

MARG DARSHAN

तमसोमा ज्योतिर्गमया



**Hon'ble President of India visit to Aerospace Division, HAL for
Inauguration of Integrated Cryogenic Manufacturing Facility**



**Visit of Prime Minister to
HAL Factory, Tumkur**



**Visit of Defence Minister to
HAL Stall during Air Show**



**You have to dream before your dreams can come true:
APJ Abdul Kalam**

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ಅಧ್ಯಕ್ಷ एवं प्रबंध निदेशक

C. B. ANANTHAKRISHNAN

Chairman & Managing Director



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मुख्यालय

HINDUSTAN AERONAUTICS LIMITED

CORPORATE OFFICE



MESSAGE

I am happy to note that vigilance department is coming out with another edition of "**Marg Darshan**" with the theme 'Corruption free India for a developed nation'. Making India a corruption free country is the need of the hour and it has to be fought at different fronts. It's a war that cannot fail because corruption distorts resource allocation and a denial of equal rights to the citizens of India.

HAL, as a public sector enterprises under the Govt. of India, uses public money. Hence as a general rule in HAL, every employee is expected to exercise the same vigilance in respect of expenditure incurred from public money as a person of ordinary prudence would exercise in respect of expenditure of his own money. We should all strive to ensure that we don't participate or promote corruption in any form.

Marg Darshan with articles of eminent personalities and experienced officers from HAL acts as a pacesetter for the HAL community in the fight against corruption.

I have no doubt that this edition of Marg Darshan brings in innovative solutions to prevent corruption through participative vigilance involving all the stakeholders. I extend my sincere appreciation for the dedicated team effort for publication of the magazine.

Jai Hind



*Electronically Signed By
C.B.Ananthakrishnan
Chairman & Managing Director
Hindustan Aeronautics Limited.
on 10-Oct-2023 14:41:41*

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मुख्य सतर्कता अधिकारी

KALYANI SETHURAMAN, IRAS

Chief Vigilance Officer



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मुख्यालय

HINDUSTAN AERONAUTICS LIMITED

CORPORATE OFFICE



Message - CVO

I am pleased to present another edition of Marg Darshan, the vigilance e-magazine. This year the theme is "Corruption free India for a developed Nation".

Corruption in any form is of serious concern as it adversely affects the country's economic development and achievement of developmental goals. More than the inefficiencies in utilization of resources, it's a serious threat to national security also.

Transparency and leveraging of technology are important remedies to prevent corruption. Transparency in a business or in governance refers to being open and honest. A higher level of transparency in decision making increases the probability of prevention of corruption or wrongdoing. Leveraging of technology minimizes interventions with motive & facilitates a seamless flow of processes from start to end. Capacity building is yet another area which helps in improving transparency & plugging gaps in understanding and decision making.

Preventive vigilance and awareness initiatives play a crucial role in creating a corruption free environment. A corruption free framework instills confidence in all stakeholders, frees one's mind from fear and creates an atmosphere of growth for all.

A number of articles have been put together to provide a platform of interesting education for all in this edition. I do hope you enjoy it.

Happy reading !


(Kalyani Sethuraman, IRAS)

Place : Bangalore

Date : 10th Oct 2023

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Vigilance Workshop on Detailed Investigation (DI) & Disciplinary Enquiry Proceeding at HMA, Bangalore



Inauguration by CVOs of BEL, HAL & ITI



Inaugural address by CVO, HAL



Session on DEC by Shri Sudeep Kar, ED Vig (Retd),
Power Grid Corporataion



DI & DEC Workshop in progress in presence of
CVOs & GM-Vig, HAL



Session on DI by Shri K Rajendran, Sr. DGM,
Power Grid Corporation



Participants taking part in DEC Workshop

Corporate Governance for Eradication of Corruption and Development of Aerospace Sector in India



Dr. DK Sunil
Director (Engg and R & D), Hindustan Aeronautics Ltd.

The aerospace industry stands as a testament to human innovation and technological advancement, encompassing the design, development, and production of aircraft, spacecraft, satellites and related components. In India, the aerospace sector has emerged as a significant contributor to economic growth, technological prowess, and global competitiveness. Central to the sustained growth and progress of this industry is the concept of corporate governance, a framework that defines how an organization is directed and controlled. Corporate governance is essential component in the fight against corruption and it serves as a vital compass in navigating the complexities of the aerospace sector. Some of the critical aspects of corporate governance are:

Transparency and Accountability

One of the cornerstones of corporate governance is transparency. In the aerospace industry, transparency is crucial due to its implications for safety, security, and public trust. The Indian aerospace sector, over the years, has made substantial strides in enhancing transparency, particularly in areas such as financial reporting, regulatory compliance, and risk assessment. Transparent financial reporting not only attracts investors and stakeholders but also ensures that resources are allocated efficiently, promoting sustainable growth. Moreover, accountability mechanisms embedded in corporate governance frameworks hold key decision-makers responsible for their actions, ensuring that safety protocols, quality standards, and ethical practices are upheld throughout the aerospace value chain.

Risk Management and Compliance

The aerospace industry is characterized by intricate supply chains, advanced technologies and stringent safety requirements. Effective risk management is essential to mitigate potential disruptions and ensure the smooth functioning of the industry. Corporate governance mechanisms play a pivotal role in identifying, assessing, and addressing risks associated with manufacturing processes, technological advancements, regulatory changes, and geopolitical factors. By fostering a culture of risk awareness and establishing robust, risk assessment processes, corporate governance supports informed decision-making that protects the industry's interests and reputation.



Additionally, the aerospace sector operates within a web of complex regulations and standards. Compliance with these regulations is non-negotiable, as any lapses can have far-reaching consequences. Corporate governance frameworks assist companies in adhering to these regulations, facilitating timely adaptation to changing requirements and preventing legal and financial setbacks. In India's aerospace industry, where compliance with international safety standards and export control regulations is imperative, robust corporate governance practices ensure alignment with global norms.

Stakeholder Engagement & Ethical Behavior

The aerospace industry in India, like any other, is influenced by a diverse array of stakeholders, including employees, customers, investors, regulators, and the general public. Effective corporate governance nurtures constructive relationships with these stakeholders, fostering a sense of trust and collaboration. By incorporating stakeholder's concerns and perspectives into decision-making processes, companies can ensure that their actions resonate with wider societal interests. This approach is particularly important in the aerospace sector, where the consequences of industry actions can extend beyond business performance to impact national security and environmental sustainability. Ethical behavior is another critical dimension of corporate governance in the aerospace industry. The decisions made by companies in this sector can have profound ethical implications, from ensuring the safety of passengers and crew to minimizing environmental impact. Strong corporate governance frameworks lay down ethical guidelines that guide decision-making and promote responsible behavior. Upholding ethical standards not only enhances a company's reputation but also contributes to the industry's overall integrity and credibility.

Innovation & Long Term Sustainability

Innovation is the lifeblood of the aerospace industry, driving advancements in propulsion systems, materials science, avionics, and more. Corporate governance can significantly influence a company's innovation culture by encouraging long-term thinking, risk-taking and R&D investments. By focusing on long-term sustainability rather than short-term gains, corporate governance frameworks provide a conducive environment for research & development, enabling the industry to remain at the forefront of technological progress.

There are a number of things that can be done to improve corporate governance in the Indian aerospace industry. These include:

Strengthening the role of the board of directors: The board of directors is responsible for overseeing the management of the company. It is important to have a board that is independent and has the necessary skills and experience to oversee the company effectively.

Improving the transparency of corporate reporting: Companies should be transparent about their financial performance, risk management practices, and other important information. This will help to build trust with stakeholders and attract investment.

Promoting accountability of management: Management is responsible for the day-to-day operations of the company. It is important to have a system in place to ensure that management is accountable for its actions. This can be done through regular reviews of management performance and through the use of whistleblowing mechanisms.



The aerospace industry's journey in India has been remarkable. However, this journey is not without challenges, and the complexities of the industry require a robust framework to ensure sustainable growth, safety, and innovation. Corporate governance emerges as the lynchpin that holds this intricate ecosystem together. By promoting transparency, ethical behavior, accountability, stakeholder engagement, risk management, and long-term sustainability, corporate governance mechanisms empower the Indian aerospace industry to flourish in a dynamic global landscape. As India continues to strive for excellence in aerospace technology and exploration, the role of corporate governance remains instrumental in shaping the industry's trajectory toward a brighter and more promising future.

Dr. DK Sunil, Director (Engg,R&D) joined HAL in the year 1987 and served in various capacities and taken over as Director (Engg,R&D) from 29.09.2022. He is an engineering graduate from Osmania University, Hyderabad, M.Tech from IIT, Madras and acquired Ph.D from University of Hyderabad. He has published several papers in peer reviewed journals and holds copyrights related to wireless communication.



One day workshop on Disciplinary enquiry proceedings & Detailed investigation conducted for vigilance officers of all the Bangalore based PSUs held at HMA Bangalore

The purpose of vigilance activity is not to reduce but to enhance the level of managerial efficiency and effectiveness in the organization
“To err is human”. But if error is motivated, it raises a serious concern & to deal with such counter-productive elements, Vigilance plays a crucial role. It brings in synergy in the system by establishing transparency and inculcating integrity. Vigilance is an essential part of any effective Management

Shri Pawan Kumar Nimiti, Sr.Manager(Purchase), Engine Division, Koraput

Addl Secretary, CVC & CVO Visit to Divisions



Ms Arti C Srivastava, Addl Secretary, CVC visits to Su-30 ROH Hangar, HAL, Nashik



CVO visit to factory at Avionics division Hyderabad



Ms Arti C Srivastava, Addl Secretary, CVC visits to CNC Shop, HAL, Nashik



CVO visits to HAL, Barrackpore Division

Major contributions of vigilance dept. during the recent past: Vigilance department is more approachable in making the work culture efficient. Cordial discussions pertaining to various issues helps the management. Management functionaries have the belief in seeking possible solution for problems faced by them in day to day operations as a preventive vigilance measure.

