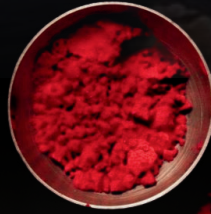


The New Delhi Vision of Rekha Gupta

# BUREAUCRACY INDIA

Volume 14 | Issue 06 | June 2025 | ₹100 | [bureaucracyindia.in](http://bureaucracyindia.in)

## SINDOOR



### COVER STORY

Operation Sindoor:  
India's Precision Strike  
Against Cross-Border  
Terrorism





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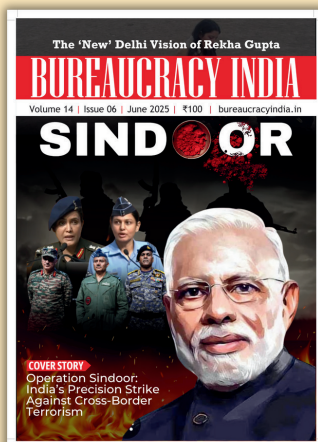
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## BUREAUCRACY INDIA

Volume 14 | Issue 06 | June 2025



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**Printer, Publisher and Owned by** Deepak Vyas  
H-125, Phase – 1,  
Ashok Vihar  
New Delhi - 110052

**Printed at** BB Graphic Printer  
A-23, Okhla Industrial Area,  
Phase – I, New Delhi - 20

**R.N.I. No.** DELENG/2012/45681

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2025 has already proven to be a landmark year for India's internal security and political landscape, and Bureaucracy India is proud to bring you closer to these defining moments.

In this edition, our Cover Story delves into Operation Sindoor, a meticulously planned and executed military offensive that dismantled key terror networks across the border. With detailed in-depth analysis, and verified sources, we decode the mission that has made headlines both at home and globally.

Closer to the heart of the nation, Delhi is witnessing a fresh wave of leadership under the newly appointed Chief Minister Rekha Gupta. With strong administrative decisions and a renewed focus on infrastructure, safety, and governance, her first steps in office have already begun reshaping the capital. In this special report, we analyze the key milestones from CM Rekha Gupta's first 100 days in office.

Delhi's mayoral elections 2025 saw an intense battle of promises, politics, and public hope. We take you through the key moments, emerging leaders, and what the new mayor's win could mean for the everyday lives of Delhiites.

Taking our global coverage forward, Bureaucracy India was proud to be a media partner with Arabian Travel Market, 2025, held from 28th April to 1st May in Dubai. It is indeed one of the world's premier tourism platforms.

With every edition, we remain committed to bringing stories that matter, bridging governance, global affairs, and citizen engagement. Your continued support keeps us inspired. Do connect with us through our digital platforms and share your valuable feedback.

Deepak Vyas  
Editor-in-Chief



Don't forget to share your views and feedback at [info@bureaucracyindia.in](mailto:info@bureaucracyindia.in)  
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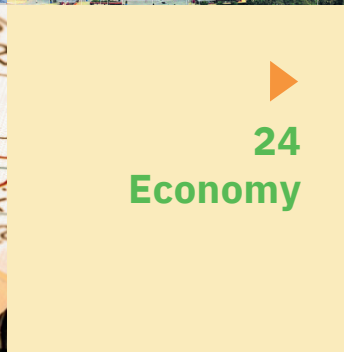
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## APPOINTMENTS

### ANURADHA PRASAD – MEMBER, UPSC

Senior bureaucrat Anuradha Prasad has taken charge as a Member of the Union Public Service Commission (UPSC). With decades of experience in public administration and policymaking, her appointment adds depth to the constitutional body responsible for civil service examinations. Prasad is expected to contribute significantly to recruitment reforms and examination processes. Her administrative insights will enhance decision-making within UPSC. The appointment underlines a commitment to competence and gender representation.



### DEVEN BHARTI - MUMBAI POLICE COMMISSIONER

Senior IPS officer Deven Bharti has assumed charge as the Commissioner of Police, Mumbai. His appointment follows a key reshuffle and structural changes in Maharashtra's police administration. Known for his hands-on policing style, intelligence background, and key role during the 26/11 Mumbai attacks, Bharti is expected to reinforce law and order in the city.



### PRAVEEN SOOD - CBI DIRECTOR'S TENURE EXTENDED

The Government of India has extended the tenure of Praveen Sood as Director of the Central Bureau of Investigation (CBI) by one year. This extension reflects the government's confidence in his leadership and investigative integrity. Sood has been pivotal in leading critical investigations and reforms within the CBI. The extension ensures continuity in high-profile probes and administrative reforms. His tenure has been marked by strong enforcement and institutional accountability.



### MUGDHA SINHA – MD, INDIA TOURISM DEVELOPMENT CORPORATION (ITDC)

Senior IAS officer Mugdha Sinha has taken charge as the Managing Director of India Tourism Development Corporation (ITDC). Sinha's appointment is expected to bring fresh energy to the PSU's tourism initiatives. With her experience in culture and tourism departments, she aims to strengthen ITDC's hospitality and heritage tourism offerings and boost public-private partnerships in the sector.



### K RAMAKRISHNA RAO – CHIEF SECRETARY, TELANGANA

K Ramakrishna Rao has been appointed as the new Chief Secretary of Telangana, succeeding Santhi Kumari. Rao brings vast experience in public finance, infrastructure, and governance. His appointment comes as part of a major bureaucratic reshuffle in the state. Rao is expected to drive administrative efficiency and support policy implementation under the state government. His leadership is seen as key to Telangana's developmental agenda.



### AMIT KUMAR JAIN – DIRECTOR (FINANCE), GRID-INDIA

Amit Kumar Jain has taken over as the Director (Finance) at Grid Controller of India Ltd (Grid-India). With over three decades of experience in finance and power sector operations, Jain brings expertise in financial management and project execution. He has previously served in leadership roles at NTPC and other public utilities. His appointment is expected to strengthen financial strategy at Grid-India. Jain will play a key role in supporting India's evolving energy landscape.



### SUKHCHAIN GOGI – CHAIRPERSON, PEDA

Sukhchain Gogi has assumed charge as the Chairperson of Punjab Energy Development Agency (PEDA). Known for his proactive administrative approach, Gogi's appointment is seen as a boost for renewable energy initiatives in Punjab. Under his leadership, PEDA is expected to expand solar and bio-energy projects. His vision aligns with the state's agenda for sustainable energy growth. Gogi aims to foster innovation and investment in green energy.

### PAPA SUDHAKARA RAO – DIRECTOR (TECHNICAL), MTNL

ITS officer Papa Sudhakara Rao has been appointed as Director (Technical) at MTNL. With extensive experience in telecom services and policy implementation, Rao is tasked with leading MTNL's technical operations and modernization. His appointment comes at a critical time as MTNL navigates a competitive and evolving telecom sector. Rao is expected to steer digital transformation and service expansion. He will also focus on network upgrades and customer satisfaction.



### K NARASIMHA REDDY – EXECUTIVE DIRECTOR, NTPC TALCHER KANIHA



K Narasimha Reddy has assumed charge as Executive Director of NTPC's Talcher Kaniha project. A veteran in the power sector, Reddy has been associated with NTPC for

more than three decades. His leadership at one of the largest power stations in India is seen as a strategic move. Reddy is expected to strengthen operational efficiency and sustainability initiatives at the plant. His focus will be on high-performance delivery and safety standards.

### VIVEKANANDA BISWAL – INDEPENDENT DIRECTOR, HPCL



HPCL has re-appointed Vivekananda Biswal as an Independent Director on its Board. A former civil servant, Biswal has held several key administrative positions in his career. His experience in governance and public

sector management adds value to HPCL's strategic direction. The reappointment highlights HPCL's focus on continuity and effective oversight. Biswal is expected to play a vital role in guiding the company's corporate policies and compliance.

### ASHOK KUMAR PANDA – DIRECTOR (FINANCE), SAIL



Ashok Kumar Panda has taken over as Director (Finance) at Steel Authority of India Ltd (SAIL). He brings a rich experience of over three decades in finance and public sector accounting. Previously serving in various leadership roles within

SAIL, Panda is known for his strong financial acumen. His focus will be on driving fiscal prudence and efficiency across SAIL's operations. His leadership comes at a crucial time amid evolving market dynamics in the steel sector.

### SM RAMANATHAN - DIRECTOR (ENGINEERING, R&D), BHEL



BHEL has appointed SM Ramanathan as Director (Engineering, Research & Development). Ramanathan, an engineering expert, brings over 30 years of experience in power equipment design and innovation. His new role emphasizes BHEL's commitment to technological advancement and indigenous R&D. He will lead development projects and drive innovation for domestic and international markets. His appointment is pivotal to BHEL's modernization and competitiveness.



## NHPC WINS MULTIPLE HONOURS AT 10TH INDIA PSU IT AWARDS 2025

NHPC Limited was recognized with multiple accolades at the Governance Now 10th India PSU IT Awards 2025. The awards highlight NHPC's digital transformation, IT innovation, and cybersecurity frameworks. This achievement reflects the company's consistent focus on technological integration in operations. The recognition cements NHPC's leadership in adopting smart digital practices among PSUs. NHPC continues to drive efficiency through data-driven and sustainable models.



## BEML TO SET UP A NEW MANUFACTURING UNIT IN CHHATTISGARH

BEML Ltd is acquiring 100 acres of land in Chhattisgarh to establish a new manufacturing unit. This initiative supports the Make in India mission and will enhance BEML's production capabilities. The plant is expected to generate employment and boost the local economy. It marks a strategic move to decentralize manufacturing and serve regional demand. The unit will focus on defence and mining equipment production.



## SECL CLEARS 120 DEPENDENT PENSION CASES IN 2 MONTHS

South Eastern Coalfields Limited (SECL) has resolved 120 long-pending dependent pension cases in the past two months. This reflects SECL's commitment to employee welfare and administrative efficiency. The initiative brought relief to several families awaiting financial support. Special drives and digital interventions were used to expedite the process. SECL's efforts have set an example in grievance redressal within PSUs.



## GRSE DELIVERS ASW CRAFT ARNALA TO INDIAN NAVY

Garden Reach Shipbuilders & Engineers Ltd (GRSE) has delivered the first Anti-Submarine Warfare Shallow Water Craft (ASW-SWC), Arnala, to the Indian Navy. This indigenously built vessel marks a significant milestone under the 'Make in India' initiative. Arnala is designed for coastal surveillance and submarine tracking missions. It showcases GRSE's technical capabilities in building advanced warships. The delivery strengthens India's maritime defence infrastructure.



## IOCL & INDIAN BANK SIGN MOU FOR DEALER FINANCIAL SUPPORT



Indian Oil Corporation Ltd (IOCL) and Indian Bank have signed an MoU to offer financial solutions to IOCL's authorized dealers. This partnership aims to provide credit facilities and streamline financial operations for fuel station owners. The move is expected to ease working capital requirements and encourage business expansion. It aligns with IOCL's mission to empower its dealer network. The initiative is part of broader financial inclusion efforts.



