

राष्ट्रीय रक्षा उत्पादन अकादमी, नागपुर
NATIONAL ACADEMY OF DEFENCE PRODUCTION, NAGPUR

A Unit of Munitions India Limited, Govt. of India Enterprise, Ministry of Defence



Mentored by

INDIAN INSTITUTE OF MANAGEMENT, INDORE

सिद्धिमुलं प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE



MANTRA

January 2025 Vol. 01 Issue 03 Pages-44

“Nurturing Excellence - Shaping Tomorrow’s Leaders”



“Perfection is not attainable, but if we chase perfection we can catch excellence”

- Vince Lombardi

FROM THE DESK OF CHIEF GENERAL MANAGER

Core Competencies and the Modern Corporation

In 1990, C.K. Prahalad and Gary Hamel authored a seminal article in the Harvard Business Review titled *The Core Competence of the Corporation*, fundamentally reshaping how businesses perceive their strengths and strategies. Their insights are particularly relevant today as we, in the Ordnance Factories in New Corporate Form, face intensifying competition. The traditional domains we have excelled in—ranging from small to large-caliber weapons, ammunition, explosives, and propellants to military and armoured vehicles, optical instruments, parachutes, and troop comfort stores—are no longer sufficient to guarantee a sustainable competitive edge. The shifting dynamics of the defence industry, with increasing private sector participation, demand that we revisit and reinforce our core competencies.



Prahalad and Hamel argued that traditional markers of success, such as price and product performance, are losing prominence in a globalized market. Instead, long-term competitive advantage lies in an organization's ability to invent new markets, swiftly enter emerging ones, and reshape customer choices in established markets. The concept of core competencies provides the foundation for this strategic shift.

A true core competency must satisfy three critical criteria: it must provide access to a wide range of markets, significantly enhance the perceived customer benefit of the end product, and be difficult for competitors to replicate. The rise of private sector participation in defence production is a clear signal that we must urgently reassess and refine our competencies. As per the DDP Dashboard (April 2025), private sector companies share in defence production has surged from 19% in 2016-17 (₹14,104 crores out of ₹74,054 crore) to 23.5% in 2024-25 (₹21,108 crore out of ₹89,702 crores). This growth trajectory suggests that private players are building competencies faster than the public sector.

The challenge lies not just in recognizing core competencies but in defining and nurturing them strategically. If we are facing competition, it is a direct indicator that our competencies have not been fully cultivated. One measure of successful competency development is *causal ambiguity*—the difficulty competitors face in identifying the precise combination of resources and capabilities that confer competitive advantage. The more ambiguous and unique our strengths, the harder they are to imitate, ensuring our long-term dominance.

To secure our position in the evolving defence landscape, we must embark on a deliberate journey of capability-building. Core competencies are not inherited by virtue of operating in a particular domain; they must be systematically developed and refined. This is the mantra for success in the new world. *Mantra* is a small endeavor to bring forth knowledge in this regard, fostering informed discussions on building our competencies for a stronger future.

Happy reading!

Dr J P Dash, IOFS
Chief General Manager



EDITOR'S NOTE

Dear Readers,

It is with great pleasure that we bring you this latest edition of the NADP E-Magazine, a reflection of the vibrant learning culture and knowledge-sharing spirit at the National Academy of Defence Production. As we continue to evolve in our journey of training and capacity-building, this edition captures some of the key developments, insights, and achievements that define our mission.

This issue highlights significant milestones, expert contributions, and thought-provoking discussions that aim to enrich our understanding of emerging trends and best practices. From innovative training methodologies to insightful case studies, we strive to provide a platform for professional growth and intellectual engagement.

Our heartfelt gratitude goes to our esteemed contributors, faculty, and trainees who have played a crucial role in shaping this edition. Your dedication and enthusiasm continue to inspire us to push boundaries and strive for excellence.

We hope you find this edition informative and engaging. Your feedback and suggestions are always welcome as we work towards making this publication more enriching with each issue.

Happy reading!

Editorial Team

1 INDEX

1. Articles..... (5-26)

- i. Global Arms Trade in 2023: Export and Import Dynamics (5-10)
- ii. IKS- A Guiding Light to Viksit Bharat (11-12)
- iii. Post-Superannuation Disciplinary Action Is Void-Ab-Initio (13-18)
- iv. The Power of Integrated Use of Management System Standards (19-20)
- v. Suppression of Material Facts from The Court (21-26)

2. Defence News..... (27-28)

3. Health and wellness..... (29-30)

4. Newspaper Clipping..... (31)

5. PGDM Activities..... (32)

6. Training Activities..... (33-35)

7. What’s New.....(36)

8. VIP Visits.....(37)

9. MoU on Partnership.....(38)

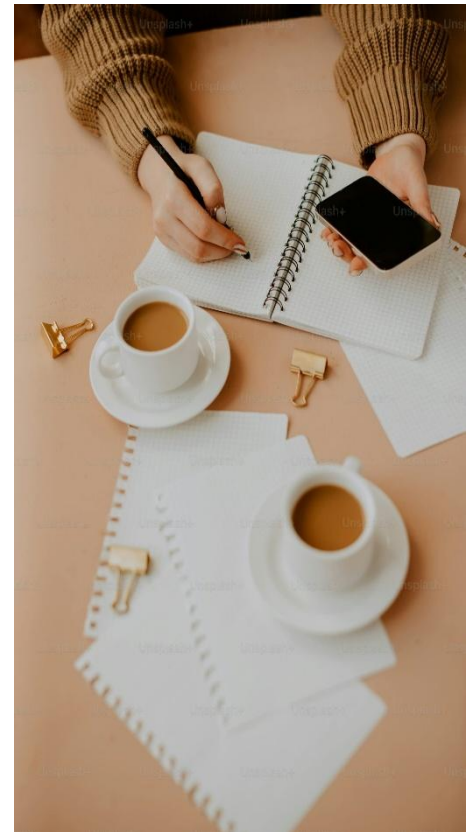
10. Award corner..... (39)

11. Reflection on past.....(40)

12. CSR activities.....(41)

13. Sports activities.....(42)

14. Other activities.....(43-44)



Global Arms Trade in 2023: Export And Import Dynamics

By:- Dr J P Dash, Chief General Manager

Introduction

The latest release of “SIPRI Top 100 Arms-Producing and Military Services Companies, 2023” is a critical resource for understanding global trends in the defence industry and its intersection with geopolitics. SIPRI brings out, **"In 2023, the arms revenues of the Top 100 started to reflect the strong increase in demand for weapons and military equipment fueled by heightened global geopolitical tensions"**.

The report sheds light on the arms revenues of the 100 largest defence companies, totalling \$632 billion in 2023. This figure reflects the economic scale of military spending in the context of rising global tensions, providing a comprehensive overview of the financial dynamics within the global arms industry. **Another indication that a notable proportion of the growth in arms revenues in 2023 came from the bottom up is that, for the first time, the company ranked 100th with reported arms revenues of over \$1.0 billion.** We will attempt to explore how economic data reflects geopolitical realities, analyze Export and Import data, and predict future defence trends

Main Arms Exporters And Trends

The report suggests a trend of increasing domestic demand for arms globally, driven by geopolitical tensions and regional conflicts. While specific companies and countries like South Korea and Türkiye show significant growth in exports, the overall focus of the report is on the rising arms revenues linked to domestic consumption. **The majority of companies in the ranking that recorded double-digit increases in arms revenues in 2023 were in the lower half of the Top 100 (i.e. 23 out of 39).** This trend highlights the impact of regional conflicts and geopolitical dynamics on the global arms industry.

United States

The USA remained the leading arms producer in 2023, with 41 companies in the Top 100, accounting for half of the total arms revenues. The significant growth in US military spending suggests that domestic demand was a major driver. However, specific companies like Lockheed Martin and RTX faced challenges in export production due to supply chain issues, particularly affecting the aeronautical and missile defence segments.

Russia

Data on Russian arms exports is limited, but the report indicates a sharp rise in arms revenues, with a 40% increase in 2023. This surge was driven by increased production to sustain the war in Ukraine, suggesting a likely increase in domestic consumption rather than exports.

South Korea

South Korean arms companies saw a substantial increase in arms revenues, growing by 39% in 2023. This growth was fueled by both domestic orders and export contracts with countries like Australia, Poland, and the UK. Hanwha Group, in particular, benefited from these exports of artillery and armoured vehicles.

Japan

Japanese arms companies experienced significant growth in arms revenues, with a 35% increase due to a major military build-up program initiated in 2022. This growth was primarily driven by domestic demand, reflecting Japan's strategic shift in military spending.

Israel

The war in Gaza led to unprecedented arms revenues for Israeli companies in 2023, indicating a surge in domestic demand. The increased production was likely focused on meeting the immediate needs of the Israeli military.