Shri Ajith R, CM(CMT) ARDC



Vigilance Awareness Week- 2022, Inaugural Event



Inauguration by Hon'ble Justice BS Patil,
Lokayukta, Karnataka



Hon'ble Justice BS Patil, Lokayukta, Karnataka
administering Integrity pledge to the audience



Release of in-house vigilance magazines Margdarshan
Vishleshan and Do's and Don't's



Inaugural function at AMD, Nasik



Inaugural function at Engines division, Koraput



Inaugural function at Avionics division, Hyderabad

Fight for Corruption Free India for a Developed Nation



**MK Srivastava, IPS(Retd)
Former DGP, Karnataka**

“It is impossible to know when and how much water a fish drank, similar is the act of stealing government money by officials.”— Dev Dantreliya, Chanakya Niti on Corruption: Glimpses of how Chanakya tackled menace of corruption 300 BCE in India.

The Central Vigilance Commission (CVC) has VISION to ensure a common and effective approach with an aim to eliminate corrupt and unethical practices in public administration and to bring about transparency, fair-play, objectivity, accountability and responsiveness to the aspirations of the citizen. The CVC as an apex integrity institution has adopted a multi-pronged strategy and approach to combat corruption, which encompasses punitive, preventive and participative vigilance.

World Bank Fact Sheet February'19,2020 defines corruption as “the abuse of public office for private gain—covers a wide range of behavior, from bribery to theft of public funds. Corruption exists all over the world, but it is usually present in countries with weak institutions, often affected by fragility and conflict”.

World Bank Development Research Group Public Economics February 1999: Corruption is a major obstacle to economic development. It reduces domestic investment, discourages foreign direct investment, inflates government spending, and shifts government spending away from education, health, and infrastructure.

Key elements of Corruption: -

It pertains to misuse of public office for private gain.

Theft of public funds, bribery.

Widespread existence all over the world- but implications are felt most severely in countries with weak institutions, where society is torn asunder by fragility and conflict.

It's an obstacle for economic development.

Impacts investment and govt spending.



Key factors of Corruption: -

Lack of transparency and accountability in the system. Absence of an effective corruption reporting mechanism that tracks and reports regularly.

Government officials who lack integrity being appointed to high positions of influence and power.

Bribe as a way of life finds social acceptance.

Lack of thrust and focus on the efficiency of Police and Judiciary. Where any case lingers on for long without adequate and early closure.

Questionable intent and outcome of economic policy.

Causes of Corruption: -The causes of corruption are many and complex. Some of the causes of corruption: -

Change in the value system and ethical qualities of men who administer.

Ancient ideals of morality, service and honesty are regarded as anachronistic.

Tolerance of people towards corruption, complete lack of intense public outcry against corruption and the absence of a strong public forum to oppose corruption.

Huge population plagued by illiteracy and inequalities in distribution of wealth.

An inflationary economy, where low salaries of government officials compel them to resort to corruption.

Complex laws and procedures deter common people from seeking help from the government.

Election time is a time when corruption is at its peak. Funding for elections lack transparency and a major source of corruption.

Lack of opportunity and unemployment being rampant provides a huge window for people in positions of power to exploit and mislead those seeking to get a job.

Deep compromise with merit has led to the dearth of the meritorious in positions leading to biased and questionable decisions.

Aversion to technology that will eliminate human interventions- once technology is socialised and adopted, it can help prevent manipulation. Eg. Digital Payments, E filing of cases in courts.

Fighting Corruption: -Traditional Areas

Political reforms, including the financing of political parties and elections

Economic reforms, regulating markets and the financial sector;

Financial controls: budget, bookkeeping, reporting;

Public supervision: media, parliament, local administrators and councils, registration;

Free access to information and data;

Maintaining law and order;

Improving and strengthening of the judicial system;

Institutional reforms: Tax systems, customs, public administration in general;

Whistle blowers and civil society organisations (NGOs).

**Measures to combat Corruption:-**

Government of India, in pursuance of its commitment to “Zero tolerance against corruption” has taken several measures to combat corruptions which, inter alia, include:

Systemic improvements and reforms to provide transparent citizen-friendly services and reduce corruption. These, inter alia, include:

Disbursement of welfare benefits directly to the citizens under various schemes of the Government in a transparent manner through the Direct Benefit Transfer initiative.

Implementation of E-tendering in public procurements.

Introduction of e-Governance and simplification of procedure and systems.

Introduction of Government procurement through the Government e- Market portal (GeM).

Discontinuation of interviews in recruitment of Group 'B' (Non-Gazetted) and Group 'C' posts in Government of India.

Invocation of FR-56 (j) and AIS (DCRB) Rules, 1958 for retiring officials from service in public interest whose performance has been reviewed and found unsatisfactory.

The All-India Services (Disciplinary and Appeal) Rules and Central Civil Services (Classification, Control and Appeal) Rules have been amended to provide for specific timelines in the procedure related to disciplinary proceedings.

The Prevention of Corruption Act, 1988 has been amended on 26.07.2018. It clearly criminalizes the act of giving bribe also and will help check big ticket corruption by creating a vicarious liability in respect of senior management of commercial organizations.

Central Vigilance Commission (CVC), through various orders and circulars recommended adoption of Integrity Pact to all the organizations in major procurement activities and to ensure effective and expeditious investigation wherever any irregularity / misconduct is noticed.

The institution of Lokpal has been operationalized by appointment of Chair person and Members. Lokpal is statutorily mandated to directly receive and process complaints as regards alleged offences against public servants under the Prevention of Corruption Act, 1988.

Using Technology to Fight Corruption:**Data mining:**

In public procurement, data mining is used for auditing to monitor when governments issue bids, identify red flags, and detect patterns of collusion and false information. It is similarly used to identify 'corrupt intent' in payments or transactions through data visualization. Anti-corruption software tools are often designed specifically for detecting and responding to fraud.

Big Data:

There are new data management techniques to prevent fraud and abuse in the public sector. These have been employed in the fields of public health, trade and taxation where predictive analysis and visualizations that determine trends, patterns and relationships in massive volumes of data, are used to gain valuable insights.

**Forensic tools:**

Forensic tools for auditors such as Self-Monitoring Analysis and Reporting Technology (SMART) are employed to combat corruption risk. These tools can handle data velocities that involve real-time analyses of transactions, predictive modelling and anomaly detection while risk-scoring algorithms seek to flag or stop potentially improper payments.

Whistleblowing tools:

Whistleblowing tools using information and communications technology (ICT) are like crowd sourcing platforms as they enable people to report wrongdoing by public officials. Their principal aim is to support criminal prosecutions, while sometimes also leading to voter mobilization against corrupt elites.

Blockchain:

Blockchain could be applied by governments for public transactions and documents, for example, for tracking budget spending, saving land records and company registries, or reshaping contracting and payment systems.

Artificial Intelligence (AI):

With its ability to learn data structures, AI can potentially uncover hidden relationships such as corruption and can be used for more precise prediction models.

Digital public services and e-governance:

These initiatives reduce direct contact points between citizens and public officials. They automate processes, thereby removing opportunities for public officials to misuse their discretionary powers.

In a vast country like India if corruption prevails to the extent it does, we can forget about managing our economy to spur growth and create opportunities. This will be a tragedy as a nation with India's strength and great entrepreneurial spirit will be badly handicapped in the development push. We need to seek and get people of merit and integrity in positions of power for India to progress.

“Integrity of Public Services, Judiciary and saving reserves vital for the Country! Excellence in governance, competence and performance of country depends upon the integrity and ability of individuals in the key posts in public service.” - Lee Hsien Loong, Prime Minister of Singapore.

The author belongs to 1977 batch of Indian Police Service of Karnataka cadre and served as Director General of Police & retired in 2011. He is a recipient of President's police medal during Republic day 2006 & police medal for meritorious service during Republic day 1999.





Vigilance Awareness Week – 2022: Activities



VAW session at MRO Division, Bangalore



Quiz competition at Engine Division, Bangalore



FMD conducting awareness program at Kairali School, Bangalore



F&F division conducting essay competition at Indian Public School, J B Nagar, Bangalore



Valedictory function at RWRDC division.



Session at Overhaul division



Vigilance Awareness Week – 2022: Activities



Session on procurement process by Shri Mahesh Kulkarni, AGM(IMM) at LCA Tejas, Bangalore



Vendors' meet conducted by Aerospace Division at Old HMA, Bangalore



Outsourcing Vendors' meet organized at ARDC, Bangalore



Administering the Integrity pledge to the students of HAL Vidyalaya, Kanpur



Poster competition for students conducted by Nasik Division



Awareness Session by Dr. Twinkle Agarwal, St. John's Hospital, Bangalore at Helicopter Division

Corruption-free India: Paving the Way towards a Developed Nation



**Cdr Akif Husain (Retd),
Manager (CS)-SPOC Bangalore Complex, HAL**

Corruption has been a longstanding issue in India, hindering its progress and potential to achieve developed nation status. The deep-rooted corruption culture has seeped into various aspects of society, eroding trust in institutions, hampering economic growth, and impeding social development. However, despite these challenges, there is hope for a corruption-free India, where transparency, accountability, and ethical governance reign supreme. This article explores the significance of eradicating corruption and the steps required to build a developed nation that upholds integrity and justice.

Understanding Corruption in India

Corruption in India has its origins in various historical, cultural, and systemic factors. From British colonial rule, where corruption was propagated through the patronage system, to the post-independence era, where bureaucratic red tape and inefficiencies opened doors to unethical practices, the roots of corruption run deep. The nexus between politicians, bureaucrats, and businesses has further perpetuated this menace, undermining the welfare of the common people.

The Consequences of Corruption

The consequences of corruption are far-reaching and multifaceted. One of the most significant implications is the loss of public trust in government institutions. When corruption becomes rampant, citizens lose faith in the system, leading to disillusionment and apathy toward civic participation. This, in turn, weakens the democratic fabric of the nation.

Furthermore, corruption distorts economic growth and development. Resources that should be allocated to vital sectors such as education, healthcare, and infrastructure are often siphoned off through corrupt practices, leaving these sectors underfunded and inadequately developed. The result is a lack of access to quality education and healthcare, perpetuating poverty and inequality.

Additionally, corruption creates an uneven playing field in business and stifles entrepreneurship and innovation. Honest and hardworking entrepreneurs are often marginalized by corrupt individuals who exploit their influence to gain an unfair advantage. This hampers economic competitiveness and inhibits the nation's potential for global recognition.



Building a Corruption-Free India

While combating corruption in a nation as vast and diverse as India is a complex challenge, it is not insurmountable. There are several essential steps that can be taken to foster a corruption-free India and pave the way towards a developed nation.

