

Book  
#6

(437)  
(PSA office notes)

---

There was many calls - up and down from him to me. ~~He~~ I was not watching TV news regularly. I was too busy with other work.

One newspaper would suffice. Though official announcement from NDA took a few more days, ~~news~~ newspapers were full of reports at Kalam being nominated; a few politicians like Mulayam Singh wanted to take credit that he was the first to suggest the name of Kalam etc.

Congress was trying to embarrass NDA by asking K.R. Narayanan ~~for a second~~ to stand for a second term and raising the ~~SC/ST~~ SC/ST

(438)

681

Card to split the NDA votes.

What I later learnt was that due to Gujarat riots, PM and some in NDA wanted to have a person from minority community as President and they had narrowed down on Alexander who was the Governor of Maharashtra. It ~~was~~ even reliably rumoured that Pramod Mahajan, the right hand man for PM on political matters had confirmed it at Mumbai to Alexander and he ~~still~~ stitched new suit (bandgala) to go for a Mass in

Chairman.

Any other matters with the permission of the

Agenda Item 15:

a church ....

But apparently it did not go well with Advani... And.

(489)

I was also told that Sonia Gandhi  
~~was~~ and her advisers got rattled

because Alexander as President wants  
pre-empt her being PM ~~as~~ because  
of the unwritten convention that President  
& PM won't be from the same minority  
community. Also Alexander knew too  
many things about the Indira Gandhi  
family, etc as he had been the  
Principal Secy to PM for too long...  
~~He is~~ His intimate knowledge also  
may be "dangerous", was the theory...

Apparently Congress approached NDA  
persons to say that if they drop  
Alexander & choose some other, they  
would consider support. ... Hence  
the ~~the~~ selection of a non-political  
kalam. His huge popularity seen

(490)

seen in Press only a few months ago was an additional ~~for~~ advantage.

Above all for PM, NDA etc there was also a Muslim card, after what happened in Gujarat. Also for big-wigs in BJP like Advani, they were familiar with Kalam right from his SA to PM stages when NDA came back in 1998 after the 13 Day existence and two year gap....

So DESTINY had taken Kalam in a very different direction... Had he been successful as PSA in winning projects and changing some Govt policies as recommended by SAC-c, CG DAST, CGEIS etc (as we thought we should achieve in PSA office!), it would have been probably good for the country. Had MMJ

(491)

EEI

been helpful to Kalam by  
Continuing him as Chairman TIFAC  
(there were no barriers from rules  
at all !!) and also cooperates  
with him in GOM, India would  
have had a new good channel

to fast track development of  
indigenous <sup>technology</sup> strengths & business  
in Indian businesses, Agriculture  
etc... In comparison to China  
which was moving fast since  
1980's and especially since 1990's  
India was still a slow coach!

(Signature of Chairperson)

Adopted by the Skills and Vocational Training Council at its meeting held on

meeting ended with a facilities tour for the members of the Council.  
There being no further business, a vote of thanks was extended by Dr. Vibha Shetty and the

4) Any other items:

- Mr. Madhusudhan added that videos be included for the different subjects to make learning easy for students.
- Mr. Jays Chandu emphasized that the rigor of assessment will determine the quality of students finishing the course.

(492)

That slowers would have been removed. From 2000's onwards when PSA office was set up with Kalam India would have fast-tracked in core strengths & therefore in economic development and in ~~Area~~

Speedy removal of poverty-etc in a galloping manner. The PURA's could have revolutionised the interior parts of India Tier I, Tier II, Tier III etc. ~~but~~ <sup>It</sup> They only remained as empty talk in Kalam's speeches and some "mickey-mouse" PURA's in Govt of budget. India's rural areas would have had a speed-up in modernisations.

But all these were DESTINED to be only ~~it~~ as real potentials and

(493)

well thought out proposals and  
minds of many aspirants who  
wanted to do strong businesses in  
India.....

Personally for me, none  
of the above happening and PSA  
office being reduced to a glorified  
high sounding office, was a great  
disappointment. Starting from  
Space being in its top 9 (in serenity)  
when I left ISRO, for DST/TIFAC  
was with a hope of doing some  
thing more beyond Space as Technology  
applications were required in all  
areas... Sarabhai's ~~was~~ few writings  
on the other areas (some 30 odd  
projects) were still in my mind even

(494)

even when I was devoted to Space.  
~~The~~ Mention of some of those projects  
~~is~~ occur in my poem written  
~~at~~ when I heard VAS's death  
in USA. ~~The po~~ <sup>Dec</sup> (1971). The poem

occurs in my English poem book  
"Agony & Harmony!" Actually  
VAS had a grand Plan for India  
~~the~~ of using S&T in all operational  
sectors — such a large Fertiliser Complex  
in UP (to cite an example). I have  
his paper...

That ~~the~~ conviction & vision of  
VAS was in me when I moved out  
to Delhi. VRG as Secy DST had that  
vision & commitment. ~~A~~ V Krishnamurti  
being at the initial part of TIFAC was  
a great strength. Thus Sam Pitroda,  
Cuspi Anra, V.S. Arumachalam etc.

(495)

— a galaxy of people: Tojender Khanna, R. Rajamani..... Many vidusky persons from Academia like Anurajani, ...

TIFAC was a great achievement considering Indian standards. But for <sup>solving of</sup> ~~India's problems which I wanted to~~ ~~be~~ But I was imagining myself to be a key change-agent for solving most of the major problems of India. What I spoke, what I wrote etc were not just for public consumption. It was possible to do... India had adequate number of leader/managers and a large pool of ~~(learning)~~ ~~young~~ (ready-to-learn) young people. It has been ~~proven~~ proven in Space Programme & many successful projects of TIFAC, earlier in Green Revolution, building up of some

(496)

remarkable PSU's & private sector companies. Post-liberalisation a few more came up ~~and~~ and did things which India needed!

But that type of change-agent-for-all-sectors required a strong political will and reasonable political consensus. If it were there, bureaucracy would fall in line; the selfish "Science-bosses" "academic bosses" etc could be shown their place.

My hope was that some person would emerge: "Aasmaan se aaye phansh taa!" Rajiv Gandhi showed such a hope for a while till he got snarled up into India's "dirty purposeless" politics... That was the time when China was speeding up! Countries like Malaysia were picking up.

(497)

S. Korea had grown up to Challenge Japan, Germany etc.... Indra had ample opportunities... With Rajiv Gandhi, VRG, VK<sup>mentally</sup>, Sam Pitroda etc, the cumulative change would have been great! ... So I hoped...

But Indian politics got into dirty terrain...  
Then Rajiv Gandhi himself

sadly passed away, when he was just learning the ropes of Indian politics...  
~~Indian politics was in a dirty terrain~~

Post-1991 was a temporary relief.

But it got into mere superficial globalisation.. I was probably one of

the loners to caution on that & I had

no "power" back up: No VRG. (See DST

being a simple yes-man for "Science Bosses"

— more their puppet! ), No VK,

No Sam Pitroda, etc. There were

a number of & scholarly books on

how the transformation of Japan, S. Korea, took place; East Tiger taking place. Especially

(498)

one by Radosonic. I was quoting extensively in all my talks. SET persons in power did not bother; many did not understand.

Even ISRO had become a superspecialist ~~an~~ organisation; not a change agent any more. Chairmen wanting to show themselves to ~~be~~ ~~a~~ big political bosses — just becoming mere super-project-directors!! Space Industry was not getting formed.

... Indian political leaders, the powerful economists etc were the champions of "leaving to the markets". I learnt from Williamazonick "Business Organisations: Myths of Market Economy": Powerful book.

I used to cite that also. My talks

(499)

180  
Page 9 of 9

and books were full of such a "fight" I was doing with the system to make India to move away from the "superficial finance based liberalisation" <sup>globalisation</sup> to more deeper globalisation — actually a "glocalisation"

PM - PVM himself had to be struggling to survive as PM with minority govt and <sup>his</sup> Congress party & now openly showing ~~his~~ all its fissure lines — having no economic & social ideology, let alone ~~idea~~ some idea about

National Security . . . Another tragedy was Rangarajan Kumaraswami as MOS (SET) had to resign. A man who would have done

There being no matter for further discussion, the chairperson declared the conclusion of the meeting. The meeting ended with Prof. S.R. Shankar thanking all the RIC members for their active participating in the meeting.

Vote of Thanks and Adjournment:  
something important for India using SET.

Signature of the Chairperson

Adopted by the Members of the Research & Innovation Council at its meeting held on

He would have built up a weaker MITI within  
the system. (500) TIFAC Missions were all  
done to him in a short period. I had excellent rapport  
with him. // But my job was not just  
expressing ~~the~~ contrary opinions and  
~~becoming~~ trying to build up  
a cozy corner for myself. ~~or~~ I  
was always in some actions for  
change. Thanks to the platform  
provided by ~~the~~ TIFAC / DST. Later  
for a brief while in CII & TIFAC.  
TIFAC was the key I had.

