

KALEIDO SCOPE

STANDING CONFERENCE OF PUBLIC ENTERPRISES



SCOPE concludes Advanced Global Leadership Program (AGLP 2.0)



SCOPE organizes Program on Eudaimonia (Living Well, Faring Well)



SCOPE pays respect to Mahatma Gandhi on Gandhi Jayanti



SCOPE hosts Workshop on Climate Co-Benefit Methodologies with GIZ, Germany in Bengaluru



ANNOUNCEMENT



SCOPE
PROMOTING EXCELLENCE

**INTERACTIVE WORKSHOP
ON
GST :ISSUES & IMPLICATIONS
DECEMBER 5TH 2024 (THURSDAY)**



**ORGANISED BY
STANDING CONFERENCE OF PUBLIC ENTERPRISES
(SCOPE)**

**IN COLLABORATION WITH
THE INSTITUTE OF COST ACCOUNTANTS OF INDIA (ICMAI)**

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Content

05 Message by Chairman

07 Director General's Desk

SCOPE NEWS

08 SCOPE organizes Advanced Global Leadership Programme (AGLP 2.0)



16 SCOPE & GIZ organised a regional workshop on "The Role of Climate Co-Benefit Methodologies for Strengthening Climate Action by Indian Public Sector Enterprises" in Southern India (Bengaluru)



20 Senior Officials of International Labour Organization (ILO) India visit SCOPE



20 SCOPE pays respect to Mahatma Gandhi on Gandhi Jayanti



21 SCOPE's Eudaimonia program highlights significance of 'Living Well, Faring Well'



23 Interface with Stakeholders

24 SCOPE in Media

ARTICLES

27 India's march towards a Viksit Bharat and the role of PSEs
by Atul Sobti

30 Management Lessons From Mahabharat Part - VII
by Debasis Satapathy

34 Sardar Vallabhbhai Patel's Economic Vision: Shaping India's Future
by Dr. Shobhana Radhakrishna

38 Frequently asked questions about Hypertension
by Dr. H. K. Chopra

45 Tech-forward Preventive Vigilance key to Enhanced Governance
by Arpinder Singh

47 Charting Crucial Global Climate Negotiations and Expectations from COP29

52 PSE News

53 Personalia

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Message by Chairman

As the apex body of Public Sector Enterprises (PSEs) in India, SCOPE continuously strives to nurture and promote excellence by providing strategic leadership, augmenting collaboration, and fostering innovative practices.

Pursuant to this, and with the objective of cultivating a new generation of leaders with a vision of driving innovation and positive change in their organizations, SCOPE recently concluded its much-revered Advanced Global Leadership Program (AGLP 2.0), which brought together a strategic pool of future leaders, who will hold fort of PSEs - the building blocks of the nation.

Meanwhile, SCOPE also never shies away from unearthing a variety of programs, that not only enhance the skills of employees, but also awake in them, the spirit to think innovatively.

In this regard, a unique program 'Eudaimonia (Living Well, Faring Well)' was recently conducted by SCOPE encompassing the concept of overall wellness, through the integration of financial stability, holistic health and inheritance planning.

The enthusiastic response to our program, has further reiterated SCOPE's commitment to bring

unique and out-of-the-box programs/workshops for the larger benefit of the PSE fraternity.

Dedicated to enhancing capacities of PSEs to address climate change and advance sustainable development, SCOPE is regularly organizing workshops to promote environmental stewardship. In continuation of this endeavour, SCOPE is also working towards introducing innovative ways and means to reduce carbon footprint and in this regard, an initiation has been made with Role of Climate Co-Benefit methodologies. Regional workshops highlighting the concept and assessment framework for measuring the climate co-benefits have already been successfully completed in three regions training executives from 36 PSEs and now SCOPE is organising its final workshop in Goa for the Western Region on 28th-29th November, 2024.

This workshop will also witness the launch of a certification program on climate change for the public sector along with dedicated online portal for knowledge sharing and peer learning.

SCOPE will soon also be organizing a program on 'GST: Issues and Implications', in association with the Institute of Cost Accountants of India (ICMAI) to better

comprehend various facets such as the implications of recent judicial pronouncements, latest amendments in GST law and their practical impacts on day-to-day operations.

I suggest all our members to participate enthusiastically in these programs and enhance their knowledge and skills. In the upcoming months, SCOPE will continue to conduct programs and foster the culture of continuous learning and collaboration.

Continuing with its policy advocacy and interaction with national and international policy makers, Ms. Michiko Miyamoto, Director, International Labour Organization (ILO) India along with Senior officials of ILO India visited SCOPE to deliberate on various initiatives undertaken by SCOPE and ILO for furthering the relationship between employers and workers.

We look forward to your continued support as the engagement of our members is vital to our shared mission.

Sandeep Kumar Gupta
Chairman, SCOPE

ANNOUNCEMENT

Supported by:



on the basis of a decision by the German Bundestag



Western Region Workshop on The Role of Climate Co-benefit Methodologies for Strengthening Climate Action by Indian Public Sector Enterprises



Thursday & Friday (28th–29th November, 2024)

Courtyard by Marriott, Colva, Goa

Objective

- Introduce climate co-benefits approach and its relevance for PSEs
- Understand PSE's climate actions including forestry initiatives and banning Single Use Plastics (SUPs)
- Introduce PSEs to the draft co-benefit assessment framework for Urban Forestry and SUPs and take their feedbacks
- Understand potential capacity building requirements including training needs of the stakeholders

Look Out for Launch of:

Certification Course on Climate Change

Dedicated Online Knowledge Platform to showcase climate initiatives by PSEs

Our eminent panel of Speakers

Ministry of Environment, Forest and Climate Change | German Embassy
| SCOPE | GIZ | PSEs | CEEW | OPM | PCG

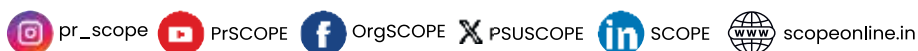
Who Should Attend:

Senior officers from Environment & Sustainability, ESG, CSR, Procurement departments

For nominations: climateaction@scopeonline.in

For further information, contact: Ms. Garima Agarwal, Project Coordinator; +91-7363899786

No participation fee is payable, but limited nominations will be accepted on a first-come, first-served basis.





Director General's Desk

As an innovative organisation, that has been transcending with the times, SCOPE has continuously been striving to strengthen its international presence. In an increasingly interconnected world, SCOPE has been sharing knowledge and experiences of employers with an international audience.

Creating a conducive learning and development environment, SCOPE continues to organize out-of-the-box programs across the country for the employees of PSEs. Alongside, SCOPE and GIZ, Germany have been conducting training programs so as to strengthen PSEs on climate action and it is heartening to see the overwhelming participation in these workshops, which has further reiterated our drive to work towards environment sustainability and strengthen PSEs so as to contribute effectively towards this area while highlighting the efforts of PSEs in this area.

We are also happy to share that one of our most revered programs, the Advanced Global Leadership (AGLP 2.0) just wrapped up. The program encompassed the successful two-month long engagement with IIM, Calcutta and University of St. Gallen and visits to several important institutions including ILO, IOE, Embassy of India in France, GIZ Germany Head Office.

This leadership program offers a unique combination of academic rigor of top-tier institutions with real-world insights from industry leaders and received a tremendous response from participating PSEs.

SCOPE's program on Eudaimonia (Living well, faring well) was our maiden attempt to bring a program focusing on overall wellness through financial planning, a healthy lifestyle and securing our future through retirement planning.

The enthusiastic response has further strengthened our drive to organize more such programs that focus not only on skill enhancement but also overall wellness. SCOPE has several programs on different pertinent subject in the pipeline that will be organized in the coming months.

Our upcoming programs on GST in association with ICMAI and the Executive Development program of

SCOPE's Academy of Public Sector Enterprises (APSE) are being organized for the enhancement of skills of the PSEs.

As we approach the end of an eventful year for SCOPE, we will like to thank our members for their continued support, without which any of our efforts are futile.

We look forward to your suggestions and feedback, to help us keep up our unremitting commitment towards enhancing competencies and constant engagement.

Programmes & Initiatives launched (since last issue of KALEIDOSCOPE)

SCOPE hosts Workshop on Eudaimonia (Living Well, Faring Well) - **1st October, 2024**

SCOPE celebrates Gandhi Jayanti – **2nd October, 2024**

SCOPE concludes AGLP 2.0 – **4th October, 2024**

SCOPE hosts Southern Region Workshop on 'The Role of Climate Co-benefit Methodologies for Strengthening Climate Action by Indian Public Sector Enterprises' – **17th October, 2024**

Programmes & Initiatives in the offing

Western Region Workshop on 'The Role of Climate Co-benefit Methodologies for Strengthening Climate Action by Indian Public Sector Enterprises' – **28th-29th November, 2024**

Workshop on 'Preparing for Board Level Positions' for officers of Indian Oil Corporation Limited at IiPM, Gurugram - **29th November, 2024**

SCOPE APSE Executive Development Program - **2nd December to 7th December, 2024**

Interactive Workshop on GST: Issues & Implications – **5th December, 2024**

SCOPE and CBC Leadership Program – DAKSH

Atul Sobti
Director General, SCOPE

SCOPE News

SCOPE organizes Advanced Global Leadership Programme (AGLP 2.0)



H.E. Mr. Jawed Ashraf, Ambassador of India to France and Monaco and Shri Atul Sobti, DG, SCOPE & Member, Governing Body, ILO along with participants of SCOPE's AGLP 2.0 at Paris.



(L-R) Shri Atul Sobti, DG, SCOPE and Member, Governing Body, ILO; Shri Sanjai Kumar, CMD, RailTel and Prof. Partha Priya Datta, Professor, IIM, Calcutta during the concluding session of AGLP 2.0 at SCOPE Convention Centre in New Delhi.

SCOPE's much revered Advanced Global Leadership Program (AGLP 2.0), organized in collaboration with IIM, Calcutta and University of St. Gallen, Switzerland from 20th August, 2024 to 4th October, 2024 concluded in New Delhi recently.

Shri Sanjai Kumar, CMD, RailTel; Shri Atul Sobti, DG, SCOPE and Member, Governing Body, ILO; Shri Ayush Gupta, Director (HR), GAIL; Shri Anil Kumar Jadli, Director (HR); NTPC and Prof. Partha Priya Datta, Professor, IIM, Calcutta addressed the participants during the concluding session.

Shri Brajesh Kumar Upadhyay, Vice Chairman, SCOPE and CMD, Goa Shipyard Ltd.; Shri Vinay Ranjan, Director (Personnel), Coal India Ltd.; Shri Debi Prasad Satpathy, Director (HR), BEML; and several senior PSE officials attended the session virtually.

AGLP 2.0 encompassing training modules at IIM Calcutta, SCOPE,

New Delhi, University of St. Gallen, Switzerland along with visits to various International organizations like WTO, ILO, IOE, OECD, GIZ etc. is one of SCOPE's most coveted programs, meticulously crafted to challenge participants in their current roles and deepen their leadership acumen for the future. 32 senior executives hailing from 13 PSEs participated in this program.

While addressing the participants of the program, Shri Atul Sobti, DG, SCOPE and Member, Governing Body, ILO emphasized that the program has been meticulously designed to develop future leaders capable of excelling in both the Indian context and dynamic global landscape. He further noted that the program has opened new avenues for thought, leadership and global perspectives among the participants.

Shri Sanjai Kumar, CMD, RailTel said, "I am an alumnus of this

program and attended the program in 2015. It is a wonderful program. We learnt analytical skills, during study tour to Europe, and then, tried to apply their strategies to our ecosystem. We have to innovatively implement those skills to our ecosystem."

He further said the future leaders will have to become 'servant leaders'. We have to serve all stakeholders – internal as well as external – bosses, subordinates, colleagues, customers, investors, government, regulators, and society. The leadership has to be a 'servant leadership', he added.

The concluding session at SCOPE Convention Centre, New Delhi witnessed presentations from participants encompassing their learnings, experiences and initiatives throughout the program. The participants were also awarded with certificates upon successful completion of the program.

Glimpses of Advanced Global Leadership Program (AGLP 2.0)







Feedback/Comments received for Advanced Global Leadership Program (AGLP 2.0)

A big shoutout to all the group members. It was a crazy amount of work, but we all pulled through together. I couldn't have done it alone, & would have given up for sure. It was a real learning experience in every sense.

Special thanks to the SCOPE team for conceptualizing, DG Sir for leading from the front and making atmosphere light with his one liners in true sense of a leader & keeping us together, Nishant, Mamta, Prof Partha for his chill approach, and hats off to Sangeeta Madan!

- Smt. Nidhi Shrivastava,
Director (Finance), BIRAC

First of all, I would like to thank Mr Atul Sobti sir for restarting this Advanced Global Leadership Program after the COVID-19 pandemic.

It was a great learning experience starting from IIM Kolkata, SCOPE and the entire EU trip.

It was really an eye opener at least for me to understand the various activities of International Organizations in Switzerland and to shake hands with many bureaucrats, leaders and CEOs representing various organizations in Switzerland, France and Germany.

Now, it's the right time to start a deep dive into all the learning we got from the entire program and take our nation from developing country to developed nation.

- Shri S. Sathyamurthy,
GM (BIS), GAIL (India) Ltd.

I would like to extend my sincere thanks to all the distinguished delegates for the invaluable insights shared during the study tour. It was truly an honor to accompany such distinguished and knowledgeable leaders.

The experience has greatly enriched my understanding, and I am deeply grateful for the mentorship and guidance of Prof Partha and Prof Roger throughout the tour.

Heartfelt thanks to Shri Atul Sobti Sir, DG SCOPE. The opportunity to engage in meaningful discussions and observe best practices firsthand has left a lasting impression, and I am eager to apply the learnings in my future endeavours.

Once again, thank you for making this tour both educational and memorable.

Warm regards,

- Shri Maniyedath Harikrishnan,
DGM (Technical Assistant to CMD), Goa Shipyard Ltd.

My sincere thanks to all Scope team (DG Sir and Nishant), IIM Kolkata Prof Partha sir, prof Roger sir and special thanks Mamata and Sangeeta mam to take care of my wife during entire trip.

Once again thanks to all of you and now "organize yourself"

- Sanjay Kumar Singh,
CGM (PC-Operations), Power Grid Corporation of India Ltd.

Looking back of last 16 days was a huge life time learning experience. One side we have Prof Roger Moser and other side Prof Partha always ensuring that some means to be added in our learning curve. Added flavour of understanding the way ahead by visiting reputed org e.g WTO, ILO, PMI, OECD, India Embassy France etc... the kind of connection Prof Roger had across Country (Parliamentary / Industry lead etc), has helped us to reach near to them and learned on Operational excellence...Thank you Sir

I am so grateful to have DG (Scope) Sir - Atul Sobti ji in contact list. He played a catalyst role when we somehow missing the track. Thank you sir for your personal advice on my shortcomings.

- Shri Akhil Kumar,
CGM (Accounts HQ & Mktg.), BEM Limited



I'm deeply grateful for the invaluable knowledge and expertise shared during the international training. It was a great learning experience!

Thank you for creating such an amazing training programme.

Prof Roger: Super impressed with your knowledge, guidance and industry connections that gave us such a unique experience.

Meeting MPs, industrial insights, Economics affairs interaction and such a beautiful ambience of the same.

Thanks to Professor Partha for guidance throughout the tour.

This exposure has enhanced my skills, broadened my perspective, and fostered global connections.

Regards

- Shri Sandeep Kumar Sharma,
OSD to CMD, Railtel Corporation of India Ltd.

It is to acknowledge and thank Sobti Sir for planning out this amazing Learning Journey in association with IIM Calcutta and St. Gallen University.

Before embarking on our journey, we were prepped at IIM Calcutta and SCOPE, on country's Startup initiatives, Foreign Policy, and an array of Strategic Management topics.

The Study tour was a perfect blend of exposure to Academia, Industry, Organizations and interaction with Who's Who such His Excellency Ambassador of India to France and PMI.

The above displayed the reach and networking of SCOPE specially Sobti Sir.

As we met many Industry Captains, it was heartening to see Many Indians (Origin) amongst them.

Thanks to Prof Roger Moser for arranging or visits and meets in Industry, Academic Institutions and Hon'ble MPs. An incredible Teacher and an amazing person

- Shri Nawal Kishore Subarno,
GM (HR-Legal), GAIL (India) Ltd.

A trip full of opportunities to learn and interact with leaders from the field of Industries and representatives from organisations like WTO, ILO, IOE, PMI.

Special mention for the meeting with H E Ambassador of India to France Shri Javed Ashraf.

The module at St. Gallen was stimulating and insightful.

The presence and guidance of Prof. Dr. Roger Moser throughout the rest of the program was like a cherry on top. The biggest learning (for me personally) was the way such a big (and pampered) group was made to stick to a schedule with elan by Prof. Dr. Roger Moser with his leadership and soft skills.

The interactions with Swiss industry leaders from diverse fields like SGE, RUAG, MedTech, Virtual Reality, Clean Hydrogen, Robotics, EMPA and Metallurgy was invaluable.

I gratefully thank DG/Scope Shri Atul Sobti Sir for leading us from the front and making us proud during interactions with foreign delegates.

Heartfelt thanks to Prof. Partha Priya Dutta for being there with us and guiding us.

- Shri Zakir Husain Siddiqui,
Principal ED (Eastern Region), Railtel Corporation of India Ltd.