Strengthening Legal and Judicial Framework: Implementing and enforcing strong anti-corruption laws and establishing an independent and efficient judiciary are critical. Effective investigation and prosecution of corrupt individuals, regardless of their positions, are vital to restoring public faith in the justice system.

Transparency and Accountability: Transparency in government processes, decision-making, and financial transactions is crucial in minimizing opportunities for corruption. Implementing e-governance initiatives can significantly reduce bureaucratic corruption and increase efficiency in public service delivery.

Whistleblower Protection: Encouraging and protecting whistleblowers who expose corruption will help in bringing more cases to light and deterring potential wrongdoers. Robust legal provisions to safeguard the identity and rights of whistleblowers must be put in place.

Political and Electoral Reforms: Introducing electoral reforms that limit campaign financing, promote inner-party democracy, and encourage clean politics can reduce the influence of money and power in politics.

Strengthening Institutions: Rebuilding and reinforcing institutions such as the police, judiciary, and administrative bodies will enhance their effectiveness and reduce the vulnerability to corruption.

Education and Awareness: Promoting ethical values and anti-corruption awareness through education and mass media can create a culture of integrity and civic responsibility.

Public Participation: Engaging citizens in decision-making processes and involving them in governance can foster a sense of ownership and accountability, reducing corruption.

International Cooperation: Engaging in international cooperation and adopting best practices from other countries can accelerate India's journey towards a corruption-free society.

Fighting Corruption: Effective example from a surprising place

One excellent example of a great leader who fought corruption to create a better nation is Lee Kuan Yew, the first Prime Minister of Singapore. Lee Kuan Yew was a visionary leader who transformed Singapore from a struggling post-colonial city-state to a modern, prosperous, and corruption-free nation within a single generation.

During Singapore's early years of independence in the 1960s, corruption was a prevalent issue, and it threatened to undermine the nation's stability and development. Lee Kuan Yew recognized that eradicating corruption was crucial for building a clean and efficient government and fostering investor confidence in Singapore.



Here are some of the key measures Lee Kuan Yew took to combat corruption:

Strengthening Institutions: He focused on building strong and transparent institutions. He established the Corrupt Practices Investigation Bureau (CPIB) in 1952, an independent agency responsible for investigating and combating corruption in the public sector.

Leading by Example: As Prime Minister, he set high standards of integrity for himself and his cabinet members. He emphasized the importance of honesty and ethical behaviour, creating a culture of integrity at the highest levels of government.

Harsh Punishment for Corruption: He believed in a zero-tolerance approach to corruption. He implemented stringent laws and imposed severe penalties for those found guilty of corrupt practices, regardless of their rank or status.

Transparent Governance: He championed transparency in government processes & promoted open and merit-based recruitment for civil servants, ensuring that appointments were made based on competence and not through bribery or favoritism.

Public Awareness and Education: Lee Kuan Yew understood the importance of public support in the fight against corruption. He engaged in a campaign to raise awareness about the detrimental effects of corruption and the need for a corruption-free society.

As a result of his relentless efforts, Singapore successfully curbed corruption and became known for its clean and efficient government. The nation's reputation for integrity and transparency attracted foreign investments and helped foster economic growth. Singapore consistently ranks high in global indices measuring corruption perception, demonstrating the lasting impact of Lee Kuan Yew's anti-corruption initiatives.

Lee Kuan Yew's leadership and determination in combating corruption laid the foundation for Singapore's remarkable development and transformation into a prosperous and corruption-free nation. His legacy as a great leader continues to inspire governments worldwide in their efforts to fight corruption and create a better and more equitable society for their citizens.

The Indian anti-corruption movement (2011) popularly known as Anna Andolan, was a significant social and political movement that aimed to address widespread corruption in the country. The movement gained momentum in April 2011 and was centered around the demand for the creation of an independent anti-corruption agency known as the Lokpal, which would be responsible for investigating and prosecuting cases of corruption involving public officials.

The movement was spearheaded by civil society activists, most notably Anna Hazare, an anti-corruption crusader and social activist. Anna Hazare, along with several other prominent activists and public figures, launched a hunger strike and fast-unto-death protest in New Delhi to push the government to take stronger action against corruption.

The primary trigger for the movement was the exposure of several high-profile corruption scandals that had come to light in India, leading to public outrage and a sense of frustration with the prevailing corrupt practices within the government and public institutions.

The demands of the anti-corruption movement included:

The passage of the Jan Lokpal Bill, which aimed to create an independent ombudsman with powers to investigate and prosecute corruption cases.



Bringing the Prime Minister and the judiciary under the purview of the Lokpal's investigative powers.

Establishing Lokayuktas (anti-corruption ombudsman) in each state to address corruption at the regional level.

The movement gained widespread support from various sections of society, including students, activists, and common citizens, who were tired of the rampant corruption that plagued the nation.

The Indian government faced immense pressure and public scrutiny during the movement, and there were intense debates and discussions in the Parliament over the demands of the protesters. Eventually, the government yielded to the public pressure, and in December 2013, the Lokpal and Lokayuktas Act was passed. However, the final version of the legislation fell short of some of the movement's demands, leading to criticisms from some quarters about its effectiveness.

The 2011 India anti-corruption movement left a lasting impact on the country's political landscape and highlighted the growing demand for transparency, accountability, and stronger measures to tackle corruption in public life. It also demonstrated the power of public mobilization and civil society in pushing for change and holding the government accountable.

Challenges and Roadblocks

The path to a corruption-free India is laden with challenges. Political will, bureaucratic resistance, and vested interests are significant roadblocks to effective anti-corruption measures. Additionally, eradicating deeply entrenched corruption practices demands long-term commitment and continuous efforts from all sections of society.

A corruption-free India is not an idealistic dream but a necessary and achievable goal. The transformation from a corruption-riddled nation to a developed and morally upright society requires collective action and unwavering determination. By strengthening institutions, promoting transparency, and fostering a culture of integrity, India can embark on a journey towards becoming a shining example of a developed nation with a corruption-free foundation. The efforts made today will determine the destiny of a nation that aspires to be a global leader in the 21st century. Let us join hands to build a future where honesty, accountability, and justice prevail, making India corruption-free & prosperous for generations to come.

The author of the article is a military veteran with 14 years of diverse experience in Naval ship/aircraft operations and maintenance. He joined Indian Navy in July 2009 & served onboard INS Veer and INS Kora. Post retirement in Jul 2023, the Officer joined SPOC, HAL (BC) and looking after Naval Hawk and IAF LCA issues.



Image is what people think we are,
Integrity is what we really are:
- John C Maxwell



“Nation Building, Junoon & Happiness” Talk by Anil K Rajvanshi (Padmashri awardee) and Release of ISO Manual & SOP at HMA, Bangalore



Talk by Shri Anil K Rajvanshi



Release of ISO Manual & SOP by Dignitaries

The journey of Goonj, Talk by Shri Anshu Gupta, 'The Clothing Man & Raman Magsaysay Awardee' at HMA, Bangalore



Dignitaries attending program



CVO handing over memento to Guest Speaker

Major contributions of vigilance dept. during the recent past:

Vigilance department adopted technology very well for its day to day operations which reduced response time & enhanced overall efficiency, promoted transparency and brought in system oriented approach. The shift from punitive vigilance to preventive vigilance is another major change that the department has embarked upon.

Shri Ramesh K, CM(HR) ARDC

Vigilance Awareness Week-2022 Activities at CO, HAL



MIME by students of St. Claret College, Bangalore



Talk by the guest, Shri Keshav Kumar, IPS(Retd)



Walkathon lead by CVO-HAL & GM(Vig) – HAL at Kanteerava Stadium, Bangalore



CVO-BEL & CVO-HAL during Walkathon at Kanteerava Stadium, Bangalore

Suggest measures to be adopted for increasing transparency in the organization:

To define & publish, update clear policies and procedures through manuals, department handouts, Dos and Don'ts etc. to reach to all stakeholders from time to time. Training on transparency, ethical conduct, compliance, and anti-corruption measures for all employees to be conducted. Every decision making should confirm/ensure transparency and rationale for decisions/judgments should be recorded in writing.

Shri Rabi Patra, DGM(Fin)-CO, HAL

Cyber Security and Artificial Intelligence



Dr. Prashant Vasantao Patil
Non-Official Independent Director,
Engineers India Ltd, New Delhi

Cybersecurity has been a growing concern for the world in the past two decades. Cyber-attacks are growing not only in volume but also complexity. Artificial intelligence (AI) technology is helping to facilitate this further by providing the ability to curate extremely obscure and valuable pieces of information that later prove integral for the attack to be successful. On the flipside, AI can also be used to not only defend against but also counter the threat.

AI has come out to be the latest big “buzzword” now. Not unlike “Big Data”, “Internet of Things” and “Blockchain”. An increasing number of companies are looking for ways to somehow dip their toes in this pool. A large majority of AI offerings do not meet the AI test. This means that the standards for a software to be termed as AI are most often not met but the title is used regardless for marketing purposes. Pure AI is about reproducing cognitive and somewhat conscious abilities to automate and analyze tasks. AI systems are iterative, dynamic and have a very streamlined approach to their problems. The more data they analyze, the more they learn and by extension- the smarter they get. Data analytics, on the other hand, is a much more straight forward approach where data is examined, and conclusions are drawn- they contain next to no specialized software systems. Data analytics is neither iterative nor is it a self-improving platform.

The rise in remote working trends have resulted in an opportunity for malicious forces to exploit the path of sensitive information in a business or organization. AI and Machine Learning are now becoming essential to information security as the analysis of a wide variety of cyber-attacks in the form of malware to trojan attacks, extending to phishing scams as well. Using sophisticated algorithms, machine learning models are being trained to run pattern recognition and detect even the minutest behaviors of malware or ransom ware before it even enters the victim's system.

Bots are the one of the biggest forces on the internet today. Pre-programmed automated accounts made to either increase traffic for an apparent increase in engagement in online content such as YouTube, Facebook posts, or Instagram reels. However, the power of bots can also be used in a much more harmful way in the form of account takeovers of preexisting users via stolen credentials, bogus account creation and data fraud. A botnet can be thought of as a vast interconnected network and communication technologies between potentially millions of infected computer systems. Every new infection is a bot of its own degree.