With Kalam coming in  
1993, ~~at~~ in spite of all the gloomy  
"environment" for a purposeful change  
(with technology transformation) into  
Delhi as SA to RM and as Chairman TIFAC  
my hope to do something more from  
TIFAC platform. Not the whole of  
what VAS thought of and wrote. Or  
what I believed as possible and was

(501)

writing, speaking etc and also was taking numerous actions to do actually ~~of~~ on the ground despite many hurdles & difficulties ... I did not allow the frustrations of missed opportunities to depress me or to give up trying. One success was coming after ~~off~~ about ten terrible frustrations! ... Some project comes very close but does not take off - type of events were many ... In TIFAC the young team was doing exceptionally well ... Right from the beginning (VK days) we had a practice of having all the young professionals attend TIFAC Council meetings. They could hear from top people. Kalam as Chairman, charmed them with his charisma ...

When later I after leaving DST, I was for about 3 1/2 years in CII as employee, Tarun Das had given me the freedom to build

(502)

a team - over & above Anbu & Rachna who were there... That was a wonderful experience... They also synergised well with TIFAC team. } Though CII thanks to TD, 9 & 3 CII ~~Scientists~~ young Scientists in our team went to Israel for 10 days... wonderful learning.

That increased my "appetite" to ~~do~~ create such enabling systems in India for innovation; & technology commercialisation etc.

Though I had worked very hard to & speedily to help create Technology Development Board (TDB) under DST, I was kept out of TDB process thus cutting out a useful channel of <sup>technology</sup> commercialisation. } My being in CII, helped a few ~~to~~ Industry chiefs to bid successfully for TDB. I also got for CII, a German type

(303) (503)

Tech. Transfer / Industry - Academia Organization called Steinberg's Foundation. A great model... My colleagues in CII worked hard... but the Indian academic system had been so ~~spoilt~~ much spoilt that they could only spend a grant money but not use it to create some consultancy projects, which can grow commercially. Now there is a ~~rest~~ vestige of Steinberg's Foundation directly run by German Foundation on a small scale...

A.P.T.D.C. (Andhra Pradesh Tech. Promotion Centre), the TNPDE... etc via CII. I needed many channels to create a critical mass for Change

Vision 2020 exercise suggested by Kalam (actually 25 years ahead is what he asked for in 1993; his year study + 25 years became 2020!)

(SDQ)

~~the~~ gave a great hope!

Just during the middle of that exercise, plus several other things I was doing for DST including creation of TDB, I was denied the real (and administratively correct) chance of being Secy DST. I had been 7 years as Addl. Secy scale... Senior most in DST. ~~The~~ This happened though I had requested Kalam to help.

He was in his peak of power as he was the only one who had special access to PM as SA & RM. I had sent a note to Secy DST (P Ramakrishna) that I would like to see his extension from 58 years to 60 years (great thing then!). If he did not, let me recommend me, as least as Special Secy... He told me to write a note for him to send on the

(505)  
day of demitting office. I told  
him "What is the post?" He  
said "I beg of you; pl do"  
I wrote and gave & as expected  
it came as a bundle to the  
new Secy DST.

I decided to leave and  
not to appeal to CAT etc. I  
would have got some position as  
Secy of some dept as Muthayagam  
got — I advised him how to  
go about (as he was also  
denied by UR Rao, by hiding the  
fact he was senior to Kashmi  
Rangan!). The Central bureaucracy  
is very laccadaisical in dealing  
with posts of Secy's of S&T & saying  
that ~~they are~~ were leaving to

(SDG)

"Scientists". This creates a peculiar  
para - centre with "Science Bosses".

No retired service officer (IAS, IFS,  
IAAS etc) sits in the committee

of selecting JS, AS or Secy or such  
positions. ~~It is by the address~~

Nor do the judges! Only in

S&T such a gerontocracy is

allowed creating serious ethical

& issues by such extracostititonal  
authorities.

Kalam might have been  
afraid of such "science bosses" ~~then~~ <sup>then</sup>  
though he had become a S&T powerful  
man

~~loss~~ by virtue of being SA to RM in 1992.

Still he felt to be under the umbrella

of V S Aravamudan. Though the  
"eminent scientists" & "big-bosses" of

(507)

science were doing "muskaa" to him to get DRDO's (generous) grants for R&D, his main aim was to be in their good books ... he suffered an inferiority complex created by them in him: no research paper; no Ph.D; just an engineering degree (some uncharitable big-bosses used the word diploma holder!). He carried his inferiority complex even when he became PSA.

Another traumatic thing for Kalam was that his term as SA to RM as originally obtained by VSA was only from June 1992 to June 1994 (two years!). Also his own extension beyond 60 years (very rare even in DRDO ~~then~~) I saw & DAE then) from Oct 1991 was

(508)

31

for three years upto Oct 1994.

During early 1994 before June 1994,

VSA & PRR were putting tremendous pressure on Kalam to step down.

Two reasons: P. R. R. was very uncertain ~~the~~ whether he would get extension as

Secy DST beyond his 58 years as

in those days ~~Secy~~ Secy to GOI was

only upto 58 years though he had

a govt tenure upto 60 years as he was

from DRDO. It was so for V.R.G. who

had 60 years due to ISRO. But the

"Science bosses" used that bureaucratic

norm to push Cowariker out &

post him to ISRO under U.Rao; it

was PM Chandrasekhar who saved

V.R.G. from that humiliation & made

him SA to PM for 2 years!

(510)

Though PRR got his seat because of his "bosses" invoking the rule on VRG, the same thing ~~may~~ may work on him! He may not get extension!

Second was that being SA to RM & Secy DDRD was something very different than being Secretary DST (once in his frustrating moments PRR told me that Secretary DST is a door ~~made~~ mat! He was honest & accurate in saying so.

That is how the "Scene bosses" with the help of bureaucrats & benign negligence, had made it so!)

So it will be best for PRR to become SA to RM. For that

(511)

Kalam had to voluntarily step down as he was going strong. The PM (P.V. Narasimha Rao) had already a blemish time with Ayodhya episode June 1992! Then Bombay Riots 1993!

(?)  
Congress was trying to paint him as "Hindu" supporter! Saffron etc.

It would be the wrong time for him to remove Kalam, who was doing well. At that time all the Chiefs of Staff also liked him as they could talk to him ~~and~~ unlike the "Overpowering" VSA.

(It was not so for Kalam in 1999!) which compelled the then PM Vajpayee to have him out → PSA office was a great relief!)

(512)

Dates were beautiful.

Around June 1994 Kalam's two year as SA & RM as originally requested by VSA would be over.

He can request for a step down & request PM to move PRR to take that position; PRR was 57 years then; 3 year as SA & RM / Cey PRD. Kalam can finish his DR DO extension of 31 Oct 1994 (~~63~~ 3 years from 60 year) and disappear.

PRR may give him a special post-retirement position.

So VSA gave a draft letter to Kalam asking him to sign & give to ~~PR~~ PVN Rao. Pressure was high. ~~He~~ had asked me for advice... I went to DRDO

(513)

Guest house (Asiad Village) (9  
was staying in Kidwai Nagar Delhi)

We had a long discussion...  
Simulated some scenarios which  
would happen when VSA, PRR & ~~to~~  
Kalam met PM (PVR/Rao). Kalam  
could not avoid ~~it~~ the meeting as  
it had been fixed by VSA, who  
was still a Secy to GOI gone  
on Sabbatical! Also he was  
coming ~~reg~~ almost every quarterly  
to India, courtesy Kalam who  
~~was~~ had made DRDO to  
bear the expenses of travel (by  
First Class) and VSA's stay etc.  
During those two weeks, VSA  
was meeting all his special

(514)

"informers" from within DRDO and many top Govt persons from Cabinet level to Principal Secy to PM, Ministers PM etc. So VSA was very much present for all those close to two years, Kalam being his faithful Regent!

VSA had coached Kalam (as told by Kalam to me) as to how to talk in the PM's meeting.

Kalam was to start the discussion with PM: "Sir, my two year term is ending... I am also getting old, ~~to~~ my 63 years upto which I am extended will be over in Oct 1994.... Therefore I want to step down ~~down~~ now."

(5145)

The best person to take over will be P. Rama Rao who is already Secy DST for four years and is well under 60 years .... "

If Kalam said it and continued with it (as VSA wanted)

PVR Rao would have been foxed.

VSA did not probably count a problem for PVR Rao politically when he was approaching election in ~~1995/9~~ early 1996!

Removing a Muslim Secretary & putting a Rao (Sardar like

Andhra, his relative through PR Rao was a Karnataka Rao!). Congress party itself for its own internal

strifes had painted PVR Rao as the person responsible for Ayodhya

(5/16)

and being an anti-Muslim & anti  
pro-BJP which was rising then  
due to Rath-yatra, ~~at~~ Ram Mandir-etc

I cycled many of these  
in my mind... But ~~but~~ did not  
want to tell Kalam in such  
plain words — using Muslim etc —  
He never thought of himself  
as a Muslim to get special privileges.

He was a true Indian; a strong  
~~for~~ part not! For him Indian love was  
was great, to be respected in every way!!  
(Mostly in <sup>the</sup> ~~the~~ <sup>talks</sup> ~~talks~~ <sup>Tamil</sup> ~~Tamil~~)

I told Kalam <sup>in</sup> "Sir: Whatever  
may be the pressure, do not even  
sign the letter they gave you. Tuck it  
in the blue coat (his favourite) pocket  
and don't take it out! Let VSA

(517)

try to start the meeting... You  
don't say anything...