# RUDRA



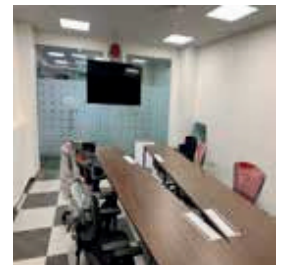
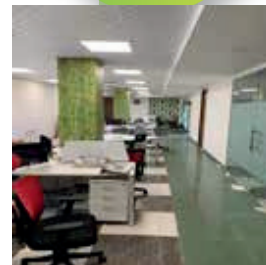
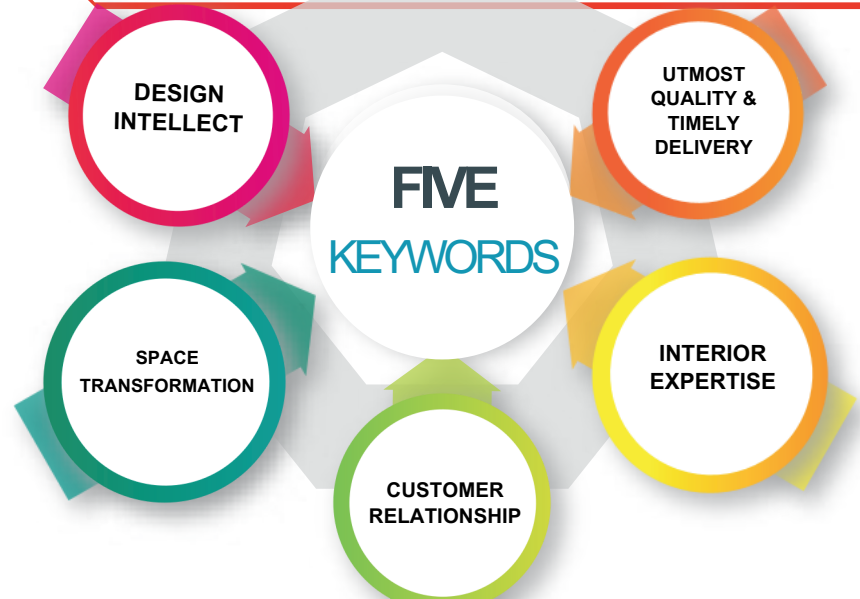
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# Inside Delhi's Civic Showdown MCD ELECTIONS 2025 & THE RISE OF A NEW POWER BLOC

by Anjali Bhardwaj

A clean neighbourhood, functional schools for your children, reliable, timely, and smooth everyday commute, all this is determined by one governing body – The **Municipal Corporation of Delhi (MCD)**. Its effectiveness or lack thereof directly affects the entire territory. MCD holds unparalleled significance in the everyday governance of India's capital. Responsible for civic services like, overseeing sanitation, public health, primary education, road maintenance, and licensing of markets and shops, the MCD's operations directly affect over 30 million residents daily.

In a city as sprawling and diverse as Delhi, the MCD acts as the frontline of public service. While state and central governments handle policy and law enforcement, it is the MCD that manages the potholes, garbage pickup, school upgrades, and water drainage. This makes its leadership pivotal in influencing both voter satisfaction and long-term urban development. As such, the 2025 MCD elections were more than administrative – they were a mirror reflecting Delhi's political future.

**The battle for Delhi's civic heart is no longer just about sanitation or streetlights, it's a mirror to the capital's shifting political soul.**

## Behind the Turmoil: High Stakes in the Capital

Delhi's 2025 MCD elections unveiled under the shadow of the recent Assembly elections. It was a turbulent political season, filled with loud campaigns, ongoing bickering between political groups, and new entrants.

The BJP, encouraged by its success in the Delhi Assembly elections, found the MCD elections as a means to unify power at the civic level. The Aam Aadmi Party (AAP), bruised and battling internal divisions, chose an unconventional route, that is boycotting the mayoral poll entirely. This move surprised many and drew sharp criticism from opposition leaders and even some former allies. Whether the decision was a masterstroke or a miserable act of cowardice is upto public judgement.



Adding to the drama was the unexpected rise of the Indraprastha Vikas Party (IVP), formed by 16 rebel AAP councillors. This new party promised a new strategy, centered on local issues and community-driven development. IVP claims that the AAP had lost touch with grassroots governance.

### Understanding the MCD: Pillar of Urban Governance

The Municipal Corporation of Delhi is one of the largest municipal bodies in the world. Reunified in 2022, it replaced the previous trifurcated structure of North, South, and East Delhi Municipal Corporations. Today, the unified MCD operates across 12 administrative zones with 250 elected councillors.

Its scope of work includes:

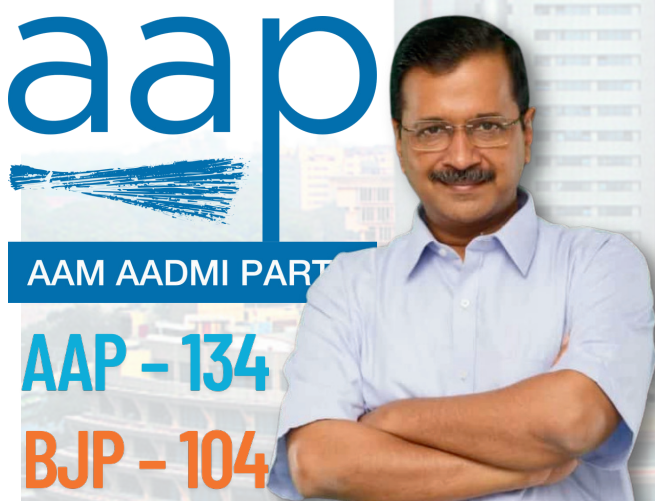
- Maintenance of over 1,700 primary schools
- Operation of more than 600 healthcare units
- Garbage collection and sanitation across over 11 million households
- Licensing of street vendors and hawkers
- Management of over 250 parks and public grounds

In a megacity like Delhi, where civic problems can spark public outrage overnight, the MCD's performance has a direct bearing on political stability and voter confidence. Control over the MCD often sets the tone for Assembly and even Parliamentary outcomes.

### AAP's Reign and Retreat

When AAP took control of the MCD in 2022, it was seen as a historic moment. For the first time, the same party controlled both the state government and the civic body. This promised smoother coordination, faster implementation of projects, and reduced bureaucratic tensions.

Initially, AAP launched several campaigns—anti-dengue drives, school modernization efforts, and increased transparency in civic tenders.



*MCD Election Results 2022*

However, by 2024, the cracks had begun to show. Uncollected garbage piles, teacher absenteeism, irregular audits, and allegations of favoritism in ward-level contracts started surfacing. Internal dissatisfaction grew, especially among councillors who felt sidelined by central decision-making.

Facing electoral backlash and criticism from civil society groups, AAP's leadership struggled to manage both narrative and morale. The final straw was the defection of 16 councillors, who would go on to form IVP. Rather than fight a losing battle, AAP opted to boycott the mayoral election altogether—a move some call principled, others say was an admission of defeat.

### The Mayoral Verdict: BJP's Triumph



### MCD Election Results 2025

With AAP absent, BJP capitalized on the moment. Raja Iqbal Singh, a senior BJP leader and seasoned civic administrator, won the mayoral contest with a decisive 133 out of 142 votes. His deputy, Jai Bhagwan Yadav, also won unopposed.

The voting session, held amid tight security, saw Congress's presence fade into near-irrelevance. Holding just eight seats, the party could neither influence the outcome nor shape the post-election narrative.

Raja Iqbal Singh's victory speech emphasized civic pride, corruption-free administration, and a renewed vision for Delhi. He Declared:

“We are not here for blame games.  
We are here to clean, build, and empower.”

The BJP now had a golden opportunity to implement their agenda without the kind of pushback AAP once faced from a hostile civic body.



## The Rise of IVP: Delhi's Third Force?

The Indraprastha Vikas Party (IVP) is perhaps the most intriguing outcome of this political upheaval. Launched by 16 former AAP councillors in early 2025, IVP claims to be a 'people-first, grassroots-driven' alternative to the capital's increasingly centralized governance.

Their manifesto includes:

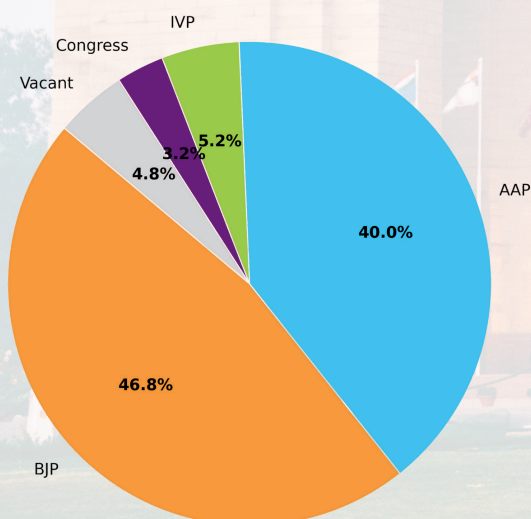
- Decentralized budgeting at ward level
- Mandatory monthly town halls with residents
- Independent civic audits every quarter
- Promotion of community-based sanitation programs

Though still small with 13 seats, IVP has gained public attention, especially in South and Outer Delhi wards. Its leaders maintain that the party will support any initiative, regardless of party origin, that prioritizes local welfare. Political analysts believe that IVP could play a kingmaker role in future civic decisions and possibly influence Assembly politics by 2027.



Members of the new 'Indraprastha Vikas Party'

MCD 2025: Party-wise Seat Distribution (Post Mayoral Election)



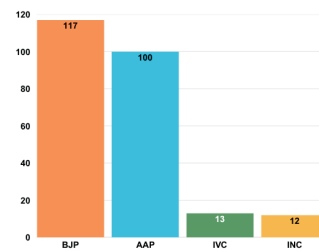
### MCD Power Balance (Post-Mayoral Election)

Though BJP doesn't have an outright majority (126 required), its strategic alignment with IVP councillors ensures it can govern effectively. This gives the party leverage and a degree of flexibility, especially in passing civic budgets and development resolutions.

## MAYORAL ELECTION 2025

### POWER BALANCE IN MCD

#### POST-ELECTION SEAT DISTRIBUTION



#### MAJORITY REQUIRED

126

#### BJP + IVP Alliance

130

(EFFECTIVE MAJORITY)

### MAYORAL RESULTS

#### Raja Iqbal Singh (BJP)

ELECTED MAYOR

Votes Secured, 133 out of 142

#### Jai Bhagwan Yadav (BJP)

UNPROPOSED WIN

Unopposed win

### POLITICAL LANDSCAPE SHIFT

- AAP boycotted the election
- IVP emerged as a decisive bloc

With 117 seats and a new Mayor in place, BJP tightens its grip, reshaping not just the MCD, but the future of urban governance.

## The BJP's Civic Gameplan

With full control of the mayor's office and strong political momentum, the BJP has laid out an ambitious 100-day action plan for Delhi.

The key areas of focus include:

**Health:** Opening 50 civic clinics with telemedicine facilities and free diagnostics.

**Education:** Digital smart boards in 300 municipal schools and hiring of 2,000 contractual teachers.

**Sanitation:** Setting up ward-level composting plants and improving garbage segregation rates.

**Public Transport:** Integration of MCD parking with Delhi Metro and launch of electric e-rickshaw stands.

**Environment:** Planting of 1 million saplings under the 'Green Delhi 2.0' initiative.

The BJP leadership has promised to maintain close coordination with the Delhi state government, which it now controls, as well as with the Central government, ensuring faster funding approvals and project clearances.



