



MARG DARSHAN

तमसोमा ज्योतिर्गमया

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75
आज़ादी का
अमृत महोत्सव

Independent India @75
Self Reliance with Integrity



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CMD-HAL unveiled the bust of Shri Walchand Hirachand, founder of HAL.

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ಅಧ್ಯಕ್ಷರು ಮತ್ತು ವ್ಯವಸ್ಥಾಪಕ ನಿರ್ದೇಶಕರು

ಆರ್. ಮಾಧವನ್
ಅಧ್ಯಕ್ಷ एवं प्रबंध निदेशक

R. MADHAVAN
Chairman & Managing Director



CMD's MESSAGE

ಹಿಂದೂಸ್ತಾನ್ ಏರೋನಾಟಿಕ್ಸ್ ಲಿಮಿಟೆಡ್
ಪ್ರಧಾನ ಕಛೇರಿ

ಹಿಂದುಸ್ತಾನ್ ಏರೋನಾಟಿಕ್ಸ್ ಲಿಮಿಟೆಡ್
मुख्यालय

HINDUSTAN AERONAUTICS LIMITED
CORPORATE OFFICE

Dear Colleagues,

I am happy to see that HAL Vigilance is bringing out another edition of its in-house magazine Marg Darshan, focusing on the theme of Vigilance Awareness Week (VAW) 2021- "Independent India @ 75: Self Reliance with Integrity". I strongly believe that self reliance and Integrity are the key pillars of development of any organization. Integrity in work place promotes a positive environment which encourages higher productivity. Sound morals, ethical beliefs and basic honesty are highly valued characteristics in an employee. Self-reliance with Integrity builds trust and people are drawn towards such honest and dependable behaviour.

In HAL, we always strive for productivity improvement to achieve Self-Reliance with Integrity to build strong social structures and increased levels of economic activities. In this context, the company is giving a focussed thrust on design and development activities to boost Indigenisation through platforms of Light Combat Aircraft (LCA Mk 1A), Light Combat Helicopter (LCH), Basic Trainer Aircraft (HTT-40), Light Utility Helicopter (LUH) and many avionics and accessories.

We need to come together to reiterate the ideals of Integrity, transparency and accountability and strive towards the embracing the values that have guided us in our journey so far.

On this Occasion, I place on record my appreciation of the awareness-raising measures of HAL- Vigilance Team on anti-corruption among the employees and convey my best wishes for this new edition of Marg Darshan.

JAI HIND

Place :Bangalore
Date :09th March 2022


(R Madhavan)

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ಕಲ್ಯಾಣಿ ಸೇತುರಾಮನ್, ಐ ಆರ್ ಎ ಎಸ್
ಮುಖ್ಯ ಜಾಗೃತಿ ಅಧಿಕಾರಿ

ಕಲ್ಯಾಣಿ ಸೇತುರಾಮನ್, ಆರ್‌ಎಐ ಆರ್‌ಎಸ್
ಮುಖ್ಯ ಸತರ್ಕತಾ ಅಧಿಕಾರಿ

KALYANI SETHURAMAN, IRAS
Chief Vigilance Officer



CVO's MESSAGE

ಹಿಂದೂಸ್ತಾನ್ ಏರೋನಾಟಿಕ್ಸ್ ಲಿಮಿಟೆಡ್
ಪ್ರಧಾನ ಕಛೇರಿ

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HINDUSTAN AERONAUTICS LIMITED
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Dear Friends,

Our nation is celebrating and commemorating "Azadi Ka Amrit Mahotsav" with a mission to create "Atmanirbhar Bharat". In line with this fact, the theme of the in-house magazine Marg Darshan is "Independent India @ 75: Self Reliance with Integrity". The Organisation should strive to drive home the idea that the fight against corruption is a collective fight. It therefore, goes without saying that all stake holders are to be driven by an inner zeal to fight against corruption for promoting our ultimate objective of self-reliance with Integrity.

It is my strong belief that leveraging technology in structures and processes will certainly helps in better management of organisation and also in better vigilance administration, investigation, preventive vigilance initiatives, identification of frauds and plugging out vulnerabilities etc. More initiatives in this area are prerequisites for improved preventive & participative vigilance.

In this edition of Marg Darshan, the editorial team has tried to capture the views of few external authors who are from diverse fields of society. There are articles by our executives too. I congratulate them all for their active participation in this endeavour. I am sure that initiatives like these will go a long way in bringing about a self-reliant nation based on the foundation of moral ethics and integrity.

I would also like to place on record my appreciation for all the members of the editorial team who given their best to bring out this edition of Marg Darshan.

Place :Bangalore

Date :09th March 2022


(Ms Kalyani Sethuraman, IRAS)

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**Interview with Sri C.B. Ananthakrishnan, Director (Finance), HAL by
Smt. Rajashree Sharma, General Manager (Vigilance), HAL**



GM(Vig): Sir, warm greetings from vigilance dept. At first, I would like to congratulate you for successfully accomplishing one more financial year with quite remarkable numbers even in this tough business scenario.

Dir(Fin): Thank you so much and greetings to all!

GM(Vig): Sir, please share your key attributes such as your experience in HAL.

Dir(Fin): I started my journey as a Chief Manager (Finance) from Helicopter Division, HAL from March 2004 and thereafter worked in various capacities across HAL. I am grateful to HAL and all my earlier superiors for their guidance and support which had made me today what I am. It has been 18 years of successful journey in HAL, which indeed was very challenging but I enjoyed every moment of it and feel satisfied that I could also contribute in a small way for this great organisation.

GM(Vig): The next edition of Vigilance e-magazine , Marg Darshan is scheduled to be released in April -2022 on the theme “Independent India @ 75; Self Reliance with Integrity” which was the theme of vigilance awareness week -2021. Please share your view on the theme?

Dir(Fin): I wish and pray that as we move towards commemorating 75 years of India's independence, we should start celebrating the “Integrity of the Indian citizen” rather than the theme of “vigilance awareness”. Notwithstanding, the organization should bring together all stakeholders to collectively participate in the prevention of, and the fight



against corruption. In our HAL, we have had a long and well-established tradition of integrity and ethics. It is everyone's responsibility to re-affirm these ideals as we strive towards organization development and self-reliance, it is the duty of all employees/officials to be vigilant and combat corruption in every sphere of life. The theme brings everyone together to strengthen our commitment towards progress and self-reliance while remaining rooted in our ideas and ethos.

GM(Vig): In your opinion, what needs to be done to achieve our goals towards self-reliance with integrity?

Dir(Fin): I believe to be competitive in the global business scenario, we should strive to enhance productivity, reduce costs, increase product quality and align production processes to meet increased demands in the form of product and service requirements of the customers. It is in this context that creating a culture of integrity and accountability not only improves effectiveness, it also generates a respectful, enjoyable and life-giving setting in which to work. HAL has been developing aerospace ecosystem in the country to boost the growth of industry for the past many decades which incidentally today is in line with "Atmanirbhar Bharat Abhiyan". In HAL, we always strive organization's readiness levels to the changing business environment and to evolve strategies to meet the challenges, one such challenge is self-reliance with integrity which is important for achieving all round progress and development of the organization and country as a whole.

GM(Vig): Sir, few years back, HAL was having severe cash flow crunch, can you please share your wisdom on steps taken to solve the cash flow problems?

Dir(Fin): I would rather say it was an opportunity to become more cost consciousness and evolve strategies for better cash management. Yes, company faced severe liquidity crunch during 2018-19 due to constraints in defence budget allocation which was temporary in nature. With support from team HAL and with prudent working capital management, the critical liquidity situation was successfully managed without affecting the operational efficiency of the company and ensuring un-interrupted supply & services to customers. It also enabled HAL to test waters in the financial markets and I can proudly say that HAL had the strong fundamental financials and hence could raise resources at very competitive borrowing costs. Today with support from the customers, all the outstanding dues have been collected and we are again back to cash surplus situation. However I again reiterate, there is lot of financial discipline in the company today, learning from the past and hope that this will continue in the organization interest.

GM(Vig): What are the steps to be taken to overcome to the excess stock inventory in HAL business?

Dir(Fin): One of the positives arising out of the cash flow problems in the recent past has been better inventory management control. Many steps have been initiated and implemented for optimizing the Inventory levels. The inventory which was around Rs 24000 cr during 2017-18 (around 18 months of sales) has now been brought down to Rs 17000 Cr (around 9 months). Some of the steps include sanctioning purchase budget with CMD's approval on periodic basis, restricting purchases only for one year requirement, staggering delivery schedules wherever required, reviewing inventory continuously to avoid duplicate purchases etc.

GM(Vig): Sir, vigilance dept. take this opportunity to compliment you and your team for successfully implementing centralized payment processing system (CPPC) which is obviously an excellent mechanism for managing liquidity apart from bringing more transparency and accountability. Please share your thoughts on overcoming the impediments in implementing the same and also way ahead.



Dir(Fin): One of the major activities at the Division level is bills processing and payment. So, when the idea of centralized bills processing was thought of, there was lot of apprehensions and doubts in the minds of all including divisional heads. One of the major apprehension being whether the control over the vendors will be lost if the payments are shifted out from the division. However, the need for CPPC was explained in detail in various forums and we had also given the confidence that it will be a more efficient system and ensure transparency and improve internal financial control. Today, looking back, our confidence on the benefits in CPPC has proven to be true and all the stake holders are quite happy with present mechanism. It has still evolving with more improvements and will become mature payments model very soon.

GM(Vig): HAL's value added per employee for HAL in the year 2020-21 is ₹ 42,82,309/-. May like to explain: What are the international parameters for the same? Where does the HAL stand vis-à-vis international and domestic peers?

Dir(Fin): Value added refers to company's ability to create value within the organization by effective and efficient utilization of organizational resources.

Value added per employee depends on various parameters viz. no of employees on the rolls of the Company and off the rolls of the Company, extent of skill sets, maturity level of ecosystem in the country etc. For instance, among the DPSUs while BEL's value added per employee is around Rs. 65.3 lakhs and MDL's value added per employees is around Rs. 17.1 lakhs. Similarly, the ABB India's and L&T's value added per employees is around Rs. 55 lakhs and Rs. 37 lakhs respectively. Therefore, it can be stated that HAL's value added per employees is in line with the domestic peers.

As HAL is the only major aircraft manufacturer in the country, the parameter "value addition per employee" is used by HAL to showcase the economic contribution of its employee as a comparable metric across the aerospace & defence industry. However, this parameter is not widely used by the foreign companies.

Hence, the other parameters which can reflect the similar economic growth is sales and operating Margin. Based on the "Top 100 Global Aerospace and Defence (A&D) companies" published by Flight Global in Sep 2020, HAL has been ranked 34th based on sales figures and, among top 10 A&D companies in terms of operating margins.

GM(Vig): What are the important steps taken for improvement of the internal control system of the Company?

