THE MANAGEMENT ACCOUNTANT

ISSN 0972-3528

August 2026 | Vol. 61 | No. 08 | Pages - 124 | ₹ 100

FROM INDEPENDENCE TO VIKSIT BHARAT 2047

STRATEGIC MANAGEMENT ACCOUNTING FOR A SELF-RELIANT INDIA

Journal of

ICMAI
THE INSTITUTE OF
COST ACCOUNTANTS OF INDIA
भारतीय लागत लेखाकार संस्थान
Statutory Body under an Act of Parliament
(Under the jurisdiction of Ministry of Corporate Affairs)

ICMAI

THE INSTITUTE OF COST ACCOUNTANTS OF INDIA

भारतीय लागत लेखाकार संस्थान

Statutory Body under an Act of Parliament

(Under the jurisdiction of Ministry of Corporate Affairs)

www.icmai.in

- **THE INSTITUTE OF COST ACCOUNTANTS OF INDIA** (erstwhile The Institute of Cost and Works Accountants of India) was established in 1944 as a registered company under the Companies Act with the objects of promoting, regulating and developing the profession of Cost Accountancy.
- On 28 May 1959, the Institute was established by a special Act of Parliament, namely, the Cost and Works Accountants Act 1959 as a statutory professional body for the regulation of the profession of Cost & Management Accountancy.
- It has since been continously contributing to the growth of the industrial and economic climate of the country.
- The Institute of Cost Accountants of India is the only recognized statutory professional organisation and licensing body in India specialising exclusively in Cost & Management Accountancy.

VISION STATEMENT

"The Institute of Cost Accountants of India would be the preferred source of resources and professionals for the financial leadership of enterprises globally."

MISSION STATEMENT

"The CMA Professionals would ethically drive enterprises globally by creating value to stakeholders in the socio-economic context through competencies drawn from the integration of strategy, management and accounting."

Institute Motto

असतोमा सद्गमय तमसोमा ज्योतिर् गमय मृत्योर्मामृतं गमय ॐ शान्ति शान्ति शान्तिः	From ignorance, lead me to truth From darkness, lead me to light From death, lead me to immortality Peace, Peace, Peace

IDEALS THE INSTITUTE STANDS FOR

- to develop the Cost and Management Accountancy Profession
- to develop the body of members and properly equip them for functions
- to ensure sound professional ethics
- to keep abreast of new developments

Headquarters:
CMA Bhawan, 3, Institutional Area, Lodhi Road
New Delhi - 110003

Noida Office:
CMA Bhawan, C-42, Sector- 62,
Noida (Uttar Pradesh) - 201309

Kolkata Office:
CMA Bhawan, 12, Sudder Street, Kolkata - 700016

Behind every successful business decision, there is always a CMA

The Management Accountant, official organ of The Institute of Cost Accountants of India, established in 1944 (founder member of IFAC, SAFA and CAPA)

Publisher – Sucharita Chakraborty – The Institute of Cost Accountants of India, 12, Sudder Street, P. S. New Market, Kolkata, West Bengal – 700016.
Place of Publication – The Institute of Cost Accountants of India, 12, Sudder Street, P. S. New Market, Kolkata, West Bengal – 700016.
Printer – Vinay Baveja, C-66/3, Okhla Industrial Area, Phase - 2, New Delhi, Delhi, 110020.
Printing Press – Viba Press Private Limited, C-66/3, Okhla Industrial Area, Phase - 2, New Delhi, Delhi, 110020.
Editor – Sucharita Chakraborty – 12, Sudder Street, P. S. New Market, Kolkata, West Bengal – 700016.
Owner – The Institute of Cost Accountants of India, 12, Sudder Street, Kolkata, West Bengal – 700016.

Chairman, Journal & Publications Committee
CMA Harshad Shamkant Deshpande
chairman.journal@icmai.in

ENQUIRY

- **Articles/Publications/News/Contents/Letters/ Book Review/Enlistment**
  editor@icmai.in
- **Non-Receipt/Complementary Copies/Grievances**
  journal@icmai.in
- **Subscription/Renewal/Restoration**
  journal@icmai.in

EDITORIAL OFFICE
CMA Bhawan, 4th Floor, 84, Harish Mukherjee Road
Kolkata - 700 025, Ph: 033-24540184

The Management Accountant technical data

Periodicity : Monthly
Language : English

Overall Size : 26.5 cm x 19.6 cm

Subscription
Inland: ₹1,000 p.a or ₹100 for a single copy
Overseas: US$ 150 by airmail

Concessional subscription rates for registered students of the Institute: ₹900 p.a

The Management Accountant Journal is Indexed and Listed at:
- Index Copernicus and J-gate
- Global Impact and Quality factor (2015):0.563

We have expanded our Readership from **1** to **94** Countries
Afghanistan, Algeria, Argentina, Australia, Azerbaijan, Bahrain, Bangladesh, Belgium, Benin, Botswana, Brazil, British Indian Ocean Territory, Bulgaria, Cambodia, Cameroon, Canada, Chile, China, Colombia, Croatia, Czech Republic, Djibouti, Egypt, France, Gambia, Germany, Ghana, Great Britain, Greece, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iraq, Ireland, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kuwait, Lebanon, Liberia, Lithuania, Malawi, Malaysia, Mauritius, Mexico, Morocco, Myanmar, Namibia, Nepal, Netherlands, New Zealand, Nigeria, Oman, Pakistan, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Saudi Arabia, Serbia, Seychelles, Singapore, Slovakia, Slovenia, South Africa, Spain, Sri Lanka, Suriname, Sweden, Switzerland, Syria, Taiwan, Tanzania, Thailand, Turkey, Uganda, Ukraine, United Arab Emirates, United Kingdom, United States of America, Vietnam, Zaire, Zimbabwe

Inside

August 2026

AUGUST VOL 61 NO.08 ₹100

Contents

Cover Story

Interview

Applied Insights

Indirect Taxes

Cost Audit

Images in this issue are sourced from Google

THE COUNCIL

Our New President

CMA Chittaranjan Chattopadhyay

has been elected as President of the Institute for the Council Year 2026-2027

CMA Chittaranjan Chattopadhyay is a Fellow Member of ICMAI, a Certificated Associate Member of the Indian Institute of Banking and Finance (IIBF) and holds an LL.B. degree. He also possesses the CPFA qualification from the Chartered Institute of Public Finance and Accountancy (CIPFA), London, UK. With over 38 years of distinguished experience in the banking sector, CMA Chattopadhyay has served in a Commercial Bank in various capacities, acquiring extensive expertise in banking operations, finance, public financial management, and strategic administration. Throughout his professional career, he has held diverse responsibilities and made significant contributions to the financial services sector through his leadership, technical expertise, and commitment to professional excellence. He served as a Council Member of ICMAI during the term 2019–23 and was re-elected for the term 2023–27. He also served as the Chairman of the Eastern India Regional Council (EIRC) of ICMAI during the Council Year 2004–05.

Our New Vice President

CMA Manoj Kumar Anand

has been elected as Vice President of the Institute for the Council Year 2026-2027

CMA Manoj Kumar Anand is an elected member of the Council of the Institute for the term 2023–27 and a Member of the Public Sector Advisory Group (PSAG) of the Confederation of Asian and Pacific Accountants (CAPA) for the term 2024–27. He is the Former Principal Advisor (Cost), Ministry of Finance, Government of India, and has served as the Chairman of the Northern India Regional Council (NIRC) of ICMAI during 1997–98 and 2000–01. A Fellow Member of ICMAI, CMA Anand holds an M.Com degree and an MBA (Finance) from the Strathclyde Graduate Business School, University of Strathclyde, Glasgow, UK. Before joining the Central Government in the 1988 batch, he worked with HMT, Pinjore and Philips, Mohali. During his distinguished tenure with the Central Government, he served in various Ministries and organisations, including the Department of Company Affairs, Tariff Commission (Bureau of Industrial Cost and Prices), Ministry of Defence (Finance), Department of Commerce, Directorate General of Anti-Dumping, Central Electricity Regulatory Commission, and the Department of Food & Public Distribution. He handled a wide range of assignments relating to financial management, cost accounting, tariff policy formulation, tariff regulations, costing studies, public procurement systems, and other core financial and regulatory matters. With over four decades of active professional experience and extensive national and international exposure, CMA Anand has made significant contributions to the profession of Cost and Management Accounting and to public financial administration.

From the EDITOR'S DESK

From Independence to Viksit Bharat 2047: Strategic Management Accounting for a Self-Reliant India

As India celebrates its Independence Day, we are delighted to present this issue of our journal, dedicated to the spirit of freedom, progress, and nation-building. The theme of this edition, "From Independence to Viksit Bharat 2047 - Strategic Management Accounting for a Self-Reliant India," reflects our collective aspiration to build a prosperous, inclusive, innovative, and self-reliant India by the centenary of our Independence. As we commemorate the sacrifices of our freedom fighters, we are reminded of the timeless vision articulated by Gurudev Rabindranath Tagore in *Where the Mind is Without Fear—a vision of a nation driven by knowledge, courage, and unity.*

The journey from Independence to *Viksit Bharat 2047* calls for strategic thinking, sound governance, and effective resource management. Strategic Management Accounting has emerged as a critical enabler of this transformation by supporting informed decision-making, enhancing organisational resilience, and promoting sustainable growth. By integrating strategic management practices with sound costing and accounting systems, enterprises can strengthen their competitiveness while contributing to India's vision of becoming a developed economy by 2047.

This issue presents a rich collection of articles that examine these themes from diverse perspectives.

Rethinking Indian Trade Remedies Through the Lens of Costing Data proposes a robust framework for evidence-based trade protection using product-wise cost analysis and performance-linked measures.

The Multiplier Effect of Roads in India: Paving the Path to a $5 Trillion Economy and Beyond highlights how infrastructure development is strengthening national integration, stimulating rural economies, and laying the foundation for sustained economic growth.

The issue also explores emerging dimensions of strategic management accounting. *Efficiency in Data Retention and Deletion* advocates measurable approaches to data governance through innovative cost metrics.

The Carbon Border Tax Countdown: Costing CBAM and Turning Internal Carbon Pricing into Competitive Advantage examines how internal carbon pricing and cost audit assurance can strengthen India's global competitiveness in the era of carbon regulation.

Hydrogen Trains: Driving the Future of Sustainable Transportation in India explores the transformative potential of hydrogen-powered mobility to support sustainable development.

Further, *GST analytics as a Strategic Management Accounting Tool: Driving Fiscal Self-Reliance under Viksit Bharat 2047* demonstrates how advanced analytics can strengthen fiscal self-reliance and organizational performance.

Digital India and Strategic Management Accounting: Driving Financial Self-Reliance towards Viksit Bharat 2047 examines the role of digital analytics in enhancing financial decision-making and advancing the objectives of *Viksit Bharat 2047*.

The article *"Integrating ESG for Responsible Nation Building: A Pathway To Sustainable Growth"* reinforces the importance of environmental, social, and governance principles in achieving sustainable and inclusive national growth.

This edition also features a thoughtful review of the book *Quiet Excellence: 52 Reflections on Work, Faith and What Truly Matters* written by CMA Rajneesh Jain, President & CFO, Reliance Jio Infocomm Ltd., offering valuable reflections on leadership, professional ethics and purposeful living.

In addition, readers will find several articles addressing contemporary issues of professional significance. We are privileged to present an exclusive interview with CMA Manish Kumar, Member (Finance), Damodar Valley Corporation (DVC), Kolkata, who shares his perspectives on governance, leadership and the evolving role of Cost and Management Accountants in nation-building.

We express our sincere appreciation to all our authors, reviewers, and contributors for enriching this edition with their research, expertise, and thought leadership. Their valuable contributions continue to strengthen professional discourse and inspire innovation within the profession.

As we celebrate the spirit of Independence, let us reaffirm our commitment to excellence, integrity, innovation, and responsible leadership. The vision of *Viksit Bharat 2047* is a shared national mission that calls for collective effort from policymakers, professionals, industry, and academia alike. We hope this issue stimulates meaningful dialogue, inspires fresh perspectives, and encourages every reader to contribute towards building a resilient, sustainable and self-reliant India.

We wish all our readers a Happy Independence Day and invite them to join us in shaping the future of a truly developed nation.

President's Communiqué

CMA Chittaranjan Chattopadhyay
President
The Institute of Cost Accountants of India

"Arise, awake, and stop not till the goal is reached."

-- Swami Vivekananda

My Dear Professional Colleagues,

Namaskar!

It is with immense gratitude, deep humility and a profound sense of responsibility that I assume the office of the President of The Institute of Cost Accountants of India (ICMAI) for the Council Year 2026–27.

I sincerely thank my esteemed colleagues in the Council for reposing their trust and confidence in me by electing me to this august office. I consider this not merely an honour but a sacred responsibility to serve our profession, our Institute and our nation with integrity, commitment and purpose.

At the outset, I extend my heartiest congratulations to CMA Manoj Kumar Anand on his election as the Vice President of the Institute. Through his vision and dedicated service over the years, he has made significant contributions to the profession and the Institute, reflecting his unwavering commitment to their growth and advancement. I look forward to working closely with him as we strive together to achieve our shared aspirations for the Institute and further elevate the stature of the Cost and Management Accounting profession.

I also record my sincere appreciation for CMA TCA Srinivasa Prasad, Immediate Former President, for his dynamic leadership and invaluable contributions during the Council Year 2025–26. His tenure witnessed several significant initiatives that strengthened the Institute's institutional framework, enhanced stakeholder engagement, expanded opportunities for members and students, accelerated digital transformation and further reinforced the relevance of the CMA profession in India's evolving economic landscape. We shall continue to build upon these achievements with renewed enthusiasm and purpose.

I am equally grateful to all our Former Presidents, Former Council Members, Regional Councils, Chapters and senior members whose vision, wisdom and selfless service have shaped this great Institute over the past decades. Their legacy inspires us to move forward with confidence while preserving the enduring values that define our profession.

As I embark upon this journey, I do so with the benefit of a rich professional and institutional experience. My career of more than thirty-eight years in the banking sector has provided me with extensive exposure to banking operations, finance, public financial management, governance and strategic administration. My association with the Institute, as Chairman of the Eastern India Regional Council, as a Council Member during the term 2019–23 and again during the present Council term 2023–27, has been a journey of learning, service and unwavering commitment to our profession. These experiences have strengthened my conviction that sound financial management, transparency, accountability and strategic decision-making are indispensable to sustainable economic growth and nation building.

Soon after assuming office, Vice President CMA Manoj Kumar Anand and I had the privilege of calling on the Hon'ble Minister of State for Corporate Affairs, Shri Harsh Malhotra and apprising him of the Institute's ongoing initiatives and our vision for strengthening the CMA profession.

We also had meaningful interactions with Ms. Deepti Gaur Mukerjee, Secretary, Ministry of Corporate Affairs; Shri Ansuman Pattnaik, Additional Secretary; Smt. Anita Shah Akella, Joint Secretary and Council Member (Government Nominee), ICMAI; Shri Balamurugan D., Joint Secretary; Shri Rahul Jain, Joint Secretary; and Shri Mahendra Kumar, Director, Ministry of Corporate Affairs, on matters relating to the Institute and the expanding role of CMAs in supporting India's economic priorities. These interactions reaffirmed our shared commitment to fostering closer collaboration between the Institute and the Government in advancing the national agenda.

During the course of our engagements, we also had the honour of meeting Dr. Jayanta Kumar Roy, Hon'ble Member of Parliament; Shri Inder Deep Singh Dhariwal, Additional Deputy Comptroller and Auditor General (Accountability) and Council Member (Government Nominee), ICMAI; CMA Lalit Wadhwa, ICoAS, Advisor (Cost), Cost Audit Branch, Ministry of Corporate Affairs and Joint Secretary (AB-PMJAY) & Advisor (Cost), Ministry of Health & Family Welfare, who is also the Secretary General of the Indian Red Cross Society; and CMA Chunilal Ghosh, ICoAS, Advisor (Cost), Department of Economic Affairs, Ministry of Finance. These interactions provided a valuable opportunity to exchange perspectives on strengthening the contribution of the CMA profession towards good governance, public financial management and India's journey towards sustainable economic development.

The month of July 2026 witnessed several significant initiatives and milestones that further strengthened the Institute's commitment to professional excellence, knowledge leadership, stakeholder engagement, academic collaboration and member-centric growth. Some of the key highlights are as follows.

⦿ Academic Collaborations

The Institute further strengthened its engagement with academia by signing Memorandum of Understanding signed with Delhi Technological University (DTU), New Delhi on 8th July 2026 and with the Institute of Commerce, Nirma University (ICNU), Ahmedabad on 10th July 2026. These collaborations aim to promote academic excellence, collaborative research, professional education, skill development and stronger industry-academia linkages, while creating greater opportunities for students and members of the profession.

⦿ Release of the Guidance Note on Risk-Based Internal Audit of the Cement Industry

I am pleased to share that the Institute released the Guidance Note on Risk-Based Internal Audit of the Cement Industry, developed by the Internal Auditing and Assurance Standards Board (IAASB) on 21st July 2026. The Guidance Note provides a practical framework covering enterprise risk management, governance, internal controls, ESG-related risks, information technology controls, and industry-specific risk-based internal audit methodologies. I congratulate the Internal Auditing and Assurance Standards Board and all those associated with the development of this valuable publication, which will serve as an important professional resource and contribute significantly to strengthening risk-based internal audit practices in the cement industry.

⦿ Launch of Registrations for the Corporate Mitra Course

Registrations for the Corporate Mitra Course on the SWAYAM Plus portal were formally launched on 15th July 2026 in the presence of Shri Rahul Jain, Joint Secretary, Ministry of Corporate Affairs; Shri Mahendra Kumar, Director (PI), Ministry of Corporate Affairs; CMA TCA Srinivasa Prasad, the then President, ICMAI; and representatives of the Ministry of Corporate Affairs, the three Professional Institutes, IIT Madras, IIT Pravartak and SWAYAM Plus. The launch marked an important milestone in implementing the Ministry of Corporate Affairs' Corporate Mitra Scheme, aimed at developing a skilled cadre of paraprofessionals to support MSMEs in strengthening compliance, governance, and ease of doing business.

- **Awareness Campaign on the Corporate Mitra Scheme**

  The Institute actively collaborated with the Indian Institute of Corporate Affairs (IICA), Shillong, under the aegis of the Ministry of Corporate Affairs, Government of India, in organising awareness webinars on the Corporate Mitra Scheme as part of the North East Awareness Campaign. Conducted in association with Rajiv Gandhi University, Arunachal Pradesh, Mizoram University and the National Law University of Meghalaya, the webinars witnessed enthusiastic participation from students and stakeholders across the region. The initiative reflects the Institute's continued commitment to supporting the Government's efforts in developing skilled paraprofessionals to strengthen the MSME ecosystem and promote ease of doing business.

- **CAT Course in Partnership with the Directorate General Resettlement (DGR), Ministry of Defence, Government of India**

  The Institute's commitment towards supporting the resettlement and professional empowerment of armed forces personnel continued to gain further momentum during July 2026. Under its collaborative initiative with the Directorate General Resettlement (DGR), Ministry of Defence, Government of India, the Certificate in Accounting Technicians (CAT) Course continued to serve as a significant platform for equipping retiring defence personnel with industry-relevant knowledge and professional skills, enabling their successful transition to rewarding civilian careers.

  During the month, four new CAT Course batches commenced at Patna (Patna Saheb Chapter), Durgapur, Guwahati, and Noida under the DGR Training Calendar 2026–27. The commencement of these batches further strengthened the Institute's outreach across diverse regions of the country and reflected the growing confidence of defence personnel in the CAT Course as a pathway to professional excellence and enhanced employability.

  I had the privilege of attending the inaugural programme of the CAT Course batch at the Patna Saheb Chapter, Patna, on 16th July 2026, along with my Council colleague CMA Avijit Goswami. The programme was also graced by CMA Sarvan Kumar, Chairman, Patna Saheb Chapter, members of the Managing Committee of the Chapter and Col. Himanshu Tiwari (Veteran), who attended as the Chief Guest. The inaugural session witnessed enthusiastic participation from the candidates and reaffirmed the Institute's commitment to providing quality professional education to our defence personnel.

  On 23rd July 2026, Brigadier Vikas Batra, Additional Director General, Directorate Resettlement Zone (Central), Ministry of Defence, visited the ongoing CAT Course batch at Prayagraj Chapter for a mid-term inspection. During his visit, the ADG expressed his satisfaction with the quality of academic delivery, course content, and training infrastructure. He appreciated the Institute's dedicated efforts in enhancing the professional capabilities of candidates sponsored by the Directorate General Resettlement (DGR).

  The month of July 2026 also witnessed the successful completion of CAT Course batches at Haridwar, Lucknow and Cochin. The participants successfully completed intensive training in accounting, finance, taxation, management and allied subjects, thereby enhancing their knowledge, employability and preparedness for meaningful opportunities in the corporate and professional sectors.

The simultaneous commencement of new batches and successful completion of ongoing programmes aptly demonstrate the continuity, effectiveness and growing impact of the Institute's partnership with the Directorate General Resettlement. Each batch represents another meaningful step towards empowering our nation's defence personnel with the knowledge, confidence and professional competencies required to excel beyond their distinguished military careers.

As the CAT Course continues to expand its footprint across the country, the Institute remains steadfast in its mission of creating sustainable career opportunities for armed forces personnel and contributing meaningfully to their successful transition into productive and rewarding civilian lives.

⦿ 4th ICC Emerging Asia Banking Conclave and Awards

The Institute participated as the Silver Partner at the 4th ICC Emerging Asia Banking Conclave and Awards held on 24th July at New Delhi. I had the privilege of addressing the gathering as the Guest of Honour and presenting awards to the winners during the valedictory session. The event provided an excellent platform to highlight the growing contribution of Cost and Management Accountants to the banking and financial services sector.

⦿ Joint Online Programme on the Expected Credit Loss (ECL) Framework

The Institute, in collaboration with NIBSCOM, organised an online capsule programme on the Expected Credit Loss (ECL) Framework and its Impact on Indian Banks on 28th July 2026. The programme, inaugurated by me, featured an insightful technical presentation by CMA (Dr.) P. Siva Rama Prasad, Former Assistant General Manager, State Bank of India. It witnessed the participation of more than 200 professionals from various Public Sector Banks, reflecting the Institute's commitment to promoting knowledge sharing and professional capacity building on emerging financial reporting and regulatory developments in the banking sector.

⦿ Meeting with PFRDA to explore Collaboration for Promoting NPS among MSMEs

I, along with CMA Manoj Kumar Anand, Vice President and CMA (Dr.) D.P. Nandy, Secretary (Officiating) of the Institute, met with senior officials of the Pension Fund Regulatory and Development Authority (PFRDA) on 28th July 2026, to discuss potential avenues of collaboration for promoting the National Pension System (NPS) among Micro, Small and Medium Enterprises (MSMEs). The discussions focused on leveraging the Institute's extensive professional network and outreach to create greater awareness about retirement planning and facilitate wider adoption of NPS within the MSME sector. The meeting was highly constructive and both organisations expressed their commitment to exploring collaborative initiatives that would contribute to enhancing financial security and retirement preparedness across the MSME ecosystem.

CMAs: Architects of India's Growth Story towards Viksit Bharat @ 2047

As India progresses towards the vision of Viksit Bharat @ 2047, the role of the Cost and Management Accountant is undergoing a fundamental transformation. We are moving beyond our traditional identity as cost controllers and compliance professionals to become strategic partners in business, governance and nation-building. The future belongs to professionals who can convert information into intelligence, costs into value and challenges into opportunities.

The Cost and Management Accountant of tomorrow will be a Business Scientist, combining financial expertise with data analytics, Artificial Intelligence, digital technologies, sustainability, risk management and strategic thinking to support informed decision-making. Whether in manufacturing, services, Government, infrastructure, healthcare, financial services or emerging digital enterprises, CMAs will help organisations optimise resources, improve competitiveness, strengthen governance and create sustainable value.

Artificial Intelligence is redefining the way businesses operate, but it will not replace professionals who continuously learn and innovate. I therefore urge every member and every student to embrace AI as a co-worker, not as a competitor. AI can analyse data at unprecedented speed, but professional judgement, ethical reasoning, strategic insight and human wisdom will always remain the distinguishing strengths of a Cost and Management Accountant. Those who combine domain expertise with emerging technologies will lead the profession in the years ahead.

Sustainability will become an integral part of business strategy and CMAs will play a pivotal role in areas such as ESG reporting, carbon costing, lifecycle costing, integrated reporting, and value-based performance measurement. Likewise, the rapid growth of Global Capability Centres, the expansion of the Banking, Financial Services and Insurance sector, resilient supply chains, the digital economy and India's vibrant MSME ecosystem will create unprecedented opportunities for our profession to contribute to national development.

The future will also demand a culture of continuous learning. Every technological advancement, every regulatory reform and every new business model will present an opportunity for us to enhance our capabilities and expand our professional horizons. Let us remain lifelong learners, embrace innovation with confidence and continue to uphold the highest standards of ethics, integrity, and professional excellence.

I firmly believe that by 2047, Cost and Management Accountants will not merely support business decisions, they will help shape them. Together, let us position our profession as an indispensable pillar of India's journey towards becoming a globally competitive, innovative, sustainable and developed nation.

Our Institute too must continuously evolve. During the year ahead, we shall focus on strengthening professional education, research, thought leadership, digital transformation, member services, international collaborations, industry engagement and Government partnerships. We shall continue our endeavour to create greater professional opportunities for members and students while ensuring that the Institute remains agile, progressive, globally respected and future ready.

Strategic Priorities for the Council Year 2026–27

Alongside our Institutional initiatives, we shall continue to pursue several strategic priorities aimed at strengthening the professional standing of Cost and Management Accountants and expanding opportunities for our members through constructive engagement with the Government, regulators, industry and other stakeholders:

- **Pursuing the implementation of the recommendations of the Committee constituted by the Ministry of Corporate Affairs** to review the existing framework of cost accounting records and cost audit and to improve the usefulness of cost audit reports across various sectors of the economy, with the objective of strengthening the cost audit ecosystem, enhancing transparency, improving operational efficiency, reinforcing accountability, and promoting value-based financial governance in the corporate sector.
- **Strengthening Institutional engagement with the regulators of the Banking, Financial Services and Insurance (BFSI) sector** to facilitate greater participation of Cost and Management Accountants in emerging areas of financial governance, risk management, regulatory compliance, sustainability reporting and other professional

domains, thereby creating wider opportunities for members while contributing to the resilience and efficiency of India's financial system.

- **Ensuring a level playing field for Cost and Management Accountants** in leadership positions by pursuing parity in eligibility for appointment to the post of Director (Finance) in Central Public Sector Enterprises through restoration of the original qualification criteria and removal of preference for any particular professional qualification.
- **Strengthening the statutory recognition of the profession** by pursuing the inclusion of Cost Accountants within the definition of 'Accountant' under the Income-tax Act, 2025, recognition as Authorised Representatives under the Act, and enabling Cost Accountants to undertake certification assignments envisaged therein.
- **Reinforcing the professional identity of the Institute** by pursuing the change in the name of the Institute to "The Institute of Cost and Management Accountants of India (ICMAI)", thereby more appropriately reflecting the evolving scope, competencies and global stature of the profession.
- **Expanding professional opportunities under the Real Estate (Regulation and Development) Act, 2016**, by seeking recognition of Cost Accountants as authorised professionals for certification under the relevant provisions of the Act alongside other recognised professionals.

These priorities are not merely intended to expand the professional domain of Cost and Management Accountants; they are aimed at enhancing the value that our profession contributes to businesses, Government, regulators, investors, and society. I am confident that, with the collective support of our members and constructive engagement with all stakeholders, we will make meaningful progress in advancing these important initiatives.

I also appeal to all our Regional Councils and Chapters to proactively engage with their respective State Governments, regulators, industry bodies, public sector undertakings and academic institutions to enhance the visibility and recognition of the Cost and Management Accounting profession. Through sustained outreach and meaningful stakeholder engagement, let us collectively create greater awareness, strengthen the profession's presence across all corridors of governance and industry and expand professional opportunities for our members.

I invite each one of you to join me in this shared journey. Let us think boldly, embrace change confidently, innovate responsibly and work collaboratively. Let us nurture future-ready professionals, strengthen public trust in our profession, and demonstrate that Cost and Management Accountants are indispensable partners in building stronger businesses, stronger institutions and a stronger India.

Before I conclude, I would like to recall the inspiring words of the renowned management thinker, Peter Drucker:

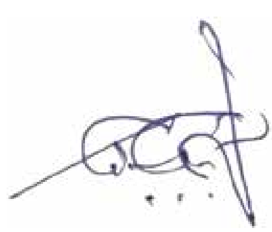
"The best way to predict the future is to create it."

These words aptly capture the spirit of our profession. Let us, together, create the future that we aspire to see, for our profession, for our Institute and for our nation.

I seek your continued blessings, guidance, cooperation and active support as we embark on this exciting journey together.

Together, let us shape the future of our profession and contribute to the vision of Viksit Bharat @ 2047.

With warm regards,



CMA Chittaranjan Chattopadhyay

1st August 2026

BRIEF SUMMARY OF THE ACTIVITIES OF VARIOUS DEPARTMENTS/ COMMITTEES/ BOARDS OF THE INSTITUTE DURING THE MONTH OF JULY 2026

BANKING, FINANCIAL SERVICES AND INSURANCE BOARD (BFSI BOARD)

A. Webinar

Nationalisation of Banks in India (1969–2026): From Branch Banking to Virtual Banking – Advancing Financial Inclusion, Digital Literacy and Last-Mile Banking Towards Viksit Bharat 2047

The Board organized the webinar on 19th July 2026 which was a commemorative webinar to mark Bank Nationalisation Day. It also marked the event for the Banking Month organized by the Board. CMA Chittaranjan Chattopadhyay, Chairman, BFSIB delivered the welcome address. The 25th issue of the BFSI Chronicle and 6th Annual issue was released at the event.

There was a panel discussion comprising of Shri NDSV Nageswara Rao, Chief General Manager, State Bank of India, CMA Uday Sankar Majumder, Chief General Manager & Group Chief Risk Officer, Canara Bank and CMA Balbir Singh, General Manager, Punjab National Bank and Head of SLBC West Bengal respectively and it was moderated by CMA Chittaranjan Chattopadhyay. After the panel discussion, CMA (Dr.) P. Siva Rama Prasad, Former Assistant General Manager, State Bank of India did a presentation on the topic.

The webinar reaffirmed that Indian banking has evolved from a branch-based system into a nationwide digital network serving millions through UPI, Business Correspondents and AI-driven services. Financial inclusion today means not just opening accounts, but ensuring access to credit, insurance, pensions, digital payments and financial literacy.

B. Certificate Courses

The Certificate Course on Credit Management in Banks-13th Batch and the Certificate Course on Cost Control Strategies in the Banking Sector and are likely to start from August, 2026.

C. Opportunities for CMAs

i. CMA firms are eligible to apply as Concurrent Auditors for 3 HO verticals at SIDBI.
ii. CMA firms are eligible to apply for empanelment as Stock Auditors in Indian Bank.
iii. CMAs are eligible for Credit Officers (GBO Stream) in Bank of India.
iv. CMAs are eligible for Fixed Term Engagement on Contractual basis for Corporate and Institutional Credit Department in Bank of Baroda for various posts.

D. BFSI Chronicle

The Board released the 25th issue of the BFSI Chronicle on 19th July 2026 which was also the 6th Annual issue. The link can be viewed as follows-

https://dwpivt501gtb6.cloudfront.net/upload/bfsi/BFSI%20CHRONICLE%2025th%20ISSUE%202026._compressed_2026.pdf

BOARD OF ADVANCED STUDIES & RESEARCH (BoASR)

The Board of Advanced Studies & Research (BoASR) continues to strengthen the professional competencies of members and finance professionals through industry-relevant academic initiatives and strategic collaborations.

Diploma in Forensic Audit (In Association with National Forensic Sciences University – NFSU)

The online training programme of the Diploma in Forensic Audit, conducted in association with the National Forensic Sciences University (NFSU), Gandhinagar, has been successfully concluded. The programme witnessed active participation from learners and provided comprehensive insights into the principles and practices of forensic auditing.

As the next phase of the programme, the Residential Training is scheduled to be conducted at the NFSU Campus, Gandhinagar, from 10th August 2026 to 14th August 2026, enabling participants to gain practical exposure through intensive classroom sessions, case studies, and interactions with domain experts.

Launch of Two New Certificate Courses

In line with its commitment to offering

contemporary and future-focused learning opportunities, the Board is pleased to announce the launch of two new professional certificate programmes:

- Certificate Course in IND AS and IFRS
- Certificate Course on Digital Personal Data Protection (DPDP) Compliance & Audit

Both programmes are scheduled to commence on 1st August 2026. These courses have been carefully designed to address the evolving needs of finance, accounting, governance, compliance, and regulatory professionals. They aim to equip participants with practical knowledge, industry's best practices, and the competencies required to navigate the rapidly changing business and regulatory environment.

The Board remains committed to delivering high-quality professional education and capacity-building initiatives that empower members and professionals to excel in their respective domains.

CAT DIRECTORATE

- **Result of CAT Course (Part–I) Examination – June 2026 Term**

The results of the CAT Course (Part–I) Examination, June 2026 Term were declared on 15th July 2026 by the CAT Directorate. The examination was conducted smoothly in an offline, centre-based mode across the country, reflecting the Institute's commitment to maintaining the highest standards of examination administration.

Heartfelt congratulations are extended to all students who have successfully passed the examination. Their success reflects their hard work, determination and perseverance. More importantly, this achievement marks a significant milestone in their academic journey, making them eligible for direct admission to the Intermediate Course of the Institute.

All successful candidates are encouraged to take the next step by enrolling in the CMA Intermediate Course. The CMA qualification is one of the country's most respected professional credentials in the fields of cost and management accounting, finance and business strategy. Pursuing the CMA Course will open new avenues of professional excellence and equip students with the knowledge and competencies required to become future business leaders and trusted financial professionals.

COOPERATIVE AND NPO DEVELOPMENT BOARD

The Board organized a programme titled "Innovative and Sustainable Financing for Viksit Bharat: The Role of CSR, Social Stock Exchange and Carbon Credits in Strengthening Cooperatives, NPOs and Social Enterprises" on 8th July 2026 at the Dy. Speaker Hall of the Constitution Club of India, New Delhi.

This was the maiden event as Cooperative and NPO Development Board (New Name) of the Institute of Cost Accountants of India while celebrating the 'International Day of Cooperatives 2026'.

Shri Pradeep Gandhi, MP (14th Lok Sabha), Secretary General, Indian Parliamentary Forum (IPF) was the 'Chief Guest' during the Event.

The speakers at the Programme were Dr. (h.c.) CS Advocate Mamta Binani, who is India's First Registered Insolvency Professional and Former President (2016) ICSI and CMA Dr S.K. Gupta, MD, ICMAI RVO.

The CNDB also released two of its Research Studies during the Event on the topic "Cost Management Accounting Practices and their Impact on Profitability and Performance in the Dairy Co-operative Sector of Tamil Nadu" and "Management of Cost and Earnings in Scheduled Urban Cooperative Banks in India – An Empirical Study".

The Programme was attended by around 100 participants and was highly appreciated.

As a regular practice, CNDB also organized a Webinar on 3rd July 2026 on the topic "Cooperatives for a Peaceful World: Contribution of Indian Cooperatives", celebrating International Day of Cooperatives 2026. The session was taken by CMA (Dr.) Sivakumar A., Assistant professor of Commerce, Sree Neelakanta Govt Sanskrit College, Pattambi, reflecting on the remarkable role cooperatives continue to play in building stronger communities, creating sustainable livelihoods, and promoting social harmony.

MEMBERSHIP DEPARTMENT

During the month of July 2026, the Institute admitted 307 new Associate Members and elevated 69 Associate Members to the grade of Fellowship, marking significant milestones in their professional journey and further strengthening the CMA fraternity.

Members are reminded that the annual membership fee for the financial year 2026–27, due from 1st April 2026, is payable on or before 30th September 2026. The fee may be paid conveniently through the Members' Online System without login by visiting: https://eicmai.in/mms/PublicPages/UserRegistration/Login-WP.aspx.

Members in practice who could not renew their Certificate of Practice (CoP) for the year 2026–27 by the due date of 30th June 2026 may now restore and renew their CoP up to the end of the financial year by paying the applicable restoration charges along with the normal renewal fee through the online login facility: https://eicmai.in/MMS/Login.aspx?mode=EU.

To further enhance member services, the Institute has introduced a new facility in addition to its existing services to make members' experience smoother and more convenient. Members are requested to visit the ICMAI website and access the "Benefits for Members" section under the Members tab for complete details.

SUSTAINABILITY STANDARDS BOARD

1. Webinars

a. Vasudhaiva Kutumbakam Series

i. The Board organized the 61st Webinar of the Vasudhaiva Kutumbakam series held on 10th July 2026 on the topic "Social Stock Exchange-Impact Reporting". Ms. Harsha Ramnani, Practising Chartered Accountant was the speaker.

ii. The Board organized the 62nd Webinar of the Vasudhaiva Kutumbakam series held on 24th July 2026 on the topic "Extended Producer Responsibility". CMA Deepa Dutta Chaudhuri, Founder, PulseSocial Content Solutions was the speaker.

b. Parinayati Webinar Series

The Board organized the 9th Parinayati Webinar series on the topic of ESG and Sustainability Reporting in Greece on 17th July 2026. CMA (Dr.) Aditi Dasgupta, Joint Director, ICMAI and CMA Arunabha Saha, Practising Cost Accountant were the speakers.

c. Other Webinar

The Board organized a webinar on the topic of Empowering Employers and Employees-Understanding of POSH. Ms. Shamelee Vaze, Practising Company Secretary was the speaker.

2. Monthly Newsletter- Sukhinobhavantu

The Board released Volume XXXVI which is the July 2026 edition of the monthly newsletter Sukhinobhavantu. The Download link is as follows:

https://drive.google.com/file/d/1evhaRmeWzkXg7HKwGUrqCTgkDSm1tJRY/view

3. Certificate Course on ESG

The classes for the 7th batch of the Certificate Course on ESG started from 12th July 2026. The admission for the 8th batch of the Certificate Course on ESG has started and we request all members and students to enroll for the course for capacity enhancement and knowledge dissemination. The link for admission is as follows: https://eicmai.in/OCMAC/SSB/SSB.aspx

4. Exposure Draft of Sustainability Assurance Standard (ISAS – 1)

The Draft Sustainability Assurance Standard (ISAS – 1) approved by the Council in its 369th Meeting held on 21st July 2026. It is now placed to the members of the Institute and other stakeholders as an exposure draft for their comments for necessary incorporation. The last date of comments is 11th August 2026.

Link for the ISAS-1 -

https://dwpivt501gtb6.cloudfront.net/upload/ssb/Annexure-I%20Sustainability%20Reporting%20Assurance%20Standard_2026.pdf

5. Workshop in BRSR- Reporting & Assurance

The SSB in association with SIRC organized a two days Workshop in BRSR- Reporting & Assurance at Chennai on 10th and 11th July 2026. The event was graced by CMA (Dr.) V. Murali, Council Member and Member of SSB and CMA Rajesh Iyer, Vice-Chairman, SIRC. Five SSB members graced the occasion as speakers namely CS Makarand Lele, CMA A. Sekar, CMA (Dr.) Subrahmaniya Sivam R., CMA Anuradha Dhavalikar and Dr. Ranjith Krishnan respectively.

INSOLVENCY PROFESSIONAL AGENCY OF THE INSTITUTE OF COST ACCOUNTANTS OF INDIA (IPA-ICMAI)

Insolvency Professional Agency of Institute of Cost Accountants of India, in its endeavour to promote professional development and sharpen the skills of the professionals, has constantly been conducting various professional & orientation programs across the country and publishing various publications and books for the benefit of stakeholders at large. Towards that, IPA-ICMAI has undertaken several initiatives, as enumerated below, during the month of July 2026.

- A Learning Session on Implementation of Resolution Plan under IBC, 2016 – Industry Specific Perspectives was held on 4th July 2026, in online mode. The session focused on the practical aspects of implementing approved resolution plans across different industries, highlighting sector-specific challenges, regulatory expectations, and best practices for ensuring effective and timely implementation.
- An Advanced Workshop on Waterfall Mechanism under IBC, 2016 was held on 10th July 2026, in online mode. The workshop provided an in-depth understanding of the distribution of proceeds under Section 53 of the Insolvency and Bankruptcy Code, judicial interpretations, stakeholder priorities, and practical issues encountered during liquidation proceedings.
- The Certificate Course on Insolvency & Bankruptcy Code (With Special Focus on Latest Amendments) was held from 13th –17th July 2026, at NIBSCOM, Noida, in association with NIBSCOM. The five-day programme provided participants with practical insights into the latest amendments to the Insolvency and Bankruptcy Code, covering key aspects of CIRP, liquidation, personal guarantors, valuation, and other emerging developments under the Code.
- A Webinar Series on Interplay of IBC with Other Allied Laws was held on 18th July 2026, in online mode. The webinar explored the interaction of the Insolvency and Bankruptcy Code with various allied laws, including the Companies Act, SEBI regulations, the Prevention of Money Laundering Act (PMLA), the Income Tax Act, and other regulatory frameworks, enabling participants to better understand the legal and practical implications of overlapping legislations.
- Seminar on Insolvency and Bankruptcy Code, 2016 – Recent Amendments under IBC was held on 24th July 2026, in Mumbai, in collaboration with IP Foundation, PVAI (Valuation Professional Organisation), and DiMax Restructuring. The seminar provided participants with insights into the latest amendments, regulatory developments, and emerging trends under the Insolvency and Bankruptcy Code.
- IPA-ICMAI, with the support of the Insolvency and Bankruptcy Board of India (IBBI), successfully organised a Workshop for Insolvency Professionals (IPs) & Registered Valuers (RVs) on 24th July 2026 in Mumbai. The programme witnessed enthusiastic participation from Insolvency Professionals and Registered Valuers, providing valuable insights into the latest developments in the insolvency and valuation ecosystem.
- A Workshop on Forensic Bootcamp: Investigating Avoidance Transactions under the IBC was held on 25th July 2026. The programme provided participants with practical insights into forensic investigation techniques and enhanced their understanding of identifying and addressing avoidance transactions under the Insolvency and Bankruptcy Code.
- IPA-ICMAI is organizing an online Sensitization Program on "Disciplinary Process under IBBI Oversight & Ethical Conduct for IPs" on 31st July 2026. The program aims to enhance Insolvency Professionals' understanding of disciplinary proceedings, ethical standards, professional responsibilities, and best practices to strengthen compliance and professional conduct under the Insolvency and Bankruptcy Code.
- In its endeavour to promote the profession, encourage knowledge sharing, and enhance sensitisation of the insolvency ecosystem, IPA-ICMAI published Au-Courant (Daily Newsletter), Weekly IBC Dossier, Monthly e-Journal, Quarterly Digest, Case Book and an Annual Publication, all of which are hosted on IPA-ICMAI website.

