

ANNUAL REPORT OF THE PRESIDENT OF THE COUNCIL - 2025



(Established : 1870)

UNITED SERVICE INSTITUTION OF INDIA

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INTRODUCTION

1. Gentlemen, it is my great pleasure to welcome you to the United Service Institution of India (USI) Annual Council Meeting for the year 2025. It is my privilege to be the President of this prestigious Institution. I am grateful to the outgoing USI Council for their guidance and unstinted support to the Institution. The USI has consistently maintained its growth across all domains, despite financial constraints. The management deserves praise for its consistent performance and for enhancing the image of the Indian Armed Forces and the nation as a whole.

2. The Centre for Administration strived hard to improve infrastructure, create additional workspace, improve audio facilities in seminar rooms, and enhance the rental drive.

3. The elections for the Council 2026-2028 were held through a hybrid electoral system. Likewise, the selection of the new Director General (DG) USI was conducted in accordance with the bye-laws. Statement of case for the provision of funds/aid was projected to Department of Military Affairs (DMA) Ministry of Defence (MoD). Several Corporate Social Responsibility (CSR) projects were undertaken to generate revenue.

4. The Centre for Military History and Conflict Studies (CMHCS) hosted the 3rd edition of the Annual Indian Military Festival at the USI campus. After successfully creating the Digital Archive for the Indian Army (IA), the Centre completed Phase 1 of the Digital Archive for the Indian Air Force (IAF) this year.

5. The Centre for Strategic Studies and Simulation (CS3) continued to focus on strategic Net Assessment and strategic gaming. The Centre hosted several seminars/workshops and roundtable discussions, focusing on geopolitical and strategic security issues and Multi-Domain Warfare.

6. The Centre for Professional Military Education (CPME) was designated as a node of excellence for writing precis on Current Affairs and Military History. The Centre also conducted a pre-staff course for the IAF and Indian Navy (IN) officers.

7. The Centre for United Nations (UN) Studies (CUNS) enhanced its focus on policy and doctrine issues related to UN peacekeeping. It conducted Model UN Conferences for the student community, as well as the USI Annual UN Forum 2025 on 'Advancing Peacekeeping and Humanitarian Imperatives in a Fragmented World'.

8. The Centre for Emerging Technology for Atma Nirbhar Bharat (CETANB) has emerged as a catalyst for the creation of an ecosystem of designers, developers, and end-users in the field of disruptive and niche technologies. It has also provided consultancy services in global risk scans to key enterprises such as Infosys.

9. The Centre for Publications (CP) continuously strives to ensure the quality of publications. The prestigious USI Strategic Book 2025 was released this year by the Hon'ble Governor of Bihar, Shri Arif Mohammed Khan. In the realm of digital media, the USI significantly expanded its presence on various online social media platforms.

10. The Institution's visibility has significantly increased, as reflected in the signing of number of Memorandum of Understandings (MoUs), the establishment of new Chairs of Excellence, and participation in key international conferences. Notably, during the year, Hon'ble Raksha Mantri (RM) Raksha Rajya Mantri (RRM) three State Governors, one Chief Minister, Chief of Defence Staff (CDS), Service Chiefs, some Union Secretaries and Heads of Mission delivered addresses at the Institution.

11. It is my privilege to present the report of the Institution for the year 2025. 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. Highlights of the President's Report are contained in the succeeding paragraphs.

GENERAL ASPECTS

Membership

12. The Institution began with 215 members, and it grew to 3500 when the USI moved to the present premises in 1996. Today, the USI has 14787 members. The drive to grant Special Civilian Membership to deserving cases has yielded good results. During the current year, 68 Life Members, 09 Civilian Members, 10 Associate Members, 317 Ordinary Members and 935 Course Members were enrolled. A special drive has helped enrol members from the Training Academies, the Assam Rifles, and the Central Armed Police Forces. The process of granting membership has been digitised.

Memorandum of Understanding

13. It is heartening to note that the appeal of USI as a partner think tank of choice has increased nationally and globally. During the year, 18 MoUs, including two with foreign entities, have been signed and two MoUs are under process. Details are at **Appendix 'A'**.

USI MAJOR EVENTS

14. **Scenario Building and Red Teaming**. DG and Director Centre for Publications conducted sessions on Scenario Building and Red Teaming at Army War College (AWC), Mhow on 02 and 03 January 2025.

15. **Lecture by Chief of Air Staff (CAS)**. A lecture by Air Chief Marshal AP Singh, PVSM, AVSM, CAS, on the topic, 'Transformation of India's Aerospace Power' on 31 January 2025.

16. **Lecture by Chief of Naval Staff (CNS)**. Special Address by Admiral Dinesh K Tripathi, PVSM, AVSM, NM, CNS on the topic 'Indian Navy Transformation to Triumph, Steering through Turbulent Tides and Testing Times' on 13 February 2025.

17. **Maj Bob Khathing Memorial Lecture by the RM, CM Arunachal Pradesh and Chief of Army Staff (COAS)**. Maj Bob Khathing Memorial Lecture was held at Manekshaw Centre,

New Delhi, on 19 March 2025. Shri Rajnath Singh, Hon'ble RM; Shri Pema Khandu, Hon'ble Chief Minister Arunachal Pradesh; Gen Upendra Dwivedi, PVSM, AVSM, COAS; Air Chief Marshal AP Singh, PVSM, AVSM, CAS; Maj Gen BK Sharma, AVSM, SM** (Retd), DG, USI; Lt Gen Vikas Lakhera, AVSM, SM, DG Assam Rifles; Lt Gen PC Nair, PVSM, AVSM, YSM, PhD (Retd) and Mr. John SR Khathing, s/o Maj Bob Khathing graced the occasion, apart from a large number of veterans and serving officers.

18. **USI-Bihar Regimental Centre (BRC) Seminar-cum-Exhibition on 'Military Heritage and Culture of Bihar and Chhota Nagpur**. A two-day seminar titled 'The Military Heritage and Culture of Bihar and Chhota Nagpur' was organised by the BRC, IA, in collaboration with the USI on 21 and 22 March 2025. The seminar featured several engaging sessions, each shedding light on distinct facets of the region's military heritage. The Hon'ble Governor of Bihar, Shri Arif Mohammad Khan, inaugurated the seminar and paid tribute to the region's brave soldiers. In his special address, the DG USI, Maj Gen BK Sharma, AVSM, SM** (Retd), emphasised the importance of Project Udbhav and how it can help explore and disseminate the rich military heritage and culture of the region, as well as its contributions at the national level. A key highlight of the event was the unveiling of the booklet, 'The Military Heritage and Culture of Bihar and Chhota Nagpur', a collaborative effort between the USI and the BRC. In addition, a MoU was signed between the BRC and the USI under Project Udbhav to preserve and promote the region's military legacy. Along with the seminar, a curated exhibition was organised to showcase the military and cultural heritage of Bihar and Chhota Nagpur.

19. **Strategic Gaming Exercise**. An exercise on 'Strategic Fusion and Convergence' was conducted at AWC, Mhow on 25 March 2025.

20. **MacGregor Memorial Medal and Talk by the CDS on 16 April 2025**. Gen Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, CDS awarded MacGregor Memorial Medals, for the year 2023, to Wg Cdr D Panda of 19 FBSU, AF and EA (R) Rahul Kumar Pandey of IMAC, IN. For the year 2024, the medal was awarded to Col Ranveer Singh Jamwal, SM, VSM of National

Institute of Mountaineering and Adventure Sports (NIMAS) for operational recce, Ram Ratan Jat, CHEAA (R) of Indian Naval Air Squadron (INAS) 330/Shikra, IN and Sgt Jhumar Ram Poonia of Directorate of Adventure, Integrated Headquarters of MoD (Air) for a mountaineering expedition. The CDS also released the book 'Bravest of the Brave: The Inspiring Story of Naib Subedar Chunni Lal, AC, VrC, SM' authored by Lt Gen Satish Dua, PVSM, UYSM, SM, VSM (Retd).

21. **23rd Maj Gen Samir Sinha Memorial Lecture**. The event was held on 23 May 2025, wherein Shri Arif Mohammed Khan, Governor of Bihar, delivered a talk on 'Unity in Diversity: A Hallmark of Viksit Bharat 2047s'.

22. **Strategic Gaming Exercise for ICWA**. Strategic Gaming Exercise NEETI KAUSHAL was organised for the Indian Council of World Affairs (ICWA) on 19-20 June 2025.

23. **Strategic Gaming Exercise for Sushma Swaraj Institute of Foreign Services (SSIFS)**. A Strategic Gaming Exercise was conducted for the trainee officers of Indian Foreign Service at SSIFS on 14 and 15 July 2025.

24. **Seminar on 'Developments in Myanmar and Bangladesh: Security Implications for India's North Eastern Region'**. A workshop on 'Developments in Myanmar and Bangladesh: Security Implications for India's North-eastern Region' was conducted on 05 August 2025 on behalf of DG Defence Intelligence Agency. The speakers included retired diplomats and senior veterans.

25. **Seminar on 'Chinese Information Operations'**. A seminar on 'Chinese Information Operations' on 08 August 2025, on behalf of the IA. The event featured insightful talks by a panel of veterans and geopolitical experts.

26. **Seminar on 'West Asia'**. A workshop on 'West Asia' was conducted on 12 August 2025 on behalf of Headquarters Integrated Defence Staff (HQ IDS). The discussions focused on the evolving regional order and India's connection with the region.

27. **Strategic Gaming Exercise for SSIFS**. A Strategic Gaming Exercise was conducted for senior diplomats of Indian Foreign Service at SSIFS on 21 August 2025.

28. **Strategic Gaming Exercise (SGE) for AWC.** 'Ex-Kootneeti II' was conducted for Higher Command Course (HCC-54) at Mhow on 29 and 30 August 2025. The USI team helped participants prepare geopolitical scans, warfighting strategies, the National Security Strategy, and the National Military Strategy.

29. **Diamond Jubilee of the 1965 Indo-Pak War: Military, Diplomatic, and Strategic Perspective.** A two-day seminar titled 'Diamond Jubilee of the 1965 Indo-Pakistan War: Military, Diplomatic, and Strategic Perspectives' was organised on 01 and 02 September 2025 to commemorate the Diamond Jubilee of the 1965 Indo-Pak War. Air Mshl Ashutosh Dixit, AVSM, VSM, VM, Chief of Integrated Defence Staff to the Chairman, Chiefs of Staff Committee (CISC) and President, USI Council, graced the occasion as the Chief Guest. Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd), ex-DG of USI and a veteran of the 1965 War, delivered the seminar's keynote address.

30. **Second USI-CS Kothari Memorial (CSKM) Public School Annual Military History Seminar on '1965 War: 60 Years of Valour, Strategy, and Impact on India's Military Doctrine'.** An inter-school seminar on military history titled, '1965 War: 60 Years of Valour, Strategy, and Impact on India's Military Doctrine' was hosted at the premises of CSKM Public School on 08 September 2025 to commemorate the 60th year of the India-Pakistan War of 1965.

31. **Combined Operational Review and Evaluation (CORE) Programme and Talk by the CDS.** The event for senior service and civil service officers was held at USI from 22 to 26 September 2025. The CORE programme consisted of lectures and panel discussions by subject experts to undertake a comprehensive assessment of various Indian strategic trends and concerns, both nationally and globally, to include geopolitics, strategic security, niche technology, modernisation of armed forces, Op Sindoor, Viksit Bharat, defence and security management, leadership issues, etc. Senior serving officers, including the CDS and veteran military officers, retired diplomats, and strategic experts, mentored the programme.

32. **29th Colonel Pyara Lal Memorial Lecture**. Lt Gen Gurmit Singh, PVSM, UYSM, AVSM, VSM (Retd), Hon'ble Governor of Uttarakhand, delivered a talk on 'Uttarakhand in India's Strategic Calculus Developments and Security Pathways' on 07 October 2025.

33. **Book Launches by Hon'ble RM, Shri Rainath Singh and CDS**. The hon'ble RM released the book titled 'Civil-Military Fusion as a Metric of National Power and Comprehensive Security' authored by Lt Gen Raj Shukla, PVSM, YSM, SM (Retd) on 22 October 2025. Likewise, another book titled Portraits of Valour, Timeless Military Art, by Lt Col Arul Raj, authored by Maj Gen Ian Cordozo (Retd) and edited by Sqn Ldr Rana Chinna, was released by the CDS.

34. **USI Annual UN Forum 2025**. The USI Annual UN Forum 2025 on 'Advancing Peacekeeping and Humanitarian Imperative in a Fragmented World' at the USI on 23 and 24 October 2025. Air Marshal Ashutosh Dixit, AVSM, VM, VSM, CISC and President USI Council delivered the keynote address. The valedictory address was delivered by Shri Asoke Mukerji, IFS (Retd), Former Permanent Representative of India to the UN. Participants from UN HQ included a virtual address by Mr Jean-Pierre Lacroix, Under-Secretary-Gen for Peace Operations, UN.