## Expert Opinions: Delhi's Future Hangs in the Balance

“

For the first time in years, the same party governs the state, civic body, and has influence at the Center. If the BJP cannot deliver now, it never will.

— Dr. Reena Sharma, Political Analyst at CSDS

”

“

IVP's rise reflects a growing impatience with personality-driven politics. If they play their cards right, they might be the new AAP of 2027.

— Arvind Nath, Editor of the Delhi Civic Journal

”



Raja Iqbal Singh and Jai Bhagwan Yadav

### A new mayor, new promises, and new players, Delhi's civic future stands at a fresh crossroad, brimming with possibilities

The consensus among observers is clear—expectations are sky-high, and failures will be amplified.

#### What's at Stake?

For BJP, the next two years are critical. Delivery on civic promises could strengthen its hold on Delhi. But failure—especially in garbage management, school upgrades, and transport planning—could revive AAP's relevance and voter trust.

For AAP, survival depends on internal reform, regaining credibility, and reconnecting with its original voter base of the urban poor and middle class.

For Delhiites, the coming months are a test: will real governance trump political games? Or will Delhi remain stuck in cycles of blame, defections, and civic breakdowns?

As the dust settles over the mayoral elections, Delhi is watching closely. Will the BJP-led MCD rise to the occasion? Will IVP disrupt the two-party system? Can AAP recover from its electoral wounds?


A new era of civic governance in Delhi has begun. What happens next will determine whether this one ends in disappointment or a new ray of hope. **BI**

## TIMELINE

### MCD POLITICAL EVOLUTION (2022 TO 2025)



# OPERATION SINDOOR



**Operation Sindoor  
against terrorism is the  
new normal...**

*-Prime Minister Narendra Modi*



# OPERATION SINDOOR: INDIA'S PRECISION STRIKE AGAINST CROSS-BORDER TERRORISM

A bold, intelligence-led retaliation that redefined India's counter-terror strategy

by Anjali Bhardwaj

*On May 7, 2025, India launched a decisive military response named 'Operation Sindoor'—a strategic and precision-driven strike against cross-border terrorism. The operation came in the aftermath of the horrific Pahalgam terrorist attack and marks a significant evolution in India's counter-terrorism doctrine. Combining advanced warfare technology, comprehensive intelligence, and flawless execution, Operation Sindoor exemplifies India's unwavering stance on national security and justice.*

In the pre-dawn hours of May 7, 2025, Indian Air Force Rafale fighter jets took off from bases in Rajasthan, their afterburners lighting up the desert sky as they flew west toward the Line of Control. In less than forty minutes those same aircraft fired the first salvo of SCALP cruise missiles and marked the beginning of Operation Sindoor, a coordinated tri-service offensive designed to dismantle Pakistan-based terrorist infrastructures responsible for the

Pahalgam Terror Attack.

The strike was a decisive and strategic masterstroke, but it also unveiled a larger message: the rise of a new Indian security doctrine that blends surgical precision with political will. From the South Block briefing rooms in New Delhi to the corridors of think-tanks in Washington, the message was explicit 'India no longer waits to absorb punishment; it acts to prevent the next attack'.

## The Pahalgam Terror Attack

In the Anantnag district of the Kashmir valley, 5-7 km from Pahalgam nestled the Baisaran meadows. A spine-chilling incident befell on April 22 that will forever be etched in national memory as a day of unimaginable horror. In what was meant to be a joyful vacation, honeymoon, or peaceful retreat, 26 innocent Indian tourists including a Nepali national were brutally murdered in a terrorist attack in Pahalgam. Innocent civilians were gunned down at close range by suspected operatives of Lashkar-e-Taiba (LeT), marking the deadliest act of terror on Indian civilians since the 2008 Mumbai attacks.

The terrorists carried out an act of brutality that defied the most basic principles of humanity. Men were forcibly separated from their families and interrogated about their religious identity. Those who did not identify as Muslim were executed on the spot—murdered in cold blood before the eyes of their loved ones.

Intelligence agencies, including RAW and NTRO, swiftly intercepted communication intercepts, analyzed social media, and collated eyewitness accounts, all pointing toward the involvement of Pakistan-based terror groups, mainly LeT, Jaish-e-Mohammed (JeM), and Hizbul Mujahideen.

This was not just an act of terrorism—it was a deliberate, calculated attempt to spark communal unrest in India.





## India's Evolving Military Policy

For decades India's military posture oscillated between strategic restraint and limited retaliation. The sluggish mobilization model's flaws were revealed during the Kargil War in 1999, resulting in planners to develop the still-unpublished "**Cold Start**" doctrine, which outlines a plan for quick, shallow border thrusts that stay avoids nuclear thresholds.

However, although being feared in Islamabad, Cold Start remained politically controversial until the **2019 Balakot air attack** and the **2016 Uri surgical strikes** demonstrated that retaliatory invasions might garner domestic support without starting a full-scale conflict.

Operation Sindoor takes that evolution a step further. Instead of a single-night raid, it integrated persistent surveillance, standoff munitions, cyber disruption and information operations into a five-hour window of overwhelming force. A "**Proactive Counter Terror Posture (PCTP)**"—pre-emptive, intelligence-led, and legally articulated under Article 51 of the UN Charter's self-defence clause—is currently openly discussed by the defence ministry.

According to senior officials, upcoming military doctrine will allow future prime ministers to respond to emerging threats with a comprehensive set of calibrated options. These options will range from large-scale, division-level armoured thrusts to precision strikes using autonomous drone swarms. Enabled by a rapidly deployable network of Integrated Battle Groups (IBGs) stationed across the western front, these capabilities are designed to be operational within as little as 48 hours. This strategic posture aims to provide civilian leadership with the flexibility to tailor military responses based on the scale and nature of provocation, thereby enhancing both deterrence and readiness in a high-stakes regional security environment.

## Strategic Objectives of Operation Sindoor

Operation Sindoor was not merely a retaliatory strike—it was a message to the world and to terror sponsors. The operation was driven by the core objectives:

- 1. Dismantle Terror Infrastructure:** The main focus was to obliterate the physical and operational bases of terror groups across Pakistan and Pakistan-Occupied Jammu & Kashmir (PoJK).
- 2. Deliver Justice:** The operation aimed to punish the perpetrators and serve as retribution for the innocent lives lost in the Pahalgam attack.
- 3. Demonstrate Military Capability:** India sought to showcase its surgical precision and advanced warfare capabilities to both adversaries and allies.
- 4. Minimize Collateral Damage:** Adhere to the evolving Indian principle of Nagrik Raksha (civilian protection), thereby retaining moral high ground and international support.

## Planning and Execution: Precision, Secrecy, and Power

Operation Sindoor was a masterclass in modern warfare planning—marked by seamless inter-agency coordination, real-time intelligence fusion, and emphasis on minimizing collateral damage.

Spearheaded by **National Security Advisor Ajit Doval** and **Chief of Defence Staff General Anil Chauhan**, the operation reflected India's new counter-terror doctrine, honed over years of asymmetric conflict experience.

The planning phase was conducted under high confidentiality within the South Block war rooms and involved top leadership from:

- **Research and Analysis Wing (RAW)** – for human intelligence (HUMINT) and deep asset validation.
- **Defence Intelligence Agency (DIA) and National Technical Research Organisation (NTRO)** – for satellite surveillance and signal interception.
- **Indian Air Force (IAF)** – for air-delivery logistics and target neutralization.
- **Indian Army & Artillery Command** – for on-ground readiness and forward deployments.
- **Defence Research and Development Organisation (DRDO)** – to deploy electronic warfare and GPS jamming systems.

## Countdown to Operation Sindoor

Post the deadly Pahalgam terror attack, a series of high-level consultations and strategic meetings were conducted at the Prime Minister's Office to shape India's response. Some of significant meetings includes:

### April 23, 2025 (Wednesday)

Immediately after returning from Saudi Arabia, Prime Minister Narendra Modi held an emergency high-level briefing at **Palam Airport**. Present at the tarmac meeting were **External Affairs Minister Dr. S. Jaishankar**, **National Security Advisor Ajit Doval**, **Foreign Secretary Vikram Misri**, and other senior officials.



*Emergency briefing meeting at Palam Airport with PM Modi post the Pahalgam terror attack on April 23, 2025.*



The PM was briefed on the Pahalgam attack's confirmed links to Pakistan-based terror groups and expressed grave concern over the targeted killing of civilians, calling it "a barbaric provocation that demands a calibrated yet unflinching response." Later that day, the Cabinet Committee on Security (CCS) met to initiate strategic assessments. Over the next few days, a series of inter-agency war-room briefings took place, aligning intelligence inputs with military options.



After the CCS meeting, India had announced a number of measures, including downgrading diplomatic ties with Pakistan, **suspension of the Indus Water Treaty** and immediate **shutting down of the Attari land-transit post** in view of the cross-border links to the Pahalgam terror attack.

**April 24, 2025**

PM Modi chaired an **all-party meeting**, where he emphasized national unity and assured political leaders that the government was preparing a strong and proportionate response.

**April 29, 2025**

During a top-level meeting at South Block attended by the NSA, service chiefs, and defense planners. Here, Prime Minister Modi gave the Indian Armed Forces a clear **"free hand"** to decide the **timing, scale, and method of retaliation**. He stated firmly, **"There will be no political interference. You have my full backing. Respond as per your judgment, with precision and purpose."**



PM Narendra Modi met Defence Minister Rajnath Singh, NSA Ajit Doval, Chief of Defence Staff Gen. Anil Chauhan, Navy Chief Adm. Dinesh K. Tripathi, Air Force Chief Air Chief Marshal Amar Preet Singh and Army Chief Gen. Upendra Dwivedi during a meeting in New Delhi on April 29, 2025.

This directive effectively triggered the final operational phase of Operation Sindoor.

