Miners’ rescue: Workers check the drill bit of the Rig 421 on Saturday at the San Jose mine, 800 km north of Santiago. According to official sources in 15 days everything would be ready to start the rescue of the miners, who remain underground since August 5.

— AFP
Hind Copper to reopen Jharkhand mines

NEW DELHI: Taking forward its mega Rs 4,500 crore expansion programme, state-run Hindustan Copper on Sunday said it will reopen its closed Copper Mine at Singhbhum, in Jharkhand, by 2013. The move to reopen the mines comes ahead of the company’s 20 per cent share sale programme slated for November-December this year, which is expected to raise Rs 4,000 crore. “The Kendadih mines, which have been closed since 2000 will be made operational by March 2013," a company official said.
Hind Copper to reopen Jharkhand mines

Taking forward its mega ₹4,500 crore expansion programme, state-run Hindustan Copper said on Sunday it would reopen its closed Copper Mine at Singhbhum, in Jharkhand, by 2013. The move to reopen the mines comes ahead of the company’s 20 per cent share sale programme slated for November-December this year, which is expected to raise ₹4,000 crore.

PTI
Muthoot Fin files draft prospectus for IPO

PRESS TRUST OF INDIA
New Delhi, 3 October

Muthoot Finance has filed the draft prospectus with market regulator Sebi to raise about ₹800 crore through an initial public offer for funding loans.

The Kerala-based firm, which claims to be the largest gold financing company in India in terms of loan portfolio, will issue 51.5 million shares through the IPO that will see a divestment of 13.85 per cent stake, says the draft red herring prospectus.

While, the company has not mentioned how much it will be raising through the public float, investment banking sources told PTI the firm is looking to raise about ₹800 crore.

The Kerala-based firm will issue 51.5 million shares through the IPO, that will see a divestment of 13.85 per cent stake

The IPO proceeds will be utilised to augment the capital base for meeting future capital requirements, for funding of loans and for general corporate purposes, according to the draft prospectus.

The company provides personal and business loans secured by gold jewellery (or gold loans).

Muthoot Finance may consider the participation by anchor investors, it said in the prospectus.

ICICI Securities, Kotak Mahindra Capital and HDFC Bank are the book-running lead managers to the issue.

The draft prospectus was filed with the Securities and Exchange Board of India on September 30.

Shares offered through the IPO are proposed to be listed on the National Stock Exchange and the Bombay Stock Exchange. The pricing of IPO will be based on the book building method.
Destination Africa for India, Japan

GOING TOGETHER The two nations will meet to chalk out ways to synchronise strategies

Jayanth Jacob

NEW DELHI: The first meeting of the India-Japan dialogue on Africa to be held in Tokyo on Tuesday and Wednesday will kick off the countries' effort to synchronise strategies in that continent.

While China has a lead in Africa, both Tokyo and New Delhi have been devising ways to leverage their presence there.

The Indian team to the meet will be headed by joint secretary in-charge of Africa in the Ministry of External Affairs Gurjit Singh. The idea was first discussed when Japanese foreign Minister Katsuya Okada visited India in August this year.

According to government officials, Tokyo feels that the goodwill they get in return for the money they spend would be negligible as Indian projects are hugely popular in Africa.

"In short, it's like Japanese money can be used they way we use ours," said an official.

"The projects we have are based on participatory models, making the local population stake-holders, focusing on capacity building and doing what they want rather than what we feel they want," he said.

India's Pan-African e-network project, that seeks to empower the resource-rich continent through tele-medicine and tele-education, has become a huge hit. Some 15,000 African students are studying in India.

Since the early 1990s Japan has been hosting African summits at intervals, while China hosted its first African summit in 2006 and India in 2008.

But India and Japan have reservations over China's mission Africa. India and Japan import almost most of their crude requirement from the Middle East, while China imports 32 per cent of its oil from Africa, and more than 60 per cent of Chinese direct investment in the continent goes to oil-producing nations such as Angola and Nigeria.

Apart from the huge investments in oil sectors and mines, China has invested $10b in concessional loans over the next three years along with other measures aimed at strengthening African-Chinese ties.