THE INSTITUTE OF COST ACCOUNTANTS OF INDIA

(Statutory Body under an Act of Parliament)

(Standing & Other Committees/Boards/Cells/Task Forces for the year 2026-27)

(Quorum indicated is as per regulation 81 (1) of the CWA Regulations, 1959)

Standing Committees

1. Executive Committee (Quorum: 3)

Chairman

1. CMA Chittaranjan Chattopadhyay, President

Members

2. CMA Manoj Kumar Anand, Vice President
3. CMA Bibhuti Bhusan Nayak
4. CMA Ashwinkumar Gordhanbhai Dalwadi
5. CMA Neeraj Dhananjay Joshi
6. CMA Suresh Rachappa Gunjalli
7. CMA Rajendra Singh Bhati

Secretary

CMA (Dr.) Debaprosanna Nandy, Secretary (Officiating)

2. Examination Committee (Quorum: 2)

Chairman

1. CMA Chittaranjan Chattopadhyay, President

Members

2. CMA Manoj Kumar Anand, Vice President
3. CMA Bibhuti Bhusan Nayak
4. CMA Neeraj Dhananjay Joshi
5. CMA Suresh Rachappa Gunjalli
6. CMA (Dr.) K Ch A V S N Murthy
7. CMA Avijit Goswami

Secretary

CMA (Dr.) Debaprosanna Nandy, Secretary (Officiating)

3. Finance Committee (Quorum: 2)

Chairman

1. CMA Chittaranjan Chattopadhyay, President

Members

2. CMA Manoj Kumar Anand, Vice President
3. CMA T.C.A. Srinivasa Prasad
4. CMA Ashwinkumar Gordhanbhai Dalwadi
5. CMA Harshad Shamkant Deshpande
6. CMA Vinayaranjan P
7. CMA Rajendra Singh Bhati

Secretary

CMA (Dr.) Debaprosanna Nandy, Secretary (Officiating)

Other Committees / Boards / Cells / Task Forces

4. Board of Discipline u/s 21A(1)

Presiding Officer

1. Shri P.K. Pujari, IAS (Retd.)

Member

2. CMA Avijit Goswami

Alternate Member

3. CMA Bibhuti Bhusan Nayak

Secretary

CMA (Dr.) Hemant Kumar Sindhwani, Director (Discipline)

5. Disciplinary Committee u/s 21B(1)

Presiding Officer

1. CMA Chittranjan Chattopadhyay, President

Members

2. CMA T.C.A. Srinivasa Prasad
3. CMA Ashwinkumar Gordhanbhai Dalwadi
4. Shri Saraswati Prasad, IAS (Retd.)
5. Mrs. Meenakshi Sharma, IA&AS (Retd.)

Secretary

CMA (Dr.) Hemant Kumar Sindhwani, Director (Discipline)

6. Training & Educational Facilities Committee (Quorum: 3)

Chairman

1. CMA Vinayaranjan P

Members

2. CMA Bibhuti Bhusan Nayak
3. CMA Ashwinkumar Gordhanbhai Dalwadi
4. CMA Harshad Shamkant Deshpande
5. CMA Avijit Goswami
6. CMA Rajendra Singh Bhati
7. CMA Navneet Kumar Jain

Co-opted Members

8. CMA (Dr.) Paritosh Basu
9. CMA (Dr.) Niranjan Shastri
10. CMA Akhaya Kumar Swain

Secretary

CMA Avijit Mondal, Joint Director

7. Journal & Publications Committee (Quorum:3)

Chairman
1. CMA Harshad Shamkant Deshpande

Members
2. CMA Suresh Rachappa Gunjalli
3. CMA (Dr.) K Ch A V S N Murthy
4. CMA Vinayaranjan P
5. CMA Avijit Goswami
6. CMA Rajendra Singh Bhati
7. CMA Navneet Kumar Jain

Co-opted Members
8. CMA Y.H. Anegundi
9. CMA (Dr.) G. Naresh Reddy
10. CMA Naveen Mittal

Secretary
CMA Sucharita Chakraborty, Additional Director

8. Professional Development & CPE Committee (Quorum: 3)

Chairman
1. CMA Manoj Kumar Anand

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Harshad Shamkant Deshpande
4. CMA Neeraj Dhananjay Joshi
5. CMA Suresh Rachappa Gunjalli
6. CMA Vinayaranjan P
7. CMA Avijit Goswami
8. CMA Rajendra Singh Bhati

Co-opted Members
9. CMA Malhar Dalwadi
10. CMA Chandra Prakash Kalra
11. CMA (Dr.) Raja Ghosh
12. CMA Ajit Kumar Gupta

Secretary
CMA Simarjeet Chadha, Director

9. Regional Council & Chapters Coordination Committee (Quorum: 3)

Chairman
1. CMA Bibhuti Bhusan Nayak

Members
2. CMA Ashwinkumar Gordhanbhai Dalwadi
3. CMA (Dr.) Ashish Prakash Thatte
4. CMA Suresh Rachappa Gunjalli
5. CMA (Dr.) V. Murali
6. CMA (Dr.) K Ch A V S N Murthy
7. CMA Vinayaranjan P
8. CMA Rajendra Singh Bhati

Co-opted Members
9. CMA C.L. Bansal
10. CMA Pramod Chauhan
11. CMA Ramakrishna Matta
12. CMA G.V. Subramanyam

Secretary
CMA Tinku Ghosh Das, Joint Director

10. International Affairs Committee (Quorum:3)

Chairman
1. CMA Rajendra Singh Bhati

Members
2. CMA Harshad Shamkant Deshpande
3. CMA (Dr.) Ashish Prakash Thatte
4. CMA Suresh Rachappa Gunjalli
5. CMA (Dr.) V. Murali
6. CMA Avijit Goswami

Co-opted Members
7. CMA Gautam Kumar Das
8. CMA Sandeep Goel
9. CMA Avaneesh Kumar Bharti

Secretary
Dr. Kimi Thareja, Joint Director

11. Direct Taxation Committee (Quorum: 3)

Chairman
1. CMA Rajendra Singh Bhati

Members
2. CMA T.C.A. Srinivasa Prasad
3. CMA Bibhuti Bhusan Nayak
4. CMA Harshad Shamkant Deshpande
5. CMA (Dr.) Ashish Prakash Thatte
6. CMA Suresh Rachappa Gunjalli
7. CMA (Dr.) K Ch A V S N Murthy
8. CMA Vinayaranjan P

Co-opted Members
9. CMA R.K. Sinha
10. CMA Rajender Kumar Rapaka
11. CMA Manoj Bansal
12. CMA Amit Jain

Secretary
CMA Kushal Sengupta, Director

12. Indirect Taxation Committee (Quorum: 3)

Chairman
1. CMA (Dr.) Ashish Prakash Thatte

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Harshad Shamkant Deshpande

4. CMA Suresh Rachappa Gunjalli
5. CMA (Dr.) V. Murali
6. CMA (Dr.) K Ch A V S N Murthy
7. CMA Vinayaranjan P
8. CMA Avijit Goswami
9. CMA Rajendra Singh Bhati

Co-opted Members
10. CMA Anil Sharma
11. CMA Bhogavalli Mallikarjun Gupta
12. CMA Saurabh Singh Raghav
13. CMA Gautam Chhetri

Secretary
CMA Kushal Sengupta, Director

13. Committee for Accounting Technicians (Quorum: 3)

Chairman
1. CMA Rajendra Singh Bhati

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Harshad Shamkant Deshpande
4. CMA (Dr.) Ashish Prakash Thatte
5. CMA Suresh Rachappa Gunjalli
6. CMA (Dr.) K Ch A V S N Murthy
7. CMA Vinayaranjan P
8. CMA Navneet Kumar Jain

Co-opted Members
9. CMA Balam Singh Rawat
10. CMA Jaswinder Singh
11. CMA Nishant Singh
12. CMA Himanshu Agarwal

Secretary
CMA Rajesh Kumar Jain, Joint Director

14. Members' Facilities Committee (Quorum: 3)

Chairman
1. CMA Bibhuti Bhusan Nayak

Members
2. CMA T.C.A. Srinivasa Prasad
3. CMA Ashwinkumar Gordhanbhai Dalwadi
4. CMA (Dr.) Ashish Prakash Thatte
5. CMA Suresh Rachappa Gunjalli
6. CMA Vinayaranjan P
7. CMA Avijit Goswami
8. CMA Rajendra Singh Bhati

Co-opted Members
9. CMA Gulshan Kumar
10. CMA Arun Nagar
11. CMA Ankit Gupta
12. CMA Kamal Kishore Vyas

Secretary
CMA Arunava Gangopadhyay, Director

15. Infrastructure Committee (Quorum: 3)

Chairman
1. CMA Manoj Kumar Anand

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Ashwinkumar Gordhanbhai Dalwadi
4. CMA Harshad Shamkant Deshpande
5. CMA (Dr.) K Ch A V S N Murthy
6. CMA Vinayaranjan P
7. CMA Avijit Goswami
8. CMA Rajendra Singh Bhati

Secretary
CMA Rajat Kumar Basu, Director

16. Corporate Laws Committee (Quorum: 3)

Chairman
1. CMA Suresh Rachappa Gunjalli

Members
2. CMA Harshad Shamkant Deshpande
3. CMA (Dr.) Ashish Prakash Thatte
4. CMA (Dr.) V. Murali
5. CMA (Dr.) K Ch A V S N Murthy
6. CMA Avijit Goswami
7. CMA Rajendra Singh Bhati
8. CMA Navneet Kumar Jain

Co-opted Members
9. CMA K Chandra Sekhar
10. CMA M Manohar Chowdary
11. CMA Sameer Gupte
12. CMA Rakesh Kumar Sharma

Secretary
Ms. Vibhu Agarwal, Joint Director

17. Information Technology Committee (Quorum: 3)

Chairman
1. CMA Avijit Goswami

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Ashwinkumar Gordhanbhai Dalwadi
4. CMA Harshad Shamkant Deshpande
5. CMA Suresh Rachappa Gunjalli
6. CMA (Dr.) V. Murali
7. CMA Vinayaranjan P
8. CMA Rajendra Singh Bhati

Co-opted Members
9. CMA Ravikumar Ramachandran
10. CMA Umeshwar Sharma
11. CMA Rahul Saxena
12. CMA Jeevan Wagaskar

Secretary
Shri Ashish Tewari, Additional Director

18. Members in Industry & PSUs Committee (Quorum: 3)

Chairman
1. CMA T.C.A. Srinivasa Prasad

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Harshad Shamkant Deshpande
4. CMA Suresh Rachappa Gunjalli
5. CMA (Dr.) K Ch A V S N Murthy
6. CMA Avijit Goswami
7. CMA Navneet Kumar Jain

Co-opted Members
8. CMA Hemendra Soni
9. CMA Adi Narayana Prabhu K
10. CMA Surajit Dutta

Secretary
CMA Nidhi Verma, Joint Director

19. Public Relations Committee (Quorum: 3)

Chairman
1. CMA Rajendra Singh Bhati

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Ashwinkumar Gordhanbhai Dalwadi
4. CMA Harshad Shamkant Deshpande
5. CMA (Dr.) Ashish Prakash Thatte
6. CMA (Dr.) V. Murali
7. CMA Navneet Kumar Jain

Co-opted Members
8. CMA Sunil Kumar Singh
9. CMA Devara Ramana Murthy
10. CMA Mayank Jain

Secretary
CMA Pardeep Kumar Khaneja, Joint Director

20. Management Accounting Committee (Quorum: 3)

Chairman
1. CMA Neeraj Dhananjay Joshi

Members
2. CMA T.C.A. Srinivasa Prasad
3. CMA Bibhuti Bhusan Nayak
4. CMA Suresh Rachappa Gunjalli
5. CMA (Dr.) K Ch A V S N Murthy
6. CMA Vinayaranjan P
7. CMA Navneet Kumar Jain
8. CMA (Dr.) V. Murali

Co-opted Members
9. CMA Srinivasan G Narasimhan
10. CMA Milind Date
11. CMA Aman Malviya
12. CMA Utpal Kumar Saha

Secretary
Dr. Pradipta Gangopadhyay, Additional Director

21. Career Counselling & Placement Committee (Quorum: 3)

Chairman
1. CMA Vinayaranjan P

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Ashwinkumar Gordhanbhai Dalwadi
4. CMA (Dr.) Ashish Prakash Thatte
5. CMA Harshad Shamkant Deshpande
6. CMA Suresh Rachappa Gunjalli
7. CMA Avijit Goswami
8. CMA Rajendra Singh Bhati

Co-opted Members
9. CMA Harmeet Singh Bawa
10. CMA Govind Sharma
11. CMA Shubham Agarwal
12. CMA Prof. Shivam Sharma

Secretary
CMA Ria Chowdhury, Deputy Director

22. IFRS Committee (Quorum: 3)

Chairman
1. CMA (Dr.) V Murali

Members
2. CMA (Dr.) Ashish Prakash Thatte
3. CMA Suresh Rachappa Gunjalli
4. CMA (Dr.) K Ch A V S N Murthy
5. CMA Avijit Goswami
6. CMA Rajendra Singh Bhati

Co-opted Members
7. CMA Rammohan Nilkanth Bhave
8. CMA S.L. Swami
9. CMA Parvesh

Secretary
Ms. Sarika Agarwal, Joint Director

23. Committee on Code of Ethics (Quorum:3)

Chairman
1. CMA Bibhuti Bhusan Nayak

Members
2. CMA Ashwinkumar Gordhanbhai Dalwadi
3. CMA (Dr.) Ashish Prakash Thatte
4. CMA (Dr.) V. Murali
5. CMA Vinayaranjan P
6. CMA Avijit Goswami
7. CMA Navneet Kumar Jain

Co-opted Members
8. CMA Shailendra Paliwal
9. CMA Sachin Kathuria
10. CMA Piyush Gupta

Secretary
CMA Rashmi Gupta, Joint Director

24. Capital Markets Committee (Quorum:3)

Chairman
1. CMA Suresh Rachappa Gunjalli

Members
2. CMA (Dr.) Ashish Prakash Thatte
3. CMA Harshad Shamkant Deshpande
4. CMA Avijit Goswami
5. CMA Rajendra Singh Bhati
6. CMA Navneet Kumar Jain

Co-opted Members
7. CMA (Dr.) Narshimha Murthy
8. CMA Prabir Dutta
9. CMA Archana Singh

Secretary
CMA Rajesh Kumar Jain, Joint Director

25. Corporate Mitra Committee (Quorum:3)

Chairman
1. CMA Manoj Kumar Anand

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Harshad Shamkant Deshpande
4. CMA Vinayaranjan P

Co-opted Members
5. CMA (Dr.) S.K. Gupta
6. CMA Ram Prasad S

Secretary
CMA Nidhi Verma, Joint Director

26. Cost Accounting Standards Board (Quorum: 8)

Chairman
1. CMA Neeraj Dhananjay Joshi

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Ashwinkumar Gordhanbhai Dalwadi
4. CMA Suresh Rachappa Gunjalli
5. CMA Rajendra Singh Bhati
6. CMA Navneet Kumar Jain

Co-opted Members
7. CMA B.B. Goyal
8. CMA Sankalp Wadhwa
9. CMA Nitish Kalra
10. CMA Ashu Mathur
11. Dr. Ratinder Kaur
12. CMA B Ramesh
13. CMA Rama Mohan Reddy R
14. CMA Emmanual Babu Narru
15. CMA Nagaram Bala Subramanyam
16. CMA Prafullata Muli
17. Nominee of MCA
18. Nominee of CBIC
19. Nominee of CBDT
20. Nominee of ICAI
21. Nominee of ICSI
22. Nominee of NFRA
23. Nominees of Regulatory Bodies
24. Nominees of Industry Associations
25. Nominees of Global Accounting Bodies

Secretary
CMA Tarun Kumar, Director

27. Cost Auditing and Assurance Standards Board (Quorum: 5)

Chairman
1. CMA Ashwinkumar Gordhanbhai Dalwadi

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Neeraj Dhananjay Joshi
4. CMA Harshad Shamkant Deshpande
5. CMA Suresh Rachappa Gunjalli
6. CMA Vinayaranjan P
7. CMA Avijit Goswami
8. CMA Navneet Kumar Jain

Co-opted Members
9. CMA B.B. Goyal
10. CMA Aruna Sethi
11. CMA Varsha Limaye
12. CMA Sanjay Garg
13. CMA Sorabh Sethi
14. CMA Kiran Mishra

15. CMA Monish Ghosh
16. CMA Raveendra Sekhar Khandavalli
17. CMA M.K. Mittal
18. Nominee of MCA
19. Nominee of NFRA
20. Nominees of Regulatory Bodies
21. Nominees of Industry Associations

Secretary
CMA Tarun Kumar, Director

28. Internal Auditing and Assurance Standards Board (Quorum: 5)

Chairman
1. CMA Avijit Goswami

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Harshad Shamkant Deshpande
4. CMA Suresh Rachappa Gunjalli
5. CMA (Dr.) V. Murali
6. CMA (Dr.) K Ch A V S N Murthy
7. CMA Rajendra Singh Bhati

Co-opted Members
8. CMA N. Ramaskanda
9. CMA V. Gopalan
10. CMA C. Vajralingam
11. CMA Rupesh Kothari
12. CMA Ram Kumar K
13. CMA Nikunja Kishore Ch Nanda
14. CMA Rakesh Shankar Ravishankar
15. CMA Kanti Lal Goyal
16. CMA Vinay Maan
17. CMA Bhaskar Basu
18. Nominee of Industry Associations
19. Nominee of Professional Institutes
20. Nominees of Regulatory Bodies
21. Nominee of NFRA

Secretary
CMA Rashmi Gupta, Joint Director

29. Banking, Financial Services & Insurance Board (Quorum: 5)

Chairman
1. CMA Harshad Shamkant Deshpande

Members
2. CMA (Dr.) Ashish Prakash Thatte
3. CMA Suresh Rachappa Gunjalli
4. CMA (Dr.) K Ch A V S N Murthy
5. CMA Vinayaranjan P
6. CMA Avijit Goswami
7. CMA Rajendra Singh Bhati

Co-opted Members
8. CMA Rakesh Khandelwal
9. CMA Satyanarayana Puvadda Rajesh
10. CMA Nanduri Ravi Shankar
11. CMA Bashir Ahmad Masoudi
12. CMA G. Srinivasan
13. CMA (Dr.) Kumararajan Sethurajan
14. CMA (Dr.) K. Balu
15. CMA (Dr.) Ramjass Yadav
16. CMA Mohan Vasant Tanksale
17. CMA Basant Kumar Unhelkar
18. CMA Sudipto Roy
19. CMA Sambasiva Rao Daggubati
20. CMA Harpreet Singh
21. CMA Balbir Singh
22. Nominees of Regulatory Bodies

Secretary
CMA Dibbendu Roy, Additional Director

30. Board of Advanced Studies & Research (Quorum: 5)

Chairman
1. CMA Vinayaranjan P

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Ashwinkumar Gordhanbhai Dalwadi
4. CMA Neeraj Dhananjay Joshi
5. CMA Suresh Rachappa Gunjalli
6. CMA (Dr.) K Ch A V S N Murthy
7. CMA Navneet Kumar Jain

Co-opted Members
8. CMA Senthil Kumar
9. CMA Harendra Kumar Pareek
10. CMA Suket Tiwari
11. CMA Akula Chandra Sekhar
12. CMA Bhargava Srinivasa Raghavan
13. Dr. Kalpesh Parikh
14. CMA K Madhu Bala

Secretary
CMA Sucharita Chakraborty, Additional Director

31. MSME & Start-up Promotion Board (Quorum: 5)

Chairman
1. CMA (Dr.) K Ch A V S N Murthy

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Harshad Shamkant Deshpande
4. CMA Suresh Rachappa Gunjalli
5. CMA (Dr.) V. Murali
6. CMA Rajendra Singh Bhati

Co-opted Members
7. CMA Amal Kumar Das

8. CMA Ratan Lal Sharma
9. CMA (Dr.) Jayaram Ramakrishnan
10. CMA Manoj Singh
11. CMA Satish Kumar Nagamalla
12. CMA Raman D
13. CMA Venkataramani R
14. CMA Vimmi Bajaj
15. CMA Sumeet Bahadur
16. CMA Akshay Shah
17. CMA Rajkishore Kaushik
18. CMA Prahalad Sahai Yadav
19. CMA Banka Srinivasa Rao
20. CMA Pravin Mahadik
21. CMA Piyush Mishra
22. CMA Dinesh Kumar Dargar
23. CMA B.L. Jain
24. Nominee of FOSMI
25. Nominee of MSME Chamber of Commerce
26. Nominee of ni-msme

Secretary
Shri Varun Joshi, Assistant Director

32. Agriculture Cost Management Board (Quorum: 5)

Chairman
1. CMA (Dr.) K Ch A V S N Murthy

Members
2. CMA Harshad Shamkant Deshpande
3. CMA (Dr.) Ashish Prakash Thatte
4. CMA Vinayaranjan P
5. CMA Avijit Goswami
6. CMA Rajendra Singh Bhati

Co-opted Members
7. CMA Sandeep Kumar Bhatt
8. CMA Raveendranath Kaushik
9. CMA Sanjay Kumar Arya
10. CMA Jyotsna Rajpal
11. CMA Tanmoya Pradhan
12. CMA Meera Prasad
13. CMA Gurjinder Singh
14. CMA Parveen Madaan
15. CMA Debasish Rout
16. Dr. Praveen Kumar Jain, IGNOU Nominee

Secretary
CMA Vijay Kumar Lohan, Deputy Director

33. Co-operative and NPO Development Board (Quorum: 5)

Chairman
1. CMA Navneet Kumar Jain

Members
2. CMA Ashwinkumar Gordhanbhai Dalwadi
3. CMA (Dr.) Ashish Prakash Thatte
4. CMA Suresh Rachappa Gunjalli
5. CMA Vinayaranjan P
6. CMA Avijit Goswami
7. CMA Rajendra Singh Bhati

Co-opted Members
8. CMA Sameer Wadhwa
9. CMA Priyanka Saxena
10. CMA Subodh Mawalankar
11. CMA Abhishek Sharma
12. CMA Anjeev Kumar Jain
13. CMA T.K. Jaganathan
14. CMA Sudha Rani V
15. CMA Nitesh Kumar Goyal
16. Shri Mohan Mishra
17. Nominee of Ministry of Cooperation
18. Nominee of Ministry of Cooperation, Govt. of Maharashtra
19. Nominee of Ministry of Cooperation, Govt. of Karnataka
20. Nominee of Ministry of Cooperation, Govt. of Punjab
21. Nominee of Ministry of Cooperation, Govt. of West Bengal
22. Nominee of Ministry of Cooperation, Govt. of Gujarat
23. Nominee of National Council for Co-operative Training (NCCT)
24. Nominee of National Cooperative Development Corporation (NCDC)

Secretary
Shri Rahul Arya, Joint Director

34. Sustainability Standards Board (Quorum: 5)

Chairman
1. CMA (Dr.) Ashish Prakash Thatte

Members
2. CMA Harshad Shamkant Deshpande
3. CMA (Dr.) V. Murali
4. CMA Vinayaranjan P
5. CMA Avijit Goswami
6. CMA Rajendra Singh Bhati
7. CMA Navneet Kumar Jain

Co-opted Members
8. CMA Anuradha Dhavalikar
9. CMA Arpita Amol Fegde
10. CMA Vanama Naga Venkata Subba Rao
11. CMA Ramkrishna S Kashelkar
12. CMA Arunabha Saha
13. Dr. Ranjith Krishnan
14. CMA Venkateswaran Ramakrishnan, SEBI Nominee
15. Dr. Aditi Haldar, GRI India Nominee

16. Nominee of Industry Association
17. Nominee of Professional Institutes
18. CMA Neeraj Sharma, Practicing Cost Accountant
19. CS A. Sekar, Practicing Company Secretary

Secretary
CMA Dibbendu Roy, Additional Director

35. AI Strategy & Innovation Board (Quorum: 5)

Chairman
1. CMA Harshad Shamkant Deshpande

Members
2. CMA Ashwinkumar Gordhanbhai Dalwadi
3. CMA Neeraj Dhananjay Joshi
4. CMA (Dr.) Ashish Prakash Thatte
5. CMA Vinayaranjan P
6. CMA Rajendra Singh Bhati

Co-opted Members
7. CMA (Dr.) Paritosh Basu
8. CMA Munish Goyal
9. CMA Rahul Jain
10. CMA Ashutosh Saitwal
11. CMA Hrushikesh Shrotriya
12. CMA Mahadevan Gopalakrishnan
13. CMA Suresh MR
14. CMA Cheedhella V S N K Kishore
15. CMA Rashi Khetarpaul
16. CMA Kiran Thomas Ellis
17. CMA Sushil Yadav
18. CMA Aashika Garg
19. CMA Pradnya Chandorkar
20. Er. Satish Kumar

Secretary
CMA Pankaj Jalan, Assistant Director

36. Peer Review Board (Quorum: 2)

Chairman
1. CMA P.S. Bhattacharya

Members
2. CMA Manoj Kumar Anand
3. CMA Neeraj Dhananjay Joshi
4. CMA D.K. Sarraf

Secretary
CMA Tarun Kumar, Director

37. Technical Cell (Cost Audit & Statutory Compliances) (Quorum: 3)

Chairman
1. CMA Manoj Kumar Anand

Members
2. CMA Ashwinkumar Gordhanbhai Dalwadi
3. CMA Neeraj Dhananjay Joshi

Co-opted Members
4. CMA B.B. Goyal
5. CMA Parvathy Venkatesh
6. CMA Aseem Jain
7. CMA Sayed Mohammed Anwar Hasan
8. CMA Ravi Sahni
9. CMA Mohit K Singhal
10. CMA Kishore Bhatia
11. Advisor (Cost) or his nominee

Secretary
CMA Tarun Kumar, Director

38. Task Force on Strategy and Implementation for Vision 2047 (Quorum: 3)

Chairman
1. CMA Ashwinkumar Gordhanbhai Dalwadi

Members
2. CMA T.C.A. Srinivasa Prasad
3. CMA Neeraj Dhananjay Joshi
4. CMA Vinayaranjan P
5. CMA Avijit Goswami
6. CMA Rajendra Singh Bhati

Co-opted Members
7. CMA Rakesh Kumar Jain
8. CMA Rajneesh Jain
9. CMA Anil Chaudhury
10. CMA D. C. Bajaj
11. CMA Rajesh Dwivedi

Secretary
CMA (Dr.) Debaprosanna Nandy, Secretary (Officiating)

39. Task Force on Delhi Infra Development (Quorum: 3)

Chairman
1. CMA Ashwinkumar Gordhanbhai Dalwadi

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Vinayaranjan P
4. CMA Rajendra Singh Bhati
5. CMA Navneet Kumar Jain

Secretary
CMA Tilak Raj Abrol, Additional Director

40. Task Force on Election Reforms (Quorum: 3)

Chairman
1. CMA Chittaranjan Chattopadhyay

Members
2. CMA T.C.A. Srinivasa Prasad
3. CMA Bibhuti Bhusan Nayak
4. CMA Ashwinkumar Gordhanbhai Dalwadi
5. CMA Neeraj Dhananjay Joshi
6. CMA (Dr.) Ashish Prakash Thatte
7. CMA Avijit Goswami

Secretary
CMA (Dr.) Debaprosanna Nandy, Secretary (Officiating)

41. Task Force for Implementation of MOUs (Quorum: 3)

Chairman
1. CMA Avijit Goswami

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Ashwinkumar Gordhanbhai Dalwadi
4. CMA Neeraj Dhananjay Joshi
5. CMA Vinayaranjan P
6. CMA Rajendra Singh Bhati
7. CMA Navneet Kumar Jain

Secretary
Shri Prajato Mukherjee, Deputy Director

42. Task Force for North East (Quorum: 3)

Chairman
1. CMA Chittaranjan Chattopadhyay

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA (Dr.) Ashish Prakash Thatte
4. CMA Avijit Goswami
5. CMA Rajendra Singh Bhati

Co-opted Member
6. CMA Manas Kumar Thakur

Secretary
Dr. Pradipta Gangopadhyay, Additional Director

43. Task Force for Interacting with Trade Bodies (Quorum: 3)

Chairman
1. CMA Bibhuti Bhusan Nayak

Members
2. CMA Neeraj Dhananjay Joshi
3. CMA Vinayaranjan P
4. CMA Rajendra Singh Bhati

Co-opted Members
5. CMA Vijender Sharma
6. CMA Sanjay Gupta

Secretary
Shri Sandhya Paran Sharma, Deputy Director

44. Task Force on Prime Minister Internship Scheme (Quorum: 3)

Chairman
1. CMA Manoj Kumar Anand

Members
2. CMA Bibhuti Bhusan Nayak
3. CMA Harshad Shamkant Deshpande
4. CMA Vinayaranjan P

Co-opted Member
5. CMA (Dr.) S.K. Gupta

Secretary
CMA Tarun Kumar, Director

45. Task Force on Women Empowerment (Quorum: 3)

Chairman
1. CMA Chittaranjan Chattopadhyay

Co-opted Members
2. CMA Anuradha Mitra
3. CMA Arti Ajit Pati
4. CMA Aruna Sethi
5. CMA Baldev Kaur Sokhey
6. CMA Chitralee Goswami
7. CMA Harjeet K Joshi
8. CMA Parminder Chopra
9. CMA Parvathy Venkatesh
10. CMA Poonam Shah
11. CMA Rajashree Kashinath Dabke
12. CMA Sanjali Dias
13. CMA Shatrupa Dutta
14. CMA V. Vidya
15. CMA Vidhu Mittal

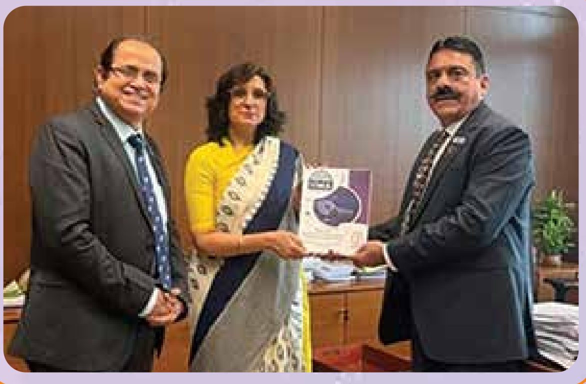
Secretary
CMA Simarjeet Chadha, Director

- President is Permanent Invitee to all the Committees/ Boards/Cells/Task Forces (where he is not the Chairman/ Member) except Board of Discipline.
- Vice President is Permanent Invitee to all the Committees / Boards / Cells / Task Forces (where he is not the Chairman / Member) except Disciplinary Committee and Board of Discipline.

CMA Chittaranjan Chattopadhyay has been elected as the President, ICMAI and
CMA Manoj Kumar Anand as the Vice President of ICMAI for the Council Year 2026-27

The first visit of the newly elected President, CMA Chittaranjan Chattopadhyay and
Vice President, CMA Manoj Kumar Anand, to CMA Bhawan, Noida, on 24th July 2026

CMA Chittaranjan Chattopadhyay, President, along with CMA Manoj Kumar Anand, Vice President and CMA (Dr.) D.P. Nandy, Secretary (Officiating), ICMAI, called on Hon'ble MP, Dr. Jayanta Kumar Roy on 28th July 2026 at New Delhi.



CMA Chittaranjan Chattopadhyay, President, ICMAI along with CMA Manoj Kumar Anand, Vice President, ICMAI called on Ms. Deepti Gaur Mukerjee, IAS, Secretary to the Government of India, Ministry of Corporate Affairs on 24th July 2026.

CMA Chittaranjan Chattopadhyay, President, along with CMA (Dr.) D.P. Nandy, Secretary (Officiating), ICMAI, met CMA Lalit Wadhwa, ICoAS, Advisor (Cost), Cost Audit Branch, Ministry of Corporate Affairs, Joint Secretary (AB-PMJAY) & Advisor (Cost), Ministry of Health & Family Welfare, and Secretary General, Indian Red Cross Society, on 28th July 2026 at New Delhi.

CMA Chittaranjan Chattopadhyay, President, ICMAI, along with CMA Manoj Kumar Anand, Vice President, ICMAI and CMA (Dr.) S.K. Gupta, MD, ICMAI RVO, called on Shri Harsh Malhotra, Hon'ble Union Minister of State for Corporate Affairs and Road Transport & Highways, on 24th July 2026.

CMA Chittaranjan Chattopadhyay, President, ICMAI, along with CMA Manoj Kumar Anand, Vice President, ICMAI and CMA (Dr.) S.K. Gupta, MD, ICMAI RVO, called on Shri Ansuman Pattnaik, Additional Secretary to the Government of India, Ministry of Corporate Affairs on 24th July 2026 at New Delhi.

CMA Chittaranjan Chattopadhyay, President, along with CMA Manoj Kumar Anand, Vice President, ICMAI and CMA (Dr.) S.K. Gupta, MD, ICMAI RVO, met Shri Rahul Jain, IAS, Joint Secretary to the Govt. of India, Ministry of Corporate Affairs on 29th July, 2026 at New Delhi and discussed the matters related to the CMA Profession.

CMA Chittaranjan Chattopadhyay, President, along with CMA Manoj Kumar Anand, Vice President, ICMAI and CMA (Dr.) S.K. Gupta, MD, ICMAI RVO, met Shri Balamurugan D., IAS, Joint Secretary to the Govt. of India, Ministry of Corporate Affairs on 29th July, 2026 at New Delhi and discussed the matters related to the CMA Profession.

CMA Chittaranjan Chattopadhyay, President, ICMAI along with CMA Manoj Kumar Anand, Vice President, ICMAI, called on Shri Inder Deep Singh Dhariwal, Additional Deputy CAG (Accountability) and Council Member (Government Nominee), ICMAI on 24th July 2026 at New Delhi.

CMA Balbir Singh, General Manager, Punjab National Bank and Head of SLBC West Bengal felicitating CMA Chittaranjan Chattopadhyay, President, ICMAI at CMA Bhawan, Kolkata on 27th July, 2026.

CMA Chittaranjan Chattopadhyay, President, ICMAI, along with CMA Manoj Kumar Anand, Vice President, ICMAI and CMA (Dr.) S.K. Gupta, MD, ICMAI RVO, called on Shri Mahendra Kumar, IAS, Director, Ministry of Corporate Affairs on 24th July 2026 at New Delhi.

CMA Chittaranjan Chattopadhyay, President, ICMAI, along with CMA Manoj Kumar Anand, Vice President, ICMAI and CMA (Dr.) S.K. Gupta, MD, ICMAI RVO, called on Smt. Anita Shah Akella, Joint Secretary to the Government of India, Ministry of Corporate Affairs and Council Member (Government Nominee), ICMAI on 24th July 2026 at New Delhi.

CMA Chittaranjan Chattopadhyay, President, along with CMA Manoj Kumar Anand, Vice President, ICMAI and CMA (Dr.) S.K. Gupta, MD, ICMAI RVO, met CMA Lalit Wadhwa, ICoAS, Advisor (Cost), Cost Audit Branch, Ministry of Corporate Affairs, Joint Secretary (AB-PMJAY) & Advisor (Cost), Ministry of Health & Family Welfare and Secretary General, Indian Red Cross Society, and CMA Chunilal Ghosh, ICoAS, Advisor (Cost), Department of Economic Affairs, Ministry of Finance, on 29th July 2026 at New Delhi.

CMA Chittaranjan Chattopadhyay, President, ICMAI, addressed the gathering as the Guest of Honour and presented awards at the 4^{th} ICC Emerging Asia Banking Awards 2026, held on 24^{th} July 2026 at New Delhi.

CNDB of The Institute of Cost Accountants of India, in association with the Indian Parliamentary Forum (IPF), celebrated International Cooperatives Day Week 2026 on 8^{th} July 2026 at the Constitution Club of India, New Delhi, in the gracious presence of Chief Guest Shri Pradeep Gandhi Ji, Hon'ble Member of Parliament (14^{th} Lok Sabha) and Secretary General, Indian Parliamentary Forum (IPF). CMA TCA Srinivasa Prasad, President, ICMAI (2025-26) also graced the occasion.

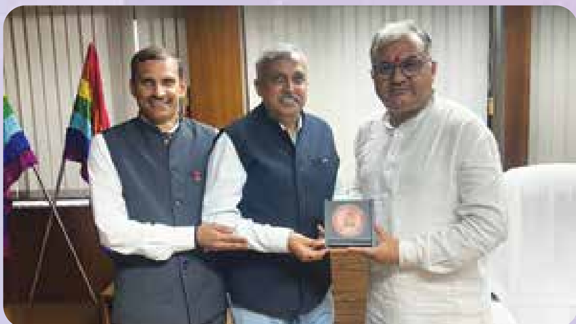
CMA TCA Srinivasa Prasad, President, ICMAI (2025-26), along with CMA Manoj Kumar Anand, Council Member, met Dr. Ashok Kumar Panda, Chairman and Managing Director (CMD) with additional charge of the post of Director (Finance), Steel Authority of India Limited (SAIL), on 15^{th} July 2026 at New Delhi. CMA Lavika Jain, GM (Finance), SAIL, was also present during the meeting.

Shri Rahul Jain, IAS, Joint Secretary, MCA; Shri Mahendra Kumar, Director (PI), MCA; CMA TCA Srinivasa Prasad, President, ICMAI (2025-26); CA Prasanna Kumar D., President, ICAI; CS Dwarakanath Chennur, Vice-President, ICSI; CMA (Dr.) S. K. Gupta, Member, Corporate Mitra Coordination Committee; along with other representatives of MCA, three Professional Institutes, IIT Madras, IIT Pravartak and SWAYAM Plus launched registrations for the Corporate Mitra Course on the SWAYAM Plus portal on 15^{th} July 2026.

Glimpses from the Release Ceremony of the Guidance Note on Risk-Based Internal Audit of the Cement Industry, held at Kolkata on 21^{st} July 2026.

Signing of the MoU between ICMAI and Delhi Technological University (DTU) on 8^{th} July 2026 at New Delhi, in the presence of CMA TCA Srinivasa Prasad, President, ICMAI (2025-26); Prof. Prateek Sharma, Vice Chancellor, DTU; CMA Manoj Kumar Anand, Council Member; CMA (Dr.) Debaprosanna Nandy, Secretary (Officiating), ICMAI and other representatives of ICMAI and DTU.

CMA Ashwin G Dalwadi, Former President, ICMAI along with CMA Manoj Kumar Anand, Council Member, ICMAI, extending greetings to CMA Ratan Kumar Khatwani, ICoAS, Director, SFIO-Kolkata, MCA on 21st July, 2026.



CMA Navneet Kumar Jain, Chairman, CNDB along with CMA Narendra Kumar, Chairman, Lucknow Chapter felicitated recently appointed Chairman, U. P. Sahkari Gram Vikas Bank Ltd., Sh. Vivek Singh Tomar Ji and briefed about the role, CMAs can play in the Cooperative Banking Sector.

CMA Navneet Kumar Jain, Chairman, CNDB along with CMA Narendra Kumar, Chairman Lucknow Chapter, CMA Abhishek Mishra, Secretary, Lucknow Chapter and CMA Kavita Tiwari, Executive Member, Lucknow Chapter visited Multipurpose Primary Gramin Sahkari Samiti Limited Lucknow, Uttar Pradesh.

Signing of the MoU between ICMAI and Nirma University, Ahmedabad, on 10th July 2026 at Ahmedabad, in the presence of CMA Ashwin G. Dalwadi, Former President, ICMAI; CMA (Dr.) Debaprosanna Nandy, Secretary (Officiating), ICMAI; Prof. Udai Lal Paliwal, Director & Dean, Institute of Commerce, Nirma University; Dr. R. N. Patel, Director General (I/c), Nirma University; Mr. G. Ramachandran Nair, Executive Registrar, Nirma University.

CMA Navneet Kumar Jain, Chairman, CNDB along with CMA Narendra Kumar, Chairman, Lucknow Chapter met Shri Manish Kumar Mishra, Director / Director In-Charge, Indira Gandhi Institute of Cooperative Management (IGICM) Lucknow, operating under the National Council for Cooperative Training (NCCT), and had discussions with regard to training of cooperative sector officials.

CMA Navneet Kumar Jain, Chairman, CNDB of ICMAI and CMA Jeewan Chandra, Chairman Cooperative Development Board of NIRC(ICMAI) met with Dr I A Khan of ICM Dehradun to have joint activities in the Cooperative sector for the benefit of all stakeholders.

RETHINKING INDIAN TRADE REMEDIES THROUGH THE LENS OF COSTING DATA

Abstract

The article argues that India's trade-remedy framework should move beyond protecting an injured upstream industry and assess the wider impact on downstream manufacturers, exporters, MSMEs, employment and value addition. While anti-dumping, countervailing and safeguard measures remain necessary against unfair trade, duties on raw materials may raise domestic costs, weaken exports and encourage finished-goods imports. Drawing on VSF, PTA, acrylic fibre and steel, the article proposes product-wise cost analysis, independent cost verification, symmetrical downstream evidence, export-competitiveness assessment, post-implementation review and performance-linked protection. Its central test is whether verified upstream gains are commensurate with the wider costs imposed on the Indian economy.

CMA Inder Pal Singh
Additional Chief Advisor (Cost) (Retd.)
New Delhi
inderpal.ip@gmail.com

From Injury Analysis to National Value Analysis

Trade remedies are decided in law—but their true national consequences are revealed in costs

The Missing National Balance Sheet

India's trade and industrial policies contain an important internal tension. The country seeks to become a global manufacturing hub, expand merchandise exports, integrate Indian enterprises into global value chains and create large-scale industrial employment. At the same time, India frequently imposes anti-dumping duties, countervailing duties, safeguards and other restrictions on raw materials and intermediate products used by the industries expected to achieve these objectives. Trade remedies have a legitimate and necessary role. Indian producers cannot reasonably be expected to compete indefinitely against goods found, after a lawful investigation, to have been dumped, unfairly subsidised or imported in quantities causing legally recognisable injury.