**Strike Locations: A Target-by-Target Breakdown**

Few of the nine terror camps identified and later attacked by India are:

- 1. **Bahawalpur, Punjab** – Jaish-e-Mohammed (JeM) Headquarters and Madrassa Complex
- 2. **Muridke, Punjab** – Lashkar-e-Taiba (LeT) Command Centre and Propaganda Studio
- 3. **Sarjal, Sialkot, Punjab** – Camp associated with JeM
- 4. **Mehmoona Joya, Punjab** – Camp associated with Hizbul Mujahideen (HuM)
- 5. **Sawai Nala, Muzaffarabad, PoJK** – Hizbul Mujahideen Infiltration Launchpad
- 6. **Gulpur, Kotli, PoJK** – LeT/JeM Advanced Training Facility
- 7. **Abbas Mosque, Kotli, PoJK** – LeT/JeM Advanced Training Facility
- 8. **Syedna Bilal Mosque, Muzaffarabad, PoJK**
- 9. **Barnala, Bhimber, PoJK**

*All timings were synchronized to 02:30–07:45 IST to exploit minimal civilian traffic.*

SERIAL	TERRORIST CAMPS	AREA
1.	SAWAI NALA, MUZAFFARABAD	POJK
2.	SYEDNA BILAL, MUZAFFARABAD	
3.	GULPUR, KOTLI	
4.	BARNALA, BHIMBER	
5.	ABBAS, KOTLI	
6.	BAHAWALPUR	PAKISTAN
7.	MURIDKE	
8.	SARJAL	
9.	MEHMOONA JOYA	

Nine Targets prioritised as per the existing presence of terrorist





## Bahawalpur Terror Infrastructure Targets and their Before & After Images

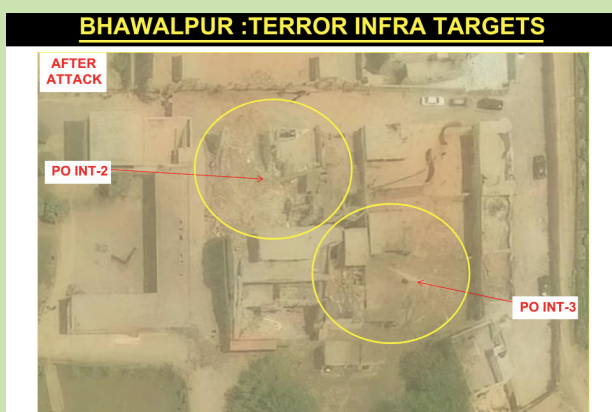
### BHAWALPUR :TERROR INFRA



### BHAWALPUR :TERROR INFRA TARGETS



### BHAWALPUR :TERROR INFRA TARGETS

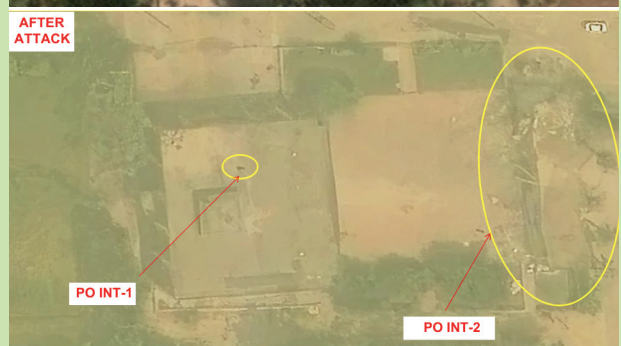
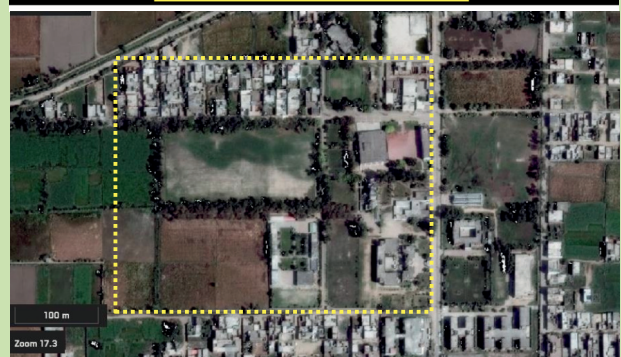


### BHAWALPUR :TERROR INFRA TARGETS

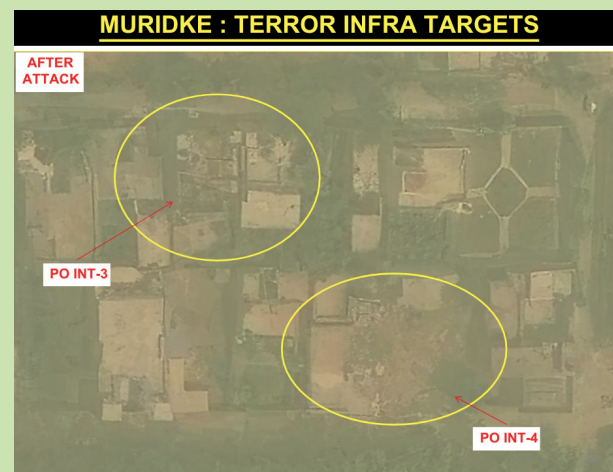


## Muridke Terror Infrastructure Before and After Images

### MURIDKE : TERROR INFRA







## Neutralization of Terrorist Leaders

Among the most critical outcomes of Operation Sindoor was the elimination of top-tier terror leadership. A precision strike on the Bahawalpur madrassa complex killed **14 members of Jaish-e-Mohammed (JeM) founder Masood Azhar's family**. While Azhar himself was absent, his brother **Abdul Rauf Asghar**, mastermind behind **Pathankot** and **Pulwama** was reportedly injured or went underground. Simultaneous strikes neutralized LeT coordinator **Qari Saeed**, financier **Naeem-ul-Haq**, and high-value targets **Yusuf Azhar**, **Abdul Malik Rauf**, and **Mudassir Ahmad**, all linked to the **IC-814 hijack** and **Pulwama blast**. In total, **over 100 terrorists** were killed, crippling operational, financial, and leadership nodes of **JeM, LeT, and Hizbul Mujahideen**.

The strike, carried out using **SCALP** missiles from IAF **Rafale jets**, was timed during a high-level internal meeting.

## Leadership Behind the Lines

**Colonel Sofiya Qureshi** played a pivotal role in mission coordination from the Army's Northern Command war room, ensuring seamless inter-agency execution. **Wing Commander Vyomika Singh**, leading the **Rafale** air strike unit, was instrumental in real-time target confirmation and aerial precision. Meanwhile, **Foreign Secretary Vikram Misri** led backchannel diplomatic outreach to prevent escalation and keep key global allies informed, proving that India's success was as much strategic as it was tactical.



## May 8: Pakistan Responds with Artillery; India's Retaliatory Response

Just a day after the success of Operation Sindoor, tensions escalated sharply on May 8, 2025, when Pakistan initiated

**unprovoked artillery shelling** along several sectors of the **Line of Control (LoC)**, including **Tangdhar, Uri, and Poonch**. The shelling targeted civilian infrastructure, injuring at least 11 villagers and damaging several houses and a school. The Indian Army responded immediately with counter-battery fire, but the situation intensified when Pakistan began mobilizing its **short-range surface-to-air missile (SAM)** units in forward areas—interpreted as a defensive move anticipating further Indian action.

This time India responded with overwhelming air and cyber superiority. Under Operation Sindoor's extended mandate, India launched a coordinated multi-domain strike targeting Pakistan's air defense systems and military radar infrastructure. Using **Rudram-1 anti-radiation missiles**, **DRDO-developed loitering munitions**, and **offensive cyberwarfare teams**, India neutralized forward-operating surface-to-air missile systems across Pakistan-Occupied Kashmir and penetrated deeper to destroy strategic **radar installations in Lahore**, a major nerve center for Pakistan's western air command.

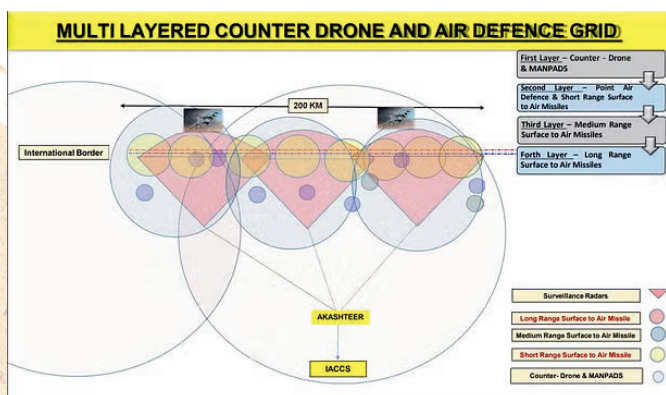
Satellite data confirmed the destruction of three key radar stations, while jamming and spoofing tech crippled Pakistan's radar cover for over 200 km along the LoC. In just under four hours, India had blinded Pakistan's first-layer air defense shield, ensuring aerial dominance.

## May 10: Strategic Strikes on Airbases, Drone Neutralization

In a desperate and nefarious reaction Pakistan launched a coordinated drone swarm attack—reportedly using **Bayraktar TB2 drones** supplied by Turkey—on **13 Indian cities**, including **Pathankot, Bikaner, Gwalior, Amritsar, Jaipur, Jodhpur, Srinagar, and Jammu**. The drones targeted defense installations, ammunition dumps, and air traffic control towers.

However, India's integrated air defense systems, including **Akash missile batteries**, **DRDO's anti-drone systems**, and **electronic jammers**, successfully intercepted and neutralized nearly all incoming UAVs, with no major infrastructure damage or casualties reported. **The Indian Air Force confirmed the downing of 27 drones within 30 minutes, marking one of the largest aerial defense operations in Indian history.**





India's Multi layered Drone and Air Defence Grid

After Pakistan's continuous escalation, the Indian Air Force carried out coordinated precision strikes on 11 Pakistani airbases, targeting UAV control centers, underground hangars, and jet fueling facilities, within just three hours. These targeted military installations include **Noor Khan, Rafiqui, Murid, Sukkur, Sialkot, Pasrur, Chunian, Sargodha, Skardu, Bholari, and Jacobabad.**

The attack targeted major ammunition depots and airbases such as Sargodha and Bholari, where F-16 and JF-17 fighter jets were stationed. As a result, nearly 20% of Pakistan's air force infrastructure was destroyed. Using air-launched cruise missiles and drone-synchronized targeting, India crippled Pakistan's ability to launch an organized aerial response—yet strictly limited the engagement to military infrastructure.

### Global and Domestic Reactions

Operation Sindoor sent ripples across global diplomatic and strategic circles. The United Nations Security Council (UNSC) issued a strong condemnation of the Pahalgam terror attack, reaffirming every nation's inherent right to self-defense under Article 51 of the UN Charter. Countries like France, the United States, Israel, and Japan extended explicit support to India's stance, lauding the operation's precision and restraint. Even traditionally neutral nations acknowledged the legitimacy of India's response, especially after evidence of civilian-safe targeting emerged. Domestically, there was an unprecedented wave of public support. From opposition leaders to former military chiefs, voices across the spectrum praised the government and armed forces for conducting a technologically advanced, morally justified, and strategically timed operation.

### Ceasefire: A Tactical Pause, Not a Compromise

On **May 10, 2025**, after days of heightened military engagement, a mutual ceasefire was agreed upon between India and Pakistan, following quiet backchannel negotiations facilitated by neutral foreign diplomats. After the heavy damage inflicted by the IAF, Pakistan's Director General of Military Operations (DGMO) called the Indian DGMO at 2:30 pm IST, requesting a cessation of hostilities along the Line of Control (LoC) and the International Border.

Later on, in a meeting chaired by NSA Ajit Doval and Defence Minister Rajnath Singh, India decided to accept

the ceasefire on three firm conditions:

- **Immediate cessation of drone activity from Pakistan's side**
- **No further mobilization of air assets near the LoC**
- **Sustained hotline-level military-to-military communication**

The official announcement of the ceasefire came on May 10 from the Indian Ministry of Defence, labeling it a **"tactical de-escalation to prevent further civilian harm."** While it restored calm across the frontier, officials clarified **it was not an agreement of peace, but a strategic pause**, monitored continuously by surveillance assets and diplomatic observers.