35. **Indian Military Heritage Festival (IMHF)**. The USI-CMHCS hosted the 3rd Annual IMHF at the USI campus from 14 to 15 November 2025. The festival was inaugurated by Shri Sanjay Seth, Hon'ble RRM, who delivered the keynote address and also released significant publications – 'The Sukraniti: Statecraft and Warcraft' by Col PK Gautam (Retd), 'Honours and Awards of the Indian Armed Forces' by Dr AK Mishra, '75 Years of India's Contribution to UN Peacekeeping' by Maj Gen PK Goswami (Retd), reconsider by Lt Col Arul Raj and 'The 1965 War: Commemorative Booklet'. The accompanying exhibition 'Portraits of Valour: Military Paintings of Lt Col Arul Raj' was also inaugurated by the RRM. The festival was enriched by the presence of Gen Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, CDS; Thiru RN Ravi, Hon'ble Governor of Tamil Nadu; and Shri Sambhaji Raje Chhatrapati, Chairperson of the Raigad Development Authority. A special session on Operation Sindoor set the tone for discussions on accelerating *Atmanirbharta* (self-

reliance) in defence through indigenous technology and industry collaboration. The festival featured insightful sessions covering a wide range of themes.

36. Panels on military biographies traced the inspiring journeys of Naib Subedar Chunni Lal, AC, VrC, SM and Lt Gen Rostum K Nanavatty, highlighting the importance of documenting sagas of valour and military leadership. A session on lessons from the 1965 Indo-Pak War revisited operational and strategic insights that remain relevant to today's defence planning. A landmark session explored the battlefield heritage of the Maratha Empire. Shri Sambhaji Raje Chhatrapati's special address offered deep insights into the legacy of Chhatrapati Shivaji Maharaj. His announcement of a proposed MoU between the Raigad Development Authority and USI-CMHCS to develop the Raigad Maratha Military Heritage Trail was warmly welcomed. Another session on law, governance, and the Armed Forces examined landmark judicial decisions, welfare challenges, and pension issues, reinforcing the need for robust policy frameworks. The festival received an exceptional response from participants who valued the blend of historical reflection, strategic debate, and cultural engagement. Students from over 22 schools and colleges and NCC cadets participated enthusiastically, interacting with serving and veteran officers. Their excitement and active involvement added vibrancy to the proceedings and highlighted the festival's growing role in inspiring youth to engage with India's defence and strategic ecosystem. Guidance from the Gen Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, CDS was instrumental in conceptualising the exhibition of Lt Col Arul Raj's paintings. The CDS, apart from discussing his book 'Ready, Relevant and Resurgent: A Blueprint for the Transformation of India's Military', also graced the festival as the Chief Guest for the Closing Ceremony. In his address, he appreciated the festival as a major national celebration of India's rich military legacy and its enduring relevance. Air Marshal Ashutosh Dixit, AVSM, VM, VSM, CISC and President, USI Council, in his special address during the ceremony, observed that the festival not only honoured the armed forces and their immense contributions but also critically examined India's military history as a living repository of lessons for the present and the future. The Third Annual IMHF reaffirmed USI's

commitment to preserving India's military heritage while fostering informed debate on contemporary and future challenges.

37. **Round Table Discussion (RTD) on 'The Gurkhas during the Partition of India'**. The USI-CMHCS is actively collaborating with the Gurkha Museum (United Kingdom [UK]) on ongoing research initiatives. As part of this collaboration, Mr Charlie Fillingham is conducting a detailed study of the role of the Gurkha Regiments during the Partition of India, focusing on their involvement in managing internal disturbances in Punjab, assisting with refugee movement, and supporting refugee camps—areas where historical documentation remains limited. In this connection, a roundtable discussion was held on 15 November 2025 to deliberate on preliminary findings and to exchange insights among subject experts. The study will examine the transition of the ten Gurkha regiments in 1947, when they were divided between the British and Indian Armies. This research aims to address key gaps in historical literature and contribute to a deeper understanding of the Gurkhas' role during a critical period in the subcontinent's military and social history.

38. **Investors' Awareness Initiative**. USI, in collaboration with Securities and Exchange Board of India (SEBI) and Housing Development Finance Corporation (HDFC) Mutual Funds, launched an Investors' Awareness Initiative to educate personnel of the Indian Armed Forces on various options for safe financial and investment planning on 06 December 2025. This initiative will continue till 31 March 2026.

39. **Lt Gen PS Bhagat Memorial Lecture**. The memorial lecture was conducted on 'Strategic Autonomy in a Fragmented World: India's Way Forward' on 16 December 2025. Shri Ram Madhav, President India Foundation delivered the keynote address.

Participation at International Events

40. USI delegations participated in the following international events:

- (a) The Director CP participated in the 8th Indian Ocean Conference, 'Voyage to 'New Horizons of Maritime

Partnership', Muscat, Oman, from 16 to 17 February 2025, organised by India Foundation.

(b) The Director CPME and Maj Gen Jagatbir Singh, Distinguished Fellow, CMHCS, delivered a talk in the International Workshop at Bukhara State Pedagogical Institute, Bukhara, Uzbekistan, on 'Regional and Security Challenges in South and Central Asia amid Geopolitical shift' on 28 March 2025.

(c) The DG USI delivered a talk at the Moscow Economic Forum (MEF), at its plenary session 'The Changing World: Russia's Strategy' from 31 March to 03 April 2025.

(d) The Director CUNS attended Stockholm International Peace Research Institute (SIPRI)—Friedrich Ebert Foundation Seminar at Dakar, Senegal, South Africa on 'The New Geopolitics of Conflict Management—Future of Conflict Management and Peace Operations. Presented paper on 'High Politics and Interests of Stakeholders' from 08 to 09 April 2025.

(e) As part of the India-Russia Defence Cooperation Plan—Think Tank Interaction, USI-CMHCS organised the visit of a delegation from the Military Research Institute of the Military Academy of the Gen Staff of the Armed Forces of the Russian Federation to the National Archives of India and the Rajputana Rifles Regimental Centre on 16 April 2025.

(f) The Director CMHCS attended the annual Chattri Memorial Remembrance Service and laid a wreath at the Memorial, in Brighton, UK 08 June 2025.

(g) The Director CMHCS participated as a Guest speaker at a talk on 'Imperial Service Troops' at Hampton Court, UK, on 14 June 2025.

(h) The DG USI, Director CETANB, and Dr Brinda Banerjee, Visiting Fellow (SRF), CETANB, attended the St Petersburg International Economic Festival and the Valdai Discussion Session from 15 to 22 June 2025.

(j) The Director CS3 attended the 'Media and Think Tank Summit and SCO Expert Forum', held by Xinhua

News Agency, China, and Rossiya Segodnya Media Group, Russia, in Zhengzhou, China, from 23 to 27 July 2025.

(k) The Director CUNS participated in the '16th Advanced International Humanitarian Law (IHL) Seminar for Academics and Policymakers', at Geneva, organised by the ICRC and the Geneva Academy of IHL and Human Rights from 25 to 29 August 2025.

(l) The DG USI attended the 22nd Annual Meeting of the Valdai Discussion Club, 'The Polycentric World', in Sochi from 28 September to 03 October 2025.

(m) The Director CETANB participated in a seminar on 'Tech Sovereignty' at Brasilia. He also spoke in the Lower House of parliament at a public hearing on Indo-Brazil and BRICS Cooperation from 06 to 10 October 2025. Meetings were also held with the Heads of Nucleo Brazil, the Alanda Space Agency, and the Special Advisor to the President of Brazil.

(n) The DG USI participated in the Challenges Annual Forum 2025 on the 'Review of the Future of UN Peace Operations' at Accra (Ghana) from 14 to 16 October 2025.

(o) The on Eurasian Security in Belarus from 26 to 30 October 2025.

(p) The DG USI attended the '16th Asian Conference of the Valdai Discussion Club' in Istanbul, Turkey, from 10 to 13 November 2025.

(q) The Director CS3 participated in a meeting of the Civil BRICS Council, held under the aegis of the Russian Chapter of the Civil BRICS Council, in Moscow from 16 to 21 November 2025.

(r) The DG USI participated in the BRICS People's Summit, organised by the Tricontinental Institute for Social Research and the BRICS Civil Council, on the theme of 'Strengthening Global South Cooperation for More Inclusive and Sustainable Governance', held in Rio de Janeiro, Brazil, from 01 to 04 December 2025.

(s) On behalf of USI, two research scholars of CETANB, Dr Brinda Banerjee, Visiting Fellow CETANB and Ms

Surbhi Chakraborty, PhD Research Fellow, USI member and ex-Research Analyst at CETANB, participated in the 'Youth Tech Cultural Festival' conducted by the School for Young Futurologists at Vladimir, Moscow from 01 to 06 December 2025.

(t) The Director CP participated in the conference 'Security in Eurasia: From Concept to Practice' on 09 December 2025 at the Valdai Discussion Club in Moscow.

(u) The DG USI delivered a lecture on 'The Sino-Indian Strategic Relations and the Future of Asia', at Royal Higher Institute for Defence (RHID), Brussels, Belgium, from 10 to 12 December 2025.

41. **Online Participation**

(a) The Director CMHCS delivered an online talk on the subject 'Indian Philosophy of Peace' organised by the Tehran Peace Museum (TPM), Iran. The talk was organised jointly by the TPM and the In Flanders Fields Museum in Ieper, Belgium, on 30 January 2025.

(b) The DG USI spoke on 'Kautilya and Sun Tzu in the Modern World' Oxford India Forum 2025, on 21 June 2025.

(c) The Director CUNS attended a webinar on 'UN Efforts to Address Sexual Exploitation and Abuse in Peace Operations: Challenges and Opportunities' organised by Red de Seguridad y Defensa de América Latin, Uruguay, on 30 June 2025.

(d) Director CMHCS participated in a online conference held at Vladivostok on India's role in World War II, highlighting the IA's support to Russia through the aid convoys from Iran on 03 September 2025.

(e) The DG and Director CETANB presented 'Overview of Geopolitics and Tariff War' to Infosys business leaders of Insurance Industry and to Infosys business leaders of Japan on 10 September 2025.

(f) The DG and Director CETANB presented 'Overview of Geopolitics and Tariff War' to Infosys business leaders of China on 11 September 2025.

(g) The DG and Director CETANB presented 'Overview of Geopolitics and Tariff War' to Infosys Internal Risk Team on 12 September 2025.

(h) Final presentation by the DG and Director CETANB on 'Overview of Geopolitics and Tariff War' to Infosys Internal Risk Team on 15 September 2025.

(j) The Director, CETANB, held discussions with a representative of the Institute for Research and Innovation at the University of South Wales, UK, on 25 October 2025.

(k) The DG's online meeting with European Institute of Romania on 'Building geo-economics bridge: European Union—South Caucasus—Central Asia' on 03 November 2025.

(l) The DG attended online launch of the 'Key findings from the Challenges Annual Forum 2025' and Opening of Peace Operations Review Week at UNHQ on 05 November 2025.

(m) Director CUNS attended the online Annual Conference of the International Association of Peacekeeping Training Centre at Vicenza, Italy, from 10 to 14 November 2025.

Participation in National Events

42. USI scholars and resource faculty participated as speakers and panellists at various national events conducted by the Service HQs, Think Tanks, Universities and Military Training Establishments. Refer to **Appendix 'B'** for details.

Director General's Interaction

43. During the year, the DG USI regularly interacted with the RM, RRM, State Governors, 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. The DG also met the selected Heads of Missions and foreign delegations. He represented the USI at various national and international platforms to project the Institution's image and foster collaborations with think tanks. He lectured at the prestigious military training establishment and think tanks in India and abroad. He also appeared in several news channels in foreign media and contributed several articles in national and international publications.

CENTRE FOR ADMINISTRATION

44. **Infrastructure and Systems Upgrades.** During the year, the auditorium and seminar rooms were upgraded with new audio-visual/information technology equipment and improved ambience. New research rooms, porta-cabins, and storage facilities were constructed to meet the growing demand for workstations. This year, due to abnormally heavy rains, extensive seepage repair work was carried out in the entire premises. A special drive was undertaken to enhance cybersecurity through a new firewall system and endpoint security. Likewise, digital tally finance management system was made operational.

45. **Prevention of Sexual Harassment.** To enhance the professional environment that upholds dignity, safety and inclusivity for workers, associates and members of USI, the Prevention of Sexual Harassment (POSH) policy has been implemented since September 2025. An Internal Complaints Committee has been established to address grievances and handle incidents with compliance to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. A training session, to generate awareness and sensitisation of all employees, was conducted by a certified POSH trainer, Dr. Shikhaa Siingh, on 17 November 2025.

