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THE Worldonomics TIMES



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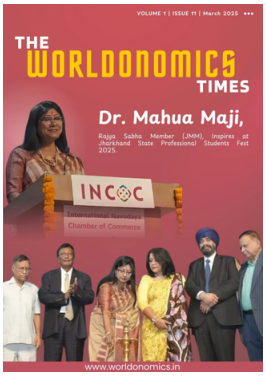

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Representatives held a meeting with CMA Rajesh Dwivedi, Director Finance at BHEL, to discuss finance-related matters.
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GLOBAL PERSPECTIVE WITH LOCAL RELEVANCE

EDITORIAL



Sandeep Kumar
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Editor-in-Chief
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"Knowledge creates awareness. Networking creates opportunity. Collaboration creates impact."



From Knowledge to Networks: Building a Stronger Economic Future

Dear Readers,

It gives me immense pleasure to welcome you to the October 2026 issue of **The Worldonomics Times**. As we reach our 30th issue, I am filled with a deep sense of gratitude and responsibility. What began as an initiative to create a meaningful platform for finance, economics, taxation, business and professional knowledges is steadily evolving into a wider knowledge and networking ecosystem.

The Worldonomics Times was envisioned with a simple belief: knowledge becomes truly valuable when it helps people make better decisions, create opportunities and contribute to economic development. Our editorial vision continues to remain rooted in **Global Perspective with Local Relevance** — bringing together economic developments, professional insights, policy perspectives, technology and opportunities for our readers.

From Information to Opportunity

Today, the Indian economy is moving through a remarkable period of transformation. Technology is changing the way businesses operate, artificial intelligence is reshaping professional work, and digital platforms are creating new markets.

But access to information alone is not enough. Professionals need networks. Entrepreneurs need market linkages. MSMEs need access to buyers, institutions and government opportunities. Young professionals need exposure to experienced leaders. And organisations need platforms where ideas can move from discussion to implementation.

The National SC-ST Hub demonstrates how capacity building, procurement opportunities, mentorship, technology adoption and market access can work together to strengthen entrepreneurship and build an inclusive economic ecosystem.

A New Chapter: INCOC PSU Connect 2026

This month has been particularly significant for us because we initiated **INCOC PSU Connect 2026**, an initiative designed to create meaningful interaction between finance professionals and the Public Sector Undertaking ecosystem.

The inaugural programme brought together 40+ PSU professionals, including senior leaders and four Directors (Finance) from leading PSUs such as GAIL, HUDCO, IRFC and NSC, along with other distinguished PSU professionals and industry stakeholders.



India's PSUs represent a vast ecosystem of finance, procurement, infrastructure, energy, banking, manufacturing and public-sector management. At the same time, thousands of CA, CMA, CS and other finance professionals aspire to build meaningful careers in this sector.

There is therefore a clear need to bridge the gap between aspiration and opportunity, professionals and organisations, knowledge and networks. That is the purpose of PSU Connect.

The theme – "Finance Professionals & PSU Opportunities: Identifying the Gap, Finding Solutions & Building Networks" – captures our objective perfectly. We believe that professional networking should not remain limited to introductions or business cards. It should create conversations, mentorship, career opportunities, institutional collaborations and long-term relationships.

The Professional of Tomorrow

The future belongs to professionals who can combine technical expertise with technology, communication, leadership and networking. Artificial intelligence is already changing professional work. AI can help finance professionals move from routine information processing towards analysis, insight and decision-making — while professional judgment remains essential.

Therefore, our responsibility as professionals is not to compete with technology, but to learn how to use it intelligently. Similarly, entrepreneurs must move beyond simply producing good products. They need financial literacy, digital capabilities, market understanding, procurement knowledge and strong networks.

Our Commitment

At The Worldonomics Times, we will continue to build a platform that connects knowledge with action. Through our magazine, digital platforms, professional programmes and initiatives of the International Navodaya Chamber of Commerce (INCOC), our objective is to encourage professionals, entrepreneurs, students and businesses to learn, connect, collaborate and grow.

As we enter another month of learning and growth, I invite every reader to not merely read about opportunities — but to create, connect and participate. Let us continue building an India that is innovative, stronger together and empowered for sustainable growth.

Sandeep Kumar

Sandeep Kumar (FCMA, CA)
Editor-in-Chief, The Worldonomics Times
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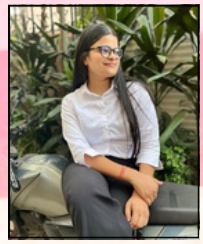

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TABLE OF CONTENTS PAGE NUMBER



Analysis of Notifications & Circulars – September 2026
CMA Yash Paul Bhola
Ex-Director (Finance) NFL - National Fertilizers Limited
08



National SC-ST Hub: Empowering Inclusive Entrepreneurship and Strengthening India's Economic Growth
Sandeep Kumar (FCMA, CA)
President - International Navodaya Chamber of Commerce
27



India's Crude Oil Dependency: A Structural Economic Challenge
CMA (Dr.) R K Mohapatra
Ex-GM / Finance in IRCON
70



My Clients Signed an NDA, So Why Do I Need DPDP Compliance?
Adv. Ashutosh Jain
Legal Team - International Navodaya Chamber of Commerce
76



IFRS 18: PRESENTATION AND DISCLOSURE IN FINANCIAL STATEMENTS
CMA Jagdeep Sharma
Consultant & Advisor
79



THE STRATEGIC POWER OF BILL DISCOUNTING IN MANAGING CASH FLOW – FROM A CFO'S PROSPECTIVE
CMA Ashok Chawla
CFO, Avtar Steel Limited
94



Role of CMAs in Corporate Governance in Public Sector Organizations
CMA (Dr.) S K Gupta
Chief Executive Officer ICMAI Social Auditors Organization
97



Sustainability in Schools: From Awareness to Action
CMA Achal Jain
Finance Leader | Sustainability Advocate | School Operations Specialist
101

Analysis of Notifications & Circulars – September 2026

(Income Tax, GST, Central Excise, Custom Duty, DGFT, SEBI, MCA, IBBI,RBI) (Click the Link for Notification/ Circular as issued)



A. Income Tax

CBDT Revises Appellate Income Tax Authority Hierarchy under Section 238: The amendment provides that Joint Commissioners of Income-tax (Appeals) and Additional Commissioners of Income-tax (Appeals) shall be subordinate to the Principal Chief Commissioners of Income-tax or Chief Commissioners of Income-tax within whose jurisdiction they perform their functions.
(Link: Income Tax Notification 133/2026 Dated 30/09/2026)

Jai Research Foundation, Valsad, Gujarat notified under section 45(4)(b) for Scientific Research: It notifies Jai Research Foundation, Valsad, Gujarat for 'Scientific Research' under the category of 'Research Association', for the purposes section 45(3)(a)(i) of the Income-tax Act, read with rules 32 and 34 of the Income-tax Rules. This section allows for deduction for any sum paid to such notified institutions for scientific research while computing income tax
tax.
(Link: Income Tax Notification 132/2026 Dated 29/09/2026)

Santhigiri Ashram, Thiruvananthapuram notified under section 45(4)(b) for Scientific Research: It notifies Santhigiri Ashram, Thiruvananthapura for 'Scientific Research' under the category of 'University, College or Other Institution', for the purposes section 45(3)(a)(i) of the Income-tax Act, read with rules 32 and 34 of the ITax Rules.
(Link: Income Tax Notification 131/2026 Dated 28/09/2026)

Institute for Financial Management and Research, Chennai notified under section 45(4)(b) for Scientific Research: It notifies Institute for Financial Management and Research, Chennai for 'Scientific Research' in Social Science or Statistical Research as other institution under the category of 'University, College or Other Institution', for the purposes section 45(3)(a)(ii) of Income-tax Act, read with rules 32 and 34 of ITax Rules.
(Link: Income Tax Notification 130/2026 Dated 28/09/2026)

UPASI Tea Research Foundation, Tamil Nadu notified under section 45(4)(b) for Scientific Research: It notifies UPASI Tea Research Foundation, Tamil Nadu for 'Scientific Research' as other institution under the category of 'University, College or Other Institution', for the purposes section 45(3)(a)(i) of the Income-tax Act, read with rules 32 and 34 of the ITax Rules.
(Link: Income Tax Notification 129/2026 Dated 28/09/2026)

Santhigiri Ashram, Thiruvananthapuram notified under section 45(4)(b) for Scientific Research: It notifies Santhigiri Ashram, Thiruvananthapuram for 'Scientific Research' in Social Science or Statistical Research under the category of 'University, College or Other Institution', for the purposes section 45(3)(a)(ii) of the Income-tax Act, read with rules 32 and 34 of the ITax Rules.
(Link: Income Tax Notification 128/2026 Dated 28/09/2026)

Indian Institute of Health Management Research, Jaipur notified under section 45(4)(b) for Scientific Research: It notifies Indian Institute of Health Management Research, Jaipur for 'Scientific Research' under the category of 'University, College or Other Institution', for the purposes section 45(3)(a)(i) of the Income-tax Act, read with rules 32 and 34 of the ITax Rules.
(Link: Income Tax Notification 127/2026 Dated 28/09/2026)

Bhartiya Sanskriti Darshan Trust, Pune notified under section 45(4)(b) for Scientific Research: It notifies Bhartiya Sanskriti Darshan Trust, Pune for 'Scientific Research' under the category of 'University, College or Other Institution', for the purposes section 45(3)(a)(i) of the Income-tax Act, read with rules 32 and 34 of the ITax Rules.
(Link: Income Tax Notification 126/2026 Dated 28/09/2026)

The Voluntary Health Services, Chennai notified under section 45(4)(b) for Scientific Research: It notifies The Voluntary Health Services, Chennai for 'Scientific Research' as other institution under the category of 'University, College or Other Institution', for the purposes section 45(3)(a)(i) of Income-tax Act, read with rules 32 and 34 of ITax Rules.
(Link: Income Tax Notification 125/2026 Dated 28/09/2026)

Zandu Foundation for Health Care, Mumbai, notified under section 45(4)(b) for Scientific Research: It notifies Zandu Foundation for Health Care, Mumbai, for 'Scientific Research' under the category of 'Research Association', for the purposes section 45(3)(a)(i) of Income-tax Act, read with rules 32 and 34 of ITax Rules.
(Link: Income Tax Notification 124/2026 Dated 28/09/2026)



Ashoka Trust for Research in Ecology and the Environment, Bengaluru notified under section 45(4)(b) for Scientific Research: It notifies Ashoka Trust for Research in Ecology and the Environment, Bengaluru for 'Scientific Research' as other institution under the category of 'University, College or Other Institution', for the purposes section 45(3)(a)(i) of the Income-tax Act, read with rules 32 and 34 of the ITax Rules.
(Link: Income Tax Notification 123/2026 Dated 28/09/2026)

Schizophrenia Research Foundation, Chennai notified under section 45(4)(b) for Scientific Research: It notifies Schizophrenia Research Foundation, Chennai for 'Scientific Research' as other institution under the category of 'University, College or Other Institution', for the purposes section 45(3)(a)(i) of the Income-tax Act, read with rules 32 and 34 of the ITax Rules.
(Link: Income Tax Notification 122/2026 Dated 28/09/2026)

Amendments in TDS Rules for Non-Resident Immovable Property Transfers: The amendments modify rules 215, 218 and 219 and Appendix III in relation to tax deduction at source under section 393(2) of Income-tax Act. These remove the mandatory requirement for resident individuals or HUFs to obtain a Tax Deduction Account Number (TAN) when deducting TDS on immovable property purchases from non-residents. Form No 141 is amended to now incorporate section 393(2) transactions and a new Schedule E for reporting TDS on consideration for transfer of immovable property.
(Link: Income Tax Notification 121/2026 Dated 22/09/2026)

Extension of Deadlines for Valuer and Tax Practitioner Registration: The notification extends the transitional registration deadline for eligible valuers and authorised incometax practitioners from 30th September 2026 to 31st March 2027. It also provide updates on compliance procedures and forms under the Income-tax framework.
(Link: Income Tax Notification 120/2026 Dated 17/09/2026)

Indian Institute of Technology, Roorkee notified under section 45(4)(b) for Scientific Research: It notifies Indian Institute of Technology, Roorkee for 'Scientific Research' under the category of 'University, college or other institution', for the purposes section 45(3)(a)(i) of the Income-tax Act, read with rules 32 and 34 of the Income-tax Rules.
(Link: Income Tax Notification 119/2026 Dated 14/09/2026)

Tax Information sharing with Andhra Pradesh Government Enabled: The notification specifies the Secretary, Information Technology, Electronics & Communications (ITE&C), Govt of Andhra Pradesh, as designated authority for sharing taxpayer information.
(Link: Income Tax Notification 118/2026 Dated 09/09/2026)

Procedure and Guidelines for submission of Form 98 under Rule 160: Form No 98 is a half-yearly statement filed by reporting entities to report particulars of declarations received in Form No 97 from individuals who do not possess a PAN. The notification provides that declarations are to be reported each half year by 31st October, and 30thm April. The procedure covers registration and generation of the Income Tax Department Reporting Entity Identification Number (ITDREIN), submission of Form No 98 through the Reporting Portal or Generic Submission Utility, correction of defects, and deletion.
(Link: Income Tax Notification 03/2026 (System) Dated 15/09/2026)

Procedure and Guidelines for submission of Statement of Financial Transactions (SFT- 2518) for Mutual Fund Transactions: The notification sets the procedural guidelines for submitting SFT-2518 to pre-fill capital gains on mutual fund transactions. The compliance requirements include, Transaction-level tracking including exact cost of acquisition, FIFO (First-In, First-Out) for holding periods, Frequency twice a financial year through designated RTA portals, and syncs with individual Annual Information Statements (AIS).
(Link: Income Tax Notification 02/2026 (System) Dated 10/09/2026)

Procedure and Guidelines for submission of Statement of Financial Transactions (SFT- 2517) for Depository Transactions: The notification outlines the format, procedure, and guidelines for submitting the Statement of Financial Transactions (SFT-2517) for depository transactions. The key requirements include, Standardized electronic submission formats provided by the Directorate of Income-tax (Systems), Strict adherence to reporting timelines to ensure accurate pre-filling for taxpayers, Mandatory validation using digital signatures or electronic verification codes.
(Link: Income Tax Notification 01/2026 (System) Dated 10/09/2026)



GCS Foundation (Formerly known as The Gujarat Cancer Society, Ahmedabad), notified under section 45(3)(b) for Scientific Research: It notifies Jai Research Foundation, Valsad, Gujarat for 'Scientific Research' for the purposes section 45(3)(b) of the Income-tax Act, read with rules 35 of the ITax Rules.
(Link: Income Tax PCCIT Notification 08/2026 Dated 28/09/2026)

Extension of timelines for filing of various reports of audit and Income Tax Returns (ITRs) for the AY 2026-27: The due date for furnishing Return of Income for Assessment Year 2026-27 is 31st October, 2026 in the case of persons mentioned at serial number 2 in the Table below Explanation 2 to sub-section (1) of section 139 of the Income-tax Act. CBDT has extended the aforesaid due date of furnishing of Return of Income to 21st November, 2026. Accordingly, the 'specified date' for furnishing of the report of audit stands extended from 30th September, 2026 to 21st October, 2026
(Link: Income Tax Circular 07/2026 Dated 28/09/2026)

DGIT Systems authorised to Share Taxpayer Data With MoP&NG: The notification provides that the Director General of Income Tax (Systems), Delhi shall be the specified authority for furnishing information to the Joint Secretary (Marketing), Ministry of Petroleum & Natural Gas (MoP&NG), as per Notification 118/2016.
(Link: CBDT Order Dated 15/09/2026)

E-Filing of Income Tax Appeals in ITAT made Mandatory: The Practice Note has prescribed the procedure for electronic filing of appeals and documents before the Tribunal. Effective from 1st October 2026, Memoranda of Appeal must be presented electronically through the designated ITAT e-Filing Portal, appeals not filed through the portal or not filed, signed or verified in the prescribed manner will not be registered. The upload date of the duly signed and verified Memorandum will be treated as the date of presentation. Paper Books, documents and petitions relating to e-filed appeals must also be furnished only through the e-Filing Portal. The same electronic procedure applies to Cross Objections, Stay Applications and Miscellaneous Applications.
(Link: ITAT Practice Note Dated 30/09/2026)

SC, Assessing Officer (AO) cannot Reopen Assessment concluded by Settlement Commission: Case of ACIT Vs Omaxe Limited, SC Judgement Dated 16th September 2026. The apex court held that an Assessing Officer has no jurisdiction under Section 148 of the Income Tax Act to reopen a concluded assessment or reassess a matter already settled by a final and conclusive order of the Income Tax Settlement Commission (ITSC). If the Revenue believes a settlement was obtained through fraud or misrepresentation, its sole recourse lies within the settlement framework itself.
(Link: SC Judgement Dated 16/09/2026)

HC, Allows TDS Credit to Employee despite Kingfisher Airlines Non-Deposit: Case of Yatish Saxena vs ACIT, HC Delhi, Judgement Dated 21st August 2026. The tax department raised demands because Kingfisher Airlines (the petitioner's former employer) deducted Tax Deducted at Source (TDS) from the employee's salary but failed to deposit it with the government. HC held that an employee cannot be penalized or denied TDS credit for the employer failure to deposit the deducted tax amounts into the exchequer.
(Link: HC Delhi Judgement Dated 21/08/2026)

HC, TDS Refund of Rs 53 Crores with Interest ordered Without Form 26B: Case of Vodafone Idea Limited Vs ACIT, HC Delhi, Judgement Dated 18th August 2026. The court ruled that Form 26B/Rule 31A apply only to pre-assessment TDS adjustments at the CPC level, not to post-assessment or appellate refund orders. It directed the Income Tax Department to issue the tax refund along with applicable interest to the petitioner.
(Link: HC Delhi Judgement Dated 18/08/2026)





B. GST

GSTN Advisory on use of version 3.3 of emSigner: Anyone receiving a fresh DSC USB token, renewing an existing DSC with a new token, or downloading a new certificate onto a new dongle on or after September 21, 2026, must upgrade to emSigner v3.3. Older versions will not work with these newer tokens If you have an existing, valid DSC on a working token issued on or before September 21, 2026, you can continue using your current version of emSigner. (Link GSTN Advisory Dated 19/09/2026) (Details in PDF)

GSTN, Enabling Filing of appeals in cases involving NIL or Zero Demand Amount: In cases where a dispute regarding liability exists but the demand amount is reflected as 'NIL' or 'Zero' in the demand order, and payment has been made by the taxpayer prior to the issuance of the demand order, the previous validation restricting the filing of an appeal against such demand orders has been removed from the GST Portal. Accordingly, taxpayers are now enabled to file an appeal in Form GST APL-01 in such cases.
(Link: GSTN Advisory Dated 07/09/2026)

AAR, Employee Canteen Recovery not Supply, ITC Allowed to Employer: Case of Torrent Pharmaceuticals Ltd, AAR Gujarat Ruling Dated 25th September 2026. AAR ruled that GST is not applicable on the nominal amounts recovered from employees for subsidized canteen services. The Input Tax Credit (ITC) is available where providing a canteen is a statutory obligation.
(Link: AAR Gujarat Ruling Dated 25/09/2026)

AAR, Godown Rent for hiring godown for Agricultural Warehousing attracts 18% GST: Case of Gujarat State Warehousing Corporation, AAR Gujarat Ruling Dated 21st September 2026. AAR ruled that rent paid for hiring godown is subject to an 18% GST rate, even when used exclusively for storing tax-exempt agricultural produce. The entry 54(e) of notification 12/2017 (Rate) exempts agricultural storage, but does not exempt the underlying property rent. The ITC is not available because output agricultural warehousing services are exempt.
(Link: AAR Gujarat Ruling Dated 21/09/2026)

AAR, Digital Cinema Equipment Leasing Is Mixed Supply taxable at Highest GST: Case of UFO Moviez India Limited, AAR Telangana Ruling Dated 18th September 2026. The core issue relates to classification and tax rate applicable on the leasing and supply of digital cinema theatre equipment bundled with various services or components. AAR ruled that the transaction is treated as a mixed supply under the GST Act, (does not qualify as a naturally bundled composite supply) and attracts the highest rate among the supplies involved.
(Link: AAR Telangana Ruling Dated 18/09/2026)

AAR, Papad Khar classified under HSN 28362090 at 18% GST: Case of Jignesh Kantilal Makadia, AAR Gujarat Ruling Dated 11th September 2026. The applicant, argued that Papad Khar should attract a 5% GST rate under HSN 2501 (Common Salt) or HSN 2102 (Prepared Food Additives) since it is primarily a traditional food ingredient. AAR ruled that because the product undergoes a specific industrial manufacturing and chemical mixing process, it is disqualified from being classified as simple common salt or a basic food additive. Instead, it must be classified under inorganic chemicals (carbonates), subjecting it to the standard 18% GST rate.
(Link: AAR Gujarat Ruling Dated 11/09/2026)

AAR, GST applies on C-295 Aircraft Supply to Ministry of Defence (MoD): Case of Airbus Group India Pvt Ltd, AAR Gujarat Ruling Dated 11th September 2026. Tata Advanced Systems Limited (TASL) manufactures and assembles 40 aircraft at Vadodara, passing title to Airbus locally. The outward supply of these 40 locally assembled aircraft from Airbus to the MoD is taxable and does not qualify for a blanket exemption. AAR ruled that the applicant is liable to pay GST on the supply of 40 C-295 aircraft to MoD and must obtain a GST registration in Gujarat.
(Link: AAR Gujarat Ruling Dated 11/09/2026, Rectification)

AAR, GST on Proprietorship Business Transfer to LLP: Case of Vivek Hetamsaria, AAR West Bengal Ruling Dated 9th September 2026. AAR ruled that the transfer of a business as a going concern to an LLP constitutes a 'supply' under Section 7 of the Central Goods and Services Tax (CGST) Act, 2017, even if the transaction is executed without financial consideration. It further ruled that the transaction qualifies for an exemption from GST under entry 2 of notification No. 12/2017, which exempts services provided by way of transfer of a going concern, as an independent part or a whole business.
(Link: AAR West Bengal Ruling Dated 09/09/2026)



AAR, Electric Vehicles without Battery remain Classifiable under HSN 8703/8711 at 5% GST: Case of Jaidka Power Systems Private Limited, AAR West Bengal Ruling Dated 9 th September 2026. The core issue was whether supplying electric vehicles without being fitted with a battery at the time of supply affects their HSN classification and disqualifies them from the concessional 5% GST rate. AAR ruled that electric vehicles supplied without batteries remain classified under HSN 8703 or 8711 and attract a 5%GST rate.
(Link: AAR West Bengal Ruling Dated 09/09/2026)

AAR, Self-Invoice Value Deemed Open Market Value for RCM: Case of Wood India Engineering & Projects Private Limited, AAR West Bengal Ruling Dated 9th September 2026. AAR ruled that the value specified by the applicant in its self-invoice for the imported services from its related party will be legally treated as the Open Market Value for calculating GST under RCM. As the applicant is eligible to claim the full Input Tax Credit (ITC) on the tax paid under reverse charge, the transaction is revenue-neutral.
(Link: AAR West Bengal Ruling Dated 09/09/2026)

AAR, GST on IIT Water Pipeline Works at 18% Rate: Case of Jaypee Projects Limited, AAR West Bengal Ruling Dated 9th September 2026. AAR ruled that the applicant must discharge an 18% GST rate on water pipeline infrastructure contracts executed for IIT Kharagpur. It is not treated as a traditional government or local authority for the specific exemption entry claimed. Goods constituted roughly 75% of the total contract value, disqualifying it as a pure service contract.
(Link: AAR West Bengal Ruling Dated 09/09/2026)

AAR, Electricity Charges recovered at actuals by Maintenance Entities excluded from GST Value: Case of DH Maintenance Limited, AAR West Bengal Ruling Dated 1st September 2026. AAR held that electricity charges recovered by a premisesmaintenance service provider from commercial unit holders at actual cost, without any mark-up, may be excluded from the taxable value by applying the "pure agent" principle.
(Link: AAR West Bengal Ruling Dated 01/09/2026)

AAR, Paper for Exercise Books under HSN 4802 qualifies for GST Exemption: Case of Radha Paper Agencies, AAR West Bengal Ruling Dated 1st September 2026. AAR ruled that the supply of uncoated paper (HSN 4802) exclusively for manufacturing educational notebooks is exempt from GST. While the same paper used for non-educational notebooks, office work, or commercial printing attracts 18% GST rate.
(Link: AAR West Bengal Ruling Dated 01/09/2026)

AAR, Ruled Paper remains under Heading 4802, NIL GST depends on Actual End-Use: Case of Mangalam Kallani HUF, AAR West Bengal Ruling Dated 1st September 2026. AAR ruled that Cut/ruled loose sheets remain under Heading 4802 rather than shifting to stationery Heading 4820. The End-use NIL exemptions do not extend to intermediate suppliers, as supply chain tiers are treated as independent, end-use applies only at final consumption.
(Link: AAR West Bengal Ruling Dated 01/09/2026)

AAR, Overseas Student Recruitment Is Intermediary Service under GST: Case of Global Educational Consultants, AAR Kerala Ruling Dated 21st August 2026. The applicant represent foreign universities in India, promote their academic programmes, and assist student admissions. Its commission is paid directly by the foreign university. AAR held that services supplied by the applicant to overseas universities for recruiting and enrolling prospective students constitute 'intermediary' services.
(Link: AAR Kerala Ruling Dated 21/08/2026)

AAR, Professional Coaching for ACCA, CMA and CPA not Exempt from GST: Case of Learnfluence Education Private Limited, AAR Kerala Ruling Dated 21st August 2026. AAR ruled that training and coaching services provided by the applicant for professional commerce courses are fully taxable under GST. The private coaching centres are not 'educational institutions' under notification 12/2017-Central Tax (Rate) as they do not grant recognized degrees or conduct qualifying exams.
(Link: AAR Kerala Ruling Dated 21/08/2026)

AAR, Aquaculture Gear Boxes taxable at 18% GST under HSN 84834000: Case of BAS-J Industries, AAR Tamil Nadu Ruling Dated 18th August 2026. The AAR noted that gearboxes are general-purpose transmission elements and do not qualify as parts exclusively designed for agricultural or horticultural machinery under the lower tax bracket. It ruled that aquaculture aerator gearboxes manufactured by the fall under HSN 84834000 and are subject to 18% GST rate.
(Link: AAR Tamil Nadu Ruling Dated 18/08/2026)



AAR, MEDISEP Insurance Premium paid by Govt is Exempt from GST: Case of The Oriental Insurance Co Ltd, AAR Kerala Ruling Dated 17th August 2026. AAR held that health insurance services proposed to be supplied by the applicant to Govt of Kerala under Medical Insurance Scheme for State Employees and Pensioners (MEDISEP) Phase- II, qualify for GST exemption under serial 40 of notification 12/2027 (Rate), provided the entire premium payable to the insurer for such beneficiaries is paid by the Govt.
(Link: AAR Kerala Ruling Dated 17/08/2026)

AAR, NSQF-Aligned Junior Software Developer Course Exempt from GST: Case of Packapeer Academy Pvt Ltd, AAR Kerala Ruling Dated 17th August 2026. AAR held that services provided by the applicant in respect of its 'Junior Software Developer' vocational training course qualify for GST exemption under entry No. 69(e)(iii) of notification 12/2017 Central Tax (Rate). It ruled that the exemption extends to the entire course fee collected from students towards the NSQF- aligned Junior Software Developer training programme.
(Link: AAR Kerala Ruling Dated 17/08/2026)

AAR, Market Fee Collection by Town Panchayat not GST Supply: Case of Muthur Town Panchayat, AAR Tamil Nadu Ruling Dated 10th August 2026. AAR ruled that the leasing of the right to collect weekly market entry fees by Muthur Town Panchayat is not a supply of goods or services and is exempt from GST.
(Link: AAR Tamil Nadu Ruling Dated 10/08/2026)

AAR Turmeric Extract Nutraceutical Taxable at 5% GST: Case of CSM Universe Pvt Ltd, AAR Kerala Ruling Dated 7th August 2026. AAR held that Turmeric Extract / Curcuma Elixir supplied by the applicant as a nutraceutical/dietary supplement under is classified under HSN 2106 taxable at a 5% GST rate.
(Link: AAR Kerala Ruling Dated 07/08/2026)

AAR, Customer-Supplied Paper Printing is Job Work under SAC 9988: Case of Ebenezer Printpack Private Limited, AAR Kerala Ruling Dated 7th August 2026. When the client provides both the paper and the content, and the printer only uses its own consumables (ink, chemicals, plates), the activity is treated as a service on goods owned by another person. It falls under SAC 9988 ("Manufacturing services on physical inputs owned by others") and attracts a concessional GST rate of 5% if supplied to a registered person. However, where the printer supplies all materials it is classified as a composite supply of service under SAC 9989, which is taxable at an 18% GST rate.
(Link: AAR Kerala Ruling Dated 07/08/2026)

AAR, Semen Sorting Services classified under SAC 998349, taxable at 18% GST: Case of Jiva Sciences Private Limited, AAR Tamil Nadu Ruling Dated 6th August 2026. The applicant argued that its service should be classified under SAC 9986 (Support services to agriculture, forestry, fishing, and animal husbandry) and therefore be exempt from GST, similar to the exemption granted to raw semen dose. AAR ruled that semen sorting services utilizing specialized technology do not qualify for a GST exemption. It classified these activities under SAC 998349 (Other technical & scientific services nowhere else classified), making them taxable at a 18% GST rate.
(Link: AAR Tamil Nadu Ruling Dated 06/08/2026)

AAR, ITC denied on Land Survey Charges for Golf Course Afforestation Land: Case of Ootacamund Gymkhana Club, AAR Tamil Nadu Ruling Dated 4th August 2026. The core issue is whether ITC is admissible on GST paid to a land surveyor for measuring forest land used for the golf course and identifying alternate land required for afforestation compliance. AAR denied ITC, holding that Section 17(5)(h) of the CGST Act applies because the alternate land was surrendered to the Forest Department and its cost was written off in the club's financial books.
(Link: AAR Tamil Nadu Ruling Dated 04/08/2026)

AAR, Psyllium Seeds Not Fresh, attracts 5% GST Rate: Case of Santosh Devi Daga, AAR Rajasthan Ruling Dated 4th August 2026. The firm trades Psyllium Seeds (Isabgol) directly from farmers without undergoing any manufacturing, processing, or chemical transformation, through an Agricultural Produce Market Committee (APMC). The applicant argued that the seeds should be exempt as "fresh or chilled" goods as agricultural items. AAR observed that the traded seeds were dried and not in their fresh state. It ruled that they must be taxed at a 5% GST rate.
(Link: AAR Rajasthan Ruling Dated 04/08/2026)

AAR, GST Payable on Mining Royalty by Short-Term Permit Holder: Case of Pinkcity Developers, AAR Rajasthan Ruling Dated 4th August 2026. AAR held that royalty paid by short-term mineral permit holders is taxable at 18% under the Reverse Charge Mechanism (RCM).
(Link: AAR Rajasthan Ruling Dated 04/08/2026)

AAR, Rubberised Cork Sheets are classified Under HSN 45041010, attracts 5% GST Rate: Case of Balasaria Agencies Pvt Ltd, AAR Rajasthan Ruling Dated 4th August 2026. The issue was whether industrial sheets made from cork granules mixed with polymer/rubber (containing 30.99% cork and 42.47% polymer) fall under Chapter 45 (Cork articles at 5% GST) or Chapter 40 (Rubber articles at 18% GST). AAR ruled that rubberised and agglomerated cork sheets manufactured by the party are classified under HSN 4504 with a 5% GST rate.
(Link: AAR Rajasthan Ruling Dated 04/08/2026)



AAR, KIIFB-Funded Project Management Services Attract 18% GST: Case of Kerala Road Fund Board (KRFB), AAR Kerala Ruling Dated 4th August 2026. KRFB is a statutory body established in 2001 by the Government of Kerala to manage funds and finance transport and state infrastructure projects. AAR held that the centage and consultancy charges received by KRFB for project management of Kerala Infrastructure Investment FundBoard (KIIFB) projects attract 18% GST.
(Link: AAR Kerala Ruling Dated 04/08/2026)

AAR TSSC-Accredited NSQF Training Exempt from GST: Case of Magnus Innovative Technical Services Private Limited, AAR Kerala Ruling Dated 29th July 2026. AAR held that vocational training services (repair and maintenance of handheld devices such as mobile phones and tablets) provided by the applicant, an accredited training partner of the Telecom Sector Skill Council (TSSC), in relation to NSQF-aligned qualifications for which the National Council for Vocational Education and Training (NCVET) has approved qualification packages, are exempt from GST with effect from 10th October 2024 under entry No. 69(e)(iii) of notification 12/2017 Central Tax (Rate) dated 28th June 2017.
(Link: AAR Kerala Ruling Dated 29/07/2026)

AAR, New Residential Villa Projects Taxable at 5% Without ITC: Case of iCLOUD Homes Private Ltd, AAR Kerala Ruling Dated 10th July 2026. AAR ruled that the residential villa projects commencing on or after 1st April 2019, by the party are taxable at an effective GST rate of 5% without the benefit of input tax credit (ITC). The post- 01/04/2019 real estate tax regime strictly binds new construction services to the 5% rate without allowing an option to pay a higher rate in exchange for retaining ITC.
(Link: AAR Kerala Ruling Dated 10/07/2026)

SC allows GST Penalty Appeal without Pre-Deposit: Case of PVCON Engineering Co Vs CGST And Central Excise, SC Judgement Dated 7th September 2026. The tax laws require a 10% pre-deposit for appeals that involve only a penalty, from 1st October 2025. The core issue was whether this 10% rule apply based on the date when the original notice or penalty order was issued, or the date when the appeal is actually filed. The party received a penalty order before 1st October 2025, but filed its appeal later. The apex allowed the taxpayer to file an appeal before GSTAT without paying pre-deposit.
(Link: SC Judgement Dated 07/09/2026)

HC, Mandates Biometric Aadhaar authentication for all GST registrations: Case of Neha Vs Union of India, HC Delhi, Judgement Dated 8th September 2026.The Court ordered that no new GST registration should be granted across India without biometric Aadhaar authentication. It is mandatory for all new GST registrations nationwide.
(Link: HC Delhi Judgement Dated 08/09/2026)

HC, ITC blocked under Rule 86A cannot be treated as pre-deposit for filing GST Appeal: Case of Spherion Solutions Private Limited vs Additional Commissioner Adjudication CGST Delhi North, HC Delhi Judgement Dated 3rd September 2026. The apex court held that an Input Tax Credit (ITC) blocked under Rule 86A cannot be counted toward the mandatory pre-deposit needed to file a GST appeal under Section 107(6) of CGST Act. ITC blocked under Rule 86A is not equivalent to ITC actually utilised or appropriated.
(Link: HC Delhi Judgement Dated 03/09/2026)

HC, GST applies to Highway Annuity as Works Contract: Case of Nagaur Mukundgarh Highways Pvt Ltd vs CBIC, HC Rajasthan, Judgement Dated 17th August 2026. HC held that designing, building, & maintaining highways under a DBFOT (Design, Build, Finance, Operate, Transfer) model constitutes a works contract under Heading 9954, making it fully taxable. It held that deferred annuity payments received for road construction under concession agreements are taxable under GST as works contract services.
(Link: HC Rajasthan Judgement Dated 17/08/2026)

HC, Non-Payment of Tax by Supplier, bars Buyer ITC: Case of Shree Karni Electrovision vs Union of India, HC Rajasthan, Judgement Dated 17th August 2026. The court held that actual payment of tax by a supplier is a mandatory condition for claiming Input Tax Credit (ITC) under Section 16(2)(c) of the CGST Act. It ruled that buyers claim ITC at their own risk and the department can recover wrongly availed credit if the tax remains unpaid by the supplier.
(Link: HC Rajasthan Judgement Dated 17/08/2026)

C. Central Excise

SAED revised on Export of ATF to Rs 10.50 per Litre: The notification amends earlier notification 08/2026 dated 26th March 2026, to revise the Special Additional Excise Duty (SAED) applicable on export of Aviation Turbine Fuel (ATF). The SAED rate has been substituted with Rs 10.50 per litre (Pre-revised Rs 15.00 per litre), effective from 1st October 2026.
(Link: Central Excise Notification 53/2026 (T) dated 30/09/2026)

SAED revised on Export Diesel to Rs 16.00 per Litre: The notification amends earlier notification 06/2026 dated 26th March 2026, to revise the Special Additional Excise Duty (SAED) applicable on export Diesel to Rs 16.00 per litre (Pre-revised Rs 20.00 per litre), effective from 1st October 2026.(Link: Central Excise Notification 52/2026 (T) dated 30/09/2026)



Road and Infrastructure Cess revised on Export of Diesel to NIL per Litre: The notification amends earlier notification 11/2026 dated 26th March 2026, to revise Road and Infrastructure Cess (RIC) applicable on export of Diesel. The RIC rate has been substituted with NIL per litre (Pre-revised Rs 1.00 per litre), effective from 16th September 2026.
(Link: Central Excise Notification 51/2026 (T) dated 16/09/2026)

SAED revised on Export of ATF to Rs 15.00 per Litre: The notification amends earlier notification 08/2026 dated 26th March 2026, to revise the Special Additional Excise Duty (SAED) applicable on export of Aviation Turbine Fuel (ATF). The SAED rate has been substituted with Rs 15.00 per litre (Pre-revised Rs 19.00 per litre), effective from 16th September 2026.
(Link: Central Excise Notification 50/2026 (T) dated 16/09/2026)

SAED revised on Export of Petrol to Rs 0.50 and Diesel to Rs 20.00 per Litre: The notification amends earlier notification 06/2026 dated 26th March 2026, to revise the Special Additional Excise Duty (SAED) applicable on export of Petrol to Rs 0.50 (Prerevised Rs 1.50 per litre) and Diesel to Rs 20.00 per litre (Pre-revised Rs 24.00 per litre), effective from 16th September 2026.
(Link: Central Excise Notification 49/2026 (T) dated 16/09/2026)

Road and Infrastructure Cess revised on Export of Diesel to Rs 1.00 per Litre: The notification amends earlier notification 11/2026 dated 26th March 2026, to revise Road and Infrastructure Cess (RIC) applicable on export of Diesel. The RIC rate has been substituted with Rs 1.00 per litre (Pre-revised Rs NIL per litre), effective from 1st September 2026.
(Link: Central Excise Notification 48/2026 (T) dated 01/09/2026)

SAED revised on Export of ATF to Rs 19.00 per Litre: The notification amends earlier notification 08/2026 dated 26th March 2026, to revise the Special Additional Excise Duty (SAED) applicable on export of Aviation Turbine Fuel (ATF). The SAED rate has been substituted with Rs 19.00 per litre (Pre-revised Rs 19.50 per litre), effective from 1st September 2026.
(Link: Central Excise Notification 47/2026 (T) dated 01/09/2026)

SAED revised on Export of Petrol to Rs 1.50: The notification amends earlier notification 06/2026 dated 26th March 2026, to revise the Special Additional Excise Duty (SAED) applicable on export of Petrol to Rs 1.50 (Pre-revised Rs NIL per litre) effective from 1st September 2026.

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(Link: Central Excise Notification 46/2026 (T) dated 01/09/2026)

D. Custom Duty

Revision in Basic Customs Duty (BCD) Rates: The notification amends principal notification 45/2025, dated 24th October 2025, and revises the Basic Customs Duty (BCD) rates on edible oils.