Both the countries agreed to stop all firing and military action on land and in the air and sea with effect from **1700 hours Indian Standard Time on 10th May 2025**

### Ceasefire Violation by Pakistan

Just a couple of hours after the ceasefire, a **wave of UAVs and small drones** attempted to intrude into Indian civilian and military zones across Jammu, Punjab, and Rajasthan. All drones were **successfully intercepted** by Indian air defense systems and jamming units. In response, the **Indian Armed Forces issued a strong warning** and carried out localized retaliation. Additionally, **field commanders have been given full operational authority to respond decisively to any future ceasefire violations.**

### Operation with Intent: The Final Word

Operation Sindoor will be remembered not just as a military operation, but as a watershed moment in India's modern counter-terrorism doctrine. Within days, India demonstrated its ability to detect threats, decide swiftly, and deliver justice—crippling cross-border terror camps, eliminating high-value operatives, and neutralizing retaliation plans without widening the scope of war.

The operation was precise, restrained, and deeply strategic. It showcased India's transformation into a nation that no longer waits to be attacked but preempts threats with legitimacy and accuracy. The successful defense against Pakistan's Turkish drone swarm and the decision not to escalate further despite provocations reflect a mature, disciplined military posture.

Prime Minister Modi, in his post-operation statement, called this India's **"new normal"**—a calibrated shift from restraint to proactive deterrence.

“

**This is New India. We don't tolerate terror. We don't hesitate to respond. This is our new normal**

*Prime Minister Narendra Modi*

”

The operation paused not on exhaustion, but on principle, sending a message loud and clear: India will act firmly, legally, and decisively against terror, anywhere, anytime. **BI**



100 Million  
**OLD PEOPLE**  
live in India

More than 50 Million  
**OLDER PEOPLE**  
**NEED HELP !**



Agewell Foundation is a not-for-profit NGO, working for the welfare and empowerment of older persons of India since 1999. Agewell through its countryside volunteers' network of over 80000 dedicated volunteers extends a helping hand to over 25000 older persons on daily basis. Recognizing the work being done by Agewell Foundation, Economic & Social Council (ECOSOC) has granted Special Consultative Status to Agewell Foundation at United Nations. Agewell has also been member of Working Group and Steering Committee of Planning Commission of India since 2002.

Join us to advocate for Needs  
and Rights of Older Persons!

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(In Special Consultative Status with  
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## A NEW CHAPTER FOR THE CAPITAL REKHA GUPTA'S FIRST 100 DAYS

by Dhvani Vyas

After decades of the tug of war of power between AAP and Congress, Delhi CM Rekha Gupta's governance marks a significant political shift with a strong focus on infrastructure, women's safety, education reform, public health, and transparency. Her prominent landmark decisions, initiatives, and policies has sparked debates and controversies already.

But what exactly has changed in the capital under her leadership? Let's dive into a fact-rich analysis of Rekha Gupta's first 100 days in power.

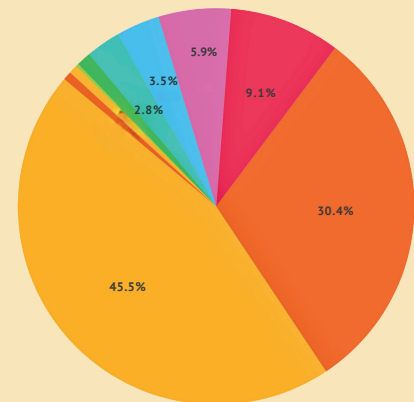
### A Historic Budget and Strategic Planning

For the fiscal year 2025-26, Chief Minister Rekha Gupta revealed a record-breaking budget of ₹1 lakh crore, an increase of 31.6% from the preceding ₹76,000 crore. The aim of the government to make long-term, sustainable development top priority has been proven by a spike in capital expenditure to ₹28,000 crore, which was more than double from the year before. The budget highlights ten focus areas, including women's welfare, youth employment, traffic decongestion, sanitation, and environment conservation. A total of ₹3,000 crore has been allocated for Delhi's 'Green Delhi Mission' alone, demonstrating CM Gupta's commitment for combating pollution and climate change.

### Education: Building Brighter Futures

Under the new regime, education has been positioned as the backbone of progress. The government allocated ₹19,291 crore (19.3% of the total budget) to education. Over 1,300 deserving students from economically weaker sections (EWS) received scholarships worth ₹19 crore, within the first 100 days.

Delhi Budget Distribution  
under CM Rekha Gupta  
(2025-26)





The 'Digital Delhi Schools' project has already seen tenders floated for construction of 175 computer labs and smart classrooms across government schools, with an allocated budget of ₹100 crore. Additionally, the Pt. Madan Mohan Malviya Vidya Shakti Mission has been launched with ₹21 crore to provide free coaching for the UPSC, NEET, and JEE aspirants. This aims to give underprivileged children a level playing field. Gupta has also proposed a teacher training exchange program with top universities like Delhi University and IIT-Delhi, aiming to uplift instructional quality.

### **Healthcare: Accessibility, Affordability, Accountability**

The spotlight has been upon healthcare reforms. The government has started equipping 13 major hospitals with more beds in order to increase the bed capacity and modern equipment with an allocation of ₹12,893 crore. To improve the last-mile delivery, more than ₹300 crore has been set earmarked for 400 Health and Wellness Centers, mostly in impoverished and slum regions. In a landmark move, Delhi implemented the Ayushman Bharat Yojana, promising ₹5 lakh annual health cover for each family. Additionally, the Delhi government has committed a top-up scheme, adding ₹5 lakh more, effectively giving a total of ₹10 lakh insurance per family annually. 8.5 lakh citizens have already signed up for this program. In 25 localities, particularly in East and North Delhi, mobile health clinics have begun to operate.

### **Women's Welfare: Safety, Dignity, and Financial Freedom**

Women's safety and empowerment have been the prominent themes. The Mahila Samridhi Yojana offers ₹2,500 per month to over 10 lakh women aged 18–60 with an annual family income under ₹3 lakh. The scheme has already disbursed funds to 1.7 lakh beneficiaries. Chief Minister Rekha Gupta had announced the plan of installing 50,000 new surveillance cameras across Metro stations, markets, and sensitive neighbourhoods.

### **Employment and Social Reforms**

The CM's office has unveiled multiple schemes for skill development and job creation. Over 25,000 job-seekers have registered with the revamped Rozgar Portal. A gig worker welfare board has been proposed to offer social security benefits like health insurance and minimum wage assurance. ₹500 crore has been assigned for youth skilling and entrepreneurship programs. Under the new Start-up Delhi policy, the government has promised zero-interest loans and subsidies for first-time entrepreneurs from marginalized backgrounds. The Delhi Skill and Innovation University is also expanding its outreach, planning 5 new campuses in Rohini, Dwarka, and Okhla.

### **Infrastructure: Roads, Transport, and Housing**

Gupta's administration has launched ₹3,843 crore for the city's infrastructure renovation. This includes elevated

corridors to decongest arterial roads like Outer Ring Road and the introduction of a new Bus Rapid Transit (BRT) corridor between ISBT and Nehru Place. About 400 new electric buses are expected to be operational by the end of July 2025. The 'Atal Canteen' program, 100 subsidized meal centres across the city will provide nutritious food at ₹5 per meal. ₹100 crore has been set aside for the first phase. Pilot centres in Karol Bagh and Shahdara have already served 1.2 lakh meals collectively.

### **Environment: A Greener, Cleaner Delhi**

To combat Delhi's perennial pollution crisis, Gupta's Green Delhi Mission targets 30% tree cover by 2027. In the past 100 days, over 2 lakh saplings have been planted and 45 micro forests initiated in areas like Narela, Dwarka, and Mehrauli. ₹1,200 crore has been sanctioned to upgrade sewage and waste processing plants. Air quality monitoring stations will rise from 38 to 65 by year-end. A ban on diesel generators and incentives for rooftop solar panels are under active consideration.

### **Transparency and E-Governance**

Transparency has improved with the rollout of a Real-Time Dashboard showing ward-level budget allocation and utilization. The government has also tabled 14 pending CAG reports in the assembly, marking a break from past opacity. Citizen charters for 25 essential services like water connections, electricity, and sanitation are now legally binding under the Delhi Service Delivery Act.

### **Conclusion: A Promising Start**

Chief Minister Rekha Gupta's first 100 days have laid the foundation for long-term transformation. While it's too early to predict outcomes, her governance style has been decisive, data-driven, and people-centric. The opposition remains critical, but even critics acknowledge the unprecedented speed of policy rollouts. Whether she can sustain this momentum is still a question, but the first 100 days have undoubtedly set a bold, reformative tone for Delhi's future. **BI**







# India becomes the 4<sup>TH</sup> LARGEST ECONOMY

by Suhani Nagpal

In a historic economic leap, India has officially overtaken Japan to become the fourth-largest economy in the world. This remarkable feat—confirmed by the International Monetary Fund (IMF) and various global financial institutions—marks a pivotal moment in India's ascent as a global powerhouse. With a nominal Gross Domestic Product (GDP) projected at \$4.187 trillion for the fiscal year 2025–26, India has inched ahead of Japan's \$4.186 trillion economy, cementing its place among the top-tier economic giants.

## A Milestone Achieved

India's rise to fourth place is not merely symbolic—it represents years of sustained growth, policy reforms, strategic investments, and demographic potential. In the final quarter of fiscal 2024–25, India's economy grew by 7.4%, outpacing all other major economies. This growth was fueled by robust activity in the construction, infrastructure, services, and manufacturing sectors, despite global headwinds including inflationary pressures and geopolitical instability.

As per the IMF World Economic Outlook (April 2025), India has defied the odds by maintaining consistent economic expansion even as advanced economies witnessed a slowdown. The country's growth has been underpinned by digital innovation, a young and skilled workforce, foreign direct investments, and an increasingly vibrant startup ecosystem.



**\$30.507 TRILLION**



**\$19.231 TRILLION**



**\$4.744 TRILLION**



**\$4.187 TRILLION**



“

India's journey from an emerging economy to the fourth-largest globally is a story of resilience, reforms, and ambition.

– Nirmala Sitharaman, Finance Minister of India

”

## Sector-Wise Contribution to GDP

India's economy stands out for its diverse sectoral contributions. As of 2025, the sectoral breakup of India's GDP is as follows:

### Services Sector: ~55%

Dominated by IT, telecom, banking, insurance, and tourism, this sector has been a consistent growth engine. India's position as a global outsourcing hub continues to flourish.

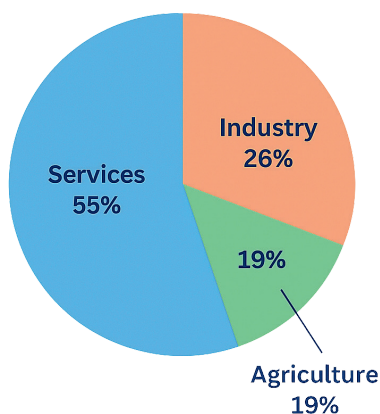
### Industrial Sector: ~26%

With major contributions from manufacturing, pharmaceuticals, energy, chemicals, and automobiles, this sector has received a major boost from the “Make in India” initiative.

### Agriculture & Allied Activities: ~19%

Though smaller in contribution compared to earlier decades, agriculture remains vital to employment and food security, with increasing focus on agri-tech and sustainable practices.