46. **Council Election.** Election for the USI Council from 01 January 2026 to 31 December 2028 was held in a hybrid mode in order to simplify and encourage maximum participation. In addition to online voting, ballot papers were also despatched through speed post. Responses were received from 869 members by e-voting and 612 by postal ballots. This recorded the highest voter turnout in the history of elections to the USI Council. Following members have been elected for the Council for the tenure 01 January 2026 to 31 December 2028:

Army

(a)	Maj Gen Ian Cardozo, AVSM, SM (Retd)
(b)	Lt Gen Satish Kumar Dua, PVSM, UYSM, SM, VSM (Retd)
(c)	Lt Gen Raj Shukla, PVSM, YSM, SM (Retd)

(d)	Lt Gen Vinod Bhatia, PVSM, AVSM, SM (Retd)
(e)	Lt Gen Ajai Singh, PVSM, AVSM (Retd)
(f)	Lt Gen Rakesh Sharma, PVSM, UYSM, AVSM, VSM (Retd)
(g)	Lt Gen Arun Kumar Sahni, PVSM, UYSM, SM, VSM (Retd)
(h)	Lt Gen DP Pandey, PVSM, UYSM, AVSM, VSM (Retd)

Navy

(a)	Vice Adm Sanjay Mahindru, PVSM, AVSM, NM (Retd)
(b)	Vice Adm AB Singh, PVSM, AVSM, VSM (Retd)

Air Force

(a)	Air Mshl Rajeev Sachdeva, AVSM (Retd)
(b)	Air Mshl Rajesh Kumar, PVSM, AVSM, VM (Retd)

Civilians

(a)	Mrs Smita Purushottam, IFS (Retd)
(b)	Amb Sanjay Singh, IFS (Retd)

47. **DG's Selection.** The following qualitative requirement for the post of DG USI of India was approved by the Council:

- (a) Maj Gen/Equivalent rank and above from Indian Armed Forces.
- (b) PhD/NDC (equivalent).
- (c) Should be a member of USI continuously for at least three years as of 01 January 2026 (year of appointment).
- (d) Below 65 years of age as of 01 January 2025 (during year of selection).
- (e) Established strategic thinker.
- (f) Initial tenure for three years with proviso for extension for another three years at the discretion of Council.
- (g) Should forward their detailed CV, including vision for USI.

48. A special Council meeting, held on 21 November 2025 and attended by 18 members, elected Vice Adm (Dr) SJ Singh, SYSM, PVSM, AVSM, NM (Retd) as DG USI with effect from 01 January 2026.

49. **Finances.** The following outline the key financial measures, resource mobilisation efforts, and fiscal governance actions undertaken by USI during the year to manage constraints, sustain operations, and ensure financial transparency:

(a) The extreme austerity measures resorted to since 2021 continued to mitigate acute financial constraints due to the lack of grant/aid from the Services or the MoD. Apart from the suppression of permanent appointments and the hiring of a minimum number of researchers on a contractual basis for sponsored projects, continued. The freezing of regular DA, otherwise permitted under Central Government norms, continued. However, a symbolic three per cent DA increase commenced from January 2025 to meet the minimum aspirations of permanent staff.

(b) During the financial year, a Statement of Case for the release of an annual grant of Rs 4 Cr to USI has been submitted to the DMA, MoD. On instructions from DMA/HQ IDS, a new SOP has been submitted to ensure that the utilisation of grant/funds, if allotted, is in keeping with the USI bye-laws. In the meantime, USI secured projects on a competitive basis from the Services and the MoD. An amount of Rs 10,91,001/- was raised through voluntary contributions from the USI members. About three CSR projects related to the cyber responders' programme and investment literacy have been secured to generate revenue.

(c) The USI Audit Report and Balance Sheet for FY 2024-25, the Revised Estimates for FY 2025-26, and the Budget Estimates for FY 2026-27 have been submitted to the Council. The Finance Sub-committee and Executive Committee have recommended these for approval by the Council.

CENTRE FOR PUBLICATIONS

USI Publications

50. **USI Journal**. As the quarterly publication of the Institution, the USI Journal has been published uninterrupted since 1871. The peer-reviewed journal regularly features contributions from distinguished Indian and foreign scholars and, during the past year, reviewed eight significant books. Since January 2017, the journal has been fully digitised, with a limited print run of 500 copies reserved for institutional subscribers.

51. **USI Strategic Year Book**. The 10th edition of the USI Strategic Year Book, the flagship annual publication of the USI, was released on 23 May 2025 by the Hon'ble Governor of Bihar, Shri Arif Mohammed Khan. This milestone edition brings together contributions from eminent scholars and practitioners, examining critical dimensions of India's national security across six thematic sections: National Security Overview, Internal Security Concerns, Pakistan–China Collusion, India's Strategic Neighbourhood, Global Issues, and National Security Capacity Building. Widely regarded as a seminal reference, the Strategic Year Book continues to serve as an authoritative resource for policymakers, academics, and the strategic community.

52. **Joint Publication with AWC**. An annual collaboration between the USI and the AWC was instituted in 2024 to produce a joint publication addressing contemporary strategic and warfare-related issues. The second edition, 'Modern Conflicts and the Changing Character of Warfare: Implications for India' was subsequently published and released on 07 October 2025 by the Hon'ble Governor of Uttarakhand, Lt Gen Gurmit Singh, PVSM, UYSM, AVSM, VSM (Retd). This edition explores how modern warfare is being transformed by technology, geopolitics, and multi-domain integration spanning cyber, space, and cognitive arenas.

53. **Joint Publication with College of Air Warfare (CAW)**. The CAW is collaborating with the USI on a proposal to publish a joint publication that focuses on aerospace warfare. The theme for 2025 is 'Role of Aerospace in India's Strategic Calculus'. This publication will examine how aerospace power shapes India's national security and strategic autonomy across

the peace, conflict, and deterrence spectrums, and the integration of air and space capabilities in multi-domain operations, highlighting their roles in deterrence, surveillance, precision engagement, and future warfare readiness. The publication is in process.

54. **Books, Monographs, and Occasional Papers.** During the year, 12 books, 11 Monographs, and seven Occasional Papers have been published, while nine books, one Monograph and two Occasional Papers are under publication. The details of publications are given in **Appendix 'C'**.

55. **Strategic Perspective.** A total of 97 articles has been uploaded to the USI website under the 'Strategic Perspectives' section. These concise analyses address contemporary issues and emerging challenges impacting India's national security landscape.

56. **Social Media and YouTube Videos.** To enhance the visibility of the USI in the digital realm, the following initiatives are continuing and are being managed by Credent Infotech:

(a) A part of the Strategic Dialogues series, an initiative to produce short YouTube videos featuring eminent strategists, with 12 episodes already uploaded. In addition, four videos featuring the DG USI, have been recorded and uploaded to YouTube. The details are provided in **Appendix 'D'**.

(b) This year, the recording of the 'Global Heatmap', a weekly roundup of current affairs, has commenced, with 26 episodes already available on YouTube. This aims to provide aspirants of competitive examinations with an accurate and comprehensive roundup of national and international current affairs.

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

(d) The USI, through its dedicated social-media team, is tasked with systematically capturing and showcasing all institutional activities - events, seminars, book launches,

research outputs, and key engagements. By curating high-quality, timely content across platforms, this team enhances USI's digital presence, amplifies the reach of its scholarship, and ensures sustained visibility among strategic, academic, and policy audiences in India and abroad. Such a coordinated digital effort strengthens the Institution's public profile and reinforces its role as a leading centre of strategic thought and professional military education.

57. **Website**. The USI, in collaboration with M/S Credent Infotech Solutions LLP, has developed a new website. This initiative aims to enhance features and functionalities to improve user experience, aligning with USI's objectives. The new website is 'Smartphone-friendly' and significantly boosts USI's online presence and operational efficiency through a modernised digital platform.

58. **USI Gold Medal Essay Competition 2025**. The essay this year was focused on a contemporary significant theme 'Cognitive Warfare: India's Approach to Influencing Perception and Behaviour'. A total of 76 essays were received but on perusal, 28 entries were found to violate essay competition rules. Remaining 48 essays were forwarded to evaluation. The results of the competition will be formally announced during the USI Council Meet in Dec 2025.

59. **USI-CAS Essay Competition**. The inaugural USI-CAS Essay Competition was held at the USI in collaboration with the Integrated Headquarters of the MoD (Air). The results were declared on 23 May 2025, and the winners were felicitated by the Hon'ble Governor of Bihar, Mr Arif Mohammed Khan. The theme for the next year is 'Unmanned—Manned Teaming: Reimagining Air Dominance for Future Conflicts'.

60. **USI-PS Bhagat Essay Competition**. At the request of the E-in-C's branch, an annual essay competition in memory of Lt Gen PS Bhagat, PVSM, VC, has been instituted.

USI Library

61. Colonel Pyara Lal Memorial Library serves as a repository of both historical and contemporary insights. The library

supports education, research, training, and lifelong learning with its diverse resources and ambience. The library with a collection of over 71060 books, some dating back to 16th and 17th centuries, is a storehouse of knowledge and archival material. During the year, a total of 649 books have been added to the library. The library has Army Lists dating back to 1793 (Bombay Army List), sought after by many to locate service details of their ancestors.

CENTRE FOR MILITARY HISTORY AND CONFLICT STUDIES

62. During the calendar year 2025, USI-CMHCS undertook various activities and submitted several major project proposals, the details of which are in the succeeding paragraphs.

USI-War Wounded Foundation (WWF) Collaboration

63. The second USI-WWF Chair of Excellence was awarded to Col Pronob Roy (Retd) for the year 2024-25. On 17 October 2025. He presented his research, titled 'Beyond the Battlefield: Analysing the Role of the Private Sector, Media, and Public in Supporting War-Disabled Personnel in India'. The session was chaired by Lt Gen Asit Mistry, PVSM, AVSM, SM, VSM (Retd), President of the War Wounded Foundation, and attended by Lt Gen Shokin Chauhan, PVSM, AVSM, YSM, SM, VSM (Retd), and representatives from WWF and CMHCS. During the deliberations, several additional areas were identified that require further exploration.

Coffee Table Book on National War Memorial (NWM)

64. The USI - CMHCS, in collaboration with the MoD, Government of India, produced a Coffee Table Book (CTB) showcasing the significance of the NWM. The NWM stands as a solemn tribute to thousands of Indian Armed Forces personnel who made the supreme sacrifice in the service of the nation.

65. Titled 'Amar Jawan: The Indian National War Memorial', the CTB documents the conception, planning, and construction of the Memorial, the challenges encountered during its execution, and its increasing prominence as a site of collective remembrance. The book has been authored by the Director,

CMHCS, assisted by Maj Gen Alok Raj (Retd), former Director, NWM and Museum. A Foreword from the Hon'ble Prime Minister has been requested for inclusion, and the release of the publication is currently pending with the MoD.

USI-BRC Seminar-cum-Exhibition on 'Military Heritage and Culture of Bihar and Chhota Nagpur'

66. Refer to Para 18 for details.

USI-National Army Museum (NAM) British Indian Military Heritage Partnership

67. Under the British–Indian Military Heritage Partnership (BIMHP) between the National Army Museum, UK, and the USI, work is underway on two forthcoming publications on British IA badges:

(a) 'IA Insignia: Buttons 1757–1947' by Sqn Ldr RTS Chhina (Retd) and Mr Tony McClenaghan.

(b) 'IA Insignia: Shoulder Titles 1885–1947' by Sqn Ldr RTS Chhina (Retd) and Mr Tony McClenaghan.

68. As part of the partnership, the British High Commission supported the travel and accommodation of the speakers who participated in the Third Indian Military Heritage Festival 2025.

Battlefield Guide Series

69. As part of the USI-CMHCS series of battlefield guides comprising six books, work on the fourth book, India's Historic Battles: Meerut 1857, by Dr Amit Pathak, is in progress. The book highlights Meerut's role during the 1857 uprising.

Master of Arts (MA) Program in International Conflict Studies (MAICS)

70. The University of Ladakh has collaborated with the Centre to offer a two-year Master of Arts (MA) in International Conflict Studies (MAICS) program, with a significant portion of the credits being covered at the USI in New Delhi. The MAICS program blends subjects from academic disciplines such as peace and conflict studies, international relations, and defence and strategic studies, which have gained the attention of liberal arts and social sciences enthusiasts in recent years.

71. The program offers students a unique opportunity to earn a postgraduate degree from a premier public university while remaining part of the ecosystem of the country's oldest think tank on military and strategic affairs. Any Indian citizen with a recognised Bachelor's degree in any discipline is eligible to apply for the MAICS program. It welcomes applications from veterans and serving officers on Study Leave representing the three services of the Indian Armed Forces.

72. The MAICS program inducted its second batch in August 2025, with its inaugural batch beginning training in October 2024. The two batches include a total of 15 students, including 02 serving officers of the IA on study Leave and 13 civilian students.