The individual machine that has control over the botnet is called the bot-herder. Seeing as the botnet exclusively receives their orders from a remote source, infected machines are a dynamic entity that can modify their behavior to better adapt to the counter bot practices. They can completely render the anti-bot move set as useless. This network of bots can have their access shared on the black markets for a very lucrative transaction. Botnets like this can be used for:

- a) Email spamming: Spamming is the primary form of nuisance that a botnet can cause. For example, the Cut-wail botnet can send up to 74 billion messages per day at its peak.
- b) DDoS attacks: Distributed Denial-of-Service attack is where the attacker will flood a server with traffic to prevent a legitimate user from accessing the connected online services.
- c) Financial crime: This deals with a more direct goal of theft of funds from corporations and individuals via sophisticated heists to low-level credit card scams. For example, the ZeuS botnet has been behind attacks that have stolen millions in a very short time frame.
- d) Specialized Intrusions: Smaller botnets are formed of high-value machines from enterprises which have a cascading effect of penetration deeper into its walls with every compromised machine. These intrusions target the most valuable assets like certain intellectual properties or raw data- research and collected alike along with customer information. Companies like Sony experienced this when their customers had their credit card information leaked online when used for transactions on their gaming platform- Play Station.

Cyber-attacks are easiest for the everyday user but it is most damaging and lucrative when corporations, enterprises and government entities are targeted. Such infiltrations can lead to a butterfly effect of sorts where harmful instructions and disruptions can cause a great deal of damage to the personnel as well as the clients. This can be seen in the form of production damage, misinformation, targeted slander or direct theft. For example, hacking an official government domain and displaying offensive and degrading content on the webpage is a direct but yet virtual form of assault inflicted on the users as well as the federal entity of the office.

We have seen a rise in bot usage in India over the past few years. These bots are mainly used to influence ratings or approval points on social media for various recipients. This type of influence comes at the heavy cost of widespread misinformation. Seeing the vast number of likes, reposts or share, a new viewer can think of that piece of information to be true due to peer recognition.

These types of high-volume threats cannot be neutralized by manual responses alone. AI and Machine Learning help build a better understanding of website traffic and distinguish between useful bots, malicious bots and actual real human accounts. Looking at previous activity and usage history, one can fairly determine the authenticity of an account. To determine the legitimacy of a request, made by the account, it is extremely important to verify the authenticity of the user itself and the need for it to be deemed valid and non-malicious.

Some measures to protect oneself and one's association apart from the basic (password confidentiality, firewall integrity, accountability of login details, secure local networks, etc.) can be to:

Data Backup: Companies are advised to perform periodic incremental uploads or local backup of data in case of an attack where the pre-existing progress is wiped or held for ransom.

Encryption: End-to-end encryption for communications as well as a strong data encryption can be invaluable because breaking the code for some forms of encryption can take upwards of decades for an average computer today.



Using multi factor authentication: using two- step verification or multi step login authentication before critical actions will secure the overall environment of the work place.

Staff policy: Instilling a core idea of security by employing strict policies for conduct of the staff as well as implementing some form of training to better employ workers with the toolset needed for protection against virtual threats can be the greatest precaution.

Cyber crime insurance: A last resort when precautions fail can be to employ this insurance so as to minimize the damage.

The author of this article is an Orthopaedic Surgeon practicing over 20 years. He is a Consultant & Director of Suyash Medical Foundation (P) Ltd. He has been associated with various social work in medical field for poor and under privileged people of the society. He is recipient of Girna Gaurav Puraskar for exemplary work in orthopaedic profession & social work and Lokmat Icon Award from Chief Minister of Maharashtra for exemplary work in emergency trauma care and emergency free ambulance service.



**Session by Shri Manjunath Hegde,
Ex AGM (Vigilance) - BEL at HMA, Bangalore**



Participants of Detailed Investigation (DI) & Report Writing

Some of the major contributions of vigilance dept. during the recent past:

Property declaration by the employees through online portal instead of hardcopy along with SOP for filing annual returns of assets and liabilities. Various systemic measures undertaken by Vigilance in procurement activities has plugged many loop holes. Awareness programmes on procedures, rules and policies helped official for quicker decision in day today functioning.

Shri Chandrashekar Shetty BS, DGM(IMM)-LRU, LCA Tejas

Vigilance Awareness Week – 2022: Activities



Integrity circle activity at HAL Primary school
Bangalore



Session by Shri Rajneesh Mohan Verma, Dy. Director
JTRI, at HAL Lucknow



Gram-Sabha at Nashik



Customer meet held on ASC division



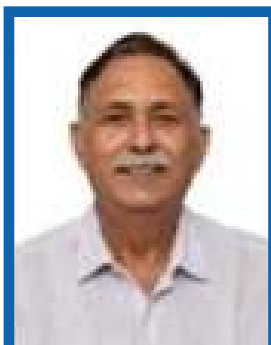
Gram-Sabha at Barrackpore division



Awareness session by ASC & Aircraft division, Bangalore

The ultimate measure of a man is not where he stands in
moments of comfort and convenience, but where he stands
at time of challenge and controversy
-Martin Luther King Jr.

Corruption Free India for a Developed Nation: A Vision



Shri Atul Priyadarshini,
AGM (Foreign Exchange), (Retd)
State Bank of India, New Delhi

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 in a position of authority, in order to acquire illicit benefits or abuse power for one's personal gain.

The causes of corruption in India include excessive regulations, complicated tax and licensing systems, numerous government departments with opaque bureaucracy and discretionary powers, monopoly of government-controlled institutions on certain goods and services delivery, and lack of transparent laws and processes. The reasons are many, ranging from the socio-economic-moral behavior of the individual and the society at large to the environmental factors creating abundance of tempting opportunities to amass wealth by unlawful means and go undetected.

Types of corruption can be: Bribery, Trading in influence, Patronage, Nepotism and cronyism, Embezzlement, Kickbacks.

Is corruption in our roots and cannot be cured?

Corruption is un-unethical behavior which happens on account of various factors, a famed criminologist while researching his doctoral thesis in the 1950s came up with this hypothesis to explain why people are corrupt. Three key elements namely pressure, opportunity, and rationalization are essential in business corruption. Employers have the most control over only one element i.e. "opportunity". Corruption can be averted by limiting opportunities and developing an ethical, honest and integral environment.

Pressure: Generally, most individuals require some form of pressure to commit a criminal act. A person may have multiple liabilities, such as the cost of supporting sick relatives, gambling habits, frequent debts, trading losses, alcohol or drug addiction, greed and lifestyle expectations such as owning a larger house, sports car, travelling etc. There may be pressure to perform and avoid humiliation for not performing up to desired level. At times, the pressure may be only perceived one. When a person does not find a clear way to meet these expectations by honest means, he or she may resort to dishonest methods.



Opportunity: There must be an opportunity to commit the act, usually a kind of situation exists where there is a chance to commit the act without being caught. If an organization is not actively working to prevent corruption, system can present repeated opportunities to individuals. Corruption happens when there is laxity in compliance of rules and regulations, non-adherence of systems and procedures, no/less supervision and control, no regular and meaningful checking of stocks, documents, related reports, casual approach in work etc.

Rationalization: The mindset of a person towards committing an unethical act is one of rationalization. The individual manages to justify when he or she is about to do something wrong. Some may think when everyone is doing the same, there is nothing wrong. Example, a management team adjusts reported progress of work for a few months during mid-year, with the expectation that they will cover up the progress at a later stage allowing them to eliminate the adjustments by year-end.

Is there any way out? The answer is YES

In India, excessive regulations, complicated tax, licensing systems, numerous government departments, lack of transparent laws and processes exists at various levels of administration. Monitoring of the agencies & the processes involved in the government and public depts. at micro level is not an easy task. Hence, implementing of various system improvement measures with the help of technology can benefit the country at large. Some of the systemic improvements and reforms which will provide transparent citizen-friendly services to reduce corruption are as follows:

- E-tendering in public procurements & E-payments.
- E-Governance and simplification of procedure and systems.
- Government procurement through Government e-Marketplace (GeM).
- Disbursement of welfare benefits directly to the citizens under various schemes through Direct Benefit Transfer.
- Online government services for the citizens.
- Introduction of stricter regulation and increased surveillance at work.

All methodology mentioned above are technology oriented. What about stricter regulation and increased surveillance work?

Undoubtedly, a formal system of regulation and surveillance is necessary. But, sole reliance on compliance is not adequate. An over-regulated industry can also be highly expensive and at times may prove inefficient and lack innovation, ultimately becoming a costly burden on society. Obviously too, regulation, education and leadership alone do not address the ethical fabric of any industry or society at large.

The answer lies in the age-old adage we have heard very often “prevention is better than cure”. The best remedy for any disease is its prevention and the best remedy to all the maladies in financial services is “Preventive Vigilance”.

Vigilance means being watchful, being awake and alert ever. Being vigilant is very important in all spheres of life. All organization must initiate to build compliance culture by ensuring that all the staff members are aware of the relevant regulatory / statutory / internal instructions / guidelines / procedure SOP pertaining to their duties and follow them meticulously. All staffs should follow the code of ethics and should not compromise with the core human values of honesty & integrity.



Can we do something? Yes We Can,

Forming Preventive Vigilance Committee (PVC) and conducting its regular and meaningful meetings is a major step in creation of ethics, honesty and integrity in organization. Some of the functions of the PVC may include the following:

The departmental head and other officials will be the permanent members of the committee and these members are to be rotated at regular intervals. The meeting of the PVCs may be held at least once in a quarter.

The controllers have also to guide the staff in identifying the areas of vulnerability to frauds/malpractices and potential areas of corruption and if possible, seniors to attend meetings of PVCs, at least once in 6 months.

Staff members should be motivated to give suggestions, ideas, steps, measures, strategies etc. for prevention of any malpractices. The interaction between the two should be both ways communication of thought and ideas.

“Whistle Blower” scheme should be discussed in every PVC meeting in detail. Staff members should be advised to intimate all irregular, unlawful, unethical, corrupt practices if any, to their controllers. They should be assured that identity of informer will be kept secret and full safety and security will be provided to the Informer. They should be told about toll free numbers and e-mail for whistle blower scheme of CVC.

Thus, PVC educates the staff on preventive measures and also helps in identifying the 'weak spots' to plug the loop holes, if any, in the functioning of the operating unit and preventing of frauds.