The real policy issue is therefore not whether India should possess a strong trade-remedy system. It is whether the **form, quantum and duration** of a particular remedy create a net benefit for the Indian economy. A duty may improve selling prices, profitability, output or capacity utilisation for an upstream producer. Simultaneously, it may raise production costs for hundreds or thousands of downstream enterprises.

For exporters, even a relatively small increase in input cost may:

- erode contribution margins;
- weaken international quotations;
- delay deliveries;
- discourage product development;
- reduce capacity utilisation;
- postpone investment;
- shift orders to another country; or
- permanently damage relationships with overseas buyers.

The applicant industry's injury is normally concentrated, documented and visible. Downstream losses are dispersed across numerous firms and may emerge gradually.A lost export order does not appear in the applicant's injury statement. Nor does the garment that was never manufactured, the engineering component sourced from another country, the investment postponed by an MSME or the overseas buyer who permanently changed suppliers.

India initiated 1,337 anti-dumping investigations between January 1, 1995 and December 31, 2025—approximately 17.9 per cent of all investigations reported globally during that period. This reflects the intensity of unfair-trade concerns faced by Indian industry. It also places a greater responsibility on India to develop an equally sophisticated framework for measuring the consequences of trade remedies imposed on industrial inputs.

Does the verified economic value protected upstream exceed the verified economic value placed at risk downstream?

The question cannot be answered through assertions alone. It requires reliable, product-specific and independently verified costing data.

I. THE LEGAL TEST IS ESSENTIAL—BUT ECONOMICALLY INCOMPLETE

An anti-dumping investigation ordinarily examines:

1. whether the goods are exported to India below their legally determined normal value;
2. whether the domestic industry producing the like article suffers material injury; and
3. whether the dumped imports caused that injury.

These requirements are indispensable. They prevent duties from being imposed merely because imports are inexpensive or domestic producers face commercial difficulty.

However, where the product under investigation is a raw material, component or intermediate input, these legal tests do not answer every question relevant to national economic welfare.

The authority must also determine:

- the number and economic size of downstream industries using the product;
- the proportion of downstream production that is exported;
- the input's share in the cost of the finished product;
- whether domestic producers can supply the required quantity, quality, grade and delivery schedule;
- the difference between input prices paid in India and those available to competing foreign manufacturers;
- whether exporters can pass additional costs to overseas buyers;
- whether input protection may encourage imports of finished products;
- employment and value addition protected upstream versus employment and value addition exposed downstream; and
- whether a less restrictive remedy could adequately remove the established injury.

DGTR already recognises user industries and economic-interest considerations through its questionnaires and stakeholder consultations. It also calculates a non-injurious price for the applicant domestic industry using detailed information concerning raw materials, utilities, expenses, investment, capacity utilisation and return on capital employed.This is an important foundation.But a structural asymmetry remains.

The applicant industry's injury is generally examined through detailed and verified product costing. Downstream harm is frequently assessed through questionnaires, general submissions, industry averages and projections that may not receive an equivalent level of independent cost verification. The result is an evidentiary imbalance.A genuine national-interest or commensurateness assessment requires both sides of the industrial value chain to be evaluated through comparable standards.

II. WHY COSTING DATA MUST BECOME CENTRAL TO TRADE-REMEDY POLICY

Financial statements are designed to present the overall financial position and performance of an enterprise. They do not necessarily disclose with adequate precision:

- product-wise cost of production;
- plant-wise efficiency;
- consumption norms for materials and utilities;
- idle-capacity and abnormal costs;
- domestic versus export costs;
- profitability by product, grade or production line;

- related-party pricing;
- captive consumption;
- cost incidence of a particular imported input; or
- contribution margin on an exported finished product.

A company may be profitable overall while the product seeking protection is commercially viable. Conversely, a company may report an overall loss even though the protected product remains profitable.Group-level accounts may combine several products, plants and unrelated business activities. They may conceal inefficient production, excessive overhead allocation, abnormal expenses or profits generated by one segment but attributed to another.Trade-remedy measures may affect an entire value chain for five years or longer. Decisions with such consequences should not depend upon broad financial ratios where product-specific cost information is available.

India already possesses a powerful cost-data architecture

Section 148 of the Companies Act, 2013 authorises the Central Government to require prescribed classes of companies to maintain particulars relating to materials, labour and other items of cost and, where necessary, to have those records independently audited. The Companies (Cost Records and Audit) Rules, 2014 already cover most of the sectors involved in trade-remedy proceedings. Therefore, the cost-record framework is substantially richer than a routine compliance return.

It can disclose:

- per-unit cost of production;
- cost of sales;
- product-wise margin;
- domestic and export sales;
- related-party transactions;
- inter-unit transfers;
- captive consumption;
- plant-wise capacity;
- production and capacity utilisation;
- idle time;
- capital employed;
- new investment; and
- capacity additions.

Cost statements are reconciled with financial statements. Cost auditors examine whether the statements present a true and fair view of production costs, cost of sales, margins and product-wise information.These are precisely the data required to determine whether a trade remedy is economically proportionate.Cost audit should therefore not be treated merely as an annual corporate-compliance requirement. It should become the verified data backbone of:

- injury analysis;
- downstream-impact assessment;
- economic-interest examination;
- mid-term evaluation; and
- sunset review.

III. LESSONS FROM INDIA'S OWN EXPERIENCE

1. Viscose Staple Fibre: upstream protection and downstream pressure

Viscose staple fibre, or VSF, is an important input for yarn, fabric, apparel, home textiles and non-woven products. Its value chain extends through spinning, weaving, processing, design, garment manufacturing, logistics and exports. These downstream activities are generally more fragmented and labour-intensive than fibre production.

India initiated an anti-dumping investigation concerning VSF imports from China and Indonesia in March 2009. Final findings were issued in May 2010, and the measure was subsequently examined through sunset reviews. An academic preprint based on firm-level sales data and international prices estimated that the policy environment affecting VSF between 2010 and 2024 generated approximately US$2.5 billion to US$3.1 billion in cumulative domestic price-related rents. It also observed that India's share of global exports of certain VSF-based yarns and garments declined during the relevant period.The study is not a statutory finding and remains subject to methodological scrutiny. It does not establish improper conduct by any producer. Export performance was also affected by global demand, exchange rates, fashion preferences, freight costs, energy, finance, productivity and competition from China, Bangladesh, Vietnam and other suppliers.

The defensible conclusion is therefore not that anti-dumping duty alone caused weaker exports.It is that a sustained domestic input-price disadvantage may have contributed materially to the pressure faced by downstream manufacturers. The Government eventually removed anti-dumping protection from VSF and subsequently presented the removal of duties on man-made-fibre inputs as a measure intended to support exports.

The relevant questions should have been examined annually:

- What was the domestic price premium?
- How much did it increase yarn, fabric and garment costs?
- How many downstream jobs and exports were exposed?
- Did the protected industry reduce its controllable costs?
- Did productivity, investment and supply improve?
- Were upstream benefits commensurate with downstream costs?

A structured cost-audit mechanism could have answered these questions while the measure was operating.

2. Purified Terephthalic Acid: the clearest public-interest reversal

Purified terephthalic acid, or PTA, is a principal raw material for polyester fibre, filament yarn, film, PET resin, packaging and other industrial products.India imposed anti-dumping duties on PTA imported from several countries. Downstream users argued that domestic demand exceeded supply, imports were commercially necessary and higher PTA prices weakened the competitiveness of man-made-fibre producers.

DGTR appropriately distinguished the submissions of users from its legal conclusions. It observed that domestic producers were not required to satisfy the entire Indian demand and that anti-dumping duty did not legally prohibit imports.That distinction was legally valid but economically incomplete.Imports may remain legally permissible while becoming commercially unviable. A downstream exporter does not merely require permission to import. It requires the input at a landed cost that allows the final product to compete internationally.The PTA proceedings also demonstrated the evidentiary imbalance.

The domestic industry's non-injurious price was determined from verified information concerning:

- production;
- demand;
- cost of sales;
- selling prices;
- landed import values; and
- return on capital employed.

What remained missing was a similarly rigorous answer to the downstream questions:

- What percentage of fibre and yarn cost was represented by PTA?
- How much did the duty increase cost per kilogram?
- What happened to downstream contribution margins?
- How did Indian input prices compare with those in competing countries?
- Did imports of finished products increase?
- What employment and value addition were placed at risk?
- Was the upstream benefit greater than the downstream cost?

The eventual policy reversal was significant. In the Union Budget 2020–21, the Government abolished the anti-dumping duty on PTA. The Budget recognised PTA as a critical input for textile fibres and yarn and concluded that competitive availability was necessary to unlock the sector's employment potential. The duty was abolished **"in the larger public interest."** The Ministry of Textiles subsequently stated that the duty had increased the cost of man-made fibre and filament and weakened international competitiveness.

The PTA experience establishes an important proposition:

A trade remedy may be legally justified when imposed but may still require modification or withdrawal when its verified economy-wide cost becomes disproportionate.

A mandatory post-implementation assessment within 18 to 24 months might have identified the problem earlier.

3. Acrylic Fibre: competitive inputs are part of export policy

Acrylic fibre is used in acrylic yarn, knitwear, hosiery, winterwear, blankets and blended textile products.The policy conflict was familiar. Upstream manufacturers sought relief from unfairly priced imports; downstream producers required fibre at internationally competitive prices.

The Government removed anti-dumping duty on acrylic fibre imported from Thailand in November 2020. Official statements explained that removal was intended to make the fibre available at international prices, reduce acrylic-yarn costs and support production and exports.It would be incorrect to attribute export performance entirely to the duty. International demand, currencies, labour productivity, logistics, destination-market tariffs and buyer sourcing decisions also mattered.

The larger principle is nevertheless clear:

Competitive input pricing is itself an instrument of export promotion.

If a raw material is protected more heavily than the finished product, domestic value addition may be discouraged.

India may protect fibre but lose yarn, protect polymer but lose finished plastic products, or protect steel but lose machinery and engineering components.The national objective should not be to maximise production at the first stage of a value chain. It should be to maximise total Indian value addition across the chain.

4. Steel: measurable upstream gains, unmeasured downstream costs

The steel experience illustrates both the necessity and risks of trade protection.During 2015–16, global overcapacity, increasing imports and falling domestic prices created severe pressure on Indian steel producers. The Government responded through anti-dumping duties, safeguard duty and a temporary minimum import price covering numerous products.

The upstream results were measurable.The Government subsequently reported that during April–December 2016:

- finished-steel imports fell by 29.4 per cent; and
- steel exports increased by 80 per cent compared with the corresponding previous period.

These figures show that protective measures can provide meaningful breathing space.But they do not complete the national balance sheet.

Steel is a critical input for:

- machinery;
- automotive components;
- castings and forgings;
- hand tools;
- bicycles;
- electrical equipment;
- agricultural implements;
- fabricated products;
- infrastructure equipment; and
- thousands of engineering MSMEs.

EEPC India estimated that the minimum import price could increase raw-material costs for engineering products by approximately 6 to 10 per cent. It also warned that imports of finished iron and steel products were rising faster than raw-material imports, creating the possibility that Indian manufacturers would pay more for steel while imported finished goods remained competitive.

These estimates do not establish that the steel measures caused the entire decline in engineering exports. Global demand, commodity cycles, currencies, financing costs, logistics and foreign tariffs also mattered.

But the methodological gap is clear:

- the decline in steel imports was measured;
- the increase in steel production and exports was measured;
- benefits to primary producers were observable;
- additional costs across downstream engineering products were not systematically audited;
- lost export orders were not calculated; and
- employment and value addition exposed in engineering MSMEs were not compared with jobs protected upstream.

Without this comparison, it is impossible to determine whether the economy-wide benefit was commensurate with the economy-wide cost.

IV. WHY DOWNSTREAM LOSSES MAY EXCEED UPSTREAM GAINS

1. Downstream industries may be much larger

The applicant industry may consist of only a few producers, while the protected input may be used by thousands of businesses.A ₹1 increase in an upstream producer's realisation is not necessarily a ₹1 increase in national welfare. It may partly represent a transfer from downstream manufacturers and consumers.

2. Finished products contain greater value addition

When fibre becomes yarn, fabric and apparel—or steel becomes machinery and components—additional labour, design, technology, processing, logistics and services are incorporated.Protecting ₹100 of upstream value while contributing to the loss of ₹300 of downstream value is not successful industrial policy.

3. Exporters cannot always pass on costs

A domestic producer may transfer higher costs to Indian customers. An exporter often cannot because the overseas buyer can shift the order to another country.

The increased cost may therefore result in:

- lower margins;
- reduced production;
- delayed investment;
- pressure on employment;
- compromised quality; or
- complete loss of the order.

4. Finished-goods imports may replace domestic manufacturing

If an industrial input is more heavily protected than the finished product, importing the final article may become cheaper than manufacturing it in India.A measure intended to encourage domestic production can unintentionally move value addition outside India.

5. Market displacement may become permanent

Once a foreign buyer changes suppliers, the new supplier undergoes approval, develops specifications, establishes logistics and becomes part of the buyer's sourcing network.

Withdrawal of the duty does not automatically restore the lost commercial relationship.

6. Protection may weaken adjustment incentives

A remedy should provide time to modernise, improve productivity, reduce costs and develop products.It should not become a substitute for competitiveness.

7. Export support may compensate for policy-created costs

India operates RoDTEP, RoSCTL and other schemes because exports should not carry embedded domestic taxes and levies.If a trade remedy raises the domestic price of an industrial input, the Government may subsequently spend fiscal resources trying to restore competitiveness weakened by another policy instrument.Trade, tariff, export and industrial policies must therefore be evaluated together.

V. IMPORTED INPUTS CAN ENABLE INDIAN MANUFACTURING

Imported inputs are not merely imports. They may provide:

- specialised grades unavailable domestically;
- better quality or consistency;
- technology not locally produced;
- timely supplies during shortages;
- alternative sources reducing supply-chain risk;
- inputs approved by global customers; and
- competitive price benchmarks.

Research on Indian manufacturing has found that lower tariffs and greater access to imported intermediate inputs contributed significantly to the introduction of new products by Indian firms. The underlying draft refers to research estimating that lower intermediate-input tariffs accounted for approximately 31 per cent of new products introduced by Indian manufacturers. The implication extends beyond the immediate cost of a duty.

Restriction of an intermediate input may affect:

- product quality;
- technological upgrading;
- innovation;
- export diversification;
- new-product development; and
- participation in international supply chains.

An export that never materialises will not appear in customs data. It remains a real economic loss.

VI. A COST-AUDITED COMMENSURATENESS TEST

India need not weaken its trade-remedy system. It should strengthen the system by placing it on a more complete and verifiable evidentiary foundation.

1. Mandatory Trade-Remedy Cost Statement

Every application involving a raw material, component or intermediate product should include a product-specific Cost Impact Statement duly reconciled with CRA-1 records and CRA-3 cost audit reports, wherever applicable.

2. Symmetrical downstream evidence

A representative sample of large users, MSMEs and exporters should provide certified information showing:

- the input's share in finished-product cost;
- input prices before and after the proposed remedy;
- international benchmark prices;
- contribution margins;
- ability to pass on additional cost;
- effect on production and employment;
- finished-goods import competition;
- export orders lost or renegotiated; and
- investment affected.

Smaller enterprises may submit simplified schedules certified by practising cost accountants.

3. Independent cost verification

The cost auditor should not decide dumping, injury, causation or duty. Those functions must remain with DGTR and the competent Government authorities. However, the auditor should verify:

- completeness of product-wise information;
- consistency of allocation methods;
- captive and related-party transactions;
- reconciliation with financial accounts;
- treatment of abnormal costs;
- capacity and utilisation; and
- domestic and export sales.

4. Reconciliation with Government databases

Submissions should, where relevant, be reconciled with:

- financial statements;
- statutory cost records;
- cost-audit filings;
- GST and e-invoice data;
- customs records; and
- DGCI&S — Directorate General of Commercial Intelligence and Statistics.

Material inconsistencies should be explained before reliance is placed upon the information.

5. Export-competitiveness determination

Before recommending a remedy on an input materially used in exports, DGTR should issue a separate determination addressing:

- the Indian input price;
- prices paid by manufacturers in competing countries;
- input share in final-product cost;
- expected cost increase;
- exporter margins;
- ability to pass on cost; and
- likely effect on export quantity, value and market share.

Where serious export injury is probable, less restrictive options should be considered, including:

- a lower duty;
- shorter duration;
- price undertakings;
- duty-free access for unavailable grades;
- tariff-rate quotas; or
- targeted adjustment support.

6. Actual supply, quality and delivery audit

Installed capacity must not be treated as synonymous with available supply.

The authority should verify:

- actual saleable production;
- captive consumption;
- merchant-market surplus;
- specialised grades;
- quality consistency;
- rejection rates;
- buyer approvals;
- maintenance shutdowns;
- geographical availability; and
- delivery performance.

An exporter cannot meet a time-bound international contract using notional capacity.

7. Domestic price-premium and concentration analysis

During each year of protection, the authority should compare:

- domestic cost of production;
- reasonable return;
- domestic selling price;
- producer's export price;
- landed import price;
- international benchmarks; and
- market concentration.

A domestic price premium does not automatically establish misconduct. It may reflect energy, finance, scale, technology, logistics or quality.But a persistent and material premium should trigger examination of whether protection remains proportionate and whether the industry is reducing its structural cost disadvantage.

8. Cumulative protection statement

The assessment should disclose the combined impact of:

- basic customs duty;
- anti-dumping duty;
- countervailing duty;
- safeguard duty;
- surcharge;
- minimum import price;
- import licensing;
- quality-control requirements; and
- other border or regulatory restrictions.

A measure that appears moderate in isolation may become excessive when combined with existing protection.

9. Adjustment obligations

Protection should be linked to a measurable plan covering:

- capacity expansion;
- technology modernisation;
- energy efficiency;
- yield and productivity;
- reduction in unit cost;
- specialised product development;
- quality;
- delivery;
- employment; and
- convergence with international prices.

Protection should purchase competitiveness—not merely time.

10. Mandatory post-implementation review

The following proposals may go beyond current statutory practice and may require amendments to the Customs Tariff Act, the applicable Rules or the Government's administrative framework.

Within 18 to 24 months, an independent assessment should determine whether:

- production and capacity utilisation increased;
- proposed investment materialised;
- unit costs declined;
- domestic prices moved towards global benchmarks;
- downstream input costs increased;
- exports expanded or contracted;
- imports shifted from inputs to finished products;
- employment commitments were achieved; and
- the net national benefit remained positive.

Where serious downstream damage is established, a review should not wait for the normal five-year cycle.

11. Genuine sunset review

A sunset review should examine not only whether dumping and injury may recur, but also:

- how the industry used the relief period;
- whether controllable costs declined;
- whether productivity improved;
- whether supply gaps were addressed;
- whether domestic prices became competitive;
- whether downstream exports were impaired; and
- whether continuation still produces a positive national benefit.

VII. TWO PRACTICAL ROUTES FOR IMPLEMENTATION

Immediate administrative reform

DGTR can introduce several measures through a trade notice without awaiting extensive legislative amendment:

- a standard upstream Cost Impact Statement;
- a simplified downstream and exporter schedule;
- mandatory reconciliation with statutory cost records;
- cost-accountant certification for material cost claims;
- a cumulative protection statement;
- an export-competitiveness determination; and
- an economy-wide commensurateness table in final findings.

Structural statutory reform

The Ministry of Commerce, Department of Revenue and Ministry of Corporate Affairs should jointly consider:

- formal recognition of statutory cost records in trade-remedy investigations;
- targeted use of section 148 for trade-remedy-sensitive sectors;
- a special cost-reporting schedule;
- limited product-specific reporting by export-oriented and SEZ enterprises;
- mandatory post-remedy evaluation; and
- express use of cost-audit evidence in mid-term and sunset reviews.

The Institute of Cost Accountants of India can assist in establishing uniform standards for:

- allocation of costs;
- capacity adjustment;
- captive consumption;
- related-party transactions;
- abnormal costs;
- export costing; and
- downstream duty incidence.

A secure digital repository should allow authorised agencies to examine product-wise cost trends throughout the life of a remedy while protecting legitimate commercial confidentiality.

CONCLUSION: FROM INJURY ANALYSIS TO NATIONAL VALUE ANALYSIS

Trade remedies remain indispensable where dumped, subsidised or surging imports cause genuine injury.A strong manufacturing economy must possess an effective defence against unfair trade.But strong trade defence does not require an incomplete economic analysis.

India's experience with VSF, PTA, acrylic fibre and steel demonstrates the need to look beyond the first stage of the value chain:

- VSF protection raised important questions concerning domestic price effects and downstream export competitiveness.
- PTA duties were ultimately abolished in the larger public interest because competitive input availability was essential for fibre and yarn production.
- Acrylic-fibre duties were withdrawn to improve raw-material availability and reduce downstream costs.
- Steel measures produced measurable benefits for primary steel but raised insufficiently audited concerns for engineering exporters and MSMEs.

None of these examples establishes that a trade remedy alone caused weaker exports. Global demand, currencies, logistics, energy, finance, foreign tariffs, productivity and competition all influenced the outcomes.

The evidence supports a narrower but critical conclusion:

Where trade remedies materially increase the price or restrict the availability of industrial inputs, they may weaken downstream competitiveness—and that cost must be quantified before the measure is imposed, continued or extended.

A protected producer's improved profitability may be a legitimate benefit.It is not automatically a net national gain.A reduction in imports is not automatically self-reliance. If it is accompanied by weaker domestic value addition, reduced exports or increased imports of finished goods, the larger industrial objective may have been missed.The true measure of trade policy is not the number of duties imposed.It is the sustainable production, employment, innovation, investment, value addition and exports generated across the economy.India cannot determine that balance through assertions alone.

It requires:

- product-wise and plant-wise costing;
- independently verified upstream and downstream evidence;
- transparent reconciliation;
- export-competitiveness analysis;
- performance-linked protection;
- post-implementation measurement; and
- a genuine economy-wide commensurateness test.

The Companies Act and the Cost Records and Audit Rules already provide much of the institutional foundation. That architecture should now be actively integrated into Indian trade-remedy decision-making.

The ultimate question should not merely be:

Has the applicant domestic industry established legally recognisable injury?

It should also be:

Do independently verified costing data demonstrate that the gains to upstream producers are truly commensurate with the costs imposed upon exporters, downstream industries, employment and the wider Indian economy?

That is the difference between temporarily protecting one industry and advancing India's long-term industrial competitiveness. MA

THE MULTIPLIER EFFECT OF ROADS IN INDIA: PAVING THE PATH TO A $5 TRILLION ECONOMY AND BEYOND

Abstract

India's road infrastructure revolution, driven by rapid highway construction and national projects like Bharatmala Pariyojana and the Pradhan Mantri Gram Sadak Yojana (PMGSY), serves as a vital economic growth engine. Operating through direct, indirect, and induced waves, road investments trigger a strong Keynesian multiplier effect, generating widespread employment and boosting core manufacturing sectors. Major expressway projects yield high Economic Internal Rates of Return (EIRR) by reducing travel times and operating costs, despite socio-environmental externalities. Powered by innovative financing—such as TOT, InvITs, and green bonds—alongside technologies like PM Gati Shakti and FASTag, modern road expansion remains central to achieving a developed economy.

CMA Sudhir Kumar Jaiswal
Adviser (Cost)
Ministry of Road Transport and Highways
New Delhi
skjaiswal_9@yahoo.co.in

CMA Arun P
Assistant Director (Cost)
Department of Revenue, Ministry of Finance
Bengaluru
arunpadmanabhan111@gmail.com

Ajay Yerva
Assistant Director (Cost)
Ministry of Defence, Bengaluru
yerva.ajay1@gmail.com

Introduction: The Arteries of a Rising Nation

India is witnessing an unprecedented infrastructure revolution, with road construction rates frequently exceeding 30-40 kilometers per day. This is not merely construction; it is a national mission, forming the backbone of the "Viksit Bharat" (Developed India) vision by 2047. From the vital capillaries of the Pradhan Mantri Gram Sadak Yojana (PMGSY) connecting remote villages, to the gleaming, access-controlled expressways of the Bharatmala Pariyojana, these arteries of asphalt and concrete are far more than just transportation corridors.

They are the conduits for commerce, connecting a billion-plus aspirations, and unlocking the immense potential of its demographic dividend.

The true economic significance of this push lies in a powerful, amplifying phenomenon: the multiplier effect. Every rupee invested in building a road triggers a cascade of economic activity that far exceeds the initial outlay. It creates jobs, stimulates core industries, enhances productivity, and ultimately leads to substantial expansion in Gross Domestic Product (GDP).

This article delves into the intricate workings of the road infrastructure multiplier, with a specific focus on the dynamic Indian context. We will analyze how this effect manifests and is quantified not just through economic output, but through a holistic assessment of its profound socio-economic benefits and unavoidable costs. By examining landmark Indian projects and dissecting the sophisticated financial engineering and groundbreaking policy innovations—like the PM Gati Shakti National Master Plan and futuristic E-highways—that fuel them, we will explore the parameters that determine the success of this strategy. Through a comparative lens with the historical benchmark of the U.S. Interstate Highway System and the staggering scale of China's modern network, we will argue that strategic, well-governed, and creatively financed investment in road infrastructure is not just an option, but an economic imperative for India's ambitious growth trajectory.

Deconstructing the Multiplier: An Indian Perspective with Economic Calculation

The Keynesian multiplier effect, when applied to India, reveals a process uniquely shaped by its economic structure, labor market, and industrial base. The impact unfolds in three distinct, yet powerful, waves:

1. Direct Effect: This is the immediate, on-the-ground impact. When the National Highways Authority of India (NHAI) awards a contract, it creates a direct demand for labor and materials.

- **Data Point:** The Ministry of Road Transport and Highways (MoRTH) estimates that for every ₹1 lakh crore of investment in highway construction, over **15 lakh jobs** are created (including direct and indirect employment). Furthermore, a single kilometer of a 4-lane highway consumes roughly **2,000 metric tons of cement and 200 metric tons of steel**, creating massive, predictable demand for India's core manufacturing sectors.

Simplified Multiplier Calculation Example:

Imagine the government invests ₹1,000 crore in a new highway project.

- **Round 1 (Direct Impact):** ₹1,000 crore is spent on construction wages, materials, and machinery. This immediately adds ₹1,000 crore to GDP.

2. Indirect Effect: The impact now ripples through India›s deep and complex supply chain. The cement producer, responding to increased demand, invests in new kilns, buys more coal, and hires more transport. The steel manufacturer increases production, requiring more iron ore, energy, and logistics services.

- **Round 2 (Indirect Impact):** Let›s assume a Marginal Propensity to Consume (MPC) of 0.7 for the economy (meaning 70% of new income is spent). The suppliers and their employees who received the initial ₹1,000 crore now spend 70% of it, injecting another ₹700 crore into the economy. This supports logistics, mining, energy, and ancillary services.

3. Induced Effect: This is the final, people-powered wave of the multiplier. The thousands of workers directly and indirectly employed now have additional income. They spend this money in their local economies.

- **Round 3 (Induced Impact):** The recipients of the ₹700 crore now spend 70% of *that*, injecting ₹490 crore, and so on.

The total multiplier effect can be calculated using the formula: **Multiplier = 1 / (1 - MPC)**.

In our example, with MPC = 0.7, the multiplier is **1 / (1 - 0.7) = 1 / 0.3 = 3.33**.

So, an initial ₹1,000 crore investment could theoretically generate ₹3,330 crore in total economic activity. While real-world multipliers are more complex (due to leakages, taxes, imports), this illustrates the amplifying power.

Quantifying the Returns: A Holistic View of the Economic Internal Rate of Return (EIRR)

The **EIRR** is a comprehensive metric used to evaluate a project›s total value to society. It moves beyond financial returns to capture a wider range of socio-economic benefits and costs.

Table 1: Key Benefits Included in EIRR Calculation (Assumed Values for a Major Expressway)

Benefit Category	Description	Quantifiable Impact (Assumed per 100 km)
Vehicle Operating Costs (VOC) Savings	Reduced fuel consumption, tire wear, and maintenance due to smoother roads, higher speeds.	₹500-₹700 crore/year (for typical traffic volumes)
Travel Time Savings	Reduced travel time for freight and passenger vehicles, valued at respective wage/economic rates.	₹800-₹1,200 crore/year
Reduced Accident Costs	Fewer accidents, injuries, and fatalities due to safer road design and reduced congestion.	₹100-₹200 crore/year (Economic value of lives/ injuries saved)
Increased Connectivity & Market Access	Enhanced trade, tourism, and access to services; difficult to quantify directly in EIRR, but drives induced effects.	(Captured indirectly through increased traffic & economic activity)

For most major Indian expressway projects, the projected **EIRR consistently falls in the 15-20% range**, signifying that the net benefit to the nation is overwhelmingly positive. This high EIRR provides the economic justification for the massive upfront capital expenditure.

Broadening the EIRR: Incorporating Socio-Economic Costs and Benefits

Socio-Economic Benefits (The Positive Externalities):

- **Improved Access to Healthcare and Education:** A new all-weather PMGSY road can reduce the time to reach a Primary Health Center from 3 hours to 30 minutes, directly impacting health outcomes. It enables children, especially girls, to attend secondary schools further away, significantly improving literacy and human capital.
- **Increased Agricultural Incomes & Food Security: Data Point:** Studies by the World Bank and NCAER on the PMGSY indicate that an all-weather road in a village leads to a **10-15% increase in agricultural income** within a few years due to better market access, reduced post-harvest losses, and diversification into higher-value crops.
- **Boost to Tourism and Local Economies:** Highways like the Delhi-Mumbai Expressway are creating new tourism circuits across Rajasthan, Gujarat, and Madhya Pradesh. Strategic coastal highways are unlocking the potential of previously inaccessible beaches, creating sustainable local jobs in hospitality and handicrafts.
- **Enhanced National Security and Disaster Response:** In strategically vital areas, the Border Roads Organisation (BRO) builds critical networks (e.g., Atal Tunnel, Zoji-la Tunnel). These are not just economic corridors but strategic assets enabling rapid deployment of security forces and efficient disaster relief during natural calamities.

Socio-Economic Costs (The Negative Externalities):

- **Environmental Degradation:** Construction often involves deforestation and habitat fragmentation, impacting biodiversity. **Mitigation Efforts:** Modern projects mandate **eco-bridges, animal underpasses, and elevated corridors**. **Data Point:** The NH-44 section through Pench

Tiger Reserve features multiple animal crossings costing **hundreds of crores**, a crucial cost factored into the EIRR to minimize ecological damage.

- **Community Displacement and Livelihood Loss:** Despite fair compensation under the Land Acquisition Act of 2013, displacement has significant social costs. New bypasses may reduce businesses of roadside *dhabas* and shops. Holistic planning requires robust Resettlement and Rehabilitation (R&R) plans that provide alternative skills and livelihoods, recognizing the true cost of social disruption.
- **Increased Inequality:** The «corridor effect» can sometimes exacerbate inequality, as land values soar for properties directly adjacent to new highways, benefiting a few while bypassing others. Inclusive planning must ensure feeder roads and access points to distribute benefits more widely.

The Financial Engine: Architecting a Sustainable Future

The National Infrastructure Pipeline (NIP) projects a capital expenditure of over **₹20 lakh crore for the roads sector alone by 2025**. This colossal sum necessitates a sophisticated, multi-layered financial architecture.

Table 2: Major Funding Sources for Indian Highways (Illustrative Mix)

Funding Source	Description
Central Road & Infrastructure Fund (CRIF)	Dedicated fund from a cess on petrol and diesel.
Budgetary Allocations (MoRTH)	Direct government grants from the Union Budget.
Market Borrowings (NHAI)	Loans from banks, financial institutions, and issuance of bonds by NHAI.
Multilateral Agencies	Long-term, low-interest loans from World Bank, ADB, NDB.
Asset Monetization (TOT, InvITs)	Upfront payments from private players for operational assets; public investment in infrastructure trusts.
Public-Private Partnerships (PPP)	Private sector investment through Hybrid Annuity Model (HAM), BOT.

- **The Asset Monetization Revolution:** This is the cornerstone of India›s infrastructure financing. It›s a virtuous cycle: use public funds to build an asset, de-risk it, and then lease it to the private sector to unlock capital for building new assets. NHAI has raised Rs 1,42,758 crore through different modes of asset monetization upto FY 2024-25.
  - **Toll-Operate-Transfer (TOT) Model:** Bundles of operational highways are auctioned to private players for a large upfront fee in return for tolling rights for 15-30 years. **Data Point:** As of 2024, NHAI has successfully raised over **₹50,000 crore** through multiple TOT bundles, attracting global pension funds and sovereign wealth funds.
  - **Infrastructure Investment Trusts (InvITs):** NHAI›s InvIT has been a resounding success. By bundling revenue-generating assets into a trust and selling units to investors, NHAI has unlocked thousands of crores from its balance sheet, providing a stable, dividend-yielding instrument for investors. Through InvIT, Rs 43,638 crore has been raised.
- **Securitization:** NHAI explored the securitization of future toll revenues, issuing bonds backed by anticipated toll collections, providing another innovative avenue for upfront capital. Through securitization, Rs 50,125 crore has been raised. The NHAI has raised long-term finance from banks, and issuing bonds by securitising user fee receipts from toll plazas on the Delhi-Mumbai Expressway as an alternate mode of asset monetisation, through a Special Purpose Vehicle (SPV).
- **Green Bonds:** DME Development Limited (DMEDL), a fully owned subsidiary of NHAI has issued first of its kind 'Green Bonds' in Highway Sector. The funds raised through Green Bonds will be spent on Avenue &

Median Plantation, Construction of Animal Underpasses, Stormwater Drainage, Renewable energy on National Highways, Rainwater Harvesting and Water recycling.

The Policy and Technology Backbone: Building Smarter and Connected

Raw investment is not enough; it must be guided by intelligent policy and enabled by cutting-edge technology.

- **The PM Gati Shakti National Master Plan:** This GIS-based digital platform integrates 16 ministries (Roads, Railways, Ports, Telecom, etc.) on a single portal.
  - **Impact:** Before Gati Shakti, a highway project could be delayed for months because another department was digging up the same stretch for laying optical fiber. Now, all planned projects are visible on one master plan, allowing for integrated planning, breaking down departmental silos, and drastically reducing approval times and project costs. It ensures synchronized development, maximizing the efficiency of every rupee invested.
  - **Image Suggestion:** A layered map showing multiple infrastructure plans (roads, railways, power lines) on a single GIS platform.
- **From Queues to Seamless Flow (FASTag & GPS):** The mandatory implementation of FASTag has boosted toll collection efficiency to over **98%** and is saving the economy an estimated **₹20,000 crore annually** in wasted fuel and time. The next logical step, now under trial, is a **Satellite-based Toll Collection System**. This will charge vehicles based on the exact distance traveled, making the system fairer and eliminating toll plazas entirely, further enhancing economic efficiency. The waiting time at toll plazas has come down from 734 seconds (2014) to 47 seconds (2023).
- **The Future: An Annual Pass for Personal Vehicles**
  - **The Concept:** launched on **August 15th, 2025**, the **"Rashtriya Rajmarg Pass"** is a revolutionary step for personal vehicle owners. For a fixed annual fee of **₹3,000**, a personal car owner could gain access to the entire national highway network for a year or specified trips.
  - **Economic Impact:** This «season pass» model offers unparalleled convenience and psychological freedom. By reducing the friction of travel to near zero for subscribers, it could significantly boost the tourism and hospitality sectors, generate more road trips, and simplify budgeting for frequent inter-city commuters and sales professionals – a classic **induced effect** of the multiplier.

The Highways of Tomorrow: Digital and Electric

India's road network is evolving beyond just physical infrastructure. It's becoming smarter, greener, and more integrated with digital and energy ecosystems.

- **Digital Highways (Optic Fiber & Smart Infrastructure):** Many new expressways are being built with dedicated corridors for laying optic fiber cables.
  - **Impact:** These «Digital Highways» provide high-speed broadband connectivity to remote areas, enabling digital services, e-commerce, and remote work, bridging the digital divide. They also support Intelligent Transport Systems (ITS) like real-time traffic monitoring, incident detection, variable message signs, and autonomous vehicle readiness. This forms the backbone for India's digital economy, enhancing the long-term productivity multiplier.
  - **Image Suggestion:** A cross-section diagram of a highway showing embedded optic fiber ducts.
- **E-Highways (Electric Vehicle Infrastructure):** India is actively exploring the concept of «E-Highways» designed to support the burgeoning electric vehicle (EV) ecosystem.
  - **Concept:** This involves the strategic

placement of EV charging stations every 25-50 km along major expressways. More futuristic concepts include dedicated EV lanes with dynamic charging technology (e.g., through embedded coils that charge vehicles while in motion).

- **Impact:** E-highways address «range anxiety,» accelerating EV adoption for both passenger and commercial vehicles. This contributes to reduced carbon emissions, lower operating costs for logistics (due to cheaper electricity vs. fuel), and creates new industries for EV charging infrastructure development and battery swapping services. This green transition adds an environmental dividend to the economic multiplier.
- **Image Suggestion:** A highway with clear signs for EV charging points or a conceptual rendering of dynamic charging lanes.

Highways as Catalysts for New Cities and Economic Hubs

Beyond connecting existing urban centers, modern expressways are fundamentally reshaping India's economic geography by enabling the emergence of entirely new cities and industrial townships.

- **Planned Urbanization:** Unlike the organic growth of older cities, new highways facilitate *planned urbanization*. The **Mumbai-Nagpur Samruddhi Mahamarg (Prosperity Corridor)** is a prime example. This 701-km expressway is directly connected to 24 new planned nodes (Krushi Samruddhi Kendras - Agri-Prosperity Centres). These nodes are designed as smart, green industrial and agricultural processing zones, complete with logistics parks, cold storage facilities, and residential areas.
  - **Impact:** This foresight allows for the creation of new employment centers away from overcrowded metros, distributing economic benefits and alleviating urban strain. Land values along such corridors appreciate astronomically, converting rural land into productive industrial assets.
  - **Data Point:** Property prices in areas adjacent to the Samruddhi Mahamarg have surged by **300-500%** even before its full commissioning, attracting significant private investment in real estate and industrial development.
- **Economic Corridors and Logistics Hubs:** The Bharatmala Pariyojana emphasizes the development of dedicated economic corridors. These are not just roads but integrated ecosystems designed to facilitate industry. The Delhi-Mumbai Industrial Corridor (DMIC), running alongside the Delhi-Mumbai Expressway, is creating new manufacturing zones, multi-modal logistics parks, and feeder infrastructure.
  - **Impact:** This planned infrastructure reduces logistics costs for industries, attracts foreign direct investment (FDI), and encourages companies to establish large-scale production facilities, further fueling the multiplier effect with new factories and millions of new jobs.
  - **Image Suggestion:** Satellite imagery showing a highway with newly developed industrial parks and townships adjacent to it, perhaps a «before and after» comparison.

Global Benchmarks: Lessons for India's Ascent

- **United States (The Legacy Model):** The U.S. Interstate System, primarily funded by a federal fuel tax, transformed its economy. Its current struggle with aging infrastructure and a depleted Highway Trust Fund serves as a stark warning to India: sustainable financing models must include dedicated, ring-fenced funds for life-cycle maintenance, not just new construction.
- **China (The Speed and Scale Model):** China›s state-bank-funded blitzkrieg built a world-class network in 30 years. The lesson for India is the power of integrating infrastructure with industrial policy, creating corridors that connect production hubs to ports. India›s challenge, and its strength, is to achieve this strategic vision within a democratic framework, using the transparency of Gati

Shakti and the innovation of its financial models as its primary tools.

Conclusion: An Integrated Road to a Developed Future

The multiplier effect of India's road network is a powerful, data-backed engine of economic growth. It is being meticulously quantified by Economic Internal Rates of Return that now bravely incorporate both the profound social benefits and the significant environmental costs of development. This monumental undertaking is powered by a globally acclaimed financial strategy, shifting from reliance on the state budget to a self-sustaining cycle of building, monetizing, and reinvesting.

This financial architecture is supported by transformative governance reforms like the PM Gati Shakti platform, which ensures that investments are smart, integrated, and efficient. Policy innovations, from FASTag to the future vision of a GPS-based system and an Annual Highway Pass, are continually refining the user experience and maximizing the network's economic utility. Furthermore, the integration of "Digital Highways" and "E-Highways" is future-proofing India's connectivity, preparing it for the next wave of economic transformation driven by data and sustainable energy. The strategic development of new economic corridors is not just connecting cities; it's actively creating new urban and industrial centers, distributing prosperity and managing urbanization more effectively.

India's journey is unique. It is not replicating the American or Chinese models but is forging its own path—one that balances speed with sustainability, growth with equity, and ambition with democratic accountability. The expanding network of roads is doing far more than just reducing travel times; it is stitching together a once-fragmented national market, empowering rural economies, and laying the physical, financial, and digital foundation for a "Viksit Bharat." This is the multiplier effect in its grandest form, paving a resilient and prosperous road to India's future. MA

Image Suggestions

1. *Infographic of Multiplier Effect: A clear visual flow chart showing Direct, Indirect, and Induced impacts with illustrative arrows and icons.*
2. *India Map with Highway Overlays: A map of India showcasing key expressways, economic corridors, and PMGSY roads, highlighting connectivity.*
3. *FASTag/GPS Tolling Illustration: A graphic depicting seamless vehicle movement through a toll plaza (without stopping) or a vehicle on a road with satellite icon overhead.*
4. *E-Highway Concept: A rendering of a highway with visible EV charging stations, or an artistic depiction of dynamic charging lanes.*
5. *Digital Highway Concept: A cross-section of a highway showing embedded optic fiber cables and smart sensor placements.*
6. *"Before & After" Satellite Image of Urbanization: A satellite view of an area before an expressway and the same area years later, showing new industrial parks, townships, and commercial centers developing along the highway.*
7. *PM Gati Shakti Dashboard Snippet: A stylized image representing the integrated planning platform, perhaps with layered infrastructure maps.*

References

1. *Ghani, E., Goswami, A. G., & Kerr, W. R. (2016). «Highway to Success: The Impact of the Golden Quadrilateral Project on the Location and Performance of Indian Manufacturing.» The Economic Journal, 126(591), 317-357.*
2. *Government of India, Ministry of Road Transport and Highways (MoRTH). Various Annual Reports, Economic Surveys, and publications on Bharatmala Pariyojana, National Infrastructure Pipeline (NIP), and FASTag performance data. (Recent data on construction rates, job creation estimates).*
3. *National Highways Authority of India (NHAI). Publications and investor presentations related to Infrastructure Investment Trusts (InvITs), Toll-Operate-Transfer (TOT) auctions, and future securitization plans. (Specific figures for funds raised).*
4. *International Monetary Fund (IMF). (2020). «World Economic Outlook.» Chapter on «The Great Lockdown: Dissecting the Economic Effects,» which includes updated analysis on fiscal multipliers.*
5. *NITI Aayog. (2021). «National Monetisation Pipeline.» (Detailed framework and data for asset monetization in India).*
6. *PM Gati Shakti National Master Plan. Official government portal and related policy documents outlining its scope and benefits.*
7. *National Institute of Public Finance and Policy (NIPFP). Various working papers on public investment multipliers and socio-economic impact assessments in the Indian context. (Studies on job creation and rural income impact).*
8. *World Bank & Asian Development Bank (ADB). Project appraisal and impact assessment documents for various Indian highway projects (e.g., PMGSY Rural Roads Project, specific expressways), containing detailed EIRR calculations including environmental and social cost-benefit analysis.*
9. *Press Information Bureau (PIB), Government of India. Regular press releases from MoRTH and other ministries regarding highway development, policy*

announcements (e.g., GPS tolling trials, Annual Pass discussions).