India has pledged $5.4 billion in the next five years, and will provide preferential market access for exports from all 50 least developed countries, including 34 from Africa. Japan had said it would double its aid to Africa by 2012, including $4 billion in soft, flexible loans for infrastructure projects. It will also give $2.5 billion fund to boost private investment through the Japan Bank for International Cooperation.
Hind Copper to reopen mines

Taking forward its mega ₹4,500 crore expansion programme, Hindustan Copper on Sunday said it will reopen its closed copper mines at Singhbhum in Jharkhand, by 2013. The move to reopen the mines comes ahead of the firm’s 20 per cent share sale programme slated for November-December this year, which is expected to raise ₹4,000 crore. The Kerulaith mines, which have been closed since 2000 will be made operational by March, 2013.
झारखंड के हिंदुस्तान कॉपर

शीघ्र चालू करेगी हिंदुस्तान कॉपर

मई दिल्ली में सार्वजनिक क्षेत्र की कंपनी हिंदुस्तान कॉपर अपनी 4500 करोड़ रुपये की विस्तार योजना को आगे बढ़ाते हुए झारखंड के क्षेत्र में बंद पड़ी कॉपर खानां का चालू करेगी। कंपनी के पूर्वाइतिक वार्तालाप में जहां कहा गया था कि यह खानां तक 2013 तक चालू रहेंगी। कंपनी ने यह योजना वर्षांश-विसंख्य में अपने 20 कोस्टेंड शेयर बंडल के क्षेत्र के से शीघ्र पड़ों अ लिए। इन योजनाओं का सिद्धांत है कि की और 4000 करोड़ रुपये जुटाने की योजना है। बैंकों में निर्मान अवधि निर्माता एक दशक से बंद पड़ा है। (फोटो)
हीरे की खदानों में भी घूमेंगे निवेशक

भोजपुरी | खाड़ीभारत में इसी माह देश-विदेश से लूटने वाले निवेशक राज्य सरकार के राम नहर करना या न नहीं, लेकिन इसमें ही तय है कि उनकी माफी नहीं लेकर इसने खाड़ीभारत वाले निवेशकों के लिए राय जय नहीं घोषित किया है। इसके तहत अधिकार निवेशकों के केवल पता जाता है कि इनका पालक भ्रमण करने, बैरिस्टर निर्देशन हीरे की खदानें भी देखने जाएँगे। इसी माह 21 से 23 अक्टूबर तक खाड़ीभारत में होने वाली ग्लोबल इंवेस्टर्स समिट में विभिन्न समूहों के करीब 250 प्रतिनिधियों ने शिखर करने की अहमत दी है। इसके अलावा इन्हें भी निर्देशन की गई है। घाट का सौंदर्य अत्यन्त है और वह निवेशकों को खदानों पहुँचने का लोकप्रिय इंस्ट्रेटर समिट की नैतिकता की विभाजक समीक्षा करता है। उन्होंने सभी तैयारियों 15 अक्टूबर तक पूर्ण कर लेने के निर्देश दिए। घाट का सौंदर्य अत्यन्त है और वह निवेशकों को खदानों पहुँचने का लोकप्रिय इंस्ट्रेटर समिट के संबंध में विस्तार से पाठ की।
चांदी-सोने में रुक-
रक़ के तँजी मार्जी रहेगी

