontrolled grazing and felling of forest trees, and unplanned tourism have intensified the environmental issues. Vast stretches of grasslands and evergreen sholas were cleared for coffee and tea.

This has resulted in the acute water shortage in the upper reaches. Places like Manjoor and Kundal valley have for the

past two decades faced deficit rainfall and drastic changes in the rainfall pattern.

It is strongly believed that

### A unique ecosystem

• The shola grassland vegetation of the Nilgiri Biosphere Reserve is a unique ecosystem, nourishing waterbodies in the hills and feeding the streams that flow east and west. The upper reaches of the Nilgiri Biosphere Reserve, 1500 metres above mean sea level, had undulating grasslands interspersed with sholas in the coombes or cavities of the hills. This was the original vegetation of the Nilgiris. This twin ecosystem of grassland and sholas has a definite role in nature's method of conserving water. The shola trees have surface roots that spread out and, along with moss and the undergrowth, act like a sponge, absorbing and retaining the rainwater. It therefore helps to regulate the surface water runoff and replenish the springs perennially. The upper hills of the Nilgiri Biosphere Reserve, which is the Toda tribal homeland, is like an overhead tank for the plains. The rivers that enrich the plains originate from these hills.

this is happening as a result of the desertification process taking place in the Attappady area, an integral part of the Nilgiri Biosphere Reserve, which falls within the boundaries of Kerala. It is on the eastern slope of the hills and is officially designated as a restoration zone. The Bhavani River, a major tributary of Cauvery, flows along the entire Attappady plateau while the River Siruvani flows from south-southwest to north-northeast and joins Bhavani after passing through Attappady. The rainfall in this area ranges between 300mm and 700mm. Till 1950, Attappady was covered with unbroken forest  
(Continued on page 7)

# Must even the 'heart' go?

The Law has spoken. And in the absence of any heritage enactments, owners of properties - even if such buildings would be on any Heritage List compiled - can do what they please with what is theirs.

The *Man From Madras Musings* is not all that convinced that the Law needs to be interpreted so straightforwardly in many cases. And evidence of the human face of the interpretation of law was demonstrated only recently in our courts, when a judge would not let a marriage break down so easily. He could have heard the complainant wife's charges of harassment by her in-laws and of desertion by her husband and could have taken punitive action if he had found them guilty. But he thought bringing the couple together, ensuring that they gave their new marriage a chance and advising the in-laws to behave in a manner more suited to that of the high office the male half held, was more important than giving a clear-cut decision on the complaint. And he took several days to do all this, demonstrating a rare streak of the human touch that's seldom seen in our courts.

In the case MMM started this item with, urging the owner to think again about pulling down what the experts think is a heritage property and to preserve it despite the absence of a compelling law is something that the court could well have done instead of being magisterially correct. A little bit of persuasion might have gone a long way in the cause of heritage preservation in this State. But in the absence of such magisterial advice, the owners in as quick a time as possible started work on pulling down what was the first home of the Madras Club, a building developed in stages around a circa 1800 garden house and extended as a splendid example of the Palladian style before the dawn of the 20th Century.

As these lines are written, only the east block, the quarters for resident club members, has had its first floor demolished and a start made on demolishing the ground floor. Even at this late stage, won't the owners listen to MMM's appeal - be it a voice in the wilderness - and save at least the main block and its west extension. And if they or the new owners of the property in *Express Estate* do not want to restore it and integrate it with whatever highrise they are planning here, couldn't they think of surrendering it to the Government to create in it a Sports Museum & Library? After all, many a major Chennai sport had its beginnings in these two blocks, when the first sports clubs in the city were formed at meetings here. Would that the Department of Sport, the Sports Authority of the State and the

## Heritage ignored

major sports clubs joined MMM in the appeal.

One of the handiest heritage campuses anywhere in India is Chennai's High Court-Law College campus. The main buildings of both have long been crying for restoration and it's time M'Lords appointed a Heritage Advisory Committee - like the University has done for Senate House - to advise on how best classical restoration could be carried out and to monitor the work thereafter.

Meanwhile, MMM notes with concern several new buildings coming up in the campus, old structures vanishing and two lotus ponds filled in. None of this should really have taken place in a heritage precinct without the inputs of a Heritage Advisory Committee. But lacking a Heritage Act, or even Heritage Regulations, no one has felt the need to appoint, or seek inputs from, a Heritage Advisory Committee. Which is a tragedy, because it could mean the complete loss of ambience of a historic campus in no time.

With M'Lords the guardians of our laws codified or by custom and convention, it behoves them to pay greater heed to matters of heritage, particularly where it pertains to their own campus. It is still not too late, M'Lords.

**SHORT  
'N'  
SNAPPY**

## Being a sport?

The more *The Man From Madras Musings* hears about corporate involvement in sport, the more MMM is concerned about whether the commitment is from genuine sports-lovers or from a patron wanting to be in the public eye. There are, undoubtedly, several clubs, associations and sports-persons who have benefited immensely from corporates who are genuine sports-lovers and, while letting the sports-persons and their clubs and associations take the limelight, are quite content being so much in the shadows that they are virtually unknown. On the other hand, there are those corporates who provide support to sports-persons, clubs and associations who think they virtually OWN what they have helped sponsor and expect individuals and groups to do their every bidding. And if they don't receive such obedience, they can be quite ruthlessly difficult about it all.

Which makes MMM wonder how many in the corporate sector are genuine sports-lovers and are prepared to back their love for sport with the kind of sponsorship Indian sport - except Cricket, which has an overdose of it, thanks to its small screen

atmosphere - needs? MMM raises the question in the light of what members of such organisations like CII and FICCI have done to keep the promises they made to Government - not to mention the public - on helping with development of all sports in India.

When a National Sports Development Fund was set up a year or so ago, to build sports academies in the States through the joint venture route, the Governing Council that was constituted included CII and FICCI representation. Around Rs. 35 crore collection was budgeted at the time and the Centre was to contribute 24% (already allocated in this year's Budget), the States were to contribute 25% and the private sector - which would run the institutions - was to contribute the remaining 51%. As of the end of November, except for the Rs. 9 crore that the Centre is holding till there is a response from the other participants, NOT a sound has been heard from the private sector. Yet when the proposal was first announced, the private sector participants were only too eager to grab the headlines and wear their love for India sport on their sleeves.

No wonder that, with this lack of support, Indian sport is in the doldrums. The wonder is that despite this lack of national support, particularly by the private sector, individual sports-persons and teams in less-supported sports have brought the country honour this past year, something ever-so-heavily backed cricket has not done. As a headline suggested the other day, isn't it time that India Inc. walked their talk on sports infrastructure, training schemes and support for raw talent from among the less privileged in the country?

## A free lunch

The *Man From Madras Musings* is not the greatest appreciator of the restoration efforts that have been going on at the Madras Museum, but MMM would be the first to acknowledge that an effort, be it the usual, Government-driven one of Government knowing best, has been made and has resulted in great improvement in different parts of the Museum.

MMM might not agree with the way the boundary walls have been raised, but certainly the way the lawns have been nurtured and the gardenspace and roadways kept clean with regular cleaning efforts has certainly made the campus a much more inviting place to visit. MMM might agree with a recent group of visitors on a Metropolitan Museum of New York-organised tour that encasing in glass the bronzes, particularly the centrepiece Nataraja (which has been placed in a cinema setting and, worse, in a position that prevents anyone from getting a 360-degree view of it), but the

# A big 'Thank You' to 42 of you...

We publish below the list of donors who have, between 9.11.03 and 14.12.03, added to the support *Madras Musings* has already received. We thank all of them for their support for the causes *Madras Musings* espouses.