My sincere thanx to Sobti Sir, Partha Sir, Professor Roger, Nishant and all my fellow colleagues for this wonderful experience, which would not have been otherwise possible.

Special thanx to Professor Roger for his leadership quality and endless energy. Learnt a lot from you.

In the last thanx for making this tour educational and memorable.

With love and regard to all.

- Shri Praveen Nigam,
ED (F&A), Steel Authority of India Ltd.

Thanks to DG Sir and Prof Partha and Prof Roger for articulating the course concept and its consideration to the present business and/or political connections.

Giving us the opportunity to interact with the decision makers was in fact a lifetime achievement.

Special thanks to the entire SCOPE team.

The group such diverse was still one and should also keep the interactions on and develop themselves communicating to each other.

- Shri Amrit Narayan,
GM MET, NMDC Limited

The St. Gallen program was enlightening, featuring outstanding content on topics like China's dual bureaucracy and the Elite Quality Index.

The Swiss Start-up companies approach towards innovation was particularly inspiring, and the opportunity to visit institutions like the WTO, ILO, OIE, GIZ and OECD was invaluable—thanks to DG sir for making this possible. A candid discussion with the Indian Ambassador to France provided insights on India's future growth through innovation and increased R&D spending.

We learned a lot from Professor Roger about time management and leadership. His enjoyable strategies for managing a large group, with an average age around 50, were particularly insightful.

- Shri Jitendra Kumar,
GM (SBU Head-IBD), BEML Limited

Many many thanks to respected Atul Sobti sir for envisioning this program which gave us plethora of opportunities to learn many things not limited to professional life only but other walks of life too and bring a change in our thinking perspective. He has got a great sense of humour which I could figure out being seated just behind him in the bus.

Special thanks to Partha sir for designing the program and being with us throughout the tour.

Thanks to Prof Roger who always kept us on our toes all the time with his energetic leadership style and coordinating our visits in various companies.

- Shri Rajat Prasad,
GM (HR), Power Grid Corporation of India Ltd.

My sincere thanks to all Scope team (DG Sir and Nishant), IIM Kolkata Prof Partha sir, prof Roger sir and special thanks Mamata and Sangeeta mam to take care of my wife during entire trip.

Once again thanks to all of you and now "organize yourself"

- Sanjay Kumar Singh,
CGM (PC-Operations), Power Grid Corporation of India Ltd.

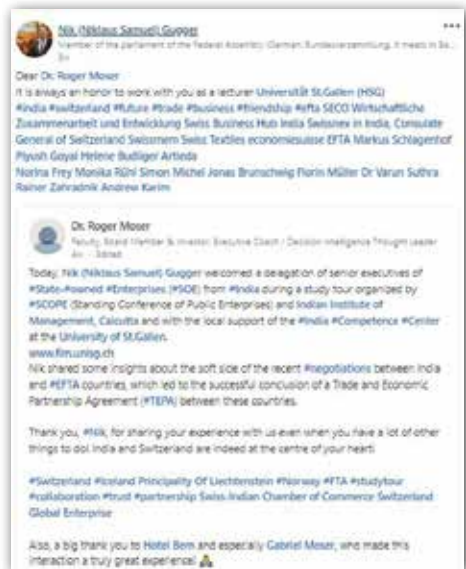
It was an unforgettable experience and definitely all of us are going to cherish it for entire lifetime.

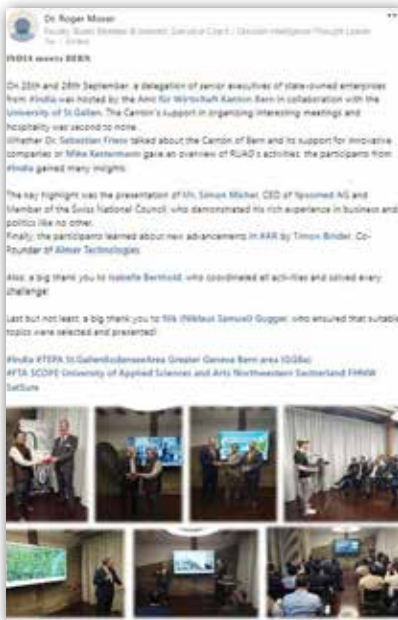
During last 16 days we all have lived like an extended family and enjoyed every moment of the tour.

Special thanks to Respected Sobti Sir who conceived such a wonderful program.

A big thank you to Prof Dr Roger (I met him again today at the Airport in Zurich and he was as energetic and helping as ever and accompanied us till our security clearance) and Prof. Partha for a very thoughtful design of this program.

- Shri Praveen Ranjan,
Senior GM, Power Grid Corporation of India Ltd.



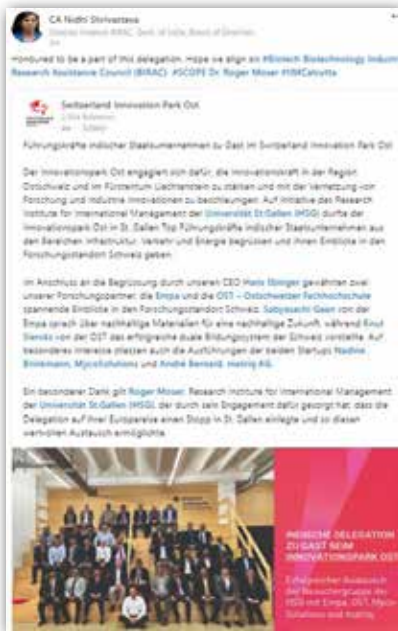


Hearty Thanks to Prof. Partha Sir who accompanied and guided us in all learning activities and also in enjoying the tour.

Hearty Thanks to Prof. Roger for guiding and supporting in every aspect of learning, punctuality and exploring the cities. Also become a part of the team. Really we miss you.

It was a cherish moment for all the Delegates in interaction amongst us. It was a moment brought back memories of college days. This was unforgettable cherish moments to all.

- Shri A.J. Rajkumar,
GM (Mntce), NTPC Ltd.



Thanks to DG SCOPE Sir Sobti sir and Prof Partha and Prof Roger for articulating the course concept and its consideration to strategy formulation for the present business situation and changing global geopolitics.

Giving us the opportunity to interact with personnel of organizations like ILO, WTO, OECD etc was in fact a lifetime achievement.

- Shri Krishna Kumar Pandey,
CGM (RGSB), Steel Authority of India Ltd.



Thanks to everyone especially DG Sir, Prof Partha Sir and Prof Roger for conducting AGLP02 and provide us various insight through class teaching and practical experience and guidance.

Excellent work by the organizing Team.

- Shri Ashutosh Sahu,
DGM (Finance), Goa Shipyard Ltd.

#SCOPE

A big thanks to Sobti Sir for conceptualization of AGLP, arranging engagement with PMI to WTO, WTO, ILO & IOE to get insight of how international trade works. Engagement with OECD & GOZ, knew the gamut of lending agencies and their environmental focus.

IIM Calcutta

Privileged to thank prof Datta, Saha for introducing us towards strategic thinking and how future business move in international arena. Calling t-hub and other start ups to get the feel of Indian development.

ST Gallen University

Lot of thanks to prof Roger to make us to follow Swiss watch. Got to know how academia-industry-start ups work synchronized and creating innovation and wealth to nation through dual education system.

Thanks a lot for interaction with startups like SOHHYTech, NanoGence, Bibus, SERV etc.

Big thanks to prof Joseph Mondel to activate our critical thinking towards China.

- Shri Ladu Kishor Behera,
CGM (Project Construction), NTPC Limited

SCOPE & GIZ organised a regional workshop on “The Role of Climate Co-Benefit Methodologies for Strengthening Climate Action by Indian Public Sector Enterprises” in Southern India (Bengaluru)



Participants along with GIZ, Germany and SCOPE Team during the Southern Regional Workshop in Bengaluru.

Following its committed dedication for capacity enhancement of Indian Public Sector Enterprises (PSEs) for addressing climate change and advancing sustainable development, the Standing Conference of Public Enterprises (SCOPE), the apex body for Indian PSEs, in collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, a German public-benefit organization, organized a regional workshop titled “The Role of Climate Co-Benefit Methodologies for Strengthening Climate Action by Indian Public Sector Enterprises” in Bengaluru on 17th October, 2024. This workshop, part of the Indo-German Support Project for Climate Action in India, was led by a consortium including the Oxford Policy Management (OPM), the Council on Energy, Environment and Water (CEEW), and Perspectives Climate Group (PCG).

The workshop aimed to –

- Introduce climate co-benefit approach and relevance to PSEs
- Understand PSE’s climate actions such as forestry initiatives and banning Single Use Plastics (SUPs)
- Introduce PSEs to the Draft Assessment Frameworks (DAFs) for Urban Forestry and SUPs and take their feedbacks
- Understand potential capacity building requirements including training needs of the stakeholders

The orientation session laid a strong groundwork for the workshop, ensuring that participants were not only motivated and ready for engaging discussions and activities but also well-informed on the subject. The moderator opened the session by welcoming both the speakers and attendees, while underscoring the critical threat posed by



Shri Shubh Ratna, GM (Tech. & HR) addressing the participants during the workshop.

climate change and the urgent necessity for a coordinated and comprehensive response.

In the opening address, Mr. Shubh Ratna, General Manager (Technical & HR) at SCOPE, underscored the pivotal role that PSEs play in India’s economy. He remarked, “Given the involvement of PSEs in hard-to-abate sectors like coal and gas, their climate initiatives are crucial to achieving national climate objectives.” While acknowledging the significant progress made by PSEs, he stressed the need for improved measurement of their climate impacts. Additionally,

he mentioned that SCOPE, in partnership with GIZ, is working towards institutionalizing climate co-benefit methodologies in PSEs to strengthen their capacities for measuring impacts of their sustainable actions that may not have direct climate focus but have positive impacts on climate.

The GIZ representative briefly introduced her organization as an international development agency operating under the Indo-German Bilateral Cooperation Agreement, with a strong focus on climate action. She then introduced participants with the project titled "Capacity Enhancement of PSEs in India on Climate Action," through which GIZ is collaborating with SCOPE and expert partners to develop a user-friendly climate co-benefit methodology that complements existing PSE's sustainable development initiatives. She explained that the workshop aims to encourage participants to share their experiences in areas like forestry and single-use plastics while also offering feedback to improve the methodology's practicality and effectiveness in supporting climate mitigation efforts.

The speaker, also the team leader of the consortium, emphasized India's commitment to reaching net-zero carbon emissions by 2070, noting that PSEs must address indirect emissions to meet net-zero targets by 2047. His presentation introduced the fundamentals of climate co-benefits, stressing the importance of this approach for Indian PSEs to align with and contribute to the national climate agenda. Interspersed with discussions, the presentation covered essential topics, including the significance of GHG inventorization, understanding Scope 1, Scope 2, and Scope 3 emissions, and other relevant issues including approaches used by the

stakeholders for monitoring climate co-benefits. He linked climate change mitigation and adaptation, stressing the necessity for accurate carbon accounting and discussing the implications of initiatives like Urban Forestry and the SUP ban.

Following the orientation session, two key sessions were conducted on (1) Urban Forestry, and (2) the SUP ban. In these sessions, the consortium team introduced the DAFs, which were developed to evaluate how these sustainable initiatives contribute to both climate change mitigation and adaptation efforts. Participants engaged actively, discussing key parameters and strategies within the frameworks and offering critical feedback based on their own experiences in the field to enhance methodology's relevance and usability for PSEs. Discussions also extended to address the practical challenges and opportunities associated with accurately assessing and reporting climate co-benefits.

The final session focused on Training Needs Assessment (TNA), during which the consortium teams collected valuable insights from participants through a questionnaire designed to pinpoint specific training requirements. The feedback gathered from this TNA will be instrumental in developing a tailored training program that addresses the unique needs of PSEs in the near future.

In the closing session, Ms. Samridhi Jain, Senior Manager of Corporate Affairs at SCOPE, expressed her gratitude to the participants for their valuable contributions and for fostering mutual learning opportunities. Looking ahead, she announced the upcoming Western Regional Workshop, which will not only further expand PSEs engagement but also feature the

launch of two new initiatives: a free online certificate course on climate action, co-branded by SCOPE and GIZ Germany, as well as a dedicated SCOPE webpage designed to provide updates on climate change and highlight best practices among PSEs. While outlining the next steps for finalizing the DAFs, she shared that the final DAFs will be presented to decision-makers through Focus Group Discussions (FGDs) for further refinement to prepare for pilot studies. Ms. Jain encouraged participants to promote their organization's involvement in two pilot projects, one focused on Urban Forestry and the other on SUP Ban, where the practical implementation of the DAF will be supported. In her closing remarks, she urged participants to sustain the momentum and continue prioritizing climate action initiatives, emphasizing the importance of collaboration in building a better future for the generations to come.

With the recent completion of the Southern Regional Workshop, SCOPE has now successfully conducted three out of its four planned regional workshops. Prior workshops were held in the Northern region in Delhi and the Eastern region in Kolkata. These regional sessions have garnered enthusiastic engagement, illustrated by the Southern Regional Workshop's attendance of 31 PSE officers from 16 distinct organizations. Across the three workshops, SCOPE has welcomed a total of 145 participants, representing 36 diverse PSEs. This extensive engagement highlights the interest and commitment of PSEs in fostering climate resilience and sustainable development. The fourth and concluding workshop is scheduled for coming month in Western India.

Snapshots of Southern Regional Workshop on “The Role of Climate Co-Benefit Methodologies for Strengthening Climate Action by Indian Public Sector Enterprises” organised by SCOPE and GIZ, Germany in Bengaluru on 17th October, 2024.





Senior Officials of International Labour Organization (ILO) India visit SCOPE

Ms. Michiko Miyamoto, Director, International Labour Organization (ILO) Decent Work Team for South Asia and Country Office for India along with a team of Senior officials of ILO India including Mr. Satoshi Sasaki, Deputy Director, ILO and Mr. Ravindra Peiris, Senior Specialist on Employers' Activities, ILO held a meeting with Shri Atul Sobti, DG, SCOPE and Member, Governing Body, ILO and other senior officials of SCOPE at SCOPE Convention Centre, New Delhi on 21st October, 2024.

During the meeting, they held discussions on the 352nd Session of the Governing Body (GB) of ILO and the possible stance of the Indian Employers on



Shri Atul Sobti, DG, SCOPE and Member, Governing Body, ILO in a meeting with Ms. Michiko Miyamoto, Director, ILO Decent Work Team for South Asia and Country Office for India; Mr. Satoshi Sasaki, Deputy Director, ILO; Mr. Ravindra Peiris, Senior Specialist on Employers' Activities, ILO and other officials of ILO and SCOPE.

various issues of the agenda of GB Meeting. They also deliberated on various initiatives undertaken by SCOPE and ILO for furthering the relationship between employers and workers.

SCOPE pays respect to Mahatma Gandhi on Gandhi Jayanti



Shri Atul Sobti, DG, SCOPE and Member, Governing Body, ILO garlanding the statue of Mahatma Gandhi on the occasion of Gandhi Jayanti.

On the 155th birth anniversary of our father of the nation, Mahatma Gandhi, SCOPE paid a floral tribute to Gandhiji at SCOPE Convention Centre, New Delhi.

Paying respect, Shri Atul Sobti, DG, SCOPE and Member, Governing Body, ILO garlanded the statue of Mahatma Gandhi.

On the occasion, he shared that, "As the nation treads towards becoming 'Viksit Bharat', Gandhiji's teachings of being Self-reliant hold more relevance than ever before, and we must continue to innovate and strive for excellence."

Senior officials of SCOPE were also present during the occasion.

SCOPE's Eudaimonia program highlights significance of 'Living Well, Faring Well'

Recording of the program is available on SCOPE's official website - www.scopeonline.in

SCOPE organised a first of its kind program - Eudaimonia (Living Well, Faring Well) - emphasizing on overall wellness through the integration of financial stability, holistic health and inheritance planning on 1st October, 2024 at SCOPE Convention Centre, New Delhi.

The program was addressed by Shri Atul Sobti, DG, SCOPE and Member, Governing Body, ILO. While addressing the gathering, Shri Sobti said 'Eudaimonia'

signifies the state of well-being and the importance of taking the responsibility, living the life to the fullest and focusing on what we can control. The program focuses on the importance of financial security, physical and financial health and security of our loved ones, he added.

Dr. Mohit Gupta, Professor of Cardiology, GB Pant Hospital; CA Anil Chopra, Group Director, Bajaj Capital Ltd. and Shri K. K. Rai, Senior Advocate, Supreme

Court of India also shared their thoughts into holistic health, financial stability and inheritance planning respectively.

The program represented a significant step towards promoting a more inclusive approach to wellness and cultivating a sense of security and fulfilment among the participants. The program reiterated healthy living during one's career and post retirement.



Shri Atul Sobti, DG, SCOPE and Member, Governing Body, ILO; Dr. Mohit Gupta, Professor of Cardiology, GB Pant Hospital; CA Anil Chopra, Group Director, Bajaj Capital Ltd. and Shri K. K. Rai, Senior Advocate, Supreme Court of India during the program.

Glimpses of SCOPE's Program on Eudaimonia (Living Well, Faring Well) organized at SCOPE Convention Centre, New Delhi on 1st October, 2024.



Interface with Stakeholders



SCOPE at a meeting of ESI Corporation chaired by Dr. Mansukh Mandaviya, Hon'ble Minister of Labour and Employment in New Delhi.



SCOPE at Governing Body Meeting of Dattopant Thengadi National Board for Workers Education & Development in New Delhi.