नी ठिकाने, (पुस्तकास): मूर्चे संसर
तथा अभियोजन में आत्मिक रिश्ता संयोजन
करने वाले उपक्रमों में चलने चाही को तेजी के
रिश्तों नाम है। चांदी 30 सलम के केवल
tरस पर तथा सिरोतलेर रिश्तें बना
गया। सरोजनियों के अनुसार डॉलर को
कमजोरों और डॉलर की मार्जी बढ़ाकर
dसंयोजन में रिश्तों कराने रहेगी। समय 20
हजारों पर तथा चांदी 35 हजारों का अनुसार
dसंयोजन है। तालिका में अब तक को गाड़ी
जतनी के उपशमान बाजार बंद रहे। यह
लिखा समय 19,470 सेंट के बाद
194,00 के पूर्वपत्र पर आ गया। जीवन
हवाल 33,570 रुपए पर 370 रुपए प्रति
f़रिह नाम विक्रय नहीं गया। मूर्चे दर्शी
dिनों चांदी हालिज 26,500 रुपए पढ़ा तथा
1661 सेंट ऊपर थी। इसी तरह लोन सीधा
1008 रुपए तथा बाद 15,870 रुपए रहा।
। प्रतिशत समय दर्शी है। इन्हीं दिनों
तथा विक्रय सार 80.37 रुपए प्रति बैरल था。
। इसी माध्यम गा। इन्हीं दिनों
अर्थसंपर्क डॉलर 47.75 रुपए तथा पिकले
सात 44.85 रुपए के पीछे तरस पर जोर
आया। तनाक अस्पताल वारी की सेवा (हेल्दी)
सेवा में लिखा सुगंधित है। तालिका जतनी बाजार में
सारे ईंधन के निर्माण करने वाले में है, तालिका
अभियोजन में उपजीवन रिश्ते व्यवसाय और
आत्मिक रिश्ते अब की योजना नहीं है।
इसी
tरहे दर्शी के विक्रय सेवा में यह एक सेवा
की विशेष रिश्ता है। जेई
प्रतिस्पर्धा
राजी के निर्माण करने और
संयोजन की विशेष विक्रय से निर्माण
गुंडा बैंक 1908 दर्शी से बढ़ी हुई लगातार
1316.20 डॉलर के रिश्ते पर पाए जा रहे के
वाला 1309 रुपए का बाजार गया।
Dirty business

INDOOR POLLUTION

China is squeezing the supply of vital rare earths. But not for long

RARE by name, though not by nature, 17 elements in the periodic table—the “rare earths”—are among the most sought-after materials in modern manufacturing. In tiny amounts, their unique magnetic and phosphorescent properties make them vital ingredients in a host of gadgets and components, ranging from hard drives to lasers. Though abundant in nature, extracting them is difficult, costly, time-consuming and dirty.

China is the world’s largest (and for some of them the only) producer of rare earths. Fears are growing about the political effects of that clout. In September Japan claimed that China was blocking supplies in response to the arrest of a Chinese fisherman in disputed territorial waters. Japan, with its electronics and car industries, uses a fifth of the global supply, making it the world’s biggest importer of rare earths.

China denies that it has interfered with shipments, but Japanese traders say that supplies were stuck in Chinese ports for a week. The Chinese dominance comes from heavy investments in the 1980s. Deng Xiaoping later said that rare earths would be to China what oil was to the Middle East. As Chinese production came on stream, prices plummeted and other producers closed.

Since 2006 China has behaved in a way that resembles OPEC, the oil-producers’ cartel, cutting exports by 5-10 per cent a year. In July the export quota was cut by 40 per cent. Prices have soared: the cost of cerium oxide (often used as a catalyst) has increased sixfold since the start of the year, and is 20 times higher than in 2005.

The squeeze comes as a surge in demand for high-tech equipment has sent demand for rare earths soaring. In 2003 some 85,000 tonnes were shipped, valued at $500 million. This year’s sales are expected to total 125,000 tonnes, worth nearly $2 billion. Demand is forecast to increase by around two-thirds over the next five years.

For now, China’s position is strong. It holds 35 per cent of global reserves but supplies more than 95 per cent of demand, of which 60 per cent is domestic, according to Industrial Minerals Company of Australia (IMCOA), a consultancy. In “heavy” rare earths such as dysprosium, which helps magnets keep their properties at high temperatures, its market share is nearly 100 per cent.

China cites environmental concerns to justify its export curbs. The real reason is probably to persuade foreign firms to move manufacturing to China before non-Chinese mines are on stream and its market control ebbs. Market forces should be providing an answer already. But they face peculiar snags.

The quantities of rare earths used in technology components are so tiny that higher prices are invisible in the cost to consumers. Recycling is tricky: just half a penny’s worth of neodymium helps a mobile phone vibrate.