A word to all donors. *Madras Musings* remains a FREE issue. Your generous contributions are NOT subscriptions to the journal but a commitment of your support to the causes Chennai Heritage and its publication, *Madras Musings*, espouse.

— CHENNAI HERITAGE

Rs. 100: Chitale, S.L.; Venkatesan, R; Rajamani, V.K.; Arunachalam, V.E.; Murthy, P.A.K.; Sundaram, K.; Sankaran, K.; Narayanan, (Wg.Cdr.), K.P.A.; Rajagopal, R.; Arunachalam, V.E.; Balasubramanian, R.; Subramanian, P.S.; Arunachalam, S.; Anand, B.; Murugesan, M.; Milton, T.; Rajendra R. Mehta; Sampath Kumar, M.; Rajkumar, A.K.; Baliga, K.R.; Sridhar, R.; Rs. 101: Arogyaswamy, T.; Moses, K.; Veerasamy, R.; Lt.Col.A.Vijaya Raghavan; T.M.Sundaraman. Rs. 105: Srinivasan, S. Rs. 108: Subramanian, V. Harihara Rs. 116: Anitha, N. Rs. 125: George Joseph Rs. 200: Nagarathinam, C.V.; Srikanth, S.; Roy, M.A.; Muthukrishnan, P.R.; Sheshachalam, N.; Vijayaraghavan, K. Rs. 201: Arun Mani, P.; Akil, S. Rs. 300: Vinod Samuel. Rs. 500: Vital, N.L.A.S. (RETI.); Srinivasan, G. Rs. 1200: K.Vedamurthy

## ... & May there be many more

As we wish all our readers and our well-wishers a Very Happy and Prosperous New Year, we are also reminded of the fact that a year has passed since Chennai Heritage sought the support of readers of *Madras Musings* for the causes it espouses. We had at the time suggested that readers contribute at least Rs. 100 ANNUALLY to not only enable *Madras Musings*, published by Chennai Heritage, to keep going but also to enable Chennai Heritage to play a greater role in creating heritage awareness.

We are glad to announce that not only has your support enabled *Madras Musings* to survive, with 12,000 copies being sent out every week to those who have offered it to support as well as to decision-makers and old friends of the journal IN CHENNAI, but more significantly it has made possible the steps to help create awareness about what is needed for the restoration of *Senate House*. Chennai Heritage has organised two meetings attended by members of the corporate sector and leading professionals and chaired the discussions on how best *Senate House* could be helped. Following this up, Chennai Heritage has organised meetings of core groups to discuss particular steps for awareness creation that could help in the raising of funds for the restoration of *Senate House*.

If in the coming year Chennai Heritage receives repeated support from those who have in the past year made a contribution, and if many more supporters join the bandwagon of contribution, not only can the support extended to Tiruvanniyur's temple tanks and *Senate House* be enhanced, but new awareness building projects can be undertaken. We look forward to our listed support growing in the next few months and would like to see many more new names in our monthly 'Thank You' list during 2004.

— The Editor

*Madras Musings* wishes all its readers a very and prosperous New year.

entire gallery is a great improvement on what existed a year ago and does take care of the local habit of wanting to feel the status. The improvements to the conference hall, the new outdoor 'stage', the galleries above the bronzes taking visitors on a walk through the past are all positive features of the commemoration of the Museum's 150th year. And the best work is to be seen in the restoration of the Museum Theatre. MMM might disagree with the green seating and with airconditioning the century-old hall, but certainly the restoration has been done well, with even the airconditioning located in architecture-friendly fashion. Now the need is to preserve this. And it is time the public contributed to that effort of preservation.

It is in this context that MMM views complaints that rental of the hall has gone up considerably and that food is not being allowed inside the theatre. Without that rental, maintenance will be difficult on the pittance that is the Museum's budget, and if food is allowed in, inviting vermin, maintenance costs can only increase. MMM feels disappointed

that those who on the one hand call for restoration, heritage preservation and the maintenance of clean buildings are the first to complain when they are charged for just those things. On the other hand, the Museum Theatre needs also to look at how it can make maximum use of its facilities and benefit from the income that would accrue. Bookings being insisted on a month in advance is absurd; bookings are what it wants whenever the theatre is not being used - and, therefore, spot bookings should be welcomed. At the same time, a booking must be a definite contract. A Government building is also a building that belongs to the public; for Government to think it can at the drop of a hat cancel a booking is just another example of Government's thinking it is superior to the people - except at election time.

Other problems appear to be minor - and MMM is sure they can be sorted out in a give and take manner, provided Government does not continue to think that it alone knows all the answers.

— MMM

**OUR READERS WRITE**

## Moving the Capital

The serious water crisis looming large in Chennai and the worsening congestion in the city and the suburbs have made everyone realise the need for a long-term solution.

During the last ten years, the bulk of the infrastructural and industrial investments (public and private) has been made in and around metro Chennai, leading to rapid growth of population and increasing congestion which is making heavy demands on the essential civic services. More investments being planned to make Chennai a mega city, including the recently announced Rs. 18,000 crore Chennai Integrated Infrastructural Development Project to develop the metro area, will further increase migration of people to the city from the districts. According to the 2001 Census, Chennai district had recorded the highest rate of growth of population among all the districts in the State.

The location of the present State capital is skewed and the long-pending proposal to shift the administrative capital to a more central location near Tiruchi needs to be considered. This will not only ease the congestion in Chennai, but will also give fillip to quicker development of the interior districts, dispersal of industrial and developmental activities and reduction of regional disparities in the State.

A debate on the proposal by leaders of all the political parties, the State planners and the general public will be rewarding.

J.W. Thomas  
Chennai 600 007

More importantly, TNAU as well as the Agriculture Department need to establish at least one or two demonstration farms of 1000/2000 acre each along with a factory to make diesel oil to prove *Jatropha*'s utility. This should be on a multiple crop base as an insurance against project failure.

Some, if not all, the present so-called wastelands may be in use for grazing cattle, sheep and goats. Where does the small landless farmer go to keep his life going smoothly if these projects to assist families below the poverty line do not look at his animal 'wealth'?

The Union Ministry of Agriculture initiated an Oil Palm Project in 1986, though small oil palm projects in Kerala and the Andamans had given poor yields even in wet areas. The Government envisaged developing Oil Palm in 7.96 lakh hectare. (Survey of Indian

entire gallery is a great improvement on what existed a year ago and does take care of the local habit of wanting to feel the status. The improvements to the conference hall, the new outdoor 'stage', the galleries above the bronzes taking visitors on a walk through the past are all positive features of the commemoration of the Museum's 150th year. And the best work is to be seen in the restoration of the Museum Theatre. MMM might disagree with the green seating and with airconditioning the century-old hall, but certainly the restoration has been done well, with even the airconditioning located in architecture-friendly fashion. Now the need is to preserve this. And it is time the public contributed to that effort of preservation.

It is in this context that MMM views complaints that rental of the hall has gone up considerably and that food is not being allowed inside the theatre. Without that rental, maintenance will be difficult on the pittance that is the Museum's budget, and if food is allowed in, inviting vermin, maintenance costs can only increase. MMM feels disappointed

that those who on the one hand call for restoration, heritage preservation and the maintenance of clean buildings are the first to complain when they are charged for just those things. On the other hand, the Museum Theatre needs also to look at how it can make maximum use of its facilities and benefit from the income that would accrue. Bookings being insisted on a month in advance is absurd; bookings are what it wants whenever the theatre is not being used - and, therefore, spot bookings should be welcomed. At the same time, a booking must be a definite contract. A Government building is also a building that belongs to the public; for Government to think it can at the drop of a hat cancel a booking is just another example of Government's thinking it is superior to the people - except at election time.

Other problems appear to be minor - and MMM is sure they can be sorted out in a give and take manner, provided Government does not continue to think that it alone knows all the answers.