Preventive Vigilance does not mean imposing more and more impractical rules and regulations. The measures adopted should be practical and economical to operate. Some of the suggestive measures are given below:

Follow rules & regulations without any violation. When the situation warrants a deviation on account of exigencies, record the reasons and get it approved by competent authorities.

Discharge duty sincerely, honestly and faithfully at all times.

Always demonstrate a sense of fair play and impartiality in disposing of official matters.

Pay immediate attention to any work demand.

Be discriminate in attending parties hosted by the constituents, clients etc.

Avoid seeking/receiving cash/donations and advertisements from the clients, constituents, business associates etc.

Obtain confirmation of all oral instructions/decisions of the higher ups in writing.

Record every decision in paper with reasons.

In brief, the watchwords in this context are transparency, fairness, value for money, quality & time.

Be Vigilant is the key word, Together we can.

The author of this article holds LLB & M.com Degree from Allahabad University, he is a Certified Associate of Indian Institute of Bankers & Behavioural Science Trainer for SBI. He is a guest faculty at Arun Jaitley National Institute of Financial Management, ISTM (DoPT, Delhi), CAG staff at regional training Centre, Delhi, State Bank Academy, Gurugram.



Vigilance Awareness Week-2022, Walkathon Conducted by Vigilance Study Circle



Walkathon @ Kanteerava Stadium, Bangalore



Certificate issued to Bangalore traffic police by Vigilance Study Circle, Bangalore

Conducted by Vigilance Dept. HAL



Walkathon by Students of Govt School Anekal, Bangalore Rural



Walkathon by Barrackpore division at Ichapur

Gram Sabha



Conducted by Design complex, Bangalore



Conducted by HAL, Korwa



Vigilance Awareness Week – 2022: Activities



Skit at ARDC, Bangalore



Session conducted at IHC, Bangalore



Display of placards by students of St. Joseph's College at Brigade Road Square, Bangalore by Helicopter division



Display of banners on Anti-corruption at Accessories complex & AD, Lucknow



Session by Dr. Alok Shrivastava, Deputy Director UR Rao Satellite Centre at MCSRDC



Eradication of Corruption for a Developed Nation



Major Pradeep Shoury Arya, IRS
Commissioner of Income Tax
Bangalore

The fight for corruption-free ethical society must be fought against greed and replaced with 'what can I give' spirit. Corruption is an unfair aggrandisement for an official duty performed in lieu of monetary or non-monetary compensation. Corruption, other than bribery, exists in forms such as embezzlement, nepotism and favouritism.

Several actions or inactions of people in influential positions that seem like small everyday negligence also fall under the scope of corruption. Not putting in enough hours at work, wilfully taking a wrong decision, delay in decision making or acting, it also includes, not motivating the teams below them to work to their full potential, not guiding the reporting staff adequately to take the right decisions are all examples of not performing optimally at the workplace. All of this leads to a disservice of the public we are supposed to serve.

Other actions outside of the workplace such as accumulating assets beyond the source income, obtaining undue advantage from the vendors all fall under the larger net of corruption. Overall, corruption erodes the foundation of law, destroys public trust in government institutions, undermines economic growth and development.

Statistics and trends

Corruption is a complex and multifaceted which affects countries around the world. The statistics on corruption can vary depending on the source and methodology used to collect the data.

According to the Corruption Perceptions Index (CPI), 2022 by Transparency International, (source <https://www.transparency.org/en/cpi/2022>) India ranks 85/180 with a CPI score of 40, where a score of 0 indicates highly corrupt and 100 indicates very clean. As per the transparency.org website, "the global average remains unchanged for over a decade at just 43 out of 100. More than two-thirds of countries score below 50, while 26 countries have fallen to their lowest scores yet. Despite concerted efforts and hard-won gains by some, 155 countries have made no significant progress against corruption or have declined since 2012, which proves that corruption remains a significant problem globally.



Some estimates suggest that the global cost of corruption is in the trillions of dollars. For example, the United Nations Development Programme (UNDP), has estimated that corruption costs developing countries around \$1.26 trillion per year. Other studies have put the cost of corruption at between 1 and 2 percent of global GDP. The World Economic Forum's (WEF) Global Competitiveness Report, 2021 ranks corruption as the third most problematic factor for doing business globally, after inadequate supply of infrastructure and corruption. Given the stealthy nature of corruption money, it is obvious that statistics on corruption are often difficult to measure accurately and there may be significant variations in the reported levels of corruption in different countries and regions.

Far reaching consequences of corruption

Corruption has existed since time immemorial, arising from the distinction of 'you' and 'me'. Humans become greedy to accumulate wealth to benefit themselves, even at the cost of the others, going against our heritage and values such as 'Vasudaiva Kutumbakam' (the world is one family) and 'Lokasamastha Sukhino Bhavanthu' (may everyone in the world be happy). The following are some of the repercussions.

Inequality: Corruption leads to unequal distribution of resources, favouring certain individuals or groups over others, thereby increasing social and economic inequality.

Impeding Economic Development: Corruption can discourage foreign investment, reduce economic growth, healthy competition and lead to a decline in the quality of public services.

Undermine Democracy: Corruption can erode democratic institutions and processes, such as elections, the judiciary and the media, by weakening their independence and integrity.

Political Instability: Corruption can fuel political instability, as citizens lose faith in the ability of their government to address their needs and concerns.

Human Rights Abuses: Corruption can contribute to human rights abuses, including violations of due process and fair trial rights, as well as restrictions on freedom of expression and assembly.

Public Health and Safety: Corruption can jeopardize public health and safety by allowing unscrupulous businesses to cut corners on safety and environmental standards.

Environmental Degradation: Corruption can lead to environmental degradation, as corrupt officials may turn a blind eye to activities that harm the environment in exchange for personal gain. For example, illegal mining, resource curse in areas like the Chotanagpur region and the Koraput belt of Odisha, acquisition of parks and green zones to be made into commercial areas.

What are the main reasons for corruption?

It's common to ask, "Hasn't India developed by leaps and bounds despite the corruption?" Indeed, it has, but what's to say how much more India's growth and development would have been if there were no corruption. Evidence shows that countries with least corruption have made the fastest progress and succeeded in eliminating poverty. Understanding the causes of corruption can help figure out the best solutions to tackle this malaise:



1. Lack of Transparency:

Lack of transparency in government processes and decision-making often leads to corruption. When there is no transparency, officials can easily take advantage of their positions for personal gain. In the pre-digital world, this was a rampant problem.

2. Weak Anti-Corruption Laws:

Although India has anti-corruption laws in place, they are often weakly enforced or have loopholes that allow corrupt officials to escape punishment.

3. Red Tape:

Delay in justice is injustice and speeding up justice for a favour is even worse. Bureaucratic red tape can be a breeding ground for corruption, as officials may demand bribes or kickbacks to speed up the process or bypass regulations.

4. Poverty and Inequality:

Poverty and inequality create a breeding ground for corruption, as people may resort to bribery or other forms of corruption to gain access to basic services or to secure their livelihood, like the several instances of people being duped by agents with the promise of a 'gulf job' for which they paid up all their savings.

5. Lack of Accountability:

When there is no accountability for corruption, officials are more likely to engage in corrupt activities. This can be due to lack of oversight or weak enforcement mechanisms.

6. Culture of Impunity:

The culture of impunity, where those in power can act with impunity without fear of punishment, has contributed to the prevalence of corruption in India.

Eradicating corruption for a developed nation

Reducing and eradicating corruption allows the economy to flourish leading India to grow from a developing to a developed nation. It will result in better public services, stronger institutions and better international standing. When corruption is reduced, the economy can operate more efficiently, with resources allocated based on merit rather than political connections or bribery. This can create a more favourable environment for business and encourage innovation and start-ups, investment and economic growth.

The gap between private and public services in the space of healthcare, infrastructure and education can be reduced effectively, with allocation of funds and resources. This can improve the standard of living for citizens and contribute to a healthier, more educated and more productive workforce. When corruption is reduced, institutions can operate more effectively and impartially, with greater trust and confidence from citizens. This can contribute to a more stable and democratic society, with greater respect for human rights and the rule of law.

Eradicating corruption will also enhance India's international standing, with greater trust, confidence, and ease of doing business from the international community. This can create opportunities for greater trade, investment, and cooperation, contributing to a more prosperous and secure nation. Overall, eradicating corruption with a focus on education, infrastructure and economic reforms are essential for India to become a developed nation.



It is a long-term process that requires sustained commitment and effort from all stakeholders, including government, civil society and the private sector.

Multipronged approach to prevention, fight and eradicate corruption

These approaches need to cover all the stakeholders such the institutions, the government officials, and the public.

Central Vigilance Commission

Having a governing law such as the CVC Act, 2003 plays an important role in fighting corruption. This law is enacted by the Indian Parliament to establish a statutory body called the Central Vigilance Commission. The CVC is an independent body responsible for promoting integrity, transparency, and accountability in the public sector in India. The CVC and Vigilance Commissioners are empowered to investigate and inquire into allegations of corruption against public servants, recommend corrective measures to prevent corruption, and advise government agencies on matters related to vigilance. The Act provides protection to whistle-blowers who report cases of corruption to the CVC and provides for penalties for those who victimize them.

Government officials

Accountability measures such as public reporting requirements and asset disclosure in government officials can help increase transparency. Independent oversight bodies such as anti-corruption commissions or ombudsman can help monitor government activities and investigate allegations of corruption. These bodies can provide a check on government power and increase accountability. Disciplinary actions such as hearings, fines and suspension can deter corrupt officials and send out a strong message. Asking for feedback on ease of doing work with a government office or official from randomly selected public persons, setting up awards for best practices which will inspire others to do good work are some of the other methods that will work in favour of reducing corruption.

Institution Level Measures

Transparency in public institutions and digitization of processes can improve access to information. Citizens can access information about government programs, budgets, rules and policies, making it easier to detect and report corruption. When standardized processes are put out on websites and circulated, it forces officials to make streamlined decisions irrespective of the person at the receiving end of the order.

Automated processes increase the ease of compliance and reduce the chances of corruption at several levels.

Strengthening institutions such as judiciary, law enforcement and media is also equally important. Countries with low levels of corruption have strong and independent institutions that are capable of investigating and prosecuting corruption cases. Investigative journalism plays an important role in exposing corruption and holding those in power accountable.

Public Participation

Countries with low levels of corruption often have a high level of citizen participation in government processes This includes mechanisms for public consultation and participation in decision-making, and opportunities for citizens to report corruption or wrongdoing.