In the next four years new production is starting in Australia and in California (where it ceased in 2002). Capacity is being increased at mines in India and Vietnam. The newcomers will shrink China’s market share by 15 per cent, says Dudley Kingstorth of IMCOA. The only existing producer outside Asia not dependent on Chinese ores is Silmet, a rare-metal firm in Estonia, which says it is now besieged by eager customers. It hopes other producers come online soon.
Hind Copper to reopen Jharkhand mines

New Delhi, Oct. 3
Taking forward its mega Rs 4,500-crore expansion programme, State run Hindustan Copper on Sunday said it will reopen its closed Copper Mine at Singhbhum, in Jharkhand, by 2013. The move to reopen the mines comes ahead of the company's 20 per cent share sale programme slated for November-December this year, which is expected to raise Rs 4,000 crore. The mines spread across 1140 hectares has 17.84 million tonnes of ore reserves. The copper major has already invited bids for revival of the mine, said a company official. The company is also eyeing copper assets in Chile and Namibia, Afghanistan, besides forging alliance with mining PSU Nalco. The company has also filed draft prospectus for 20 per cent share sale through which the government is selling 10 per cent stake. — PTI
Mining project payouts to go to women

Decision Prompted by Fear Of Regular Income Rendering Male Head Of Family Unproductive

Subhash Narayan
NEW DELHI

The new mining legislation will make woman of the house chief beneficiary of the compensation for land acquired for mining project, as the government seeks to ensure the large amounts provided go into ensuring livelihood and are not depleted quickly.

This is in sync with the government's attempt to empower women by giving them a bigger role in financial decision-making.

"Women are known to manage the household finances better than their male counterparts," said an official in the mines ministry involved in the redrafting of the Mines and Minerals (Development and Regulation) Bill, 2010.

"The draft mining legislation has given credence to this fact and has proposed that annuity payment to families affected by mining projects will be transferred into the account of female head of the family," he said.

The petroleum ministry had recently made 50% female ownership mandatory for any cooking gas dealership in rural India under the 'Rajiv Gandhi Gramin LPG (liquefied petroleum gas) Yojana'. The legislation is being finalised after getting inputs from the Group of Minister (GoM) headed by finance minister Pranab Mukherjee.

The draft bill has proposed an annuity equal to 26% of the profit after tax of a mining operation or an amount equal to royalty payment to states (whichever is higher) as compensation to project-affected persons. In case of a family, the annuity will be calculated for each member and annuity amount will be given to the head of the family.

"We received several representations that regular income could incentivise a male head of the family to remain unproductive and expose the family to hardships. Females are wiser and can manage the regular fund flow for betterment of the entire family," the official said.

As per the proposal included in the final draft of the mining legislation, the 26% profit of companies from their mining operations go each year to a District Mineral Foundation where it will be pooled to ensure equitable distribution within the district.

The foundation will identify affected individuals and families and transfer the benefit either to their bank accounts or an account opened for transferring benefits under NREGA scheme.

"The foundation through the help of NGOs will ensure that benefit reaches women beneficiaries and that funds are utilised properly," the official said.

Though the 26% profit sharing has been opposed strongly by mining companies that think it will render mining operations unproductive, a top official of a leading private sector mining company said involving women in the scheme is a sensible move.

The government's intention of providing lifetime livelihood support to project-affected families as part of the strategy to reduce opposition to mining projects. With their influence in the family, women will hold the key to get family approval to a development projects that compensated them adequately.
Silver prices shoot up, further upside still seen

DUBAI: Silver prices are at historically high levels and are expected to continue rising this week. Any weakness in gold prices could potentially weigh on the price of silver. However, silver prices could decline toward $21, albeit briefly. The market's sentiment toward silver is a very positive, given that it benefits from both industrial demand and from being a safe haven asset. Investors in silver exchange-traded funds have continued to buy the metal amid rising prices, which reinforces the positive attitude investors have toward this metal. Combined silver ETF holdings reached 517.2 million ounces on 30 September, a record high. Investors have added around 53.4 million ounces of silver to their holdings during the first three quarters of this year.
Gold prices could decline for a brief period