(Link: Customs Notification 31/2026 (T) Dated 23/09/2026)

Fixation of Tariff Value of Edible Oils, Brass Scrap, Areca Nut, Gold and Silver: CBDT notified the Tariff Values of Edible Oils, Brass Scrap, Areca Nut, Gold and Silver, which shall come into force w.e.f. 1st October 2026. The tariff value for crude palm oil is set 10 grams and USD 1965 per kilogram, respectively. The tariff value for areca nuts is fixed at USD 11574 per metric ton.

(Link: Customs Notification 80/2026 (NT) Dated 30/09/2026)

Common Adjudicating Authority appointed for R&M India Customs SCN: The Principal Commissioner/Commissioner of Customs, Airport & Air Cargo Commissionerate, Bengaluru has been appointed as the common adjudicating authority, for specified show cause notices issued to R&M India Pvt Ltd, Bengaluru.
(Link: Customs Notification 79/2026 (NT) Dated 24/09/2026)

Common Adjudicating Authority appointed for Tirupati Udyog Limited Customs SCN: The Principal Commissioner or Commissioner of Customs, Hyderabad, GST Bhavan, Lal Bahadur Stadium Road, Basheerbagh, Hyderabad, is specified as the common adjudicating authority, for adjudication of the specified show cause notice concerning Tirupati Udyog Limited, Kotur.
(Link: Customs Notification 78/2026 (NT) Dated 23/09/2026)

Common Adjudicating Authority appointed for Meenakshi Trading Corporation Customs SCN: The Principal Commissioner or Commissioner of Customs (Import-I), Mumbai Customs Zone-I, New Custom House, Ballard Estate, Mumbai, is specified as the common adjudicating authority, for adjudication of the specified show cause notices concerning Meenakshi Trading Corporation and others.
(Link: Customs Notification 77/2026 (NT) Dated 23/09/2026)



Addition of Campbell Bay and Car Nicobar for Import Export Handling: The notification adds Campbell Bay and Car Nicobar as customs ports under Section 7(1)(a) of the Customs Act, for the unloading of imported goods and the loading of export goods (or any specific class of such goods), in the Union Territory of Andaman and Nicobar Islands.
(Link: Customs Notification 76/2026 (NT) Dated 23/09/2026)

Fixation of Tariff Value of Edible Oils, Brass Scrap, Areca Nut, Gold and Silver: CBDT notified the Tariff Values of Edible Oils, Brass Scrap, Areca Nut, Gold and Silver, which shall come into force w.e.f. 16th September 2026. The tariff value for crude palm oil is set at USD 1219 per metric ton, while gold and silver have tariff values of USD 1373 per 10 grams and USD 2028 per kilogram, respectively. The tariff value for areca nuts is fixed at USD 11574 per metric ton.
(Link: Customs Notification 75/2026 (NT) Dated 15/09/2026)

CBIC appoints Common Adjudicating Authority for Akwel Automative Customs SCNs: The Assistant/Deputy Commissioner of Customs, Group-II (H-K), NS-I, JNCH, Nhava Sheva has been appointed as common adjudicating authority for various specified show cause notices issued to M/s Akwel Automotive Pune India Pvt Ltd, so as to consolidates the adjudication proceedings under a single authority to streamline the legal/customs clearance process.
(Link: Customs Notification 74/2026 (NT) Dated 01/09/2026)

Extension of Sea Cargo Manifest Compliance deadline to 31st October 2026: The circular extends the compliance date to 31st October 2026. These regulations are being made operational starting 1st September 2026, in a phased manner across ports.
(Link: Customs Notification 73/2026 (NT) Dated 01/09/2026)

Anti-Dumping Duty on Bangladesh and Nepal Jute Products: The notification amends earlier notification 33/2022 (ADD), dated 30th December 2022, relating to anti-dumping duty on specified jute products originating in or exported from Bangladesh and Nepal. It re-quantifies the anti-dumping duty for the remaining period of its imposition, and substitutes the existing table with producer-specific duty rates for Jute Yarn/Twine, Hessian Fabric and Jute Sacking Bags.
(Link: Customs Notification 24/2026 (ADD) Dated 24/09/2026)

Anti-Dumping Duty on Decor Paper Extended: The notification amends earlier notification 77/2021 (ADD) dated 27 th December 2021, and extends the levy of anti-dumping duty on imports of Decor Paper, originating in or exported from China, up to and inclusive of 26 th March 2027.
(Link: Customs Notification 23/2026 (ADD) Dated 22/09/2026)

Anti-Dumping Duty on Calcined Gypsum Powder Extended: The notification amends earlier notification 73/2021 (ADD) dated 17th December 2021, and extends the levy of anti-dumping duty on imports of Calcined Gypsum Powder or gypsum plaster falling under tariff heading 2520 and originating in or exported from Iran, Oman, Saudi Arabia and the United Arab Emirates, up to and inclusive of 16th March 2027.

(Link: Customs Notification 22/2026 (ADD) Dated 14/09/2026)

Countervailing Duty Imposed on Calcium Carbonate Filler Masterbatch from Vietnam: Countervailing Duty has been Imposed on imports of Calcium Carbonate Filler Masterbatch originating in or exported from Vietnam, and imported into India. It shall be effective for a period of five years.

(Link: Customs Notification 04/2026 (CVD) Dated 23/09/2026)

Establishment of a Special Notified Zone (SNZ) at Surat International Diatrade Centre (SIDC): The circular prescribes procedures for import, viewing, auction or negotiated sale, customs examination, custody, valuation, clearance and re-export of rough diamonds. Imports are permitted only through air cargo mode and must be accompanied by specified documents, including a Kimberley Process Certificate. After viewing or sale, diamonds must be repacked lot-wise no later than 60 days from import. Unsold goods must be exported under a shipping bill filed within 75 days from import. Sold lots require assessment, payment of applicable duty and Out-of-Charge before removal from the customs area.
(Link: Customs Circular 44/2026 Dated 28/09/2026)

Application of Section 28DA of Customs and CAROTAR consistent with the Rules of Origin under Trade Agreements: The Circular states that where CAROTAR conflicts with the Rules of Origin under a Trade Agreement, the latter shall prevail. For preferential claims under the India–UK CETA, a valid Origin Declaration completed by the UK exporter or producer constitutes proof of origin and Form-I is not required with the Bill of Entry or as a precondition for preferential tariff treatment. Relevant Form-I information may be sought only where the Bill of Entry is interdicted by the National Risk Management System for origin-related checks and the proper officer has reason to believe that origin criteria have not been met.
(Link: Customs Circular 43/2026 Dated 24/09/2026)

Mandatory additional qualifiers in export declarations in respect of certain Textile Products: The circular mandates additional qualifiers and identifiers in export declarations for specific textile products effective from 1st November 2026. Certain woven and knitted fabrics used for Fire/Flame Retardant (FR) textile products fall under Chapters 52, 55, and 60 of the Customs Tariff. These tariff codes also cover non-FR textile products, making it hard to electronically distinguish between FR and non-FRvariants. The additional qualifiers shall help accurately identify products, assisting with schemes like the Production Linked Incentive (PLI) and data clarity.
(Link: Customs Circular 42/2026 Dated 24/09/2026)

NAC Portal for Trade and Department for Effective Dissemination of Information: CBIC has launched National Assessment Centre (NAC) Portal for Customs Assessment Information. The common digital platform is intended to promote uniformity, certainty and transparency in Customs assessments. It provides access to NAC decisions, legal precedents, CAAR rulings, advisories, audit observations and information relating to classification, valuation and other assessment matters. NACs have been directed to regularly update the Portal and prioritise information concerning commodities taken up by stakeholders during CCFC/PTFC for guidance or uniformity in assessment.
(Link: Customs Circular 41/2026 Dated 03/09/2026)

Import Compliance Checklists for Drugs, Cosmetics & Medical Devices: The circular prescribes mandatory compliance checklists for the import and clearance of cosmetics, drugs, and medical devices, to be verified by customs officers before granting an Outof- Charge (OOC) order for PGA (Participating Government Agency) facilitated Bills of Entry. It includes verification of Self-certified copies of import permissions, reconciliation of invoice details, item names, and quantities with the official import license or permission.
(Link: Customs Circular 40/2026 Dated 03/09/2026)

Rationalization of documentation requirements under Eligible Manufacturer Importer (EMI) Scheme: The circular significantly rationalize and simplify the documentation requirements under the Scheme. Mandatory document uploads have been reduced from 10 down to just 3, leveraging backend IT verification. Extensive disclosures related to GST, financial records, premises, and past import documents are no longer mandatory. Data elements required in Appendix-I have also been trimmed down.
(Link: Customs Circular 39/2026 Dated 03/09/2026)

Implementation of the Sea Cargo Manifest and Transhipment Regulations (SCMTR): The circular directs the phased implementation of the Sea Cargo Manifest and Transhipment Regulations 2018, across all Indian ports. It applies to authorized sea carriers, shipping agents, terminal operators, transhippers, and custodians (such as CFSs and ICDs). Full implementation to occur port-wise from 1st September 2026, through 15th October 2026.

(Link: Customs Circular 38/2026 Dated 01/09/2026)

Clarifications on Adjudication of Section 28AAA Customs SCNs involving DGFT Scrips: The instructions clarify the procedure for adjudicating Show Cause Notices, where adjudication has remained pending for want of cancellation of the relevant instrument or scrip by DGFT. Where Customs/DRI alleges that an instrument or scrip was fraudulently obtained because of misdeclaration in the Shipping Bill, including misclassification, overvaluation or other incorrect declarations, Customs must first investigate and adjudicate the matter under the Customs Act and, where warranted, consequentially amend the Shipping Bill. Where the dispute concerns policy interpretation, eligibility, entitlement or another matter within DGFT's domain, the matter must first be referred to DGFT, whose view on validity and entitlement shallprevail for those policy-related issues.

(Link: Customs Instructions 17/2026 Dated 21/09/2026)

Customs Adds ICD Dhanakya as Food Import Entry Point: Following a review of the Points of Entry notified for food imports, FSSAI has added ICD Dhanakya, Jaipur, Rajasthan, bearing port code INDNK6, to the existing Points of Entry. The authorised officers at this Inland Container Depot and Special Economic Zone entry point are the Superintendent, Appraiser, Inspector or Examiner.
(Link: Customs Instructions 16/2026 Dated 18/09/2026)

EPR Registration Valid for one year for Plastic Import Clearance: The instructions direct customs authorities not to insist on renewal certificates for importer registrations under the centralized Extended Producer Responsibility (EPR) portal for plastic waste. EPR registration certificates issued to importers with an initial validity of one year must be treated as 'one time Registration Certificates' that do not require periodic renewal.
(Link: Customs Instructions 15/2026 Dated 09/09/2026)

SC, Sets aside Customs Penalty due to Fake AI-Generated Case Laws: Case of Vijay Ghanshyam Gadiya Vs Union of India, SC Judgement Dated 2nd September 2026. The apex court set aside customs penalty after discovering that the adjudicating authority relied on non-existent, AI-hallucinated case laws and fake citations.
(Link: SC Judgement Dated 02/09/2026)

Mandatory additional qualifiers in export declarations in respect of certain Textile Products: The circular mandates additional qualifiers and identifiers in export declarations for specific textile products effective from 1st November 2026. Certain woven and knitted fabrics used for Fire/Flame Retardant (FR) textile products fall under Chapters

52, 55, and 60 of the Customs Tariff. These tariff codes also cover non-FR textile products, making it hard to electronically distinguish between FR and non-FRvariants. The additional qualifiers shall help accurately identify products, assisting with schemes like the Production Linked Incentive (PLI) and data clarity.
(Link: Customs Circular 42/2026 Dated 24/09/2026)

E. Directorate General of Foreign Trade (DGFT)

Continuation of Remission of Duties and Taxes on Exported Products (RoDTEP) Scheme: DGFT has extended RoDTEP Scheme up to 31st December 31st 2026. The extension applies to exports made by Domestic Tariff Area (DTA) units, Advance Authorisation (AA) holders, Special Economic Zone (SEZ) units and Export Oriented Units (EOUs). It has been provided that the existing RoDTEP rates and value caps notified in Appendix 4R and Appendix 4RE, as applicable on 30th September 2026, will continue unchanged during the extended period.
(Link: DGFT Notification 41/2026 Dated 30/09/2026)

Extension of Minimum Import Price (MIP) Condition on Sulfadiazine API: DGFT has extended the Minimum Import Price (MIP) condition applicable to Sulfadiazine API covered under Chapter 29 of ITC (HS) up to 30th November 2026. The MIP of Rs 1,774 per kg on Cost, Insurance and Freight (CIF) value for import of Sulfadiazine API will continue to apply until the extended date.
(Link: DGFT Notification 40/2026 Dated 30/09/2026)

Extension of Minimum Import Price (MIP) Condition on ATS 8: DGFT has extended the Minimum Import Price (MIP) condition applicable to specified items covered under Chapter 29 of ITC up to 30th November 2026. The MIP is USD 111 per kg on Cost, Insurance and Freight (CIF) value for imports of ATS 8 [(4R-Cis)-1,1-Dimethylethyl-6 cyanomethyl-2,2-dimethyl-1,3-dioxane-4-acetate].
(Link: DGFT Notification 39/2026 Dated 30/09/2026)

Extension of Minimum Import Price on Virgin Multi-layer Paper Board: DGFT has extended the Minimum Import Price (MIP) condition applicable to specified items covered under Chapter 48 of ITC (HS) for six months, up to 31st March 2027. The MIP of Rs 67,220 per MT on Cost, Insurance, and Freight (CIF) value applies to imports of Virgin Multi-layer Paper Board (VPB) under ITC (HS) Codes 48059100, 48059200, 48059300, 48109200 and 48109900, all other terms and conditions remaining the same.
(Link: DGFT Notification 38/2026 Dated 30/09/2026)

Extension of EPM RELIEF Component II Eligibility: The notification extends the eligibility timeline under Component II of the Resilience & Logistics Intervention for Export Facilitation (RELIEF) under the Export Promotion Mission (EPM), up to 31 March 2027 for shipments meant for delivery or transhipment. It is intended to support Indian exporters and mitigate logistics challenges arising from the continuing West Asia Crisis.
(Link: DGFT Notification 37/2026 Dated 30/09/2026)

Exemption to Exports up to Rs 3 Lakh from Registration-cum-Membership Certificate (RCMC) Requirements: The notification exempts export consignments with an FOB value not exceeding Rs 3,00,000 from the requirement of obtaining a RCMC or Certificate of Registration. Export consignments with an FOB value exceeding Rs 3,00,000 shall continue to require a valid RCMC or Certificate of Registration wherever such requirement is otherwise applicable.
(Link: DGFT Notification 36/2026 Dated 15/09/2026)

Extension of timeline for surrender of unutilised TRQ quantity allocated for Import of 10 Lakh MT of Raw Sugar: The public notice extends the timeline prescribed for surrender of unutilised TRQ quantity allocated for import of Raw Sugar under TRQ up to 15th October 2026, subject to payment of an amount equivalent to 0.5% of the CIF value of the surrendered quantity, as prescribed under the existing modalities.
(Link: DGFT Public Notice 31/2026 Dated 30/09/2026)

Extension of timeline for surrender of unutilised TRQ quantity allocated for Import of 10 Lakh MT of Raw Sugar: The public notice extends the timeline prescribed for surrender of unutilised TRQ quantity allocated for import of Raw Sugar under TRQ up to 30th September 2026, subject to payment of an amount equivalent to 0.5% of the CIF value of the surrendered quantity, as prescribed under the existing modalities.
(Link: DGFT Public Notice 30/2026 Dated 14/09/2026)

Extension of SION E-52 Advance Authorisation to Raw Sugar TRQ Conversion Deadline: The public notice extends of the timeline for the one-time conversion of Advance Authorisation under SION E-52 to the Tariff Rate Quota (TRQ) for the import of raw sugar. The last date for submission of such applications shall be 7th September 2026.
(Link: DGFT Public Notice 29/2026 Dated 03/09/2026)

DGFT Opens daily allocation of 2,02,550 MT balance Raw Sugar TRQ: The public notice lays out the procedures and rules for allocating the remaining 2,02,550 MT of Raw Sugar under the Tariff Rate Quota (TRQ) Scheme under a dynamic daily batch system. Every day, all electronic applications submitted up to 5:30 PM are grouped into a single batch. These are collectively scrutinised and processed on the next working day.
(Link: DGFT Public Notice 28/2026 Dated 01/09/2026)

Revision in Timeline for Issuance of Pre Shipment Inspection Certificate (PSIC): Under the revised provision, the PSIC is to be generated and issued within two days from the date of inspection. The system will permit generation and issuance of the PSIC only within the prescribed timeline, and PSIC uploading is required to be undertaken from the same geographical location/country where the inspection is carried out. A one-time transitional arrangement of seven days has been provided to

recognized PSIAs for clearing backlog PSICs relating to inspections conducted prior to 25th August 2026.
(Link: DGFT Trade Notice 28/2026 Dated 16/09/2026)

DGFT Seeks Comments on Non-Preferential Rules of Origin for Exports & Imports: The draft provisions for exports provide criteria for determining Indian origin where imported inputs have been used, including processing or operations exceeding specified simple operations. They also address Non-Preferential Certificates of Origin, online applications, documentation, authorised issuing agencies, self- certification and backto- back certificates. For imports, the proposed provisions prescribe country-of-origin criteria based on wholly obtained or produced goods. They also provides for importer self- declaration of country of origin, generally dispensing with separate origin documents except where specifically mandated, and risk-based subsequent verification.

(Link: DGFT Trade Notice 27/2026 Dated 14/09/2026)

Comments invited on proposed suspension of 544 SIONs: The trade notice proposes suspension of 544 Standard Input Output Norms (SIONs) that have remained unutilized under the Advance Authorisation (AA) and Duty-Free Import Authorisation (DFIA) Schemes over the last three financial years. The comments/ views are invited.

(Link: DGFT Trade Notice 26/2026 Dated 07/09/2026)

Introduction of Open API Integration for Certificate of Origin (CoO) through Trade Connect e-Platform: The trade notice introduces an Open API (Application Programming Interface) integration for issuing and verifying Certificate of Origin (CoO) through the Trade Connect e-Platform. The functionality provides, Direct connection between company ERP/accounting systems and DGFT portals, Covers both Preferential and Non- Preferential Certificates of Origin, Includes major pacts like India-UAE CEPA, India- Australia ECTA, and India-EFTA TEPA, and Real-time transaction ledger monitoring application stages i.e., Draft, Approved, Issued.

(Link: DGFT Trade Notice 25/2026 Dated 07/09/2026)

F. Securities and Exchange Board of India (SEBI)

SEBI Renews Recognition of BSE Clearing Limited for Three Years: The renewed recognition is for a period of three years, ending on 2nd October 2029. It is subject to the condition that the Exchange shall comply with conditions as may be prescribed by the Securities and Exchange Board of India from time to time.

(Link: SEBI Notification Dated 29/09/2026)



SEBI Renews Recognition of Metropolitan Stock Exchange for One Year: The renewed recognition is for a period of one year, ending on 15th September 2027, in respect of contracts in securities. It is subject to the condition that the Exchange shall comply with conditions as may be prescribed by SEBI from time to time.
(Link: SEBI Notification dated 14/09/2026)

SEBI Renews Recognition of NSE Clearing Limited for Three Years: The renewed recognition is for a period of three years, ending on 2nd October 2029. It is subject to the condition that the Exchange shall comply with conditions as may be prescribed by the Securities and Exchange Board of India from time to time.
(Link: SEBI Notification dated 14/09/2026)

Master Circular for Debenture Trustees: The earlier Master Circular dated 13th August 2025 stands rescinded, with issuance of the new Master Circular. It compiles existing circulars issued as on 28th September 2026 at one place, for easy reference, investor protection and development and regulation of the securities market.
(Link: SEBI Circular Dated 28/09/2026)

Review of Position Limits for Clients and related Penalty Provisions for Commodity Derivatives Segment: The circular also revises the definition of 'Broad Commodity', under which an agricultural commodity must not be a 'Sensitive Commodity' and must have average deliverable supply for the past five years of at least 10 lakh MT in quantita tive terms or at least INR 5,000 crore in monetary terms. Client-level numerical position limits are revised to

2% for Broad commodities, 1% for Narrow commodities mand 0.5% for Sensitive commodities. The revised penalty framework provides that where a position limit violation exceeds 2% of the prescribed limit, the penalty will be the prescribed formula amount or Rs. 2,00,000, whichever is lower, while violations up to 2% will attract the formula amount or Rs. 10,000, whichever is lower.
(Link: SEBI Circular Dated 09/09/2026)

Relaxation in timeline with respect to Accredited Investor mandate for Angel Funds: The Angel Funds registered with SEBI on or before 10th September 2025 were required to implement the Accredited Investor mandate on or before 8th September 2026. They were also prohibited from accepting contributions for investment in an investee company from non-Accredited Investors after September 08, 2026, while existing investors could continue to hold their investments according to the PPM and/or fund documents. SEBI has extended the timelines until March 31, 2027.
(Link: SEBI Circular Dated 07/09/2026)

FPIs Investing Only in Government Securities not required to Furnish Investor Group Details: The amended provisions provide that FPIs investing exclusively in Government Securities (G-Secs) are no longer required to provide investor group details to their intermediaries.
(Link: SEBI Circular Dated 07/09/2026)

Key decisions taken in the SEBI Board Meeting: The Board approved new SEBI (Portfolio Managers) Regulations, 2026, including investment in IPOs, certain unlisted debt and foreign securities, PRIM for mutual fund investments, Independent Fund Managers and simplified compliance requirements. The Board also approved SEBI (Settlement of Administrative and Civil Proceedings) Regulations, 2026, introducing revised settlement terms, a new computation formula, settlement notices before show-cause notices, longer filing periods, fast-track settlement and a one-time settlement opportunity. Other decisions include a Common Advertisement Code, wider FPI participation in commodity derivatives, Depository Receipts on REIT and InvIT units.
(Link: SEBI Press Release dated 24/09/2026)

G. Ministry of Corporate Affairs (MCA)

No Notifications/ Circulars during the month.

H. Insolvency and Bankruptcy Board of India (IBBI)

Amendments to IBBI Liquidation Process Regulations: As per the amended provisions, a liquidator may modify an entry in the list of stakeholders when additional information comes to his notice which warrants such modification. Where such modification is made, the liquidator is required to intimate the Adjudicating Authority regarding the modification within thirty days of making it.
(Link: IBBI Notification Dated 22/09/2026)



Commencement of levy of fee for delayed filing of Forms under Regulation 47B of Liquidation Process Regulations: The circular provides that each Form which is due on or before 30th September 2026 and is submitted after its due date, whether by correction, up-dation or otherwise, shall be accompanied by a fee of Rs 500 plus GST, per month for the period of delayed filing. Regulation 47B mandates electronic filing of prescribed, stage-wise compliance forms by liquidator on the electronic platform of IBBI.

(Link: IBBI Circular Dated 24/09/2026)

Personal Guarantors Insolvency Resolution Process (PGIRP) Forms filing Deadline Extended: The circular further extends the time for filing electronic forms PGIRP-1 to PGIRP-6 to 31st December 2026 (Earlier 30th September 2026). These forms are used to monitor insolvency resolution processes concerning personal guarantors to corporate debtors.
(Link: IBBI Circular Dated 24/09/2026)

Clarifications on Cessation of Interim Moratorium in respect of Personal Guarantors to Corporate Debtors: The circular has drawn attention to judgments of the Bombay High Court and Delhi High Court concerning cessation of the interim moratorium applicable to personal guarantors to corporate debtors. It refers to the IBC (Amendment) Act, 2026, which inserted section 96(4) and 124, with effect from 26th May 2026. It has been clarified that the interim moratorium under section 96 and correspondingly section 124, in respect of a personal guarantor to a corporate debtor, ceased to operate with effect from 26th May 2026 in respect of applications pending before the Adjudicating Authority as on that date.
(Link: IBBI Circular Dated 21/09/2026)



Due diligence by Insolvency Professionals regarding misuse of IBC Framework: The circular directs Insolvency Professionals (IPs) to remain vigilant regardingpotential misuse of the insolvency framework. It follows information received from law enforcement and regulatory agencies concerning cases where the IBC framework has allegedly been used for purposes other than insolvency resolution or liquidation, including mitigating tax liabilities, avoiding regulatory scrutiny, mitigating investigations, prosecution and penalties, and monetising or ring-fencing assets. The IBBI has identified several illustrative indicators requiring closer examination.

(Link: IBBI Circular Dated 09/09/2026)

SC, Subsisting EPC Contract cannot extend IBC Limitation Period: Case of Srinivasa Reddy Velagala vs Sravanthi Infratech Pvt Ltd, SC Judgement Dated 12th August 2026.The apex court quashed the insolvency proceedings against the appellant. However, the Court granted the operational creditor the liberty to pursue its monetary claims before an appropriate dispute resolution/arbitration forum as stipulated in the original EPC contract. The ruling reinforces that the IBC is a resolution mechanism, not a debt recovery tool. It sets a strict precedent that composite contractual claims must be split, each invoice marks an independent default date, and creditors cannot bypass limitation laws simply because a master contract remains active.
(Link: SC Judgement Dated 12/08/2026)

HC, IBC Resolution Plan Bars enforcement of unfiled Pre-CIRP Customs Dues: Case of Jaiprakash Associates Limited Vs The Office of The Commissioner of Customs Air Cargo Complex Import, HC Delhi, Judgement Dated 2nd September 2026. The court ruled that pre-insolvency statutory claims not filed during the Corporate Insolvency Resolution Process (CIRP) stand permanently extinguished under the "clean slate" principle of the Insolvency and Bankruptcy Code.
(Link: HC Delhi Judgement Dated 02/09/2026)

NCLAT, Section 10A bars CIRP as Default Dates fell in Protected Period: Case of Siddharth Satish Katariya vs Central Bank of India Limited, NCLAT Delhi Judgement Dated 1st September 2026. Section 10A provides that if a default arises within the protected period i.e. 25th March 2020, to 24th March 2021, no CIRP application can ever be filed for that specific default. The appellate tribunal ruled that the default dates fell within the permanently protected period thus quashed the insolvency proceedings.

(Link: NCLAT Delhi Judgement Dated 01/09/2026)

NCLAT Holds It cannot Condone Delay beyond 45 Days under IBC: Case of Keshav Kumar Nachani vs Encore Asset Reconstruction Company Pvt Ltd, NCLAT Delhi Judgement Dated 2nd September 2026. The appellate tribunal ruled that it has no jurisdiction to condone any delay in filing an appeal under Section 61 of the Insolvency and Bankruptcy Code, 2016 (IBC) once the outer statutory limit of 45 days has expired.

(Link: NCLAT Delhi Judgement Dated 01/09/2026)

NCLAT, Mere Internal entries are insufficient to establish Independent Financial Debt: Case of Somani Worsted Limited Vs Amit Aggarwal, NCLAT Delhi Judgement Dated 1st September 2026. The appellate tribunal ruled that an RP is fully entitled to re-verify and update the list of creditors upon deeper scrutiny, even if a claim was admitted in an initial verification round.

(Link: NCLAT Delhi Judgement Dated 01/09/2026)

NCLAT, Upholds CIRP Admission where settlement did not Extinguish Operational Debt: Case of Naresh Chand Vs Mani Mahesh Ispat Pvt Ltd, NCLAT Delhi Judgement Dated 29th August 2026. The core issue was whether a subsequent property execution/settlement agreement acts as a "novation of contract" (Section 62 of Indian Contract Act), thereby discharging the previous operational debt. The appellate tribunal held that the property transactions designed as safety fallbacks do not destroy an operational creditor rights under the IBC. It upheld the admission of the CIRP against corporate debtor.
(Link: NCLAT Delhi Judgement Dated 28/08/2026)

NCLAT, Upholds section 10 IBC (Voluntary Insolvency Petition) Rejection: Case of Panshul Agro Food LLP vs State Bank of India, NCLAT Delhi Judgement Dated 25th August 2026. The party filed a voluntary insolvency petition under Section 10 of the IBC, 2016, for a default exceeding ₹42.20 crore, shortly after SBI initiated recovery proceedings under the SARFAESI Act and approached the Debt Recovery Tribunal (DRT). The appellate tribunal upheld the dismissal of a Section 10 IBC application, ruling that it misused the insolvency process to obstruct legitimate recovery actions.
(Link: NCLAT Delhi Judgement Dated 25/08/2026)

NCLAT, Upholds Extinguishment of Pre-CIRP Shares under Approved Resolution Plan: Case of Titus Babu vs Sintex Industries Limited, NCLAT Delhi Judgement Dated 21st August 2026. The appellate tribunal ruled that an approved resolution plan extinguishes pre-CIRP shareholding and cannot be reopened. It

clarified that "member" and "shareholder" are legally identical under Section 2(55) of the Companies Act for a company limited by shares. No independent membership rights survive after share extinguishment under a resolution plan.
(Link: NCLAT Delhi Judgement Dated 21/08/2026)



NCLAT, Belated Revaluation Challenge cannot reopen Approved CIRP: Case of Santosh R. Shetty vs Raja Deshraj Agarwal, NCLAT Delhi Judgement Dated 14th July 2026. The appellate tribunal ruled that a valuation approved by the Committee of Creditors (CoC) cannot be reopened or litigated at a belated stage by a suspended director or promoter. It makes it clear to corporate debtors that once a resolution plan passes the scrutiny of the CoC following proper statutory valuation routines, it becomes final and binding. Late-stage legal actions by erstwhile owners to dispute valuations or re-negotiate are firmly barred.
(Link: NCLAT Delhi Judgement Dated 14/07/2026)

I. Reserve Bank of India (RBI)

Amendments to FEMA Export and Import of Goods and Services Regulations: The main change is a reduction in the period for realisation and repatriation of export proceeds. The period prescribed under Regulation 5(1) has been reduced from 15 months to 9 months, while the special period prescribed in the first proviso has been reduced from 18 (eighteen) months to 12 (twelve) months. It also introduces a new Regulation 20, under which Authorised Dealer (AD) Banks are empowered to handle certain pre- 1st October 2026, export, import and merchanting trade transactions which, under the earlier regulatory framework, would have required RBI approval.
(Link: FinMin FEMA Notification Dated 22/09/2026)

Amendments to FEMA Non-Debt Instruments Rules Permit Inventory E-Commerce Exports: Under the newly inserted provision, an e-commerce entity is permitted to engage in an inventory-based model of e-commerce exclusively for exporting goods or products manufactured or produced in India. It further provides that the restrictions on Business to Consumer (B2C) transactions and the inventory-based model of e-commerce stipulated under serial numbers 15.2.1 to 15.2.4 will not apply to exports of goods or products through e-commerce as permitted under the new provision.
(Link: FinMin FEMA Notification Dated 02/09/2026)

RBI Commercial Banks Minimum Capital Requirements for Market Risk Directions 2026: These directions shall apply to commercial banks, excluding Small Finance Banks, Payments Banks and Local Area Banks. Banks must compute market risk capital requirements continuously and maintain capital at both consolidated and standalone levels. The framework permits qualifying structural foreign exchange positions to be excluded from Net Open Position subject to specified conditions. For computation of market-risk RWAs, banks must use the simplified standardised approach, with riskweighted assets determined by multiplying prescribed capital requirements by 12.5. The Directions also prescribe Basel III Pillar 3 disclosures, including annual qualitative market-risk disclosures and semi-annual quantitative disclosures.
(Link: RBI Directions 472/2026 Dated 21/09/2026, Press Release)

Updates on UNSC Sanctions List Under UAPA Compliance: MEA has informed about the UNSC amendments on its ISIL & Al-Qaida Sanctions List of individuals and entities (Removal of Seven Entities), which are subject to the assets freeze, travel ban and arms embargo. Regulated Entities (REs) are advised to take note for necessary compliance in terms of Master Directions on KYC.
(Link: RBI Circular 271/2026 Dated 29/09/2026)

Updates on terrorist organisations under UAPA Act: MEA has informed about declaring Shahzad Bhatti Network (SBN) as a 'Terrorist Organisation' and listing it in the First Schedule to Unlawful Activities (Prevention) Act. Regulated Entities (REs) are advised to take note for necessary compliance in terms of Master Directions on KYC.
(Link: RBI Circular 270/2026 Dated 24/09/2026)

Exim Bank Line of Credit for Maldives Projects: The Govt of India has approved Export- Import Bank Line of Credit of Rs 4,850 crores for financing various developmental projects in Maldives. Eligible exports of goods and services from India will be permitted subject to their eligibility under Foreign Trade Policy and their financing being agreed by Exim Bank. At least 75% of the applicable contract price must comprise goods, works and services supplied by the seller from India, while the remaining 25% may be procured from outside India for the eligible contract.
(Link: RBI Circular 269/2026 Dated 23/09/2026)

Amendments to RBI All India Financial Institutions Classification, Valuation, and Operation of Investment Portfolio Directions: The amendments provide clarity and uniform practices for valuation of units of Infrastructure Investment Trusts (InvITs) and Real Estate Investment Trusts (REITs). It prescribes that quoted securities and units issued by InvITs and REITs shall be valued in accordance with the existing instructions for quoted securities. For unquoted InvIT and REIT units, valuation shall be based on the NAV disclosed by the respective trust.
(Link: RBI Circular 268/2026 Dated 22/09/2026)



Amendments to RBI Payments Banks Classification, Valuation, and Operation of Investment Portfolio Directions: The amendments provide clarity and uniform practices for valuation of units of Infrastructure Investment Trusts (InvITs) and Real Estate Investment Trusts (REITs). It prescribes that quoted securities and units issued by InvITs and REITs shall be valued in accordance with the existing instructions for quoted securities. For unquoted InvIT and REIT units, valuation shall be based on the NAV disclosed by the respective trust.
(Link: RBI Circular 267/2026 Dated 22/09/2026)

Amendments to RBI Small Finance Banks Classification, Valuation, and Operation of Investment Portfolio Directions: The amendments provide clarity and uniform practicesfor valuation of units of Infrastructure Investment Trusts (InvITs) and Real Estate Investment Trusts (REITs). It prescribes that quoted securities and units issued by InvITs and REITs shall be valued in accordance with the existing instructions for quoted securities. For unquoted InvIT and REIT units, valuation shall be based on the NAV disclosed by the respective trust.
(Link: RBI Circular 266/2026 Dated 22/09/2026)

Amendments to RBI Local Area Banks Classification, Valuation, and Operation of Investment Portfolio Directions: The amendments provide clarity and uniform practices for valuation of units of Infrastructure Investment Trusts (InvITs) and Real Estate Investment Trusts (REITs). It prescribes that quoted securities and units issued by InvITs and REITs shall be valued in accordance with the existing instructions for quoted securities. For unquoted InvIT and REIT units, valuation shall be based on the NAV disclosed by the respective trust.
(Link: RBI Circular 265/2026 Dated 22/09/2026)(Link: RBI Circular 265/2026 Dated 22/09/2026)

Amendments to RBI Commercial Banks Classification, Valuation, and Operation of Investment Portfolio Directions: The amendments provide clarity and uniform practices for valuation of units of Infrastructure Investment Trusts (InvITs) and Real Estate Investment Trusts (REITs). It prescribes that quoted securities and units issued by InvITs and REITs shall be valued in accordance with the existing instructions for quoted securities. For unquoted InvIT and REIT units, valuation shall be based on the NAV disclosed by the respective trust.
(Link: RBI Circular 264/2026 Dated 22/09/2026)

Novation Rules for OTC Derivative Contracts: RBI has finalised instructions relating to novation of over-the-counter (OTC) derivative contracts. RBI has incorporated the novation requirements into the respective Directions governing OTC foreign exchange, rupee interest rate, government securities and credit derivative contracts. Novation' means the replacement of a market maker with another market maker in an OTC derivative contract between two counterparties (transferor, who steps out of the existing deal, and remaining party) to an OTC derivative transaction with a new contract between remaining party and a third party (transferee). The transferee becomes the new counterparty to the remaining party.
(Link: RBI Circular 263/2026 Dated 22/09/2026)

Zero Charge for UPI transactions up to Rs 2,000 or RuPay debit card payments: The notification mandates that no banks or payment system providers can charge users for UPI transactions up to Rs 2,000 or RuPay debit card payments. These transactions are required to be processed without charges imposed by banks or system providers.
(Link: FinMin Notification Dated 14/09/2026)

Amendments to RBI Rural Cooperative Banks Know Your Customer Directions: Under the existing framework, the bank may, in the case of Non-Resident Indians (NRIs) and Persons of Indian Origin (PIOs), alternatively obtain an original certified copy certified by specified authorities or authorised officials. The amendment extends this facility to Foreign Portfolio Investors (FPIs). Accordingly, in the case of NRIs, PIOs and FPIs, the bank may alternatively obtain the original certified copy certified by authorised officials of overseas branches of Scheduled Commercial Banks registered in India, branches of overseas banks with whom Indian banks have relationships, a Notary Public abroad, a Court Magistrate, a Judge, or the Indian Embassy / Consulate General in the country where the non-resident customer resides.
(Link: RBI Circular 262/2026 Dated 18/09/2026)

Amendments to RBI Urban Cooperative Banks Know Your Customer Directions: Under the existing framework, the bank may, in the case of Non-Resident Indians (NRIs) and Persons of Indian Origin (PIOs), alternatively obtain an original certified copy certified by specified authorities or authorised officials. The amendment extends this facility to Foreign Portfolio Investors (FPIs).
(Link: RBI Circular 261/2026 Dated 18/09/2026)

Amendments to RBI Regional Rural Banks Know Your Customer Directions: Under the existing framework, the bank may, in the case of Non-Resident Indians (NRIs) and Persons of Indian Origin (PIOs), alternatively obtain an original certified copy certified by specified authorities or authorised officials. The amendment extends this facility to Foreign Portfolio Investors (FPIs).
(Link: RBI Circular 260/2026 Dated 18/09/2026)



Amendments to RBI Local Area Banks Know Your Customer Directions: Under the existing framework, the bank may, in the case of Non-Resident Indians (NRIs) and Persons of Indian Origin (PIOs), alternatively obtain an original certified copy certified by specified authorities or authorised officials. The amendment extends this facility to Foreign Portfolio Investors (FPIs).
(Link: RBI Circular 259/2026 Dated 18/09/2026)

Amendments to RBI Small Finance Banks Know Your Customer Directions: Under the existing framework, the bank may, in the case of Non-Resident Indians (NRIs) and Persons of Indian Origin (PIOs), alternatively obtain an original certified copy certified by specified authorities or authorised officials. The amendment extends this facility to Foreign Portfolio Investors (FPIs).
(Link: RBI Circular 258/2026 Dated 18/09/2026)

Amendments to RBI Commercial Banks Know Your Customer Directions: Under the existing framework, the bank may, in the case of Non-Resident Indians (NRIs) and Persons of Indian Origin (PIOs), alternatively obtain an original certified copy certified by specified authorities or authorised officials. The amendment extends this facility to Foreign Portfolio Investors (FPIs).
(Link: RBI Circular 257/2026 Dated 18/09/2026)

Amendments to Priority Sector Lending Targets and Classification Directions: It follows the earlier amendment issued on 7th August 2026, under which qualifying advances against fresh FCNR(B) deposits of a minimum three-year and maximum five-year tenor, and advances against NRE term deposits of three years or more, were to be excluded from ANBC subject to specified mobilisation periods. It revises the cut-off date to 31st August 2026, for such advances to be excluded from Adjusted Net Bank Credit (ANBC) calculations.
(Link: RBI Circular 256/2026 Dated 11/09/2026)