— MMM

## Concert should live

Thank God, *rasika* K. Sivaraman (MM, December 1st) did not call the Mad, Mad Music Season the 'Mu-sick season'.

For many of us, *janata rasikas*, music is like a marriage. If I expect too much out of it, I will be disappointed. Too little is not a commitment. It is the vast "in-between" majority that made many *sabhas* spring up to play a role during the seasons.

Besides attracting the likes of *rasika* Sivaraman, these *sabhas* have to attract the likes of me. In between a *Kalyani* or *Kambhodi* we need to visit the canteen, greet friends and drop in at the cassette shop. We need time to graduate towards the goal of a true *rasika*, and so *rasika* Sivaraman has to bear with us.

The artistes are human too! Their throat, mood, mental make-up, audience response, all add up. After all, Sachin Tendulkar does not score a century every time he is at the crease.

People have a choice too. Some of the best, unblemished *kutchers* are on CDs with digital sound and

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

# Jatropha needs to be looked at with caution

Growing *Jatropha carcus* to produce diesel and fuel oils from its seeds (MM, November 16th) needs to be approached with some caution.

*Jatropha* has been dubbed as the cash crop of the century, after Dr. Balagopala Kaimal of the Indian Institute of Chemical Technology, Hyderabad, proved that fuel with petroleum-like characteristics could be generated from it and the plant can be grown in any kind of soil in tropical and subtropical regions without fertiliser and with practically no water.

*Jatropha carcus*, like castor and rubber, belongs to the family Euphorbiaceae. All these plants produce seeds which are poisonous. Cows and goats avoid the plant because of the poisonous compounds in its leaves and seeds. When *Jatropha* is grown in plantation scale, what will be the fate of birds, bees and useful insects? Has any study been made of this?

Though the Indian Council of Agricultural Research in its publication *Technologies for Wasteland Development* (1990, 1997) does not mention *Jatropha* as a plant to reclaim wastelands, a notice by National Oilseed and Vegetable Oils Development Board, Ministry of Agriculture, Government of India, in October 2002 states the Board's intention to raise 4 lakh hectare of *Jatropha carcus*, planting a minimum of 2000 hectare per district annually. The object was to assist families below poverty line (BPL), but how such families would benefit has to be studied carefully.

ICAR classifies 12% of India as arid areas and 30% as semi-arid areas. No area in Tamil Nadu is classified as arid, though some 95,250 hectare is classified as a semi-arid region, i.e. 10% of Tamil Nadu. The State should be cautious and identify crops for semi-arid regions. However, Dr. E. Vadivel, TANU, Coimbatore, states about 4,00,000 hectare of wastelands are available to produce 1.1 million tonnes (i.e. yield of 1.5 tonnes of oil/hectare). The projected yield in Sashi Nair's article at 3500 kg/acre (8648 kg/hectare) is also over-ambitious. With a 30% oil, it comes to only 2595 kg oil/hectare. Obviously all the projections and estimates need a second look, as these figures are obtained under irrigation.

The recommended plant density at 2' x 1.5" would give 3335 plants/hectare. Dr. Vadivel recommends 3 to 4 irrigations a month during summer to improve the growth and yield of seeds and oil. The question is where will we get water for irrigating in summer months?

While 65% of the gross product will end as oil cakes which are toxic to birds and animals, what arrangements need to be made for detoxification before use as farmyard manure?

There are more than half a dozen species of *Jatropha* i.e. *carcus*, *glandulifera*, *gussypifolia*, *multifida*, *Pandurafolia*, and *Podagrica*. The point is, has anyone identified which is which? Further, before developing a large area, it would be appropriate to find out which clone has more oil percentage and also whether cuttings or seeds should be used. Cuttings may produce early crop, but will have no tap roots!

More importantly, TNAU as well as the Agriculture Department need to establish at least one or two demonstration farms of 1000/2000 acre each along with a factory to make diesel oil to prove *Jatropha*'s utility. This should be on a multiple crop base as an insurance against project failure.

Some, if not all, the present so-called wastelands may be in use for grazing cattle, sheep and goats. Where does the small landless farmer go to keep his life going smoothly if these projects to assist families below the poverty line do not look at his animal 'wealth'?

The Union Ministry of Agriculture initiated an Oil Palm Project in 1986, though small oil palm projects in Kerala and the Andamans had given poor yields even in wet areas. The Government envisaged developing Oil Palm in 7.96 lakh hectare. (Survey of Indian

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

Agriculture, 1997.) Some 80,000 hectares was initially proposed and 39,413 hectare was planted. Tamil Nadu planted 5000 hectare. What has been achieved? The point is, why use wetlands where paddy is grown or why use precious water to grow Oil Palm. I understand that several huge oil mills that were established had to be closed down. Is there any appraisal report?

Similarly cocoa was grown with a bang in Kerala and was subsequently uprooted by the farmers. There is obviously a need to go into *Jatropha* farming with caution, starting in a small way and conducting in-depth studies. The real answer is to increase oil exploration and increase diesel production.

K.V.S. Krishna  
2A, Parkland Apartments, Kamala Bai Street, Chennai 600 017.

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

can be enjoyed in an undisturbed atmosphere (home). No canteen. No rustling silk sarees. After all, that is also the same *Sankarabharanam*!

No, *rasika* Sivaraman. A live concert should be living. Living amidst the disturbance that we live in every day. We close our eyes and mouth, keep ears and heart open.

Lalitha Dandapani  
14, Chandrabagh Avenue  
Mylapore, Chennai 600 004

# Chennai targets Deming quality

It is raining Deming Awards in India. Well, that's what it seems. This year's Deming list is virtually monopolised by Indian companies — 5 out of 8. And two Chennai-based companies — Rane Brake Linings and Brakes India (Foundry Division) figure amongst them. It won't be wrong to call Chennai the country's Deming/quality capital.

The other winners of the prestigious award — the Nobel prize in the world of manufacturing — presented by the Union of Japanese Scientists and Engineers (Juse) are: Mahindra &

Mahindra (farm equipment/tractor division), Sona Koya Steering Systems, and Grasim Industries (Birla Cellulosic, Kharach unit).

Not only winning the medal, Indian companies have got their names etched in the record books as well. For instance, Mahindra's tractor unit is the first tractor unit in the world to win the Deming. Brakes India's Foundry Division is the first foundry to win this award. Rane Brake Linings became the world's second brake lining manufacturer to become a Deming company. The first was

also an Indian company — the TVS Group's Sundaram Brake Linings, in 2001.

From 1998 onwards, Indian companies — more specifically the Chennai-based ones — started figuring in the Deming prize list, with Sundaram Clayton's Brakes Division claiming the honours first. Till last year, the Indian winners belonged to the 27-unit TVS group — Sundaram Brake Linings (2001) and TVS Motor Company (2002)

Apart from the Deming, the Group units have been winning other quality medals. In 2002, Sundaram Clayton's brakes division got the Japan Quality Medal, also awarded by Juse. And this year, TVS Srichakra Tyres has won the total productive maintenance award — TPM Excellence Award, First Category — from the Japanese Institute of Plant Maintenance (JIPM).

(Continued on page 6)

## THE INDIAN DEMING CLUB

TVS	Aditya Birla	
Sundaram Clayton	Thai Acrylic Fibre Company, Thailand	
Sundaram Brake Linings	Thai Carbon Black Public Company, Thailand	
TVS Motors	Hi Tech Carbon, India	
Brakes India	Grasim Industries, India	
Rane Group	Mahindra Group	Sona Group
Rane Brake Linings	Mahindra & Mahindra	Sona Koya Steering Systems

# What it takes to be the No.1 State for business

It was the "perception reality" that Vivek Harinarain, Tamil Nadu's IT Secretary, highlighted when he spoke at the 'Emerging Opportunities — Tamil Nadu' seminar held in Chennai recently. While Chennai, with its skilled workforce and better infrastructure, ranks high in ratings when it comes to attracting IT-related investments, it scores low on perception, he said. Other speakers echoed Harinarain's views when they said that, despite the global competitive edge Tamil Nadu has, the State is undersold as a destination and that needs to be corrected. Bangalore, despite infrastructure bottlenecks, continues to be perceived as a more attractive place to do business, the speakers felt.