Shri Rajeev Kumar Gupta, Director (Rail & Metro Business), BEM Ltd. meets DG, SCOPE.



Shri Virjesh Upadhyay, Chairperson of the Governing Body, Dattopant Thengadi National Board for Workers Education & Development; Shri Hiranmany Pandya, President, Bharatiya Mazdoor Sangh and Shri Pradeep Bhargava, Chairman, MECF, Pune visit SCOPE.



Shri Sanjay Agarwal, Assistant Director General, ICRISAT & former Secretary of Agriculture, Cooperation & Farmers Welfare, Government of India calls on DG, SCOPE.



SCOPE organises leadership programme 'AGLP 2.0'

Standing Conference of Public Enterprises (SCOPE)'s much revered Advanced Global Leadership Program (AGLP 2.0), organized in collaboration with IIM, Calcutta, and University of St. Gallen, Switzerland, concluded in New Delhi recently. Sanjay Kumar, CMD, RailTel; Atul Sobti, DG, SCOPE and



Member, Governing Body ILO; Anish Gupta, Director (HR), GAIL; Anil Kumar Jadh, Director (HR), NTPC; and Prof. Partha Priya Datta, Professor, IIM, Calcutta, addressed the participants during the concluding session. AGLP 2.0 encompassing training modules of IIM Calcutta, SCOPE, New Delhi, University of St. Gallen, Switzerland along with visits to various international organizations like WTO, ILO, ITC, OECD, GIZ etc. is one of SCOPE's most coveted programmes, meticulously crafted to challenge participants in their current roles and deepen their leadership acumen for the future. Thirty-two senior executives hailing from 13 PSEs participated in this programme.



The Indian EXPRESS
JOURNALISM OF COURAGE

Dated: 26th October, 2024

PROGRAM—SCOPE

SCOPE's Advanced Global Leadership Program (AGLP 2.0), organized in collaboration with IIM, Calcutta & University of St. Gallen, Switzerland concluded in New Delhi recently. Sanjay Kumar, CMD, RailTel; Atul Sobti, DG, SCOPE & Member, Governing Body, ILO; Ayush Gupta, Director (HR), GAIL; Anil Kumar Jadh, Director (HR); NTPC & Prof. Partha Priya Datta, Professor, IIM, Calcutta addressed the participants during the concluding session. 32 senior executives hailing from 13 PSEs participated in this program




FREE PRESS

Dated: 22nd October, 2024

SCOPE organises AGLP 2.0

Standing Conference of Public Enterprises (SCOPE)'s much revered Advanced Global Leadership Program (AGLP 2.0), organized in collaboration with IIM, Calcutta and University of St. Gallen, Switzerland concluded in New Delhi recently. Sanjay Kumar, CMD, RailTel; Atul Sobti, DG, SCOPE and Member, Governing Body, ILO; Ayush Gupta, Director (HR), GAIL; Anil Kumar Jadh, Director (HR); NTPC and Prof. Partha Priya Datta, Professor, IIM, Calcutta addressed the participants during the concluding session. Brajesh Kumar Upadhyay, Vice Chairman, SCOPE and CMD, Goa Shipyard Ltd.; Vinay Ranjan, Director (Personnel), Coal India Ltd.; Debi Prasad Satpathy, Director (HR), BEML; and several senior PSE officials were also present.




THE NEWSMAN OF INDIA
A Revolution in Digital Media

Dated: 21st October, 2024

SCOPE organizes Advanced Global Leadership Program

Oct 21st, 2024 12:38 pm | By [TheNewsofIndia.com](https://www.thenewsofindia.com) | Category: TOP STORIES

(THE NEWSMAN OF INDIA.COM)

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News Mantra

Dated: 27 October, 2024

SCOPE organizes Advanced Global Leadership Program



Standing Conference of Public Enterprises (SCOPE)'s much revered Advanced Global Leadership Program (AGLP 2.0), organized in collaboration with IIM, Calcutta and University of St. Gallen, Switzerland concluded in New Delhi recently. Sanjay Kumar, CMD, RailTel; Atul Sobti, DG, SCOPE and Member, Governing Body, ILO; Ayush Gupta, Director (HR), GAIL; Anil Kumar Jadh, Director (HR); NTPC and Prof. Partha Priya Datta, Professor, IIM, Calcutta addressed the participants during the concluding session.

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समय जगत

स्कॉप ने उन्नत वैश्विक नेतृत्व कार्यक्रम (एजीएलपी 2.0) का किया आयोजन

नवीनतम अर्थशास्त्र, सामाजिक और वैश्विक नेतृत्व का कार्यक्रम, स्कॉप, नई दिल्ली, 26 अक्टूबर, 2024

2.0 में शामिल होने वाले 32 उच्च-स्तरीय अधिकारियों ने कार्यक्रम में भाग लिया।



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PSU Connect
News Updates on PSUs

Dated: 21st October, 2024

SCOPE organizes Advanced Global Leadership Program (AGLP 2.0)



New Delhi: Standing Conference of Public Enterprises (SCOPE)'s much revered Advanced Global Leadership Program (AGLP 2.0), organized in collaboration with IIM, Calcutta and University of St. Gallen, Switzerland concluded in New Delhi recently. Sanjay Kumar, CMD, RailTel; Atul Sobti, DG, SCOPE and Member, Governing Body, ILO; Anish Gupta, Director (HR), GAIL; Anil Kumar Jadh, Director (HR), NTPC and Prof. Partha Priya Datta, Professor, IIM, Calcutta addressed the participants during the concluding session. Brajesh Kumar Upadhyay, Vice Chairman, SCOPE and CMD, Goa Shipyard Ltd.; Vinay Ranjan, Director (Personnel), Coal India Ltd.; Debi Prasad Satpathy, Director (HR), BEML; and several senior PSE officials were also present.

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apse@scopeonline.in

India's march towards a Viksit Bharat and the role of PSEs



Atul Sobti

Director General, SCOPE
and Member,
Governing Body-ILO, Geneva

The Article was featured in **The Prime Directory 2024** edition.

India's growth trajectory shines with remarkable vitality and promise. From being one of the 'Fragile Five', today India has emerged as an economic powerhouse, climbing to the position of the fifth largest economy and soon expected to be among the top three. With an estimated GDP growth rate of 8.2% in the prior fiscal, India has firmly established itself as a prominent player in the global economic landscape. This growth story is not just about numbers, but a testament to India's enduring spirit of becoming a powerhouse of the 21st century. Hon'ble Prime Minister, Shri Narendra Modi's vision of Viksit Bharat 2047 aligns perfectly with the successful journey of the nation, as it envisions a future where India not only sustains economic growth, but also enhances its capabilities across various sectors through innovation, inclusive development, and global leadership.

Viksit Bharat 2047 underscores the next phase of India's journey, where sustained progress translates into tangible improvements and strengthens India's position as a global economic powerhouse

This vision underscores the

next phase of India's journey, where sustained economic progress translates into tangible improvements and strengthens India's position as a global economic powerhouse.

What is a Developed Nation?

There is no universally agreed-upon definition to what a developed economy is, however, international organizations have established certain parameters which a country must fulfil in order to be categorized as a 'Developed Nation'. The Economic factors include:

- per capita income ranging between \$12,000 to \$15,000;
- a general standard of living which constitutes infant deaths of less than ten per year per 1,000 live births, along with a life expectancy of over 75 years; and
- other factors pertaining to industrialization and technological infrastructure of the country.
- The non-economic factor includes Human Development Index (HDI) score, which measures parameters of education, health and literacy.

Generally, a country with an HDI score of over 0.8 is considered to be developed.

Based on the above, a developed economy can thus, said to be a country characterized with advanced technological infrastructure, a strong industrial base, sustained economic growth and high living standards, with citizens enjoying access to quality healthcare and higher education.

Imperatives of a Developed Nation - Economic Stability, Infrastructure and Technology, Human Capital and Sustainability

Public Sector Enterprises - key ally for development and growth

As per reports, India's per capita income stands at around \$2,500 today and the country's HDI score is 0.633. It is thus imperative that for India to truly transform into a developed nation, it must make strides in diverse critical areas, which necessitates the need of a formidable ally.

Given their integral role in the nation's fabric, their demonstrated success and the financial prowess, the Public

Sector Enterprises (PSEs) are uniquely positioned to lead the way. Established primarily after independence to enhance the socio-economic development of the nation, the PSEs have come a long way as their journey unfolded from a mere five at that time to 254 operating enterprises today, emerging as model entities of global recognition.

Contributing close to 14% to the country's GDP, the PSEs hold key presence in the strategic sectors of the economy, and have been demonstrating steady performance across financial metrics. This can be seen from the fact that in the prior year* the public enterprises registered a revenue of nearly Rs. 38 lakh Crore, while recording a net profit of over Rs. 2 Lakh crore, with 74% PSEs profitable. The combined net worth of the PSEs amounted to more than Rs. 17 lakh crore, with the Market Cap of only 63 listed PSEs standing over Rs. 16 lakh crore as on 31 March 2023, and as per media reports, reaching a seven-year high of 10.38% of total market capitalization as on 31 March 2024, thus, underscoring their financial robustness and their pivotal role as catalysts of growth.

Additionally, recognizing the imperative of staying ahead of the curve, the PSEs are undertaking substantial investment in Research & Development (R&D) initiatives to drive technological advancement and innovation in the country. Allocating a staggering 2% - 9% of their revenue to R&D, some PSEs emerge as primary contributors

to total R&D expenditure by the country.

Beyond their technological and economic contributions, the PSEs undertake substantial contributions towards Corporate Social Responsibility (CSR) initiatives, with their spending amounting to over Rs. 4,000 crores in one year alone. Additionally, the PSEs directly employ 1.5 million people, thereby not only enhancing employability, but also taking care of social security benefits of the workforce and ensuring the welfare and livelihoods of the workforce. The expanse of their welfare activities reaches the most remote corners as they serve as instruments of government policy in reaching underserved regions and marginalized communities, providing essential services such as healthcare, education, and clean energy solutions. This proactive role in social infrastructure development helps in reducing regional disparities and enhancing the standard of living of citizens across the nation and thus, promoting inclusive growth and social welfare.

While excelling in conventional areas, the PSEs are also recognizing the increasing prominence of emerging areas in the world of work and undertaking transformative measures to align themselves with the dynamic business landscape. The PSEs are spearheading efforts towards a resilient economy through ambitious net-zero targets, with 23 PSEs setting specific timelines for the same, and nearly 90% aiming to achieve them before

2047. Additionally, the PSEs are also undertaking dedicated plans of moving towards renewable projects and initiating new technologies.

Recognizing the potential of the country's demographic dividend and the growing importance of skill development, the public enterprises are making targeted efforts to empower individuals by providing training opportunities at the workplace, adopting Industrial Training Institutes (ITIs) and implementing apprenticeship programs so as to make the youth of the country skilled and 'job' ready, thereby paving way for an ecosystem with enabled enterprises and empowered individuals, adept at navigating the changing world of work.

Public Enterprises leading India's Development Vision as catalyst of growth, driver of Innovation and Technological Advancement, promoting Inclusive Growth and Social Welfare and undertaking initiatives in Emerging Domains of climate change mitigation and skill development

Role of PSEs in India's journey to a Viksit Bharat

The comprehensive and multifaceted efforts undertaken by the PSEs are a testament of the vital role of these entities to lead the country forward. To uphold their role as key drivers in realizing a developed and prosperous India, the PSEs must integrate four pillars to further strengthen their contributions to

* Financial Year 2022-23

the nation:

The Synergy Effect

As strong pillars of support to the nation, the PSEs bear the responsibility of propelling collective progress. To fulfil this mandate effectively, the enterprises should actively seek synergies within the corporate sector, which enables enhancing their outreach, scaling innovations, and optimizing utilization of resources, thereby, fostering robust collaboration and driving holistic growth of the nation.

Tech Forward

While PSEs have demonstrated proficiency in digital alignment, the next phase involves embracing cutting-edge technologies such as Machine Learning, Generative Artificial Intelligence (Gen AI), and Robotics, among others. Integrating these technologies into business processes is essential not only for keeping pace with the latest advancements but also for enhancing operational efficiency and systematic adoption of emerging technologies, will not only reinforce technological supremacy, but will also result in optimizing processes, and enable PSEs to navigate the evolving business landscape effectively.

Innovation Unleashed

Aligned with the vision of the Hon'ble Prime Minister's call for "Jai Jawan, Jai Kisan, Jai Vigyan, Jai Anusandhan", the evolving business landscape underscores

the need for increased investment in Research & Development (R&D) initiatives. Although certain PSEs currently allocate a higher percentage of their revenue to R&D as compared to the national percentage spending of less than 1%, there is avenue for further advancement in this area. This presents an opportunity for PSEs to enhance their investments in R&D, thereby providing the essential impetus for economic growth, technological advancement, and bolstering the nation's global competitiveness; while also supporting innovation and ensuring that India remains at the forefront of emerging technologies and solutions.

Power of Knowledge Exchange

Acting as a vital bridge



between the Government and other stakeholders within the ecosystem, PSEs have a unique opportunity to harness their role in promoting the exchange of best practices and facilitating experience sharing among corporate sectors. This practice will not only encourage

interaction and collaboration but also will also cultivate a platform for meaningful deliberation. By fostering such exchanges, PSEs can contribute significantly to creating value that will positively impact all stakeholders involved in the ecosystem.

These pillars will serve as a guiding framework for the public enterprises to undertake targeted efforts to accelerate the advancement of the nation, ensuring a future where prosperity and opportunity are accessible to all.

Public Sectors - the key to propel Viksit Bharat

With nation building at its core, the Public Sector stands at the forefront of India's pursuit towards a Viksit Bharat. Its forward-thinking strategies, coupled with robust governance and a commitment to sustainability, underscores its enduring significance in propelling the nation forward. As pioneers of economic resilience and architects of societal progress, PSEs forge a path towards a future where India thrives and stands as a beacon of prosperity and innovation for the world and in this journey, they will emerge stronger and competitive making new records of performance while ensuring social growth and justice of all strata of the society. This 'core' socio-economic value of PSEs makes them veritable cornerstones of the Indian economy that will continue to canvass India's growth story.

India stands as a bright spot in the world economy today and the Public Sector with nation building at its core stands at the forefront to lead the country to *Amrit Kaal* marked by social equity, development and holistic growth.

Management Lessons From Mahabharat

Part - VII



Debasis Satapathy
CGM - HR,
NBCC



Introduction

The Mahabharata is much more than a tale of war and victory; it is a masterclass in human behaviour, strategy, leadership, and ethics. It presents a dynamic spectrum of characters, each embodying distinct leadership styles, decision-making approaches, and conflict resolution strategies. Whether it's Krishna's unmatched strategic acumen, Bhishma's unwavering commitment to duty, or Vidura's diplomacy and emotional intelligence, the Mahabharata offers a wealth of lessons that resonate deeply with modern management principles.

In today's rapidly evolving corporate world, managers and leaders often face dilemmas that require balancing ethical choices with practical constraints. The Mahabharata offers a timeless framework for understanding these complexities. Consider how Krishna masterfully navigated alliances, mentored Arjuna, and ensured that decisions were made with long-term vision in mind. His leadership is a classic study in emotional intelligence, strategic foresight, and conflict resolution. Similarly, Bhishma's steadfast adherence to duty, despite personal challenges, offers lessons in leadership during

times of adversity, while Vidura's counsel highlights the importance of emotional intelligence and ethical governance in managing organizations.

This article will delve into these parallels between ancient wisdom and modern management challenges, showing how leaders today can draw on these lessons to navigate uncertainty, motivate their teams, and make ethical decisions. The Mahabharata also offers invaluable insights into key management concepts like delegation, team cohesion, and performance management. By examining the roles and actions of its central characters,

we find a wealth of guidance on how to lead with purpose, build resilient organizations, and make decisions that align with both values and results.

The timeless relevance of these lessons not only enhances our understanding of leadership but also equips modern professionals with the tools to foster innovation, accountability, and strategic thinking in their organizations. Through this exploration, this article aims to offer actionable insights for management practitioners who seek to integrate the wisdom of the Mahabharata into their professional practice, creating a harmonious blend of ancient knowledge and modern business acumen.

Professional loyalty

Epic – In the war between Pandavas and Kauravs, Arjun was quite lenient towards Bhishma and was not fighting aggressively. Krishna was disappointed and quite annoyed towards him. He said “it looks like you have decided to lose this war.” How often have I said to you that do not see your grandfather in this army, rather look at him as your enemy? All those who side with evil are your enemies as well as enemies of the society & my enemy as well. Do you know Bhishma Pitamah alone has killed how many of your solders? You are indebted to those solders. If you do not kill Bhishma, then I will kill him and fulfill your debt.

Management Lesson – A professional needs to be loyal to his profession. If the professional ethics mandates to accomplish

certain responsibilities, then he has to honor the same keeping aside relationship. Emotion has very little place in business. Since survival of the fittest is the norm of the market, a professional should make use of all his competencies for the organization’s excellence. In the process, he may poach the top talents from the competition, may aggressively sell at extremely competitive price to capture market with an objective to have dominating market share to disrupt competitor’s business. Eventually, it may kill the competition and thereby endanger the employment of ex colleagues including ex-boss who has groomed him for the leadership position.