A good example of citizen partnership is the one between The Anti-Corruption Agencies in Uganda and the National Debate Council of Uganda to engage young people in anti-corruption initiatives through debates and other activities for over three years. The National Students Anti-Corruption Challenge aims to engage young people in promoting Transparency, Accountability, and Anti-corruption (TAAC). In 2023, it continues to grow to reach over 300000 people across its social media empowering young people to promote TAAC in Uganda and contribute to building a corruption-free future for the country.

Setting up anti-corruption agencies such as Lokpal and Lokayukta, making the RTI more effective and using technology to curb corruption must be fostered. The dark shadow of corruption that looms over election voting, opaque transactions, bribing, and extortion needs the attention of both government and the public. Measures such as making the donations to political parties transparent with details available on open source, automated taxation, readily available CCTV recordings from government offices are simple and effective measures. There needs to be a common matrix to measure the level and extent of corruption, so it becomes a more tangible and therefore possible to set goals to bring down the levels and finally eradicate it. A lot can be learnt from nations with least the corruption incidence in the world such as Denmark, Finland, Switzerland, Sweden, Norway and Singapore to be implemented in the Indian scenario. In all these countries, a strong independent judicial system, transparency and accountability, public participation, effective anti-corruption laws and agencies and ethical leadership are some of the strategies and policies that work to keeping them corruption free.

To conclude, preventing and eliminating corruption in India requires a holistic and concerted effort from all stakeholders, including government, civil society, the private sector and citizen.

The author of this article belongs to 2004 batch of IRS and presently serving as Commissioner of Income Tax, Bangalore. He has worked extensively with Indian Army PARA(TA) & decorated with Shaurya Chakra during Republic Day 2018.



Rangoli during VAW valedictory function at
Koraput Divisions



Rangoli during VAW valedictory function at
Nasik Divisions

**"It is easy to stand in the crowd,
but it takes courage to stand alone"**
Mahatma Gandhi



Vigilance Awareness Week – 2022: Activities



Facilities Management Division, Bangalore



LCA Tejas, Bangalore



Engine Division, Koraput



Avionics Division, Korwa



Aerospace Division, Bangalore



Aircraft Manufacturing Division, Nasik



Vigilance Awareness Week – 2022: Activities



Lucknow Division



Avionics Division & SLRDC, Hyderabad



Helicopter Division, Bangalore



ARDC, Bangalore



Aerospace Composite Division, Bangalore



Essay Competition at Indian Public School
JB Nagar, Bangalore

Corruption Free India for a Developed Nation: Role of Schools & Parents



Fr. Sunil Fernandes
Principal, St Joseph's Boys' High School
Bangalore

India is a remarkable country that has made giant leaps in various areas. Marked development has been made in the areas of infrastructure, science and technology to mention a few. India is steadily and rapidly moving to be a developed nation. Most of our population is young, energetic, and full of zeal and their minds are laden with new ideas. This is an important factor which will propel us forward in our journey towards becoming a First World Nation. However, the one factor that acts as a deterrent to our growth and progress which eventually holds us back like fetters is the corruption in several areas and at different levels.

As the Head of a School, it is crystal clear to me that it is the responsibility of us, teachers and parents, to work together to instill good values in our young children. Youth is an impressionable stage in life, and it is the obligation of both the home and school to work in tandem with each other and provide a sound and strong moral foundation for our children. A nation founded on the principles of integrity, hard work, loyalty, sincerity, accountability and such rich and varied values cannot but be a tremendously progressive and productive nation.

Taking cognizance of the fact that corruption can take myriad forms when it raises its ugly head, schools should provide students with several avenues to hone skills that will help them to combat corruption.

Conduct of fair and democratic elections to choose the school captains and vice captains is one of the key aspects in the schools. The students should take part in the elections with a sense of pride. They should take accountability for their decisions and work with the elected captains and vice captains to take the school to greater heights.

Moral Science and Value Education should be made as an integral part of focus at schools. Immense amounts of time, effort and energy are to be invested to foster a code of ethics in students. Students should be encouraged to honour their word and refrain from making tall promises that they cannot keep. Morals are best caught than taught. Hence, the school management and the teachers should lead by example. Strive should be to practice 'walk the talk' day in and day out. Good and upright behavior of the students to be encouraged, give them impetus to keep replicating these values in their lives.



Students need to care for the earth, our common home, with utmost care and love. When love is showered upon the earth, greed takes a beating. When greed is conquered, corruption is crushed. When corruption is crushed, the nation marches on with its head held high with pride and dignity. Humanity triumphs and compassion prevails in large measure.

Students are to be provided with plethora of opportunities in the form of various activities to instill good values in them. Schools are to ardently recognize their pivotal role of nation builders. Endeavour is to build a community of corrupt-free individuals as schools mould the students in school.

Schools emphasizes the need to connect with all members of society. Outreach and twinning programmes with schools in rural areas and taking students to places where they meet marginalised and less fortunate people is one of the attempts to build compassion among them. These experiences work beautifully in making students conscious of the pressing needs of the marginalised sections of society and encourage them to give their time and energy, generously, to help the less fortunate.

Schools are to strive to foster a sense of humanity and deep compassion towards every member of society. Encourage students to include especially the weaker and less fortunate individuals in their lives by correlating with the unequal distribution of resources due of corruption. Our magnanimous Mother Earth has ample resources to cater to the whole of humanity's needs. However, greed that sets in due to corruption is insatiable. Schools are to inspire students to lead simple and modest lives so as to curb the demon of greed which is the seed of corruption.

Students are to be encouraged to read the newspapers and this proves to be an important source of information on this topic. There are heartwarming stories of good deeds done by people with high morals and those of corrupt people being caught and being made to pay for their deeds. By reading the newspapers regularly, students are encouraged to replicate the good that good people do and stay away from the bad committed by the vile members of society.

Observance of Vigilance Awareness Week in Schools largely contributes to the sense of right and wrong among students. Conduct of various talks and activities will help them to understand that corruption is a huge obstacle to progress. It acts as one of the biggest stumbling blocks to the growth and welfare of us individually and collectively.

Moral lessons, stories from mythology of all religions are profoundly inspirational as they describe the triumph of good over evil, consistently. This should be organized on a regular basis in school as it has a positive impact on the students. Regular school assemblies and special assemblies throw light on the need to hone values that will hold students in good stead for the rest of their lives.

Lecture session by professionals or alumni (old boys and girls) to talk about the various problems plaguing our nation, conduct of brain storming sessions to answer questions like: "Why is there poverty amidst plenty?", panel discussions are the novel solutions to deal with persistent problems.

Today, we live in a highly consumerist world where social media is immensely influential. Therefore, huge effort are to be made in this regard to explain the students about the role of the media and the need to detect correct from false information that we are regularly bombarded with. The difference between need and greed when it comes to material goods to be highlighted. These go a long way in creating a moral base where students realise that resorting to corrupt ways for quick gain will never work in the long run.



The concept of delayed gratification is to be highlighted, and the virtue of patience is to be brought to the forefront. Children are to be taught that band-aid solutions are never solutions to our problems.

The curriculum should be so prepared in order to lay greater emphasis on character ethics as opposed to personality ethics. The values of integrity, patience and perseverance are imbibed. Attempt to strengthen moral compass of the students. Thus, regardless of the path that life may take them on, they will be governed by the moral compass that was set in the right direction from a tender age.

The powerful impact that the home can have on the students cannot be ignored. It is one of the most pivotal factors in building of a child's personality. Regular interaction of the teachers with the parents will go a long way to fully understand and support the moral ethos. Schools are to consider parents as collaborators as schools form students to be men and women for and with others. With this deep sense of sharing an empathetic approach is sharpened. When empathy forms the cornerstone of students' lives, there is no room for greed. When greed has no room, corruption is rooted out completely.

Schools are to focus on developing an abundance mentality among the students. Here, students are motivated to see the good in everyone and engage in healthy competition and cooperation. Students are educated to believe that there is enough for everyone if only we tap into our resources prudently and share them fairly with the whole society.

One has to believe that the sports field is where many noble virtues are garnered and refined. Fairness in play, accepting defeat, taking accountability for setbacks are all viewed as opportunities to develop a holistic and healthy personality among students. Students are to be taught to accept defeat with grace and not get bitter or play the blame game. Teachers should speak of the same values with zeal and this is contagious. Students pick up the positive vibes when their teachers attempt to lead by example, they try to emulate their teachers.

School should ensure sense of camaraderie thrives and students work hand in hand with each other and help bring out the best in each one. When positive values like these are fostered and flourish, negative emotions like jealousy, hatred, greed take a back seat. With these negative emotions being curtailed, the seed of corruption will wither and eventually decline.

The schools are to be greatly optimistic that all efforts will bear rich and bountiful fruit in shaping students who yearn to make the world a better place. This will facilitate the building of a corruption-free India of tomorrow. Schools should do the best with the most modest and noble intents to shape our country into a dream nation that provides equal opportunity for all and protects the interests of all. Schools should motivate students to be the voice of the voiceless!

The author of the article is Principal of St Joseph's Boys' High School, Bangalore. He has held senior positions in several top educational institutions. A post graduate in Mathematics from Loyola College, Chennai and B Ed from Bangalore University. He has initiated several learning initiatives which bring children out of the class to learn in a non-formal atmosphere.



Management Audit of Vigilance Units (MAVU) by CVC at HAL

Shri Nitin Kumar, Director, CVC, Shri Rajiv Verma, Director, CVC & Shri D K Ranjan, Director, CVC conducted Management audit of HAL Vigilance unit on 17th & 18th August 2023



MAVU Audit in progress at Corporate office, HAL



MAVU Audit Team addressing Vigilance officers.



MAVU Auditors visit to LCA Division, Bangalore



MAVU Audit team with HAL Vigilance officers & staff at Corporate office, HAL

Chief Technical Examiner Inspection by Central Vigilance Commission at Accessories Complex, Lucknow





Quiz

1. Moral Science and should be made as an integral part of focus at schools.
2. Observance of Vigilance Awareness Week in Schools largely contributes to the sense of and among students.
3. The Prevention of Corruption Act, 1988 has been amended in the year
4. One excellent example of a great leader who fought corruption to create a better nation is....., the first Prime Minister of Singapore.
5. attack is where the attacker will flood a server with traffic to prevent a legitimate user from accessing the connected online services.
6. Three key elements namely pressure, opportunity, and are essential in Business corruption.
7. According to the Corruption Perceptions Index (CPI), 2022 by Transparency International, India ranks ----/180 with a CPI score of 40.
8. The United Nations Development Programme (UNDP), has estimated that corruption costs developing countries around trillion per year.
9. CVC Act, ...is enacted by the Indian Parliament to establish a statutory body called the Central Vigilance Commission.
10. Companies should be transparent about their, ..., risk management practices, and other important information.