## Sector-wise Share in Total GDP of India



## Key Drivers Behind the Growth

**1. Demographic Dividend:** Over 65% of India's population is under the age of 35. This young workforce has driven consumption, innovation, and talent exports.

**2. Digital Transformation:** With over 800 million internet users and a rapidly expanding digital infrastructure, India has leapfrogged into the era of fintech, e-commerce, and digital payments.

**3. FDI Inflows:** India has emerged as a top destination for foreign direct investment, recording over \$80 billion in inflows in 2024 alone, especially in green energy, infrastructure, and manufacturing.

**4. Policy Reforms:** GST, Insolvency and Bankruptcy Code (IBC), PLI schemes, and digital governance have significantly improved India's ease of doing business.

**5. Resilient Domestic Demand:** Unlike many export-driven economies, India's domestic market has played a critical role in sustaining demand-led growth.

## Global Reactions and Implications

India's achievement has garnered attention worldwide. Global investors are looking at India as a reliable growth market amid instability in China and economic stagnation in Europe. Japan, which previously held the fourth spot, is facing a demographic decline and deflationary pressures. This shift is not just about numbers, it signals a transformation in global economic power dynamics.

However, experts caution that GDP size alone is not enough to gauge a country's prosperity. India's GDP per capita still trails behind many smaller nations, indicating income inequality and areas requiring inclusive development.

“

India must now focus on translating its economic scale into prosperity for all. Growth must be sustainable, equitable, and innovation-driven.

– Raghuram Rajan, Former RBI Governor

”

## A Defining Decade for India

India's rise to the fourth-largest economy in the world is more than just an economic milestone, it is a declaration of potential. From poverty alleviation to digital revolution, from rural inclusion to global leadership, India stands at the threshold of a defining decade. The world is watching and believing in the Indian growth story.

As the economy powers ahead, the key lies in ensuring that the fruits of growth reach every citizen. If India can balance ambition with inclusion, and innovation with tradition, it will not only grow richer but also become stronger – economically, socially, and morally. **BI**



# DRI'S NEW HEADQUARTERS

A Beacon of Modern Enforcement in India

by Suhani Nagpal



In a landmark development reflecting India's commitment to robust economic security and modern governance, Union Finance Minister Smt. Nirmala Sitharaman inaugurated the new headquarters of the Directorate of Revenue Intelligence (DRI) in New Delhi on June 3, 2025. She was joined by the Minister of State for Finance, Shri Pankaj Chaudhary, in unveiling a facility that symbolizes a future-ready approach to economic enforcement.

Spanning a sprawling 6,200 square meters, the new DRI office complex is a blend of technological sophistication and sustainable design. It features modern digital intelligence labs, secure surveillance control rooms, collaborative zones for cross-agency interaction, and environmentally conscious installations such as solar panels and rainwater harvesting systems. This physical transformation is part of a larger institutional vision aligning with the Digital India and Atmanirbhar Bharat initiatives.

Speaking at the inauguration, Finance Minister Nirmala Sitharaman said:

“DRI has been pivotal in upholding India's economic sovereignty. With this new headquarters, we are reaffirming our commitment to strengthening our enforcement architecture.”

She emphasized a paradigm shift in enforcement strategy calling for dismantling entire syndicates rather than limiting operations to individual seizures.

“Enforcement should go beyond seizures. Dismantling entire smuggling syndicates and reaching the last mile is critical,” she added, urging officers to adopt a comprehensive investigative framework that focuses on identifying networks, financing models, and final beneficiaries of illegal trade.

Minister of State Shri Pankaj Chaudhary underlined the importance of staying ahead of evolving threats.

The emphasis was on ensuring that India's economic borders remain secure amidst rising global challenges.

The DRI, known for its central role in countering smuggling, commercial frauds, and other economic offenses, now stands equipped with tools that enhance speed, accuracy, and inter-agency coordination. Director General Abhai Kumar Srivastav highlighted the agency's core values, stating:

“We will continue to uphold the principles of integrity, vigilance, and excellence in service

—Director General Abhai Kumar Srivastav

”

CBIC Chairman Sanjay Kumar Agarwal added perspective on India's growing economic landscape “With an expanding tax base and increasing cross-border trade, it is essential that our enforcement mechanisms remain agile and technologically equipped.”

This inauguration is not just the unveiling of a building, it's a declaration. It reflects the government's ongoing effort to modernize institutions that are critical to the country's fiscal integrity and law enforcement efficiency. The headquarters will also serve as a knowledge and training hub, where best practices are developed and shared with other enforcement agencies across the nation.

In a world where economic offenses are becoming more sophisticated and transnational, India's response through DRI is both timely and strategic. The new headquarters represents a stronger shield against illicit trade and a brighter beacon of ethical governance. **BI**

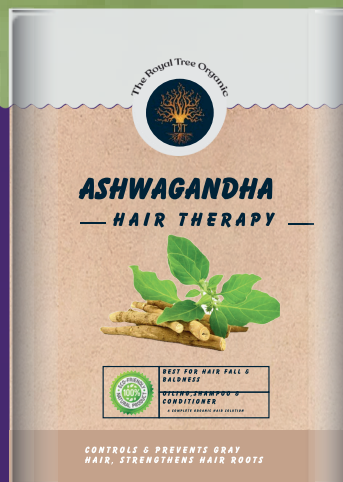




The Royal Tree Organic



The Royal Tree believes in pure, organic  
~~Purity~~ world free from harmful chemicals,  
 where vibrant health is  
 effortless.



theroyaltreeorganics





# Asian Travel Market 2025

## Dubai Reimagines the Future of Global Tourism

by Deepak Vyas

As the global travel and tourism industry prepares itself for a new era of innovation, sustainability, and transformation, Dubai once again came out as the epicenter of change. The Arabian Travel Market (ATM) 2025, held in Dubai from 28th April to 1<sup>st</sup> May, transformed the Dubai World Trade Centre into a global hub of travel innovation, diplomacy, and cultural exchange. With over 2,800 exhibitors from 160+ countries and 40,000+ attendees, ATM 2025 was the most ambitious and well-attended event in its history.

India's pavilion 'Incredible India 2.0' emerged as a crowd favorite. Featuring immersive state showcases from Kerala, Rajasthan, Gujarat, and Goa, India promoted wellness, heritage, and medical tourism. Tech-driven initiatives like Dekho Apna Desh 2.0 and eco-rural circuits were highlights.

Sustainability was at the core of ATM 2025's agenda. The UAE's 'Eco-Emirates' initiative, net-zero hotels by European brands, and AI-powered smart tourism platforms set a new bar. Africa, Europe, and South Asia presented unique green solutions, all with a local flavor.

**Themed "Transforming Travel Through Entrepreneurship," the event spotlighted eco-tourism, digital transformation, and cultural immersion as cornerstones of the next travel revolution.**

- 2,800+ Exhibitors
- 160+ Participating countries
- 40,000+ Visitors
- \$2.5B Estimated Business Deals



Emerging technologies were equally central. From VR travel experiences to biometric check-ins and blockchain baggage solutions, travel is evolving into a digital-first space. ATM featured demos from major hotel chains and startup innovators alike. India also signed multiple MoUs with global operators and digital travel platforms, paving the way for smarter, deeper tourism partnerships.



## A Grand Opening

**Dubai, May 5, 2025** With the shimmering Dubai skyline as its backdrop, the Arabian Travel Market (ATM) 2025 was inaugurated in a ceremony that perfectly blended tradition, innovation, and diplomatic ambition. Held at the Dubai World Trade Centre, the opening event was a spectacle that set the tone for what would become the most transformative edition in the expo's storied history.



*Sheikh Ahmed bin Saeed Al Maktoum after opening the event in Dubai*

The ceremony was presided over by His Highness Sheikh Ahmed bin Saeed Al Maktoum, Chairman of Dubai Airports and Emirates Group, alongside senior dignitaries including H.E. Abdullah bin Touq Al Marri, UAE Minister of Economy; Danielle Curtis, Exhibition Director of ATM; and Zurab Pololikashvili, Secretary-General of the UN World Tourism Organization (UNWTO). Ministers and tourism officials from over 70 countries also attended, signaling a truly international presence.

**“Today, we open doors not just to new destinations, but to the future of travel itself, one that is sustainable, digital, and inclusive, Dubai remains proud to host this global dialogue on tourism and innovation.”**

*-Sheikh Ahmed bin Saeed Al Maktoum*

Following the inaugural speeches, the dignitaries took part in a ribbon-cutting ceremony under a towering digital arch that displayed welcome messages in 20 different languages. Traditional Emirati music and dance performances welcomed global attendees in a cultural flourish that married heritage with hospitality.

The opening day was not only ceremonial—it was strategic. India, Saudi Arabia, Italy, Japan, and the United Kingdom were among the first to unveil their national pavilions, drawing large crowds. India's “Incredible India 2.0” pavilion and Saudi Arabia's NEOM Vision2030 exhibits generated early buzz, with officials conducting bilateral discussions immediately after the inauguration.

ATM 2025's theme, “Transforming Travel Through Entrepreneurship,” was already on full display at the inaugural session. The launch of several initiatives took place on Day 1, including:

- A Sustainability Pledge signed by over 50 exhibitors
- The debut of ATM Tech Stage, featuring live startup pitches
- Unveiling of Dubai Tourism's AI Concierge, an AI-powered visitor assistant for Expo guests

The inaugural event seamlessly blended substance with spectacle — from interactive floor projections and multilingual digital signage to curated media walkthroughs and influencer-led livestreams. It was clear from the opening hour that ATM 2025 was not just an exhibition, it was a statement about the future of tourism.

**“As we inaugurate this edition of ATM, we are witnessing the convergence of culture, climate action, and cutting-edge technology,” remarked UNWTO's Pololikashvili. “Tourism is no longer just about destinations—it's about transformation.”**

*-UNWTO's Pololikashvili*

By the end of Day 1, thousands of visitors had registered, tours of pavilions were in full swing, and media houses from around the globe were broadcasting live updates. For Bureaucracy India, this moment marked the beginning of a compelling journey through diplomacy, business, and storytelling at one of the world's most powerful tourism platforms.





## Sustainability at the Core

At ATM 2025, the commitment to sustainability was not a side note—it was the central narrative. Across pavilions and keynote panels, the urgency of eco-conscious travel was echoed by both policymakers and private sector leaders. The UAE unveiled its “Eco-Emirates” Vision, a blueprint for achieving net-zero carbon emissions in tourism by 2050, emphasizing green certifications, solar-powered resorts, and smart waste management systems.

Global hotel chains like Accor, Marriott, and IHG showcased their carbon-neutral properties, while new eco-resorts from Africa and Southeast Asia presented blueprints for regenerative travel—where tourism becomes a force for environmental restoration rather than exploitation.

**“Sustainable tourism is no longer an option; it's a necessity”**

*H.E. Abdullah bin Touq Al Marri, UAE's Minister of Economy*



India too reinforced its eco-credentials with its Green Circuit tourism model, promoting low-carbon travel through its heritage and wildlife corridors.



## Innovation in Travel Technology

The digital transformation of travel took center stage at the ATM Tech Stage, where the future of tourism was not just discussed—it was demoed. From biometric boarding gates to AI travel planners and blockchain-based luggage tracking, ATM 2025 was a launchpad for next-gen tourism solutions.