DUBAI: Gold prices are likely to see some weakness before they continue on their upward trajectory. Prices touched record high levels every day, on an intraday basis, between 28 September and 1 October. Prices are expected to come off sharply on a short-term basis, before rising again. Prices could decline toward $1,300. If prices break below this level they could slip toward $1,280. The resolution of the New York October gold contract could trigger this decline. Market participants remain concerned about various financial, economic, and political issues. This is expected to drive investors toward gold because of its safe havens attributes. Investors are likely to use the weakness in prices as a buying opportunity. Investors in exchange traded funds (ETFs) have been increasing their holdings, with combined gold ETF holdings reaching 66.6 million ounces on 30 September, a record high.
Industry demand may decouple metal from gold

Silver at a 30-year high

Silver has been in the news after hitting a 30-year high of $22.08 last week. The commodity is being viewed by funds and institutions as an alternative to gold, which zoomed to a fresh record of $1317.42 an ounce (31.10gm) on Friday, and from which the white metal has taken cues. The price in Mumbai hit an all-time high of Rs 33,935 a kilo on Thursday. With silver continuing to move despite a fall in the gold-silver ratio (gold price divided by silver price), the white metal is showing signs of decoupling from gold mainly due to buoyant industrial and investment demand. In fact, silver holdings in the United Silver Trust, the world’s biggest ETF backed by silver, was at a record high of 9,750 tonnes last week.

Cheap dollar lends sheen

To prop a faltering economic recovery, the US government is expected to go in for a fresh round of quantitative easing, or buying debt, which will infuse additional liquidity into the system. Expectations of retaining an easy liquidity regime by the Federal Reserve is pressuring the dollar, which on Friday was headed for a third weekly drop against the euro. Coupled with near-zero interest rate, the added liquidity will chase alternative assets to the dollar such as gold, silver and base metals. A weak dollar makes assets denominated in that currency cheaper for holders of other currencies, thereby increasing demand for such assets raising their prices.

Short-term correction likely

According to Gnanasekhar Thilaganathan, director at Comartrendz, technicals indicate both gold and silver are deeply overbought and could correct by 10% once the international price tests $22.50 (Rs 34,000) local futures price. Silver ended down at Rs 33,840 on Friday. A stronger rupee could cap the gain in local markets. Gnanasekhar believes rather than entering the market now, investors would be better of waiting at the sidelines for prices to correct and to seize the opportunity to enter once this happens as long-term fundamentals seem to be intact.

What drives a silver rally

Apart from tagging along with gold, silver takes price cues from the base metals complex and because of the gold-silver ratio. Buoyant demand for base metals is bullish for silver, which is viewed as an industrial metal. For example, in 2009, industrial applications accounted for close to 40% or 352,200 ounces out of total global supply at 890,000 ounces while jewelry demand was lower at 156,600 ounces. Currently, the ratio is a little less than 60. The higher the ratio, the more undervalued silver appears, launching a rally. For example, a rally in silver normally ensues when the ratio moves between 65 and 70.
Gold poised for a bumpy growth

G. Chandrashekar
Mumbai, Oct. 3
The third quarter of 2010 that just went by was interesting for the performance of agricultural markets followed by base metals and precious metals.

Although energy commodities found the going tough, characterised by sideways trading, especially with crude struggling to hold on to its $80 mid-70s mark, oil closed the quarter on a strong note with last two days witnessing price spurt.

The fourth quarter has begun and the picture for commodity markets in general remains constructive. The quarter usually witnesses strong growth, trade and consumption of a range of commodities. Specifically, crude, base metals (copper and tin) and precious metals (gold in particular) should become the favourites. The PMI data for September found the developed world losing momentum, China remains strong.

According to experts, while at an aggregate level manufacturing growth is losing momentum, it is not overly severe in the context of the massive inventory cycle that has been over for months.

The overall mood in the global commodity markets is one of optimism that the fourth quarter may usher in good tidings.

**Gold:** Precious metals complex performed well last week with gold continuing to climb to record highs. Silver (28.8 per cent week-on-week) and platinum (21 per cent week-on-week) outperformed the yellow metal. This has kept the interest in precious metals at elevated levels.

In London on Friday, gold PM Fix was $1,316.25 an ounce, up from the previous day's $1,307/oz. However, silver softened with Friday AM Fix at $21.95/oz versus previous day's $22.07/oz.

At the LBMA conference in Berlin, market participants held a positive view of all the four precious metals over the next year.