Their feelings were reflected in a recent survey conducted by *Business Today* in partnership with the research agency Gallup. Amongst "The Hottest States for Business", Tamil Nadu ranked a 'factual' No. 2, next only to Maharashtra, but it received a 'perceptual rank' of No. 6, leaving it at the No. 5 position overall. Maharashtra ranks No. 1 overall, followed by Andhra Pradesh, Karnataka and Gujarat. For the first time, the agency added a factual dimension (quality of infrastructure, labour,

banking etc) to the overall rankings, as against only the respondents' perceptions in earlier such exercises.

The survey also ranks the states in the view of CEOs and policymakers. The CEOs rank Tamil Nadu No. 6 overall, while the policymakers rank the State No. 5. Tamil Nadu's highest rank is No. 3 (by CEOs) for the criteria 'quality of local administration'. It goes down to No. 13 (by CEOs) under the parameter 'flexibility of State Government policies' and to No. 9 (by policymakers) under the same parameter as well as under another two, 'State Government's support for tax and subsidies' and 'Quality of power'. Even a cursory glance at the findings leaves no one in doubt that Maharashtra, Andhra Pradesh and even Karnataka are way ahead.

The survey highlights the factors that concern CEOs and policymakers. While power availability, State Government's support, flexibility of policies, policy implementation, availability of raw material and labour, and quality of power rank high, in that order, for CEOs, connectivity to international cities, policy implementation, quality of local administration, State Government's support, flexibility

of policies, quality of power and educational facilities are what concern policymakers.

With the country's best auto ancillary industry, with Tirupur, the best-known centre of hosiery and garment exports, with an abundance of quality graduates and with an IT industry that is making a major mark, what is it that causes this 'perception' problem as far as Tamil Nadu is concerned? The survey mentions the state of politics in the State as being the prime reason. However, Tamil Nadu deserves much better than the 'raw deal' it seems to be getting, the survey states, simply because it has many things going for it.

The State's large pool of educated and relatively disciplined workforce is an attraction for potential investors. All the major IT companies in India have operations in the State; in fact, technology companies such as Scope, Xansa and iNautix have their largest operations here, while for Hewlett-Packard, Syntel and others, Chennai provides the best growth prospects. The expansion of the international airport and development of the IT corridor has happened, albeit quietly. Although Tamil

(Continued on Page 6)

# NO BRAKING THIS MOVE TO EXCELLENCE

It is work as usual at the Brakes India (Foundry Division), Deming Prize notwithstanding. It is also taking in its stride a bonus — the Total Productive Maintenance (TPM) Excellence First Category award, which its Brakes Division has also earned.

The Brakes India foundry produces about 42,000-ton per annum of ductile iron and permanent mould castings and earns over Rs.200 crore. It has a growth rate of 14 per cent. Fortyeight per cent of its revenue is from exports to Europe, USA, Japan and South Africa.

One of the early companies to get ISO certification (1992), Brakes India soon established a reputation as a reliable supplier with accent on quality, "but cost competitiveness was always under threat, especially from the emerging economies," recalls V.Narasimhan, Executive Director.

The change for the better came when the foundry became a member of the vendor cluster formed by Maruti Udyog with the help of the Confederation of Indian Industry (CII) to learn total quality management (TQM) from the quality guru, Professor Y. Tsuda of the Union of Japanese Scientists and Engineers (Juse). The group of companies shared their knowledge by leveraging collective learning for greater individual benefits, states Narasimhan who adds, "The division embraced TQM in 1998 with the idea initially of improving its performance to survive and prosper in a competitive environment."

In 1999 the Division also kicked off TPM under the TQM umbrella. This year, the Division is the first in the country to get the TQM and the TPM awards in the SAME year.

Soon the quality journey started contributing to the bottom line. Customer returns came down to a third. "Our concentration on new product development and application of computer-aided technology helped us to reduce lead times to almost 25 per cent of the original."

What next? "We have to improve in the area of energy efficiency and output to input ratio."

\* \* \*

Rane Brake Linings, which set out on its quest for the Deming Award in December 1999, is part of the city-based Rs. 687 crore Rane group manufacturing auto components like steering and suspension systems, seat belts, valves, valve guides, tappets etc.

An ISO 9001 and 14001 company with a Rs.120 crore-plus turnover, Rane Brake Linings has a plant each in Chennai, Hyderabad and Pondicherry manufacturing asbestos and asbestos free brake linings, clutch facings, disc pads and railway brake blocks. The company has a technical collaboration with Nisshinbo Industries, Japan.

"We are number one among original equipment manufacturers (OEM), replacement and the railways market in India," says S. Sundar Ram, President of the Company. However, Rane Brake Linings, unlike its major competitor, Sundaram Brake Linings, is not a major exporter. The Deming tag will now help it tackle the export markets anew.

"With increasing globalisation of the Indian economy, Indian manufacturers need to follow world class standards of products and processes. In this context we felt the need to launch an initiative with clear milestones, so that the whole organisation could work towards world-class standards," Ram says. TQM (total quality management) and the Deming prize were the targets set for the organisation.

Although in the early days TQM was seen as a tool only to manage the quality of manufacturing processes, over the years it has expanded to cover almost every business process. Today, TQM addresses issues ranging from management of quality at the supplier's end to the way the finished products are delivered to the customers.

"It took some time to change the culture and attitude of our people," says Ram, "as they thought of the TQM processes as additional work. But when they realised that the quality process actually helped them, the participation was excellent." The participation rate in the quality control circles zoomed to 66 per cent from 5.42 per cent in 1999 and the number of suggestions went up to 6,763 from 180 in 1999.

In-plant rejections came down to 1.07 per cent from 2.5 per cent. The customer line rejection which was 15,937 parts per million (ppm) in 1999, went down to 864 ppm this fiscal. The net sales per employee increased from 8.87 lakh to Rs.12.76 lakh. The material yield improved by two per cent to 74 per cent. New product sales increased from Rs. 10.84 crore to Rs. 56.97 crore. Material price index has come down from 100 to 93.4. Supplier raw materials rejections went down from 1.88 per cent to 0.70 per cent and the adherences to schedules is at 98 per cent.

Future goals are:

- achieve net sales per employee in excess of Rs.25 lakh;
- bring down the customer returns to zero and in-plant rejections to 0.3 per cent
- increase export revenue to 15 per cent of the turnover, and
- become a Rs.180 crore company by 2007, with a before tax profit of 12 per cent on sales. — (Courtesy: [www.domainb.com](http://www.domainb.com))

V.J.

# Revitalising a heritage city...

The Asia Urbs Programme, Pondicherry (AUPP), to achieve urban economic and environmental goals through heritage preservation initiatives, is a project undertaken by the Pondicherry Municipality in partnership with Urbino, Italy, Villeneuve-sur-Lot, France, and the European Commission (EC).

In the case of Pondicherry, a heritage city, two European cities have come forward to share their experiences with it: the Italian city of Urbino, a recognised UNESCO World Heritage City, and the French city of Villeneuve-sur-Lot which encourages both traditional and modern economic activities in

Urban Environment Management

- Non-polluting traffic and transportation
- Historic city signage systems
- Greening urban areas and waste

The on-going damage to heritage in Pondicherry is due to the lack of awareness, advice, alternatives and mainly financial assistance, as most of the heritage property owners in the Tamil quarter belong to medium-to-low income groups. Therefore the project implementation strategy includes:

- Creating better awareness among stakeholders through

to achieve this goal is the approval and implementation of the heritage legislation.