Professional & Business Ethics

Epic – In the war between Pandavas and Kauravs, Krishna was quite upset with Arjun for his compassion towards Bhishma. He said “do you know Bhishma Pitamah alone has killed how many of your soldiers? You are indebted to those soldiers. If you don’t kill Bhishma, then I will and fulfill your debt.” Then Krishna moved forward and summoned his Sudarshan Chakra to kill Bhishma. While observing Krishna moving forward to kill him, Bhishma was overwhelmed and paid his respect to Krishna. He said you have broken your vow to release me from life? By doing so you have honored me. I will be honored in the three worlds by being killed by you. Let the divine Sudarshan Chakra be the messenger of my release from this life. Arjun was quite disturbed to see what is happening. He told Keshav, “Forgive me my lord!

You are bound by your oath that; you will not fight in this war. If you raise a weapon in this war, then history will never forgive me. My Lord! Save me from this taint. I give you my word, I will fight sincerely.” Then Krishna withdrew Sudarshan Chakra and the war resumed.

Management Lesson – To be a professional, one needs to have professional skills as well as adhere to ethics. Professional ethics are principles that govern the behavior of a person or group in a business environment. Like values, professional ethics provide rules on how a person should act towards other people and institutions in a specific environment. Professional ethics outline the acceptable standards of behavior, quality of service and social responsibility that every professional in the field has to follow. Great businesses set their ethical standards and stick to them. Krishna had announced before the war that, he will neither fight, nor pick up any arms or ammunitions during the war. Hence picking up Sudarshan chakra to kill Bhishma would have been highly unethical and unprofessional, since the rule of the game cannot be changed in the mid of the game. Moreover, Arjun and Bhishma cautioned Krishna not to break his promise as well. In the business context, a telecommunication player can’t block the incoming calls from competitors' network at the point of interconnection, just by citing excuse of capacity issue, though the new entrant is a big threat and is putting a question mark on its survival. This would be highly unethical, unprofessional

and unlawful on the part of the existing player. Hence for a professional, ethical conduct is of paramount importance.

Management wisdom

Epic – In the war between Pandavas and Kauravs, Bhishma was injured by Arjuna. In the evening when he was getting treated in his tent just outside the war field, Duryodhan, Sakuni and Dhusasan entered his war room to enquire about his health. Sakuni asked “hope the wounds are not so deep”. Bhishma said “you cannot see the deepest wound. You stand beneath the mightiest tree of India. Where will you go without it? These wounds mean nothing for me.” Then he advised to Duryodhan and said “nothing is lost yet my son. Make peace with Pandavas and return Indraprasta to them”. This will be good for you as well for them. Then Duryodhan got irritated and said “even if I lose Hastinapur, I will not give an iota of land to them. Now I am certain that I cannot win this war as long as you, sage Drona & Kripacharya are with me.”

Management Lesson – Wisdom is the virtue of good judgment. It protects a person from falling into complex problems and prevents him from “recklessness and hasty decision making” that he may regret later. Decisions without wisdom and only based on whims without study, careful planning, and analysis of the results, leads to disaster. Wisdom in business management can have a profound effect on not only the bottom line but also on those who support the company’s mission. Leaders having wisdom, take

their decisions which are backed by their personal experience and the experience of others, and also take into account what is good not only for the company but also for society as a whole. Here in the epic, Bhishma was having the wisdom of predicting the consequence of Mahabharat war. Hence, he advised Duryodhan to go for peace treaty in the mid of the war, despite knowing that it will be unpleasant for Duryodhan to listen and is a bitter truth. Similarly in an organization the management must listen to the veterans who have soiled their hands & have experienced all the ups and downs & the grind of survival in their professional career. These old hands invariably have differentiating competencies & wisdom of critical thinking, conflict management, problem solving, strategic thinking and ambiguity management. Hence the organization instead of discarding them, ideally should value their wisdom and ensure listening them while taking strategic decisions, else they will have the same fate that happened to Duryodhan in the decisive war.

Threshold vs. differentiating competencies

Epic – In the Mahabharat war, Bhishma was injured and Duryodhan paid a visit to enquire about his health in the evening. He requested Bhishma to permit Karna to participate in the war, since he was confined to the war room as directed by Bhishma. Immediately Bhishma shouted and said “as long as I am the commander of your army, Karna will not fight under my flag”. When Duryodhan said, why are

you punishing him, Bhishma said “He has insulted my teacher Persurama. No disciple of his can be so indecent. He called Draupadi our putrabadhu a prostitute in the open court and thereby insulted her. A man who cannot respect a women will not fight under my banner”.

Management Lesson – Competencies are a set of demonstrable characteristics and skills that enable and improve the efficiency or performance of a job. These competencies could be categorized as “Threshold competency” “Differentiating competency” “General competency” “Functional competency” “Technical competency” & “Business Competency”. Threshold Competencies are the competencies that are common in nature and they don’t bring any greater difference in the performance or in results. Whereas, absence of these competencies does not qualify an executive to stay or continue in the organization. Discipline and integrity are threshold or essential competencies which are indispensable for an executive to sustain in an organization. There are enough examples of average or sound performers having long innings in corporates, whereas outstanding performers having differentiating competencies losing job because of the absence of competencies like discipline and integrity. Karna was having outstanding functional & technical competencies in the warfare. Whereas Bhishma, the commander of the army, assessed him as a resource having serious issue of indiscipline. Hence

despite having a differentiating competency of “expertise in warfare” and an undisputed challenger to Arjun, Karna was kept out of the battle and was asked to be confined in the war room. This is similar to the treatment given to executives having outstanding differentiating competencies but having serious integrity and discipline issues. Either they are asked to go or kept on roll for a while without portfolio like Karna. Hence a professional must maintain discipline and there should be no question on his integrity, else no corporate would hire him despite possessing all the differentiating, functional, technical and business competencies.

Bhishma in VUCA world

Epic – During Mahabharat war, Duryodhan made a strong allegation to Bhishma that, as long as he is the commander of army, he cannot win the war. He said “his army knows that their commander will not kill the Pandavas”. Bhishma said “no tree will cut its own branches”. I love you no less than the Pandavas. He was furious and said, “I am upset with this comment & would have killed you for such derogatory remark”. When Sakuni addressed him as uncle, he said these relationships have

no meaning in this era. Waging a war for you is a punishment for me. Leave me alone with my guilt. When Dushashan addressed him as Pitamah, Bhishma said “it is my bad luck that I am your grandfather”. If my mother Satyawati would not have given me the responsibility of taking care of Hastinapur, I would have left you all long ago. Time and again you have insulted my age. I am swallowing this poison of humiliation only for Hastinapur. None among you are worth living for. If you doubt my loyalty, appoint someone else. Then Duryodhan reacted with thundering voice “appointing someone else as commander? So that you can fight for Pandavas? That can never happen. Your loyalty, your belief, your soul may be with Pandavas, but you have to fight for me”. He said this with a directional thundering voice.

Management Lesson – Bhishma was practically in the mid of a VUCA (Volatility, Uncertainty, Complexity & Ambiguity) world because of several factors. (1) Duryodhan refused to accept his suggestion to return Indraprastha to Pandavas, so that the war could be avoided. (2) He was quite upset and disgusted with the Drupadi bastraharan,

however he had to wage a war against Pandavas which was against his wish. This was primarily to protect Hastinapur, since he had promised to his mother Satyawati to do so. (3) He jumped into the complex war despite knowing that Kauravas cannot defeat Pandavas which has archers like Arjuna. (4) His position was quite complex & volatile since, despite several requests by Duryodhana, he did not permit Karna to take part in the war. (5) Though he offered to give up the position of commander of Kaurav’s army, Duryodhan almost forced him to continue to be the commander so that, Bhishma cannot take the side of Pandavas. Present corporate world is experiencing similar kind of VUCA challenges. Because of back-to-back three waves of corona pandemic, business is seriously impacted and there is huge uncertainty on the survival of many corporates. It has impacted heavily on the top line and bottom line, resulting in serious impact on MSMEs, aviation, travel & tourism industry and consequently huge job losses. Moreover, due to external factors like Russia - Ukraine war, the business has become quite complex & sustaining in this cut throat competition has become quite uncertain.

Sardar Vallabhbhai Patel's Economic Vision: Shaping India's Future



Dr. Shobhana Radhakrishna*

A key political and social leader, Sardar Vallabhbhai Patel played a vital role in the struggle for independence and is credited with achieving the country's political integration. Known as the 'Iron Man of India,' he is recognized for his political acumen and leadership skills. The title "Sardar," meaning "Chief" in several Indian languages, reflects his exceptional organizational abilities. A beloved figure, Sardar Patel famously stated, *Do nothing at the cost of your principles. Every nation has the right to govern itself.* His legacy continues to inspire.

Sardar Patel's economic vision was essential in shaping a self-reliant and stable Indian economy. His pragmatic approach, deeply influenced by his understanding of Indian society, integrated modern economic strategies are suffused with Gandhian principles of self-sufficiency. Patel emphasized rural development, industrialization, financial discipline, and cooperative movements, which were key to India's nation-building efforts.

This article explores Patel's

enduring economic ideas and their influence on India's policies, showcasing his comprehensive approach to fostering both political independence and economic self-sufficiency for the newly formed nation.

Sardar Patel believed that political freedom was incomplete without economic independence. He advocated for economic nationalism, focused on building a strong, self-reliant economy to reduce India's dependence on foreign powers. While inspired by Mahatma Gandhi's Swadeshi (self-reliance), Patel adapted these ideals with practical measures for a newly independent nation. He emphasized developing indigenous industries and agriculture as the foundation of India's growth, recognizing that economic autonomy was essential for true political freedom. Patel stressed that without the capacity to produce essential goods domestically, India would remain vulnerable, laying the groundwork for policies promoting Indian entrepreneurship, reducing

foreign reliance and prioritized the use of local resources.

Patel advocated for the development of indigenous industries and agriculture as the pillar of India's economic growth. He recognized that economic autonomy was essential for securing India's political freedom. Patel firmly believed that without the ability to produce essential goods and services domestically, India would remain vulnerable to external pressures and exploitation. His focus on self-reliance was key to building a strong and resilient nation.

Sardar Patel's economic philosophy placed great emphasis on rural development, particularly in the agricultural sector, as he understood that agriculture was the backbone of Indian society, where around 60–70% of population (directly or indirectly) was engaged in farming. Coming from the farming Patidar community in Borsad, Patel had firsthand experience in agriculture. His father, Jhaverbhai Patel, a small farmer with 10 acres of land in

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Karamsad village, was known for his integrity and leadership, often sought by villagers for advice. From an early age, Vallabhbhai worked alongside his father, laboring in the fields and learning essential farming skills like plowing, sowing, and cattle care. This upbringing shaped his character, making him hardworking, practical, and resilient.

Sardar Patel inherited his father's organizational ability and knack for strategic thinking. Though born in a humble peasant family, Patel possessed a wisdom grounded in practicality, which resonated with the simple yet profound values of rural India. He was open to new ideas and embraced them once convinced of their usefulness, yet remained rooted in the ethos of rural life. While he was peace-loving, he would not hesitate to defend the country's interests when required.

Patel understood that India's economic strength lay in its rural heartland and believed that no economic policy could succeed without addressing the needs of farmers and agricultural workers. His agricultural approach was twofold: he advocated for land reforms that empowered small and marginal farmers and supported infrastructural projects like irrigation to enhance productivity. He also championed modern farming techniques and cooperative models, which he saw as crucial to increasing agricultural efficiency. The cooperative movement, which Patel vigorously supported, enabled

farmers to pool resources, share risks, and enjoy economies of scale. For him, cooperatives were not only a means of economic empowerment but also a tool to foster unity and collaboration within rural communities.

Following the monumental task of integrating the princely states after independence, Sardar Patel turned his attention to the country's economic development, dedicating his time and energy to driving its growth.

In a speech delivered in Bombay on 20th February, 1948, Sardar Patel encouraged the people to work towards boosting the country's production. He emphasized: *The future of India depends on how much more we can produce in the matter of food grains, clothes, iron, cement, and other things required for common man as well as for the army. This is not only necessary to remove poverty, but it is necessary to strengthen the independence which our country has secured by paying high costs, and sacrifice and also with self-confidence. If the labour adopts the right course, they will strengthen the country and India's future will be glorious. Labour should keep the interest of crores of Indians before their sight and should not be misled by a wrong leadership. They should see what is in the best interests of the country.* He called for collaboration between the government, labor, and employers, emphasizing the importance of unity. With a deep concern for the well-being of workers, he advocated for fair wages and access to the necessities that ensure a happy and comfortable life for them.

Sardar Patel emphasized the importance of increasing agricultural production by providing farmers with essential resources like fertilizers, seeds, and loans. He urged them to work hard, contribute their surplus to the government, and support food production programs to restore the balance between supply and demand. Patel stressed that self-sufficiency in agriculture was crucial for the country's overall development, especially industrial progress.

In his address on 11th November, 1949, Sardar Patel highlighted that the solution to economic issues lies in increasing production and utilizing industrial capacity beyond current levels. He urged businessmen, industrialists, and labor leaders to explore new opportunities, stressing the need for more capital and investment. Increased production, he said, would meet consumer demand, reduce imports, and save foreign exchange for essential goods in industries like steel, textiles, sugar, cement and machinery.

For Sardar Patel, the primary challenge was securing adequate capital, capital goods, and foreign exchange. He emphasized the need to carefully assess resources and plan realistically based on achievable goals in the near term. This approach would help reduce reliance on foreign currencies, which could then be saved to bolster industrial growth. He stressed the importance of cooperation between the government, industrialists, and labor in a collective national effort toward recovery and reconstruction.

In his speech on 14th November, Sardar Patel presented the Blueprint for Prosperity, offering a comprehensive analysis of the nation's challenges along with practical solutions. He urged his fellow citizens to embrace the values emphasized by Mahatma Gandhi, such as alleviating poverty, promoting mutual assistance among neighbors, extending charity to the needy, and showing compassion to the oppressed.

In his following appeal to the industrialists, businessmen, and labour, he stated, *I need not stress here the importance which increasing production has in our plans to deal with the present economic crisis.* In many ways it is our one and only hope to correct the maladjustment between supply and demand and thereby reverse the rising spiral of prices. He said that *'the Government, industry and labour must all play the game in a spirit of national service. We must all have the fullest sense of a national emergency; we must close our ranks as we do in the presence of a common danger; we must tighten our belts to give the nation the tribute we owe to it; we must all contribute our mite to the creation of that huge reservoir of funds both here and abroad which we need to back our national effort for a happier and better state of living.*

He urged those with extra funds to invest in government-led nation-building projects, emphasizing that delaying these development plans would severely damage the national economy. These initiatives are crucial for supporting both the current and growing population, as well as for advancing industrialization,

which is essential to maintaining and improving living standards. He stressed the importance of securing capital from within the country, noting that while occasional foreign loans might help, relying on them for everyday economic needs would be unsustainable.

Sardar Patel recognized the vital role of labor in driving industrial development. His remarks were insightful, conciliatory, and aimed at fostering a spirit of cooperation among workers. In his speeches, he consistently stressed the importance of their contribution to the nation's progress and he said that *in the task ahead we have to take labour and capital with us. If we fail to do so, we are doomed to disappointment, I have no doubt whatsoever that the conflict between labour and capital and, may I say, also the Government at this stage would be nothing but ruinous to the country. The future depends on whether we step up production of food, cloth, iron, steel, cement, and other essential articles both for the civil population and defense needs. This is necessary not only for banishing hunger and disease from the country but also for consolidating the freedom which we have won after so many years of struggle.*

Further, Sardar Patel in his exclusive style stated that we must create a sense of confidence in the investor and in those on whom will fall the great national duty of utilizing investments. It is only then that we can successfully implement our efforts to stimulate investments and to ensure that every pie that is saved is used in a great national endeavour to stage a recovery from a severe

economic malaise.

Sardar Patel's deep concern about rising prices was evident in his observations on 11th November, 1949, when he remarked that *'we cannot go on maintaining such high level of prices. Prices must, therefore, come down. With our income shrinking and the prospect of further shrinkage, unless we stage a quick recovery, we must build up our resources in those foreign currencies which we so sorely need for our industrial effort. For this we must cut down our imports.* He goes on to say: *We must build up our strength not on the basis of temporary palliatives or artificial reductions in prices or stimulation or investment, but on surer foundations of increased production and increased wealth of which production is such a great contributory factor. I attach great value to utilizing our present industrial capacity to its maximum degree of efficiency.*

The way Sardar Patel endeared himself to services is a captivating tale. He frequently expressed great admiration for their work and would often say, *it is a bad workman who quarrels with his tools.* Regarding the guarantees to be provided to public services, in his deeply inspiring speech in the House on 9th October, 1949, Sardar Patel firmly supported the services and, with a voice filled with emotion, stated, *If you have done with it and decide not to have these services at all, even in spite of my pledged word, I will take the service with me and go. The nation has changed its mind.'* At the same time when it came to advise them on their role, he was so straightforward. In November 1949, he observed during his

speech, I shall now say a word to those Government servants to whom has fallen, and will continue to fall, the implementation of the many measures of control and of regimentation of everyday affairs of the citizen which we have to enforce. It is a great responsibility. The powers which they wield, if rightly used, can bring the nation heavy dividends, but the same, if abused, can bring not only harm but disrepute. They have the reputation of many citizens in their hands. They will very often find that a kind word, a sympathetic gesture and an attitude of understanding coupled with honesty and integrity will enable them to do their work quicker and much better than snobbery, a sense of superiority and such other departures from rectitude of which we find so many reports.