A standout innovation was the Virtual Reality Travel Pods, which allowed users to “visit” destinations like Petra, Machu Picchu, and the Taj Mahal using immersive storytelling. UAE's AI Travel Concierge also debuted, a multilingual chatbot offering personalized itineraries based on travel behavior, budget, and interests.

Startups from Singapore, Germany, and India participated in live pitch battles, judged by panels of investors and ministers.



Meanwhile, digital nomadism received a boost through solutions for smart visas, remote work travel packages, and cross-border health data tools.

**“Technology must enhance, not replace the human element of travel,”**

*Danielle Curtis, ATM Exhibition Director*

## Celebrating Cultural Roots

While innovation and sustainability drove the agenda, culture remained the soul of the event. ATM 2025 curated vibrant cultural performances, culinary showcases, and heritage exhibitions from over 50 countries. From Japanese tea ceremonies and Indian classical dance to Turkish calligraphy and Emirati storytelling, the expo offered an immersive global mosaic.

Each pavilion infused its culture into the experience. India's states—Kerala, Rajasthan, and Gujarat—invited guests to folk music and wellness workshops. Italy's booth combined augmented reality with Roman history. Saudi Arabia's NEOM Vision told stories of the future wrapped in Bedouin tradition.

Cultural preservation was also linked with tourism strategy, as nations emphasized the importance of protecting identity while modernizing hospitality.





## India's "Incredible India 2.0" Pavilion

India's participation at ATM 2025 was nothing short of grand. Unveiled by G. Kishan Reddy, Union Minister for Tourism, Culture and Development of the North Eastern Region, the Incredible India 2.0 pavilion highlighted the nation's focus on sustainable, spiritual, and rural tourism. Key features included:

- Digital walkthroughs of Char Dham Yatra
- Interactive displays of UNESCO Heritage Sites
- A live Ayurveda & Wellness corner



The pavilion emphasized experience-based tourism, inviting global travelers to explore India beyond its major cities. This included campaigns on homestays in Himachal, tribal circuits in Odisha, and culinary trails through Kerala.

**"India is a microcosm of the world—culturally rich, ecologically diverse, and spiritually profound," said Minister Reddy.**

## Bilateral Talks & Global Deals

India hosted over 30 high-level B2B meetings at ATM, including discussions with UAE, Japan, and Saudi tourism boards.

Notable outcomes:

- India-UAE Tourism Corridor MoU signed
- Joint promotion campaigns with VisitBritain and Experience Qatar
- Plans for visa facilitation talks with Gulf Cooperation Council (GCC) nations

Indian private players like MakeMyTrip, ITC Hotels, and Vistara also launched Middle East-focused packages and digital tools tailored to Arab travelers.





## Startups & Youth in Tourism

This year's ATM spotlighted youth and entrepreneurship with a dynamic Startup Innovation Zone. Over 200 travel-tech startups participated, including promising names like:

- **Globetrottr (India)**

An AI-powered trip planner built for Gen Z, integrating real-time budget updates, local experiences, and sustainable travel suggestions.

- **FlyChain (USA)**

A blockchain-based platform for secure ticketing and fraud prevention, aiming to restore traveler trust in digital transactions.

- **NomadPass (Estonia)**

A digital visa and health clearance platform designed for borderless travel, nomadic lifestyles, and post-pandemic mobility.

These entrepreneurs pitched ideas to a jury of ministers, VCs, and UNWTO officials, focusing on themes of accessibility, sustainability, and affordability.

“ATM 2025 isn't just about established brands, it's about who's shaping the future of travel.

-Danielle Curtis, Exhibition Director ME for Arabian Travel Market

## Youth Leadership Panels

The ATM Youth Forum, in partnership with universities from UAE and Europe, hosted debates, student showcases, and talks by young influencers and digital nomads. Key topics included:

- **Climate activism in tourism**

From carbon offsets to conscious itineraries, youth leaders urged the industry to rethink its ecological footprint.

- **Women in travel entrepreneurship**

Stories of resilience and innovation were shared by young female founders, especially from the MENA and South Asian regions.

- **The future of hybrid travel & work**

As remote work reshapes global mobility, students debated the pros and cons of the “digital nomad” lifestyle.

Interactive installations featured VR travel diaries, global case studies on inclusive tourism, and peer-reviewed startup blueprints. QR codes throughout the forum linked attendees to:

- Youth-led travel blogs and vlogs
- Travel scholarship databases
- Podcast series on global tourism challenges





## Green Travel

ATM 2025 placed a powerful spotlight on sustainable travel, in alignment with the **United Nations' Sustainable Development Goals (SDGs)**. This year's Sustainable Tourism Zone brought together green-certified hotels, carbon-offset programs, and eco-conscious tour operators from around the globe. The emphasis was not only on reducing harm but on actively contributing to the regeneration of local ecosystems and communities.

### Notable highlights included:

A joint **“Plastic-Free Travel” initiative by Emirates and FlyDubai**, aiming to eliminate single-use plastics on all regional routes by 2027.

**Green hotel showcases by Marriott International, Accor, and Taj Hotels**, each unveiling net-zero-emission resort models that integrate solar energy, local materials, and rainwater harvesting systems.

Cutting-edge tech demonstrations in energy-efficient aviation, including **Airbus's hydrogen-powered aircraft models and Volocopter's electric air taxis**, targeted for urban travel by 2030.



Sustainability experts and environmental advocates took center stage in panels addressing climate change, biodiversity protection, and traveler responsibility.

“  
Tourism can no longer afford to be extractive – it must be regenerative!  
-Anna Pollock, Tourism Expert  
”

At the Tech Pavilion, ATM 2025 bridged the gap between cutting-edge innovation and experiential tourism. Artificial Intelligence (AI), Augmented/Virtual Reality (AR/VR), Internet of Things (IoT), and Big Data analytics were presented as vital tools for the future of the travel industry.



### Groundbreaking innovations included:

**Saudi Arabia's NEOM City** showcased a real-time digital twin—allowing travelers to explore destinations virtually and receive live guidance, enhancing both accessibility and safety.

**Dubai Tourism** launched AI-driven multilingual bots capable of personalized itinerary building, visa assistance, and destination recommendations across 20+ languages.

**India's Ministry of Railways** unveiled an AI-powered tourism route planner, optimizing travel routes based on weather, seasonality, and local festivals to boost regional tourism.

Additionally, companies like **Amadeus and Sabre** highlighted predictive AI models that improve operational efficiency for airlines and hotels while enhancing personalization for travelers.

From blockchain-based baggage tracking to biometric boarding gates, ATM 2025 revealed how technology is enabling a smoother, smarter, and more secure travel experience. The convergence of sustainability and smart tech marks a pivotal turning point for the tourism industry, one where innovation meets responsibility.



## Women Shaping the Future of Travel



Arabian Travel Market 2025 made history with its most impactful Women in Tourism Leadership Forum, drawing over 500+ attendees from across the globe. The forum was not just a platform for discussion but a launchpad for actionable change in gender equity.

### Key Highlights:

- UAE's Minister of Happiness, H.E. Aisha Al-Mansoori, delivered a keynote on reimagining tourism workplaces to support work-life balance, especially for women with caregiving roles.
- Maria González, Director of Spain's National Tourism Board, shared how her department transitioned to a 70% female leadership structure.
- Ayesha Khan, founder of WanderWell (a wellness retreat brand), shared her journey of building a women-led global business from scratch.

“When women lead travel experiences, they bring empathy, creativity, and sustainability to the center”

H.E. Aisha Al-Mansoori

These sessions became spaces of growth and alliance, helping women in tourism realize their potential as leaders, storytellers, and innovators.

ATM 2025 wasn't just about destinations, it was also about regulations, diplomacy, and future-proofing. Three high-level policy summits were held alongside the exhibition, focusing on:

1. Cross-border tourism regulation post-pandemic
2. Visa facilitation for digital nomads
3. Public-private partnerships in heritage preservation

Over 30 ministers signed the “Dubai Declaration on Tourism Resilience”, which commits nations to:

- Build climate-smart tourism infrastructure
- Promote inclusive travel policies
- Embrace digital modernization in visa systems and mobility





## Legacy of ATM 2025

More than a trade show, ATM 2025 functioned as a **blueprint for regenerative tourism**. It inspired:

- Governments to rethink visa policies
- Startups to embed climate awareness
- Brands to explore cultural authenticity

New alliances were formed between:

- African travel councils and Asian hospitality groups
- Middle Eastern airlines and European green airports
- Indigenous tourism boards and global booking platforms



Looking ahead to 2026, the success of Arabian Travel Market 2025 sets an ambitious benchmark for the future of global tourism. Industry leaders anticipate rapid evolution in several key areas, particularly the rise of AI-driven personalized tourism, where travel experiences are tailored in real-time based on user behavior and preferences. Another major shift is expected in the form of decentralized booking systems powered by Web3 technologies, promising greater transparency and user control. Additionally, there's a strong push toward promoting cultural tourism hubs in underrepresented regions, bringing hidden gems into the global spotlight while ensuring community-led development. As ATM continues to evolve, it stands poised to not just reflect but actively shape the next chapter of travel. **BI**







*Minister of state Shri Indranil Naik, Principal Secretary Shri Atul Patne, Director Tourism Dr BN Patil, Deputy Secretary Shri Santosh Rokade, Dr Senthil Gopinath Chief executive officer ICCA, Mrs Tanuja Pandey -Advisor to Maharashtra tourism and convention bureau and Thomas Joseph - Jio Convention centre*

## MAHARASHTRA CONVENTION BUREAU ANNOUNCED TO PROPEL INDIA AS A GLOBAL MICE DESTINATION

by Suhani Nagpal

**Frankfurt, May 21<sup>st</sup>, 2025:** The Maharashtra Government's Department of Tourism announced the formation of the Maharashtra Convention Bureau (MCB), India's first state-led initiative focused on cementing the state's position as a compelling destination for global conventions, exhibitions, and business events. The Bureau was introduced at IMEX Frankfurt, which is one of the world's largest and most influential tradeshows of the MICE industry.

Based out of India's financial capital Mumbai, MCB will serve as a catalyst to attract and facilitate international events, building upon the state's global reputation as a business and tourism hotspot. This initiative reflects the key focus of the Maharashtra Tourism Policy 2024, highlighting the growing importance of MICE tourism, and aims to accelerate the growing visitor economy across the state.

Representing Maharashtra Tourism at IMEX was **Shri Indranil Naik**, Minister of State (Tourism, Industries, Public Works, Higher & Technical Education, Tribal Development, Soil & Water Conservation), alongside **Shri**

**Atul Patne**, IAS, Principal Secretary (Tourism) and **Shri Santosh Rokade**, Deputy Secretary from the Department of Tourism, Maharashtra Government as well as **Dr. B.N. Patil**, IAS, Director, Directorate of Tourism, Government of Maharashtra.

Maharashtra is ready to take the lead as India's foremost economic hub that contributes close to 15% of the country's GDP. The formation of MCB is a strategic step towards expanding the country's intellectual capital by drawing delegates, professionals and experts from around the world to promote knowledge-sharing, innovation, and industry collaboration.