## Heritage Fund

Following the guidelines set by the Ministry of Environment and Forests, about 300 buildings in the French town and 1,000 buildings in the Tamil town have been identified as heritage buildings. These buildings are regarded as valuable models for understanding the architectural evolution and should be preserved for posterity. Under this scheme:

- Ten heritage buildings will be restored.
- To restore each building, a



A bit of Pondicherry's heritage.

building facades as well as improvement of general municipal services like electricity and telephone lines, drainage, sewerage and street lighting.

- The model street will be made easily accessible to visitors and tourists.

## Organisation of Heritage Walk

A guided tour along the interesting street stretches of the town is recognised worldwide as an effective way to highlight the rich heritage of the city to tourists and create better awareness among the local residents. It has already been tried out on an experimental basis in Pondicherry and the response has been positive. Under the programme:

- Facades of some listed buildings on the designated route will be restored.
- Guides will be trained and a target number of heritage walks will be conducted.
- A heritage walk guidebook with map will be published in different languages.
- An introductory video on the vernacular architecture of Pondicherry will be prepared.

## Heritage Survey and Mapping

A detailed listing and coding of heritage value buildings has already been prepared by INTACH along with EFEO (Ecole Française d'Extrême Orient) and IFP (Institut Français de Pondicherry). Now, to assist the government in establishing legal and financial packages for the preservation of heritage properties in the town, it is planned to:

- Undertake a wide survey of the listed building owners to assess their perceptions and needs.
- Develop a Geographical Information System (GIS) incorporating the data and images with spatial features for easier and faster access of data for referencing and monitoring.

## Grand Bazaar Revitalisation

The Grand Bazaar is the traditional marketplace of the town.

Its variety, bustle, colours and flavours evoke in foreign tourists all that is associated with an oriental bazaar. Today the charm of this bazaar is undermined by the inconvenient access, traffic congestion and parking problems, garbage, clogged drains, slippery pavements, dilapidated structures and inadequate civic services such as electricity, water and sewage. In order to revitalise the place without losing its heritage character and improve the civic infrastructure facilities in and around it, the proposed scheme includes:

- Developing a comprehensive development plan including architectural, engineering and management aspects in consultation with shopkeepers, vendors, local bodies and the general public.
- Study the management of traffic in and around the bazaar, including the feasibility of pedestrianising some streets around the bazaar.
- Restoration of a segment of the bazaar as a prototype (facade, platform, shading, etc.)
- Provision of basic public amenities and sewage and waste management plans (waste bins, waste collection depot).

## Urban Environment Management

Pondicherry has the potential to attract many more tourists and increase the share of tourism-related economy and employment for the poorer section of the society. A planned improvement of the town will not only assure better tourist inflow but also provide much-needed relief to the inhabitants. Three sub-activities are planned for improving the quality of life of the local population and rendering the town more tourist-friendly.

## Non-polluting Traffic and Transportation Initiatives

The grid iron pattern of the boulevard town has served the community well for more than two centuries. But the last couple of decades have witnessed a rapid increase in population, scale of economic activities and

(Continued on page 6)



(Current Affairs questions are from the period November 16th to 30th. Questions 11 to 20 pertain to Tamil Nadu and Chennai.)

- Name the Maharashtra cricketer accused of offering a bribe to national selectors.
- The world's first Wi-Fi enabled lake is in India. Name it.
- Who is to receive the prestigious Indira Gandhi Prize for 2003?
- Name the new Women's National 'A' chess champion.
- In a 'dubious' first, the question paper of which prestigious national-level examination was leaked, leading to a furore?
- Of which indoor sport, where India has had a rich past, was Lee Lagan crowned world champion in Hyderabad on November 23<sup>rd</sup>?
- What is the claim to fame of Snowflake, a popular gorilla, who died in Stockholm zoo recently?
- Which northeastern State saw people of another state being attacked over a railway recruitment drive leading to national-level repercussions?
- Which Union Minister, who passed away in Chennai on November 23<sup>rd</sup>, was born in Tirukkuvalai?
- A simple one. Who regained the Davis Cup recently?

\* \* \*

- Who is the President of the Tamil Nadu Congress Committee?
- Apart from Chief Minister Jayalalitha, Sasikala and Iyavarsi, name the other two accused in the 'disproportionate assets' case.
- Who is the new Commissioner of Chennai Police?
- Where is the State Government planning to build a new police headquarters in Chennai?
- Name the new district of the State created out of Dharmapuri District recently.
- On the above theme, how many districts are there in Tamil Nadu now?
- In which 'western' country has Tamil been recognised as an indigenous language?
- Which living legend of Tamil Nadu is affectionately called "Kunjamma"?
- Name the naval base at Arakkonam.
- The Motion Pictures Producers' Combines studio, set up by K. Subrahmanyam, in *Spring Gardens* later became which famous studio?

(Answers on Page 8)

## What it takes to be the No. 1 State

(Continued from Page 4)

Nadu is relatively comfortable on the power front, roads and water continue to be major issues, the survey states. A World Bank loan of Rs 2,118 crore for building and repairing roads in the State, and recent mass efforts at implementing rainwater harvesting methods may ease the situation in the years ahead.

However, the *Business Today* survey puts the break on too much optimism. Sections of the State's manufacturing sector are not faring well, it points out, with many industrial estates ailing. Only a third of the units in the Madras Export Processing Zone are stated to be functioning.

What is there in a 'perceptual rank' after all, some may argue, especially when the 'fac-

tual rank' tells another story? But such an argument is not convincing enough. Maharashtra, for instance, is not only perceived to be the No. 1 State, it IS No. 1 based on performance as well. Bihar has actually been ranked No. 13 ('factual rank'), but the very poor perception factor — one of the worst States in India to do business in — has left it at the bottom of the heap overall, at No. 31!

While cost and quality of power and labour, the government's ability to woo investors, deliver on promises and be flexible in policy-making, tax reliefs and subsidies are all crucial in the race for No. 1 in business, the dogged entrepreneurship of Maharashtra or Gujarat and the aggressiveness of

Andhra Pradesh or Karnataka do matter at the end of the day, too.

Chief Minister Chandrababu Naidu's skills in wooing the potential investor have almost become legendary. Andhra Pradesh, although factually ranked No. 4, is perceived as the No. 2 destination in India and that has helped the State climb to the No. 2 position overall. Karnataka, ranked No. 5 factually, has a perception ranking of No. 3, and that is enough to take it to the No. 3 position overall, up three slots from the 1999 rankings.

By attracting investment worth Rs 2,50,837 crore during the period August 1991 to March 2003, Maharashtra clearly is the leader, way ahead of Gujarat (Rs 1,98,096 crore),

Andhra Pradesh (Rs 1,35,625 crore) and Tamil Nadu (Rs 80,487 crore). Maharashtra has also the largest share of the country's exports, year after year. The message seems to be that even if you do not have a 'CEO' chief minister, but you have excellent infrastructure and workforce, it will work wonders for you.

Maharashtra has efficient ports, good road connectivity, it has one of the best power supply situations and, perhaps, above all, the people that are the most enterprising. Mumbai continues to be the commercial capital of the country. Pune, the next big market in Maharashtra after Mumbai, is now an IT-city, with 26 engineering colleges and about one lakh engineers. The State's encouraging IT and IT-enabled services policy has certainly helped. The Mumbai-Pune-Nashik belt is being developed as the golden triangle for IT. In the midst of all this, the Government continues to market itself aggressively.