Sardar Vallabhbhai Patel, known as the "Iron Man of India," was a visionary leader who combined patriotic fervor with keen insights into human behavior. His foresight in strengthening the country's economic foundation

aimed to alleviate poverty and ensure that citizens had access to food, clothing, and shelter. Patel emphasized the importance of blending traditional values with modern governance, believing that a government must be accountable to its people.

His unwavering confidence in Indian culture inspired national pride and encouraged democratic autonomy. He valued consensus as a fundamental principle of Indian politics and was skilled at fostering agreements and organizing policymaking across the subcontinent.

On 27th January, 1947, Patel was featured on the cover of *Time* magazine, a recognition of his pivotal role in India's independence and his leadership in integrating over 500 princely states into the Indian Union, preventing the nation from disintegrating into independent territories. The magazine portrayed him as a strong, pragmatic leader, highlighting

his strategic brilliance and ability to navigate complex negotiations. The global recognition by *Time* magazine highlighted his lasting contributions to India's independence and its territorial consolidation.

As India's first Deputy Prime Minister and Home Minister, Patel was instrumental in establishing the nation's federal structure, which ensured its stability and integrity. His pragmatic and direct leadership style set him apart from some of the more idealistic political visions of his era, cementing his legacy as one of the principal architects of modern India.

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Frequently asked questions about Hypertension



Dr. H. K. Chopra*

India is already the world capital of Hypertension, Diabetes, Heart Attack & Obesity. Hypertension awareness is therefore, an action plan of paradigm shift from **Illness to Wellness**.

What is the prevalence of Hypertension in India?

The prevalence of Hypertension in various Indian data is 30-35% in young adults in urban population and 15-20% in rural population. It is 50% at the age of 50, 60% at the age of 60, 70% at the age of 70 and 80% at the age of 80.

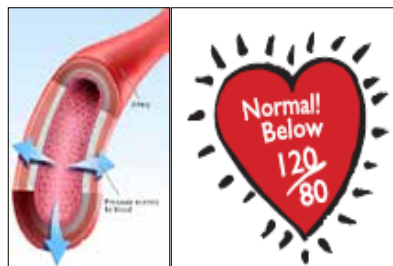
The study published by our group in Indian Heart Journal previously has shown 65% individual suffering from Obesity (When the abdominal girth is more than 90 cm in men and 80 cm in women in the age group of 40-60). 60% of these were Hypertensive. Rapid urbanization, industrialization and globalization predispose to high prevalence of hypertension.

The diagnosis of Hypertension at time is challenging and underestimated, misdiagnosed and underdiagnosed. BP Awareness campaign is therefore need of the hour to reduce

Hypertension inflicted morbidity and mortality.

Swasth Dil Swasth Bharat (Healthy Heart, Healthy India) is only possible by Hypertension Awareness and its control because Uncontrolled Hypertension is the main culprit and hidden terrorist of premature Brain Attack, Heart Attack, Kidney Attack, Eye Attack, Vessel Attack etc in our country.

What is Blood Pressure?



When your heart beats, it pumps blood in all the organs and tissues of the body to give the energy and oxygen they need. As the blood circulates, it pushes against the sides of the blood vessels wall. The strength of this pushing is your blood pressure. If your blood pressure is too high, it puts extra strain on your arteries (and your heart) and this may lead to heart attacks and brain

attack. The blood pressure during heart contraction when the heart pushes blood out of it is known as Systolic (Upper) Blood Pressure and the blood pressure during which heart relaxes and rest in between the beats is known as Diastolic (Lower) Blood Pressure. For example, when the blood pressure “120 over 80” or 120/80 mmHg means systolic blood pressure is 120 mmHg and diastolic blood pressure is 80 mmHg



How to measure Blood Pressure, what are the ideal prerequisites for measuring blood pressure?

The device used to measure blood pressure is a sphygmomanometer. A sphygmomanometer is also known as a blood pressure meter, blood pressure monitor, or blood pressure gauge, and is composed of an inflatable cuff to collapse and then release the artery under the cuff in a controlled manner

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and a mercury or mechanical manometer to measure the pressure. Different types are shown in figure above.

Ideal prerequisites while measuring BP are:

- Sit in a relaxed position, place the feet flat on the floor with the arm at rest on a table
- Support the arm as close to heart level as possible
- Secure the cuff on the arm.
- Avoid talking during the measurement
- Avoid smoking, drinking, and exercise for 30 minutes before taking blood pressure

The Blood Pressure is usually measured in the right or left upper arm with appropriate size of the cuff and it can be measured in clinic (CBPM), self-monitoring at home (HBPM), 24-48 hours by Ambulatory BP Monitoring (ABPM). Normally the BP dips by 20% at night as measured by ABPM. In some hypertensive

individual they are non-dipper, reverse dipper, extreme dipper, significant blood pressure variability, have early morning surge, evening surge, increase of double product and Hyperbaric and Hypobaric Indexes, it should be properly analyzed by the cardiologist to titrate the drugs thereby reducing long-term morbidity and mortality.

What is Clinical BP Monitoring (CBPM)? What are its benefits and hazards?

Clinic-based BP measurement has been the traditional standard for the diagnosis of hypertension and monitoring of response to treatment in clinical practice for decades. It is simple to use. But it has some drawbacks like a high rate of patient misclassification of hypertension stage, attributed to masked or white-coat hypertension. Another limitation is its inability to determine 24-hour BP, which is a better predictor of end-stage organ damage and cardiovascular events.

What is Home BP Monitoring (HBPM)? What is its superiority?

Home BP monitoring (self-measured BP) is a self-monitoring tool for the care of patients with hypertension. It provides an inexpensive and convenient method to measure BP in an environment familiar to the patient. It is particularly helpful in patients with diabetes, chronic kidney disease, non-adherence, suspected white coat effect and masked hypertension. It is also helpful in children and the elderly, in whom the white coat effect is often prominent and in

pregnant women, to improve monitoring of blood pressure during pregnancy. The American Heart Association recommends home monitoring for all people with high BP to help the healthcare provider determine whether treatments are working or not. An automatic, cuff-style, bicep (upper-arm) monitor is to be preferred. Wrist and finger monitors are not recommended because they yield less reliable readings.

What is Ambulatory BP Monitoring (ABPM)? In what way it is superior?

ABPM provides the average BP readings over a defined period, usually 24 hours. ABPM device is typically programmed to record BP at 15 - 30 min intervals and average BP values are usually provided for daytime, night-time and 24 hr. ABPM identifies white-coat hypertension (blood pressure is higher when it is taken in a medical setting than it is when taken at home), masked hypertension (normal blood pressure in the clinic but an elevated BP out of the clinic), night-time readings and BP variability (Fluctuation of blood pressure within 24 hours).

BP normally decreases during sleep, called nocturnal dipping. In healthy subjects, night-time BP decreases by 10% to 20% of daytime BP (normal dipper pattern). On the basis of the nocturnal dipping of BP, circadian BP patterns are divided into

- Dipper (10%–20% systolic blood pressure fall)
- Extreme dipper (>20% SBP fall) and

- Nondipper (<10% SBP fall)
- Reverse dipper BP pattern (average night time BP is higher than daytime BP) is a variant of nondipper.
- Non-dipping/Reverse Dipping increases risk of organ damage (brain, heart, kidney), and increases CV events and mortality.

ABPM is also useful to calculate hyperbaric index (ie, the BP area above a specified upper limit-140/90 mmHg for the daytime and 120/80 mmHg at night). This is used for evaluating the efficacy of antihypertensive therapy. The Hyperbaric and Hypobaric Indexes (ie the BP area above 130/85 or below a specified lower limit 110/60 mmHg for the daytime and 100/50 mmHg at night) detects excessive hypotension caused by treatment. These parameters are useful for accurate evaluation of the response to treatment.

What are the factors responsible to maintain the normal Blood Pressure?

Arterial blood pressure is directly proportional to cardiac output, heart rate, peripheral vascular resistance, volume of circulating blood, viscosity of blood and is inversely proportional to elasticity of vessels walls and diameter of blood vessels. Body has four regulatory mechanisms to maintain the blood pressure within normal limits.

What is Hypertension?

Hypertension, also known as high or raised blood pressure is a condition in which the blood vessels have persistently raised

pressure. The International society of Hypertension and World Health Organization define hypertension as systolic blood pressure of 140 mmHg or higher and/or diastolic blood pressure of 90 mmHg or higher.

How do you classify Hypertension?



There are 2 types of hypertension depending on etiology (cause):

- Primary (also called essential) hypertension and
- Secondary hypertension

Essential hypertension is the most prevalent type, affecting 90-95% of hypertensive patients. Secondary hypertension is hypertension due to some etiologies like renal damage, pregnancy-induced hypertension, other disease etc. According to 2017 ACC/AHA hypertension guidelines, hypertension is categorised as follows.

What are the risk factors of Hypertension ?

The Hypertension in adult population is usually primary and there are many risk factors responsible for increasing the

blood pressure such as obesity, metabolic syndrome, obstructive sleep apnea, (snoring), consumption of excess of salt, (more than 5 gm/ day), excessive smoking, excessive intake of alcohol, stressful situations such as fit of anger, hostility, cynical behaviours, jealous, hatredness, violence, bigotry, vengeance,

vindictiveness, anxiousness, suppression, repression, depression and frustration, sleeplessness, air pollution or mental pollution, consumption of drugs which contain sympathomimetic drugs in nasal drops etc, oral contraceptive pills and hormonal replacement therapy. There are numerous risk factors which contribute to high prevalence of hypertension (see figure)

What are the signs and symptoms of Hypertension ?

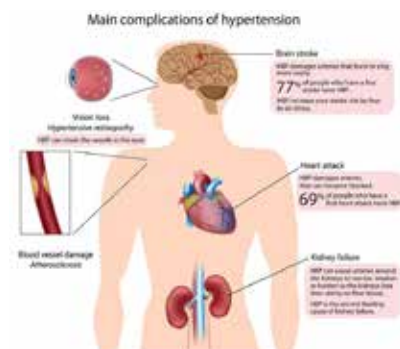
Hypertension is known as the silent killer because it typically has no warning signs or symptoms initially. Some individual may have heaviness in head, dull headache, vomiting, dizziness, fatigue, irritability and more frequent nosebleeds, heaviness

in chest, transient giddiness, palpitation and shortness of breath etc. usually the individuals come with the hypertension inflicted complications.

How do you evaluate Hypertensive individuals ?

The evaluation of hypertension involves a complete history, thorough physical examination and meticulous measurement of blood pressure. Laboratory tests biochemical evaluation including Haemogram, Fasting Blood Sugar, Lipid Profile, Thyroid function Testing, Uric Acid, Kidney Function Tests, Liver Function Tests, Insulin Levels, HsCRP Levels, Urine Tests, Vitamin D Levels, Fundus Examination, Abdominal Ultrasound, Renal Doppler, Echocardiographic evaluation for various echo parameters such as LV hypertrophy, LV function evaluation including remodeling, filling pressures, LA size, LA pressure evaluation, LV and LA stiffness evaluation by LV strain and LA strain etc. vascular stiffness evaluation especially carotid Doppler and CT and MRI in some individual wherever indicated by the doctor.

What is Uncontrolled Hypertension ?



Uncontrolled Hypertension may

increase the morbidity in the form of premature heart attack, diastolic heart failure followed by systolic heart failure, sudden cardiac death, brain attack following transient ischemic attack, brain haemorrhage, dissection of major vessel from the heart called as aorta, may dissect carotid vessels, coronary vessels and renal vessels if the blood pressure is not controlled. It may affect the kidneys and may cause significant kidney failure. Hypertension has been recognized as a major factor responsible for reduced kidney function in patients with diabetic and non diabetic kidney disease. On the other hand, among patients with chronic kidney disease (CKD), high BP may develop early during the course of the disease and contribute to adverse outcomes. Thus, hypertension can be a cause or a consequence of CKD. Uncontrolled Hypertension may also lead to haemorrhage (bleeding) in the eyes. It is therefore mandatory to control the hypertension before it is too late. Rising trend in uncontrolled Hypertension inflicted morbidity and mortality is known all over the world responsible for major catastrophe.

Postural Hypotension in hypertensive individual is commonly seen in elderly with diabetes. It has to be treated meticulously by cardiologist by appropriate drug selection.

What are seasonal variation of Hypertension ?

Hypertension increases during winter due to increase in peripheral vascular resistance or constriction of peripheral blood

vessels and excessive liberation of epinephrine and norepinephrine and consumption of more salts and excessive fatty diet.

What is blood pressure variability ?

Blood pressure varies from beat to beat, minute to minute, hour to hour, diurnal and nocturnal due to excessive stress. It can be easily assist by Ambulatory Blood pressure monitoring.

What are the complications of uncontrolled Hypertension?

Complications of hypertension are clinical outcomes that result from persistent elevation of blood pressure. These include:

- Ventricular hypertrophy (increased thickness of heart muscle)
- Heart failure (inadequate heart pumping action) and accelerated atherosclerosis
- Peripheral vascular disease
- Heart Attack
- Brain Attack/Dementia
- Renal insufficiency/failure
- Retinopathy
- Premature mortality

Hypertension is also associated with type 2 diabetes mellitus, therefore diabetic screening in people with high blood pressure is recommended. Hypertension can present per se or in emergencies (as in crisis) or in disguise of a complication (like anaemia and renal failure). Good control of blood pressure results in a rapid reduction of risk for cardiovascular disease.

What is Resistant Hypertension (RHTN) ?

Resistant Hypertension is a type of Uncontrolled Hypertension, which is a real disaster and challenge for the whole world. The blood pressure is not controlled despite taking three antihypertensive drugs from different groups such as Diuretics, Beta Blockers, ARBs/ ACEi/ CCBs/ alpha blocker. Usually the requirement of antihypertensive drugs is more than 4. Such individuals need thorough evaluation by 24-48 hours Ambulatory Blood Pressure Monitoring to evaluate the variability and total blood pressure load on the system, Echocardiography, Renal Doppler, Plasma Renin Activity (PRA), Aldosterone Renin Ratio (ARR), Sympathetic dysautonomia and Polysomnogram (Sleep Studies). The management of resistant hypertension needs hypertension expert for meticulously choosing the drugs and follow proper protocol to reduce resistant hypertension inflicted high morbidity and mortality

Resistant Hypertension may be due to inaccurate BP measurements in the clinic, white coat hypertension, obesity excessive salt intake, non compliance or non adherence to medication or inadequate antihypertensive doses.

RHTN is associated with worse outcomes among patients with some co-morbid conditions. In patients with ischemic heart disease, RHTN is associated with higher rates of adverse events, including death, myocardial

infarction, and stroke. In patients with CKD, RHTN is associated with higher risk of myocardial infarction, stroke, peripheral arterial disease, heart failure, and all-cause mortality.

What are the methods of lifestyle modifications in young and elderly with or without comorbidities to control the blood pressure ?

All hypertensive individual should control the salt intake to only 4.5-5 gms / day, (avoid salted stuff such as tomato sauce, vinegar, pickle, salted potato chips, Biscuits) avoid saturated fat, sugar, smoking, sedentary lifestyle, stress and weight management. They must practice regular heart friendly guided exercise such as walking, jogging, swimming, treadmilling, adequate sleep for 6-8 hours, post lunch napping is beneficial, heart unfriendly exercises such as weight lifting, pushups and isometric exercise should be avoided. All the eight limbs of yoga should be practiced on daily basis such as yoga Yama, (do and don'ts), Niyama (Self discipline), Asana (Postures), Pranayam (Breathing Exercise), Pratihara (Contemplation), Dharna (Concentration) Dhyana (Meditation), Samadhi (Transcendence). Significant extremes of weather either too hot or too cold may cause significant fluctuation in blood pressure, therefore needs special care including diet and drug titration. Emotional instability in the form of unjustified anger, agitation, arrogance should be managed by various relaxation techniques mentioned above.

Attitude of gratitude, calmness, humility and contentment may keep the blood pressure normal. Individuals working in the call centers are more proven to have fluctuation in the blood pressure due to circadian rhythm changes therefore, adequate sleep is necessary to reduce these fluctuations.

What are the drugs required to control Hypertension in young and elderly with or without comorbidities ?

Drugs to be prescribed by the doctors including Diuretics such as Chlorthalidone (Metabolic friendly), Hydrochlorothiazide or Indipamide, Betablockers such as Bisoprolol (Beta 1 super sympathetic selective), Metoprolol, Carvedelol or Nebivolol, ARBs such as Azilsartan, Telmisartan, Valsartan or Olmesartan, ACEi such as Ramipril or Perindopril. CCBs such as Amlodipine, Cilnidipine, Benidipine Alpha blocker such as prazosin, MRAs such as spironolactone or Eplerenone, centrally acting drug such Clonidine etc. New drugs such as ARNI (ARBs + Neprilysin inhibitor), SGLT2i (Sodium-glucose Cotransporter 2 Inhibitors) in Resistant Hypertension with cardiometabolic and heart failure etc in some individuals in appropriate doses as advised by the doctor, the doses of which vary in various seasons. All hypertensive individuals should follow a proper protocol of management by the expert doctors. Drug compliance, adherence and proper doses are must for regular control of blood pressure. Treatment of

Hypertension usually consist of lifestyle modifications, medications or both.

What is the role of Renal Deneravation in hypertension?