10. *Reports by ICRA, CRISIL, and other rating agencies: Analysis of Indian infrastructure financing, debt, and project viability. (For insights into financial models like HAM, and market trends).*
11. *https://sansad.in/getFile/loksabhaquestions/annex/185/AS415_oc8IiA.pdf?source=pqals*

Key Data Sources and Citations for Facts in the Article

The following provides specific sources or supporting evidence for the main quantitative claims and data points mentioned in the article (as of latest available official data around 2024–2026):

1. *Highway construction pace of 30–40 km per day: Confirmed by MoRTH statements and parliamentary replies. Peak ~36–37 km/day (FY2020-21); recent averages ~28–35 km/day. Sources: MoRTH Secretary comments, Nitin Gadkari Lok Sabha/Rajya Sabha replies, PIB factsheets.*
2. *Jobs created (over 15 lakh per ₹1 lakh crore investment): Derived estimate. Official IIT Kanpur study (cited by MoRTH/Gadkari): ~4,500 person-days direct + ~5,300 person-days indirect per lane-km. Large projects generate tens of crores of man-days overall.*
3. *Cement (~2,000 MT) and steel (~200 MT) per km of 4-lane highway: Approximate/illustrative. Actual consumption varies; TERI/NTDPC studies on specific NH stretches report lower typical figures (~475 t cement, ~140 t steel primarily for structures).*
4. *Keynesian multiplier example (MPC 0.7 → 3.33): Standard simplified illustration. Related official commentary (e.g., MoS MoRTH) notes ~3x GDP return on highway investment.*
5. *EIRR of 15–20% for major expressways: Consistent with typical ranges in World Bank/ADB appraisals and MoRTH DPRs (benchmark often ≥12%). Table 1 values are explicitly assumed/illustrative.*
6. *PMGSY agricultural income increase of 10–15%: Supported by World Bank and NCAER studies (and related academic work). Impacts include market access, reduced losses, and diversification.*
7. *NH-44 Pench Tiger Reserve animal crossings costing hundreds of crores: Confirmed. Mitigation works (underpasses, guide walls) added substantial cost (reports of ~₹240 crore uplift on one stretch; overall hundreds of crores).*
8. *NIP roads sector >₹20 lakh crore by 2025: Exact match — NIP Task Force projected ~₹20.33 lakh crore for roads (FY2020–25), ~18% of total pipeline.*
9. *NHAI asset monetization ₹1,42,758 crore up to FY 2024-25 (TOT ₹48,995 cr; InvIT ₹43,638 cr; Securitization ₹50,125 cr): Exact figures from Lok Sabha reply by Nitin Gadkari (Annex PDF: sansad.in/.../AS415_oc8IiA.pdf — already listed in original References).*
10. *FASTag efficiency >98%; savings ~₹20,000 crore annually; waiting time from 734s to 47s: Efficiency and time reduction confirmed in recent parliamentary replies and impact assessments. ₹20,000 crore savings stated by Gadkari (2021).*
11. *Annual Pass (Rashtriya Rajmarg Pass) concept: An FASTag Annual Pass for personal vehicles was launched around 15 August 2025 at ~₹3,000 (valid 1 year or 200 trips). Matches the article's proposed range and timing.*
12. *Samruddhi Mahamarg property price surge 300–500%: Directionally supported by reports of sharp appreciation along the corridor (actual multiples vary by location).*

Primary sources for latest figures: MoRTH Annual Reports, NHAI investor presentations, parliamentary replies (sansad.in / PIB), NIP Task Force Report, World Bank/ADB project documents, NCAER PMGSY evaluations.

EFFICIENCY IN DATA RETENTION AND DELETION

Managing Compliance Costs under India's DPDP Framework

Abstract

Boards usually hear about data retention as a compliance checklist item from legal or IT. What it is, is a recurring cost decision. Most organisations make it by default, not by design. Indian companies are sitting on ever-larger piles of customer and employee data: KYC files, call recordings, transaction logs, and behavioural data, backup after backup. Some of it is genuinely needed. A lot of it is simply still there because nobody set a date for it to leave.

The Digital Personal Data Protection Act, 2023, and the notified DPDP Rules, 2025, change that default. Purpose-based retention and erasure move from good practice to governance requirement. Rollout is phased, but the direction is clear. Organisations will need to say why they hold personal data, how long that purpose lasts, whether some other law extends it, and what happens once none of those apply.

This article argues that Cost and Management Accountants are well placed to turn retention from an open-ended obligation into something measurable, proposing a data retention cost curve, a data liability ratio, cost of excess retention, and net compliance efficiency gain. None of this is a case for deleting everything. It's a case for retaining data on purpose: a documented reason, a defined period, and a cost the board has actually seen.

CMA Krishna Prasad Surapaneni
Corporate Professional
Hyderabad
krishnaca.inc@gmail.com

When "just keep it" gets expensive

A pattern shows up repeatedly across data-heavy organisations, NBFCs among them. Cloud spend climbs faster than the business itself is growing. Rarely is there one culprit system behind it. More often it's the slow accumulation of things nobody decided to keep forever: old call recordings, duplicate KYC scans, rejected applications, closed-account files, and backups of backups. None of it was consciously marked "keep indefinitely". It simply never had a deletion date attached in the first place.

Prior to digitalization at scale, archival rooms or storage rooms used to occupy huge areas with files stacking up, costing little overhead beyond rental cost. In the cloud environments, the same files occupy even bigger virtual storage space at scale. Files get indexed, encrypted, monitored, backed up again, and swept into every audit, incident-response, and legal-discovery exercise the organisation runs. A dormant dataset isn't idle. It's still drawing resources and quietly enlarging what a breach would expose.

"Storage is cheap" is true and also beside the point. The storage itself might cost very little. Everything wrapped around it does not: backup, monitoring, log ingestion, access management, encryption, audit testing, legal review, or the eventual effort of deleting it. The storage subscription or access cost is only a smaller part of the real cost stack.

DPDP pushes directly against the instinct to hold data "just in case". Processing has to stay tied to a lawful, specified purpose. Once consent is withdrawn or that purpose lapses, erasure becomes the default unless some other law says otherwise. For a CMA, that's a plain question worth putting to management: What is the organisation paying, every year, to hold data that no longer serves an active need and isn't legally required to stay?

> Data retention is not only a compliance obligation but a measurable cost decision model requiring lawful purpose, defined timelines, accountable ownership, and informed board-level oversight

Purpose first, cost second

For any dataset of consequence, three questions ought to have clear answers. Why was this collected? Is that reason still alive? Does some other law require it to be kept even after the original reason ends?

The first is where privacy governance meets cost accounting. A genuine purpose should map to a product, a process, or a cost centre. The second identifies the trigger that starts the retention clock: closure, contract completion, an employee's exit, a dispute resolved, or consent withdrawn. The third separates data held by choice from data held because the law says so.

DPDP doesn't sit alone in this. PMLA, RBI directions, the Companies Act, GST law, SEBI frameworks, labour law, contracts, and legal holds may all have something to say about the same dataset. A closed account or withdrawn consent, then, doesn't automatically mean deletion. It might mean moving the data into a locked-down archive, access narrowed, with a clear note explaining the legal basis for keeping it.

The classification that follows is fairly simple in practice. Active-use data stays in live systems. Data kept only because a statute, regulator, or ongoing litigation requires it goes into a restricted archive. Data with no remaining purpose and no remaining legal basis gets erased or properly anonymised. Each category can then be given an owner, a retention period, a storage tier, and a cost.

The one-year rule, and what sits on top of it

The DPDP Rules, 2025, were notified in November 2025 with a phased commencement schedule. Most operational obligations apply only after the transition window closes. That window is the planning period for organisations when retention systems should be redesigned.

Rules 6 and 8 matter most for cost planning. Between them, they call for security logging and, in specified circumstances, retention of personal data, traffic data, and processing logs for at least one year, tied to the purposes listed in the Seventh Schedule. Barring some other law extending it, erasure is expected once the prescribed period lapses or the purpose ends.

A full year of logs adds up fast: login events, failed authentications, API and payment traffic, consent changes, support activity, and breach-investigation material. The cost shows up in SIEM licences, hot and cold storage, indexing, security-operations time, and audit evidence. The real question isn't whether the organisation can retain a year of data. Real consideration is if it can keep them in the right tier, restrict access, monitor usage and actually delete them once the legal basis for retention is over.

Sector rules often push the period further. PMLA generally keeps transaction records for five years, with client identity records carrying their own post-relationship requirements. The Companies Act specified to retaining a minimum of eight financial years for books of account. The CGST Act generally requires seventy-two months from the due date of the relevant annual return, longer where proceedings continue. SEBI-regulated entities carry their own cybersecurity and record-preservation framework on top of all this. There is, in short, no single retention number for an enterprise. Only a reconciliation, dataset by dataset, of DPDP's purpose-based erasure against whatever longer periods other laws demand.

Treating data as both a cost and a liability

It helps to picture personal data moving through four stages. Call it a Data Retention Cost Curve, for lack of a better name. Both its business value and legal relevance are high during active use. After the purpose ends, data keeps compliance value during the period when statutory requirements still apply but should move to a cheaper and restricted environment. After that comes extended retention with no clear justification, cost accruing while value shrinks. Without this check, it leads to indefinite retention with little or no monitoring and turns into liability from an asset, resulting in risks of exposure. Such liability is something Organizations could not visualise until it hits hard.

> CMAs can convert data retention into a cost-management discipline by identifying excess retention, measuring hidden costs, and evaluating archival, anonymisation, deletion, or automation investments objectively

KYC documents matter during onboarding and the statutory window and become pure liability once that window closes. Call recordings earn their keep for a defined stretch. Kept indefinitely at full fidelity, they're just expensive. Marketing insights data, like Clickstream and abandoned-cart data tends to lose commercial value far faster than transaction records, often within weeks.

To give boards a simple indicator, I propose the following Data Liability Ratio:

Data Liability Ratio = Personal data retained beyond active business or statutory need / Total personal data retained

The ratio will initially depend on sampling, classification and judgement. That does not make it useless. Its purpose is to show whether a material share of the organisation's personal-data footprint is surplus to purpose and to track whether that share is reducing.

A related measure is the Cost of Excess Retention:

Cost of Excess Retention = Data volume beyond approved retention × annual cost per unit

The annual cost per unit should not be limited to storage. It should include a reasonable allocation of backup, security, monitoring, processor, audit and legal-discovery costs. For particularly sensitive datasets, management may also estimate expected risk exposure, although such estimates should be presented separately and with transparent assumptions.

None of this needs an elaborate dashboard. Total personal data held, data under legal hold, data past approved retention, systems with automated deletion, and the annual cost of excess retention. That serves the purpose of turning deletion from IT housekeeping into a governance decision the board actually engages with.

From manual deletion to an automated business case

Organisations tend to move through three stages here. The first is scramble-and-delete: users delete data when they run out of storage space or when an organization-level program for data removal happens. Cheap-looking, but weak on evidence, inconsistent on backups, and prone to missing processor-side deletion or breaching a legal hold. The second is a ticketed workflow: requests logged, routed, reviewed, executed, closed with evidence. More defensible, but it eats hours. Once several functions are spending two or three hours per request, the annual bill adds up fast.

The mature version is rules-based retention and purge. Data classification happens at the stage of collection, is mandated to choose the purpose, is given a legally anchored retention clock, has continuous checks for legal holds and is then deleted or anonymised or archived automatically after the specified period. A working system needs purpose tagging, retention rules, an exception path, deletion logging, processor integration, and reporting that produces evidence rather than just activity.

Worth evaluating like any capital investment. Call it a Net Compliance Efficiency Gain:

NCEG = Avoided storage cost + avoided manual effort + reduced risk exposure + audit efficiency − implementation cost − annual maintenance cost

Take a hypothetical platform processing 500 retention or erasure reviews a month. At 2.5 hours of combined effort per request and a loaded cost of ₹1,200 an hour, that's roughly ₹1.8 crore a year in labour alone. Bring average effort down to 0.6 hours through automation, and the saving is about ₹1.37 crore a year before storage and audit benefits are even counted. The numbers will differ by organisation. The method is what lets management actually test payback rather than buy privacy technology on faith.

A CMA-led retention framework

A CMA-led exercise starts with a proper data inventory and ends with valuating it in rupee terms. Each dataset has to be evaluated for its purpose, ownership, categorization of personal data, contents, volume, retention clock events and costed each month for each of these parameters. These need to be on record.

Each dataset then needs mapping to its actual legal basis rather than guesswork built. They need to undergo an approval process for retention, a periodic review and a clearly defined closure process when the reason no longer applies. The whole repository should be left untouched for lack of these mappings or processes.

Every lifecycle stage carries cost drivers that can be measured. It's often the fragmented, sensitive, multi-processor datasets that turn out expensive, not simply the largest by volume. Management can rank repositories by remaining value, legal necessity, sensitivity, breach impact, and how hard they'd be to delete. Repositories that are costly, sensitive, and no longer valuable go to the top of the remediation list. Where historical data feeds analytics or AI work, the first question should be whether identifiable data is actually necessary at all. Anonymisation often preserves the analytical value while taking the exposure off the table.

Internal audit plays a crucial role in checking that a retention schedule exists, legal holds are reviewed periodically, deletion triggers fire as designed, actual deletion happens as per this process, and most importantly, Board Dashboard carries this status in real time and matches with these actual happenings in the system.

CAs, CSs, and CMAs each bring their own perspective and action plan to this process. CAs on assurance and financial reporting. Company Secretaries on governance and legal documentation. CMAs on quantifying lifecycle cost and flagging avoidable spend. Together, they paint a considerably fuller picture for the Board than any one of these views alone.

Conclusion: deliberate retention, not aggressive deletion

Costs keep climbing and become enormous through holding too much personal data and cloud backup, monitoring, auditing, and discovery. But deleting too early or holding for shorter periods than required leads to risks of not meeting tax and legal requirements. So neither policy of retaining everything nor deleting aggressively is right. The right answer is to retain data deliberately, for a documented purpose and period, in the right system and at a known cost.

CMAs are genuinely well placed to lead this. They can identify the repositories generating the most combined cost and risk, price what it costs to keep each one, test whether a continuing legal or business basis actually exists, and build the case for archival, anonymisation, deletion, or automation, whichever fits.

They can estimate the annual cost of personal data being held beyond the statutory or business purpose right from the start of the budget cycle. Presenting that cost budget along with proposed metrics changes the tenor of the board discussion. DPDP compliance stops beyond the penalties prescribed under the law and consent notices at that point. It becomes part of ordinary cost management and a disciplined answer to one of the fastest-growing invisible liabilities on the modern balance sheet. MA

References

1. *Digital Personal Data Protection Act, 2023*
2. *Digital Personal Data Protection Rules, 2025*
3. *Prevention of Money Laundering Act, 2002, section 12*
4. *Companies Act, 2013, section 128*
5. *Central Goods and Services Tax Act, 2017, section 36*
6. *SEBI Cybersecurity and Cyber Resilience Framework for regulated entities*

THE CARBON BORDER TAX COUNTDOWN: COSTING CBAM AND TURNING INTERNAL CARBON PRICING INTO COMPETITIVE ADVANTAGE

Abstract

On 1 January 2026 the EU Carbon Border Adjustment Mechanism (CBAM) crossed from a reporting exercise into a priced obligation, and Indian exporters of steel, aluminium, cement, fertiliser and hydrogen entered a world where carbon intensity, not price alone, decides market access. This paper cuts through the alarmist headlines with a costed, year-by-year model. Using the first official certificate price (EUR 75.36/tCO2) and the legislated CBAM factor schedule, it shows that the 2026 cost is almost trivial — about EUR 4.71 per tonne of blast-furnace steel — but ramps to roughly EUR 188 per tonne when free allocation fully phases out in 2034. The decisive management-accounting insight is that most of this cost is controllable: the gap between EU default values and verified actual emissions is worth about a fifth of the bill. The paper argues that an internal or 'shadow' carbon price, long treated as an ESG nicety, becomes a hard competitiveness instrument, links CBAM verification to the cost-audit assurance in which CMAs already specialize, and offers a practical four-step readiness framework.

CMA Rabi Kumar Sahu
Senior Manager (Finance)
NTPC Limited
Unified Shared Services Centre, Nava Raipur
cmarabi1985@gmail.com

The Border Just Learned to Read Carbon

For decades, an exporter's competitiveness depended largely on landed cost i.e,the total cost of delivering goods to the destination port after freight, insurance, duties and other import charges. From 1 January 2026, however, European buyers must consider a second metric alongside price: the carbon embedded in every tonne of imported goods. During the transitional period (October 2023–December 2025), firms were required only to report these emissions. Under the definitive CBAM regime, those reported emissions translate into a financial obligation, as EU importers must purchase and surrender CBAM certificates corresponding to the embedded emissions of covered imports. Although the legal liability rests with the importer, the economic burden is expected to flow back to exporters through pricing negotiations.

The mechanism covers six carbon-intensive sectors (iron and steel, aluminium, cement, fertilisers, electricity and hydrogen) chosen because they carry both high emissions and a high risk of carbon leakage. For India, the exposure is concrete: according to Global Trade Research Initiative (GTRI) and industry estimates, the country ships an estimated EUR 8–9 billion of CBAM-covered goods to the EU each year, with steel forming the single largest slice. The GTRI has warned that to hold their EU market position, Indian steel and aluminium exporters may have to concede price reductions of 15–22 per cent as importers pass the carbon cost back up the chain.

Those percentages have generated alarm. But alarm is not analysis. This paper replaces the headline with a model showing how large the cost is, when it bites, and how much of it a well-run cost function can control. CBAM is, at heart, a measurement-and-assurance problem, and that is the CMA.s craft.

How the Charge Is Actually Computed

The charge is built from a simple formula, fixed for 2026 by Regulation (EU) 2025/2083. It multiplies just four things together:

CBAM cost = Tonnes shipped x Emissions per tonne x CBAM factor x Certificate price

Table 1 plugs real 2026 numbers into that formula for one tonne of Indian steel, so the whole calculation is visible in a single line.

Table 1: The formula, worked out for one tonne of Indian steel in 2026

Tonnes	Emissions per tonne (tCO_2)	CBAM factor (2026)	Certificate price (EUR/tCO_2)	= CBAM cost
1	2.5	2.5%	75.36	EUR 4.71

So in 2026 the cost is just EUR 4.71 on a tonne of steel worth around EUR 600 which is barely noticeable. But two of the four terms are set to change sharply, and that is where the real story lies.

The first is the certificate price. This is not a separate market. It simply tracks the price of carbon in the EU Emissions Trading System (ETS). The European Commission set the first figure at EUR 75.36 per tonne of CO_2 on 7 April 2026, based on the average EU auction price for the quarter. From 2027 it will be reset every week, so EU carbon-price swings will feed straight into an Indian exporter's cost sheet.

The second is the CBAM factor, the part most commentary misses. The EU is phasing CBAM in slowly, so only a slice of a product's emissions is charged in the early years. That slice grows every year on a fixed schedule: 2.5 per cent in 2026, then 5, 10, 22.5, 48.5, 61, 73.5, 86 and finally 100 per cent by 2034. The lesson for any finance team is blunt: budget from the 2026 cost and you will badly under-estimate the bill waiting at the end of the decade.

A Year-by-Year Cost Model

Consider an Indian producer of blast-furnace/basic-oxygen-furnace (BF-BOF) steel, the route that dominates Indian primary steelmaking and carries the highest carbon intensity. Taking an embedded emission factor of 2.5 tCO_2 per tonne, an illustrative value at the level at which EU default values for such steel sit and holding the certificate price at the Q1-2026 figure, the cost trajectory is set out in Table 1 and Figure 1. Holding the price constant is a deliberately conservative assumption: EU ETS forward prices trend upward, so the real cost path is likely to sit above the one modelled here.

Table 1: Modelled CBAM cost for Indian BF-BOF steel
(illustrative EF 2.5 tCO_2/t; certificate price EUR 75.36/tCO_2 held constant). Author's computation.

Year	CBAM factor	Cost per tonne (EUR)	Annual liability, 100,000 t exporter (EUR)
2026	2.5%	4.71	471,000
2027	5.0%	9.42	942,000
2028	10.0%	18.84	1,884,000
2029	22.5%	42.39	4,239,000
2030	48.5%	91.37	9,137,400

Year	CBAM factor	Cost per tonne (EUR)	Annual liability, 100,000 t exporter (EUR)
2032	73.5%	138.47	13,847,400
2034	100.0%	188.40	18,840,000

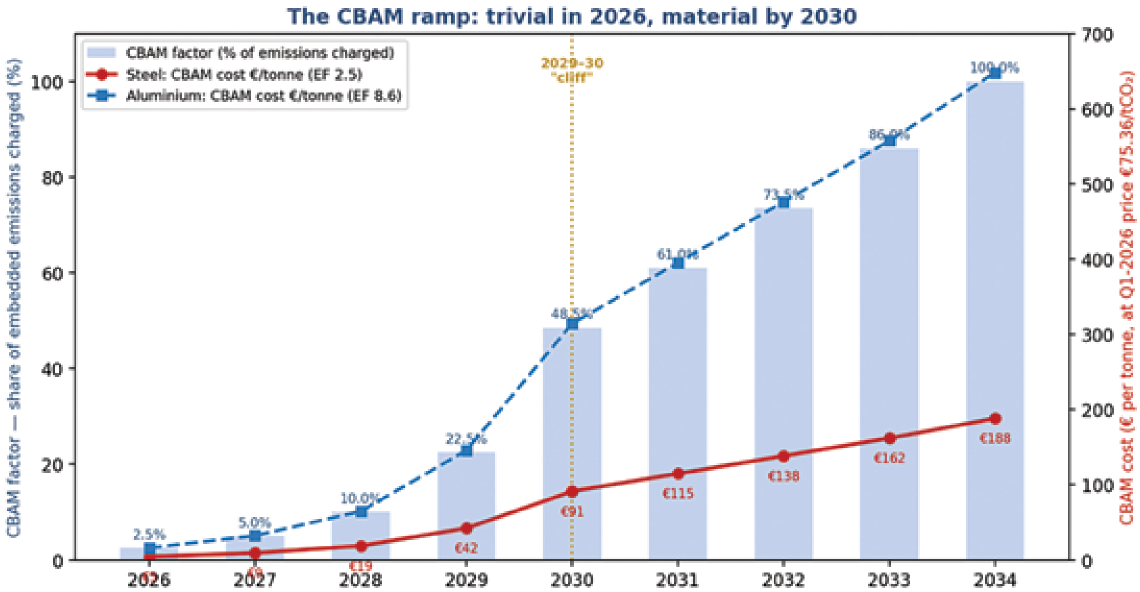


Figure 1: The CBAM ramp for steel and aluminium. Bars show the legislated CBAM factor; lines show cost per tonne. Aluminium's higher emission intensity (illustrative EF 8.6) makes it the more exposed sector. (Source: Author's model; factor schedule per Regulation (EU) 2023/956 and European Parliament Legislative Train; price per European Commission, April 2026)

Two features stand out. First, the 2026 cost of EUR 4.71 on a tonne of steel that might sell for EUR 600, is under one per cent of value. The near-term pain is chiefly in negotiation and compliance, not the certificate bill. Second, the curve steepens sharply after 2028. Between 2029 and 2030 the factor more than doubles, from 22.5 to 48.5 per cent; the per-tonne cost jumps from about EUR 42 to EUR 91. This 2029–30 'cliff' is the planning horizon that matters. Any decarbonisation investment with a three-to-five-year lead time must be decided now to bear fruit before the cliff, not after it. Aluminium, with a far higher emission factor where coal-fired power is used, faces a steeper curve still the reason the GTRI singles out coal-powered aluminium as India's most exposed CBAM segment.

The Data Dividend: Most of This Cost Is Controllable

Here is the insight that turns CBAM from a threat into a management-accounting opportunity. The formula charges embedded emissions and an exporter has two ways to declare them: verified actual data from the installation, or EU default values. The defaults are deliberately punitive, set at the high end of each sector's range, and carry an additional mark-up rising from 10 per cent in 2026 to 20 per cent in 2027 and 30 per cent from 2028. An Indian mill whose true emission factor is 2.0 tCO_2 per tonne but which cannot supply verified data will be charged as if it emits 2.5 or more.

Figure 2 quantifies the gap at the 2030 phase-in level. The difference between paying on a verified factor of 2.0 and an EU default of 2.5 is EUR 18.27 per tonne i.e.m roughly a fifth of the bill available not through any change to the furnace, but simply by measuring and verifying what the furnace already emits. For a 100,000-tonne exporter, that is close to EUR 1.9 million a year in avoidable cost, recoverable through data discipline alone.

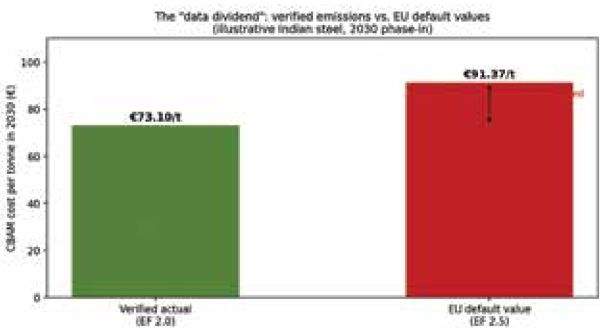


Figure 2: The data dividend. Verified actual emissions versus EU default values for illustrative Indian steel at the 2030 phase-in level. (Source: Author's model)

This reframes the CBAM response as, first, a measurement-and-assurance problem, the CMAs home ground. CBAM.s definitive phase demands installation-level emissions accounting verified by accredited third parties, in a process the GTRI likens to a financial audit. This is precisely the discipline of India's own cost-audit and Cost Accounting Standards framework: the CMA who builds an auditable emissions cost record is doing, in a new domain, what cost audit has always done. The exporter who hands an EU buyer a verified, audit-ready CBAM data pack will out-negotiate the competitor who cannot, regardless of who runs the cleaner plant.

From Compliance Cost to Competitive Instrument: The Shadow Carbon Price

The strategic move is to internalise the border price before the border does. An internal or 'shadow' carbon price is a notional per-tonne CO2 charge applied inside the firm's own cost and investment models., in effect, a carbon target cost against which products and processes are appraised. Long advocated as an ESG signalling device, under CBAM it becomes a hard commercial tool with three concrete uses.

First, in export pricing. Exporters who ignore the CBAM cost that EU buyers must bear risk losing business, a situation the GTRI describes as **'silent exclusion'** from procurement. Using a shadow carbon price helps exporters prepare CBAM-adjusted quotations and negotiate based on verified emissions instead of the buyer's conservative default values.

Second, in capital allocation. Including a shadow carbon price in investment appraisal helps identify projects that become financially viable because they reduce future CBAM costs. Investments that appear unattractive without a carbon price may become profitable when future CBAM savings are treated as a financial benefit. Evaluating projects under different EU ETS price scenarios also helps companies understand how investment decisions change as CBAM costs increase toward 2030.

Third, in customer positioning. Producers with lower verified emissions become more competitive because their products remain cheaper after CBAM costs are considered. In some cases, they may also earn a **2–5% green premium** from European buyers willing to pay more for certified low-carbon products. In this way, CBAM can become a source of competitive advantage rather than simply an additional cost.

A Four-Step Readiness Framework for CMAs

To help organisations prepare for CBAM, the finance function can lead the following four-step framework:

Step 1 Measure. Build installation-level embedded-emissions accounting for every CBAM-covered product line, aligned with the EU's calculation methodology, and obtain ISO 14065-compliant third-party verification. This is the highest-return early investment because verified emissions data not only reduces CBAM liability but also provides the audit-ready assurance increasingly demanded by European buyers which is most continuous with existing cost-audit practice.

Step 2 Price. Adopt an internal shadow carbon price benchmarked to the EU ETS trajectory and embed it in both export quotations (dual pricing: base and CBAM-adjusted) and investment appraisal. Pricing carbon internally today enables firms to anticipate tomorrow's CBAM costs and identify investments whose financial returns improve once avoided carbon costs are recognised.

Step 3 Contract. Introduce CBAM clauses into EU supply agreements covering cost pass-through, verification obligations and renegotiation triggers linked to EU carbon-price movements, so exposure is shared rather than absorbed.

Step 4 Abate. Prioritise decarbonisation investments against the 2029–30 cliff, prioritising those whose lead time allows completion before the factor steepens. Model all nine years of the schedule under a range of ETS price scenarios, never a single-year run-rate.

Conclusion

CBAM is neither the catastrophe of the headlines nor a problem that can be deferred. In 2026 it is a rounding error; by 2034 it is a tax approaching a third of the value of high-carbon steel. The distance between those two points is the window in which Indian exporters must act. The mechanism rewards two capabilities above all accurate carbon measurement and disciplined internal pricing and both are the CMA's craft rather than the engineer's. For a self-reliant, globally competitive India marching toward Viksit Bharat 2047, the border that learned to read carbon is not only a barrier to be survived but a benchmark against which the country's cleaner, better-measured producers can finally be recognised as cheaper after carbon. The countdown has started; the response is a costing exercise, and the profession best placed to lead it is our own.

Limitations. *The cost figures use illustrative emission factors and a constant certificate price; actual liabilities depend on each installation's verified emissions and on the EU ETS price path, both of which a firm-specific model should substitute.* MA

References

1. *European Commission. (2026). Carbon Border Adjustment Mechanism: CBAM certificate price for the first quarter of 2026. Directorate-General for Taxation and Customs Union. https://taxation-customs.ec.europa.eu/carbon-border-adjustment-mechanism_en*
2. *European Parliament. (2023). Carbon border adjustment mechanism as part of the European Green Deal [Legislative Train Schedule]. https://www.europarl.europa.eu/legislative-train/*
3. *European Union. (2023). Regulation (EU) 2023/956 establishing a Carbon Border Adjustment Mechanism. Official Journal of the European Union, L 130.*
4. *European Union. (2025). Regulation (EU) 2025/2083 amending Regulation (EU) 2023/956 (Omnibus simplification package). Official Journal of the European Union.*
5. *Fastmarkets. (2026, April). European Commission publishes first CBAM certificate price. Fastmarkets.*
6. *Global Trade Research Initiative. (2025, December 31). Indian steel and aluminium exports face 15-22% pricing pressure under EU CBAM from 1 January 2026 [Report; reported via ANI]. The Tribune.*
7. *International Carbon Action Partnership. (2026). EU CBAM enters its compliance phase and outlines the path ahead. ICAP.*
8. *World Bank. (2024). State and trends of carbon pricing 2024. World Bank. https://openknowledge.worldbank.org/*

OFFICE BEARERS OF WIRC OF ICMAI FOR THE YEAR 2026 - 2027

CMA Mahendra Bhombe	- Chairman
CMA Vivek Bhalerao	- Vice Chairman
CMA Manisha Agrawal	- Secretary & Treasurer

OFFICE BEARERS OF EIRC OF ICMAI FOR THE YEAR 2026 - 2027

CMA Damodara Mishra	- Chairman
CMA Abhijit Dutta	- Vice Chairman
CMA Bidyadhar Prasad	- Secretary & Treasurer

OFFICE BEARERS OF SIRC OF ICMAI FOR THE YEAR 2026 - 2027

CMA Praveen Kumar	- Chairman
CMA Rajesh Sai Iyer	- Vice Chairman
CMA Divya Abhishek	- Secretary
CMA K. V. N. Lavanya	- Treasurer

OFFICE BEARERS OF NIRC OF ICMAI FOR THE YEAR 2026 - 2027

CMA Manish Kandpal	- Chairman
CMA Jeewan Chandra	- Vice Chairman
CMA Honey Singh	- Secretary & Treasurer

HYDROGEN TRAINS: DRIVING THE FUTURE OF SUSTAINABLE TRANSPORTATION IN INDIA

Abstract

The most abundant element of the world, Hydrogen (H_2) is emerging as a critical solution for sustainable energy. Various production methods of hydrogen such as — grey, blue, and green—determine its environmental impact. Recent developments in hydrogen technologies are enabling the transformation of global energy systems, supporting the transition toward net-zero emissions, and paving the way for a cleaner, sustainable, and more resilient future. Fossil fuel-based transportation systems are the highest contributors of greenhouse gas emission across the world. Railways which are running in non-electrified routes heavily rely on diesel locomotives. Countries across Europe and Asia are investing heavily in hydrogen technology, while India has also initiated initiatives like hydrogen-driven train as a part of the National Green Hydrogen Mission. Still there are challenges such as storage, transportation, and implementation cost. This article explores how hydrogen's fundamental properties combined with modern production methods pave the way for environmentally friendly commercial transportation.

The hydrogen economy will make possible a vast redistribution of power, with far-reaching consequences for society. Today's centralized, top-down flow of energy, controlled by global oil companies and utilities, could become obsolete.

- Jeremy Rifkin

Dr. Ranjith Krishnan
Associate Professor
CHRIST University, Delhi NCR
ranjithk.iyer@gmail.com

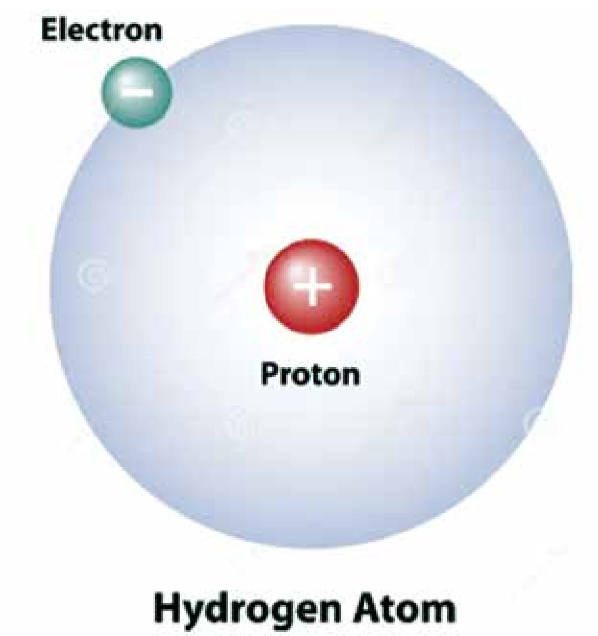
CMA Arunabha Saha
Practising Cost Accountant
Thane
saha.arunabha@gmail.com

Dr. Ganga Susheel Warriar
Assistant Professor
St. Francis Institute of Management and Research
Mumbai
ganga@sfimar.org

Introduction, Fundamental Properties and Manufacturing of Hydrogen

Hydrogen, the first element in the periodic table, is more than the beginning of chemistry—it is the beginning of a new era of sustainable development. As the lightest and most abundant element in the universe, Hydrogen is emerging as the driving force behind the global energy transition. More than an element of science, it is the element of transformation—decarbonising industries, powering clean mobility, strengthening energy security, protecting the planet and shaping a resilient, sustainable future for generations to come.

Hydrogen is colourless and odourless gas with atomic number 1 and molecular formula H2. Its Density ~0.08988 g/L (much lighter than air) and highly flammable, burns with an almost invisible blue flame.



Methods of manufacturing Hydrogen:

1. Grey hydrogen is produced by methane pyrolysis, a process in which natural gas (methane, CH_4) is heated to very high temperatures (typically 800–1,200°C) in the absence of oxygen. ($CH_4 \rightarrow C+2H_2$)
2. Blue Hydrogen is produced like grey hydrogen as above from natural gas having Carbon Capture Utilisation and Storage (CCUS/CCS) facilities to capture most of the CO_2 instead of venting those directly to air.
3. Green Hydrogen (Most Sustainable) is produced by splitting of Water into hydrogen and oxygen using electricity from renewable sources such as solar, wind or hydropower. ($2H_2O$+Electricity$\rightarrow 2H_2+O_2$)

Hydrogen is not produced onboard the train. It is manufactured at hydrogen production facilities. It is then compressed and stored in high-pressure cylinders (preloaded) on the roof of the train. The fuel hydrogen is to be refuel at stations, where it is filled into the train's onboard storage tanks, much like diesel is refuelled into conventional locomotives.

Fuel Cell Chemistry (Electrochemical not Combustible)

Hydrogen fuel Train use a Proton Exchange Membrane fuel cell (PEM). The overall reaction looks very simple, but it happens in two separate half-reactions across a membrane:

Overall reaction:

$$2H_2 + O_2 \rightarrow 2H_2O + \text{electricity} + \text{heat}$$

At the anode side (negative electrode): Hydrogen gas is split by a platinum catalyst.

$$2H_2 \rightarrow 4H^+ + 4e^-$$

Each hydrogen molecule loses its electrons and breaks into protons (H^+).

Journey across the membrane: The protons pass through the polymer membrane (which only allows H^+ through, not electrons) toward the cathode. The electrons, blocked by the membrane, are forced to travel through an external circuit instead — and that flow of electrons is the electric current that powers the motor.

At the cathode (positive electrode): Oxygen from the air combines with the arriving protons and electrons.

$$O_2 + 4H^+ + 4e^- \rightarrow 2H_2O$$

Hence, unlike conventional fossil fuel engines, hydrogen trains emit only water vapour during conversion to energy, making them one of the most environmentally friendly modes of transport available today.

Hydrogen fuel technology is therefore attracting global attention not only because it provides clean transportation but also because it aligns with sustainability goals (SDGs) and international climate commitments. As countries move towards achieving

Net Zero emissions, hydrogen is increasingly being recognised as the fuel of the future.

Hydrogen Trains Supports Sustainable Mobility and ESE

Hydrogen train that supports the three pillars of sustainability - Environment, Social and Economic. From the environmental perspective, it does not contribute to greenhouse gas emissions during its action and helping countries to meet climate targets. From the social perspective, hydrogen trains improve public health by reducing harmful pollutants. Which resulted into lower healthcare costs and a better quality of life for communities living near railway corridors. Its quieter operation also reduces noise pollution, creating a more environment friendly for passengers and nearby residents. From an economic perspective, hydrogen trains have a long-term benefit though its initial investment is high. It will reduce dependency on fossil fuel which will improve energy security and will create new opportunities. Advantages over lowering the emission causes reduction of environmental cost. By evolving effective technology to produce less costly hydrogen will be an economically sustainable solution for the future of rail transport.

Global Developments

Germany's adoption of the Coradia iLint has inspired other nations to explore hydrogen-powered rail systems as part of their sustainable strategies. The Coradia iLint offers operational advantages like quiet and better performance compared to conventional diesel trains and its ability to use existing railway tracks reduces the infrastructural cost. This pioneering innovation marks a significant milestone in the evolution of green rail transport an alternative to conventional diesel-powered trains. Several countries like France, Italy, Austria, China, Japan, and South Korea are also investing heavily in hydrogen railway technology. Many country's railway operators view hydrogen as an economical solution for regional railway lines where electrification costs are extremely high.

India's Journey Towards Hydrogen Transportation

India is one of the largest railway networks in the world. Although electrification has progressed rapidly, many sections still rely on diesel locomotives. Realising the importance of clean energy, the Government of India launched the National Green Hydrogen Mission. India's first indigenous hydrogen-powered train, the "*NaMo* Green Rail," was flagged off on July 17, 2026, by Prime Minister Narendra Modi in Haryana. It operates on the 89 km Jind-Sonipat route, carrying up to 2,600 passengers and reaching operational speeds of 75 km/h with zero emissions. This 10-car train utilised a 1,200-kilowatt hydrogen fuel cell system. (A 1.2 MW hydrogen fuel cell system means the train can deliver a maximum continuous electrical power output of 1.2 megawatts to its traction motors). These successful journey aim to reduce carbon emissions and encourage domestic manufacturing of hydrogen technologies under the Make in India initiative.

India possesses enormous renewable energy potential through solar and wind power. This makes the country well positioned to become the largest producers of green hydrogen.

Its success will play an important role not only in railways but also in roadway transport, shipping, aviation, heavy industries and power generation.

Economic Opportunities

Hydrogen technology represents far more than an environmental solution. It also offers significant economic opportunities.

- **Energy Security:** It will reduce the huge dependency on imported fuel by domestically produced green hydrogen as well as will reduce Foreign Exchange Outflow.
- **Job Creation:** Will generates employment across hydrogen production, storage, transportation, refuelling infrastructure, fuel cell manufacturing and maintenance. Which will be resulted to creation of high-skilled jobs in manufacturing, engineering, construction, operations, maintenance, research and development and off course for Cost and Management Accountants (CMAs).
- **Industrial Growth:** This will stimulate investment in renewable energy, electrolyser manufacturing, fuel cells, hydrogen storage systems and railway technology. Which will accelerate the growth of domestic industries by producing high tech equipment under

initiatives such as 'Make in India'.

- **Infrastructure Development:** Will encourages the establishment of hydrogen production plants, refuelling stations and distribution networks, boosting regional economic development. Green hydrogen plants located near renewable energy projects can stimulate economic activity, infrastructure development and employment in rural areas.
- **Lower Operating Costs:** Considering the high initial investment at present, the advancements in hydrogen technology and economies of scale are expected to reduce lifecycle operating and maintenance costs.
- **Innovation and Research:** The technological innovation will attract investment in research, development and advanced manufacturing. Since it will lower the greenhouse gas emissions the green financing, sustainability-linked investments and ESG-focused capital flow will increase.
- **Export Potential:** The countries which can developing improved technologies can become global suppliers of hydrogen equipment, fuel cells and green hydrogen, enhancing export earnings to boost economy.