Amendments to RBI Local Area Banks Cash Reserve Ratio and Statutory Liquidity Ratio Directions: The amendments follows the inclusion of a Local Area Bank in the Second Schedule. These insert provisions relating to Incremental CRR and minimum CRR maintenance on a daily basis for scheduled banks. They also modify provisions concerning savings bank deposits, liabilities to the banking system, ACU accounts and funds borrowed under market repo against Government securities. It also address penal interest for CRR shortfalls, including separate treatment of scheduled and nonscheduled Local Area Banks.
(Link: RBI Circular 255/2026 Dated 11/09/2026)

Review of Circulars issued under Foreign Exchange Management Act (FEMA): RBI has identified and withdrawn seven circulars that have ceased o be operative because of subsequent regulatory amendments, redundancy, overlap or supersession by newer directives. The withdrawn circulars relate principally to External Commercial Borrowings (ECB), borrowing and lending in rupees, and the Money Transfer Service Scheme.
(Link: RBI Circular 254/2026 Dated 08/09/2026)

Updates on UNSC Sanctions List Under UAPA Compliance: MEA has informed about the UNSC amendments on its Al-Qaida Sanctions List of individuals and entities, which are subject to the assets freeze, travel ban and arms embargo. Regulated Entities (REs) are advised to take note for necessary compliance in terms of Master Directions on KYC.
(Link: RBI Circular 253/2026 Dated 07/09/2026)

Updates on UNSC Sanctions List Under UAPA Compliance: MEA has informed about the UNSC amendments on its Taliban Sanctions List of individuals and entities, which are subject to the assets freeze, travel ban and arms embargo. Regulated Entities (REs) are advised to take note for necessary compliance in terms of Master Directions on KYC.
(Link: RBI Circular 252/2026 Dated 07/09/2026)

Reporting Requirements for Non-Resident Bank Rupee Accounts Dispensed: RBI has dispensed with two reporting requirements applicable to Authorised Dealer Category-I (AD Category-I) banks in relation to accounts of non-resident banks. Earlier, AD banks were required to furnish an up-to-date list of all their offices/branches maintaining Rupee accounts of non-resident banks as at the end of December each year. It also required reporting of temporary overdrawals by overseas branches/correspondents exceeding the permissible limit where such excess was not adjusted within five days.
(Link: RBI Circular 251/2026 Dated 02/09/2026)

Half-Yearly CIMS Return introduced for Natural Calamity Relief Measures: The amended directions require REs to submit data relating to relief measures extended in areas affected by natural calamities through the CIMS portal on a half-yearly basis. The return shall be submitted within 30 days from the end of each half-year. the existing monthly return on relief measures stands discontinued.
(Link: RBI Circular 250/2026 Dated 02/09/2026)

Amendments to RBI UCB Classification, Valuation and Operation of investment Portfolio Directions: The amendment enables Urban Co-operative Banks (UCBs) to acquire membership of Indian Digital Payment Intelligence Corporation (IDPIC), which has been established as the nation's central digital payment fraud intelligence platform. permit equity shares of the Umbrella Organization (UO) of the UCB sector and IDPIC for acquiring membership.
(Link: RBI Circular 249/2026 Dated 02/09/2026)



I. Reserve Bank of India (RBI)

Small Savings Schemes Interest Rates for October to December 2026: Ministry of Finance has announced that the interest rates on all Small Savings Schemes for the third quarter of FY 2026–27 (1 Oct-26 to 30 Dec-26) will remain unchanged. Accordingly, ratessuch as 4.0% on Savings Deposits, 6.9% to 7.5% on Time Deposits, 6.7% on 5-Year Recurring Deposits, 8.2% under the Senior Citizen Savings Scheme, 7.4% under the Monthly Income Account Scheme, 7.7% for National Saving Certificates, 7.1% for Public Provident Fund, 8.2% for Sukanya Samriddhi Account Scheme and 7.5% for Kisan Vikas Patra (maturing in 115 months) shall continue.
(Link: Fin Min DEA OM Dated 30/9/2026)

PF Wage Limit Increase from Rs 15000 to Rs 25000 Per Month: The wage ceiling for mandatory coverage under the Employees Provident Fund Organisation (EPFO) has been enhanced from Rs. 15,000 to Rs. 25,000 per month with effect from Vishwakarma Jayanti and Sewa Divas on 17th September 2026. The maximum monthly PF contribution at the earlier Rs 15,000 ceiling was Rs 1,800 per month which will now increase to Rs 3,000 per month on the revised ceiling.
(Link: EPFO Notification Dated 17/09/2026, FAQs)

SC, Arbitration Initiated Without Consent held Non Est (void) in Law: Case of Arth Micro Finance Private Ltd vs Shivalik Small Finance Bank Ltd, SC Judgement Dated 19th September 2026. The apex court ruled that an arbitral tribunal appointed without proven mutual consent or in the face of valid bias objections is non est (void) in law.
(Link: SC Judgement Dated 19/09/2026)

SC, A Trust cannot be Prosecuted in Criminal Proceedings: Case of Madasa Masih-UlUloom Educational And Charitable Trust vs State of Karnataka, SC Judgement Dated 10th September 2026. The apex court reiterated that a trust does not possess an independent legal personality or a separate legal existence distinct from its trustees It held that a trust is not a juristic person and cannot be arrayed or prosecuted as an accused in criminal proceedings. The criminal proceedings were quashed.
(Link: SC Judgement Dated 10/09/2026)

SC Long Possession without Hostile Animus does not Confer Title: Case of Bhag Singh (D) Through Mahant Kashmir Singh Vs Basant Kaur (D), SC Judgement Dated 10th September 2026. The apex court ruled that mere long and uninterrupted possession of a property does not automatically establish ownership through adverse possession. The law protects legitimate titleholders from losing their properties to long-term caretakers or occupiers unless a clear, hostile takeover can be legally proven.
(Link: SC Judgement Dated 10/09/2026)

SC, Partner Right in unsold Firm Assets survives until Actual Settlement: Case of V. Sumitra Reddy vs K. Ranganadha Reddy, SC Judgement Dated 9th September 2026. The apex court held that an outgoing partner's share in the unliquidated immovable assets of a dissolved firm must be valued based on current market conditions or the date of actual sale/final settlement, rather than being frozen at the historical value on the date of dissolution.
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National SC-ST Hub: Empowering Inclusive Entrepreneurship and Strengthening India's Economic Growth

Introduction



India ' s journey towards becoming a developed nation requires the participation of every section of society in economic growth and entrepreneurship. While significant progress has been made in industrial development and business promotion, historically marginalized communities, particularly Scheduled Castes (SCs) and Scheduled Tribes (STs), have often faced barriers in accessing business opportunities, finance, technology, and markets.

To address these challenges and create a more inclusive entrepreneurial ecosystem, the Government of India launched the National SC-ST Hub (NSSH) under the Ministry of Micro, Small and Medium Enterprises (MSME). The initiative aims to empower SC and ST entrepreneurs by facilitating their participation in public procurement, strengthening their business capabilities, and integrating them into mainstream economic activities.

The National SC-ST Hub is not merely a welfare initiative; it is a strategic economic intervention designed to unlock the entrepreneurial potential of millions of citizens, generate employment, reduce economic disparities, and contribute to India ' s vision of inclusive and sustainable growth.

Background and Need for the National SC-ST Hub

Despite constitutional safeguards and various development programs, SC and ST communities have traditionally encountered challenges in business development due to:

- Limited access to institutional finance.
- Lack of awareness about government schemes
- Inadequate market linkages
- Difficulty in obtaining certifications and quality standards.
- Limited participation in government procurement opportunities.

According to government data, a significant percentage of SC and ST-owned enterprises operate at the micro level with restricted access to growth opportunities. While entrepreneurship can serve as a powerful tool for socio-economic upliftment, systemic barriers often prevent businesses from scaling up.

Recognizing these challenges, the Government of India introduced the National SC-ST Hub in 2016 to create a comprehensive support mechanism for SC/ST entrepreneurs and facilitate their participation in the country ' s economic development.

Vision and Objectives of the National SC-ST Hub

The National SC-ST Hub has been established with a clear vision of promoting inclusive entrepreneurship and enabling SC/ST-owned enterprises to become competitive participants in domestic and global markets.

The major objectives include:

1. Enhancing Participation in Public Procurement

The Government of India has mandated that Central Public Sector Enterprises (CPSEs) procure at least 4% of their annual purchases from SC/STowned Micro and Small Enterprises (MSEs). The National SC-ST Hub assists entrepreneurs in taking advantage of these procurement opportunities.

2. Capacity Building

The scheme provides training, mentoring, skill development, and entrepreneurship development programs to improve managerial and technical competencies among SC/ST entrepreneurs.

3. Market Access Support

The Hub facilitates participation in trade fairs, exhibitions, buyer-seller meets, vendor development programs, and e-marketplace platforms to help entrepreneurs expand their market reach.

4. Financial Facilitation

Access to finance remains one of the biggest challenges for emerging entrepreneurs. The NSSH assists businesses in understanding and availing credit facilities through banks and financial institutions.

5. Technology and Quality Upgradation

The initiative encourages enterprises to adopt modern technologies, quality standards, and certification systems that enhance competitiveness and productivity.

6. Strengthening Entrepreneurial Ecosystem

The Hub works with government departments, industry associations, educational institutions, and business organizations to create a supportive ecosystem for SC/ST entrepreneurship.

Key Components of the National SCST Hub

The success of the National SC-ST Hub lies in its multi-dimensional approach. Rather than focusing on a single aspect of entrepreneurship, the program addresses the entire business development cycle.

Vendor Development Programs

Vendor Development Programs (VDPs) are organized across the country to connect SC/ST entrepreneurs with government buyers and large corporations. These programs help enterprises understand procurement requirements and explore business opportunities.

Entrepreneurship Development Programs

Training sessions are conducted to improve entrepreneurial capabilities, business planning, financial management, marketing strategies, and compliance knowledge.

Credit Facilitation

The Hub collaborates with banks and financial institutions to facilitate access to credit and promote awareness about schemes such as:

- Stand-Up India
- PMEGP
- CGTMSE
- Mudra Loans MSME
- Credit Schemes

Digital Empowerment

In the era of digital transformation, businesses must leverage technology to remain competitive. The National SC-ST Hub supports entrepreneurs in adopting digital tools, online procurement platforms, and e-commerce channels.

Certification Support

Many government and corporate procurement processes require quality certifications. The Hub assists entrepreneurs in obtaining certifications such as:

- ISO Certification
- Quality Management Standards
- Product Certifications
- Industry-Specific Accreditations

Impact on Inclusive Economic Development

The National SC-ST Hub contributes significantly to India ' s economic and social development goals.

Promoting Social Equity

By enabling greater participation of marginalized communities in entrepreneurship, the scheme promotes economic justice and social inclusion.



Employment Generation

Successful enterprises create direct and indirect employment opportunities. Expansion of SC/STowned businesses contributes to local economic development and livelihood generation.

Reducing Regional Disparities

Many SC/ST entrepreneurs are located in rural and semi-urban regions. Their growth supports balanced regional development and reduces migration pressures.

Encouraging Wealth Creation

Entrepreneurship creates assets, income, and wealth. Supporting SC/ST business owners contributes to broader wealth distribution across society.

Strengthening MSME Sector

The MSME sector is the backbone of India ' s economy. Greater participation from SC/ST enterprises enhances diversity, competitiveness, and resilience within the sector.

Role of Public Procurement in Empowerment

Public procurement represents a substantial market opportunity for MSMEs. Government departments and public sector undertakings collectively purchase goods and services worth thousands of crores annually.

The Public Procurement Policy mandates that 25% of annual procurement by Central Ministries and CPSEs should be from Micro and Small Enterprises, with a specific target of 4% from SC/ST-owned enterprises.

The National SC-ST Hub helps entrepreneurs:

- Register their enterprises.
- Understand tender procedures.
- Participate in GeM (Government eMarketplace).
  Meet
- quality and compliance requirements.
- Connect with procurement agencies.

This procurement support transforms government spending into a powerful instrument for social and economic empowerment

Challenges Faced by SC/ST Entrepreneurs

Despite the progress made through the National SC-ST Hub, several challenges remain.

Limited Awareness

Many entrepreneurs are still unaware of available government support programs and procurement opportunities.

Financial Constraints

Access to collateral-free and affordable credit remains a concern for many businesses.

Market Competition

Competing with established firms often requires advanced technology, branding, and marketing capabilities.

Skill Gaps

Entrepreneurs may require continuous upskilling in areas such as digital marketing, financial management, export procedures, and business strategy.

Infrastructure Constraints

Businesses operating in remote regions may face challenges related to transportation, logistics, and digital connectivity.

Addressing these challenges requires continued collaboration among government agencies, financial institutions, industry bodies, educational institutions, and business associations.

The Way Forward

The future of the National SC-ST Hub lies in expanding its reach and deepening its impact. Key areas for future focus include:

Strengthening Digital Integration

Greater use of digital platforms can help entrepreneurs access information, finance, markets, and training more efficiently

Promoting Startup Culture

Special initiatives should encourage SC/ST youth to participate in innovation-driven entrepreneurship and startup ecosystems.

Enhancing Export Readiness

Supporting export-oriented enterprises can help entrepreneurs access global markets and improve competitiveness.

Industry-Academia Collaboration

Partnerships with universities, professional institutions, and industry associations can strengthen entrepreneurial education and mentorship.

Private Sector Participation

Large corporations can play a vital role by integrating SC/ST enterprises into their supply chains and procurement networks.



Role of Professional Bodies and Chambers of Commerce

Organizations such as chambers of commerce, professional institutes, and industry associations have an important role in complementing government initiatives.

These organizations can:

- Conduct entrepreneurship awareness programs.
- Organize mentorship sessions.
- Facilitate networking opportunities.
- Support business incubation.
- Promote financial literacy.
- Connect entrepreneurs with industry experts

The involvement of organizations such as the International Navodaya Chamber of Commerce (INCOC) can further strengthen outreach efforts and create new opportunities for aspiring entrepreneurs across India

Conclusion

The National SC-ST Hub represents a transformative step toward building a more inclusive and equitable economy. By supporting entrepreneurship among Scheduled Castes and Scheduled Tribes, the initiative addresses historical inequalities while unlocking immense economic potential.

The program goes beyond financial assistance; it empowers individuals with knowledge, skills, market access, technology support, and business opportunities. As India advances toward becoming a global economic powerhouse, the success of SC/ST entrepreneurs will be a critical component of sustainable and inclusive development.

A truly developed nation is one where every citizen has the opportunity to participate in economic progress. The National SC-ST Hub embodies this vision by creating pathways for entrepreneurship, innovation, employment generation, and social transformation.

Through continued policy support, institutional collaboration, and active participation from industry and civil society, the National SC-ST Hub can become a model of inclusive economic development and a catalyst for empowering future generations of entrepreneurs across India.

1. Special Credit Linked Capital Subsidy Scheme (SCLCSS): Empowering SC/ST Entrepreneurs Through Technology and Modernization



Introduction

India ' s economic growth story is closely linked with the development of its Micro, Small and Medium Enterprises (MSME) sector. MSMEs contribute significantly to employment generation, industrial production, exports, and regional development. However, a major challenge faced by many small enterprises is the lack of access to modern technology and advanced machinery due to financial constraints.

Recognizing this challenge, the Ministry of Micro, Small and Medium Enterprises (MSME), Government of India, introduced the Special Credit Linked Capital Subsidy Scheme (SCLCSS) under the National Scheduled Caste and Scheduled Tribe Hub (NSSH). The scheme aims to facilitate technology upgradation and encourage entrepreneurship among Scheduled Caste (SC) and Scheduled Tribe (ST) communities by providing substantial capital subsidies for the purchase of plant, machinery, and equipment.

The SCLCSS represents a significant step towards inclusive economic development by enabling SC/ST entrepreneurs to adopt modern technologies, improve productivity, and compete effectively in both domestic and global markets.

Understanding the SCLCSS

The Special Credit Linked Capital Subsidy Scheme (SCLCSS) is a dedicated component of the National SC-ST Hub Scheme. It provides a capital subsidy of 25% on institutional finance up to ₹1 crore for the procurement of plant and machinery or technology upgradation, subject to a maximum subsidy limit of ₹25 lakh.

Unlike conventional loan schemes, SCLCSS is not a direct loan programme. Instead, it is a subsidylinked initiative where entrepreneurs obtain a term loan from an eligible lending institution and subsequently receive a subsidy from the Government of India.

The primary objective is to ease access to modern technology and enhance the participation of SC/ST entrepreneurs in public procurement and industrial development.

Objectives of the Scheme

The SCLCSS has been designed with multiple developmental objectives:

1. Promoting Technology Upgradation

Many MSMEs continue to operate with outdated machinery that affects productivity and product quality. The scheme encourages enterprises to adopt modern equipment and advanced manufacturing technologies.

2. Supporting New Enterprises

The subsidy reduces the financial burden on aspiring SC/ST entrepreneurs who wish to establish new manufacturing or service enterprises. 3. Expanding Existing Businesses

Existing enterprises can use the scheme to modernize operations, diversify production, and increase capacity.

4. Enhancing Competitiveness

Technology-enabled enterprises can compete more effectively in government procurement, domestic markets, and export sectors.

5. Inclusive Economic Development

The scheme contributes to the broader objective of promoting entrepreneurship and wealth creation among historically underrepresented communities.

Key Features of SCLCSS

The attractiveness of the scheme lies in its simple yet impactful design.

Capital Subsidy

The scheme provides:

- 25% capital subsidy on institutional finance.
- Maximum eligible loan amount: ₹1 crore.
- Maximum subsidy amount: ₹25 lakh.

Coverage of Manufacturing and Service Sectors

Initially focused on manufacturing enterprises, the scheme now covers both manufacturing and service sector MSMEs, expanding its reach significantly.

Technology Neutral Approach

Unlike earlier technology-specific subsidy schemes, SCLCSS does not impose sector-specific restrictions on technology upgradation, allowing entrepreneurs to choose machinery that best suits their business requirements.

Credit Linked Assistance

The subsidy is linked to institutional finance, ensuring that projects undergo proper appraisal by banks and financial institutions before receiving support.

Eligibility Criteria

To ensure that the benefits reach the intended beneficiaries, specific eligibility conditions have been prescribed. Eligible entities include:

- Sole Proprietorship Firms
- Partnership Firms
- Cooperative Societies Private Limited
- Companies Public Limited Companies
- Other Micro and Small Enterprises owned by SC/ST entrepreneurs engaged in manufacturing or service activities.

The enterprise must possess valid Udyam Registration and should have availed a term loan from an eligible lending institution for the purchase of plant, machinery, or equipment.

Scope of Assistance

The scheme covers:

- Purchase of new plant and machinery.
- Acquisition of modern equipment.
- Technology upgradation projects.
- Capacity expansion initiatives.
- Modernization and diversification activities.
- Service-sector equipment purchases

This broad scope makes SCLCSS relevant for enterprises operating across a wide range of industries, including engineering, food processing, textiles, healthcare services, logistics, digital services, and manufacturing.

How the Subsidy Works

The subsidy mechanism is straightforward.

Suppose an SC/ST entrepreneur establishes a manufacturing unit and obtains a term loan of ₹80 lakh for machinery procurement.

- Eligible loan amount: ₹80 lakh
- Subsidy rate: 25%
- Subsidy amount: ₹20 lakh

Similarly, if an entrepreneur avails a term loan of ₹1 crore, the subsidy will be ₹25 lakh, which is the maximum permissible subsidy under the scheme.

This significantly reduces the effective project cost and improves project viability.

Application Process

The application process is integrated with the banking system.

Step 1: Obtain Term Loan

The entrepreneur approaches a Prime Lending Institution (PLI), such as a commercial bank or financial institution, for a term loan to purchase plant and machinery.

Step 2: Project Appraisal

The lending institution evaluates the project and sanctions the loan. Step 3: Submission of Documents The applicant submits the required documents, including:

- Udyam Registration Certificate
- Caste Certificate
- Loan sanction documents
- Machinery quotations and invoices
- Business registration documents
- KYC documents

Step 4: Claim Processing

The lending institution uploads the subsidy claim through the designated online portal. Step

5: Subsidy Release

The subsidy is processed through designated nodal agencies such as SIDBI and NABARD and released according to the prescribed guidelines.

Impact on SC/ST Entrepreneurship

One of the most significant contributions of SCLCSS is its role in fostering entrepreneurship among SC/ST communities.

Historically, entrepreneurs from these communities have faced challenges such as:

- Limited access to finance.
- Lack of collateral.
- Lower technology adoption.
- Reduced market access.
- Limited participation in public procurement

The subsidy helps bridge these gaps by lowering capital investment requirements and encouraging modernization.

Technology-enabled enterprises often experience:

- Higher productivity.
- Better product quality.
- Reduced operational costs.
- Improved energy efficiency.
- Enhanced market competitiveness.

Performance of the Scheme

The performance of SCLCSS demonstrates growing acceptance among entrepreneurs.

According to official data available through the Ministry of MSME, thousands of SC/ST entrepreneurs have benefited from the scheme since its introduction. More than 2,800 beneficiaries have received subsidies exceeding ₹328 crore under the programme over recent years.

The increasing number of beneficiaries reflects rising awareness and the growing need for technology upgradation among MSMEs.



Contribution to Public Procurement

The Government of India has established procurement targets for public sector enterprises and government departments to procure goods and services from SC/ST-owned enterprises.

However, participation in public procurement often requires:

- Quality compliance.
- Modern manufacturing capabilities.
- Adequate production capacity.
- Competitive pricing.

SCLCSS directly supports these requirements by enabling enterprises to invest in modern machinery and improve operational capabilities. This enhances their ability to participate successfully in government tenders and procurement programmes.

Challenges and Areas for Improvement

Despite its benefits, several challenges remain.

Limited Awareness

Many eligible entrepreneurs remain unaware of the scheme ' s provisions and benefits.

Documentation Requirements

Small entrepreneurs often face difficulties in preparing documentation and project reports.

Banking Delays

Processing timelines may vary across lending institutions, resulting in delays.

Need for Professional Guidance

Many entrepreneurs require assistance from consultants, industry associations, and business development organizations to navigate the application process.
Addressing these challenges through awareness campaigns, digital facilitation, and handholding support can significantly increase the scheme ' s reach.



Role of Industry Associations

Industry bodies, chambers of commerce, professional institutes, and entrepreneurship promotion organizations can play a crucial role in expanding the impact of SCLCSS.
Organizations can assist by:

- Conducting awareness programmes.
- Organizing vendor development workshops.
- Helping entrepreneurs prepare project reports.
- Facilitating interactions with banks. Promoting technology adoption.

Such collaborative efforts can strengthen the MSME ecosystem and improve the effectiveness of government interventions.

Future Outlook

India is moving rapidly toward becoming a global manufacturing and innovation hub under initiatives such as Make in India, Digital India, Startup India, and Atmanirbhar Bharat.

In this evolving landscape, technology adoption is no longer optional—it is essential for survival and growth.

The SCLCSS provides a timely and effective mechanism for ensuring that SC/ST entrepreneurs are not left behind in this transformation. By reducing the cost of modernization and enabling access to advanced machinery, the scheme promotes inclusive industrial growth and strengthens the competitiveness of Indian MSMEs.

As awareness increases and implementation mechanisms continue to improve, the scheme is expected to benefit a larger number of entrepreneurs across manufacturing and service sectors.

Conclusion

The Special Credit Linked Capital Subsidy Scheme (SCLCSS) is more than a financial assistance programme; it is an instrument of social and economic empowerment. By offering a 25% capital subsidy on institutional finance up to ₹1 crore, with a subsidy cap of ₹25 lakh, the scheme enables SC/ST entrepreneurs to modernize operations, adopt new technologies, and expand their businesses.

Through technology upgradation, enhanced productivity, and increased participation in public procurement, SCLCSS contributes to building a stronger, more inclusive MSME ecosystem. As India advances toward becoming a developed economy, initiatives like SCLCSS will continue to play a vital role in ensuring that growth opportunities are accessible to all sections of society.

The success of the scheme ultimately lies not only in the subsidies distributed but in the sustainable enterprises, employment opportunities, and entrepreneurial aspirations it helps create across the nation.

This version is suitable for publication in The Worldonomics Times and can be further formatted with author details, editor ' s note, and references if required.



2. Special Marketing Assistance Scheme (SMAS): Empowering SC/ST Enterprises Through Market Access and Business Promotion

Introduction

The success of any business depends not only on its ability to manufacture quality products or deliver efficient services but also on its capacity to access markets, build customer relationships, and establish a strong business presence. For Micro, Small and Medium Enterprises (MSMEs), especially those owned by entrepreneurs belonging to Scheduled Castes (SCs) and Scheduled Tribes (STs), market access often remains one of the biggest challenges.

Despite possessing innovative ideas, quality products, and entrepreneurial spirit, many SC/STowned enterprises struggle to expand their market reach due to limited exposure, inadequate networking opportunities, and financial constraints associated with marketing activities. Recognizing these challenges, the Ministry of Micro, Small and Medium Enterprises (MSME), Government of India, introduced the Special Marketing Assistance Scheme (SMAS) under the National Scheduled Caste and Scheduled Tribe Hub (NSSH).

The Special Marketing Assistance Scheme is designed to provide financial and institutional support to SC/ST entrepreneurs for participation in domestic and international exhibitions, trade fairs, buyer-seller meets, vendor development programmes, workshops, seminars, and other marketing initiatives. The scheme aims to enhance visibility, create business opportunities, and facilitate integration of SC/ST enterprises into mainstream economic activities.

In today ' s highly competitive business environment, marketing is no longer an optional activity—it is a strategic necessity. The SMAS serves as a powerful tool to ensure that deserving entrepreneurs receive the exposure and support necessary to compete effectively in national and global markets

Understanding the Special Marketing Assistance Scheme

The Special Marketing Assistance Scheme is one of the important interventions under the National SCST Hub programme. It seeks to bridge the gap between production capabilities and market opportunities by providing support for promotional and marketing activities.

The scheme assists eligible SC/ST-owned MSMEs in participating in various business promotion events that enable them to showcase products, interact with buyers, explore partnerships, understand market trends, and generate sales opportunities.

Through this initiative, the Government aims to create a level playing field for entrepreneurs from marginalized communities by reducing the financial burden associated with participation in marketing events.

The scheme also complements the Government' s broader objectives of inclusive growth, entrepreneurship promotion, employment generation, and increased participation of SC/ST enterprises in public procurement and industrial development.



Objectives of the Scheme

The Special Marketing Assistance Scheme has been designed with several important objectives:

Promoting Market Access

One of the primary objectives is to provide market exposure to SC/ST entrepreneurs and help them connect with potential customers, distributors, wholesalers, retailers, exporters, and procurement agencies.

Enhancing Business Visibility

Participation in exhibitions and trade fairs enables enterprises to showcase their products and services before a larger audience, thereby improving brand recognition and market presence.

Supporting Public Procurement Participation

The scheme assists enterprises in understanding procurement requirements and interacting directly with Central Public Sector Enterprises (CPSEs), government departments, and institutional buyers.

Encouraging Entrepreneurship

Marketing support motivates entrepreneurs to expand their businesses and explore new opportunities in domestic and international markets.

Facilitating Business Networking

The scheme provides platforms where entrepreneurs can establish professional relationships with industry leaders, investors, consultants, suppliers, and customers.

Promoting Inclusive Economic Development

By strengthening the market capabilities of SC/ST enterprises, the scheme contributes to social and economic empowerment.

Importance of Marketing for MSMEs

Marketing is often one of the most neglected aspects of small business management. Many entrepreneurs focus heavily on production while allocating limited resources to promotion and customer acquisition

However, even the best products cannot succeed without adequate market visibility.

For MSMEs, effective marketing helps:

- Increase sales and revenue.
- Expand customer base.
- Improve brand awareness.
- Enter new markets.
- Build customer trust.
- Understand market trends.
- Strengthen competitiveness.
- Develop export opportunities

Unfortunately, participation in exhibitions, trade fairs, and international business events can be expensive for small enterprises. Costs related to stall rentals, transportation, accommodation, logistics, promotional materials, and travel often discourage participation.

The Special Marketing Assistance Scheme addresses this challenge by reducing financial barriers and enabling entrepreneurs to access valuable marketing platforms.

Key Components of SMAS

The scheme provides support for a variety of marketing and promotional activities.

1. Participation in Domestic Exhibitions

Domestic exhibitions offer opportunities for enterprises to display their products and services before a wide audience.
Benefits include:

- Direct interaction with customers.
- Lead generation.
- Product demonstrations.
- Dealer appointments.
- Market feedback.

Participation in such exhibitions helps entrepreneurs understand customer preferences and improve their offerings accordingly.



2. Participation in International Trade Fairs

International exhibitions provide exposure to global markets and export opportunities. These events enable entrepreneurs to:

- Explore overseas markets.
- Meet international buyers.
- Understand export requirements.
- Identify business partners.
- Learn global industry trends.

International participation is particularly valuable for enterprises seeking to diversify their revenue streams through exports.

3. Vendor Development Programmes (VDPs)

Vendor Development Programmes are organized to facilitate interaction between MSMEs and large buyers, including government departments and CPSEs.
These programmes help enterprises:

- Understand procurement policies.
- Learn tendering procedures.
- Meet procurement officials.
- Explore vendor registration opportunities.
- Build long-term supply relationships.

Vendor development initiatives play a crucial role in improving the participation of SC/ST enterprises in government procurement.

4. Buyer-Seller Meets

Buyer-Seller Meets provide structured networking opportunities where entrepreneurs can directly interact with prospective buyers.

Such meetings often result in:

- Business enquiries.
- Distribution agreements.
- Supply contracts.
- Strategic partnerships.
- Market expansion opportunities.

5. Workshops and Seminars

The scheme supports participation in workshops, seminars, and business conferences that provide knowledge and awareness regarding:

- Marketing strategies.
- Branding.
- Export procedures.
- Digital marketing.
- Government procurement.
- Business development.

These events help entrepreneurs improve their marketing capabilities and business management skills.

6. Product Promotion Activities

The scheme also facilitates activities aimed at promoting products and services through various platforms and industry events.
Such promotional initiatives contribute significantly to business growth and market penetration.

Eligibility Criteria

The Special Marketing Assistance Scheme primarily targets SC/ST-owned MSMEs.

Eligible enterprises generally include:

- Proprietorship firms.
- Partnership firms.
- Private limited companies.
- Public limited companies.
- Cooperative enterprises.
- Registered MSMEs owned by SC/ST entrepreneurs

Applicants are generally required to possess

- Valid Udyam Registration.
- SC/ST ownership documentation.
- Necessary business registrations.
- Compliance with scheme guidelines.

The objective is to ensure that the benefits reach genuine entrepreneurs who require marketing support.

Benefits of Participation in Exhibitions and Trade Fairs

Participation in exhibitions offers numerous advantages beyond immediate sales.

Customer Interaction

Entrepreneurs receive direct feedback from customers regarding product quality, design, pricing, and features.

Competitor Analysis.

Trade fairs provide opportunities to study competitor products and understand industry trends

Product Launches

Businesses can introduce new products to targeted audiences.

Brand Building

Regular participation enhances brand credibility and visibility.

Business Expansion

Exhibitions frequently lead to new dealership appointments, franchise opportunities, and strategic alliances.

Knowledge Enhancement

Entrepreneurs gain valuable insights into emerging technologies, consumer preferences, and market developments.

Contribution to Government Procurement

The Government of India has established a procurement target whereby Central Ministries, Departments, and Public Sector Enterprises are encouraged to procure at least 4% of their annual purchases from SC/ST-owned Micro and Small Enterprises. However, many enterprises are unable to participate due to lack of awareness and market connectivity. Through Vendor Development Programmes and Buyer-Seller Meets, the Special Marketing Assistance Scheme bridges this gap by connecting entrepreneurs directly with procurement agencies.

As a result, enterprises gain access to procurement opportunities that can provide stable and longterm business growth.

Promoting Export Readiness

International exhibitions and trade fairs serve as gateways to global markets. Participation in such events helps enterprises:

- Understand international quality standards.
- Learn export documentation procedures.
- Build relationships with foreign buyers.
- Explore international distribution channels.
- Gain exposure to global market trends.

For many small enterprises, international exhibitions represent the first step toward becoming export-oriented businesses. The scheme therefore contributes not only to enterprise growth but also to India ' s export promotion objectives.



Economic Impact of the Scheme

The Special Marketing Assistance Scheme generates significant economic benefits at multiple levels.

Enterprise Growth

Marketing exposure helps businesses increase sales and expand operations.

Employment Generation

Growing enterprises create additional employment opportunities.

Industrial Development

Enhanced market access encourages production expansion and industrial investment.

Inclusive Growth

The scheme promotes entrepreneurship among socially disadvantaged communities.

Regional Development

Participation by enterprises from smaller towns and rural areas supports balanced economic development. Export Promotion International market exposure contributes to foreign exchange earnings and export growth.



Challenges Faced by SC/ST Entrepreneurs

Despite the availability of support mechanisms, several challenges continue to affect market participation.

Limited Awareness

Many entrepreneurs remain unaware of available marketing assistance programmes.

Financial Constraints

Even with support, some enterprises face difficulties in managing working capital and travel expenses.

Lack of Marketing Skills

Many small business owners possess technical expertise but require professional marketing knowledge.

Limited Digital Presence

In today ' s digital economy, businesses need strong online visibility alongside traditional marketing efforts.

Competition from Larger Firms

Small enterprises often struggle to compete with established brands that possess larger marketing budgets. Addressing these challenges requires continuous awareness, capacity building, and mentorship initiatives

Role of Industry Associations and Chambers of Commerce

Industry associations and chambers of commerce can significantly strengthen the impact of the Special Marketing Assistance Scheme. Organizations such as trade bodies, professional institutes, entrepreneurship development centres, and business chambers can:

- Conduct awareness programmes.
- Facilitate entrepreneur participation.
- Organize business networking events.
- Assist with registration and documentation.
- Provide mentoring and advisory services.
- Promote collaboration among enterprises.

These institutions act as important intermediaries between government support programmes and entrepreneurs.



Future Opportunities

The future of marketing is increasingly digital. While physical exhibitions and trade fairs remain important, enterprises must also embrace:

- E-commerce platforms.
- Digital marketing.
- Social media branding.
- Online B2B marketplaces.
- Virtual exhibitions.
- Digital procurement platforms.

The integration of traditional and digital marketing strategies can significantly enhance the effectiveness of marketing assistance programmes.

Going forward, the Special Marketing Assistance Scheme can play a transformative role by combining physical market access with digital business development initiatives.

Conclusion

The Special Marketing Assistance Scheme (SMAS) under the National SC-ST Hub is a visionary initiative that addresses one of the most critical challenges faced by SC/ST-owned MSMEs—market access. By supporting participation in domestic and international exhibitions, trade fairs, vendor development programmes, buyer-seller meets, workshops, seminars, and promotional activities, the scheme empowers entrepreneurs to showcase their capabilities, connect with potential buyers, and expand their business horizons.

In an increasingly competitive global economy, market visibility and networking are essential for sustainable growth. The Special Marketing Assistance Scheme not only reduces financial barriers to participation but also creates pathways for entrepreneurship, innovation, procurement participation, export promotion, and economic empowerment.

As India continues its journey toward becoming a globally competitive and inclusive economy, initiatives such as SMAS will remain vital instruments for strengthening the MSME ecosystem and ensuring that entrepreneurs from every section of society have an equal opportunity to succeed. Through enhanced market access, stronger business connections, and increased visibility, the scheme is helping transform entrepreneurial aspirations into sustainable business success stories across the nation.



3. Single Point Registration Scheme (SPRS): Opening Government Procurement Opportunities for MSMEs and SC/ST Entrepreneurs

Introduction

Government procurement is one of the largest and most reliable markets available to businesses in India. Every year, Central Ministries, Government Departments, Public Sector Undertakings (PSUs), Defence Organizations, Railways, and other public sector entities procure goods and services worth several lakh crore rupees. For Micro, Small and Medium Enterprises (MSMEs), participation in government procurement can provide stable business opportunities, assured payments, enhanced credibility, and long-term growth.

However, many small enterprises face significant challenges in accessing government tenders. Complex registration procedures, lack of awareness, documentation requirements, and financial constraints often prevent MSMEs from participating effectively in public procurement. These challenges are even more pronounced for enterprises owned by Scheduled Castes (SCs) and Scheduled Tribes (STs), which may have limited resources and market exposure.

To address these barriers and encourage greater participation of MSMEs in government procurement, the Government of India introduced the Single Point Registration Scheme (SPRS) through the National Small Industries Corporation (NSIC). Under the National Scheduled Caste and Scheduled Tribe Hub (NSSH), special support is provided to SC/ST-owned enterprises to obtain registration under SPRS and access government procurement opportunities.

The Single Point Registration Scheme serves as a gateway for MSMEs to participate in public procurement by simplifying registration procedures and providing various benefits in government tenders. It is an important instrument for promoting entrepreneurship, inclusive economic development, and increased participation of SC/ST enterprises in government business.

Understanding the Single Point Registration Scheme

The Single Point Registration Scheme (SPRS) is a procurement support initiative implemented by the National Small Industries Corporation (NSIC) under the Ministry of MSME, Government of India.

The scheme enables eligible Micro and Small Enterprises (MSEs) to register with NSIC and obtain recognition for participating in government procurement tenders issued by Central Ministries, Departments, Public Sector Enterprises, and various government organizations.

The objective of the scheme is to facilitate easier access to government procurement markets while reducing administrative and financial burdens on MSMEs.

Once registered, enterprises receive a Single Point Registration Certificate that allows them to avail various procurement-related benefits provided under the Public Procurement Policy for Micro and Small Enterprises.

For SC/ST entrepreneurs, the scheme becomes even more significant because the Government has mandated that a minimum of 4% of annual procurement by Central Public Sector Enterprises should be sourced from SC/ST-owned MSEs.

Importance of Government Procurement

Government procurement represents one of the largest business opportunities available to MSMEs.
Unlike private markets, government procurement offers:

- Large and recurring demand.
- Transparent tendering processes.
- Assured business opportunities.
- Better credibility and reputation.
- Opportunities for long-term contracts.
- Timely payments under prescribedmechanisms.
- Nationwide market access.

For many MSMEs, securing a government contract can significantly improve financial stability and support business expansion.

Government procurement also helps enterprises:

- Increase production capacity.
- Generate employment.
- Improve product quality.
- Enhance operational efficiency.
- Strengthen market reputation.

Recognizing these benefits, the Government has developed procurement policies aimed at promoting MSME participation.

Objectives of SPRS

The Single Point Registration Scheme has several important objectives.

Facilitating MSME Participation

The primary objective is to simplify the process of participation in government tenders and procurement programmes.

Supporting SC/ST Entrepreneurs

The scheme promotes inclusion by encouraging greater participation of SC/ST-owned enterprises in public procurement.

Reducing Entry Barriers

Registration under SPRS eliminates several procedural obstacles that discourage small businesses from participating in tenders.

Strengthening Public Procurement

The scheme helps government agencies identify qualified MSME suppliers and promotes competition in procurement processes.

Enhancing Economic Growth

By creating business opportunities for small enterprises, the scheme contributes to employment generation and industrial development.

Key Benefits of SPRS Registration

The attractiveness of the Single Point Registration Scheme lies in the numerous benefits available to registered enterprises.

Exemption from Deposit (EMD)

One of the most significant benefits is exemption from payment of Earnest Money Deposit in eligible government tenders. For small enterprises, EMD requirements often block working capital and create financial difficulties. Exemption from EMD improves liquidity and enables participation in multiple tenders simultaneously.