The recurring theme of uncertainty — whether on the shape of economic recovery or regarding inflation or deflation — led deputys to hold a bullish view on gold although few were certain looking on the way.

**Rising interest:** Gold is expected to hit new highs as the environment of low interest rates makes the yellow metal an attractive investment option. — Reuters

where the rally would peak, an expert report pointed out. One can expect gold to hit new highs as the environment of low interest rates makes the yellow metal an attractive investment option due to its multi-faceted appeal as a store of value, diversifier, perceived inflation hedge and liability-free physical asset, commented an analyst.

Obviously, experts are banking on continued investor interest despite poor physical demand. However, the road to new price peaks is sure to be bumpy with imminent correction and profit booking on the way.

According to technical analysts, (investor) demand despiration still far outweighs over-extended fears. The test of 1,350 or even 1,380/70 target zone will occur sooner rather than later, provided gold holds its ground above 1,280. For the past eight years in a row, gold has risen in Q4. Silver will progress towards 25.75.

**Base metals:** In the international market, tin recorded strongest gains over the week rising 5.6 per cent. Nickel was also strong with 4.0 per cent week-on-week increase, while zinc underperformed having fallen by 0.8 per cent.

Technical analysts see up trend in copper continuing. Consolidation above 7,950 keeps the near-term focus still higher, with 8,210 and 8,468 the next two levels to aim for. A move below 7,950 would suggest only a pause in trend, and in the absence of a move back below 7,750, we can continue to expect further gains in Q4.

**Crude:** Oil has broken out of its recent tight range. A combination of improving macro sentiment and constructive oil data has driven key benchmark prices towards $80 and beyond.

While global demand indications continue to surprise to the upside, the upswing in non-OPEC supply is slowly fading.

Of course, the breakout is tentative, but strong closes in the coming sessions would go a long way towards setting up a further material rally this quarter.

Near-term resistance is seen at the 83-85 area. If breached, a rally to reach the year's new high may be expected.
The Madhya Pradesh Chief Minister, Mr Shivraj Singh Chouhan, has hoped that the two days 'Global Investors Meet' beginning on October 22 in Khajuraho will be a success. "The investors' viewpoint has changed about the state over the years. Now they are finding the State promising," Mr Chouhan told reporters here on Saturday. The investors meet will give a fillip to investments in Madhya Pradesh, the Chief Minister opined. "The State Government will try hard to attract investments in farming, energy, mineral and other sectors during the investors' meet," he said. — PTI
It isn’t a zero sum game

‘Growth-fetishists’ misread conflict between development and environment

JAI RAM RENSH

OVER half a century ago, while giving the Reith Lectures over the BBC, the eminent British physicist-author C.P. Snow spoke of how the breakdown of communication between the “two cultures” of modern society — the cultures of the science and that of the humanities was becoming a hindrance to understanding and addressing pressing public issues... This afternoon, I wish to speak of a later-day facet of these “two cultures” syndrome — the apparent gap between those espousing the case for faster economic growth and those calling for greater attention to protection of the environment... Let us all accept the reality that there is undoubtedly a trade-off between growth and environment. In arriving at decisions to untangle the trade-off, three options present themselves — “yes”, “yes, but” and “no”. The real problem is that the growth constituency is used to “yes” and can live with “yes, but”. It cries foul with “no”. The environment constituency exults with a “no”, grudgingly accepts the “yes, but” but cries foul with a “yes”. Therefore, one clear lesson is this — maximise the “yes, but”, where this is possible.

The vast majority of environmental and forest clearances are in the “yes, but” category but they do not hit the headlines like the “yes” or the “no” decisions do. Of course, as we gain experience, we must refine the “but” in the “yes, but” approach. The “but” often takes the form of conditions that must be adhered to before, during the construction, and after the launch of the project. I believe that in laying down these conditions, we must strive for three things: First, the conditions must be objective and measurable, so that it is clear what is to be done and whether it has been complied with. Second, the conditions must be consistent and fair, so that similar projects are given similar conditions to adhere to. Finally, the conditions must not impose inordinate financial or time costs on the proponents. This has indeed been our effort in the last 15 months for the vast majority of the cases that have come before us. For instance, we allowed a power project in Ratangiri in the face of NGO objections but imposed strict conditions that would be monitored by local institutions.