Challenges

Despite its many advantages, hydrogen technology still presently has several challenges.

- Green hydrogen production is highly expensive because renewable electricity and electrolysers require significant investment.
- Hydrogen storage is technically demanding due to its low density. It must either be compressed at very high pressures or stored in liquid form at extremely low temperatures, which is again costly.
- Building hydrogen refuelling stations requires substantial costly infrastructure development.
- Safety is another very important aspect. Hydrogen is highly flammable and requires strict engineering controls, advanced sensors and robust operating procedures.

Hopefully continued research, technological innovation and economies of scale are expected to reduce these challenges over the coming years.

Hydrogen and the Future of Fuel Consumption

Human civilisation has experienced several major fuel transitions. The revolution in the usage of wood as fuel from the Stone Age was replaced by Charcoal in the Bronze/ Iron Age, during the Industrial Revolution it replaced by Coal, so it is called as Coal Age also. Coal gradually gave way to petroleum products, while natural gas emerged as a cleaner alternative for many applications. Now, the world is entering another major transition, where renewable electricity and hydrogen are expected to become dominant energy carriers. Hydrogen is especially valuable for sectors where usage of electricity is either difficult or very costly which includes heavy transportation, long-distance railways, shipping, aviation and steel/ cement manufacturing. Till date most of the countries rely on Coal for generation of electricity. Many experts therefore describe hydrogen as the missing link in achieving a fully renewable energy system. As hydrogen production becomes cleaner and more affordable, it is expected to transform global energy markets just as petroleum transformed the twentieth century.

Linkage with the Sustainable Development Goals (SDGs)

The deployment of hydrogen-powered trains aligns closely with India's commitment to the United Nations Sustainable Development Goals (SDGs). The adoption of green hydrogen in rail transport advances SDG 7 (Affordable and Clean Energy) by promoting cleaner energy sources and reducing dependence on fossil fuels. Expansion of the hydrogen value chain encourages industrial investment, innovation and high-skilled employment, thereby contributing to SDG 8 (Decent Work and Economic Growth) and SDG 9 (Industry, Innovation and Infrastructure). The replacement of diesel locomotives with zero-emission alternatives improves air quality and supports sustainable urban transport, reinforcing SDG 11 (Sustainable Cities and Communities). Furthermore, efficient resource utilisation and cleaner production practices promoted through green hydrogen are consistent with SDG 12 (Responsible Consumption and Production), while the reduction of greenhouse gas emissions supports SDG 13 (Climate Action). Collectively, these contributions demonstrate that hydrogen-powered railways are not merely a technological innovation but an integrated strategy for achieving sustainable and inclusive development.

Role and Scope of Cost and Management Accountants (CMAs)

Cost and Management Accountants play a strategic role in ensuring the financial and operational sustainability of hydrogen train projects. Their expertise in life-cycle costing, capital budgeting, investment appraisal, cost optimisation and performance evaluation assists decision-makers in assessing the long-term economic feasibility of hydrogen technology. CMAs also contribute through risk assessment, financial modelling, sensitivity analysis and the application of techniques such as Net Present Value (NPV) and Internal Rate of Return (IRR). In addition, they facilitate ESG reporting, Business Responsibility and Sustainability Reporting (BRSR), carbon accounting and sustainability performance measurement, thereby strengthening governance, transparency and value creation in green infrastructure projects.

"Cost and Management Accountants play a strategic role in ensuring the financial and operational sustainability of hydrogen train projects. Their expertise in life-cycle costing, capital budgeting, investment appraisal, cost optimisation and performance evaluation assists decision-makers in assessing the long-term economic feasibility of hydrogen technology"

Role of the ICMAI

The ICMAI can strengthen the implementation of hydrogen-powered railway projects by promoting standardised sustainability measurement, reporting and assurance practices. Its contribution includes developing guidance for sustainability disclosures, supporting ESG and BRSR reporting, encouraging carbon accounting and life-cycle performance measurement, facilitating sustainability assurance and enhancing professional capacity through research and training. These initiatives can improve transparency, accountability and evidence-based decision-making, thereby supporting India's transition towards a resilient and low-carbon railway system.

Epilogue

HYDROGEN – The Fuel of the Future

H – Harnessing Clean Heat

Hydrogen delivers high-efficiency, carbon-free heat, replacing fossil fuels in industries and transport.

Y – Yielding Sustainable Power

Hydrogen fuel cells generate exceptional energy output with water as the only by-product, ensuring maximum efficiency with minimum environmental impact.

D – Driving Decarbonisation

Hydrogen is a cornerstone of the global transition to a low-carbon economy, significantly reducing greenhouse gas emissions across hard-to-abate sectors.

R – Revolutionising Renewable Energy

Green hydrogen transforms surplus renewable electricity into a storable, transportable and versatile clean fuel, enabling a resilient energy future.

O – Optimising Energy through Oxidation

In fuel cells, hydrogen undergoes electrochemical oxidation to produce electricity silently, efficiently and without harmful emissions.

G – Green Gas for Global Progress

The lightest element in the universe is becoming one of the most powerful enablers of sustainable mobility, clean manufacturing and energy security.

E – Empowering the Energy Transition

Hydrogen bridges the gap between renewable energy generation and reliable energy demand, creating a flexible, clean and circular energy ecosystem.

N – Navigating Towards Net-Zero

Hydrogen is a strategic pathway to achieving global Net-Zero commitments, supporting climate resilience, energy independence and sustainable economic growth.

Hydrogen trains have the potential to become an important part of India's transition towards cleaner and more efficient transportation. Their adoption can reduce dependence on fossil fuels, support the growth of the green hydrogen economy, and contribute to national goals relating to climate action and sustainable development. However, the long-term success of this initiative will depend on more than technological progress. Affordable hydrogen production, reliable refuelling infrastructure, supportive policy measures, and continued investment in research and skill development will all play an equally important role. In this transition, Cost and Management Accountants (CMAs) can contribute by supporting project costing, investment appraisal, carbon cost assessment, sustainability reporting, performance measurement, and strategic decision-making. Their expertise in resource optimization and value creation can help ensure that hydrogen rail projects remain financially viable while achieving environmental objectives. As these efforts gather momentum, hydrogen-powered railways can create new opportunities for industry, researchers, educational institutions, and management professionals to contribute to a low-carbon future. Although the transition will take time, the initiative has the potential to reshape India's railway sector in a manner that is both economically beneficial and environmentally responsible. MA

References

1. *Ministry of Railways. (2025–2026). Press Information Bureau releases on Hydrogen Train Initiative.*
2. *Ministry of New and Renewable Energy. (2023). National Green Hydrogen Mission. Government of India.*
3. *NITI Aayog & Rocky Mountain Institute. (2022). Harnessing Green Hydrogen: Opportunities for Deep Decarbonisation in India.*
4. *AP News. India's First Hydrogen-Powered Train Launch.*
5. *Times of India. India's First Hydrogen Train.*
6. *International Energy Agency (IEA). The Future of Hydrogen.*
7. *IPCC Sixth Assessment Report.*
8. *United Nations Sustainable Development Goals.*
9. *Hydrogen Council. Hydrogen Insights Report.*
10. *International Renewable Energy Agency (IRENA). Green Hydrogen Cost Reduction.*
11. *Ministry of New and Renewable Energy, Government of India – National Green Hydrogen Mission.*
12. *https://www.alstom.com/solutions/rolling-stock/alstom-coradia-ilint-worlds-1st-hydrogen-powered-passenger-train*

Congratulations!!!

Heartiest congratulations to CMA Sheel Kumar Mittal, Director (Finance), UPMRC and the entire Uttar Pradesh Metro Rail Corporation (UPMRC) on being honoured with the prestigious Enterprise Sustainability Transformation Award at the Times Internet Ecopreneur Awards 2026 in a ceremony held in New Delhi. This distinguished national recognition is a testament to UPMRC's exemplary commitment to sustainable urban mobility and environmental conservation. It acknowledges the Corporation's consistent efforts in seamlessly integrating sustainability with operational excellence across Lucknow, Kanpur, and Agra Metro networks. Guided by its inspiring vision of "Green Metro, Clean Metro" UPMRC continues to set new benchmarks by adopting innovative technologies and environmentally responsible practices, thereby creating one of India's most sustainable urban transport systems.

We extend our heartfelt congratulations to CMA Sheel Kumar Mittal and the entire UPMRC team on this remarkable achievement and wish them continued success in all their future endeavours. May they continue to inspire excellence in sustainable infrastructure and contribute significantly to India's journey towards a greener and more sustainable future.

GST ANALYTICS AS A STRATEGIC MANAGEMENT ACCOUNTING TOOL: DRIVING FISCAL SELF-RELIANCE UNDER VIKSIT BHARAT 2047

Abstract

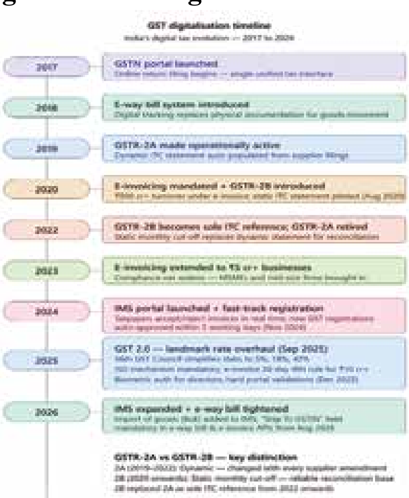
GST digitalisation has transformed tax compliance into a valuable source of managerial information for businesses. Beyond statutory reporting, data generated through GSTN, e-invoicing, e-way bills, GSTR-2B and the Invoice Management System (IMS) can support working capital management, vendor governance and strategic decision-making. Observations from the paper manufacturing industry highlight practical challenges including input tax credit reconciliation, classification disputes and refund delays. Integrating GST analytics into management accounting can improve organisational performance while supporting the broader vision of fiscal self-reliance under Viksit Bharat 2047.

V. N. D. Sarath Chandra
Deputy Manager - Accounts & Costing
The Sirpur Paper Mills Limited
Sirpur - Kagazhnagar
vndschandra@gmail.com

Introduction

The digitalisation of GST has significantly improved tax administration through initiatives such as GSTN, e-invoicing, e-way bills, GSTR-2B and the Invoice Management System (IMS). These reforms have strengthened compliance and transparency. However, challenges relating to ITC reconciliation, refund delays and operational implementation continue to affect business efficiency, particularly in manufacturing industries.

Figure 1: GST digitalisation timeline



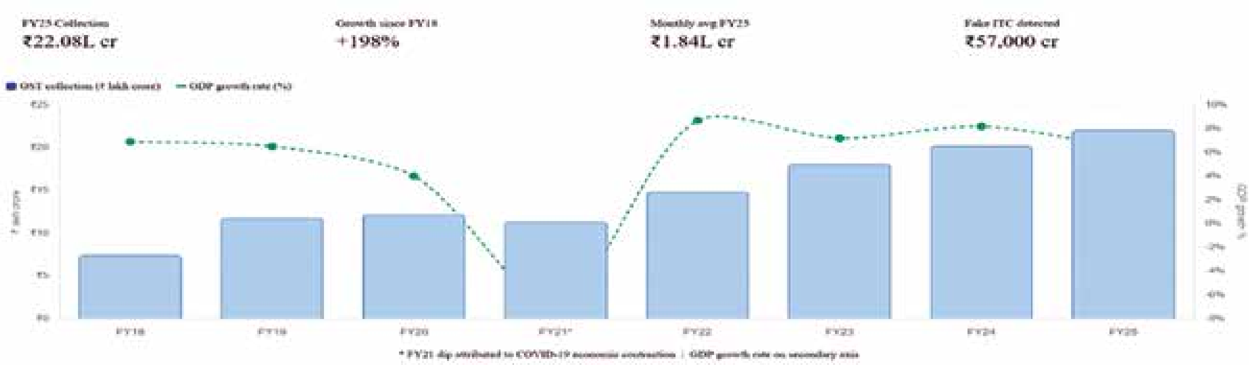
India's Digital Tax Architecture

The Goods and Services Tax Network (GSTN) serves as the digital backbone of India's GST ecosystem, enabling return filing, invoice matching, e-way bill generation, e-invoicing, and compliance monitoring through a unified platform. The increasing use of digital technologies in tax administration reflects a broader global trend towards technology-enabled compliance systems that improve transparency, efficiency and revenue administration (Bird & Zolt, 2008).

The annual GST collections from FY 2017-18 to

FY 2024-25, reflecting a remarkable growth from ₹7.41 lakh crore to ₹22.08 lakh crore — an increase of nearly 198% over eight years. The data reveals a significant dip in FY 2020-21, attributable to the economic contraction caused by the COVID-19 pandemic, followed by a sharp recovery in FY 2021-22 with a growth rate of 30.4%. The consistent growth validates a core premise: robust, digitalised tax administration strengthens fiscal capacity.

Chart 1: GST Revenue Growth FY18 to FY 25 compared with GDP growth



Source: Economic Survey 2024–25 and Ministry of Finance GST Collection Reports.

Evidence from the Paper Manufacturing Industry

In the paper manufacturing industry, e-way bills have improved interstate movement of pulp and finished products by reducing documentation delays. Likewise, GSTR-2B has strengthened vendor compliance monitoring. Nevertheless, ERP integration gaps, invoice mismatches and supplier non-compliance continue to complicate reconciliation, making GST data an important management control tool.

GST Digitalisation Through a Strategic Management Accounting Lens

GST-generated data has emerged as a valuable source of managerial information. Data generated through GSTN, e-way bills, e-invoicing, GSTR-2B and IMS supports procurement, logistics, vendor governance and working capital management. For management accountants, these insights facilitate supplier evaluation, tax-risk monitoring and performance measurement through KPIs such as ITC realisation rates, vendor compliance and logistics efficiency. Consequently, GST analytics contributes not only to statutory compliance but also to cost optimisation, resource allocation and strategic planning.

Table 1: Strategic Management Accounting Benefits of GST Digitalisation

GST Digital Tool	Operational Benefit	Management Accounting Benefit	Illustrative Strategic KPI
GSTR-2B	ITC visibility	Better working capital planning	ITC Realisation %, GSTR-2B Match Rate %, ITC Blocked Amount
E-Invoicing	Reduced invoice errors	Stronger internal control	Invoice Error Rate %, Invoice Processing Time
IMS	Vendor validation	Reduced compliance risk	Vendor Compliance Score %, Invoice Acceptance Rate

Source: Compilation based on GSTN functionality and Strategic Management Accounting principles.

Accordingly, GST Analytics is not a standalone GSTN tool but a management accounting framework that analyses data generated through GSTN, GSTR-2B, E-Invoicing, E-Way Bills and IMS.

GST Compliance Challenges: Insights from Paper Manufacturing Industry

Despite this progress, practical challenges persist. Digital tools have improved transparency but simultaneously introduced new complexities in reconciliation, classification, and working capital management — each with direct implications for business decision-making and cash flow.

1. Input Tax Credit Reconciliation Complexity

The introduction of GSTR-2B has significantly improved the process of Input Tax Credit (ITC) verification by providing taxpayers with a static monthly statement of eligible credits. However, in practice, reconciliation between GSTR-2B and internal accounting records remains a challenging exercise.

In the paper manufacturing industry, procurement transactions often involve multiple suppliers, transporters, and warehouses located across different states. Any delay or error in supplier return filing directly affects the availability of ITC in the recipient's GSTR-2B. Delayed availability or mismatch of Input Tax Credit can adversely affect working capital and may necessitate additional short-term financing, thereby increasing borrowing costs.

Common issues include incorrect invoice numbers, mismatched GSTIN details, duplicate invoice reporting, supplier non-compliance, and ERP integration errors. Reconciliation mismatches increase compliance costs and require additional managerial oversight, affecting organisational efficiency. They also increase the risk of ITC reversals, interest costs and cash-flow disruptions.

Furthermore, businesses are increasingly evaluating vendors based on their GST compliance behaviour. Vendor selection decisions are no longer based solely on price and quality; compliance reliability has emerged as a critical evaluation criterion.

2. Classification Disputes and Tax Uncertainty

Product classification often results in disputes concerning the applicable GST rate. For instance, in *West Coast Paper Mills Ltd.*, the Karnataka Authority for Advance Ruling held that wood supplied for paper manufacturing was classifiable under HSN 4403 rather than HSN 4401, illustrating how tariff ambiguities affect GST liability, product costing and compliance[1]. Such disputes highlight the continuing importance of clear tariff classification guidance and consistent interpretation by tax authorities.

Such classification ambiguities create uncertainty for businesses and may lead to retrospective tax demands, interest liabilities, penalties, and litigation costs. Frequent changes in notifications and varying interpretations by tax authorities further increase compliance risks.

From a Strategic Management Accounting perspective, classification disputes directly affect product costing and pricing decisions. Incorrect classification can distort cost calculations, resulting in inaccurate profitability analysis and suboptimal managerial decisions. The uncertainty associated with tax treatment also complicates budgeting and long-term business planning.

([1] In re M/s West Coast Paper Mills Ltd., Karnataka Authority for Advance Ruling, Advance Ruling No. KAR ADRG 67/2019, concerning classification of debarked eucalyptus, acacia, casuarina and subabul wood supplied for pulping in the manufacture of paper and paperboards under HSN 4403)

3. Working Capital Blockage Due to Input Tax Credit Delays

Although GST was designed to ensure seamless flow of tax credits across the supply chain, delays in credit availability and refund processing continue to create significant working capital challenges. This issue is particularly acute in industries affected by the inverted duty structure, where the GST paid on inputs exceeds the tax liability on finished goods.

In the paper manufacturing sector, substantial amounts of Input Tax Credit often remain accumulated for extended periods awaiting refund approval. During this period, funds that could otherwise be utilised for procurement, production expansion, technological upgrades, or debt reduction remain locked within the tax system.

The financial implications of such delays are considerable. For Micro, Small, and Medium

Enterprises (MSMEs), prolonged refund delays can significantly strain liquidity and limit growth opportunities.

From a management accounting perspective, blocked ITC represents an opportunity cost of capital, increases the cash conversion cycle and adversely affects return on capital employed (ROCE). The inability to access these funds affects cash flow forecasting, investment planning, and working capital management. Consequently, the efficiency of refund mechanisms becomes an important determinant of organisational financial performance.

4. The Gap Between Digital Infrastructure and Operational Reality

Although GST has created a robust digital compliance ecosystem, businesses continue to encounter operational challenges in day-to-day implementation. Periodic portal downtime during peak return filing dates often delays compliance activities and requires additional monitoring by finance teams. ERP integration issues remain another practical concern, as differences between enterprise systems and GSTN frequently result in reconciliation mismatches that require manual intervention.

Vendor compliance also continues to influence the effectiveness of the GST framework. Even when a business maintains accurate records, delays or errors in supplier filings may restrict the timely availability of input tax credit, affecting working capital planning. Frequent system updates, while intended to improve compliance and security, often require organisations to revise internal processes, retrain staff and modify ERP configurations. Collectively, these operational realities increase compliance costs and managerial effort, indicating that technological advancement must be accompanied by greater operational stability and stakeholder readiness.

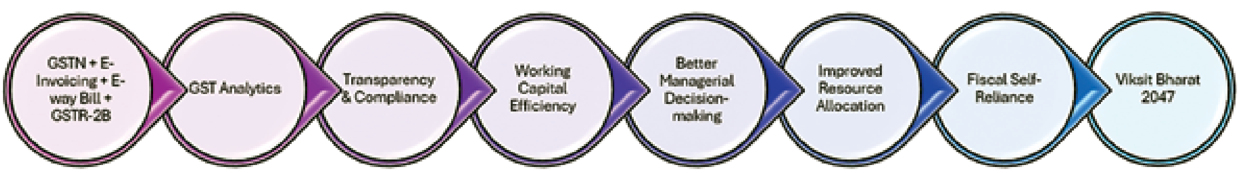
Road to 2047 — Fiscal Independence Through GST Analytics

The vision of Viksit Bharat 2047 requires a transparent and technology-driven tax administration. Since 2017, India's digital GST ecosystem has strengthened fiscal governance, reduced revenue leakages and improved fiscal capacity through GSTN, e-way bills, e-invoicing and GSTR-2B.

The transactional data generated by these platforms enables governments to identify non-compliance through risk-based analytics while allowing businesses to strengthen internal controls, vendor management and compliance monitoring. As digital adoption expands, GST analytics will continue to support fiscal self-reliance and evidence-based decision-making.

Recent developments — the IMS expansion, progressive e-invoicing coverage, and growing use of risk-based assessments — align with the broader policy emphasis on technology-driven governance under Viksit Bharat 2047.

Figure 2: Conceptual Framework



Source: Developed by the Author based on practical observations in the paper manufacturing industry.

Conclusion and recommendations

GST analytics has evolved into an important management accounting framework supporting working capital management, organisational performance and fiscal self-reliance under Viksit Bharat 2047.

To strengthen GST's contribution towards fiscal independence under Viksit Bharat 2047, the following measures are recommended:

1. **Enhance GSTN analytics capabilities** to enable faster identification of compliance mismatches and reduce reconciliation efforts.
2. **Promote standardised ERP-GST integration protocols** to minimise data inconsistencies between business systems and GSTN.
3. **Accelerate refund processing mechanisms** to reduce working capital blockage, particularly for manufacturing industries affected by inverted duty structures. MA

References

1. *Ministry of Finance, Government of India. GST Revenue Collection Reports (FY 2017-18 to FY 2024-25). Available at: https://pib.gov.in/*
2. *Ministry of Finance, Government of India. Economic Survey 2024-25. Available at: https://www.indiabudget.gov.in/economicsurvey/*
3. *Reserve Bank of India. Annual Report 2024-25. Available at: https://www.rbi.org.in*
4. *GST Council Meeting Publications, Notifications and Recommendations. Available at: https://gstcouncil.gov.in.*
5. *GSTN Advisories relating to GSTR-2B, E-Invoicing and Invoice Management System (IMS). Available at: https://www.gst.gov.in.*
6. *Government of India. The Central Goods and Services Tax Act, 2017. Available at: https://cbic-gst.gov.in/*
7. *Karnataka Authority for Advance Ruling. In re West Coast Paper Mills Ltd., Advance Ruling No. KAR ADRG 67/2019.*
8. *https://www.niti.gov.in/. Vision Documents relating to Viksit Bharat 2047.*
9. *Central Board of Indirect Taxes and Customs (CBIC). GST Statistics, E-Way Bill and E-Invoicing Data. Available at: https://www.cbic.gov.in*
10. *Bird, R. M., & Zolt, E. M. (2008). Technology and Taxation in Developing Countries: From Hand to Mouse. National Tax Journal, 61(4), 791–821.*

Ref. No.: G/128/07/2026 Date: July 17, 2026

NOTIFICATION

Subject: Constitution of Prime Minister Internship Scheme (PMIS) Cell at ICMAI

In pursuance of the Standard Operating Procedure (SOP) dated 27th May, 2026 issued by the Ministry of Corporate Affairs (MCA) for onboarding of companies/organizations under clause 5.3.1(B) (i-vi) of the PMIS Guidelines dated 12th March 2026 under the Prime Minister Internship Scheme (PMIS), the Institute of Cost Accountants of India (ICMAI) hereby constitutes the Prime Minister Internship Scheme (PMIS) Cell.

The PMIS Cell shall serve as the nodal mechanism for coordination with the PMIS Cell of the Ministry of Corporate Affairs and shall facilitate the implementation of the Scheme.

The PMIS Cell of ICMAI is constituted as follows:

- **CMA M.K. Anand, Council Member** – Chairman
- **CMA (Dr.) S.K. Gupta, MD, ICMAI RVO** – Member
- **CMA Tarun Kumar, Director** – Secretary

CMA (Dr.) S.K. Gupta shall serve as the **Authorised Contact / Single Point of Contact (SPOC)** for the PMIS Cell.

This Notification shall come into force with immediate effect.

CMA (Dr.) Debaprosanna Nandy
Secretary (Officiating)

DIGITAL INDIA AND STRATEGIC MANAGEMENT ACCOUNTING: DRIVING FINANCIAL SELF-RELIANCE TOWARDS VIKSIT BHARAT 2047

CMA Soumendra Roy
Assistant Professor
Globsyn Business School
Kolkata
soumendra.roy@gmail.com

Abstract

This study investigates Digital Analytics Adoption (DAA) on Financial Self-Reliance (FSR) mediating Strategic Management Accounting Effectiveness (SMAE) and Financial Decision Quality (FDQ): A key tributary of Digital India and Viksit Bharat 2047 The study utilizes a quantitative approach and SmartPLS 4 to propose and analyze direct mediation model relationship/ structural model. The results imply a new understanding of the benefits that digital analytics yields for Cost and Management Accountants, provide useful implications to policymakers and contribute to business organizations by providing empirical support for the theoretical foundations of Strategic Management Accounting, while also enhancing Financial Decision Quality.

Introduction

1. Background and Context

With the Viksit Bharat 2047 vision, India will need to become a developed, globally competitive and self-reliant economy by its centenary when it celebrates 1947 foundations. This change has been fast tracked through the Digital India initiative, which is focused on building the underlying digital infrastructure, enabling financial inclusion, and transforming governance by enhancing technology penetration. This article has been published as part of the Strategic Management Accounting (SMA) theme in response to my conceptual frame for adapting SMA functions whereby organizations are increasingly adopting digital technologies. SMA combines monetary and non-monetary information with business analytics so that organizations can make smart decisions, run their operations better, and grow in a balanced manner. My research shows that digital analytics do enable behavioural economics in management decision making, but even more importantly improve both manager and financial decisions by providing real-time data-driven insights into the functioning of the business and so ensuring that strategic management accounting practices are viable and actionable.

2. Problem Statement

There have been many investments in Digital transformation under the Digital India programme, especially so for Financial decision making through Strategic Management Accounting Effectiveness however, there is little empirical investigation of both direct and indirect impact of Digital Analytics Adoption on quality of financial decision making and consequently leads to Financial Self-reliance.

One such gap is important for the service sector of Cost and Management Accounting profession.

3. Research Objectives

a. To investigate the influence of Digital Analytics Adoption on Strategic Management Accounting Effectiveness.

b. To analyze the direct impact of Digital Analytics Adoption on Financial Decision Quality.

c. Purpose: The present study aimed at analyzing the effect of Strategic Management Accounting Effectiveness on Financial Decision Quality.

d. To know how Financial Decision Quality affect Financial Self-Reliance.

e. To test Strategic Management Accounting Effectiveness as a mediating variable between Digital Analytics Adoption, and Financial Decision Quality.

f. Investigate the mediating effect of Financial Decision Quality on the relationship between Strategic Management Accounting Effectiveness and Financial Self-Reliance.

4. Importance of the research

This study exemplifies the pivotal role played by analytics based Strategic Management Accounting in implementation of Digital India Initiative, thereby enabling Viksit Bharat 2047 through proper financial self-reliance. These findings are useful for Cost and Management Accountants, policymakers and business organizations since these provide empirical insights on researches to further develop theory-driven research studies as well as professional practice in Strategic Management Accounting practice in the changing environment of Digital Economy within Indian context.

Literature Review

1. Digital India and Analytics

Under the Digital India Programme, the digital landscape of India has been reshaped through focus on digital infrastructure, e-governance, financial inclusion and tech-based business practices (Government of India, 2015). The real power of digital transformation lies in organizations with the ability to use data-driven insights to plan future steps and optimize operations. Bharadwaj et al. In their review, Hsu et al. (2013) articulate that digital technologies have emerged as strategic resources that improve organizational competitiveness and innovation. The rapid rise in the acceptance of business analytics offers potential to financial decision making by facilitating real-time analysis, forecasting and performance monitoring thus allowing managerial decisions based on solid research.

2. Strategic Management Accounting

Strategic management accounting (SMA) goes beyond conventional management accounting by incorporating strategic, competitor, and market-oriented information into the decision-making capabilities of managers. Bromwich (1990) identified the strategic role of accounting information in generating competitive advantage, and Cadez and Guilding (2008a) showed that SMA practices promote better organizational performance. Strategic costing, competitor analysis, value chain analysis and strategic performance measurement are the four key SMA techniques that provide data support for decision-making and help firms minimize costs, utilize resources more effectively and improve competitiveness over longer time horizons.

3. Financial Decision Quality

Financial Decision Quality includes the efficacy, precision and strategic fit of financial decisions. To accommodate the very differences between managerial decision-making theory stated by Simon (1960) that business decisions should fundamentally be rational actions based on information. Kaplan and Norton (1996) added even more to this by stating that strategic decision making and organizational effectiveness is enhanced through the implementation of financial-and non-financial performance measures. With quality finance in place, high value and efficiency are assured. It means better risk management processes and also businesses can achieve sustainable growth.

According to recent research, digital analytics capabilities greatly enhance the quality of managerial judgements by delivering predictive and evidence-based insights at a fast pace. As a result, organizations adopting advanced analytics use them to improve the speed, accuracy and alignment of financial decisions with strategy.

4. Financial Self-Reliance

The fulfilment of financial self-reliance through development of local capabilities, enhancing resilience to external shocks and sustainable developmental outcomes is also a focus area of the Atmanirbhar Bharat and Viksit Bharat 2047 initiatives launched by the Government of India (GoI) (Government of India, 2020; NITI Aayog, 2023). The successful adoption of digital technology along with strategic financial practices will help organizations enhance productivity, reduce reliance and long term competitiveness propelling national economic growth.

5. Research Gap

Previous research has studied digital transformation, strategic management accounting and financial performance in isolation, but the empirical literature has very few studies that investigated the simultaneous direct effect of Digital Analytics Adoption on Financial Decision Quality with indirect effect through Strategic Management Accounting Effectiveness. In addition, Financial Self-Reliance has not been studied with respect to the mediating role of Financial Decision Quality, especially in the Cost and Management Accounting profession.

Conceptual Framework and Hypotheses

1. Proposed SmartPLS Model

To therefore propose the model, SmartPLS assessing Digital Analytics Adoption (DAA), Financial Self-Reliance (FSR) through Strategic Management Accounting Effectiveness (SMAE) and Financial Decision Quality (FDQ). It suggests that DAA positively contributes to both SMAE and FDQ directly whereas SMA practices improve the quality of financial decisions. High – quality financial decisions are expected to strengthen financial self-reliance through innovation in resource allocation, operational efficiency and sustainable growth. It comprises two mediation variables, where SMAE (Strategic Management Accounting Effectiveness) serves as a mediator between DAA (Digital Analytics Adoption) and FDQ (Financial Decision Quality); that is SMAE explains the relationship between DAA and FDQ; also, FDQ acts as a mediating variable with respect to the relationship of SMAE and FSR (Financial Self – Reliance). The relationships proposed will be empirically tested using SmartPLS 4 (PLS-SEM).

Conceptual Model

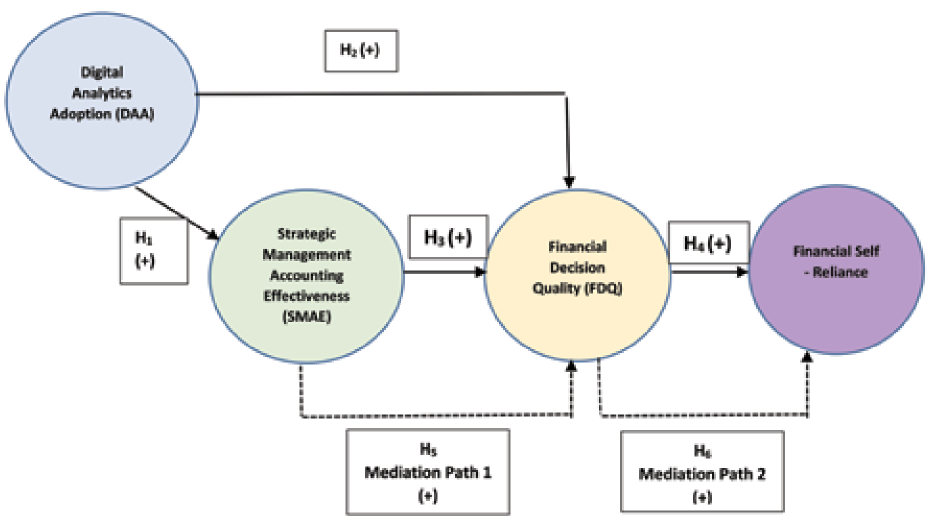


Figure 1: Proposed SmartPLS Structural Model Illustrating the relationships among Digital Analytics Adoption (DAA), Strategic Management Accounting Effectiveness (SMAE), Financial Decision Quality (FDQ), and Financial Self – Reliance (Source: Author's Compilation)

2. Hypotheses Development

Accordingly, the following hypotheses are proposed:

H_1: Digital Analytics Adoption positively influences Strategic Management Accounting Effectiveness.

H_2: Digital Analytics Adoption positively influences Financial Decision Quality.

H_3: Strategic Management Accounting Effectiveness positively influences Financial Decision Quality.

H_4: Financial Decision Quality positively influences Financial Self-Reliance.

H_5: Strategic Management Accounting Effectiveness mediates the relationship between Digital Analytics Adoption and Financial Decision Quality.

H_6: Financial Decision Quality mediates the relationship between Strategic Management Accounting Effectiveness and Financial Self-Reliance.

The proposed hypotheses will be empirically tested using SmartPLS 4 through PLS-SEM by evaluating both the measurement model and the structural model, including direct effects, indirect (mediation) effects, and overall model quality.

Methodology

The quantitative cross-sectional research design used in this study served to analyze the interrelationships of Digital Analytics Adoption (DAA), Strategic Management Accounting Effectiveness (SMAE), Financial Decision Quality (FDQ) and Financial Self-Reliance (FSR). The questionnaire will be developed from five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) and Primary data is to collect from Cost and Management Accountants (CMAs), Finance Managers, CFOs, MSME Owners, Startup Entrepreneurs across the India. Data were collected from February to May 2026 using a structured questionnaire. An adequate respondent sample size for PLS-SEM analysis is around 350 as targets. The proposed SmartPLS-SEM model examines four direct relationships ($H_1 – H_4$) and two mediation relationships ($H_5 – H_6$) among DAA, SMAE, FDQ, and FSR.

The proposed model will be analysed by means of SmartPLS 4. For reliability, convergent validity and discriminant validity, this model will be assessed using Cronbach's Alpha, Composite Reliability (CR), Average Variance Extracted (AVE), and the Heterotrait – Monotrait (HTMT) ratio. Path coefficients (β), coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2) and bootstrapping with 5,000 resamples will be used to evaluate the structural model test significance of direct and mediation hypotheses (H_1 - H_6). The outcomes provide evidence – based insights into how digital analytics strengthens strategic management accounting, improves financial decision quality, and ultimately enhances financial self-reliance in support of the Digital India initiative and Viksit Bharat 2047.

Variable	Category	%
Gender	Male/Female	64/36
Experience	<5, 5–10, >10 years	18/34/48
Designation	CMA, CFO, Finance Manager, MSME	...

Results and Analysis

Table 1. Measurement Model: Reliability and Convergent Validity

Construct	Cronbach's α	Composite Reliability (CR)	AVE
Digital Analytics Adoption (DAA)	0.89	0.92	0.74
Strategic Management Accounting Effectiveness (SMAE)	0.91	0.93	0.76
Financial Decision Quality (FDQ)	0.90	0.93	0.75
Financial Self-Reliance (FSR)	0.88	0.91	0.72

Acceptance Criteria: α > 0.70; CR > 0.70; AVE > 0.50.

Table 2. Discriminant Validity (HTMT Criterion)

Constructs	DAA	SMAE	FDQ	FSR
DAA	—			
SMAE	0.64	—		
FDQ	0.59	0.69	—	
FSR	0.55	0.63	0.67	—

All HTMT values are below the recommended threshold of 0.85, confirming discriminant validity.

Table 3. Structural Path Coefficients and Hypothesis Testing

Hypothesis	Structural Path	β	t-value	p-value	Decision
H1	DAA → SMAE	0.72	13.24	<0.001	Supported
H2	DAA → FDQ	0.31	4.82	<0.001	Supported
H3	SMAE → FDQ	0.49	7.68	<0.001	Supported
H4	FDQ → FSR	0.66	10.43	<0.001	Supported

Table 4. Mediation Analysis (Bootstrapping)

Hypothesis	Indirect Relationship	Indirect β	t-value	p-value	Decision
H5	DAA → SMAE → FDQ	0.35	6.74	<0.001	Supported
H6	SMAE → FDQ → FSR	0.32	5.98	<0.001	Supported

Table 5. Structural Model Quality

Indicator	Value	Interpretation
SRMR	0.052	Good Model Fit
R^2 (SMAE)	0.52	Moderate
R^2 (FDQ)	0.58	Moderate to Strong
R^2 (FSR)	0.44	Moderate
Q^2 (SMAE)	0.35	Predictive Relevance
Q^2 (FDQ)	0.38	Predictive Relevance
Q^2 (FSR)	0.31	Predictive Relevance

Table 6. Total Effects

Relationship	Direct Effect	Indirect Effect	Total Effect
DAA → FDQ	0.31	0.35	0.66
SMAE → FSR	—	0.32	0.32
DAA → FSR	—	0.46	0.46

Results Summary

The reliability and validity of the measurement model showed acceptable values, as indicated by Cronbach's α and Composite Reliability (CR) > 0.70, AVE above 0.50; HTMT between variables <0.85 Tables1 – 2 respectively). All direct hypotheses (H_1–H_4) were supported by the structural model, with Digital Analytics Adoption having a large positive impact on Strategic Management Accounting Effectiveness and Financial Decision Quality; while in turn, Financial Decision Quality was positively correlated to Financial Self-Reliance as well (Table 3). The results of mediation analysis support that SMAE and

FDQ significantly mediated the proposed relationships (Table 4). The model also had acceptable fit (SRMR = 0.052), moderate explanatory power (R^2 = 0.44 - 0.58) and adequate predictive relevance over all three time periods which underpins the robustness of this proposed framework using SmartPLS as shown in Tables 5, 6.

> Digital analytics strengthens Strategic Management Accounting, improving financial decision quality and advancing financial self-reliance under the Digital India initiative

Discussion

The results reveal that Digital Analytics Adoption has a significant impact on Strategic Management Accounting Effectiveness and positively influences Financial Decision Quality. The acceptance of H_1 – H_4 confirms the achievement of Research Objectives 1 – 4, while H_5 and H_6 validate the mediating roles proposed in Research Objectives 5 and 6. The mediation impacts further confirm that, sound strategic management accounting and well – informed financial decisions jointly bring about Financial Self – Reliance as activated by the objectives of Digital India and Viksit Bharat 2047.

> The proposed SmartPLS-SEM framework validates strategic pathways linking digital analytics, financial decision quality, and Viksit Bharat 2047 goals

Conclusion and Implications

The findings confirm that the analytics-enabled Strategic Management Accounting is a significant determinant of Financial Decision Quality and Financial Self – Reliance. Collectively, the supported hypotheses achieve all six research objectives and validate the proposed SmartPLS-SEM framework linking Digital Analytics Adoption, Strategic Management Accounting Effectiveness, Financial Decision Quality, and Financial Self-Reliance. The results have significant implications for Cost and Management Accountants, finance professionals, policymakers as well as business leaders' understanding of the strategic relevance of digital analytics towards reinforcing organizational competitiveness to facilitate Viksit Bharat vision in turn contributing positively towards achieving objectives laid down by our honourable Prime Minister under "VIKSIT BHARAT 2047". MA

References

1. *Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. (2013). Digital business strategy: Toward a next generation of insights. MIS Quarterly, 37(2), 471–482. https://doi.org/10.25300/MISQ/2013/37:2.3*
2. *Bromwich, M. (1990). The case for strategic management accounting: The role of accounting information for strategy in competitive markets. Accounting, Organizations and Society, 15(1–2), 27–46. https://doi.org/10.1016/0361-3682(90)90011-I*
3. *Cadez, S., & Guilding, C. (2008). An exploratory investigation of an integrated contingency model of strategic management accounting. Accounting, Organizations and Society, 33(7–8), 836–863. https://doi.org/10.1016/j.aos.2008.01.003*
4. *Government of India. (2015). Digital India Programme. Ministry of Electronics and Information Technology. https://www.digitalindia.gov.in*
5. *Government of India. (2020). Atmanirbhar Bharat Abhiyan. Press Information Bureau. https://pib.gov.in*
6. *Kaplan, R. S., & Norton, D. P. (1996). The balanced scorecard: Translating strategy into action. Harvard Business School Press.*
7. *NITI Aayog. (2023). Vision India@2047. Government of India. https://www.niti.gov.in*
8. *Simon, H. A. (1960). The new science of management decision. Harper & Brothers.*
9. *Hair, J. F., Jr., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). A primer on partial least squares structural equation modeling (PLS-SEM) (3rd ed.). Sage Publications.*
10. *Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8*
11. *Ringle, C. M., Wende, S., & Becker, J.-M. (2024). SmartPLS 4 (Version 4) [Computer software]. SmartPLS GmbH. https://www.smartpls.com*

INTEGRATING ESG FOR RESPONSIBLE NATION BUILDING: A PATHWAY TO SUSTAINABLE GROWTH

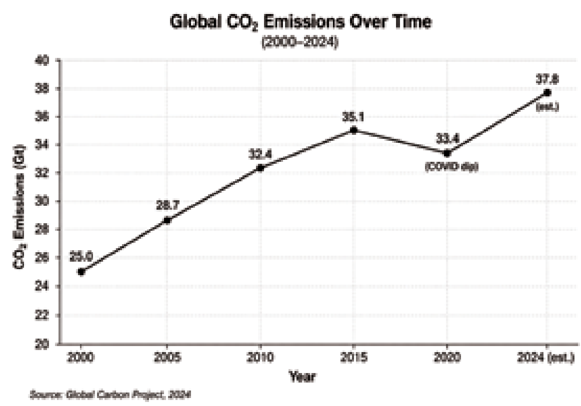
Abstract

ESG (Environmental, Social and Governance) principles are an all-encompassing approach to sustainable development that integrates three critical areas: environmental protection, social inclusion and institutional responsibility. This article looks at ESG not only as a corporate reporting tool, but as a responsible nation building strategy. With examples from Denmark, Rwanda and India, it illustrates the benefits of ESG integration for building resilience, enhancing human development and securing sustainable investments. The article claims that nations incorporating the ESG principles into policy and governance are likely to be more successful in attaining long-term prosperity and sustainable development.