Free Access to Tender Opportunities

Registered enterprises receive information about government procurement opportunities, helping them identify suitable tenders.

Recognition by Government Buyers

Registration enhances the credibility of enterprises and facilitates acceptance by government procurement agencies.

Participation in Procurement Programmes

Registered MSMEs can actively participate in procurement programmes organized by various government entities.

Preference Under MSME Procurement Policy

The Public Procurement Policy provides specific benefits and support measures for Micro and Small Enterprises

Increased Business Opportunities

Registration improves visibility among government buyers and increases the likelihood of obtaining contracts.

Eligibility for Registration

The scheme is available to eligible Micro and Small Enterprises engaged in manufacturing or service activities.

- Eligible entities include:
- Proprietorship firms.
- Partnership firms.
- Private limited companies.
- Public limited companies.
- Cooperative societies.
- Other registered Micro and Small Enterprises.

The enterprise must possess valid Udyam Registration and demonstrate operational capability for the products or services offered. For SC/ST enterprises, ownership and control should be with members of Scheduled Castes or Scheduled Tribes to avail special support under the National SC-ST Hub.



Registration Process

The registration process under SPRS has been designed to be systematic and transparent.

Step 1: Application Submission

The enterprise submits an application to NSIC along with the required documents.

Step 2: Document Verification

The submitted documents are examined for eligibility and compliance.

Step 3: Technical Inspection

Where applicable, technical inspection of manufacturing facilities may be conducted to assess production capability and quality systems.

Step 4: Evaluation

NSIC evaluates the enterprise ' s financial, technical, and operational capabilities.

Step 5: Registration Certificate

Upon successful evaluation, a Single Point Registration Certificate is issued.

The certificate specifies:

- Products manufactured.
- Services offered.
- Monetary limit of registration.
- Validity period.

The registered enterprise can thereafter participate in eligible government tenders and avail the associated benefits.

Documents Required

Typically, the following documents may be required:

- Udyam Registration Certificate.
- PAN Card.
- GST Registration.
- Business registration documents.
- Financial statements.
- Banker's report.
- Product details.
- Quality certification, if applicable.
- SC/ST ownership proof (for special category benefits).

Proper documentation ensures smooth processing of applications.



Public Procurement Policy and SPRS

The Single Point Registration Scheme works closely with the Public Procurement Policy for Micro and Small Enterprises.

The policy requires Central Ministries, Departments, and Public Sector Enterprises to procure a prescribed percentage of their annual purchases from MSEs.

Within this framework, special emphasis is placed on procurement from SC/ST-owned enterprises.

The policy has significantly increased opportunities for registered enterprises and strengthened the role of MSMEs in government supply chains.

Role in Promoting SC/ST Entrepreneurship

The Government has recognized that access to markets is as important as access to finance. Many SC/ST entrepreneurs possess technical skills and business capabilities but lack opportunities to reach institutional buyers.

The SPRS addresses this challenge by:

- Simplifying tender participation.
- Enhancing credibility.
- Improving visibility
- Reducing financial barriers.
- Facilitating interaction with government buyers.

Impact on MSME Growth

Government contracts often provide predictable revenue streams that enable enterprises to invest in expansion and modernization.
Participation in procurement programmes helps enterprises:

- Increase production.
- Upgrade technology.
- Improve quality standards.
- Generate employment.
- Expand market reach.

Many successful MSMEs have used government procurement as a foundation for sustained business growth.

Vendor Development Programmes and SPRS

The National SC-ST Hub and NSIC regularly organize Vendor Development Programmes (VDPs) to support registered enterprises.

These programmes provide opportunities to:

- Meet procurement officials.
- Understand tender requirements.
- Learn bidding procedures.
- Explore procurement opportunities.
- Develop business relationships.

Vendor Development Programmes play a crucial role in maximizing the benefits of SPRS registration.

Contribution to Inclusive Growth

Inclusive growth requires participation of all sections of society in economic development. The Single Point Registration Scheme contributes to inclusive growth by:

- Promoting entrepreneurship among marginalized communities.
- Supporting economic self-reliance.
- Encouraging business ownership.
- Facilitating wealth creation
- Reducing social and economic disparities.

Through increased procurement opportunities, the scheme helps create sustainable enterprises and employment opportunities.

Challenges Faced by Enterprises

Despite the benefits of SPRS, certain challenges continue to exist.

Limited Awareness

Many MSMEs remain unaware of registration benefits and procurement opportunities.

Tender Complexity

Government tenders often involve technical and procedural requirements that may appear challenging to new entrepreneurs.

Capacity Constraints

Some enterprises struggle to meet large-volume procurement requirements.

Quality Compliance

Government buyers often require adherence to specific quality standards and certifications.

Digital Procurement Systems

The increasing use of e-procurement platforms requires digital literacy and technological readiness. Addressing these challenges through training and handholding support is essential for maximizing participation.



Role of Industry Associations and Chambers

Industry associations, chambers of commerce, and professional bodies can play a critical role in promoting SPRS.

They can assist entrepreneurs through:

- Awareness programmes.
- Procurement workshops.
- Tender guidance sessions.
- Documentation support
- Vendor development activities.
- Capacity building initiatives.

Organizations such as business chambers and entrepreneurship development institutions can significantly increase awareness and utilization of
the scheme.

Future Outlook

India ' s public procurement ecosystem is rapidly becoming more transparent, technology-driven, and inclusive.

Digital procurement platforms, online tendering systems, and policy support for MSMEs are creating new opportunities for small businesses.

The Government' s focus on:

- Atmanirbhar Bharat.
- Make in India. Startup India.
- Digital India.
- Public Procurement Policy

is expected to further strengthen the role of MSMEs in government procurement.

As awareness increases and more enterprises obtain registration under SPRS, participation of SC/ST entrepreneurs in government procurement is expected to rise substantially.

The scheme will continue to serve as an important tool for achieving inclusive industrial growth and economic empowerment.

Conclusion

The Single Point Registration Scheme (SPRS) is one of the most important procurement facilitation initiatives available to Micro and Small Enterprises in India. By simplifying registration procedures and providing valuable benefits such as exemption from Earnest Money Deposit, enhanced visibility, and access to government procurement opportunities, the scheme creates a pathway for MSMEs to participate effectively in public sector purchasing programmes.

For SC/ST entrepreneurs, SPRS serves as a powerful instrument of economic empowerment. It supports inclusion in government procurement, encourages entrepreneurship, strengthens business sustainability, and contributes to wealth creation within historically underrepresented communities.

As India continues its journey toward becoming a globally competitive and self-reliant economy, the Single Point Registration Scheme will remain a cornerstone of MSME development and public procurement reform. By connecting enterprises with government buyers and reducing barriers to market access, the scheme is helping transform small businesses into engines of growth, innovation, employment, and inclusive national development.



4. Performance & Credit Rating Scheme (PCRS): Strengthening MSME Credibility, Creditworthiness, and Growth

Introduction

Micro, Small and Medium Enterprises (MSMEs) are the backbone of the Indian economy. They contribute significantly to employment generation, industrial output, exports, innovation, and regional development. Despite their immense contribution, one of the most persistent challenges faced by MSMEs is access to timely and affordable finance. Financial institutions often perceive small enterprises as high-risk borrowers due to limited financial information, lack of collateral, and inadequate credit history.

In today ' s competitive business environment, credibility and transparency have become essential factors in securing finance, attracting customers, participating in government procurement, and establishing business partnerships.

Banks, investors, suppliers, and procurement agencies increasingly rely on objective assessments of a company ' s financial health and operational performance before making business decisions.

To address this challenge, the Ministry of Micro, Small and Medium Enterprises (MSME), Government of India, introduced the Performance & Credit Rating Scheme (PCRS). Under the National Scheduled Caste and Scheduled Tribe Hub (NSSH), special support is provided to SC/ST-owned enterprises for obtaining credit ratings from recognized rating agencies.

The scheme provides financial assistance to eligible enterprises for obtaining independent performance and credit ratings, thereby improving their bankability, market reputation, and business opportunities. By encouraging transparency and professional evaluation, the scheme helps MSMEs strengthen their position in the financial ecosystem and build long-term business sustainability.

Understanding the Performance & Credit Rating Scheme

The Performance & Credit Rating Scheme is a Government-supported initiative aimed at encouraging MSMEs to obtain ratings from accredited credit rating agencies.

The scheme recognizes that many MSMEs are unable or unwilling to obtain professional credit ratings due to the associated costs. Consequently, they miss opportunities to improve their credibility with lenders, customers, suppliers, and government procurement agencies.

To overcome this barrier, the Government provides financial assistance to MSMEs for obtaining performance and credit ratings from recognized agencies

The rating process evaluates various aspects of an enterprise, including:

- Financial strength.
- Creditworthiness.
- Operational efficiency.
- Management quality.
- Business sustainability.
- Market position.
- Repayment capacity.
- Growth potential.

The resulting rating provides an objective assessment of the enterprise ' s business performance and credit profile.

Importance of Credit Ratings for MSMEs

Credit ratings are no longer relevant only for large corporations. In the modern financial environment, even small businesses benefit significantly from independent credit assessments. A credit rating serves as a report card of an enterprise ' s financial and operational health. It provides confidence to stakeholders and facilitates informed decision-making.



For MSMEs, a credit rating offers multiple advantages:

- Improved access to bank finance.
- Better loan negotiation power.
- Enhanced business credibility.
- Increased customer confidence.
- Stronger supplier relationships.
- Better procurement opportunities.
- Greater investor interest.
- Enhanced market reputation.

A favorable rating demonstrates that an enterprise follows sound financial practices and possesses the capacity to meet its obligations.

Objectives of PCRS

The Performance & Credit Rating Scheme has been designed to achieve several strategic objectives
.

Improving Access to Finance

One of the primary objectives is to help MSMEs secure easier and more affordable access to institutional credit.

Enhancing Transparency

The scheme promotes transparency by encouraging enterprises to undergo professional evaluation.

Strengthening Market Credibility

An independent rating enhances trust among customers, suppliers, investors, and procurement agencies.

Supporting SC/ST Entrepreneurs

Special assistance under the National SC-ST Hub helps entrepreneurs from Scheduled Castes and Scheduled Tribes improve their financial profile and competitiveness.

Encouraging Management

The rating process motivates enterprises to maintain proper financial records and adopt better governance practices.

Promoting Sustainable Growth

By identifying strengths and weaknesses, ratings help enterprises improve performance and achieve long-term growth.

How Performance and Credit Ratings Work

A performance and credit rating is conducted by a recognized rating agency after a comprehensive evaluation of the enterprise. The assessment typically includes: Financial Analysis Review of:

- Balance sheets.
- Profit and loss statements.
- Cash flow statements.
- Debt obligations.
- Working capital management.

Operational Assessment

Evaluation of:

- Production capacity.
- Quality systems.
- Technology adoption.
- Operational efficiency.
- Business processes.

Management Evaluation

Assessment of:

- Leadership capabilities.
- Experience of promoters.
- Governance practices.
- Strategic planning.

Market Analysis

Examination of:

- Industry position.
- Customer base.
- Competition.
- Market prospects.

Based on these factors, a rating score is assigned, indicating the overall financial and operational strength of the enterprise.

Financial Assistance Under the Scheme

The Government provides financial support to reduce the cost burden associated with obtaining ratings. For SC/ST-owned MSMEs, assistance is available under the National SC-ST Hub framework, making it easier for entrepreneurs to obtain professional assessments. The subsidy encourages greater participation in the rating process and enables small enterprises to benefit from services that might otherwise be considered expensive. The assistance covers part of the fee charged by accredited rating agencies, thereby reducing outof-pocket expenditure for entrepreneurs.

Benefits of PCRS for MSMEs

Theschemeoffersawiderangeof direct and
The scheme offers a wide range of direct and indirect benefits.

Improved Bankability Banks rely heavily on risk assessment before sanctioning loans.

A favorable rating:

- Enhances lender confidence.
- Reduces perceived risk.
- Improves loan approval prospects.
- Facilitates faster credit decisions.

Many financial institutions consider ratings while evaluating loan applications

Better Access to Working Capital

Enterprises with strong ratings often find it easier to secure working capital facilities, overdrafts, and term loans.

Enhanced Market Credibility

Customers and suppliers prefer dealing with businesses that have demonstrated financial stability and operational capability. A positive rating serves as an independent endorsement of business performance.

Competitive Advantage

In a crowded marketplace, rated enterprises enjoy a competitive edge over unrated businesses. The rating differentiates the enterprise and strengthens its market positioning.

Improved Supplier Relationships

Suppliers may offer better credit terms to businesses with strong ratings because they perceive lower payment risk

Increased Procurement Opportunities

Government departments, public sector enterprises, and large corporations often prefer suppliers with demonstrated credibility. Ratings can strengthen the enterprise ' s profile during procurement evaluations.



Importance for SC/ST Entrepreneurs

Entrepreneurs belonging to Scheduled Castes and Scheduled Tribes often face additional barriers in accessing finance and market opportunities.

Common challenges include:

- Limited collateral.
- Lack of established credit history.
- Lower market visibility.
- Limited access to professional advisory services.
- Perceived business risks.

The Performance & Credit Rating Scheme helps overcome these barriers by providing an objective assessment of business capability.

Rather than relying solely on collateral or historical relationships, lenders and buyers can evaluate enterprises based on professional ratings.

This creates a more equitable environment for SC/ST entrepreneurs and supports inclusive economic growth.

Impact on Financial Inclusion

Financial inclusion is not merely about opening bank accounts; it is about ensuring access to affordable and adequate financial services.

The PCRS contributes significantly to financial inclusion by:

- Improving credit access.
- Reducing information asymmetry.
- Enhancing financial transparency.
- Building trust between lenders and borrowers.
- Encouraging formalization of enterprises.

As more enterprises obtain ratings, the overall efficiency of credit markets improves.

Encouraging Better Financial Discipline

One of the most valuable outcomes of the rating process is improved financial discipline.

To obtain favorable ratings, enterprises often focus on:

- Maintaining accurate records. Improving
- cash flow management. Reducing debt
- burdens. Strengthening internal controls.
- Enhancing operational efficiency.
-

The rating process therefore acts as a catalyst for better business management practices.



Role in Government Procurement

Government procurement policies increasingly emphasize transparency, quality, and supplier capability.

Credit ratings can strengthen an enterprise ' s standing when participating in procurement programmes.

For SC/ST-owned MSMEs seeking opportunities under procurement initiatives, a strong rating enhances credibility and demonstrates organizational capability

This is particularly important in sectors involving large contracts and long-term supply commitments.

Building Investor Confidence

Apart from banks, investors also seek reliable information before making investment decisions.

A professional rating provides investors with:

- Independent business assessment.
- Financial risk analysis.
- Growth potential evaluation.
- Operational performance indicators.

As India's startup and MSME ecosystem expands, ratings can play a crucial role in attracting equity investment and strategic partnerships.

Contribution to Enterprise Growth

Businesses that understand their strengths and weaknesses are better positioned for growth.

The rating process provides valuable insights regarding:

- Financial performance.
- Operational bottlenecks.
- Market risks.
- Governance improvements.
- Strategic opportunities.

Many enterprises use rating reports as roadmaps for future development and business planning.

Challenges Faced by MSMEs

Despite the benefits, several challenges continue to affect adoption of credit ratings.

Lack of Awareness

Many entrepreneurs remain unaware of the scheme and its benefits.

Cost Concerns

Without government support, rating fees may discourage participation by smaller enterprises.

Documentation Issues

The rating process requires proper financial records and documentation, which some enterprises may find difficult to maintain.

Perception Barriers

Some entrepreneurs incorrectly assume that ratings are relevant only for large corporations.

Continuous awareness and capacity-building initiatives are therefore essential.

Role of Rating Agencies

Recognized rating agencies play a critical role in the success of the scheme.

They provide:

- Independent evaluations.
- Objective assessments.
- Industry benchmarking.
- Performance analysis.
- Improvement recommendations.

The credibility of the rating process depends on professional, transparent, and impartial assessments.

Role of Industry Associations and Chambers

Business associations,chambersof commerce,

and professional bodies can help expand the reach of PCRS.

They can contribute through:

- Awareness campaigns. Financial
- literacy programmes. Credit rating workshops.
- Advisory services.
- Business mentoring initiatives.

Organizations such as the International Navodaya Chamber of Commerce (INCOC), trade associations, and entrepreneurship development institutions can play an important role in educating MSMEs about the benefits of credit ratings.

Future Outlook

India's MSME sector is becoming increasingly integrated with digital finance, e-commerce, formal lending systems, and global supply chains.

In such an environment, transparency and credibility are becoming critical business assets.

The future will likely witness:

- Greater reliance on credit ratings.
- Increased use of data-driven lending. Expansion of
- digital credit assessment models. Higher demand for
- financial transparency. Improved integration with
- procurement platforms.

The Performance & Credit Rating Scheme is therefore well-positioned to support MSMEs in adapting to the evolving business landscape.

Conclusion

The Performance & Credit Rating Scheme (PCRS) is a transformative initiative that strengthens the financial and operational credibility of Micro, Small and Medium Enterprises. By providing financial assistance for obtaining independent credit ratings, the scheme helps enterprises improve bankability, enhance market reputation, attract business opportunities, and strengthen stakeholder confidence.

For SC/ST-owned enterprises, the scheme serves as an important instrument of empowerment by reducing barriers to finance and creating greater access to markets and procurement opportunities. Through improved transparency, stronger governance, and better financial management, the scheme supports sustainable business growth and long-term competitiveness.

As India continues to build a robust, inclusive, and globally competitive MSME ecosystem, the Performance & Credit Rating Scheme will play an increasingly important role in helping enterprises gain the credibility and confidence needed to succeed. By transforming information into trust and trust into opportunity, the scheme contributes significantly to entrepreneurship development, financial inclusion, and economic progress across the nation.



5. Capacity Building & Entrepreneurship Development Programmes: Building the Next Generation of SC/ST Entrepreneurs and Business Leaders

Introduction

Entrepreneurship has emerged as one of the most powerful drivers of economic growth, innovation, employment generation, and social transformation. Across the world, successful entrepreneurs have not only created wealth for themselves but have also generated opportunities for millions of people through new businesses, industries, and innovations. In India, the Micro, Small and Medium Enterprises (MSME) sector is widely recognized as the backbone of the economy, contributing significantly to GDP, exports, manufacturing output, and job creation.

However, entrepreneurship is not merely about having a business idea or access to capital. Successful entrepreneurship requires knowledge, skills, confidence, leadership abilities, market understanding, financial literacy, and strategic decision-making. Many aspiring entrepreneurs, particularly those belonging to Scheduled Castes (SCs) and Scheduled Tribes (STs), often face challenges in acquiring these essential competencies.

Recognizing the importance of human capital development, the Government of India has incorporated Capacity Building & Entrepreneurship Development Programmes as a key component of the National Scheduled Caste and Scheduled Tribe Hub (NSSH). These programmes focus on entrepreneurship training, skill development, mentoring, business management education, leadership development, and enterprise support services to empower SC/ST entrepreneurs.

The objective is clear: to transform aspiring entrepreneurs into successful business owners and enable existing enterprises to grow sustainably in a competitive marketplace

Understanding Capacity Building and Entrepreneurship Development

Capacity building refers to the process of strengthening the abilities, skills, knowledge, and resources required by individuals and organizations to achieve their objectives effectively.

In the context of entrepreneurship, capacity building includes:

- Entrepreneurial training.
- Business management education.
- Financial literacy.
- Leadership development.
- Marketing skills.
- Digital competency.
- Industry-specific technical training.
- Mentorship and guidance.

Entrepreneurship development programmes aim to create an ecosystem where individuals are equipped with the knowledge and confidence required to start, manage, and expand enterprises. Under the National SC-ST Hub, these programmes play a crucial role in promoting entrepreneurship among communities that have historically faced economic and social disadvantages.

Why Entrepreneurship Development Matters

Many people possess innovative ideas and business aspirations but lack the practical knowledge needed to transform those ideas into successful enterprises.

Common challenges faced by first-generation entrepreneurs include:

- Lack of business planning skills.
- Limited knowledge of government schemes.
- Difficulty in accessing finance.
- Poor understanding of market dynamics.
- Limited networking opportunities.
- Weak financial management.
- Lack of confidence in dealing with institutions.

Entrepreneurship development programmes address these gaps by providing structured learning and practical exposure. Rather than focusing solely on financial assistance, these initiatives help build entrepreneurial capability, which is essential for long-term success.



Objectives of Capacity Building Programmes

The Capacity Building & Entrepreneurship Development Programmes under the National SCST Hub have multiple objectives.

Promoting Entrepreneurship

The primary objective is to encourage individuals from SC/ST communities to consider entrepreneurship as a viable career option.

Enhancing Business Skills

Training programmes equip participants with essential business knowledge and management skills.

Supporting Enterprise Creation

The programmes help aspiring entrepreneurs understand the process of establishing and operating businesses.

Improving Business Sustainability

Existing entrepreneurs learn techniques to improve profitability, productivity, and competitiveness.

Strengthening Leadership

Participants develop leadership and decisionmaking capabilities necessary for enterprise growth.

Facilitating Economic Empowerment

The programmes contribute to income generation, self-employment, and economic inclusion.

Entrepreneurship Training Programmes

Entrepreneurship training forms the foundation of these initiatives.

The training typically covers:

Business Idea Generation

Participants learn how to identify business opportunities and evaluate market demand.

Business Planning

Entrepreneurs are trained in preparing business plans, feasibility studies, and project reports.

Enterprise Registration

Training includesguidanceon:

- Udyam Registration.
- GST registration.
- PAN and tax compliance.
- Licensing requirements.
- Legal structures for businesses.

Financial Management

Participants gainknowledgeregarding:

- Budgeting.
- Cash flow management.
- Working capital planning.
- Cost control.
- Profitability analysis.

Marketing and Sales

Training focuses on:

- Branding.
- Customer acquisition.
- Market research. Digital
- marketing. Sales
- strategies.

These programmes help participants build a strong foundationfor businesssuccess.

Skill Development Initiatives

Skills areamongthemostvaluableassets for any entrepreneur.

The Capacity Building Programme emphasizes both technical andmanagerial skill development.

Technical Skills

Industry-specific training helps entrepreneurs improve production quality and efficiency.

Examples include:

- Manufacturing processes. Food
- processing techniques. Quality
- control.
- Packaging technologies. Digital
- technologies.
- Service delivery standards.

Soft Skills

Entrepreneursare also trained in:

- Communication.
- Negotiation.
- Team management.
- Conflict resolution.
- Presentation skills.
- Networking.

These competencies significantly enhance business effectiveness.



Business Management Programmes

Manyenterprisesfail not because of poorproducts but because of weak management practices. Business management programmes therefore focus on:

Strategic Planning

Participantslearnhow to set goals, formulate strategies, and monitor performance.

Human Resource Management

Topics include:

- Recruitment.
- Employee retention.
- Workforce development.
- Performance management.

Operations Management

Entrepreneursaretrained toimprove efficiency, productivity,andresource utilization.

Risk Management

Understanding and managing business risks is critical for sustainability.

Compliance Management

Trainingcovers regulatory compliance, taxation, labour laws, and governance requirements.

Strong management capabilities increase the probability of long-termbusinesssuccess.

Mentorship: The Missing Link in Entrepreneurship

One of the most valuable components of entrepreneurship development is mentorship. Mentorship provides entrepreneurs with access to experienced professionals who can guide them through business challenges.

A mentor can help entrepreneurs:

- Avoid common mistakes. Improve
- decision-making. Expand
- professional networks. Identify
- growth opportunities. Access
- markets and finance. Build
- confidence.

Many successful entrepreneurs attribute a significant part of their growth to mentoring relationships.

For first-generation entrepreneurs, mentorship often serves as a bridge between theoretical knowledge and practical implementation.

Role of Capacity Building in SC/ST Entrepreneurship

Entrepreneursfrom SC/STcommunitiesfrequently encounter unique challenges, including:

- Limited access to professional networks. Lack of
- family business background. Limited exposure to
- business opportunities. Lower awareness of
- government schemes. Difficulty accessing
- institutional support.

Capacity-building programmes help overcome these barriers by creating opportunities for learning, exposure, and networking.

By empowering entrepreneurs with knowledge and confidence, the programmes contribute to social andeconomic inclusion.

Financial Literacy and Credit Readiness

Financial literacy is a critical aspect of entrepreneurship development.

Many entrepreneurs struggle with financial management due to inadequate understanding of accounting, banking, and finance.

Training programmes address areas such as:

Bookkeeping. Financial statements. Credit management. Loan applications. Banking procedures. Investment planning.

Improved financial literacy enhances the ability of entrepreneurs to access institutional finance and manage business growth effectively.

Digital Empowerment Entrepreneurship

Thedigital revolution has transformedtheway businesses operate.

Today's entrepreneurs must understand:

- E-commerce platforms.
- Social media marketing.
- Digital payments.
- Online customer engagement. Cloud-
- based business tools. Artificial
- intelligence applications.

Capacity-building programmes increasingly incorporate digital literacy components to prepare entrepreneurs for the modern economy.

Digital adoption improves efficiency, market reach, and competitiveness.

Market Linkages and Networking

Entrepreneurship development extendsbeyond classroom training.

Participants are often connected with:

- Industry experts. Successful
- entrepreneurs. Financial
- institutions. Government
- departments. Procurement
- agencies. Business
- associations.

Networking opportunities enable entrepreneurs to establish valuable business relationships and access new markets.

Professional networks oftenplayadecisive rolein enterprise growth.

Women Entrepreneurship Development

Special effortsare beingmadetoencourage women entrepreneurs fromSC/STcommunities.

Women-focused programmesemphasize:

- Financial independence.
- Leadership development. Home-based
- enterprise opportunities. Digital business
- models.
- Self-help group integration.
- Market access support.

Women entrepreneurs contribute significantly to household income, community development, and economic growth.

Encouraging female entrepreneurship creates broader social impact.



Impact on Employment Generation

Entrepreneurship developmentprogrammeshave a multiplier effect on employment.

When entrepreneurs establish successful businesses:

- New jobs are created.
- Local economies are strengthened.
- Supply chains expand.
- Innovation increases.
- Regional development accelerates.

Every successful enterprise has the potential to become a source of livelihood for multiple families.

Thus, entrepreneurship promotion directly contributes tonationalemploymentobjectives.

Contribution to Economic Inclusion

Economic inclusion means ensuring that all sections of society have access to opportunities for growth and prosperity.

Capacity-building programmes contribute to inclusion by:

- Promoting self-employment.
- Supporting enterprise ownership.
- Enhancing income generation.
- Reducing economic disparities.
- Strengthening social mobility.

These outcomes align closely with India's broader goals ofinclusive and sustainabledevelopment.

Challenges in Entrepreneurship Development

Despite significant progress, several challenges remain.

Awareness Gap

Many potential entrepreneurs are unaware of available programmes and opportunities.

Resource Constraints

Someparticipants facefinancial and logistical barrierstoattending trainingprogrammes.

Mentorship Shortage

The demand for experienced mentors often exceeds availability.

Technology Adoption

Manyentrepreneursrequireadditional support to embrace digital technologies.

Market Competition

Increasing competitionrequires continuous skill upgrading and innovation.

Addressing these challenges requires collaboration among government agencies, educational institutions, industry bodies, and business associations.

Role of Educational Institutions and Industry Bodies

Universities, professional institutes, chambers of commerce, and entrepreneurship development organizations can play an important role in strengthening capacity-building initiatives.

Their contributions may include:

- Conducting training programmes. Organizing
- workshops and seminars. Facilitating
- mentorship networks. Providing incubation
- support. Promoting innovation and startups.
- Creating entrepreneurship ecosystems.
-

Organizations such as the International Navodaya Chamber of Commerce (INCOC), MSME associations, and professional institutions can significantly enhance outreach and impact.

Future Outlook

Indiais rapidly emerging as one of the world's largest startup and entrepreneurial ecosystems.

Government initiatives such as:

- Startup India.
- Make in India.
- Digital India.
- Atmanirbhar Bharat.
- National SC-ST Hub.

are creating unprecedented opportunities for aspiring entrepreneurs.

The future will require entrepreneurs who are:

- Technologically skilled.
- Financially literate.
- Globally competitive.
- Innovation-driven.
- Sustainability-focused.

Capacity Building & Entrepreneurship Development Programmes will therefore become even more important in preparing entrepreneurs for the challenges and opportunities economy.

Conclusion

Capacity Building & Entrepreneurship Development Programmes under the National SC-ST Hub represent one of the most impactful investments in human capital and economic empowerment. By providing entrepreneurship training, skill development, mentoring, financial literacy, leadership development, and business management education, these programmes equip aspiring and existing entrepreneurs with the knowledge and confidence needed to succeed.

For SC/ST communities, these initiatives create pathways to self-employment, enterprise ownership, economic independence, and social mobility. More importantly, they help transform entrepreneurial aspirations into sustainable businesses capable of generating employment, innovation, and economic growth.

As India advances toward becoming a developed and globally competitive economy, entrepreneurship will remain a key driver of progress. Capacity-building initiatives ensure that entrepreneurs from every section of society are prepared to participate in and contribute to this transformation. Through education, mentoring, skill development, and empowerment, these programmes are building not just enterprises but also the future business leaders of India.



6. Vendor Development Programmes (VDPs): Connecting SC/ST Enterprises with Government Procurement and Business Opportunities

Introduction

Government procurement is one of the most powerful tools for economic development and industrial growth. Every year, Central Public Sector Enterprises (CPSEs), Government Departments, Ministries, Railways, Defence establishments, and other public institutions procure goods and services worth several lakh crore rupees. These procurement activities create enormous opportunities for Micro, Small and Medium Enterprises (MSMEs) to expand their businesses, generate employment, and contribute to national development.

However, many MSMEs, particularly those owned by Scheduled Castes (SCs) and Scheduled Tribes (STs), often face challenges in accessing these procurement opportunities. Lack of awareness about tendering procedures, limited interaction with procurement officials, inadequate understanding of procurement requirements, and restricted business networks frequently prevent capable enterprises from participating effectively in government supply chains. To address these challenges, the Government of India has introduced Vendor Development Programmes (VDPs) under the National Scheduled Caste and Scheduled Tribe Hub (NSSH).

These programmes create structured platforms for direct interaction between SC/ST entrepreneurs, CPSEs, Government Departments, procurement agencies, and large corporate buyers.

These programmes create structured platforms for direct interaction between SC/ST entrepreneurs, CPSEs, Government Departments, procurement agencies, and large corporate buyers.

As India moves towards inclusive economic growth and self-reliance, Vendor Development Programmes have emerged as a crucial instrument for empowering SC/ST entrepreneurs and strengthening the MSME ecosystem.

Understanding Vendor Development Programmes

Vendor Development Programmes are organized events designed to facilitate direct engagement between procurement agencies and prospective suppliers.

The primary objective is to connect MSMEs with institutional buyers and provide information regarding procurement opportunities, supplier registration processes, tendering systems, quality requirements, and government policies.

These programmes bring together:

- Central Public Sector Enterprises (CPSEs).
- Government Ministries and Departments. Public
- Sector Undertakings.
- Railways.
- Defence procurement agencies.
- Large private sector buyers.
- MSMEs and startups.
- Industry associations.
- Financial institutions.
- Technical support organizations.

By creating a common platform, Vendor Development Programmes help enterprises gain visibility and establish relationships with major buyers.

The Need for Vendor Development

Many MSMEs possess the capability to supply quality products and services but remain unaware of procurement opportunities available in the public and private sectors.

Common challenges faced by entrepreneurs include:

- Limited knowledge of procurement procedures.
- Lack of awareness regarding upcoming tenders.
- Difficulty understanding buyer requirements. Limited
- networking opportunities.
- Inadequate exposure to procurement policies.
- Challenges in vendor registration.
- Lack of confidence in dealing with large organizations.

Vendor Development Programmes address these challenges by providing direct access to procurement officials and decision-makers.

These interactions reduce information gaps and create opportunities that may otherwise remain inaccessible to small enterprises.



Objectives of Vendor Development Programmes

The Vendor Development Programme initiative has several important objectives.

Promoting MSME Participation

The primary goal is to increase the participation of MSMEs in government and institutional procurement.

Supporting SC/ST Entrepreneurs

The programmes specifically encourage enterprises owned by Scheduled Castes and Scheduled Tribes to participate in procurement opportunities.

Facilitating Buyer-Seller Interaction

Direct engagement between buyers and suppliers promotes transparency and trust.

Enhancing Procurement Awareness

Entrepreneurs gain knowledge regarding procurement policies, procedures, and opportunities.

Strengthening Supply Chains

The programmes help procurement agencies identify capable suppliers and diversify their vendor base.

Encouraging Inclusive Growth

By promoting supplier diversity, Vendor Development Programmes contribute to social and economic inclusion.

Vendor Development Programmes Under the National SC-ST Hub

The National SC-ST Hub was established to promote entrepreneurship among SC/ST communities and improve their participation in public procurement.

One of its key objectives is to support the Government's mandate that Central Public Sector Enterprises procure at least 4% of their annual purchases from SC/ST-owned Micro and Small Enterprises.

Vendor Development Programmes play a crucial role in achieving this objective by:

- Identifying capable suppliers.
- Creating awareness regarding procurement opportunities.
- Facilitating supplier registration.
- Providing procurement-related guidance. Building relationships between buyers and entrepreneurs.

The programmes help translate policy objectives into practical business opportunities

Key Activities Conducted During VDPs

Vendor Development Programmes typically include a range of activities designed to educate, connect, and support entrepreneurs.

Procurement Presentations

Procurement officials from CPSEs and Government Departments provide information regarding:

- Procurement requirements.
- Product categories.
- Vendor registration procedures.
- Tendering processes.
- Quality standards.

These presentations help entrepreneurs understand buyer expectations.

Buyer-Seller Meets

Direct interaction sessions allow entrepreneurs to meet procurement officials and discuss business opportunities.

Such meetings often result in:

- Vendor registration opportunities.
- Business enquiries.
- Product evaluations.
- Future procurement discussions.



Product Display and Exhibition

Many Vendor Development Programmes include exhibition areas where enterprises can showcase their products and services. This helps procurement agencies identify suitable suppliers and assess product quality.

Policy Awareness Sessions

- Public Procurement Policy.
- MSME support schemes.
- Government incentives.
- Registration procedures. Digital
- procurement platforms.

Networking Opportunities

Participants can interact with:

- Industry experts.
- Financial institutions.
- Consultants.
- Successful entrepreneurs.
- Procurement professionals.

Networking often leads to valuable business collaborations.

Benefits for SC/ST Entrepreneurs

Vendor Development Programmes offer numerous benefits to entrepreneurs.

Access to Procurement Opportunities

Participants gain first-hand information regarding procurement requirements and upcoming opportunities.

Increased Visibility

Entrepreneurs can directly showcase their products and services to major buyers.

Enhanced Business Credibility

Interaction with government agencies and large organizations improves business reputation and credibility.

Better Understanding of Buyer Expectations

Interaction with government agencies and large organizations improves business reputation and credibility.

Supplier Registration Support

Entrepreneurs learn about quality standards, delivery requirements, certifications, and compliance expectations.

Market Expansion

Participation often leads to new customers and long-term business relationships.

Importance of CPSE Participation

Central Public Sector Enterprises are among the largest buyers in India.

Major CPSEs procure products and services across sectors such as:

- Engineering.
- Construction.
- Power.
- Oil and gas.
- Telecommunications.
- Transportation.
- Infrastructure.
- Information technology

Their participation in Vendor Development Programmes provides MSMEs with access to substantial business opportunities.

By interacting directly with procurement teams, entrepreneurs gain valuable insights into procurement planning and supplier expectations.

Role of Government Departments

Government Departments and Ministries procure a wide range of goods and services for public administration and development programmes.

Vendor Development Programmes help entrepreneurs understand:

- Procurement portals.
- GeM (Government e-Marketplace).
- Tender documentation.
- Eligibility requirements. Compliance obligations.

This knowledge significantly improves procurement readiness.

Government e-Marketplace and (GeM) Vendor Development

The Government e-Marketplace has transformed public procurement in India by creating a transparent and technology-driven platform.

Vendor Development Programmes frequently include training on:

- GeM registration.
- Product listing.
- Bid participation.
- Order management.
- Digital transactions.

GeM has created new opportunities for MSMEs by simplifying access to government buyers.

For SC/ST entrepreneurs, understanding GeM operations is essential for participating effectively in public procurement.

Contribution to Supplier Diversity

GeM has created new opportunities for MSMEs by simplifying access to government buyers.

For SC/ST entrepreneurs, understanding GeM operations is essential for participating effectively in public procurement.

- SC/ST-owned enterprises.
- Women-owned businesses.
- Rural enterprises.
- Startups.
- Small manufacturers.

A diverse supplier base promotes competition, innovation, and inclusive growth.

Impact on Enterprise Growth

Participation in Vendor Development Programmes often results in significant business benefits. Enterprises may experience:

- Increased sales.
- New contracts.
- Expanded customer base.
- Improved production capacity.
- Enhanced quality standards.
- Greater market recognition.

Government procurement contracts frequently provide stable and long-term revenue streams, enabling businesses to invest in growth and expansion.



Employment Generation and Economic Development

When enterprises secure procurement contracts, the benefits extend beyond the business itself.If.

Additional business opportunities lead to:

- Job creation.
- Increased production.
- Local economic development.
- Higher incomes.
- Enhanced industrial activity.

Vendor Development Programmes therefore contribute directly to employment generation and economic empowerment.

Challenges Faced by Entrepreneurs

Despite their benefits, several challengesremain.

Limited Awareness

Many entrepreneurs are still unaware of Vendor Development Programmes and procurement opportunities.

Quality Compliance

Government buyers often require adherence to strict quality and certification standards.

Production Capacity

Small enterprises may struggle to meet large procurement requirements.

Tender Complexity

Procurement documentation can appear complicated to first-time participants.

Technology Adoption

Digital procurement platforms require technical knowledge and digital literacy. Addressing these challenges through training and mentoring is essential.



Role of Industry Associations and Chambers of Commerce

Industry associations, professional bodies, and chambers of commerce can play a significant role in strengthening Vendor Development Programmes.

They can support entrepreneurs through:

- Awareness campaigns.
- Procurement workshops.
- Buyer-seller networking events.
- Capacity-building programmes.
- Tender assistance services.

Organizations such as the International Navodaya Chamber of Commerce (INCOC), industry associations, and professional institutes can act as valuable facilitators between buyers and suppliers.

Future Outlook

India ' s procurement ecosystem is evolving rapidly with increasing emphasis on:

- Digital procurement.
- Transparency. Supplier
- diversity. Local
- manufacturing. Self-
- reliance. Inclusive
- growth.

Government initiatives such as:

- Atmanirbhar Bharat.
- Make in India.
- Startup India.
- Public Procurement Policy.
- National SC-ST Hub.

are expected to create substantial opportunities for MSMEs.

Vendor Development Programmes will continue to play a central role in preparing enterprises to participate effectively in these opportunities.

The future will likely witness greater integration of physical and virtual buyer-seller interactions, expanded use of digital procurement platforms, and stronger support mechanisms for supplier development.

Conclusion

Vendor Development Programmes (VDPs) are among the most effective tools for connecting MSMEs, particularly SC/ST-owned enterprises, with procurement opportunities offered by CPSEs, Government Departments, and large corporate buyers.

By facilitating direct interaction between buyers and suppliers, these programmes help bridge information gaps, strengthen business relationships, and create pathways for enterprise growth.