For patients with resistant hypertension unable to be controlled with medications, Renal Deneravation represents cost-effective approach. There is increased sympathetic tone to the kidney in hypertensive patients. Catheter-based renal denervation using radiofrequency, ultrasound, or perivascular injection of Neurotoxic agents such as alcohol has been introduced as a minimally invasive treatment option for patients with resistant hypertension. This results in a decrease in sympathetic tone to the kidneys and reduces BP by increasing renal blood flow, increasing the tubular secretion of salt and water and decreasing the renin release, a hormone which increases BP.

How we can enhance the Awareness Campaign on Hypertension control by print, electronic media, digital media (Google, Facebook, YouTube, Twitter, Instagram, LinkedIn)?

Over the past few decades, media campaigns have been used extensively in an attempt to affect various health behaviours in mass populations. Typical campaigns have placed messages in media that reach large audiences, most frequently via television or radio, but also outdoor media, such as billboards and posters and print media, such as magazines and newspapers. Some campaigns also incorporate new technologies (eg, internet

and mobile phones), Smart Heart Apps on Hypertension Care may be downloaded on the mobile telephones and frequent hypertension checkup camps. Social media sites like facebook, instagram and twitter are popular because users can easily access the content. Since appropriate controlling of hypertension reduces the risk of adverse health events, support activities through social networking sites could be effective in hypertension control. Because treatment of hypertension and other chronic diseases have strong behavioral components (ie, diet, smoking and physical activity), emphasis directed on changing individual behaviour by community programs may be helpful in controlling the disease and its risk.

What is Kiosk and its usefulness for enhancing Blood Pressure awareness like a weight machine?

Public-use kiosk is a good mode of out-of-office BP measurement. This is an automated device and may be located in retail pharmacies, grocery and retail stores, gyms, airports and even cafeterias. They are designed to be operated by the patient independent of a healthcare professional. Such devices offer convenience, low cost, data tracking, and integration into clinical systems. Using a self-service kiosk to measure blood pressure (BP) has the potential to increase patient's awareness of their BP control and free up medical assistant time. Assuming the devices provide validated results, they offer physicians,

pharmacists, and patients an important opportunity both to screen for hypertension and to assist in hypertension management decisions.

How various Governmental and Non Governmental Organization including ASSOCHAM, SCOPE, FICCI, CII, PSUs Schools, Colleges, Corporate, Rotary, Lions, Inner Wheel Clubs can be engaged to enhance the awareness on Hypertension control.

Various Govt and non-Govt organizations can be engaged by doing regular screening camps, by having BP measurement at their conferences, national meetings by monitors/self kiosks to enhance the awareness on hypertension control.

Grow Young and Live Longer with normal blood pressure.

Shorter the waist line, normal the blood pressure numbers.

What we eat, definitely matters, but what is eating us matters more to control the blood pressure

How long you live is alright, but how well you live definitely the matter with the normal blood pressure.

Anybody getting heart attack or brain attack with uncontrolled hypertension below the age of 70, it is his/ her own fault after 70 it is God's will.

What is 30 POINTS PROGRAMME TO CONTROL HYPERTENSION ?

1. Ideal blood pressure at any age upper (systolic)120-130 mmHg, lower (diastolic) 70-80 mmHg.

2. After the age of 20, have periodical checkup of your blood pressure.
3. Reduce obesity (Pot Belly) and control hypertension.
4. Control Diabetes and control hypertension.
5. Reduce salt intake (less than 4.5-5 gm/day (avoid pickle, sauces, soya sauce, extra salt) and control hypertension.
6. Consume more green leafy vegetables and fruits on daily basis.
7. Avoid frequent intake of fried food (Pakorras, samosas, halwa, puri) and control hypertension.
8. Be disciplined – Eat at right time in right dose, at a right place, in a right manner, in a right environment and control blood pressure.
9. Control Cholesterol and control hypertension.
10. Increase good cholesterol (HDL) and reduce bad cholesterol (Total Cholesterol, Triglycerides, LDL) and control blood pressure.
11. Stop smoking and control hypertension.
12. Reduce alcohol and control blood pressure and its fluctuation
13. Sleep well for 6-8 hours, avoid snoring and control blood pressure.
14. Have a nap for 15 minutes after lunch to control the blood pressure.
15. Exercise regularly for 30 minutes a day (avoid extremes of climate) and control hypertension.
16. Manage stress well and control hypertension.
17. Manage anger and control blood pressure.
18. Don't burnt both the ends of the candle at the same time to control Hypertension.
19. Time management, stress management, self-management and business management is the need of the hour to control hypertension.
20. Meditate 20 minutes, Morning and Evening and control blood pressure.
21. Practice of Yoga (all the eight limbs) Daily control Hypertension.
22. Take Omega 3 Fatty Acid 1-1.5 mg daily. The best source is flaxseed.
23. Eat nuts including walnut, almond and pistachio to avoid hypertension.
24. Avoid oral contracepting pills and control blood pressure.
25. Avoid nasal drop, which contain sympathomimatic drugs such as ephedrine and cough syrup and control hypertension.
26. Avoid HRT (Harmonal replacement therapy in women) and OCP in young and control hypertension.
27. Home blood pressure monitoring (HBPM) is the best and most practical method to control the blood pressure.
28. Ambulatory BP Monitoring is the need of the hour once a year in resistant or uncontrolled hypertension to know the BP load for drug titration.
29. Knowledge about morning surge and evening surge of blood pressure should be known to everyone.
30. Have perfect knowledge about BP Medicines: High BP medicines have to be taken lifelong, Know the names of the medications and the dose, Medicine only works when you take it regularly, Do not ever stop taking or change medicine on your own, Have a routine for taking medications, Use a pillbox marked with the days of the week to make it easier to remember, Keep a medication calendar and note every time you take a dose, Take medicine at the same time each day, When traveling, carry the drugs and take them as scheduled, Do not decrease medication dosage to save money, If cost is a problem, talk with the doctor who may prescribe cheaper generic medications, Talk to doctor before adding herbal/ ayurvedic/ homeopathic drugs to blood pressure treatment, These drugs may interact with each other causing undesirable effects, If a person forget to take a dose, take it as soon as you remember, however, if it is almost time for next dose, skip the missed dose and go back to regular dosing schedule, Do not take two doses to make up for the dose missed.

Tech-forward Preventive Vigilance key to Enhanced Governance



Arpinder Singh

Global Markets and India Leader,
EY Forensic & Integrity Services

Central Vigilance Commission's initiative, Vigilance Awareness Week underscores the pressing need to prioritize ethics and transparency when it comes to establishing good corporate governance within organizations. Vigilance teams across sectors have been employing traditional measures to combat fraud and corruption, but the need for proactive efforts is being increasingly recognized. With innovation surpassing the bounds of imagination, technology is fast emerging as a key player when it comes to proactive fraud risk management. Implementation of a comprehensive proactive vigilance framework calls for a paradigm shift led by tech integration, collaborative efforts, extensive training programs, awareness initiatives to wage a multi-pronged war against corruption and promote a culture of integrity.

Establishing good governance frameworks for collaborative compliance

Constant regulatory overhaul can put a spanner in the wheels of organizations' best laid plans around compliance. Good governance principles are the cornerstone of most successful organizations and keep its compliance programs from

derailing even in times of crises. Establishment of good governance principles can be enhanced through embedding preventive vigilance measures within the DNA of the organization. The preventive vigilance mindset needs to be ingrained within employees across all levels. Fostering cross-departmental synergy will help vigilance teams take a proactive stance towards preventing fraud, corruption, and other ethical breaches. This will not only automate good governance practices and ease compliance, but also contribute towards building an integrity-first organization.

Tech-tonic shift in vigilance

With fraudsters devising devious ways to con organizations by using latest technologies, vigilance efforts must keep pace. Manual methods of oversight and enforcement—even with their proven efficacy—are increasingly falling short against sophisticated schemes that threaten organizational and governmental integrity. Building a preventive vigilance framework from the ground up, with technology embedded at every level, will enable India Inc to detect potential risks in real time and implement corrective measures beforehand.

Data analytics, Artificial Intelligence (AI), Machine Learning (ML), Robotic Process Automation (RPA), Predictive models, and blockchain are offering organizations unprecedented opportunities to monitor, detect, and mitigate risks before they escalate into a crisis. Vigilance teams can start changing their stance from reactive to proactive by collaborating to build a tech-led solution, customized to address their unique needs. By identifying anomalies in data, using past experiences of fraudulent behaviour or instances where maximum fraud has taken place, and leveraging predictive modelling, vigilance teams can empower themselves to make informed choices that will help them develop proactive vigilance strategies in the long run.

The ISO edge

ISO certifications are strategic assets that can help an organization with their regulatory requirements and enhance their compliance standards. ISO 37001 provides a framework for establishing, implementing, maintaining, and improving anti-bribery compliance measures, and organizations must look at leveraging it to strengthen their existing compliance programs.

In fact, adopting ISO 37001 aligns perfectly with the goals of organizations developing their preventive vigilance strategies. It offers practical guidelines for assessing and mitigating bribery risks within organizations and can serve as a roadmap to design and implement controls that deter unethical practices.

Additionally, ISO 37001 promotes a culture of ethical leadership, and the correct tone at the top is fundamental to preventive vigilance. By prioritizing ethics and transparency, leaders can encourage employees to inculcate good governance values. Vigilance officers trained in ISO 37001 can also contribute significantly to shaping this culture, ensuring that ethical standards are upheld at every level of the organization.

Training and awareness

While tried-and-tested, manual fraud mitigation and enforcement techniques are time-extensive and leave vigilance teams very little scope for proactive efforts. Adopting tech-forward solutions for data analyses, real-time monitoring, pattern-recognition, highlighting of discrepancies, past instances of fraud, and predictive outcomes will free up their time for more strategic tasks. This will also eliminate potential human errors, enabling flawless vigilance round the clock.

However, the success of tech adoption lies in adequate and continuous training and awareness sessions of vigilance officers. Equipping them with tech skills will empower them to detect red flags proactively, minimizing the time and resources spent on investigations and

disciplinary actions. Tech-savvy vigilance officers, through real-time data monitoring, can flag unusual financial transactions as they occur, allowing immediate investigation and response. These vigilance officers can also serve as agents of change within the organization by advocating the benefits of preventive vigilance using technology, educate about its limitations and encourage collaboration across the board.

Sustainability first

While technologies like AI, ML, RPA have immense potential, they must be integrated thoughtfully and sustainably. This requires continuous investment in training, cross-departmental collaboration, and adherence to globally recognized standards like ISO 37001 and ISO 42001, which is specifically designed for Artificial Intelligence (AI) and provides organizations with a framework to ensure responsible and ethical usage. Covering aspects like data privacy, fairness, and security, adopting this standard can help organizations create a structure for risk management, transparency, and stakeholder accountability. Since it calls for the implementation of AI Management System (AIMS), adoption of the standard helps address potential risks associated with AI, including security vulnerabilities and bias. Through regular assessment of the impact of AI systems, it helps facilitate a proactive approach to compliance and risk mitigation, along with enhancing organizational reputation by demonstrating a commitment to responsible AI practices.

While tech-interference gives

vigilance programs the boost it needs, organizations also need to understand that technology alone cannot prevent corruption and fraud. A strong ethical foundation, supportive leadership, and a continued commitment to transparency are essential. Technology should serve as an enabler, enhancing the capacity of vigilance officers to execute their duties effectively and fostering a culture of integrity.

The way forward

The Vigilance Awareness Week is a step in the right direction to start conversations around the need for proactive fraud risk management, but the message it drives will continue to shape the way organizations revolutionize their vigilance efforts over the next decade. Vigilance must be a continuous, tech-driven, collaborative effort. By investing in technology, training vigilance officers, fostering cross-departmental collaboration, and adhering to global standards like ISO 37001, India Inc can look at transforming its vigilance from a reactive process into a proactive one, empowering officers to prevent unethical and fraudulent practices.

Tech-enabled preventive vigilance is the future of governance, and will pave the way for a more transparent, accountable, and resilient working world. Let us continue to build on the momentum of Vigilance Awareness Week, taking meaningful steps toward a future where integrity and ethics are at the core of every organization.

Charting Crucial Global Climate Negotiations and Expectations from COP29

As the world turns its attention to the 29th Conference of the Parties (COP29) to the United Nations Framework Convention on Climate Change (UNFCCC), the stakes have never been higher. With the global community grappling with record-breaking temperatures, worsening natural disasters, and growing political and social pressure, COP29 is poised to be a pivotal moment in shaping the future of climate solutions. **This article highlights recent climate summits and outlines expectations for COP29, aiming to foster effective solutions that genuinely tackle the scale of the crisis.**

summits have driven global efforts to meet international climate targets, setting the stage for more ambitious actions. **COP22 in Marrakech (2016)** laid a roadmap for achieving the Paris goals and launched the Marrakech Partnership to enhance collaboration between governments and non-state actors. In 2019, the **UN Climate Action Summit** saw over 70 countries commit to net-zero emissions by 2050, while the **European Green Deal** set the EU on a path to climate neutrality. The **first (of five-year cycle) assessment of countries efforts in response to the Paris Agreement**

Contributions (NDCs) and launched the **Global Methane Pledge**. The **Leaders' Summit on Climate**, hosted by the U.S. in 2021 brought together 40 world leaders to discuss urgent climate action, marking a significant shift in climate policy following its re-entry into the Paris Agreement.

COP27 in Sharm El-Sheikh (2022) focused on adaptation and climate finance, establishing the historic Loss and Damage Fund. **G7 and G20 Summits (2021-2023)** have played key roles in pushing climate discussions forward, particularly around net-zero commitments, phasing out coal, and mobilizing climate finance. Finally, at **COP28 in Dubai (2023)**, **phasing down fossil fuels and expanding renewable energy** were at focus. The conference **adopted Article 6.8 (voluntary carbon-trading)**, while Articles 6.2 and 6.4 remained under negotiation. There was a strong focus on increasing climate finance, with particular attention on the **Loss and Damage Fund**. Another major highlight was the **Global Goal on Adaptation (GGA)**, as countries committed to intensify efforts to build climate resilience. **The Global Stocktake** offered a comprehensive evaluation of climate progress, urging nations to update their NDCs. Additionally, the **Mitigation Work Programme (MWP)** was launched to raise ambition and drive more concrete climate action, complementing the global stocktake. **Despite these**



Setting the Stage – A Decade of Climate Summits

Since the Paris Agreement at COP21 in 2015, successive climate

took place in 2021, assessing the progress of nations toward limiting global warming to 1.5°C. In same year, **COP26 in Glasgow**, reaffirmed these goals, calling for stronger Nationally Determined





significant achievements, the decade has also highlighted the gap between climate ambition and tangible action. Emissions have continued to rise in some sectors, and many nations have struggled to meet their climate pledges.

the UNFCCC is scheduled to take place from November 11-22, 2024, in Baku, Azerbaijan. This event is expected to play a critical role in providing the necessary means of implementation and support, ensuring that all parties pursue the highest possible climate ambitions while maintaining a

The COP29 Presidency’s plan emphasizes wide engagement with international stakeholders and is structured around **two interdependent pillars: ‘raising ambition’ and ‘enabling action’**.

Pillar 1 – Enhancing Ambition

Ambition and Implementation of NDCs

As the first global stocktake of the Paris Agreement approaching, COP29 may push countries, especially those behind on 1.5°C targets, to submit stronger NDCs before the February 2025 deadline. Developing nations may call for increased technical and financial support, emphasizing “common but differentiated responsibilities.”

Adaptation and Resilience

Recognizing that addressing climate impacts is just as critical as reducing emissions, adaptation and resilience is expected to take the centre stage at COP29.



COP29 – Key Focus Areas

Under the slogan “**In Solidarity for a Green World,**” COP29 to

focus on equity and the principles of common but differentiated responsibilities and respective capabilities.



The Presidency may emphasize stronger **National Adaptation Plans (NAPs)** and increased contributions to adaptation finance, including the **Green Climate Fund and the Adaptation Fund** particularly for Small Island Developing States (SIDS) and Least Developed Countries (LDCs). Also, COP29 may push for the Global Goal on Adaptation (GGA) to be more clearly defined. The **Baku Initiative on Human Development for Climate Resilience** shall emphasize on investing in education, skills, health, and well-being, especially for children and youth to enhance environmental literacy, while establishing the **Baku COP Presidencies Continuity Coalition for Climate and Health** to integrate health into climate action. Moreover, COP29 may advance on the **Health Impact Investment Platform**, supporting partnerships to address climate and health investment needs.

Enhanced Transparency Framework (ETF)

The COP29 Presidency is focused on advancing the **Enhanced Transparency Framework (ETF)**, with **Biennial Transparency Reports (BTRs)** now being submitted. The **Baku Global Climate Transparency Platform (BTP)** will assist developing countries in preparing BTRs, promoting collaboration, and mobilizing capacity-building resources to implement ETF beyond 2024.

Collaborative Networks for Complementary Action

In line with the “Roadmap to Mission 1.5” mandate from the Global Stocktake (GST) agreement at COP28, the **COP Presidencies Troika has been formed**. This Troika, comprising the presidencies of COP28 (Dubai, UAE), COP29 (Baku,



Azerbaijan), and COP30 (Belem, Brazil), aims to ensure continuity and coherence, maintaining momentum from Dubai into Baku in 2024, and beyond into Belem in 2025. Through an innovative strategic partnership, the Troika will help parties move from negotiated texts to concrete action and implementation, with joint initiatives and activities focused on enhanced climate action.

To fill gaps in **capacity building through technology transfer and ensure access to clean technologies** to developing nations, COP29 Presidency is urging developed nations to make strong cooperation commitments. In this context, **COP29 Declaration on Green Digital Action** shall accelerate climate-friendly digitalization, enhancing access to green digital technologies to all nations. In context to ongoing global political conflicts, the **COP29 Truce Appeal** will highlight the connection between conflict and climate change, stressing the need for collective solutions to safeguard the most vulnerable. A separate **COP29 Climate and Peace Initiative** aims to create a centre of excellence to align resources with the needs of vulnerable communities and advancing initiatives at the

intersection of peace and climate action. Additionally, the **COP29 Declaration on Enhanced Action in Tourism** will push for climate action in the tourism sector.

Pillar 2 – Enabling Action

Climate Finance for Scaling Up Support for Developing Countries



One of the most contentious issues in climate negotiations is climate finance, particularly the **unfulfilled \$100 billion annual pledge by wealthy nations** to support developing countries. COP29, dubbed the “**Finance COP**,” is expected to see developing nations push for stronger commitments in this area on this front. A key focus will be establishing the “**New Collective Quantified Goal on Climate Finance (NCQG)**” for the post-2025 period, alongside discussions on loss and damage compensation, demanded by the Small Island Developing States (SIDS) and Least Developed Countries (LDCs). COP29 may introduce **frameworks to track fund usage and explore insurance mechanisms** for vulnerable nations. The launch of the **Climate Finance Action Fund (CFAF)**, supported by fossil fuel-producing nations, may be a major highlight. The **Baku Initiative for Climate Finance, Investment, and Trade (BICFIT)** is expected to foster green diversification and policy development, with its first dialogue scheduled for the

9th World Investment Forum in 2025. The **Multisectoral Actions Pathways (MAP) Declaration** may promote cross-sector collaboration and funding for urban climate initiatives. The COP29 Presidency also calls for **improved coordination among various funds and financial mechanisms** to enhance coherence and effectively address loss and damage.

Energy Transition



At COP29, countries are expected to commit to phasing out coal, oil, and gas, while accelerating investments in renewable energy such as solar, wind, and green hydrogen to address urgent need for a resilient and sustainable energy system. For this, the **COP29 Green Energy Zones and Corridors Pledge** shall unite governments to promote investment, infrastructure modernization, and regional cooperation.

Additionally, the **Global Energy Storage and Grids Pledge** aims to boost storage capacities by 2030 to support renewable integration.

The **COP29 Hydrogen Declaration** aims to decarbonise the hydrogen production, with commitments to scale up clean hydrogen through targets, incentives, and partnerships. **Phasing out unabated coal** by 2040 remains critical for aligning with the 1.5°C goal, with COP29 providing space for discussions on mitigation and a just transition.

Carbon Market

Article 6, a key element of the Paris

source of disappointment. Recent discussions, notably at SB60, showed renewed commitment to advancing this work. The COP29 Presidency has made Article 6 a priority, aiming to build momentum and establish standardized frameworks for global carbon trading.

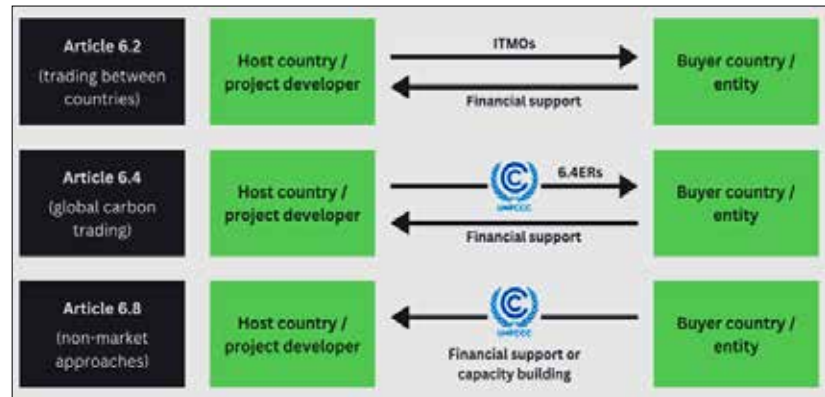
Managing Waste

Methane is over 80 times more potent than carbon dioxide in terms of warming potential, making swift action crucial to mitigate future temperature increases. **COP29 Declaration on Reducing Methane from Organic Waste** aims to align national climate policy documents with 1.5°C targets by establishing quantified commitments to reduce methane emissions in waste and food systems.

Nature and Biodiversity

As biodiversity loss accelerates, creating large carbon sinks and **aligning policies between the UNFCCC, the Convention on Biological Diversity (CBD), and Convention to Combat Desertification (CCD)** will be crucial to ensure mutual support for climate and biodiversity objectives. COP29 is expected to strengthen this synergy, particularly in areas of biodiversity conservation and ecosystem restoration. Additionally, the COP29 Presidency aims to bridge water issues with climate

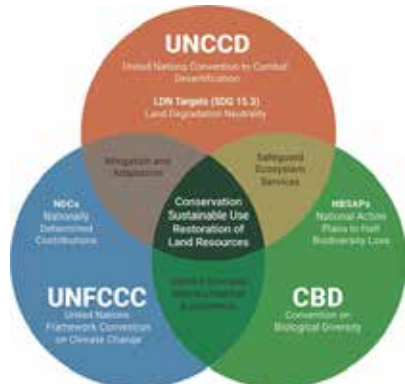
Agreement, enables countries to meet their climate targets through carbon trading, however, its full operationalization remains incomplete, which has been a



change. The **COP29 Declaration on Water for Climate Action** urges stakeholders to adopt integrated strategies to address both the causes and impacts of climate change on water basins and ecosystems, promoting a comprehensive approach to climate resilience.

The Role of Non-State Actors in COP29

In recent years, non-state actors including businesses, NGOs, civil societies, and local governments have played significant roles in driving climate action, complementing and sometimes going beyond national policies. This influence is expected to grow at COP29, as these groups push for more ambitious climate targets and foster partnerships to accelerate sustainable practices.



The private sector will likely focus on renewable energy, sustainable agriculture, and green finance, while NGOs intensify efforts to pressure governments on emissions reduction. Cities and local governments will showcase successful initiatives to cut emissions and build resilience, offering scalable solutions to close the gap between national policies and urgent climate action.

Corporate Sector at COP29

At COP29, the corporate sector's agenda should prioritize aligning developmental needs with global climate goals. Key actions include

advocating for a just transition framework to protect workers in fossil fuel-dependent industries, ensuring retraining, employment opportunities, and social protections as the economy shifts to cleaner energy. Businesses should also **push for policies that expand renewable energy investments**, particularly in solar, wind, and green hydrogen, through clear frameworks and financial incentives. **Access to climate finance** is crucial for scaling green projects, so corporates should support mechanisms that unlock capital for sustainable development. Corporates should also **advocate for carbon trading mechanisms** that balance emissions reduction with business competitiveness. Additionally, corporates should seek greater involvement in shaping **climate policy frameworks** and **public-private partnerships** to bolster climate resilience, particularly in rural areas. Finally, promoting **circular economy initiatives** should be promoted which will help address waste management challenges and create new business opportunities through sustainable practices like recycling and waste reduction.

Conclusion and Future Perspectives

COP29 stands as a defining moment in the global quest to combat climate change. At this critical juncture, the choices made will shape the path of climate action for generations. Though the challenges are vast, there is a genuine sense of hope. With political resolve, substantial financial commitments, and unified collaboration between governments, businesses, and civil society, COP29 has the potential to pave the way for a more sustainable, resilient, and just world. The true success of this summit lies in whether world leaders can seize this opportunity to deliver bold, transformative solutions. While economic and geopolitical hurdles may complicate negotiations, the growing pressure from civil society movements could push for even stronger climate action. Ultimately, the success of COP29 will be measured not by promises, but by how effectively these commitments translate into real-world change, shifting from goal-setting to large-scale implementation. In doing so, we can secure a sustainable future for all.



NTPC and Indian Army join hands for round-the-clock power supply using Green Hydrogen

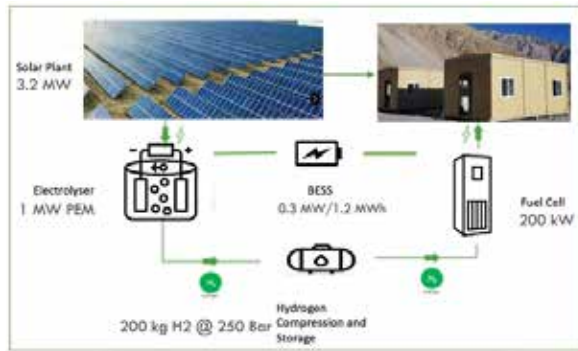
NTPC has partnered with the Indian Army to establish a Solar Hydrogen-based Microgrid at Chushul, Ladakh. This significant step will provide a stable power supply using Green Hydrogen in off-grid Army locations.

Shri Rajnath Singh, Hon'ble Defence Minister laid the foundation stone of this unique project through video conferencing in the presence of Chief of India defence services, CMD, NTPC and other senior officials from Ministry of Defence, Indian Army and NTPC.

NTPC has designed this innovative Solar Hydrogen-based microgrid system to operate independently, using hydrogen as an energy storage medium



Shri Rajnath Singh, Hon'ble Defence Minister laid the foundation stone of the unique project through video conferencing in the presence of Chief of India defence services, CMD, NTPC and other senior officials from Ministry of Defence, Indian Army and NTPC.



Schematic of the system.

to supply 200kW of power round-the-clock throughout the year. This system will replace existing diesel gensets at off-grid Army locations, providing a sustainable power supply despite harsh winter conditions, where temperatures drop to -30°C at an altitude of 4,400 meters. NTPC will maintain the project for 25 years, aiming to

support Indian soldiers stationed in these strategically significant tough terrains and challenging climate.

The Solar-Hydrogen microgrid is set to replace existing diesel generators currently in use at off-grid Army locations. These systems offer numerous advantages, including the integration of renewable energy sources, a stable power supply under adverse conditions, reduced carbon emissions, and the promotion of a cleaner and sustainable energy ecosystem as they are highly scalable and suitable for various applications. Moreover, these systems combine the reliability of battery storage with the extended

energy storage capability of hydrogen, ensuring a consistent power supply.

Given Ladakh's high solar irradiance and low temperatures, this project will facilitate the production and utilization of green energy, eliminating reliance on fuel logistics and enhancing self-sufficiency in remote areas affected by road connectivity disruptions. Once operational, it would usher in a new era of decarbonisation of the defence sector far off the Himalayas.

NTPC is committed to achieving 60GW of renewable energy capacity by 2032 and becoming a major player in green hydrogen technology and energy storage domain. The company is pursuing several initiatives toward decarbonisation, including hydrogen blending, carbon capture, electric buses, and smart NTPC townships.

CMD, WAPCOS calls on Hon'ble Minister of Energy, Water Resources and Mines, Government of Burundi

Shri R.K. Agrawal, CMD, WAPCOS called on Mr. Ibrahim Uwizeye, Hon'ble Minister of Energy, Water Resources and Mines, Government of Burundi. During this meeting, Shri Agrawal briefed about the status of projects being handled by WAPCOS in Burundi.

Brig. Gen. Aloys Bizindavyi, Hon'ble Ambassador of Burundi to India and senior officials of Government of Burundi and WAPCOS were also present in the meeting.

WAPCOS, a "Mini Ratna-I" Public Sector Enterprise under the aegis of the Union Ministry of Jal Shakti, is a technology driven Consultancy and Engineering, Procurement and Construction (EPC) organization. The company has provided engineering consultancy services to various clients since incorporation, in over 75 countries and has developed global presence, particularly in South Asia and across Africa, in areas of water, power and infrastructure sectors.



Shri R.K. Agrawal, CMD, WAPCOS meets Mr. Ibrahim Uwizeye, Hon'ble Minister of Energy, Water Resources and Mines, Government of Burundi and Brig. Gen. Aloys Bizindavyi, Hon'ble Ambassador of Burundi to India.

Personalia



Shri Manoj Kumar Dubey
takes charge as
CMD & CEO,
Indian Railway Finance Corporation Ltd.



Shri Vipin Kumar, IAS,
assumes charge as
Chairman,
Airports Authority of India.



Shri Anil Kumar Gupta
takes charge as
Member (Planning),
Airports Authority of India.



Shri Barenya Senapati
takes charge as
Director (Finance),
Hindustan Aeronautics Limited.



Shri Rajeev Kumar Gupta
takes charge as
Director (Rail & Metro Business),
BEML Ltd.



Shri Sanjay Som
takes charge as
Director (Mining & Construction),
BEML Ltd.

GRSE launches 7th Anti-Submarine Warfare Shallow Water Craft

Garden Reach Shipbuilders and Engineers (GRSE) achieved a major milestone recently, when the 7th ship in a series of 8 Anti-Submarine Warfare Shallow Water Crafts being built by the shipyard for the Indian Navy, was launched by Smt. Sandhya Pendharkar, President, Navy Welfare and Wellness Association (Eastern Region). The Chief Guest at the occasion was Vice Admiral Rajesh Pendharkar, Flag Officer Commanding-in-Chief, Eastern Naval Command.

Among the others present were Cmde P. R. Hari IN (Retd), CMD, GRSE; Rear Admiral Sandeep Mehta, ACWP&A, India Navy, Cdr Shantanu Bose, IN (Retd.), Director (Shipbuilding), GRSE & other Senior officials of the Indian Navy, GRSE & L&T were present at the occasion.

The launch of a ship is an important event when the vessel gets a name and feels water for the first time under her keel. A warship also gets her name during the launch, which is considered her birth.

The Anti-Submarine Warfare Shallow Water Craft (Yard 3032) was named "Abhay" by Smt. Sandhya Pendharkar, and this launch came barely seven months after the joint launch of the 5th and 6th vessels of this series.

These Anti-Submarine Warfare Shallow Water Crafts or ASW SWCs require a draught of barely 2.7 metres and are capable of conducting operations in coastal waters, close to shore. They are also capable of Low Intensity Maritime Operations (LIMO) and mine laying operations.

These 77.6-metre-long and 10.5-metre-wide extremely potent



Smt. Sandhya Pendharkar, President, Navy Welfare and Wellness Association (Eastern Region) launching the 7th Anti-Submarine Warfare Shallow Water Craft in presence of Vice Admiral Rajesh Pendharkar, Flag Officer Commanding-in-Chief, Eastern Naval Command; Cmde P. R. Hari IN (Retd), CMD, GRSE; Rear Admiral Sandeep Mehta, ACWP&A, India Navy and Cdr Shantanu Bose, IN (Retd.), Director (Shipbuilding), GRSE.

warships are also capable of full-scale sub-surface surveillance of not only coastal waters but various surface platforms and coordinated anti-submarine operations with aircraft. These ships pack a lethal anti-submarine suite comprising light weight torpedoes, ASW rockets and mines. They are also armed with 30 mm Close-in Weapons System and 12.7 mm Stabilised Remote-Control Guns. These warships are fitted with a Hull Mounted Sonar and a Low-Frequency Variable Depth Sonar for effective underwater surveillance.

Vice Admiral Pendharkar praised GRSE's remarkable achievements during his address, emphasizing the shipyard's crucial role in India's naval strength. "It is heartening to know that the GRSE has designed and built over 110 warships till date, which is the highest number of warships delivered by any Indian shipyard. It is also heartening to note that in addition to the ASW Shallow Water Craft, the shipyard is

constructing the P-17 Alpha class frigates, Survey Vessel Large, the New Generation Offshore Patrol Vessels for the Indian Navy and multiple other projects for the DRDO and other entities. This proves the versatility of the GRSE and its status as a major shipyard in the country," he remarked.

He further highlighted the progress of the latest project, adding, "I am also glad to note that the ship being launched today has achieved close to 40% physical progress of construction at this stage. Thus, this project stands as a shining example of what can be achieved when we combine our engineering expertise with the collaborative spirit of public-private partnerships." The Vice Admiral concluded his address by encouraging GRSE, saying, "To our partners at GRSE, I encourage you to continue to push the boundaries of innovation, quality, and speed."

Cmde Hari spoke on the capabilities of GRSE and the

shipyard's commitment towards keeping the Indian Navy and Indian Coast Guard supplied with modern warships that possess latest technologies.

"GRSE has delivered 72 warships

so far to the Indian Navy, and 17 more warships are currently under construction. With more orders on the anvil, we intend scoring a century of warships for the Navy within a decade. Launch

of Abhay today is a milestone event and we are confident on delivering all the 8 ships of this project within the overall project completion date" he said.

Success Story: Transforming Diabetes Management with Ayush-82

The National Research Development Corporation (NRDC) is delighted to share the transformative journey of Ayush-82, a ground-breaking poly-herbal formulation developed by the Central Council for Research in Ayurvedic Sciences (CCRAS). This innovative product is designed for the effective management of diabetes mellitus, harnessing the wisdom of Ayurvedic medicine to provide a safe and effective alternative for millions.

Diabetes mellitus poses a significant global health challenge, affecting millions of individuals. Traditional treatments often come with various side effects, emphasizing the need for holistic and natural solutions. Ayush-82, grounded in the rich tradition of Ayurveda, combines carefully selected herbs that have demonstrated remarkable efficacy in clinical trials, significantly reducing fasting and postprandial blood sugar levels while ensuring patient safety.