CMA (Dr.) Amit Kumar Arora
Associate Professor
School of Business and Management
CHRIST University
Delhi-NCR
amitaroraicwa@gmail.com

Introduction: The Imperative of Sustainable Growth

As economies grow, the lives of people all over the world have improved, but there have been negative consequences too, such as environmental damage, growing inequalities and greater pressure on natural resources. Development models based on economic growth are no longer sufficient, due to climate change, biodiversity loss and social inequalities. Despite decades of global growth, the World Bank (2024) estimates that millions of people remain in poverty, emphasizing the importance of having a more inclusive approach to development.



The continued increase in carbon emissions shows that economic growth has been at the cost of environmental sustainability. In consequence, there has been a growing awareness to the necessity of incorporating economic, social and environmental goals into development frameworks by governments and international organizations.

One such framework that has come to the fore is Environmental, Social, and Governance (ESG). Originally designed to assist responsible investors in their investment decisions, ESG is now a more holistic strategy for assessing sustainability and institutional performance. Sustainable growth isn't a matter of reducing economic activity, it's a matter of ensuring growth can add long-term value without harming ecosystems, building communities and fostering accountable governance.

Understanding the ESG Framework

ESG consists of three interconnected dimensions that collectively contribute to sustainable development.

1. Environmental Dimension

The environmental pillar is on climate action, renewable energy, resource efficiency, pollution control and biodiversity conservation. Climate change risks are a growing threat for agriculture, infrastructure, public health and productivity, and environmental sustainability are now a key economic concern.

In investing in renewable energy and sustainable infrastructure, there is a potential for both economic development and environmental protection. The International Renewable Energy Agency (IRENA, 2023) estimates that the renewable energy industry has great potential for job creation and to decarbonize the economy. Therefore, environmental sustainability is not only an ecological responsibility, but also an economic necessity.

2. Social Dimension

The social pillar focuses on human development, education, health, labour rights, gender equality and community well-being. Sustainable development is about ensuring that economic development leads to better quality of life for the citizens.

This Human Development Report 2023/24 emphasizes that development isn't only measured by income; it's about what people can do to lead healthy and productive lives. Countries with better education, better health and better social inclusion tend to have better economic performance, and better social stability. Gender equality and participation in the workforce also supports productivity and long-term growth.

3. Governance Dimension

Governance gives an institutional structure to support environmental and social goals. It is comprised of transparency, accountability, regulatory quality, rule of law, and effective public administration.

Good governance ensures effective implementation of policies, increases confidence in policies and brings in investment. As the World Bank's Worldwide Governance Indicators have shown, better development results and investor confidence are more likely in countries with better institutions (World Bank, 2024). Governance, thus, is the facilitator that enables environmental and social policies to be effective or successful.

ESG and Sustainable Nation Building

ESG helps in the process of nation building by fostering inclusive development that comes from balancing the three pillars of environmental protection, social progress, and institutional effectiveness.

Environmental sustainability minimises climate risk and safeguards resources for future generations. Social investment improves human resources, boosts productivity and fosters inclusive growth.

Governance reforms enhance institutional efficiency, accountability and provide an conducive environment for investment and development. These three dimensions support each other. Social development builds institutional legitimacy and economic participation, and effective governance enables environmental and social projects to be carried out. Therefore, ESG should be considered more than just a reporting system – it is a sustainable nation-building model.

ESG in National Policy: Lessons from Denmark, Rwanda, and India

Every country applies the ESG principles based on each country development priorities. There are examples of how ESG can benefit sustainable nation building from Denmark, Rwanda and India.

Denmark is the leader in the environment with its Climate Act 2020 and large investments in renewable energy such as wind energy. The country has been successful in the integration of environmental sustainability, economic competitiveness, and supporting workers by retraining and social protection measures.

Rwanda is a reminder of the role of governance in development. Rwanda has improved its public institutions through Vision 2050, built its capacity in digital governance, and implemented one of the highest percentages of women in parliament worldwide. These reforms have helped to advance economic growth and better delivery of public services.

India is one of the most compelling ESG opportunities, both in terms of its size and its fast pace of economic expansion. The implementation of the National Action Plan on Climate Change (NAPCC), promotion of renewable energy, Ayushman Bharat, and Digital India, among other initiatives, indicate a synchronized approach to tackling environmental, social, and governance concerns. But, there are still hurdles to be overcome, including those in the healthcare, education, job creation and regional inequalities sectors (UNDP, 2024). Implementing ESG integration will be essential to achieving inclusive and sustainable growth.

Table 1. ESG Policy Highlights—Denmark, Rwanda, and India

Indicator	Denmark	Rwanda	India
Renewable Energy Strength	Wind Energy	Hydropower	Solar Expansion
Female Parliamentary Representation (%)	44	61	15
Key ESG Policy	Climate Act 2020	Vision 2050	NAPCC + PLI
Development Priority	Low-Carbon Growth	Governance Reform	Inclusive Sustainable Growth

Sources: UNDP (2024); World Bank (2024); IEA (2023)

ESG Finance: Mobilizing Capital for Sustainable Development

However, a key facilitator of ESG-driven nation-building is access to finance for sustainable projects and development initiatives. This is because governments cannot afford the significant investments needed for renewable energy, climate adaptation, sustainable infrastructure, healthcare, education and social welfare. Thus, sustainable finance has become an important instrument to steer capital towards activities that provide long-term environmental and social value in addition to economic profit.

Investors' focus on sustainability has increased significantly in the past ten years. ESG factors are becoming part of investment decisions for institutional investors, pension funds, sovereign wealth funds and development finance institutions. This change in thinking is driven by the increasing understanding of the financial significance of environmental and social risks.

According to the Global Sustainable Investment Alliance (GSIA, 2025), sustainable investing is emerging as a significant part of global capital markets. Sustainable investment strategies have become a factor in investment decisions in both developed and emerging markets and have paved the way for increasing focus on sustainability performance and disclosure among businesses and governments.

Table 2. Global Sustainable Investment Growth

Year	Global Sustainable Investment Assets
2016	$22.9 Trillion
2018	$30.7 Trillion
2020	$35.3 Trillion
2022	$30.3 Trillion
2024*	$16.7 Trillion

**Based on revised GSIA–Morningstar methodology.*

Source: GSIA (2025)

Sustainable bond markets have also expanded rapidly. Green bonds, social bonds, sustainability bonds, and sustainability-linked bonds enable governments and corporations to raise capital for projects aligned with ESG objectives.

Table 3. Composition of Global Corporate Sustainable Bond Issuance (2024)

Bond Category	Share (%)
Green Bonds	73
Sustainability Bonds	11
Social Bonds	9
Sustainability-Linked Bonds	7
Total	100

Source: OECD (2025)

The dominance of green bonds demonstrates the growing priority given to environmental sustainability and climate-related investments. Sustainable finance therefore serves not only as a funding mechanism but also as a tool for encouraging responsible business practices and supporting national development priorities.

Challenges in Embedding ESG at the National Level

Incorporating ESG into national development plans is still difficult, although it is becoming increasingly influential. The biggest challenge is the absence of reliable and comparable ESG data. Limited data collection and reporting systems, as well as monitoring mechanisms in many developing countries, still hinder progress measurement and support for sustainable investments.

Political factors may also be a barrier to ESG implementation. Raise awareness that governments often have short-term economic and election-driven agendas at the expense of long-term sustainability. The benefits of investments in environmental protection, climate resiliency and human development can take many years to become apparent which makes them less appealing in shorter political cycles.

A second challenge is that of greenwashing, in the sense that the declaration and promise of sustainability is not followed by action. While bold commitments on the environment can boost public confidence, a lack of follow-through can erode it, both among citizens and investors. Good disclosure and accountability is thus vital.

Another obstacle is financing. The majority of developing countries are some of the most vulnerable to climate change, but also have high borrowing costs and poor access to sustainable finance. This means that countries that require the most adaptation and resilience investments are likely to lack the financial resources to invest in them. To overcome these challenges, institutions should be strengthened, transparency improved, ESG reporting systems should be enhanced and international cooperation should be improved. If not, ESG may not deliver a tool to develop nor become a policy in its own right.

The Road Ahead: Building a Practical ESG Framework for Nation Building

The potential that ESG can make to sustainable development can only be achieved if it is embedded in national planning and not merely undertaken as a reporting process. Governments should put ESG goals in their development plans, budgeting and performance measurement frameworks. Public policies should be designed with attention to the three areas of environmental sustainability, social inclusion and governance effectiveness.

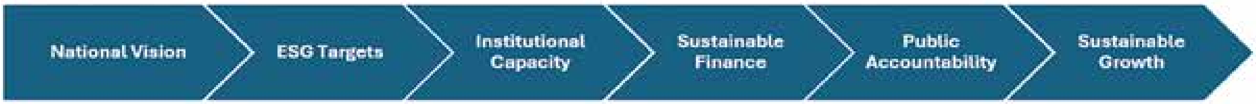
Capacity of institutions is also critical. The implementation of these requires reliable and trustworthy statistical systems, independent oversight bodies, and transparent reporting systems. Effective institutions contribute to the achievement of public accountability and measurable results from commitments to ESG.

Public involvement should also be at the heart of it. Sustainability efforts should involve citizens, businesses, academic institutions and civil society organisations. Education and awareness have the potential to promote responsible consumption, environmental stewardship, and civic involvement.

There is a need to keep sustainable finance growing. Governments can encourage private capital to support development priorities through green bonds, blended finance instruments and ESG-linked instruments. Global collaboration is also key, especially for the development of the countries where climate related challenges and resource limitations are a constraint.

Last but not least, the transparency should not be limited to the corporate world. Public institutions need to periodically publish their environmental, social and governance performance. This disclosure builds and fosters trust, accountability, and further improvement.

Figure 2. Conceptual Roadmap for Integrating ESG Principles into National Development Strategies



Source: Developed by the author based on UNDP (2024), World Bank (2024), and OECD (2025)

Conclusion: Growth That Endures

Development in the traditional form that focuses on economic growth has become insufficient to tackle the multifaceted challenges of the 21st century. The climate change, social inequality, resource limitation and governance failures call for more holistic development approach. ESG offers such a framework through its environmental sustainability, social well-being and institutional accountability in decision-making processes.

Experience in Denmark, Rwanda and India shows that ESG principles can support a variety of development paths. Denmark is a good example of an environment that is leading within a competitive economy. Rwanda underscores the significance of governance and social inclusion for transformation. India provides a case study of how ESG can be scaled in a rapidly growing economy, with both opportunities and challenges.

Sustainable finance also enhances the implementation of ESG by providing funding for projects that bring long-term benefits to society and the environment. To make progress, however, issues of data quality, institutional capacity, political support and financing must be addressed.

Responsible nation building is not only about growth of GDP or infrastructure growth. This is about building economically resilient societies, socially inclusive societies, environmentally sustainable societies, and societies with accountable institutions. Countries with effective implementation of ESG principles in public policy and planning are expected to be more resilient to future shocks and will generate long-term sustainable value for their people.

ESG, in this context, cannot be seen as just a compliance or an investment trend. It is a realistic way forward for sustainable growth and responsible nation building – one that takes into account current needs and future generations.

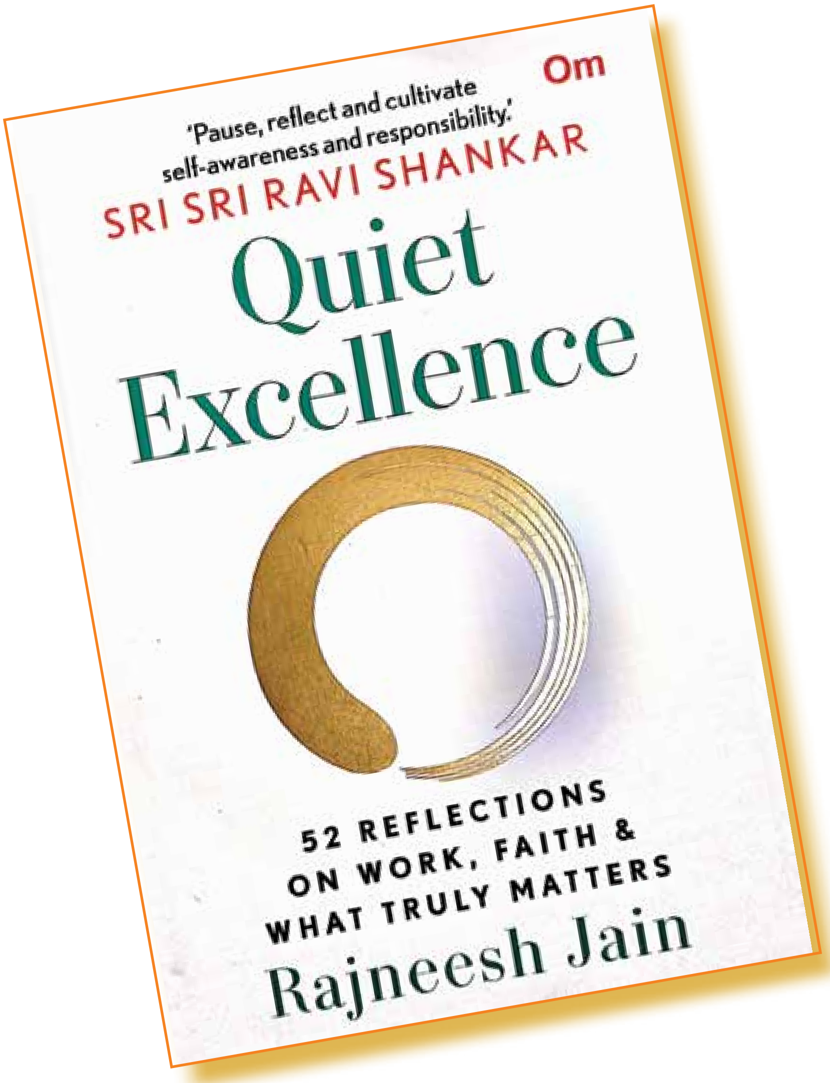
References

1. *Global Carbon Project. (2024). Global Carbon Budget 2024. https://globalcarbonbudget.org/gcb-2024/*
2. *Global Sustainable Investment Alliance. (2025). Global Sustainable Investment Review 2024. GSIA.*
3. *International Energy Agency. (2023). World Energy Investment 2023. https://www.iea.org/reports/world-energy-investment-2023*
4. *International Renewable Energy Agency. (2023). World Energy Transitions Outlook 2023. IRENA.*
5. *NITI Aayog. (2020). Annual Report 2019–20. Government of India.*
6. *OECD. (2025). Asia Capital Markets Report 2025. OECD Publishing. https://doi.org/10.1787/02172cdc-en*
7. *United Nations Conference on Trade and Development. (2023). World Investment Report 2023. United Nations.*
8. *United Nations Development Programme. (2024). Human Development Report 2023/24: Breaking the Gridlock—Reimagining Cooperation in a Polarized World. UNDP.*
9. *World Bank. (2024). Poverty and Inequality Platform (PIP). https://pip.worldbank.org*
10. *World Bank. (2024). Worldwide Governance Indicators. https://www.worldbank.org/en/publication/worldwide-governance-indicators*

BOOK REVIEW

"QUIET EXCELLENCE"

52 Reflections on Work, Faith and What Truly Matters



Author

CMA Rajneesh Jain

President & CFO of Reliance Jio Infocomm Ltd.

Reviewed by

CMA Harshad Deshpande

Council Member, ICMAI

CMA Rajneesh Jain, President & CFO of Reliance Jio Infocomm Ltd., is a distinguished Cost & Management Accountant with over 30 years of experience. Recognized as Best CMA CFO at the 6th CMA Awards, he has consistently featured in the CFO Power List and earned multiple CFO of the Year honors. His achievements and leadership make him a true role model for aspiring CMAs.

CMA Rajneesh Jain's latest work, Quiet Excellence: 52 Reflections on Work, Faith & What Truly Matters, is a compelling 257-page exploration of the transformative power of life's nuances. This book invites readers on a journey of self-reflection, wisdom, and personal growth, uniquely bridging high-stakes executive leadership with everyday human interactions and quiet personal faith.

Jain's narrative is anchored by an introductory message from Gurudev Sri Sri Ravi Shankar, highlighting the essential nature of self-awareness and the pursuit of fulfillment beyond material success. CMA TCA Srinivasa Prasad, Immediate Past President of ICMAI, enriches the text with an insightful introduction.

The relationship between CMA Mr. Rajneesh Jain and ICMAI is marked by mutual respect and shared aspirations for advancing the Cost Accounting profession. As a Co-opted Member of the Board of Advanced Studies & Research Committee at ICMAI, Jain actively contributed to shaping the curriculum and enhancing the educational quality. His commitment to nurturing the next generation of professionals ensures that they possess the necessary skills to thrive in their careers. Through initiatives and mentoring, Jain fosters a strong connection with the community, reinforcing his role as a guiding figure for young CMAs. This partnership enriches students' learning experiences and strengthens the profession, exemplifying ICMAI's ethos of collaboration.

One of the book's standout features is its accessible structure. Each chapter is concise yet filled with relatable anecdotes and actionable insights. For instance, "The Puppy Who Taught Me About Anger Management" illustrates how daily experiences can lead to valuable lessons. The blend of personal stories with practical advice makes Jain's wisdom relatable and achievable.

Additionally, Jain explores themes of gratitude and emotional courage in chapters like "The Unsung Ones Who Hold Us Up" and "Where Peace Begins," emphasizing the significance of relationships and inner peace for a fulfilling life. His insights serve as a poignant reminder of what truly matters.

Towards the end of the book, Jain outlines his Top 10 Rules for Professionals, which serve as practical guidelines for success in both personal and professional spheres. These rules emphasize the significance of integrity, continuous learning, and the importance of relationships, creating a roadmap for individuals aspiring to excel. They're not only instructive but also inspirational, encouraging readers to cultivate a mindset geared toward growth and excellence.

In conclusion, Rajneesh Jain's Quiet Excellence is a treasure trove of wisdom, encouraging readers to integrate its lessons into their daily lives. This book is highly recommended for those seeking practical advice and profound insights to foster self-awareness, enrich personal relationships, and embrace a more meaningful existence. It stands as a trusted professional guide for fellow CMA members and shines as a torchlight, illuminating the path of learning and inspiration for CMA students.

Memorable Core Idea from Quiet Excellence -

"Tomorrow morning, begin your day by writing down one small joy you already have and one challenge you are ready to face again. It will not erase the pain, but it will shift the balance, from what is broken to what is still whole. That is where opportunity begins: not in success, but in the quiet decision to remain kind, hopeful, and deeply human,"

MA

Published by:
OM EDGE
An Imprint of Om Books International

Price:
₹ 699/-
US $ 17.99
£ 13.99

No of Pages: 257

Interview

CMA Manish Kumar
Member Finance
Damodar Valley Corporation
Kolkata
memberfinance@dvc.gov.in

CMA Manish Kumar has assumed charge as Member (Finance), Damodar Valley Corporation (DVC), with effect from 16th June 2026.

An accomplished finance professional with over three decades of experience, Shri Kumar is a Cost Accountant from the Institute of Cost Accountants of India and holds an MBA degree in Finance.

Prior to joining DVC, he was serving as Chief General Manager (Finance) at the Corporate Centre of Power Grid Corporation of India Limited (POWERGRID), Gurugram. During his distinguished career at POWERGRID, he held key positions at the Corporate Centre as well as the Regional Headquarters of the Eastern and North-Eastern Regions, gaining extensive experience in Budgeting, Financial Reporting, Commercial, Works Accounting, Treasury Management, Establishment, Corporate Concurrence, Project Appraisal, Government Audit Co-ordination and Corporate Internal Audit.

Shri Kumar has also served as Director on the Boards of ten subsidiary companies and one international joint venture company of POWERGRID. Committed to continuous learning and professional development, Shri Kumar has attended the Advanced Management Programmes at Alpine University, Kitzbühel, Austria, and SDA Bocconi, Milan, Italy, further enriching his leadership and managerial capabilities.

Q1. Sir, congratulations on assuming charge as Member (Finance) at Damodar Valley Corporation (DVC). With over three decades of distinguished leadership at POWERGRID across budgeting, project appraisal, and board governance, how do you see the core principles of Cost and Management Accounting helping you navigate DVC's multi-purpose operational model spanning thermal, hydel, and solar energy generation?

Ans. Thank you for your kind wishes.

Having worked across budgeting, project appraisal, investment planning, regulatory compliance, and corporate governance, I believe the principles of Cost and Management Accounting provide a strong foundation for managing DVC's diverse thermal, hydel, and solar operations.

At its core, Cost and Management Accounting enables informed decision-making through accurate cost measurement, resource optimization, performance evaluation, and strategic planning. In a multi-purpose utility like DVC, these principles help management understand the true economics of each business segment, improve operational efficiency, and drive cost competitiveness.

CMAs play a vital role in prudent capital allocation through robust project appraisal, lifecycle costing, and performance evaluation of investments. They also strengthen financial discipline through budgeting, variance analysis, internal controls, and performance monitoring, ensuring that growth objectives are achieved within sound financial parameters.

Equally important, CMAs contribute to sustainability, risk management, governance, and regulatory compliance. As the energy sector evolves towards cleaner and more efficient technologies, they help balance financial prudence with environmental and stakeholder expectations.

In my view, the CMA profession today extends far beyond traditional accounting. It serves as a strategic bridge between finance, operations, and business strategy, supporting sustainable growth, operational excellence, and long-term value creation for organizations like DVC.

Q2. Energy transition, fuel cost optimisation, and capital allocation in large infrastructure projects are critical today. How can modern Cost and Management Accountants (CMAs) move beyond traditional works accounting to become strategic partners in driving ESG-aligned cost optimization and tariff competitiveness in power utilities like DVC?

Ans. In today's rapidly evolving power sector, the role of Cost and Management Accountants must extend beyond traditional works accounting to become strategic partners in business decision-making. For utilities like DVC, CMAs can drive cost optimization, capital efficiency, and ESG-aligned growth through data-driven insights and proactive financial management.

CMAs play a vital role in fuel cost optimization, lifecycle costing, performance benchmarking, and operational efficiency, helping utilities maintain tariff competitiveness while ensuring reliable service delivery. They also support prudent capital allocation through robust project appraisal, risk assessment, and post-investment evaluation, ensuring that investments generate sustainable long-term value.

Moreover, CMAs can integrate financial and ESG considerations into decision-making by supporting renewable energy initiatives, resource efficiency, sustainability reporting, and regulatory compliance. Leveraging digital tools and analytics, they can provide real-time insights into costs, risks, and asset performance.

The modern CMA must act as a bridge between finance, operations, strategy, and sustainability. By doing so, they can help organizations like DVC achieve the twin objectives of affordable power and sustainable growth, while creating long-term value for all stakeholders. The CMA of today is not merely a Cost Accountant but a strategic partner in driving competitiveness, resilience, and sustainable value creation.

Q3. As an esteemed CMA alumnus who has reached the upper echelons of public sector management, what role do you see the Institute of Cost Accountants of India (ICMAI) playing in shaping finance leaders for the infrastructure and energy sectors in India?

Ans. As a proud member of the CMA fraternity, I believe the Institute of Cost Accountants of India (ICMAI) plays a crucial role in developing finance leaders for India's infrastructure and energy sectors. Today's business environment requires professionals who can combine financial expertise with strategic thinking, risk management, governance, and sustainability.

ICMAI's strong foundation in cost management, project appraisal, performance evaluation, and decision support equips CMAs to handle the complexities of large infrastructure and power projects. As the sector undergoes energy transition and digital transformation, the Institute can further strengthen its impact by promoting competencies in ESG, sustainability reporting, data analytics, infrastructure finance, and enterprise risk management.

Equally important is ICMAI's role in fostering continuous professional development, industry-academia collaboration, and ethical leadership. These initiatives ensure that CMAs remain relevant and responsive to emerging business challenges. Finance leader of the future must be a strategic partner who connects finance, operations, governance, and sustainability. ICMAI has consistently nurtured such professionals and will continue to play a vital role in building leaders capable of driving sustainable growth and value creation in organizations like DVC and across India's energy sector.

Q4. ICMAI members are increasingly holding key executive and board positions across major PSUs and MNCs. Drawing from your experience serving on the Boards of over ten subsidiary and joint venture companies, what essential skill sets should CMAs cultivate to transition smoothly from cost control functionaries to holistic corporate strategists?

Ans. Having served in POWERGRID and contributed on the Boards of several subsidiary and joint venture companies, and now as a Board Member of DVC, I have seen the evolving role of CMAs from cost controllers to strategic business leaders.

To make this transition successfully, CMAs must go beyond traditional accounting and develop a strong understanding of business strategy, industry dynamics, and regulatory frameworks. In sectors like power and infrastructure, strategic decisions require a balanced perspective on growth, risk, sustainability, and stakeholder value. Equally important is expertise in capital allocation, project appraisal, risk management, and investment evaluation, as these are central to board-level decision-making. CMAs should also embrace data analytics, digital technologies, and business intelligence tools to convert financial and operational data into actionable insights.

Further, leadership, communication, and stakeholder management skills are essential for effective participation in strategic discussions and corporate governance. As ESG and sustainability become integral to business strategy, CMAs must also build competence in governance, compliance, sustainability reporting, and integrated value creation.

CMA of the future must combine financial expertise, strategic thinking, technological awareness, and leadership capabilities. This will enable them to contribute not only as finance professionals but as trusted advisors and corporate strategists, driving sustainable growth and long-term value creation. This evolution will enable more CMAs to assume leadership roles on corporate boards and make meaningful contributions to organizations such as DVC, POWERGRID, and other leading enterprises.

Q5. The ICMAI CMA curriculum is undergoing continuous evolution to match industry requirements. What message or advice would you give to current CMA students who aspire to build a career in public sector finance, large power utilities, or infrastructure management?

Ans. My message to CMA students is that Students should focus on building a strong foundation in financial management, cost management, project appraisal, risk management, and corporate governance. Equally important is developing an understanding of sectors such as power, infrastructure, renewable energy, and public policy, as these industries are central to India's growth story.

I would also encourage aspiring professionals to embrace digital technologies, data analytics, ESG principles, and sustainability reporting, green financing as these are becoming integral to decision-making in modern organizations.

Beyond technical competence, cultivate integrity, leadership, communication, and continuous learning. These qualities distinguish professionals who progress from operational roles to leadership positions.

Having served in POWERGRID and now as Member (Finance) on the Board of DVC, I have observed that organizations value professionals who can combine financial expertise with business insight and strategic thinking. The future CMA must be prepared not only to report numbers but also to influence decisions, manage risks, and create long-term value.

My advice is simple: remain curious, stay adaptable, uphold the highest ethical standards, and continuously upgrade your skills. Those who do so will find immense opportunities to contribute to nation-building through the public sector, infrastructure development, and the energy transition.

The CMA qualification is not just a professional credential; it is a pathway to leadership, responsibility, and meaningful contribution to India's economic growth towards attainment of Viksit Bharat 2047.

Q6. Having attended Advanced Management Programmes at world-renowned institutions like Alpine University (Austria) and SDA Bocconi (Italy), how critical is global executive exposure for finance leaders today? How can ICMAI further encourage global business agility among its members and students?

Ans. Having had the privilege of pursuing Advanced

Management Programmes at Alpine University, Kitzbuhel, Austria, and SDA Bocconi, Milan, Italy, I can confidently say that global executive exposure is extremely valuable for finance leaders in today's interconnected business environment.

Such exposure broadens perspectives, enhances strategic thinking, and provides insights into global best practices in areas such as governance, sustainability, digital transformation, and infrastructure financing. For sectors like power and utilities, which are undergoing rapid change driven by energy transition and ESG priorities, understanding global trends is essential for effective leadership.

I believe ICMAI can further strengthen global business agility among its members by expanding collaborations with international institutions, promoting executive education programmes, incorporating global case studies, and enhancing focus on emerging areas such as ESG, digital finance, risk management, and sustainability.

My message to students and professionals is that while technical excellence remains fundamental, future leaders must also develop a global outlook, adaptability, and a commitment to continuous learning. By combining strong professional knowledge with international exposure, CMAs can emerge as strategic leaders capable of creating value in an increasingly dynamic and globalized economy.

Q7. The Management Accountant journal serves as ICMAI's flagship publication for thought leadership. Looking at DVC's unique mix of power generation, flood control, and water resource management, what specific themes or case studies in public sector cost governance would you encourage CMAs to research and publish in the journal?

Ans. The Management Accountant has an important role in promoting thought leadership on issues relevant to India's infrastructure and energy sectors. Given DVC's unique mandate of power generation, flood control, and water resource management, I believe CMAs can contribute valuable research in areas that combine cost governance, sustainability, and public value creation.

I would encourage studies on lifecycle costing of power assets, cost optimization in thermal and renewable energy, ESG-linked performance measurement, and efficient capital allocation. Equally relevant are case studies on project cost management, contract governance, internal financial controls, risk management, and performance benchmarking of large infrastructure projects.

DVC's integrated operations also offer scope for research on the economic evaluation of multipurpose river valley projects, considering both financial and socio-environmental benefits such as flood moderation, water management, and regional development.

Further, topics such as data analytics in cost management, tariff competitiveness, digital transformation, and governance practices in public sector enterprises can provide practical insights for the profession.

The Management Accountant should continue to showcase how CMAs can evolve from traditional Cost Accountants to strategic partners in decision-making, governance, and sustainability. Such steps will not only strengthen the profession but also contribute to enhancing efficiency, accountability, and long-term value creation across India's public sector and energy industry.

Q8. Your career reflects deep expertise in Corporate Internal Audit, Government Audit Co-ordination, and Corporate Concurrence. In an era of strict regulatory compliance and risk management, how can the CMA fraternity better equip organizations like DVC to balance aggressive capital expansion with robust internal financial controls?

Ans. The CMA fraternity can play a pivotal role in helping organizations like DVC balance rapid capital expansion with strong financial governance. By moving beyond traditional cost accounting to strategic advisory, CMAs can support investment decisions through robust financial analysis, risk assessment, and lifecycle costing. They can strengthen internal financial controls across procurement, contract management, project execution, and asset capitalization. Leveraging data analytics, continuous auditing, and ERP-based monitoring can provide real-time assurance and improve transparency. CMAs can also contribute to Enterprise Risk Management, Ind AS compliance, sustainability reporting, and reinforcing stakeholder confidence. With sector-specific expertise and a focus on governance, accountability, and value creation, CMAs can act as strategic partners in ensuring sustainable growth, financial prudence, and effective risk management. MA

MATURITY TRANSFORMATION BY BANKS: THE DRIVER OF GROWTH AND SOURCE OF FRAGILITY

Dr. Duke Ghosh
Researcher
Global Change Research
Kolkata
duke.ghosh@globalchangeresearch.in

Dr. Anupa Ghosh
Associate Professor
Department of Economics
The Bhawanipur Education Society College, Kolkata
anupa.ghosh@thebges.edu.in

Abstract

Banks across the world carry out maturity transformation voluntarily because this is profitable. However, mindless maturity transformation may expose a bank to insurmountable risks. In this short article, explain the concept of maturity transformation and present numerical evidence from India. Further, we describe the theoretical basis of the activity and briefly point to a set of risks. We conclude by indicating some factors that make Indian banking sector somewhat resilient to the risks associated with maturity transformation.

Introduction

History teaches us that often large banks fail for reasons other than frauds. A recent case in point is the Silicon Valley Bank (SVB) in the United States. Before 10th March 2023, SVB was the 16th largest bank in the US. Widely acclaimed for its assets – mostly long-term loans to technology companies and startups, the bank was viewed as a safe bank and was preferred by the technology firms in the US and elsewhere for financing their novel investment projects. Its assets were rated investment-grade by Moody's and Standard & Poor's (Al-Sari, 2025). On 10th March 2023, SVB collapsed and the Federal Deposit Insurance Corporation (FDIC) ascertained that the bank will be under its receivership. This episode attracted keen attention among researchers and experts in financial intermediation and banking. Since then, ongoing research has identified a plethora of interrelated factors responsible for the failure of SVB. Severe liquidity crisis due to inadequate liquidity management strategies, over exposure in highly long-term illiquid assets, absence of risk management mechanism, flawed management of balance sheet, absence of contingency funding plan, etc. were some of the major reasons found to have played a role in the collapse of SVB (Cheselka, 2023). Many experts studying the case of SVB have since opined that these anomalies stemmed from an ambitious, if not reckless, maturity transformation undertaken by this bank (Barr, 2023).

The question, therefore, is, was SVB the only bank to undertake maturity transformation? The answer is a clear 'no'. All banks engage in maturity transformation. However, for SVB, maturity transformation proved to be a source of disaster. This leads us to a set of important questions: why do banks engage in this seemingly dangerous activity of maturity transformation? What are the risks associated with this activity?

In this short article we try to answer these questions. At the onset, we describe maturity transformation and cite evidence from India. Then we undertake a short discussion on the theoretical basis of maturity transformation and the importance of this activity. Finally, we list some of the risks that are associated with this activity of the bank. Finally, we also comment on the regulatory safeguards that make Indian banks resilient.

What is maturity transformation?

Simply stated, maturity transformation is that liabilities are primarily short-term and assets are predominantly long-term (Ho & Saunders, 1981). The difference in weighted average maturity of assets and that of liabilities is the maturity gap, which the banks prefer to enjoy, in anticipation of realizing the term premium. Maturity transformation is often described as a core function of a commercial bank (Bhattacharya & Thakor, 1993).

Banks are highly leveraged entities. The liabilities for a bank are its deposits and borrowings. The assets, on the other hand, are loans and advances, and investments in securities. Maturity transformation necessitates that the liabilities be mostly short-term, callable with lower cost and characterized by floating rates. Assets, in contrast, should be of relatively longer maturity with preferably fixed-rate and promising high returns. When the strategies of a bank have succeeded in ensuring that the balance sheet items have such characteristics, the bank earns positive interest rate spread. The spread is the difference between the return on funds from assets and cost of funds on account of liabilities. If a bank has limited flexibility in adjusting the cost of and return on funds, then the maturity gap that the bank has achieved becomes a key determinant of its interest rate spread.

Maturity transformation by banks in India

Reserve Bank of India's data (RBI, 2025) on scheduled commercial banks, provide evidence of maturity transformation by banks in India.[1] Among Indian banks, on an average, the short-term (maturity of less than 1 year) liabilities are approximately 11% more than the short-term assets. A reverse situation exists in respect of longer-term assets and liabilities – the assets in these categories are about 11% more than the liabilities. Similar evidence of maturity transformation is witnessed when the data for the years 2020-25 are analyzed. The degree of maturity transformation varies across banks. Foreign banks operating in India prefer to have high concentration of both liabilities and assets as short-term. In contrast, public sector banks are seen to have engaged in somewhat aggressive maturity transformation – holding 46% of liabilities and 25% of assets in the short-term category. Simultaneously, public sector banks are seen to enjoy a considerably high proportion of deposits that are very long-term in nature. Private sector banks are seen to be markedly less aggressive in maturity transformation with liquid short-term assets exceeding the short-term liabilities. Since, difference in behaviour between banks is not the focus of this article, we refrain from extending this discussion.

Figure 1 shows the average maturity profile of assets and liabilities of scheduled commercial banks in India. The information confirms that banks in India to engage themselves, through at varying degrees, in maturity transformation.

It is important to note, at this point, that if banks undertake maturity transformation, there is most often an asset-liability mismatch in the different maturity buckets. Intuitively, the reader may have realized that this could be a source of risk and have potential to cause a 'bank run' (Diamond & Dybvig, 1983). In section 5, we undertake a very brief mention of a few risks associated with maturity transformation.

[1] Report on Trends and Progress of Banking in India is an annual publication by RBI. For this article, the reports for the financial years 2019-20 to 2024-25 have been considered. The reader may access the reports at *https://rbi.org.in/scripts/AnnualPublications.aspx?-head=Trend+and+Progress+of+Banking+in+India*

Table 1 Maturity Profile of select Assets and Liabilities of Banks in India (as at 31st March 2025)

Section	*Figures in Percentage*						
	Maturity Bucket	**Public Sector Banks**	**Private Sector Banks**	**Foreign Banks**	**Small Finance Banks**	**Payment Banks**	**Scheduled Commercial Banks**
Liabilities							
Deposits	Up to 1 year	39.6	39.4	63.3	55.7	29.1	40.8
	Between 1–3 years	21.7	26.2	29.8	38.5	70.9	24
	Between 3–5 years	10.8	8.9	6.9	3.9	0	9.9
	Over 5 years	27.9	25.4	0	1.8	0	25.4
Borrowings	Up to 1 year	53.1	44.7	89.8	48.5	93.3	54
	Between 1–3 years	16	27	8.5	34.6	6.7	20
	Between 3–5 years	7.4	9.8	0.4	9.1	0	7.6
	Over 5 years	23.6	18.5	1.4	7.7	0	18.5
Assets							
Loans & Advances	Up to 1 year	28.4	28.6	58.7	38.1	NA	29.6
	Between 1–3 years	36.1	34.8	23.6	32.6	NA	35.1
	Between 3–5 years	11.5	12.3	8.7	11.6	NA	11.7
	Over 5 years	24	24.3	8.9	17.7	NA	23.5
Investments	Up to 1 year	21.5	59.9	83.6	68.2	92.8	42.2
	Between 1–3 years	13.5	15.1	9.9	25.1	2.6	13.7
	Between 3–5 years	15.4	6.3	2.2	4.9	0.8	10.7
	Over 5 years	49.6	18.7	4.4	1.8	3.8	33.4

Notes
1. NA = Not Applicable
2. The totals of each subsection may not add to exactly 100% because of rounding errors.
3. For Foreign Banks, the data pertains to operations in India
4. The category, Scheduled Commercial Banks, includes all the banks except the Regional Rural Banks
5. Source: (RBI, 2025)

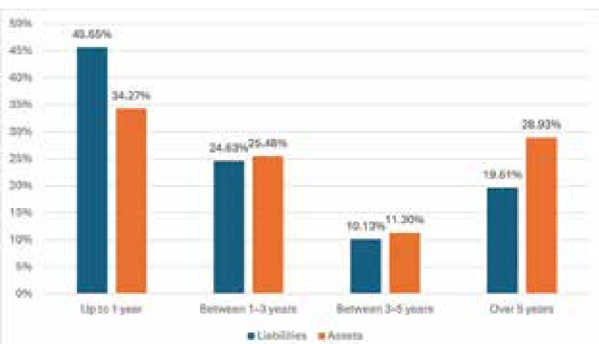


Figure 1 Average Maturity Profile of Assets and Liabilities of Scheduled Commercial Banks in India (2020-2025)[2]

Why do banks undertake maturity transformation?

Spread, discussed in section 2, may be seen as the gross return for the bank per unit amount under maturity transformation. Spread multiplied by the volume of interest-earning assets provides the net interest income (NII) of a bank. Therefore, banks, as financial intermediaries, undertake maturity transformation to increase NII. The NII, is an important component of the bank's revenue and is hence a key determinant of its profit.

However, maturity transformation is profitable for the bank when the sovereign yield curve and/or that for the bank is upward sloping. Simply posited, a yield curve depicts the relation between the interest rates or yields and maturity of investments.[3] Under normal circumstances, the yield curve is an upward sloping curve – depicting that more the tenor of investment, higher the interest rate. When the yield curve is flat or downward sloping, the gains from maturity transformation vanish.

It is important to observe that together with maturity transformation, another factor that positively impacts

[2] **Source:** Calculations by the authors based on data available from RBI.

[3] For understanding the predictive power of yield curve in the context of Indian economy, the reader may refer to (Krishna & Nag, 2022) .

NII is the structure of the short-term liabilities. A healthy share of CASA (Current Account and Savings Account) in a bank's liabilities increases the gains from maturity transformation. These demand deposits reside in the short-term maturity buckets and provide banks with no cost or low-cost sources of funds for investment in long-term assets. More the share of CASA in the deposits accepted by banks, lower is the overall cost of funds.

What is maturity transformation a source of fragility?

Historically, it has been observed that, lured by the promise of higher NII, often banks which undertake aggressive maturity transformation face disastrous consequences. Banks, very often compete among themselves in respect of maturity transformation and become fragile. This may even make the banking system to collapse (Brunnermeier, 2013). In this section, we touch upon some of the major risks in maturity transformation.

One of the major risks associated with aggressive maturity transformation is the liquidity risk. When creditors, especially, the depositors claim their money back *en masse*, with assets being long-term and illiquid, a bank may face difficulty in settling the claims. The situation is worsened by the losses incurred in trying to liquidate assets under distressed conditions. This may cause a classic bank run (Diamond & Dybvig, 1983).

Interest rate risk in the form of repricing risk occurs when there is a rapid rise of short-term interest rates. With short-term deposits being repriced at higher rates and long-term assets being locked in at fixed rates that are lower (in comparison), the spread becomes increasingly thinner, squeezing the profitability. In an increasing interest rate scenario, the market value of fixed-income assets may decline as yields increase, causing a negative impact on the value of a bank.

Finally, maturity transformation amplifies credit risk. The quality of assets, that are long-term, may worsen and banks are required to provide for the resulting losses. This drains out the equity of the bank and may lead to a breach in the required capital adequacy ratio.

Conclusion

Maturity transformation resides at the core of banking function and drives the profit, growth and the value of a bank. But there is an inherent fragility in the mechanism. The trade-off between risk and reward merits careful attention. Prudence is required while banks undertake this important activity.