Indian Military Heritage Festival (IMHF)

73. Refer to Para 35 for details.

USI-NAM Military Museum Curator's Course

74. The seventh iteration of the Annual Military Museum Curators' Course was held at the USI from 17 to 21 November 2025. The course was conducted in person this year. It included representatives from the IA, IN, MoD, and the NWM, New Delhi.

75. The training program was conducted by experts from the NAM, UK; the Imperial War Museum (IWM), UK, the Indian Institute of Heritage, New Delhi; and the USI CMHCS. From this year, the course duration has been extended by a day to include a practical conservation session. The program also introduced both theoretical and practical modules on firearms conservation, further enhancing its scope and relevance.

USI-MoD Gallantry Awards Portal

76. The MoD and USI-CMHCS signed an MoU in December 2021 to create a digital repository of gallantry award recipients of the Indian Armed Forces. The partnership has been periodically extended, with the latest approval valid until November 2026. This initiative supports the Gallantry Awards Portal (GAP), initially launched by the Hon'ble Prime Minister in 2017 as a national digital platform to honour the courage and sacrifice of soldiers, sailors, and air warriors who safeguard

India's sovereignty. Conceived as a technology-enabled means to inspire patriotic sentiment, GAP seeks to create a comprehensive and inclusive repository of all gallantry awardees, while engaging citizens and strengthening civic consciousness. The portal currently hosts accounts of more than 4,000 awardees.

77. USI's GAP team is responsible for generating high-quality content, including write-ups on wars, battles, operations, awardee profiles, graphic plates, audio-visual material, and management of GAP social media platforms. Researchers have compiled and validated extensive information on India's major post-Independence conflicts, drawing on citations, military history sources, regimental records, and personal interactions with awardees and their families. This has created a rich public resource supporting scholars, researchers, and citizens alike.

78. Despite the portal being inaccessible for nearly six months, the eight-member GAP team met all deliverables. During the reporting period, they published 28 articles on gallantry awardees and key battles, produced 24 comprehensive write-ups, created 20 videos for the GAP YouTube channel, added 747 photographs, and generated 1,700 social media posts.

79. Project Veer Gatha, instituted under GAP in 2021, aims to disseminate inspiring stories of gallantry awardees among youth to foster patriotism and civic values. The GAP team provided full support to the MoD for Veer Gatha 4.0 in 2025 and continues to assist with the ongoing Veer Gatha 5.0 initiative.

Second USI-CSKM Public School Annual Military History Seminar on '1965 War: 60 Years of Valour, Strategy, and Impact on India's Military Doctrine'

80. Refer Para 30 for details.

Creating a Digital Archive of the IAF

81. USI-CMHCS, in collaboration with Integrated HQ of MoD (Air), Directorate of Media, Public Relations and Space, completed Phase I of the Digital Archive for Historical Records of the IAF. The project, undertaken between July 2024 and December 2025, aimed to create a comprehensive digital repository of IAF records. Its scope included digitising handwritten and typed documents, photographs, maps, and

books; converting legacy audio and video tapes into digital formats; repairing brittle archival material; and developing customised Document Management Software.

82. Key activities during 2024–25 included the receipt of the supply order for Phase I on 16 July 2024. By 31 October 2025, the team had digitised approximately 12.6 lakh pages and converted 400 video cassettes into digital format, fully meeting the contractual requirements. The completed project was formally handed over to the IAF in December 2025.

83. Building on the success of Phase I, a budget proposal for Phase II was submitted in November 2025. Phase II envisages the digitisation of approximately 17 lakh pages over 18 months, at an estimated cost of Rs 3 crore. Approval for this phase is expected in the first quarter of 2026.

84. Additionally, a major proposal has been submitted for digitising the records of the Department of Air Veterans (DAV). This ambitious project covers approximately 15 crore pages and has an estimated budget of Rs 70 crore. Planned for completion over seven years, the DAV project is expected to receive approval in 2026. Together, these initiatives mark a significant step towards preserving the IAF's archival legacy and enabling future research through modern digital systems.

CWGC Non-Commemoration Project

85. USI-CMHCS has collaborated with the Commonwealth War Graves Commission (CWGC) to coordinate research for a project addressing historical inequalities in the commemoration of Indian war dead after the World Wars. The project seeks to identify missing Indian casualties of World Wars I and II that are missing from the international CWGC database. Attempts for obtaining pre-independence regimental long rolls and other archival records are ongoing.

USI-IWM Collaboration

86. To work in areas of mutual interest in British/Indian military history and heritage, an MoU was signed on 29 July 2024 between the CMHCS and IWM UK. The partnership aims to work together to further research, make accessible collections and materials related to the shared heritage of the British Army

and the IA up to 1947, and to support activities that enable and encourage research and conservation, facilitate research scholars, and assist each other in mutually agreed projects.

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

88. In this connection, the CMHCS organised a RTD on 15 November 2025 during the IMHF. The UK High Commissioner and the Pro-VC of the Indian Institute of Heritage, along with Participants from IWM, CWGC, the Ministry of Culture, and academic and military historians, attended the discussion.

Round Table Discussion on ‘The Gurkhas during the Partition of India’

89. Refer to Para 37 for details.

Commemorating the Diamond Jubilee of the 1965 Indo-Pak War: Military, Diplomatic, and Strategic Perspective

90. Refer to Para 29 for details.

Coffee Table Book: Portraits of Valour - Timeless Military Art by Lt Col Arul Raj

91. The DMA assigned the centre the task of producing a CTB featuring Military Paintings and Sketches of Lt Col Arul Raj (Retd). ‘Portraits of Valour: Timeless Military Art by Lt Col Arul Raj (Retd)’ is a landmark CTB that captures the saga of India’s modern military history through the evocative brushstrokes of Lt Col Arul Raj: a soldier, artist, and chronicler of courage. The volume transforms pivotal moments of India’s martial past into powerful visual narratives, ranging from the conflicts of 1947-48, 1965 and 1971 to contemporary operations, while also featuring lifelike portraits of Param Vir Chakra awardees, Service Chiefs, and other legendary figures.

92. The book, authored by Maj Gen Ian Cardozo, AVSM, SM (Retd), edited by Sqn Ldr Rana Chhina, MBE (Retd), was launched on 22 October 2025 by Gen Anil Chauhan, PVSM,

UYSM, AVSM, SM, VSM, CDS at the USI. The COAS, Gen Upendra Dwivedi, PVSM, AVSM, graced the occasion as the Guest of Honour.

Exhibition on Portraits of Valour: Timeless Military Paintings by Lt Col Arul Raj (Retd)

93. The DMA requested the Centre to set up an exhibition featuring military paintings and sketches of Lt Col Arul Raj (Retd). The exhibition 'Timeless Military Paintings, by Lt Col Arul Raj (Retd)' was inaugurated by RRM Shri Sanjay Seth during the inaugural session of the Indian Military Heritage Festival on 14 November 2025. Showcasing 84 paintings, the exhibition emerged as the festival's centrepiece.

94. A 48-page exhibition brochure was also published, providing detailed descriptions of the artworks and outlining the exhibition's thematic sections. These sections spanned pre-Independence military history and major post-Independence conflicts, including the 1947-48 Indo-Pak War; the 1962 Sino-India War; the 1965 and 1971 Indo-Pak Wars; the 1999 Kargil War, and a recent depiction from Operation Sindoor.

Maratha Military Heritage Trail

95. To further its objectives of preserving diverse aspects of India's military cultural heritage, the CMHCS proposes to create a Military Heritage Trail at Raigad Fort in collaboration with the Raigad Development Authority. This can subsequently lead to the development of a Maratha Military Landscapes Heritage Conservation Plan to build on the granting of World Heritage Status to all 12 sites identified by United Nations Educational, Scientific and Cultural Organization earlier this year. The project will enable scientific documentation and surveys of historic military heritage sites in and around Raigad through field research, and the assembly of findings/results for academic research publications and wider dissemination (exhibitions, digital experiences). Accordingly, during the third Indian Military Heritage Festival in November 2025, it was announced that an MoU would be signed between USI and the Raigad Development Authority.

'Veer Rang' Painting Exhibition

96. The USI was appointed as coordinating Institution for hosting of 'Veer Rang—An Exhibition of Student Paintings on Operation Sindoor' on 17 and 18 November 2025 at the 2 Jantar Mantar Marg, New Delhi, under the leadership of the Hon'ble Minister of State for Defence, Shri Sanjay Seth. To ensure the highest artistic and curatorial standards, the USI–CMHCS, through its appointed committee comprising renowned artists such as Shri Adwaita Gadanayak and senior members of the NDMC Art Committee, along with the USI–CMHCS team, undertook a detailed selection process. This committee evaluated and identified the most compelling artworks from over 9,000 paintings received from across the State of Jharkhand, which were then curated for display at the exhibition.

Ongoing Research

97. Maharana Pratap Chair (2023-2024): 'Mewar State Forces and the Medals and Decorations of Udaipur' by Tony McClenaghan.

98. USI-NAM British-Indian Military Heritage Partnership: 'IA Insignia: Buttons 1757-1947' by Sqn Ldr RTS Chhina, MBE (Retd) and Tony McClenaghan.

99. Chhatrapati Shivaji Chair (2020-2021): Military Biography of the Late Lt Gen Jaswant Singh, PVSM, AVSM** by Maj Gen Ardaman Jit Singh Sandhu, VSM (Retd).

CMHCS Publications

100. The details are covered in **Appendix 'C'**.

Lt Gen SL Menezes Memorial Essay Competition 2025

101. The subject of this year's essay competition was 'Doctrinal Evolution of the Indian Armed Forces Since 1947'. A total of 22 entries were received for this year's competition. On perusal, 08 entries were found to violate the essay competition rules, and 14 entries were forwarded to the judges for evaluation.

USI-War Wounded Foundation Joint Essay Competition 2025

102. The subject of this year's essay competition was 'Courage and Resilience—Personal Journeys of War Wounded

Achievers'. A total of 21 entries were received for this year's competition. On perusal, 04 entries were found to violate the essay competition rules, and 17 entries were forwarded to the judges for evaluation.

CENTRE FOR STRATEGIC STUDIES AND SIMULATION

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

104. CS3 conducted skill development programmes, such as the CORE Programme, annual internships for students from various universities, and panel discussions. The Centre also organised memorial lectures. CS3 completed a Net Assessment project for HQ IDS. The Centre also signed several MoUs.

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

Ongoing Research

106. Presently, the following research projects are in progress:

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

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

(ii) Gen Bipin Rawat Chair of Excellence on 'Modern Wars Future Force in Indian Context' to Lt Gen (Dr) Rakesh Sharma, PVSM, UYSM, AVSM, VSM (Retd).

(iii) Bhawanipur Education Society College Chair of Excellence on 'The Double-Edged Sword of Social Media—a Military Perspective' to Lt Gen Harsha Gupta, PVSM, UYSM, AVSM, YSM, VSM (Retd).

(iv) Air Marshal Subroto Mukherjee Chair of Excellence on 'Air Power in Joint Warfare: An Indian Perspective' to Air Mshl Diptendu Choudhury, PVSM, AVSM, VM, VSM (Retd).

(v) Flying Officer Amandeep Singh Gill Chair of Excellence on 'Wings of Support: Nine Decades of Action by Transport Fleet of IAF' to Air Mshl (Dr) Rajeev Sachdeva, AVSM (Retd).

(vi) Admiral RD Katari Chair of Excellence on 'Maritime Grey Zone Warfare: A 360 Degree View' to Vice Adm AK Chawla, PVSM, AVSM, NM, VSM (Retd).

(vii) Assam Rifles Chair of Excellence on 'Changing Security Paradigms in the Northeast – Near East & the Evolving Role of the Security Forces' to Lt Gen PC Nair, PVSM, AVSM, YSM, PhD (Retd).

(viii) MEA Chair of Excellence on 'Manifestation of Disruptive Technologies of PLA along Northern Borders: Countering Future Threats' to Col Mridul Kamal Gaiind, SM.

(ix) Lt Gen PS Bhagat, Chair of Excellence on 'Technology Absorption in the IA' to Lt Gen SS Hasabnis, PVSM, VSM (Retd).

(x) Abhay Tripathi Chair of Excellence on 'Transforming Governance Using Artificial Intelligence (AI): A Strategic Framework for Sath Sabka Vikas, Sabka Vishwas' to Maj Gen Ajeet Vajpai (Retd), Lt Gen Kapil Aggarwal, AVSM, SM, VSM (Retd) and Mr Basu Chandola.

(xi) Gandhi Mandela Foundation Chair of Excellence: The GMF team is currently conducting the research project on 'Global Peace Initiatives'.

(b) **Scholar's Projects by Senior Research Fellow (SRF)**

(i) New Contours of Strategic Relationship between India and African Nations and its Impact on Regional Security – Col Satish Kumar Tyagi.