"Don't go for Council away from  
Stüben Q&A!"

"Stay put like a stone  
put in well"

"Don't ~~now~~ move... Don't say  
anything even PM asks you!"

Then I told him: "Sir  
I just see what will happen if  
you keep ~~tight~~ tight - mouth shut -  
PM will fire VSA as he had  
called for the meeting... Even if VSA  
says that you had expressed  
about your retirement etc

PM won't respond... Don't ~~interject~~ <sup>interject</sup>.

(518)

~~You~~ You understand PM's position...  
He is being attacked in all directions  
including his partyment.. He is  
sitting tight.... DRDO change  
is the last priority for him.

"

30 w 24 000 600 00

8 w 2 16 000 600 00 !"

ie why beat a (lying) dog

(and then) carry its feces? "

He will let you continue  
until VSA himself says that  
he wants to come back... then

it is his rightful position... he  
does not want to come back &  
put PR Rao...."

~~A~~ A lot of convincing

(519)

was required; Kalam was hesitant to outsmart VSA, who was very clever as he <sup>(K)</sup> knew.....

Next day post meeting Kalam called me:

"Rajam, you were 100% right. With great difficulty I kept quiet. VSA hit my ribs and hushed, Kalam speak... I kept quite as you advised....."

Then PM asked "Arumachalam you asked for the meeting; what is happening; nobody is speaking!"

Then VSA was forced to speak: "Sir: Kalam wants to step down as he ~~is~~ is getting

(520)

63 years soon & his term as JAG PM was only 2 years .... He has suggested P. Ramachand as DRDO chief! .... "

PM asked VSA: "Arunachal are you coming back after your two years!"

VSA was foxed and wriggled his body and said "Sir I want to be in Carnegie Mellon for some more time!"

PM then said "Arunachal you are not coming back. You are sitting in USA and you want to advise me what I should do in India, with SA & PM etc....?"

(521)

→ Kalam continues....

"Rajan! VSA got foxed; did not know what to say! I could see P R Rao, who got so scared and ~~may~~ might have been worried that he may lose Secy DST job also...."

Then PM saw me & told "Kalam, you are going to 63 years; you are still young; younger to me; keep continuing.. don't get into such words"

The meeting was over. VSA & PRRao were very angry with me "

(522)

I told him "Well done Sir...  
you will ~~continue~~ <sup>continue</sup> as SA to PM  
even if this PM wins next election  
or even if somebody else comes...  
Never, ever, put up a paper  
to PM or RM that your term  
is ending... You are ~~now~~ now  
" till further orders!" "Congratulations!"

Naturally VSA & PRRao were  
very angry; PRR afraid too! At  
that time press again picked up the  
~~story~~ story of how VSA was allowed  
to go... How he was trying to put PRR.  
PRR a few days later ~~told~~ told me  
in his office "Mr. Rajan, I don't

(523)

know why Press is writing like this.  
I am least interested in becoming  
SADRY... I can swear on my mother!"

I kept a serious face &  
did not say anything. I don't know  
why he had to convince me...

Kalam was to refer to PRR  
as his great friend.. When he<sup>(K)</sup> was  
in Hyderabad & DRDL & RCI, I had  
gone a few times... He really  
loves RCI campus, which he had  
grown up with trees with yellow  
flowers... Once he showed me  
a distant place full of rocks...

The Borrower further agrees that the Borrower shall provide the details and/or give  
declaration to the Bank forthwith in case of any change in aforesaid facts during the  
subsistence of the facility from time to time. The Borrower further agrees that declaration  
given above is true and that the Bank has every right to recall the loan and or take any  
such action as it deems fit if it later transpires that the Borrower has given a false  
declaration.  
The Borrower further declares that this Declaration cum Undertaking shall be irrevocable  
and binding on the Borrower, his successors and assigns and shall be in force at all the  
times.

Signature of Borrower

(524)

"Rajan, I told this only to my Rama Rao. I am telling you now... that is the place I want to be buried...."

I just heard & left it off...  
How great friends become.. at that  
time PRR was Director DMRL...  
Both would have thought that VSA  
~~was~~ would continue to be SA to Roy  
(their boss) till he ~~was~~ reached 60 years.  
He was younger to both of them...

VSA had managed to get  
PRR a Secy ~~to~~ DST position in  
1990 itself... Kalam had grade  
but was only Director DRDL... VSA's  
departure itself was a development  
later; maybe he had lost the rapport  
with VP Singh, as VSA was considered  
very close to Rajiv Gandhi...

Despite my such a help  
to Kalam from time-to-time, he

(525)

did not help at the crucial time of PRR getting away... even after PVN Rao had ~~re~~ reassured Kalam that he can continue as ~~much~~ as much as he wanted...

§ He was afraid most likely... another thing was that PRR was desperately trying to continue ~~as~~ Secy DST beyond his 58 years... If at that time, a fact that a Adol. Secy level officer (7 years with proven record in ISRO & DST) was in DST much younger were known PRR's extension would not be possible...

Maybe the "science-bosses" might have hinted to Kalam not to make Rajan Secy DST — again not a Scientist, no

PhD etc. Actually ~~the~~ Business Allocation of DST (which is equal to charter) was ~~more~~ more to do with application of science & technology, commercialisation as well. There is a reference to national

(526)

001  
security. Over a period the concentration  
~~scap~~ Secretaries got it reduced to  
main function of SERC — just dispersal  
of grants for research (free lance!)

One person who tried to reverse  
it doing major project like Waste Mgmt  
was VRG. Then and creation of TIFAC etc  
was VRG. Then PPR helped TIFAC through  
Mission, HGT & also commercialisation through  
TDB... He, of course, was a staunch  
supporter of SERC, having come from Univ (BITU)  
background. But bulk of SERC money  
was taken away by National Labs of CSIR,  
IISc & IIT & some Central Univ...

---

Annual declaration by Governors to Axis bank  
regarding Directorships/Relatives etc.

**Agenda Item 11:**

Rest got a pittance; but that was  
great because ~~HRD~~ never HRD Minib  
or UGC hand by gave any funds to Univ.

(527)

for R & D.

Once my Secy DST position became non-available, I knew that it will be herculean job to continue in DST & try to do something for TIFAC... Kalam won't spend time for follow up of TIFAC Vision ~~and~~ documents etc. He did a good job as ~~Gov.~~ Gov. Council Chairman, supporting what he did. But that was not adequate to make the type of change what was necessary to reach a stage "Developed India" - By 1995 already China was showing ~~its~~ its economic growth and ~~growth~~ distinct capabilities in all technologies not just in Space & Defence.

India on the contrary was regressing. Post-liberalisation practically manufacturing was abandoned and tended towards trade!

Agriculture ~~to~~ was struggling of its own.

bb

(528)

It was all IT, ICT, the so-called  
knowledge economy! Except thankfully  
for the Golden Quadrilateral / ~~ENHAI~~  
after Vajpayee became PM in 1998 &  
later....

~~So I~~ My hopes for using  
Technology for transforming & various  
economic sectors & creating better  
income jobs for most Indians (ie  
~~for~~ poverty removal) needed!

CII was an interregnum  
dropping that some Big Buses then

Amendments to statute 3.2(1.9) (3):  
Change in the existing name of SPWCA to  
Directorate of Student Affairs.

Agenda Item 10:

and Tann Das could influence Govt  
I really worked hard with young

(529)

colleagues to make that happen. I understood the limitations of ~~the~~ CII. The interest of individual Members who funded CII was their own business / profit for them; other items were only ~~a~~ side shows. More a ~~the~~ slow trickle down effect... Why blame, what was the huge S & T sector, IIT's etc which received large amount of 'tax payers' money, with full security of their incomes even beyond retirement, doing? Mostly they worked for themselves; their papers, their fame; their award; etc. Very little for socio-economic transformation of India.....

If PSA office was not to be formed, my cul de sac would have been CII... But Destiny got it formed so there is a break... A good revival

(530)

of hopes. Tann Das & some CII Members  
and importantly some of the Secretaries to GOI  
of through CAGDAST were supporting.

In COM, George Fernandes was ready  
to help: he was for Make-in-India;  
since 1988 he was trying to reverse

70% (import) - 30% (made in India albeit  
with licence from outside companies) to

30% (import) - 70% (made in India.)

Never took off though, as he was  
politically targeted ~~as~~ for being anchor of NDA.

Yeshwant Sinha helped Kalam ~~as~~ more  
~~at~~ a personal level .... Really speaking  
PSACK had to ~~then~~ request PM  
directly and perhaps ready to thump  
the table to get it done! But K was  
not of that type! ... ~~So~~ But it helped  
him to be chosen for President's office!!

(531)

For me, message was clear —  
no more of a "dream" to be continued  
for India using S&T to transform itself  
— to ~~have~~ remove poverty of its people,  
to be respected in the comity of nations for  
& its economic power, and eventually also  
have ~~at least~~ minimum level of independence  
in systems for Defence & Security...