India is fortunate to have strong, progressive legislation to safeguard its ecology. The question before the country is very, very simple: are these laws to be enforced or are they to just adorn the statute books, honoured more in their breach than in their observance? I have to say that for too long a time, we have taken these laws and the discipline they enforce for granted. Industry has assumed that somehow these laws can be “man-aged” and governments too have not insisted that the laws be implemented both in letter and spirit. We have now reached a crucial juncture when fait accompli will not do any longer...

Our traditional approach has been to automatically assume that tough regulations mean an army of regulators. There is a legitimate fear that this could end up being another source of what economists call “rent seeking” or what ordinary human beings would call “harassment” or “corruption”. That is why I have been saying that we need to think of market-friendly instruments for enforcing regulations...

Suited Nuraini puts it well when she says that India’s environmental movement is about managing contradictions and complexities — and to this I would add, also, conflicts. This environmentalism of the poor, as she calls it, or livelihood environmentalism, as I would term it — as opposed to lifestyle environmentalism of the privileged sections — manifested itself on the national scene first in the mid-1970s, with the birth and growth of the Chipko movement in the hills of Uttarakhand. Those women were asserting the rights of local communities over the use of local resources.

Such assertions are visible in different parts of the country today. We misread such assertions as the conflict between environment and development when they actually are about establishing a fundamental right to livelihood security and a fundamental right to determine the nature of what we call development that impacts their daily lives in a profoundly disturbing manner.

Democracy means the need to explain, the need to justify, the need to convince, the need to get people on board, the need to compromise. I would urge the scientific community and the larger community of growth-fetishists that they have a special role to play in this regard. They need to engage the larger public in a more collegial and in a less condescending manner.

Extracted from the text of the 11th ISRO-JNCASR Satish Dhawan Memorial Lecture, delivered at the Jawaharlal Nehru Centre for Advanced Scientific Research, Bangalore.
Inside The Novelis Turnaround

Kumar Mangalam Birla overruled managers and took the risky decision to buy Novelis for $6 billion. Now, he's rolled up his sleeves and turned it around, report Kausik Datta and M Anand.

The turbulent weather at Novelis is giving way to a calm horizon. Novelis is on its way to an adjusted EBITDA of $1 billion this fiscal.
There was a sense of trepidation when I took over Novellis. I threw the team a challenge… turning it around would be an uphill task.

M R BIRLA FIRST CONSIDERED the possibility of acquiring Novellis in 2006. When we present ed the deal, Mr Birla immediately sensed this could define his career," recalls a top group executive. "He knew the deal would help him to break into the Fortune 500."
The $2.2 billion Hindalco was going to buy the $7-billion Novellis.

Mr Birla was attending a lunch meeting. Some reports say he was fired. Novellis chairman William F Monahan was appointed as its CEO. The board appointed Morgan Stanley to invite prospective buyers into a competitive bidding process. Mr Birla was hoping to seal the deal quickly and quietly but he only pushed Novellis into play. Hindalco would eventually pay a lot more than what it had originally imagined.

Mr Bhattacharyya came home, watched new hidden power level around Novellis, saw the asking price rise, and decided it was not worth buying anymore. It was better for Hindalco to focus on its core businesses.

Over the next few months, Novellis remained in private equity hands, with private equity ma gers like TPG showing interest. Mr Birla went to work on Mr Bhattacharyya. He could have overruled Bhattacharyya. But he just kept on persuading him," recalls a top executive. Mr Birla even offered to bring in his personal money through a right issue to ensure that Hindalco did not run out of funds for the upstream expansion projects that Bhattacharyya was keen on. This went on for a long time.

Soon, it was time to decide one way or the other. Mr Bhattacharyya, who had spent the first half of Sundays at office, before taking his wife out for lunch or a movie later in the day, finally had his way. Mr Birla walked in on one such Sunday. "I chose to do it on a holiday so that there would be no distraction. We had a long chat," recalls Mr Birla.