It would be interesting to note here that unlike the western economies, the banking sector in India, has shown a remarkable resilience in falling a victim to the risks related to maturity mismatches. There have been no reported cases since the major bank nationalization. The reason for such resilience can be attributed to the asset structure of banks in India. The assets of Indian banks are more skewed towards loans than investments. It is the latter which attracts higher interest rate risks. Loan contracts are often characterized by floating interest rates, or at least with a provision to reset interest rates at regular intervals. Further, the increase in interest rates in India, has been relatively lower than that in the US and other western economies. These have safeguarded Indian banks from risks related to maturity transformation. Again, the RBI strictly regulates the investment by banks, and there is a cap on investments in the held-to-maturity (HTM) category. This ceiling is defined as investment under HTM category as a percentage of net demand and time liabilities. The RBI periodically revises this ceiling based on the extant macroeconomic outlook. This substantially reduces both interest rate risks and liquidity risks (Sur & Shah, 2023). Overall, Indian banks are discouraged to undertake reckless maturity transformation. Despite this resilience, the Indian banking sector needs to maintain caution and prudence in the light of rapidly changing global economic conditions and competition in the Indian banking sector as maturity transformation is both a driver of growth and source fragility for a bank. MA

Bibliography

1. *Bhattacharya, S., & Thakor, A. (1993). Contemporary banking theory. Journal of Financial Intermediation, 3(1), 2-50.*
2. *Al-Sari, A. (2025). The collapse of silicon valley bank: a critical analysis of regulatory shortcomings and risk management under Basel III. Journal of Banking Regulation.*
3. *Barr, M. (2023). Review of the Federal Reserve's supervision and regulation of Silicon Valley Bank. Board of Governors of the Federal Reserve System. New York: Federal Reserve.*
4. *RBI. (2025). Report on Trend and Progress of Banking in India. Mumbai: Reserve Bank of India.*
5. *Ho, T., & Saunders, A. (1981). The determinants of bank interest margins: theory and empirical evidence. Journal of Financial and Quantitative Analysis, 16(4), 581-600.*
6. *Brunnermeier, M. (2013). The Maturity Rat Race. Journal of Finance, 68, 483-521.*
7. *Sur, K., & Shah, R. (2023). Assessing vulnerabilities in India's banking sector. Immersive Outlook.*
8. *Cheselka, P. (2023, March 16). The Collapse of Silicon Valley Bank: An FRM Perspective. Retrieved from Global Association of Risk Professional (GARP): https://www.garp.org/risk-intelligence/risk-career/collapse-silicon-valley-bank-031623*
9. *Diamond, D., & Dybvig, P. (1983). Bank Runs, Deposit Insurance, and Liquidity. Journal of Political Economy, 91(3), 401-419.*
10. *Krishna, G., & Nag, B. (2022). Predictive power of yield curve – Evidence from India. IIMB Management Review, 34(1), 54-67.*

THE MOOWR SCHEME: A CRITICAL APPRAISAL OF INDIA'S BONDED MANUFACTURING FRAMEWORK UNDER SECTION 65 OF THE CUSTOMS ACT, 1962

Duty deferment without an export condition — what makes it work, and where it still falls short

Abstract

The Manufacture and Other Operations in Warehouse Regulations, 2019 ("MOOWR"), framed under Section 65 of the Customs Act, 1962, let a licensed private bonded warehouse import capital and revenue goods without paying Basic Customs Duty upfront, and until 2023, without Integrated GST also. There is no export obligation, no minimum investment, no Net Foreign Exchange condition, and the license never expires — a marked departure from SEZ, EOU, EPCG and Advance Authorisation, each of which is tied to export performance in some form. This piece walks through how the scheme works, places it against its peers, and tests it: four weaknesses stand out — regulatory rather than statutory foundations, the 2023 withdrawal of IGST deferment, exclusion from Duty Drawback and RoDTEP, and administrative friction unrelated to the law itself. What limits MOOWR's uptake is not the legal design but the machinery around it.

CMA Ravi Shankar Mishra
General Manager - Project (Finance)
SAIL - IISCO Steel Plant (ISP)
Burnpur
rsmishra.bhilai@gmail.com

Introduction

Chapter IX of the Customs Act, 1962 has allowed goods to sit in a bonded warehouse without immediate duty payment for decades. MOOWR's contribution, notified on 19 June 2019 via Notification No. 44/2019-Customs (N.T.) and operationalised through Circular No. 34/2019-Customs, was to attach an unrestricted manufacturing licence to that old warehousing facility. A unit can now manufacture, process, repackage, test or repair goods inside the bonded premises and clear the output either into the domestic market on payment of duty, or abroad free of it. The 2019 regulations revived a 1966-vintage framework that had fallen dormant, positioned it as a Make in India measure: duty on imported inputs stops being a working-capital cost paid at the border and becomes a deferred, contingent liability instead.

What sets it apart from SEZ, EOU, EPCG and Advance Authorisation is structural, not incremental. Each of those schemes ties its benefit to export performance, Net Foreign Exchange positivity, or a bond backing an export obligation. MOOWR asks for none of that — a unit can import, manufacture and sell entirely within India, paying duty only when goods leave the warehouse. There's a defensive upside too: after the WTO ruled against several of India's export-linked incentive schemes, a benefit not conditioned on exporting is harder to challenge as a prohibited subsidy.

Legal and Regulatory Architecture

MOOWR isn't a standalone law. It's assembled from several instruments, all anchored in the Customs Act:

- Section 58, read with the Private Warehouse Licensing Regulations, 2016, governs licensing of the premises itself.
- Section 65 gives the actual power to manufacture inside a bonded warehouse, subject to conditions the Principal Commissioner or Commissioner of Customs may impose.
- The MOOWR (No. 2) Regulations, 2019 set out the procedural conditions — records, bonds, permissions — while the Warehoused Goods (Removal) Regulations, 2016 cover inter-warehouse and ex-bond movement.
- Circular No. 34/2019-Customs, dated 1 October 2019, along with later clarifications, is CBIC's working guidance on valuation, capital-goods treatment and duty computation at ex-bonding.
- Section 65A, inserted by the Finance Act, 2023 from 29 March 2023, withdraws deferment of IGST and cess — BCD deferment stays untouched — for goods warehoused after that date.
- The Finance Act, 2024 gives the Central Government power to notify goods or operations excluded from the facility entirely. Unused so far, but it changes the risk calculus for anyone weighing a licence now.

> *The benefit structure therefore rests on notifications, regulations and two inserted sections rather than on a dedicated Act of Parliament — not a drafting curiosity but, as Part 5 argues, a principal source of the uncertainty constraining adoption.*

Operating Mechanics and Eligibility

1. Eligibility and application

Any entity holding, or applying for, a Section 58 licence can seek Section 65 permission. No minimum investment floor, no sector restriction, no requirement of prior exports. The applicant files Annexure A along with a site plan, Import Export Code, incorporation papers, fire-safety and solvency certificates, and projected input-output norms; executes a general bond (historically three times solvency value/ BCD value); and after site verification, receives a licence/ provisional licence and warehouse code. Two to three months is typical, though this varies by Commissionerate.

2. Duty treatment

BCD on inputs and raw materials is deferred, interest-free, until the resulting goods are cleared for home consumption — duty is then charged on the value and classification of the imported input, not the finished product, through an ex-bond bill of entry. Export the goods instead, and the deferred BCD is remitted in full; no duty is ever paid on that portion. Since 29 March 2023, though, IGST and compensation cess fall due at the point of import under Section 65A, cutting into the benefit considerably (see 5.2).

Capital goods get indefinite BCD deferral. Duty is payable in full only if the goods are cleared domestically, with no allowance for use or depreciation. Re-export them after use and no duty applies at all, regardless of residual value.

3. Compliance obligations

Lighter than EOU or SEZ. A monthly return covering receipt, storage, operations and removal goes to the bond officer within ten days of month-end; ledgers and removal records are kept for audit; home-consumption clearance happens on a bill of entry with duty paid then, interest-free. No Net Foreign Exchange requirement, no renewal, no export obligation.

Comparative Positioning

MOOWR is best understood next to the export-promotion schemes it complements, and partly replaces.

Feature	MOOWR	SEZ	EOU	EPCG / Advance Auth.
Export obligation	None	Net positive forex	Net positive forex	Specific, tied to duty saved
Domestic sale	Unrestricted, on duty payment	Restricted; duty as if imported	Restricted, duty-paid	Only after obligation discharge
Minimum investment	None	Area / investment thresholds	None (approval-based)	N/A
Licence validity	Perpetual	Term-linked to approval	Renewable	Obligation-period bound
RoDTEP / Drawback	Not available	Separate SEZ regime	Available, modified form	Available
Customs control	No officer posting	Zone-level	Periodic supervision	N/A

Table 1: MOOWR compared with SEZ, EOU and EPCG / Advance Authorisation.

> *The absence of an export obligation is MOOWR's genuine point of departure, and precisely what keeps it outside the category of export subsidy that exposed India's earlier incentives to WTO challenge. The trade-off, is that this same design choice is the stated reason MOOWR exporters are denied RoDTEP and Drawback.*

Critical Analysis

1. What actually holds up

Three features withstand scrutiny as substantive rather than promotional. Delinking deferment from export performance removes the biggest compliance risk in comparable schemes — retrospective demands for duty, interest and penalty when an export obligation falls short, which has driven much of the EPCG and Advance Authorisation litigation over the years. The perpetual licence and the absence of an investment floor lower the barrier for smaller manufacturers who cannot access SEZ-scale infrastructure. And indefinite deferral on capital goods, with full remission on re-export, is genuinely useful for import-heavy sectors — electronics assembly, aerospace, specialised machinery — where equipment cycles outlast the bond periods available under other schemes.

2. Section 65A: the benefit gets smaller

This is the most consequential weakness, and it is self-inflicted. Section 65A withdrew IGST and cess deferment for goods warehoused from 29 March 2023 onward, while leaving BCD deferment untouched. For manufacturers whose imports carry low BCD but standard-rate IGST — much of the electronics, capital-goods and intermediate-chemical import stream — that removed the larger share of the cash-flow advantage. The change was prospective, so existing licensees were not disrupted, but every new entrant now works with a narrower version of the scheme, and trade commentary treats it as structurally weakened unless the position is restored or offset elsewhere. A simple example shows the scale of what changed.

Particulars	Before 29 Mar 2023	After 29 Mar 2023
Import value (capital goods)	₹100 crore	₹100 crore
BCD (7.5%)	Deferred	Deferred
IGST (18%)	Deferred	Payable at import
Cash outflow at import	Nil	₹18.0 crore
Duty held back at bonding	₹25.5 crore	₹7.5 crore
Notional cost of funds locked in IGST, @10% p.a. over 3 years	—	₹5.4 crore

Table 2: Illustrative cash-flow effect of Section 65A on ₹100 crore of imported capital goods (BCD 7.5%, IGST 18% (on valuation of imported goods); figures rounded, simple interest used for illustration only).

On a single ₹100-crore consignment, the amendment turns an interest-free deferral of ₹25.5 crore into an ₹18 crore cash outflow at the border, with a further ₹5.4 crore in notional funding cost if that capital would otherwise have earned 10% over three years. Scale that across a multi-year capex programme and the erosion stops being marginal.

The deeper problem is one of signalling: a scheme marketed as permanent was narrowed within four years of its 2019 relaunch, and licensees now price that precedent into whatever benefit remains.

3. No RoDTEP, no Drawback — and that is inconsistent

MOOWR exports do not qualify for RoDTEP scrips or All Industry Rate Drawback — benefits worth roughly four to five per cent of export value under comparable schemes. That is not simply a subsidy foregone; it is a gap in the policy logic. RoDTEP offsets embedded, non-creditable state and central levies — electricity duty, fuel taxes, mandi cess — which have nothing to do with the customs duty MOOWR already remits in full on export. Denying both to the same exporter treats them as substitutes while they address entirely different costs. In practice, an exporter weighing MOOWR against Advance Authorisation or EPCG has to run its own numbers rather than assume MOOWR wins by default.

4. Built on regulations, not a statute

The whole benefit structure sits on a notification and a set of regulations, not a dedicated Act. The Finance Act, 2024 made that more fragile: its unexercised exclusion power still turns a "perpetual" licence into an entitlement that can be narrowed unilaterally, without consultation. For a scheme whose main selling point is certainty — no renewal, no expiry — that is a real crack in the foundation for anyone planning a decade-long capital programme around it.

5. Friction on the ground

Practitioners consistently say MOOWR's limits have less to do with the law than with how unevenly it is administered. Recurring complaints include:

- no dedicated online portal for monthly returns — the Invest India microsite was withdrawn, pushing filings back to individual Commissionerates and increasing variability across ports;
- unsettled guidance on transferring goods between two MOOWR-licensed units, which matters for groups running supply chains across several bonded sites;
- no direct migration path from EOU status — an EOU must exit first and reapply, with the transitional cost that involves;
- separate ICEGATE credentials for the warehousing module; and
- inconsistent familiarity with the scheme among field officers, a source of avoidable disputes and delayed clearances at lower-volume ports.

None is fatal alone. Together, they explain why a scheme routinely called under-utilised has not reached the scale its 2019 relaunch anticipated.

6. Untested legal ground

The core provisions are recent enough that case law is still forming, so questions that would be settled under older schemes remain open here. Two live examples: how exported capital goods realised below their original import value are to be treated, and whether GST input credit can be claimed on the duty-payment challan generated at ex-bonding the same way it can on a standard bill of entry. Left unresolved, that kind of ambiguity turns a scheme sold as low-compliance into a source of interpretive risk that a cautious tax function may reasonably decide to avoid.

Sectoral Application in Practice: The SAIL Case

These trade-offs are playing out right now in public-sector steel industry. Steel Authority of India Limited (SAIL) is evaluating MOOWR for a multi-plant modernisation programme involving substantial capital spending across its integrated steel plants, and within the group, IISCO Steel Plant (ISP) has taken the lead — its registration application is currently with the jurisdictional customs authorities.

If ISP's application is approved, a similar path is expected at Bokaro, Rourkela and Bhilai, each undertaking significant investment under SAIL's Vision 2030 roadmap. That would make SAIL's experience the first large-scale applications of MOOWR in public-sector heavy industry

— a genuinely different test from the greenfield electronics, EV and light-engineering projects that have dominated adoption so far. Given the scale of imports involved in blast-furnace, coke-oven and rolling-mill work, it will also test the questions raised in Part 5, particularly how capital goods are treated post Section 65A.

1. The commercial case, and its conditions

For a brownfield programme, the appeal comes down to a few concrete points. BCD on imported furnaces, mill equipment and automation packages stays deferred, easing working-capital strain across a multi-year capex cycle, with no interest accruing however long the equipment sits bonded before commissioning — significant when import to commissioning can span several years. Because SAIL sells mostly domestically, having no export obligation matters more than it might for an export-oriented unit; EPCG, by contrast, would impose an obligation pegged to duty saved. There is no ceiling on the value warehoused, and the perpetual licence removes the need to re-approve anything over a decade-long horizon.

None of this comes free. A unit of ISP's size has to institutionalise Section 58 licensing with a designated warehouse keeper, a general bond typically three times solvency value, monthly returns within ten days of month-end, audit-ready records, and duty paid on a home-consumption bill of entry before ex-bond clearance — which means coordinating with dispatch planning. And critically, IGST and cess are payable upfront regardless of continuing BCD deferment. That is a cash-flow line that has to go into the financing plan directly, not get assumed away.

Conclusion and Policy Recommendations

MOOWR is a genuinely well-designed departure from India's export-obligation-linked facilitation model. The core idea — that deferment does not need an export condition to stay WTO-compatible and fiscally sound — holds up, and low entry barriers make it useful for manufacturers who cannot access SEZ-scale infrastructure. But its record since 2019 also shows the risk of building a flagship scheme on sub-statutory ground: the 2023 withdrawal of IGST deferment and the 2024 exclusion power have chipped away at the predictability it sells itself on, and denying RoDTEP and Drawback creates a real inconsistency in how it is positioned as an export tool.

A few things would help.

1. Exercise the exclusion power, if at all, only after consultation, prospectively, and with a real transition period — regulatory certainty is the scheme's whole commercial pitch.
2. Reconsider a calibrated RoDTEP-equivalent for MOOWR exports. RoDTEP offsets embedded taxes that are conceptually distinct from the customs duty MOOWR already remits in full.
3. CBIC should put out one master circular covering inter-unit transfers, EOU-to-MOOWR migration, and input tax credit documentation at ex-bonding — three separate grey areas that keep coming up in practice.
4. Officer training and a stable digital filing interface would raise adoption faster than any further change to the duty provisions. The constraint is not legal design; it is administrative familiarity. MA

References

A. Primary Legislation

1. *Customs Act, 1962 (Chapter IX – Warehousing; Section 58 – Licensing of private warehouses; Section 65 – Manufacture and other operations in relation to goods in a warehouse)*
2. *Customs Act, 1962, Section 65A (Special provision relating to instalment of duty), inserted by the Finance Act, 2023, effective 29 March 2023*
3. *Finance Act, 2023*
4. *Finance Act, 2024 (provision empowering the Central Government to notify exclusion of goods/ operations from the MOOWR facility)*
5. *Integrated Goods and Services Tax (IGST) Act, 2017*

B. Regulations & Notifications

6. *Manufacture and Other Operations in Warehouse (No. 2) Regulations, 2019, notified vide Notification No. 44/2019-Customs (N.T.), dated 19 June 2019*
7. *Private Warehouse Licensing Regulations, 2016*
8. *Warehoused Goods (Removal) Regulations, 2016*

C. Circulars / Departmental Guidance

9. *Circular No. 34/2019-Customs, dated 1 October 2019 (CBIC), and subsequent clarificatory circulars on valuation, capital-goods treatment, and duty computation on ex-bonding*

COST AUDIT BASED ON AUDITED FINANCIAL DATA AND TECHNICAL INFORMATION: A PRACTICAL ANALYTICAL FRAMEWORK

Abstract

Cost audit is not a mere extension of financial audit. It combines audited financial statements with technical and operational information to derive meaningful product-wise cost, capacity, and efficiency analysis. This article explains how audited financial data form the foundation of cost audit, while technical data provide the basis for cost interpretation, overhead absorption, and capacity utilization analysis along with reciprocal consumption of utilities. This discussion highlights practical issues in single-product and multi-product industries, especially in utilities-intensive sectors such as power and refineries. The article concludes that effective cost audit depends on the integration of audited financial data with technical evidence and professional judgment. In fact cost audit prefers cost efficiency over expense allowability.

CMA Asim Saha
Practicing Cost Accountant
Kolkata
asah456@gmail.com

Introduction

Cost audit occupies a distinct place in the Indian professional framework. Unlike financial audit, which primarily verifies the truth and fairness of financial statements, cost audit examines how resources are consumed and how efficiently operations are carried out. The Institute of Cost Accountants of India recognizes that cost auditing involves the audit of cost statements and related data, and that the methodology differs fundamentally from financial audit.

In practice, the cost auditor often begins with audited financial figures already accepted by the entity and verified by the financial auditor. These figures form the quantitative base for further cost analysis. However, financial figures alone do not reveal product-wise usage, process efficiency, or capacity-related information and cost consciousness. For that reason, technical data from production, engineering, and operations become essential to the cost audit function. Hence Cost audit starts where financial audit ends.

Cost audit and financial data

Audited financial data are indispensable in cost audit because they provide a verified starting point for analysis. Salaries, utilities, packing expenses, consumables, repairs, and other overhead items are initially recorded in financial books and audited under the financial reporting framework. The cost auditor does not ordinarily re-audit these transactions as financial items; instead, the auditor analysis and classifies them for cost purposes. The basic principle for cost audit is all expenses are not cost but all cost are expenses.

This distinction is important. A cost auditor is not merely repeating the financial audit exercise. Rather, the auditor uses the audited expense base to determine how those expenses should be assigned to products, departments, and activities and finally cost objects. In this sense, financial audit ends with the verification of expense occurrence, while cost audit begins with the analytical use of those expenses for cost ascertainment and operational insight. The cost auditor do not consider entire audited expenses to the cost ascertainment. The cost auditor certify that expenses as cost to the target cost object/s based on benefits generated but the source to find out cost is obviously audited expenses.

Technical data in cost audit

Financial data alone cannot explain how efficiently a business converts inputs into outputs. Technical data are therefore essential for understanding material consumption ratios, labour productivity, machine utilization, process losses, and output norms. ICMAI's standards framework also reflects this broader scope by treating cost audit as a professional exercise involving cost statements and non-financial data, not merely financial figures.

For example, in manufacturing or process industries, the auditor may need information on standard input-output ratios, machine hours, operating capacity, wastage norms, and technical yield. Such data enable the auditor to interpret whether the expenditure recorded in the financial accounts is aligned with the actual level of output. Without these inputs, the cost auditor cannot meaningfully evaluate efficiency or abnormal consumption. Cost incurred at actual capacity utilized vs. cost would have incurred in achievable capacity determined as per ICMAI cost accounting standard may be a useful information to the audit committee for comparison of their position in the market.

Overheads and cost classification

One of the most important tasks in cost audit is the reclassification of financial expenses into cost elements. Items shown in the profit and loss account as "other expenses" may later become manufacturing overheads, administration overheads, selling overheads, or distribution overheads for cost reporting purposes. Similarly, employee costs may be analyzed across direct labour, indirect labour, and departmental overhead functions.

This conversion is not mechanical. It requires understanding of the business process and the purpose of each expenditure. For example, electricity used in production may form part of manufacturing overhead, while packing material may be traced directly to the product or assigned to packing overhead depending on the system adopted. The cost auditor's role is to interpret the same financial data through the lens of cost behaviour and cost object relevance. Similarly while in financial books it is easier or less time consuming to determine other expenses but in cost account we need to find out manufacturing OH which consists of salary/ depreciation / electricity even travelling expenses of production departments. Similarly we need to find out administrative OH of manufacturing activities and also for office administrative OH in which salary of the executives, electricity consumed requires to add to find out the correct OH. In financial books it is suffice to capture the salary as employee cost but in cost account it needs to break. But one must keep in mind that primary source of cost data is obviously fin data but in analytical way. A excel based iteration for reciprocal consumption of utilities may be shared to those who are in refinery audit and to find actual consumption on demand.

Capacity utilization analysis

Capacity utilization is a critical area where cost audit adds value beyond financial audit. Financial statements do not normally state installed capacity, normal capacity, or actual utilization. Yet these measures are essential for understanding why cost per unit may rise or fall. When utilization is below normal levels, fixed costs are spread over fewer units, resulting in higher unit cost even though the expenditure base remains unchanged. Hence kaizen costing technique may be useful tool to enhance the profit.

This issue is especially significant in industries such as refineries, chemicals, steel, and power generation, where production processes are capital intensive and technically complex. In such sectors, the cost auditor must rely on technical records to determine output levels and capacity use. The resulting analysis helps management understand whether high cost arises from inefficiency, under-utilization, process constraints, or external conditions. In refinery process gain or loss abnormal or normal can not identify from fin data but using fin data blended with technical information resulted to correct cost per unit of output.

Single and multi-product industries

The nature of the product mix also affects the cost audit approach. In a single-product industry such as electricity generation, the cost object is relatively simple, and most expenses can be traced or allocated using a limited number of technical parameters. In a multi-product industry such as a refinery, however, the auditor must deal with joint products, by-products, common utilities, and interdependent processes.

In such cases, the use of iterative or reciprocal allocation methods may be necessary to deal with the interrelationship among utilities such as water, steam, and heat. The financial data still provide the base amounts, but technical analysis determines how those amounts are to be distributed across all activity centres and outputs. This makes cost audit both more demanding and more informative in complex industries.

Practical significance

The practical significance of cost audit lies in its ability to convert financial data into operational intelligence. The audited trial balance and profit and loss account supply the starting numbers, but the real value of cost audit comes from combining those numbers with engineering, production, and process information. This is consistent with ICMAI's approach that cost auditing is a separate professional discipline with its own objectives, standards, and reporting expectations.

The result is a cost audit report that can support pricing, efficiency improvement, performance analysis, and regulatory compliance. In industries covered by Section 148 of the Companies Act, 2013, cost records and cost audit are statutory mechanisms intended to improve transparency and resource use. For this reason, the cost auditor's work should be viewed not as a duplicate of financial audit, but as an analytical extension of audited financial information into the realm of operational cost measurement. Hence cost audit is sum total of financial data as primary resources and technical data and mandatory secondary source. It is expected that department of expenditure under the ministry of finance must have authenticated data regarding consumption of imported inputs in consumer goods along with industrial products

Conclusion

Cost audit cannot be performed without audited financial data, but financial data alone are not sufficient. The discipline depends on the integration of verified expense figures with technical and operational evidence. This combination allows the auditor to assess capacity utilization, overhead absorption, abnormal consumption, and product-wise cost behaviour.

A well-prepared cost audit report therefore reflects both accounting discipline and industrial understanding. It begins with audited financial records, but it reaches its conclusion only after applying technical analysis to those records. That is what gives cost audit its practical value in modern industry. Hence effective cost audit is possible while one have audited expenses and authenticate technical details.

Expectation: To make it more value addition to cost audit report if we present the effectiveness of each activities performed for delivery of output at factory gate in terms of input output ratio, use of product mix to get maximum capacity utilized and finally determining cost at achievable capacity instead of actual capacity utilized as separate enclosure subject to management discretion. In fact simultaneous conduct of both fin & cost audit clubbed with internal audit may be dream of author. At present as per CRA3 the cost captured reportable product based on actual capacity utilized. But if a separate analysis is allowed to disclose the cost data on achievable capacity as per ICMAI cost accounting standard and compare with actual capacity cost data, management can identify the reasons of unexpected loss etc. MA

References

1. *Section 148 of the Companies Act 2013.*
2. *Cost Accounting standard as recognised in 2011 notification by MCA*

Down The Memory Lane

August, 2016

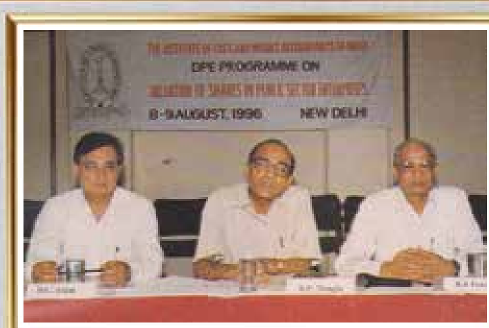
Release of CMA Syllabus 2016 of the Institute at J N Bose Auditorium, Headquarters, Kolkata on August 4, 2016. From Le : CMA Biswarup Basu, Council Member, Prof. Siddhartha Daa, Former Pro-Vice Chancellor, Jadavpur University, Swami Prajnatmananda Ji Maharaj, in-charge, Youth Programmes & Cultural Programmes, The Ramakrishna Mission Institute of Culture, CMA Manas Kumar Thakur, President of the Institute, CMA Partha Sarathi Bhaacharyya, Former CMD, Coal India Ltd, Prof. Sankar Kumar Sanyal, President, Howrah Chamber of Commerce & Industry, former Director, State Bank of India, Bengal circle, and CMA Kaushik Banerjee, Secretary of the Institute

Dr. Subbarao Ghanta, Special Secretary and Ex. officio Secretary to Chief Minister of AP and CMA Manas Kumar Thakur, President of the Institute, signed MoU with AP Skill Development Corporation on August 8, 2016 for introduction of CAT Course in the State of AP. Others seen are Council Members and Regional Council Members

August, 2006

Prem Chand Gupta, Hon'ble Minister of Company Affairs, handing over the list of CFC's to Dhananjay V. Joshi, President, ICWAI and Chandra Wadhwa, Vice President, ICWAI, at New Delhi on 4th August 2006, Anurag Goel, Secretary, MCA, also seems delighted on launching of MCA-21 programme

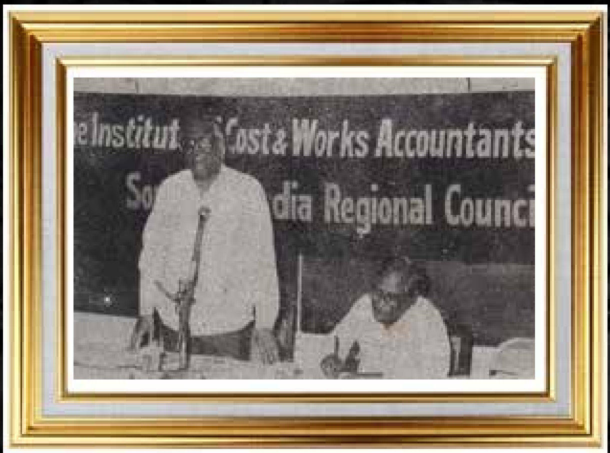
August, 1996



R.P. Mungla, Advisor (Finance), NTPC, speaking at the inaugural function of the programme on valuation of shares in PSEs at New Delhi. Also seen in the picture R.J. Goel and D.C. Bajaj, Central Council Members

Down The Memory Lane

August, 1986



Shri K.R. Ramamani, an eminent tax consultant of Madras as the guest speaker addressing at a professional development meeting on 20th August 1986 at SIRC Premises. Mr. B. Sundaresan, Vice Chairman presided the meeting

NIRC of ICWAI organized an Intensive Course on Central Excise and Custom from 8th to 10th August, 1986 at Hotel Maurya Sheraton, New Delhi

August, 1976

Reception to Shri A.K. Biswas and Shri S.K. Mitra, President and Vice-President of the Institute of Cost & Works Accountants of India on 23rd August 1976

The ICWA Students, N.M. College, Vile Parle Centre arranged a felicitation function to welcome the new office bearers of the WIRC, Bombay on the 11th August 1976. Dr. U. R. Koli, Principal, N.M. College was the chief host and president of the function

Source:
Extracted from the various issues of The Management Accountant Journal

NEWS FROM THE INSTITUTE

EASTERN INDIA REGIONAL COUNCIL

GST Day 2026 Seminar: The Role of CMAs in Compliance and GSTAT

On July 1, 2026, EIRC marked GST Day with a seminar titled *"Nation Building through GST: Role of CMAs in Compliance and GSTAT Representation"* at its premises. Organized by the Professional Development Committee, the event featured Practicing Cost Accountant CMA Utpal Saha as the resource person. Prominent leadership in attendance included Council Member CMA Chittaranjan Chattopadhyay, EIRC Chairperson CMA Arati Ganguly, Secretary and PD Committee Chairman CMA Abhijit Dutta, and Immediate Former Chairman CMA Subhasish Chakraborty.

Career Awareness Programme at Jogamaya Devi College

On July 9, 2026, a Career Awareness Programme was held at Jogamaya Devi College, Kolkata, to guide and motivate students on the prospects of the CMA Course. Over 100 students and faculty members actively participated, engaging in an interactive Q&A session. Guest faculties and members CMA Sourav Chakraborty and CMA Anup Chatterjee led the seminar, providing detailed insights into the course curriculum and career pathways.

Regional Student Conference 2026: DIGDARSHAN

On July 15, 2026, ICMAI-EIRC hosted the Regional Student Conference 2026 at Dhono Dhanyo Auditorium, Kolkata, centered on the theme *"DIGDARSHAN: Next Gen CMA – Shaping Tomorrow's Leaders for Viksit Bharat."* Attended by over 600 students from across the Eastern Region, the event kicked off with opening remarks from EIRC Vice Chairman CMA Damodara Mishra and Chairperson CMA Arati Ganguly, alongside guest addresses by Chief Guest CMA R. Veerabahu, Guest of Honour CMA R.V.N. Vishweshwar, and Special Guest CMA Suresh Rachappa Gunjalli. The inaugural program included a felicitation of former ICMAI presidents and EIRC chairmen, the release of a commemorative souvenir and newsletter, and a vote of thanks by Secretary CMA Abhijit Dutta. The conference featured a technical session on AI in business by CMA Dr. Dipra Bhattacharya, an address on GST 2.0 and fintech by Council Member CMA Chittaranjan Chattopadhyay, and a motivational talk on career growth by CMA Shyan Arif. The day wrapped up with student competitions—including quiz, debate, and paper presentations—and vibrant cultural performances in music, dance, and theater.

Warm Felicitations to Newly Elected ICMAI Leadership

On July 22, 2026, the EIRC team—led by Chairperson CMA Arati Ganguly, Secretary CMA Abhijit Dutta, and Immediate Former Chairman CMA Subhasish Chakraborty—extended warm greetings to the newly elected leadership at CMA Bhawan, Kolkata. The delegation formally congratulated CMA Chittaranjan Chattopadhyay on assuming office as President and CMA Manoj Kumar Anand as Vice President of ICMAI for the 2026–27 term.

Meeting with Bank of India for CMA Inclusion in Stock Audits

On July 23, 2026, EIRC representatives—Chairperson CMA Arati Ganguly and Secretary CMA Abhijit Dutta—met with Shri Manish Kr. Phulre, Zonal Manager of Bank of India, Kolkata. The discussion focused on advocating for the official inclusion of Cost and Management Accountants (CMAs) in the Stock Audit Panel of Bank of India.

Strategic Discussion with IDBI Bank on Stock Audit Inclusion

On July 23, 2026, EIRC Chairperson CMA Arati Ganguly and Secretary CMA Abhijit Dutta met with Sri Subrata Banerjee, Asset Manager at IDBI Bank's Kolkata Zonal Office. The delegation presented a strong case for paneling CMAs for stock audits, highlighting their core expertise in inventory verification, financial analysis, and risk management to expand professional roles for CMAs across the banking sector.

Felicitation of CMA Foundation Achievers

On July 24, 2026, EIRC held a felicitation ceremony at its premises to recognize and encourage students who successfully cleared the CMA Foundation examination. The event was attended by ICMAI Council Member CMA Abhijit Goswami, along with EIRC office bearers including Chairperson CMA Arati Ganguly, Vice-Chairman CMA Damodara Mishra, Secretary CMA Abhijit Dutta, Treasurer CMA Bidyadhar Prasad, and Immediate Former Chairman CMA Subhasish Chakraborty. The dignitaries commended the students on their academic success and shared words of encouragement for their ongoing professional journey.

EIRC Felicitates Newly Elected President CMA Chittaranjan Chattopadhyay

On July 25, 2026, EIRC hosted a warm welcome and felicitation ceremony at its premises for CMA Chittaranjan Chattopadhyay on his maiden visit following his election as President of ICMAI for the 2026–27 term. The gathering was attended by EIRC Regional Council Members alongside former President and Council Member CMA Bibhuti Bhusan Nayak and Council Member CMA Avijit Goswami. The President's visit provided a valuable platform for constructive dialogue with the council members and regional officials.

ASANSOL CHAPTER

Special Session on "GST at Nine: Achievements, Challenges, and the Road Ahead"

On July 1, 2026, Tax Consultant CMA Kajal Mishra delivered an insightful speech on the evolving landscape of Goods and Services Tax, titled *"GST at Nine: Achievements, Challenges, and the Road Ahead."* During the session, she highlighted the significant milestones achieved over nine years of GST implementation, addressed ongoing compliance and operational challenges, and shared key perspectives on the future trajectory of indirect taxation in India.

CEP Session on "GST at Nine: Achievements, Challenges, and the Road Ahead"

On July 1, 2026, a Continuing Education Programme (CEP) was held featuring CA Nitish Jaiswal, Assistant Manager (Finance) at Eastern Coalfields Limited (ECL), as the key speaker. Delivering a session on *"GST at Nine: Achievements, Challenges, and the Road Ahead,"* he offered an in-depth perspective on the nine-year milestone of the GST regime. CA Jaiswal outlined key implementation successes, addressed current operational and compliance hurdles, and shared strategic insights into the future direction of indirect tax management.

Felicitation of Foundation Pass Students (July 2026 Term)

On July 19, 2026, a felicitation program was organized to honor and celebrate the successful students who cleared the CMA Foundation Examination for the July 2026 term. The event acknowledged the academic dedication of the pass-out students, where distinguished members and dignitaries commended their achievement, offered words of encouragement, and motivated them as they step into the next stage of their professional CMA journey.

PATNA SAHEB CHAPTER

Launches CAT Course for Ex-Servicemen

The Chapter inaugurated the Certificate in Accounting Technicians (CAT) course in collaboration with the Directorate General Resettlement (DGR), Department of Ex-Servicemen Welfare, Ministry of Defence. Developed in consultation with the Ministry of Corporate Affairs, the program equips retiring and retired JCOs/ORs and their equivalents with practical entry-level skill sets in bookkeeping, statutory return filing under GST, Income Tax, and Companies Act, as well as export-import documentation.

SOUTH ODISHA CHAPTER

Outreach Programme on the Income Tax Act, 2025

On July 10, 2026, the Chapter in association with the Institute's Tax Research Department and in collaboration with the Income Tax Department—organized an Outreach Programme titled *"Navigating the Income Tax Act – 2025"* at Nandan Hotel & Convention, Berhampur. Coordinated by Professional Development Committee Chairman CMA Prasanta Kumar Pani, the event opened with a welcome address by Chapter Chairman

CMA Lipu Panda and brought together over 150 industry professionals, practicing members, and stakeholders.

The seminar featured two key technical tracks alongside notable guest addresses:

- **Inaugural & Technical Session I:** Chief Guest Shri Manoj Kumar Pati (Addl. Commissioner, Income Tax, Range–1, Bhubaneswar) inaugurated the event, followed by an *"Overview of Income Tax Act – 2025"* led by resource person CMA Avinash Kotni and Chapter Founder Chairman CMA Narasingha Ch. Kar.
- **Technical Session II:** Focusing on the *"Taxation of Gifts under Income Tax Act – 2025,"* this session was introduced by Chapter Secretary CMA Dharmendra Kumar Padhy with insights from Guest of Honor CA Bijay Kumar Mohanty and resource person CA K Seeta Rajani.

The proceedings concluded with a formal vote of thanks delivered by CMA Narasingha Chanda Kar and the playing of the National Anthem.

BHUBANESWAR CHAPTER

PDP Webinar on "Mergers & Acquisitions in Practice"

On June 27, 2026, the Chapter held a Professional Development Programme webinar titled *"Mergers & Acquisitions in Practice: Insights from Global Deal Experience"* at CMA Bhawan, Bhubaneswar. Chapter Chairman CMA Avinash Kotni opened the session by emphasizing M&A as a key driver for corporate expansion and value creation, urging members and students to stay ahead in corporate finance trends. Chief Guest CMA Thomas Mathew, MD of Odisha Capital Market and Enterprises Ltd. (OCMEL), discussed the critical role finance professionals play in conducting due diligence, valuation, and strategic restructuring. The technical presentation was led by Resource Person Shri Avishek Ganta, M&A Consultant at PwC, who provided end-to-end insights on deal sourcing, transaction structuring, regulatory navigation, and post-merger integration through practical case studies. The programme wrapped up with a vote of thanks delivered by CMA Satya Sundar Mahasuar, Chairman of the chapter's Professional Development Committee.

PDP on "Cost Optimisation Through Effective Contract Management"

On June 28, 2026, the Chapter hosted a seminar on *"Cost Optimisation Through Effective Contract Management"* at CMA Bhawan, Bhubaneswar. Chapter Vice Chairman CMA Satya Sundar Mahasuar welcomed the attendees, while Chairman CMA Avinash Kotni underscored the role of continuous professional learning in maintaining operational efficiency. Special Guest CMA Damodar Mishra (Vice Chairman, ICMAI-EIRC) addressed the gathering on strategic contract management as a tool for sustainable growth. The technical session was led by CMA B. K. Dash, Management Consultant and former Executive Director (Finance) at NALCO, who shared practical frameworks for driving cost optimization through sound contract management practices. The event concluded with a vote of thanks from Chapter Officer CMA Prakash Chandra Sahoo.

Career Awareness Programme at Ganesh Commerce Point

On July 1, 2026, the Chapter organized a CMA Career Awareness Programme at Ganesh Commerce Point, Bhubaneswar. Chapter member CMA Subhasish Patri conducted the session, delivering a comprehensive overview of the CMA course curriculum, entry routes, and diverse professional opportunities. Over 50 commerce students along with faculty members actively engaged in the session and participated in an interactive Q&A to address their career queries.

PDP Webinar on "GST Litigation Management: Practical Insights and Strategies"

On July 6, 2026, the Chapter hosted a webinar on "GST Litigation Management: Practical Insights and Strategies." Chapter Vice Chairman and PD Committee Chairman CMA Satya Sundar Mahasuar opened and concluded the event with welcoming and closing remarks, while Chapter Chairman CMA Avinash Kotni highlighted the chapter's ongoing commitment to high-quality professional training. The technical sessions featured two expert practicing cost accountants: CMA Anil Sharma, who addressed key compliance challenges and effective dispute mitigation strategies, and CMA Viswanath Bhat, who shared analysis on recent legal developments, case studies, and best practices for managing GST disputes.

Career Awareness Programme at Sadhguru Academy

On July 6, 2026, the Chapter conducted a CMA Career Awareness Programme at Sadhguru Academy, Nimapada. Chapter member CMA Alok Kumar Pradhan led the session, offering a detailed presentation on the CMA course curriculum, career pathways, and industry prospects. Over 80 commerce students and faculty members actively participated in the interactive session to clarify their queries regarding professional growth through the CMA qualification.

Career Awareness Programme at Allied Commerce Forum

On July 7, 2026, the Chapter held a CMA Career Awareness Programme at the Allied Commerce Forum, Puri. Chapter member CMA Debadutta Swain led the session, giving a comprehensive overview of the CMA course structure, exam pathways, and future career opportunities. Over 100 commerce students and faculty members attended the event and engaged in an interactive session to address their academic and career-related queries.

PDP Webinar on "Rules and Tools of Financial Reporting"

On July 12, 2026, the Chapter organized a webinar titled *"Rules and Tools of Financial Reporting – Professional Insights on Schedule III, CARO 2020, SEBI (LODR) Regulations, 2015 and Ind AS."* Chapter Vice Chairman CMA Satya Sundar Mahasuar delivered both the welcome address and the vote of thanks, underscoring the necessity of strict compliance and transparency in governance. Chapter Chairman CMA Avinash Kotni also addressed the session, encouraging professionals to continuously upgrade their competencies amid evolving statutory frameworks. The main technical session was presented by CMA Ramsankar Mishra, Chief Manager (Finance) at Mangalore Refinery and Petrochemicals Limited (MRPL). He provided clear, practical insights into applying:

- **Schedule III** of the Companies Act, 2013
- **CARO 2020** audit reporting requirements
- **SEBI (LODR) Regulations, 2015** compliance standards
- **Indian Accounting Standards (Ind AS)** frameworks

Career Awareness Programme at Kendriya Vidyalaya - 3, Mancheswar

On July 17, 2026, the Chapter conducted a CMA Career Awareness Programme at Kendriya Vidyalaya - 3, Mancheswar. The session was led by CMA Avinash Kotni, Chairman of the Bhubaneswar Chapter, who detailed the CMA course curriculum, eligibility criteria, and diverse career pathways for cost and management accountants. Over 100 commerce students along with faculty members actively participated in the programme and engaged in an interactive Q&A to address their queries.

CMA Practitioners' Meet 2026: Exploring Opportunities & Shaping the Way Forward

On July 18, 2026, the Chapter organized the *"CMA Practitioners' Meet 2026"* at CMA Bhawan, Nayapalli. The event opened with the ceremonial lamp lighting and the Institute Anthem. CMA Satya Sundar Mahasuar (Vice Chairman & PD Committee Chairman) delivered the welcome address and set the conclave's context, emphasizing capacity building and collaboration. Chapter Chairman CMA Avinash Kotni highlighted the expanding footprint of Cost and Management Accountants in today's dynamic market, while CMA Barada Prasan Nayak coordinated the technical proceedings.