It is clear from the *Business Today*-Gallup survey that it takes more than infrastructure to be the No. 1 State in business. Efficiency, good governance and good politics all count. A lot also depends on implementation of policies that look good on paper. That perhaps is the yardstick to measure government's seriousness about doing business. And sometimes, even a visit to the yearly World Economic Forum in Davos may help, as Naidu, who has been attending the meet continuously for the past six years, has shown by taking Andhra Pradesh to the No. 2 position, from No. 22, in eight years' time.

Sashi Nair

## REVITALISING A HERITAGE CITY

(Continued from Page 5)

motorisation that have led to overcrowded streets and traffic congestion. Under the project, it is planned to:

- Analyse the overall traffic situation in and around the old town.
- Introduce pollution-free mass transportation through specific routes within the boulevard area for the convenience of the general public.
- Propose the creation of pedestrian pathways and special parking zones in certain sections of the town such as the Beach Road, Bharati Park and JN Street.

### Historic City Signage System

The historic boulevard part of Pondicherry does not have a

well-designed and suitable signage system to guide the tourists and the inhabitants to the major heritage sites. The signage system is envisaged as an important support to the special heritage image of the town. Activities planned under the project include:

- Identifying 30 different locations within the boulevard to place well-designed and durable signage boards.
- Preparing signboards with brief history and information about the heritage sites.

### Urban Greening Work

Considering the density of human influx within the boulevard area, the rather limited existing green areas are under severe stress. In addition, the municipal facilities for handling the

solid wastes and liquid effluents are overstretched. Under this sub-activity:

- Schemes will be developed for soft and hard landscaping the grand canal and upgrading some green spaces in the boulevard area.
- Pilot demonstration projects for household waste management will be launched in collaboration with the local chapter of EXNORA and other civic and citizen forums.
- Feasibility of better handling and disposal of household sewage will be studied and practical solutions proposed.

(A report from the Asia Urbs Secretariat and INTACH, Pondicherry.)

## CHENNAI TARGETS DEMING QUALITY

(Continued from Page 4)

It may not be wrong to call the TVS group as the Deming group. The winds of quality excellence are blowing across all the group units irrespective of their size.

Says V. Narasimhan, Executive Director, Brakes India: "Our Quality Manual was written within two years of our start up!" And that was 22 years ago. Those were the times when a majority of Indian industries was blissfully unaware about various quality and customer satisfaction concepts.

The first non-TVS Indian company to break into the Deming list was Hi Tech Carbon (2002), part of the \$6 billion Aditya Birla group. Given this position it is heartening to note that the 2003 Deming list contains non-TVS/Aditya Birla group units too.

Significantly, Rane Brake Linings won the award in the

shortest time — three years from the date of starting its total quality management (TQM) practice.

Apart from auto ancillaries, there are converts to TPM religion in other industries too. Says J. Srinivasan, Managing Director, TTK-LIG, the Chennai-based company that's the world's largest condom manufacturer, "Our productivity has improved manifold and waste has come down drastically. There is no company in the world that can meet our production costs now." The company has won the award for TPM Excellence-Second Category from JIPM this year.

What do these awards really signify for Indian companies? In addition to increased exports, it gives them the confidence to go global. After getting the production process right in India, replicating the same in other parts of the globe will not be an issue.

Such a trend has already started. Auto ancillary groups like TVS and Kalyani are putting up or buying units abroad. Sundram Fasteners is setting up a high tensile fastener unit in China and has announced its intention to buy the UK-based forging company, Dana Spicer. Two-wheeler manufacturer TVS Motor Company is planning a unit in Indonesia. Bharat Forge, the flagship company of the Pune-based Kalyani group, recently acquired Carl Dan Peddinghaus, Germany.

In the long run, the positive rub off of quality awards like Deming on the Indian industry will be the image improvement of domestic manufacturing sector and the realisation of its human resources and capabilities. From being looked at as the global brain base, many multinational companies are now setting up their research and development wings here. India is

also being seen through the prism of quality manufacture. It may be recalled, during the software boom, everybody wrote the epitaph of the Indian manufacturing sector.

But a positive image alone will not result in increased foreign investments or making India an alternate production base for the global markets to, say, China. Technical capability alone will not entice industrial investments. It is the existence of good infrastructure like roads, ports and power that will entice multinational corporations to set up their shop floors here, says an industry expert.

According to industry officials, China may be a volume player but, when it comes to quality engineering products, India is way ahead. Certainly the elephant is gathering speed. (Courtesy : [www.domaimb.com](http://www.domaimb.com))

Venkatchari Jagannathan

## Programmes for The Season

Critics have cried themselves hoarse at the excessive number of concerts and dance programmes that are conducted during the season in recent years. They bemoan a lack of variety, but closer inspection reveals that this year, like in the last few years, there are a number of programmes that will attract the most discerning of music or dance lovers.

Firstly, there are the very informative lecture demonstrations that happen at the various *sabhas* in the mornings. Among these this year, the lectures of Dr. Prameela Gurumurthy, Head of the Department of Music, Madras University, on the subject of *Harikatha*, which is sadly a vanishing art, will be most interesting. She speaks (and sings) on various aspects of *Harikatha* performances on December 21st (9.00 am) at the Indian Fine Arts Society (German Hall, Prakasam Street) and on December 23rd (9.30 am) at the Mini Hall Narada Gana Sabha, TTK Road.

The *nadaswaram*, once a very popular feature in temple processions and other celebrations, is slowly on the wane. A very good demonstration of the *rakh melam*, or the presentation

of pure Carnatic ragas as they were played on the *nadaswaram*, will be demonstrated by Semponnarkoil SRD Vaidyanathan on December 24th at the Music Academy's Mini Hall at 9.30 am.

When it comes to music concerts, there are the problems of plenty, with over 23 *sabhas* presenting a large number of concerts. The programmes begin from 2.00 in the after-

• by V. SRIRAM & S. JANAKI

noon and go on till late night. Today, there is, however, a clear division between the afternoon and the evening slots, with the former being given to juniors trying to make a name. Such concerts offer the best opportunity for talent-spotting. Getting an afternoon slot at the Music Academy is, in itself, a matter of great pride and the young artistes try to give their best here, for on the audience response depends their selection chances for the next year. Among those whose concerts will be worth listening to are Ranjani and Gayatri, the duo

who began life as violinists and are now making a mark as vocalists. They sing at the Music Academy on December 25th at 2.30 pm. In fact, the 25th is a day best devoted to the Academy, for immediately after Ranjani and Gayatri's concert, S. Nityahree Mahadevan performs at 4.45 pm followed by the star attraction, T.N. Seshagopalan, at 7.30 pm.

T.N. Seshagopalan is a multifaceted star who plays the *veena* and the keyboard in addition to being a vocalist. He plays on the *veena* at the Nungambakkam Cultural Academy on December 14th at 9.00 am and at the Narada Gana Sabha on December 21st at 10.00 am. He performs on the keyboard at the Sri Parthasarathy Swami Sabha on December 25th at 9.30 a.m.

For those who value old world charm and atmosphere, the programme at the Rasika Ranjani Sabha in Sundareswarar Swami Street, Mylapore, would be the best selection. This is the last year that this Sabha will be functioning from its quaint old edifice. Early next year, it is to be pulled down and a new auditorium, complete with airconditioning and the latest equipment, is expected to

## The Nilgiri biosphere

(Continued from Page 1)

patches, with the western part having evergreen forests and the eastern part covered with semi-evergreen and moist deciduous forests.