Dir(Fin): Strengthening the internal control measures is a continuous process with more improvements based on experiences from time to time. During the last three years or so, various steps have been initiated with an aim to strengthen the internal financial controls as well as to improve the transparency in the functioning of the divisions/offices like forensic audit of bills payable activities, centralized payment processing center, net banking, strengthening of internal audit by enlarging the scope of internal auditor, review of internal audit and systems audit reports by the audit committee and board, dash board for monitoring of outstanding payments to MSMEs, domestic suppliers etc. has been created, uniform guidelines were issued for bringing uniformity in the functioning of the PF trusts to name a few.

GM(Vig): Sir, system audit department's function is to help the management in identifying the lapses in the system and safe guard the interest of the company. Please, share your insight on measures to improve & enhance the system Auditor's function in HAL in meeting the stakeholder's need.



DF: Systems audit is assigned quarterly task for detailed audit of particular function decided based on areas of concern. The audit report is issued to concerned divisional management with systems audit observation and recommendation for system improvement. Systems audit is also involved to examine in detail any other area which comes to notice from time to time and make suitable recommendation for systems improvement. In the recent past audit was carried out and improvements in systems suggested in areas like PF investment, insourcing procedure, operational/financial audit of JV, critical review of high value proposals, updation of various finance & accounts manuals, improved system for price estimation for D&D projects, payments to MSME vendors etc.

During FY 2021-22, nine functional areas have been tasked to systems audit for examination and systems improvement. The reports have been issued to divisional heads. Regular interaction with divisional finance heads and complex finance heads are being insisted upon for systems improvement. In addition to above, improved interaction with internal auditors, regarding their observation and suggested systems improvement are being carried out periodically.

New areas of systems audit have been added including CPPC related transactions, GST, customs duty. In the digital era where transactions are recorded in electronic form and remote location, the systems audit team will be trained for using data analytics tools.

GM(Vig): Have any checks and balances been put into place to ensure that the project like 83 LCA MK1A meet its timelines and there are no time/cost over runs?

Dir(Fin): The project progress will be reviewed half yearly under chairmanship of DCAS along with members from MoD and HAL to monitor the progress of the project with respect to timelines and cost. An integrated project management team (IPMT) was constituted to review the programme. In addition, internal review meeting at corporate level (monthly basis) and at complex level (weekly basis) are also being conducted to avoid any slippage.

GM(Vig): HAL is dependent on limited customers in market. Are the orders from their customers sufficient to take it to next 10-20 years?

Dir(Fin): HAL continues to depend on Indian defense customers as our current products have been developed over the years to cater to their requirements. Towards mitigating the issue of limited customers, HAL has made significant efforts to boost export of our products & services and diversification into civil segment with the development of indigenous upgraded civil variant of Dornier Do-228.

There are many orders are in pipeline such as 83 LCA Mk1A, 15 LCH-LSP followed by 147 LCH – SP and 12 Su-30 MKI, 70 HTT-40 and 187 LUH etc. The proportion annual revenues from the service segment is around 50%, with the increase in new deliveries to customers the revenues from service segment will increase. With more indigenous platforms like LCA, LCH, LUH & HTT40. HAL has a range of products to offer for the export market. HAL should now start focusing on exports and we should target an export revenue of 25% out of total sales by 2028. Considering the orders in pipeline and export potential and the growth of related segments, HAL is optimistic to continue to post the upward performance trend in coming 10-20 years.

GM(Vig): How, in your opinion, we can enforce greater transparency in our transactions, whether it is procurement, recruitment, outsourcing or human resources?



Dir(Fin): We should formulate all our policies involving all the stake holders and after due diligence implement the policy with full earnest. The success would be in including the stake holders in each transaction viz. procurement, recruitment, outsourcing etc. Information technology has in achieving transparency in many areas. We should exploit the new system & tools of information technology to enhance transparency in every fictional domain.

GM (Vig): Please share a message that you would like to convey to our HAL employees community?

Dir(Fin): HAL is great company with great legacy. We should all strive hard and make this company a true global player. Opportunities are many, but so are the challenges. Today with more competitive landscape with entry of private sector we need to become more lean and efficient. Innovation and cost drivers are going to be the key for survival. We are capable and should capitalize the available opportunities. We need to perform and deliver today to reap the benefits tomorrow.

GM(Vig): Thank you for sharing your valuable time for this interview in spite of your extremely hectic schedule.

Dir(Fin): Thanks and I extend my greetings to all employees of HAL and compliment the Vigilance Department for bringing out this issue of magazine on the theme "Independent India @ 75; Self Reliance with Integrity".

Celebrations of International Womens Day - HAL, Bengaluru



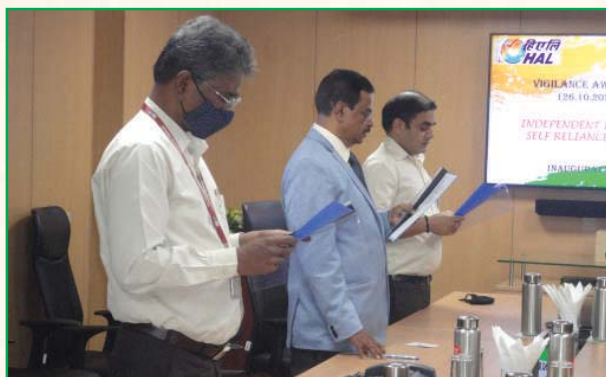
Vigilance Awareness Week – 2021, inaugural events



CORPORATE OFFICE



DESIGN COMPLEX



HELICOPTER COMPLEX



ACCESSORIES COMPLEX



MIG COMPLEX



BANGALORE COMPLEX



Vigilance Awareness Week – 2021, inaugural events



AEROSPACE COMPOSITE DIVISION - HC



BARRACKPORE DIVISION - HC



HELICOPTER DIVISION, HC



HELICOPTER MRO - HC



Corruption – An Overview



**Harish Baijal, IPS,
Commissioner of Police, Solapur.**

In the 1980s, when Mrs. Indira Gandhi, the then PM of India candidly made a statement that corruption is a global phenomenon, lot of eyebrows were raised-not because it was true, but because it was probably the first admission of its existence, by a high government functionary.

I did play the role of a Vigilance Officer during 2009-2011, in Nasik, Maharashtra, where I had jurisdiction over five districts. In 2009, there were 44 successful traps revealed that they conducted mostly against class three and class four employees like clerks, talathis, head constables and the like. There was hardly any activity against senior level officers. I am of the firm belief that corruption percolates from top to bottom, and action against class I and II Officers can have a more deterrent effect.

Moreover, I had a staff of 70 odd men for all the five districts, and for TQM purposes, it meant that the average of traps per person was less than one-for the entire year. In other words, 1,60 persons laid out one trap in 365 days. This had to change. In the first phase, I gave total freedom to my men-not to wait for my approval before laying a trap. But yes, there were strict instructions too, that false traps should not be laid. This freedom, coupled with motivational talks to them, shored up the figure of successful traps to 124 in 2010; almost a threefold jump. (I am told even after twelve years, this figure has not been breached.)

Secondly, I shifted the focus from junior level officers to senior cadres, and as a result, we could nab 30 class one level officers in 2010. We used to openly felicitate the complainants in these cases, and this in turn encouraged other victims to come forward and file complaints of demands for illegal gratifications.

Thirdly, I found out that many a times, the demand of money was made to villagers from as far off places as 150 kms in remote hamlets, and they were unwilling to spend three days of their cultivation time to file complaints. To counter this, I devised a new campaign-ACB AT YOUR DOORSTEPS. In this, our men would announce their tour programmes a week in advance, and camp at taluka places on weekly bazaar days. The villagers would wholeheartedly come forward and file complaints. In this way, we could dig up 30 odd cases of corruption, which would have never happened, if we waited for the complainants to come forward to the district headquarters.

But the real game changer was one small innovative step-normally, once the trap was successful, and the corrupt official nabbed, the department disowned the complainant in the sense that his grievance was not sorted out. For e.g. If a farmer filed a complaint for demand of money from a talathi-for giving him 7/12 extract to him, for the sole reason that his brother officer had been trapped. I made it mandatory for my men to take follow up the department, and ensure that the work of the complainant was done. Only after that, would I consider that trap as successful.



Even today not many people are willing to come forward to file complaints of corruption because of fear and insecurity. I feel that the government should start a 'Complainant Motivation Programme', where they are given protection, their work is assured, and for this courageous act of exposing corruption, they should be rewarded handsomely. Only then, can we come somewhere near to the level of Scandinavian countries, which are very high on the Transparency International.

I was a part of United Nations Peace Keeping Mission in Kosovo in 2004-2005. In my team of 'Operation Thor', there were officers from 15 different nationalities, and we used to discuss various topics during our tea breaks. One fine day, the issue of corruption in our respective countries came up. Each member spoke on the level of corruption in their country. But the officer from Denmark carried a blank face-asking us as to what corruption means-because it doesn't just exist in his country!

That must be the goal of every Patriotic Indian.

We are on the threshold of making India a \$5 trillion economy. What worth it will be, if we cannot eliminate corruption from our land and make it to the top five in the Transparency International ratings? That wealth will be the real wealth a country having Zero Corruption. And that day, I will specially travel to Denmark and confront my police officer colleague and claim proudly that even I don't know what is corruption.

Jai Hind

The author (Harish Baijal) of this article is from Indian Police Service and worked in various capacities in Maharashtra Police. He contributed immensely to control law and order and Traffic situation, Anti corruption drive, etc., wherever he has been posted, presently he is Commissioner of Police Solapur, Maharashtra



HAL set up A Kitchen for Mid day meal for school children under Akshaya Patra foundation by ISKCON under CSR project at Hesaraghatta , Bengaluru.



Vigilance Awareness Week – 2021, inaugural events



ARDC - DC



AERDC - DC



RWRDC – DC



MCSRDC - DC



Vigilance Awareness Week – 2021, inaugural events



AVIONICS DIVISION, KORWA - AC



TAD-KANPUR DIVISION, AC



AD & SLRDC - AC



ACCESSORIES DIVISION LUCKNOW - AC



**Seventy five years and
challenges aplenty!**

Sqn Ldr (Dr) Paul Newman
Principal, St. Joseph's Evening College
Bangalore

'If Independence is granted to India, power will go to the hands of rascals, rogues, freebooters, all Indian leaders will be of low caliber and men of straw. They will have sweet tongues and silly hearts. They will fight amongst themselves for power and India will be lost in political squabbles. A day would come when even air and water would be taxed in India'.

- Winston S. Churchill, Former Prime Minister on the question of freedom to the Indians!

At seventy-five, I do recollect the above words of Winston Churchill, the famous II World War hero of the Allied forces which defeated Nazi Germany, Fascist Italy and a Dictatorial monarchical Japan. As I read the above sentence, I am happy that we have been able to prove him wrong as we have the strongest constitution in the world and have been able to largely maintain a secular fabric across the country.

Thanks to Pandit Jawaharlal Nehru, the Cambridge scholar who had a vision for India, a true democrat and a firm believer in the Parliamentary form of government, we now have a working democracy.

Before writing about the success of our seventy five years of progress, development and togetherness, I would also critically examine where we need to tread cautiously in order to prove Mr. Churchill wrong!