Missile specific organization like  
DAE had slipped long ago in Power Sector...  
Its nuclear bomb capability was not  
something that inspired because of some  
questions and ~~ca~~ our corresponding missile  
capability (Agni) moving slowly.

Space was slipping considerable  
during ~~2000's~~ late 1990's & early 2000's corresponding  
to what was happening in the world.  
Stuck with about ~~ca~~ one or two launches

(S394)

from India - ASLV was ~~into~~ moving  
at ~~some~~ snail's pace; escape route  
was "technology denial" by USA! Downstream  
industries in Space were non-existence except  
those which gave TV services - most of  
the electronics was bought abroad!...

Amid all these S.K. Sinha's  
death....

RC taking over and killing  
virtually PURA near Kanchipuram which  
had advanced....

Many of hopes, joy, frustrations  
about India, ~~etc~~ my work for India etc are  
expressed in my poems almost since 1970's  
(in English & Tamil) They have all  
been published now since 1999.... The  
preface also expresses many things. Of course  
poems are not only about economics & S&T

(533)

Nature, philosophy, just fun~~er~~ people etc are all there. Many are intertwined with Kalam.. In many ways, those poems are ~~some ev~~ atoms around some events... At the suggestion of Sudhamahini Rajnathan <sup>(SR)</sup>, I had started writing some notes around the circumstances of the poems — covered a few <sup>poems</sup> books — all in quarto size note books — still unfinished task. SR said if the notes are available she ~~was~~ would attempt a unique biography — history around me!

So when I am in 2002 beginning ready to give it up all, still trying to do something else different, not sure what it would be, this sudden development around Kalam took place. For me doing some work was also important

(534)

from a personal viewpoint. The pension available after deduction of ~~the~~ commuting done was not sufficient ~~for~~ for running our life. Vikram was still in IIM Lucknow ~~for~~ after MBA. Though, of course, Vijay had left for USA after marriage, got a nice son & they were doing well. The two years in PSA office reduced my income from CII days as CII remuneration did not get deducted from my pension. It was an addition. It helped in those crucial years of 1996 when Vijay was getting married & Vikram was in medical college.... That was one of the reasons I had requested Kalam to help ~~me~~ me with Tatas, as a stip TD for CII again ~~was~~ did not appear good!

(535)

When Kalam's selection for nomination, & Congress coming across etc took place very fast.

In between some hilarious episodes...

Sen Kalam called me soon after the NDA proposal ~~to~~ leaked into Press...

"Rajan, you told me to confirm urgently... many of my friends are calling me saying 'Kalam! Don't do this! Your name will be in ~~the~~ mud!' What to do now? Many are telling, I say!"

I replied, "Sir, who are they? You have friends all over! That is the problem..."

K did not reply ~~to~~ directly "I say many persons..."

(536)

I said " Sir, I know what type of persons you call as friends. Almost all of them who phone you and advise you to drop out, are fellows who are jealous of you... They have dreams that since ~~the~~ NDA ~~selects~~ / PM selects a "scientist", they being ~~even~~ "more eminent" than you, will get a chance! Just hear them... & keep quiet! They will burn with their jealousies "

One of them, whether he called Kalam or not, was very fast for open lobbying. I distinctly recall Industrial Economist & publisher from Chennai carried a front page photo of M. S. Swaminathan. Inside editorial or a front piece, applauded

(537)

the PM/NDAs for selecting a scientist which was long overdue, and said that most appropriate person was the "father of ~~the~~ green revolution" M.S. Swaminathan! I don't know how many lobbied at Delhi against Kalam & for themselves or ~~their~~ person of their choice...

In the meanwhile my telecon with Kalam increased many fold. Mostly he called... Advice on how to respond to Press etc.

My blanket advice to him was ~~that~~ "Sir, please do not talk anything - good or bad... Parry all questions... you will be put questions on Gujarat.. Don't show any form of expression... Yes, yes Yes, even if ~~the~~ others think you are stupid..."

§ (538) :

They are not nominating you... Though NDA announcement, & Congress' quiet acceptance, K.R. Narayanan not pursuing second team etc, make your nomination ~~puccas~~ pucca, we need to wait till the nomination is done, the last date is over... Anything can happen in a short period just as yours emerged out ~~out~~ of nowhere and caught up to reality within hours!! ... So no utterance of anything! Even after the last date, you have to be careful ~~on~~ on sensitive topics like Gujarat... or Ayodhya etc. ~~It~~ Till election is over and you are declared elects.... Yes it is a difficult silence for about a

(539)

months or more... But very important.  
Your great friends will advise to you  
to speak out!!..."

~~After~~ one

Kalam was brought for nomination from Chennai by Pramod Mahajan.. ~~The~~ The whole of BJP/NDA wanted to make a big event.. Kalam told me particularly to be at the Airport with Vikram... I said "yes"

It was difficult to get for me also an entry into the VVIP lounge in which

INCOME SUMMARY	
2016-17	Rs.
<b>INCUBATION REVENUES:</b>	
Rent-KATC:	
Space Rented-sft	8,000
Monthly Rental-per sft	35.00
Number of months	6
Rental Revenues:	16,80,000
<b>Rent-ECCT Valdel:</b>	
Space Rented-sft	10,000
Monthly Rental-per sft	25.00
Number of months	6
Rental Revenues:	15,00,000
Incubation Revenues:	31,80,000
<b>TOTAL ACADEMIC REVENUES:</b>	6414,42,571

he would be brought near, so that the

(540)

The Cabinet Ministers etc who would be assembled there can pay respect to him... I had a Home Ministry pass... Fortunately George Fernandes <sup>(GF)</sup> saw me and told them security to let me in.. I could not still make it for Vikram... They refused; he had no Govt pass.. a student of IIM Lucknow then. I told him to stand in a place where the airport special bus will come... not to leave... I requested the security persons also to leave him there as Dr. Kalam himself wanted him...

The bus came carrying Kalam. GF & other Ministers present presented him ~~bouquets~~ bouquets. Kalam saw me and asked "Where is Vikram?" "Sir outside as he was not allowed!" K said "Common." "Come on! Get inside the bus." Even though he was ~~there~~

(541)

hearing all this, Pramode Mahajan tried to stop me, physically. Under normal circumstances I would have felt "What the hell?" & kept off.

But Kalam was very particular — so I pushed myself in. Pramode Mahajan ~~to~~ frowned at me ... Could not

do to push me out! Already Sivathambipillai & Sheridan were with him as they travelled from Chennai to Kalam.

When the Gate there opened <sup>the</sup> bus to come out & I told ...

"Sir Vikram is standing there! ..."

& Kalam said "Where, where" and made the bus to stop. Pramode could not do anything, nor the other security. Kalam got Vikram in. In his typical fashion said

"Vikram what are doing outside I say!" He knew the answer; he knew Vikram would reply because of the other guys ... But that was

(542)

One method of Kalam sending the message...

I think he was left ~~was~~ in his DRDO Guest House, ~~which~~ for which security was tightened up and some rooms were locked out and not allotted...

I did not get involved in going to the actual nomination, except that I was visiting him daily. Now I had to deal with many press persons who had already found that I go & see him often. Also a man with thick beard, long hair, <sup>(no turban)</sup> yet wearing pants & shirt, was very ~~was~~ rare! In those days my hair was ~~a~~ very dark...

Hardly some grey hair!

During those ~~few~~ ~~day~~ days

(543)

I could not attend to any other work other than Kalam's back - and front-office for getting him prepared for Presidential nomination; Sheridan, Pillai & a few others helped him too in DRDO G.H.

One important point before us was to ensure that Kalam resigns from all the posts which would be considered as "Office of profit" - we were not familiar with that term (it was going to haunt Kalam's term as President & I got involved too!). From the NDA / BJP / Govt side there were some people who advised I had also some legal friends ~~thanks~~ <sup>with</sup> whom I had some familiarity who voluntarily advised.....

The Professorship at Anna Univ

(544)

could be considered as OOP according to some persons, as the Univ. was funded by the State Govt. at least partially...

So we were on the job ~~of~~ of convincing Kalam to resign from it...  
He resister like hell...

" See I don't get one rupee from it! I don't draw salary... I said I don't need! ... ~~to~~ So where is profit? I will not resign..."

He also took a simplistic ~~legal~~ language view, then. We were worried. Last but one day for signing his nomination papers came... Some hour by late afternoon we made him write a letter to VC, Anna Univ. and faxed it and got a signature from VC that "the resignation is accepted!".

So Kalam was all set to

(595)

be nominated as President of  
India . . . .

Many other things after  
that I am not giving here . . . Those  
were great days for me. It will  
be written elsewhere as I am  
focussing more around PSA office . . .

I travelled with Kalam to a few <sup>professional &</sup> ~~few~~ <sup>places</sup> ~~places~~

& sacred places: Ajmer Dargah;

Sai Baba place, Pultapaulhi; Kanchi

Sankara Mutt; Rameswaran (his home);

and VSSC / Mahendragiri . . . I accompanied

him for all these trips . . . all the

while with him . . . Then also restraining

him from talking to Press & avoiding

some members of Gujarat etc.