Under the National SC-ST Hub, Vendor Development Programmes play a vital role in promoting supplier diversity, enhancing procurement participation, and achieving the Government' s objective of increasing procurement from SC/ST-owned enterprises. Through awareness, networking, training, and business matchmaking, these programmes empower entrepreneurs to become active participants in India ' s expanding procurement ecosystem.

As India moves toward becoming a globally competitive, self-reliant, and inclusive economy, Vendor Development Programmes will continue to serve as catalysts for entrepreneurship, employment generation, industrial development, and economic empowerment. By transforming procurement opportunities into business success stories, VDPs are helping build a stronger and more inclusive entrepreneurial landscape for the nation.



7. Market Linkage & Procurement Support: Connecting SC/ST Enterprises with Government Buyers and Digital Marketplaces

Introduction

The success of any enterprise depends not only on its ability to produce quality goods or deliver efficient services but also on its capacity to access markets and secure customers. For Micro, Small and Medium Enterprises (MSMEs), especially those owned by Scheduled Castes (SCs) and Scheduled Tribes (STs), obtaining access to sustainable markets often remains one of the most significant challenges. Many entrepreneurs possess the skills, innovation, and determination to succeed but struggle to find buyers, understand procurement systems, or connect with institutional customers.

Recognizing this challenge, the Government of India has incorporated Market Linkage & Procurement Support as a key component of the National Scheduled Caste and Scheduled Tribe Hub (NSSH). The initiative is designed to help SC/ST-owned enterprises connect with Government buyers, Central Public Sector Enterprises (CPSEs), public procurement agencies, large corporations, and digital e-marketplaces.

Market linkage support plays a crucial role in transforming entrepreneurs into successful business owners. While financial assistance and skill development are important, sustainable growth ultimately depends on the ability of enterprises to sell their products and services. By creating pathways to markets and procurement opportunities, the Government seeks to empower SC/ST entrepreneurs and promote inclusive economic development.

In today ' s increasingly competitive and digital economy, market access is often the difference between business survival and business success. Market Linkage & Procurement Support programmes ensure that deserving entrepreneurs have the opportunity to participate in India ' s growing procurement ecosystem and digital marketplace economy.

Understanding Market Linkage & Procurement Support

Market linkage refers to the process of connecting producers and service providers with potential buyers and customers. Procurement support involves facilitating participation in purchasing systems operated by government departments, public sector enterprises, and large organizations.

Under the National SC-ST Hub, these initiatives are designed to:

- Increase visibility of SC/ST-owned enterprises.
- Connect businesses with government buyers.
- Facilitate participation in procurement
- programmes.
- Promote supplier diversity.
- Support registration on digital marketplaces.
- Strengthen business networks.
- Create long-term market opportunities.

The objective is not merely to provide temporary assistance but to establish sustainable commercial relationships that support long-term business growth.



Why Market Access Matters

Many enterprises fail not because of poor products or inadequate production capacity but because they are unable to find reliable customers.

Common challenges faced by SC/ST entrepreneurs include:

- Limited market exposure.
- Lack of business networks.
- Difficulty reaching institutional buyers.
- Limited awareness of procurement opportunities.
- Challenges in digital marketing.
- Limited understanding of procurement procedures.
- High costs of business promotion.

Without access to markets, even financially strong businesses may struggle to survive.

Common challenges faced by SC/ST entrepreneurs include: Market Linkage & Procurement Support addresses these barriers by creating structured pathways that connect enterprises directly with buyers and procurement agencies.

Objectives of Market Linkage & Procurement Support

The programme has several strategic objectives.

Promoting Inclusive Procurement

One of the primary objectives is to increase the participation of SC/ST-owned enterprises in public procurement.

Expanding Market Access

The programme helps enterprises access new markets beyond their local geographic boundaries.

Strengthening Business Sustainability

Reliable customers and procurement contracts provide stable revenue streams that support longterm growth.

Supporting Government Procurement Targets

The initiative contributes to achieving procurement targets established for SC/ST-owned Micro and Small Enterprises.

Enhancing Competitiveness

Market exposure encourages enterprises to improve product quality, efficiency, and innovation.

Encouraging Digital Integration

Support for e-marketplaces helps entrepreneurs embrace digital business opportunities.

Government Procurement: A Massive Opportunity

Government procurement represents one of the largest markets in India. Every year, Central Ministries, Government Departments, Railways, Defence organizations, Public Sector Undertakings, and autonomous bodies procure goods and services worth several lakh crore rupees.

Procurement categories include:

- Office supplies.
- Industrial equipment.
- Engineering products.
- Information technology services.
- Consultancy services.
- Construction materials.
- Healthcare products.
- Transportation services.
- Professional services

For MSMEs, government procurement offers several advantages:

- Large and recurring demand.
- Transparent procedures.
- Credible customers.
- Stable business opportunities.
- Timely payment mechanisms.
- Long-term contracts

Participation in government procurement can significantly transform the growth trajectory of a small enterprise

The National SC-ST Hub and Procurement Inclusion

The National SC-ST Hub was launched with the objective of promoting entrepreneurship among SC/ST communities and increasing their participation in public procurement.

The Government has mandated that Central Public Sector Enterprises procure at least 4% of their annual purchases from SC/ST-owned Micro and Small Enterprises.

Despite this policy support, many entrepreneurs remain unable to access procurement opportunities due to information gaps and procedural challenges. Market Linkage & Procurement Support initiatives help bridge this gap by connecting entrepreneurs directly with procurement agencies and buyers.

Connecting with Government Buyers

A key feature of the programme is facilitating direct interaction between enterprises and government buyers.
This support includes:

Buyer-Seller Meets

These events bring entrepreneurs and procurement officials together on a common platform.

Entrepreneurs gain opportunities to:

- Present products and services.
- Understand procurement requirements.
- Explore supplier registration.
- Build business relationships.

Vendor Development Programmes

Vendor Development Programmes help enterprises learn about procurement processes and engage directly with CPSEs and Government Departments.

Procurement Awareness Sessions

Workshops and seminars educate entrepreneurs regarding:

- Tender procedures.
- Bid preparation.
- Procurement policies.
- Quality requirements.
- Digital procurement platforms.

These interactions increase procurement readiness and confidence.



Government e-Marketplace (GeM): Transforming Procurement

The Government e-Marketplacehasrevolutionized public procurement in India.

GeM is a digital platform that enables government buyers to procure goods and services online in a transparent and efficient manner.

For SC/ST enterprises, GeM provides unprecedented opportunities to reach government customers without geographical limitations.

- Register as sellers.
- List products and services.
- Participate in bids.
- Receive orders online.
- Track transactions digitally.

Market Linkage & Procurement Support initiatives frequently assist entrepreneurs in onboarding and

effectively utilizing theGeMplatform.

Benefits of GeM Participation

Participation in GeM offers several advantages.

Nationwide Market Access

Enterprisescanreachgovernmentbuyers across India.

Reduced Marketing Costs

Digitalvisibilityreducesdependence on traditional marketing methods.

Transparent Procurement

The platform promotes fairness and transparency.

Ease of Participation

Small enterprises can participate without extensive physical infrastructure.

Digital Business Growth

The platform encourages adoption of digital business practices.

For many SC/ST entrepreneurs, GeM serves as a gateway to national markets.

Supplier Diversity and Inclusive Procurement

Supplier diversity has become an important objective globally.

Organizations increasingly recognize the value of procuring from diverse supplier groups.

Supplier diversity offers benefits such as:

- Increased competition.
- Greater innovation.
- Expanded supplier base.
- Inclusive economic growth.
- Social equity.

Market linkage initiatives help entrepreneurs establish relationships with corporate procurement teams and supply chain managers. These relationships often lead to long-term business opportunities.

Support for Corporate Procurement

While government procurement is a major focus, the programme also encourages connections with large private sector buyers.

Large corporations often seek reliable suppliers for:

- Manufacturing inputs.
- Services.
- Logistics.
- Technology solutions.
- Professional services.

Market linkage initiatives help entrepreneurs establish relationships with corporate procurement teams and supply chain managers.
These relationships often lead to long-term

business opportunities.

Capacity Building for Procurement Readiness

Market access requires more than product availability.

Enterprises must be procurement-ready.

The programme therefore supports capacity building in areas such as:

Tender Participation

Training on reading and responding to tenders.

Documentation

Guidance regarding:

- Registrations.
- Certifications.
- Compliance requirements.
- Technical documentation.

Quality Standards

Support for meeting buyer expectations regarding quality and performance.

Pricing Strategies

Training on competitive pricing and cost management.

These initiatives improve the ability of enterprises to secure contracts successfully.



Digital Market Linkages Beyond Government Procurement

The digital economy has created new opportunities for market expansion.

Entrepreneurs can now access customers through:

- E-commerce platforms.
- B2B marketplaces.
- Online procurement systems.
- Digital marketing channels.
- Social commerce platforms.

Market linkage programmes increasingly encourage entrepreneurs to leverage digital tools and online platforms to expand market reach. Digital integration is becoming essential for longterm competitiveness.

Benefits for SC/ST Entrepreneurs

Market Linkage & Procurement Support delivers significant benefits.

Increased Sales Opportunities

Enterprises gain access to a larger customer base.

Enhanced Business Visibility

Participation in procurement platforms improves market presence.

Stronger Business Networks

Entrepreneurs establish relationships with buyers, suppliers, and industry stakeholders.

Improved Revenue Stability

Procurement contracts often provide
business opportunities.

Business Expansion

Market access enables scaling of operations and investment in growth.

Greater Economic Empowerment

Sustainable business opportunities contribute to financial independence and wealth creation.

Economic Impact of Market Linkage Support

The benefits of market linkage extend beyond individual enterprises.

Successful market integration contributes to:

- Employment generation.
- Industrial growth.
- Local economic development.
- Export readiness.
- Innovation promotion.
- Supply chain diversification.

When small enterprises grow, they create broader economic benefits for communities and regions.

Challenges in Market Linkage

Despite significant progress, several challenges remain.

Awareness Deficit

Many entrepreneurs remain unaware of available procurement opportunities.

Quality Compliance

Meeting institutional buyer requirements can be demanding.

Digital Literacy Gaps

Some enterprises require support in adopting digital procurement systems.

Competition

Government and corporate procurement markets are highly competitive.

Capacity Constraints

Small enterprises may face challenges in fulfilling large orders.

Capacity Constraints Continuous mentoring, training, and support are therefore essential.



Role of Industry Associations and Chambers of Commerce

Business associations and chambers of commerce can significantly enhance market linkage efforts.

Their contributions may include:

- Organizing buyer-seller meets.
- Conducting procurement awareness
- programmes.
- Facilitating networking opportunities.
- Supporting GeM registration.
- Providing business mentoring.

Organizations such as the International Navodaya Chamber of Commerce (INCOC), trade associations, and entrepreneurship development institutions can act as important facilitators between buyers and entrepreneurs. .

Future Outlook

India ' s procurement ecosystem is undergoing rapid transformation through digitalization, transparency, and supplier inclusion.

Government initiatives such as:

- Digital India.
- Atmanirbhar Bharat.
- Make in India.
- Startup India.
- Public Procurement Policy.
- National SC-ST Hub.

are creating new opportunities for entrepreneurs. The future will likely witness:

- Greater use of digital procurement platforms.
- Increased supplier diversity initiatives.
- Expansion of e-marketplaces.
- Stronger buyer-seller ecosystems.
- Enhanced support for underrepresented
- entrepreneurs.

Market Linkage & Procurement Support will remain a critical component of this transformation.

Conclusion

Market Linkage & Procurement Support under the National SC-ST Hub is a transformative initiative aimed at addressing one of the most critical challenges faced by entrepreneurs—access to markets. By connecting SC/ST-owned enterprises with Government buyers, CPSEs, procurement agencies, corporate purchasers, and digital emarketplaces, the programme creates pathways for sustainable business growth and economic empowerment.

Through procurement awareness, buyer-seller interactions, GeM onboarding, capacity building, and supplier development initiatives, the programme helps entrepreneurs convert capabilities into commercial success. More importantly, it supports the Government' s vision of inclusive growth by ensuring that entrepreneurship opportunities are accessible to historically underrepresented communities.

As India advances toward becoming a globally competitive, digitally connected, and self-reliant economy, market access will continue to be a decisive factor in business success. Market Linkage & Procurement Support programmes ensure that SC/ST entrepreneurs are not merely participants in this transformation but active contributors to the nation ' s economic progress, innovation, and development.



8. Awareness Programmes, Workshops & Conclaves: Empowering SC/ST Entrepreneurs Through Knowledge, Networking, and Opportunity

Introduction

Knowledge is one of the most powerful resources for economic growth and entrepreneurial success. While access to finance, technology, infrastructure, and markets are critical for business development, entrepreneurs can only benefit from these opportunities if they are aware of them. Across India, numerous government schemes, financial assistance programmes, procurement opportunities, skill development initiatives, and business support mechanisms have been introduced to strengthen the Micro, Small and Medium Enterprises (MSME) sector. However, a significant challenge remains—the gap between the availability of these opportunities and awareness among potential beneficiaries.

For entrepreneurs belonging to Scheduled Castes (SCs) and Scheduled Tribes (STs), this information gap often becomes a major obstacle to growth. Many aspiring and existing entrepreneurs remain unaware of the schemes, incentives, procurement policies, funding opportunities, and support services specifically designed for their benefit. Recognizing this challenge, the Government of India has incorporated Awareness Programmes, Workshops, and Conclaves as an important component of the National Scheduled Caste and Scheduled Tribe Hub (NSSH).

These initiatives serve as platforms for information dissemination, capacity building, networking, and business promotion. They help entrepreneurs understand government policies, connect with institutions, interact with industry experts, explore procurement opportunities, and learn best practices in business management.

Awareness programmes are often the first step in an entrepreneur ' s journey from aspiration to achievement. By creating informed and empowered entrepreneurs, these initiatives contribute significantly to inclusive economic development and entrepreneurship promotion.

Understanding Awareness Programmes, Workshops & Conclaves

Awareness Programmes, Workshops, and Conclaves are structured events designed to educate, inform, and engage entrepreneurs, startups, MSMEs, professionals, students, and industry stakeholders.

These events may be organized at:

- National level.
- State level.
- District level.
- Institutional level.
- Industry-specific level.

The programmes bring together participants from government, industry, academia, financial institutions, and entrepreneurship ecosystems.

The primary objective is to ensure that entrepreneurs receive timely information regarding opportunities available for business growth and development.

Topics generally covered include:

- Government schemes.
- MSME policies.
- Public procurement opportunities.
- Startup support programmes.
- Credit facilities.
- Technology upgradation.
- Market development.
- Export promotion.
- Digital transformation.
- Business management.

Such initiatives create awareness while simultaneously building confidence and motivation among participants.

Importance of Awareness in Entrepreneurship Development

Entrepreneurship is not merely about starting a business. It involves continuous learning, adaptation, and strategic decision-making.

Many entrepreneurs fail to benefit from available opportunities simply because they are unaware of them.

Common information gaps include:

- Lack of knowledge about government incentives.
- Unawareness regarding funding options.
- Limited understanding of procurement systems.
- Poor familiarity with regulatory requirements.
- Inadequate exposure to market opportunities.
- Lack of networking platforms.

Awareness programmes bridge these gaps by bringing relevant information directly to entrepreneurs.

An informed entrepreneur is better equipped to:

- Access finance.
- Expand markets.
- Improve productivity.
- Adopt technology.
- Participate in procurement programmes.
- Manage risks effectively.

Therefore, awareness serves as the foundation for successful entrepreneurship.

Objectives of Awareness Programmes

The Government' s awareness initiatives are designed to achieve several objectives.

Disseminating Information

The foremost objective is to ensure that entrepreneurs are informed about available schemes, incentives, and opportunities.

Promoting Entrepreneurship

Awareness programmes encourage individuals to consider entrepreneurship as a viable career path.

Enhancing Participation

The programmes increase participation in government support initiatives.

Building Confidence

Knowledge and exposure improve entrepreneurial confidence and decision-making capabilities.

Strengthening Institutional Linkages

Participants learn how to engage with government departments, financial institutions, and procurement agencies.

Supporting Inclusive Development

The programmes ensure that opportunities reach entrepreneurs from all sections of society, particularly SC/ST communities.

Awareness of Government Schemes

India offers a wide range of schemes to support MSMEs and entrepreneurs.

Many awareness programmes focus on educating participants about initiatives such as:

- Technology upgradation programmes.
- Procurement facilitation schemes.
- Skill development initiatives.
- Startup support programmes.
- Export promotion schemes.
- Digitalization support programmes.
- Entrepreneurship development programmes.

Detailed explanations of eligibility criteria, application procedures, benefits, and implementation mechanisms help entrepreneurs take informed decisions.

Awareness often serves as the first step toward scheme utilization.

Procurement Awareness Initiatives

Government procurement represents one of the largest business opportunities available to MSMEs.

However, many entrepreneurs remain unfamiliar with procurement systems and tendering procedures. Public Procurement Policy. Government e-Marketplace (GeM). Tender participation. Vendor registration. Supplier diversity initiatives. Procurement opportunities in CPSEs. Quality and compliance requirements.

Workshops and conclaves therefore focus extensively on:

- Public Procurement Policy.
- Government e-Marketplace (GeM).
- Tender participation.
- Vendor registration.
- Supplier diversity initiatives.
- Procurement opportunities in CPSEs.
- Quality and compliance requirements.

Procurement awareness programmes help entrepreneurs understand how to become suppliers to government agencies and large organizations.

These initiatives play a crucial role in increasing participation of SC/ST-owned enterprises in public procurement.



Workshops: Learning Through Interaction

Unlike traditional seminars, workshops emphasize active participation and practical learning.

Workshops often include:

- Case studies.
- Group discussions.
- Demonstrations.
- Problem-solving exercises.
- Business simulations.
- Interactive sessions.

Participants can directly engage with experts and seek clarification regarding specific business challenges.

Workshop themes may include:

Business Planning

Participants learn how to prepare business plans, project reports, and growth strategies.

Financial Management

Training focuses on budgeting, accounting, taxation, and cash-flow management.

Marketing and Branding

Entrepreneurs learn customer acquisition, digital marketing, and brand-building techniques.

Technology Adoption

Workshops encourage the use of modern technologies and digital tools.

Export Readiness

Participants receive guidance regarding export opportunities and international business practices.

Interactive learning significantly improves retention and practical application of knowledge.

Conclaves: Building Entrepreneurial Ecosystems

Conclaves are larger events that bring together diverse stakeholders from government, industry, academia, finance, and entrepreneurship.

These events provide a platform for:

- Policy discussions.
- Knowledge sharing.
- Networking.
- Business matchmaking.
- Thought leadership.
- Industry collaboration.
-

Entrepreneurship conclaves often feature:

- Keynote addresses.
- Panel discussions.
- Success stories.
- Award ceremonies.
- Exhibition areas.
- Buyer-seller meetings.

Conclaves help create a vibrant entrepreneurial ecosystem where participants can learn from experienced professionals and industry leaders.



Role of Industry Experts and Mentors

One of the major strengths of awareness programmes is access to experts.

Participants often interact with:

- Successful entrepreneurs.
- Industry leaders.
- Government officials.
- Financial experts.
- Chartered Accountants.
- Cost Accountants.
- Company Secretaries.
- Consultants.
- Academicians.

These interactions provide practical insights that are often unavailable through conventional learning methods.

Mentors can guide entrepreneurs regarding:

- Business strategy.
- Compliance management.
- Financial planning.
- Market development.
- Growth opportunities.

Such guidance can significantly accelerate entrepreneurial success.

Promoting Financial Literacy

Financial literacy remains a critical challenge for many entrepreneurs.

Awareness programmes help participants understand:

- Banking systems.
- Credit facilities.
- Loan applications.
- Credit ratings.
- Working capital management.
- Investment planning.
- Financial discipline.

Improved financial literacy enhances the ability of entrepreneurs to access institutional finance and manage business growth effectively.

Digital Awareness and Technology Adoption

The digital economy has transformed the way businesses operate.

Modern awareness programmes increasingly focus on:

- E-commerce.
- Digital payments.
- Social media marketing.
- Cloud computing.
- Artificial intelligence.
- Cybersecurity.
- Online procurement platforms.

Digital awareness enables entrepreneurs to remain competitive in an increasingly technology-driven marketplace.

The Government' s Digital India initiative has further increased the importance of digital literacy among entrepreneurs.

Supporting SC/ST Entrepreneurship

Entrepreneurs from SC/ST communities often face challenges such as:

- Limited exposure to business ecosystems.
- Lack of professional networks.
- Inadequate awareness of opportunities.
- Restricted access to advisory services.

Awareness programmes specifically designed for SC/ST entrepreneurs help overcome these barriers. By providing information, mentorship, and networking opportunities, these initiatives contribute to economic empowerment and social inclusion.

The National SC-ST Hub places strong emphasis on awareness creation as a foundation for entrepreneurship development.

Business Networking Opportunities

One of the most valuable outcomes of workshops and conclaves is networking.

Participants can connect with:

- Potential customers.
- Procurement agencies.
- Investors.

- Industry experts.
- Business partners.
- Mentors.
- Government officials.

Business relationships often emerge from these interactions and lead to future collaborations, partnerships, and opportunities.

Networking helps entrepreneurs expand their professional horizons and gain access to new markets.

Impact on Enterprise Growth

Awareness initiatives generate long-term benefits for businesses.

for businesses.

- Participants often experience:
- Improved decision-making.
- Increased scheme utilization.
- Better access to finance.
- Enhanced procurement participation.
- Stronger business networks.
- Improved competitiveness.
- Higher productivity.

These outcomes contribute directly to enterprise growth and sustainability.

Contribution to Economic Development

Awareness programmes create broader economic benefits.

By promoting entrepreneurship and business development, they contribute to:

- Employment generation.
- Industrial growth.
- Innovation.
- Financial inclusion.
- Regional development.
- Social empowerment.

Informed entrepreneurs are more likely to establish successful enterprises that contribute to local and national economic progress.

Role of Industry Associations and Chambers of Commerce

Industry associations, professional institutes, and chambers of commerce play a crucial role in organizing awareness programmes.

Organizations such as the International Navodaya Chamber of Commerce, trade bodies, MSME associations, and professional institutions can:

- Organize seminars and conferences.
- Conduct entrepreneurship workshops.
- Facilitate networking events.
- Promote government schemes.
- Connect entrepreneurs with experts and institutions.

Such organizations act as important bridges between policymakers and entrepreneurs.

Future Outlook

As India moves toward becoming a developed economy, the need for entrepreneurial awareness and knowledge dissemination will continue to grow.

Future awareness initiatives are expected to focus on:

- Digital entrepreneurship.
- Green and sustainable businesses.
- Startup ecosystems.
- Global market opportunities.
- Innovation and technology adoption.
- Artificial intelligence and automation.
- Export competitiveness.

Hybrid models combining physical events and digital platforms will further expand outreach and accessibility.

Conclusion

Awareness Programmes, Workshops, and Conclaves under the National SC-ST Hub represent a critical pillar of entrepreneurship development and economic empowerment. By disseminating information regarding government schemes, procurement opportunities, financial support, technology adoption, and business development strategies, these initiatives help entrepreneurs make informed decisions and access growth opportunities.

For SC/ST entrepreneurs, awareness programmes serve as gateways to knowledge, networks, markets, and institutional support. They bridge information gaps, build confidence, encourage participation, and strengthen entrepreneurial capabilities. More importantly, they ensure that government initiatives reach the intended beneficiaries and create meaningful economic impact.

As India ' s entrepreneurial ecosystem continues to expand, awareness creation will remain essential for inclusive and sustainable development. Through workshops, conclaves, seminars, and outreach programmes, entrepreneurs are not only gaining information—they are gaining the knowledge, confidence, and connections necessary to build successful enterprises and contribute to the nation ' s economic progress.



9. Technology & Quality Improvement Support: Empowering SC/ST Enterprises Through Innovation, Certification, and Competitiveness

Introduction

In today ' s rapidly evolving global economy, technology and quality have become the defining factors of business success. Enterprises are no longer competing merely on price; they are competing on innovation, productivity, efficiency, reliability, and adherence to quality standards

Customers, government buyers, large corporations, and international markets increasingly demand products and services that meet recognized quality benchmarks and incorporate modern technology.

For Micro, Small and Medium Enterprises (MSMEs), particularly those owned by Scheduled Castes (SCs) and Scheduled Tribes (STs), technology adoption and quality certification often present significant challenges. Limited financial resources, inadequate technical knowledge, lack of awareness regarding certification systems, and restricted access to testing facilities can hinder growth and competitiveness.

Recognizing these challenges, the Government of India has incorporated Technology & Quality Improvement Support as an important component of the National Scheduled Caste and Scheduled Tribe Hub (NSSH). The initiative focuses on assisting SC/ST-owned enterprises in adopting modern technologies, obtaining quality certifications, accessing testing facilities, improving manufacturing processes, and enhancing overall business competitiveness.

Technology and quality improvement are not merely operational upgrades; they are strategic investments that enable enterprises to access larger markets, participate in government procurement, strengthen customer confidence, and compete effectively in domestic and international markets.

As India strives to become a global manufacturing and innovation hub, empowering MSMEs with technology and quality support has become essential for achieving sustainable and inclusive economic growth.

Understanding Technology & Quality Improvement Support

Technology & Quality Improvement Support encompasses a range of interventions designed to enhance the technical capabilities and quality standards of enterprises.

The programme typically supports:

- Technology modernization.
- Process improvement.
- Product testing.
- Quality certification.
- Standardization.
- Innovation adoption.
- Productivity enhancement.
- Compliance with national and international standards.

The objective is to help enterprises improve their products, services, and operational efficiency while ensuring compliance with customer and regulatory requirements.

For SC/ST-owned enterprises, these interventions help bridge technological gaps and create a level playing field in competitive markets.

Why Technology Matters for MSMEs

Technology is one of the most important drivers of productivity and competitiveness.
Modern technologies enable businesses to:

- Improve production efficiency.
- Reduce operational costs.
- Enhance product quality.
- Increase production capacity.
- Improve customer satisfaction.
- Minimize wastage.
- Accelerate innovation.
- Expand market reach.

In an increasingly digital and automated economy, enterprises that fail to adopt modern technologies risk losing competitiveness.

Technology adoption helps MSMEs transition from traditional business models to more efficient and scalable operations.

For small enterprises, even modest technological improvements can generate significant productivity gains.



Importance of Quality in Business Growth

Quality is no longer optional in today ' s marketplace.

Customers, procurement agencies, exporters, and investors increasingly evaluate businesses based on quality standards and compliance.

High-quality products and services contribute to:

- Customer satisfaction.
- Brand reputation.
- Market acceptance.
- Reduced defects.
- Lower operational costs.
- Increased sales.
- Better profitability.

Quality assurance also reduces business risks and strengthens long-term sustainability.

For enterprises seeking government procurement opportunities, quality compliance is often a mandatory requirement.

Objectives of Technology & Quality Improvement Support

The programme has several important objectives.

Promoting Technology Adoption

Encouraging enterprises to modernize operations and adopt innovative technologies.

Improving Product Quality

Customers prefer certified products because they indicate reliability and consistency.

Strengthening Competitiveness

Helping enterprises compete effectively in domestic and international markets.

Facilitating Certification

Assisting businesses in obtaining recognized quality certifications.

Supporting Procurement Readiness

Ensuring enterprises meet quality standards required by government and corporate buyers.

Encouraging Innovation

Promoting continuous improvement and technological advancement.



Technology Upgradation for MSMEs

Technology upgradation involves replacing outdated equipment, systems, and processes with modern alternatives

. Examples include:

Manufacturing Automation

Automation improves efficiency, consistency, and productivity.

Benefits include:

- Faster production.
- Reduced errors.
- Lower labour costs.
- Improved quality control.

Digital Technologies

Adoption of digital tools such as:

- Enterprise Resource Planning (ERP).
- Inventory management systems.
- Accounting software.
- Customer relationship management systems.

These technologies improve operational efficiency and decision-making.

Energy-Efficient Technologies

Modern equipment often consumes less energy and reduces operating costs.

Energy-efficient technologies contribute to sustainability while improving profitability.

Industry 4.0 Technologies

Advanced technologies such as:

- Artificial Intelligence (AI).
- Internet of Things (IoT).
- Data analytics.
- Smart manufacturing.

are increasingly becoming relevant even for MSMEs.

Testing Facilities and Product Validation

Testing is a critical component of quality assurance.

Testing facilities help enterprises evaluate:

-
- Product performance.
- Durability.
- Safety.
- Reliability.
- Compliance with standards.

Testing enables manufacturers to identify defects and improve product quality before market introduction.

Many government-supported laboratories and testing centers provide services that help MSMEs verify product compliance.

Testing is particularly important for enterprises participating in government procurement and export markets

Quality Certification: Building Trust and Credibility

Quality certifications serve as formal recognition that products, services, or processes meet specified standards.

Certification provides confidence to customers, buyers, and regulators.

Common certification systems include:

ISO Certifications

International standards covering:

-
- Quality management.
- Environmental management.
- Information security.
- Occupational health and safety.

Product Certifications

Specific certifications demonstrating compliance with industry standards.

Sector-Specific Certifications

Industries such as food processing, healthcare, engineering, and electronics often require specialized certifications.

Certification enhances credibility and strengthens market acceptance.

Benefits of Quality Certification

Obtaining quality certifications offers numerous advantages.

Increased Customer Confidence

Customers prefer certified products because they indicate reliability and consistency.

Improved Market Access

Many procurement agencies and corporate buyers require certified suppliers.

Enhanced Business Reputation

Certification strengthens brand image and credibility.

Better Process Control

Certification often encourages systematic business management practices.

Export Opportunities

International buyers frequently require compliance with recognized standards.

Competitive Advantage

Certified enterprises often enjoy stronger market positioning than non-certified competitors

Role in Government Procurement

GGovernment departments and Public Sector Enterprises emphasize quality and compliance in procurement decisions. Technology and quality improvement support helps enterprises:

- Meet procurement specifications.
- Satisfy quality requirements.
- Demonstrate technical capability.
- Improve supplier credibility.

For SC/ST-owned enterprises seeking participation in public procurement, quality certification can significantly enhance competitiveness.

The Government's procurement policies increasingly encourage supplier quality assurance and standardization.

Technology Support for SC/ST Entrepreneurs

Entrepreneurs from SC/ST communities often face unique challenges in technology adoption.

These may include:

-
- Limited financial resources.
- Inadequate technical knowledge.
- Lack of awareness regarding available technologies.
- Restricted access to advisory services.
- Limited exposure to innovation ecosystems.

Technology support initiatives help overcome these barriers through training, guidance, financial assistance, and institutional support. The objective is to ensure that enterprises are not disadvantaged due to technological limitations.

Innovation as a Growth Driver

Innovation is essential for long-term competitiveness.

Innovation may involve:

- New products.
- Improved processes.
- Better packaging.
- Digital solutions.
- Business model improvements.

Technology and quality improvement programmes encourage enterprises to embrace innovation and continuously improve operations.

Innovative enterprises are often more resilient and better positioned to adapt to changing market conditions.



Capacity Building and Technical Training

Technology adoption requires skilled human resources. Therefore, technology support initiatives frequently include training programmes covering:

- Equipment operation.
- Quality management.
- Process improvement.
- Digital tools.
- Certification requirements.
- Industry standards.

Technical capacity building ensures that enterprises can effectively utilize upgraded technologies and maintain quality systems.

Impact on Productivity and Efficiency

Technology adoption directly influences productivity. Benefits include:

- Reduced production time.
- Lower wastage.
- Improved resource utilization.
- Better inventory control.
- Higher output quality.

Improved productivity strengthens profitability and business sustainability. For small enterprises operating with limited resources, efficiency gains can significantly improve competitiveness.

Supporting Export Competitiveness

International markets demand high-quality products and adherence to strict standards.

Technology and quality support help enterprises:

- Meet export requirements.
- Comply with international regulations.
- Improve product acceptance.
- Strengthen global competitiveness.

Certification and testing are often prerequisites for entering overseas markets.

Thus, technology and quality improvement contribute directly to export promotion



Economic Impact of Technology Upgradation

Technology modernization generates benefits that extend beyond individual enterprises.

Broader economic impacts include:

- Industrial modernization.
- Employment generation.
- Increased productivity.
- Enhanced innovation.
- Export growth.
- Improved manufacturing competitiveness.

A technologically strong MSME sector contributes significantly to national economic development.

Challenges in Technology Adoption

Despite the benefits, several challenges remain.

Financial Constraints

Technology upgrades often require significant investment

Awareness Gaps

Many entrepreneurs remain unaware of available support programmes.

Skill Deficiencies

Technology adoption requires trained personnel.

Resistance to Change

Some businesses hesitate to modify established processes.

Certification Complexity

Obtaining certifications may appear complicated for first-time applicants. Awareness, training, and financial assistance are therefore essential components of successful implementation.

Role of Industry Associations and Professional Bodies

Industry associations, technical institutions, and chambers of commerce can play a vital role in promoting technology adoption and quality improvement.

They can support enterprises through:

- Awareness programmes.
- Technical workshops.
- Certification guidance.
- Technology demonstrations.
- Industry networking.

Organizations such as the International Navodaya Chamber of Commerce (INCOC), MSME associations, engineering institutions, and professional bodies can help bridge the gap between technology providers and entrepreneurs.

Future Outlook

The future of business will be increasingly driven by technology, innovation, and quality excellence.
Emerging trends include:

- Artificial Intelligence.
- Smart manufacturing.
- Digital supply chains.
- Sustainable production.
- Green technologies.
- Data-driven decision making.

Enterprises that embrace these trends will be better positioned for long-term success.

Technology & Quality Improvement Support programmes will play a crucial role in preparing MSMEs, particularly SC/ST-owned enterprises, for this transformation.

Conclusion

Technology & Quality Improvement Support under the National SC-ST Hub is a transformative initiative designed to strengthen the competitiveness, productivity, and sustainability of SC/ST-owned enterprises. By supporting technology adoption, testing, quality certification, process improvement, and innovation, the programme empowers entrepreneurs to meet modern market expectations and participate effectively in domestic and global value chains.

Quality and technology are no longer optional business considerations; they are strategic necessities for growth and survival. Through targeted support, training, certification assistance, and awareness initiatives, the programme helps enterprises overcome barriers and unlock new opportunities for expansion and profitability.

As India advances toward becoming a global manufacturing and innovation leader, technologyenabled and quality-driven MSMEs will play a central role in economic growth. By empowering entrepreneurs with the tools, knowledge, and confidence to innovate and excel, Technology & Quality Improvement Support contributes significantly to entrepreneurship development, industrial competitiveness, and inclusive national progress.



10. Information & Facilitation Support: Empowering SC/ST Entrepreneurs Through Guidance, Connectivity, and Access to Opportunities

Introduction

Entrepreneurship is widely recognized as a key driver of economic growth, employment generation, innovation, and social development. Across India, the Government has introduced numerous schemes, policies, incentives, and support mechanisms to promote Micro, Small and Medium Enterprises (MSMEs) and encourage entrepreneurship among all sections of society. However, despite the availability of these opportunities, many aspiring and existing entrepreneurs face challenges in accessing them due to lack of information, procedural complexities, and limited institutional guidance.

For entrepreneurs belonging to Scheduled Castes (SCs) and Scheduled Tribes (STs), these challenges can be even more pronounced. Many firstgeneration entrepreneurs are unaware of the various government schemes, registration procedures, procurement opportunities, financial assistance programmes, technology support initiatives, and market development platforms available for their benefit. In many cases, opportunities remain underutilized simply because potential beneficiaries do not know where to begin or whom to approach.

Recognizing this critical gap, the Government of India has incorporated Information & Facilitation Support as a key component of the National Scheduled Caste and Scheduled Tribe Hub (NSSH). This initiative aims to provide comprehensive guidance and assistance to SC/ST entrepreneurs regarding finance, procurement, registrations, certifications, business development services, and various MSME schemes.

Information and facilitation support acts as a bridge between government initiatives and entrepreneurs. It ensures that businesses are not only aware of available opportunities but are also capable of accessing and utilizing them effectively. By simplifying processes and providing handholding support, the programme contributes significantly to entrepreneurship development, economic empowerment, and inclusive growth.

Understanding Information & Facilitation Support

TInformation & Facilitation Support refers to a structured system of guidance, advisory services, awareness creation, and handholding assistance designed to help entrepreneurs navigate the business ecosystem.

The support mechanism typically covers:

- Government schemes and incentives.
- MSME registrations.
- Financial assistance programmes.
- Procurement opportunities.
- Technology support initiatives.
- Quality certification schemes.
- Market linkage programmes.
- Business development services.
- Regulatory compliance requirements.

The objective is to ensure that entrepreneurs receive timely and accurate information, enabling them to make informed decisions and access available support systems. For SC/ST-owned enterprises, facilitation services help overcome information barriers and improve participation in entrepreneurship development programmes.

The Importance of Information in Entrepreneurship

Information is often described as the foundation of successful decision-making.

An entrepreneur ' s ability to access and utilize information can influence:

-
- Business planning.
- Investment decisions.
- Market expansion.
- Financial management.
- Technology adoption.
- Regulatory compliance.
- Risk management.

Many business failures occur not because of a lack of capability but because entrepreneurs are unaware of available resources and opportunities. Information support empowers entrepreneurs to:

- Identify suitable schemes.
- Access funding opportunities.
- Understand compliance requirements.
- Connect with buyers.
- Adopt best business practices.

Thus, information serves as a critical enabler of enterprise growth and sustainability.

Objectives of Information & Facilitation Support

The programme is designed to achieve multiple objectives.

Creating Awareness

The primary objective is to increase awareness regarding government schemes and support mechanisms.



Simplifying Access

Facilitation services help entrepreneurs navigate complex procedures and application processes.

Promoting Entrepreneurship

Guidance and support encourage individuals to establish and expand businesses..

Enhancing Utilization of Schemes

Many government programmes remain underutilized due to lack of awareness. Facilitation services improve uptake and effectiveness.

Supporting Inclusive Growth

The initiative ensures that SC/ST entrepreneurs can access the same opportunities available to other sections of society.

Strengthening Institutional Linkages

Entrepreneurs are connected with financial institutions, procurement agencies, technical organizations, and business support providers.

Guidance on MSME Registrations

Registration is often the first step in formalizing a business. Information & Facilitation Support helps entrepreneurs understand and complete essential registrations such as:

Udyam Registration

Udyam Registration provides official recognition as an MSME and enables access to various government benefits.

GST Registration

Entrepreneurs receive guidance regarding Goods and Services Tax registration and compliance.

PAN and Tax Registrations

Assistance is provided regarding tax-related registrations and procedures

GeM Registration

Entrepreneurs are guided on registration as sellers on the Government e-Marketplace (GeM).

NSIC Registration

Support is available for schemes such as the Single Point Registration Scheme (SPRS).

Formal registration strengthens business credibility and improves access to government support programmes.

Financial Assistance Guidance

Access to finance remains one of the biggest challenges faced by MSMEs.

Information & Facilitation Support helps entrepreneurs identify suitable financing options and understand application procedures. Areas covered include:

Bank Loans

Guidance regarding:

- Term loans.
- Working capital finance.
- Cash credit facilities.
- Overdraft facilities.



Government Credit Schemes

Entrepreneurs receive information regarding various government-supported credit programmes

Credit Guarantee Mechanisms

Awareness is created regarding collateral-free lending opportunities.

Subsidy Schemes

Facilitation support helps entrepreneurs access capital subsidies and financial assistance programmes.