(ii) Manifestation of Disruptive Technologies of PLA along Northern Borders: Countering Future Threats—Col Mridul Kamal Gaiind, SM.

(iii) Deciphering Complexities of Grey Zone Warfare: Implications for India—Col Girish Chandra Godiyal.

(c) **Net Assessment Project.** A study on 'Geo-political Re-alignments in West Asia and its Geo-strategic Implications (Specific to India)' allotted by HQ IDS has been completed.

(d) **Studies.** A study on the Civil Defence Model Evacuation Plan allotted by Ministry of Home Affairs has been submitted.

107. **Strategic Gaming Exercise**

(a) **ICWA, New Delhi.** Refer to Para 22 for details.

(b) **SSIFS, New Delhi.** Refer to Para 23 and 27 for details.

(c) **AWC, Mhow.** Refer to Para 19 and Para 28 for details.

108. **Skill Development Programme**

(a) **CORE Programme.** Refer to Para 31 for details.

(b) **Internship Programme.** CS3 conducted a Summer Internship Programme from 02 - 27 June 2025. Students from Conestoga College, Canada; Jawaharlal Nehru University (JNU); Madras Christian College, Chennai; Delhi University; Shiv Nadar University, Noida; and Symbiosis School for Liberal Arts, Maharashtra, attended.

109. **Joint Seminars / Workshops 2025.** CS3 conducted eight joint seminars/lectures as under:

(a) **Seminar on 'Developments in Myanmar and Bangladesh: Security Implications for India's North Eastern Region'.** Refer to Para 24 for details.

(b) **Seminar on 'Chinese Information Operations' (Focus on 'Influence Operations').** Refer to Para 25 for details.'

(c) **Seminar on 'West Asia'.** Refer to Para 26 for details.

110. **Memorial Lectures**

(a) **Maj Bob Khathing Memorial Lecture**. Refer to Para 17 for details.

(b) **23rd Maj Gen Samir Sinha Memorial Lecture**. Refer to Para 21 for details.

(c) **29th Colonel Pyara Lal Memorial Lecture**. Refer to Para 32 for details.

111. **USI Scholars Participation in National Events**. Refer to Appendix 'B' for details.

112. **Publications**. Refer to Appendix 'C' for details.

113. **Bilateral International Interactions**

(a) Capsule Course by Faculty of NDU Taiwan conducted at USI from 14-16 January 2025.

(b) Visit of Prof Kim Jinwoog, President, Korea Research Institute of Military Affairs (KRIMA) accompanied by Dr Jojin V John, Assistant Professor/Hon. Director of the Korea Centre at Mahatma Gandhi University at USI on April 17 2025.

(c) Talk on 'Challenge to the Western Dominated World Order: How Real Is It?' at USI by Prof Amit Gupta, Senior Advisor to the Forum of Federations, Ottawa, Canada, on 06 November 2025.

(d) In a strategic dialogue on 'What to anticipate from Putin's visit to Delhi—Opportunities, Hazards, and Risks in India's relationship', on 25 November 2025, Mr John Helmer, a distinguished, longest-serving foreign correspondent in Russia, delivered an analysis about assessing the anticipated outcomes, opportunities, hazards, and strategic risks associated with the forthcoming.

(e) RTD with National Institute for Defence Studies (NIDS), Japan. A two-member delegation from NIDS comprising Mr MASUDA Masayuki, Head of the China Division, NIDS and Mr OGUMA Shinya, Research Fellow, NIDS accompanied by Mr. ABE Noriaki, Political Minister,

Embassy of Japan in India and Colonel YASUMURA Masashi, Air Attaché, Embassy of Japan in India visited USI for a RTD on Strategic Relations between US, China, Russia and India and Foreign Security Policies and Defence Cooperation of India and Japan and Quadrilateral Security Dialogue on 09 December 2025. M A round table discussion.

(f) A four-member delegation from Institute for Defence International Relations, Vietnam comprising Senior Col Bui Thach Can, Col Nguyen Huu Tuc, Lt Col Do Duy Hung and Maj Nguyen Thi Kieu Chi visited USI from 11 to 13 December 2025.

114. **RTDs/Webinars/Scholars Presentations.** Refer to Appendix 'B' for details.

CENTRE FOR PROFESSIONAL MILITARY EDUCATION

115. Since its inception, CPME has conducted professional development courses for officers of all three Services. In addition to the online Pre-Staff Course and the DSSC Correspondence Preparatory Course, CPME conducted Contact Programmes for the IA and earlier iterations for the IN and IAF. Part B and Part D promotion-examination preparatory courses for the IA were also undertaken. In total, 715 officers were trained during the year.

116. Several IAF officers undertook both Online Pre-staff Course (OPSC) (Current Affairs) and the Correspondence Course (Current Affairs and Military History). From 19 to 30 May 2025, USI independently conducted online OPSC modules in Current Affairs, Science and Military Technology, and Military History for the Defence Services Staff College (DSSC) entrance exam, without any support from Army Training Command or Service HQs. Forty Army officers and seven IAF officers attended on a voluntary basis. The course was well received and is expected to attract larger participation in future, including from the IAF.

117. Two hybrid-mode Contact Programmes for DSSC aspirants were conducted, training 117 officers during the year.

118. Based on requests from Regional Commands, USI empanelled Directing Staff supported the conduct of Offline Pre-Staff Courses on multiple subjects, including Tactics B, subject to availability and feasibility.

119. CPME prepared précis and study material for Part B and Part D promotion examinations of the IA. The material was formally endorsed by ARTRAC.

120. USI conducted one online preparatory course, DSSC 2026 Aspire-ONE from 01 to 13 December 2025. One more, DSSC 2026 Aspire-TWO is scheduled from 04 to 16 May 2026. These courses will cover Tactics A, Tactics B, Administration, Current Affairs, Military History, and Science & Military Technology. Key features include:

- (a) Focused training on Tactics B Appreciation Writing.
- (b) Detailed engagement with prescribed and recommended Military History material.
- (c) Coverage of evolving Current Affairs and modern trends in military technology.
- (d) Provision of sample question papers and, for Aspire-Two, a mock test.
- (e) Aspire-Two will offer additional guidance and doubt-clearing after attendance at the Command Pre-Staff Course.

USI – CENTRE FOR EMERGING TECHNOLOGIES FOR ATMA NIRBHAR BHARAT

121. CETANB operates at the intersection of geostrategy, defence innovation, and technological transformation. Conceived as a platform to harmonise the efforts of users, designers, developers, and manufacturers, the centre has evolved into a strategic hub that enables India's pursuit of *Atmanirbhar Bharat* (Self-reliant India), strengthens the indigenous defence ecosystem, and enhances national preparedness in an increasingly fragmented and contested technological environment.

122. CETANB aims to position the Institution at the forefront of technological research, enabling informed national security Decision-making. Its primary objective is to conduct research and analysis on disruptive and dual-use technologies.

123. The Centre undertakes capacity—building programmes—training, workshops, and conferences—to enhance cyber and technological awareness across the defence and security sectors. It supports projects and advisory assignments covering concept development and AI-enabled solutions for the Services, government bodies, and corporate entities. It acts as a collaborative platform, connecting Micro, Small and Medium Enterprises, start-ups, academia, and the Services to accelerate co-creation and technology adoption. CETANB also provides geopolitical and technology risk assessments, helping organisations navigate supply-chain vulnerabilities, sanctions environments, and global technological shifts. In addition, it implements citizen-centric cyber initiatives and produces reports supporting procurement reforms and technology governance. Networking with Indian and international think tanks, academic institutions, research and development centres, and government bodies. It conducts Track 1.5/2 dialogues on the geopolitics of technology, cybersecurity, AI governance, and hybrid warfare. The key activities undertaken during the year 2025 are as under:

- (a) Seventh and eighth edition of the Centre's Program 'Aavahan' to guide start-ups and MSMEs into the defence industrial ecosystem.
- (b) Conclave on Aerospace and Defence Capability Roadmap - 2030 with Strategic Digest.
- (c) Indo Brazil Round Table Discussion on Export of Make in India Defence Equipment.
- (d) Co-hosted Outstanding Security Professional Awards – Asia, an international event at the USI.
- (e) Visit of UK Delegation to CCoE.
- (f) Webinar with Nirmal Bang Securities on role of AI in Financial Markets and its implications.
- (g) Co-hosted the India Defence Conclave with ET Now / ET Government.

- (h) Co-hosted a Seminar on 'Navigating Cyber Insecurity: Building Resilience in an Interconnected World' with CSC (E-Governance), a MEITY organisation.
- (i) Director CETANB curated and chaired a session at following international conferences in India:
 - (i) UN IEEE Conference held at Bangalore.
 - (ii) AI and Cyber Security Conference at Delhi.
- (j) Yearlong conduct of Cyber First Responders' CSR events on cyber awareness.
- (k) CSR project Glance in collaboration with Inmobi on cyber awareness at MEG & Centre, Rotary Club Delhi and Atul Kataria school, Gurugram, BRC Patna etc.
- (l) AI training for 10 officers and 20 other ranks was completed under the aegis of DGIS.
- (m) Research study on Dual Use Infrastructure to Enhance Military Stamina, for NSCS.
- (n) REAIM Policy Document was formulated for the DGIS.
- (o) White paper on inclusion of a Model Base Acquisition into DAP 2025 has been handed over to Shri Apurva Chandra Committee and to DG Acquisitions in MoD.
- (p) White paper on Security of Sub-sea Cables in collaboration with Koan Advisory.
- (q) White paper on AI in Cyber Security.
- (r) Six presentations to Infosys Ltd Risk Committee and Board of Directors.
- (s) Geopolitical Risk Assessment for Infosys Ltd, for QE September 2025.
- (t) Ongoing research on 'Responsible AI for Enterprise Applications by Col Ashish Nagaich, Senior Research Fellow.

124. Pipeline Initiatives:

- (a) Chair of Excellence with VIT.
- (b) Expanded AI modules for Services.

- (c) Cyber Buddha Suraksha Campaign.
- (d) Cyber Citizen CSR initiatives.
- (e) 'Aavahan' 2026 (9th Edition).

125. A book on Integration and Deployment of AI for Enterprise Applications by Col Ashish Nagaich, SM is under publication.

USI – CENTRE FOR UN STUDIES

126. **Advancing India's UN Peacekeeping Profile.** The CUNS continues to provide the necessary impetus to highlight India's contribution to UN peacekeeping operations (UNPKO) at the national and international levels in a collaborative framework.

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

128. **Global Engagements and Policy Contributions.** During the year, CUNS remained active and gained further momentum when it was invited in February 2025 to join the Global Alliance for Peace Operations (<https://www.peaceoperations.net>)—a coalition of over 50 global think tanks, research institutes, and civil society organisations committed to strengthening UN and regional peace operations. CUNS provided comprehensive policy inputs for the intergovernmental deliberations at the UN Peacekeeping Ministerial 2025 and contributed four papers on Protection of Civilians, Local Politics and Perspectives in UN Peace Operations, International Humanitarian Law, and UN Peacekeeping in Ukraine: Is it a Possibility? The Centre also conducted two Model UN Conferences (MUNs) during the year and organised a symposium titled 75 Years of Indian Contribution to UN Peacekeeping on 29 May 2025, marking the International Day of UN Peacekeepers.

129. **Indian Philosophy and Peacekeeping**. The Director CUNS delivered a talk on 'Indian Philosophy and UN Peacekeeping' in a seminar on 'Indian Warfare, Strategies and Peace through the Ages' organised by Bihar State Archology Department Patna on 22-23 July 2025.

130. **Modern Warfare**. In August 2025, the Director CUNS delivered a talk on 'Modern Warfare: Humanitarian Challenges and Way Forward' in a symposium on 'The Geneva Conventions at the 76th Contemporary Challenges' organised by Rajiv Gandhi National University of Law in Patiala on 12 August 2025.

131. **International Participation**. Refer to Para 40 for details.

132. **USI Annual UN Forum 2025**. Refer to Para 34 for details.

133. **Publication**. Refer **Appendix 'C'** for details.

134. Besides actively engaging with its partners in all UN-related activities, USI continues to contribute contemporary articles on UN Peace Operations to make its periodical, the USI Journal, credible and attractive.

CONCLUSION

135. The Annual Report of the President of the Council 2025 has documented the significant aspects of the USI functioning and its activities during the year. I want to thank members of the USI Council for their unstinting support, guidance, and cooperation. On behalf of the Council, I wish to place on record our deep appreciation for the DG and the entire USI staff for their services, dedication, and path-breaking initiatives. I also welcome the newly elected USI Council and the DG (designate) on board and look forward to their contributions to the Institution's growth.