"Till the election & declaring  
you as President!"

I gave many interviews . . . crisp.

(546)

some difficult ones. One S & T relation was that from a young lady reporter...

"Sir, I understand that Dr. Kalam has some crazy ideas of curing the disabled / mentally challenged etc by sending some current  $\&$  through brain implants? What do you say about it?"

Actually I did not know about it!

At Anna Univ all sorts of "fellows" had caught hold of Kalam as he was accessible. It appears that a

~~Jesuit (?) priest~~ Christian priest (brother level fuck - I saw him later)

had ~~be~~ registered with Dr. Kalam

for a Ph.D. in Anna Univ. ... It was about drilling some thing <sup>to</sup> the skull and passing currents to the two hemispheres via a programme through a PC. ... Had I known it before I

(547)

would have advised Dr. Kalam not  
to indulge in such bizarre expts...  
Later also he never told me; ~~not~~  
nor did I try to find out.

But at the time the lady  
asked I ~~told~~ replied truthfully "Madam,  
I don't know anything about this!"

She persisted ~~to~~ "Sir I know  
he is going to do some research there!"

I replied: "Madam... Kalam is  
a person having lots of ideas for future...  
He might have told that such  
implants may be possible in future...  
may be much longer future..."

☺ Thank God! She left me  
at that as I had truthfully ~~replied~~  
and convincingly replied as to how  
he could be a President without being  
in politics etc.... for this also since

(548)

di's not know about, my answer was in a toothful way.....

So finally Kalam took oath as President of India... My family, their family were all there... My job was to take care of ~~the~~ his entire family & friends from Ramenwara etc. Written elsewhere.....

That afternoon, I was a relieved man... Came & met Dr. RC, PSA in his office. I told him:

"Sir I wanted to tell you earlier in ~~May itself~~ June itself... but the turn of events for Dr. Kalam had kept me on my toes... Sir, I would like to leave this office and wanted to tell you in advance..."

(549)

He immediately asked "So you are going to go with Kalam?..."

He corrected himself equally fast "No! I should not be asking that question!"

I replied: "No Sir! Had that been so, I would have told me. Nor do I have any other job at hand... I ~~so~~ gave an advance information. When I get some, I would definitely tell you..."

He felt relieved & told me: "Rajan; In this office, you can go upto 64 years... See the new order... he took from his table & showed me..." Rather innocently.

I knew about it ~~that~~ before; that was done to accommodate Dr. Manju Sharma for a few more years as

(550)

the earlier practice was maximum 62 years for scientists.. From 58 to 60 to 62, Now 64 years; the order said for eminent scientists.. but it was interpreted in practice for <sup>#</sup>scientists<sup>#</sup> who had occupied the positions of para like Director, Secy etc plus a few others around them. Of course ISRO, DRDO, DAE had ~~at~~ 60 years & extended more. During Kalan's time as SA to RM he ~~also~~ created a record of sats by extending many around him and also increasing the CCR&D position!

I read it seriously without showing him a hint I did not know!

"Sir thank! But this is for "eminent scientists" Sir... Good that you have got it done!..."

Actually I took a dig at the word "eminent scientist"... So I was

(SST)

not in it ~~a~~ to become Secy DST!

Also patted him that he got it done!

He did not. Other forces in Delhi had got it done to allow Manjima to continue for two more years... I was told just a day when she had already laid down office... how they back dated it are interesting aspects of science administration! . . . .

Well I left the paper with RC & went back to work... I wrote a handwritten letter to Kalam the President (I have a copy now). Addressed as Kalam avangal... ~~It should be~~ congratulated him etc... ~~she~~ then came to the point that I am through with PSA ~~of the~~ office; had continued because he had told; etc Then

(552)

That I had told PC that I am leaving ... His reply JJ Irami / Tata's no result ek .. "

~~He call~~ I had it sent off to President's office ... had alerted Sheridan, I think..

He called me the next day from President's office " Rajan, don't leave without getting something..

You have not given in writing no?

Let it be so and give formal letter

SI.No	Particulars	Pg. no's
1	Revenue budget	78-92
2	Capital expenditure budget	93-95
3	5 years projected income & expenditure	96-98

### Agenda Item 9: Budget 2017-18

only after you get ! " I thanked him.

He did not even say, let alone promise, to get something! .....

(553)

~~Now~~ Now that I had initiated the process, I mentioned about my ~~idea~~ idea to leave PSA office to Amritabh Pande JS, DST. He immediately told me "Sir do you want to go to Punjab... the Govt there? & possible even as <sup>Cabinet</sup> Minister there."

That day when you presented CM Capt Amrinder Singh, good morning, was very impressed with you. Shall I put in a word?"

I replied: "Many thanks; but not as Minister in Govt... But something else... interesting... where I can contribute something useful for industry, agriculture, education etc... You know my spectrum & ideas!"

He says "Yes Sir..." This was July end or Aug B begining..

I think there was a SACC meeting in August... JS Irani was

(554)

there. During the lunch time, he asked me privately <sup>as to</sup> what happens with Takas. I explained. He said "Ms. Rajan, I am sorry the way they had dealt with you..."

If I were you, I would forget them. <sup>It is their loss.</sup> Look at others and you will get ~~it~~ in many places!" I told him "Thanks; ~~I want to close the loop with you!~~ That was a relief..."

Looking back Destiny was at work...

In a couple of weeks' time Amitabh Pant came up with a good news "Sir, I conveyed to CM. They have a technical University PTU; they need a Vice Chancellor... In addition he wants you as his Scientific Advisor..." I said fine...

(554)

I think he collected my 'a' copy of my CV for starting the paper work... I did not even ask about the nature of job... I knew that Amritabh held me in high esteem & would not push me into a problem... I was also happy that I ~~was~~ would be out of Delhi and all these ~~se~~ "SET System" for which I had sacrificed most of my life.

I was 58 years then! (actual) 59 years on paper..

Kalam got a great position... a pinnacle which can be desired by an Indian citizen... something which none of us dreamt... But I ~~knew~~ knew the limitations of that office in actually doing at micro-meso-levels of society. What he could not

(556)

do as PSA, he can't do as President...  
Also the real imp force even in  
terms of macro policy changes to  
help micro-meso-level actions, I  
desires, is from PM's Office! Or  
Finance Ministry!!

Well I had left behind  
the ideas of doing some major actions  
that would transform India. What I  
had done, was the best I could do...  
So let me be away from all of these..  
New area! New territory to wander..  
I do something, if I can...

I didn't sub tell about this  
to anyone: RC or Kalam. I  
discussed only at home... Any way  
Vikram was ~~almost in~~ in IIM Lucknow  
So no problem from family front...  
I was continuing PSA / TIFAC

(558)

work...

In the meanwhile a major thing came from Kalam side. Going to Guj Ahmedabad to pay homage to Vikram Sarabhai (Maybe this was before my meeting JJ Irani or telling Anillesh Pawde....). Kalam wants me there... I knew about the "politics" of the matter..

Also there was an issue with the ~~a~~ speech of Kalam on the first day ~~as P~~ after taking over as President.. some of us put it together.. I had lot of contribution too.. But we missed an important point: Mention about Mahatma Gandhi.. There was some mild criticism in the Press. I had it in mind...

(53F)

I strongly advises Kalam not just make it Aug 12, 2002, see Sarabhai home & come back...

"Sir you are now bigger than ISRO, Sarabhai etc. Also since you missed mentioning Mahatma Gandhi, as a great symbolic message you start your trip outside as President of India (RPji) with a visit to Sabarwati Ashram... Pay respects... See Sarabhai home... Then have ~~to~~ a visit to the places in Bhuj, Kutch where TIFAC, you had contributed ~~over~~ about 1000 habitates of Composite houses... & then return..."

He agrees... His office (PM Nair) was trying it to make it into a trip of RPji; embarrassing

(539)

State Govt / CM Narendra Modi...  
He gave Rjji a list of riot  
affected places he should visit...

State ~~Govt~~ Govt had problems  
because of security arrangements and  
perhaps political sensitivity. PM Nair  
was in full gear with NAO list.

State Govt had given its list..  
I had learnt earlier about the  
usual procedure for Rjji's trips.. It  
was heavily controlled by the Home Mintr/PMO.

Rjji office gives a desire for com...  
Only after HM/PMO cycle it with  
themselves, Rjji is allowed to travel..

Vajpayee as PM was gracious; he  
did not want to stop Kalam Rjji  
~~not~~ not influence it..

(560)

Kalam & I had long discussions on the riot hit area list ..

I was very clear with him  
" Sir, you have 5 years to go...  
No point in starting with a som  
~~not~~ note with Govt. Gujarat riots  
~~is~~ a sensitive issue... Do not  
embarrass either Centre or State Govt...  
You should visit for sure... take  
mostly the State Govt list.. and  
take a few from NCO list ~~after~~  
State Govt will agree..."

So Kalam did accordingly ..  
There is a photo of CM, he & I  
visiting the Gandhi Ashram... Excellent  
visit.. Sarabhai's home...