Venture Capital and Startup Funding

Emerging enterprises receive information regarding investment opportunities and startup support initiatives.

Improved awareness enhances access to institutional finance and strengthens business growth.

Procurement Facilitation Support

Government procurement represents a significant business opportunity for MSMEs.

However, many entrepreneurs find procurement procedures complex and difficult to navigate.

Information & Facilitation Support assists entrepreneurs in understanding:

- Public Procurement Policy.
- Tender participation.
- Vendor registration.
- Supplier diversity programmes.
- Procurement opportunities in CPSEs.
- Government e-Marketplace operations.

This support improves procurement readiness and encourages participation in institutional purchasing programmes.

Government e-Marketplace (GeM) Support

The Government e-Marketplace has transformed public procurement by creating a transparent and technology-driven platform.

Facilitation services help entrepreneurs:

- Register as sellers.
- Upload product catalogs.
- Participate in bids.
- Manage online orders.
- Understand digital procurement procedures

GeM participation enables SC/ST enterprises to access government buyers across India and expand market reach.

Guidance on MSME Schemes

The Government of India operates numerous schemes for MSME development. Information support ensures that entrepreneurs understand the objectives, eligibility criteria, and benefits of these programmes.

Examples include:

- Technology upgradation schemes.
- Credit support programmes.
- Market development initiatives.
- Entrepreneurship development programmes.
- Quality certification assistance.
- Export promotion schemes.
- Skill development programmes.

Facilitators help entrepreneurs identify schemes most relevant to their business needs.



Technology and Innovation Support

Technology adoption is increasingly important for business competitiveness.

Information & Facilitation Support helps enterprises understand:

- Technology modernization opportunities.
- Digital transformation initiatives.
- Automation solutions.
- Innovation support programmes.
- Research and development assistance.

Entrepreneurs receive guidance regarding available technology support mechanisms and implementation strategies.

Quality Certification Assistance

Quality certification enhances business credibility and market acceptance. Facilitation services provide guidance regarding:

- ISO certifications.
- Product testing.
- Quality standards.
- Certification procedures.
- Compliance requirements.

Certified enterprises often enjoy improved market access and procurement opportunities.



Market Linkage and Business Development Support Business growth ultimately d

Business growth ultimately depends on market access.

Information & Facilitation Support helps entrepreneurs connect with:

- Government buyers.
- Corporate procurement teams.
- Industry associations.
- Trade fairs and exhibitions.
- Digital marketplaces.
- Export promotion agencies.

These connections create opportunities for sales growth and business expansion.

Capacity Building and Skill Development

Facilitation services often include referrals to training programmes and skill development initiatives.

Entrepreneurs receive information regarding:

- Entrepreneurship development programmes.
- Business management training.
- Financial literacy workshops.
- Marketing and branding sessions.
- Digital skills training.

Continuous learning strengthens business performance and competitiveness.

Role of Facilitation Centres

Facilitation centres serve as one-stop support platforms for entrepreneurs.

Their functions include:

- Information dissemination.
- Application assistance.
- Documentation support. Referral services.
- Scheme guidance.
- Follow-up assistance.

Such centres simplify interactions with government agencies and support institutions.

Such centres simplify interactions with government agencies and support institutions.

For first-generation entrepreneurs, facilitation centres often become trusted partners in business development.

Benefits for SC/ST Entrepreneurs

Information & Facilitation Support offers numerous advantages

Improved Awareness

Entrepreneurs become aware of opportunities previously unknown to them.

Easier Access to Schemes

Guidance reduces procedural barriers and simplifies applications.

Enhanced Confidence

Support services improve entrepreneurial confidence and decision-making.

Better Resource Utilization

Businesses can access the most suitable programmes and incentives.

Stronger Institutional Connections

Entrepreneurs develop relationships with support organizations and stakeholders.

Increased Business Growth

Access to information leads to improved utilization of opportunities and stronger business performance.

Contribution to Inclusive Economic Development

The programme contributes directly to inclusive growth by ensuring that information and opportunities reach underserved communities.

Its broader economic benefits include:

- Increased entrepreneurship.
- Employment generation.
- Financial inclusion. Enterprise
- formalization. Market
- participation. Economic
- empowerment.

By reducing information asymmetry, the programme creates a more equitable business environment.

Challenges in Information Dissemination

Despite significant progress, several challenges remain.

Awareness Gaps

Many entrepreneurs in rural and remote areas remain unaware of available services.

Information Overload

The large number of schemes can sometimes create confusion.

Digital Divide

Limited digital literacy may restrict access to online information.

Language Barriers

Information may not always be available in local languages.

Continuous outreach and localized support mechanisms are therefore essential.



Role of Industry Associations and Chambers of Commerce

Industry associations and chambers of commerce play an important role in extending information and facilitation support.

Organizations such as the International Navodaya Chamber of Commerce (INCOC), professional institutes, MSME associations, and entrepreneurship development organizations can:

- Conduct awareness programmes.
- Organize workshops and seminars.
- Facilitate networking opportunities.
- Provide mentoring and advisory services.
- Assist entrepreneurs in accessing government schemes.

Such organizations help bridge the gap between policy and implementation.



Future Outlook

As India's entrepreneurial ecosystem becomes increasingly digital and interconnected, the importance of information and facilitation services will continue to grow.

Future developments may include:

- Digital facilitation platforms.
- AI-enabled advisory systems.
- Integrated entrepreneur support portals.
- Mobile-based guidance services.
- Virtual mentoring networks.
- Real-time scheme information systems.

These innovations will further improve accessibility and effectiveness.

Conclusion

Information & Facilitation Support under the National SC-ST Hub is a vital initiative that empowers entrepreneurs by providing guidance, connectivity, and access to opportunities. By assisting SC/ST enterprises with finance, procurement, registrations, certifications, technology adoption, and MSME schemes, the programme helps entrepreneurs navigate the business ecosystem with confidence and clarity. Information is often the first and most important step toward economic empowerment. When entrepreneurs understand available opportunities and receive the support needed to access them, they are better positioned to establish sustainable enterprises, create employment, and contribute to economic growth. As India continues to strengthen its entrepreneurial ecosystem and promote inclusive development, Information & Facilitation Support will remain a cornerstone of empowerment for SC/ST entrepreneurs. By transforming information into action and opportunities into success, the programme plays a critical role in building a stronger, more inclusive, and prosperous economy.



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India's Crude Oil Dependency: A Structural Economic Challenge

Abstract

India's growing dependence on crude oil imports has emerged as a major structural economic challenge, influencing inflation, fiscal stability, external balances, and long-term economic growth.

As one of the world's largest energy consumers, India imports a significant portion of its crude oil requirements, making the economy vulnerable to global oil price volatility and geopolitical disruptions.

Rising crude oil prices not only increase the country's import bill but also exert pressure on the current account deficit, currency stability, transportation costs, and overall inflation. These effects can, in turn, influence industrial productivity, corporate profitability, household consumption, and financial markets.

The article further highlights the need for diversification of energy sources and explores alternative and sustainable energy solutions such as solar energy, wind power, green hydrogen, biofuels, natural gas, electric mobility, and nuclear energy. Strengthening renewable energy infrastructure, improving energy efficiency, and reducing import dependence are essential for enhancing India's energy security and supporting sustainable long-term economic development in an increasingly uncertain global energy environment.

Introduction

Crude oil remains one of the world's most strategically important commodities, influencing inflation, transportation costs, currency stability, fiscal balances, and global economic growth. For emerging economies like India, fluctuations in oil prices have far-reaching implications for households, businesses, government finances, and financial markets.

India's economic growth story over the last two decades has been remarkable. However, one major structural vulnerability continues to influence inflation, fiscal stability, foreign exchange reserves, and the overall macroeconomic environment—crude oil imports.

As the world's third-largest crude oil importer, India remains heavily dependent on overseas energy supplies to meet its domestic consumption requirements. According to Petroleum Planning & Analysis Cell (PPAC) data, India's oil import dependency has now reached nearly 88% of total crude consumption.

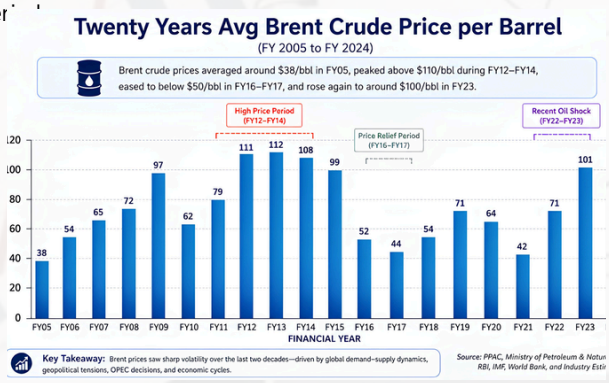
This dependence makes India particularly sensitive to movements in global crude prices. Any sustained increase in oil prices can quickly transmit into the broader economy through higher transportation and production costs, increased inflationary pressures, a larger import bill, and pressure on the rupee.

The issue, therefore, is not simply the price of crude oil itself. It is the wider economic impact of India's dependence on imported energy.

India's Long-Term Oil Burden: Lessons from the Past

Between FY2005 and FY2024, India's crude oil import bill witnessed sharp fluctuations depending on global Brent crude prices.

Periods of elevated crude oil prices have historically created significant macroeconomic challenges for India. One of the most difficult phases occurred between FY2012 and FY2014, when international crude prices remained elevated for an extended per



FY2012-FY2014: A Period of Severe Oil Pressure

At that time:

- Brent crude prices remained above $100 per barrel for multiple years.
- India's crude oil import bill rose to nearly $140-165 billion annually.
- The crude import burden touched approximately 8-9% of GDP.

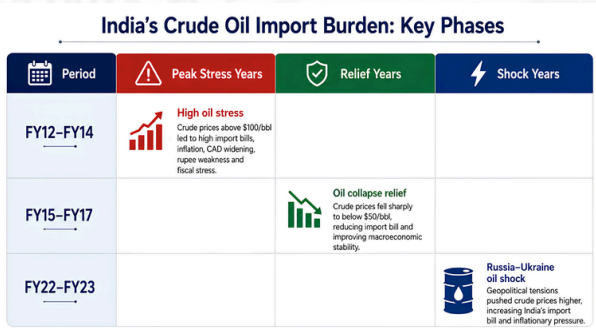
The Economic Consequences Were Significant

The impact was reflected in:

- Higher inflation
- A widening current account deficit
- Rising fuel subsidy requirements
- Rupee depreciation
- Increased fiscal stress on the government

The period eventually contributed to India being categorised among the so-called "Fragile Five" emerging economies, reflecting concerns over external vulnerability and dependence on foreign capital inflows.

Source: PPAC, Ministry of Petroleum & Natural Gas, RBI, IMF, World Bank, and industry estimates.



Why Oil Dependency Matters?

India's crude oil dependence is no longer merely an energy concern. It directly influences inflation, fiscal stability, currency strength, foreign exchange reserves, capital flows, and long-term economic resilience.

However, India's vulnerability has not remained unchanged. The experience of the last decade shows that lower global oil prices, stronger foreign exchange reserves, economic diversification, and structural policy measures can significantly improve the country's ability to absorb external oil shocks.

FY2015-FY2017: The Relief Phase

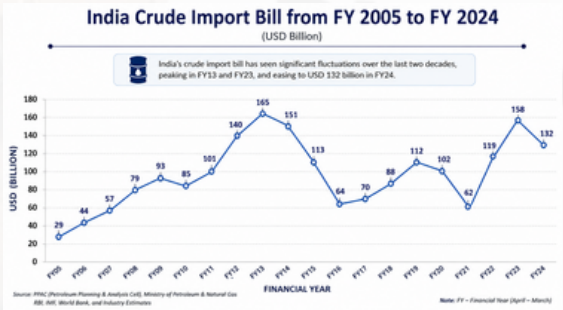
A major turning point came after the collapse in global crude prices during 2014-15.
Brent crude declined sharply from above $100 per barrel to nearly $50 and below. Consequently:

- India's crude oil import bill reduced substantially.
- Inflation cooled.
- Rising fuel subsidy requirements
- The fiscal deficit improved.
- Foreign exchange reserves strengthened.
- Macroeconomic stability improved significantly.

India's crude oil import bill fell from above $165 billion to nearly $64 billion in FY2016, creating a substantial positive impact on the economy.

This phase provided policymakers with fiscal breathing space and helped strengthen India's overall economic resilience.

The episode also demonstrated how closely India's macroeconomic conditions can be linked to global energy prices.



The Post-Pandemic Oil Shock: FY2021-FY2023

The COVID-19 pandemic temporarily reduced global oil demand, causing crude prices to collapse during FY2021.
However, the subsequent global economic recovery and the Russia-Ukraine conflict triggered another sharp rise in oil prices during FY2022 and FY2023.

India's crude oil import bill again surged sharply:

- FY2022: approximately $119 billion
- FY2023: approximately $158 billion

Despite these elevated prices, India's macroeconomic situation remained relatively more stable compared with the FY2012-FY2014 period.

Several factors contributed to this greater resilience:

- India's GDP base had expanded significantly.
- Foreign exchange reserves were much stronger.
- Energy efficiency had improved.
- The services economy had become larger.
- Discounted Russian crude imports partially reduced import pressures.

The episode demonstrated that although India remains vulnerable to global oil shocks, its capacity to withstand such shocks has improved over time.

India's Oil Vulnerability Has Reduced — But Risks Remain

Current Position: FY2025-26 and FY2026-27 Outlook

As of FY2025-26, India's crude oil import burden remains relatively manageable compared with the severe stress witnessed during FY2012-FY2014.

Despite ongoing geopolitical uncertainties and supply-side disruptions across global energy markets, Brent crude prices have largely remained within the range of approximately $75-85 per barrel.

Based on current estimates:

- India's crude oil import bill for FY2025-26 may remain in the range of approximately $130-145 billion.
- The crude import burden is expected to remain around 3.8-4.2% of GDP, significantly lower than during the peak stress years of FY2012-FY2014.

For FY2026-27, the outlook will largely depend on:

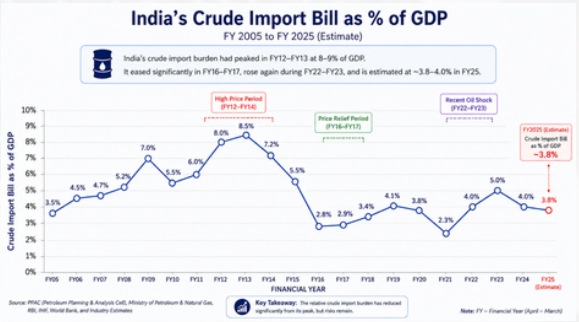
- Global geopolitical developments
- OPEC production decisions
- China's economic recovery
- Global recession risks
- The pace of the renewable energy transition
- Rupee-US dollar exchange-rate stability

If crude oil prices remain stable and India continues to expand renewable energy, electric mobility, ethanol blending, and domestic manufacturing, the relative burden of crude oil imports on GDP may gradually decline over the long term.

However, any sustained rise in Brent crude prices above $100 per barrel could once again create:

- nflationary pressures
- Current account stress
- Risks of rupee depreciation
- The fiscal deficit improved.
- Fiscal challenges for the economy

Therefore, reducing structural dependence on imported energy remains one of India's most important long-term economic priorities.



Why Crude Oil Matters So Much for India

Crude oil affects almost every sector of the Indian economy.

Higher oil prices increase:

- Transportation costs,
- Manufacturing expenses,
- Logistics inflation,
- Fertilizer subsidy burden,
- Current account deficit,
- Pressure on the Indian Rupee.

Economists broadly estimate that every sustained $10 increase in crude oil prices can:

- Increase India's import bill by approximately $12-15 billion,
- Widen the current account deficit,
- Put pressure on inflation and interest rates,
- Reduce GDP growth moderately.

Sustained increases in crude oil prices can also significantly influence equity markets, corporate profitability, bond yields, investor sentiment, and the overall economy.

This is a concern across the world because higher energy prices, particularly when driven by supply disruptions, can hamper global economic growth.

India's Rising Energy Demand: The Structural Challenge

India's long-term energy challenge is further amplified by rapidly rising domestic energy demand, driven by urbanisation, industrialisation, infrastructure expansion, and increasing vehicle ownership.

As economic activity expands, the country's overall energy requirement is also expected to increase.

Even as renewable energy adoption accelerates, India's growing economy will continue to require substantial energy imports for many years to come.

This creates a fundamental challenge: India needs more energy to sustain economic growth, but continued dependence on imported fossil fuels exposes the economy to global price volatility and geopolitical risks.

The long-term objective, therefore, should not necessarily be to eliminate oil consumption immediately, but to gradually reduce the relative economic burden and vulnerability associated with imported energy.

Policy Measures Taken by India

Over the years, India has undertaken several structural measures to reduce its vulnerability to oil shocks, including:

- Expansion of strategic petroleum reserves
- Ethanol blending initiatives
- Direct benefit transfer reforms
- Rationalisation of fuel subsidies
- Promotion of electric vehicles
- Renewable energy expansion
- Diversification of crude oil import sources

These measures have helped improve India's ability to withstand external oil shocks compared with the past decade.

The diversification of crude import sources is particularly important because energy security depends not only on the quantity of energy available but also on the reliability and diversity of supply.

The Importance of Responsible Consumption

Energy security is not solely a responsibility of governments and businesses. Consumer behaviour also plays an important role.

In recent years, policymakers and national leadership have repeatedly encouraged responsible economic behaviour among citizens.
Small collective actions can create meaningful long-term macroeconomic benefits, including:

- Greater use of public transport and metro systems
- Reduction in unnecessary fuel consumption
- Support for domestic manufacturing
- Reduction in non-essential imports
- Promotion of "Vocal for Local" initiatives

These measures are not merely symbolic appeals; they also have significant economic implications for:

- Foreign exchange conservation
- Trade deficit management
- Domestic employment generation
- Long-term economic resilience

When millions of individuals and businesses make more efficient use of energy and reduce unnecessary consumption, the cumulative economic impact can become meaningful.

The Road Ahead: Towards Greater Energy Security

India's long-term solution lies in a combination of energy diversification, technological transition, and greater efficiency.

Key priorities include:

- Energy diversification
- Renewable energy expansion
- Electric mobility
- Domestic manufacturing growth
- Strategic petroleum reserves
- Improved public transportation infrastructure
- Greater energy efficiency

India has significantly accelerated investment in renewable energy, ethanol blending, solar infrastructure, electric mobility, and green hydrogen initiatives to gradually reduce its long-term dependence on imported fossil fuels.

These structural transitions may play a critical role in improving India's external stability over the coming decades.

While crude oil dependence cannot disappear immediately, reducing the relative burden of imported energy on GDP will remain one of India's most important economic priorities.

A strong economy is not built solely through policy reforms. It is also shaped by millions of responsible economic decisions taken by citizens and businesses every day.
Small but responsible economic decisions taken today can contribute significantly to building a stronger, more resilient, and economically self-reliant India in the decades ahead.

What Crude Oil Means for Investors

For investors, crude oil should not be viewed merely as a global commodity price indicator. It is a critical macroeconomic variable capable of influencing several important financial-market factors.

Changes in crude oil prices can affect:

- Equity market sentiment
- Corporate profitability
- Interest-rate cycles
- Currency movements
- Inflation trends
- Asset-allocation strategies

Higher oil prices can increase input and transportation costs for many businesses, potentially affecting profit margins. At the same time, persistent inflationary pressure can influence interest rates and bond yields.

A weaker rupee resulting from higher import costs can further amplify the impact on the domestic economy.

Therefore, investors should consider energy prices as part of the broader macroeconomic environment rather than viewing them in isolation.

In an increasingly uncertain global environment, long-term investors may benefit from closely monitoring energy prices, geopolitical developments, inflation cycles, and policy responses while maintaining diversified and disciplined investment portfolios.

The objective is not to predict every movement in crude oil prices, but to understand how energy shocks can influence the broader economic and investment environment.

Conclusion

For a rapidly growing economy like India, energy security is no longer merely an energy issue—it is a strategic economic imperative that directly influences inflation, interest rates, fiscal stability, currency strength, and overall economic resilience.

History clearly demonstrates that periods of elevated crude oil prices have often coincided with higher inflation, widening current account deficits, currency volatility, and increased pressure on financial markets.
Conversely, periods of lower oil prices have generally supported macroeconomic stability, improved fiscal health, stronger foreign exchange reserves, and better investor confidence.

India's ability to withstand oil shocks has improved over time, supported by a larger and more diversified economy, stronger foreign exchange reserves, greater energy efficiency, diversified sources of crude imports, and structural policy measures.

Nevertheless, the fundamental vulnerability remains because India continues to depend significantly on imported energy.

For investors, crude oil should therefore be regarded as a critical macroeconomic variable capable of influencing equity markets, corporate profitability, interest rates, currency movements, inflation, and asset-allocation decisions.

India's long-term economic resilience will ultimately depend not only on GDP growth but also on how effectively the nation manages its external energy dependence through structural reforms, renewable energy expansion, domestic manufacturing, energy efficiency, and technological innovation.

For a nation aspiring to become a global economic powerhouse, reducing excessive dependence on imported energy will remain one of the most important pillars of sustainable long-term growth.

India's energy transition will not happen overnight. But a gradual reduction in energy vulnerability, combined with responsible consumption and sustained investment in alternative energy sources, can help create a stronger, more resilient, and more self-reliant economy for the decades ahead.

Disclaimer

The figures and macroeconomic trends mentioned in this article are approximate estimates compiled from publicly available sources, including PPAC (Petroleum Planning & Analysis Cell), the Ministry of Petroleum & Natural Gas, RBI publications, World Bank databases, IMF data, and industry reports.

This article is intended solely for educational, analytical, and informational purposes and should not be construed as investment, policy, or economic advice. Investors are advised to consult their financial advisor before making any investment decisions.

Key Reference Sources

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- IMF Data
- FY2024 import-bill references from Economic Times and Business Standard



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My Clients Signed an NDA. So Why Do I Need DPDP Compliance?



Recently, a founder asked me a question I now hear in some form almost every week: "Why do I need all these compliances? My clients have already signed an NDA."

It's a fair question, and the instinct behind it is reasonable. An NDA feels like protection. It has "confidential" in the title, it has penalty clauses, and a lawyer drafted it. But under the Digital Personal Data Protection Act, 2023, an NDA and compliance are not the same thing, and an NDA is not consent. They answer different questions, involve different people and do different jobs. Treating one as a substitute for the other is a common mistake, and an expensive one.

Who is actually in the room?

Let's understand the difference:

An NDA is a contract between two organisations: a company and a client, a business and a vendor, a startup and an investor. It says: whatever I show you, you will keep secret and use only for the agreed purpose. The two signatories are the ones who benefit.

Consent under the Act comes from someone else entirely i.e. the Data Principal, the individual, whose data is being taken at the first place. This Data Principal can be anyone, a customer, an employee, an app user, a job applicant etc. Section 6 of the Act, requires that consent be free, specific, informed, unconditional and unambiguous, given through a clear affirmative action, and limited to the purpose the person was told about.

So the two documents answer different questions:

- NDA: Will the recipient keep this information confidential?
- Consent: Did the person this data belongs to agree to this use of it?

A perfectly drafted NDA answers the first question and says nothing about the second. The individual was never at the table.

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A scenario worth sitting with

Picture a business that provides a service to other companies. To do its job, it receives personal data from those clients: names, phone numbers, identification details, transaction records of the clients' own customers. Before work begins, the client and the service provider sign a thorough NDA. Everyone feels covered.

Now ask what the individuals in that dataset agreed to. They dealt with the client, for a specific purpose. They have probably never heard of the service provider. Nothing they were told covers the provider receiving, storing or analysing their data.

Is the provider bound to secrecy? Yes. Is the processing lawful under the Act? That depends on whether the client had a valid basis to share the data in the first place, whether the provider is acting strictly on the client's instructions, and whether the contract between them says the things the Act expects it to say. The NDA answers none of these questions.

The same pattern shows up everywhere: an employer sharing staff records with a payroll vendor, a platform passing user data to an ad partner, an institution sending student details to an outside service. The sector changes and the gap stays the same.

Why the NDA doesn't fill the gap

There are several reasons, and it helps to separate them.

1.An NDA does not create a lawful basis.

Section 4 says personal data may be processed only for a lawful purpose, meaning either with the Data Principal's consent or for one of the "certain legitimate uses" in Section 7. A confidentiality contract between two companies is not on that list. It is not a ground for processing. At best it is a safeguard placed around processing that is already lawful.

2.The individual is not a party to it.

Under ordinary contract law, only the parties can enforce an agreement. A customer cannot sue on your NDA. If her records leak, her remedies come from the statute: grievance redressal with the Data Fiduciary, and a complaint to the Data Protection Board if that fails. The NDA is irrelevant to her. It also gives you no shield against the Board, because Section 8(1) makes the Data Fiduciary responsible for compliance, including for processing carried out on its behalf by a Data Processor. A private contract does not move that responsibility elsewhere.

3.The NDA is the wrong shape.

NDAs are built around "Confidential Information" and carry familiar carve-outs: information already public, independently developed, or disclosed under legal compulsion. Personal data does not work that way. A phone number that is publicly available may sit outside your NDA's definition, but it can still be personal data that you need a basis to process. The categories do not line up.

4.Requirement of consent under the Act is for far greater purpose

When a Data Fiduciary engages a processor, Section 8(2) requires that it does so under a valid contract. That contract has to do more than promise secrecy. In practice it should deal with purpose limitation, security safeguards, breach notification, control over sub-processors, deletion or return of data when the engagement ends, and cooperation when an individual exercises her rights. A standard NDA covers almost none of that. What you need is a proper data processing agreement. The NDA can sit beside it, but it cannot replace it.

5.Consent has features an NDA cannot copy.

Consent must be tied to a purpose. It must be withdrawable, and the Act says withdrawal should be as easy as giving consent. The notice that goes with it must describe what data is collected, why, and how the person can exercise her rights. An NDA has no counterpart to any of this. It does not know the individual exists, so it cannot honour her choices.

"But we have an NDA and a consent form. sn't that enough ?"

Sometimes, but only if the two match each other. This is where the second layer of mistakes appears.

A company may collect consent for "order processing and related services," then share data with an NDA-bound vendor for behavioural profiling. Two documents exist, and neither covers the activity that is actually happening. The consent was for one purpose and the NDA protects a different one. The space between them is exactly where regulatory risk sits.

The way to close it is to map your data. For every flow of personal data in or out of your organisation, you should be able to answer three questions:

1.What is my basis for this processing?

2.Is the purpose described in the notice wide enough to cover it?

3.What contract governs how the recipient handles the data?

An NDA answers none of the first two and only part of the third.

Where the NDA still earns its place

I don't want to overstate this. NDAs are useful and nobody should stop using them. They protect trade secrets, pricing, source code, strategy and all the commercial information that has nothing to do with personal data. They also support the security side of a data relationship. Section 8(5) expects reasonable security safeguards, and a contractual duty of confidentiality is a sensible layer within that.

The point is narrower. An NDA is a supporting document in a DPDP compliance structure. It should never be the load-bearing wall.

What I'd do this quarter

If you run a business or manage compliance for an organisation that handles personal data, here is a practical starting list:

- Inventory your data flows. List every party that sends you personal data and every party you send it to: clients, payment providers, cloud hosts, analytics tools, marketing agencies, HR and payroll vendors, consultants.
- Work out your role for each flow. Are you the Data Fiduciary deciding why and how the data is used, or a Data Processor acting on someone else's instructions? Your obligations change with the answer.
- Check the basis for each flow. Is it consent, a Section 7 legitimate use, or nothing you can point to? Be honest about that last category.
- Read your notices against your practice. If your notice does not describe a sharing arrangement, your consent does not cover it.
- Replace NDA-only arrangements with data processing agreements wherever personal data is involved. Keep the NDA for commercial secrets.
- Build a withdrawal path. If an individual withdraws consent, can you tell your processors to stop and delete? If that takes a week of emails, fix it before the Board asks.

- Train the people who sign. Procurement and business teams are usually the ones signing NDAs and assuming the job is done. They need to know when a data protection agreement is required instead.

Why this matters commercially

The penalty schedule under the Act is steep. Failure to maintain reasonable security safeguards can attract a penalty of up to ₹250 crore, and there are separate heads for failing to notify a breach and for breaching obligations relating to children's data. Nobody should design a compliance programme around the maximum figure. But investors, enterprise customers and procurement teams increasingly read data protection posture as a signal of how seriously a company is run. "Our clients have signed an NDA" will not survive a serious diligence question.

The short version

An NDA protects the relationship between two companies. Consent protects the person whose data moves between them. One cannot stand in for the other, because they have different signatories, different purposes and different consequences when they fail.

So when a founder asks why an NDA isn't enough, the honest answer is that it was never built to do this job. It protects the business. The Act protects the individual. A compliance programme has to account for both.



Adv. Ashutosh Jain

Legal Team - International
Navodaya Chamber of Commerce

IFRS 18: PRESENTATION AND DISCLOSURE IN FINANCIAL STATEMENTS

A New Dimension in Financial Reporting and Its Implications for Finance Professionals

Abstract

Financial statements are one of the most important means through which a Company communicates its financial performance to investors, lenders, regulators and other stakeholders. However, despite the existence of detailed accounting standards, the manner in which entities present income and expenses and communicate performance measures has historically varied considerably. The International Accounting Standards Board (IASB), with the objective of improving the communication of financial performance, issued IFRS 18, Presentation and Disclosure in Financial Statements, in April 2024.

IFRS 18 replaces IAS 1, Presentation of Financial Statements, and is effective for annual reporting periods beginning on or after 1 January 2027, with earlier application permitted. The Standard introduces two new defined subtotals in the statement of profit or loss, establishes five categories for income and expenses, introduces requirements relating to management-defined performance measures, and strengthens the principles of aggregation and disaggregation. It also brings consequential changes to other Standards, including IAS 7, IAS 8, IAS 33 and IAS 34

The significance of IFRS 18 extends beyond the format of the statement of profit or loss. It may require changes to the chart of accounts, financial systems, management reporting, budgeting processes, investor communications and internal controls. This article discusses the evolution, key provisions, classification mechanics, Management-Defined Performance Measures (MPMs), transition requirements and practical implementation issues, together with a real-world case study of Lufthansa Group and an Indian perspective based on the proposed Ind AS 118.

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Introduction

The statement of profit or loss is generally the first statement that an investor examines to understand the performance of an entity. Revenue growth, operating margin, profit before tax, earnings per share and other performance indicators influence how users assess the financial position and future prospects of a Company. However, companies operating in different industries may present similar economic activities in different ways and may use different subtotals to communicate performance.

Over a period of time, stakeholders have therefore raised concerns about comparability and about the prominence given to management-defined performance measures outside the financial statements. The IASB's Primary Financial Statements project was undertaken against this background. The project ultimately resulted in IFRS 18, which places greater emphasis on the structure of the statement of profit or loss and on the relationship between information presented in the primary financial statements and information disclosed in the notes.

IFRS 18 is therefore not merely a change in the name of IAS 1. It is a change in the way financial performance is communicated. For finance professionals, the more important question is not only what will change in the 2027 financial statements, but also how the accounting records and reporting processes should be prepared today to generate the required information.



IFRS 18 – What Does It Mean?

IFRS 18, Presentation and Disclosure in Financial Statements, was issued by the IASB in April 2024. It sets out overall requirements for the presentation and disclosure of financial statements and replaces IAS 1, Presentation of Financial Statements. The IASB did not reconsider every requirement of IAS 1. Requirements that were retained have been included in IFRS 18, while certain requirements have been transferred to other Standards, including IAS 8 and IFRS 7.

The Standard is effective for annual reporting periods beginning on or after 1 January 2027 and earlier application is permitted. IFRS 18 applies to entities preparing general-purpose financial

statements under IFRS Accounting Standards and requires a complete set of financial statements, including comparative information for the preceding period.

The principal objective is to improve the way entities communicate information in their financial statements, particularly information about financial performance. The IASB has sought to achieve this by introducing defined subtotals, providing greater structure to the classification of income and expenses, regulating certain management-defined performance measures and improving the principles used to aggregate and disaggregate information.

Evolution from IAS 1 to IFRS 18

IAS 1 has been amended several times since the IASB adopted it in 2001. The Standard itself originated from earlier presentation requirements issued by the International Accounting Standards Committee. Over the years, amendments dealt with comprehensive income, current and non-current liabilities, materiality, accounting policy disclosures and other matters.

In December 2014, the Disclosure Initiative amendments to IAS 1 responded to concerns regarding disclosure overload and clarified the use of judgement in presenting and disclosing information. Subsequent amendments addressed the definition of material, classification of liabilities as current or non-current, disclosure of accounting policies and non-current liabilities with covenants.
IFRS 18 represents a more fundamental development because the IASB focused specifically on improving the communication of financial performance. The Standard retains many principles previously contained in IAS 1, while introducing a new architecture for the statement of profit or loss and related disclosures.

Particulars	Position under IFRS 18
Standard issued	April 2024
Effective date	Annual periods beginning on or after 1 January 2027
Early application	Permitted
Replaces	IAS 1 – Presentation of Financial Statements
Main focus	Presentation and disclosure, particularly statement of profit or loss
Key innovations	Five categories, two defined subtotals, MPM disclosures, enhanced aggregation and disaggregation
Indian development	Proposed Ind AS 118 based on IFRS 18; proposed effective date 1 April 2027

Why Is IFRS 18 Important?

The importance of IFRS 18 can be understood from the fact that two entities with similar economic performance may currently report operating performance differently because the existing requirements permit considerable diversity in presentation. One entity may classify a particular income stream within operating income while another may present it as other income. Similarly, companies may use different management-defined subtotals in investor presentations.

IFRS 18 attempts to reduce this diversity without changing the recognition and measurement of transactions. In other words, the Standard generally does not change how an asset, liability, income or expense is measured; it changes how information about those amounts is presented and disclosed.

The Standard is also relevant from a management accounting perspective. Once operating profit becomes a defined subtotal, management reporting, budgeting and performance analysis may increasingly need to understand how internal measures relate to the IFRS 18 categories.

IAS 1 and IFRS 18 – A Practical Comparison

Readers often understand IFRS 18 most clearly when its requirements are viewed against the presentation model under IAS 1. The following comparison is intended as a practical reference; it does not imply that every requirement in IAS 1 has disappeared. Many requirements were retained in IFRS 18, while others were relocated to IAS 8 or IFRS 7.

COMPARISON OF REPORTING STANDARDS: IAS 1 / EXISTING FRAMEWORK VS. IFRS 18

Topic	IAS 1 / Existing Framework	IFRS 18	Practical Implication
Statement of profit or loss	Considerable flexibility in presentation and use of subtotals	Five categories of income and expenses, together with defined subtotals	Greater consistency in the structure of the statement of profit or loss
Operating profit	Not defined as a mandatory IFRS subtotal	Defined operating category and mandatory operating profit or loss subtotal	Companies need a documented classification policy
Profit before financing and income taxes	Not a mandatory IAS 1 subtotal	Mandatory defined subtotal	Creates a common performance measure before financing and tax
MPMs	Non-GAAP measures were subject to existing communication and disclosure requirements but were not governed by a dedicated IFRS 18 note	Qualifying MPMs require specific note disclosure and reconciliation	Greater governance over externally communicated management measures
Aggregation and disaggregation	Materiality and aggregation requirements existed, but were less structured	New principles and specific requirements strengthen aggregation and disaggregation	More discipline over labels such as 'Other' and over combining dissimilar items
Operating expenses	Nature or function presentation	Nature, function or a combination, with specified nature expenses disclosed when function presentation is used	Greater data requirements where expenses are presented by function
Cash-flow statement	Existing IAS 7 indirect-method framework	Consequential amendments make operating profit or loss the starting point for the indirect method	Closer linkage between the income statement and cash-flow statement
Comparatives / transition	Existing IAS 8 retrospective framework	Specific IFRS 18 transition requirements include comparative-period reconciliations	2026 data becomes a major implementation focus for 2027 reporters

Data based on the provided comparison summary



Roles of Primary Financial Statements and Notes

IFRS 18 makes the distinction between the roles of the primary financial statements and the notes more explicit. The primary financial statements provide a structured summary of an entity's recognised assets, liabilities, equity, income, expenses and cash flows. The notes provide material information needed to understand that summary and supplement it with further disaggregated information.

This distinction is important for implementation. IFRS 18 does not require every item of information to be placed on the face of the primary financial statements. Entities need to determine the appropriate level of aggregation in the primary statements and provide material disaggregated information in the notes.



Location of Information

The transition therefore involves not only identifying what information is disclosed, but also considering where that information should be presented. Finance teams should review whether information currently presented in the primary financial statements remains appropriate there, or whether IFRS 18 requires a more structured summary with supporting detail in the notes.

Complete Set of Financial Statements under IFRS 18

IFRS 18 retains the requirement for an entity to present a complete set of financial statements at least annually, with comparative information for the preceding period. The Standard changes the presentation and disclosure architecture, but it does not reduce financial statements to the statement of profit or loss alone. The complete set provides the connected picture that users need to assess financial position, financial performance, cash flows, changes in equity and the explanations behind the reported amounts.

A complete set comprises the following components:

• Statement of financial position — presents the entity's assets, liabilities and equity at the reporting date. It helps users assess liquidity, solvency, capital structure and the resources controlled by the entity.

• Statement of profit or loss and other comprehensive income — reports income and expenses recognised in profit or loss and items of other comprehensive income. Under IFRS 18, the statement of profit or loss receives the most significant structural change, including the five defined categories and the new defined subtotals.

• Statement of changes in equity — explains movements in equity during the period, including profit or loss, other comprehensive income, transactions with owners and other changes in equity.

• Statement of cash flows — explains movements in cash and cash equivalents during the period. Consequential amendments to IAS 7 align important aspects of the cash-flow presentation with the new IFRS 18 performance structure.

• Notes to the financial statements — provide the accounting policies and other explanatory information necessary to understand the primary financial statements. IFRS 18 also strengthens the role of the notes through requirements for management-defined performance measures, specified expenses by nature and improved aggregation and disaggregation.

Comparative information is an integral part of this reporting package. For annual financial statements, the preceding-period comparative amounts are presented, including comparative information in the notes. This is particularly important on transition to IFRS 18 because the first annual financial statements applying the Standard will include restated comparative information for the preceding period.

What IFRS 18 Retains and Reorganises

Although the statement of profit or loss is the central focus of IFRS 18, the Standard sets out overall requirements for presentation and disclosure. The IASB retained a substantial body of requirements from IAS 1 and moved some requirements into IFRS 18, IAS 8 and IFRS 7. Accordingly, implementation should cover the complete financial reporting package rather than the statement of profit or loss alone.

The statement of financial position continues to require appropriate current and non-current classification, subject to the relevant requirements. Other comprehensive income and the statement of changes in equity also remain integral components of the financial statements. These requirements should therefore be included in the implementation assessment alongside the new IFRS 18 requirements.

Aggregation and Disaggregation - A New Emphasis

One of the important features of IFRS 18 is the enhanced guidance on aggregation and disaggregation. Financial statements should not aggregate items in a manner that obscures material information. Similar items should generally be grouped together, while dissimilar items should be presented separately when their characteristics are sufficiently different.

This requirement also has an impact on the use of labels. A broad description such as 'Other' may be inappropriate when it hides material or dissimilar items. The objective is to make the description of a line item sufficiently informative for users to understand what is included in it.

The requirement therefore connects the primary financial statements with the notes. Where a line item contains material information that cannot be communicated adequately on the face of the statement, the notes may need to provide the necessary disaggregation.