Ask the end of it, Mr Bhattacharyya still would not budge. At that point, Birla stood up and said that he was exercising an emergency call: he was going ahead with the bid. The next moment, Mr Bhattacharyya said he would fail in line as a manager and do everything possible to make the transaction work. The man who had first anchored Novellis over steel was now back in the deal. Operation Red, the codename of the Novellis acquisition, was on.

The story started with steel, but the next twist has to do with Indian food. Early 2007, all board members, including Hindalco, TPG and a few others, had completed the due diligence process. With only a week to go before the bids had to be submitted, employees at Novellis' Atlanta headquarters were on a high-profile Indian food festival. "It was a noble, yet loud message," recalls Mr Birla with a smile. Mr Bhattacharyya and the woman spearheading these initiatives at Novellis quickly took charge of the search for the new CEO. Internal candidates were considered, but the job demanded someone with the experience of running a large profit and loss account. Several outstanding candidates participating included two Indianans. Finally, Philip Martens was offered the hot seat, but only after Mr Bhattacharyya had four meetings with him. The search took four months.

"Novellis was surprised that we did not want any Indian to succeed Brooks," recalls Mr Birla. "It showed that we did not want to thrust ourselves upon them." In fact, only five mid-management Hindalco employees were transferred to Novellis. "It’s very unusual for companies to send so few managers into such a large acquisition," says a former Novellis executive.

Mr Martens fits the typical rock-star American-CEO mould. Starting early and rising fast. At 34, he was the chief programme manager for the Panther range of cars at Ford Motor. By 43, he was head of Ford's North America. He became president and CEO of Novellis when he was 49. "He is methodical, yet prone to action, which helps drive his decision-making," says Gary S. Weisshaar, chairman and CEO of Automotive Design 
& Production, a magazine. Martens joined Ford Motor’s career for many years now.

Martens acted quickly (after joining Novellis)," says Henry Unger, a veteran business journalist. "The Atlanta operation runs a newspaper. I didn’t think he had time, partially because the company was facing several pressures, including the recession and falling liquidity," says Mr Unger, who interviewed Martens last week.

"Thirty days after taking charge, Mr Martens centralised a very decentralised company. It made no sense for Novellis, which has a homogeneous product for diverse domestic and global customers, to operate by dividing the world into four regional units," Mr Unger adds.

Martens called this programme ‘One Novellis’. Says Mr Birla: "Large modular factories are kind of regionalized, and therefore they are not complete. Novellis had $2.4 billion in debt when it was acquired. Now it has $0. About 90% of this will come up for repayment from 2014. Mr Martens has been batting a good choice for the role of Novellis chief for another reason. Hindi and the company’s growth will be major Novellis customers. At present, 54% of the aluminium processed by Novellis goes into cars, only 7% into 50 cars. But that equation is going to tilt towards cars. In the next five years, all major companies in the world car industry is expected to grow by 10%, while demand for beverage cans will grow by more than that pace. Aluminium’s properties as a lighter, more flexible material makes the auto industry’s need for lighter, more fuel-efficient cars.

After an intense, hands-on phase at Novellis, it is now time for Mr Birla to do what he does best – control all other companies – one that is solid and let the professional CEO take the wheel. It’s a pity that he is vegetarian... otherwise he could have taken some time out to enjoy the steaks at the Marriott in Atlanta.
कर्नाटक : जगा भूमि घोटालों का भूत

नवरूज इम एवं दास गृहभूमि सरकार के बारे में है। जानिए कि क्षेत्र में भूमि घोटालों की गूंठ सुनाई गई। कोलकाता ने सशक्ति पूर्व होते हुए उसकी बखानों को माना किया है। उनाथ, मुख्यमंत्री शोधन भोदुरुण्या ने इस मूल्य पर जोड़ी संख्या के लिए मैदान बढ़ाया का बिनंब राष्ट्र बनाने के पौर्व का चितोरण किया है।

इस बीच, आरोपियों का मामला कर देंगे कि केंद्र सरकार ने पड़ा है कि वह फर्ज़ मानी गई और उनके इस्तीफे का ब्रिज समाप्त नहीं हुआ। कार्यक्षेत्र का एक प्रतिस्पर्धित दर्जन लंबाई में रूपांतरण होता है।