~~Then the riot hit~~

All Through Kalam made  
me sit between him & CM in the  
Ambassador car... He used to

(561)

talk to me in Tamil. I was trying to go to the front seat, as I was like a irritant in between for AM...

Kalam insisted...

In the riot hit areas I was the main interpreter for him. It was wise of AM to tell Kalam "Sir you be with them and have a free talk... I will come & join when you are through..."

So I was the Gujarati interpreter as I could manage... ~~I had~~ Goma's Dhruvadhara... so many years..."

Meetings were frank & intimate. He could sit with many groups. I helped everybody who wanted to say something to reach President; security personnel might have

(562)

been under great tension. Overall  
it went well... I was natural  
with all of them; I had myself  
a deep empathy with all those  
affects... It was well before I  
came there.. There were ~~pr~~ instant  
poems from me in Tamil & (English  
translation by me + rare)... one by  
Gomer too.. They appear in Azhivatha  
Cayiragal / & "Agony & Harmony" - English..

There were lots of coverage...  
(Kalam's niece)  
Nazima (sent me a special letter  
seeing TV coverage....

Later learnt from <sup>AS</sup> Pillai  
that PM Nair was very annoyed on  
the coverage I got... he was not  
even any where near... What perhaps  
he did not know, was that I was

(563)

not going to stick around Kalam.  
This was the first visit, a sensitive one, ... a place where Kalam had a language barrier.. I could bridge it fairly well... I wanted Kalam, a friend of many years, to come out great! Also having excellent relations with Centre & State Govts!...

Kutch / Bhuj visits were equally great.. That is where I had the opportunity to have Satyanarayan BAPS contact well established & started with Kalam. Earlier ~~where~~ when he was PSA and visited the Kutch / Bhuj TIFAC work... They were all very happy.. It was a wonderful habitat.. even CM would have been surprised to see their happiness in seeing Kalam now as ~~Prasi~~ R P ji.

(584)

After that trip ~~at~~ Kalam wanted me to write a note as to what ~~is~~ <sup>was</sup> to be done on short term and long term in Gujarat to bring back normalcy and confidence.

I wrote one by hand and gave. I found a copy recently in my archives. I don't think he could use it to speak to PM or CM or some one else .... I had seen many such things pass by with good intentions!!.....

My ~~own~~ addition to my routine work in TIFAC some of which were making to final stage like Mobile Diagnostic Centre at Uttarakhand (Uttanchal?) Most other things were on autopilot like Composites Mission, Sugar, FlyAsh,

(565)

many smaller projects of HGT,  
etc. even TIFAC-CORE which had  
stabilised after a couple of approvals  
— processes were well set. ... Clean Milk  
project at Louisiana was nearly complete.  
The CIMAP-TIFAC project on Ceramium was taking good shape.  
PURA work came to a total  
halt as I has given before.

Nothing new was taken by  
PSA office — RC was using it  
more for position (He was MOS rank)  
and for giving lectures...

In one of the SACC meetings  
I met J. J. Irani & I have written  
what happened. VK's report ends.  
SETS remained headless  
with Vijayaraghavan taking additional  
responsibility going routine, RC  
being guided more by Dekhne...

(566)

Amitabh Pande's offer to get me in Punjab was germinating. I did not try anything else.

In addition to all of these I had an additional load of being an important drafter for the R.P. ji. Also he used to talk to me very often on phone... long chats... some the same old way... "What I ate? What he ate? eh"  
— some were serious; he needed my advice. I used to give them..

~~One~~ On some persons — women and men — I had cautioned him. Some very sweet talkers, he would not have yet seen! I told him how his POWER ~~would~~ would attract them towards him very speedily... Coming to wish, then...  
eh. One a few persons "Thanks Rejan... your input was dead accurate!"<sup>17</sup>

(567)

I have to learn these new things here!"

Some times in RP Bhavan, ~~from~~ 'Home' — that ~~is~~ is residence of RPji — Kalam starts having his 'Kacheeri' — endless types of discussions.. He uses it as his method of thinking or just not allowing any one the ownership of ideas ~~or usi~~ etc. Some times he would trigger Swaminathan or some body to derail some line of thought which ~~is~~ was gaining ground... ~~Sometimes~~ Mostly it was difficult for me to ~~just~~ go through this process... Moreover it would be invariably starting at 9 pm and go to mid-night as he had

(568)

a practice of late lunch at 5:30 to 6 pm after which he would go to sleep & be back only by 10 pm... to join the Kacheri; fellows who were there would be kept of fed with soup, coffee, tea, bajji etc. My habits were (are) well regular. I would usually finish ~~the~~ dinner by 7-8 pm & we would go to sleep by 9:30 pm to 10 pm & up by 6 am.

So to adjust to such demands as our home was in Moshbagh — nearby RPBhar — I would take dinner & come or

(564)

Some times join his late lunch  
... continue the programme - only  
thing affected would be sleep ...

Even there, I had a cut off ...

When Kalam joins the already  
tired & confused group, talking  
something for the sake of talking,  
around 10pm or so, I will sit for  
some time & tell " Sir, we had  
a lot of discussions. There has  
been some progress for your draft  
speech. We are all waiting for you  
to finalise. Harip hears everybody  
I would go and sit some place alone  
and write some of my inputs &  
leave here ... You can all see it

(570)

for whatever ~~at~~ its worth. Add/delete/  
throw it away....."

Without even waiting for his  
response, I would go to a side  
room take a whole sheaf of  
good white papers and write  
in free hand — often going to  
30 to 40 pages (each page  
about 80 words, & easily readable  
as these ~~writing~~ ~~is~~). Come back  
leave it with him and I say good  
night to all.

K would say "Sir, very  
interesting topic now! & Why don't  
you listen & go!"

I would quietly excuse "Sir  
it is already 2 hours late for

(571)

sleep... nothing will go inside now...  
and will run away!.....

Sivakumar who was  
his Director IT and ~~set~~ put  
in place all Kalam's email  
projection to the wall, to  
help 'Kachei', etc, help  
in all PPT's....., had  
often times told me, "Sir...

we all talk so much here..  
Finally your ~~papers~~ write up  
is the main one about which  
the talk is formed, with  
some paras, here & there  
added. This he had ~~told~~

(572)

me, when I was in Punjab and  
used to come sometime to RPBhawan  
as Kalam's request... I during

my stay in Punjab, in addition

to my onerous tasks there

one job was to send write-up

& fax them to RPJ; <sup>!</sup>... Reems

of paper!! I did not keep

copies of them... ~~The~~ From

Punjab, I sent without the

"infliction" of the 'Kacheri', just

based on the regular (almost daily)

telecon with RPJ; .....

Later post 2004 when I ~~had~~  
left ~~Guar~~ Punjab and stayed in

(573)

Lungason, (Goma, Vikram & me —

Vikram had finished his MBA and was working for GE Capital in Lungason, RP's invites him also for the Kachei meeting. Vikram had a tight routine; He had seen me a reluctant person when I went for Kachei — he thought that I might be unnecessarily negative about it! He is used to the group discussion in MBA ~~classes~~ courses, and also in GE!

I took him one — we used to get a nice RP Bhawan car — to the envy of other residents in

(574)

Kendriya vihan where ~~she~~ we stayed.

After sitting through one  
kacheri — "Kalam uncle" made  
him also talk ... <sup>Vikram</sup> ~~he~~ told  
me later at home: "Daddy  
how are you able stand ~~the~~  
such meetings so many ~~#~~ times!"

I said "Vikram, do you realise  
now that your daddy was not  
unnecessarily negative?"  
\* \* \*

Coming back to PSA office, I  
had triple role from Aug 2002  
— PSA office, TIFAC, RPji calls!

(575)

There were also outpourings of my poetry during this period... more I was ~~crushed~~ <sup>crushed</sup>, more juice came out, not always bitter!!.....

My visits to important work centres of TIFAC continued. Normally I did not go to launch of TIFAC-CORE'S Kalam used to go; RC as PSA/Chairman TIFAC also loves to go!

During one such visit was to see the ~~main~~ Clean Milk Project in Ludhiana, we had the ~~the~~ Chairman of Agro Processing ~~Project~~ Vision 2020 projects Leela Poonawala was also there. It was in depth review + visit. It was in an operational stage... We had excellent demonstration & discussions.

(576)

The womenfolk and children were watching from a distance, talking <sup>within</sup> ~~to~~ themselves. I just strayed near to listen to what they talked:

One old lady was telling her grand daughter:

"You also should read well and become Chairman like that madam"

She did not know <sup>Deela Poomal</sup> ~~her~~ exact title or company. She could guess she was in high position; for them it was Chairman!

All of them were looking at that comment favourably. Younger women did not talk and would be thinking in terms of their missed opportunities!... Old

(577)

women were very clear about their grand daughter's future course. & I had seen such attitude in other places too. Punjab, Andhra were depicted as anti-girl child. It might have been in the 1980's which reflected in 1991 census.

But in 2002, I saw great difference in actual ground level... Our newspapers pick up bad news even from past without giving the current good news!

Indian & Since I was deeply committed to <sup>Indian</sup> women entering to all modern fields work equal to men (right from my young age thanks to Subrahmanya Bharati) I told about these conversations here to LP & requests her to talk to the womenfolk. She did so in Hindi.