The formation of MCB is a significant step in this direction – leveraging world-class infrastructure, a thriving economy, and a robust service ecosystem to establish the state as a top destination for high-impact international events. Its dynamic cities – the Mumbai Metropolitan Region (MMR), Pune, Nashik, and Nagpur – will be at the core of this movement, creating a network of interconnected locations offering a diverse mix of venues, accommodation, and seamless transportation, equipped to support events of every scale.



*"The establishment of the Maharashtra Convention Bureau marks a transformative moment for our state's economic and cultural landscape. Maharashtra has long been a leader in industry, education, and innovation—and with this new bureau, we are unlocking the full potential of the business events industry to amplify that leadership on a global stage. Through strategic investment in Meetings, Incentives, Conferences, and Exhibitions (MICE), we are creating a powerful platform for innovation, collaboration, and intellectual exchange."*

*"This initiative will serve as a catalyst across key sectors—from tourism and hospitality to higher education, manufacturing, and infrastructure. It will attract global thinkers, investors, and changemakers to Maharashtra, generating new opportunities for our youth, our entrepreneurs, and our communities. As Minister of State, I am proud to support this visionary step forward that will elevate Maharashtra as a premier destination not just for business, but for bold ideas and inclusive growth."* — **Shri Indranil Naik**, Minister of State for Tourism, Industries, Public Works, Higher & Technical Education, Tribal Development, Soil & Water Conservation, Government of Maharashtra

MCB will play an instrumental role in promoting the State for business tourism by working closely with international event organisers, offering administrative assistance, and providing resources to ensure the success and impact of events. Additionally, the Bureau will collaborate with key stakeholders, including hotels, venues, and service providers to ease the planning process and enhance the overall experience.

This announcement comes on the heels of India's G20 Presidency and its growing prominence in hosting global events, which have accentuated the country's rise on the world stage. As MCB charts the direction for the state's MICE sector, Mumbai emerges as a key contributor. The city's exceptional infrastructure – from world-class venues like the Jio World Convention Centre (JWCC) to iconic hospitality giants such as Hyatt, Marriott, The Taj Hotels, and The Oberoi Hotels, along with Asia's award-winning Mumbai International Airport—has been a pivotal force in driving this transformation. Mumbai has already showcased its prowess by hosting global events like the 21<sup>st</sup> World Congress of Accountants 2022, The G20 Sessions 2023, the 141<sup>st</sup> International Olympic Committee Session 2023, and the Miss World Grand Finale 2024 at the Jio World Convention Centre.

Mumbai's MICE ecosystem has been actively promoted at premier international events such as IMEX Frankfurt, IMEX America, IBTM Barcelona, AIME Melbourne, The Meetings Show Singapore, and the UIA European Roundtable, while also engaging with ICCA and UFI—effectively covering nearly all major global markets.

*"The establishment of the Maharashtra Convention Bureau is a watershed moment for our nation, state and Mumbai city's global aspirations. This initiative reflects the growing importance of business tourism in our economic landscape and reinforces our commitment to promoting Maharashtra as a premier destination for international conventions. We are proud that the Jio World Convention Centre is leading*

*the way with hosting truly world-class events, and we are excited to bring the world to Maharashtra and Mumbai – The Gateway to India,"* said **Shi. Atul Patne** IAS, Principal Secretary (Tourism).

Our continued efforts are poised to bring marquee international events from across geographies. Through strategic outreach and persistent efforts, Mumbai city has successfully secured future conventions such as the International Baccalaureate Congress (2026), ICANN (Internet Corporation for Assigned Names and Numbers) Annual Conference, International Olympiad on Astronomy & Astrophysics (2025), Asian Seed Congress (2025), and the UIA International Forum of Architects (2027), which will all be hosted at the Jio World Convention Centre.

Mumbai has also recently bid for the prestigious International Astronautical Congress in 2028. Such large-scale international events generate significant economic impact for the city, state, and the country.

Underlining the immense potential for MICE events in India, Dr. Senthil Gopinath - CEO International Congress and Convention Association (ICCA), said *"The establishment of the Maharashtra Convention Bureau is a transformative milestone, not only for Maharashtra but for India's entire MICE industry. This initiative underscores the state's commitment to leveraging its world-class infrastructure, thriving economy, and diverse destinations to attract global conventions. By creating a dedicated bureau, Maharashtra is setting a benchmark for other states to follow, fostering a culture of knowledge exchange, collaboration, and economic growth through international events. As ICCA, we are excited to see Mumbai and Maharashtra take their rightful place on the global MICE map"*.

The Government of Maharashtra recognises the immense potential of the MICE sector in nation-building and shall continue to promote the state on various international platforms through the MCB. **BI**







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## Empowering Tomorrow's MICE Leaders

# NIMA-JSB STRATEGIC PARTNERSHIP

In a significant stride towards nurturing the next generation of tourism professionals, the **Network of Indian MICE Agents (NIMA)** and **Jaipuria School of Business (JSB)** have officially joined hands to strengthen industry-readiness among students, particularly in the **Meetings, Incentives, Conferences, and Exhibitions (MICE)** segment.

The landmark **Memorandum of Understanding (MoU)**, signed on **May 28, 2025**, marks a dynamic collaboration between academia and industry – one aimed at bridging the gap between theoretical knowledge and practical expertise. This partnership comes at a pivotal time, as the Indian MICE sector continues its exponential growth, demanding a workforce equipped with contemporary skills and global acumen.

Held at the JSB campus, the MoU signing ceremony was graced by notable dignitaries from both organizations.

#### From JSB, the signatories included

- Dr. Rajiv R. Thakur, Director General
- Dr. Tapan K. Nayak, Dean
- Dr. Nitin K. Saxena, Program Chair
- Dr. Namita Nath, Program Chair
- Dr. Monika Aggarwal, Associate Professor

#### Representing NIMA were

- Mr. Gajesh Girdhar, Founder & Chairman of the Governing Council
- Mr. Rakesh Arora, Founder & Admin Coordinator
- Mr. Vikas Khanduri, Advisor

“With the MICE industry becoming a cornerstone of global tourism, this collaboration ensures that our students graduate not just with degrees, but with the confidence and competence to lead,

– Dr. Rajiv R. Thakur (Director – JSB)

By equipping students with real-world exposure and practical insights, the MoU aims to create a new wave of professionals who are future-ready and industry-relevant. As India positions itself as a rising MICE destination, such partnerships will prove invaluable in shaping its tourism landscape. **BI**





# The Rise of Terrorism and Spirituality

A World at the Crossroads



by Vibha Gurtu

**T**n the 21st century, the global landscape is witnessing two seemingly paradoxical trends rising side by side: the rise of terrorism and the resurgence of spirituality. On one end of the spectrum lies destruction, fueled by ideological extremism, political grievances, and socioeconomic divides. On the other lies a deepening human

desire for peace, connection, and higher purpose. The two are not just coexisting—they are reactions to the same void.

## The Rise of Terrorism: A Symptom, Not a Cause

Terrorism has escalated in both frequency and ferocity over the last few decades. From bombings in crowded cities to cyberterrorism and lone-wolf radicalization, the nature of violence has evolved, becoming more unpredictable and decentralized. But beneath the brutality lies a complex web of factors:

- **Identity crisis and marginalization:** Many young individuals recruited into terrorist ideologies often feel unseen, unheard and disconnected from the world around them. They latch on to violent movements that promise a sense of belonging and power.
- **Geopolitical manipulation:** Some forms of terrorism are bred not from ideology alone but from decades of international interference, failed governance systems and military invasions that have left power vacuums.

- **Technological amplification:** Social media and encrypted networks have made it easier for extremist ideologies to spread across borders at unprecedented speeds thereby grooming vulnerable minds within a matter of days.

At its core, terrorism today is not just about politics or religion—it's a twisted response to existential emptiness, injustice and the failure of systems that were supposed to provide meaning, fairness and identity.

## The Resurgence of Spirituality: The Soul's Rebellion

In stark contrast, the same disillusionment with political systems, materialism, and social alienation has sparked a spiritual renaissance. Millions of people, especially youth are turning inwards. They are attending yoga retreats, studying ancient philosophies, meditating and seeking out communities that offer emotional safety and purpose. The surge in interest around non-duality and mindfulness, Eastern mysticism, and indigenous wisdom systems reflects this shift.

Unlike religion, which is often tied to institutions and rigid dogmas, spirituality is deeply personal, a journey of self-inquiry, healing and reconnection with the present moment. It offers what terrorism falsely promises:



meaning, clarity, identity and transformation — but through peace and not violence.

- Digital accessibility: From YouTube satsangs to spiritual podcasts and mobile meditation apps, access to knowledge that was once esoteric is now democratized.
- Collective trauma healing: The post-pandemic world, with its isolation and uncertainty, became fertile ground for people to explore emotional healing, shadow work and spiritual growth.
- A reaction to chaos: In a world of fake news, wars, climate anxiety and rising mental illness, spirituality becomes a coping mechanism, a compass for those navigating a collapsing world.

## The Collision Point: How Both Emerge from the Same Crisis

At first glance, terrorism and spirituality are polar opposites. But look closer—they are both responses to a crisis of meaning.

Where there is emotional emptiness, people seek answers. Some find weapons, others find silence. Some are radicalized into violence, others into compassion. The critical difference lies in how suffering is processed.

- Terrorism externalizes pain. It projects blame outward and seeks to destroy what it cannot understand.
- Spirituality internalizes pain. It seeks to understand it, transform it and dissolve the ego that fuels hatred.

This divergence points to a deeper truth: we are living in an age of psychological hunger. People are not just seeking food and shelter; they are seeking belonging, purpose, transcendence. The more disconnected our systems become from human emotional reality, the more extreme the responses.

## The Way Forward: Integration Over Opposition

We do not solve terrorism only through intelligence agencies and counter strikes, we solve it by addressing the root causes of alienation, despair and broken identity. And we do not grow spiritually only in ashrams or through books, we grow when we engage with the pain of the world and choose love over fear.



*Vibha is an author, a practitioner and a facilitator of Shamanic and an intuitive healer. Trained in reiki, pranic healing, hypnotherapy, tarot card reading and others, she founded Aumtara, a spiritual hub, in New Delhi. Vibha is a spiritual guide, talk therapist and an image consultant. She uses her learning and experience to create inner and outer balance. Vibha assists people to break repetitive patterns to achieve life goals through clarity. She provides holistic healing to bring a shift internally in thoughts and externally with behaviour and appearance. She has conducted numerous workshops on image makeover, relationships and empowerment at individual and corporate levels.*

To learn more, visit [www.vibhagurtu.com](http://www.vibhagurtu.com)

A future of peace requires:

- Education that emphasizes empathy, not just achievement.
- Public health systems that address mental illness before it mutates into ideology.
- Global platforms that prioritize community building over algorithmic outrage.
- And most of all, a new cultural framework where spirituality is not escapism, but activism of the soul.

## Conclusion

The rise of terrorism and the rise of spirituality is not a coincidence, they are mirrors. Both reflect our world's spiritual emergency. One responds with fire, the other with light. The question that stands before us is not just political or religious, it is existential:

How do we help the human soul remember that it belongs?

In that answer lies the future—not just of peace or conflict, but of humanity itself. **BI**







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