Appendix 'A'

(Refers to Para 12 of the
President's Report 2025)

LIST OF MOUs – 2025

<u>Ser No</u>	<u>Name</u>	<u>Date</u>
1.	Smt Richa Mishra Tripathi	06 Jan 2025
2.	Ganeriwala Foundation, Udaipur	28 Feb 2025
3.	Amity University, Patna	22 Mar 2025
4.	BRC	22 Mar 2025
5.	Credent Infotech solutions LLP, Rohini, New Delhi	24 Mar 2025
6.	Battle of Imphal Tours	29 Mar 2025
7.	KRIMA	19 Apr 2025
8.	Bureau of Police Research and Development	05 May 2025
9.	Inmobi Pvt Ltd	27 May 2025
10.	Credent Infotech solutions LLP, Rohini, New Delhi	03 Jun 2025
11.	Aspirant Learning, Gurugram	05 Jun 2025
12.	Ansys Software Pvt Ltd, Pune	10 Jun 2025
13.	Mahatma Gandhi University, Kerala	29 Jul 2025
14.	Infosys Ltd	31 Jul 2025
15.	International Chamber of Media & Entertainment Industry	01 Aug 2025
16.	Chronicle Society of India for Education and Academic Research (CSIEAR), New Delhi	04 Aug 2025
17.	VIT Bhopal University	20 Aug 2025
18.	Goya Greenwear Pvt Ltd (SEBI)	14 Nov 2025
19.	Tokyo University of Foreign Studies	To be signed
20.	Indian Institute of Mass Communication in November 2025	To be signed

Appendix 'B'

(Refers to Paras 40, 111
& 114 of the President's
Report 2025)

CALENDAR OF USI ACTIVITIES

<u>Ser No</u>	<u>Date</u>	<u>Details</u>
1.	02-03 Jan 2025	DG and Director CP visited Army War College, MHOW to conduct sessions on Scenario Building and Red Teaming.
2.	06 Jan 2025	MOU signed between USI and Smt Richa Mishra Tripathi of Hyderabad.
3.	06 Jan 2025	Presentation by Brig Pawan Bhardwaj on Artificial Intelligence: Military Tactics, Bridges and Aspiration.
4.	07 Jan 2025	Scholar Presentation by Col Suraj Chambial, SRF on the topic 'Faultlines in Pakistan: Implications and Opportunities for India'.
5.	08 Jan 2025	Gaurav Dixit, Project Leader—Gallantry Awards Portal Project, and Ms Monika Choudhary, RA, CMHCS, attended a meeting held under the Chairmanship of Mr Rakesh Mittal, JS (L&W),, regarding the conduct of the felicitation event for Project Veer Gatha 4.0. Shri Nikhil Saxena, Director, Coord was available at the meeting.
6.	14-16 Jan 2025	Capsule Course by the Faculty of National Defence University Taiwan conducted at USI.
7.	15 Jan 2025	Col Amit Sharma, SRF, participated in the Panel Discussion on 'Assessing the Ongoing Crisis in Pakistan' at Sapru House, Barakhamba Road, New Delhi.
8.	16 Jan 2025	Col Maneesh Parthasarthy, VSM, SRF, participated in the Virtual Panel Discussion on 'Trilateral Approaches to Indo-Pacific Stability'.

9.	20 Jan 2025	USI National Security Lecture on the topic 'The Economic Foundations of National Security: The Geo-economic Challenge of Trumpism', by Dr Sanjaya Baru, Distinguished Fellow, USI.
10.	21 Jan 2025	Col Sachin Mahadik, VSM, SRF, participated in the Panel Discussion on 'Geopolitical Manifestation of Trump 2.0' at Gulmohar Hall, India Habitat Centre, New Delhi.
11.	21 Jan 2025	Scholar Presentation by Lt Gen Harsha Gupta on the topic 'The Social Media Revolution: Impact on Military Leadership' under the Bhawanipur Education Society College Chair of Excellence.
12.	21 Jan 2025	Second Presentation by Air Mshl (Dr) Rajeev Sachdeva, AVSM (Retd), on the topic 'Wings of Support: Nine Decades of Action by Transport Fleet of IAF' (under Flying Officer Amandeep Singh Gill Chair).
13.	27 Jan 2025	Director CMHCS and Dr Archana Tyagi, SRF meeting with Mr Ken Robbins to discuss the possibility of Jewish military heroes' memorials.
14.	30 Jan 2025	Director CMHCS delivered an online talk on the subject 'Indian Philosophy of Peace' organised by the Tehran Peace Museum (TPM), Iran. The talk was organised jointly by the TPM and the In Flanders Fields Museum in Ieper, Belgium.
15.	30-31 Jan 2025	College of Defence Management Annual Webinar 2025 on the topic 'Developing Military Strategic Authentic Leaders Re-imagining Concepts And Strategies' (Attended by all SRFs, Research Assistants and Research Interns of CS3).
16.	31 Jan 2025	Lecture by Air Chief Marshal AP Singh, PVSM, AVSM, Chief of the Air Staff, on the topic, 'Transformation of India's Aerospace Power'.

17.	03 Feb 2025	Initial presentation to the Board of Management by Lt Gen PC Nair, PVSM, AVSM, YSM, PhD (Retd) for Assam Rifles Chair of Excellence, scheduled on 'Changing Security Paradigms in the Northeast, Near East and the Evolving Role of Security Forces'.
18.	13 Feb 2025	Visit of Professor Pramod Kumar, Course Director, Indian Institute of Mass Communication (IIMC) and Assistant Professor Yashavika Yadav, IIMC
19.	13 Feb 2025	Special Address by Admiral Dinesh K Tripathi, PVSM, AVSM, NM, CNS, on the topic 'IN Transformation to Triumph, Steering through Turbulent Tides and Testing Times'.
20.	15-16 Feb 2025	Director CP visited Muscat to participate in the 8 th Indian Ocean Conference which had the theme Voyage to 'New Horizons of Maritime Partnership'.
21.	15 Feb 2025	Joint online Webinar with Council for Strategic Affairs and USI on the topic 'Trump 2.0 Era: Opportunities & Challenges for India'. Participation by Maj Gen BK Sharma, AVSM, SM** Bar (Retd), DG USI, Maj Gen RS Yadav, VSM (Retd), Director CS3 & Lt Gen AK Ahuja, PVSM, UYSM, AVSM, SM, VSM** (Retd).
22.	16-17 Feb 2025	Director CP participated in the 8th Indian Ocean Conference, which had the theme 'Voyage to 'New Horizons of Maritime Partnership" in Muscat, Oman.
23.	17 Feb 2025	Visit of Director CS3 to SSIFS.
24.	18 Feb 2025	Director CUNS participated in a discussion (virtual) with Global Alliance, in connection with the forthcoming UN Peacekeeping Ministerial 2025.

25.	18 Feb 2025	Col Maneesh Parthasarthy, VSM, SRF, participated in the Panel Discussion on 'Advancing Sub-Regional Cooperation: An Important Dimension of India's Neighbourhood First Policy' organised by ICWA, New Delhi.
26.	21 Feb 2025	Col Sachin Mahadik, VSM, SRF, participated in the International Conference on 'India's Relations with East Asia: Challenges & Opportunities' organised by MERI Centre for International Studies (CIS), New Delhi.
27.	25 Feb 2025	Col Amit Kumar Sharma, SRF, participated in the Panel Discussion on 'Regime Change in Syria and its Regional Repercussions' by India Foundation at India Habitat Centre, New Delhi.
28.	27 Feb 2025	Brig SS Sharma (Retd), SRF, attended the BRICS Civil Council Meeting virtually at USI.
29.	28 Feb 2025	An MOU was signed between USI and Ganeriwala Foundation, Udaipur.
30.	03 Feb 2025	First Scholar Presentation by Vice Adm AK Chawla, PVSM, AVSM, VSM, NM (Retd) on the topic 'Maritime Grey Zone Warfare: A 360 Degree View' under Admiral RD Katari Chair.
31.	06 Mar 2025	Virtual Round Table Discussion on 'Trump and the Indo-Pacific: Are we going to peel onions with our naked eyes?' Col Amit Sharma, Senior Research Fellow, attended

32.	19 Mar 2025	The Maj Bob Khathing Memorial Lecture was held at Manekshaw Centre, New Delhi. Shri Rajnath Singh, Hon'ble RM; Shri Pema Khandu, Hon'ble Chief Minister Arunachal Pradesh; Gen Upendra Dwivedi, PVSM, AVSM, Chief of the Army Staff; Air Chief Marshal AP Singh, PVSM, AVSM, CAS; Maj Gen BK Sharma, AVSM, SM** (Retd), DG USI; Lt Gen Vikas Lakhera, AVSM, SM, DG, Assam Rifles; Lt Gen PC Nair, PVSM, AVSM, YSM, PhD (Retd) and Mr. John SR Khathing, s/o Maj Bob Khathing graced the occasion, apart from a large number of veterans and serving officers.
33.	21-22 Mar 2025	Joint USI-BRC Seminar-cum-Exhibition 'The Military Heritage and Culture of Bihar and Chhota Nagpur' was organised at the Danapur Cantt, Patna.
34.	22 Mar 2025	An MoU on cooperation in the field of Military Science and Education between BRC and USI-Centre for Military History and Conflict Studies has been signed during the Joint USI-BRC Seminar cum Exhibition.
35.	22 Mar 2025	An MOU signed between USI and Amity University, Patna.
36.	24 Mar 2025	An MOU was signed between USI and Credent Infotech Solutions LLP, Rohini, New Delhi.
37.	25 Mar 2025	A Collegiate on 'Strategic Fusion and Convergence' was conducted at the Army War College, Mhow. USI (Maj Gen BK Sharma, AVSM, SM & Bar (Retd), DG USI, Maj Gen RS Yadav, VSM (Retd), Director CS3, Amb TCA Raghavan, IFS (Retd) and Amb Ashok Kantha, IFS (Retd)) conducted a one-day session on 25 March 2025 on Global & Regional Geo-Political Scan, NSS and NMS.

38.	28 Mar 2025	The Director CPME and Maj Gen Jagatbir Singh, Distinguished Fellow, CMHCS, delivered a talk in the International Workshop at Bukhara State Pedagogical Institute, Bukhara, Uzbekistan, on 'Regional and Security Challenges in South and Central Asia amid Geopolitical shift'.
39.	29 Mar 2025	An MOU was signed between USI and Battle of Imphal Tours.
40.	31 Mar - 03 Apr 2025	DG USI delivered a talk at the Moscow Economic Forum (MEF) plenary session 'The changing world. Russia's strategy'.
41.	01 Ap 2025	Dr Archana Tyagi, SRF, participated as a Resource Person in a symposium, 'BRICS 2025: Spiritual and Cultural Connect through Diaspora' organised by the Centre for African Studies, School of International Studies, JNU, New Delhi, in collaboration with the African Studies Association (ASA) of India and Civil BRICS Council, India.
42.	08-09 Apr 2025	Director CUNS attended SIPRI— Friedrich Ebert Foundation (FES) Seminar at Dakar, Senegal, South Africa on 'The New Geopolitics of Conflict Management—Future of Conflict Management and Peace Operations. Presented a paper on 'Geopolitics and Interests of Stakeholders'.
43.	15 Apr 2025	Talk by Prof Nicholas J Wheeler, Prof of International Relations, University of Birmingham, UK, on 'Shifting Nuclear Order (Proliferation, Brinkmanship and Possible New Entrants to the Nuclear Club).

44.	16 Apr 2025	Gen Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, CDS awarded MacGregor Memorial Medals, for the year 2023 to Wg Cdr D Panda of 19 FBSU, AF and EA (R) Rahul Kumar Pandey of IMAC and for year 2024 to Col Ranveer Singh Jamwal, SM, VSM of NIMAS for operational recce, Ram Ratan Jat, CHEAA (R) of INAS 330/Shikra and Sgt Jhumar Ram Poonia of Dte of Adventure, Air HQ for mountaineering expedition. The CDS also released the book 'Bravest of the Brave: The Inspiring Story of Naib Subedar Chunni Lal, AC, VrC, SM' authored by Lt Gen Satish Dua (Retd).
45.	16 Apr 2025	As part of 'India-Russia Defence Cooperation Plan—Think-tank Interaction', USI-CMHCS organised the visit of the delegation of the Military Research Institute of the Military Academy of the Gen Staff of the Armed Forces of the Russian Federation to the National Archives of India and the Rajputana Rifles Regimental Centre.
46.	17 Apr 2025	As part of 'India-Russia Defence Cooperation Plan—Think-tank Interaction', a discussion and presentation were organised by the USI-CMHCS for the delegation of the Military Research Institute of the Military Academy of the Gen Staff of the Armed Forces of the Russian Federation.
47.	17 Apr 2025	Visit of Prof Kim Jinwoog, President, KRIMA, accompanied by Dr Jojin V John, Assistant Professor/Hon. Director of the Korea Centre at Mahatma Gandhi University at USI
48.	19 Apr 2025	An MOU signed between USI and the KRIMA, Seoul, Korea.
49.	22 Apr 2025	Scholar presentation by Col M Parthasarthy, Col Sachin Mahadik, VSM, Col Suraj Chambial & Col Amit Sharma on respective Scholar Projects.