(578)

LP: "Are you ~~to~~ all happy  
with this Project?"

In chorus they said "Yes very happy?"

LP: "Why? You get more milk  
little more money. Why you  
all are so happy as I see  
your faces?"

They: "Madam we get lot of  
spare time now, which  
we can use for ourselves for  
many useful work."

LP, somewhat puzzled "How do  
get spare time? I don't understand!"

They: "Madam! Do you think  
that these men & milk the  
Cows daily. Today you, big person,

(579)

came and so they are showing to you.  
Daily we used to milk the buffaloes;  
30 litres cannot be done one time  
with hand; so we start from  
the morning; 4 to 5 times  
in a day we had to do... Daily  
morning to evening we were tied  
up with milking only... our  
hands used to pain (they all  
showed their hands from shoulder  
to wrist). Now this new  
thing has come. Only once  
in morning.. These men go  
outside to sell only.. We draw  
the milk. So whole day is  
available for us to do stitching,  
embroidery etc.... Thank you

(580)  
madam for your equipment!"

LP & I were really stumped.  
~~The~~ The women were not worried  
about the addition 5% more milk,  
the "clean" milk etc which  
add value: that ~~to~~ <sup>was</sup> what we  
calculated. It was real. We  
never thought that it was  
so gender-friendly. If we  
had asked the question (it was  
of gender friendliness before we  
would not have got the correct  
answer. Men ~~to~~ or the cooperative  
~~the~~ VERKA <sup>were</sup> ~~was~~ not going to  
volunteer this secret that men

(581)

making women to draw the milk!

I think it was Oct 3, 2002 (memory)

When we returned to Delhi

~~I found~~ next day, I found that I had the order of

VCPTU / Chairman BOG

& Scientific Adviser to Punjab CM.

So my orders were passed

on the days when I was in Punjab.

Some geo-  
where is it?

M.S. RAMAIAH UNIVERSITY OF APPLIED SCIENCES  
SCHEDULES FORMING PART OF BALANCE SHEET AS ON MA  
FIXED ASSETS SCHEDULE FOR THE YEAR ENDED 31.03.201  
SCHEDULE : 9

Sl. No.	Particulars	W.D.V As On 01.04.2016
I	Land - Yatalakanahalli	14,94,41,395
	Land Wall & Fencing	19,92,000
II	Vehicles	35,53,966
III	Equipment	12,94,37,904
IV	Furniture & Fixtures	3,57,58,670
V	Electric Fittings	78,98,328
VI	Sports Materials	7,06,150
VII	Library Books	1,23,52,370
VIII	Computers & Networking	4,62,88,224
IX	Software	1,82,18,226
	<b>TOTAL</b>	<b>40,56,47,233</b>

(582)

~~So~~ So I was now able to get out of PSA office.

I informed RC & gave him in writing. For him also it was convenient. In DAE's internal politics, <sup>one</sup> Dr. Sikka ~~was~~ missed the opportunity to become Director BARC. ~~and~~ And therefore RC could make him take my position — Secretary level — & Dr. Sikka was an excellent solid state physicist.... Very little exposure to other S&T agencies or industries, etc. — The issues to be dealt with by PSA office.

I was relieved to join  
PTU / SATCM, I think it  
was on 20 Oct 2002.

(583)

Segy DST

Poojv SR told me to  
continue in TIFAC & not to  
resign immediately, as in  
any case, I won't be staying  
in ~~PST~~ Delhi Mohi Bagh —  
maybe I may come in week  
end or once in 10 days....

Lot could be done on phone  
was his logic....

~~Kate~~ I informed Kalam.  
He wishes me well. But I won't  
see that he was a little  
unhappy that I ~~will~~ <sup>won't</sup> be away  
from Delhi — not available  
to come RP Bhawan on call....

I think I went by ~~air~~  
a Swarna Satabdi mail: Delhi to

(584)

Amritsar... ~~late night~~...  
~~at~~ late evening... will reach  
Jalandhar (HQ of PTU) close  
to 11 pm or so...

~~Was~~ Received well... was  
put in a Guest House of PTU...  
very ordinary one...

Next day I started in  
the morning: ~~at~~ first thing was  
to go to a nearby Gurdwara...  
offer <sup>do</sup> my prayers, in the traditional  
way... Hair covered etc.... Then  
I went to the place where the University  
was ~~supposed~~ located... It was inside  
the campus of regional engineering  
college, Jalandhar. The campus and  
the buildings were okay... But the

(585)

The "building" ~~of the Univ~~ adjacent to University was shocking... One of the walls at the entrance had ~~on its~~ all its plasters ~~falling~~ fallen... as I entered the place was dusky... the so called room of Vice-Chancellor, the sofa sets in front for the visitors... less said the better...

In addition, I found that the mobile signal (the now "ancient" ~~not~~ Motorola mobile with its stick out antenna) had a provision of warning about an signal green, yellow & ~~red~~ red.. Red no signal..) ~~It~~ was flickering between red & yellow! I used to call those signals as poverty-index signals.. I had travelled with it to Bihar, UP etc.. In Bihar outside Patna (say 5 Km or more) it would remain red.. Mobile won't work etc. That was around 2000. Near nusraras

(386)

should have coverage, I guess... I had not gone recently. Around 2005 - eh it was better...

But the ~~the~~ PTU Univ HR area was in such "poverty" zone.. At that time itself, I had decided that we should move out even into the Guest House area..

Most of the parents who ~~would~~ come for enquiry had to come some 10 km or so from Railway Station & would be mostly out of reach to talk to others..

Some rooms there were stacks with files & papers... I was told it was that of Controller of Exams! (COE). It would have been so easy to break through ...

There were many more "birth pangs" of getting into the position of V.C... I was also made

(1287)

Chairman of Board of Governors.  
The callous state in which such  
an important Technical Univ.  
for Punjab, giving opportunity  
for Punjab's young boys and girls  
after 15 years of ~~the~~ (1980-1995)  
stagnation after terrorism, was  
appalling!

More about it when  
I write that part of the Chapter  
of my life (2000-10) decade..

When I ~~was~~ joined as

---

Agenda Item 7:  
Review of Financial performance for the Year  
Ended 31.03.2017 and draft Audited  
Financial Statements as at 31.03.2017.

PTU, VC etc, my link ~~was~~ with  
TIFAC as ED TIFAC remained  
as Secy DST (VSR) had told

(88)

not to resign immediately, though I told him that I could do justice to TIFAC ~~with~~ as PTU VC task ~~with~~ would be onerous...

But it helped only one item... I could go to Uttarakhand for the launch of Mobile Diagnostic Centre — the real achievement

of TIFAC. Surjit Singh Bannala was Governor, Kalanias R.P.'s flagged off

When I came back after that I informed VSR that I

had to tender resignation of TIFAC ~~too~~.

We discussed temporary arrangements; he himself took charge giving cheque the signing powers to J.S. Bhagat.

I had requested my senior colleagues in TIFAC: D.N. Singh, R. Saha,

Deepak Bhatnagar, Vimal Kumar & S. Biswas (five of them)

(89)

to work together & not to fight.  
I spent quite a bit of time  
to explaining to them that if  
they work well in unity  
VSR would be able to pilot  
it.... and over a period  
make one of them the ED, TIFAC  
with substantive ~~for~~ independence  
for others...

Later it was not to be.  
VSR told me that each  
of one of them ~~will~~ would  
barge into the corridor when  
he passed by and request  
for time and start telling  
him against others and  
~~say~~ that others should not  
be given power... Later ~~against~~  
all uniting against Bhagat

(90)

I would not know what exactly happened.

VSR said that it was becoming impossible for him. Setty had to go away. He as to Bangalore. He was senior to all of them in age as well! ...

So VSR said that he had to go for a new ED.

As it happens, RC used this opportunity to reward his very old friend ~~Anant~~ Anil Patwardhan's ~~son~~ Don Dr. Anant Patwardhan, who was just Assoc. Prof in IIT Bombay much younger to the five persons in TIFAR, as ED TIFAR.

(291)

VSR might have to ~~&~~ accept it  
as RC was his boss and he would  
not like to annoy PSA!

~~&~~ I did not get involved  
in knowing more about TIFAC or  
PSA office... That was my style  
or attitude... When I left ISRO  
I ~~&~~ erased it out of my thinking.  
Sometimes persons used to tell  
about it... ~~&~~ I just hear & leave it  
at that; not try to find out more..  
So it was for TIFAC or PSA office.  
I had <sup>a</sup> lot to do in PTA / Punjab.  
When I went to Punjab, I knew  
there would be challenges; but  
it was a messy, dirty field  
in which I had to enter... Within

(92)

<sup>be</sup>  
a few days of my joining the  
former Vice Chancellor, ~~and two~~  
~~others~~ <sup>former</sup> were a Tech. Ed<sup>n</sup>. Minister  
& a Director level person from PTU  
taking care of Distant Ed<sup>n</sup> were  
arrested and put into judicial  
custody ...