Statement of Profit or Loss - The Five Categories

Illustrative Structure of the Statement of Profit or Loss under IFRS 18

The new architecture can be understood as a sequence rather than simply a set of new headings. Income and expenses are first classified into the five IFRS 18 categories; the required subtotals are then derived from those classifications.

STATEMENT OF PROFIT OR LOSS

Operating category

Example: For a manufacturing company, product revenue, employee costs, production costs and depreciation of production assets are operating. A gain on disposal of a production machine would generally remain in operating when it arises from the entity's operations; an unusual or non-recurring item does not become non-operating merely because it is unusual.
Revenue and other operating income
Operating expenses — presented by nature, by function, or using a combination
Other operating income and expenses, including items that are unusual or non-recurring when they meet the operating-category requirements
→ Operating profit or loss

Investing category

Example: For an ordinary manufacturing entity, income and expenses from qualifying investments, specified equity-accounted investments and cash and cash equivalents are generally classified in investing, subject to the detailed IFRS 18 requirements and specified main business activity rules.

Income and expenses from investments and other assets that generate returns individually and largely independently of the entity's other resources, subject to the detailed requirements and specified main business activity rules
→ Profit or loss before financing and income taxes (subject to paragraph 73)

Financing category

Example: Interest expense on a bank borrowing raised to finance the business is financing. Interest and the effects of changes in interest rates on specified other liabilities, such as lease liabilities, are also assessed under the financing-category requirements.

Income and expenses arising from liabilities and other financing-related items as specified by IFRS 18

Income taxes

Example: Current and deferred income tax expense recognised under IAS 12 is presented in the income taxes category. A statutory levy that is outside IAS 12 is not automatically an income-tax item and requires separate classification analysis.
Income tax expense or income

Discontinued operations

Example: When a disposed or held-for-sale component qualifies as a discontinued operation under IFRS 5, its income and expenses are presented separately from continuing operations.

Results of discontinued operations presented separately in accordance with the applicable requirements
→ Profit or loss for the period
This structure is important because the two defined subtotals are not management-defined measures. Operating profit and profit or loss before financing and income taxes are IFRS-defined subtotals and provide a common reference point for users. Management may continue to communicate adjusted operating profit, EBITDA or other measures, but those measures need to be considered separately under the MPM requirements where they meet the definition.

The practical implication is that the new statement should be read from the classification logic upward: first understand where income and expenses have been classified, then understand how those classifications produce operating profit and the subsequent defined subtotal. This is particularly important when comparing entities with different business models or specified main business activities.

Perhaps the most significant change introduced by IFRS 18 is the classification of income and expenses in the statement of profit or loss into five categories: operating, investing, financing, income taxes and discontinued operations.



Category	Broad description
Operating	Residual category containing income and expenses not classified in the other categories, subject to the detailed requirements.
Investing	Income and expenses from specified assets and activities that generate returns largely independently of the entity's other resources, subject to the specified main business activity rules.
Financing	Income and expenses arising from specified financing liabilities and certain related effects on other liabilities.
Income taxes	Income tax expense or income and related amounts within the scope of IAS 12.
Discontinued operations	Income and expenses relating to discontinued operations in accordance with

The classification is important because it is the classification of the individual income and expense items that determines the new subtotals. Accordingly, a finance team cannot arrive at operating profit simply by starting with an existing management-defined operating profit and adjusting it. The underlying transactions need to be considered.

These five categories then lead into the defined subtotals required by IFRS 18. Operating profit or loss is the total of the operating category, while profit or loss before financing and income taxes is the total of operating profit or loss plus all income and expenses classified in the investing category, subject to the specific requirements and exception in paragraph 73.

Operating Category – Why 'Unusual' Does Not Mean 'Non-operating'

Operating profit under IFRS 18 should not be interpreted as a measure of recurring or normal profit. The operating category is, broadly, the residual category after applying the requirements for investing, financing, income taxes and discontinued operations.

Consequently, a restructuring expense, impairment loss, acquisition-related expense or gain on disposal of property, plant and equipment does not automatically move outside operating profit merely because management regards it as unusual or non-recurring.

This is an important change in thinking for companies that have historically presented adjusted operating profit as a key performance measure. The IFRS-defined operating profit and an adjusted operating profit used by management may be different measures.

Investing Category

The investing category generally includes income and expenses from investments in associates and joint ventures accounted for using the equity method, certain investments, cash and cash equivalents, and other assets that generate returns individually and largely independently of the entity's other resources, subject to the detailed requirements.

For an entity without a specified main business activity that changes the classification, income and expenses from cash and cash equivalents are classified in the investing category. Accordingly, interest income on a bank deposit that qualifies as cash and cash equivalents is classified in investing. A bank deposit does not, by itself, establish that the balance is a cash equivalent; the IAS 7 definition of cash and cash equivalents must first be satisfied. The specified main business activity requirements can change the classification for particular entities.

Financing Category

IFRS 18 provides a structured approach to identifying financing income and expenses. Interest expense on borrowings will generally be classified within financing. Certain interest expenses and income relating to other liabilities are classified according to the specific requirements of the Standard.

The distinction is particularly relevant for entities with lease liabilities, provisions and other liabilities containing a significant financing component or discounting effect. The accounting system therefore needs to distinguish the nature of the liability and the relevant interest or discount effect rather than relying solely on a generic 'finance cost' account.

The Two Financing Liability Tests

IFRS 18 requires an entity to distinguish between two types of liabilities when determining what belongs in the financing category. The first comprises liabilities arising from transactions that involve only the raising of finance, such as typical bank borrowings and issued debt. For these liabilities, income and expenses arising from their initial and subsequent measurement, including directly attributable

transaction costs, are classified in financing, subject to the Standard's exceptions.

The second comprises liabilities arising from transactions that do not involve only the raising of finance. For these liabilities, IFRS 18 generally classifies interest income or expense and income or expenses arising from changes in interest rates in the financing category, but only when those amounts are identified for applying other IFRS requirements. This distinction is particularly relevant for lease liabilities, defined-benefit obligations and certain provisions or other discounted liabilities.

The classification of the underlying liability therefore matters. A generic 'finance cost' account may not contain enough information to apply IFRS 18 consistently, particularly where one liability gives rise to both financing-related and operating-related amounts.

Specified Main Business Activities - An Important Exception

One of the more important and technically challenging aspects of IFRS 18 is the concept of a specified main business activity. An entity may have investing in particular types of assets or providing financing to customers as a main business activity. In such circumstances, income and expenses that might otherwise be classified as investing or financing may be classified in the operating category.

The assessment is based on facts and circumstances and should not be treated as a simple accounting policy election. Evidence may include how management evaluates the business, the importance of the activity to the entity, the information used in decision-making and the manner in which the entity communicates its performance.

This provision is particularly relevant for banks, insurers, investment businesses, real estate businesses, finance companies and other entities where investing or financing is central to the business model.

Foreign Exchange Differences, Derivatives and Hedging

Another area that may require considerable judgement is the classification of foreign exchange differences and derivative results. IFRS 18 includes requirements that can require the result to follow the category of the underlying transaction or exposure.

For example, an exchange difference arising on an operating receivable may be classified differently from an exchange difference arising on a financing liability. Similarly, the result of a derivative or hedging relationship cannot always be classified solely by reference to the derivative instrument itself; the underlying exposure and the applicable IFRS 18 requirements need to be considered.

From a system perspective, this means that a single foreign exchange or derivative GL account may not provide sufficient information. Transaction-level tagging, subledger information or a consolidation-layer mapping may be necessary.

Areas Requiring Particular Judgement: Tax-Related Interest and Non-Derivative Financial Instruments

Some of the most difficult implementation questions arise where an amount looks like financing or investing income or expense in isolation but is linked to another underlying transaction or liability. IFRS 18 therefore requires finance teams to look beyond the label attached to an account and consider the characteristics of the underlying asset, liability, transaction and the applicable classification requirements.

Tax-related interest and penalties, for example, should not be treated as ordinary financing costs merely because the word 'interest' appears in the description. The classification analysis needs to consider the relevant IFRS 18 requirements and the nature of the underlying tax balance. Similar care is required for interest and other changes arising from provisions, lease liabilities and other non-derivative financial liabilities.

Lease-related amounts are another practical area requiring judgement. Finance teams should separately assess the components of lease accounting rather than assuming that every amount associated with a lease belongs to one broad financing bucket. The accounting conclusion should be documented in the entity's IFRS 18 classification policy and applied consistently.

The practical lesson is important: IFRS 18 implementation cannot be completed by simply mapping existing IAS 1 captions to new headings. Finance teams will need a documented classification decision tree for recurring and unusual transactions, particularly where a single economic arrangement produces several income or expense components.

Offsetting

IFRS 18 reinforces the principle that assets and liabilities, and income and expenses, should not be offset unless an IFRS Accounting Standard requires or permits such presentation. This is relevant when reviewing reporting lines because net presentation can obscure the underlying nature and magnitude of transactions.

Two New Defined Subtotals

IFRS 18 requires two new defined subtotals in the statement of profit or loss. These are operating profit or loss and profit or loss before financing and income taxes.

Defined subtotal	Significance
Operating profit or loss	Provides a defined starting point for understanding operating performance.
Profit or loss before financing and income taxes	Provides a consistent subtotal before financing effects and income taxes, subject to the specific exception in paragraph 73.

A qualification applies to the second subtotal. Paragraph 73 provides that an entity using the specified accounting policy for certain liabilities that do not relate to providing financing to customers may not present 'profit or loss before financing and income taxes' in the prescribed form. In that circumstance, the entity considers whether an additional subtotal is necessary to provide a useful structured summary and must label it faithfully.

The introduction of these subtotals is expected to improve comparability because companies reporting under IFRS will no longer be able to create completely different structures around the most important stages of the profit calculation.

Presentation of Operating Expenses - Nature versus Function

Companies may present operating expenses using the nature of expenses, the function of expenses, or a combination, depending on which provides the most useful structured summary of those expenses.
A nature-based presentation may show employee benefits, depreciation, amortisation, raw materials and other expenses. A function-based presentation may show cost of sales, selling and distribution expenses, administrative expenses and similar functional groupings.
Where an entity presents one or more operating expense line items by function, paragraph 83 requires a single note containing specified nature-based information. The note includes totals for depreciation, amortisation, employee benefits, impairment losses and reversals within IAS 36, and write-downs and reversals of write-downs of inventories. For each of those totals, the entity also discloses the amount relating to each operating-category line item and identifies any line items outside the operating category that contain amounts relating to the total. This requirement is significant because a Company using a function-based presentation must retain sufficient underlying information to produce the required nature-based disclosure.

The 2026 IFRS Interpretations Committee discussion also clarified that paragraph 83 is not limited to the ordinary operating-expense line items in paragraph 75(a)(ii). It can apply when any operating-category line item comprising expenses classified by function is presented, including relevant expenses under paragraphs 75(b)–(c). This is particularly relevant to entities applying IFRS 17 or IFRS 9 where function-based presentation may arise.
For finance teams, this is not simply a disclosure issue. It can affect the chart of accounts, cost centre structures, ERP reporting and consolidation processes.

Management-Defined Performance Measures - Bringing Management's Measures into the Notes

Management-defined performance measures, commonly referred to as MPMs, are another important development under IFRS 18. An MPM is a subtotal of income and expenses that an entity uses in public communications outside the financial statements to communicate management's view of an aspect of the financial performance of the entity as a whole, and which is not specifically required or defined by IFRS Accounting Standards.

Paragraph 118 is particularly important in practice. It excludes specified subtotals from the MPM definition, so the identification exercise is not simply a search for every non-GAAP measure used by management.

Therefore, not every non-GAAP measure becomes an MPM. The definition needs to be considered carefully. A measure such as free cash flow or a customer-related operating KPI is not automatically an MPM because it is not a subtotal of income and expenses.

Common measures that may fall within the MPM requirements, depending on how they are constructed and communicated, include adjusted operating profit, adjusted EBIT and adjusted EBITDA. However, paragraph 118 specifically excludes certain subtotals from the MPM definition, including operating profit or loss before depreciation, amortisation and impairments within the scope of IAS 36 (often referred to as OPDAI). Accordingly, a measure should not be labelled an MPM merely because it resembles EBITDA. If management adjusts an otherwise excluded subtotal further—for example, by removing restructuring costs or other management-defined items—the resulting subtotal may meet the MPM definition if the paragraph 117 criteria are satisfied.

The three-part assessment can be summarised as follows:
1.The measure is a subtotal of income and expenses.
2.The measure is used in public communications outside the financial statements.

3.The measure communicates management's view of an aspect of the entity's financial performance as a whole and is not specifically required or defined by IFRS Accounting Standards and is not otherwise excluded by paragraph 118.

Why Management Considers the MPM Useful

An MPM disclosure should explain the aspect of financial performance that the measure communicates and why management considers it useful. The measure should also be clearly labelled and described so users understand its purpose and relationship to IFRS-defined subtotals.

IFRS 18 does not prescribe a single formula for an MPM. Rather, it establishes greater transparency around the measure, its calculation, reconciliation and explanation. The objective is not to standardise every management-defined measure, but to make its basis, usefulness and relationship to IFRS-defined performance transparent.

Once a measure qualifies as an MPM, the entity is required to provide the relevant information in a single note. The disclosures include a reconciliation between the MPM and the most directly comparable IFRS-defined subtotal, together with the required information about tax and non-controlling interests for the reconciling items.

Where management changes the composition or calculation of an MPM, the entity needs to explain the change and provide the required comparative information. This makes MPM governance an important responsibility not only for accounting teams but also for investor relations, FP&A, finance leadership and corporate communications.

Measure	Likely treatment under IFRS 18
Adjusted Operating Profit	Potential MPM if the definition is met.
Adjusted EBITDA	Potential MPM if it is a subtotal of income and expenses, is publicly communicated, communicates management's view of financial performance as a whole, and is not excluded by paragraph 118.
Underlying / Core Earnings	Potential MPM depending on its construction and public use.
Free Cash Flow	Outside the current MPM definition because it is a cash-flow measure rather than a subtotal of income and expenses; this could change only if IFRS 18 is amended.
Same-store sales / ARPU	Operational measures rather than MPMs.
Loan-to-deposit ratio	Operational / industry metric rather than MPM.

Changes to the Statement of Cash Flows

IFRS 18 is not confined to the statement of profit or loss. Consequential amendments to IAS 7 require entities using the indirect method to start the operating cash flow calculation from operating profit or loss.

This is significant because many entities historically begin their indirect cash flow reconciliation from profit before tax and then adjust for non-cash items and other classifications. Under the amended requirements, the starting point becomes the IFRS 18-defined operating profit or loss.

The consequential amendments also remove several classification choices for interest and dividends. For entities without specified main business activities, interest paid and dividends paid are generally financing cash flows, while interest received and dividends received are generally investing cash flows. Entities with specified main business activities have additional requirements for classifying these cash flows. Consequently, cash flow reporting should be considered as part of the IFRS 18 implementation rather than as a separate project.

Consequential Amendments to Other Standards

IFRS 18 has resulted in consequential amendments to other IFRS Accounting Standards. IAS 8 has been amended because certain presentation-related requirements previously located in IAS 1 have been transferred. IFRS 7 also contains consequential changes.

IAS 33 has been amended in relation to additional earnings per share measures, while IAS 34 has been amended so that interim financial reporting reflects the new requirements. Therefore, entities should assess the annual and interim reporting implications together.

Transition to IFRS 18 – The Comparative Year Is Critical

IFRS 18 is applied retrospectively in accordance with IAS 8, subject to the specific transition requirements in Appendix C. This means that the first annual financial statements applying IFRS 18 will contain comparative information prepared on the IFRS 18 basis.

For a calendar-year entity applying IFRS 18 from 1 January 2027, the 2026 comparative year therefore becomes particularly important. The Company must be able to restate its 2026 statement of profit or loss under IFRS 18 and provide the required reconciliation of each line item between the previously presented IAS 1 amount and the restated IFRS 18 amount.

This requirement changes the implementation timetable. Waiting until the 2027 close is not a practical approach. Companies need to use 2026 to collect the information necessary to produce the comparative numbers.

Period	Suggested activity
2026	Perform classification analysis and collect transaction-level data.
2026 year-end	Prepare IFRS 18 comparative P&L and reconciliation.
Q1 2027	Produce the first interim reporting package under IFRS 18.
2027 annual report	Present IFRS 18 financial statements with comparative information and required disclosures.

Comparative Case Study - Lufthansa Group

A practical way of understanding IFRS 18 is to examine a listed entity that has already disclosed how it is preparing for the new Standard. Lufthansa Group is a useful example because its 2025 Annual Report describes the Group's IFRS 18 implementation work while the Group continues, for the time being, to report under the existing requirements.

The distinction is important. As at September 2026, Lufthansa had not yet published a full annual financial statement prepared after mandatory IFRS 18 adoption. Therefore, a 'post-IFRS 18' comparison cannot honestly be presented as an actual reported 2027 result. The comparison below instead uses the Group's 2025 reported information as the pre-adoption position and Lufthansa's disclosed IFRS 18 classification analysis as an illustration of the expected reporting model. The latter should not be presented as audited post-adoption results.

In its 2025 Annual Report, Lufthansa reported total revenue of €39,597 million, operating income of €42,659 million, operating expenses of €40,890 million, EBIT of €2,030 million and Adjusted EBIT of €1,960 million. The Group also reported Adjusted EBITDA of €4,329 million. These figures illustrate the existing reporting architecture and the importance of management-defined performance measures in communicating performance.

Lufthansa Group – 2025	Reported before IFRS 18 adoption
Total revenue	€39,597m
Total operating income	€42,659m
Operating expenses	€40,890m
Profit/loss from operating activities	€1,769m
Result from equity investments	€261m
EBIT	€2,030m
Adjusted EBIT	€1,960m
Adjusted EBITDA	Potential MPM if it is a subtotal of income and expenses, is publicly communicated, communicates management's view of financial performance as a whole, and is not excluded by paragraph 118.
Net profit	€1,339m

The Group's existing reconciliation of Adjusted EBIT is also informative. Adjusted EBIT of €1,960 million was derived from EBIT of €2,030 million after adjustments totalling €70 million. The adjustments included book gains, reversals of provisions, impairment losses and restructuring-related items. This shows how a management performance measure can coexist with an IFRS-based subtotal before IFRS 18.

Lufthansa's IFRS 18 analysis identified several presentation effects. The Group disclosed that it had analysed the potential effects of IFRS 18 and had structurally prepared new accounts so that the necessary data could be collected from 2026. It concluded that it did not have a specified main business activity under IFRS 18. It also identified classification changes relating, among other matters, to foreign exchange differences on intra-Group loans, ineffective hedging transactions and interest income and expenses connected with tax items.

Area	Before IFRS 18 – Disclosed 2025 Position	IFRS 18 Reporting Model – Based on Lufthansa's Disclosed Assessment
Primary performance architecture	Operating income/operating expenses, operating result, EBIT and management measures.	Five-category P&L with defined operating profit and profit before financing and income taxes.
Adjusted EBIT	Management performance measure reconciled to EBIT.	Requires assessment as a management-defined performance measure (MPM) and, if it qualifies, a single-note IFRS 18 disclosure and reconciliation.
FX on intra-Group loans	Included in the financial-result architecture under the existing presentation.	Lufthansa expects relevant foreign exchange differences to be presented in operating areas.
Ineffective hedging results	Financial-result presentation under the existing approach.	Lufthansa expects relevant amounts to move into operating result.
Tax-related interest	Financial-result presentation under the existing approach.	Lufthansa expects relevant amounts to be included in operating result.
Specified main business activity	Existing business model assessed under the current presentation.	Lufthansa concluded that it did not have a specified main business activity under IFRS 18.
Data architecture	Existing accounts supported current reporting.	New accounts prepared so that data required by IFRS 18 can be collected from 2026.

The case demonstrates that the effect of IFRS 18 is not necessarily a change in the underlying economics of a transaction. Instead, the same economic event may appear in a different category or subtotal. This distinction will be important when management explains movements in operating profit to investors after adoption.

*Note: This case study above is purely illustrative in nature and may not reflect the actual financial figures of the entity.

MPM Implications - Lufthansa Group

The Lufthansa example also illustrates why MPMs are central to IFRS 18. The Group has long used Adjusted EBIT and Adjusted EBITDA as important performance indicators. In 2025, Adjusted EBIT was €1,960 million compared with EBIT of €2,030 million, while Adjusted EBITDA was €4,329 million.

Under IFRS 18, the question is no longer simply whether management regards a measure as useful. The entity must assess whether the measure meets the definition of an MPM. The measure must be a subtotal of income and expenses, used in public communications outside the financial statements, used to communicate management's view of an aspect of the financial performance of the entity as a whole, and not be specifically required or defined by IFRS Accounting Standards or otherwise excluded by paragraph 118.

Accordingly, Lufthansa's Adjusted EBIT is a strong candidate for MPM assessment because it is a subtotal of income and expenses, is publicly communicated and is not an IFRS-defined subtotal. The final conclusion remains an accounting assessment to be made by the entity under IFRS 18.

Measure used by Lufthansa	Nature of measure	IFRS 18 assessment
Adjusted EBIT	Adjusted financial subtotal	Likely candidate for MPM assessment; final classification depends on applying paragraph 117 and paragraph 118.
Adjusted EBITDA	Adjusted financial subtotal	Potential MPM if it is a subtotal of income and expenses, is publicly communicated, communicates management's view of financial performance as a whole, and is not excluded by paragraph 118.
Adjusted EBIT margin	Ratio derived from a performance measure	Likely candidate for MPM assessment; final classification depends on the definition and exclusions.
Passenger load factor	Operational airline KPI	Generally outside MPM definition because it is not a subtotal of income and expenses.
Available seat-kilometres	Industry operating KPI	Outside MPM definition.
Adjusted Net Debt / Adjusted EBITDA	Financial ratio	Not itself a subtotal of income and expenses; it is a ratio and therefore not an MPM under the definition.

This distinction is useful because companies frequently use a combination of financial and operational measures in their annual reports. IFRS 18 brings a specific class of financial measures into the notes, but it does not create a general accounting standard for every KPI used by management.

Illustrative MPM Note - Lufthansa Group

The existing Lufthansa reconciliation is a useful illustration of the type of information that management already tracks. However, a post-IFRS 18 MPM note will need to be connected to the most directly comparable IFRS-defined subtotal under the new presentation.

For example, if Adjusted EBIT qualifies as an MPM after adoption, the future note could conceptually contain the following structure. The figures below are not a forecast of Lufthansa's 2027 results; they are an illustrative format using the 2025 amounts only to demonstrate the disclosure mechanics.

Illustrative MPM reconciliation	€m – illustrative only
IFRS-defined comparable subtotal – operating profit	To be determined on IFRS 18 basis
Less: book gains / other excluded items	To be determined
Less / add: restructuring and other qualifying adjustments	To be determined
Less / add: impairment and other qualifying adjustments	To be determined
Adjusted EBIT – MPM	Illustrative management-defined measure

For each reconciling item, IFRS 18 also requires information about the related tax effects and non-controlling interest effects, as applicable, together with the explanation of how the tax effect was calculated. The MPM disclosures are presented in a single note. If management changes the calculation or composition of an MPM, the entity must explain the change and provide the required comparative information.

This is an important conceptual change. Once a measure meets the IFRS 18 definition of an MPM, the required reconciliation and related information become part of the financial statement disclosures and are therefore subject to the financial statement audit. The MPM itself remains a management-defined measure; IFRS 18 does not convert it into an IFRS-defined performance subtotal.

Indian Perspective - Proposed Ind AS 118

India follows Ind AS, which is based on IFRS Accounting Standards with certain Indian modifications. Following the issuance of IFRS 18, an Exposure Draft of Ind AS 118, Presentation and Disclosure in Financial Statements issued on 6 January 2025.

The Exposure Draft has been formulated on the basis of IFRS 18 and proposes an effective date for annual reporting periods beginning on or after 1 April 2027. The Indian position should continue to be described as proposed unless and until the final Ind AS 118 requirements are notified by the Government of India. This distinction is important because Ind AS can contain Indian-specific modifications to IFRS requirements.

For Indian listed companies, the implementation question is particularly relevant because financial statements are also prepared within the framework of the Companies Act, 2013, SEBI requirements and Schedule III presentation requirements. Companies should therefore monitor the final Ind AS 118 requirements and any consequential amendments or regulatory guidance before finalising their implementation approach.

The Indian finance function should also consider the interaction between the proposed Ind AS 118 and existing Ind AS requirements, particularly Ind AS 7, Ind AS 8, Ind AS 33 and Ind AS 34.

Stage	Key activities
Impact assessment	Map existing P&L items to the IFRS 18 categories and identify major differences.
Accounting policy	Document classification judgements, SMBA assessment and expense presentation.
Data and systems	Modify chart of accounts, subledgers, consolidation mappings and reporting tools.
MPM assessment	Inventory public performance measures and determine which qualify as MPMs.
2026 dry run	Generate comparative IFRS 18 information from actual transactions.
Governance	Review significant judgements with senior management, Audit Committee and auditors.
2027 go-live	Produce annual and interim financial statements under IFRS 18.

Major Challenges Expected During Implementation

The extent of the impact will vary from Company to Company. An entity with a straightforward manufacturing business may face relatively limited classification complexity compared with a diversified financial services group. Nevertheless, certain challenges are common.

- Chart of accounts: historical accounts may not capture the attributes required for IFRS 18 classification.
- Foreign exchange and derivatives: classification may require information about the underlying transaction or exposure.
- Specified main business activities: the assessment can require significant judgement and documentation.
- Operating expenses: function-based reporting creates a need for reliable nature-based data.
- MPMs: public communications may contain more performance measures than the finance team initially realises.
- Comparatives: the 2026 comparative cannot be reconstructed reliably if the necessary source data has not been retained.

These challenges suggest that the implementation should be led jointly by technical accounting and finance transformation teams rather than by financial reporting alone.

IFRS 18 and Corporate Governance

Financial reporting is closely connected with corporate governance because financial information forms an important part of the accountability relationship between management, the Board and stakeholders. IFRS 18 can strengthen this relationship by creating more consistent presentation of operating performance and by requiring greater transparency over management-defined performance measures.

The Audit Committee should understand the significant classification judgements, the basis for any specified main business activity conclusion, the reconciliation of MPMs and the controls established around comparative restatement.

Investor Relations and finance teams should also coordinate closely. A Company should be able to explain why operating profit or other subtotals change under IFRS 18 without giving the impression that the underlying economic performance has changed merely because presentation has changed.

Notes to the Financial Statements – Structure and Material Information

IFRS 18 requires notes to be structured in a manner that provides useful information and avoids obscuring material information. The Standard therefore continues the broader principle that financial statements should contain material information and that immaterial information should not be allowed to obscure information that is material.

This principle is particularly relevant to the interaction between the primary financial statements and the notes. A line item on the face of the statement may be sufficiently informative on its own in one circumstance but may require disaggregation in another. The judgement should be driven by whether the resulting presentation provides material information to users.

The requirement also means that the implementation project should involve the financial reporting and disclosure teams, rather than focusing exclusively on the general ledger and statement of profit or loss.

Interim Financial Reporting – An Important Consequence

IFRS 18 does not apply in its entirety to condensed interim financial statements prepared under IAS 34, but the transition provisions contain specific requirements. In the first year of application, an entity applying IAS 34 must present in its condensed interim financial statements the headings it expects to use under IFRS 18 and the subtotals required by paragraphs 69–74. It must also provide the specified comparative reconciliations for each line item presented in the statement of profit or loss. This distinction is important for listed entities because the first year of adoption will affect not only the annual report but also interim reporting during 2027. An entity therefore needs to consider the quarterly reporting calendar when designing its transition

project. If the systems are capable of producing the annual IFRS 18 information but cannot produce the required information for the first quarter, the implementation will still be incomplete.

Transition - What Exactly Needs to Be Reconciled?

Appendix C to IFRS 18 contains specific transition requirements. On initial application, the entity applies IFRS 18 retrospectively in accordance with IAS 8, subject to the transition provisions in the Standard.

A particularly important requirement is the reconciliation for comparative periods. The entity presents reconciliations between the restated amounts applying IFRS 18 and the amounts previously presented applying IAS 1. For a calendar-year entity adopting IFRS 18 from 1 January 2027, this makes the 2026 comparative period a critical implementation year.

The practical implication is that the 2026 ledger and reporting process should be capable of generating both the historical IAS 1 presentation and the IFRS 18 classification required for the comparative reconciliation. A retrospective exercise carried out only after the 2026 books are closed may be difficult if the underlying transaction-level information has not been retained. th

Requirement	Details
Transition requirement	Practical implication
Practical implication	Retrospective application
Retrospective application	Classification analysis needs to be documented before first adoption.
2026 comparative restatement	2026 becomes the principal dry-run year for a calendar-year entity.
Line-by-line reconciliation	Mapping should be sufficiently detailed to explain movement between old and new presentation.
Interim reporting	2027 interim reporting needs to be considered from the outset.
Controls and audit trail	Each significant classification should have an identifiable accounting rationale and supporting data.

Beyond MPMs: Could Industry Performance Measures Be the Next Evolution of IFRS 18?

IFRS 18 addresses an important part of the performance-reporting problem by bringing certain management-defined financial subtotals into the financial statement notes. However, modern investors also use industry-specific operating measures that are not subtotals of income and expenses and therefore fall outside the MPM definition.

For an airline, passenger load factor, available seat-kilometres and revenue passenger-kilometres can be important indicators of operating performance. A bank may communicate net interest margin, cost-to-income ratio and loan-to-deposit ratio. A retailer may use same-store sales and sales per square foot, while a hotel may use occupancy, average daily rate and RevPAR. These measures may provide significant context for the financial statements even though they are not MPMs.

Industry	Examples of Industry Performance Measures (IPMs)
Airlines	Passenger load factor, RPK, ASK, yield, cost per ASK
Banking	Net interest margin, cost-to-income ratio, loan-to-deposit ratio
Insurance	Combined ratio, loss ratio, expense ratio
Retail	Same-store sales, sales per square foot, average transaction value
Telecommunications	ARPU, churn, subscriber acquisition cost
Hotels	Occupancy, ADR, RevPAR
Asset management	Assets under management, net flows, fee yield

The following discussion is a proposal for future development, not an existing IFRS requirement. One possible next stage of financial reporting could be a framework for Industry Performance Measures (IPMs), under which commonly used industry measures are defined consistently and disclosed with sufficient context to make them comparable.

Such a framework could potentially address five issues: a standard industry definition, a calculation methodology, minimum disclosure requirements, period-to-period comparatives and a clear explanation of the relationship between the IPM and the financial statements. The objective would not necessarily be to mandate every industry KPI, but to improve consistency where an industry measure has become sufficiently important to users.

For example, the aviation industry uses the passenger load factor widely. If different companies use materially different definitions or denominator conventions, the apparent comparability of the metric may be reduced. A future IPM framework could establish a common definition while still allowing entities to provide additional company-specific information.

This could represent a logical conceptual extension of IFRS 18, rather than a requirement of the current Standard: MPMs address management-defined financial subtotals, while a future IPM framework could address industry-defined operating measures. The two concepts would remain distinct. MPMs are rooted in the entity's management view of financial performance; any future IPM framework would be rooted in consistent industry definitions.

Such development would, however, require careful consideration. Industry measures differ significantly in economic relevance, data availability and business-model applicability. Excessive standardisation could also reduce management's ability to explain company-specific performance. Therefore, IPMs may be more appropriate as a future research or standard-setting topic than as an immediate mandatory disclosure requirement.

How IFRS 18 Changes the Information Available to Users

The significance of IFRS 18 ultimately lies in how users interpret the information, not simply in how companies rearrange their financial statements. A more structured statement of profit or loss, clearer disaggregation and greater transparency around management-defined performance measures can change the starting point from which different users analyse a company.

Investors and equity analysts

For equity investors, the defined operating profit subtotal provides a common reference point for assessing operating performance. It does not remove the need for judgement: investors will still need to distinguish recurring performance from unusual items and understand the economics of the business. However, the combination of a defined subtotal and an MPM reconciliation can make the difference between reported IFRS performance and management's preferred measure more visible.

Finance providers and lenders

For lenders and other finance providers, the clearer separation between operating, investing and financing effects can assist analysis of operating cash generation, leverage and debt-servicing capacity. It may also reduce the need to reconstruct an entity's operating performance from differently labelled subtotals. The usefulness will depend on the entity's business model and the specific terms of its financing arrangements.

Venture capital and private equity investors

For venture capital and private equity investors, the value of IFRS 18 may be most apparent during financial due diligence. Investment decisions often require a bridge from reported results to a normalised view of performance. IFRS 18 does not prescribe what should be treated as a normalised item, but the MPM framework can provide greater visibility into the adjustments management itself uses when communicating performance. This can make the starting point for diligence more transparent while leaving the investor to perform its own assessment.

Valuers and valuation professionals

The valuation profession may also see a change in the way financial statement information is used. IFRS 18 does not mechanically change enterprise value, equity value or valuation multiples. Its potential effect is more fundamental: it can change the quality and consistency of the information from which valuation assumptions are developed.

First, valuation professionals may have a more consistent starting point for analysing operating performance across listed peers. A defined operating profit subtotal can reduce some of the differences created by voluntary presentation practices under IAS 1. This does not eliminate the need to understand business-model differences, specified main business activities or accounting policies, but it can make the initial comparison more disciplined.

Second, normalised earnings analysis may become more transparent. A restructuring charge, impairment or disposal gain may remain within IFRS 18 operating profit even when management regards it as non-recurring. A valuer therefore cannot simply equate IFRS 18 operating profit with recurring operating earnings. Instead, the task becomes to understand which adjustments are supported by the facts and which are management-defined. The MPM reconciliation can provide useful evidence in that assessment.

Third, forecasting models may be affected. Where analysts historically started with different company-specific operating subtotals, the IFRS 18 operating profit subtotal provides a more consistent reference point. Valuers may increasingly use the IFRS-defined subtotal as a starting point and then make explicit, separately documented adjustments for forecasting purposes.

Fourth, peer-multiple analysis may become more comparable, although not automatically comparable. EV/EBIT and related measures will still depend on the exact numerator and denominator

used, and valuation professionals will need to examine whether the underlying accounting and business models are sufficiently similar. IFRS 18 improves the reporting framework; it does not remove professional judgement.

The broader implication is a possible shift in valuation practice from simply 'adjusting the accounts' towards explaining and evidencing the adjustments. IFRS 18 does not eliminate valuation adjustments. Rather, it makes the reported starting point and certain management adjustments more visible. Over time, this could strengthen the audit trail between reported performance, normalised earnings, forecasts and the valuation conclusion.
A useful way to view the relationship is therefore:
IFRS-defined performance → Management-defined adjustments → Valuation normalisation → Forecast cash flows → Valuation conclusion
The first two stages become more transparent under IFRS 18, but the final valuation judgement remains the responsibility of the analyst or valuation professional.

IFRS 18 Implementation Developments and Ongoing Questions

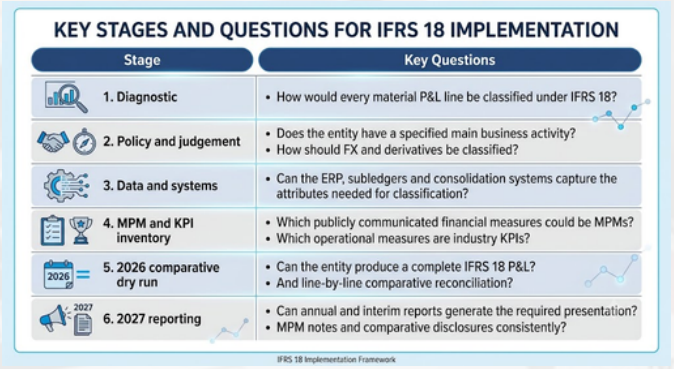
The technical discussion around IFRS 18 has not ended with the publication of the Standard. During June 2026, the IFRS Interpretations Committee considered several IFRS 18 implementation questions, including management-defined performance measures and public communications, classification of income and expenses from cash and cash equivalents, specified main business activities, labels of subtotals and presentation of operating expenses.

Among the MPM questions considered were whether a measure containing hypothetical income and expenses can meet the MPM definition and whether presentations made confidentially to a small number of identifiable shareholders or potential investors constitute public communications. The Committee's tentative conclusions were that the principles and requirements in IFRS 18 provide an adequate basis for entities to make the relevant assessments.

These developments demonstrate that the adoption project should include an ongoing technical monitoring process. Companies should not freeze their IFRS 18 policies too early where implementation questions remain subject to the IASB and IFRS Interpretations Committee's due process.

A Practical Roadmap for Finance Leaders – From Compliance to Reporting Transformation

The implementation programme should therefore be broader than a technical accounting checklist. A practical roadmap can be organised into six stages.



The most useful control for many entities may be an IFRS 18 classification matrix. Each significant income and expense type can be mapped to the relevant category, the supporting paragraph of IFRS 18, the system source, the responsible owner and any judgement involved. Such a matrix can then become part of the accounting policy and internal control documentation.

With the mandatory effective date approaching, the implementation question for finance leaders is no longer whether IFRS 18 will affect reporting, but whether the organisation can produce reliable comparative information and disclosures from its existing systems and processes.

Phase 1 - Diagnostic and gap assessment

- Map significant income and expense streams to the IFRS 18 categories.
- Assess specified main business activities and document the accounting conclusions.
- Review FX, derivatives, hedging, lease and tax-related balances for classification implications.
- Inventory all externally communicated non-GAAP measures and identify candidate MPMs.
- Identify gaps in the chart of accounts, consolidation mappings and source data.

Phase 2 - 2026 comparative readiness

- Capture the information needed to support the 2026 comparative presentation.
- Finalise classification policies and transaction-level or account-level mapping rules where necessary.
- Build controlled MPM calculation and reconciliation processes, including tax and NCI effects where required.

- Test nature-based expense information where the entity presents expenses by function.
- Establish governance between Accounting, FP&A, Treasury, Tax, IT and Investor Relations.
- Discuss significant judgements and expected presentation changes with the auditors and Audit Committee.

Phase 3 - 2027 adoption

- Produce IFRS 18-compliant interim and annual financial statements.
- Complete required comparative information and reconciliations.
- Review MPM disclosures and consistency with public communications.
- Explain significant presentation changes to investors and other stakeholders.
- Capture implementation issues and update accounting policies and controls as practice develops.

Conclusion

IFRS 18 represents a significant development in the presentation and disclosure of financial statements. The Standard does not fundamentally change the measurement of financial performance, but it changes the way that performance is presented and communicated.

The introduction of operating profit and profit before financing and income taxes, the five categories of income and expenses, enhanced aggregation and disaggregation principles and the new requirements for management-defined performance measures are expected to bring greater structure and comparability to financial reporting.

The experience of Lufthansa Group demonstrates that the implementation challenge begins before the mandatory adoption date. The Group's 2025 disclosures show how classification decisions, data architecture and performance measures need to be considered before the first IFRS 18 financial statements are issued.

At the same time, IFRS 18 leaves an interesting question for the future. MPMs address management-defined financial subtotals, but investors also rely heavily on industry-specific operating measures. A carefully designed IPM framework could, in the longer term, complement IFRS 18 by improving consistency in the presentation of important industry metrics. Such a development would need to balance comparability with the diversity of business models.

For Indian companies, the proposed Ind AS 118 provides an opportunity to prepare early for this change in financial reporting. Management accountants, Controllers and CFOs can play an important role by connecting technical accounting requirements with management reporting, systems, budgeting and performance measurement.