50.	01 May 2025	Podcast on West Asia by CS3 (Director CS3, Amb Anil Trigunayat, IFS (Retd), Brig Rumel Dahiya (Retd).
51.	05 May 2025	An MOU was signed between USI and the Bureau of Police Research and Development (BPRD).
52.	07 May 2025	On the occasion of the 80th Victory Day of the Allied Forces in WWII, the Russian Centre for Science and Culture in New Delhi paid tribute to the brave Indian soldiers who contributed to the war effort and were awarded Soviet Orders and Medals. A commemorative plaque was dedicated in their honour, with consultation from the CMHCS. The event was graced by Shri Naveen Patnaik, former Chief Minister of Odisha, HE Danis Alipov, the Ambassador of Russia to India, and esteemed dignitaries, media representatives, and students of the cultural centre.
53.	20 May 2025	Final Scholar Presentation—Lt Gen Shokin Chauhan, PVSM, AVSM, YSM, SM & VSM (Retd) (Field Marshal KM Cariappa Chair), Second Scholar's Presentation—Air Mshl Diptendu Choudhury PVSM, AVSM VM, VSM (Retd) (Air Marshal Subroto Mukherjee Chair) and Initial Presentation—Lt Gen SS Hasabnis, PVSM, VSM (Retd) - (Lt Gen PS Bhagat Chair)
54.	22 May 2025	BOM Meeting – Abhay Tripathi, Chair of Excellence.
55.	23 May 2025	Maj Gen Samir Sinha Memorial Lecture on the topic 'Unity in Diversity: A Hallmark of Viksit Bharat 2047' by Shri Arif Mohammed Khan, Governor of Bihar.
56.	27 May 2025	An MOU signed between USI and Inmobi Pvt Ltd
57.	02-27 Jun 2025	One-month Summer Internship Programme at USI.

58.	03 Jun 2025	Final scholar Presentation by Col Amit Sharma.
59.	03 Jun 2025	An MOU was signed between USI and Credent Infotech Solutions LLP, Rohini, New Delhi.
60.	04 Jun 2025	Final Presentation by Col Maneesh Parthsarthy, VSM on Scholar Project.
61.	05 Jun 2025	Final Presentation by Col Suraj Chambial, SM on Scholar Project.
62.	05 Jun 2025	An MOU signed between USI and Aspirant Learning, Gurugram.
63.	08 Jun 2025	Director CMHCS attended the annual Chattri Memorial Remembrance Service and laid a wreath at the Memorial in Brighton, UK.
64.	10 Jun 2025	Final Presentation by Col Sachin Mahadik, VSM on Scholar Project.
65.	10 Jun 2025	An MOU was signed between USI and Ansys Software Pvt Ltd, Pune.
66.	14 Jun 2025	Director CMHCS participated as a Guest speaker at a talk on 'Imperial Service Troops' at Hampton Court, UK.
67.	15-22 Jun 2025	DG USI, Director CETANB, and Dr Brinda Banerjee, Visiting Fellow CETANB, attended the St. Petersburg International Economic Festival and the Valdai Discussion Session.
68.	19-20 Jun 2025	CS3 conducted Strategic Gaming Exercise – NEETI KAUSHAL: 2025 for ICWA.
69.	14 -15 Jul 2025	USI of India conducted a Strategic Gaming Exercise for the Trainee Officers of the Indian Foreign Service at the Sushma Swaraj Institute of Foreign Services. The Exercise was moderated by Director CS3.
70.	17 Jul 2025	First Scholar's Presentation on the topic 'Changing Security Paradigms in the North East, Near East and the Evolving Role of Security Forces' by Lt Gen PC Nair, PVSM, AVSM, YSM, PhD (Retd) – (Assam Rifles Chair of Excellence).

71.	18 Jul 2025	Civil Defence presentation on MHA Project on 'Model Evacuation Plan' held at USI.
72.	21 Jul 2025	Shri Abhay Tripathi Memorial Lecture on 'AI and Governance' by Shri S Krishnan, IAS, Secretary, Ministry of Electronics & Information Technology at USI.
73.	22-23 Jul 2025	Director CUNS delivered a talk on 'Indian Philosophy and UN Peacekeeping' in a seminar on 'Indian Warfare, Strategies and Peace through the Ages' organised by Bihar State Archology Department Patna.
74.	23-27 Jul 2025	Director CS3 attended the Media and Think Tank Summit and SCO Expert Forum held by Xinhua News Agency, China and Rossiya Segodnya Media Group, Russia, at Zhengzhou, China.
75.	24 Jul 2025	Director CMHCS was invited as the Guest of Honour to address the Association of Domestic Tour Operators of India. Dr Archana Tyagi, SRF meeting with Mr Suman Billa, Additional Secretary and DG Tourism, Govt. of India, Ministry of Tourism. The meeting was also attended by Mr Ved Khanna, President of Association of Domestic Tour Operators of India.
76.	29 Jul 2025	An MoU was signed between USI and Mahatma Gandhi University (MGU), Kottayam, Kerala.
77.	31 Jul 2025	A Defence Net Assessment Exchange with NSCS.
78.	31 Jul 2025	An MOU signed between USI and Infosys Ltd (Vendor Service Agreement and Non-Disclosure Agreement).
79.	01 Aug 2025	An MOU was signed between USI and the International Chamber of Media & Entertainment Industry (ICMEI).
80.	04 Aug 2025	An MOU was signed between USI and the Chronicle Society of India for Education and Academic Research (CSIEAR), New Delhi.

81.	05 Aug 2025	Seminar on 'Developments in Myanmar and Bangladesh: Security Implications for India's North Eastern Region' for the Defence Intelligence Agency (DIA).
82.	05-06 Aug 2025	As part of the commemoration activities for the golden jubilee of the 1965 Indo-Pak War, podcast recordings of 1965 Veterans were recorded at the Indian Institute of Mass Communication.
83.	08 Aug 2025	Seminar on 'Chinese Information Operations' (Focus on 'Influence Operations') at USI for ADG Stratcom.
84.	12 Aug 2025	Seminar on West Asia study for HQIDS.
85.	12 Aug 2025	Briefing to DGSP on the Vertical for 'Net Assessment, Scenario Building and Red Teaming'.
86.	12 Aug 2025	The Director, CMHCS, organised a Round Table Discussion on a Roadmap for Indian Military Heritage Conservation – the Way Forward. Prof Manvi Seth, Pro Vice Chancellor, Indian Institute of Heritage, Prof Soumyen Bandyopadhyay, Associate Dean for Research at University of Liverpool, Md Shahnawaz, USI-CMHCS Research Associate, Prof Raman Surie, Architect & Urban Planner, Prof Snehanshu Mukerji, Founder Partner, Team for Engineering Architecture and Management, Mr AR Ramanathan, Partner, Team for Engineering, Architecture and Management, were available in the discussion meeting.
87.	12 Aug 2025	Director CUNS delivered a talk on 'Modern Warfare: Humanitarian Challenges and Way Forward' in a symposium on 'The Geneva Conventions at the 76 th Contemporary Challenges' organised by Rajiv Gandhi National University of Law in Patiala.
88.	12 Aug 2025	Briefing to DG Strategic Planning on the vertical for 'Net Assessment, Scenario Building and Red Teaming' by Director CP.

89.	13 Aug 2025	Finance Sub-committee meeting.
90.	13 Aug 2025	Briefing to IAF on the vertical for 'Net Assessment, Scenario Building and Red Teaming' by Director CP.
91.	20 Aug 2025	An MOU was signed between USI and VIT Bhopal University.
92.	21 Aug 2025	A Strategic Gaming Exercise was conducted by the Centre for Strategic Studies and Simulation, USI of India, for senior diplomats of the Indian Foreign Service at the Sushma Swaraj Institute of Foreign Services.
93.	25 Aug 2025	Final Presentation on the topic 'Wings of Support: Nine Decades of Action by Transport Fleet of IAF' by Air Mshl (Dr) Rajeev Sachdeva, AVSM (Retd), under Flying Officer Amandeep Singh Gill Chair.
94.	25-29 Aug 2025	Director CUNS participated in the 16 th Advanced IHL Seminar for Academics and Policymakers, at Geneva, organised by the ICRC and the Geneva Academy of IHL and Human Rights.
95.	26 Aug 2025	First Presentation on the topic 'Transforming Governance Using AI: A Strategic Framework for Sabka Sath, Sabka Vikas, Sabka Vishwas' by Research Team consisting of Maj Gen (Dr) Ajeet Bajpai (Retd), Lt Gen Kapil Agarwal, AVSM, SM, VSM (Retd) and Mr Basu Chandola (Shri Abhay Tripathi Chair of Excellence).
96.	29-30 Aug 2025	Conduct of SGE 'Ex-Kootneeti-II' for Higher Command Course (HCC-54) at Army War College, Mhow.
97.	01-02 Sep 2025	USI-CMHCS organised a two-day seminar on the Diamond Jubilee Commemoration of the 1965 Indo-Pakistan War. Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd), former DG USI, graced the event as the Chief Guest.

98.	02 Sep 2025	Second Presentation on the topic 'Maritime Grey Zone Warfare: A 360 Degree View' by Vice Admiral AK Chawla, PVSM, AVSM, NM, VSM (Retd) - (Admiral RD Katari Chair).
99.	03 Sep 2025	Executive Committee meeting.
100.	03 Sep 2025	Director CMHCS participated, in online, conference in Vladivostok on India's role in World War II, highlighting the IA's support to Russia through aid convoys from Iran.
101.	08 Sep 2025	USI-CMHCS, in collaboration with the CSKM Public School, organised the second Military History Seminar to encourage young scholars to read about military history. Maj Gen BK Sharma, AVSM, SM**, DG USI, also graced the occasion as the Chief Guest.
102.	22-26 Sep 2025	A CORE Programme for senior officers of the rank of Maj Gen and equivalent rank officers from the armed forces at USI.
103.	26 Sep 2025	Briefing to Lt Gen Rakesh Kapoor, AVSM, VSM, Dy Chief (IS&C) on 'Net Assessment, Scenario Building and Red Teaming' by Director CP.
104.	28 Sep 2025	Director CS3 and Cdr Saurav Mohanty, SRF, participated in the Seminar on 'Naxal Mukt Bharat: Ending Red Terror Under Modi's Leadership'—BHARAT MANTHAM 2025 at Vigyan Bhawan, Kartavya Path, New Delhi.
105.	28 Sep - 03 Oct 2025	The DG USI, attended the 22 nd Annual Meeting of the Valdai Discussion Club, 'The Polycentric World,' in Sochi.

106.	06 -10 Oct 2025	The Director CETANB participated in a seminar on Tech Sovereignty at Brasilia. He also spoke in the Lower House of parliament at a public hearing on Indo-Brazil—Brazil and BRICS cooperation. Meetings were also held with the Heads of Nucleo Brazil, the Alanda Space Agency, and the Special Advisor to the President of Brazil.
107.	07 Oct 2025	29 th Colonel Pyara Lal Memorial Lecture on 'Uttarakhand in India's Strategic Calculus: Developments and Security Pathways' by Lt Gen Gurmit Singh, PVSM, UYSM, AVSM, VSM (Retd), Hon'ble Governor of Uttarakhand.
108.	07 Oct 2025	Director CMHCS delivered a keynote address at the book launch of 'The Forgotten Indian Prisoners of World War II' by Gautam Hazarika held at the Alliance Francaise, New Delhi.
109.	14-16 Oct 2025	DG USI participated in the Challenges Annual Forum 2025 on the 'Review of the Future of UN Peace Operations' at ACCRA (Ghana).
110.	15 Oct 2025	As part of the Bharat Rannbhoomi Darshan Project, an inter-school Quiz Competition was organised by the USI-CMHCS. The event was graced by Lt Gen Ajay Ramdev, SM, DG (IT).
111.	17 Oct 2025	A presentation 'Beyond the Battlefield: Analysing the Role of the Private Sector, Media, and Public in Supporting War—Disabled Personnel in India' was given by Col Pronob Roy (Retd), recipient of USI-War Wounded Foundation Chair of Excellence (2024-2025).
112.	22 Oct 2025	The Centre produced a CTB of military paintings of Lt Col Arul Raj as part of the DMA project. The launch of the CTB titled Portraits of Valour: Timeless Military Art was conceived by the Chief of the Defence Staff

113.	22 Oct 2025	The Book Launch Ceremony titled 'Civil-Military Fusion as a Metric of National Power and Comprehensive Security' (Author Lt Gen Raj Shukla, PVSM, YSM, SM (Retd) by RM. And titled Portraits of Valour (Timeless Military Art of Lt Col Arul Raj) (Author Maj Gen Ian Cardozo, AVSM, SM (Retd)) by CDS and COAS.
114.	23-24 Oct 2025	DG USI delivered a keynote address of USI Annual UN Forum 2025 on the theme: Advancing Peacekeeping and the Humanitarian Imperative in a Fragmented World.
115.	26-30 Oct 2025	Director CS3, attended the III Minsk International Conference on Eurasian Security in Belarus.
116.	28-30 Oct 2025	Cdr Saurav Mohanty attended NMF - Indo-Pacific Regional Dialogue 2025 at Manekshaw Centre, New Delhi.
117.	31 Oct 2025	To Mark the 150 th birth anniversary of Sardar Vallabhbhai Patel, the University of Ladakh organised a 'Day of Unity' program for its students and faculty members. The Director of CMHCS participated online as the Guest of Honour, delivering a keynote address. Dr Anubhav Roy, Senior Research Fellow, coordinated the participation of the Director, USI-CMHCS.
118.	01-06 Nov 2025	On behalf of USI, two research scholars of CETANB, Dr Brinda Banerjee, visiting fellow CETANB and Ms Surbhi Chakraborty, PhD Research Fellow, USI member and ex-Research Analyst at CETANB, participated in the 'Youth Tech Cultural Festival' conducted by the School for Young Futurologists at Vladimir, Moscow.