~~Dr~~ Dr. Sikka who came  
into my place at PSA's office almost  
immediately, did not request for  
my briefing, ~~nor~~ nor did I volunteer

---

CRISIL Rating Report - July 2017

**Agenda Item 5:**

Nor did RC ask me for it. Maybe  
he wanted to have "his way" and  
Rajan would be a hindrance!

(1993)

One day when I was in the middle of an important meeting <sup>in Punjab</sup> he called me:

"May I speak to you?"

I said: "Yes, do so ~~if~~ if urgent as I am in a meeting"

He said: "A small quick clarification"

Then he told about the young technical assistants of deputes from DRDO. He said that PSA had asked to ~~revert~~ <sup>inform</sup> to DRDO immediately and whether I had the background!

I thought to myself:

"Oh! God! ~~What~~ How persons are!

This young man would be just ~~to~~ like a grandson for RC... In his

(894)

frustration of me being able to get the young woman who was his colleague (he was club footed), he shut of some angry accusations about the wastages in PSA's office! He had confided to me; I had advised him I told RC that let him be reverted ~~in~~ when his term ends."

I gave a brief to Sikka.. He was also surprised.. I advised him to be compassionate to the young man... I did not later follow up what he did... RC would have pressurised Sikka as if a grave national security was being protected!

Coming to TIFAC, since VSR has

(1995)

placed me in the GC of TIFAC  
even in my personal capacity, I  
was a Member GC even though  
the ex-officio Member Secy position <sup>as ED TIFAC</sup>  
~~was~~ was not there...

They had managed to  
GC  
call a meeting without calling  
me...

I did not even receive  
a customary ~~letter~~ letter or  
a routine resolution of TIFAC GC  
appreciating my services of about  
12 years as founder ED TIFAC.

\* \* \*

~~The~~ The ~~about~~ is the  
account of PSA office till I left...  
I did not ~~try to~~ <sup>try to</sup> get any idea  
about it & later...

(896)

A few times later (may be after 2004) when I came back from Punjab and was with CII RC used to see me in airport and talk pleasantly; he would tell about the initiatives he was going to take (or taking) with SME's sector... He ~~would~~ say he needed my advise and asked somebody from TIFAC to contact me... Once he sent Sanjay Singh... He had little clue of what he was supposed to ask me... I gave some advice... Over...

\* \* \*

7/5/18

(597)

Sometimes I had wondered why I write these things. PSA of <sup>written near</sup> office, <sup>for</sup> (my) ISRO days so far done @ May 2018  
<sup>early</sup> to 1980's ... will finish it & go to TIFAC / DST / Punjab etc.

Already ~~ISRO~~ 1940-50, 1950-60 1960-70, 1970-80 & part of 1980-90 would be <sup>5000-</sup> some 15000 pages

of such writing of with inclusion of pages of <sup>has as archives</sup> ~~may be around 200 pages~~ If I finish all of it available <sup>from some archives</sup> & it may

and insert papers. L

add some 10,000 pages to come up to

~~to~~ 2010 - 2018 ...

Sometimes I feel the pointlessness of it all ... These are not intended to be a biography..

I am tired of writing books and be at the mercy of publishers.

22 (598)

God's Grace, that is not a great source of income for me.....

Also I found that such books even with a lot of fanfare as India 2020 receives make little difference in changing the course of India for better.

Or to make the youth to think of new directions in

a scientific or analytical manner. ~~No~~ (A small number of them would have learnt; some see me in airport & tell me)

No doubt they have added to some "fame" to me. People

call for talks... But the

earlier books including Poetry ~~and~~ books

~~had~~ had contributed to my

own intellectual & emotional

evolution. I learnt a lot... I felt

(599)

Satisfied that I had expressed some things ... On some occasions when I wrote them, they had taken away steam of me ...

What about these writings so long ... some times very detailed.

Geopal Raj (former Hindu) feels that I should do, because ISRO or our S&T ~~of~~ organisations do not allow access of their archives, even after ~~yes~~ decades. Also many of them would have thrown them away ~~to~~ a corner or throws it in a corner where ~~the~~ insects might have eaten them. Even in the 25 year, 40 year etc type of Reports, Books, Souvenirs they release may have articles of the past ... Most of them subjective and

(600)

also <sup>PS</sup> written in a style to please the current dispensation, during those functions.

The agency Chiefs, including ISRO Chairmen would present things ~~to~~ ~~be~~ ~~in~~ formal articles to journals / magazines, ~~would be~~ as if all good things ~~to~~ started with them! A ~~&~~ cursory reference to founding fathers may be there... But what many others did ~~would~~ not come... For example in

Approval of Revisions to Intake and fee structure for Admissions 2017-18

Agenda Item 4:

describing ISRO Pantheon in launch vehicles persons like Gowariker, Kurup, Y. J. Rao will not come.

(601)

Even Kalam is mentioned because he later became President of India and all <sup>(or most)</sup> of them expect some "national awards" from him!!

So it is good that I write somethings, I knew so that they are available to a future researcher like Gopal Raj... But knowing how SET Correspondents have been functioning for ~~about~~ over four decades, I doubt it! ~~Even~~ Present day SET Correspondents would appear to ask questions, but they have not even thought through them! They more or less reproduce what is put out by agency chiefs. Ministers are still worse! They read out what the agencies have given!

(602)

Also Ministers / PM's have compulsions to present only positive side. So Parliament questions fetch very little.

The Parliamentary Committees, generally toothless, do very little of research. RTI questions are more around ~~the~~ an immediate interest of some person: purchase orders, provisions etc.

Independent researchers in humanities do ~~little~~ very little about the functioning of organisations; their historical context; what they formise & what they do; even comparative analysis with other countries. Or best practices! . . . Of course, to be fair to them, they are blocked by agency chiefs . . . .

(603)

So my records here maybe  
of help to some later researcher...

Of course, ~~they~~ what I write  
would contain my biases; my  
limitations; some things might  
have happened behind my back.

Also I was not inquisitive to  
find out many things; I never  
kept a "spy ring".... ~~nor~~ nor  
did I ~~any~~ encourage persons  
"feeding things to my ears!"

Fortunately, Dharan Gan  
made many papers I wrote to  
him ~~over~~ as Chairman... They  
provide valuable clues... Therefore  
I had put <sup>copies</sup> ~~at~~ most of them  
in proper places... They are in a

(604)

way evidences to what I wrote, for  
later periods, I had some copies  
but not fully...

Another ~~asp~~ reason may  
be my inner desire to project  
myself as an important player  
— not fully recognized! I won't  
say it is not there. But I am  
74 years now! There is no special  
gain ~~to~~ by projecting myself!..

But an inner  
desire may be a reason!..  
My place in history !! ? Ha Ha!!

That is why I am  
also writing the origin of my poems...  
The publishers NCBH had noted  
in one book that my poems of  
are a diary of post independent

(605)

India and the events in which I was a participant. Sudhanashi Regunathan had told me a few times to write the context of the poems and she would attempt a new type of biography of me around the poems... It is ~~at~~ still part done... ~~I~~ I had put in publication as well the dates / months / year of writing...

I need to interweave the poems in a Chronological order...

This mega ~~write~~ write up is about things which are still in my mind / brain... As Gopal Raj often tell me "Rajan... write them... If you

(606)

all are gone...."

I do make many persons to write .. UR Rao, Nambir, K. Radhakrishna, even others.. I tell my younger colleagues in TIFAC to write things as they saw/see... "not necessarily in praise of me" I emphasize.

I tell A. Amudesswari, no success now... Now I am pressing Dr. A. E. Muthumayagan & had linked up with him..

I tell even my ~~at~~ admin/other colleagues, not necessarily high positions, in ISRO layout... I gave them a simple format... All around them....

I have some desire ~~as~~ to enable organic researchers to

(607)

to have some material to  
look at - even weed out contradictory  
ones.



(602)

to decipher how Indian organisations evolve, build, achieve, mature, stagnate etc... I feel such a knowledge ~~will~~ would enable future generations of Indians to perform better...

§ While doing my other work, to advise, to encourage etc which I do on <sup>almost</sup> daily basis... I again reread the interview done by Permeswaram in Tamil about me for 'Theeraa Nadi...' 'சொந்த' — He printed it in full in Chindanaica Chidanalgal. It ~~is a~~ gives a ~~gl~~ good glimpse of many happenings in my life & motivations. But it is only about me...

(608)

But this long write up is not all about Y.S. Rajan & ~~thought~~ It is about ~~an orga~~ organisations, the national eco-system of S&T, scientific, political too... of India..

ISRO, TIFAC etc play a dominant role in the write-up

On balance I find that it would be of some use...

Let me finish off the rest of them & complete a task which I had in

mind..... Having done so far

it is not useful to abandon.

And above all it keeps

(609)

my skills in writing alive... So  
that when I had to give  
talks, for some items I do  
write a full article...

\* \* \*

This ~~end~~ ends the PSA  
~~chap~~ sub-chapter of  
2000-10 Chapter.. When  
~~I~~ I start it I will ~~write~~  
refer to this part... While  
staying the files of writing  
I ~~will~~ will keep in a near-  
chronological sequence  
in it

J  
10/5/18