

# ANNUAL REPORT OF THE PRESIDENT OF THE COUNCIL - 2024



(Established : 1870)

UNITED SERVICE INSTITUTION OF INDIA

# **USI ANNUAL REPORT OF**

## **THE PRESIDENT OF THE COUNCIL: 2024**

### **INTRODUCTION**

1. Gentlemen, it gives me great pleasure to welcome you to the USI Annual Council Meeting for the year 2024. The USI has consistently scaled up its performance and growth, despite financial constraints. Particularly remarkable has been its endeavour to continually explore newer avenues and lines of efforts to not only enhance the image of the Institution but of the Indian Armed Forces and the Nation as a whole. The Management deserves compliments for its excellent achievements during the current year. It is noteworthy that today, various Centres of the Institution are financially self-sustaining. During the year, USI has signed a number of MoUs, with national and international institutions, introduced new Chairs of Excellence (CsoE) and Memorial Lectures.

2. The Centre for Military History and Conflict Studies (CMHCS) deserves accolades for a well-organised 2<sup>nd</sup> edition of Indian Military Heritage Festival this year. After successful launch of 'Project Udbhav' in 2023, Project 'Veer Gatha' has been undertaken this year to create a robust ecosystem for preservation and promotion of military heritage. Similarly, after successful creation of Digital Archive for the Indian Army (IA), the Centre, this year, has undertaken a project for creation of Digital Archive for the Indian Air Force (IAF). Centre has also commenced a two-year MA programme in International Conflict Studies, in collaboration with the University of Ladakh (UoL).

3. The Centre for Strategic Studies and Simulation (CS3) continued with its niche in strategic Net Assessment studies and strategic gaming. The Centre hosted a number of seminars/webinars and round table discussions, focusing on geo-political and strategic security issues, and Multi Domain Warfare. The scope for Strategic Gaming Exercise (SGE) has increased considerably.

4. Recognising the domain expertise and the contribution of the Course Section (CS), IA (ARTRAC) designated CS as a node of excellence for the conduct of 'online phase' of command Pre-Staff Course for three subjects besides writing precis for promotion and competitive examination. Likewise, CS also undertook the task of conducting pre-staff course for the IAF and Indian Navy (IN) officers.

5. Consequent to Centre for UN Peacekeeping (CUNPK) becoming a full-fledged unit of the Indian Army, the USI is now focusing on the policy and doctrinal issues related to UNPK. This year, the USI, in collaboration with ICRC and CUNPK, conducted USI Annual UN Forum 2024 on the theme 'Changing Character of Conflicts: Challenges to Peace Operations and International Humanitarian Law'. USI has been nominated as one of the members of the four-member Advisory Committee by the Challenges Forum.

6. USI-ANBI (Atma Nirbhar Bharat Initiative) Cell has been established as a full-fledged Centre as 'Centre for Atma Nirbhar Bharat (CANB)' and has provided a platform to build synergy between users, designers, developers, and manufacturers with end-users, through collaboration in the field of disruptive and niche technologies. Another significant achievement has been the establishment of 'Cyber Centre of Excellence (CCoE)' at the USI, in collaboration with the Cyber Peace Foundation. A fully funded Cyber Responder Programme has been launched to develop cyber security and awareness in public.

7. The Editorial Section has continuously strived to ensure quality publications which includes the iconic USI Journal, being published since 1871. The prestigious USI Strategic Book 2024 was released this year by the CDS. There has been a significant increase in publication of Books and Monographs/Occasional Papers. The USI significantly expanded its presence on various digital platforms.

8. The Administration Section strived hard to improve infrastructure and enhance rental drive. Tally accounting system has been made functional leading to digitisation of accounts. Consequent to extension of land lease for 30 years, 50% reduction in property tax (shift from commercial to

private) was obtained from the Cantt Board. New payment gateway (rent-free) 'Point of Sale (PoS)' system for debit and credit card payments is fully functional. This makes transactions more convenient for our members.

9. It is my privilege to present the report of the Institution for the year 2024. A copy of the report has been placed on the table and its salient aspects will be included in the Minutes of today's meeting. The Calendar of Activities conducted during the year is at **Appendix 'A'**. Highlights of these activities during the year 2024 are contained in the succeeding paragraphs.

## **GENERAL ASPECTS**

### **Membership**

10. The Institution began with a membership of 215 members and increased to 3500 when USI moved to the present premises in 1996. Today, we have 14891 members. The drive to grant Civilian Special Membership to deserving cases has yielded good results. As of now, out of a quota of 100 members per year for this category, 12 membership cards have been issued. During the current year, 123 Life Members, 09 Associate Members, 489 Ordinary Members and 935 Course Members were enrolled. A special drive has helped in enrolling members from the Training Academies, Assam Rifles, and the CAPFs.

### **Memorandum of Understanding (MoUs)**

11. It is heartening to note that appeal of USI as a partner think tank of choice has increased nationally and globally. During the year, the following MOUs were signed:

- (a) The University of Ladakh, Leh on 13 Jan 2024.
- (b) Milli Archives Foundation, Bengaluru on 25 Jan 2024.
- (c) Centre for National Security Studies (CNSS), Bengaluru on 20 Feb 2024.
- (d) Institute of Military Heritage and Modern Research of the Armed Forces, Uzbekistan on 01 Mar 2024.

- (e) National Defence University (NDU), Taiwan on 12 Mar 2024.
- (f) Geneva Centre For Security Policy (GCSP, Geneva on 19 Mar 2024.
- (g) MGIMO University, Moscow, Russia on 27 Mar 2024.
- (h) The University for Peace (UPEACE), Costa Rica on 22 Apr 2024
- (i) Consumer Unity and Trust Society (CUTS) International, Jaipur on 30 Apr 2024.
- (j) In Mobi Tech Services Pvt Ltd, Bengaluru on 24 May 2024.
- (k) CSC e-Governance Services India Ltd, Lodhi Road, New Delhi on 24 May 2024.
- (l) Gandhi Mandela Foundation (GMF), New Delhi on 16 Jul 2024.
- (m) Imperial War Museum (IWM), UK on 29 Jul 2024.
- (n) National Institute of Electronics and Info Technology (NIELIT) on 14 Aug 2024.
- (o) Oxford India Forum, England, UK on 16 Aug 2024.
- (p) Astitva Deep Vedic Research (ADVR), New Delhi on 30 Aug 2024.
- (q) Credent Infotech Solutions LLP, New Delhi on 21 Oct 2024.

### **Administration Section**

12. The Adm Section ensured timely maintenance and upkeep of the USI building and premises. During the year, upgrade of state-of-the-art audio/video equipment in Seminar Room 3, furniture upgrade in Seminar Room 2, installation of new RO systems and a new water motor were undertaken. Two new toilets were constructed, catering to the functions in the front lawns. Part of library space has been renovated to create additional office space for scholars. Auto Fire Balls have been installed within the premises.

## **Finances**

13. USI continues to face acute financial constraints since 2011 due to lack of grant/aid from the Services or MoD. The USI Management resorted to extreme austerity measures such as suppression of permanent appointments, hiring of minimum number of researchers on contractual basis for the sponsored projects, freezing of annual increments and DA instalments for the staff. However, inescapable expenditure had to be made for bare minimum repairs, maintenance of old infrastructure, and upgrade of facilities in the seminar rooms.

14. All-out efforts were made by the USI to reach out to the Services, MoD, MEA, National Security Council Secretariat (NSCS) and DRDO for financial support. During the financial year no monetary aid was received but the USI was able to obtain projects on competitive basis from the Indian Army, Indian Air Force, and MoD, worth about Rs 4 crore. Release of these projects, notwithstanding, the financial status of the USI will remain critical unless there is major infusion of funds/grants from the Services/MoD. In the meanwhile, efforts to raise funds through collaborations with Indian Space Association, Cyber Peace Foundation, Indian Hotel Academy, rentals, funding of Air Marshal Subroto Mukerjee and Admiral RD Katari CsoE, project 'Udbhav', Digital Archiving, and income from Residency have yielded good benefits.

15. The USI Audit Report and Balance Sheet for the FY 2023 - 24, Revised Estimates for the FY 2024-25, and Budget Estimates for the FY 2025-26 are submitted to the Council. These have been recommended by the Finance Sub-committee and Executive Committee for approval by the Council.

## **Director General's Interaction**

16. During the year, DG regularly interacted with the RM, CDS, Service Chiefs, Defence Secretary and other senior policy-makers at the NSCS and Ministries to apprise them about USI functioning and seek their guidance and support. DG also met selected Heads of Missions and foreign delegations. He represented the USI at various national and international platforms to project the image of the Institution and foster

collaborations with various think tanks. He lectured at the prestigious military training establishments and think tanks in India and abroad. Details are at Para 17 and **Appendix 'A'**.

17. **USI's Participation at International Events.** USI delegations participated in the following international events:

(a) Director CMHCS visited UK from 10 Jan to 13 Feb 2024 to work on two volumes of British Indian Army badges, to be produced under the British-Indian Military Heritage Partnership between the National Army Museum, UK (NAM) and USI.

(b) Col Maneesh Parthsarthy, VSM, SRF CS3 attended the 'Taiwan National Development Course 2024' in Taiwan from 15 Jan to 03 Feb 2024.

(c) DG participated in 7<sup>th</sup> Indian Ocean Conference 2024 on 'Towards a Stable and Sustainable Indian Ocean' at Perth, Australia on 08-11 Feb 2024.

(d) Director CS3 participated in International Conference on 'Conflict Resolution for the Future of Free and Open Indo-Pacific' at Tokyo, Japan from 24 to 29 Feb 2024.

(e) DG and Director CS3 participated in RTD on 'The Future Development of India-China Relations and Prospects of India-Taiwan Potential Cooperation' at NDU, Taiwan from 11-17 Mar 2024.

(f) DG participated in the International Scientific and Practical Workshop on 'Mapping Pathways for Regional Security, Connectivity and Integration within SCO Countries: Prospects & Challenges' at Uzbekistan from 22-24 May 2024.

(g) DG participated in UN Peacekeeping High-Level Seminar on 'Preparing and Building for the Future: Pathways Towards more Nimble, Adaptive and Effective and Expert Symposium' to commemorate the International Day of UN Peacekeeping at New York on 31 May 2024.

(h) The Director CMHCS presented a video address on 'Comprehensive historical perspective on India's contribution to the Gallipoli Campaign', showcased during an international commemorative event 'India in the WW1 Gallipoli Campaign' at Istanbul on 25 Jul 2024.

- (i) Director CANB conducted the Break Out session at the International Summit on 'Responsible AI in Military Domain' at Seoul, South Korea from 08-12 Sep 2024.
- (j) Director CMHCS participated, as a keynote speaker, at a seminar on 'The Contribution and Legacy of the Indian Army in the First World War' at Brighton, UK on 15 Sep 2024.
- (k) Asst Director (Research) CS3 participated in DCAF Asia-Pacific SSG Sub-regional & Regional Forums 2024 at Malaysia from 07-11 Oct 2024.
- (l) DG participated in the 10th Forum-MEPEI Annual International Conference held in Bucharest, Romania on 'Integration and Interdependency of the Middle East Region in the Light of Political, Security and Economic Transformations' from 09-15 Oct 2024.
- (m) DDG participated in an ICRC Seminar on 'Protection of the Civilian Population (PCP)' in Tokyo, Japan from 15-17 Oct 2024.
- (n) Director CS3 participated in 'Valdai Discussion Club 21st Annual Meeting' at Sochi, Russia from 04-07 Nov 2024.
- (o) DG presented a paper in Challenges Annual Forum 2024 (CAF24) on 'Shaping the Next Generation of Peace Operations and Transforming the UN for Impactful Peace' at Berlin, Germany from 03-04 Dec 2024.
- (p) DDG participated in the 'X<sup>th</sup> Russian Political Science Congress' at Moscow, Russia from 05-07 Dec 2024,
- (q) Director Courses participated in the Plenary Session on 'A Changing Balance of Power in the Emerging Multipolarity' during the International Conference on 'International Uncertainty 2025' at MGIMO University at Moscow, Russia on 09 Dec 2024.
- (r) Director CS3 and Lt Gen Satish Dua (Retd), USI Council Member, will be participating in the IDIR sponsored bilateral discussions on 'Indo-Vietnam Relations' at Hanoi, Vietnam from 24-28 Dec 2024.



18. **USI's Participation in National Events.** USI scholars and resource faculty participated as speakers and panellists at various national events conducted by the Service HQs, Think Tanks, Universities and Military Training Establishments. Refer **Appendix 'A'** for details.

## **EDITORIAL SECTION**

### **USI Publications**

19. **USI Journal.** As the flagship publication of the institution, the USI Journal has been published continuously since 1871. It covers contemporary issues related to military heritage, national security, defence forces, and international relations, gaining global recognition for its insightful articles. The Journal features contributions from foreign scholars and has reviewed nine books in the past year. Since January 2017, it has been digitised, with only 1,000 print copies issued for institutional subscribers or those preferring a hard copy. The regular grant from the Indian Council of Social Science Research (ICSSR) for the financial year 2024-25 is pending.