119.	03 Nov 2025	Meeting of DG USI, with Joint Secretary (Policy, Planning & Research), Ministry of External Affairs (MEA) on MEA Chair of Excellence.
120.	06 Nov 2025	Talk on 'Challenge to the Western Dominated World Order: How Real Is It?' at SR-2, USI by Prof. Amit Gupta, Senior Advisor to the Forum of Federations, Ottawa, Canada.
121.	06 Nov 2025	First Scholar Presentation on the topic 'The Social Media Revolution: Impact on Military Leadership', by Lt Gen Harsha Gupta, PVSM, UYSM, AVSM, YSM, VSM, under The Bhawanipur Education Society College Chair of Excellence.
122.	10-13 Nov 2025	DG USI attended the '16th Asian Conference of the Valdai Discussion Club' in Istanbul, Turkey.
123.	14-15 Nov 2025	USI-CMHCS hosted its annual flagship event, the 3 rd Indian Military Heritage Festival.
124.	15 Nov 2025	The USI-CMHCS meeting with the Gurkha Museum (UK) on ongoing research initiatives.
125.	16-21 Nov 2025	The Director CS3 participated in the Civil BRICS Council Meeting in Moscow.
126.	17-21 Nov 2025	USI-CMHCS organised the seventh iteration of the Annual USI-NAM Military Museum Curators' Course in collaboration with HQ IDS and National Army Museum UK.
127.	20-21 Nov 2025	The DG and the Director CP attended and presented papers at the 7 th Indian Defence Conclave organised by Traicon India Private Ltd.
128.	24-25 Nov 2025	The Director CP visited the AWC, Mhow, to attend the Doctrine and Strategy Seminar on 'Future Ready: Strengthening India Army's Capability for Tomorrow's Warfare'.

129.	01-04 Dec 2025	DG USI participated in the BRICS People's Summit, organised by Tricontinental Institute for Social Research and the BRICS Civil Council on the theme of 'Strengthening Global South Cooperation for More Inclusive and Sustainable Governance', held at Rio de Janeiro, Brazil.
130.	06 Dec 2025	USI in collaboration with SEBI and HDFC Mutual Funds, launched an Investors' Awareness Initiative to educate personnel of the Indian Armed Forces on various options for safe financial and investment planning on 06 December 2025.
131.	09 Dec 2025	Director CP participated in the conference 'Security in Eurasia: From Concept to Practice' at the Valdai Discussion Club in Moscow.
132.	09 Dec 2025	RTD with National Institute for Defense Studies, Japan.
133.	10-12 Dec 2025	DG USI participated in the Conference 'The Sino-Indian Strategic Relations and the Future of Asia', conducted by RHID, Brussels, Belgium.
134.	11-13 Dec 2025	Delegation's visit from Institute for Defense and International Relations, Vietnam.
135.	16 Dec 2025	Lt Gen PS Bhagat Memorial Lecture was conducted on 'Strategic Autonomy in a Fragmented World: India's Way Forward'. Shri Ram Madhav delivered the keynote address.

Appendix 'C'

(Refers to Paras
54, 100, 112 & 129
of the President's
Report 2025)

LIST OF USI PUBLICATIONS – 2025

Books (Published)

1. **CP.**

(a) 'Strategic Year Book 2025' released on 23 May 2025 by the Hon'ble Governor of Bihar, Mr Arif Mohammed Khan.

(b) Joint Publication on 'Modern Conflicts and the Changing Character of Warfare: Implications for India' released by the Hon'ble Governor of Uttarakhand, Lt Gen Gurmit Singh, PVSM, UYSM, AVSM, VSM (Retd), on 07 October 2025.

2. **CS3.**

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

(b) 'Civil-Military Fusion as a Metric of National Power and Comprehensive Security by Lt Gen Raj Shukla, PVSM, YSM, SM (Retd).

3. **CMHCS.**

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

(b) 'Portraits of Valour: Timeless Military Art by Lt Col Arul Raj (Retd), authored by Maj Gen Ian Cardozo, AVSM, SM (Retd), edited by Sqn Ldr Rana Chhina, MBE (Retd).

(c) 'The Sukraniti: Statecraft and Warcraft' by Col Pradeep Kumar Gautam (Retd).

(d) 'Forgotten History of Hong Kong Singapore Royal Artillery' by Col Mandeep Singh (Retd).

- (e) 'Portraits of Valour: Exhibition Brochure' by USI of India.
 - (f) 'The Military Heritage and Culture of Bihar and Chhota Nagpur' by USI of India.
 - (g) 'Jai Jawan: The India-Pakistan War of 1965', authored by Dr Anubhav Roy, edited by Sqn Ldr Rana Chhina, MBE (Retd).
4. **CUNS.** '75 Years of Indian Contribution to UN Peacekeeping' by Maj Gen PK Goswami, VSM (Retd).

Books (Under Publication)

5. **CP.**
- (a) 'Strategic Year Book 2026'.
 - (b) Joint Publication with the College of Air Warfare on the theme 'Role of Aerospace in India's Strategic Calculus'.
6. **CS3.**
- (a) 'Emerging Disruptive Technologies and Their Impact on Future Battle Fields' by Col Maneesh Parthsarthy, VSM.
 - (b) 'Information Warfare Leveraging Cyberspace and Media: An Imperative During Competition, Contestation, Confrontation and Conflict' by Col Amit Sharma.
 - (c) 'Reimaging India's Strategic Culture in the Emerging World Order' by Col Sachin Mahadik, VSM.
 - (d) 'Cracks in the Crescent: An Appraisal of Pakistan's Enduring Fault Lines' by Col Suraj Chambial, SM.
7. **CMHCS.**
- (a) Maharana Pratap Chair (2018-19): 'Remembrance, Memorialization, Commemoration and War Memorial in Post-independence India' by Maj Gen Hemant Kumar Singh (Retd)
 - (b) USI-NAM British-Indian Military Heritage Partnership: IA Insignia: Shoulder Titles 1885-1947 by Sqn Ldr RTS Chhina (Retd) and Tony McClenaghan.

- (c) A CTB as part of the USI-MoD joint publication titled 'Amar Jawan: The Indian National War Memorial'.

Monographs (Published)

8. CP.

- (a) 'Comprehensive Strategic Deterrence to Meet India's Future Challenges' authored by Brig (Dr) Rajeev Bhutani (Retd).
- (b) 'China's Strategic Culture and its Impact on the People's Liberation Army', authored by Brig Sanjay Kannothe, VSM.
- (c) 'Drones and Violent Non-State Actors: The Mankind's quest for Violence' authored by Maj Gen Anil Kumar Mehra, AVSM, VSM (Retd).
- (d) USI Annual UN Forum 2024 – 27-28 November 2024 – 'Changing Character of Conflicts, Challenges to Peace Operations and Intl Humanitarian Law' edited by Maj Gen PK Goswami (Retd), Maj Gen AK Bardalai (Retd) and Col KK Sharma (Retd).
- (e) 'Information and Cyber in Non-Kinetic Warfare: Counter Strategies' by Lt Gen DP Pandey, PVSM, UYSM, AVSM, VSM (Retd).
- (f) 'Pakistan Army's Strategic Culture: Implications and Threat Assessment' authored by Brig Sanjay Kannothe, VSM.
- (g) '75 Years of Indian Contribution to UN Peacekeeping' compiled by Maj Gen PK Goswami, VSM (Retd)
- (h) 'The Eastern Sector of India-China Border: Chinese Arguments, Probabilities and Possibilities of Resolution', authored by Dr Geeta Kochhar and Mr Ritesh Kumar.
- (j) National Security Paper 'Whole-of-Government Approach to National Security' authored by Lt Gen AK Singh, PVSM, AVSM, SM, VSM (Retd) and Maj Gen Jagatbir Singh, VSM (Retd).

Monograph (Under Publication)

9. **CP.** 'Cognitive Warfare by China and India's Response' by Maj Gen BK Sharma, AVSM, SM** (Retd) and Maj Gen Sanjeev Chowdhry (Retd)

Occasional Papers (Published)

10. **CP.**
- (a) 'Manipur Quagmire' authored by Col Sachin S Mahadik.
 - (b) 'Weaponising Perception: Cognitive Warfare an Integral Part of Multi-Domain Operations' authored by Maj Gen Jagatbir Singh, VSM (Retd).
 - (c) Shri Abhay Tripathi Memorial Lecture 'Artificial Intelligence and Governance' by Shri S Krishnan, IAS, Secy, Ministry of Electronics and Information Technology. Compiled by
 - (d) 'Unveiling China's Global Human Intelligence Strategy Through the Evolving Global Civilisation Initiative' by Col (Dr) DCS Mayal (Retd).
 - (e) 'Battlefield Symposium—60 Glorious Years of Victory at Hajipir' by Maj Gen PK Goswami, VSM (Retd), Brig (Dr) Rajat Mohan Bhatt, and Col Vikas Kumar, SM.
 - (f) 'Operation Sindoor—A Benchmark in India's Modern Military Doctrine' by Brig PP Singh, AVSM, VSM (Retd).
 - (g) 'Operation Sindoor and Rebalancing the Defence Budget: A Strategic Assessment' by Lt Gen Kapil Aggarwal AVSM, SM, VSM (Retd).

Occasional Papers (Under Publication)

11. **CP.**
- (a) 'Microeconomics as a Strategic Tool: Strengthening India's Economic Resilience and National Security' by Maj Namrata Dhasmana.
 - (b) 'The Establishment of Pax Sinica' by Mr Vinayak Sharma, Research Asst.

Appendix ‘D’

(Refers to Para 31 (a) of the President’s Report 2025)

YOUTUBE VIDEOS

<u>S No</u>	<u>Date</u>	<u>Topic</u>
1.	21 and 22 Mar 2025	The Military Heritage and Culture of Bihar and Chotta Nagpur.
2.	03 Apr 2025	The Evolving Global Geopolitical Scenario and the Role of NATO in the European Crisis.
3.	13 May 2025	Emerging Nuclear Order.
4.	15 May 2025	MacGregor Memorial Medal Ceremony Part 1.
5.	15 May 2025	MacGregor Memorial Medal Ceremony Part 2.
6.	23 May 2025	Unity in Diversity: Hallmark of Viksit Bharat 2047.
7.	29 May 2025	75 Years of Indian Contribution to UN Peacekeeping.
8.	04 Jun 2025	Evolving World Order & India’s Strategic Outlook.
9.	17 Jun 2025	Operation Spiderweb.
10.	17 Jun 2025	Saudi-Pakistani Mutual Defence Agreement.
11.	29 Jun 2025	Trump's Tariff Move, Modi's Missed Call & Russian Oil to India-China.
12.	21 Aug 2025	Rudra Brigades: Guardians of the Battlefield.
13.	01 and 02 Sep 2025	1965 Indo-Pak War Diamond Jubilee: Echoes of Bravery: Courage Beyond Compare.
14.	16 Sep 2025	Siliguri Corridor: India’s Strategic Lifeline.
15.	22 Oct 2025	Examining Israel–Gaza Peace and Security Dynamics.
16.	22 Oct 2025	Civil-Military Fusion as a Metric of National Power and Comprehensive Security.
17.	22 Oct 2025	Timeless Military Paintings by Lt Col Arul Raj.
18.	23 Oct 2025	Advancing Peacekeeping and the Humanitarian Imperative in a Fragmented World.
19.	28 Oct 2025	Cognitive Warfare by China and India’s Response.
20.	28 Oct 2025	Transformation of India’s Air Defence and Future Warfare.