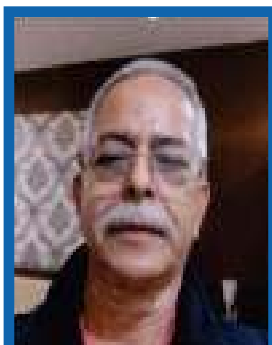
Answers to the Quiz may be forwarded through LAN to 86436@hal-india.com.

Please mention your complete Name, Dept/PB No., Designation and mobile no. & forward the answers through LAN by **30th November 2023**.

Instructions:

1. Questions are based on the content of current issue of Marg Darshan.
2. Participation is restricted to HAL Employees only.
3. Prizes will be awarded in I, II & III category on first come first serve basis only.
4. The name of the winners will be intimated.



Corruption Free India for a Developed Nation

Shri Mukesh Chaturvedi
Director of DoPT (Retd)

The address of the then Central Vigilance Commissioner to the Indian CEO Forum, <https://cvc.gov.in/sites/default/files/CEO.pdf> affirms much of what we have always felt. He has stated: Petty corruption which affects the basic rights and services of the common man is highly rampant besides the grand corruption scandals which break out every now and then. A report on bribery in India published by Trace International in January '09 states that- 91% of the bribes were demanded by Govt. Officials. 77% of the bribes demanded were for avoiding harm rather than to gain any advantage. Of these 51% were for timely delivery of services to which the individual was already entitled.

In my training sessions I have often posed two questions to the participants.

How many of you have never paid bribes?

It will come as no surprise that in a group of even a hundred participants, not more two-three say that they have never paid bribes.

Why do we pay bribe? Again, the answer is not difficult to guess. The ordinary people have to pay bribes to save themselves from harassment. Of-course, the corrupt businessmen pay to get favours. Or as the Prevention of Corruption Act, 2018 so succinctly puts it: as a motive or reward!

I had first-hand experience of the first type of corruption while working as Deputy Director, Vigilance (North Zone) in the Employees' Provident Fund Organisation. Employees of many companies whose provident fund was deposited with the EPFO faced harassment at the hands of the officials who deliberately delayed sanctioning the provident fund advances or withdrawals till the poor subscriber paid up. I still remember a case where a man who sought advance from his funds for the treatment of his wife, lost her, but did not get his money.

We went after those who harassed the people by delays or by raising needless objections. It is this type of corruption which affects people at large directly, rather than the headline corruption, and erodes their confidence in the system.



Improvements in systems have resulted in plugging many areas of corruption. For example, the Department of Revenue, Income Tax dept. and Employees Provident Fund have gone for massive digitisation. Even online ticketing in the Railways has benefitted the passengers. Online payments have an impact on corruption. Now we take it for granted that one need not stand in queue for hours to pay electricity or telephone bills. Here at least we can look back with pride as we are far ahead of many advanced countries in Europe and even Canada. Foreigners are surprised at the QR codes displayed by small tea stalls in India.

The corruption that people in general do not come across in their daily life is, however, more insidious. As per the CVC, if there were no corruption, the public sector would have grown 20% faster. India's nominal GDP is expected to be around US\$ 3.5 trillion by March this year (Economic Survey, 2023). As per the Transparency International's Corruption Perceptions Index, we rank 85 in the world.

According to the site, "Corruption undermines governments ability to protect people and erodes public trust, provoking more and harder to control security threats. On the other hand, conflict creates opportunities for corruption and subverts governments' efforts to stop it." Foreign intelligence agencies are always on the look-out for persons who have the tendency to live beyond their means.

The CVC's address mentions some more disturbing data. The country loses Rs. 2 lakh crores annually due to tax evasion. Transmission and distribution losses in the Power Sector are estimated to be about 50%, out of which about 30% is attributed to theft in connivance with the Electricity Boards employees.

Allegations of corruption or fraud shake the public confidence in a company, resulting in the fall of its market cap and in some case even the foreign companies reconsidering their business association with a PSU perceived to be under a cloud. If we are able to curb the corruption, the public sector would be able to make more remarkable contribution to the onward march of India's economy.

The Public Sector Undertakings have also streamlined their procurement systems to a great extent.

Function of vigilance wings assumes great importance in the country's development. It has to take active part in suggesting improvements in systems. It should be a partner in management, seen helping the productivity rather than hindering it by nit-picking.

One comes across unfortunate cases where charge sheets are issued and inquiries conducted whereas it was a case of procedural infirmity or an innocent error on the part of the concerned employee. In one instance an officer faced an inquiry when the charge was that he had not submitted a boarding pass for an air journey he had undertaken. There were no allegations that he had not undertaken the journey and that his claim was fraudulent.

These types of over-zealous actions demoralise the employees, and paint a negative picture of the vigilance. We have to also remember CVC's dictum that we need not go about finding scapegoats for every loss, which would be detrimental to spirit of initiative.

In fact, apart from investigations arising from complaints, there are many areas where greater attention may be more gainful in the fight against corruption. One glaring example is amassing disproportionate assets by the executives. Quite often we have seen that explanations of employees are called for some technical violation.



However, we seldom catch the really big fish. As per a recent headline a senior executive of a Central PSU and his son have been arrested by the Central Bureau of Investigation. According to the CBI, the arrests came after the agency recovered cash amounting to Rs. 38 crores, a large quantity of jewellery, some valuable items and other “incriminating documents” following searches.

If the Vigilance departments keep their eyes and ears open, the PSUs can get rid of many more corrupt officers quite early. Even if evidence sufficient to take penal action is hard to come by, the organisation can prematurely retire executives with unsavoury reputations or against whom there are allegations of suspicious actions. Many corrupt officers against whom it had become difficult to take any penal action because they went to court and engaged the best legal brains to scuttle inquiries, have been retired under these provisions.

Vigilance Wings of the organisation have the best seats to identify procedures which cause delays, provide an opportunity to the corrupt employees to harass members of public, including businessmen, or are needlessly hidebound. It is within their authority to make recommendations to do away such procedures, or modify them. A Public Sector Undertaking, before transferring even accounts as professional fee, required that not only should the consultant give his account number, but should submit a cancelled cheque after getting the details certified by his banker. The person receiving payment is not likely to deliberately give wrong bank account details. This was unnecessary and served no purpose except to cause some annoyance to the consultant and some extra work to the banks.

In many cases people may submit their applications, or payments online, but then they are required to submit a hard copy as proof! This defeats the very purpose of online application/payment facility.

Care however should be taken not to make knee-jerk suggestions. Sometimes this results in unnecessary tightening of procedure because of a one-off case, and results in delays or harassment of genuine end-users. Nor should the safeguards be done away with in over enthusiasm.

Every procedure should be viewed critically. For example, there is no need to deny vigilance clearance for everybody against whom there is a complaint or even when he is facing an inquiry. The purpose of this clearance is to ensure that the corrupt do not away abroad to escape the punishment. Obviously, a denial should happen only when the allegations/charges are very grave. It will be unduly harsh to do so when the charges are minor. Most importantly, we cannot afford to become cynical, wring our hands hopelessly and curse the system.

President Mukherjee has said, "Corruption affects the growth of a nation, reduces the government's income and creates inequalities in distribution of income and wealth. It is a major factor hindering development. It is critical that awareness is generated and public opinion developed on the evils of corruption". He also said, that corruption is a disease. And whenever there is a disease, there is a cure. Mahatma Gandhi has said, "To believe that what has not occurred in history will not occur at all, is to argue disbelief in the dignity of man" and that means we will overcome corruption too.

The author has retired as a Director from the Department of Personnel and Training. He has worked in CVC, and Vigilance Departments of various organisations. Since 2003, he has trained thousand employees of various PSUs, including SAIL, BEL, NMDC, MOIL, Mahanadi Coalfields etc. He has written two books "Compulsory Retirement" and "What Is Sexual Harassment and How to Conduct Inquiry as per Service Rules".

25TH Vigilance Officers' Conference at Nashik



Inaugural Address by
Ms. Arti C Srivastava, Addl Secretary, CVC



(L to R): CEO-MiG Complex, GM(V), Addl Secretary, CVC
CVO-BDL, CVO-HAL, GM(V)

Guest Speakers at 25th Vigilance Officers' Conference at Nashik



Dr Upender Vennam, CVO, BDL



Shri Srinivas Malladi, IRSE, Director/SD



Shri Suresh Madhavan, CVO, MSTC



Shri Arun Kumar, Director (Reports), CAG, Bangalore



CVO presented Rolling Trophy for “Champion Complex” to Vigilance department, Mig Complex, Nashik



CVO presented trophy for “Best Division” to Vigilance department of LCA-Tejas & IJT division, Bangalore

Obstructive Sleep Apnea



Dr. L Ravichandar,
Ex. Chief of Medical Services,
Industrial Health Centre, HAL

Obstructive sleep apnea (OSA) is the most common sleep related breathing disorder. Normally air should flow from nose through to lungs continuously all the time, even during sleep. In OSA there is repetitive collapse of the upper airway during sleep. It occurs when the muscles supporting the soft tissues in your throat such as tongue, soft palate relax, which in turn causes the breathing space to narrow and close fully stopping your breathing momentarily thus reducing the oxygen level in your body.

A human being needs good sound sleep which comprises of different phases (NREM & REM), our mind and body rest during sleep. In OSA due to repetitive slowing and stopping of your breathing, sleep cycle is disrupted and there is frequent arousal without you waking up fully leading to sleep fragmentation. This in turn leads to poor memory, decreased alertness, and excessive day time sleepiness, and tiredness, lack of interest, always feeling sleepy even after 8 hours of sleep, sexual dysfunction and changes in mood.

OSA is more common in males and incidence increase with age. More common in people, who are overweight, in people with short and thick neck, shorter lower jaw, narrow upper airway (due to enlarged tonsil, deviated nasal bone, enlarged adenoid). People with OSA have higher risk of road traffic accident, heart attacks, stroke and wide array of memory and concentration issues.