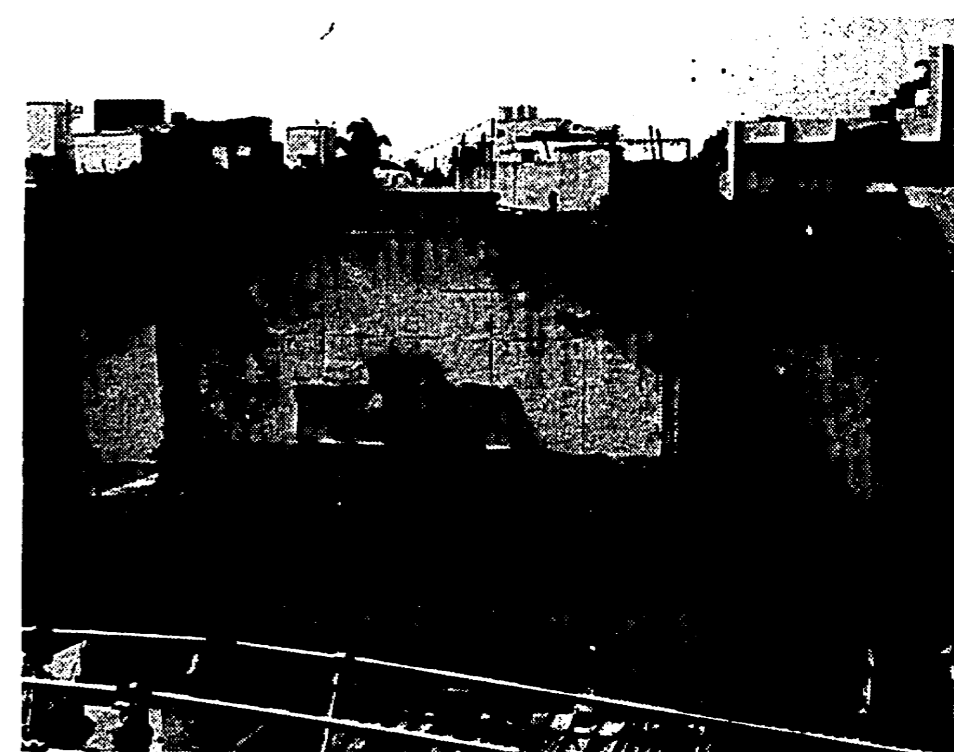
The extreme degradation of forests in the Attappady belt took place after 1950s. Anticipating the nationalisation of private forestlands, large wooded tracts from this area

were removed, leaving behind a few patches of scrub jungle. The loss of the pristine forests in Attappady, coupled with high velocity winds over the plateau, stunted the growth of the remaining scrub jungle tracts, resulting in reduced water retention capacity of the soil leading to loss of soil fertility, soil erosion and drastic decrease in productivity.

The Kerala Government

has, of late, come up with a plan to divert the water of the Bhavani River westwards through the weir at Mukkali from where the river flows eastwards to Attappady. This, however, is an environmentally unsound practice. It would not only lead to further desertification in Attappady but also have serious consequences for the adjoining parts of the NBR. People living in the valley and lower Bhavani plains for centuries were dependent on the Bhavani waters for their livelihood. They will be put to tremendous inconvenience and hardship and will soon be driven to find newer means of livelihoods.

Attappady lies in the rain shadow region and is slowly becoming a desert. When it was recognised as an ecologically vulnerable zone, steps were taken to arrest the process of desertification but the threat seems to be still looming large. Environmentally sound policies have to be framed and a concerted effort made to deal with what is happening. — (Courtesy : CPREEC-Econews.)



The Rasika Ranjani Sabha hall in Mylapore.

come up in its place. It is, of course, needless to point out that the old hall never needed any airconditioning, for such was its ventilation.

The Margazhi Utsav, sponsored by Jaya TV, is yet another attraction. By the time this article goes to print, its live programmes would be over. But those who did not have the opportunity to attend in person can watch the telecast every evening from December 10th. The Chettinad Vidyashram Auditorium, where the concerts took place, is one of the best in the city in terms of parking facilities, seating comfort and acoustics.

When it comes to dance, there is much variety to select from, particularly as it is the centenary year of Dr. Rukmini Devi Arundale. A few to take in are suggested here:

The Nritya Choodamani conferred by Sri Krishna Gana Sabha is one of the prestigious awards in the field of dance. The Sabha, which is celebrating its golden jubilee this year, is conferring the Swarna Jayanti Nritya Choodamani title on the renowned Bharata Natyam and Kuchipudi duo, M.V. Narasimhachari and Vasanthalakshmi, on December 12th. The two Choodamans performed with their daughters at the same venue on the next night. Their presentation titled 'Nrityapanam' included a special *ragamalika varnam*, choreographed by the duo in memory of Rukmini Devi for this special occasion.

Sri Krishna Gana Sabha has a delightful ambience for dance — and almost every dancer worthy of note performs there at 7.30 every night from December 13th to January 12th. Dance enthusiasts can watch group presentations and solo performances in Bharata Natyam, Kuchipudi, Andhra Natyam (by Kala Krishna), Kathak (by Birju Maharaj), and Mohini Attam (Bharati Shivaji).

Kalashetra dance-dramas can be best enjoyed at Kalakshetra, but if you cannot travel all the way to that quiet sylvan campus, then catch up with them at the Music Academy (7.30 pm on December 20th).

The *Nandan Charitram* of Gopalakrishna Bharati moves audiences when songs from it are sung or when it is performed as a dance-drama. V.P. Dhananjayan has become synonymous with Nandanar and his sensitive portrayal of Nandanar can be savoured at Krishna Gana Sabha on Christmas eve at 7.30 p.m. The next evening at 7.30, the Dhananjayan perform 'Vintage items in Bharata Natyam' at the Narada Gana Sabha.

Prof. C.V. Chandrasekar received the *birudu* of Nadhabrahmam from the Narada Gana Sabha on December 14<sup>th</sup>. He performs along with daughter Manjari at the same venue on December 26<sup>th</sup> (7.30 p.m.). He also presents Nandadeva's *Bhramara Geeta* as a group presentation (Krishna Gana Sabha — 7.30 p.m. on December 22nd) for those who want a glimpse of his choreographic skills.

Chitra Visweswaran and disciples present *Raghuvamsa Tilakam*, an interesting depiction of the *Ramayana*. Presented many years ago (by a different set of students, of course), it got very good reviews. Kartik Fine Arts and the Central Sangeet Natak Akademi are organising the Natya Darshan Seminar for the second year in succession (Conveners: Sudharani Raghupathy and Chitra Visweswaran). To be inaugurated on December 20th evening, the lecture sessions start at 9.30 a.m. on the 21st and 22nd. The seminar and evening performances will give Chennai-ites an opportunity to savour some Chhau dances from Eastern India.

The Music Season will not be complete without a round-up of the catering services being offered at the various *sabhas*. For years now, Jayaraman of Gnanambika Catering at the Narada Gana Sabha and his brother Arusuvai Natarajan at the Sri Parthasarathy Swami Sabha have been great crowd-pullers. The former specialises in snacks and the latter in full-scale meals. So even if music is not your cup of tea, simply sit in the canteen and enjoy the atmosphere that the season generates.

## Nostalgia

# When umpires were called from the stands

Rain – now hardly seen in the city – has often made inroads into Test matches played in Madras, though any local would swear that the city enjoys only three types of climatic conditions – hot, hotter and hottest.

One of the Tests which was rain-affected had several unusual features to it. It was the third Test against New Zealand in 1976. The first day's play was lost when Madras, on the eve of the game, was struck by a cyclone. All roads leading to Chepauk were flooded. And, there were worries as to how the fans would get to the ground.

The Hindu reported: "Rain, cricket's implacable enemy, has possibly damaged the prospect of attractive play." However, there was no fear of a no-result game as the decisive match was to be played for six days.