20. **USI Strategic Year Book.** The ninth edition of the USI Strategic Year Book was launched by General Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, Chief of Defence Staff, on 21 May 2024. This edition features contributions from renowned authors addressing various facets of India's national security across six thematic sections: India's National Security Overview, Internal Security Concerns, Pakistan-China Collusivity, India's Strategic Neighbourhood, Global Issues, and National Security Capacity Building. Recognised as a seminal publication, the Year Book offers valuable insights for policymakers, academics, and the strategic community.

21. **Joint Publication with Army War College (AWC).** A collaboration has been established between the USI and AWC to produce an annual publication focusing on strategic issues and warfare. The inaugural edition, titled 'India's Strategic Thought and Multi-Domain Warfare Perspectives', was unveiled by the CDS on 21 May 2024.

22. **Joint Publication with Assam Rifles.** The Assam Rifles is collaborating with the USI with a proposal to publish a joint publication that focuses on the North-East. The compilation of this publication is currently underway, with some articles already received from the Assam Rifles.

23. **Books, Monographs, and Occasional Papers.** During the year, 17 books, six Monographs, and eight Occasional Papers have been published, while four books and one Monograph are under publication. These include publications undertaken by CS3 and CMHCS. The details of publications are given at **Appendix 'B'**.

24. **Strategic Perspective and Blogs.** A total of 75 articles have been uploaded on the USI website. USI Blog was actively utilised by our scholars.

25. **Social Media and YouTube Videos.** To enhance the visibility of the USI in the digital realm, following initiatives have been launched:

(a) A partnership with Astitva Deep Vedic Research (ADVR), which will provide pro bono support for all video recordings and social media posts. This collaboration aims to leverage digital platforms for impactful outreach and optimise resources.

(b) A series of 12 Strategic Dialogues, an initiative to produce short YouTube videos with eminent strategists, have been recorded, with 10 already uploaded and two under production. Additionally, four videos featuring the DG were filmed, and have been uploaded on YouTube. The details are given at **Appendix 'C'**.

(c) The recording of the 'Global Heatmap', a weekly roundup of current affairs, has commenced, with nine episodes already available on YouTube.

(d) A campaign to increase the follower count on USI's social media platforms, including Facebook, Instagram, Twitter, and LinkedIn, has been initiated. All USI events are regularly posted on all social media.

26. **Website**. The USI has forged partnership with Ms Credent Infotech Solutions LLP to develop a new website. This initiative aims to enhance features and functionalities to improve user experience, aligning with USI's objectives. The new website will be 'Smart-Phone' friendly and is expected to significantly boost USI's online presence and operational efficiency with a modernised digital platform.

27. **Capsule on Space Laws and Space Domain**. A capsule on Space Laws and the Space Domain (second in the series) was conducted for IAF officers from 18th to 20th Sep 2024.

### **USI Library**

28. The USI library with a collection of over 70413 books, some dating back to 16<sup>th</sup> and 17<sup>th</sup> centuries, is a storehouse of knowledge and archival material. During the year, a total of 209 books have been added to the library. The library has Army Lists since the days of the Presidency Armies, dating back to 1793 (Bombay Army List), which are sought after by many, to locate service details of their ancestors. As part of the Information Service for its members, the library is putting out 'Fortnightly First' twice a month. The 'Fortnightly First' contains five researched articles selected after a scan of national and international think tanks. Articles are then made available on the USI website under the Library drop down menu. Besides, it contains links for the USI articles and YouTube recordings of seminars/webinars conducted by the USI faculty.

### **USI Signature Events**

29. **Seminar on Af-Pak Faultlines**. USI organised a Seminar, in collaboration with HQ IDS, on 'Af-Pak Faultlines: Takeaways for India' on 02 Feb 2024.

30. **Seminar with HSE University, Russia**. Open Seminar, with HSE University, Russia on 'Russia – India Relations in an Unsecure World: Role of BRICS in Evolving Global Order' on 20 Feb 2024.

31. **Talk under Project Udbhav**. As part of the final event under Project Udbhav, a talk on 'Kautilya's Arthashastra and

India's Strategic Culture' by Dr Kajari Kamal, Associate Professor, Takshashila Institution, was organised on 15 Mar 2024.

32. **USI-Assam Rifles Seminar.** USI, in collaboration with Assam Rifles, organised a Seminar on 'India's Becoming a \$ 5 Trillion Economy by 2025-26 - Role of the North East as a Growth Engine' on 19 Mar 2024.

33. **Seminar on Role of IAF in 1971 War.** USI-CMHCS hosted a seminar on the 'Role of the Indian Air Force during the 1971 India- Pakistan War' on 27 Mar 2024. Air Mshl Makarand Ranade, AVSM, VM, DG (Inspection & Safety) delivered the keynote address.

34. **USI-MGIMO, Russia International Seminar.** USI-MGIMO, Russia International Seminar on 'India and Russia in Common Strategic Neighbourhood' on 28 Mar 2024.

35. **USI-INDSR Joint Workshop.** USI-INDSR Joint Workshop on 'Evolving Global Scenarios in Context of Ongoing Dynamics in the Indo-Pacific Region' at USI on 14 May 2024.

36. **2<sup>nd</sup> Lt Gen PS Bhagat Memorial Lecture.** USI, with Bombay Engineer Group and Centre (BEG) Pune, organised Second Lt Gen PS Bhagat Memorial Lecture at Manekshaw Centre, New Delhi on 'Armed Forces Contribution to Realise the Vision of Rising India' on 17 May 2024. Lt Gen KT Parnaik, PVSM, UYSM, YSM (Retd), Hon'ble Governor of Arunachal Pradesh, delivered the Keynote Address. Special Address was delivered by Gen Manoj Pande, PVSM, AVSM, VSM, ADC, the then COAS.

37. **Project Udbhav: Seminar Cum Exhibition.** To mark the culmination of first phase of Project Udbhav, a Seminar on 'Historical Patterns of Indian Strategic Culture' was organised at National Museum, New Delhi on 21 May 2024. This was followed by an exhibition titled 'Udbhav: India's Military Heritage – Evolution of Indian Military Systems, War Fighting, and Strategic Thought from Antiquity to Independence' was organised in collaboration with Indian Institute of Heritage, for 30 days. Hon'ble Raksha Rajya Mantri was the Chief Guest.

General Manoj Pande, PVSM, AVSM, VSM, the then COAS and Lt Gen Upendra Dwivedi, PVSM, AVSM, then VCOAS, graced the occasion with their presence.

38. **22<sup>nd</sup> Major General Samir Sinha Memorial Lecture**. The event was held on 21 May 2024 wherein, Gen Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, Chief of Defence Staff, delivered a talk on, 'Jointmanship: The Way Ahead'.

39. **USI – ICRC Joint Seminar**. A joint Seminar on 'Protection of Civilians in Modern Conflicts and International Humanitarian Law' on 27 May 2024. Keynote Address was by Lt Gen Rakesh Kapoor, AVSM, VSM, DCOAS (IS & C).

40. **Core-Group Meeting**. A core group meeting of SMEs (Subject Matter Experts) on the topic "Rise of Terrorist Activities in Jammu Region: Assessment and Suggested Response" by was conducted on 04 Jul 2024. The Report for the same was forwarded to concerned Depts and HQs.

41. **Seminar on 25th Anniversary of Kargil War**. To mark the 25<sup>th</sup> anniversary Operation Vijay, USI-CMHCS, in collaboration with the State Bank of India, organised a seminar on '25 Years of Kargil War' at the USI on 09 July 2024. Former Army Chief, General VP Malik, PVSM, AVSM (Retd), delivered a special address.

42. **Seminar with CUTS International**. Joint Seminar with Consumer Unity and Trust Society (CUTS) International on 'Stories of US - India Defence and Security Partnership' at USI on 11-12 Jul 2024. Amb Eric Garcetti, Ambassador of USA to India, delivered the Keynote Address.

43. **Nelson Mandela Day**. USI, in collaboration with Gandhi Mandela Foundation, celebrated Nelson Mandela Day at the USI on 18 Jul 2024.

44. **USI-SIPRI Joint Seminar**. USI jointly with SIPRI organised a Seminar on 'Nuclear Threat Matrix & Emerging Technologies: Impact on Nuclear Postures' on 20 Aug 2024.

45. **Conservator Course**. USI-CMHCS organised its first 'Conservator Course' in collaboration with the National Mission of Manuscripts, New Delhi from 02 to 06 Sep 2024.

46. **Combined Operational Review and Evaluation (CORE) Programme**. For senior officers of the rank of Major General and equivalent rank officers from other services and civil services was conducted at USI from 09-13 Sep 2024. CORE programme consisted of lectures and panel discussions by subject experts to undertake a comprehensive assessment of various Indian strategic trends and concerns, nationally, and globally. Senior serving and veteran officers from Army, Navy, Air Force, retired diplomats, and strategic experts mentored the programme. The theme for Day 1 was "Emerging Threats & National Security", with the sub-themes as 'Navigating the Evolving Digital Landscape in Defence: Leadership Perspectives', "Emerging Threats during transition to New Global Order & India's Response Strategy". The theme for Day 2 was "Force Integration and Capability Development" with sub-themes of "Transition to Theaterisation & Reforms", "Lessons from Recent / Ongoing Wars & Aggressions", and "Capabilities needed in the Conventional Domain to achieve Credible Military Deterrence". The theme for Day 3 was "Synergisation with 'Whole of Nation Approach'" with the sub-themes as "The Contours of Viksit Bharat 2047", "Civil Military Fusion – Practical Approach & Steps", and "Impact of Non-Kinetic Warfare (Information, Media Narratives, Cartographic & Legal Warfare, Cyber Warfare): Counter Strategies". The theme for Day 4 was "Strategic Leadership" with the sub-themes as "Conflict Management & Complex Negotiations", "Challenges of Strategic Leadership in Contemporary Times", and "Youth Leadership - Their Models of Success & Best Practices". The theme for Day 5 was Technology Infusion with sub themes being "The emerging Private Space Eco-System in India: Leveraging it for the Armed Forces", and "Adoption of AI in Military, and Security of Data, Connectivity and Cyber Space".

47. **Strategic Gaming Exercise (SGE) for AWC**. USI conducted 'Ex-Kootneeti' for Higher Command Course (HCC-53) at Army War College, Mhow from 17-18 Sep 2024. The USI team helped the participants in preparing geopolitical scan,

warfighting strategies, National Security Strategy, and National Military Strategy.

48. **USI-HQ IDS Seminar**. A joint seminar with HQ IDS on 'Winning a War Without Fighting: Strategies for Peaceful Victories' on 15 Oct 2024.

49. **28<sup>th</sup> Colonel Pyara Lal Memorial Lecture**. The event was held on 22 Oct 2024 wherein, Gen Upendra Dwivedi, PVSM, AVSM, Chief of the Army Staff, delivered a talk on, 'Decade of Transformation: Indian Army in Stride with the Future'.

50. **Indian Military Heritage Festival**. The second edition of the Indian Military Heritage Festival was held on 8-9 Nov 2024 at the Kamladevi Complex, India International Centre, New Delhi. The two-day flagship event was inaugurated by the Gen Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, Chief of Defence Staff, in presence of Shri Shyam Saran, IFS (Retd), President IIC, Lt Gen Pratik Sharma, AVSM, SM, DCOAS, Vice Adm Tarun Shobti, AVSM, VSM, DCNS, Air Mshl Tejinder Singh, AVSM, VM, DCAS, and DG USI. The inaugural of the IMHF also witnessed the launching the project 'Shaurya Gatha' a joint initiative of DMA and USI of India to highlight India's military heritage and culture. The Festival witnessed 22 panel discussions, band presentations from the three Services, photo exhibition by the DRDO and display of stalls by the Army and Air Force along with other agencies. The festival also showcased the Induction Publicity Exhibition Vehicle by the Indian Air Force that was much appreciated by the young students from various schools and colleges along with NCC cadets. The fully sponsored event was financially supported by Ministry of Defence, DMA, DRDO, Indian Army, Indian Air Force, Tourism of Ladakh, Department of Tourism Arunachal Pradesh, Fortinet and British High Commission. Presence of Big FM 92.7 and exhibits from the three Services added flavour to the entire event. The closing ceremony was presided over by Amb Shyam Saran, President IIC in presence of Lt Gen Vipul Singhal, AVSM, SM, DICIDS (DoT), Air Mshl (Dr) Rajeev Sachdeva, AVSM (Retd), Chairman, Board of Management USI-CMHCS, DG USI, and Dir CMHCS.

51. **SGE for NWC**. USI conducted a SGE for Naval Higher Command Course (NHCC) at Naval War College, Goa from 18-20 Nov 2024. The USI team mentored the participants understanding and discussing scenarios in South China Sea and Taiwan Strait.

52. **USI Annual UN Forum 2024**. This collaborative event, with ICRC, was conducted on 27-28 Nov 2024 on 'Changing Character of Conflicts: Challenges to Peace Operations and International Humanitarian Law'. Sub-themes were, Changing Character of Armed Conflicts, Evolving Conflicts - Challenges to Peace Operations and International Humanitarian Law. Protection of Civilians and Peacekeepers, Climate Change and UN Peace Operations, Women in UN Peace Operations – Key to a lasting Peace and Analysing the Future: Challenges and Opportunities for UN Peace Operations. Mr Jean-Pierre Lacroix, Under-Secretary-General for Peace Operations, United Nations and Mr Alexandre Zouev, Assistant Secretary-General for Rule of Law and Security Institutions, Department of Peace Operations shared recorded video messages. However, Benoît Pylyser, Director, Challenges Forum participated virtually. Mr Shombi Sharp, UN Resident Coordinator in India; Ms Susan Ferguson, Country Representative, UN Women India and Ms Annika Hilding, GCSP, Geneva participated physically. The event was attended by diplomats, service officers, foreign and Indian peacekeeper and students of international relations. Other participants included former Indian Head of the UN missions, Force and Deputy Force Commanders, Deputy SRSG, UN Resident Coordinator, Head of UN Women India, Head of Regional Delegation, ICRC and recently de-inducted Indian peacekeepers. This event was also supported by CUNPK and MEA.

53. **Annual Essay Competitions**

(a) **USI Gold Medal Essay Competition 2024**. A total of 92 entries were submitted on the topic 'Non-contact and Non-kinetic Warfare in the Indian Context: Concepts and Pathways'. 50 entries were disqualified for not meeting the competition guidelines. The remaining 42 entries were forwarded to three evaluators, each from a different service, for detailed



assessment. The evaluations have been completed by the evaluators. The winners will be announced at the Annual USI Council Meeting.

(b) **Lt Gen SL Menezes Memorial Essay Competition 2024**. The subject of this year's essay competition was 'Meghna Heli Bridging Ops 1971 War : Appraisal and Lesson'. A total of 60 entries were received for this year's competition. On perusal 37 entries were found violating the rules of the essay competition and 23 entries were forwarded to the evaluators for evaluation. Results will be declared at the Annual USI Council Meeting.

(c) **USI-WAR Wounded Foundation Joint Essay Competition 2024**. The subject of this year's essay competition was 'Caring for the War-Disabled – How will their treatment impact future recruitment into the Armed Forces?'. A total of 66 entries were received for this year's competition. On perusal 35 entries were found violating the rules of the essay competition and 31 entries were forwarded to the judges for evaluation. Results will be declared at the Annual USI Council Meeting.

## **CENTRE FOR MILITARY HISTORY AND CONFLICT STUDIES (CMHCS)**

54. During the year 2024, the CMHCS undertook various activities and submitted a number of major project proposals, details of which are in the succeeding Paras:

### **USI- War Wounded Foundation**

55. As part of the USI-WWF collaboration, the second USI-WWF Chair of Excellence was awarded to Col Pronob Roy (Retd) for the year 2024-25. His research topic is 'Beyond the Battlefield: Analysing the Role of the Private Sector, Media, and Public in Supporting War-Disabled Personnel in India'.

56. The report of the previous study: '*Ground Realities, Gaps and Challenges in Access to Entitlements and Benefits for War Wounded Disabled Soldiers and Disabled Cadets*' by

Mrs Meghna Girish has been published as a Monograph. The same was released in presence of Gen Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, Chief of Defence Staff on the 08 Nov 2024 at the Indian Military Heritage Festival at India International Centre, New Delhi.

### **Joint USI-ICWA Project: Diplomatic Dimensions of Military History**

57. Following the successful completion of the joint USI-ICWA International Conference titled 'Diplomatic Dimensions of Military History: Indian Armed Forces in France and Flanders during WWI And WWII' in April 2023, the Centre published a book titled 'Diplomatic Dimensions of Military History' was produced by the Centre during the year. The arguments presented during the conference are compiled in this volume, which is an attempt to demonstrate the importance of India's role in World Wars I and II in strengthening the capabilities, institutions and influence of its diplomacy.

### **Coffee Table Book on National War Memorial**

58. USI-CMHCS produced a Coffee Table Book for the MoD which highlights the significance of the National War Memorial. Release of the publication is pending with MOD.

### **Setting up of the Kameng Cultural and Heritage Museum at Nyukmadung, West Kameng, Arunachal Pradesh**

59. The Indian Institute of Heritage (IIH), Ministry of Culture, has approached the USI-CMHCS for setting up of the Kameng Cultural and Heritage Museum at Nyukmadung, West Kameng, Arunachal Pradesh.

60. The Centre assisted in preparing the narrative and curating displays highlighting the role of the Indian Army and Indian Air Force in military and aid-to-civil operations in Arunachal Pradesh (erstwhile NEFA). The Local Military Authority and Deputy Commissioner (DC), West Kameng/ADC, Dirang, Arunachal Pradesh, were also part of this project. On 24 July 24, first Content Evaluation Committee for the museum

was held at National Museum, Delhi, to evaluate the Themes and Concept Note, Content, Layout and Display Object List, etc which was attended by Director CMHCS.

### **USI-NAM British Indian Military Heritage Partnership**

61. Work on two volumes of British Indian Army badges, which are to be produced under the British-Indian Military Heritage Partnership between USI and the National Army Museum, UK (NAM) is ongoing. Further details of the publication are under the head 'Ongoing Research'.

### **Military Museum Association of India**

62. The Military Museums Association of India (MMAI) is a forum for military museums with substantial military heritage collections within India. So far seven military museums across the country are members of MMAI.

63. For the members of MMAI various courses are planned from this year. To start with, the Centre organised its first 'Conservator Course' (Refer Para 45 for details). This course familiarised the participants about the ethics of conservation, history of manuscripts, types of ink and other writing material, concept of preventive & curative measures, different methods of preservation, restoration of documentary wealth, challenges in conservational solutions, etc.

### **Military Heritage Tourism**

64. The Centre collaborated with Andaman Anchorage to organise a trial tour of 7 days and 6 nights for Andaman Islands from 22-27 Apr 2024. After the success of trial tour, Andaman Anchorage organised its first tour with increased participation from 23-29 Sep 2024. Prospects are being explored with various state governments to develop military tourism in their respective States.

### **Project 'Shaurya Gatha'**

65. The Project 'Shaurya Gatha' is an initiative of the DMA executed through the USI to preserve and promote India's

military heritage and culture. The project aims at preserving diverse aspects of India's rich military heritage of valour, sacrifice and service to the nation, by creating a National Military Heritage Conservation Policy, and a linked comprehensive National Education Programme. To identify, preserve, and showcase key military landmarks such as forts, battlefields, memorials, and museums, highlighting India's military heritage. The project was launched by the CDS on 08 Nov 2024 during the Indian Military Heritage Festival 2024.

### **Battlefield Guide Series**

66. As part of the USI-CMHCS series of battlefield guides comprising of six books, the third book in the series 'India's Historic Battles: Imphal Kohima 1944' by Hemant Singh Katoch, was published in Mar 2024. Refer **Appendix 'B'** for details.

### **MA Program in International Conflict Studies (MAICS)**

67. The Centre has collaborated with the University of Ladakh (UoL), Leh, to offer a two-year Master of Arts (MA) in International Conflict Studies (MAICS) program at the USI Complex in New Delhi. The aforementioned MA program blends subjects from academic disciplines like peace and conflict studies; international relations; and defence and strategic studies, which have gained immense popularity among enthusiasts of the liberal arts and social sciences in recent years. The program presents a unique opportunity for students to obtain a postgraduate degree from a premier public university after being trained within the ecosystem of a leading, New Delhi-based think-tank specialising in military and strategic affairs. The course has commenced wef 21 Oct 2024.

### **'Project Udbhav' 2023-24**

68. Project Udbhav is a joint collaboration of the USI-CMHCS with the Indian Army to study the evolution of Indian Military Systems, Strategy, War Fighting and Strategic Concepts, with the aim of developing an indigenous strategic culture and vocabulary rooted in India's philosophy and traditions.

69. Refer to Para 31 and 37 for details of activities related to the project.

70. Refer to **Appendix 'B'** for details of project related publications.

### **Indian Military Heritage Festival**

71. Refer Para 50 for details.

### **USI-NAM Military Museum Curator's Course**

72. The sixth iteration of the Annual Military Museum Curators' Course was held at the USI from 04 to 07 Nov 2024. The course of this year was conducted in-person. It included representatives from the Indian Army, Navy, Air Force and representatives from Indian Institute of Heritage, Ministry of Culture. As part of the course this year, site visit to the Air Force Museum, Palam was organised.

73. The four-day training programme was conducted by trainers from the National Army Museum and the Gurkha Museum, UK along with speakers from India.

### **USI- MoD Gallantry Awards Portal**

74. Gallantry Awards Portal (GAP) project is an initiative of Ministry of Defence (MoD), Government of India, first launched by the Hon'ble Prime Minister Shri Narendra Modi in 2017. The MoD signed a MoU with USI-CMHCS in December 2021 to create a digital repository of gallantry award recipients of the Indian Armed Forces. It is a digital platform to immortalize our soldiers, seamen and airmen who valiantly guard our borders day and night to uphold the sovereignty and territorial integrity of the nation. The project strives to create a broad and inclusive digital repository ([gallantryawards.gov.in](http://gallantryawards.gov.in)) of all gallantry award recipients, engage with the public, and propagate a sense of civic consciousness among people. The portal currently has accounts of more than 4000 awardees. The USI is responsible for:

(a) Tracing the history of the Indian Armed Forces and creating a broad and inclusive online repository about awardees and related wars, battles, and operations.

(b) Content generation in the form of write-ups on wars, battles and operations, profiles of awardees, graphic

plates, audio-visual content and handling the GAP social media platforms.

(c) Developing holistic content for the GAP portal with the aim of creating a dynamic, interactive, and participatory online space and ensuring optimal reach and impact of the Portal.

75. This involves research from published military history books, MoD citations, and interaction with units and family members. Give publicity to the work being undertaken by publishing articles in various newspaper/magazines.

76. Project 'Veer Gatha' was instituted under Gallantry Awards Portal (GAP) in 2021 to disseminate the details of acts of bravery of the Gallantry Awardees and their life stories among the youth.

77. In its third edition, more than 1.36 crore school students from all 36 States and UTs participated. Super-100 winners of Project Veer Gatha 3.0 were felicitated by Raksha Mantri in New Delhi in the presence of Education Minister Shri Dharmendra Pradhan. The work on the 'Veer Gatha 4.0' has already started, and the GAP team has been involved with all the State and District level nodal officers for smooth implementation of the project on ground.

**USI-CSKM Public School joint seminar on 'Kargil Operation: A Watershed in India's National Security in the Emerging Geopolitical Environment'**

78. As part of the school's CSR activity, the USI conducted an inter-school seminar on military history titled 'Kargil Operation: A Watershed in India's National Security in The Emerging Geopolitical Environment' was hosted at the premises of CSKM public school to commemorate the 25th year of the 1999 Kargil Operations. An Art Exhibition, inaugurated by the DG, USI, where students presented 3-D models of the Kargil War, set the tone for the event.

79. The key feature of the Seminar was the student-led inter-school syndicate group presentations covering military

operations from 1962 to the Kargil War. DG, USI provided expert insights into the various military operations of the Indian Armed Forces.

80. A panel discussion, moderated by Maj Gen Jagatbir Singh, VSM (Retd), was also organised. The panellists, Brig Amul Asthana (Retd), Capt (IN) Sarabjeet Parmar (Retd), and Gp Capt VS Rana (Retd), shared their experiences with students.

### **Creation of Digital Archive for Paramilitary Forces**

81. The Centre has put forward proposals to develop digital archives for the various paramilitary forces and Indian Coast Guard. The DIG ITBP, DG SSB and the Coast Guard, Assam Rifles and DRDO have shown interest in the proposal.

82. In Sep 2024, the DG Assam Rifles shared a comprehensive breakdown of the material to be digitised. It was intimated that the digitisation process of Assam Rifles will be considered in the next financial year (2025-26).

### **Creating a Digital Archive for the Indian Army: Extension Phase**

83. In continuation of the Pilot project, an extension of another six months was assigned to the USI-CMHCS for the digitisation of 05 lakh more documents in the month of July 2023. Digitisation of one lakh pages was completed and accepted by Dec 2023. Proposal for further extension of project has been projected and is under consideration.

84. Gen Manoj Pande, PVSM, AVSM, VSM, ADC, the then COAS, officially announced the Indian Army Digital Archives project named 'Project Shaurya Sankalan' in Annual Press Conference 2024, on 11 Jan 2024.

### **Creating a Digital Archive for the Indian Air Force**

85. The USI in collaboration with Air HQ Dte of Media & Public Relations and Space is working towards creating a digital archive for the Indian Air Force. The project, worth Rs 2.18 crore, undertakes digitisation of documents (including

handwritten/typed documents, photographs, maps, books etc.), conversion of audio and video tapes to digital format, and creation of customised Document Management Software (DMS).

### **Workshop on IAF Digital Archive and Record Management**

86. The Centre has put up a proposal with IAF Dte of Ops (MPR) to train personnel who will be appointed as nodal officers responsible for identifying records for digitisation of IAF records and also for preservation under the statutory requirements of the Public Record Act. The proposal of workshop is under consideration with the Dte of Ops (MPR).

### **CWGC Non-Commemoration Project**

87. USI CMHCS has collaborated with the Commonwealth War Graves Commission (CWGC) to coordinate research in a project to address historical inequalities in commemoration of Indian war dead after the World Wars.

88. The project seeks to identify Indian casualties of WW1 and WW2 that are missing from the international CWGC database. Attempts for obtaining pre-independence regimental long rolls are going on. Assistance to facilitate access to the pre-1947 regimental long rolls from various record offices is being sought.

### **USI-IWM Collaboration**

89. To work in areas of mutual interest in the field of British/Indian military history and heritage, an MoU has been signed with the Imperial War Museum (IWM), UK. The aim is to work together to further research, and make accessible collections and material which relate to the shared heritage of the British Army and Indian Army up to 1947, and to support activities which enable and encourage research and conservation, facilitate research scholars, and assist each other in mutually agreed projects.

90. As part of the collaboration, both institutions are working towards a proposed Exhibition on Indian Soldiers to be held in 2027. This project is conceived to be a chronological, object and story-led exhibition showcasing the contribution of Indian soldiers to pre-independence wars with a focus on the uneven



road to partition. This project will also explore cultural encounters and cover the role played by the Royal Indian Navy and Royal Indian Air Force.

### **Seminar on the Role of the Indian Air Force during the 1971 Indo-Pak War**

91. Refer Para 33 for details.

### **Seminar on 25th Anniversary of Kargil War**

92. Refer Para 41 for details.

### **Ongoing Research**

93. The details of ongoing research are:

(a) Maharana Pratap Chair (2023-24): 'Mewar State Forces and the Medals and Decorations of Udaipur' by Tony McClenaghan.

(b) USI-NAM British-Indian Military Heritage Partnership: *Indian Army Insignia: Shoulder Titles 1885-1947* by Sqn Ldr RTS Chhina (Retd) and Tony McClenaghan

(c) USI-NAM British-Indian Military Heritage Partnership: *Indian Army Insignia: Buttons 1757-1947* by Sqn Ldr RTS Chhina (Retd) and Tony McClenaghan.

(d) Chhatrapati Shivaji Chair (2020-21): Military Biography of the Late Lt Gen Jaswant Singh, PVSM, AVSM\*\* by Maj Gen Ardaman Jit Singh Sandhu, VSM (Retd).

### **CMHCS Publications**

94. The details are covered in **Appendix 'B'**.

### **Lt Gen SL Menezes Memorial Essay Competition 2024**

95. Refer Para 53 for details.

### **USI-WWF Joint Essay Competition 2024**

96. Refer Para 53 for details.

## **CENTRE FOR STRATEGIC STUDIES AND SIMULATION (CS3)**

97. CS3 has maintained its focus on delivering high-quality research in strategic and military affairs. During the year, the Centre conducted scenario-based strategic games, hosted a range of seminars/webinars and Round Table Discussions (RTDs), facilitated Track 1.5 dialogues with international partners, and organised table-top exercises.

98. CS3 conducted skill development programmes, like CORE Programme, annual internship for students from various universities, and panel discussions. The Centre also organised conduct of memorial lectures. CS3 has undertaken a key Net Assessment project for the Ministry of External Affairs (MEA). The Centre also signed a number of MoUs.

99. A summary of CS3 activities is contained in the succeeding paragraphs.

### **Ongoing Research**

100. Presently the following research projects are in progress:

#### **(a) Scholar's Projects**

(i) Effectiveness of IW during Russia-Ukraine Conflict and Lessons for India – Col Amit Kumar Sharma, Senior Research Fellow.

(ii) Reimaging India's Strategic Culture in Emerging World Order – Col Sachin S Mahadik, Senior Research Fellow.

(iii) Faultlines in Pakistan: Implications and Opportunities for India – Col Suraj Chambial, SM, Senior Research Fellow.

(iv) Emerging Disruptive Technologies and their Impact on the Future Battlefields – Col Maneesh Parthasarthy, VSM, Senior Research Fellow.

(b) **Chairs of Excellence**. Status of the allotment of Chairs is as follows:

- (i) Field Marshal KM Cariappa Chair of Excellence on 'Leveraging North East's Soft Power for enhancing Peace and Stability and Furthering India's Act East Policy' to Lt Gen Shokin Chauhan, PVSM, AVSM, YSM, SM, VSM (Retd).
- (ii) General Bipin Rawat Chair of Excellence on 'Modern Wars Future Force in Indian Context' to Lt Gen (Dr) Rakesh Sharma, PVSM, UYSM, AVSM, VSM (Retd).
- (iii) Bhawanipur Education Society College (BESC) Chair of Excellence on 'Civil Military Fusion for Enhancing India's National Security' to Lt Gen Raj Shukla, PVSM, YSM, SM (Retd).
- (iv) Air Marshal Subroto Mukherjee Chair of Excellence on 'Air Power in Joint Warfare: An Indian Perspective' to Air Mshl Diptendu Choudhury, PVSM, AVSM, VM, VSM (Retd).
- (v) Flying Officer Amandeep Singh Gill Chair of Excellence on 'Wings of Support: Nine Decades of Action by Transport Fleet of IAF' to Air Mshl (Dr) Rajeev Sachdeva, AVSM (Retd).
- (vi) Admiral RD Katari Chair of Excellence on 'Maritime Grey Zone Warfare: A 360 Degree View' to Vice Adm AK Chawla, PVSM, AVSM, NM, VSM (Retd).
- (vii) Assam Rifles Chair of Excellence on 'Changing Security Paradigms in the North East – Near East & the Evolving Role of the Security Forces' to Lt Gen PC Nair, PVSM, AVSM, YSM, PhD (Retd).
- (viii) MEA Chair of Excellence on 'Diplomatic Initiatives Needed for Viksit Bharat 2047' to Ambassador Anil Trigunayat, IFS (Retd). (Under consideration)
- (ix) Lt Gen PS Bhagat Chair of Excellence to Lt Gen SS Hasabnis, PVSM, VSM (Retd). (Under process)

(x) Prof DS Kothari DRDO Chair of Excellence – Not funded hence vacant.

(c) **Net Assessment Project**

(i) Centre for Contemporary China Studies (CCCS), MEA Project on 'Comprehensive Assessment of China-2035'.

(ii) A study on 'Geo-political Re-alignments in West Asia and its Geo-strategic Implications (Specific to India)' has been allotted by HQ IDS and will be progressed during the next year.

101. **Strategic Gaming Exercise**

(a) **Army War College, Mhow.** Refer Para 47 for details.

(b) **Naval War College, Goa.** Refer Para 51 for details.

102. **Skill Development Programme**

(a) **Combined Operational Review and Evaluation (CORE) Programme.** Refer Para 46 for details.

(b) **Core-Group Meeting.** Refer Para 40 for details.

(c) **Internship Programme.** CS3 conducted a Summer Internship Programme from 14 May to 15 Jun 2024. Students from Christ University, Bangalore, O.P. Jindal Global University (JGU), Sonapat, Delhi University, Shiv Nadar University, Noida, and Himachal Pradesh University, Shimla attended.

103. **Joint Seminars/Workshops 2024.** CS3 conducted eight joint seminars/lectures as under:

(a) **Seminar on 'Af-Pak Faultlines: Takeaways for India'.** Refer Para 29 for details.

(b) **Seminar on 'Russia – India Relations in an Unsecure World: Role of BRICS in Evolving Global Order'.** Refer Para 30 for details.

(c) **Seminar on 'India Becoming a \$ 5 Trillion Economy by 2025-26 - Role of the North East as a Growth Engine'**. Refer Para 32 for details.

(d) **International Seminar on the topic 'India and Russia in Common Strategic Neighbourhood'**. Refer Para 34 for details.

(e) **Joint Workshop on 'Evolving Global Scenarios in Context of Ongoing Dynamics in the Indo-Pacific Region'**. Refer Para 35 for details.

(f) **Event titled 'US-India Defence and Security Partnership'**. Refer Para 42 for details.

(g) **Nelson Mandela Day**. Refer Para 43 for details.

(h) **Seminar on 'Nuclear Threat Matrix & Emerging Technologies: Impact on Nuclear Postures'**. Refer Para 44 for details.

(i) **Seminar on 'Winning a War Without Fighting: Strategies for Peaceful Victories'**. Refer Para 48 for details.

#### 104. **Memorial Lectures**

(a) **Second Lt Gen PS Bhagat Memorial Lecture**. Refer Para 36 for details.

(b) **22<sup>nd</sup> Major General Samir Sinha Memorial Lecture**. Refer Para 38 for details.

(c) **28<sup>th</sup> Colonel Pyara Lal Memorial Lecture**. Refer Para 49 for details.

105. **CS3 Scholars Participation in International Events**. Refer Para 17 for details.

106. **USI Scholars Participation in National Events**. Refer Appendix 'A' for details.

107. **Publications**. Refer Appendix 'B' for details.

## 108. **Bilateral International Interactions**

- (a) Visit of 32-Member Armed Forces Command and Staff College Study Tour Team from Saudi Arabia to USI on 15 Jan 2024.
- (b) Visit of five-member Oman delegation headed by Rear Adm Ali Al-Shidi, Commandant of the NDC of Oman on 16 Apr 2024.
- (c) Visit of 14-Member Sri Lankan NDC Delegation led by Air Vice Mshl PN De Costa USP NDC on 03 May 2024. Two lectures were conducted on the topic 'Indian Perspective on Regional Security in the Emerging Geopolitical Developments' by Maj Gen BK Sharma, AVSM, SM & Bar (Retd), DG, USI and 'The Salience of Indo-Sri Lankan Bi-lateral Relations' by Brig WS Gamage, RSP USP psc, Sri Lanka.
- (d) Visit of Dr Rafiq Dossani from RAND Corporation, USA on 05 Jul 2024.
- (e) Visit of Dr Rafiq Dossani along with three senior RAND researchers from RAND Corporation, USA on 03 Oct 2024.

## 109. **Round Table Discussions (RTDs)/Webinars/Scholars Presentations.** Refer **Appendix A** for details.

### **COURSE SECTION**

110. The Course Section (CS) at the USI is the hub of its contact with the functional level officers of the field IA, IN and IAF. Officers from all three Services look forward to the CS for their personal professional development and career enhancement through success in promotion and competitive exams of their respective services.

### **Preparatory Courses for Competitive and Promotion Examinations**

111. Since inception, the CS had been conducting professional development courses for the officers of all three Services. The

CS conducted online Pre-Staff Courses on three subjects successfully. Above apart, DSSC Correspondence Preparatory Course and Contact Programme for the IA and the former for the IN and IAF were also conducted. Part D and Part B promotion examination preparatory courses for the IA were undertaken as well. About 1650 officers were trained in various courses during the year.

112. **Online Pre-Staff Course (OPSC) 2025.** Planning for conduct of OPSC 2025 has begun based on feedback and experience gained in previous years. Online sessions of Current Affairs (CA), Science and Military Technology (SMT), and Military History (MH) will be undertaken, with suitable modifications.

113. **Courses for the IAF and the IN.** While the USI of India continued with the Professional Military Examination / DSSC for the IN, a large number of IAF officers undertook both the OPSC (for CA) and Correspondence Course (for CA and MH). In 2025 also, CS3 will conduct the above courses for IAF and IN with similar gusto, including preparing and providing study material to aspirant officers.

114. **Contact Programme (CP).** Three Contact Programmes, in hybrid form, for the DSSC aspirants were conducted for 223 officers during the year.

115. **Provision of Empanelled Directing Staff.** Based on requirements of the Regional Commands, a number of USI of India empanelled Directing Staff are requested to assist Commands in conduct of the Offline Pre-Staff Courses on most subjects including Tactics 'B'.

116. **Preparation of Study Material for Part B and D.** The CS undertook preparation of precis and appropriate study material for Part B and Part D promotion examinations of the IA. The study material was endorsed by ARTRAC.

## **USI – CENTRE FOR ATMA NIRBHAR BHARAT (CANB)**

117. The Centre has become fully functional since Jan 2024. It not only acts as a bridge between defence industry and the armed forces, but also serves as a platform to cross-fertilise ideas, and develop a robust ecosystem for indigenisation and self-reliance. The objectives of CANB are:

- (a) **Research and Analysis**. To identify and carry out in-depth studies of international and domestic emerging trends, challenges and opportunities in emerging technology and the current aerospace and defence sector.
- (b) **Capacity Building**. Organise training programs, workshops and conferences to enhance the capabilities of the armed forces, para military forces and defence industry stakeholders.
- (c) **Projects**. Undertake projects on geopolitical research and emerging technologies including R&D for the three Services, para military forces, and corporate entities.
- (d) **Policy Advocacy**. Engage with policymakers and government agencies for policies that support self-reliance and the growth of the defence sector.
- (e) **Collaboration**. Provide opportunities to and facilitate collaboration between defence industries, including MSMEs, and the three Services by providing a platform for communication, partnership, and growth.

118. To meet its objectives, the Centre is undertaking:

- (a) Networking and collaboration with other establishments, institutions and think tanks in India and abroad of governmental and non-governmental nature.
- (b) Deliberations on Strategic Issues, Cyber Security, Hybrid Warfare, Disruptive and Technology, AI, Automation, Space Centric Warfare, Drones and UAVs.
- (c) Conduct of track 1.5/2 dialogue on the geopolitics of technology.



(d) Conduct of RTDs with stakeholders to improve awareness of domestic MSMEs to defence industry and provide guidance by experienced practitioners.

(e) Participation in the tri-service projects.

119. A significant achievement has been the establishment of the 'Cyber Centre of Excellence' (CCoE) at the USI. This initiative, developed in collaboration with the Cyber Peace Foundation, represents a major step forward in fostering cyber security expertise and innovation. Phase 1 of the CCoE was inaugurated by the Chief of the Naval Staff on 15 Feb 2024. Phase II was inaugurated by Hon'ble RRM Shri Sanjay Seth, on 14 Aug 2024, further solidifying the Centre's role as a leader in the field and its commitment to advancing India's technological resilience and independence.

120. Major events conducted by the CANB during 2024 are as follows:

(a) Seventh edition of the Centre's Program 'Aavahan' to guide start-ups and MSMEs into the defence industrial ecosystem.

(b) Conclave on Aerospace and Defence Capability Roadmap - 2030 with Strategic Digest.

(c) Indo Brazil Round Table Discussion on Export of Make in India Defence Equipment.

(d) Co-hosted Outstanding Security Professional Awards – Asia, an international event at the USI.

(e) Visit of UK Delegation to CCoE.

(f) Webinar with Nirmal Bang Securities on role of AI in Financial markets and its implications.

(g) Co-hosted the India Defence Conclave with ET Now / ET Government.

(h) Co-hosted a Seminar on 'Navigating Cyber Insecurity: Building Resilience in an Interconnected World' with CSC (E-Governance), a MEITY organisation.

(i) Organised a 'Cyber Swachhata Abhiyaan' for the National Security Council Sectt (NSCS) for the principals, teachers and students of Kendriya Vidyalayas at the USI. The event was inaugurated by Shri TV Ravichandran, Dy NSA.

(j) Cyber Forensics capsule for officers of CISF and Army Cyber Group. Indian and Korean instructors gave detailed talks and discussion on cyber forensic.

121. **International Participation**. Refer Para 17 for details.

122. **First Responder Programme**. Cyber Peace Foundation has shortlisted the USI to conduct its 'First Responder' course. Based on these, 1,50,000 personnel will be trained by the experts from USI-CCoE on Cyber Warfare. The project is of. It aims to target NCC cadets, college students, and housewives.

123. **Projects**. Details are:

(a) A research project for NSCS on 'Enhancement of Dual Use Infrastructure and Resources for Augmenting Military Capabilities to Improve War Stamina' has been completed during the year.

(b) Cyber Peace Global Dialogue Summit, jointly with Cyber Peace Foundation, to brain storm on 'Trust and Safety in the Digital World' at IIT, Delhi.

124. **Projects in Pipeline**. Cyber Warfare courses from 'Beginner to Expert' level for:

(a) Army Education Corps in Dec 2024: The Corps is under transformation and will be trained on the Cyber Warfare

(b) Assam Rifles in Dec 2024: To hone up the skills of Assam Rifles personnel on Cyber warfare.

125. **Research projects by Scholars**. The following scholar's project are in progress:

(a) 'Civil-Military Fusion: A Way Ahead in Building Infrastructure along Northern Borders' by Col Vijay Kumar Goyat, Senior Research Fellow.

(b) 'Realisation of Aim of Atma Nirbhar Bharat in Defence' by Gp Capt Saminjay Kumar, Senior Research Fellow.

### **USI - UN CELL**

126. The USI has played a significant role in the furtherance of India's UN Peacekeeping (UNPK) endeavours. The Centre for UNPK (CUNPK) was established by the USI, to become a regional node for excellence in UNPK under the IA. USI-UN Cell under Maj Gen PK Goswami, VSM (Retd), Deputy Director General, continues to provide necessary impetus to highlight India's contribution to UNPKO at the national and international level in a collaborative framework.

127. The USI is a founding member of the Challenges Forum and in view of the overall USI contribution to UN Peace Operations, Challenges Forum nominated USI as a member of the Partner Organisations Advisory Committee for 2024-26. USI also collaborates with the Norwegian Institute of International Affairs (NUPI), Effectiveness of Peacekeeping Network (EPON), Stockholm International Peace Research Institute (SIPRI), International Committee of the Red Cross (ICRC), Geneva Centre for Security Policy (GCSP) and UN Women and UN Resident Coordinator (UNRC) in India, on various projects.

128. During the year 2023-24, Maj Gen (Dr) AK Bardalai (Retd), Distinguished Fellow, USI participated in a study undertaken by GCSP, in coordination with EPON, on 'The Effectiveness of the United Nations Truce Supervision Organisation (UNTSO)'. DG, USI attended the presentation of the study report to the UN in New York on 31 May 2024.

129. During the year, close interaction with ICRC further got impetuous with Mr Kedir Awol Omar, Head of Regional Delegation, showing keen interest in further collaboration with USI and conduct of a joint Seminar (Refer Para 39 for details).

130. During the year, DG and DDG participated in high-level international conferences on UNPK in New York, Japan, and Germany. Refer Para 17 for details.

131. **USI Annual UN Forum 2024**. Refer Para 52 for details.
132. **Publication**. Refer **Appendix 'B'** for details.
133. Besides actively engaging with its partners in all UN-related activities, USI continues to contribute contemporary articles on UN Peace Operations to make its periodical, the USI Journal, credible and attractive.

## **CONCLUSION**

134. The Annual Report of the President of the Council 2024 has documented the major aspects of the USI functioning and its activities during the year. The actual performance of the Institution far exceeds the contents of this report. I would like to thank members of the USI Council for their unstinted support, guidance, and cooperation. On behalf of the Council, I wish to place on record our deep appreciation for the DG and entire USI staff for their services, dedication, and path-breaking initiatives. I am sanguine that through the collective efforts of USI Council and Management, the Institution will scale new heights and glory in the year ahead.

**Appendix 'A'**  
**Refers to Para 9**  
**of President's Report 2024**

**CALENDAR OF USI ACTIVITIES - 2024**

1.	<b>08 Jan 2024</b>	DG Interacted with Valdai Discussion Club delegation at Vivekanand Foundation.
2.	<b>09 Jan 2024</b>	Dr Archana Tyagi, Sr Research Fellow (USI-CMHCS) and Dr Amit Pathak attended a meeting with Lt Gen Tarun Kumar Aich, AVSM, Deputy Chief of Army Staff.
3.	<b>11 Jan 2024</b>	Visit of RAND Corporation Delegation to USI.
4.	<b>12 Jan 2024</b>	DG's meeting with Maj Gen Rohan Anand, SM, ACIDS (Trg) on the BOO on the role and functioning of Military Think Tanks.
5.	<b>15 Jan 2024</b>	32 members delegation from the Armed Forces Comd and Staff College Saudi Arabia, headed by Maj Gen Saad bin Salem Al- Dabyan visited USI of India.
6.	<b>15 Jan 2024</b>	USI-CS3 BoM meeting.
7.	<b>15 Jan- 03 Feb 2024</b>	Col Maneesh Parthasarthy, VSM attended the National Development Course 2024, organised by Ministry of Foreign Affairs, ROC, Taiwan.
8.	<b>18-19 Jan 2024.</b>	Director CS3 and Brig Pawan Bhardwaj, YSM, Sr Research Fellow, USI-CS3 participated in the Seminar on "Global Artificial Intelligence Summit & Awards (GAISA) 2024" at Manekshaw Centre, Delhi Cantt, New Delhi.
9.	<b>19 Jan 2024</b>	First Scholar Presentation by Col Suraksh Vir, Sr Research Fellow on the topic "Enhancing Offensive Cyber Capability at National Level" scheduled at USI.

10.	<b>23 Jan 2024</b>	DG interacted with Mr Tilak Devasher, Member of NSAB on Af–Pak Geopolitics.
11.	<b>24 Jan 2024</b>	Maj Gen Jagatbir Singh, VSM (Retd), Distinguished Fellow, USI, along with the Gallantry Awards Portal Project Team, attended felicitation event of the Project Veer Gatha 3.0.
12.	<b>26 Jan 2024</b>	Dr Archana Tyagi, Sr Research Fellow (USI-CMHCS) attended a meeting with Prof Manvi Seth, Dean, National Museum Institute.
13.	<b>29 Jan 2024</b>	Dr Archana Tyagi, Sr Research Fellow (USI-CMHCS) attended 7th Jaipuria Annual School Leadership Conclave at Varanasi. A session on 'Mental and Physical Wellness of Leaders' was conducted at the Conclave.
14.	<b>30 Jan 2024</b>	First Scholar Presentation by Col Dheeraj Kumar, Sr Research Fellow on the topic "Salience of Social Media in Hybrid Operations" scheduled at USI.
15.	<b>30 Jan 2024</b>	CMHCS hosted a meeting with Col S Ravi Prakash, Lead DS, and all stakeholders of the project Udbhav alongwith Col Deepak Tiwari, Col Ashutosh Kumar from College of Defence Management.
16.	<b>02 Feb 2024</b>	Seminar on 'Af-Pak Faultlines: Takeaways for India' at USI.
17.	<b>03 Feb 2024</b>	Director CANB lectured on Civil Military Fusion at Amity University.
18.	<b>05 Feb 2024</b>	Meeting with NSCS for Study for dual use Infrastructure, Director CANB and Col Vijay Goyat Sr Research Fellow CANB attended.
19.	<b>06 Feb 2024</b>	Second Presentation by Brig Pawan Bhardwaj, Sr Research Fellow, USI-CS3 on the topic "Employment of Artificial Intelligence at Tactical Level".
20.	<b>07 Feb 2024</b>	Dr Archana Tyagi, USI-CMHCS Sr Research Fellow attended the launch of INTACH's Ferozpur Chapter as 'Guest of Honour' at Ferozpur City.

21.	<b>08-11 Feb 2024</b>	DG participated in 7 <sup>th</sup> Indian Ocean Conference - IOC - 2024 at Perth, Australia.
22.	<b>12 Feb 2024</b>	Meeting with Mr. Kenneth Nobrega. Ambassador of Brazil.
23.	<b>13 Feb 2024</b>	DG and DDG interacted with H.E. Dr. Shankar Prasad Sharma, Ambassador Extraordinary and Plenipotentiary of Nepal.
24.	<b>15 Feb 2024</b>	DG participated in International Conclave on Aerospace & Defence Capability Roadmap 2030.
25.	<b>15 Feb 2024</b>	Inauguration of CcoE Phase 1 by the Chief of the Naval Staff.
26.	<b>16-17 Feb 2024</b>	Director CANB along with the Assistant Director attended the Open RAN.
27.	<b>19 Feb 2024</b>	Google Meet with Ernst & Young by Director CANB.
28.	<b>19 Feb 2024</b>	Director CMHCS & Dr Archana Tyagi, USI-CMHCS Sr Research Fellow gave a presentation to Lt Gen Tarun Kumar Aich, AVSM, DCOAS on the Symposium on Historical Patterns of Indian Strategic Culture.
29.	<b>19 Feb 2024</b>	DG attended meeting at the MoD on Review the Charter of Defence related Think Tanks.
30.	<b>19 Feb 2024</b>	DG USI had a virtual meeting with Director SIPRI on USI-SIPRI Collaboration.
31.	<b>20-21 Feb 2024</b>	Director CANB attended INDEX 2024.
32.	<b>20 Feb 2024</b>	Seminar of HSE (Russia) on Russia- India Relations in an Unsecure World, Role of BRICS in Evolving Global Order.
33.	<b>20 Feb 2024</b>	Director CANB attended Indo-Russia RTD.

34.	<b>21 Feb 2024</b>	Director CANB's meeting with Armenia Delegation.
35.	<b>24 Feb 2024</b>	Director CANB attended Defence Renaissance Summit.
36.	<b>24-29 Feb 2024</b>	Director CS3 participated in the international conference on "Conflict Resolution for the Future of Free and Open Indo-Pacific" in Japan.
37.	<b>26 Feb 2024</b>	Director CANB attended Workshop on Deepfakes, a BFI International Event.
38.	<b>26 Feb 2024</b>	Korean Delegation visit.
39.	<b>26 Feb 2024</b>	Lecture at Amity University delivered by Director CANB.
40.	<b>27 Feb 2024</b>	Talk by HE Dr Shankar Prasad Sharma, Amb Extraordinary And Plenipotentiary, Nepal on the topic 'Indo-Nepal Relations: Recent Developments And Way Forward'.
41.	<b>27-28 Feb 2024.</b>	Col Suraksh Vir Singh, Sr Research Fellow, USI-CS3 participated in the Virtual CDM National Seminar 2024 on the topic "Viksit Bharat @2047: Envisioning Economy, Society & Security".
42.	<b>29 Feb 2024</b>	USI CMHCS hosted a meeting with the team of King's College London exploring the possibility of developing a joint webinar with British and Indian experts regarding 'the historical role of the Royal Navy and the Indian Navy in the Indian Ocean Region'.
43.	<b>29 Feb 2024</b>	First Review Presentation by Col Vijay Goyat, Sr Research Fellow, CANB.
44.	<b>01 Mar 2024</b>	Virtual signing of MoU with and the Institute of Military Heritage and Modern Researches of the Armed Forces of Uzbekistan.
45.	<b>04 Mar 2024</b>	Director CANB attended an Indigenisation Seminar held in New Delhi.



46.	<b>05 Mar 2024</b>	DG and DDG attended The Challenges Forum Annual Partners' meeting.
47.	<b>05 Mar 2024</b>	Visit of Lt Gen Vipul Shinghal, AVSM, SM, DCIDS (DOT) to USI.
48.	<b>05-06 Mar 2024</b>	Ms Tanya Jain, Research Assistant, USI-CS3 participated in the Young Scholar's Virtual Conference on "The EU and Migration: Challenges and Responses" organised by Jean Monnet Module Migration Issues in the European Union and Centre for European Studies, SIS, JNU, New Delhi.
49.	<b>06 Mar 2024</b>	Capt (IN) Sandeep Gupta, Sr Research Fellow, USI-CS3 participated in the Virtual Talk on "Information Warfare and its impact on National Security" by Maj Gen (Dr) Bipin Bakshi, AVSM, VSM (Retd).
50.	<b>07 Mar 2024</b>	Lecture by Prof Amit Gupta on "The Analysis of Military and Political Aspects of Gaza & Ukraine" and Prof Sumit Ganguly on "The Origins and Evolution of the Sino-Indian Rivalry".
51.	<b>08 Mar 2024</b>	Director CMHCS and Dr Archana Tyagi, USI-CMHCS Sr Research Fellow attended a meeting with Lt Gen Tarun Kumar Aich, AVSM, Deputy Chief of Army Staff (Strat), Dr BR Mani, DG, National Museum, Shri Ashish Goyal, ADG, National Museum at National Museum.
52.	<b>11 Mar 2024</b>	DIR CANB's meeting with NSCS on Study for Dual use Infrastructure.
53.	<b>11-17 Mar 2024</b>	DG & DIR CS3 participated in Round Table Discussion on "The Future Development of India-China Relations and Prospects of India-Taiwan Potential Cooperation at NDU, Taiwan and signed a MoU.
54.	<b>13 Mar 2024</b>	Indo-Brazil Round Table Discussion on Export of Make in India Defence Equipment was conducted by CANB.

55.	<b>14 Mar 2024</b>	Outstanding Security Professional Awards – Asia, an international event with USI as a Co-Host.
56.	<b>15 Mar 2024</b>	USI-CMHCS organised a talk on ‘Kautilya’s Arthashastra and India’s Strategic Culture’ by Dr Kajari Kamal, under Project Udbhav.
57.	<b>15 Mar 2024</b>	MSME Conclave organised by USI-CANB.
58.	<b>18 Mar 2024</b>	Presentation of Cariappa CoE by Lt Gen Shokin Chauhan (Retd).
59.	<b>18 Mar 2024</b>	DG’s interaction with Mr. Bernard Goonetilleke General Secretary Pathfinder Foundation, Sri Lanka.
60.	<b>19 Mar 2024</b>	USI and Assam Rifles Joint Annual Seminar on “India’s Becoming a \$ 5 Trillion Economy by 2025-26: Role of the NE as A Growth Engine”.
61.	<b>19-20 Mar 2024</b>	Dir CANB attended the third International Conference on Defence and Security in New Delhi.
62.	<b>21 Mar 2024</b>	DG & DDG interacted with High Commissioner of Sri Lanka at Sri Lanka High Commission.
63.	<b>22 Mar 2024</b>	An online Board of Studies (BoS) meeting was hosted by Dr Anubhav Roy, USI-CMHCS Research Fellow to discuss the proposed syllabus of the MA in International Conflict Studies (MAICS) programme.
64.	<b>27 Mar 2024</b>	USI-CMHCS Seminar on the ‘Role of the Indian Air Force during the 1971 India- Pakistan War’.
65.	<b>27 Mar 2024</b>	Director CMHCS meeting with Prof Manvi Seth, Dean, National Museum Institute.
66.	<b>27 Mar 2024</b>	Dir CANB meeting with Mil Advisor to NSA at NSCS.
67.	<b>28 Mar 2024</b>	Seminar with MGIMO University, Russia on “India and Russia in Common Strategic Neighbourhood”.

68.	<b>02 Apr 2024</b>	Director CMHCS attended an online meeting with Indian National Trust for Art and Cultural Heritage (INTACH) to discuss the conservation project for the Delhi Civil Lines area and the Northern Ridge through them.
69.	<b>02 Apr 2024</b>	First Scholar's Presentation by Col Maneesh Parthasarthy, Sr Research Fellow CS3.
70.	<b>02 Apr 2024</b>	Capt (IN) Sandeep Gupta, Sr Research Fellow, USI-CS3 participated in the 94 <sup>th</sup> India Foundation Dialogue on "India's Maritime Security – Challenges and Prospects".
71.	<b>04 Apr 2024</b>	BOM Meeting-cum-Presentation by Air Marshal Diptendu Choudhury, AVSM, VM, VSM (Retd) for Air Mshl Subroto Mukherjee CoE.
72.	<b>04-05 Apr 24</b>	DG and DDG attended Inaugural Ceremony of Assembly of Nations, organized by The Bhawanipur Education Society College, Kolkata.
73.	<b>08 Apr 2024</b>	Final Presentation by Brig Pawan Bhardwaj, Sr Research Fellow CS3 on "Employment of Artificial Intelligence at Tactical Level".
74.	<b>09 Apr 2024</b>	Director CMHCS meeting with Brig Karan Kajuria, CLAWS Researcher to discuss about project Udbhav.
75.	<b>10 Apr 2024</b>	DG's attend 30th Commemoration of the 1994 Genocide against the Tusti in High Commission of Rwanda, New Delhi.
76.	<b>16 Apr 2024</b>	Visit of the Rear Admiral Ali Al Sheedi, Commandant of NDC of the Sultanate of Oman, with three senior members.
77.	<b>16 Apr 2024</b>	DG's Interview with Editor Anoop Verma of Economic Times.
78.	<b>16 Apr 2024</b>	Director CMHCS meeting with Prof Manvi Seth, Dean, National Museum Institute.
79.	<b>23 Apr 2024</b>	USI-CMHCS's online meeting with Dr Sonam Joldon, Head of Department of Political Science, University of Ladakh to discuss the proposed postgraduate programme.

80.	<b>24 Apr 2024</b>	Col Dheeraj Kumar, Sr Research Fellow, USI-CS3 participated in the Seminar on “Year of Technology Absorption: Empowering the Soldier” held at Manekshaw Centre.
81.	<b>25 Apr 2024</b>	DG Chaired a Panel Discussion on Viksit Bharat@2047 on Gyandarshan TV Programme, IGNOU.
82.	<b>26 Apr 2024</b>	DG interview with Pentagon Press on Geopolitics.
83.	<b>29 Apr 2024</b>	DDG’s meeting with Mr Shombi Sharp, UN Resident Coordinator in India, regarding conduct of USI Annual UN Forum 2024.
84.	<b>30 Apr 2024</b>	Col Maneesh Parthasarthy, Sr Research Fellow, USI-CS3 participated in Gen K Sundarji Memorial Lecture held at CLAWS.
85.	<b>30 Apr 2024</b>	Director CMHCS hosted a virtual meeting with Dr. Thelma John David, Consul General, Durban and Mr. Prem Sagar Kesarapu, Head of Chancery, Durban to discuss the proposal sent by War Museum.
86.	<b>03 May 2024</b>	Director CMHCS’s meeting with Lt Gen Tarun Kumar Aich, AVSM, DCOAS.
87.	<b>03 May 2024</b>	Visit of 14 Officers’ delegation of NDC Sri Lanka to discuss India’s regional and global position along with current dynamics.
88.	<b>06 May 2024</b>	Final presentation by Col Dheeraj Kumar, Sr Research Fellow CS3 on “Salience of Social Media in Hybrid Operations”.
89.	<b>07 May 2024</b>	Final presentation by Col Suraksh Vir, Sr Research Fellow CS3 on “Enhancing Offensive Cyber Capability at National Level”.
90.	<b>10 May 2024</b>	Visit of British High Commission Members Ms. Laura Baldwin, Mr. Dominic Gillan, and Mr. Anand Krishnan.
91.	<b>14 May 2024</b>	USI-INDSR Joint Workshop on ‘Evolving Global Scenarios in Context of Ongoing Dynamics in the Indo-Pacific Region’ at USI.

92.	<b>15 May 2024</b>	Col Suraksh Vir, Senior Research Fellow, USI-CS3 participated in the Seminar on “Lessons from Warzones & Implications for R&D” at DRDO Bhawan, New Delhi.
93.	<b>15 May 2024</b>	Director CANB attended a 6G meeting organised by the Bharat Exhibition held in New Delhi.
94.	<b>15 May-14 Jun 24</b>	Conduct of Hybrid Summer Internship Programme 2024 by CS3.
95.	<b>16 May 2024</b>	Release of USI-CMHCS publication ‘We Too Were There: Indians at Gallipoli’ by General Manoj Pande, PVSM, AVSM, VSM, ADC, the then Chief of the Army Staff at South Block.
96.	<b>17 May 2024</b>	USI of India in collaboration with Bombay Engineer Group and Centre (BEG) Pune, organised Second Lt Gen PS Bhagat Memorial Lecture at Manekshaw Centre, New Delhi.
97.	<b>21 May 2024</b>	22 <sup>nd</sup> Major General Samir Sinha Memorial Lecture on “Jointmanship: The Way Ahead” by the CDS. CDS also released the following publication:  (a) USI Strategic Year Book 2024.  (b) ‘India’s Strategic Thought and Multi Domain Warfare Perspectives’ – joint USI-AWC Publication.
98.	<b>21 May 2024</b>	Release of USI-CMHCS’s two books by the Hon’ble Raksha Rajya Mantri, Shri Ajay Bhatt at National Museum, New Delhi:  Udbhav: A Compendium of Activities and Events 2023-24.  Alha Udal Ballad Rendition of Western Uttar Pradesh: A War Rendition of India.
99.	<b>21 May 2024</b>	Project Udbhav: Seminar Cum exhibition on Historical Patterns of Indian Strategic Culture at National Museum New Delhi.

100.	<b>22-24 May 24</b>	DG participated in the Workshop on “Mapping Pathways for Regional Security, Connectivity and Integration with in SCO Countries: Prospects and Challenges” at Uzbekistan.
101.	<b>24 May 2024</b>	USI-CSC Joint summit on Cyber Security, attended by Dir CANB.
102.	<b>27 May 2024</b>	Seminar on ‘Protection of Civilian in Modern Conflicts and International Humanitarian Law’, in collaboration with ICRC at the USI.
103.	<b>31 May 2024</b>	DG attended Peacekeeping High-Level Seminar on ‘Preparing and Building for the Future: Pathways Towards more nimble, Adaptive and Effective’ and Expert Symposium to commemorate the International Day of UN Peacekeeping at New York City.
104.	<b>04 Jun 2024</b>	DG and DDG attended Challenges Forum Partner Organisations’ Advisory Committee (POAC) Meeting.
105.	<b>13 Jun 2024</b>	Dir CMHCS attended an online meeting with Dr George Hay, Official Historian, Commonwealth War Graves Commission.
106.	<b>13 Jun 2024</b>	Dir CS3, participated in the ORF-USIP Closed Door Discussions at ORF, New Delhi.
107.	<b>13 Jun 2024</b>	Webinar with Nirmal Bang Securities on the role of AI in Financial markets and its implications. Dir CANB delivered Keynote Address.
108.	<b>25 Jun 2024</b>	USI-IISS Joint Round Table Discussion on “China’s Strategic Intent & Behaviour: Implication and Response”.
109.	<b>25 Jun 2024</b>	Dir CS3 along with Col Suraksh Vir, Senior Research Fellow and Capt (IN) Sandeep Gupta, Senior Research Fellow, USI-CS3 participated in ‘Capstone Seminar’ on the topic “India’s Strategic Culture and Imperatives for Contemporary National Security”.
110.	<b>26 Jun</b>	Asstt Dir CS3 participated in the Seminar on “Mapping Contemporary Nuclear Strategies and

	<b>2024</b>	Capabilities, Understanding Implications” held at CAPS.
111.	<b>26 Jun 2024</b>	USI Webinar with Geneva Centre for Democratic Control of Armed Forces (DCAF) on “Climate Change and Security Sector Governance in the Asia-Pacific”.
112.	<b>26 Jul 2024.</b>	Capt (IN) Sandeep Gupta, Sr Research Fellow, CS3 participated in the panel Discussion on “India and Africa: Redefining Ties for a New World Order” at ORF.
113.	<b>01 Jul 2024</b>	Director CMHCS attended a meeting with DCIDS (DOT) at South Block.
114.	<b>04 Jul 2024</b>	USI Core Group Meeting.
115.	<b>05 Jul 2024</b>	Dr Rafiq Dossani, from RAND Corporation, visited for a meeting with Dir CS3.
116.	<b>09 Jul 2024</b>	USI-CMHCS Seminar on the 25 <sup>th</sup> Anniversary of the Kargil War.
117.	<b>10 Jul 2024</b>	DG participated in the Indian Defence Dialogue on “Hybrid Warfare Environment: Evolving Nature of Conflict in the Regional Digitised Battlefield Dynamics” at Amity University.
118.	<b>11-12 Jul 24</b>	Conduct of a joint Seminar with Event of CUTS International.
119.	<b>18 Jul 2024</b>	Conduct of Nelson Mandela Day.
120.	<b>23 Jul 2024</b>	Flying Officer Amandeep Singh Gill CoE first presentation by Air Mshl (Dr) Rajeev Sachdeva (Retd).
121.	<b>24 Jul 2024</b>	A presentation on project Website of IA Battlefield Tourism was given by Dir CMHCS to CDS.
122.	<b>26 Jul 2024</b>	Capt (IN) Sandeep Gupta, Sr Research Fellow, CS3 participated in the panel Discussion on “India and Africa: Redefining Ties for a New World Order” at ORF, New Delhi.

123.	<b>29 Jul 2024</b>	Talk by DDG during UN Pre Deployment Course at CUNPK on 'Misinformation and Disinformation in UNPKOs'.
124.	<b>31 Jul 2024</b>	Dir CS3, participated in the ORF-NPS Closed Door meeting on "US India Relations".
125.	<b>01 Aug 2024</b>	Visit of Vice Chief of the Army Staff.
126.	<b>02 Aug 2024</b>	All Sr Research Fellows from CS3 attended the 7 <sup>th</sup> Jasjit Singh Memorial Lecture, jointly organized by FNSS & CAPS, on the topic "India's Grand Strategy in an Uncertain Multipolar World amidst Shifting Balance of Power and Rising Nationalism" at CAPS, New Delhi.
127.	<b>05 Aug 2024</b>	Col Sachin S Mahadik, Sr Research Fellow participated in a Seminar on "Muizzu's Maldives: Hard Tasks Ahead" at ORF, New Delhi.
128.	<b>05 Aug 2024</b>	DG's meeting with Shri Sanjay Seth, RRM, CISC and DOT.
129.	<b>06 Aug 2024</b>	DG delivered a talk on "Assessment of Internal Security Situation in Jammu Region" at VIF.
130.	<b>07 Aug 2024</b>	Col Amit Kumar Sharma, Sr Research Fellow participated in a Round Table Discussion on "Deciphering Russia's Interest in the Indo-Pacific Region" at ORF, New Delhi.
131.	<b>12 Aug 2024</b>	DDG panelled a high-level discussion on 'The Geneva Conventions at 75: A Common Heritage of Humanity'; organized by ICRC on the occasion of 75th anniversary of the Geneva Conventions'.
132.	<b>14 Aug 2024</b>	Inauguration of CCoE Phase 2 by Hon'ble RRM Shri Sanjay Seth.
133.	<b>15 Aug 2024</b>	DG's video interview to Anoop Verma, Editor Economic Times, ET government.
134.	<b>20 Aug 2024</b>	USI-SIPRI Round Table Discussion on "Nuclear Threat Matrix and Emerging Technologies: Impact on Nuclear Postures".



135.	<b>20 Aug 2024</b>	Col Suraj Chambial, Sr Research Fellow participated in an event on “Creating a Space Ecosystem: A New Era – Igniting Young Minds for Space Exploration” co-hosted by AICTE & ISpA, at AICTE Auditorium, New Delhi.
136.	<b>23 Aug 2024</b>	DG's interview to Shri Atul Singh, Fair Observer.
137.	<b>28 Aug 2024</b>	Asst Dir, CS3, delivered a lecture on the topic “Global Modernisation Trends in Nuclear Issues (Emphasis on China & Pak)” for NHCC-37 at Naval War College.
138.	<b>28 Aug 2024</b>	DG interacted with US Delegation members, Mr Paul C. Grove, Republican Party senior official Mr Paul Rademacher, Principal Liaison to the Senate Appropriations Committee, Andres S Chapman, Second Secretary at US Embassy, and Navjot Bir Singh, Political Specialist at US Embassy.
139.	<b>28-29 Aug 2024</b>	DG participated in Strategic Gaming Exercise [5th Edition] of Indraprastha Strategic Gaming Exercise at VIF.
140.	<b>30 Aug 2024</b>	Meeting with Rear Admiral Vikram Menon, AVSM, Jt Secy (Navy & Defence Staff), on Military Heritage Project.
141.	<b>30 Aug 2024</b>	Round Table Discussion on “India’s Maritime Security Challenges”.
142.	<b>02 Sep 2024</b>	USI Finance Sub-Committee Meeting.
143.	<b>02-06 Sep 2024</b>	USI-CMHCS organised its first ‘Conservator Course’.
144.	<b>05 Sep 2024</b>	DG’s meeting at USI with H.E. Herve Delphin, Ambassador of the European Union.
145.	<b>08-12 Sep 2024</b>	Director CANB conducted the Break Out session at the International Summit on ‘Responsible AI in Military Domain’ at Seoul, South Korea.
146.	<b>09-13 Sep 2024</b>	Conduct of Combined Operational Review & Evaluation (CORE) Programme.

147.	<b>12 Sep 2024</b>	DG's online presentation on "Approach to formulation of National Security Strategy" to Higher Command Course at Army War College.
148.	<b>13 Sep 2024</b>	DG delivered Keynote Address at the India Defence Conclave 24 organised by ET Govt.
149.	<b>14 Sep 2024</b>	DG delivered Keynote Address at a joint seminar on 'Kargil Operations' organised with Colonel Satsangi's Kiran Memorial Public School.
150.	<b>17-18 Sep 2024</b>	Strategic Gaming Exercises (SGE) – 2024 at Army War College, Mhow.
151.	<b>18-20 Sep 2024</b>	Conduct of a capsule on Space Laws and the Space Domain for IAF officers.
152.	<b>23-27 Sep 2024</b>	Future Warfare Course conducted by HQ IDS.
153.	<b>24-25 Sep 2024</b>	Col Amit Sharma and Col Suraj Chambial, Sr Research Fellows, CS3 participated in a Seminar on the topic "China-India Asymmetry: Building Multi-Domain Capabilities for Effective Deterrence" jointly organised by ARTRAC, MoD & CLAWS at Manekshaw Centre.
154.	<b>25 Sep 2024</b>	Col Maneesh Parthsarthy, Senior Research Fellow participated in the National Security Dialogue on "Air Combat in the Himalayas: Capabilities, Contingencies and Collaboration" at ORF, New Delhi.
155.	<b>26 Sep 2024</b>	Asstt. Dir, CS3, moderated the Session on "Restructuring XI's Army: A Strategic Evolution in the Global Conference on New Sinology Interconnected Equilibrium" organised by Organisation for Research on China and Asia (ORCA).
156.	<b>26 Sep 2024</b>	Col Suraj Chambial, SM, Senior Research Fellow participated in a Guest Lecture on "Taliban's Hierarchical Structure, System of Governance and Implications for India" at CENJOWS, New Delhi.

157.	<b>26 Sep 2024</b>	DDG participated in Panel Discussion on 'Local Perceptions of Robust Protection of Civilians', organized by Challenges Forum.
158.	<b>27 Sep 2024</b>	DG's meeting with the New Ambassador of Israel Mr Reuven Azar at New Delhi.
159.	<b>30 Sep 2024</b>	DG's meeting with Prof. Wongi Choe of Korea National Diplomatic Academy (KNDA) at USI.
160.	<b>28 Sep 2024</b>	Co-hosted the India Defence Conclave with ET Now / ET Government.
161.	<b>03 Oct 2024</b>	DG's meeting with the Chief of the Army Staff.
162.	<b>03 Oct 2024</b>	Visit of Dr Rafiq Dossani along with three senior RAND researchers from RAND Corporation, USA
163.	<b>03-05 Oct 2024</b>	Col Suraj Chambial, Senior Research Fellow, Col Maneesh Parthasarthy, Senior Research Fellow & Capt (IN) Sandeep Gupta, Senior Research Fellow participated in the 2024 Edition of the Indo-Pacific, Regional Dialogue (IPRD-2024) on the topic "Resource Geopolitics and Security in the Indo-Pacific" held at Manekshaw Centre, organised by NMF, New Delhi.
164.	<b>07-11 Oct 2024</b>	DCAF Annual SSG Forum – Dr Roshan Khanijo, participated in the Forum as SSG Associate from USI.
165.	<b>09-15 Oct 2024</b>	DG participated as Speaker in 10 <sup>th</sup> Forum-MEPEI Annual International Conference held in Bucharest, Romania on "Integration and Interdependency of the Middle East Region in the Light of Political, Security and Economic Transformations".
166.	<b>14 Oct 2024</b>	Capt (IN) Sandeep Gupta, Senior Research Fellow participated in the panel discussion on the topic "India-UK Ties in a New Era" organised by ORF, New Delhi.
167.	<b>15 Oct 2024</b>	Conduct of USI-HQ IDS joint Seminar on "Winning a War without Fighting: Strategies for Peaceful Victories".

168.	<b>15-17 Oct 24</b>	DDG attended Seminar on 'Protection of the Civilian Population (PCP)' held in Tokyo, Japan.
169.	<b>18 Oct 2024</b>	DG's meeting with Hon'ble Raksha Mantri.
170.	<b>19 Oct 2024</b>	Asst Dir CS3 delivered a lecture on "CBRN: Global Modernisation Trends of the Nuclear Forces (Emphasis on China & Pak)" at Army War College, Mhow.
171.	<b>21-22 Oct 2024</b>	CANB conducted Cyber Forensics capsule for officers of CISF and Army Cyber Group.
172.	<b>22 Oct 2024</b>	Col Pyara Lal Memorial Lecture by the Chief of the Army Staff.
173.	<b>23 Oct 2024</b>	Col Suraj Chambial, Senior Research Fellow participated in a closed-door roundtable discussion on the topic "India-China Relations before and after Galwan: Reviewing Drivers, Assumptions and Future Choices".
174.	<b>24 Oct 2024</b>	Second Scholar's Presentation by Col Maneesh Parthasarthy, Sr Research Fellow CS3.
175.	<b>24 Oct 2024</b>	DG attended Chanakya Defence Dialogue 2024 at Manekshaw Centre, organised by CLAWS.
176.	<b>24 Oct 2024</b>	DG's meeting with Rear Admiral Sanjay Sachdeva, NM, DG, DCyA
177.	<b>25 Oct 2024</b>	DG attended UN Day at UN House.
178.	<b>28 Oct 2024</b>	Col Amit Sharma, Senior Research Fellow, CS3 participated in the panel discussion on the topic "Conflicting Connections: A Middle East between Turmoil and Opportunity" organised by ORF.
179.	<b>29 Oct 2024</b>	DG addressed DRDO scientists on "Full Spectrum Multi Domain Warfare" at MP IDSA.
180.	<b>29 Oct 2024</b>	Cyber Swachhata Abhiyaan for the NSCS organised by USI-CANB.

181.	<b>30 Oct 2024</b>	DG delivered a Net Assessment lecture on "An Overview and its Application in Formulation of National Security Strategy" at NDC New Delhi.
182.	<b>04 Nov 2024</b>	USI Executive Committee Meeting 2024.
183.	<b>04-07 Nov 2024</b>	Dir CS3 participated in XXI Annual Meeting of the Valdai Discussion Club, Sochi, Russia.
184.	<b>05 Nov 2024</b>	Col Amit Sharma, Senior Research Fellow, CS3 participated in a discussion on "AI and National Security" at India Foundation.
185.	<b>05-06 Nov 2024</b>	Col Sachin Mahadik, Senior Research Fellow, participated in the First Asian Buddhist Summit on "Role of Buddha Dhamma in Strengthening Asia" organised by International Buddhist Confederation.
186.	<b>07 Nov 2024</b>	Col Suraj Chambial, Senior Research Fellow participated in the National Seminar on the topic "Assessing the External and Internal Contours of Pakistan and India-Pakistan Relations" at CAPS.
187.	<b>08-09 Nov 2024</b>	Second Indian Military Heritage Festival (IMHF) at The India International Centre, Lodhi Road, New Delhi (CMHCS).
188.	<b>11 Nov 2024</b>	First scholar presentation by Air Mshl Diptendu Choudhury (Retd) (Air Mshl Subroto Mukherjee CoE).
189.	<b>11-14 Nov 2024</b>	Visit of three-member NDU, Taiwan delegation for Training Capsule conducted by USI-CS3.
190.	<b>12 Nov 2024</b>	DG chaired a Session at Delhi Defence Dialogue on "Organizational Agility: Meeting the Challenges of Modern Wars".
191.	<b>14 Nov 2024</b>	Dir CABN attended a International Conference on Cyberlaw, Cybercrime & Cybersecurity 2024 on AI, Data Privacy, Data Protection and Enhanced Surveillance and Digital Identity at SCOPE Convention Centre, New Delhi.

192.	<b>17-20 Nov 2024</b>	Conduct of Strategic Gaming Exercise at Naval War College, Goa.
193.	<b>19 Nov 2024</b>	Col Suraj Chambial, Senior Research Fellow participated in the National Seminar on the topic "Ukraine & Gaza Wars Crisis of Liberal International Order".
194.	<b>20 Nov 2024</b>	Ms Manah Popli, Research Assistant, USI attended International Online Webinar on "Challenges in Policy Making - A Regional Perspective" conducted by MAHE PPC.
195.	<b>21 Nov 2024</b>	BoM CMHCS was held.
196.	<b>22 Nov 2024</b>	DG's meetings with Defence Secretary, CISC, and JS, MoD.
197.	<b>26 Nov 2024</b>	Col Maneesh Parthsarthy, Senior Research Fellow participated in the Panel Discussion on the topic "China's New Global Initiatives".
198.	<b>27-28 Nov 2024</b>	Conduct of USI Annual UN Forum 2024 on 'Changing Character of Conflicts: Challenges to Peace Operations and International Humanitarian Law'; in collaboration with ICRC, at USI.
199.	<b>02 Dec 2024</b>	Second presentation by Lt Gen Shokin Chauhan (Retd) under Field Marshal KM Cariappa CoE.
200.	<b>02-07 Dec 2024</b>	DG participated in the Challenges Annual Forum 2024 (CAF24) at Berlin, Germany.
201.	<b>03 Dec 2024</b>	Talk by HE Mr Kenneth Felix Haczynski da Nobrega Ambassador Embassy of the Federative Republic of Brazil on "Brazil's Trajectory and Bilateral Relations with India".
202.	<b>02-03 Dec 2024</b>	Dir CANB participated in a two-day Seminar, conducted by HQ 101 Area, on "Augmenting OL Capabilities Along Northern Borders and The Need For Whole of Nation Approach".

203.	<b>04-08 Dec 2024</b>	DDG participated at the X <sup>th</sup> Russian Congress on Political Science at the MGIMO University, Russia.
204.	<b>09 Dec 2024</b>	Scholar Presentation by Col Amit Sharma, Senior Research Fellow CS3.
205.	<b>09 Dec 2024</b>	Dir Courses participated in “Annual Strategy and Forecasting” conference at MGIMO University, Russia.
206.	<b>10 Dec 2024</b>	DG’s lecture on “India Defence Architecture Risks and Reforms” at MP-IDSA.
207.	<b>12 Dec 2024</b>	Scholar Presentation by Col Sachin Mahadik, Senior Research Fellow CS3.
208.	<b>13 Dec 2024</b>	Talk by HE Mr. Herve Delphin Ambassador / Head of the Delegation of the European Union on the subject ‘EU-India Strategic Partnership’.
209.	<b>17 Dec 2024</b>	Scholar Presentation by Col Suraj Chambial, Senior Research Fellow CS3.
210.	<b>20 Dec 2024</b>	USI Council Meeting.
211.	<b>24-27 Dec 2024</b>	Dir CS3 & Lt Gen Satish Dua (Retd) visit to Hanoi, Vietnam for bilateral interaction.

## **LIST OF USI PUBLICATIONS – 2024**

### **Books**

1. **Editorial**

(a) The ninth edition of USI Strategic Book, titled 'Strategic Year Book 2024' was released by the CDS on 21 May 2024.

(b) 'India's Strategic Thought and Multi-Domain Warfare Perspectives', a joint publication of USI and Army War College was released by the CDS on 21 May 2024.

(c) Military Operations – Legal Framework for Multi-Domain Warfare' by Wg Cdr Umesh Chandra Jha (Retd) & Gp Capt Kishore Kumar Khera, VM (Retd).

2. **CS3**

(a) 'Comprehensive Development of North-East: Window to India's Act East Policy' by Shri Jitesh Khosla, IAS (Retd).

(b) 'The Victoria Cross Icon: Vision and Legacy' by Maj Gen SG Pitre (Retd).

(c) 'Enhancing Offensive Cyber Capability at National Level' by Col Suraksh Vir.

(d) 'Salience of Social Media in Hybrid Operations' by Col Dheeraj Kumar.

3. **CMHCS**

(a) 'India's Historic Battles Series – Imphal Kohima 1944' by Hemant Singh Katoch. The book highlighted the Second World War clash between the British Fourteenth Army and the Japanese Fifteenth Army at Imphal in Manipur and at Kohima in the Naga Hills.

(b) 'Alha Udal Ballad Rendition of Western Uttar Pradesh: A War Rendition of India' by Dr Amit Pathak.



(c) 'Udbhav: India's Military Heritage - Evolution of Indian Military Systems, War Fighting, and Strategic Thought, from Antiquity to Independence'. Catalogue compiled by Indian Institute of Heritage (IIH), under the guidance of Sqn Ldr Rana TS Chhina MBE (Retd), Director CMHCS, Dr BR Mani, Vice Chancellor, IIH, and Prof (Dr) Manvi Seth, Pro Vice Chancellor, IIH.

(d) 'Udbhav: A Compendium of Activities and Events 2023-24' compiled by Dr Anubhav Roy and Col PK Gautam (Retd).

(e) 'We Too Were There: Indians at Gallipoli' by Col Tejinder Hundal, VSM, PhD.

(f) 'Valour & Honour – Indian Army through the Ages' edited by Maj Gen Ian Cardozo, AVSM, SM (Retd) and Maj Gen Jagatbir Singh, VSM (Retd).

(g) 'Honours and Awards of the Indian Armed Forces' by Dr Amlesh Kumar Mishra.

(h) 'Because of This: A History of the Indo-Pak War Dec 1971' by Air Mshl Vikram Singh, PVSM, AVSM, VSM (Retd).

(i) 'Diplomatic Dimensions of Military History: Indian Armed Forces in France and Flanders during WWI and WWII' edited by Dr Anubhav Roy.

#### 4. **UN Cell**

(a) A joint USI – ICWA publication titled 'India and The UN Peace Operations: In Service of Humanity and Global Peace' by Col (Dr.) Kulwant Kumar Sharma (Retd).

#### **Books (Under Publication)**

##### 5. **CS3**

(a) 'Artificial Intelligence, Military Tactics Bridges and Aspirations: Action Plan Inside' by Brig Pawan Bhardwaj, YSM.

##### 6. **CMHCS**

(a) Maharana Pratap Chair (2020-21): 'History of Hong Kong Singapore Royal Artillery' by Col Mandeep Singh (Retd).

(b) Maharana Pratap Chair (2018-19): 'Remembrance, Memorialization, Commemoration and War Memorial in Post-independence India' by Maj Gen Hemant Kr Singh (Retd).

(c) Maharana Pratap Chair (2022-23): 'The Sukraniti Statecraft and Warcraft' by Col Pradeep Kumar Gautam (Retd).

## **Monographs & Occasional Papers**

### **7. Monograph**

(a) 'Present and Emerging Threats to National Security in Digital and Cyber Space – An Analysis of Security and Legal Issues' by Lt Cdr Bharat Singh (Retd) and Gp Capt Raja Singh (Retd).

(b) 'Protection of Civilians in Modern Conflicts and International Humanitarian Law' edited by Maj Gen PK Goswami, VSM (Retd), Maj Gen AK Bardalai (Retd) and Ms Kompal Zinta.

(c) Fifth General KV Krishna Rao Memorial Lecture: 'India's Strategic Autonomy Opportunities and Challenges in the Emerging World Order' by Gen Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, CDS, Amb Sujana R Chinoy (Retd), DG MPIDSA and Lt Gen Ata Hasnain, PVSM, UYSM, AVSM, SM, VSM\*\* (Retd).

(d) 'Chinese and Russian Military AI – Drivers of National Goals' by Brig Pawan Bhardwaj, YSM.

(e) 'Ground Realities, Gaps and Challenges in Access to Entitlements and Benefits for War Wounded Disabled Soldiers and Disabled Cadets' by Mrs Meghna Girish.

(f) 'Future Employment of Air Power: Strategic Interferences for India' by Air Mshl (Dr) Diptendu Choudhury, PVSM, AVSM, VM, VSM (Retd).

### **8. Occasional Paper**

(a) 'Optimisation of Professional Wargaming with Board and Tabletop Wargames which really are Qualitative Agent-based Models' by Lt Gen (Dr) SK Gadeock, AVSM (Retd) & Col Saikat K Bose.

(b) 'Political and Economic Instability in Myanmar: Implications for India's 'Act East' Policy' by Mr Subir Bhaumik.

(c) 'Impact of Technology Enabled Cognitive Operations in Hybrid Warfare' by Lt Gen (Dr) RS Panwar, AVSM, SM, VSM (Retd).

(g) 'Protection of Cultural Property in Armed Conflict' by Wg Cdr (Dr) UC Jha (Retd).

(h) 'IHL in Contemporary Peacekeeping Operations: Challenges and Opportunities' by Wg Cdr (Dr) UC Jha (Retd).

(i) 'Relevance of Geo-economics: Emergence of India as a Geo-economic Power: Challenges, Opportunities and the Way Ahead' by Colonel Dheeraj Kumar.

(j) 'Spectrum, Telecommunication and NFS, DCN of the Indian Armed Forces' by Air Mshl Rajeev Sachdeva, AVSM (Retd).

(k) 'Bloodshed in Balochistan: Pakistan's Festering Wound' by Maj Gen Jagatbir Singh, VSM (Retd).

### **Monographs & Occasional Papers (Under Publication)**

#### 9. **Monograph**

(a) 'Comprehensive Strategic Deterrence to meet India's Future Challenges' by Brig (Dr) Rajeev Bhutani (Retd).

### **Articles & Book Review**

#### 10. **CS3**

(a) 'Strategic Leadership in the Era of Social Media Proliferation' by Maj Gen RS Yadav, VSM (Retd), Director CS3 and Col Dheeraj Kumar, SRF in the USI Strategic Year Book 2024.

(b) 'Nuclear Risk and Global Security' by Dr Roshan Khanijo, Asst Director (Research) CS3 in the USI Strategic Year Book 2024.

(c) 'Can Small Modular Nuclear Reactors Provide Realistic Pathways for Clean Energy' by Dr Roshan Khanijo, Asst Director (Research), CS3 in the USI Journal, Apr-Jun 2024.

(d) 'Atmanirbhar Bharat: Establishing Credible National Cyber Capability' by Col Suraksh Vir, SRF in the USI Journal, Apr-Jun 2024.

11. **CMHCS**

(a) A web article by Maj Gen Jagatbir Singh, VSM (Retd), titled 'Project Udbhav: Promoting Indigenous Discourse in the Indian Army', published on the website of Firstpost, May 2024.

(a) Director CMHCS contributed a paper 'Malta and the Indian Army' published in the joint publication of ICWA – High Commission of Malta.

(b) An article by Maj Gen Jagatbir Singh, VSM (Retd), Distinguished Fellow, titled 'Relevance of Tanks: The Gaza Story' published in the CLAWS Magazine, Scholar Warrior Spring 2024.

(c) Book review of Shiv Kunal Verma's 'Yodha: Illustrated Military History of India' by Maj Gen Jagatbir Singh, VSM (Retd), Distinguished Fellow, published in the Financial Express, 06 July 2024.

(d) Book review of Lt Gen Ghanshyam Singh Katoch's 'From the Banks of the Beas' by Maj Gen Jagatbir Singh, VSM (Retd), Distinguished Fellow, published in the Financial Express, 13 July 2024.

(e) An article 'Assassinations of Haniyeh and Deif could Spark Escalation' by Maj Gen Jagatbir Singh, VSM (Retd), Distinguished Fellow, published in the Sunday Guardian, 04 Aug 2024.

(f) An article 'The Death of Hassan Nasrallah: What lies ahead' by Maj Gen Jagatbir Singh, VSM (Retd), Distinguished Fellow, published in the Sunday Guardian, 30 Sep 2024.

(g) An article 'Mayhem in Balochistan: A Sign of Pakistan Losing its Narrative of National Cohesion' by Maj Gen Jagatbir Singh, VSM (Retd), Distinguished Fellow, published in the News 18.com, 31 Aug 2024.

**Appendix 'C'**  
**Refers to Para 25 (b) of the**  
**President's Report 2024**

**YOUTUBE VIDEOS**

<b>S.No.</b>	<b>TOPIC</b>
1.	'Tenets of India's Land Warfare Strategy' by Lt Gen Vinod Bhatia, PVSM, AVSM, SM (Retd)
2.	'Tenets of India's Aerospace Strategy' by Air Mshl Rajeev Sachdeva, AVSM (Retd)
3.	'Middle East Crisis and Lessons for India' by Brig Rumel Dahiya, SM (Retd)
4.	'Tenets of India's Maritime Strategy' by Vice Adm AK Chawla, PVSM, AVSM, NM, VSM (Retd)
5.	'Belt and Road Initiative and its impact on the South Asian Region' by Lt Gen Jatinder Singh Bajwa, PVSM, UYSM, SM (Retd)
6.	'Andaman and Nicobar in India's Strategic Calculus' by Lt Gen Ajai Singh, PVSM, AVSM (Retd)
7.	'Red Sea Crisis and Maritime Lessons for India' by Vice Adm Satish Soni, PVSM, AVSM, NM (Retd)
8.	'India's National Security Makeover' by Lt Gen Raj Shukla, PVSM, YSM, SM (Retd)
9.	'Kashmir' by Lt Gen Satish Kumar Dua, PVSM, UYSM, SM, VSM (Retd)
10.	'Tenets of New Generation Warfare in India' by Lt Gen Rakesh Sharma, PVSM, UYSM, AVSM, VSM (Retd)
11.	'UN Peacekeeping' by Lt Gen Jasbir Singh Lidder, UYSM, AVSM (Retd)
12.	'UN Peacekeeping' by Maj Gen (Dr) AK Bardalai, VSM (Retd)
13.	'India's Strategic Balancing Act: Navigating Geopolitical Challenges' by Maj Gen BK Sharma, AVSM, SM** (Retd)
14.	'Pakistan, China, and Strategic Response' by Maj Gen BK Sharma, AVSM, SM** (Retd)
15.	'Russia-Ukraine War, Geopolitics, and National Security' by Maj Gen BK Sharma, AVSM, SM** (Retd)
16.	'Shanghai Cooperation Organization Summit and West Asia Crisis' by Maj Gen BK Sharma, AVSM, SM** (Retd)