We have seen enough bloodshed during partition in the name of religion and as we are a people who have wholeheartedly accepted Mahatma Gandhi as the Father of the Nation and non-violence to a great extent as a way of life. Communalism remains a big challenge to the unity of the country, and so does casteism; a curse that has been around for more than two millenniums. We do have other challenges like poverty, unemployment, child labour, abuse of the girl child, manual scavenging, to name a few, which shame our existence of seventy-five years.

It is here that I remember the great historian Arnold Toynbee, an expert of civilisations, who said, "on this showing, the nature of the breakdowns of civilizations can be summed up in three points: a failure of creative power in the minority, an answering withdrawal of mimesis on the part of the majority and a consequent loss of social unity in the society as a whole". Toynbee had studied twenty-one civilizations, and made the above statement on the nineteen civilizations which decayed,



Communalism and casteism have remained the two great challenges of our existence as democracy. Are we going to address them or allow the hatred to grow is a question that any Indian who is aware of the rights, would have before him/her.

Pandit Nehru, on the eve of India's independence during his famous speech 'Tryst with Destiny', very clearly explained the exuberance of India's freedom and captured the triumphant culmination of ending our servitude to the British masters in the following words,

"Long years ago, we made a tryst with destiny, and now the time comes when we shall redeem our pledge, not wholly or in full measure, but very substantially. At the stroke of the midnight hour, when the world sleeps, India will awake to life and freedom. A moment comes, which comes but rarely in history, when we step out from the old to new, when an age ends, and when the soul of a nation, long suppressed, finds utterance..."

Nehru, the dreamer of Modern Independent India, was also a realist unlike the idealist, Mahatma Gandhi, whose thrust was on Swadeshi, handicrafts and village-based economy. Nehru understood that rapid industrialisation along with agriculture was the only way to feed the ever-growing population.

The economy was primarily dependent on agriculture. Other industries, such as, handicraft industries, cotton and silk textile, metal industries, gold and silver industry also had a significant seat in the market. The economic policies exercised by the colonial government were concerned more with the protection and promotion of the economic interests of Britain than with the development of the Indian economy. British government had turned the Indian economy into a supplier of raw materials and consumer of finished product of British industries. The growth of the GDP was less than 2% and growth of per capita income was just 0.5%.

Agricultural sector became stagnant. Land tenure system like the Zamindari, Mahalwari and Ryotwari systems were introduced by the British in different parts of the country suiting their requirements of tax collection. Cultivators were commonly exploited; high rates of land revenue were charged. Indian farmers were forced to grow cash crops for export and for raw materials like jute, cotton, indigo, spices, sugarcane, coffee and tea at a very cheap price to fulfil the demands of the British needs.

They even forced countless famines through their wrong policy of growing commercial crops leading to systematic genocides from 1770, followed by severe ones in 1783, 1866, 1873, 1892, 1897 and lastly 1943-44.

During the last famine, the British Prime Minister Winston Churchill was more interested in feeding the well-fed British soldiers than the dying poor of Bengal by diverting food and even medicine to the war front. When questioned, his answer was "Famine or no famine, Indians will breed like rabbits." When shown the pictures of the dead he said, "Then why hasn't Gandhi died yet?"

Due to the British rulers' lack of interest and efforts, technical developments in Indian agriculture were behind their time. British rulers initiated commercialization of agriculture in which they encouraged only the production of cash crops. As a result of lack of food crops, the country had to suffer from frequent occurrences of famines. The partition of the country had also adversely affected India's agricultural production. The agricultural land distribution was uneven, leading to a shortage of raw materials in various industries.



Nehru took the bold step of opting for a mixed economy and setting up a planning commission, with the sole aim to create, develop, and execute India's five-year plans.

The five-fold objectives were economic growth, economic equity and social justice, Full Employment, Economic Self-Reliance and Modernisation. The first plan had to be implemented in the midst of a grave refugee crisis, a newly independent country, the after-effects of the II World War, problems related to the integration of princely states, the war with Pakistan and other human related issues. It concentrated on improving agriculture while the second plan invested in industries. Since then, we have come a long way until the planning commission was replaced by the Niti Ayog.

Indian Constitution – The Jewel in the Indian crown!

For a country with such glaring disparities, the Indian constitution comes as the poor man's Bible! The Preamble sets the tone of the World's largest and finest documents which upholds the principles of democracy, equality, justice, liberty and fraternity amongst all Indian citizens. Over the 75 years, the constitution has provided solace to many. It is the last hope of the more than 1.3 billion people who are from the most diverse backgrounds of the world.

The framers of the constitution, keeping the future of the country in mind, wanted to rectify the past mistakes heaped upon the most unreached people of India who come in the form of the Scheduled Castes and Scheduled Tribes. They worked out the mechanism of reservations to pave a level playing ground, and it is sad that even after 75 years, the SCs and STs have not made it to the mainstream because of the historic mistakes of a few elite castes.

Life expectancy rose from 33.94 in 1950 to 69.27, we have conquered deadly diseases like polio, tuberculosis, small pox etc., infant mortality reduced from over 26% in 1950 to 3.4% in 2019. Literacy rate in 1951 was 18.33%, while during the last census in 2011 it was 74.04%. In 1947, the length of our roads was 4 lakh kilometres, while in 2020 it stood at 59 lakhs kilometres. The railway network was 0.53 lakh kilometres, whereas in 2020, it stood at 1.23 lakh kilometres.

The crowning glory is the reduction of poverty. While in 1947, we had 70% of our population below poverty line, in 2020, only 22% of our massive population was below poverty line.

We have stood the tests of time; immediately after independence, received the world's largest refugee influx from newly created Pakistan, communalism ravaged the country, we had to fight Pakistan in 1948, come out of the grief of the assassination of the Father of the Nation, again we received Tibetan refugees and gave asylum to the Dalai Lama, then faced China in another brutal war in 1962. We faced Pakistan with confidence in yet another war in 1965 too !

When the economy was really down, the influx of refugees from East Pakistan forced us to fight a war on two fronts against Pakistan in 1971, resulting in the liberation of Bangladesh. Once again, we treated more than 10 million Bangla refugees with dignity and respect without any external support, though our own people were suffering in poverty and hunger.



India is proud of tackling the problems of poverty and nutrition as we overcame hunger with the 'Green Revolution', producing enough food grains to feed the hungry mouths and the 'White Revolution' turned out to be the most successful cooperative programme in the world enhancing the dairy.

As we look back on how we have nurtured democracy as a value, it is with great pride that every Indian states that we are proud to have overcome many crisis. We have had great crusaders of democracy in the form of Jayaprakash Narayan, for instance, who started the Total Revolution and inspired the common man to fight for his liberties during the emergency of 1975-77.

Discontent amongst the people of different regions too have surfaced time and again. From the Dravidian movement in the 1950s and 60s to the Khalistan movement of the 1980s to the ongoing Kashmiri and issues of the North-East, we have been at times successful in dealing with them sternly and at times faltered in bringing democratic solutions which would see long term dividends. In the process we have also lost two Prime Ministers and a former Prime Minister brutally.

In the 1990s, we transformed from a socialist-mixed economy to a capitalist economy. The welfare of the people has always been nurtured. As a true democracy in the new millennium, we have the Right to Education and Right to Information, which are the two essential modern tools to empower the marginalised in their quest for justice.

Along with these success stories comes the painful stories of nearly half of our population who still suffer in silence, at our homes, on the street and at the work places too! I am referring to the women of India.

Every 16 minutes, a rape is reported, every 10 minutes, a girl is kidnapped or abducted, every 65 minutes, there is a dowry death, every 4 minutes, cruelty by husband or in-laws is reported, every 7 minutes, a woman is assaulted, every 45 minutes, there is an insult to the modesty of a woman, every 16 minutes, a woman is murdered. The list on gender-based violence continues but we can be really proud of being an independent country only when a woman can walk at night without fear!

As I conclude, I once again borrow the words of the First Prime Minister, during his Declaration of Independence speech in the constituent assembly, "...The ambition of the greatest man of our generation has been to wipe every tear from every eye. That may be beyond us, but so long as there are tears and suffering, so long our work will not be over. And so we have to labour and to work, and work hard, to give reality to our dreams. Those dreams are for India, but they are also for the world."

This is also my wish that if my countrymen live well, the whole world will take a leaf out of our civilisation as one of the two successful civilisations' the world has ever seen. Long live our independence, Jai Hind!

The author (Paul Newman) of this article holds PhD in Political Science and History, from Bangalore University, he has authored books on human rights, migrant rights, child rights etc., presently he is working as principal of St. Joseph's Evening College, Bengaluru



Ms. Kalyani Sethuraman, IRAS, CVO-HAL visited various divisions of HAL



Heritage Centre and Aerospace Museum, Bengaluru on 02.12.2021.



HAL Helicopter Unit at Gubbi (Tumkur) on 07.12.2021.



Central Payment Processing Cell (CPPC), Bengaluru on 03.01.2022.



Visit to Estate Area of HAL, Bengaluru on 21.01.2022.



Aerospace Composite Division – HC, Bengaluru on 07.02.2022.



Self-Reliance & Indigenization - In pursuit of building integrity in defence sector



**Sandeep Patnaik,
General Manager (HR)-HC, HAL**

Introduction

Integrity is the quality of having strong ethical principles that are followed at all times. Honesty and trust are central to integrity, as is consistency. As Dr. A. P. J Abdul Kalam once said, Integrity is an integral part of functioning in all walks of life. Great personalities such as M.K Gandhi & Dr.B.R Ambedkar stand as symbols of integrity in public life. Integrity plays an important role in society's survival.

As country celebrates 75th year of its independence as 'Azadi Ka Amrit Mahotsav', it has many achievements to highlight and many challenges and issues to debate and discuss for a common solution. Now, it has almost been seven decades, after attaining independence; yet our society is plagued with one of the biggest evils, pulling the development trajectory of the country backward - that's corruption.

What is corruption?

Corruption is a form of dishonesty or a criminal offense which is undertaken by a person or an organization which is entrusted with a position of authority, in order to acquire illicit benefits or abuse power for one's personal gain. Corruption may involve many activities which include bribery and misuse, and it may also involve practices which are legal in many countries. Political corruption occurs when an office-bearer or other governmental employee acts in an official capacity for personal gain. It is a scourge upon the development of all countries, undermining public confidence in the institutions of the state. It particularly impedes the progress of countries in transition, misappropriating much-needed capital away from the state.

Consequence of corruption in defence sector

The defense sector often provides a fertile ground for such malign activities due to the culture of secrecy and impunity that shields it from rigorous scrutiny. The root of corruption in defense sector lies chiefly into lacking indigenization of defense production. Due to lack of indigenization of defense products, India has no option but to buy defense requirements



from abroad massively and such deals are lengthy and complex in nature. More importantly, such sensitive deals contain domestic players as well as number of powerful international stakeholders, who lobby considerably to influence such deals towards their suited best interests. The domestic-international stakeholder's nexus does every possible endeavor to take advantage from such supplies and by using their influencing powers, make it almost impossible for probe agencies to catch hold of the culprits.

How self-reliance can obliterate corruption?

Corruption takes catastrophic effect over defence activities especially it is more pronounced during import of defence equipment, armaments, etc. The alleged scams in some of the infamous defence procurement deals in the past like Bofors guns, VVIP choppers, high-altitude clothing and warfare equipment for troops in areas like Siachen and Ladakh during critical times have caused severe heart burn to the public over the functioning of defence sector. It can have devastating effects not only on national security but it also hurts patriotic sentiments of soldiers of the country as well.

It is also pertinent to note that, India is the world's second largest buyer of defense products after Saudi Arabia during the period 2016-20 as per Stockholm International Peace Research Institute (SIPRI) report. Therefore, indigenization will greatly help to achieve self-reliance in defense sector and rule out the possible misdeeds during procurement from foreign countries.

Self-reliance through indigenization

In the defence sector, Govt. has long sought self-reliance, which yielded significant results of late. Before 1950, we had only 19 ordnance factories. Slowly we built our domestic defence production capacity with assistance from countries like the Soviet Union and the United Kingdom in the 1960s and 1970s, mostly through assembly under licence. The sector saw significant growth in the later part of the 20th century, and rapid progress in the last 20 years.

Indigenization is the capability of **developing** and **producing** any defense equipment within the country for the dual purpose of achieving **self-reliance** and reducing the **burden of imports**. In fact, self-reliance in defence manufacturing is one of the key objectives of Department of Defence Production. Defence Research Development Organization (DRDO), Defence Public Sector Undertakings (DPSUs) like HAL, BEL, BDL, BEML, OFB, etc., and some private organizations are playing critical role in indigenization of defence industries. However the efforts are not fully adequate to meet the requirements of our armed forces.

Aatmanirbhar Bharat

In the light of the economy hit by the pandemic, Prime Minister, launched the Aatmanirbhar Bharat in May 2020. The phrase can be translated as self-reliance and self-sufficiency, and it highlights the importance of reducing external



dependence in the economic sector. The term 'Vocal for Local' was also introduced to encourage the purchase of indigenous products so that the local industry can flourish. The defence sector is an important area in which there is a lot of scope for being self-reliant and it has the potential for tremendous growth because of the large-scale modernisation requirements of the armed forces. The sector will greatly help in strengthening the economy by creating employment opportunities and reducing the import burden.

While dependence on foreign firms for acquisition and collaboration for manufacture has been heavy in the past, the present push towards 'Make in India' underlines the need of increasing indigenisation in manufacturing. With several major on-going indigenous development programs like Light Combat Aircraft (LCA), Light Combat Helicopter (LCH), Light Utility Helicopter (LUH), Basic Turboprop Trainer & Indian Multi Role Helicopter (IMRH), Design and Development of Aero engines, **Hindustan Aeronautics Limited (HAL)** is the mainstay of India's road to indigenization in this regard.

Conclusion

The dependency on arms import is a stark reminder of how far our country is from the objective of substantive self-reliance in defense production that it has aspired to since the early days of independence. Large-scale concerted endeavours would be required, since self-reliance will not happen by itself. State-funded R&D including in basic science by PSUs, Research institutions and Universities needs to be scaled-up significantly. Private sector R&D could also be supported, linked to meaningful participation in manufacturing at appropriate levels of the supply chain. Above all, the public expenditure on **Education & Skill Development** needs to be substantially ramped up. It is also to be noted that the recently unveiled National Education Policy 2020 (NEP) has come as a ground-breaking reform by the Ministry of Human Resource Development (MHRD), which will undoubtedly create a more inclusive, cohesive, productive and self-reliant nation in the near future. No country has achieved Self-reliance in economy & Integrity in public life without mass quality public education.

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Group Photograph of Prize Winners at HAL Korwa-AC



Painting Competition for School students, AMD-MC



Gram Sabha an outreach activity was carried by HAL Divisions in nearby villages to spread awareness among villagers about anti-corruption measures during Vigilance Awareness Week – 2021.

**KORAPUT****HYDERABAD****KORWA**

**Independent India @75: Self
Reliance with Integrity.**

Shri. Barenya Senapati
General Manager (Finance)-CO, HAL

After India gained its independence, the first crucial step taken by the Government was to ensure that the country has enough food supply to sustain the largely populated country. Thus, the steps taken then were closely associated with the agricultural sector where mass production was key.

This led to India's movement towards Green revolution, which was one of the first initiatives the country had as an independent body. The Green Revolution was initiated in the 1960s by introducing high-yielding varieties of rice and wheat to increase food production in order to alleviate hunger and poverty. The Government of India is attributed for the success of Green Revolution, International agricultural research institutions (IRRI and CIMMYT), multilateral and bilateral donor agencies (Ford Foundation, Rockefeller Foundation, and USAID), and the farmers.

The Ministry of Food and Agriculture and the Indian Council of Agricultural Research (ICAR) meticulously executed the smooth transmission and distribution of new technology which resulted in higher yield and larger production of agricultural products.

Right after this successful operation, India kicked off with another initiative called White revolution or 'Operation Flood', which is considered as World's largest dairy development program. The initiative launched on 13th January 1970 where it created a national milk grid linking producers throughout India to consumers in over 700 towns and cities and reducing seasonal and regional price variations while ensuring that producers get a major share of the profit by eliminating the middlemen. At the bedrock of Operation Flood stands the village milk producers' co-operatives, which procure milk and provide inputs and services, making modern management and technology available to all the members.

Two years back, a time when the entire world was wrapped up in a pall of fear and uncertainty due to a severe pandemic, India too was grappling with its own predicaments. It's economy in a down spin, its citizens desperate to make sense of the epidemic, struggling to not succumb to a deadly virus, hospitals and health care systems on the verge of collapse and along with the world, India looking for every avenue to tackle the pandemic and its citizens.

But two years down the road, India has come up with its own vaccine. The number of people affected by the virus is falling every day in fact it's one of the lowest in the world, in spite of the third wave and the indigenous vaccine is standing test to all the trials. Being one of the most effective against the alleged third wave of the Omicron strain.



Covaxine, a vaccine manufactured by India, in one of the shortest times, is standing its ground in tackling the various mutations of the COVID virus. Around hundred countries across the world are already putting their trust on the Indian vaccine. This goes a long way in speaking for the proficiency and competence of our scientists and the infrastructure in the Indian pharma industry. The Indian pharma industry pulled out a vaccine to the dreaded virus in one of the shortest times and which is proving to be one of the best in the global market, which is also on the cheaper end than most available.

Integrity: A tiny word with a lot of implications and a word that India has forever identified itself in its modest period of 75 years as a nation and Self Reliance. Another term that India as a nation has been holding on to as a motto.

While for the longest time, India figured way down in the list of countries on Ease of Doing Business, it has never been accused of substandard or false projections of its products. Whether it is in manufacturing, or in the field of technology, India has always maintained its edge and its homegrown products and solutions.

Atmanirbhar Bharat and Made in India, two slogans which are turning out to be the two slogans that are defining India's identity and role in world.

This probably explains, why when the government took a call to give a boost to its domestic defence industries, it is starting to make a dent in the international arena. Small strategic steps are shaking up the international defence market. The nascent defence industry ranks high on credibility. India, presently ranks as the twenty-fourth largest arms exporter. But the government intends to grow this industry further, with an estimated revenue plan of '5 billion dollars by 2025'.

Under this effort, India and Philippines signed a \$374 million deal, where the latter will buy three batteries of the BrahMos missile, which is developed jointly by India's Defence Research and Development Organisation (DRDO) and Russia's NPO Mashinostroyeniya.

Way back in the 1980s, India built its own super computer PARAM 8000. It was one of the first super computer, and was built from scratch by our own engineers. In today's date, the Indian software currently stands at \$177 billion with exports amounting to \$136 billion. The industry also employs close to 4.1 million people. India today stands as one of the leading countries for the software industry and has some of the best technology.

While, it is very easy to focus on the industry and other visible parameters, a key parameter for self-reliance on which India is performing brilliantly, is the food grain or agriculture sector. According to The Economic Times, The Indian agriculture sector, "which was among the few segments that remained robust amid the pandemic gales, is expected to register a growth rate of 3.5 per cent in the current financial year ending March 2022".

And even as the Russia-Ukraine crisis develops, our MEA, S Jaishankar made it clear the India shall think for itself and follow its own interests and not be bullied or manipulated by any nation. A stand that goes with the established policy of self-reliance.



As India struts confidently on the world stage, as young nation, only 75 years old, our forex reserves stand at USD 634.965 billion in the week ended January 14, according to RBI data. Our economy expected to grow at 8.3% for 2021-22, according to the World Bank, and according to the IMF, one of the stronger economies, even in the pandemic conditions. It is also expected that India will be one of the few economies to grow at a steady pace, even after taking a beating for two years.

A strong government can carve a reliable path with the right directions direction and make policies that make our country a better place. But the nations are only as strong as the people it nurtures. India goes a long way in the past to instil in the natives as string sense of pride in its history. India's glorious past is so entrenched in the being of its people, that every aspect of its existence is touched by the same honesty and sincerity and the effort to do good for the society at large.

सर्वे भवन्तु सुखिनः सर्वे सन्तु निरामया,
सर्वे भद्राणि पश्यन्तु मा कश्चिद् दुःख भागभवेत्।
ॐ शान्तिः शान्तिः शान्तिः

Let everyone be happy, everyone be healthy, let good happen to everyone, and let no one be unhappy. Peace be unto you.

A nation, however young, in the modern definition of a nation, but a civilisation that believes in the welfare of everyone, peace and wellbeing of every being, cannot but adhere to the very basics of integrity, of truthfulness and reliability. And a proud nation, which India or Bharat is, will always be self-reliant.

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Release of preventive vigilance magazine "Vishleshan" by CMD-HAL at HAL CO on 26.10.2021 during Vigilance Awareness Week-2021 inaugural function.



Vigilance Officials of HAL actively carried out a special campaign drive to spread awareness among general public regarding provisions under PIDPI (Public Interest Disclosure and Protection of Informers) and distributed hand-outs during Vigilance Awareness Week – 2021 throughout Pan-India.



VAW - 2021



Citizens of Atmanirbhar India move forward sporting Integrity



Sandhya D'Souza
Communications Lead
at Janaagraha



Harsha Raj Gatty
independent journalist &
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at Janaagraha

Two years ago, Prime Minister Shri Narendra Modi's call for AatmaNirbhar Bharat (Self Reliant India) echoed and reasoned across the different intersections of our society and became a unifying purpose for the Indian citizens.

As Indians, the choice of self-reliance stems from a deep yearning for a sense of autonomy and of self-respect. While these emotions are inspected from a broader lens, that of a country, the vision and the outcome are quite immense. India, a union of vibrant states is a testimony of the realisability of such a vision.

The concept of AatmaNirbhar Bharat, upholds the right of Indians for self-determination post-British-era. In-fact, India is founded on the principles of formulating a self-reliant state, the purpose laid down by the founding fathers of this nation. When Gandhiji called for people to spin their Charakas, – he envisioned to set a wheel in motion that would uplift a nation full of people on their two feet, undefeated.

The same message has been amplified throughout the years and a deep emphasis has been laid on 'AatmaNirbhar Bharat' - a Hindi word meaning 'Self-Reliance'. This word gained more coverage than ever with our honourable Prime Minister Shri Narendra Modi, who raised a clarion call to the nation on 12 May 2020, giving a kick start to the AatmaNirbhar Bharat (Self-reliant India campaign). The goal of this movement was to accentuate the ideals of visionaries who aimed to make the country and its citizens independent and self-reliant in all senses.

This movement has prompted a visible positive change in the society for the last two years, especially in urban governance. By deploying management expertise, automated and self-help technologies, government offices are drifting away from enslaving paperwork and are offering citizen oriented services in a faster and efficient manner. Today, we are observing a massive level of proactiveness from officials and citizens to better the system, to begin with. This inturn is becoming the shape lifter of our cities.

AatmaNirbhar Bharat - a non-isolated integrated approach

AatmaNirbhar is not working in isolation but it is an integrated approach of the nation, where several stakeholders pool their skills, talent, education and acquired knowledge together towards building a powerful India.



While the large focus of a government and its agencies always lies in upholding the good of its citizens with policies and actions, multi-way coordination with private organizations and citizens can turn a democracy into a sustainable, accountable, robust and accessible for all its stakeholders. The government is pulling a stride in the governance sectors involving private organisations, NGO's and active citizens to contribute their due in the larger interests of the society through the Self Reliance Movement.

At this juncture, it's apt to point out that organizations like Janaagraha whose core functionality is made of the idea that citizens come first, are force-multipliers in such endeavours. However, there is also a deep understanding of how citizens might have to overcome multiple hurdles to reach the official tier. We know through history that there has always existed a certain level of dissonance between people in power and those who are meant to benefit from the actions of those in power. Therefore, such organisations have tied up with government offices, resident welfare associations, activists, experts and ward committees - to bring them all to a single table - where citizens find them more approachable. Units like ward committees, where citizens are the grievance addressers and managers, is an excellent example of how stakeholders of development can form a union of self-reliance.

In its experience, Janaagraha is currently coordinating and training ULB's like Bruhat Bengaluru Mahanagara Palike, Mangaluru City Corporation, Faridabad Municipal Corporation for implementing and smooth functioning of ward committees. These efforts are met with an overwhelming response from citizenry. Instead of having to run to the senior most officers, citizens can share their problems with ward representatives and seek solutions in a short span of time.

How ward committees strengthen governance?

Ward committees are the bridges between citizens and Urban Local Bodies. Each ward selects members who can voice out area related concerns and these people go on to become ward committee members. This seemingly small structure has made problem solving more practical and easier. These issues highlighted will be then taken-up by local officials or respective ULBs, if it requires budgetary or other interventions. The members in governing structures will then take proactive measures in resolving your issues.

Ward Committee is a simple bottom-up approach that has made our governing structures more efficient and reliable. These committees hold meetings every month, followed by checking up on the progress made on tickets raised in previous meetings. This goes to suggest that not only has efficiency doubled, so has accountability. The contractors, officers, engineers, city planners, including our own organisation - is always on our toes because we know - citizens are watching. They are now empowered to demand what is truly theirs.

The uniqueness of the ward committee lies in the representation model adopted by them. They are not mere structures that hold power but depict what true diversity can look like. With women, members of backward communities and most vulnerable sections of the ward - ward committees make sure that all voices are heard, the presence of every section is made known.



What does this suggest? This suggests that in the past few years, the AatmaNirbhar Bharat Movement has walked miles ahead in furthering the agenda of the 74th Amendment Act of our Constitution. This Amendment Act is a landmark in the history of city government to bring decentralization as a core principle of governance to ensure proximity between the citizens and local governance.

The need to democratize local ULB's (Urban Local Bodies)

According to the RK Sinha Research Project on India, under the optimistic scenario, India is likely to have a population of 1380 million in 2025. Under such circumstances, it is essential that city administrations work with decentralization of funds, and functionaries with greater accountability towards citizens. With over 70% of India's GDP, new jobs are expected to come from cities by 2030. Cities will have to be sustainable to enhance quality of lives, democratization of local ULB's to support its economic prosperity.

With systems such as ward committees in place, Bengaluru is showing the way by becoming the first in the country to allot budgets for Ward Committees (WC) to take up development work. However, this progressive decision stemmed because of the proactiveness shown by citizens actively participating in the participatory budgeting campaign – My City My Budget.

My City My Budget - as the name suggests -was focused on what the city dwellers wished to do with their city budget. For a long time, wards received a certain sum towards the betterment of infrastructure. MCMB tried to identify what the citizens wanted the budget to be spent on a priority basis. Things like footpaths, public toilets, roads, etc., turned out to be the highlight of citizens' concerns.

My City My Budget was flagged off in 2015 by Janaagraha and received an overwhelming number of 6037 responses. The pilot campaign was only a check on how enthusiastic citizens were at that point in time. However, the results compelled to continue the campaign in the consecutive years and citizens embraced the campaign with several inputs.

In its latest edition, as many as 42 civil society organisations, resident welfare associations and other community groups joined hands with Janaagraha and Bruhat Bengaluru Mahanagara Palike (BBMP) to lead the My City My Budget campaign in 2021. For this term, over 9,700 budget inputs were submitted to the BBMP. During the input collection drive, there was outstanding on-ground support, making the first leg of the campaign a resounding success. With BBMP allotting Rs 60 lakh to each of Bengaluru's 198 ward committees, the campaign helped weave citizen participation into the fabric of local municipal budget-making.

The campaign encouraged citizens to come forward and demand what was rightfully due to them as taxpayers. Thus reaffirming the belief that nation building is not just a top down approach but a participatory endeavour.

Prior to the installation of Ward Committees, the opaque and unscientific planning & budgeting of the city's limited financial resources to offer basic set ups at the neighbourhood level, had resulted in unequal distribution of infrastructure across city neighbourhoods. As expected, this had discouraged citizens from finding a spot to voice their concerns backed by the assumption that they will not be heard.



We must bear in mind that the problems of cities are systemic in nature and will require some time for change to translate into clear and tangible outcomes for citizens to experience.

Citizenry with Integrity

The AatmaNirbhar Movement is encouraging citizens to find ways to be leaders in their own spaces. What is certain is that city governments by themselves alone will not be able to fix the complex problems of our cities. Every citizen becomes an important stakeholder in helping the government solve the problem by demonstrating active citizenship and hence driving India to achieve its true potential.

To put it simply, active citizenship is a demonstration of an individual's action in civic matters. And there are a wide range of actions that each one of us can take to make a positive difference in our neighborhoods and our cities.

For instance when we see a garbage pile dumped in the corner of our street, when we see street lights not working, when clean water is overflowing from a leaking distribution pipeline, when footpaths on our street are broken; we need to find out who is responsible to fix it, raise a complaint and follow it to closure.

Filing our taxes on time, not paying a bribe to save time or effort to get government documents processed, following traffic rules, voting in every election, seeking out to our local elected representative – such as Councillors to find out what plans they have for our neighborhood, our ward and our city, participating in civic volunteering and community activities will help build and improve our lives and neighborhoods. These simple acts are our right as well as our duty!

Fixing systems and not just problems!

The core idea of Janaagraha's work does not revolve around fixing problems but instead seeking to fix the system that can solve the problems. Ward Committees is one such decentralised governance structure that can help fix systems at the core.

The transparency, accountability and the continuous monitoring that comes after setting-up a ward committee can transform “quality of life” in India’s cities and towns by overhauling the ‘quality of urban infrastructure and services.’ This includes the roads, drains, transport, water supply, etc and enhancing the ‘quality of citizenship.’

NGOs, CSOs and active citizens become catalysts of social change to improve their neighborhood systems alongside with the governments to institute reforms to city governance.

Public participation also enhances trust-quotient between citizens and government. The integrity between governments and citizens - that citizens will give meaningful, insightful and valid inputs into civic issues, as well as trust by citizens that the government will listen, be transparent and be accountable to citizens for the decisions they make and how they work on civic issues. To do this, both the government and citizens must be informed and become willing participants in a constructive dialogue.



Decentralisation - How citizens and governing systems grow together

Decentralisation adds its own flavour to a democracy. It moulds people into thinking that every action is accountable and hence, must be well thought out. So as to say - social responsibility has started peaking with the aggressive push to distribute power to all sections of the society.

Distribution of power is not limited to encouraging active citizenship. But it also means the simplification of bureaucratise. What good is a system if citizens can't relate to it? Janaagraha has played the subtle role of a moderator between citizens and governing spaces, as a translator of acts, amendments, laws, bylaws and more. This position has earned the organisation a space in the heart of the movement - while also carving space in the minds of stakeholders.

The success witnessed in the past few years did not come without hurdles. In a nation that was in a sweet slumber when it came to forging active relations between citizens and government bodies, the 74th Constitution Amendment Act definitely felt like a breath of fresh air. However, the task was to take the news to all houses of urban spaces. The real struggle was in realising the true essence of what the Act envisaged - decentralisation.

It is not an unknown fact that Indian cities are growing by each minute. People are migrating into cities with an expectation of better livelihood. When the population keeps growing, so does the demand for better infrastructure and resources. Also, the wear & tear of existing infrastructure becomes quite common. Be it water supply, electricity, urban transport, sewage management - all of it becomes a matter of grave concern. Indian administrative bodies are known to lack a full-fledged staff to pay heed to every single need there is. That, coupled with rising woes of citizens, becomes a tiresome ordeal. This is when forming ward committees came handy.

Ward Committees - the most easily approachable units of governing bodies are a feather of pride for our cities. It has been mentioned already that turning these units into reality was not an easy task. Believing in the true spirit of self-reliance - AatmaNirbharata, is a thought-process to set out to empower citizens and encourage them to participate in the local ward committees. It was all in our ability to convince citizens that they were the most important assets of our system and it was they who held most power.

Rome wasn't built in a day - neither will India be. This will need sustained efforts by bureaucrats, higher offices and also citizens. It is essential for all of the nation builders to work as a unit rather than proceed individually to fix something that is a collective asset. At this juncture, decentralization becomes the key to boost the participation from all levels.

Together, we walk towards a better dawn in India. A dawn where integrity reigns.

Harsha Raj Gatty is Communications consultant at Janaagraha. A journalist, Harsha is also the Co-founder and Managing Director of Subs and Scribes Media Ventures LLP.

Sandhya Christabel D'Souza is leading the Communications Team at Janaagraha. A former journalist, Sandhya is passionate about storytelling and promoting participatory governance.



Guest lecture series by external domain experts at HAL to enrich job knowledge & job insight



Shri T R Raghunandan, IAS(Retd.) handling Session on Systems approach to combat corruption at CO on 27.10.2021.



Shri R Gopinath Rao, IEDS, Deputy Director, MSME Development Institute, Bengaluru, seen during session on MSME at CO on 28.10.2021.



Sri A Bruno, Commandant, COBRA Bn. handled a session on Digital Addiction at ED & SED, Koraput on 29.10.2021.



Shri V V R Sastry, Ex-CMD-BEL delivered a Guest Lecture on Ethics & Values at CO on 29.12.2021.



Shri T Krishna Prasad, IPS (Retd.), former Director General of Police (DGP), Telangana seen delivering Lecture on Independent India after 75 years of Independence at AD, Hyderabad on 30.10.2021.