Türkiye

Turkish arms companies saw a 24% increase in combined arms revenues in 2023, driven by growing domestic demand and increased exports, particularly related to the war in Ukraine. Baykar, a producer of armed UAVs, exported extensively to Ukraine, both directly and indirectly. Turkish Aerospace Industries (TAI) also saw increased exports

Main Arms Importers And Trends

The report highlights a potential increase in arms imports by countries like Ukraine and Poland due to heightened security concerns in Europe following the Russian invasion of Ukraine. We find continued arms imports by countries like Australia and the UK for military modernization purposes.

Ukraine

While not explicitly mentioned as a major importer, Ukraine is indirectly identified as a significant recipient of arms. Multiple reports highlight the impact of the war in Ukraine on the global arms market. German company Rheinmetall participated in "ring-exchange" programs to supply Ukraine with weapons. Turkish company Baykar exported armed UAVs, both directly and indirectly, to Ukraine. JSC Ukrainian Defense Industry (formerly UkrOboronProm) significantly increased its arms revenues to support Ukraine's war effort. These instances strongly suggest a surge in arms imports by Ukraine since the start of the full-scale Russian invasion in 2022.

Poland

Poland emerges as a potential major arms importer based on its procurement activities. South Korean companies like Hanwha Group, Korea Aerospace Industries, and Hyundai Rotem secured export contracts with Poland for artillery, armoured vehicles, light combat aircraft, and tanks. Norwegian company Kongsberg Gruppen signed a significant deal to supply Poland with coastal defence missile systems. These contracts indicate a potential trend of increasing arms imports by Poland, likely driven by security concerns related to the war in Ukraine.

Australia

Australia is mentioned as an importer of South Korean artillery and armoured vehicles from the Hanwha Group. This suggests Australia's continued investment in modernizing its military capabilities.

United Kingdom

The UK is identified as a recipient of South Korean artillery and armoured vehicles from the Hanwha Group. Given the UK's involvement in supporting Ukraine and its own military modernization programs, this points towards a potential trend of continued arms imports.

CHALLENGES FACING TOP ARMS PRODUCERS

Supply Chain Disruptions

Soaring costs and ongoing supply chain disruptions are major hurdles for large arms companies, particularly those producing complex weapon systems. These disruptions, stemming from factors like reduced access to raw materials due to the war in Ukraine, have made it difficult for companies to meet the surging demand for weapons. Lockheed Martin and RTX in the US, despite experiencing increased demand, have faced challenges in scaling up production due to these supply chain issues. These disruptions often lead to a growing backlog of orders rather than substantial increases in arms revenues, especially for larger companies.

Competition from Smaller Agile Companies

Smaller arms companies, with their shorter supply chains and more limited product offerings, have been able to adapt more quickly to the rising demand for weapons. They have been able to scale up production faster than their larger counterparts, leading to higher growth rates. This trend is reflected in the data, where the majority of companies with double-digit growth in arms revenues in 2023 were in the lower half of the Top 100. The 100th-ranked company in 2023 reported arms revenues over \$1 billion for the first time, signifying the growing influence of smaller players in the global arms trade.

Dependence on Nuclear Modernization Programs

A dedicated section in the report analyses the role of the Top 100 companies in nuclear modernization programs. All nuclear-armed countries are modernizing their nuclear forces, and this trend represents a substantial, long-term financial commitment. Despite some lack of transparency, nuclear modernization will continue to be a significant driver of revenue for many Top 100 companies.

Impact of Regional Conflicts and Geopolitical Tensions

The increased demand for weapons in 2023 is explicitly linked to heightened global geopolitical tensions, particularly the ongoing war in Ukraine and the conflict in Gaza. This increased demand, while beneficial for driving sales, also contributes to the pressure on supply chains and production capacities, further complicating the challenges faced by arms producers. Companies in countries like Russia, Israel, and Türkiye have witnessed significant growth in arms revenues, likely fueled by these regional conflicts and geopolitical tensions.

These issues present both opportunities and challenges for the leading arms-producing companies. While the rising demand for weapons offers potential for increased revenue, navigating supply chain disruptions, adapting to competition from smaller companies, and managing the complexities of nuclear modernization programs remain critical challenges for these industry giants.

Analysis Of Arms Sales As A Percentage Of Total Sales

The report reveals that arms sales, as a percentage of revenues, vary across companies, with some exclusively focused on arms production while others have diversified portfolios that include civilian products and services. Several companies, particularly those specialising in defence and military services, exhibit a high percentage of arms sales: BAE Systems (98%), MBDA(99%), Naval Group (99%), Atomic Weapons Establishment (99%), JSC Ukrainian Defense Industry (100%), ASELSAN (Türkiye) (95%), Baykar (Türkiye) (95%), Sierra Nevada Corp (97%) Rostec, the Russian state-owned holding company, increased its arms revenues as a share of total revenues from 55% in 2022 to 65% in 2023. This shift highlights the impact of the war in Ukraine on Russia's focus on arms production.

Factors Influencing Arms Sales Percentage

Based on the available information and insights, several factors likely influence the percentage of arms sales in a company's total revenue:

Companies primarily focused on defence and military services tend to have a higher percentage of arms sales compared to those with diversified product portfolios. Companies heavily reliant on government contracts for military equipment and services will likely have a larger share of arms sales. Regional conflicts and global tensions can drive increased demand for weapons, leading to a higher proportion of arms sales for companies involved in these markets. Companies actively engaged in exporting arms to other countries will have a greater percentage of arms sales compared to those focused on domestic markets.

Companies specialising in defence and military services, those heavily reliant on government contracts, and those operating in regions with heightened geopolitical tensions tend to exhibit a higher proportion of arms sales. However, the lack of transparency from some companies, particularly regarding nuclear modernisation programs, makes it challenging to assess the full extent of arms sales within the global arms industry.

Implications for India From the Sipri Top 100 Data Insights

The SIPRI Top 100 report provides valuable insights that can inform India's Atma Nirbhar Bharat (Self-Reliant India) initiative and its growing emphasis on defence exports. Here are some key implications:

Strengthening Domestic Defense Production

The inclusion of three Indian companies—Hindustan Aeronautics (HAL), Bharat Electronics, and Mazagon Dock Shipbuilders—in the SIPRI Top 100 highlights India's progress in domestic defence production. This aligns with the Atma Nirbhar Bharat initiative, which aims to reduce dependency on foreign arms imports and boost indigenous manufacturing capabilities. The growth in arms revenues for these companies indicates a positive trend towards self-reliance in defence.

Enhancing Export Potential

India's defence sector is increasingly focusing on exports as a means to boost economic growth and enhance its strategic influence. The SIPRI report shows that countries like South Korea and Türkiye have successfully increased their arms revenues through exports. India can draw lessons from these countries to enhance its own export strategies. By leveraging its growing defence manufacturing base, India can target markets in Southeast Asia, Africa, and Latin America, where there is a demand for cost-effective and reliable military equipment.

Addressing Supply Chain Challenges

The report underscores the importance of addressing supply chain disruptions, which have affected major arms producers globally. For India, ensuring a robust and resilient supply chain is crucial for sustaining growth in defence production and exports. This involves securing access to critical raw materials, investing in advanced manufacturing technologies, and fostering collaborations with global defence companies.

Investing in Emerging Technologies

The SIPRI report highlights the increasing use of technologies like unscrewed aerial vehicles (UAVs) in modern warfare. India should invest in research and development of emerging military technologies to stay competitive in the global arms market. By focusing on innovation and technological advancements, India can enhance the capabilities of its defence products and attract more international buyers.

Leveraging Geopolitical Dynamics

The report indicates that regional conflicts and geopolitical tensions drive demand for arms. India can leverage its strategic partnerships and geopolitical positioning to expand its defence exports. By aligning its defence export policies with its foreign policy objectives, India can strengthen its ties with key allies and partners, thereby enhancing its influence in regional and global security affairs.

Policy and Regulatory Support

To support the growth of its defence industry, India needs to ensure a conducive policy and regulatory environment. This includes streamlining defence procurement processes, providing incentives for domestic manufacturers, and facilitating easier access to international markets. The government should also focus on building a strong defence industrial base through public-private partnerships and encouraging foreign direct investment in the defence sector.

Conclusion

The 2023 SIPRI Top 100 report underscores the intricate dynamics of the global arms industry, revealing how geopolitical tensions and regional conflicts are driving both production and procurement of military equipment. The significant growth in arms revenues, particularly among smaller, agile companies, highlights the industry's adaptability in the face of supply chain disruptions and rising demand. As countries like the United States, South Korea, and Türkiye expand their export capabilities, and nations such as Ukraine and Poland increase their imports due to security concerns, the global arms trade continues to evolve.

For India, the insights from the SIPRI report are particularly relevant. The emphasis on self-reliance through the Atma Nirbhar Bharat initiative and the growing focus on defence exports present both opportunities and challenges.

By strengthening domestic production, addressing supply chain issues, investing in emerging technologies, and leveraging geopolitical dynamics, India can enhance its strategic influence and economic growth in the defence sector.