Shri V. K. Jain, Senior Manager at NRDC has effectively marketed this formulation to numerous companies across India. With the steadfast support of CCRAS, which operates as an autonomous body under the

Ministry of AYUSH, Government of India, the licensing process was streamlined. NRDC successfully licensed Ayush-82 to 15 companies, enabling them to manufacture and market the product nationwide.

The Central Council for Research in Ayurvedic Sciences is dedicated to undertake, coordinate,



formulate, develop, and promote research in Ayurvedic sciences on scientific lines. This commitment to rigorous research and development has been crucial in establishing Ayush-82 as a reliable option for diabetes management, bridging the gap between traditional knowledge and modern scientific validation.

The market introduction of Ayush-82 has had a profound impact on diabetes management

in India. Patients using this formulation have reported significant improvements in their health, including better glycemic control and enhanced quality of life, all without adverse effects. This positive feedback highlights the formulation's potential to empower individuals to take control of their health.

Moreover, the widespread production & sale has increased availability of Ayush-82 that has fostered community engagement, as users share their experiences and support one another in their health journeys. This sense of community not only enhances individual well-being but also promotes greater awareness of holistic approaches to managing chronic conditions.

Ayush-82 stands as a testament to the effective collaboration between NRDC, CCRAS, and licensees of NRDC, representing a significant advancement in diabetes management. With its roots in Ayurvedic science and a focus on patient well-being, this formulation offers hope for many. As Ayush-82 continues to gain recognition and acceptance, its impact on the lives of diabetes patients across India will only expand, paving the way for a healthier future.

TCIL celebrates its 46th Foundation Day

Telecommunications Consultants India Limited (TCIL) celebrated its 46th Foundation Day at a function organized at SCOPE Convention Centre, New Delhi recently, which was attended by dignitaries from the industry, TCIL's ExCMDs/Directors and employees.

The celebration commenced with a traditional lamp lighting ceremony, followed by recitation of Ganesh Vandana. An audio video film encapsulating TCIL's journey from building communication infrastructure in remote regions to becoming a pioneer in modern telecommunications across over 80 countries was rolled out.

Shri Sanjeev Kumar, CMD, TCIL delivered the keynote address, expressing his gratitude to the employees for their unwavering commitment and contributions to the company's success. In a special presentation, Shri Kumar highlighted TCIL's remarkable journey since its inception in 1978. He emphasized TCIL's strategic alignment with the government's 'Make in India' vision and its ambitious plans to expand its services globally. TCIL's

impressive financial performance including a cumulative dividend of Rs. 4,055.69 crore paid to the government was also acknowledged.

Shri A. S. Bansal, Ex- CMD TCIL addressed the gathering & shared his experience on how decision for making investment in BHL was taken and how TCIL Bhawan was constructed.

Shri Surajit Mandol, Director (Finance), shared TCIL's robust financial position, noting that the company achieved operating revenue of Rs 2,557.94 crore in 2023-24, surpassing the DPE target. He highlighted the impressive growth in revenue and operating margin over the past four years.

Shri D. Porpathasekaran, Director (Technical), underscored TCIL's diversification and its execution of projects in the fields of telecommunications and information technology both domestically and internationally. He mentioned the company's ongoing projects in Saudi Arabia, Kuwait, Oman, Mauritius, Nepal, and several African countries.

Shri Arun Kumar Chaubey, Director (Projects), emphasized on developing inhouse expertise for solution designing in the key focus areas of technology like Data Centre, Cybersecurity, Digital Transformation and Telecom. Other notable highlights of the event included addresses by Shri Pramod Kumar Choudhary, Chief Vigilance Officer and Shri Rohit Vaswani, Independent Director.

The winners of the "Annual Awards" for the FY 2023-24 instituted for recognition of contribution by the Best Business Units/Individuals were felicitated on this occasion.

A souvenir commemorating TCIL's contribution to India's Digital Infrastructure dreams was released in collaboration with Elets Technomedia Pvt Ltd, media Partner for this event. The updated version of TCIL's HR Manual was also released on this occasion. A melodious cultural performance was arranged on this day. The event concluded with a vote of thanks by Dr. Ravi Gupta, Founder-CEO of Elets Technomedia Pvt. Ltd.



Shri Sanjeev Kumar, CMD, TCIL releasing a souvenir commemorating TCIL's contribution to India's Digital Infrastructure dreams during its 46th Foundation Day celebrations.

HSL commemorates 155th birth anniversary of Mahatma Gandhi and Lal Bahadur Shastri

Hindustan Shipyard Ltd (HSL) celebrated the 155th birth anniversary of Mahatma Gandhi and Lal Bahadur Shastri, honouring Mahatma Gandhi with heartfelt tributes. In his address, Cmde Hemant Khatri, CMD, HSL highlighted the remarkable contributions of both leaders to nation-building through their visionary ideals. He underscored Mahatma Gandhi's principle of "Sarvo Dharma," his unwavering courage in the pursuit of truth, and his ability to connect with people.

This commemoration is particularly significant as it coincides with HSL's ongoing cleanliness drive, reinforcing the message of cleanliness and orderliness as a tribute to the values of Gandhi Ji and Shastri Ji. Employees were encouraged to follow the examples set by these leaders and contribute to a cleaner, more sustainable environment.



Cmde Hemant Khatri, CMD, HSL garlanding the bust of Mahatma Gandhi on the occasion of Gandhi Jayanti.

MOIL achieves best October Performance

MOIL has recorded production of 1.47 lakh tonnes of Manganese Ore in October, 2024 which is its best ever October month production since inception, higher by 32% in comparison to corresponding period last year (CPLY). During first seven months of FY'25, the company has recorded production of 10.17 lakh tonnes, which is higher by 10% over CPLY.

On the sales front also, the company has achieved best ever October sales of 1.06 lakh tonnes,

higher by 21% over CPLY. During first seven months of FY25, the company has registered sales of 8.57 lakh tonnes, surpassing the sales of last year during the same period.



Continuing utmost thrust to exploration, MOIL has carried out exploratory core drilling

of 57,071 meters during April-October, 2024, which is 1.4 times over CPLY.

Shri Ajit Kumar Saxena, CMD, MOIL mentioned that it is encouraging that the upward trend in production during first seven months has been maintained. He further mentioned that MOIL team is geared up to register yet another impressive performance in the current financial year.

Diwali Utsav Sales at Cottage (Janpath)

On the occasion of Diwali, the Central Cottage Industries Corporation Ltd. offered sale on the best of Handicraft and Handloom products from across the country under one roof. The Artisanal Heritage products are sourced from Artisans and Weavers, National Awardees, State Awardees, ShilpGurus, etc. Recently the employees along with Shri Manoj Lal, MD, The Central Cottage Industries Corporation Ltd. also offered prayers to Lord Ganesha & Goddess Laxmi on the occasion to seek their blessings for the growth of the Artisanal community in the country.



Products on display during Diwali Utsav Sales at Cottage (Janpath).

Balmer Lawrie observes Cyber Security Awareness Week

In an effort to promote cyber security awareness and enhance security practices, Balmer Lawrie & Co. Ltd. observed Cyber Security Awareness Week from 21st–28th October, 2024.

The event commenced with employees taking a pledge to adhere to cyber security best practices. During the inauguration, Balmer Lawrie unveiled an annual handbook and a dedicated learning module on cyber security, offering employees valuable resources to enhance digital safety.

Throughout the week, the Company hosted a range of engaging programs for the employees, including essay and slogan writing, online quiz and crossword competitions. A



(L-R) Shri Saurav Dutta, Director (Finance) & CFO; Shri Adhip Nath Palchoudhuri, CMD and Director (Service Businesses) Addl. Charge; Shri R. M. Uthayaraja, Director (Manufacturing Businesses) and Shri Abhijit Ghosh, Director (HR & Corporate Affairs).

sit-and-draw competition was also organised for employees' children. Additionally, interactive awareness sessions were conducted, offering employees insights into various cyber security threats and preventative measures.

The Cyber Security Awareness

Week was celebrated across all Balmer Lawrie offices, units and establishments, highlighting the organisation's dedication to fostering a secure and safe digital working environment. A host of engaging events were organised for the employees during the week.

REC declares 2nd interim dividend of Rs. 4.00 per share

The Board of Directors of REC Limited recently approved the limited reviewed standalone and consolidated financial results for the half year ended 30th September, 2024.

Owing to growth in all the verticals, resetting of interest rates on loan assets and effective management of Finance Cost, REC is able to maintain its spreads and NIMs resulting in robust half yearly profit after tax of Rs. 7,448 crore. As a result, the Earnings Per Share (EPS) for the period ended September 30, 2024 accelerated to Rs. 28.28 (Annualized Rs.56.56) per share as against Rs. 25.57 (Annualized Rs. 51.14) per share

as at 30th September, 2023.

The loan book i.e. Asset Under Management (AUM) has maintained its growth trajectory and has increased by 15.2% on sustained basis to Rs. 5.46 lakh crore as against Rs. 4.74 lakh crores as at September 30, 2023. The net credit-impaired assets as at 30th September, 2024 have reduced to 0.88% from 0.96% as at 30th September, 2023 with Provision Coverage Ratio of 65.12% on NPA assets, as at 30th September, 2024.

Aided by growth in profits, the Net Worth has grown to Rs. 72,893 crores as on 30th

September, 2024, as compared to Rs.63,117 crore as on 30th September, 2023 registering an increase of 15% YoY.

Indicating the ample opportunity to support the future growth, the Capital Adequacy Ratio (CRAR) of the Company stands at a comfortable 25.31% as at 30th September, 2024.

Continuing with the tradition to reward its shareholders, the Board of Directors of the Company has declared the 2nd interim dividend of Rs. 4.00 per equity share (on face value of Rs.10/- each).

NTPC – H1 FY25 Unaudited Results; PAT up 15% (Standalone) & 13% (Consolidated)

The Country's largest power generator, NTPC Ltd., with a present group installed capacity of more than 76 GW, declared unaudited financial results for the Quarter and Half-Year ending September 30th on 24 October 2024.

NTPC Group generated 220 Billion Units in H1 FY25 as compared to 212 Billion Units in H1 FY24. NTPC's standalone gross generation in H1 FY25 is 186 billion Units as compared to 179 Billion Units in the corresponding previous period.

NTPC Coal stations achieved a Plant Load Factor of 76.31% as against the National Average of 70.63 % during H1 FY25.

On a standalone basis, the Total Income of NTPC for H1 FY25 is Rs. 86,298 crore as against the corresponding previous period's total income of Rs. 81,199 crore. Profit After Tax (PAT) for H1 FY25 is Rs. 9,160 crore as against Rs. 7,951 crore in H1 FY24, registering an increase of 15.20%.

On a consolidated basis, the group's Total Income for H1 FY25

is Rs. 94,179 crore as against the corresponding previous period total income of Rs. 88,775 crore. Profit After Tax (PAT) of the group for H1 FY25 is Rs. 10,886 crore as against the corresponding previous period PAT of Rs. 9,634 crore, registering an increase of 13%.

The Board of Directors has approved the First interim dividend for FY25 @25 % of paid-up share capital i.e., Rs. 2.50 per equity share of face value of Rs. 10/- each.

GAIL and VERBIO India sign MoU to develop agricultural residue-based CBG projects

GAIL (India) Limited and VERBIO India Private Limited recently signed a Memorandum of Understanding (MoU) to jointly explore the establishment of Agricultural Residue-based Compressed Biogas (CBG) plants in India. The MoU was signed in the presence of Shri Sandeep Kumar Gupta, CMD, GAIL, functional Directors of GAIL and Shri Claus Sauter, Founder/CEO, VERBIO Group.

Shri Sumit Kishore, Executive Director (Business Development and Exploration & Production), GAIL and Shri Ashish Kumar, Managing Director, VERBIO signed the MoU. This collaboration aims to leverage the strengths of both the companies to promote sustainable energy solutions and enhance utilization of agricultural waste.

Under the terms of the MoU, the parties intend to work together to identify suitable locations

for setting up of greenfield Agri Residue-based CBG plants in a Joint Venture (JV) mode. The parties envisage to undertake feasibility studies of the identified Projects. Based on the outcome of studies, the parties will secure investment approval from their respective management for investment in the project(s) and forming a JV company. Further, in line with the MoU, GAIL may explore the possibility of acquiring equity in the existing CBG plant of VERBIO in the State of Punjab.

Speaking on the occasion, Shri Sandeep Kumar Gupta, Chairman and Managing Director of GAIL said, "This MoU with VERBIO marks a significant step in our commitment to advancing clean energy in India. By harnessing agricultural residues for CBG production, we aim to contribute to the nation's energy security and sustainability goals. This initiative will not only provide a

renewable energy source but also support local farmers by utilizing agricultural waste, enhancing their income and livelihood."

Shri Claus Sauter, Founder/CEO, VERBIO Group, said, "We are pleased to partner with GAIL to jointly deploy bioenergy as one of the most innovative solutions for stubble burning in India. This collaboration aligns with our vision of promoting CBG while supporting the farmers and rural economy in India. With a strong partner as GAIL, VERBIO will be able to replicate the success of CBG proof of concept already implemented in Punjab, across India. Both GAIL and VERBIO are committed to fostering innovation in the biofuel sector, and this collaboration is a testament to that commitment. By leveraging agricultural residues, we will not only generate clean energy but also contribute to reducing GHG emissions and have a positive environmental impact."



Shri Sumit Kishore, ED (Business Development and Exploration & Production), GAIL and Shri Ashish Kumar, MD, VERBIO signed the MoU in presence of Shri Sandeep Kumar Gupta, CMD, GAIL, functional Directors of GAIL and Shri Claus Sauter, Founder/CEO, VERBIO Group.

EdCIL observes Vigilance Awareness Week 2024

The Vigilance Awareness Week 2024 was observed by EdCIL (India) Limited from 28th October, 2024 to 3rd November, 2024 on the theme - "Culture of Integrity for Nation's Prosperity" - "सत्यनिष्ठा की संस्कृति से राष्ट्र की समृद्धि" as per guidelines of Central Vigilance Commission.

On 28th October, 2024, an integrity pledge was administered by Shri Manoj Kumar, CMD, EdCIL along with Shri M. M. Singh, CVO, EdCIL and other senior officials. During the entire week many awareness activities & competitions were held among



Shri Manoj Kumar, CMD, EdCIL and Shri M. M. Singh, CVO, EdCIL administering the integrity pledge to employees of the company.

employees. On 4th November, 2024, closing ceremony was held along with the winners' declaration and prize distribution

for various activities viz. Essay Writing, Self-composed Poem, Slogan writing, Quiz competition etc.

HSL observes Vigilance Awareness Week 2024

Hindustan Shipyard Limited observed Vigilance Awareness Week 2024 with the theme "Culture of Integrity for Nation's Prosperity." The week-long event commenced with employees taking the integrity pledge on 28th October, 2024.

Various activities were organized, including an Awareness Gram Sabha, Quiz, Essay and Slogan competitions. An interactive session was also conducted for HSL's vendors and contractors on the societal impact of corruption. Outreach programs were held at HSL School and Colleges to promote awareness and vigilance among children. Prizes were distributed to the winners of the competitions, recognizing their



Cmdr Hemant Khatri, CMD, HSL presenting an award during valedictory function of Vigilance Awareness Week 2024.

efforts in promoting integrity and vigilance.

At the closing ceremony, Cmdr Hemant Khatri, CMD, HSL emphasized the importance of honesty, integrity, and adhering to laid-down rules and

procedures, urging everyone to "say no to corruption" and commit to the nation. The CMD also highlighted that Vigilance acts as a protector of Officers with right intent and works against malicious complains, targeting wrong doers.

GAIL wins Asian Oil & Gas Awards 2024

GAIL (India) Limited was felicitated with Green Hydrogen Project of the Year-India recognition at the Asian Oil & Gas Awards 2024 for implementing 4.3 TPD Green Hydrogen pilot project at Vijapur (Madhya Pradesh). On behalf of the company, Shri Deepak Gupta, Director (Projects) and Shri Rajeev Kumar Singhal, Director (BD) along with other GAIL officials received this prestigious award recently in an award function at Singapore.



Shri Deepak Gupta, Director (Projects), GAIL and Shri Rajeev Kumar Singhal, Director (BD), GAIL along with other GAIL officials receiving the Award on behalf of the company.

This pilot project is a corner stone in the GAIL's Net Zero journey and aligns with National Green Hydrogen Mission (NHGM) of Govt. of India. The project is based on 10 MW Proton Exchange Membrane (PEM) Electrolyser to produce 99.999%

pure Hydrogen. This project is a testament towards establishing India as a global hub in this field.

The Asian Oil & Gas Awards are world renowned and recognises excellent initiatives,

transformations in the industry and the companies that have overcome various challenges and remained steadfast towards excellence.

GAIL bags PMA National Project Excellence Award 2024

In recognition of its exceptional project management in leadership, GAIL has been honoured with the PMA National Project Excellence Award 2024 for the successful completion of Dhamra - Angul Natural Gas Pipeline Project, a key component of the ambitious Pradhan Mantri Urja Ganga Project. Shri Deepak Gupta, Director (Projects) accepted this prestigious award.

The 412 km Dhamra-Angul Natural Gas Pipeline (DAPL) will supply natural gas to households, industries, commercial units, and the automobile sector across various districts in Odisha, thereby supporting the region's socio-economic development. GAIL continues to play a vital role in the energy sector and is dedicated for establishment of a gas-based economy in the country.



Shri Deepak Gupta, Director (Projects), GAIL receiving the PMA National Project Excellence Award 2024 on behalf of the company.



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