Shri Arvind Kumar Jain, IPS (Retd.), former Director General of Police, UP delivered a Guest Lecture on Anti – Corruption measures and corruption free organization at AD, Lucknow on 30.10.2021.



Shri Ashutosh Kumar Mishra, Advocate at Supreme Court / Advisor to 'AGAM' delivered an Online lecture on Anti-corruption & Tools of Good Governance in association with AGAM, New Delhi on 11.11.2021.



Shri V Narayanan, IPS (Retd.), former DG (Training), Bihar handled a session on the theme of VAW – 2021 – Independent India @ 75; Self Reliance with Integrity, at FMD, Bengaluru on 02.11.2021.



Shri Venkatesh Murthy K, Director, Data Security Council of India, Bengaluru handled a session on Cyber Crime & Digital Forensics at MRO-HC, Bengaluru on 06.01.2022.



Shri Sunil Kumar Gulati, IAS (Retd.) former Spl. Secretary, Government of Haryana handled a lively session on orienting personal goals with company goals at Bangalore Complex on 03.03.2022.



Dr. B.V. Murali Krishna, Additional Commissioner of Commercial taxes (e Governance), Govt. of Karnataka delivered a lecture on GST on 15-03-2022.



Women's entrepreneurship in India The rocket fuel that can propel the Indian economy to the next level



Venky Raghavendra
Social Entrepreneur and
Philanthropist



Sruthakeerthy Sriram
Philanthropist

Imagine a rural bank run completely by women and for women to save and gain affordable and easy access to credit. This was Chetna Gala Sinha's vision way back in 1997 when she set up the Mann Deshi Mahila Sahakari Bank, India's first women's cooperative bank, in Satara District of Maharashtra. Sinha conceptualised the idea for the bank when some women approached her after banks rejected their bid to set up a savings account due to their low savings. The women also had to become literate in order to successfully move forward the proposal for the cooperative bank. Today, it is one of the largest microfinance banks in the State. The initiative has since branched out to include a business school to teach marketing of products, and a community radio to share stories of success and encouragement. The Mann Deshi Foundation is empowering female entrepreneurs and their communities as well by providing access to knowledge, capital, markets and social support. Sinha's vision and her story is a prime example of the essential role that women entrepreneurs have to play in the years to come in propelling India's success as an economy and as a nation.

Now a success story on the business entrepreneurship side that is in the news lately. Entrepreneur Falguni Nayar recently became a household name when she became India's wealthiest self-made female billionaire. Founded merely a decade ago, her start-up Nykaa now dominates India's beauty industry. Nayar capitalised on the opportunity to tap into India's fragmented beauty industry via the e-commerce medium. To aspiring young women, Nayar had this to say - "...I would say that you are the centre of your own life. I see women trying to meet the requirements of their families and not chase their own dreams. You are the most important person in your life.". Nayar added, "It's important to dream... I hope the Nykaa journey—an Indian-born, Indian-owned and Indian-managed dream come true—can inspire each of you to be the Nykaa of your lives."

The two stories are set in vastly different contexts, with Sinha's story exemplifying social entrepreneurship, while Nayar's is a successful model of business entrepreneurship. However, they do have something in common - both are stories of women who, despite encountering several hurdles, had the courage and drive to set up successful



businesses which not only addressed a need but also generated employment for hundreds of women. In the next 25 years, it is quite possible that India will witness the rise of many more women like Chetna and Falguni, but for this to happen, our nation needs to support and believe in its women, each one a potential female entrepreneur in the making.

The prevailing ground realities

Although India is one of the fastest growing large economies in the world, the country's economy is largely informal, with over 90 percent of our workforce employed in the informal sector. On the occasion of our 75th year of independence, it is time to look ahead and envision what the India of a 100 years would represent. Our success as a nation hinges on inclusive and equitable growth of all sections of society, an ideal that can be furthered through encouraging entrepreneurship, with a focus on women entrepreneurship.

Entrepreneurship is the process of putting together resources for creating a product or a service to address a need. The entrepreneurial process is driven by recognising an opportunity, building a business plan to capitalise on the said opportunity, and implementing the plan with the support of labour, capital, etc. Entrepreneurs not only generate employment for themselves but also provide employment opportunities to others.

In India, women form an integral component of familial and societal structures, and wield major influence over growth and development at the micro level. A woman's educational qualification and employment status is often reflected in the progress of her family and children as a whole. Unfortunately, at merely 21%, India's female labour force participation Rate (LFPR) is not even half the global average of 47%. This indicates that a whopping 79% of women within the working-age population (15 to 64) are either unemployed or not even looking for work. This presents a huge growth opportunity not just for the women, but more importantly, for the country as a whole.

Rakhee Choudhury is enabling Assamese women by equipping them with the skills they need to revitalise weaving, and to convert their traditional skills into forward-looking, income-earning activities. Choudhury conducts hands-on workshops that cover not only the technicalities of weaving but also marketing and business management. By organising women into cooperatives that connect them directly to the market, she helps them gain economic independence by empowering them to earn a living, and encourages them to view themselves as entrepreneurs and professionals. One such woman is Sewali Devi from Saraibahi village in the Morigaon district of Assam. Devi, a weaver, owns two looms, and her income comes solely from weaving handwoven gamosas. She is one among hundreds of rural women in Assam who economically support themselves by depending on the handloom sector, which plays a central role in Assam's rural economy. Both households and retail shops purchase handwoven gamosas. These handwoven products embody self-reliance for the rural women weavers of Assam. Through weaving, they support their families and ensure that the basic day-to-day needs of the household are met.

According to an estimate by McKinsey, India has the opportunity to boost its GDP by an added \$770 billion by 2025, with more than 70 percent of the potential GDP opportunity resulting from merely increasing women's participation



in the labour force by 10 percent. Women entrepreneurship signifies an act of business ownership by women that empowers them financially and strengthens their position in society. Facilitating this is essential for developing the Indian economy and ensuring a future of equitable growth.

Promoting women entrepreneurship would generate employment for women and boost the family income. Apart from the economic incentive, it would also enhance social and human resource parameters like education and health, as well as the general standard of living of the household. Further, women engaged in entrepreneurship would be more socio-economically aware, and enjoy a sense of independence and the freedom to make decisions.

What are the roadblocks to overcome?

While the advantages of nurturing women entrepreneurship seem apparent, it is a task easier said than done. The ground realities pose a multitude of challenges hindering women's venture into entrepreneurship.

Whose responsibility is it to run the household, to cook and clean and do household chores? Even today, if asked this question, a majority of people would point to women, be it as a wife, mother or daughter. Social perceptions still look upon working women in a negative light, and regard women's primary duty as caring for the family and children, necessitating their availability at home and hampering entrepreneurial ambitions. At a personal level, women entrepreneurs are burdened with family-centric responsibilities apart from handling work. Women thus find it difficult to juggle this dual role between home and work, a problem not typically faced by male entrepreneurs.

Imagine a scenario where a woman in a rural area approaches a bank with meagre savings and requests a loan to set up a business - the likelihood of the bank extending the loan is negligible. Add to this the fact that the woman is ill-informed about other sources of credit, or the next steps she could take to fix the problem - her dream of establishing her own business has already come to an end due to a lack of financial support. Women entrepreneurs often encounter challenges from a financial perspective in terms of obtaining financial assistance to take forward their business. Limited working capital, and an inability to obtain loans/credit from reluctant financial institutions are among major financial constraints that women entrepreneurs deal with while attempting to set up their business. Many also lack financial literacy and awareness about potential sources of borrowing.

Every locality has certain unique haunts known and frequented only by people living in the neighbourhood, for instance a local bakery. However, no matter how delicious the pastries are at the bakery, the bakery owner cannot grow the business unless the pastries attain popularity with a wider range of customers beyond the locality. Marketing their products and finding direct linkages to a customer base is something women entrepreneurs often struggle with, forcing them to rely on middlemen and reducing the profit margin of their goods. Social norms and responsibilities at home also reduce women's mobility, making it difficult for them to go out in public and beyond their locality to sell their goods.



Finally, with regard to the production process itself, women entrepreneurs face problems ranging from finding an appropriate place of production, to lack of information about the latest technology and non-availability of raw material and skilled labour.

Solutions are out there if only we give them the deserving priority

With women entrepreneurs being hampered by disparate socio-economic challenges, the question arises as to how to mitigate these challenges. The answer lies in a joint and sustained effort from the corporate sector, policy makers, general public and the media, to proactively foster women entrepreneurship.

Women entrepreneurship can benefit hugely from corporate sector funding and a gender-focused effort to raise access to capital. Ideas and business ventures launched by women entrepreneurs require financial backing and readily available funds in order to succeed and sustain in the long run. Lenders and investors would themselves benefit from enabling women entrepreneurs in a conducive manner.

For women entrepreneurship to flourish in the coming years, there also needs to be a simultaneous effort from policy makers in terms of transforming governance structures and advancing policy decisions that support women entrepreneurship. Policy makers have to identify the impediments that are halting the progress of women entrepreneurs and help resolve them. Measuring and tracking the impact of women entrepreneurial ventures will effectively demonstrate their progress and success, which can then be expanded in scale to reach more beneficiaries. The Union Budget 2022-23 introduced policy incentives for encouraging the start-up ecosystem, including a fund for agritech start-ups in a co-investment model facilitated through NABARD. Easing the financial burden of small and medium businesses till March 2023, the government also extended the Emergency Credit Line Guarantee Scheme (ECLGS) under which banks provide additional loans to existing borrowers without asking for extra collateral. Start-up investors also benefit from a tax incentive wherein the surcharge on long-term capital gains (LTCG) tax has been capped at 15% for both listed and unlisted companies.

Policy incentives are an important cornerstone. However, by themselves, they are not enough to promote women entrepreneurship. A massive responsibility also lies on the general public to provide a thriving ecosystem for women entrepreneurs. In order to succeed, women entrepreneurs need to enjoy the advantages of mentoring and skill-building opportunities, and access to strong social networks.

Increasing the visibility of women entrepreneurs and acknowledging their efforts would in itself go a long way in building positive, unbiased mindsets and attitudes towards women entrepreneurship. Reducing and eliminating negative perceptions towards women entrepreneurship would partially address the socio-personal barriers that hamper their entrepreneurial ventures. Here, the media's role is critical in spotlighting women entrepreneurs, their work and contribution to the economy and local communities. An effort should be made to strengthen women's voices



in entrepreneurial decision making, their participation in conversations around entrepreneurship, and overall presence in the entrepreneurial ecosystem.