The outfield was badly mauled by the deluge, which came with the seasonal North-east monsoon. However, the Tamil Nadu Cricket Association ground staff, through Herculean mopping-up efforts, made the ground fit for a prompt start on Day Two. The advent of the sun brought spectators in large numbers to Chepauk.

But the monsoon had caused non-cricketing damage as well. The train carrying one of the appointed umpires for the Test, H.P. Sharma, was held up at Nellore (Andhra Pradesh), 100 miles from Madras. The rain had ravaged the rail track and Sharma could not take his ap-

pointed place at the umpiring end.

Fortunately, Mohammed Ghouse, a highly competent local umpire, proved to be an ideal replacement. Ghouse had already officiated in Ranji and Duleep trophy matches and hence slipped into the position easily.

But worse was to come. The other official umpire, M.V. Gothoskar, fell ill with a severe back problem on Day One. He was so badly ill, he could not even get out of bed. The TNCA officials were in a real quandary. But God answered their prayers.

Thus, it was that K.B. Ramaswamy, also from the city, made his debut in an international game. It was a memorable moment for KBR, but it was to be the launch pad that propelled KBR to a successful and highly-respected umpiring tenure for India.

KBR recalls how he was in charge of the top tiers at the stadium where he was supervising the cleaning-up operations caused by the ravages of the monsoon. Around 8:30-8:45 a.m. an hour before commencement of play on Day Two — KBR was suddenly asked to stand in for the ailing Gothoskar. He had no proper umpiring attire. Fortunately, Tamil Nadu stumper Bharat Reddy came forward to help him with a pair of white shoes and he managed a dark coat for the occasion and walked up to the middle of the wicket at the appointed time with Ghouse.

The fact that he had a colleague from Tamil Nadu officiating at the other end made him feel at ease. And his experience in Ranji and Duleep games, besides the one involving Sri Lanka and South Zone, gave him the necessary confidence.

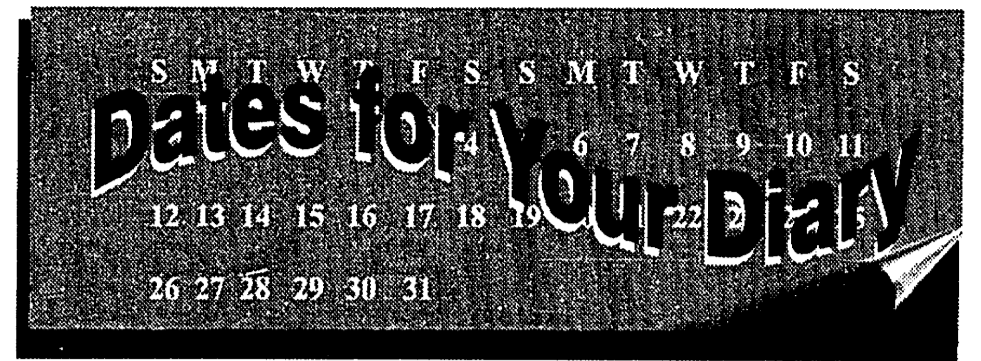
KBR's role and his support for Ghouse on Day Three when New Zealand paceman Richard Hadlee started off a bumper war against Indian captain Bishen Bedi, gave a big boost to his umpiring image.

When Hadlee was pulled up for his act, egged on by his then captain Glenn Turner, he claimed that Bedi could not be considered a tailender as he had hit 50 runs in the previous Test at Kanpur. But Ghouse and KBR stuck to the rules and healthy conventions of the game and brought sanity to play.

The last bad news of the Test was illness that overtook Pankaj Roy, the partner in the world record opening stand against the Kiwis in Madras 20 years earlier. Roy had come to the ground as a member of the National Selection Committee representing East Zone when a heart ailment forced him to be admitted to a local hospital, where he soon recovered.

The Test, amidst all this drama, turned out to be an absorbing contest and India emerged winner by a huge margin of 216 runs and took the rubber 2-0! — (Courtesy: *Straight Bat.*)

Bhaskeran Thomas



Till December 20: 'Microscape', recent works by Marina DiCarlo-Wierichs. (At Forum Art Gallery.)

December 19: 'Star Surprise' at *Travelogue*. (At Alliance Francaise 7.00 pm.)

December 22: Christmas celebrations with Santa Claus and a special choir. (At DakshinaChitra.)

December 23: Vocal by Sudha Raghunathan. (At the Narada Gana Sabha, 4.30 p.m.)

Mandolin recital by U. Srinivas and U. Rajesh. (At the Music Academy.)

December 23: *Paramarthaguruvin Kathai*. Written by Father Beschi (Viramamunivar). The dialogue is scripted in his words to show the beauty of his writing. Directed by Ch. Jaya Rao. A Koothu-P-Pattarai work in progress. (At the Alliance Francaise 7.00 p.m.)

December 24: *Tillana Mohanambal* – a talk on Kalaimani's 1957-58 novel by Dr. Indira Viswanathan Peterson. (At Sundara Mahal, 7 p.m.)

December 24: Madras Korean Church Choir Christmas music concert. (At the Christian Media Centre.)

December 25: Bharata Natyam by Dhananjayans. (At the Narada Gana Sabha at 7.30 p.m.)

December 26: Veena recital by N. Ravikiran. (At the Music Academy.)

December 27: Vocal by M. Balamuralikrishna. (At the Narada Gana Sabha at 12.30 p.m.)

December 28: Mandolin by U. Srinivas and U. Rajesh. (At the Narada Gana Sabha, 4.30 p.m.)

\* \* \*

Toastmasters International is an organisation for building communication and leadership skills. Members of Toastmasters Club meet to develop their public speaking skills. There is a structured format for meetings and for learning how to speak in public for different situations. The newly formed Chennai Club meets twice a month at the Haddows Club, 6, Kushkumar Road, Nungambakkam, Chennai 600 034. For membership and other details, contact Nina John at [chennai.toastmasters@yahoo.co.in](mailto:chennai.toastmasters@yahoo.co.in) or Arunachalam Krishnan, President, Chennai Toastmasters, at [annuraji@yahoo.com](mailto:annuraji@yahoo.com), Tel: 2493 9700.

## Answers to Quiz

1. Abhijit Kale; 2. Dal Lake in Kashmir; 3. Kofi Annan; 4. Koneru Humpy; 5. The Common Admission Test of the IIMs; 6. Billiards; 7. He was the only known albino gorilla; 8. Assam, where Biharis were targeted; 9. Murasoli Maran; 10. Australia beating Spain in Melbourne.

\* \* \*

11. G.K. Vasani; 12. V.N. Sudhakaran and T.T.V. Dinakaran; 13. R. Natraj; 14. In the Film City at Taramani; 15. Krishnagiri District; 16. Thirty; 17. South Africa; 18. M.S. Subbulakshmi; 19. INS Rajali; 20. S.S. Vasani's Gemini Studio.

Madras Musings is supported as a public service by the following organisations:



Amalgamations Group



Ashok Leyland



Brakes India Limited



Go Placidly

KASTURI & SONS LTD.



CONSTRUCTION DIVISION LARSEN & TOUBRO LIMITED

LOKAVANI HALLMARK PRESS PVT. LTD.



MURUGAPPA GROUP

NIPO BATTERIES TORCHES

Rane Rane Group

SAINT-GOBAIN The future of glass. Since 1665.

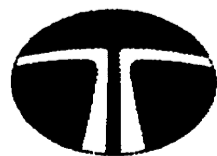
SANMAR



Sundaram Finance Limited



Sundram Fasteners Limited



TATA

TATA CONSULTANCY SERVICES



TVS MOTOR COMPANY



UCAL AUTO PRIVATE LIMITED

Since 1856, patently leaders — A WELLWISHER