Most common symptom of OSA is loud snoring (Not all people who snore loudly during sleep have OSA some may be habitual snorers). Snoring is associated with episodes of slowing and stopping of breathing, you may have sudden awakening at night or choking episodes which often is noticed by your spouse while you are asleep.

If you are someone who has loud snoring and other symptoms mentioned above, it is vital to seek medical help. An ENT as head and neck surgeon will perform examination to check your nose, throat and voice box by performing endoscopy of nose, throat and voice box. A basic blood work including tests for Thyroid function and lipid profile will be ordered.



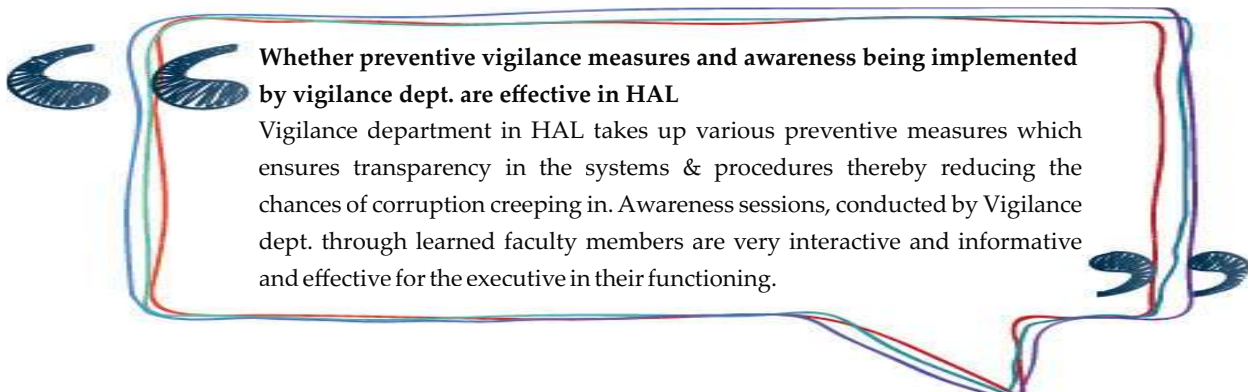
The gold standard test for diagnosis of OSA is polysomnography (sleep study) where in you will be asked to sleep overnight in a hospital room or sleep center and various monitoring devices will be connected to record different physiologic variables like (ECG, EEG, EMG, EOG, Pulse Oximeter). After polysomnography if you have OSA your doctor might advise another test called DISE drug induced sleep endoscopy.

Treatment of OSA is adverse and depends on patient type, need & life style. But life style changes, reducing weight, regular exercise, sleeping on side, stopping alcohol & smoking is vital and improves overall treatment outcomes.

Treatment options include CPAP (continuous positive airway pressure) where in you have to wear a mask while you sleep, which delivers air under pressure continuously which keeps your airway open. Other important treatment option is surgery, particularly in patients with deviated nasal bone, bulky palate, big tongue, big tonsil, large epiglottis etc. Surgery is always in multiple setting and multiple levels. There are also treatment options like oral muscle stimulation, oral advancement devices etc for treatment in selected patients of OSA.

OSA is often under diagnosed and is a SILENT KILLER as it increases the risk of heart attacks, road traffic accidents and stroke. Awareness, early diagnosis and prompt treatment are of paramount importance. An active life style, healthy habits, a balanced diet and regular exercise is vital to overcome OSA.

The author has done MBBS & MS in ENT from Bangalore Medical College in the year 1990 and joined as ENT Surgeon in BEML, KGF. He joined HAL in the year 1994 and retired as Chief of Medical Services, HAL hospital, Bangalore in July 2023.



Whether preventive vigilance measures and awareness being implemented by vigilance dept. are effective in HAL

Vigilance department in HAL takes up various preventive measures which ensures transparency in the systems & procedures thereby reducing the chances of corruption creeping in. Awareness sessions, conducted by Vigilance dept. through learned faculty members are very interactive and informative and effective for the executive in their functioning.

Smt Rimjim Kumari Binod, Accountant, Engine Division, Koraput

Welcome to Vigilance Department



Shri P Jeeva

Joined Vigilance dept, Corporate Office on 01.08. 2023 as GM(Vigilance)



Shri Soney Joseph
joined Vigilance dept,
Helicopter & MRO on
01.06.2023 as
Chief Manager (Vigilance)



Shri Sudhansu S Nayak,
joined Vigilance dept,
ED, Koraput on
27.05.2023 as Sr. Manager (Vigilance)



Shri Eshan Ali Patawa
joined Vigilance dept,
ACD on 30.5.2023 as
Manager (Vigilance)



Dr. Satish Kumar Pareek
joined Vigilance dept,
RWRDC on 17.05.2023 as
Manager (Vigilance)



Shri B Santosh
joined Vigilance dept,
ED, Koraput on 20.03.2023 as
Asst. Vigilance.



Shri Shivkant
joined Vigilance dept,
TAD, Kanpur on 06.02.2023 as
Vigilance Inspector



Shri Prafulla Kumar Mohapatra
joined Vigilance dept,
SED, Koraput on 22.05.2023
as Asst. Vigilance.



Shri Abhishek Kumar
joined Vigilance dept,
AD Lucknow on 01.06.2023 as
Sr. Vigilance Inspector.



Smt. Sahana N
joined Vigilance dept,
ACD on 07.08.2023 as
Sr. Asst. Vigilance.



Shri Naresh Kumar M J
joined Vigilance dept,
Corporate office on 10.08.2023 as
Sr. Asst. Vigilance.



Shri Babu
joined Vigilance dept,
BC on 17.08.2023 as
Sr. Asst. Supervisor – BC



Smt. Ritikshi Prathap
joined Vigilance dept,
MCSRDC on 23.08.2023 as
Asst. Vigilance



Superannuated



Smt. Rajashree Sharma,
General Manager (Vigilance), CO Superannuated in Sep 2023



Shri Chandra Sekhar Mishra
Chief Vigilance Inspector,
ED, Koraput,
Superannuated in Jan 2023



Shri Laxminarayan Mishra,
Chief Vigilance Inspector,
SED, Koraput,
Superannuated in Apr 2023



Shri Mahendrakumar Mishra
Chief Vigilance Inspector,
TAD, Kanpur,
Superannuated in Feb 2023



Shri Dharmendra Kumar Singh
Chief Vigilance Inspector,
ADL, Lucknow,
Superannuated in July 2023





Editorial Team

Patron-in-Chief
Shri C B Ananthakrishnan
CMD-HAL

Editor-in-Chief
Ms Kalyani Sethuraman
CVO-HAL

Associate Editors

Smt. Rajashree Sharma
GM (Vigilance), HAL

Shri P Jeeva
GM (Vigilance), HAL



Left to Right: Shri Pawan Borse, SM(Vig)-AMD, Nashik, Shri Renjith R, SM(Vig)-CO, Shri Ashish Anand, CM(Vig)-Aerospace, Shri Suresha Prasanna V K, CM(Vig)-LCA& IJT, Shri Hari Prakash Gurmukhi, CM(Vig)- Korwa, Shri Yogesh Kumar, Manager(Vig)-ARDC, Shri Joby Joseph, SM(Vig)-CO.

Cover Page Design By Shri Sudhakar S, Kannada cell, HAL

Disclaimer: The contributors have expressed their own views in the articles and the same should not be construed either as the views of the editors or the official policy of the Company.

Team vigilance along with dignitaries during
25th Vigilance Officers' conference held
from 11th -13th Sep' 2023 at MIG Complex, Nashik



Left to Right: (S/Shri./Smt)

Standing 1 : ASHISH PANDEY, SUDHANSU S NAYAK, ZACHARIAH C GODLY, PADM NAV JHA, VENKATESH. C, SURESHA PRASANNA V K,
SONEY JOSEPH, YOGESH KUMAR, PRATEEK KULSHRESHTHA, UDAYA KUMAR ROUT, DR SATISH KUMAR PAREEK

Standing 2 : H R RAMA, HARI PRAKASH GURMUKHI, ESHAN ALI PATAWA, MD TARIQUE HAIDER, MANISH TIWARI , JESUDOSS RAJAKUMAR B,
T V MURALIDHARAN, RAM ABHILASH SINGH, KISHORE NAGDEV N, KRISHNADASA KAMATH H, PAWAN BORSE, JOBY JOSEPH,
RAM KUMAR SRIRAMDASU, AMIT TANDON, ASHISH ANAND, RAVI KUMAR Y, SAMEERKHAN JHADWALE,

Sitting: SHARANAMMA R AINAPUR, GLADYS D, GIRISH KARVE, SHERFUDEEN KOOVA, MUKUL SAXENA, SANJEEB BANERJEE,
SANJAY GALGATE, DR UPENDER VENNAM, RAJASHREE SHARMA, KALYANI SETHURAMAN, ARTI SRIVASTAVA, SAKET CHATURVEDI,
SHIRISH BHOLE, SUBRATA MONDAL, SHRIRANG KOTHE, P JEEVA, RAVI GUPTA, SURESH KUMAR, RENJITH R

PUBLIC INTREST DISCLOSURE & PROTECTION OF INFORMER RESOLUTION, 2004-(PIDPI)



WHAT IS PIDPI ?

- PIDPI is a resolution of Government of India.
- Identity of the complaint is kept confidential for all complaints lodged under it.

HOW IS PIDPI COMPLAINT FILED ?

- The complaint should be addressed to secretary, CVC and the envelope should be superscribed as "PIDPI"
- Name and address of the complaint should NOT be mentioned on the envelope but in the letter inside in a closed cover

GUIDELINES TO ENSURE IDENTITY OF COMPLAINANT REMAINS CONFIDENTIAL

- Complaints that are personally related to the complainant or addressed to other authorities may lead to disclosure of identity.
- Complaints should not be sent in open condition or on public portal.
- Documents that reveal identity should not be enclosed or mentioned in the complaint. Eg: documents received under RTI
- Name and address should be mentioned on the letter inside the envelope for confirmation purposes
- Complaints where confirmation is not received are closed.
- Anonymous/pseudonymous letters are not entertained.

VIGILANCE AWARENESS WEEK 2023

For more details visit <https://www.cvc.gov.in>

“Say no to corruption: commit to the Nation”