One woman entrepreneur at a time for nation-building

Jaya is an enterprising Self-Help Group (SHG) leader in Cuddalore who runs a catering business supported by the Mahalir Thittam, a socio-economic empowerment programme for women implemented by the Tamil Nadu Corporation for Development of Women. Cuddalore's Mahalir Thittam building houses around 8 active SHGs comprised of women like Jaya who collectively own and manage micro-businesses. Apart from catering, the businesses include tailoring, a Xerox and printer's shop, and a shop that sells fragrant garlands made from the Vetiver plant found in Cuddalore. These businesses generate a tidy profit which is divided among the members of the SHG. Jaya and the other women entrepreneurs speak of their work with pride and passion, explaining how running a business has given them an opportunity to contribute to their household income while increasing their economic independence and awareness of social issues as well. Jaya says – *"I urge women to invest in land and livestock or business, rather than jewellery. It is my goal that all women in Cuddalore should be capable of financially supporting themselves by having an independent means of livelihood."* These women are leaders in their own right, a source of inspiration for other women in their villages to step out of the house and earn a living, and an indication that the way forward for creating sustainable livelihoods is by adopting a bottom-up approach. The journey of a single woman entrepreneur is characterised by its inclusivity and impact on her family and several other women with whom she interacts – this is the power of women entrepreneurship, truly the rocket fuel that will generate employment and propel the Indian economy in the years to come.

Sruthakeerthy Sriram is a Mahatma Gandhi National Fellow under the Ministry of Skill Development and Entrepreneurship. She is currently working in the Cuddalore district of Tamil Nadu to identify barriers in raising employment and economic output in rural areas. She is also studying public policy and management from IIM Ranchi, and hopes to promote livelihoods in the district by establishing credible action plans. She holds a B.A., LL.B (Hons.) from NALSAR University of Law, Hyderabad, and has previously worked at Vidhi Centre for Legal Policy.

Venkatesh "Venky" Raghavendra is a global social entrepreneur with over three & half decades of philanthropy and international development experience. He has successfully built global partnerships and mobilized significant resources for many organizations. He engages actively in the US-India corridor to promote philanthropy and exchange of ideas across the two geographies.

He has been an advisor to Government of India and presently trains senior bureaucrats in the areas of innovation and social impact. He is a regular speaker on the topic of social entrepreneurship.



Various competitions conducted at HAL Schools during vigilance awareness week - 2021



Prize distribution by CVO at HAL Public School, Bengaluru.



Prize distribution by GM(HR)-HC & Chairman, HALEC at HAL Gnanajyoti School, Bengaluru.



DGM(Vig)-DC distributed the prizes to winners of painting competition held at "My Savior High School, Bengaluru.



AGM (CS) Distributed the prizes to winners of essay competitions at HAL School, Lucknow.



GM-AMD distributed Prizes to competition winners at Nasik



AGM (Planning) Distributed Prizes to competition winners at HAL School at Koraput



"Let's celebrate 75 years of independence, make a new India with integrity and self-reliance."



Kishore Nagdev N
Chief Manager (Vigilance)
Helicopter Division, HAL

Our country India, which was called the golden bird in ancient times, was a slave of British rule for about 200 years. Our integrated freedom fighters liberated the country after a lot of struggle. Finally, we got independence on 15th August 1947.

The country is completing 75 years of independence. There were many obstacles at the beginning of this journey of 75 years, but India did not turn back. The country kept on moving forward looking towards its goals. Today the country is continuously moving forward on the path of progress. Today there is no field in which India has not earned a name.

But this journey of 75 years was not easy at all. The country has worked hard to reach where the country is today. Today the country is progressing but corruption is a major obstacle in the economic, social and political progress of the country. All the parties like government, citizens and private sector need to work together to eradicate corruption. In this direction, the policy should be made with integrity.

Integrity is considered to be of great importance in life. By following this, any person can give a new direction to his life. Truth and honesty are words with their close meaning.

That is, a person who follows the path of truth in life or whatever he says and brings the same things in his life, he is called truthful and integrated. One, who always follows truth never has to face defeat. In every situation, be it favourable or unfavourable- one who lives with integrity never deviates from the path. Due to these qualities, they also earn due respect in the society. Therefore, when being personally honest can give a new direction to life, then what to say if the whole country becomes integrated New traditions are not established in a day, but they require strong will and determination. Our conduct as a citizen is deciding the golden future of India.

Integrity at the core of the individual

Kenyan runner Abel Mutai was only a few meters from the finish line when he became confused with the signs and stopped, thinking the race had ended. Spanish sprinter, Ivan Fernandez, who was behind him realised what went wrong and started shouting to the Kenyan to keep running. Mutai did not know Spanish and could not understand what Fernandez was saying.



Realising what was going on, Fernandez pushed Mutai to victory. A reporter later asked Ivan, “But why did you let the Kenyan win?” Ivan replied, “I didn’t let him win, he was going to win, the race was his.”

The reporter said, “But you could have won!” Ivan replied, “But what would be the merit of my victory? What would be the honour of this medal? What would my Mother think of it?”

Truth, values, compassion and empathy are few virtues that defines one’s character. Integrity is the consistent and uncompromising adherence to such strong moral and ethical principles, and values. One might possess exceptional abilities, skill-set or wealth, but if has compromised integrity, then every other quality is seen in doubt.

Whether it is professional or personal life, public or corporate, and, higher-ups or humble daily wager, the good conduct and ethics are irrespective of what you are or who you are dealing with. The moral conviction of one’s beliefs and values stay undiminished under all circumstances. As British writer CS Lewis has put it aptly, integrity is, “doing the right thing even when no one is looking.”

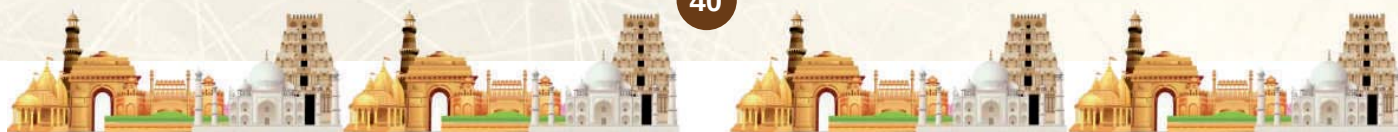
When it comes to an organisation, be it public or private, bringing together different sets of people under the same ethical behaviour is even more important as each of them is the face of organisation. Work ethics of each individual along with the implementation of stringent code of conduct and citizens’ charter, without any exceptions, govern the ethical work culture. If you trust a brand, you start trusting its products; alternatively if you find a quality product, you look forward to other products of the brand and trust is built on the overall brand. Same goes for organisations.

Corruption in India

“India is a rich country which has managed to keep its people poor”, stated Nani Palkhivala, the famous public spirited and distinguished lawyer in Mumbai. It is ironical and unfortunate that his statement seems to hold good even today notwithstanding many achievements in India’s economic front. The main reason for this sad state of affairs is our ability to remove poverty altogether and tackle corruption effectively.

As country celebrates 75th year of its independence as ‘Azadi Ka Amrut Mahotsav’, it has many achievements to highlight and many challenges and issues to debate and discuss for a common strategy to eradicate them. Now, it has almost been seven decades of country attaining independence; yet our society is plunged with so many evils that have retarded the development trajectory of the country. One such evil is the widespread prevalence of corruption in the country. Corruption is a form of dishonesty or a criminal offense which is undertaken by a person or an organization which is entrusted with a position of authority, in order to acquire illicit benefits or abuse power for one’s personal gain.

Corruption may involve many activities which include bribery and embezzlement, and it may also involve practices which are legal in many countries. It exists everywhere; in our institutes, in our social structure, in our political structure and in our moral ethics. Transparency International, the global coalition against corruption defines corruption as the abuse of entrusted power for private gain. Corruption erodes trust, weakens democracy, hampers economic



development and further exacerbates inequality, poverty, social division and the environmental crisis. The Corruption Perception Index (CPI) released annually by Transparency International that ranks, India's ranking on the Corruption Perception Index 2021 is 85 out of 180 countries.

India@75

Being self-reliant is the dream of every individual, society and Nation. Our former Prime Minister Mrs Indira Gandhi has said, "A nation's strength ultimately consists in what it can do on its own, and not in what it can borrow from others". Even since the attainment of Independence, the dream of self-sufficient began to grow in the heart of India.

As we know, the prime minister of India has already launched the "Atmanirbhar Bharat" but in this thing, I want add one more word that is Integrity, which means honesty. We have to make ourselves reliant but an honest way to make ourselves Atamanirbhar.

A community where everyone respects each other's Integrity is an ideal society. If we take the example of a recent incident that happens across the world, we are talking about Covid-19, the Corona virus was spread all over the world. All routes in real-time were completely closed. In such a situation by taking the help of Self-Reliance, we have provided various facilities in our country itself. Forgetting all caste and religious discrimination, we are in the thread of Integrity.

Atmanirbhar Bharat Abhiyan is a comprehensive, farsighted post-pandemic initiative by the Government of India to counter the grim economic situation caused by COVID-19 pandemic. The meaning of 'Atmanirbhar Bharat' is self-reliant India. It is a policy that envisages making India capable of competing on a global scale in various fields like as technological, agricultural, defence sector.

Objectives of Atmanirbhar Bharat Abhiyan

- The policy has been formulated to curtail the import dependence by focusing on improving the quality and safety standards of made in India products to compete in the global value chain.
- Promotion of Made-in-India products.
- To provide adequate support towards the vulnerable sectors like migrants, construction sector, street vendors. They are provided with special economic packages to counter with the stagnated economic situation. The vulnerable sectors have been provided with food grains under Garib Kalyan Yojana.
- To inject liquidity in the most hit sectors like agriculture, infrastructure, automobile, housing, aviation etc.

Five Pillars of a Self-reliant India is announced as

- Economy: The quantum jump to get most out of the policy
- Infrastructure: Representing modern India
- System: Driven by the new age technologies, leaving the old technologies behind
- Demography: The vibrant demography is the driving force behind self-reliant India
- Demand: Utilization of the strength of our demand-supply chain



Challenges of Atmanirbhar Bharat Abhiyan

- The package of Rs 20 lakh crore consists of both fiscal and monetary measures. A significant amount of the package is liquidity measures which will be transmitted to Citizens via RBI and Banks. This requires a transparent transmission of monetary policy.
- The imposed lockdown to restrict COVID 19 has minimized the aggregate demand in the country. Suitable investments are still far away from recognition.
- The economic stimulus package is around 10% of India's GDP which becomes the elephant in the room in accounting for the fiscal deficit.
- Difficulty in Mobilising Finances could be another hindrance of the implementation.
- As far as financing is concerned, borrowing from the foreign markets would rather be impossible, as rupee with respect to the dollar is an all-time low.

Way Forward

- There should be enough awareness of the importance of local products and their promotion across the country.
- Demand is stagnated in the country in the post-COVID situation. Infrastructure spending would be the best way to revive the dormant demand scenario in the country.
- Implementation of announced holistic Reforms should be made in a time-bound manner.
- Finance should be mobilized keeping the fact that India's foreign reserves are clocked all-time high figure.

Inference

The world has entered a new decade. With the expectations of healing this year of the Pandemic, this is the opportune time for India to be at the forefront in leading the global and regional strategies, strengthening the, "Brand India" through Make in India, Invest in India, ease of doing business, better infrastructure, Digital India, being vocal for local and by projecting India's soft power including spiritual & cultural connect, Yoga, heritage-tourism and Cinema globally.

Public participation is the key to success of any initiative. Swachh Bharat is a recent example and its phenomenal feat is due to the fact that from a Government – led initiative, it transformed into a people – led movement, a Jan andolan of its own sorts.

Today, we have come a long way since those days of want and scarcity. India is recognised as an emerging world power. We are the third largest economy in terms of Purchasing Power Parity. The day may not be far when we regain our past glory of the times when India was known as Vishwa Guru and was home to great Philosophers like Patanjali and Shankaracharya, doctors like Aryabhata and Varahmhir. Referring to rich legacy, Sardar Vallabhai Patel had said, "There is something unique in this soil, which despite many obstacles has always remained the abode of great souls'.

Corruption invariably endangers the morals of the entire nation. The nation can rebuild itself once it gets rid of the corrupt system. **Building a new India by eradicating corruption** looks almost impossible as the malignancy



has spread too deep. We, the people should be more conscious and stop being over tolerant. We need to force the system to eliminate people's socio-economic disparity as the *imbalance is the perfect breeding foundation for corruption in society*. We must focus on teaching people fundamental values from the very beginning to recreate our country. **Building a new India should be our immediate and primary national objective. The policy makers must come forward in the expansion of bureaucracy and the multiplication of administrative process to achieve this national objective.**

Last but not the least, I would like conclude by mentioning that, the India we see today will surely be different from the India our grandchildren will get. The onus is on us to handover a country which they shall be proud of a blend of modernity and tradition, infrastructure and services, growth and opportunities, development and sustainability, self-sufficient and imbibing worldview, intellectual and rational.

"Let Noble thoughts come to us from all sides"

The author (**Kishore Nagdev**) of this article holds MA, LLB and MBA (HR), has worked in Central Reserve Police Force(CRPF) as an Assistant Commandant. He is presently working as Chief Manager (Vigilance), Helicopter Division, HAL, Bengaluru

Republic Day 2022



Republic Day celebrations at Corporate Office on 26.01.2022.



Flag Hoisting by CMD-HAL on Republic Day at Corporate Office on 26.01.2022



Vigilance Awareness Week – 2021, inaugural events



AOD & AMD - MC



ED & SED KORAPUT - MC



AOD & AMD - MC



ED & SED KORAPUT - MC



Vigilance Awareness Week – 2021, inaugural events



OVERHAUL DIVISION - BC



AEROSPACE DIVISION – BC



AIRCRAFT DIVISION - BC



ENGINE & IMGT – BC



AIRPORT SERVICE CENTRE - BC



FOUNDRY & FORGE DIVISION - BC



LCA DIVISION - BC



MEDICAL & HEALTH UNIT - BC



स्वतंत्र भारत के 75 साल, सत्यनिष्ठा के साथ आत्मनिर्भरता

पूजा देवी / Pooja Devi
वरि.प्रबंधक (एलआरयू लैब)-एमआरओ/
Senior Manager (LRU-LAB)-MRO

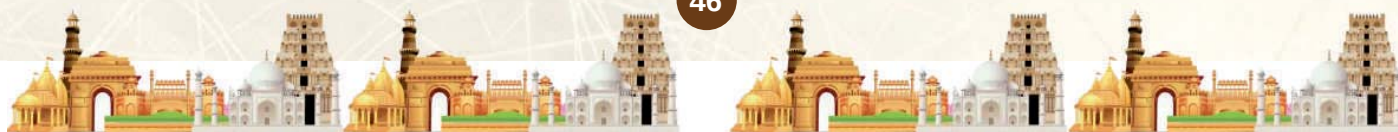
“भारत की आजादी के पूरे हो गए 75 साल
आओ सत्यनिष्ठा के साथ आत्मनिर्भरता की बने मिसाल।”

15 अगस्त 1947 को हमारे प्यारे देश “भारत” को 200 सालों की गुलामी के बाद अंग्रेजी शासन से आजादी मिली थी। यह आजादी हमें हमारे स्वतंत्रता सेनानियों के त्याग, तपस्या और बलिदान से प्राप्त हुई है। इस वर्ष हमारी स्वतंत्रता की 75 वीं सालगिरह है जो कि पूरे देश में धूमधाम से मनाई जा रही है। इसे “आजादी का अमृत महोत्सव” नाम दिया गया है जिसके अंतर्गत एचएएल के विभिन्न प्रभागों में जन सामान्य के लिए प्रदर्शनियों का आयोजन भी किया गया है। इस महोत्सव का आयोजन इसलिए किया जा रहा है ताकि भारतीय जन अपनी आजादी के महत्व को समझे और ये भी जानें कि इन गत 75 वर्षों में भारत ने विभिन्न क्षेत्रों में कितनी प्रगति की है। इस वर्ष “केंद्रीय सतर्कता आयोग” (सीवीसी) ने “सतर्कता जागरूकता सप्ताह” के आयोजन के लिए विषय चुना है “स्वतंत्र भारत के 75 साल - सत्यनिष्ठा के साथ आत्मनिर्भरता”। यह विषय स्पष्टतः भारत की 75 वीं सालगिरह के लिए प्रासंगिक है।

सत्यनिष्ठा का अर्थ है अपने मूल्यों या नैतिक प्रतिमानों के साथ दृढ़ता से अपने कर्म करना। ईमानदारी और दृढ़ नैतिकता भारतीय सभ्यता के मूल सिद्धांत है। सत्यनिष्ठा के अभाव में कोई भी समाज व देश, भ्रष्टाचार के पथ पर अग्रसर होने लगता है। यह भ्रष्टाचार देश की जड़ों को खोखला कर देता है तथा उन्नति व प्रगति से दूर करता जाता है। समाज में सत्यनिष्ठा को बढ़ावा देने के लिए आवश्यक है कि बुनियादी शिक्षा हर बालक को मुहय्या करवाई जाए, युवाओं को रोजगार के अवसर प्रदान किए जाए, अच्छी स्वास्थ्य सुविधाओं का हक हर व्यक्ति को मिले तथा समाज में धर्म-जाति के आधार पर होने वाले भेद-भाव को समाप्त किया जाए। सत्यनिष्ठा से अपने कर्तव्यों का पालन करने से आत्म सम्मान और आत्म-विश्वास में वृद्धि होती है। यह आत्म विश्वास ही हमें आत्म निर्भर बनाता है। सत्यनिष्ठा से प्राप्त हुई आत्मनिर्भरता से हम ना केवल आर्थिक उन्नति कर सकते हैं बल्कि सामाजिक स्तर पर भी सफलता प्राप्त कर सकते हैं।

आजकल चल रही कोविड महामारी की कठिन परिस्थितियों में हमारे पूज्य प्रधानमंत्री श्री नरेंद्र मोदी जी के नेतृत्व में भारत देश ने जिस सत्यनिष्ठा से अपना योगदान दिया है वह अत्यंत सराहनीय है। भारत देश ने ना केवल अपने नागरिकों के लिए बल्कि दूसरे देशों की सहायता के लिए भी कोविड वैक्सिनेशन उपलब्ध करवाई है। “वैक्सीन मैत्री” की तहत 14.63 करोड़ खुराक 97 देशों तक पहुँचाई गई है। “कोवैक्स नेटवर्क” के द्वारा भारत ने 41 अफ्रीकी देशों में 2.5 करोड़ खुराक प्रदान की है। इस आपदा के समय में सत्यनिष्ठा से विश्वभर के देशों को मदद कर भारत देश ने अपना नाम महत्वपूर्ण देशों की तालिका में दर्ज कर लिया है।

विश्व की प्रतिदिन बदलती आर्थिक, सामाजिक, सामयिक तथा कूटनीतिक परिस्थितियों के तहत, हमारे देश को हर स्तर पर आत्मनिर्भर होने की अत्यंत आवश्यकता है। पिछले 75 सालों में भारत देश ने विश्व स्तर पर बहुत तरक्की की है लेकिन अभी भी विकसित देशों



की श्रेणी में स्थान पाने के लिए कुछ और प्रयास की आवश्यकता है। इन्हीं आवश्यकताओं को समझते हुए भारत सरकार ने मेक इन इंडिया, आत्मनिर्भर भारत अभियान, वोकल फॉर लोकल आदि योजनाओं को लागू किया है। इन योजनाओं में मुख्यतः आर्थिक प्रगति, आधारिक संरचना, प्रणाली, जीवंत जनसांख्यिकी और खपत पर ध्यान केंद्रित किया गया है। आर्थिक गलियारा, भारत में उत्पादन (मेक इन इंडिया), सरकारी संस्थानों का निजीकरण, हवाई अड्डों के बुनियादी ढांचों में वृद्धि, सूचना प्रौद्योगिकी का विस्तार, एमएसएमई उद्यमों का प्रोत्साहन आदि भारत सरकार की वो मुख्य नीतियाँ हैं जिनसे हमारे देश को आत्मनिर्भरता प्राप्त होगी और देश प्रगति के पथ पर अग्रसर होगा।

रक्षा उत्पादन क्षेत्र में आत्मनिर्भरता तथा निर्यात बढ़ाने के लिए आवश्यकता है कि हम अंतर्राष्ट्रीय गुणवत्ता के स्तर के उत्पाद बनाए जो कि केवल तभी संभव है जब फैक्ट्री में हर व्यक्ति निष्ठावान होकर अपना कार्य संपूर्ण करें तथा भ्रष्टाचार से दूर रहे। इस तरह हम जीरो डिफेक्ट उत्पाद बना सकते हैं और उत्पादन लागत को भी कम कर सकते हैं। रक्षा सेना की आत्मनिर्भरता के लिए यह एक महत्वपूर्ण कदम होगा जब भारतीय सेना की निर्भरता विदेशी उत्पादों पर कम हो जाएगी। इसी प्रकार हर क्षेत्र में किए गए निष्ठावान प्रयासों से भारतीय अर्थव्यवस्था मजबूत हो जाएगी।

दूसरी और सामाजिक स्तर पर किए गए निष्ठावान प्रयासों से, सामाजिक आत्मनिर्भरता प्राप्त की जा सकती है। समाज के सभी वर्गों में संसाधनों का उचित वितरण, रोजगार के समान अवसर, हर व्यक्ति के लिए स्वास्थ्य संबंधित सुविधाएँ आदि सुनिश्चित करने से सही मायने में भारतीय समाज, मजबूत तथा आत्मनिर्भर होगा। “सबका साथ सबका विकास” एक ऐसी ही सरकारी नीति का उदाहरण है।

पहले से ही अंतर्राष्ट्रीय स्तर पर भारत को उसके नैतिक मूल्यों के आधार पर जाना जाता है। इस पहचान का नतीजा ये है कि गूगल, एडोब, आईबीएम और माइक्रोसॉफ्ट जैसी अंतर्राष्ट्रीय कंपनियों का नेतृत्व भारतीय मूल के लोग कर रहे हैं। अगर आने वाले समय में हम सत्यनिष्ठा से आत्मनिर्भर होने का विशुद्ध प्रयास करेंगे तो हमारे देश भारत को विश्व नेता तथा एक विकसित राष्ट्र बनने से कोई भी रोक नहीं पाएगा। इसलिए आज से हमारे लिए सच्ची आजादी का अर्थ होगा “सत्यनिष्ठा के साथ आत्मनिर्भर होना।”

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HAL Gyanjyoti School Painting 1st prize - CV JAMUNA



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