The meet featured insightful sessions delivered by leading practitioners across diverse domains:

- **General Perspective of Practice:** CMA S.

S. Sonthalia outlined the evolving scope, emerging prospects, and broader direction of the CMA profession.

- **Audit & Assurance:** CMA Niranjan Mishra addressed key operational strategies in Internal Audit, Co-operative Audit, RERA compliance, and expanding advisory roles.
- **GST & Insurance:** CMA Shiba Prasad Padhi shared practical perspectives on GST litigation management and opportunities in insurance surveying.
- **Banking & Valuation:** CMA Ashutosh Debta focused on bank assignments, valuation methodologies, and corporate financial consulting.
- **Global Avenues:** CMA Sanmay Mahapatra highlighted cross-border practice opportunities and international consulting paths for CMAs.

The technical tracks were followed by an interactive Open House Discussion, where participants exchanged ground-level insights, discussed practical practice challenges, and put forward recommendations for future skill development. The meet concluded with a formal vote of thanks.

Career Awareness Programme at D.A.V. Public School, Pokhariput

On July 21, 2026, the Chapter conducted a CMA Career Awareness Programme at D.A.V. Public School, Pokhariput. The session was led by CMA Avinash Kotni, Chairman of the Bhubaneswar Chapter, who provided a detailed overview of the CMA course structure, eligibility, and the wide range of professional opportunities available to management accountants. Over 70 commerce students and faculty members actively attended the event and engaged in an interactive discussion to clear their career-related doubts.

PDP Webinar on "Practical Insights into ITR-1 & ITR-2 Filing"

On July 23, 2026, the ICMAI Bhubaneswar Chapter organized a webinar titled *"Practical Insights into ITR-1 & ITR-2 Filing"* at 6:30 PM. Chapter Vice Chairman and PD Committee Chairman CMA Satya Sundar Mahasuar delivered both the welcome address and the formal vote of thanks, stressing the importance of staying informed on evolving income tax compliance standards and return filing workflows. The technical session was presented by Dr. Gopal Krishna Raju (FCMA, FCA, ACS). He provided practical guidance on navigating the ITR-1 and ITR-2 filing processes, highlighting key procedural updates, common reporting errors to avoid, and best practices for compliance in the current Assessment Year.

SERAMPORE-HOOGHLY CHAPTER

CPE Programme on "CMA's Journey in AI".

On July 12, 2026, the Chapter hosted a Continuing Professional Education (CPE) Programme titled *"CMA's Journey in AI."* Chapter Secretary CMA Prabir Kumar Datta welcomed 21 members and 17 students, while Vice-Chairman CMA Prodyot Bhandary concluded the session with a vote of thanks. The dignitaries on the dais included Chapter Chairman CMA Santanu Mukhopadhyay, Central Council Member and Guest of Honour CMA Chittaranjan Chattopadhyay, and keynote speaker CMA Parimal Ray. During the session, CMA Chattopadhyay emphasized integrating AI into core financial decision-making, while CMA Parimal Ray detailed the practical steps for mastering and applying AI technologies in professional workflows. As part of the event, the chapter office bearers and guests also felicitated 17 successful Intermediate Examination students with saplings and mementos.

Chapter Hosts "Meet the President" Event

On July 26, 2026, the Chapter organized a "Meet the President" programme featuring newly elected ICMAI President, CMA Chittaranjan Chattopadhyay. Twenty members attended to celebrate his election, reflecting on his long-standing contributions from establishing the erstwhile Serampore Chapter to serving as a Central Council Member. Chapter Chairman CMA Santanu Mukhopadhyay and Secretary CMA Prabir Kumar Datta highlighted their close association with CMA Chattopadhyay and praised his dedicated efforts toward advancing professional development.

Glimpses of Eastern India Regional Council

Eastern India Regional Council

Eastern India Regional Council

Eastern India Regional Council

Eastern India Regional Council

Asansol Chapter

Asansol Chapter

Patna Saheb Chapter

Patna Saheb Chapter

South Odisha Chapter

South Odisha Chapter

Bhubaneswar Chapter

Bhubaneswar Chapter

Serampore-Hooghly Chapter

Serampore-Hooghly Chapter

NORTHERN INDIA REGIONAL COUNCIL

JODHPUR CHAPTER

Seminar on Tax Compliance for Cooperatives

To mark International Day of Cooperatives, the Chapter, alongside the Cooperative and NPO Development Board, hosted a seminar on "Tax Compliance for Cooperative Societies" at the Rajeev Gandhi Sahkar Bhawan. Coordinated by Shri Kapil Vyas, the event brought together senior Cooperative Department officials - including Deputy Registrars Shri Hemendra Singh and Mohammad Haroon - and ICMAI leaders, such as Council Member CMA R.S. Bhati and Vice-Chairman CMA Deepak Chopra. Experts delivered presentations covering GST, Income Tax regulations, recent legal amendments, and best accounting practices to enhance financial governance. Attending officials actively engaged in an interactive Q&A session, and the event concluded with a vote of thanks and networking over refreshments.

JAIPUR CHAPTER

Seminar on Future of AI & Automation

On June 20, 2026, the Chapter organized an insightful seminar on "Future of AI & Automation," drawing around 60 active participants to explore the evolving impact of technology on professional practices. The event was inaugurated by Chapter Chairman CMA Deeptanshu Parik, while NIRC Chairman CMA Rakesh Yadav addressed attendees on the critical importance of adopting AI tools and highlighted upcoming regional initiatives. Keynote speaker CMA Garvit Gupta broke down the practical workings of AI and automation, showing how these technologies streamline workflows to make professional tasks faster, more efficient, and time-bound. Mastered by Secretary CMA Purnima Goyal, the seminar concluded with a vote of thanks from Vice-Chairman CMA Harendra Kumar Parik.

International Yoga Day Celebration

On June 21, 2026, the Chapter celebrated International Yoga Day at CMA Bhawan with a morning session attended by over 55 members and their families. Certified trainer Shri Mohit Gupta led the participants through various yoga asanas and pranayama techniques to promote physical and mental well-being. A special highlight of the morning was a soulful live performance by international flute artist Pt. R. D. Gaur, which created a serene, spiritually uplifting atmosphere that was warmly appreciated by all in attendance.

Delegation Meets Hon'ble Governor of Rajasthan

On June 22, 2026, the newly constituted Managing Committee of the Chapter, alongside NIRC Chairman CMA Rakesh Yadav, paid a courtesy visit to the Hon'ble Governor of Rajasthan, Shri Haribhau Kisanrao Bagde, at Raj Bhavan under the banner 'SAMVADH'. During the meeting, Chapter Chairman CMA Deeptanshu Pareek and delegation leaders discussed the crucial role of Cost and Management Accountants (CMAs) in driving industrial growth, social welfare, and resource efficiency. Committee members CMA Harendra Kumar Pareek and CMA Purnima Goyal highlighted emerging youth opportunities in cost accountancy and the growing demand for CMAs to boost transparency across government departments, PSUs, and the cooperative sector. The Hon'ble Governor commended the institute's contributions to economic development, and the visit concluded with expressions of gratitude led by CMA Dr. Deepak Kumar Khandelwal and CMA Vartika Tadi.

Glimpses of Northern India Regional Council

Jodhpur Chapter

Jodhpur Chapter

Jaipur Chapter

Jaipur Chapter

SOUTHERN INDIA REGIONAL COUNCIL

Workshop Report: BRSR Reporting & Assurance

On 10th and 11th July 2026, the SIRC, in association with the BRSR Committee, organised a two-day workshop on BRSR Reporting & Assurance at CMA Bhawan, Egmore, Chennai. The event featured inaugural addresses by CMA Rajesh Sai Iyer and CMA Dr. V. Murali, along with technical sessions by expert faculty covering regulatory frameworks, implementation, assurance methodologies, and ESG reporting trends. Attended by CMAs, industry executives, and students, the interactive program awarded participants 8 CPE Credit Hours and Participation Certificates.

THRISSUR CHAPTER

Webinar on Smart Tax Filing

On 21st June 2026, the Chapter held a webinar on “Smart Tax Filing – Maximising Compliance and Minimising Errors”. The technical session was handled by Adv. (CMA) Ramesh Kumar M.N.

Professional Review of Kerala State Budget 2026-2027

On 23rd June 2026, the Chapter, in association with the Bankers Club, Thrissur, organised a professional development program on "Kerala State Budget 2026-2027 - A Professional Review". The seminar was welcomed by CMA C N Narayanan, inaugurated by CMA Ananthan P., and moderated by Dr. CMA Sivakumar A and CMA Ramasubramanian. Attended by around 75 members, the session included memento presentations by ICMAI SIRC PD Chairman CMA Praveen Kumar and concluded with a vote of thanks by CMA Mejo KM.

Seminar on Ethics and Compliance

On 28th June 2026, the chapter organised a seminar on “Ethics and Compliance – Building Trust and Professional Integrity” at the Seminar Hall.

The event opened with a welcome by CMA A P Madhu and was inaugurated by CMA Madhav Krishna. CMA Sriram K led the technical session for the attending members, and the program concluded with a vote of thanks by CMA C N Narayanan.

MYSURU CHAPTER

International Day of Cooperatives Celebrations

On the first week of July 2026, the chapter organised various initiatives to celebrate the United Nations International Day of Cooperatives under the theme “Cooperatives for a peaceful world!”.

In line with directives from the Cooperative and NPO Development Board (CNDB), the chapter displayed an official event standee at its premises, organised joint programs and workshops to highlight the role of cooperatives in sustainable development, and submitted action reports to support the nationwide campaign.

VISAKHAPATNAM CHAPTER

PDP on International Cooperative Day & GST in Real Estate

On 4th July 2026, the chapter organised a Professional Development Programme on “Celebration of International Cooperative Day & GST Implications on Real Estate Sector” at its premises. The sessions were addressed by Sri. Ch Raghavendra Rao and CA, CMA Jagadeesh Kumar Balina, with chapter office bearers CMA V Shanti Sireesha (Chairperson), CMA Venkatesh Nadipalli (Secretary), and CMA S Rajasekhar (Treasurer) in attendance alongside CMA members.

PDP on Income Tax Act 2025: NPO Tax Framework

On 27th June 2026, the chapter organised a Professional Development Programme on “Income Tax Act 2025: Understanding, Implementing and Adapting to the New Tax Framework – Special Focus on Non-Profit Organisations (NPOs)” at its premises. The session was delivered by CA P Midhun Kumar and attended by CMA V Shanti Sireesha, CMA S Rajasekhar, and chapter members.

NELLORE CHAPTER

CMA Awareness Programme

On July 4, 2026, the Chapter hosted a highly successful "CMA Awareness Programme" at AP Tourism Haritha Hotel, drawing approximately 300 students, faculty, media representatives, and CMA members. Key dignitaries, including CMA

(Dr.) V. Murali, Council Member, and CMA K. Lakshmi Prasad, ICLS, Regional Director (Ministry of Corporate Affairs) - highlighted the vital role of Cost and Management Accountants in corporate governance, compliance, and strategic decision making. Through interactive sessions, the event effectively educated participants on the career prospects, ethical responsibilities, and growing industry demand for CMA professionals, earning strong appreciation from the attendees.

On 12th July 2026, the chapter organised a “CMA Awareness Programme” at AP Tourism Haritha Hotel, Trunk Road, Nellore, to highlight career opportunities and the significance of the CMA profession.

The event was graced by CMA (Dr.) K. Ch. A. V. S. N. Murthy as the chief guest, alongside regional council members CMA K. Gomathisankar and CMA Yadlapalli Srinivasa Rao. Attended by approximately 300 students, faculty representatives, and career aspirants, the session provided guidance on career pathways, start-up support, and corporate compliance in the evolving professional landscape.

TRIVANDRUM CHAPTER

PD Program on Ind AS Concepts and Revised Profit & Loss Format

On 28th June 2026, the chapter organised a Professional Development Programme on "Ind AS Concepts and Revised Profit & Loss Format" at CMA Bhawan, Vellayambalam, Thiruvananthapuram.

The session opened with a welcome address by chapter Chairman CMA Pranav Jayan, followed by a technical presentation by CA Vinod Balachandran. The interactive program covered key Indian Accounting Standards (Ind AS) concepts, practical implementation guidelines, and disclosure requirements using real-world case studies.

MADURAI CHAPTER

Outreach Programme on Navigating the Income Tax Act, 2025

On 4th July 2026, the chapter, in association with the ICMAI Tax Research Department, organised an outreach programme on "Navigating the Income Tax Act, 2025" at Hotel The Metropole, Madurai.

The event was graced by Chief Guest Shri P. Ganeshan, Income Tax Officer (HQrs.) (Tech), Madurai, and included opening remarks from chapter office bearers CMA P. Mahalakshmi (Chairperson), CMA A. Selvam (Vice Chairman), and CMA R. Sarath Babu (Treasurer). Technical sessions were conducted by CMA Rakeshkumar Ravishankar on the structural changes of the Income Tax Act, 2025, and CMA TCA Srinivasa Prasad, President, ICMAI, on the Digital Personal Data Protection Act. The program concluded with a vote of thanks by Managing Committee member CMA R.K. Bapulal.

BENGALURU CHAPTER

MSME Conclave

On 11th July 2026, the chapter, in association with the Ministry of Labour & Employment, Government of India, organised an MSME Conclave at BWSSB Suvarna Bhavana, Bengaluru.

The conclave was graced by Chief Guest CMA G. N. Venkataraman, Ex-President, ICMAI, alongside dignitaries including CMA Dr. K. Ch. A. V. S. N. Murthy, CMA Vishwanatha Bhat, and chapter leadership CMA Santosh G. Kalburgi and CMA Poornima M. Technical sessions delivered by Dr. E. Vijaya and Mr. Gopinath Rao provided insights into the MSME ecosystem and government initiatives, concluding with an interactive Q&A session.

PDP on GST Governance: Best Practices for Accounting, Disclosure & Audit

On 18th July 2026, the chapter organised a Professional Development Programme on “GST Governance: Best Practices for Accounting, Disclosure & Audit”.

The session was delivered by resource person CMA Praveen Kumar Gella, with chapter leadership and dignitaries including CMA Gunamala S R (Treasurer, BCCA) and CMA Vishwanath Bhat (PF Chairman-SIRC & Ex-Officio) in attendance.

PDP on GST Refund Framework and Corporate Mitra Scheme

On 25th July 2026, the chapter organised a Professional Development Programme on “GST Refund Framework and Operational Dynamics” alongside an awareness session on the Corporate Mitra Scheme. The technical session on GST refund frameworks was delivered by resource person CMA Harish U, while CMA Vishwanath Bhat (PF Chairman-SIRC & Ex-Officio) conducted the awareness session on the Corporate Mitra Scheme. Chapter Treasurer CMA Gunamala S R was also present for the event.

Career Counselling Programme at BMS Women's College

On 14th July 2026, the chapter organised a career counselling session at BMS Women's College, Bengaluru. The program was addressed by speaker CMA Dr. Abhijeet S. Jain, Professional Formation Chairman, BCCA.

Career Counselling Programme at MLA College

On 23rd July 2026, the chapter organised a career counselling session at MLA College, Bengaluru. The program was delivered by speaker CMA Dr. Abhijeet S. Jain, Professional Formation Chairman, BCCA.

COIMBATORE CHAPTER

Career Counselling Programmes

On the chapter's recent schedule, the chapter organised career counselling programmes across Government Arts College, PSG College of Arts & Science, PSGR Krishnammal College for Women, and St. Joseph's College for Women. The sessions introduced first-year commerce students to the CMA course structure, examination pattern, practical training, and career avenues in finance, auditing, and corporate leadership through interactive discussions.

Foundation Stone Laying Ceremony

On 11th July 2026, the chapter organised the Foundation Stone Laying Ceremony for its proposed new building, which will serve as a hub for professional education, student activities, and knowledge sharing. The event was graced by Chief Guest CMA Neeraj Joshi, Vice President of ICMAI, alongside Central Council Members, Regional Council Members, chapter members, and students to mark the significant milestone.

RD College Inauguration

On the chapter's recent schedule, the chapter chairman, CMA Dr. R. Maheswaran, attended the inauguration of RD College of Arts and Science as the Guest of Honour. During the address, he highlighted the importance of professional education, skill development, and industry-oriented learning, encouraging students to pursue professional qualifications alongside their academic degree studies.

Kalikkam Eye Camp

On the chapter's recent schedule, the chapter organised the Kalikkam Eye Camp at CMA Bhawan in collaboration with Adithya Wellness Farms Private Limited. The community initiative offered free eye examinations, expert consultations, distribution of Kalikkam eye drops, and preventive eye-care guidance to promote health awareness and social responsibility.

PDP on MIS Dashboards for Top Management

On the chapter's recent schedule, the chapter organised a Professional Development Programme on "MIS Dashboards for Top Management – An Overview" at CMA Bhawan. Led by speaker CMA T.C.A. Srinivasa Prasad, the session focused on leveraging MIS dashboards for strategic decision-making, performance monitoring, financial reporting, and operational efficiency to advance continuous professional development.

Glimpses of Southern India Regional Council

Southern India Regional Council

Southern India Regional Council

Thrissur Chapter

Thrissur Chapter

Mysuru Chapter

Visakhapatnam Chapter

Visakhapatnam Chapter

Nellore Chapter

Nellore Chapter

Trivandrum Chapter

Trivandrum Chapter

Madurai Chapter

Bengaluru Chapter

Bengaluru Chapter

Coimbatore Chapter

Coimbatore Chapter

WESTERN INDIA REGIONAL COUNCIL

AHMEDABAD CHAPTER

Chapter Celebrates GST Day

On 1st July 2026, the Chapter organized a CPE program to celebrate GST Day at its premises, led by Chapter Chairman CMA Mitesh Prajapati, who welcomed the attendees and introduced the speakers. Following felicitations by committee members CMA Ilaben Patel and CMA Sonali Shah, keynote speakers CMA Vikas Agarwal and CMA Anuj Agrawal delivered insightful presentations on GSTAT Appeals strategy and the Era of GST 2.0 (including IMS, zero mismatch policy, and updated E-invoicing/E-way bill frameworks). The well-attended event concluded with an interactive discussion and a vote of thanks delivered by Treasurer CMA Bhavesh Ramchandani.

Hosts Three-Day Income Tax Workshop

On 2nd to 4th July 2026, the Chapter, in association with the Income Tax Bar Association, Ahmedabad, organized a three-day CPE program titled “Income Tax Unplugged: Practical Insights for Professionals” at its premises. Initiated with opening remarks by Chapter Chairman CMA Mitesh Prajapati and dignitaries from both associations, the sessions provided practical tax solutions and covered key topics, including complexities in business income and capital gains by CA Palak Pavagadhi, AI-driven tax compliance by CA Parag Bhatt, ITR/TDS updates under the Income Tax Act 2025 by Mr. Jaykin Shah, and reassessment proceedings by Mr. Mehul Thakkar. Following felicitation of the speakers by committee members throughout the event, the well-attended program concluded with closing acknowledgments and a vote of thanks from Secretary CMA Sunil Tejwani and PD Committee Coordinator CMA Ashish Bhavsar.

Chapter Launches Foundation Coaching Batch

On 6th July 2026, the Chapter commenced its oral coaching batches for the December 2026 Foundation exam, featuring an introductory orientation address by the Chapter Chairman. Designed to bridge academic learning with professional practice, the speech welcomed the incoming students and highlighted the strategic role of CMAs in driving cost efficiency, managerial decision-making, and regulatory compliance. Throughout the session, the Chairman outlined the course structure, syllabus, and examination patterns while sharing practical guidance on time management, ethical standards, and professional skill development. The orientation concluded with an open Q&A session and the introduction of the chapter's faculty and support network to reassure students of full institutional backing.

Chapter Hosts AI Mastery Workshop

On 9th to 11th July 2026, the Chapter organized a three-day CPE workshop titled "Prompt to Possibilities – AI Mastery Workshop for CMAs (Level 1)" to equip professionals with essential artificial intelligence skills. Opening with an overview of Generative AI and prompt engineering basics by CA Fenil Shah, the program transitioned into specialized financial applications on Day 2, featuring CA Bhavesh Sharma on cost audit automation and CA Harshid Patel on AI in tax litigation and compliance. The final day focused on practical execution, with CA Punit Harwani leading capstone projects for custom workplace apps and CA Fenil Shah demonstrating website creation and administrative office automation. The hands-on workshop concluded with vote of thanks delivered by PD Committee Coordinator CMA Ashish Bhavsar.

Chapter Hosts New Members Welcome Meet

On 12th July 2026, the Chapter organized a New Members Welcome Meet to formally receive and orient newly qualified Cost and Management Accountants into the professional fraternity. Chapter Chairman CMA Mitesh Prajapati and PD Committee Coordinator CMA Ashish Bhavsar addressed the gathering, outlining key institutional benefits such as continuous professional development, networking forums, research publications, and career progression opportunities. The event featured the distribution of specially curated welcome kits to mark the milestone, attended by Secretary CMA Sunil Tejwani, Treasurer CMA Bhavesh Ramchandani, and other senior CMAs. The orientation concluded with a formal vote of thanks delivered by Treasurer CMA Bhavesh Ramchandani.

Chapter Holds Press Conference on Foundation Results

On 9th July 2026, the Chapter convened a press conference following the official declaration of the CMA Foundation exam results. Addressing the media, Chapter Chairman CMA Mitesh Prajapati announced an impressive overall pass percentage of 81.98% for the chapter, with 182 out of 222 candidates successfully clearing the examination. Commending the students for their strong performance and the faculty for maintaining high educational standards, the Chairman highlighted that the robust pass rate reflects a growing dedication to pursuing professional careers in cost and management accounting.

Chapter Hosts CPE Webinar on ESG and Sustainability

On 16th July 2026, the Chapter organized a CPE webinar titled "ESG, Sustainability & Leadership for Viksit Bharat," featuring Mr. Deepak Jain as the keynote speaker. Chapter Chairman CMA Mitesh Prajapati welcomed the participants, introduced the speaker, and set the stage for a detailed presentation on incorporating sustainability and leadership into India's growth vision. The session saw active engagement and interactive discussions among a large number of attending members, concluding with a vote of thanks delivered by Chapter Chairman CMA Mitesh Prajapati.

Chapter Holds Career Counselling Session at Aroma College

On 20th July 2026, the Chapter organized a career counselling session at Aroma College, Ahmedabad, as part of its "CMA Sankalp Yatra" outreach initiative. Led by Chapter Chairman CMA Mitesh Prajapati, the session aimed to raise awareness about the Cost and Management Accountancy (CMA) profession, outlining entry routes, syllabus structures, and practical training frameworks. The address highlighted diverse career pathways in cost optimization, corporate governance, and risk assessment across both public and private sectors. The interactive event concluded with an engaging Q&A segment, providing students with clarity on balancing professional certifications alongside traditional degree studies.

Chapter Conducts Second Batch of AI Mastery Workshop

On 22nd and 24th July 2026, the Chapter organized the second Level 1 batch of its workshop, "Prompt to Possibilities – AI Mastery Workshop for CMAs," aimed at advancing AI competencies among finance professionals. Opening with an introduction to Generative AI tools and prompt engineering principles by CA Fenil Shah, the program progressed into specialized sessions featuring CA Bhavesh Sharma on AI-driven cost auditing and CA Harshid Patel on streamlining tax consultancy and litigation research. The practical training concluded with modules by CA Punit Harwani on building custom workplace applications and CA Fenil Shah on automating administrative tasks and web development, equipping participants with actionable digital tools for daily practice.

Chapter Achieves Record Enrolments for December 2026 Exam

On July 2026, the Chapter achieved a historic milestone by securing over 1,020 student enrolments for the upcoming December 2026 Examination Term, setting the highest enrolment record among all chapters in the Western India Regional Council (WIRC) region. This benchmark reflects the growing popularity of the CMA qualification, driven by the chapter's active career counselling drives, student-focused orientation programs, and robust coaching infrastructure. Expressing gratitude to members, faculty, and students, the Managing Committee commended the collective efforts that established this new gold standard for chapter performance across the region.

SURAT-SOUTH GUJARAT CHAPTER

Chapter Organizes Industrial Visit to SUMUL Dairy

On 4th July 2026, the Chapter organized an industrial visit to SUMUL Dairy in Surat, giving around 100 CMA students hands-on exposure to cooperative dairy operations, supply chain practices, quality control, and cost accounting applications. Led by Vice Chairman CMA Bharat Savani and Treasurer CMA Ashvin Ambaliya, the delegation felicitated SUMUL Finance Manager CMA Amar Dhawade and DGM of Plant Operations Shri Rajesh Vaghasia for their guidance and support. The chapter expressed its sincere appreciation to SUMUL management for facilitating an insightful and engaging learning experience for the students.

BARODA CHAPTER

Chapter Commemorates GST Day with Technical Seminar

On 1st July 2026, the Chapter commemorated GST Day by organizing a technical seminar titled "Beyond Compliance: Leveraging GST for Business Excellence" at Vanijya Bhavan, Vadodara. Keynote speaker Shri Sanjay Saraswat, an indirect tax expert, addressed 49 professional members and students on practical tax strategies and the evolving GST landscape to drive business growth. Supported by Chapter Chairperson CMA Amruta Vyas, Vice-Chairman CMA Priyank Vyas, Secretary CMA Vandit Trivedi, and Treasurer CMA Mohit Nagdev, the interactive session provided CPE credits and concluded with an engaging Q&A segment for attendees.

BFSIB and Baroda Chapter Host Webinar on Oil Sector Financing

On 7th July 2026, the Banking, Financial Services & Insurance Board (BFSIB) of ICMAI, in association with the Chapter, organized a specialized webinar titled "Infrastructure Financing in Downstream Oil Sector." Led by practicing cost accountant CMA Kazi Mohammed Riyazuddin as the primary resource person, the session addressed financial modeling, capital structuring, risk mitigation strategies, and the strategic role of CMAs in energy sector investments. The virtual event was held in the presence of ICMAI national leadership—including President CMA Neeraj Dhananjay Joshi, Vice President CMA Chittaranjan Chattopadhyay, and BFSI Board Chairman CMA T C A Srinivasa Prasad—alongside Baroda Chapter Chairperson CMA Amruta Vyas, offering valuable professional insights to participants.

Chapter Reports Strong Foundation Exam Results

On 9th July 2026, the Chapter announced an outstanding performance by its students in the Foundation examination for the June 2026 term, achieving an overall pass rate of approximately 81%. Out of 136 candidates who appeared from the Baroda center, 110 successfully cleared the examination. The chapter applauded its top three rankers—Shah Radhika Bharatbhai (1st, 356 marks), Archi Hiteshkumar Amin (2nd, 354 marks), and Minakshi Dinesh Karotra (3rd, 334 marks)—for their exceptional academic dedication and achievements.

Chapter Collaborates on Seminar Regarding GST Socio-Economic Impact

On 16th July 2026, the Chapter, under WIRC, organized Day 1 of a Continuous Professional Education (CPE) program titled "GST Reforms and Their Socio-Economic Impact: Implications for Shaping India's Economic and Social Landscape." Conducted in collaboration with Sardar Patel University, Vallabh Vidyanagar, and the Indian Council of Social Science Research (ICSSR), Ministry of Education, Government of India, the event featured Baroda Chapter Secretary CMA Vandit Trivedi as the primary speaker, who addressed participants on the transformative role of GST reforms across India's economic and social framework.

Chapter Concludes Two-Day Seminar on GST Socio-Economic Impact

On 17th July 2026, the Chapter, in association with Sardar Patel University (Vallabh Vidyanagar) and the Indian Council of Social Science Research (ICSSR), Ministry of Education, Government of India, organized Day 2 of the CPE program titled "GST Reforms and Their Socio-Economic Impact: Implications for Shaping India's Economic and Social Landscape." Keynote speaker CMA Hirav Shah, a member of the Baroda Chapter, addressed attendees on the broader structural and social consequences of ongoing tax reforms, marking the successful conclusion of the collaborative two-day professional initiative.

Chapter Advocates for Financial Governance at VCCI Industrial Meet

On 20th July 2026, the Chapter participated in the Vadodara Chamber of Commerce & Industry (VCCI) Industrial Meet, led by Chapter Chairperson CMA Amruta Vyas alongside Vice Chairman CMA Priyank Vyas and Treasurer CMA Mohit Nagdev. During the event, the delegation interacted with the Hon'ble Dy. Chief Minister of Gujarat Shri Harsh Sanghavi Ji and submitted strategic proposals to mandate cost audits in the cooperative sector, advocate for CMA empanelment in State PSUs, and seek support for establishing a dedicated CMA

Bhavan in Baroda. Emphasizing the key role of Cost Accountants in building cost-efficient financial ecosystems, the chapter reaffirmed its commitment to supporting economic growth and transparent governance in Gujarat.

Chapters Host Joint Webinar on Corporate Finance Laws

On 25th July 2026, the Chapter, jointly with the Vapi Daman Silvassa Chapter, organized an online Continuous Professional Education (CPE) webinar titled "Section 185 and Section 186 of the Companies Act, 2013 – Interplay: Loans to Directors and Inter-Corporate Borrowings." Keynote speaker CS Nachiket Sohani, a corporate law expert, addressed participants on the legislative intent, compliance nuances, disclosure obligations, and shareholder approval requirements governing loans, guarantees, and corporate investments. The virtual session provided actionable insights for Cost Accountants, corporate executives, and compliance officers navigating complex corporate governance regulations under the Companies Act.

Chapter Celebrates International Cooperative Day 2026

On 1st July 2026, the Chapter celebrated International Cooperative Day to highlight the vital role of the cooperative movement in driving inclusive growth, sustainable development, and community welfare. Bringing together professional members, students, and distinguished guests, the event served as a collaborative platform to recognize how cooperative structures strengthen local economies, reinforce social development, and advance the core values of mutual support and collective progress.

Chapter Chairperson Honored at Baroda Youth Federation Event

On July 2026, the Chapter Chairperson, CMA Amruta Vyas, attended a ceremony organized by the Baroda Youth Federation after being invited as the Chief Guest to felicitate BBA students for their outstanding social contributions during their training. During the event, CMA Amruta Vyas commended the young changemakers for their inspiring community service activities and recognized the impact of youth-driven social initiatives in fostering meaningful civic engagement and driving positive societal growth.

Chapter Reaches Landmark Achievement of 500 Student Registrations

On 25th July 2026, the Chapter celebrated a significant milestone by once again crossing 500 student enrolments. Under the theme *"Together, We Are Growing Stronger!"*, the achievement highlights the chapter's dedication to high-quality professional education, continuous growth, and the cultivation of a vibrant student community. The milestone reflects the chapter's ongoing efforts to deliver robust academic support and advance student success across the region.

Chapter Congratulates New National Leadership

On 22nd July 2026, the Chapter extended its heartiest congratulations to CMA Chittaranjan Chattopadhyay on assuming office as President of ICMAI, and to CMA Manoj Kumar Anand on assuming office as Vice President of ICMAI. Commending the new leadership, the chapter conveyed its best wishes for a successful and inspiring tenure focused on driving vision, excellence, and dedicated service to advance the Cost and Management Accountancy profession nationwide.

Chapter Drives Career Growth Through Placement and Training Initiatives

In July 2026, the Chapter organized a series of specialized Placement and Training initiatives. Designed to bridge the gap between academic learning and industry requirements, these sessions provided professional development, skill-building workshops, and career opportunities to a large number of CMA students and members. The chapter's active facilitation continues to empower candidates by bolstering employability and supporting career advancement across the finance and accounting sectors.

Glimpses of Western India Regional Council

Ahmedabad Chapter

Ahmedabad Chapter

Ahmedabad Chapter

Surat-South Gujarat Chapter

Surat-South Gujarat Chapter

Baroda Chapter

Baroda Chapter

Baroda Chapter

Webinar on

"LEVERAGING PROFESSIONAL EXPERIENCE TO FACILITATE CMAs FOR CAREER PLANNING"

by The Journal & Publications Committee, ICMAI on June 24, 2026

Journal and Publications Committee, ICMAI hosted a webinar titled "Leveraging Professional Experience to facilitate CMAs for Career Planning" on June 24, 2026 from 05:00 P.M. - 06:00 P.M. The webinar featured welcome address by CMA Harshad S Deshpande, Chairman, Journal and Publications Committee, who highlighted the career dilemmas faced by young Cost and Management Accountants (CMAs), including choices between private sector vs. public sector undertakings (PSUs), practice vs. employment and specialized industry domains. He emphasized the importance of adaptability and proactive career planning in an uncertain economic environment. The keynote speaker was CMA Sibaprasad Patnaik, Director Finance, Gliders India Ltd., Kanpur (A Central PSU under Ministry of Defence). He advised professionals to view problems as challenges and convert those challenges into opportunities. He stressed building strong team trust, leveraging informal relationships alongside formal structures and stepping out of comfort zones to achieve long-term growth. CMA Sibaprasad Patnaik encouraged CMAs to thoroughly analyze Corporate Annual Reports specifically the Director's Report, Management Discussion & Analysis (MD&A) and Committee Disclosures. Pointing to corporate failures like Enron and Satyam, he underscored that robust internal financial controls and strong corporate governance are vital to preventing fraud. Addressing students and young professionals, he outlined clear expectations for job interviews and campus placements. During the Q&A segment, CMA Sibaprasad Patnaik addressed member queries regarding career transitions and skill building moving into strategic advisory roles that requires gaining hands-on, practical experience before transitioning into consulting. Modern CMAs must continuously update their technical knowledge such as Ind AS, Cost Accounting Standards and regulatory compliances while staying adaptable to technological advancements like Artificial Intelligence. The session was moderated effectively by Ms. Indrakshi Bhattacharya from the Journal & Publications, ensuring a smooth and engaging flow of discussion. The programme concluded with a heartfelt vote of thanks delivered by CMA Sucharita Chakraborty, HoD, Journal and Publications Committee, who expressed her sincere appreciation to the speaker for sharing valuable practical insights. She also encouraged the participants to approach professional challenges with resilience, confidence and a positive outlook, emphasizing the importance of continuous learning and adaptability in their careers.

Webinar on

"INNOVATION IN ACTION"

by The Journal & Publications Committee, ICMAI on July 17, 2026

The Journal and Publications Committee of the Institute hosted an insightful webinar titled "Innovation in Action" on July 17, 2026. The event opened with welcome address from CMA Harshad S Deshpande, Chairman, Journal & Publications Committee and he stressed that true innovation extends far beyond boardrooms and laboratories. He emphasized that innovation isn't just about thinking differently, but acting decisively whether through supply chain digitization, educational gamification, or transparent governance. The speaker CMA (Dr.) Nabanita Ghosh, Associate Professor, Christ University, Bangalore delivered a comprehensive presentation on translating creative concepts into impactful, long-term actions. Dr. Ghosh established a critical distinction between the two concepts. While creativity is simply the generation of new ideas, innovation requires an action plan, execution and above all, value creation. Drawing on Peter Drucker's insights, she noted that resources must be optimized to build wealth and benefit society. True modern innovation must align with sustainability and circular economy principles (reusing waste, reducing carbon footprints, and aiming for net-zero goals). Pointing to companies like IKEA, she explained how modular design, buyback models and accessibility deliver sustainable, long-term value without imposing prohibitive costs on consumers. In closing remarks, she looked ahead to the vision of Viksit Bharat 2047, emphasizing the need for the Cost and Management Accounting profession to evolve in line with the changing economic and technological landscape. She highlighted the growing importance of AI-enabled decision-making, urging professionals to leverage artificial intelligence for data-driven insights and strategic business decisions. Stressing the significance of continuous up-skilling and re-skilling, she encouraged CMAs to embrace lifelong learning to remain relevant in an increasingly digital environment. The webinar concluded with a brief and engaging question-and-answer session and the webinar was efficiently moderated by Ms. Somalika Chakraborty, Journal & Publications. The event concluded with a vote of thanks delivered by CMA Sucharita Chakraborty, HoD, J&P Committee who expressed sincere gratitude to the speaker for the enriching session, the participants and everyone who contributed to the successful organization of the webinar.

At the Helm!!!

CMA Tilak Raj

Heartiest Congratulations to CMA Tilak Raj who has been appointed as the General Manager (Internal Audit) at the Indian Railway Finance Corporation (IRFC) Limited, a premier Navratna Public Sector Enterprise under the Ministry of Railways.

CMA Tilak Raj brings over 28 years of distinguished professional experience in corporate governance, financial regulation and public sector auditing. Prior to joining IRFC, he served for more than 27 years in the prestigious Indian Audit and Accounts Department (C&AG) and also served at the Central Electricity Regulatory Commission (CERC) on deputation.

We wish CMA Tilak Raj the very best for all his future endeavours.

THE INSTITUTE OF COST ACCOUNTANTS OF INDIA

(Statutory Body under an Act of Parliament)

www.icmai.in

CALL FOR PAPER

Research Bulletin, Vol. 52 No. II July 2026 (ISSN 2230 9241)

Call for Research Papers/Articles

We invite you to contribute a research paper/ article for "Research Bulletin", a peer-reviewed Quarterly Journal of The Institute of Cost Accountants of India. The aim of this bulletin is to share innovative achievements and practical experiences from diverse domains of management, from researchers, practitioners, academicians and professionals. This bulletin is dedicated to publishing high quality research papers providing meaningful insights into the management content both in Indian as well as global context.

Guidelines to submit full Paper

- Soft Copy of the full paper should be submitted in double space, 12 font size, Times New Roman, keeping a margin of 1 inch in four sides, MS Word (.doc) format.
- Each paper should be preferably within 5000 words including all.
- An abstract of not more than 150 words should be attached.
- The cover page should contain the title of the paper, author's name, designation, official address, contact phone numbers, e-mail address

Papers are invited on the following topics, but not limited to:

- Generative AI in Accounting, Auditing, and Financial Reporting
- Sustainable Finance, ESG Reporting, and Green Investments
- Digital Banking, FinTech, and Financial Inclusion
- Cybersecurity, Data Privacy, and Digital Governance
- Data Analytics and Business Intelligence
- Supply Chain Resilience and Industry 5.0
- Entrepreneurship, Innovation, and Start-up Ecosystems
- Human Resource Analytics, Future of Work, and Hybrid Workplaces
- Digital Marketing, Consumer Behaviour, and Social Commerce
- Corporate Governance, Business Ethics, and Responsible Leadership
- Climate Change, Circular Economy, and Corporate Sustainability
- Smart Cities and Urban Economic Development

The Editorial Board welcomes original research papers, review articles, case studies, and empirical research on the above themes and other contemporary issues related to Commerce, Management, Economics, Finance, and Allied Disciplines.

Papers must be received within
31st August, 2026
in the following email id:
research.bulletin@icmai.in

ICMAI
THE INSTITUTE OF COST ACCOUNTANTS OF INDIA
भारतीय लागत लेखाकार संस्थान

Statutory Body under an Act of Parliament
(Under the jurisdiction of Ministry of Corporate Affairs)

www.icmai.in

studies@icmai.in

Since 1944

The Institute of Cost Accountants of India is a premier professional Institute and a Statutory Body functions under the jurisdiction of the **Ministry of Corporate Affairs, Government of India** to regulate and develop the profession of Cost and Management Accountancy (CMA) in the country.

CMA COURSE GOING GLOBAL

CMA LEADS

- 6,00,000+ Students
- 1,00,000+ Qualified Professionals
- 4 Regional Councils
- 113 Chapters across India
- 406 ROCCs & 21 Accredited Institutions
- 11 Overseas Centers
- Largest CMA body in the Globe

CMA Courses - Eligibility Criterion

Admission in Foundation Course
- *Passed Class 10 (Require to pass 10+2 before appearing in CMA Examination)*
- *10+2 Pass or its equivalent (Students appearing for 10+2 also apply on provisional basis)*

Registration to Intermediate Course
- *Passed CMA Foundation Examination*
- *Graduates of any discipline (Students awaiting final result also apply on provisional basis)*
- *Qualified CAT Level - I of The Institute of Cost Accountants of India*
- *Qualified CA Intermediate; Qualified Engineers; Qualified CS*

ADMISSION OPEN
2026-27

STUDENTS ENQUIRIES
+91 93309 02132

Core Strengths of CMA Profession

Building Cost Effectiveness	Benchmarking	Cost & Management Accounting
Business Strategy & Sustainability	Effective Regulatory Landscape	Financial Management
Auditing & Assurance	Enterprise Governance	Direct & Indirect Tax Management
Business Valuation & Product Pricing	Cost-Benefit Analysis	Management Control Systems

Career Opportunities for CMAs

- Service
- Practice
- Start-up
- Industry
- Academia

Course Fees

- Foundation - ₹6,000/-
- Intermediate - ₹23,100/-*
- Final - ₹25,000/-*

**Installment facility available*

Important Job Roles For CMAs

- CMD
- CEO
- COO
- CFO
- Director - Finance
- President - Finance
- Vice President - Finance
- Head of Finance
- Strategic Head
- Cost Advisor
- Finance Controller
- Cost Controller
- Risk Manager
- Business Analyst
- Research Analyst
- Dean/Professor of Finance

and many more .....

University Grants Commission (UGC) recognizes CMA Qualification as equivalent to PG Degree

CMA Qualification is recognised by NARIC (National Recognition Information Centre of UK) as equivalent to Master's Degree in U.K. and UAE

PROMINENT RECRUITERS IN CMA CAMPUS PLACEMENT DRIVES

GAIL (India) Limited, BEML, CWC, Trident Group, Larsen & Toubro, ITC Hotels Limited, TVS Electronics, Ford, TVS, airtel, ICICI Bank, MAX Healthcare, TATA MOTORS, marico, Jio, Capgemini, Saraswat Bank, accenture, Schneider Electric, vedanta, HONDA, Jaguar, AFCONS, Coca-Cola Hindustan Coca-Cola Beverages, VISA STEEL, HOLCIM, ZETWERK, TATA, ABB, Narayana Health, JLL, genpact

And Many More ..

Highest CTC offered INR 36 lakh p.a.

Avg. CTC offered INR 12 lakh p.a.

More than 5,000 Placements during 2022 - 2026

PLACEMENTS ENQUIRIES
+91 93309 02143
placement@icmai.in

The Institute of Cost Accountants of India
Headquarters: CMA Bhawan, 3, Institutional Area, Lodhi Road, New Delhi - 110003
Noida Office: CMA Bhawan, C-42, Sector - 62, Noida - 201309
Kolkata Office: CMA Bhawan, 12, Sudder Street, Kolkata - 700016

Help Desk:
https://eicmai.in/Grievance-Portal/index.aspx

Behind Every Successful Business Decision, there is always a CMA

Follow us: