

ANNUAL REPORT OF THE PRESIDENT OF THE COUNCIL - 2023



(Established : 1870)

UNITED SERVICE INSTITUTION OF INDIA

USI ANNUAL REPORT OF THE PRESIDENT OF THE COUNCIL: 2023

INTRODUCTION

1. Gentlemen, it gives me great pleasure to welcome you to the USI Annual Council Meeting for the year 2023. It is a privilege for me to be the President of this prestigious tri-Service Institution. The USI, in keeping with its rich traditions, has consistently maintained an upward trajectory of performance, despite financial constraints. The Management deserves compliments for its achievements during the current year. It is heartening to note that with sustained efforts, various Centres of the Institution have become financially self-sustaining. New benchmarks have been setup to enhance the image of the Institution, the Indian Armed Forces and the Nation as a whole. USI has signed a number of MoUs with national and international institutions, introduced new Chairs of Excellence (CsoE) and Memorial Lectures apart from other initiatives.

2. The Centre for Military History and Conflict Studies (CMHCS) has enhanced visibility of the Institution through a well-organised Indian Military Heritage Festival. The Centre launched Military Heritage Tourism to generate awareness among the youth by organising guided tours to epic battlefields and border areas. Project 'Udbhav' that seeks to research on ancient scriptures and interpret these to modern strategic vocabulary is yet another pathbreaking initiative undertaken in collaboration with the Indian Army.

3. The Centre for Strategic Studies and Simulation (CS3) continued with its niche in strategic Net Assessment studies, strategic gaming and development of Strategic Decision-Making tool for the DRDO. The Centre hosted a number of seminars/webinars and round table discussions focusing on geo-political and strategic security issues. Conduct of scenario based Strategic Games abroad for international participants was yet another niche initiative undertaken by the CS3.

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 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 2023 on the theme 'International Humanitarian Law and Peacekeeping'. During the year a book on India and UN Peace Operations has been taken out jointly with ICWA (details given at Appendix B). A Special Edition of USI Journal on UN Peacekeeping was published during the first quarter.

6. USI-ANBI (Atmanirbhar Bharat Initiative) Cell 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 CyberPeace Foundation.

7. The Editorial Section has been continuously striving to ensure quality publications which includes the iconic USI Journal which is being published since 1871. The prestigious USI Strategic Book 2023 was released this year by the CDS. There has been an increase in the number of Monographs/Occasional Papers published. In the realm of digital advancement, the USI significantly expanded its presence on various online platforms.

8. The Administration Section strived hard to improve infrastructure and enhance rental drive. Tally accounting system has been installed towards digitisation of accounts. Consequent to extension of land lease for 30 years, 50% reduction in property tax was obtained from the Cantt Board. New payment

gateway (rent-free) 'point of sale' system for debit and credit card payments has been introduced. This makes transactions more convenient for our members.

9. It is my privilege to present the report of the Institution for the year 2023. 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 at USI is attached as **Appendix 'A'**. Highlights of these activities during the year 2023 are contained in the succeeding paragraphs.

GENERAL ASPECTS

Membership

10. Concerted efforts were made by Director Adm, USI, to update the addresses and contact details of members. Membership details of 1050 members were updated in the process. The Institution began with a membership of 215 members and it increased to 3500 when USI moved to the present premises in 1996. Today, we have 14432 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, 29 membership cards have been issued. During the current year, 69 Life Members, 16 Associate Members, 172 Ordinary Members and 770 Course Members were enrolled. Constant membership growth exemplifies popularity of the Institution. A special drive has helped in enrolling members from the Assam Rifles units 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. The following MOUs were signed/under process with national and international organisations:

- (a) Primakov National Research Institute of World Economy and International Relations, Russia on 16 Jan 2023.

- (b) IIT Patna on 31 Jan 2023.
- (c) Redinent Innovations Pvt Ltd, Bangalore on 31 Jan 2023.
- (d) Ernst and Young LLP on 02 Feb 2023.
- (e) Applied Policy Research Institute of Armenia on 10 Apr 2023.
- (f) Indian Hotel Academy on 26 May 2023.
- (g) Aadya E Travel on 15 Jun 2023.
- (h) Confederation of Young Leaders, New Delhi on 07 Aug 2023.
- (j) Taiwan Centre for Security Studies, Taiwan on 24 Aug 2023.
- (k) CyberPeace Foundation on 25 Aug 2023.
- (l) Indian Institute of Heritage, Noida on 21 Sep 2023.
- (m) Defence Research and Development Organisation on 26 Sep 2023.
- (n) DG Inf (Indian Army) on 14 Nov 2023.

12. **MOUs under Progress**

- (a) Taiwan Centre for Security Studies (TCSS), Taiwan.
- (b) Discussion on future MoUs. MitKat Advisory for commercial aspects of Cybersecurity; and Department of Cyber Security, University of New South Wales, Australia.
- (c) National Defence University, Taiwan.
- (d) USI-Air HQ on Air Marshal Subroto Mukerjee Chair of Excellence.
- (e) With GCSP, Geneva for UN peacekeeping related activities.
- (f) With ICRC, New Delhi.

Finances

13. USI continues to face acute financial constraints since 2011 due to lack of grant / aid from the Services or MoD. The financial health of the Institution further aggravated since 2020 due to abysmally low bank rate of interest and loss of income from traditional sources due to COVID pandemic. In the meanwhile, inescapable expenditure had to be made for bare minimum repairs, maintenance of old infrastructure and up-gradation of audio-visual facilities in the seminar rooms. The USI Management resorted to extreme austerity measures during 2022-23, inter-alia, suppression of appointments, hiring of minimum number of researchers on contractual basis for the sponsored projects and freezing of annual increments and DA instalments for the staff. However, utilisation of the Residency by the officers attending the courses at Institute of Military Law has proved to be a boon, besides major savings in electricity bills due to the use of installed solar power system.

14. All-out effort was made by the USI to reach out to the Services, MoD, MEA, National Security Council Secretariat (NSCS) and DRDO for financial support. Dire state of USI financial health was explained to the Raksha Mantri (RM), Chief of Defence Staff (CDS), Service Chiefs and the Defence Secretary in the presence of the members of the Governing Council. During the financial year no monetary aid was received, but the USI was able to obtain projects on competitive bases from the Indian Army, MoD, MEA and DRDO; worth about Rs 5 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 CyberPeace Foundation, Indian Hotel Academy, rentals, funding of Air Marshal Subroto Mukerjee and Admiral RD Katari Chairs, project 'Udbhav', phase 2 of Digital Archiving and income from Residency have yielded good benefits. The Institution has implemented the recommendations of the Board of Officers (assembled under the aegis of Finance Sub-committee with the CA and representative of DCIDS (DOT) as coopted members) for better financial management. Besides, project on automation of accounts is underway.

15. The USI Audit Report and Balance Sheet for the FY 2022-23, Revised Estimates for the FY 2023-24, and Budget Estimates for the FY 2024-25 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) DG participated in XXIV Yasin (April) International Academic Conference at Moscow on 07 Apr 2023.

(b) Participation by the DG, Director CS3 and Dr Roshan Khanijo, ADR in Annual Asia-Pacific and South Asia Security Sector Governance Forum organised by DCAF, Geneva at Colombo, Sri Lanka 01-05 May 2023.

(c) Participation by the DG and Director CS3 in 3rd Central Asian Conference of the Valdai Discussion Club on 'Russia and Central Asia Conference: Aligning with a Changing World' at Tomsk, Russia from 16-17 May.

(d) Maj Gen (Dr) AK Bardalai (Retd), a Distinguished Fellow of USI, participated in a GCSP study on effectiveness of the United Nations Truce Supervision Organisation (UNTSO) in coordination with EPON. He also took a field visit to four countries (Lebanon, Israel, Egypt and Jordan), in connection with study in May 2023.

(e) Brig Pawan Bhardwaj SRF CS3 attended the 'Taiwan National Development Course 2023' in Taiwan from 29 May to 17 Jun 2023.

(f) Director CS3 attended the "India-Taiwan Strategic Security Dialogue 2023" organised by Ministry of Foreign Affairs, Taiwan from 07-11 Aug 2023.

(g) Director Courses and Director Editorial participated in the 16th International Conference on Central Asia and Shanghai Cooperation Organisation at Shanghai, China 09 Sep 2023.

(h) DG and DDG participated in seminar on NDU- UNPKO Relevance of and Legitimacy of PKO in South Korea 20-21 Sep 2023.

(i) Maj Gen RS Yadav (Retd), Distinguished Fellow CS3 participated in the traditional HSE International Partners' Week on 'A Common Greater Eurasian Intellectual Space: Partnership in Education and Science' in Moscow, Russia 25-29 Sep 2023.

(j) DG and Director CS3 participated in the 20th Annual Meeting of the Valdai Discussion Club, titled 'Fair Multipolarity: How to Ensure Security and Development for Everyone' in Sochi, 02-05 Oct 2023.

(k) DG participated in the 10th Beijing Xiangshan Forum at Beijing, China 29-31 Oct 2023.

(l) DG participated in the 9th edition of the International Forum 'Primakov Readings' in Moscow, Russia, 27-28 Nov 2023.

(m) Brig Rumel Dahiya (Retd), USI Council Member, represented USI in a conference on 'Future of World Order: New Parameters' Moscow State Institute of International Relations (MGIMO) University, Moscow, Russia, 29-30 Nov 2023.

(n) Director CS3 participated in the 14th Asian Conference of the Valdai Discussion Club in Moscow, Russia, 04-05 Dec 2023.

18. **USI's Participation in National Events.** USI scholars and resource faculty were invited as speakers and panelists at various national events conducted by the Service HQs, think tanks, universities and military training establishments. Refer **Appendix 'A'** for details. Particularly noteworthy is the contribution of Maj Gen SB Asthana, SM, VSM (Retd), Director Courses, who participated in large number of national/international media debates and spoke at prestigious platforms on geopolitics and strategic security issues.

USI Publications

19. **USI Journal.** This flagship publication is the pride of the Institution, and continues to have uninterrupted publication since 1871. The articles reflect a sense of the 'times' in respect of issues related to military heritage, national security, defence forces, and international relations. In the recent issues, the articles have received wide appreciation globally. The Journal also carries well researched articles from foreign scholars. The first quarter issue of the Journal this year was a Special Edition themed on 'UN Peacekeeping'. During this last one year, 11 books have been reviewed in the USI Journal. With effect from Jan 2017, the Journal has been digitised; only 1000 copies are printed for institutional subscribers/for those desirous of buying a hard copy. In the previous financial year, a grant of Rs. 50,000/- for USI Journal was received through Indian Council of Social Science Research (ICSSR). For the current financial year, the same has been enhanced to Rs 1,00,000/-.

20. **USI Strategic Year Book.** The eighth edition of the book, titled 'USI Strategic Year Book 2023' was released by General Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, Chief of Defence Staff (CDS) on 28 Jun 2023 at the USI. The current issue of the Year Book contains series of articles by eminent authors on various aspects of India's National Security in six thematic sections namely, India's National Security Overview, Internal Security Issues, Pakistan-China Nexus, India's Strategic Neighbourhood, Global Issues, and National Security Capacity Building. The USI Strategic Year Book has come to be recognised as a seminal work containing perspectives and inputs for policy-makers, academia and strategic community.

21. **Books, Monographs, and Occasional Papers.** During the year, a total of eight books have been published while eight books are under publication. Two Monographs and six Occasional Papers have been published, while four more Monographs and five Occasional Papers are under publication. Two Occasional Papers containing the edited version of keynote addresses by General VP Malik, PVSM, AVSM (Retd), former COAS and General MM Naravane, PVSM, AVSM, SM, VSM, (Retd), former COAS respectively have been published. The details of publications are given in **Appendix 'B'**.

22. **Strategic Perspective and Blogs.** A total of 70 articles have been uploaded on the USI website. USI's Blog was actively utilised by our scholars.

23. **National Security Paper.** The 39th National Security Paper on the subject 'Role of India in Shaping Strategic Maritime Environment in the Indo-Pacific' has been written by Vice Adm AK Chawla, PVSM, AVSM, NM, VSM (Retd) and is under publication as a Monograph.

USI Library

24. The USI library with a collection of over 70204 books, some dating back to 16th and 17th centuries, is a storehouse of knowledge and archival material. During the year, a total of 153 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.

Digitisation Drive

25. Throughout the year, we have observed a notable increase in our digital footprint. As part of our ongoing digital

transformation initiative aimed at enhancing the organization's reach and visibility, we have created a new USI website, which offers enhanced user-friendliness and mobile compatibility. Additional initiatives are summarised as under:

- (a) Launching of 'USI Strategic Dialogue', a discussion program hosted on the YouTube platform.
- (b) Introduced digital e-cards for members. This eco-friendly approach aligns with USI's sustainability objectives.
- (c) New software for membership data.
- (d) Drive to increase followers on the USI Facebook page, Instagram, Twitter and LinkedIn.

Cyber Security

26. Towards enhancement of cyber security, an audit was carried out by the Defence Cyber Agency on the request from the USI. Based on their report and recommendations of a subsequent Board of Officers, suitable remedial measure have been instituted. These include configuration of all IT assets through a licensed Firewall with log in data storage for 30 days, installation of licensed antivirus software, creation of admin and user accounts on all machines and education and awareness of all users.

USI Signature Events

27. **Address by Chief of the Naval Staff.** Special Address by Admiral R Hari Kumar, PVSM, AVSM, VSM, ADC, Chief of the Naval Staff, on 'Transformation Imperatives for a Future Ready Indian Navy' was held on 20 Mar 2023.

28. **Seminar on 'Women, Peace, and Security in Peacekeeping Operations'.** The international event was organised in collaboration with Enhancing Security Cooperation in and with Asia (ESIWA) on 23 Mar 2023. The delegation from European Union Member States, namely, Ambassador of Latvia to India, H.E. Mr Juris Bone; Ambassador of Lithuania to India, H.E. Ms Diana Mickevičienė; Deputy Head of Mission in

Embassy of Ireland to India, Ms Elaine Kennedy; First Counsellor, Head of Political Affairs of EU to India, Mr Christophe Manet, and well-recognised academics from various universities, think tanks and international organisations participated in the seminar.

29. **SGE for Asia-Pacific SSG Sub-regional & Regional Forum 2023 (DCAF).** The USI team participated as part of Sub-regional & Regional Forums 2023, organised by Geneva Centre for Democratic Control of Armed Forces (DCAF), Geneva, from 01 to 05 May 2023 in Colombo, Sri Lanka. Two scenario-based Strategic Gaming Exercises based on Counter Terrorism and HADR were conducted for participants from 21 countries.

30. **A CORE (Combined Operational Review and Evaluation) Programme.** The event was conducted for senior officers of the rank of Major General and equivalent rank officers from the armed forces and civil services at USI from 8-12 May 2023. CORE programme consisted of lectures by subject experts and panel discussions on 'G-20 Presidency – India's arrival at the Global Platform, Examining Opportunities Vs Challenges', 'China's Evolving Strategic Discourse on India; From Doklam, Galwan, to Arunachal Pradesh', 'Revamping India's National Security Architecture- Integrating Country's Armed Forces in the Planning Process', 'Theaterisation – Role and Mandate of Integrated Commands', 'Changing Nature of Warfare – Lessons from Russian-Ukraine War', 'Multidomain Operational Capabilities to Execute Operations against Northern Adversary', 'Dynamics of Indo-Pacific Region: Contestation, Competition & Cooperation', 'Emerging Technologies for Disruptive Effects in Non-Kinetics Engagement', 'Strategic Communication', 'Leadership and Art of Negotiations' and 'Outreach by Armed Forces for Collaboration, Engagement with Indian Defence Industries and Scientific Community'. The CORE program successfully undertook a comprehensive assessment of various Indian strategic trends and concerns, nationally, and globally. Senior serving and veteran officers from the Army, Navy, Air Force, retired diplomats, and strategic experts mentored the programme.

31. **General PS Bhagat Memorial Lecture.** USI, in collaboration with Bombay Engineer Group and Centre (BEG), Pune, organised first Lt Gen PS Bhagat Memorial Lecture at the Ashoka Convention Hall, Manekshaw Centre, on 14 Jun 2023. The lecture was delivered by General VP Malik, PVSM, AVSM (Retd), former Chief of the Army Staff, on the topic 'Legacy of Lt Gen Prem Bhagat-A Visionary and Strategic Leader'. General Manoj Pande, PVSM, AVSM, VSM, ADC, Chief of the Army Staff, delivered the Keynote address.

32. **21st Major General Samir Sinha Memorial Lecture.** The event was held on 28 Jun 2023 wherein, General Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, Chief of Defence Staff (CDS) delivered a talk on, 'Reforms in Armed Forces for 21st Century'.

33. **Address by the Chief of the Air Staff.** Special Address by Air Chief Marshal VR Chaudhari, PVSM, AVSM, VM, ADC, Chief of the Air Staff, on 'IAF at 100: Strength, Weaknesses, Opportunities and Threats' was held on 29 Aug 2023.

34. **General KV Krishna Rao Memorial Lecture.** The memorial lecture was held on 05 Oct 2023 on 'India's Quest for Strategic Autonomy: Opportunities and Challenges in the Emerging World Order' by Ambassador Sujan R Chinoy, DG MPIDSA and Lt Gen Syed Ata Hasnain PVSM, UYSM, AVSM, SM, VSM** (Retd). General Manoj Pande, PVSM, AVSM, VSM, ADC, Chief of the Army Staff, delivered the Keynote address.

35. **Central Command Panel Discussion on China.** A strategic panel discussion on China was conducted under the aegis of HQ Central Command, Lucknow, from 10-11 Oct 2023. GOC-in-C and officers of the formations participated in the event and discussed 'Analysis of strategic behaviour of China in the current geo-political scenario', 'Assessment of Chinese Military Capabilities and implications for India', 'Decoding Pak-China relationship and its likely manifestation', 'Areas of capability enhancement, and 'modernisation of Armed Forces'. The panellists from USI comprised of senior veterans from the three Services and Foreign Service.

36. **Indian Military Heritage Festival.** USI organised the first annual Indian Military Heritage Festival on 21-22 Oct, 2023 at the Manekshaw Centre, New Delhi. With 2022-2023 being the year of India's leadership of the G-20, the USI envisaged the festival in tandem with the Government of India's strategic policies to affirm our position as a global powerhouse. The festival was inaugurated by Hon'ble Raksha Mantri, Shri Rajnath Singh, on 21 Oct 2023 along with the launch of 'Project Udbhav', a joint collaboration of the Indian Army and USI to promote an indigenous strategic discourse through exploration and integration of India's ancient strategic acumen into the contemporary military domain. Eminent guests included Dr Jitendra Singh, Minister of State (Independent Charge) for the Ministry of Science and Technology and Minister of State for Prime Minister's Office; Personnel, Public Grievances and Pensions; Department of Atomic Energy and Department of Space; Chief of Defence Staff, General Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM; General Manoj Pande, PVSM, AVSM, VSM, ADC, Chief of the Army Staff; Air Chief Marshal VR Chaudhari, PVSM, AVSM, VM, ADC, Chief of the Air Staff; Vice Admiral SJ Singh, AVSM, NM, Vice Chief of Naval Staff; Mr Amitabh Kant, G20 Sherpa; and other senior officers from the armed forces along with various stakeholders from the defence field.

37. **MacGregor Medal.** MacGregor Medal Award ceremony was conducted on 08 Nov 2023. Air Mshl Jitendra Mishra, VSM, DCIDS (DOT), in presence of USI Council Members awarded the medals to the winners. The awardees, for year 2022, were Maj Digvijay Thakur of 24 Grenadiers and Wg Cdr Kunal Sharma of 3 Wing, AF for operational recce/extreme adventure.

38. **Strategic Gaming Exercise (SGE) for AWC.** USI conducted Ex-Kootneeti-II for Higher Command Course (HCC-52) at Army War College, Mhow from 15-18 Nov 2023. The participant played 'Collusive Hybrid Threat Scenarios and Taiwan Military Contingency' under the guidance of USI mentors.

39. **USI Annual UN Forum 2023 (#UAUF23).** This collaborative event, with ICRC, was conducted on 21-22 Nov

2023. The event was attended by diplomats, service officers, foreign and Indian peacekeeper. Virtual participation from UN HQ included Mr Jean-Pierre Lacroix, Under Secretary General Peace Operations; Mr Alexander Zhouev, Assistant Secretary-General (ASG), Rule of Law and Security Institutions; Mr Bernardo Mariano Jr, ASG, Information and Communication Technology; Ms Paivi Kannisto, Chief Peace and Security, UN Women; Mr David Haeri, Director, Policy, Evaluation and Training; and Lt Gen S Mohan, Force Commander at South Sudan. Mr Stéphane Jean, Judicial Officer and Mission Coordinator, Justice and Corrections Service, Office of Rule of Law and Security Institutions, Department of Peace Operations, UN physically participated. Other participants were former Indian Head of the missions, Force and Deputy Force Commanders, Deputy SRSG, UN Resident Coordinator, Head of UN Women in India, Head of Regional Delegation, ICRC and recently de-inducted senior Indian peacekeepers. This event was also supported by CUNPK and MEA.

40. **Seminar on the Battle of Hajipir and Tangail Airborne Operations.** The USI conducted a Seminar on the subject on 24 Nov 2023 at the USI. Veterans of Hajipir Operations (1965), namely Brig Shamsheer Singh (Brigade Sparrow) carried out presentation on brigade level planning and execution of Battle of Hajipir and 4 Rajput Operations, Brig Arvinder Baicher ex 1 PARA, Maj Gen JR Bhatti ex 19 Punjab and Col Surjit Singh Sandhu ex 6 Dogra covered the 1 PARA, 19 Punjab and 6 Dogra Operations respectively. Similarly, planning and effectiveness of Tangail Airborne Operation and presentation on Battle of Tangail (1971) was covered by veterans Lt Col RS Bangari ex 6 PARA and Brig BK Ponwar ex 1 MARATHAS respectively. Detailed account of Airborne Operations was presented by Lt Gen Nirbhay Sharma, PVSM, UYSM, AVSM. VSM (Retd), former Governor of Mizoram and Arunachal Pradesh. The event was well attended by the serving and veteran officers of the three Services and other USI members.

41. **Maj Bob Khathing Memorial Lecture.** The USI, in collaboration with Assam Rifles, conducted Maj Bob Khathing Memorial Lecture delivered by Lt Gen AK Sahni, PVSM, UYSM,

SM, VSM (Retd), former GOC-in-C, on the theme 'Evolving Security Scenario in North East and its Strategic Implications' on 08 Dec 2023.

42. **Marshal of the IAF Arjan Singh Memorial Lecture.** The USI, in collaboration with the Air HQ, organised the first Marshal of the IAF (MIAF) Arjan Singh annual lecture. on 20 Dec 2023. Air Chief Marshal RKS Bhadauria, PVSM, AVSM, VM (Retd), former Chief of the Air Staff delivered a talk on 'Legacy of Marshal of IAF Arjan Singh as a Visionary and Strategic Leader'. Air Chief Marshal VR Chaudhari, PVSM, AVSM, VM, ADC, Chief of the Air Staff, was in attendance.

43. **27th Colonel Pyara Lal Memorial Lecture.** The event is scheduled on 22 Dec 2023. Lt Gen AK Sahni, PVSM, UYSM, SM, VSM (Retd), former GOC-in-C shall be speaking on 'Modernisation of the Indian Army'.

44. **Annual Essay Competitions**

(a) **USI Gold Medal Essay Competition 2023.** A total of 91 entries were received on the subject being 'Ukraine Conflict: Military Lessons for India'. On perusal 22 entries were found violating the rules of the essay competition and 69 entries were forwarded to the judges for evaluation. The results will be declared at the Annual USI Council Meeting.

(b) **Lt Gen SL Menezes Memorial Essay Competition 2023.** The subject of this year's essay competition is 'China's Galwan Aggression, Military Lessons for India'. A total of 39 entries were received for this year's competition. On perusal, 12 entries were found violating the rules of the essay competition and 27 entries were forwarded to the judges for evaluation. The results will be declared at the Annual USI Council Meeting.

(c) **USI-War Wounded Foundation Joint Essay Competition 2023.** The topic for this year is 'Looking at the Disabled Soldier – Past, Present and Future – his Care, Career Prospects and Rehabilitation'. A total of 16 entries were received for this year's competition. On perusal, 02

entries were found violating the rules of the essay competition and 14 entries were forwarded to the judges for evaluation. The results will be declared at the Annual USI Council Meeting.

THE CENTRE FOR MILITARY HISTORY AND CONFLICT STUDIES (CMHCS)

45. During the year 2023, the CMHCS significantly enhanced its scope of activities and outreach. Salient aspects are summarised in the succeeding paragraphs.

Seminar on “Strategic Thought and Leadership on the Silk Road with Respect to India”

46. USI-CMHCS in collaboration with the Greek Chair at Jawaharlal Nehru University, New Delhi organised a seminar on “Strategic Thought and Leadership on the Silk Road with Respect to India” on 24 February 2023 at USI. The aim of the seminar was to explore how countries located on what used to be called the Silk Road relate to India’s rise as a 21st-century regional power. More specifically, the seminar focused on three case studies: Greece, Mongolia, and Uzbekistan. The seminar ended with a number of recommendations on how the cultural and historical ties of India with Mongolia, Greece, and Uzbekistan could open up the vistas of discussion for an alternate Silk Route and increasing engagement of India with these three countries.

USI-War Wounded Foundation (WWF) Chair of Excellence talk by Mrs Meghna Girish

47. The USI-CMHCS and War Wounded Foundation (WWF) signed a MoU on 23 Nov 2020 to undertake research in diverse aspects of rehabilitation of war-disabled personnel of the Armed Forces of India. As part of the collaboration the first USI-WWF Chair of Excellence was awarded to Mrs Meghna Girish. She has undertaken a study to document findings based on ground realities to identify gaps and challenges in access to entitlements and benefits for war-wounded personnel as well as disabled cadets.

48. This is a first-of-its-kind detailed nationwide study with war-wounded disabled soldiers and officer cadets boarded out with disabilities covering respondents from twenty-one states and union territories of India. The study findings give a clear picture of the ground realities of war-disabled soldiers, both retired and serving. The study report brings out the major gaps and challenges and advocates for policy review with specific recommendations to bridge the gaps so that war-disabled soldiers and disabled cadets can lead a life of dignity. Her report is being published as a USI publication.

49. Mrs Meghna Girish successfully completed her study and delivered the concluding talk to the USI members on 04 Aug 2023. The talk was chaired by Dr Pudi Hari Prasad, Joint Secretary, Department of Ex-Servicemen Welfare.

Joint USI-ICWA Project – Diplomatic Dimensions of Military History

50. USI-CMHCS organised an international conference on 'The Diplomatic Dimensions of Military History: Indian Armed Forces in France and Flanders during WWI and WWII' on 11 April 2023. This conference was conducted in collaboration with the Indian Council of World Affairs (ICWA). It was a significant step towards commemorating the role of India during the two World Wars. The conference was addressed by the Ambassadors to India from Belgium, France, and the United Kingdom. Mr Louis Teyssedou a history teacher along with 12 students from Amiens, France whose project to study the role of Indian soldiers in WW1 was supported by the USI, attended the conference in person. Later these students from France got an opportunity to meet the Indian military delegation on 14 July 2023 during the Bastille Day Parade in Paris. The conference paved the way to strengthen the strategic-cultural relations between India, France, Belgium, and the UK, and enhance India's efforts for 'reformed multilateralism'. As part of the event, a dinner for the delegates was also hosted by the Embassy of Belgium. A publication is also being prepared as part of the project.

Staff Ride

51. The USI has been propagating the conduct of Staff Rides as a tool for professional military education. Tri-service Staff Ride concept is based on the principle that the study of historical military campaigns and battles emphasises the enduring nature of warfare as well as its changing character. Since the modern day officer is now not often engaged on operations of significant scale, the value of Staff Rides in keeping the conceptual component of fighting power in good order is being freshly appreciated in professional armed forces.

52. In view of the above the Centre organised a talk on: 'Staff Ride: A Tool for Instruction of Military Professionals in Principles of War' at the USI on 29 May 2023. Maj Gen Andrew Sharpe (Retd), Director, Centre for Historical Analysis and Conflict Research, UK, was invited to deliver the talk. The talk was chaired by Lt Gen DP Pandey, UYSM, AVSM, VSM, Commandant, Army War College.

53. A joint Indo-UK Staff Ride will subsequently be planned to enable Indian participants to understand the process of planning and conducting such exercises so that the same can be applied to contemporary Indian battlefield scenarios.

Booklet on The Indian Army in Egypt

54. USI-CMHCS was approached to prepare a 52-page booklet on 'The Indian Army in Egypt' for the visit of the Chief of the Army Staff to Egypt on 10 May 2023. The task was undertaken at the request of the Foreign Training Team (FTT), Additional Directorate General of International Cooperation (ADGIC). The book was also translated into Arabic and released in Cairo by the Chief of the Army Staff, Gen Manoj Pande, PVSM, AVSM, VSM, ADC and his Egyptian counterpart Lt Gen Osama Ahmed Roshdy Abdullah Askar.

Content Creation for State War Museum, Dharmshala

55. M/s Tagbin Services Pvt Ltd, a company working on various museums and experience centers for the Government of India, requested USI-CMHCS for content development and

narrative writing for the State War Museum, Dharamshala, Himachal Pradesh. The Centre provided narratives based on the history and various operations of the Indian Air Force which will be fitted in the digital screens already installed in the museum. The topics were divided into different zones e.g India Pakistan Conflict of 1965, India Pakistan War 1971- Eastern Front, India-Pakistan War 1971- Western Front, Operation Pawan 1987, Operation Cactus, Kargil War 1999 (Operation Safed Sagar), Ongoing Operations, Operations in Siachen, Awardees of Indian Air Force etc.

USI-NAM British Indian Military Heritage Partnership

56. The Centre provided assistance to the National Army Museum (NAM), UK, to curate an exhibition titled “British Indian Army: Soldiers of the First World War” on the Indian Army in WWI which was displayed in London on 18 Sep 2023 to coincide with the visit of the COAS. This exhibition brings to life the indispensable service of the Indian soldiers from 1914 to 1918 in major theatres like the Western Front, Gallipoli, and Mesopotamia as well as lesser-known Asian fronts. The task was undertaken at the request of Defence Attaché, UK, and NAM, as a part of the British Indian Military Heritage Partnership. As part of the partnership Ms Shefali Oberoi, Research Assistant (RA) CMHCS was nominated by the Centre for the Chevening Scholarship by the British High Commission. She has been offered the scholarship to pursue her Masters in Violence, Conflict and Development.

Military Museum Association of India

57. The Centre has proposed to set up a Military Museums Association of India (MMAI) which will serve as a forum for military museums and museums with substantial military heritage collections within India. The decision to this effect was taken at the USI Council Meeting chaired by CISC, held on 23 December 2022. The Association will be essential for the sustainability of military museums going forward and support their development through training programmes. The aim will be to provide an advisory service and enable access to best practices in the field in order to enhance museum displays and

preserve artifacts. The following museums have registered for membership of the association:

- (a) CAC Heritage Museum (Prayagraj),
- (b) Shankla Museum (DRC, Ayodhya Cantt),
- (c) Punjab Regiment Centre (Ramgarh Cantt),
- (d) BEG & Centre Roorkee, JAT Regimental Museum (Bareilly).

Military Heritage Tourism

58. The USI, and Aadya E Travel (a unit of PC Training Institute Limited) has entered into a MoU relating to the Military Heritage Tourism. Aadya E Travel is an IATA accredited tour and travel agency, recognised by Ministry of Tourism and also associated with IRCTC.

59. The guided tours will be conducted to epic battlefields and explain the conduct of battles with particular focus on acts of valour, heroism and supreme sacrifice. The tours will acquaint the tourist/general public with India's ancient military heritage such as pre- and post-independence battlefields, forts, palaces, archaeological heritage sites, museums and memorials, along with the India's far flung border areas and local culture, customs and traditions. This will not only promote people to people contact, but will also boost the local economy and generate employment opportunities in far flung areas.

60. To meet the aims in an effective manner PCTI has also partnered with CSC e-Governance Services India Limited (CSC-SPV), a company registered under Companies Act 1956 that is working at National and State level for Government's initiative to migrate to an e-Governance platform and enable services through its vast network. CSC SPV will support Aadya E Travel to curate and plan the battlefield/military heritage tours itineraries and packages, by providing the local support in arrangements through its Common Services Centres for the smooth conduct of the tours and also extend the IT Support in promoting the tour packages.

61. Under the Military Heritage Tourism important circuits that have witnessed important battle/operations or any other significant military event have been identified. The first tour of 53 participants to the epic battlefield of Ferozepur and Hussainiwala (sites of landmark battles in 1965 and 1971 wars) was flagged on 12th Aug 2023 from USI of India by Lt Gen Manjinder Singh, YSM, VSM, Deputy Chief of Integrated Defence Staff. Till date 05 successful group tours have already been organised. Similar circuits have been identified to various parts of India.

‘Project Udbhav’: Illuminating India’s Military Future with Ancient Strategic Wisdom

62. In keeping with the Govt of India's vision for developing an Indigenous Strategic Military Culture, the USI-CMHCS initiated a project ‘Udbhav’, to study the evolution of Indigenous Military Systems and strategic thought; and to develop an indigenous vocabulary rooted in India's philosophy and culture.

63. The Centre organised the first workshop of Project Udbhav on ‘Comparative Perspectives on Ancient Greek and Indian Strategic Thought across West Asian Bridges’ held on Thursday, 18 May 2023 at the USI, New Delhi. The workshop ended with fruitful discussions between the speakers and the attendees.

64. ‘Project Udbhav’ was formally launched by Shri Rajnath Singh, Hon’ble Raksha Mantri at the Manekshaw Centre, New Delhi on 21 Oct 2023, during the Indian Military Heritage Festival being organised by the USI, in the presence of General Manoj Pande, PVSM, AVSM, VSM, ADC, Chief of the Army Staff.

65. Udbhav is a novel and unique project to establish Indic heritage of statecraft and strategic thinking at the Global stage. This pioneering first step conforms with the national and global demand for knowledge, based on ancient classical India Knowledge System, as it pertains to military science and its related disciplines. The outcome of the project will be useful in Professional Military Education; helping to connect the past with the present and the future of the Art of Warfare.

66. USI-CMHCS organised a panel discussion titled '*Current Research in the Field and Way Forward: Ancient classical text on statecraft from 4th Century BCE till 8th century CE to included Kautilya, Kamandaka, and The Kural*' on 29 Sep 2023. During the Indian Military Heritage Festival, along with the launch of the project by the Hon'ble Defence Minister, a panel discussion on the topic: '*UDBHAV; India's Indigenous Historical knowledge*'. On 09 Nov 2023, the joint collaboration also witnessed the presentation of papers on the topic: 'Kautilya's Arthashastra, Kamandaka's Nitishastra and The Kural by Thiruvalluvar: Evaluation and Analysis'. A national event is also being planned for Jan 2024, which will include the publication of a compilation of all the papers and presentations delivered during the numerous annual activities.

Indian Military Heritage Festival

67. Refer Para 36 for details.

USI-NAM Military Museum Curator's Course

68. The fifth iteration of the Annual Military Museum Curators' Course was held from 23 to 27 Oct 2023 at the USI. 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 Rajputana Rifles Officers' Mess and Museum was organised. The four-day training programme was conducted by trainers from the National Army Museum and the York Army Museum UK along with speakers from India.

USI- MoD Gallantry Awards Portal Project

69. The Ministry of Defence, Government of India, signed a MoU with USI-CMHCS in December 2021 to create a digital repository of gallantry award recipients of the Indian Armed Forces. Gallantry Awards Portal project is an initiative of Ministry of Defence, Government of India, first launched by the Hon'ble Prime Minister Shri Narendra Modi in 2017. It is a digital platform to immortalize our soldiers, seamen and airmen who valiantly guard our borders, maritime and air space every day to

uphold the sovereignty and territorial integrity of the nation. The project was conceptualized to ignite a spirit of patriotic fervour among the citizens of the country, using digital technology.

70. The project strives to create a broad and inclusive digital repository (gallantryawards.gov.in) of all gallantry award recipients, engage with the public, and imbibe a sense of civic consciousness among people all across the nation. The portal currently has accounts of more than 4000 awardees. The broad outline of the collaboration is given below:

- (a) Tracing the history of the Indian Armed Forces and creating a broad and inclusive online repository about Bravehearts and related wars, battles, and operations in order to inspire future generations to follow the path and emulate the bravery and courage.

- (b) Developing holistic content for the portal with the aim of creating a dynamic, interactive, and participatory online space that would offer a wholesome experience to all users.

- (c) Ensuring optimal reach and impact of the Gallantry Awards Portal to nurture a robust social-cultural ecosystem that respects the indomitable spirit and strength of the defence forces personnel and their families.

71. The primary responsibility of the USI GAP team is content generation in the form of write-ups on wars, battles and operations, profiles of awardees, graphic plates, audio-visual contents and handling the GAP social media platforms. The project researchers have compiled comprehensive data on major wars and conflicts fought by India since its independence. The details have been verified from published sources such as citations, military history accounts, regimental histories as well as personal interactions with the individuals and their families in order to create a rich online repository that caters as a source for scholars working in the field of military history as well as an informative platform that is accessible to everyone.

72. Project Veer Gatha was instituted under Gallantry Awards Portal (GAP) in 2021 with the aim to disseminate the details of

acts of bravery of the Gallantry Awardees and the life stories of these brave hearts among the students so as to raise the spirit of patriotism and instil amongst them values of civic consciousness.

73. In its 3rd edition, more than 1.36 crore school students from all 36 States and UTs participated enthusiastically in its third leg of the Veergatha Project. The students sent poems, paintings, essays/paragraphs & Multi-Media Presentations etc. to honour the acts of bravery and sacrifice of the officers/personnel of the Armed Forces and our freedom fighters.

74. For Veergatha, the GAP Team, since the first edition, has been focusing on the most important factor for achieving success that is the early development of communication strategy to enhance the outreach of the project through various social media platforms in the form of creative images and videos.

Writing of Book and Creation of Website of Military History of the Indian Army

75. The USI-CMHCS undertook a project in collaboration with HQ ARTRAC and Army War College, Mhow of producing a readable history of the Indian Army aimed at a general audience through a military history book and website. As part of the project, the Centre handed over Digital copies of the book, published under the title 'Valour and Honour - Indian Army through the Ages', to the Army War College, Mhow. The publication was duly vetted and reviewed by the various Directorates of the Indian Army. Simultaneously, a new website highlighting the rich history of the army has been developed. The website will utilize material from the book and present it on a digital platform to reach a wide audience. It will also have extensive visual material showcasing the rich and dynamic history of the Indian Army. The website was officially handed over to the AWC in the month of October 2023.

Creating a Digital Archive for the Indian Army

76. Indian Army has a rich and diverse history which has been extensively documented and records maintained from Army HQ

down to Unit/Sub-unit level. The USI-CMHCS in collaboration with the Army War College, Mhow, initiated a pilot project in Feb 2022, to digitize the records of the Indian Army and completed the project successfully in Feb 2023.

77. The following are the important activities undertaken as part of the pilot project:

(a) The creation of Military History of Indian Army Digital Archives was a mammoth task of digitizing 10 lakh pages of rare collection of material with searchable metadata and making it available for Researchers/Administrators and Users through a customized software.

(b) This has provided a backup of mechanisms for the rare documents against loss by fire, flood, war and sabotage and will also provide access to the declassified documents for research purpose by scholars and decision makers.

(c) The metadata capturing of the PDF files describing the content of the scanned documents in searchable format has been done as per Dublin Core Field Structure.

(d) In fulfilling the conditions for repair of brittle documents the USI engaged M/s INTACH and repaired approximately 5000 pages of brittle documents before digitizing the same.

(e) The Indian Army Digital Archive [IADA] software was customized as per the requirement of Army and was installed in a special kiosk.

(f) The COAS, GOC-in-C/COS ARTRAC, Commandant Army War College and their representatives were regularly briefed and their suggestions/observations were taken into account while bearing the project to its fruition.

(g) Concurrently, the project was also demonstrated to senior officers of HQ IDS, IN and IAF to evince their interest for commissioning of similar project for the other two Services.

78. An extension of pilot project for another six months has been assigned to the USI-CMHCS for the digitisation of 05 lakh more documents in the month of July 2023. Despite the best efforts of the AWC and ARTRAC, the quantity of documents and A/V provided by the Units/Formations falls below the planned quantum, leading the Indian Army to decide to end the project with only 1 Lakh (approx.) of digitisation.

Remembering the Contribution of Indian Soldiers in Africa

79. The USI-CMHCS was tasked by the Ministry of External Affairs with the creation of an exhibition for 'Remembering the Contribution of Indian Soldiers in Africa' and 'Printing of a commemorative booklet'. The Centre designed 40 storyboards that will be used by different Indian Diplomatic Missions in Africa to highlight the role of Indian soldiers, who fought and died on the continent during WW1. The commemorative booklet titled '*The Indian Army in East Africa 1914-18*' has been also published and submitted to the Ministry of External Affairs, East & Southern Africa Section. The exhibition was inaugurated by Minister of State for External and Parliamentary Affairs, India, Shri V. Muraleedharan on 22 Nov 2023 and was opened to public for next three months at Nairobi, Mombasa and Taita Taveta (WWI War Theatre in East Africa).

Re-dedication of the Memorial to the 4th Indian Division in Tunisia

80. During the year, the Centre assisted the Indian Embassy and the British High Commission, Tunis, to prepare a brochure and historical display panels for the rededication ceremony of the 4th Indian Division Memorial in Tunis. The task was undertaken at the request of the Indian Embassy and the British High Commission, Tunis.

CWGC Non-Commemoration Project

81. 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. A research assistant is being employed by the CMHCS, who will work on the CWGC

Non-Commemoration project under the direct supervision of the Dir CMHCS to collect relevant documentary evidence from the National Archives and other record repositories.

Creation of Indian War Memorials Overseas

82. In order to honour the role and sacrifices of the Indian soldiers who fought and died in various conflicts around the world, and consolidate India's soft power image, appropriate war memorials should be erected to represent India in friendly foreign countries. These memorials may be built in Australia, New Zealand, Turkey, Greece, Italy and France. The USI-CMHCS has already conceptualised and executed the erection of the Indian Great War Military Memorial in collaboration with the commune of Villers-Guislain, the Indian Armed Forces and the Ministry of External Affairs, Govt of India in 2018. Similar plans are being made to enable construction of war memorials commemorating Indian soldiers in Greece and Italy, respectively.

Ongoing Research

83. 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) Maharana Pratap Chair (2022-23): 'The Sukraniti: Statecraft, War Craft and Diplomacy' by Col PK Gautam (Retd).
- (c) USI-NAM British-Indian Military Heritage Partnership: 'Indian Army Insignia: Shoulder Titles 1885-1947' by Sqn Ldr RTS Chhina (Retd) and Tony McClenaghan.
- (d) USI-NAM British-Indian Military Heritage Partnership: 'Indian Army Insignia: Buttons 1757-1947' by Mr Adil Chhina and Tony McClenaghan.
- (e) 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

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

General Palit Military Studies Trust

85. No grant of the GPMST has been made in the current year.

Lt Gen S L Menezes Memorial Essay Competition 2023

86. The details have already been covered at Para 45 (b).

USI-WAR Wounded Foundation Joint Essay Competition 2023

87. The details have already been covered at Para 45 (c).

THE CENTRE FOR STRATEGIC STUDIES AND SIMULATION (CS3)

88. CS3 continued its focus on quality research in strategic and military affairs and the conduct of scenario based strategic games. The Centre hosted a number of seminars/webinars and Round Table Discussions (RTDs) focusing on geopolitical and strategic security issues. The Centre initiated track 1.5 dialogues with foreign partners & conducted table-top exercises. Books (under Chairs of Excellence), Occasional Papers and articles on contemporary issues were published and also uploaded on digital portals, the Strategic Perspective and USI Blog. The Centre conducted the CORE Programme for HQ IDS, strategic scenario gaming exercise at the Army War College, Mhow and Geneva Centre for Democratic Control of Armed Forces (DCAF) etc. USI has also completed 'Project Jayant', a seminal project on developing a computerised tool for conducting strategic gaming at Theatre-Strategic Level, in collaboration with the Institute for Systems Studies and Analyses (ISSA), DRDO.

89. The Centre conducted bi-annual internship programmes for students from various universities and signed several MoUs with Indian and foreign partners to expand and deepen our strategic

cooperation. Furthermore, the Centre undertook Net Assessment projects for the Ministry of Defence (MOD), HQIDS & NSCS. CS3 also mentored foreign Visiting Fellows in conducting research at the Centre.

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

Ongoing Research

91. Presently the following research projects are in progress: -

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

- (i) Employment of Artificial Intelligence at Tactical Level – Brig Pawan Bhardwaj, YSM, Senior Research Fellow.
- (ii) Salience of Social Media in Hybrid Operations” – Col Dheeraj Kumar, Senior Research Fellow.
- (iii) Emerging Disruptive Technologies and their impact on the future Battlefields – Col Maneesh Parthsarthy, VSM, Senior Research Fellow.
- (iv) Civil-Military Fusion: A Way Ahead in Building Infrastructure along Northern Borders – Col Vijay Kumar Goyat, Senior Research Fellow.
- (v) Enhancing Offensive Cyber Capability at National Level – Col Suraksh Vir, Senior Research Fellow.
- (vi) Realisation of Aim of Atmanirbhar Bharat in Defence - Gp Capt Saminjay Kumar, Senior Research Fellow.

(b) **Chairs of Excellence.** The following Chairs have been allotted:

- (i) MEA Chair of Excellence – “India-China Civilisational Connect” – Shri Tarun Vijay.
- (ii) DG Assam Rifles Chair of Excellence – “Comprehensive Development of Northeast: Window

to India's Act East Policy" – Shri Jitesh Khosla, IAS (Retd).

(iii) Field Marshal KM Cariappa Chair of Excellence – "Leveraging North East's Soft Power for enhancing Peace and Stability and Furthering India's Act East Policy" - Lt Gen Shokin Chauhan, PVSM, AVSM, YSM, SM, VSM (Retd).

(iv) General Bipin Rawat Chair of Excellence – "Modern Wars Future Force in Indian Context" – Lt Gen (Dr) Rakesh Sharma, PVSM, UYSM, AVSM, VSM (Retd).

(v) Bhawanipur Education Society College (BESC) Chair of Excellence – "Civil Military Fusion for Enhancing India's National Security" – Lt Gen Raj Shukla, PVSM, YSM, SM (Retd).

(vi) Lt Gen PS Bhagat Chair of Excellence – "Legacy of Lt Gen PS Bhagat: A Visionary and Strategic Leader" – Maj Gen SG Pitre (Retd).

(vii) Air Marshal Subroto Mukerjee Chair of Excellence – "Air Power in Joint Warfare: An Indian Perspective" – Air Mshl Diptendu Choudhury, AVSM, VM, VSM (Retd). (**Awaiting funding support from Air HQ**).

(viii) Flying Officer Amandeep Singh Gill Chair of Excellence – **Vacant**.

(ix) Prof DS Kothari DRDO Chair of Excellence – **Vacant due lack of funding support from DRDO**.

(x) Admiral RD Katari Chair of Excellence – **Funding support from Naval HQ received and the Chair is being allotted shortly**.

(c) **Net Assessment Projects**. The Centre for Contemporary China Studies (CCCS), MEA Project on 'Comprehensive Assessment of China-2035' is in the final stages of completion.

(d) MoD study on 'India-Mongolia Defence Cooperation'.

(e) MoD study on 'SCO Defence Cooperation'.

92. **Project Jayant: Joint USI-ISSA (DRDO) Project.** CS3 in partnership with ISSA (DRDO) commenced Project Jayant on 01 Jan 2022. The objective of the project was to develop a high-fidelity Decision-Aiding Digital Tool for joint planning, conduct and evaluation of operations at the Theatre-Strategic Level. The project has been completed on 30 June 2023. The software of models for the project based on the ibid inputs are being developed at ISSA. On completion of the same, ISSA will once again involve USI for final validation and verification.

93. **Strategic Scenario Gaming (SGE/Table Top Exercises**

(a) **SGE for Asia-Pacific SSG Sub-regional & Regional Forum 2023 (DCAF).** Refer Para 29 for details.

(b) **Central Command Panel Discussion on China.** Refer Para 35 for details.

(c) **SGE for AWC.** Refer Para 38 for details.

94. **Skill Development Programme.** Refer Para 30 for details.

(a) **A CORE (Combined Operational Review and Evaluation) Programme.** Refer Para 30 for details.

(b) **Internship Programme.** CS3 conducted summer internship programme for 39 students from 01 Jun to 30 Jun 2023. The students from Christ University, Bangalore, O.P. Jindal Global University (JGU), Sonapat, Haryana, Delhi University, and Pandit Deendayal Energy University, Gandhinagar participated in the internship programme.

95. **USI Joint Seminar / Memorial Lectures 2023** – Four joint seminars were conducted; details are as under:

(a) **Seminar on 'Women, Peace, and Security in Peacekeeping Operations'.** Refer Para 28 for details.

(b) **General PS Bhagat Memorial Lecture.** Refer Para 31 for details.

(c) **Maj Bob Khathing Memorial Lecture.** Refer Para 41 for details.

(d) **Marshal of the IAF Arjan Singh Memorial Lecture.** Refer Para 42 for details.

96. **International Events**

(a) **Bilateral International Interactions.** The following bilateral interactions were undertaken during the year:

(i) **USI-Institute for Defence International Relations (IDIR), Vietnam, Bilateral Interaction.** A four-member delegation led by Sr Col Duong Quy Nam, General Director from IDIR, Vietnam visited USI for a bilateral discussion on 21 March 2023, to exchange perspectives on ASEAN's Outlook in Emerging Security Architecture in the Indo-Pacific and India-Vietnam Defence Cooperation.

(ii) **USI-Taiwan Delegation.** An eight-member delegation led by former Chief of General Staff Admiral Hsi-Min Lee from Taiwan, visited USI on 02 June 2023 to discuss Xi-Jinping's intent and Strategic Behaviour up to 2030 and PLA's Strategic Behaviour along LAC.

(iii) **USI-National Chengchi University (NCCU), Taiwan.** A delegation of 40 members, led by Dr Lien, Hong Yi, Dean, College of International Affairs from NCCU Taiwan, visited USI on 23 June 2023 to discuss the current National Security Situation in Taiwan as well as Taiwan's current Security Relation with US, Japan and China.

(iv) **International Webinars.** A Joint USI-INDSR, Taiwan Webinar on the topic 'Salience of India-Taiwan Relations in the Indo-Pacific Region' on 01 Sep 2023.

97. **Scholars Presentations.** CS3 scholars, as part of their research projects, made the following presentations (Refer **Appendix 'A'** for details):

(a) 'India's One China Policy: Need for a Change' by Gp Capt Aseem Dogra.

(b) 'India-Nepal Relationship: Emerging Influence of China' by Col Manik Trivedi.

(c) 'Afghanistan Crisis: India's Conundrum' by Col Harpal Singh.

(d) 'Civil Military Fusion for Enhancing India's National Security' under Bhawanipur Education Society Chair by Lt Gen Raj Shukla (Retd).

(e) 'Afghanistan Crisis: India's Conundrum' by Col Harpal Singh.

(f) 'India-China Civilisational Connect' under MEA Chair of Excellence by Shri Tarun Vijay.

(g) 'India's One China Policy: Need for a Change' by Gp Capt Aseem Dogra.

(h) 'Employment of Artificial Intelligence at Tactical Level' by Brig Pawan Bhardwaj.

COURSE SECTION

Conduct of Competitive and Promotion Examinations

98. Professional advancement of serving officers has always been an important activity of the Institution since 1903. In 2023, USI undertook a major step in this field by conducting Online Pre-Staff Course (OPSC) for officers appearing for DSSC for three subjects, which was earlier conducted by respective Army Commands as Command Pre-Staff Courses (CPSC). Besides, the USI continued with the Correspondence Courses and Contact Programme in Hybrid mode (physically as well as online) for Competitive and Promotion examinations (Part B & D). More than 1500 officers were trained during the year.

99. **Conduct of Online Phase of OPSC-2024.** USI has been allotted online phase of OPSC-2024 by HQ ARTRAC. Based on the experience gained from OPSC-2023 and feedbacks received, the online phase for Science & Military Technology (SMT), Current Affairs (CA) and Military History (MH) will be conducted by USI in 2024, which includes Precis writing. The officers attending OPSC will make the payment of Rs 12,000/- for the Course package, including Registration Fees, for all the three subjects.

100. Director Courses also conducted discussions and interactions with student officer in virtual mode for all Promotion and Competitive exams. A number of instructors on the panel of USI of India were deputed to provide instructions in various pre-staff courses held in Commands, on volunteer basis, for most subjects, including Tac B.

101. In 2023, USI also conducted Correspondence Course for officers of IAF for DSSC entrance exam for Current Affairs. In 2024, it is proposed that USI will also take on Precis writing and Correspondence Course for Military History for IAF officers also.

102. Course Section prepared Precis for Current Affairs and Military History of Promotional exams Part B & D 2023 and has been assigned this task for the year 2024.

USI - UN CELL

103. The USI has played a stellar role in the furtherance of India's UN Peace Keeping (UNPK) endeavours. The Centre for UNPK (CUNPK) was established and nurtured by the USI, with support from MEA and Armed Forces, to become a regional node for excellence in the UNPK capacity building and diplomacy. Today CUNPK has grown to become a full-fledged unit of the Indian Army. In the meanwhile, the USI has graduated its UNPK role to the policy and doctrinal level. USI UN Cell under Maj Gen PK Goswami, VSM (Retd), Deputy Director General, is providing necessary impetus to highlight India's contribution in UNPKO at the national and international level in a collaborative framework.

104. The USI is a founding member of the Challenges Forum and collaborates with Norwegian Institute of International Affairs (NUPI), Effectiveness of Peacekeeping Network (EPON), and Stockholm International Peace Research Institute (SIPRI) on various projects. In the past, USI conducted a series of international courses in collaboration with United Nations Institute for Training and Research (UNITAR) and in the recent past, on Protection of Women in the Conflict Zones in collaboration with UN Women. Contact with UN Women, UN Resident Coordinator (UNRC) and International Committee of the Red Cross (ICRC) has been re-established.

105. The USI, in collaboration with ICWA, had conducted six webinars on various UN themes and the contents were published in the form of Monographs. A joint USI - ICWA book titled 'India and the UN Peace Operations: In the service of Humanity and Global Peace' has been completed and is likely to be released before end of the year. A special USI Journal (Jan - Mar 2023) was published, with contribution from foreign and Indian Peacekeepers.

106. **Geneva Centre for Security Policy (GCSP).** A GCSP delegation visited USI on 06 March 2023. During the year, GCSP undertook a study of the effectiveness of the United Nations Truce Supervision Organisation (UNTSO) in coordination with EPON. The study team comprised two professionals from GCSP, and Maj Gen (Dr) AK Bardalai (Retd), a Distinguished Fellow of USI. The study team undertook a field visit to four countries (Lebanon, Israel, Egypt and Jordan) in the month of May 2023 and is expected to present its report to the UN HQs sometime in December this year. USI is in the process of concluding a MoU with GCSP for UN peacekeeping related activities.

107. **USI Annual UN Forum 2023 (#UAUF23).** Refer Para 39 for details.

108. Besides this, USI UNPKO scholars participated in number of UN events conducted by CUNPK, CENJOWS, CLAWS and Korea National Defence University (KNDU); Embassy of India, Seoul; and Beijing International Forum. Efforts are also on to

collaborate with Office of Rule of Law and Security Institutions, Department of Peace Operations, United Nations; on the issues related to Protecting the Protectors.

USI – ATMANIRBHAR BHARAT INITIATIVE (ANBI)

109. The USI Atmanirbhar Bharat Initiative was started in April 2022, to cover the critical gap between various stakeholders' perceptions and actual positions. It is conceived to bring together geostrategy and technologies into a new vertical of the USI. 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 were:

- (a) To dwell on the linkage between geostrategy and fast developing technology base.
- (b) Mentor MSMEs and start-ups seeking to become a part of the defence industry ecosystem.
- (c) Identify export promotion opportunities for defence products/services.
- (d) Support Govt efforts to attract strategic industry to Bharat.

110. It is to be noted that since its inception, the USI-ANBI has been financially independent, contributing to the overall revenue of the USI. Over a period of time of about 18 months the following methodology has evolved:

- (a) Network and collaborate with other establishments, institutions and think tanks in India and abroad of governmental and non-governmental nature.
- (b) Deliberate on Strategic Issues - Cyber Security, Hybrid Warfare, Disruptive and Technology, AI, Automation, Space Centric Warfare, and UAVs. Collaborate in the field of disruptive technology.

(c) Conduct track 1.5/2 dialogue on the geopolitics of technology.

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

(e) Establish a Cyber Centre of Excellence at the USI in collaboration with CyberPeace Foundation. Initially three cyber verticals will be set up – cyber policy research and advocacy, threat intelligence and advisories, and R&D. Later, awareness capsules will be conducted for Government and private entities. On availability of sufficient funding, a cyber range will be set up for cyber gaming exercises.

(f) To collaborate with Ernst & Young on projects of mutual benefit including those concerning the Armed Forces. Possibilities evaluated on Karm Yogi Mission, Health initiatives of defence services including upgrade of hospitals, proposal for BRO, and a bid to upgrade CSD to an ONDC level.

111. Major events conducted by the ANBI Cell during 2023 are as follows:

(a) Aavahan- Start-ups and MSMES (06).

(b) Research project on ANBI for ICSSR sponsored by Dept of Defence Studies (Meerut University) on behalf of ICSSR.

(c) AICRA Seminar cum Exhibition- Startup Mahakumbh.

(d) Cyber Manthan– India Future Foundation- Multidomain Cyber Security, Hybrid Warfare, Digital Personal Data Protection Bill.

(e) NSCS - Track 1.5 Dialogue with QUAD Countries on AI/Machine Learning in Cyber Security.

(f) International RTD US Embassy- 'Are the Chinese GDI & GSI Interconnected'?

(g) G20 Cyber Security Summit with Cyber Peace Foundation.

(h) Self-Reliance in Defence in collaboration with Army Design Bureau and PHCC.

(i) International RTD on 'Military Applications of AI'.

(j) Seminar on Cyber Security in collaboration with US Embassy and Taiwan Economic and Cultural Centre under Global Co-op and Training Framework.

(k) Seminar on 'AI Enabled Gyro Stabilised Gimbal Sights'.

(l) Workshop for IA officers on 'The Threats of Deepfakes and Misinformation'.

112. The ANBI Cell has come of age and needs to be re-designated as a Centre for ANBI.

CONCLUSION

113. The Annual Report of the President of the Council 2023 has documented the major aspects of the USI functioning. 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 Director General and entire USI staff for selfless service, exemplary dedication, and path-breaking initiatives. I am sanguine that through the collective efforts of USI Council and Management, the Institution will scale new heights of fame, success and glory in the year ahead.

Appendix 'A'
Refers to Para 9
of the President's
Report 2023

CALENDAR OF USI ACTIVITIES

1.	12 Jan 2023	DG attended talk at IDSA by the CAS on 'India's Air Power: Future Trends and Context'.
2.	16 Jan 2023	Signing of MoU between USI & Primakov National Research Institute of World Economy and International Relations Russian Academy of Sciences (IMEMO).
3.	17 Jan 2023	DG USI and Dir CMHCS's meeting with HE Ganbold Dambajav Ambassador of Mongolia, Prof Ulziit Luvsanjav, JNU Mongolian Studies and Defence Attaché designate to Mongolia in India and Dr Oyun Batsukh, JNU Mongolian Studies.
4.	19 Jan 2023	Second Scholar Presentation on 'India's One China Policy: Need for a Change' by Gp Capt Aseem Dogra, Senior Research Fellow at USI.
5.	30 Jan 2023	Second Scholar Presentation on 'India-Nepal Relationship: Emerging Influence of China' by Col Manik Trivedi, Senior Research Fellow at USI.
6.	31 Jan 2023	MOU with IIT Patna and Redinent Tech Pvt Limited.
7.	02 Feb 2023	DG's meeting with Air Mshl Jeetendra Mishra, VSM, DCIDS (DOT). He visited the USI-CMHCS to monitor the progress of the 'Digital Archiving of Military History of IA' project.

8.	02 Feb 2023	MoU with Ernst and Young (EY).
9.	09 Feb 2023	DG's meeting with MGGS (Plans and Budget), HQ ARTRAC.
10.	10 Feb 2023	DG's meeting with Dr Ajai Saini, Executive Director, South Asia Terrorism Portal.
11.	17 Feb 2023	DG and Dir CMHCS's meeting with Christabel Royan Director, Nordic Centre in India and Professor Syros, Greek Chair JNU.
12.	23 Feb 2023	An Oversight Committee consisting of Col Anu Sharma, ARTRAC, Brig PP Singh, ARTRAC and Brig Amit Uniyal, WARDEC visited the USI-CMHCS to check the status of the 'Digital Archiving of Military History of IA' project.
13.	24 Feb 2023	CMHCS hosted a Seminar on 'Strategic Thought and Leadership on the Silk Road with respect to India'. H.E. Mr Dimitrios Ioannou, Ambassador of Greece to India, H.E. Mr Dambajavyn Ganbold, Ambassador Designate of Mongolia to India, and H.E. Mr Dilshod Akhatov, Ambassador of Uzbekistan to India participated in the seminar.
14.	25 Feb 2023	General Manoj Pande, PVSM, AVSM, VSM, ADC. Chief of the Army Staff, visited the USI to check the progress of the 'Digital Archiving of Military History of IA' project.
15.	27 Feb 2023	Lt Gen JS Sandhu, PVSM, AVSM, Chief of Staff HQ ARTRAC visited the USI-CMHCS to oversee the progress of the 'Digital Archiving of Military History of IA' project.

16.	27 Feb 2023	USI Council Meeting.
17.	28 Feb 2023	DG's meeting with Former Lt Governor AK Singh A&N Island.
18.	28 Feb 2023	DG and Dir CMHCS's meeting with Mr Vasilis Rokos, Vice President of the Hellenic-Indian Chamber of Commerce & Economy and the CEO of ROKA REFRACTORIES.
19.	01 Mar 2023	Meeting with James N Mathis, former US Defence Secretary, on Indo-US Initiative for Critical and Emerging Technologies.
20.	02 Mar 2023	The USI hosted an interaction with Dr Eldor Aripov, Director of Institution of Strategic & Regional Studies, and Amb Doniyor Kurbanov, Director of the Information and Analytical Centre for International Relations (CIRS), Tashkent, Uzbekistan, Ambassador of the Republic of Uzbekistan to the Republic of India - H.E. Mr. Dilshod Akhatov along with, Mr Azamjon Mansurov.
21.	03 Mar 2023	The USI & Higher School of Economics (HSE), Moscow, Russia had an interaction at USI. The delegation included Ms Anastasia, Likhacheva, Dean of Faculty of World Economy and International Affairs, HSE, along with Ms Alexandra Morozkina and Ms Olga Kharina. The USI delegation comprised the DG, Dir CS3, Vice Admiral Satish Soni, PVSM, AVSM, NM (Retd), Lt Gen Arun Kumar Sahni, PVSM, UYSM, SM, VSM (Retd), Air Marshal (Dr) Rajeev Sachdeva, AVSM (Retd), Mr Sam Bhasin, Maj Gen Rajendra Singh Yadav, VSM (Retd), and Dr Roshan Khanijo, Assistant Director (Research).

22.	03 Mar 2023	Meeting with Taiwan delegation led by Dr Szu-Chien Hsu, hosted by Amb Baushuan Ger.
23.	04 Mar 2023	Meeting with Dr Victoria Panova, Vice Rector HES, Moscow.
24.	06 Mar 2023	DG's interaction with Mr Dorian Ducka, Advisor to Prime Minister of Albania.
25.	06 Mar 2023	First Scholar Presentation on 'Afghanistan Crisis: India's Conundrum' by Col Harpal Singh, Senior Research Fellow at USI. External Discussant was Lt Gen GS Katoch, PVSM, AVSM, VSM (Retd).
26.	06 Mar 2023	RTD with the GCSP delegation consisting of Amb Thomas Greminger, Director, GCSP, Dr Linda Maduz, Programme Manager Asia, GCSP and Ms Isabelle Gillet, Head Community Engagement, GCSP on UN Project with Geneva Centre for Security Policy.
27.	10 Mar 2023	Meeting with Lt Gen MV Suchindra Kumar, AVSM, YSM**, VSM, VCOAS.
28.	17 Mar 2023	Book Release at USI by Ms Tarini Rawat, daughter of General Bipin Rawat – Book titled, 'Bipin: The Man Behind the Uniform' authored by Ms Rachna Bisht Rawat, Panguria.
29.	20 Mar 2023	Talk at USI by Admiral R Hari Kumar, PVSM, AVSM, VSM, ADC, Chief of the Naval Staff, on 'Transformation Imperatives for a Future Ready Indian Navy'.
30.	21 Mar 2023	DG attended the COAS's Interaction Session on Capacity Building of IA.

31.	21 Mar 2023	Director CMHCS participated in the online panel on '1857: Mutiny or Uprising?' organised by the British in India Historical Trust, UK.
32.	21 Mar 2023	A delegation of Institute for Defence International Relations (IDIR), Vietnam, comprising Sr Col Duong Quy Nam, Director-General IDIR, Vietnam, Sr Lt Col Ta Quanh Thanh, Dy Dir, IDIR, Vietnam, Lt Col Nguyen Duc Bao Chau, Deputy Head of Asia-Africa Division, IDIR Vietnam and Lt Nguyen Thi Hang Nhung, Assistant of Asia-Africa Division, IDIR Vietnam, visited USI for bilateral Track 1.5 dialogue.
33.	23 Mar 2023	Enhancing Security Cooperation in and with Asia (ESIWA), organised a seminar on 'Women, Peace and Security in Peacekeeping Operations' at USI. The delegation from European Union Member States, namely, Ambassador of Latvia to India, H.E. Mr Juris Bone; Ambassador of Lithuania to India, H.E. Ms Diana Mickevičienė; Deputy Head of Mission in Embassy of Ireland to India, Ms Elaine Kennedy; First Counsellor, Head of Political Affairs of EU to India, Mr Christophe Manet and well-recognised individuals from various universities, think tanks and international organisations participated in the seminar.
34.	11 Apr 2023	USI-CMHCS in partnership with ICWA conducted an international conference on 'The Diplomatic Dimensions of Military History: Indian Armed Forces in France and Flanders during WWI and WWII'.
35.	14 Apr 2023	Meeting with Dir IKCRI (India Korea Centre for Research and Innovation) and Defence Attaché and Science & Tech Attaché of the Korean Embassy.

36.	17 Apr 2023	A Round Table Discussion on 'Migration, Refugees and Security Challenges' held at the USI. The speakers were Capt Sarabjeet Singh Parmar, Shri Jayanto N Choudhury, IPS (Retd), Shri Jitesh Khosla, IAS (Retd).
37.	25 Apr 2023	Meeting with Head of Regional Delegation ICRC, Mr Kadir Awol Omar, Cdr Sandeep Bali (Retd), Head of the Armed and Security Forces Programme and Mr Rafiq Zia Humanitarian Diplomacy Advisor.
38.	27 Apr 2023	USI organised a RTD on 'India-Bangladesh: 50 Years of Partnership'. Maj Gen Shafayetul Islam (Retd) from Bangladesh, Amb Veena Sikri, IFS (Retd), Amb Pinak Ranjan Chakravarty, IFS (Retd) and Amb Riva Ganguly Das, IFS (Retd) participated as panellists.
39.	01-05 May 23	2023 Annual Asia-Pacific and South Asia Security Sector Governance Forum organised by DCAF, Geneva, at Colombo, Sri Lanka. DG, Dir CS3 and Dr Roshan Khanijo, ADR participated in the Scenario Gaming Exercise conducted for participants from 21 countries.
40.	08-12 May 23	Combined Operational Review & Evaluation (CORE) Programme held at USI.
41.	09 May 2023	Meeting with VCNS at Naval HQ.
42.	10 May-2023	DG's presentation on 'Changing Nature of War-Lessons from Ukraine Conflict' at Core Programme.
43.	15-19 May 23	DG and Dir CS3 participated in Valdai Club Conference in Russia.

44.	18 May 2023	The USI-CMHCS organised the first workshop of Project 'Udbhav' on 'Comparative Perspectives on Ancient Greek and Indian Strategic Thought across West Asian Bridges'.
45.	25 May 2023	RTD with Mr Roy Kamphausen, President of the National Bureau of Asian Research at USI.
46.	29 May 2023	CMHCS organised a talk on 'Staff Ride: A Tool for Instruction of Military Professionals in Principles of War' delivered by Maj Gen Andrew Sharpe (Retd) Director, Centre for Historical Analysis and Conflict Research (CHACR), UK. This talk was chaired by Lt Gen Devendra Pratap Pandey, UYSM, AVSM, VSM, Commandant, AWC.
47.	01-30 Jun 23	Summer Internship Programme held at USI. A total of 40 students from different universities (Christ University, Delhi University, PDEU, Jindal University etc.) participated in the Programme.
48.	02 Jun 2023	A delegation from Taiwan, led by former Chief of General Staff Admiral Hsi-Min LEE visited USI. From the USI, Lt Gen AK Bhatt, (Retd), Air Mshl SK Ghotia (Retd) and Dr Roshan Khanijo, Assistant Director (Research) presented perspectives.
49.	08 Jun 2023	Lt Gen Raj Shukla (Retd), under the Bhawanipur Education Society College Chair, presented his script on 'Civil Military Fusion for Enhancing India's National Security'.
50.	09 Jun 2023	Dr Ishtiaq Ahmed, Professor Emeritus of Political Science at Stockholm University, delivered lecture on 'Pakistan: Present and Future'. Capt Alok Bansal, Dr Shalini Chawla and Dr Ashish Shukla participated as panellists.

51.	14 Jun 2023	USI, in collaboration with Bombay Engineer Group and Centre (BEG), Pune, organised first Lt Gen PS Bhagat Memorial Lecture delivered by General VP Malik, PVSM, AVSM (Retd), former Chief of the Army Staff, on the topic 'Legacy of Lt Gen Prem Bhagat – A Visionary and Strategic Leader'. General Manoj Pande, PVSM, AVSM, VSM, ADC, Chief of the Army Staff graced the occasion.
52.	23 Jun 2023	A delegation of 40 members from National Chengchi University (NCCU) Taiwan, led by Dr Lien, Hong Yi, Dean, College of International Affairs, NCCU, visited USI. Presentation on 'Contours of India's Foreign Policy' was made by DG, USI.
53.	23 Jun 2023	MoU between USI and Aadya E Travel for Military Heritage Tourism was signed.
54.	27 Jun 2023	DG meeting with Shri Anil Baijal, former Lt Governor of Delhi.
55.	28 Jun 2023	General Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, CDS, delivered Maj Gen Samir Sinha Memorial Lecture on 'Reforms in Armed Forces for 21 st Century'. He also released USI Strategic Year Book 2023.
56.	03 Jul 2023	A presentation on Indian Armed Forces contributions in World Wars, especially in France, was organised for 16 Officers of the Directorate of Personnel Services from Naval Headquarters. These officers were to take part in Bastille Day Parade on 14 Jul 2023, in France.
57.	03-04 Jul 23	DG delivered lectures on 'The Art of Long Strategic View: Net Assessment Approach' and 'Geopolitics of Eurasia; Strategic Implications for India' to the HCC at AWC, Mhow.

58.	06 Jul 2023	Dirr CMHCS participated in 'Tiffin Talk' series RTD on 'The Future of India's Strategic History: Archival Research and Policy Impact'.
59.	14 Jul 2023	A Scholar Presentation on the topic "Afghanistan Crisis: India's Conundrum" by Col Harpal Singh, Senior Research Fellow was held.
60.	14-21 Jul 23	Ms Saanjana Goldsmith, Senior Research Assistant CMHCS attended the Thessaloniki International Media Summer Academy (THISAM) held at Greece.
61.	20 Jul 2023	The final presentation by Shri Tarun Vijay, under the MEA Chair of Excellence on the topic 'India – China Civilisational Connect' organised as a Webinar at USI.
62.	20 Jul 2023	Director CMHCS and Dr Archana Tyagi, Senior Research Fellow USI-CMHCS met the Vice Chief of Army Staff regarding the project 'Udbhav'.
63.	26 Jul 2023	On the occasion of the 24 th Kargil Vijay Diwas and the Annual Day of the Common Service Centre, Maj Sushil Goel (Retd), MD, PC Training Institute Ltd and USI-CMHCS launched the project of 'Military Heritage Tourism' in the presence of Shri Alkesh Kumar Sharma, Secretary Ministry of Electronics & Information Technology.
64.	04 Aug 2023	The final Scholar Presentation on 'India's One China Policy: Need for a Change' by Gp Capt Aseem Dogra, Senior Research Fellow was held.

65.	04 Aug 2023	A talk on 'Ground Realities, Gaps and Challenges in Access to Entitlements and Benefits for War Wounded Disabled Soldiers and Disabled Cadets' by Mrs Meghna Girish, recipient of the USI-WWF Chair of Excellence (2021-22, 2022-23) was organised by USI-CMHCS.
66.	06-12 Aug 23	Dir CS3 attended 'India-Taiwan Strategic Security Dialogue 2023', organised by Ministry of Foreign Affairs, Taiwan.
67.	12 Aug 2023	USI-CMHCS, in collaboration with Aadya E Travel, a business unit of PC Training Institute Ltd, and CSC e-Governance Services India Ltd launched first tour for Ferozepur and Hussainiwala under project 'Military Heritage Tourism'. The tour was launched by Lt Gen Manjinder Singh, YSM, SM, Dy Chief (PP&FD).
68.	14 Aug 2023	Major Chang, Cheng-Yuan from Taiwan National Defence University (NDU), Taiwan visited USI for interactions on the topic of 'Indo-Pacific'.
69.	17 Aug 2023	RTD with US Embassy officials and international experts on 'Chinese Global Development Initiative and the Global Security Initiative and its Impact'.
70.	24 Aug 2023	Virtual Signing of MoU between USI & Taiwan Centre for Security Studies (TCSS), Taiwan.
71.	24 Aug 2023	A Taiwanese delegation headed by Admiral Liu Chih-Pin, President NDU, along with 03-member' visited USI.
72.	25 Aug 2023	Signing of MoU between USI and Centre for CyberPeace Foundation.

73.	29 Aug 2023	Special Address by Air Chief Marshal VR Chaudhari, PVSM, AVSM, VM, ADC, Chief of the Air Staff, on 'IAF at 100: Strength, Weaknesses, Opportunities and Threats' at USI.
74.	01 Sep 2023	A Joint USI-INDSR Webinar at USI on 'Indo-Pacific Region: Perspectives of India and Taiwan'. DG gave a presentation on 'India's Foreign Policy'.
75.	04 Sep 2023	DG's meeting with Mr Kedir Owal Omar, Head of Regional Delegation, ICRC.
76.	05 Sep 2023	DG's meeting with CDS and Lt Governor Ladakh (UT).
77.	09 Sep 2023	Director Courses and Director Editorial participated in the 16th International Conference on Central Asia and Shanghai Cooperation Organisation at Shanghai, China.
78.	11 Sep 2023	Director CMHCS and Dr Archana Tyagi, Senior Research Fellow USI-CMHCS's meeting with Air Marshal AP Singh, PVSM, AVSM, Vice Chief of the Air Staff on the 'Digital Archive' project.
79.	12 Sep 2023	Director CMHCS and Dr Archana Tyagi, Senior Research Fellow USI-CMHCS's meeting with Lt Gen MV Suchindra Kumar, AVSM, YSM**, VSM, Vice Chief of the Army Staff on project 'Udbhav'.
80.	14 Sep 2023	Meeting of USI-CMHCS Board of Management.
81.	14 Sep 2023	First Scholar Presentation on the topic 'Employment of Artificial Intelligence at Tactical Level' by Brig Pawan Bhardwaj, Senior Research Fellow, USI-CS3.
82.	21 Sep 2023	DG and DDG, USI participated in 19 th Peacekeeping Seminar, PKO Center, Korean National Defense University, Seoul.

83.	24-30 Sep 23	Maj Gen RS Yadav, VSM (Retd), Distinguished Fellow USI participated at the traditional HSE International Partners' Week in Moscow, Russia on the topic 'A Common Greater Eurasian Intellectual Space: Partnership in Education and Science'.
84.	25 Sep 2023	MoU signed between USI and DRDO.
85.	26 Sep 2023	DG's meeting with High Commissioner of Srilanka, Ashok Milinda Moragoda.
86.	26 Sep 2023	Talk delivered by DDG at CUNPK ASEAN Female Military Officers Course (18 - 29 Sept 2023)
87.	29 Sep 2023	USI-CMHCS in collaboration with the Indian Army commenced Project Udbhav with a Panel Discussion on the theme 'Evolution of Indian Military Systems, Warfighting and Strategic Thought-Current Research in the Field and Way Forward'.
88.	02-05 Oct 23	DG participated in the 20 th Annual Meeting at Valdai Club, Discussion at Sochi.
89.	04 Oct 2023	Talk by Wg Cdr UC Jha on 'Grievance Redressal System Appraisal and Reforms'.
90.	05 Oct 2023	General KV Krishna Rao Memorial Lecture on 'India's Quest for Strategic Autonomy: Opportunities and Challenges in the Emerging World Order' by Amb Sujana R Chinoy, DG MPIDSA, and Lt Gen Syed Ata Hasnain PVSM, UYSM, AVSM, SM, VSM** (Retd). General Manoj Pande, PVSM, AVSM, VSM, ADC, Chief of the Army Staff, delivered the Keynote address.
91.	09 Oct 2023	Meeting with KNDU delegation headed by Amb Sikand Taha.

92.	10-11 Oct 23	Conduct of Central Command China Seminar Lucknow. DG talked on 'Analysis of Strategic Behaviour of China in the Current Geo-Political Scenario'.
93.	13 Oct 2023	Presentation by DG at NDC on the subject 'Art of Long Strategic View: Net Assessment Approach'.
94.	17 Oct 2023	Finance Sub-committee Meeting.
95.	18 Oct 2023	USI-CMHCS conducted a coordination meeting for the Indian Military Heritage Festival, chaired by the Air Mshl Rajeev Sachdeva, AVSM (Retd), Chairman CMHCS BoM, was conducted by the USI-CMHCS at the USI. All nominated nodal officers from Services along with HQ IDS representatives attended the meeting.
96.	21-22 Oct 23	USI-CMHCS organised the first annual Indian Military Heritage Festival at the Manekshaw Centre. The festival was inaugurated by the Hon'ble Raksha Mantri, Shri Rajnath Singh. A panel discussion titled 'Udbhav: India's Indigenous Historical Knowledge' and public launch of the project 'Udbhav' were both held during the festival.
97.	23-27 Oct 23	USI NAM Military Museum Curators Course.
98.	28 Oct – 01 Nov 2023	DG participated in 10 th Beijing Xiangshan Forum at Beijing China.
99.	03 Nov 2023	DG's digital interaction with Mr Bernard Goonetilleke, Pathfinder Foundation.

100.	03 Nov 2023	DG participated in Chanakya Defence Dialogue-2023 at Manekshaw Centre.
101.	08 Nov 2023	Executive Committee Meeting and MacGregor Medal Ceremony chaired by Air Mshl Jitendra Mishra, VSM, DCIDS (DOT).
102.	09 Nov 2023	A paper presentation on the topic 'Kautilya's Arthashastra, Kamandaka's Nitishastra and The Kural by Thiruvalluvar: Evaluation and Analysis ' was held as part of the planned events for the project 'Udbhav'.
103.	14 Nov 2023	Signing of MoU between the USI and DG Infantry at Mhow.
104.	15-18 Nov 23	Strategic Gaming Exercise 'Ex-Kootneeti-II' conducted by the USI for HCC-52 at Army War College, Mhow.
105.	17 Nov 2023	Talk by DDG at CUNPK 'Training of Trainee' on UN Pre- Deployment Training.
106.	20 Nov 2023	Conduct of international RTD on 'Military Applications of AI' (a USI-CCOE joint event).
107.	21-22 Nov 23	USI Annual UN Forum 2023 (#UAUF23) in collaboration with ICRC on 'International Humanitarian Law and Peacekeeping'.
108.	22 Nov 2023	An exhibition to commemorate Indian soldiers in WW1 has been conceived by the Defence Wing, High Commission of India in Kenya, in collaboration with USI and National Museums of Kenya. This itinerant was inaugurated by Minister of State for External Affairs, Shri V. Muraleedharan and was opened to the public for next three months at Nairobi, Mombasa, and Taita Taveta (WWI War Theatre in East Africa).
109.	27-28 Nov 23	DG participated in 9th edition of the Primakov Readings International Forum at Moscow, Russia.

110.	03-06 Dec 23	Dir CS3 participated in the '14th Asian Conference of the Valdai Club', Russia.
111.	04 Dec 2023	DG delivered a talk on 'Art of Long Strategic View' at HQ Northern Command.
112.	06-08 Dec 23	Combined Leadership Conclave (CLC) programme conducted at the USI.
113.	07 Dec 2023	DG's meeting with Taiwanese delegation from Institute for National Defence and Security Research (INDSR).
114.	08 Dec 2023	Maj Bob Khathing Memorial Lecture on 'Evolving Security Scenario in North East and its Strategic Implications' was delivered by Lt Gen AK Sahni, PVSM, UYSM, SM, VSM (Retd). Book titled 'Comprehensive Development of the Northeast – Window to India's Act East Policy' by Shri Jitesh Khosla, IAS (Retd), under DG Assam Rifles CoE was also released.
115.	08 Dec 2023	Dr Archana Tyagi, Senior Research Fellow USI-CMHCS, delivered a presentation on 'How to Promote and Develop Border Tourism in the State' at the Industry Roundtable on Border & Heritage Tourism organised by the PHD Chambers, Punjab, for the Punjab International Trade Expo (PITEX) 2023.
116.	10 Dec 2023	The Directorate of Indian Army Veterans (DIAV) organised the first edition of the Indian Army Veterans Half Marathon (IAVHM) on the theme of 'Kargil Rajat Jayanti' on 10 Dec 2023 at Jawaharlal Nehru Stadium, New Delhi. The CMHCS curated the exhibition through content creation and designing of storyboards related to Operation Vijay highlighting the valour and sacrifice of the Indian Army during the Kargil War by creating a walk-through Kargil Arena at the venue.

117.	11 Dec 2023	Visit by Dr Roshan Khanijo, ADR, to Army War College, Mhow to attend the Panel Discussion on 'Nuclear Forces' Dynamics'.
118.	11-12 Dec 23	Seminar on Cyber Security with collaboration US Embassy and USI Taiwan Economic and Cultural Centre under Global Co-op and Training Framework.
119.	12 Dec 2023	Visit of National Institute for Defence Studies (NIDS), Japan Delegation to USI.
120.	14 Dec 2023	Seminar on 'AI Enabled Gyro Stabilised Gimbal Sights' at USI.
121.	18-19 Dec 23	Capsule for IAF officers on 'Space Law' by Wg Cdr (Dr) UC Jha, USI Council Member, at the USI.
122.	18-24 Dec 23	Research Assistant, Shri Manav Saini's visit to Taiwan to participate in the 'South Asia Young Scholar' delegation sponsored by Ministry of Foreign Affairs, Taiwan.
123.	20 Dec 2023	USI, in collaboration with Air HQ, organised the first Marshal of the Air Force Arjan Singh Annual Memorial Lecture, delivered by Air Chief Marshal RKS Bhadauria, PVSM, AVSM, VM (Retd), former Chief of the Air Staff, on the theme 'Legacy of Marshal of IAF Arjan Singh as a Visionary and Strategic Leader'. Air Chief Marshal VR Chaudhari, PVSM, AVSM, VM, ADC, Chief of the Air Staff, was in attendance.
124.	20 Dec 2023	Workshop for IA officers on 'The Threats of Deepfakes and Misinformation' by professors of IIT Delhi, IIT Patna, and University of New South Wales, Sydney (Australia).
125.	21 Dec 2023	USI Council Meeting.
126.	22 Dec 2023	27 th Colonel Pyara Lal Memorial Lecture on 'Modernisation of the Indian Army' by Lt Gen AK Sahni, PVSM, UYSM, SM, VSM (Retd).

Appendix 'B'
Refers to Para 21 of the
President's Report 2023

LIST OF USI PUBLICATIONS – 2023

Books

1. **Editorial**

USI Strategic Year Book, the eighth edition of the book, titled 'USI Strategic Year Book 2023' was released by General Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, Chief of Defence Staff (CDS) on 28 Jun 2023 at the USI.

2. **CS3**

(a) 'Grey Zone Warfare: Way Ahead for India' by Lt Gen Dushyant Singh, PVSM, AVSM (Retd).

(b) 'Comprehensive Development of the Northeast – Window to India's Act East Policy' by Mr Jitesh Khosla, IAS Officer.

3. **CMHCS**

(a) 'The Indian Army in Egypt' edited by Sqn Ldr Rana TS Chhina, USI, New Delhi, 2023.

(b) 'The Indian Army in East Africa 1914-18' by Sqn Ldr Rana TS Chhina, USI, New Delhi, 2023

(c) 'Valour and Honour – Indian Army through the Ages' edited by Maj Gen Ian Cardozo, AVSM, SM (Retd) & Maj Gen Jagabir Singh, VSM (Retd) USI, New Delhi 2023.

(d) A brochure on 'The Re-Dedication of the Memorial to the Men of the 4th Division' USI, New Delhi, 2023.

4. **UN Cell**

A book project on UN Peacekeeping was undertaken in collaboration with ICWA during the year. A book 'India and The UN Peace Operations: In the Service of Humanity and Global Peace' has been written by Col (Dr) KK Sharma, Visiting Fellow, USI.

Books (Under Publication)

5. Following books are under publication:

(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, Memorialisation, Commemoration and War Memorial in Post-independence India' by Maj Gen Hemant Kr Singh (Retd)

(c) Chhatrapati Shivaji Chair: 'Alha-Udal Ballad Rendition of Western UP' by Dr Amit Pathak.

(d) Maharana Pratap Chair (2015-16): 'Because of This: A History of the Indo-Pak War Dec 1971' by Air Mshl Vikram Singh, AVSM, VSM (Retd)

(e) 'India's One China Policy – Need for a Change' – Gp Capt Aseem Dogra.

(f) 'India-Nepal Relationship: Emerging Influence of China' – Col Manik Trivedi.

(g) 'Military Operations – Legal Framework for Multi Domain Warfare' by Wg Cdr (Dr) UC Jha (Retd) and Gp Capt Kishore Kumar Khera (Retd).

(h) 'Outer Space Vs Battlespace: Emerging Domain of Warfare' by Wg Cdr (Dr) UC Jha (Retd) and Gp Capt Kishore Kumar Khera (Retd).

Monographs and Occasional Papers

6. Monograph

(a) 'India Tibet Relations (1947-1962)' by Mr Claude Arpi.

7. Occasional Paper

(a) 'The Ukrainian Conflict: Heavy Metal still Rocks the Charts' by Maj Gen Jagatbir Singh, VSM (Retd) & Maj Gen VK Singh, VSM (Retd).

(b) 'The Great Helmsman and the Generalissimo: A Personal Feud That Endures' by Col Sanjay Kannothe, VSM.

(c) 'Changing Operational Scenario and Evolving Rules of Engagement' by Wg Cdr UC Jha (Retd) and Gp Capt Kishore Kumar Khera (Retd).

(d) 'Empowering Commanders for Tomorrow' by Brig Pawan Bhardwaj.

(e) 'A Joint Concept of Operations' by Air Marshal (Dr) Diptendu Choudhury, PVSM, AVSM, VM, VSM (Retd).

(f) 'Orbat & Decorations for the Azad Hind Fauj' by Shri Neelotpal Mishra.

8. **USI Strategic Perspective and Blog.** During the year, a total of 31 articles were posted on our 'Blog' and nearly 12 articles in 'Strategic Perspective'.

9. **China & South Asia Monitors.** CS3 publishes two monthly monitors namely South Asia Monitor and Sinometre. The monitors analyse the key developments in South Asia and China respectively and are circulated widely. These have been well received in the environment.

Monographs and Occasional Papers (Under Publication)

10. Monographs

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

(b) USI-WWF Chair of Excellence (2021-22 & 2022-2023): 'Ground Realities, Gaps and Challenges in Access to Entitlements and Benefits for War Wounded Disabled Soldiers and Disabled Cadets' by a study by Meghna Girish WWF.

(c) 5th General KV Krishna Rao Memorial Lecture – 'India's Quest for Strategic Autonomy: Opportunity and Challenges in the Emerging World Order'.

(d) National Security Paper on 'The Indo-Pacific Construct – India's Maritime Highway to Great Power Status' by Vice Admiral Anil Kumar Chawla, PVSM, AVSM, NM, VSM, PhD (Retd)

11. Occasional Papers

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

(b) 'Theaterisation in Light of the Malayan Campaign and the Fall of Singapore in World War II' by General MM Naravane, PVSM, AVSM, SM, VSM, (Retd).

(c) First P.S. Bhagat Memorial Lecture – 'Legacy of Lt Gen Prem Bhagat – A Visionary and Strategic Leader'.

(d) 'Analysing the Indus Waters Treaty 1960: Beyond the Hype, Hoopla and the Hyberbole' by Col Anurag Jyoti and Prof (Dr) RK Kapur.

(e) 'Myanmar's Escalating Civil War: Implications for India's 'Act East' Policy' by Shri Subir Bhaumik.

Articles & Book Review

12. CS3

(a) Brig Pawan Bhardwaj, Senior Research Fellow wrote an article on 'ChatGPT – An Emerging Digital Disruptor' in the USI Strategic Year Book 2023.

(b) Mr Manav Saini, Research Assistant wrote an article on 'Colombo Security Conclave' Need for Transition towards sustainable Energy Security' for USI Journal (Oct-Dec 2023 issue).

13. CMHCS

(a) Book review of the book 'Faithful Fighters: Identity and Power in the British Indian Army' by Kate Imy, Bloomsbury India, 2023 New Delhi, was published in the Hindustan Times, 21 July 2023.

(b) Article by Director CMHCS titled 'Dharma: The Moral Foundation of Military Ethos in India' was published in the occasional papers of the Centre for Historical Analysis and Conflict Research Ares & Athena, 23 July 2023.

(c) Article by Maj Gen Jagatbir Singh, VSM (Retd) titled 'G 20 and Its Relationship with Security' was published in the USI Strategic Perspectives, Oct 2023.

(d) Article by Ms Anusha Mishra, USI-CMHCS Research Assistant titled 'Kargil War in Retrospect: The Battle of Point 5590 and Captain Haneef Uddin's Supreme Sacrifice' was published in the USI Strategic Perspectives, Aug 2023.

(e) A Web Article by Maj Gen Jagatbir Singh, VSM (Retd) titled 'The Pivot of Geography and The Ukrainian Conflict' was published on the website of the CENJOWS, May 2023.

(f) Article by Mr Saransh Srivastav, USI-CMHCS Research Assistant titled 'Captain Anuj Nayyar: A Valiant

Hero of the Kargil War' was published in the USI Strategic Perspectives, July 2023.

(g) Article by Maj Gen Jagatbir Singh, VSM (Retd) titled 'Even with Western military equipment, the momentum seems to be missing in Ukraine's counter-offensive against Russia' was published in the 'Daily Guardian' 6 Sep 2023.

(h) Article by Maj Gen Jagatbir Singh, VSM (Retd) titled 'Prigozhin: Putin's Chef Cooks His Own Goose' was published in the 'Punekar News', Aug 2023.

(i) Article by Maj Gen Jagatbir Singh, VSM (Retd) titled 'Sorties were this Braveheart's Forte' was published in the 'Tribune', 30 Mar 2023.

Ongoing Research

14. CMHCS

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

(b) Maharana Pratap Chair (2022-23): 'The Sukraniti: Statecraft, War Craft and Diplomacy' by Col PK Gautam (Retd).

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

(d) USI-NAM British-Indian Military Heritage Partnership: Indian Army Insignia: Buttons 1757-1947 by Mr Adil Chhina and Tony McClenaghan.

(e) 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).