IFRS 18 should therefore not be viewed merely as a new format for the statement of profit and loss. It is a broader change in financial reporting architecture and, potentially, a starting point for a wider discussion about how financial and industry performance should be communicated to users.

References

IFRS Foundation: https://www.ifrs.org



CMA Jagdeep Sharma

Consultant & Advisor

THE STRATEGIC POWER OF BILL DISCOUNTING IN MANAGING CASH FLOW – FROM A CFO'S PROSPECTIVE



SYNOPSIS

In manufacturing, profitability on paper does not necessarily mean comfort in cash. Money can remain locked in receivables for months while the business continues to buy raw materials, pay wages and meet other operating commitments.
Traditional working-capital facilities remain essential, but they are not always sufficient—or flexible enough—to respond to changing business cycles. In my experience, this is where structured Sales Invoice Discounting (SID) and Purchase Invoice Discounting (PID) can play a useful complementary role.

When properly structured, these facilities can bring cash forward from receivables, extend the payment window for purchases and make better use of the strength of underlying trade transactions. The objective is not simply to borrow more. It is to manage liquidity more intelligently.

1. THE WORKING CAPITAL DILEMMA

For a manufacturing company, cash does not move through the business in a straight line.
It first goes into raw materials, then inventory, processing and finished goods. The company may subsequently give customers a credit period of 30, 60, 90 days—or even longer. During this entire cycle, the business still has to meet its own payment obligations.

This is why working capital remains one of the most important areas of attention for a CFO.

Cash Credit (CC) and Working Capital Demand Loans (WCDL) continue to be the backbone of working-capital financing. They are familiar, established and important. But they also have practical limitations. Drawing power, collateral availability, banking limits and leverage considerations can sometimes become constraints precisely when the business is growing or when the working-capital cycle changes.

There is, therefore, merit in looking beyond the traditional borrowing framework.

Structured trade finance can provide that additional layer. Unsecured Purchase Invoice Discounting (PID) and Sales Invoice Discounting (SID), when designed around genuine underlying transactions, can supplement regular working-capital facilities and bring financing closer to the actual movement of goods and receivables.

2. HOW SID AND PID WORK

SALES INVOICE DISCOUNTING (SID)

- Manufacturer supplies goods and raises an invoice.
- Eligible invoice is assigned to the financier.
- Financier advances a portion say 80-90% of the invoice value.
- Buyer pays the financier on maturity.
- The balance, after applicable charges, is settled to the manufacturer.

PURCHASE INVOICE DISCOUNTING (PID)

- Supplier ships raw material and raises an invoice.
- Manufacturer accepts the bill.
- Financier pays the supplier.
- Manufacturer receives an extended credit window.
- Manufacturer repays the financier at maturity.

The underlying principle is quite straightforward. Sales Invoice Discounting accelerates cash coming into the business. Purchase Invoice Discounting, on the other hand, helps manage the timing of cash going out.

Depending on the financier, transaction and eligibility criteria, Sales Invoice Discounting may provide an advance of around 80%–90% against eligible invoices. Purchase Invoice Discounting can similarly help finance raw-material purchases and defer the manufacturer's immediate cash outflow.
For a CFO, the attraction is not the product itself. It is the ability to manage the timing of cash more effectively.

THE ARCHITECTURE OF 'OFF-BALANCE-SHEET' STRUCTURING



The term "off-balance-sheet" needs to be used carefully.
A structure does not become off-balance-sheet merely because a financier calls it invoice discounting. The real question is whether the relevant risks and rewards, or control, have actually been transferred and whether the transaction meets the requirements of the applicable accounting framework.

In a conventional with-recourse arrangement, the manufacturer ultimately retains exposure if the underlying customer fails to pay.

In a genuine non-recourse arrangement, the financier assumes the specified commercial credit risk, subject to the precise legal, contractual and accounting terms.

"Off-balance-sheet" is a structuring and accounting outcome—not simply a product label.

The legal documentation, transfer of risk, contractual obligations and applicable accounting framework must all be examined before concluding on the accounting treatment.

This distinction is particularly important for a CFO. A funding arrangement may look attractive from a liquidity perspective, but its accounting and balance-sheet implications must be understood before it is adopted.

WHERE THE STRATEGY CREATES VALUE

MONETISING BLUE-CHIP ACCOUNTS

A company may have a strong receivables book but still face a temporary cash-flow gap because customers take time to pay.

SID can allow eligible invoices raised on creditworthy institutional customers to be monetised earlier. In such cases, the strength of the counterparty can become an important part of the funding proposition.

The CFO is, in effect, converting the quality of the receivable into liquidity.

CAPTURING EARLY-PAYMENT DISCOUNTS

The other side of the equation is procurement.
If a supplier is paid promptly, there may be an opportunity to negotiate better commercial terms or an early-payment discount. PID can help the manufacturer make that payment without necessarily waiting for its own receivables to be collected.

The financing cost should, of course, be compared with the commercial benefit. But where the numbers work, this can turn financing into a business advantage rather than merely a funding expense.

NAVIGATING SEASONAL PEAKS

Manufacturing businesses are rarely uniform throughout the year.

There may be periods when inventory needs to be built ahead of a strong demand cycle, while customer collections come later. Bill discounting can provide additional liquidity during such periods without placing the entire burden on conventional overdraft or working-capital limits.

This can be particularly useful when the business opportunity is temporary but the need for cash is immediate.

MITIGATING BUYER-DEFAULT RISK

Where Sales Bill Discounting is genuinely structured on a non-recourse basis, specified buyer credit risk can be transferred to the financier.

That does not mean that every invoice or every risk disappears. The precise contractual terms remain critical. But where the structure is genuinely non-recourse, it can provide an additional layer of protection around the receivables' portfolio.

5. WHY USE IT ALONGSIDE REGULAR WORKING CAPITAL?

Dimension	Traditional CC / OD	SID / PID Complement
Collateral	Typically linked to stock, debtors and other security	Can be structured around eligible trade transactions and counterparty strength
Scalability	May be constrained by drawing power and available collateral	Can increase with eligible underlying transactions
Liquidity	Supports ongoing working-capital requirements	Can bring receivables forward or defer purchase-related outflows
Growth	Additional growth may require higher borrowing capacity	Can supplement existing lines during growth or seasonal peaks

The point is not to declare one method better than the other. A sound working-capital strategy should use each source for the purpose for which it is best suited. Traditional banking lines provide the core funding base. Transaction-linked facilities can provide flexibility around that base. For a growing manufacturer, that distinction can be valuable.

6. THE CFO LENS: FROM BORROWING TO LIQUIDITY ARCHITECTURE

Over the years, I have found that the better question for a CFO is not simply:

"How much working capital can we borrow?"
The more useful question is:

"How should we structure our liquidity so that every rupee of available funding works efficiently?"
That changes the way working capital is viewed.
Receivables, inventory, supplier credit, customer credit periods and banking facilities should not be considered as completely separate elements. They are parts of one cash-conversion cycle.
th

The CFO's role is to connect these pieces.

A combination of conventional working-capital facilities and transaction-linked financing can potentially deliver four important benefits:

- Preserve leverage and credit headroom
- Make better use of available collateral
- Scale liquidity with changes in business volumes
- Improve cash-flow metrics by converting eligible receivables into cash earlier

But there is an important discipline attached to this approach: financing should follow the economics of the business, not the other way around. A facility should solve a genuine cash-flow requirement. It should not be taken merely because additional liquidity is available.

CFO TAKEAWAY

THE SMARTER WORKING-CAPITAL STRATEGY IS NOT ALWAYS TO BORROW MORE.

IT IS TO MAKE THE EXISTING BALANCE SHEET WORK HARDER.

That, in my view, is the real strategic value of bill discounting.

Unsecured Purchase and Sales Bill Discounting, when properly structured and supported by genuine underlying transactions, can complement traditional banking lines. They can help shorten the cash-conversion cycle, align raw-material payments with operating cash flows, preserve the use of hard collateral and provide additional flexibility when the business is growing.

For a CFO, therefore, bill discounting should not be looked at merely as another financing product. It is better viewed as one component of a broader liquidity architecture—one that connects sales, procurement, receivables, supplier credit and banking lines into a more responsive cash-flow system.

Ultimately, good working-capital management is not about keeping the maximum amount of cash idle or borrowing the maximum amount available. It is about ensuring that cash reaches the right place, at the right time, at the right cost.



CMA Ashok Chawla

CFO, Avtar Steel Limited

Role of CMAs in Corporate Governance in Public Sector Organizations



The Perspective

Business dynamic of today's market has changed and as a result, market needs to focus on performance, transparency and accountability in the business. Hence corporate governance has become important for all sectors including government organizations. Corporate Governance is steadily focusing on building the confidence of its various stake holders including Customers, Suppliers, employees, shareholders, Bankers and Society at large. As these Public-Sector Undertakings (PSUs) are socially responsible unit, it becomes utmost important for these organization to adhere to the tenets of corporate governance because these are run by tax payer money for their operations. Corporate governance can lead to efficient use of public funds, the decrease in expenses or budget deficits, the elimination of corruption and the increase in performance in public entities

Corporate Governance is defined as "A set of systems, processes and principles which ensure that a company is governed in the best interest of all stakeholders. " It ensures Commitment to values and ethical conduct of business; Transparency in business transactions; Statutory and legal compliance; adequate disclosures and Effective decision making to achieve corporate objectives. Corporate governance in Public sector organizations is dictated mainly by Companies Act, 2013, Securities and Exchange Board of India (SEBI), Department of Public Enterprises (DPE), The DPE has issued governance guidelines on Corporate governance for Central Public-Sector Undertakings (CPSU's).

CMAs provide strategic information and analytical support to the management of an organization for creation, preservation and enhancement of the stakeholders value. The deep understanding of the activities, sub-activities and the processes and systems of the company and the ability to monitor and assess the performance of each unit, product, business line through appropriate analysis has catapulted CMAs from Value adding to Value management advisor.

The key tenets of Corporate Governance and the role of CMAs is discussed as under :

(A)Strategic performance management :

Strategic performance management mandates that a company develops a strategy to maximize value, It translates this strategy into short- and long-term performance targets defined in terms of the key value drivers. It develops action plans and budgets to define the steps that will be taken over the next year or so to achieve these targets. It puts performance measurement and incentive systems in place to monitor performance against targets and to encourage employees to meet their goals.

Cost and Management Accountants possess expertise in the areas of Cost management and can ably support creation and preservation of value of the organization through the following aspects :

- Provide timely and relevant information backed with appropriate analysis for improvement of the productivity of all the resources, resulting in optimum utilisation of resources and minimization of wastages.
- Provide information for strategic planning and decision making thus enabling management to take appropriate decisions for sustained growth.
- Provide segment and product wise business profitability so as to enable management to decide for discontinuance of a product line / pull out from a market segment.
- Help companies in proper costing enabling them to provide goods and services at a price that is affordable by marginal consumers in the rural, semi-urban areas and the common man.
- Protect the interests of the investors through focus on waste minimization, and optimum utilization of scarce resources.
- Assisting organizations in better corporate governance and value creation by focusing on efficient use of resources and thus enable Indian enterprises to effectively compete in the dynamic market environment.
- Provide Product/ activity wise cost details that are highly useful to the Independent Directors to effectively and efficiently discharge their duties.



- Continuously monitor and evaluate corporate performance and its economic / operational efficiency.
- Provides information for validation of financial statements and prevent inventory manipulation
- Ensure maintenance of proper cost records for fulfilling the objectives laid down under National Voluntary Guidelines (NVG) for economic, environmental and social responsibilities of business as the information provided by the cost records is compatible with the information requirements under NVG.
- Provide reliable Cost Accounting data and Cost Assurance essential for early identification of industrial sickness.
- Set benchmarks for various activities and processes of the organization both in cost and physical terms.
- Carry out variance analysis for monitoring operational costs and revenues for ensuring that the organization realizes its plans.
- Provide specific critical information to the management for strategic decision making.



(B)Sustainability and Business strategy

In today's dynamic and uncertain business world Importance of building Sustainable Value into the strategy of a business cannot be underestimated. Business strategy is most simply defined as the set of actions and activities a company invests in to gain competitive advantage and to maximize long-term value.CMAs can facilitate building a sustainable organization through :

Proactive Cost Governance: Create, implement and manage a proactive cost governance model to sustain cost reductions using an organizational mindset that is focused on Kaizen - continuous improvement.

Strategic Cost Management/Operational Transformation: Implement structural changes using new technologies and digital interventions to the operating model and business processes to maximize value, sustain cost reductions and move to a more variable (vs. fixed)cost structure.



Cost Management as a Core Value : Every business has its own challenges, risks, and ways of doing things – but through it all, cost management remains a core value that can drive success. The differentiation and competitive advantage for a high growth business emanates from it's ability to innovate. Effective cost management supports and supplements business innovation. Embracing a cost management framework is a key step towards building a sustainable business

(C) Value management

Public sector organizations have a key role to play in the economic development of the country. They must focus on value creation, value preservation and value enhancement. CMAs provide the critical facilitative support to the management in value management by :

- Removing low value activities – Bring in strategic priorities , Link strategic measures to goals of team and Individuals , Purge or reduce unessential low-value activities , Remove obstacles to goal congruence and suboptimality.
- Focusing on results over activities – Strategically relevant business to take precedence over business , Use focussed metrics and score cards for measurement and monitoring.
- Removing cycle-time sluggishness – Set benchmarks, accept that competitors react more quickly , Communicate critical measures of performance , Cut through employee rivalries and excuse making.
- Removing ineffective customer management models - Identify drivers for customer attraction and retention ,Develop measuring models that reveal results from actions , Remove drivers that generates lower value , Watch and monitor customers' spend share.
- Removing functional silos and bring in goal congruence - Integrate cross functional performance measurement , Balance performance metrics for responsibility accounting.
- Minimising churn of high yielding customers and employees - Assess performance with predefined KPIs , Link customer care measures with performance , Give power of measurement to employees for self assessment , Incentivise high performers.



(D) Efficiency improvement through Strategic Cost Management

It is critical for companies today to streamline processes, rationalize systems, outsource non-core activities and improve the operating model making best use of IT Revolution and strategic cost considerations. With disruption becoming the new normal companies are duly recognizing that strategic cost management is vital to building a sustainable value creating business which entails Continually challenge the business model to shape investment choices, Analysing key cost data to show the cost implications of new opportunities,
products and customers, Ensuring concern areas of customer and product profitability are understood and continually addressed, Ensure that growth is funded through cost efficiency. Robustly track the execution of strategy against plans and manage performance, Embed a culture of cost consciousness and with focus on value creation in the organisation.

Management accounting, which was traditionally intended for internal use in organizations, has, through its ability to measure value and to present both current and forward-looking information, developed into a key instrument to organizations for delivering effective corporate governance to stakeholders. Management Accounting reports compare the expected values of alternative strategies that are designed by the organization. Such reports may enable the directors to understand the key value drivers of their organizations and the risks associated with them. Hence the reports assist them in choosing a strategy, which may optimize benefits.

(E) Improving effectiveness of operations / activities

CMAs can paly a vital role in improving effectiveness of operations / activities through : Value Chain Analysis : Value chain analysis is a useful way of thinking through the ways in which you deliver value to your customers, and reviewing all of the things you can do to maximize that value. It is an approach for breaking down the sequence (chain) of business functions into the strategically relevant activities through which value is added by the business.

The objective is to identify the behaviour of costs and the areas for differentiation. Value analysis takes place as a three stage process.

Activity Analysis, which involves identification the activities that contribute to the delivery of your product or service.

Value Analysis, which involves identification of the things that your customers value in the way you conduct each activity, and then work out the changes that are needed.

Evaluation and Planning, which involves deciding what changes to make and plan how you will make them. By using Value Chain Analysis and by following it through to action, you can achieve excellence in the things that really matter to your customers.

(F) Risk Management

Boards arealso required to maintain sound risk management and internal control systems and have to confirm in their annual report that they have carried out a robust assessment of the principal risks facing the company, including those that would threaten its business model, future performance, solvency or liquidity. Good corporate governance means lower risk and poor corporate governance means higher risk; strong and independent risk management function becomes necessary to monitor and control enterprise-wide risk exposures.



Management accounting practices are generally regarded as important controlling tools in providing managers with financial and nonfinancial information to help them make better business decisions and maintain effective control over corporate resources. A key dimension of management accounting is monitoring which is a periodically recurring task already beginning in the planning stage of the project. It helps clarify project objectives, link activities & resources to the objective and translates them into performance indicator to set targets. It allows results, processes and experiences to be documented and helps us understand the status of the project at any given time. Monitoring acts as an alert that warns us about a problem to be remedied. The data acquired through monitoring is used for comparing actual results with the target for evaluation.



(G) Management oversight through cost accounting records and cost audit

Rules for maintaining cost accounting records and cost audit encourage use of technology and scientific tools like quantitative techniques, technical/ benchmarked standards, integrated software, etc and help preparing realistic budgets based on such tools. Thereby, it helps identifying wasteful expenditure, underutilized resources, other inefficiencies and frauds. Such outcomes are not expected from traditional accounting and financial audits, which are essentially concerned with recognition and audit of contractual and statutory transactions for the entity (company) as a whole. Cost audits can be used to the benefit of management, Board, consumers and shareholders by

- Helping to identify weaknesses in cost accounting systems,
- Ensuring data integrity and Helping to drive and down costs by detecting wastage inefficiencies.
- Helping the company management to improve its performance, productivity, competitiveness and governance mechanism

(H) Strengthening regulatory mechanism

In India,regulatory mechanism is being strengthened for each and every sector. Availability of detailed cost data is a pre-requisite for the effective functioning of any regulator. Today, more than 80% of international trade disputes relate to transfer pricing which in-turn requires cost data to determine the arms' length price. Benchmarking and assessment of competitiveness for different industries requires cost data. Competition Commission has been continuously seeking cost data for many sectors. Cost information plays a critical role in transfer pricing, predatory pricing, fixation of margin of dumping for the purpose of levying anti-dumping duty, free trade agreement, consumer protection, revival of sick companies and corporate governance.

Conclusion

Thechanging role of Cost and Management Accountants is in sync with the changing market environment and governance structure. From only providing information for the purpose of internal business activity, it has already moved towards creating value demanded by customer and other stakeholders. Moreover, Cost & Management Accountants now a days have more responsibilities than before as a result of decentralization and delegation of authority. Precisely, the role of CMAs is now shifted from "information-provider" to a strategist who is regarded as a savior of Corporate governance.



CMA (Dr.) S K Gupta

Chief Executive Officer
ICMAI Social Auditors Organization

Sustainability in Schools: From Awareness to Action



Why Sustainability in Schools Matters Today

Schools consume massive amounts of electricity — air-conditioning, lighting, labs, IT equipment, pumps, servers, and more. Yet in most institutions, utility bills are treated as **fixed, uncontrollable expenses.**

The reality is very different:

Utility cost is one of the most controllable expenses in a school.

From the attached solar report:

"A rooftop solar installation generates clean electricity directly from sunlight… every 100 kW of solar capacity saves over ₹10 lakh annually. "

And the case study of MRIS shows:

"Together, the two campuses generate approximately 4,05,600 units of clean electricity annually, delivering savings of ₹32.45 lakhs every year. " This is sustainability with measurable financial impact. But solar is only one part of the story

True sustainability begins with **discipline, monitoring, and accountability.**

The Real Problem: Wastage, Not Consumption

Most schools unintentionally waste 15–25% of their electricity because:

- No responsibility is assigned
- Lights, fans, ACs run in empty rooms
- Generator usage is unmonitored
- Fuel consumption is not tracked
- No preventive maintenance
- No awareness of cost impact
- No system to identify high-consumption zones

This is not an energy problem — it is a **management problem.**

APracticalSustainability Framework for Schools

Below is a structured, implementable system that any school can adopt.

1. Utility Control Policy

A written policy is the foundation.

Core rules:

- No equipment runs without need
- AC usage only under defined conditions
- Generator runs only during outages
- Classrooms must switch OFF before leaving

2. Assign a Utility Incharge

Without ownership, sustainability fails.

Responsibilities include:

- Monitoring electricity usage
- Tracking generator operation
- Reporting wastage

3. Zone-Based Monitoring

Divide the campus into zones:

- Classrooms
- Admin block
- Labs
- Hallways

Each zone gets a responsible person.

4. Classroom Switch-Off Protocol

The last teacher leaving ensures:

- Lights OFF
- Fans OFF
- AC OFF

This single habit reduces 10–12% of wastage.

5. AC Usage Control System

ACs are the biggest cost driver.

Recommended AC Temperature Standards

Area	Temperature
Classrooms	24–26°C
Offices	24°C
Labs/Server Rooms	20–22°C 23–
Auditorium	24°C Minimal or
Corridors	none

Every **1°C increase saves ~6% electricity.**

Lowering AC to 18–20°C:

- Overloads compressors
- Reduces AC lifespan
- Increases electricity cost
- Causes uneven cooling

6. Generator SOP

Rules:

- Run only during outages
- Record start/end time
- Track fuel usage

7. Fuel Tracking System

Record:

- Fuel added
- Fuel used
- Consumption per hour

Mismatch = leakage or misuse.

8. Meter Monitoring

Daily/weekly readings help identify:

- Abnormal spikes
- High-consumption zones

9. Equipment Usage Control

Schedule usage for:

- Water pumps
- Computer labs
- Projectors

10. Preventive Maintenance

Faulty equipment = hidden wastage.

Routine checks:

- Wiring
- Switches
- AC filters
- Compressor health



Solar Energy: The Most Powerful Sustainability Lever

From theattached report:

"The investment pays back in approximately 3–4 years... the school effectively uses electricity for free for the remaining 21+ years. "

Solar is not just green — it is financially strategic. For schools with unused rooftops, not installing solar is literally leaving money on the table.

Incentives & Culture Building

To build a culture of sustainability:

- Share monthly utility reports
- Recognise teams that reduce consumption
- Reward campuses with significant savings
- Conduct awareness sessions for staff & students

A simple reward system can transform behaviour.



Sustainability Is Not a Project — It Is a Discipline

When schools implement a structured system:

- Costs reduce
- Accountability increases
- Equipment lasts longer
- Students learn responsible habits
- The campus becomes environmentally conscious

And when combined with solar, the financial impact becomes extraordinary.

Final Thought

Sustainabilityin schools is not about restrictions — it is about **smart management.**

It is about ensuring that every unit of electricity and every litre of fuel is **monitored, justified, and optimised.**

Schools that adopt this discipline don't just save money — **they set an example for the next generation.**



CMA Achal Jain

Finance Leader | Sustainability Advocate | School Operations Specialist

हाउसिंग एंड अर्बन डेवलपमेंट कॉर्पोरेशन लिमिटेड
(भारत सरकार का उपक्रम)
Housing & Urban Development Corporation Limited
(A Government of India Enterprise)

एम नागराज
निदेशक (कॉरपोरेट प्लानिंग)
M. NAGARAJ
Director (Corporate Planning)



MESSAGE

Dear Shri Sandeep Kumar,

I extend my warmest congratulations to you on the impending launch of Global Finance and Economics Magazine: The Worldonomics Times on May 5th! This milestone marks the beginning of what promises to be an exciting journey in the realm of global finance and economics journalism.

As our world becomes increasingly interconnected, the need for a comprehensive and insightful resource in the field of finance and economics has never been greater. Your magazine's dedication to providing a platform for experts to share their insights is commendable and much needed in today's complex economic landscape.

I have no doubt that The Worldonomics Times will quickly establish itself as a key resource for policymakers, industry professionals, academics, and anyone with a keen interest in understanding the intricacies of global finance and economics. Your commitment to delivering high-quality, well-researched content will undoubtedly set a new standard in the industry.

I eagerly anticipate the inaugural issue and look forward to the valuable contributions and perspectives that The Worldonomics Times will bring to the forefront of economic discourse.

Once again, congratulations on this significant achievement, and I wish you all the best for a successful launch and a prosperous future ahead.

(CMA - M. NAGARAJ)

एच.ई.सी.
ISO 9001:2008 Company
Rajesh Kumar Dwivedi
Director (Finance)

स्वच्छ भारत
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MESSAGE

Dear Shri Sandeep Kumar,

I take this opportunity to heartily congratulate you on publishing "The Worldonomics Times", which I really feel is a hands-on treasure of useful information.

Today's world is rapidly changing and inter-woven with diverse complexities. In such a global environment, authentic and timely information is a powerful tool which I am sure will be always provided by "The worldonomics Times". I am sure, the adage that "*The Pen is mightier than the Sword*" will be once again be proven right with your magazine.

Congratulations, once again and my Best wishes for this wonderful knowledge endeavour!

(CMA Rajesh Kumar Dwivedi)

BLESSING SUPPORT



CMA Sanjay Jindal

Director Finance | Engineers India Limited

Dear Mr. Sandeep Kumar,
With the launch of The Worldonomics Times, professionals worldwide are poised to embark on a journey of enlightenment and empowerment. In today's fast-paced economic landscape, the need for up- to-date insights and innovative strategies is more crucial than ever. As Director (Finance), I recognize the significance of continuous learning and informed decision-making. This magazine promises to be a comprehensive resource, offering valuable insights and actionable strategies to navigate the challenges and opportunities ahead. The Worldonomics Times is not just a publication; it's a beacon of innovation in economic discourse. Through cutting-edge analysis, thought-provoking articles, and expert commentary, it will serve as
a trusted companion for professionals across various sectors. Leveraging the latest technologies, the magazine ensures accessibility and engagement for all readers, regardless of background or expertise. Beyond economics, The Worldonomics Times will explore intersections of finance with technology, sustainability, and social responsibility. By fostering dialogue and collaboration across diverse fields, it will inspire innovative solutions to global challenges. I am proud to be associated with this initiative, and I extend my deepest gratitude to the editorial team, contributors, partners, and supporters who have worked tirelessly to bring this vision to life. I offer my sincerest blessings to all those who will embark on this journey of enlightenment and empowerment, fueling innovation and success in the ever-evolving world of economics. Impressive Initiative! Best Wishes to you and your team for resounding success on this fantastic effort.



CMA Hrishikesh Kumar

Executive Director (Finance) | NBCC (India) Limited

Dear Shri Sandeep Kumar,
At the outset I would like to congratulate you for taking the initiative for publishing this magazine “The Worldonomics Times”. In this era of rapid changing economic environment vis-à-vis the pressure on business to sustain, the importance of seamless transfer of information and knowledge cannot be underestimated which I hope would be fulfilled by your magazine in future.I must say this is a great initiative by you and your team in this regard. All the est for your endeavor.



CMA Yogendra Prasad Shukla

Director Finance | HOCL - Hindustan Organic Chemicals Limited

Dear CMA Sandeep Kumar Ji,
I extend my heartfelt congratulations on the launch of "The Worldonomics Times." Your dedication to providing a platform for insightful economic knowledge is truly commendable. In today's- paced economic, the significance of facilitating the smooth flow of information and wisdom cannot be overstated, and I am confident that your magazine will excel in meeting this crucial need. Your initiative, alongside your team, is truly praiseworthy, and I foresee "great success for “The Worldonomics Times" in the days ahead. Your commitment to empowering minds through economic understanding is inspiring. Best regards.

BLESSING SUPPORT



CMA Yash Paul Bhola

Former Director (Finance)| NFL - National Fertilisers Limited

Dear INCOC Team Members,
I congratulate and appreciate the efforts by one and all in bringing out Global Finance and Economics Magazine, "The Worldonomics Times". This milestone marks the beginning of an exciting journey in the realm of global finance and economics journalism. As our world becomes increasingly interconnected, and regulatory framework is fast getting changed and updated, the need for a comprehensive magazine in finance field cannot be over emphasised. This magazine is dedicated to providing a platform for periodical up-dation of the developments across the globe and experts to share their insights. It is intended to establish itself as a key resource for policymakers, industry professionals, academics, and anyone with a keen interest in understanding global finance and economics. Once again, I congratulate and wish you all the best for a successful launch of the magazine and a prosperous future ahead.



CMA Gaurang Dixit

Former Chairman-cum-Managing Director |
NSIC - National Small Industries Corporation

Dear Shri Sandeep Kumar,
At the onset, I applaud the initiative of the 'International Navodaya Chamber of Commerce' to come out with a magazine 'The Worldonomics Times', which will provide the relevant information and knowledge to the all in this diverse global market. In the present complex business / economic scenario, the whole world market is like a field open for all players to play thereon. This global market is having abundant opportunities and to become a successful entrepreneur in such complex economic environment, the need for having relevant information and knowledge is of paramount significance. Your endeavour to come out with the magazine 'The Worldonomics Times' will certainly help to suffice this requirement. I must congratulate to you and your team for this endeavour. With best wishes.



CMA R C Gupta

Former Executive Director (Finance & Accounts)| GAIL (India) Ltd.

Dear Shri Sandeep Ji,
I have gone through the May 2024 issue of The Worldonomics Times and found it very informative. My heartfelt congratulations on the launch of a world class magazine in the area of Cost Management, Financial Management, Financial Planning, Taxation and World Economic Affairs. The coverage in the magazine is very wide & excellent and is based on the theme of Global Perspective with Local Relevance, in-depth data driven journalism and accessibility of the magazine in print as well as digital formats. It will empower the readers with well researched articles for ready reference, decision making & knowledge enhancement. I wish all the best to you and your team of International Navodaya Chamber of Commerce (INCOC) for bringing the magazine on regular basis with full of information of world economic affairs for use by all professionals. With Best regards.

BLESSING SUPPORT



Shri Jyoti Prakash Gadia

Managing Director | Resurgent India Limited

Dear Sandeep Ji,
Congratulations on the launch of The Worldonomics Times! This new publication promises to be a vital resource in financial journalism and stands to reshape our grasp of global financial landscapes. The Worldonomics Times will undoubtedly be an indispensable source for thorough analyses, covering the nuanced intersections of global economics and market dynamics. Your magazine is uniquely positioned to serve the needs of business leaders, policymakers, and those with a keen interest in the complexities of global finance. We eagerly await the fresh perspectives and insights that The Worldonomics Times will bring to the complex world of global finance. Best wishes for your journey ahead!



CMA Ramesh Kumar

Chief General Manager | Power Grid Corporation Of India

Dear Shri Sandeep Kumar,
With great pleasure we extend our good wishes on the launch of The Worldonomics Times. This publication is poised to become a cornerstone in the landscape of global finance and economics, offering deep insights and valuable perspectives. Your commitment to excellence in disseminating knowledge is not only commendable but vital in these complex economic times. We eagerly anticipate the success and influence your magazine will undoubtedly achieve. Warm regards.



Shri BK Sabharwal

Chairman, Capital and Commodity Market Committee, PHDCCI Ex-President CPAI, Ex-chairman FISE, Ex-Director |Delhi Stock Exchange

Dear Sandeep Kumar,
Congratulations on the launch of The Worldonomics Times! Your dedication to global finance journalism is commendable. This milestone marks the beginning of an insightful journey. In our interconnected world, timely updates on regulatory changes are vital, and your magazine promises to fulfill this need. Dedicated to providing expert insights and periodic updates, it aims to become a key resource for policymakers, industry professionals, and academics. Your leadership in this initiative is inspiring. Here's to a successful launch and a prosperous future ahead. Best regards.



CMA Vijay Kumar Agarwal

GM (Finance) | ONGC Videsh

Dear Shri Sandeep Ji,
It's my great pleasure to note "The Worldonomics Times" monthly magazine launching by "International Navodaya Chamber of Commerce (INCOC). The various Global Perspectives with relevant data have been covered which are relevant from our local perspective. The contents of magazine in coming days will be way forward in knowledge enhancement as well as for better understanding in correlating the global economics with local need.
Congratulations CMA Sandeep ji & Team for such an initiative which will surely provide the tailored world economic information.


INCOC
MSME LEADERSHIP SUMMIT 2026








INCOC
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MSME LEADERSHIP


INCOC
SME LEADERSHIP SUMMIT 2026
ORGANIZED BY
NATIONAL SC-ST HUB


Sept 2026
6.00 PM to 9.00 PM
Constitution Club of India
New Delhi
NETWORK
OPPORTUNITIES
COLLABORATE
CONSTITUTION CLUB


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Identifying the Gap, Finding Solutions & Building Networks
18th Sept 2026
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Constitution Club of India
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INCOC
PSU Connect 2026
Finance Professionals & PSU Opportunities:
Identifying the Gap, Finding Solutions & Building Networks
18th Sept 2026
6.00 PM to 9.00 PM
Constitution Club of India
New Delhi





THE Worldonomics TIMES

The Worldonomics Times is a monthly publication launched by the International Navodaya Chamber of Commerce (INCOC). Based in New Delhi, India, it serves as a specialized resource for global finance, economics, and business management.

The magazine released its premiere issue on May 5, 2024, and focuses on providing data-driven insights and expert analysis for business leaders, policymakers, and scholars.

Key Features and Content

- **Focus Areas:** In-depth reporting on international trade, financial market shifts, macroeconomic theories, and environmental economics.
- **Format:** Available in both online (digital flipbooks) and print formats. It also features a dedicated mobile app for academic and professional learning.
- **Expert Contributors:** Articles are frequently authored by industry veterans, including Chartered Accountants (CAs), Cost & Management Accountants (CMAs), and financial consultants.
- **Mission:** To bridge the gap between complex economic theories and real-world business applications, particularly focusing on how global trends impact India's economic landscape.

Why is The Worldonomics Times important?

The Worldonomics Times is important because it keeps people informed about what is happening in the world of economics, business, trade, and global markets. In today's fast-changing world, having the right economic information helps individuals, businesses, and governments make better decisions.

It helps in:

- Understanding global and national economic trends
- Staying updated on trade, finance, and industry news
- Supporting business planning and investments
- Creating awareness about policies and market changes
- Encouraging educated and informed citizens

In simple words, Worldonomics Times connects people with the economic reality of the world and helps them grow, plan, and succeed.

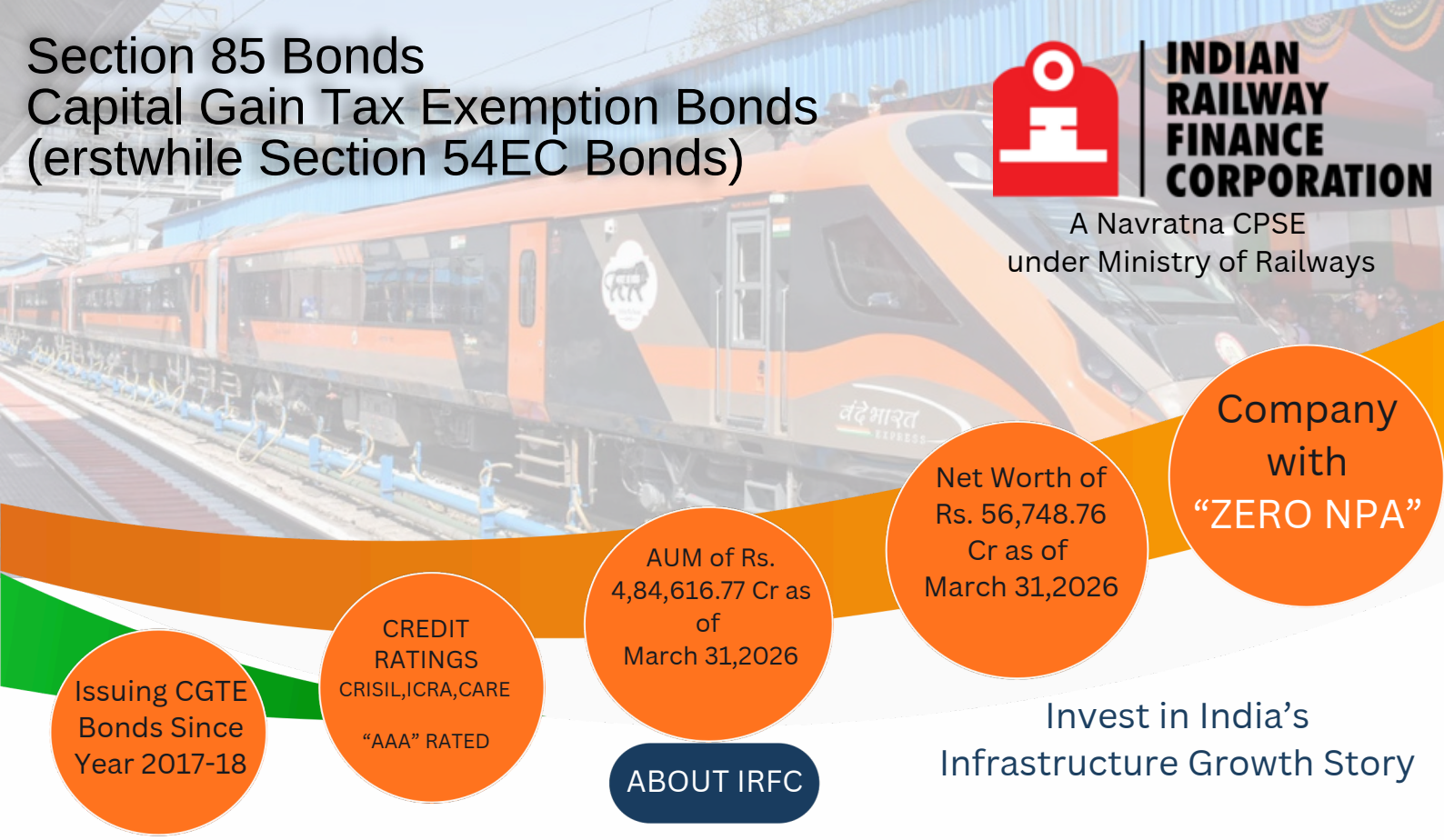
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International Navodaya Chamber of Commerce (INCOC)

The International Navodaya Chamber of Commerce is a non-profit organization based in Delhi, India, established in 2021 with the objective of promoting entrepreneurship, professional development, and business collaboration. The organization works as a platform that connects entrepreneurs, professionals, MSMEs, and young leaders to support economic and social development.

INCOC was incorporated on 23 July 2021 and operates as a non-profit company registered under the Companies Act. Its registered office is located in Vishwas Nagar, Shahdara, Delhi. The organization is governed by a board of directors and operates through membership programs and professional networks.

Vision and Mission

The primary mission of INCOC is to empower individuals, businesses, and communities by providing opportunities for networking, knowledge sharing, and professional growth. It focuses on building a collaborative ecosystem where entrepreneurs and professionals can exchange ideas and contribute to economic development.

Key objectives include:

- Promoting business growth and entrepreneurship across India.
- Creating platforms for networking and collaboration among professionals and enterprises.

Major Activities

The International Navodaya Chamber of Commerce organizes a variety of professional and business activities, including:

- Business conferences, summits, and seminars
- Leadership and professional development programs
- Entrepreneurship and MSME support initiatives
- Skill development and training workshops
- Networking events for professionals and businesses
- Policy advocacy and collaboration with government bodies

Through these activities, INCOC aims to provide a platform where professionals such as CAs, CMAs, CSs, entrepreneurs, and MSME owners can interact, learn, and grow together.

Membership and Network

INCOC operates as a member-driven organization, offering membership to students, professionals, entrepreneurs, and businesses. Members benefit from networking opportunities, workshops, knowledge resources, and participation in events organized by the chamber.

Overall Role

Overall, the International Navodaya Chamber of Commerce acts as a bridge between professionals, businesses, and society, promoting entrepreneurship, leadership, and collaborative growth. Its long-term vision is to contribute to the development of a knowledge- driven, ethical, and globally connected professional community in India.

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International Navodaya Chamber of Commerce

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