The global arms industry in 2023 is marked by significant shifts and trends that reflect broader geopolitical realities. The interplay between domestic demand, export strategies, and technological advancements will continue to shape the future of the industry, presenting new avenues for growth and collaboration among the world's leading arms producers.

IKS- A Guiding Light to Viksit Bharat

By:- N Raghuraman, Consultant iGoT

What is the Indian Knowledge System (IKS)?

The Indian Knowledge System (IKS) is a vast repository of wisdom and practices rooted in ancient Indian texts such as the Vedas, Upanishads, and epics like the Mahabharata and Ramayana. These texts encompass a wide range of disciplines, including philosophy, science, art, and governance, offering timeless insights that continue to be relevant in contemporary society. The Indian Knowledge Systems (IKS), or the Bhāratīya Jñāna Paramparā Vibhāga is a division of the Ministry of Education of the Government of India which purports to promote indigenous Indian systems of knowledge. Established in October 2020, it is located in the AICTE headquarters in New Delhi. The IKS website, iksindia.org shows efforts in this direction. Readers may also like to see Karmayogi talk on IKS in iGoT LMS.

Government of India's Efforts to Evangelize IKS

Recognizing the profound value of IKS, the Government of India (GoI) has undertaken numerous initiatives to integrate these ancient principles into modern governance and daily life. These efforts aim to preserve and promote India's rich cultural heritage while leveraging its wisdom to address contemporary challenges. Key initiatives include:

1. **Educational Reforms:** Incorporating IKS into the curriculum at various educational levels to instil a sense of pride and understanding of India's intellectual traditions among students.
2. **Research and Development:** Supporting research projects that explore and validate the scientific principles found in ancient texts, thereby bridging traditional knowledge with modern science.
3. **Cultural Programs:** Organizing events, seminars, and workshops to raise awareness about IKS and its applications in various fields.
4. **Policy Integration:** Embedding IKS principles in policy-making processes to ensure holistic and sustainable development.

IKS Guiding Apex Organizations

Several apex organizations in India have adopted mottos and guiding principles derived from IKS, reflecting their commitment to these timeless values. Here are a few notable examples:

1. **Sushma Swaraj Institute of Foreign Service (SSIFS):** The motto "Sam Chedam Vi Cha Pashyema" from the Rig Veda emphasizes a balanced perspective, clarity of vision, inclusivity, and foresight—qualities essential for effective diplomacy.

- 2. Indian Armed Forces:** The Indian Army's motto "Seva Paramo Dharmah" (Service is the highest duty) from the Mahabharata underscores the importance of selfless service. Similarly, the Indian Navy's "Sham No Varunah" (May Varuna be auspicious unto us) from the Rig Veda invokes blessings for safety at sea, and the Indian Air Force's "Nabhah Sprisham Deeptam" (Touch the sky with glory) from the Bhagavad Gita reflects the aspiration for excellence.
- 3. Supreme Court of India:** The motto "Yato Dharmastato Jayah" (Where there is righteousness, there is victory) from the Mahabharata highlights the judiciary's role in upholding justice.
- 4. All India Radio (Akashvani):** "Bahujana Hitaya Bahujana Sukhaya" (For the benefit and happiness of the masses) from the Rig Veda aligns with its mission of public service broadcasting.
- 5. National Council of Educational Research and Training (NCERT):** "Vidyaya Amrutam Ashnute" (Through knowledge, one attains immortality) from the Isha Upanishad emphasizes the transformative power of education.

These examples illustrate how IKS principles are not just historical artefacts but living traditions that continue to guide and inspire modern institutions. By integrating these values, organizations can foster a culture of excellence, integrity, and holistic development.

Conclusion

The Indian Knowledge System offers a rich tapestry of wisdom that can guide contemporary society towards sustainable and inclusive growth. The Government of India's efforts to evangelize IKS across various sectors underscore its relevance and potential. As apex organizations embrace these ancient principles, they set a powerful example of how tradition and modernity can coexist harmoniously, paving the way for a brighter future.

Post-Superannuation Disciplinary Action Is Void-Ab-Initio

By:- Shailendra Nath, Ex IOFS-CS-1985

The Respondent, an officer of the State Bank of India (SBI), was subjected to a disciplinary proceeding, after which the penalty of dismissal from service was imposed on him.

The appellate authority rejected the Departmental appeal filed by the Respondent against the dismissal order, and so was the petition for review.

The Respondent filed a Writ Petition before the Jharkhand High Court challenging the order of penalty as upheld by the appellate and the reviewing authorities.

Learned Single Judge allowed the Writ Petition and set aside the order of penalty on the grounds that the disciplinary proceeding was initiated after the superannuation of the Respondent, including the extended service period. Therefore, such disciplinary proceedings were held to be void ab initio, and the consequential order of penalty was set aside with further directions for the Appellants to pay the retiral and other dues of the respondent.

Appeal filed by the Appellants was also dismissed by a Division Bench of the High Court. Against such dismissal, Special Leave Petition was filed by the Appellants.

On completion of 30 years of service, the Respondent was due to superannuate in the year 2003. However, he was given extension of service to 01.10.2010.

On 18.08.2009, a notice was issued to the Respondent by the appellant SBI calling for his explanation as to why disciplinary action should not be initiated against him for violating instructions of SBI.

On 21.08.2009, the Respondent was placed under suspension.

On completion of the Inquiry, the disciplinary authority imposed the penalty of dismissal from service on the Respondent.

The Appeal and the Review Petition of Respondent were dismissed.

Aggrieved thereby, the Respondent preferred a Writ Petition before the High Court assailed the order of penalty.

A Single Bench of the High Court held that the service of the Respondent was extended till 01.10.2010 after his superannuation in 2003. There was no further extension of service after 01.10.2010. Therefore, SBI had no jurisdiction to initiate departmental (disciplinary) proceedings beyond 01.10.2010.

The Division Bench concurred with the view of the Single Bench and held that departmental (disciplinary) proceedings could not have been initiated and continued after the superannuation of the respondent.

The Respondent contended that the disciplinary proceeding was initiated against him after the expiry of the extended period of service, i.e., post-superannuation. Therefore, such a disciplinary proceeding and the consequential order of penalty, appellate order and review order are *non-est* in the eye of law being *void-ab-initio*.

In the instant case, the Hon'ble Apex Court relied upon its judgements in the following cases:

- i. *Union of India Vs. K.V. Jankiraman*
- ii. *Canara Bank Vs. D.R.P. Sundharam*
- iii. *UCO Bank Vs. Rajinder Lal Capoor*
- iv. *UCO Bank Vs. M.B. Motwani*
- v. *SBI Vs. C.B. Dhall*

The Supreme Court held that only when a charge memo is issued to the employee can it be said that a departmental (disciplinary) proceeding is initiated against the employee.

The Court also created a legal fiction of continuance in service of the concerned officer post superannuation if the disciplinary proceeding had been initiated before superannuation, such continuance of service is only for the purpose of the conclusion of the disciplinary proceeding.

The Court further held that such a provision could be invoked only when the disciplinary proceeding had clearly been initiated before the Respondents ceased to be in service.

Only when a valid departmental proceeding is initiated against the officer while in service, despite his attaining the age of superannuation, the disciplinary proceeding can be allowed to be continued based on the legal fiction as if he was in service.

Reiterating the view taken in *Jankiraman*, the Court held that the departmental proceeding is not initiated merely by the issuance of a show cause notice.

Where the disciplinary proceeding itself is without jurisdiction, upholding the same on the specious plea that it was not challenged on the ground of lack of jurisdiction would be tantamount to giving imprimatur to a patently illegal proceeding.

In so far, the present case is concerned, the extended service of the Respondent came to an end on 01.10.2010. The relationship of master and servant between the Appellants and the respondent came to be severed on and from 01.10.2010.

The factum of receipt of subsistence allowance thereafter would not make any difference to the legal and factual scenario.

No disciplinary proceeding can be initiated after the delinquent employee or officer retires from service on attaining the age of superannuation or after the extended service period.

That being the position, the Hon'ble Supreme Court did not find any merit in the appeal and dismissed it with directions to the Appellants to release all the service dues of the Respondent expeditiously.

[CIVIL APPEAL NO. 1279 OF 2024, STATE BANK OF INDIA & ORS. APPELLANT(S) VERSUS NAVIN KUMAR SINHA RESPONDENT(S) DATE OF JUDGEMENT: NOVEMBER 19, 2024.]

Supplementary Inputs

Department proceedings pending at the time of retirement are deemed to be the proceedings under Rule 9 of the CCS (Pensions) Rules, 1972, and shall be continued and concluded by the same disciplinary authority and in the same manner.

Thereafter, authority will submit a report recording its finding to the President.

In such cases, only provisional pension is paid and gratuity is withheld till the conclusion of departmental proceedings and issue of final orders thereon by the competent authority.

Departmental proceeding can be instituted after retirement subject to following conditions:

- (a) Sanction of the President shall be obtained before instituting such proceedings;
- (b) The proceedings shall not be in respect of any event which took place more than 4 years such institution;

CIC ORDER ON SECTION 8 (1) (J) AND SECTION 11 OF THE RIGHT ACT, 2005: AN ANALYSIS OF FACTS AND CRITIQUE OF THE ORDER

The Central Information Commission has dismissed an RTI application relating to the information pertaining to the Indian Performance Rights Society (IPRS) in the context of compliance with the Copyright Act.

Vide its order dated 30th October 2024 the CIC has upheld the primacy of privacy of private One Shri Dipak Ranjan Mukherjee, a practicing advocate, made an RTI Application before the CPIO/Copyright Office seeking a host of information relating to the IPRS impinging upon the compliance of the Society with the Copyright Act.

While parting with certain information and furnishing copies of the relevant documents, the CPIO denied other information invoking Sections 11 of the Act relating to third-party information as also Section 8 (1) (j) relating to personal information.

The CPIO informed the applicant that the information relating to the third party has been treated as confidential by the third party. Hence, a notice under section 11 of RTI Act has been issued to the third party.

The counsel for the third party objected for disclosure of their information on the ground that the information being sought in the RTI Application is a fishing and roving enquiry to harass IPRS in additional fora and is vexatious. The request for the information sought does not serve any public purpose.

The third party further argued that IPRS was constituted to protect, monitor, and enforce the rights of its members, comprising authors, composers, lyricists and owners/publishers of musical and literary works. The copyrights in the musical and literary works administered by IPRS are owned by music companies, film producers, authors, composers and reciprocal international societies. The creation and private ownership of copyright do not involve any instance or question of public funding or be termed a question of public interest. Hence, any information pertaining to the same is exempt from disclosure.

The third party also contended that disclosure of the information would be instrumental in allowing something which is specifically barred under law.

It was also argued that some information sought includes statements made by persons including IPRS representatives to an Inquiry Commission under the Commissions of Inquiry Act, 1952. The statements made by any person while giving evidence before any Inquiry Commission cannot be used against him in any civil or criminal proceeding except on prosecution for giving false evidence by such statements or any information. This is specifically barred under Section 6 of the Commissions of Inquiry Act, 1952.

In case the present appeal is allowed, and the Commission orders the disclosure of the Report to the Applicant, even after the Government has decided not to make it public or table it before the legislature, it could set a dangerous precedent for any confidential report prepared by a commission under the Commissions of Inquiry Act, 1952.

In this context, the IPRS relied upon the following judgements:

- ✓ Hon'ble Supreme Court in Bihar Public Service Commission v. Saiyed Hussain Abbas Rizwi;
- ✓ Hon'ble Supreme Court in CPIO Supreme Court of India vs. Subhash Chandra Agarwal;
- ✓ Hon'ble Gujarat High Court in Reliance Industries Ltd. vs. Gujrat State Information Commission.

It has been held in these cases that the Public Information Officer while dealing with the information relating to or supplied by the third party, has to constantly bear in mind that the RTI Act does not become a tool in the hands of a busybody to settle a personal score.

The Commission, after adverting to the facts and circumstances of the case and perusal of the records, noted that the information being exempted from disclosure has been denied to the Appellant under Section 8 (1) (j) of the RTI Act, after receiving objection letter from the third party in the form of detailed written submission.

The Commission took into view the import of "personal information" envisaged under Section 8 (1) (j) of the Act as exemplified in the context of earlier ratios laid down by the Supreme Court in the following matters:

- Canara Bank Vs. C.S. Shyam;
- Girish Ramchandra Deshpande vs. Central Information Commissioner & Others;
- R.K. Jain vs. Union of India & Another.

On a query from the Commission, the CPIO Copyright office informed that the Copyright Act has a provision for filing an appeal by any aggrieved party. Thus, an alternative efficacious remedy was available under the Copyright Act. The appellant has not clarified his locus qua the subject matter of his RTI application.

He further informed that the appellant is not an affected party. Moreover, neither in his RTI application nor in the appeal has the Appellant brought out any overriding public interest that will be served with disclosing the information.

After hearing the parties, the Commission held as follows:

- ❖ Reading of the aforesaid judicial precedents, in our opinion, would indicate that personal records, including name, address, physical, mental and psychological status, marks obtained, grades and answer sheets, are all treated as personal information.
- ❖ Similarly, professional records, including qualification, performance, evaluation reports, ACRs, disciplinary proceedings, etc. are all personal information. Medical records, treatment, choice of medicine, list of hospitals and doctors visited, findings recorded, including that of the family members, information relating to assets, liabilities, income tax returns, details of investments, lending and borrowing, etc. are personal information.
- ❖ Such personal information is entitled to protection from unwarranted invasion of privacy and conditional access is available when stipulation of larger public interest is satisfied. This list is indicative and not exhaustive...”
- ❖ IPRS is a copyright society which is responsible for licensing and managing rights on behalf of music composers, publishers, and authors. The first issue pertained to whether such an entity can be made to disclose information under the RTI Act.
- ❖ The Appellant argued that the information he sought involved public interest, as IPRS’s activities affect a broad range of stakeholders, including creators, licensees and the public.
- ❖ The CIC denied this contention and upheld IPRS’s stand (submitted as a third-party submission), that the information sought involved sensitive financial and operational data of a private entity, which is protected by Section 8 (1) (j) of the RTI Act.

Hence, the CIC found no cause of action subsisting in this case under the RTI Act for further adjudication and disposed of the appeal accordingly.

Critique of The Order

This order is fraught with many challenges pertaining to the information of the third parties, especially when they happen to be private entities. After much skirmish and introspection in deference to the public sentiments, the CIC, albeit reluctantly, declared BCCI as a ‘Public Authority’ in the year 2018.

Unfortunately, the clock has been put back by this order. The CIC has missed the golden opportunity of bringing within the fold of the RTI regime private entities largely performing public activities or where huge public stake is involved or where a public authority holds the information relating to these private entities, or where transparency and probity are matters of imperative.

Further, the finding that the Appellant was not an affected party and had no locus in the matter is in the teeth of Section 6 (2) of the Act, which states that an applicant requesting information shall not be required to give any reason for requesting the information or any other personal details except those that may be necessary for contacting him. This means the applicant does not need to be a stakeholder to file an RTI application.

Regrettably, section 8 (1) (j) has been weaponized to serve the perverted vested interests, and this order only aggravates the matter further.

[CIC Order dated 30th October 2024 in Dipak Ranjan Mukherjee versus CPIO, M/o Commerce & Industry, Copyright Office, Information Commissioner: Shri Vinod Kumar Tiwari]

The Power of Integrated Use of Management System Standards

By:- Shri Mohan Agrawal, Jt. GM

In today's dynamic and competitive business environment, it is essential to remain agile and ahead of the competitors. Organizations are creating a niche for themselves by innovation in their products as well as processes to bring choices for the customer and value for the organization. Often, to improve their processes, organizations implement various management system standards such as IS/ISO 9001:2015 (Quality Management System), IS/ISO 14001:2015 (Environmental Management System), IS/ISO 45001:2018 (Occupational Health & Safety Management System), ISO 50001:2018 (Energy Management System) etc.

The main benefit of adopting these management system standards is accrued when organizations standardize their system by adopting these standards rather than changing their processes to fulfil the requirements of standards. The purpose of implementing these standards should not be limited only to enhancing the organization's image or brand creation; rather aim should be there to improve the organization's overall processes to ensure efficient and productive organization. While each system brings individual benefits, integrating them into a single, cohesive framework—an Integrated Management System (IMS)—amplifies overall organizational efficiency and effectiveness.

An Integrated use of Management System standards allows businesses to streamline their operations by standardization, eliminate redundant and repetitive processes, and align objectives based on the Vision and Mission of the organization across departments. This unified approach fosters improved communication, resource optimization, and a culture of continual improvement. Companies can achieve compliance by integrating various management systems while enhancing overall performance.

International organizations such as the International Organization for Standardization (ISO) play a crucial role in facilitating integration by developing harmonized standards. The High-Level Structure (HLS) framework, adopted across various ISO management system standards, ensures consistency, simplifies implementation, and enables seamless integration. This standardized approach allows businesses to manage multiple systems while enhancing interoperability and organizational resilience efficiently.

Key Benefits of an Integrated Management System (IMS):

- **Operational Efficiency:** Reduces duplication of effort, minimizes errors, and optimizes processes.
- **Improved Compliance:** Ensures adherence to legal, regulatory, and industry standards.
- **Enhanced Decision-Making:** Facilitates data-driven insights for proactive risk management.
- **Stronger Corporate Image:** Create positive image by demonstrating commitment to quality, sustainability, and employee well-being.

- **Cost Savings:** Helps in lowering the administrative costs by reducing documentation efforts and audits.

An IMS not only simplifies management processes but also drives sustainable growth. Organizations that adopt an integrated approach gain a competitive edge, improve stakeholder confidence, and create a safer, more responsible work environment. By embracing integration, businesses unlock their full potential and achieve long-term success.

Suppression of Material Facts from The Court

By:- Shailendra Nath, Ex IOFS-CS-1985

Eight Petitioners approached the High Court of Judicature at Allahabad seeking the relief to issue a Writ order or direction in the nature of Mandamus directing the Opposite Parties to call for the record in respect of Consolidation Proceedings commenced during the Covid-19 pandemic year 2019-2020 and initiate proceedings under the U P Consolidation and Holdings Act, 1953 because of serious irregularities in the Consolidation Proceedings.

During the hearing, the Hon'ble Court was informed that the entire Petition suffers from material concealment of fact, including the filing of another Writ Petition before the same Court, which was subsequently dismissed.

It was further pointed out that it was noticed that the Petitioners were involved in falsification of the records, and a First Information Report was lodged against them, and this fact has also been concealed. It has also been submitted that since the Petitioners are responsible for encroaching and falsely occupying the Government land, hence, without disclosing the aforesaid facts, the instant Petition has been filed.

The counsel for the Gaon Sabha also informed the Court that other than the matter which has been brought to the notice of the Court, there is further material concealment, inasmuch as, the Gaon Sabha had also filed a Writ Petition against the fraudulent entries in the Khatauni of which the Petitioners are the beneficiaries wherein the Court had required the Petitioners to file a counter affidavit which was not done. It was further alleged that in order to avoid the same, the Petitioners are allegedly said to have filed the subsequent Petitions which are connected with the Petition filed by the Gaon Sabha and this fact was also not disclosed.

The State had filed a short counter-affidavit wherein several documents were brought on record indicating the manner in which the Consolidation Proceedings were held as well as the facts that the Writ Petition suffered from gross concealment of material facts.

While filing the rejoinder-affidavit, the counsel for the Petitioners did not primarily dispute the factual scenario regarding filing of multiple Petitions at different point of time. It was also not disputed that the FIR had been lodged against some of the Petitioners where they have been charge-sheeted and for some time, they remained under judicial custody as well.

The issue before the Court was regarding the bona fides of the Petitioners while filing Petitions and as to whether they have concealed material facts from the Court while instituting the instant Petition or whether the facts which have been brought on record can be treated to be not relevant for the purposes of adjudicating the controversy raised in the instant Petition.

The Petitioners attempted to submit that the issue raised in the Writ Petition is regarding the anomalies and irregularities committed by the Consolidation Authorities. Moreover, some of the Petitioners filed the Writ Petitions earlier related to different plot numbers. Hence, the same has no nexus with the facts of the instant case *vis-a-vis* the reliefs claimed in the instant Petition.

It was also urged that the Writ Petition filed by the Petitioners on an earlier occasion was based on a different cause of action, which has nothing to do with the averments made in the instant petition. Hence, the Petitioners cannot be held guilty of suppressing material facts nor did the Petition suffer from any vice of misrepresentation.

Per contra, the State and the Gaon Sabha pointed out that the entire text of the averments made in the Writ Petition is based on an incorrect premise. It was urged that all the facts which gave a cause of action ought to have been disclosed; hence, non-disclosure leads to misrepresentation, and the Petitioners have definitely not come before the Court with clean hands. Accordingly, the Petition deserves to be rejected.

While taking a call on the alleged concealment of facts by the Petitioners and its evil consequences on the Petitioners and their counsel, the Hon'ble Court referred to the following judgments and precedents.

In *Bhagwan Das Chela Balram Das Vs. District Magistrate Ambedkar Nagar and others, 2023 (1) ADJ 342 [LB]*, the Hon'ble Allahabad High Court with the aid of a decision rendered by the Apex Court relating to the issue of concealment of material facts had noticed as under: -

"In **Ram Chandra Singh Vs. Savitri Devi and others; (2003) 8 SCC 319**, the Hon'ble Supreme Court has held as under:

Commission of fraud on court and suppression of material facts are the core issues involved in these matters. Fraud, as is well-known, vitiates every solemn act. Fraud and justice never dwell together. (*fraus et jus nunquam cohabitant*); or fraud and deceit ought to benefit none (*fraus et dolus nemini patrocinari debent*).

Fraud is a conduct, either by letter or words, which induces the other person or authority to take a definite determinative stand as a response to the conduct of the former either by word or letter.

A fraudulent misrepresentation is called deceit and consists in leading a man into damage by willfully or recklessly causing him to believe and act on falsehood. It is a fraud in law if a party makes representations that he knows to be false, and injury ensues, although the motive from which the representations proceeded may not have been bad.

A false statement, made through carelessness and without reasonable grounds for believing it to be true, may be evidence of fraud but does not necessarily amount to fraud. Such a statement, if made in the honest belief that it is true, is not fraudulent and does not render the person make it liable to an action of deceit."

An act of fraud in court is always viewed seriously. A collusion or conspiracy with a view to deprive the rights of others in relation to a property would render the transaction void ab initio. Fraud and deception are synonymous.

In *A.V. Papayya Sastry and others Vs. Government of A.P. and others*; (2007) 4 SCC 221, the Hon'ble Supreme Court has held as under:

It is a settled principle of law that if any judgment or order is obtained by fraud, it cannot be said to be a judgment or order in law. Before three centuries, Chief Justice Edward Coke proclaimed, "**Fraud avoids all judicial acts, ecclesiastical or temporal**".

It is thus a settled proposition of law that a judgment, decree or order obtained by playing fraud on the Court, Tribunal or Authority is a nullity and non-est in the eye of the law. Such a judgment, decree or order by the first Court or by the final Court has to be treated as nullity by every Court, superior or inferior. It can be challenged in any Court, at any time, in appeal, revision, writ or collateral proceedings.

In the leading case of *Lazarus Estates Ltd. v. Beasley*, (1956) 1 All ER 341: (1956) 1 QB 702: (1956) 2 WLR 502, Lord Denning observed: "No judgment of a court, no order of a Minister, can be allowed to stand if it has been obtained by fraud."

Fraud may be defined as an act of deliberate deception to secure some unfair or undeserved benefit by taking undue advantage of another. In fraud, one gains at the loss of another. Even most solemn proceedings stand vitiated if they are actuated by fraud. Fraud is thus an extrinsic collateral act which vitiates all judicial acts, whether in rem or persona. The principle of 'finality of litigation' cannot be stretched to the absurdity that it can be utilized as an engine of oppression by dishonest and fraudulent litigants.

In a case in the Apex Court, *Kuldip Singh, J.* stated: "The courts of law are meant for imparting justice between the parties. One who comes to the court must come with clean hands.

The underlying object has been succinctly stated by *Scrutton, L.J.*, in the leading case of *R.V. Kensington Income Tax Commissioners*, (1917) 1 KB 486: 86 LJ KB 257: 116 LT 136 in the following words:

"...it has been the rule of the Court, and one which it is of the greatest importance to maintain, that when an applicant comes to the Court to obtain relief on an ex parte statement, he should make a full and fair disclosure of all the material facts- it says facts, not law. He must not misstate the law if he can help; the Court should know the law. But it knows nothing about the facts, and the applicant must state fully and fairly the facts. The penalty by which the Court enforces that obligation is that if it finds out that the facts have not been fully and fairly stated to it, the Court will set aside any action which it has taken on the faith of imperfect statement".

The above principles have also been accepted in our legal system. As per settled law, the party who invokes the extraordinary jurisdiction of this Court under Article 32 or of a High Court under Article 226 of the Constitution is supposed to be truthful, frank and open. He must disclose all material facts without reservation, even if they are against him. He cannot play 'hide and seek' or 'pick and choose' the facts he likes to disclose and suppress (keep back) or not disclose (conceal) other facts.

The very basis of the writ jurisdiction rests in the disclosure of true and complete (correct) facts. If material facts are suppressed or distorted, the very functioning of Writ Courts and exercise would become impossible. The Petitioner must disclose all the facts regarding the relief sought without any qualification. This is because "the Court knows law but not facts".

In **Dalip Singh Vs. State of Uttar Pradesh and others; (2010) 2 SCC 114**, Hon'ble the Supreme Court has held as under:

For many centuries, Indian society cherished two basic life values, i.e., '**Satya**' (truth) and '**Ahimsa**' (non-violence). **Mahavir, Buddha** and **Mahatma Gandhi** guided the people to ingrain these values in their daily life. Truth constituted an integral part of the justice delivery system, which was in vogue in the pre-independence era, and the people used to feel proud to tell the truth in the courts irrespective of the consequences. However, the post-independence period has seen drastic changes in our value system. Materialism has overshadowed the old ethos, and the quest for personal gain has become so intense that those involved in litigation do not hesitate to take shelter from falsehood, misrepresentation and suppression of facts in the court proceedings.

In the last 40 years, a new creed of litigants has cropped up. Those who belong to this creed do not have any respect for truth. They shamelessly resort to falsehood and unethical means to achieve their goals. To meet the challenge posed by this new creed of litigants, the courts have, from time to time, evolved new rules, and it is now well established that a litigant who attempts to pollute the stream of justice or who touches the pure fountain of justice with tainted hands is not entitled to any relief, interim or final.

It is not for a litigant to decide what fact is material for adjudicating a case and what is not material. A litigant must disclose all the facts of a case and leave the decision-making to the Court. True, there is a mention of the order dated 2nd May 2003 in the order dated 24th July 2006 passed by the JCC, but that is not enough disclosure. The petitioners have not clearly disclosed the facts and circumstances in which the order dated 2nd May 2003 was passed or that it has attained finality.

More recently, in **Ramjas Foundation vs. Union of India, (2010) 14 SCC 38** the case law on the subject was discussed. It was held that if a litigant does not come to the Court with clean hands, he is not entitled to be heard, and indeed, such a person is not entitled to any relief from any judicial forum. It was said:

The principle that a person who does not come to the court with clean hands is not entitled to be heard on the merits of his grievance and, in any case, such person is not entitled to any relief is applicable not only to the petitions filed under Articles 32, 226 and 136 of the Constitution but also to the cases instituted in others courts and judicial forums. The object underlying the principle is that every court is not only entitled but is duty bound to protect itself from unscrupulous litigants who do not have any respect for truth and who try to pollute the stream of justice by resorting to falsehood or by making misstatements or by suppressing facts which have a bearing on adjudication of the issue(s) arising in the case."

This Court finds that the explanation as offered by the counsel for the Petitioners for not disclosing the detailed facts and the background of the litigation is not cogent or inadvertent to be ignored.

The Petitioners' counsel has been representing the petitioners in several Petitions and it cannot be said that the counsel himself was not aware. Before the counsel espouses the cause of any litigant, he is first an officer of the Court. It was his bounden duty to have disclosed the correct facts candidly and it also cannot be said that the counsel for the Petitioners is not aware of the law or he has not much experience since the Petitioners' counsel has been registered with the U.P. Bar Council in the year 2012 and as such he has a standing of more than ten years at the Bar.

The role of an advocate in the justice dispensation system is of crucial importance as already noticed above that the counsel representing a case of his client is first an officer of the Court and then he pleads the case for his client fearlessly. In the instant case, the counsel for the Petitioner, who has been representing them in various Petitions appears to have lost sight of his duties as an officer of the Court.

The wrongdoers must fear the law that they will be punished, the innocents must rest assured that they will not be, and the victims must be confident that they will get the justice. This is what a citizen of a democratic country like India, governed by the Rule of Law, would legitimately expect from the Courts. The Courts are called the 'Temple of Justice'. However, often brazen attempts are being made to abuse and misuse the process of law by committing frauds on Courts. This is one of such cases where such an attempt has been made to pollute the stream of justice. With this little Preface let us deal with the facts of the case.

People repose immense faith in the Judiciary, and the Bar, being an integral part of the Justice delivery system, has been assigned a very crucial role in preserving the independence of justice and the very democratic set-up of the country. The legal profession is perceived to be essentially a service-oriented, noble profession, and lawyers are perceived to be very responsible officers of the court and an important adjunct to the administration of justice. In the process of overall depletion and erosion of ethical values and degradation of professional ethics, instances of professional misconduct are also on the rise. There is a great sanctity attached to the proceedings conducted in the court. Every Advocate putting his signatures on the Vakalatnamas and on the documents to be filed in the Courts, and every Advocate appearing for a party in the courts, particularly in the Supreme Court, the highest court of the country is presumed to have filed the proceedings and put his/her appearance with all sense of responsibility and seriousness. No professional much less legal professional, is immune from being prosecuted for his/her criminal misdeeds.

Way Forward To Corrective Measures

This is the opportune time to remind the Advocates about the Standard of Professional misconduct and Etiquettes as contained in Chapter II Part VI of the Bar Council of India Rules. As stated in the Preamble thereof, an Advocate shall, at all times, comport himself in a manner befitting his status as an officer of the Court, a privileged member of the community, and a gentleman, bearing in mind that what may be lawful and moral for a person who is not a member of the Bar, or for a member of the Bar in his non-professional capacity, may still be improper for an advocate. Though an Advocate is expected to uphold the interests of his client fearlessly, his conduct must conform to the Rules of Conduct and Etiquettes laid down in the said Chapter, both in letter and in spirit.



In light of the detailed discussions, this Court finds that it is a fit case for dismissing the petition but also a case where exemplary cost must be imposed. Accordingly, the petition is dismissed with the cost of Rs.50,000/- to be deposited with the District Legal Aid Services Authority, Lucknow, within eight weeks from today.

[WRIT - B No. - 853 of 2024, High Court of Judicature at Allahabad Keshav Prasad & Others Vs
Consolidation. Commissioner, Lucknow & Others DATE OF JUDGEMENT: September 23,
2024]

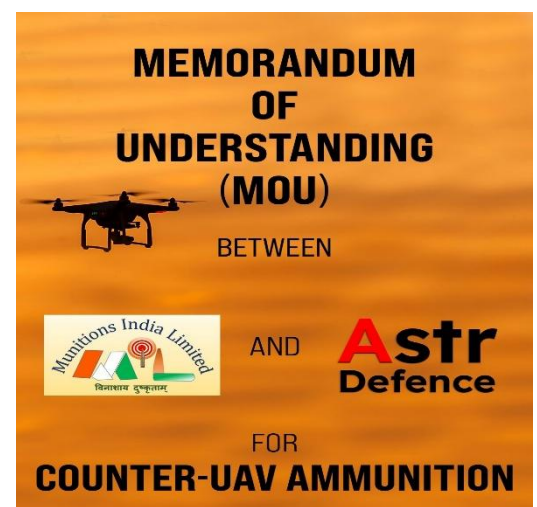
Inauguration of the Tata-Airbus C-295 Aircraft Manufacturing Facility:

In October 2024, Prime Minister Narendra Modi and Spanish Prime Minister Pedro Sanchez inaugurated India's first private military aircraft manufacturing plant in Vadodara, Gujarat. This facility, a collaboration between Tata Advanced Systems Ltd and Airbus Spain, aims to produce 40 out of 56 C-295 transport aircraft domestically by 2031. The C-295 aircraft are set to replace the aging Avro fleet, enhancing the Indian Air Force's tactical airlift capabilities.



Astr Defence Partners with MIL to Develop Advanced-Counter -UAV Ammunitions

In November 2024, Astr Defence signed a Memorandum of Understanding (MoU) with Munitions India Limited (MIL) to co-develop advanced Counter-Unmanned Aerial Vehicle (Counter-UAV) ammunition for hard-kill systems. This collaboration aims to enhance India's defensive capabilities against aerial threats posed by drones. By combining MIL's extensive experience in munitions manufacturing with Astr Defence's expertise in cutting-edge defence technologies, the partnership seeks to develop innovative solutions to neutralize hostile UAVs efficiently.



(Source: <https://idrw.org>)



The highlight of 2024 from the Defence Sector

In 2024, India made significant strides in transforming its defence sector from a major importer to a key global player. This shift was marked by record-breaking indigenous production and exports, strategic international collaborations, and the induction of advanced military assets.

Indigenous Production and Self-Reliance

Under the "Aatmanirbharta" (self-reliance) initiative, India achieved Indigenous defence production worth ₹1,26,887 crore in the 2023-24 financial year, a 16.7% increase from the previous year. Public sector entities contributed approximately 79.2%, while the private sector accounted for 20.8%. Notably, the Indian Light Tank "Zorawar," developed by the Defence Research and Development Organization (DRDO) and manufactured by Larsen & Toubro, successfully completed high-altitude firing trials.

Surge in Defence Exports

India's defence exports reached ₹21,083 crores (approximately \$2.63 billion) in 2024, marking a 32.5% increase from the previous year. This growth was driven by streamlined export procedures and active participation from private companies and Defence Public Sector Undertakings (DPSUs).

Strategic International Collaborations

India entered into significant defence agreements, including a ₹28,000 crore (\$3.3 billion) deal for 31 MQ-9B Predator drones from the United States, enhancing surveillance capabilities, particularly in the Indian Ocean Region. Additionally, the Tata-Airbus collaboration inaugurated India's first private military aircraft plant in Vadodara, Gujarat, to produce C-295 transport aircraft, with the first Indian-made aircraft expected by 2026.

Advancements in Military Assets

The Indian Navy commissioned INS Arighaat, an advanced submarine, and added the guided-missile frigate INS Tushil to its fleet. The induction of Drishti-10 remotely piloted aircraft and nine MH-60R helicopters further bolstered naval capabilities. The Indian Air Force enhanced its fleet with the induction of Light Combat Helicopters (LCH), demonstrating growing prowess in air defence.

Economic Impact and Investor Confidence

The focus on domestic arms production led to a surge in investments in Indian defence stocks, with the sector index climbing nearly 56% over the past year. Both state-owned and private companies, such as Hindustan Aeronautics and Bharat Dynamics, experienced strong order books, reflecting growing investor confidence in India's defence sector. These developments underscore India's commitment to self-reliance and its emergence as a significant player in the global defence industry.

(Source: Times of India, Financial Times, Bharat Express)



The Path to a Healthier Life: Simple Steps for a Better You

By:- Vidya Mohitkar, Chargeman

Introduction:

In today's fast-paced world, maintaining good health can be challenging. However, adopting small yet significant lifestyle changes can lead to a healthier and more fulfilling life. This article explores key aspects of physical, mental, and emotional well-being.

1. Nutrition: The Foundation of Good Health A balanced diet is essential for optimal health. Nutrient-rich foods, such as fruits, vegetables, whole grains, lean proteins, and healthy fats, can boost energy levels and prevent chronic diseases. Avoiding processed foods and excessive sugar intake is equally important.



2. Exercise: Moving Towards Wellness

Regular physical activity strengthens muscles, improves cardiovascular health, and enhances mental well-being. Incorporating at least 30 minutes of exercise daily—whether through walking, cycling, yoga, or strength training—can have long-term benefits.

3. Mental Health Matters: Mental health is as important as physical health. Practising mindfulness, managing stress through relaxation techniques, and seeking professional support can significantly improve emotional well-being. Quality sleep also plays a crucial role in mental stability and overall health.



4. Hydration: The Power of Water Staying hydrated is vital for overall bodily functions. Drinking at least 8 glasses of water daily helps regulate body temperature, maintain energy levels, and support digestion. Herbal teas and natural fruit-infused water can be great alternatives to sugary drinks.

5. Preventive Healthcare: Early Detection Saves Lives Regular medical check-ups, vaccinations, and health screenings can help detect potential issues early. Awareness and timely intervention can prevent diseases from escalating into severe health concerns.

Conclusion: Achieving good health is a continuous journey that requires commitment and consistency. By making small, positive changes in daily routines, one can enjoy a healthier, happier, and more productive life.

HEALTH & WELLNESS

On 23.10.2024, in partnership with Dr Reddy Foundation hosted a Cancer Awareness Session for Students of Smt Manoramabai Mundle College of Architecture, Seminary Hills, Nagpur



NADP hosts Sahaja Yoga Meditation sessions led by Shri P W Ralengankar & Chandrakant Depote for IOFS Officers, PGDM students & NADP families



Dr. Mosam Phirke, Psychiatrist, shared invaluable insights on emotional management at Abmajhari Campus. Officers/ Employees from Post Office, UCO Bank, SBI, and OFAJ joined to learn.



नवभारत
www.navbharatlive.com

NADP टोस्टमास्टर्स क्लब ने 'उत्साह' की मेजबानी की



■ नागपुर, बिजनेस कनेक्ट. राष्ट्रीय रक्षा उत्पादन अकादमी (एनएडीपी) ने यूटीएसएच-संयुक्त क्षेत्र एन1 और एन2 हास्य भाषण प्रतियोगिता (एचएससी) और मूल्यांकन प्रतियोगिता (ईसी) की मेजबानी की. कार्यक्रम ने संचार और नेतृत्व कौशल को बढ़ावा देने की दिशा में एक महत्वपूर्ण कदम उठाया. एनएडीपी में पहली बार आयोजित इस कार्यक्रम में क्षेत्र एन1 और क्षेत्र एन2 के 45 से अधिक

प्रतियोगियों ने भाग लिया. प्रतियोगिता में दो प्रमुख खंड शामिल थे. प्रतियोगियों ने अपनी भाषण प्रस्तुति और मूल्यांकन कौशल का प्रदर्शन करते हुए आकर्षक और मनोरंजक प्रदर्शन किया. जिला निदेशक प्रतिष्ठित टोस्टमास्टर (डीटीएम) मयूरी ने इस अवसर की शोभा बढ़ाई और अपने कौशल को निखारने के लिए प्रतिभागियों के समर्पण की सराहना की. प्रतियोगिता के विजेता अभिषेक गुप्ता रहे.

Nagpur Plus Edition
Nov 13, 2024 Page No. 4
Powered by: navbharatlive.com

नवभारत
www.navbharatlive.com

उत्कृष्टता और विरासत का उत्सव एनएडीपी का विशेष प्रथम दिवस आवरण विमोचन



■ नागपुर, कार्यालय प्रतिनिधि. राष्ट्रीय रक्षा उत्पादन अकादमी (एनएडीपी) ने अपनी उपलब्धियों का जश्न मनाने के लिए नागपुरपेक्स 2024 के दौरान एक विशेष प्रथम दिवस आवरण (फर्स्ट डे कवर) का विमोचन किया. जिला स्तरीय डाक टिकट प्रदर्शनी भारतीय डाक विभाग द्वारा आयोजित की गई. इस ऐतिहासिक अवसर पर नागपुर क्षेत्र की पोस्ट मास्टर जनरल शोभा कृष्णाराव मडाले ने मुख्य अतिथि के रूप में अपनी उपस्थिति दर्ज कराई. अन्य अतिथियों में एनएडीपी के सीजीएम जेपी दास, डाक निदेशक अभिजीत बंसोड़, संग्रहकर्ता किशोर चंदक और फिलेटेलिक कांग्रेस ऑफ इंडिया (पीसीआई) के सचिव कपिल गोगरी उपस्थित रहे. 29 और 30 नवंबर को राजहंस हॉल, जोपीओ बिल्डिंग में आयोजित

हुए नागपुरपेक्स-2024 में डाक टिकटों और डाक इतिहास का उत्कृष्ट प्रदर्शन किया गया. प्रदर्शनी का उद्घाटन शोभा मडाले द्वारा किया गया, जिन्होंने भारतीय डाक विभाग की 'निरंतर मिशन-भारत के हर कोने को जोड़ने' पर प्रकाश डाला. दास ने फिलेटली (डाक टिकट संग्रहण) के सांस्कृतिक महत्व पर जोर देते हुए इसे इतिहास के माध्यम से एक यात्रा बताया. इस अवसर पर छात्रों ने विभिन्न प्रतियोगिताओं में भाग लेकर प्रदर्शनी में उत्साह और जीवंतता जोड़ दी. एनएडीपी की उत्कृष्टता के प्रति प्रतिबद्धता उसके पिछले वर्षों में मिले राष्ट्रीय और अंतरराष्ट्रीय पुरस्कारों से स्पष्ट होती है. साथ ही मिशन कर्मयोगी भारत के तहत रक्षा क्षेत्र के भविष्य के नेताओं को तैयार करने में उसकी भूमिका भी सराहनीय है.

Nagpur Plus Edition
Dec 1, 2024 Page No. 7
Powered by: navbharatlive.com

एनएडीपीचा स्थापना दिवस आज

■ नागपुर. पूर्वी ऑक्टोबर 1978 मध्ये ऑर्डिनन्स फॅक्ट्रीज स्टाफ कॉलेज (ओएफएससी) च्या रूपात स्थापित राष्ट्रीय रक्षा उत्पादन अकादमी (एनएडीपी) या संस्थेचा उद्देश भारतीय ऑर्डिनन्स फॅक्ट्रीज सर्विसच्या अधिकाऱ्यांकरिता विशेष पुनर्प्रशिक्षण प्रदान करणे होता. वर्ष 2005 मध्ये एनएडीपीने आपल्या कोर कम्पिटेंसी ट्रेनिंग कार्यक्रमांला सुरुवात केली. याला पायाभूत, प्रगत आणि विशेषज्ञ स्तरावर चालना देण्यासाठी डिझाइन करण्यात आले.

Orange City Plus Edition
Oct 24, 2024 Page No. 2
Powered by: Navarashtra.com

नवभारत
www.navbharatlive.com

NADP का इंडस्ट्री ट्रेनिंग प्रोग्राम

■ नागपुर, बिजनेस कनेक्ट. राष्ट्रीय रक्षा उत्पादन अकादमी (एनएडीपी) ने शहर के प्रमुख इंजीनियरिंग कॉलेजों के तीसरे और चौथे वर्ष के छात्रों के लिए एक दिवसीय इंडस्ट्री इंटरनशिप ट्रेनिंग प्रोग्राम का आयोजन किया है. यह कार्यक्रम अकादमिक अध्ययन और उद्योग की आवश्यकताओं के बीच की खाई को पाटने के उद्देश्य से आयोजित किया गया था. कार्यक्रम में लगभग 100 छात्रों ने सक्रिय रूप से भाग लिया. यह कार्यक्रम छात्रों के रोजगार योग्य कौशल को बढ़ाने और उन्हें प्रतिस्पर्धात्मक नौकरी बाजार में विशेष रूप से रक्षा उद्योग में आने वाली चुनौतियों के लिए तैयार करने पर केंद्रित था. ओआईटीसी के डॉ. एस खान ने 'भारत में रक्षा निर्माण क्षेत्र अगला सूर्योदय उद्योग और युद्ध और एम्युनिशन प्रौद्योगिकी का भविष्य' विषय पर सत्र लिया. डीजीएम मिनहाज अहमद ने 'रक्षा क्षमता निर्माण में एनएडीपी की भूमिका' पर प्रकाश डाला. मोहन अग्रवाल और अन्य ने प्रबंधन प्रणालियों के बारे में जानकारी दी. अन्य सत्रों में रक्षा उत्पादों और फ्रेजरर्स से उद्योग की अपेक्षाओं पर चर्चा की गई जिसे एन. रघुरामन कंसल्टेंट, डॉ. सुरेन्द्र गोले और डॉ. इंदु मजूमदार द्वारा प्रस्तुत किया गया.

Nagpur Plus Edition
Dec 21, 2024 Page No. 4
Powered by: navbharatlive.com

लोकमत समाचार

एक नजर...

एनएडीपी द्वारा फर्स्ट डे कवर का विमोचन



फर्स्ट डे का विमोचन करते अतिथि.

नागपुर : नेशनल एकेडमी ऑफ डिफेंस प्रोडक्शन (एनएडीपी) ने नागपुरपेक्स 20: के दौरान अपने अभूतपूर्व योगदान को सम्मानित करते हुए एक विशेष फर्स्ट डे कवर का विमोचन किया. यह प्रतिष्ठित जिला-स्तरीय फिलेटली प्रदर्शनी, जो भारतीय डाक विभाग द्वारा आयोजित की गई थी, नागपुर के राजहंस हॉल आयोजित की गई थी. इस अवसर पर नागपुर क्षेत्र की पोस्ट मास्टर जनरल शोभा कृष्णाराव मडाले ने मुख्य अतिथि के रूप में शिरकत की, जबकि अन्य प्रमुख अतिथियों में डॉ. जे. पी. दास, अभिर्ज बंसोरी, किशोर चांदक (प्रसिद्ध नुमिजमेटिस्ट और फिलेटलिस्ट), और कपिल गोगरी (फिलेटेलिक कांग्रेस ऑफ इंडिया के सचिव) शामिल थे. डॉ. जे. पी. दास ने फिलेटल के सांस्कृतिक महत्व पर प्रकाश डाला, इसे भारतीय धरोहर के प्रति गर्व की भाव उत्पन्न करने वाली एक ऐतिहासिक यात्रा बताया. इस अवसर पर छात्रों ने विभिन्न प्रतियोगिताओं में भाग लिया.

PGDM ACTIVITIES

On 10th November 2024, the NADP Toastmasters Club proudly hosted the UTSAH –Joint Areas N1 & N2 Humorous Speech and Evaluation Contest. A fantastic celebration of public speaking and teamwork!



Dr. Sanjeev Saxena, Director at TCL, inspired PGDM students with his talk on "The Future-Ready Professional." They learned to navigate a VUCA world, solve problems, seize opportunities, and lead with empathy.



TRAINING ACTIVITIES

COMPETITIVE EDGE WITH ERP FROM 21ST OCTOBER TO 23RD OCTOBER 2024 AT NADP PREMISES

We wrapped up an impactful Management Development Program, diving deep into ERP fundamentals, strategic planning, and SAP insights over three days.



CERTIFICATION COURSE FOR PROJECT MANAGEMENT PROFESSIONAL FROM 21ST OCTOBER TO 25TH OCTOBER 2024 AT NADP PREMISES



SIX SIGMA GREEN BELT CERTIFICATION FROM 4TH NOVEMBER TO 8TH NOVEMBER 2024 AT NADP PREMISES



TRAINING ACTIVITIES

NADP, IN COLLABORATION WITH OFCH, CONDUCTED A TRANSFORMATIVE MDP ON “AREA DENIAL & SMART MUNITIONS” FROM 11TH NOVEMBER TO 14TH NOVEMBER 2024 AT OFCH PREMISES



ORIENTATION COURSE FOR AWM (PROMOTEE) FROM 18TH NOVEMBER TO 29TH NOVEMBER 2024 AT NADP PREMISES

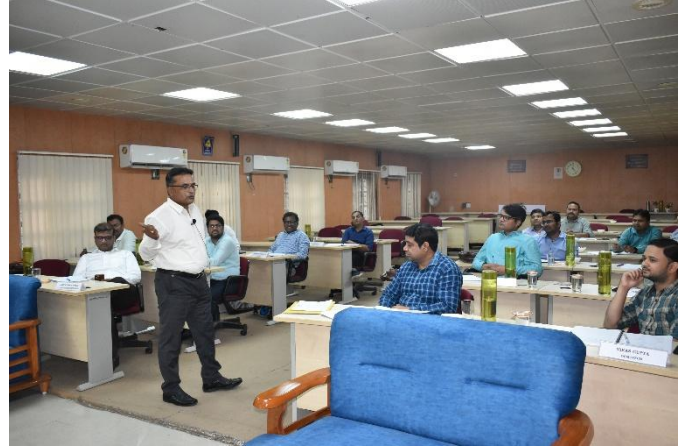


MID CAREER TRAINING PROGRAMME FOR IOFS OFFICERS OF 14-16 YEARS OF SERVICE (MCTP-II) FROM 18TH NOVEMBER TO 30TH NOVEMBER 2024 AT NADP PREMISES



TRAINING ACTIVITIES

MID-CAREER TRAINING PROGRAMME FOR IOFS OFFICERS OF 07-09 YEARS OF SERVICE
(MCTP-I)- BATCH-II FROM 2ND DECEMBER TO 27TH DECEMBER 2024 AT NADP



WHAT'S NEW

NADP's Special First Day Cover Release at NagpurPEX 2024.

Nagpurpex 2024, a district-level philately exhibition, was held on November 29 and 30, 2024, at Rajhans Hall in the General Post Office building, Nagpur. Organized by the Postal Department, the event showcased an extensive collection of stamps and postal history, attracting philatelists and enthusiasts from the region.

The event was inaugurated by Shobha Krishanarao Madhale, Postmaster General of the Nagpur Region, with Dr. J.P. Dash, Chief General Manager of NADP, as the chief guest. Dr. Dash emphasized the cultural significance of philately, describing it as a journey through history that inspires pride in India's heritage.



VIP VISITS

Visit of Shri Debashish Banerjee, Former CMD & Director HR of MIL on 14th & 15th December 2024.



Visit of Dr O P Yadava Ex GM CFA & Ex Faculty OFSC to NADP on 4th November 2024.



MoU ON PARTNERSHIP

NADP partners with Tetrahedron Manufacturing Services to enhance our PGDM program with real-life industry projects.



MoU between IIM Vishakhapatnam and NADP Nagpur to enhance capacity building and leadership in India's defence sector.





AWARDS CORNER

Congratulations to Rajarshi Dey, Dy. General Manager, and Dr. J. P. Dash, Chief General Manager, for successfully completing the *Advanced Case Writing and Teaching Workshop for Public Policy* (Dec 9–13, 2024)



REFLECTION ON PAST

From OFSC to NADP: A Journey of Transformation and Triumph Celebrating NADP's remarkable journey on 24th October 2024, from OFSC to a premier institution in defence production



NADP Foundation Day on 24th October 2024

Honoring past leaders and unveiling a commemorative stamp, the event reflected on NADP's legacy while highlighting its forward-looking vision, digital transformation, and commitment to national capacity building





CSR ACTIVITIES

Empowering special students at Deaf and Dumb School Shankar Nagar, Nagpur with hearing aids and nutritional support on Dt 18/12/2024



The festival of lights, Diwali, was celebrated with warmth and joy at the Matru Sewa Sangh Panchawati Vrudhashram in Dighori, Nagpur on 29/10/2024. The celebration brought smiles and a festive spirit to the elderly residents of the old age home, making the occasion truly special and memorable.



SPORTS ACTIVITIES

Sports and Cultural Event 2024

NADP Sports club proudly presents 'Aarohan 2024', a celebration of unity, sportsmanship and excellence from 9th to 15th December with the inspiring tagline 'Rise as One, Win as all', The esteemed guests included Dr A S Balgir, a dedicated educator and Mrs Bimla Negi Deoskar, a trailblazing mountaineer and the first National awardee in adventure sports.





OTHER ACTIVITIES

Celebration of MIL Day on 01/10/2024

A day of pride and excellence as we commemorate MIL Day, honouring Munitions India Limited's (MIL) contributions to strengthening India's defence sector. The event showcased remarkable achievements, inspiring speeches, and a commitment to innovation in defence production. The Best Employee Award was presented to Shri G B Pawar, JWM, for his exceptional dedication and remarkable performance.





OTHER ACTIVITIES

Celebration of Swacchta Pakhawada at NADP (1st to 15th December 2024)



The views and opinions expressed in the articles featured in this magazine are solely those of the individual authors. They do not represent the official view.