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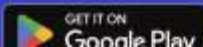


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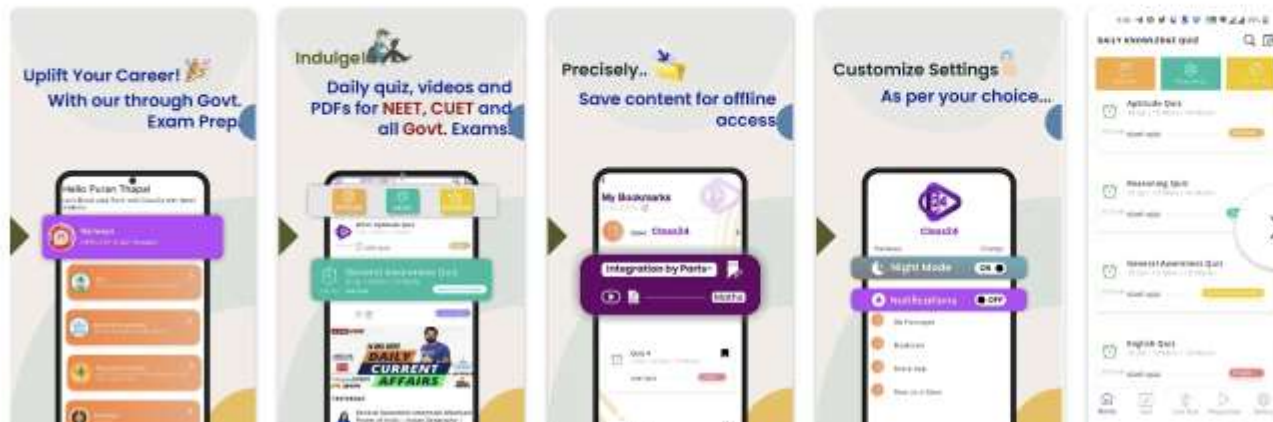
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GREEN TRAIN
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INSIDE

Centre agrees to modify higher education Bill

NEW DELHI
In response to the Andhra Pradesh government's concerns over "standardisation" of powers in the Model Bharat Shiksha Adiksha Bill, 2020, the Centre has agreed to several changes, including adding a provision regarding the proposed Regulatory Council to get the State's nod before making key decisions, about colleges affiliated to State universities. ■ PAGE 3

Govt. seeks strict scrutiny of birth, death records

NEW DELHI
Amid a surge in demand for dignified birth certificates, the office of the Registrar General of India (RGI) is implementing checks to prevent fraudulent digitisation of old records. The RGI told the States to ensure that in certain instances, the credentials of registrars have been compromised due to user IDs, passwords, or OTPs being shared with unauthorised persons. ■ PAGE 8

Build consensus to make exams secure: Rahul

NEW DELHI
Leader of Opposition in the Lok Sabha, Rahul Gandhi, on Friday called for a political consensus to eliminate paper leaks and overhaul India's examination system, alleging that recurring leaks were undermining the aspirations of millions of students and their families. ■ PAGE 4

Build consensus to make exams secure: Rahul

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Build consensus to make exams secure: Rahul

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Wangchuk strikes with hunger strike; more support pours in

Activist Sonam Wangchuk continued his self-imposed hunger strike on the 20th day on Friday, demanding Education Minister Daramendra Pradhari's resignation as more political parties extended support to him.

Mr. Wangchuk lost 350 grams in weight and was experiencing acute dehydration, his physician Rishi Lamba said, according to a statement issued by the Cockroach Janta Party (CJP). His blood pressure was 105/60mmHg, blood sugar at 40mg/dl, and pulse rate 72bpm. He still remained "mentally alert," Dr. Lamba said.

Congress leaders, including Pawan Khera, called on Mr. Wangchuk. Nationalist Congress Party-Sharadchandra Pawar lawmaker also paid visit while Olympic medalist Anura Bhasker expressed solidarity with students.

The activist is under

watch by government-appointed doctors following a Delhi High Court order that compelled the Ministry of Health to ensure timely medical intervention if his condition deteriorates.

In a video message shared at the end of the 20th day of his fast, Mr. Wangchuk urged people to join the CJP's proposed Parliament march on July 20 in large numbers, saying public participation was the movement's biggest strength. "Yes, I am still alive. Twenty per cent of my body is gone. After fast, muscles are gone. After that, organs will go. Finally, the heart will not come yet," he said.

"Neha's blood sugar level has been severely low, and doctors have suggested that she break the fast and be hospitalised before the hypoglycaemia worsens," Mr. Bhat said in a statement. "Anamika has been taking medicine. But, buildup in the body and has also lost almost 14% of



Fast has been Sonam Wangchuk on the 20th day of his hunger strike at Jantar Mantar, New Delhi on Friday. (Photos: Internet/Contest)

his body weight. Manish has lost more than 10kg of weight and has been on the brink of losing consciousness, needing constant help for basic necessities. "Three other students who had started the hunger strike ended it after their condition worsened."

"Ineffective govt.," Mr. Wangchuk was visited by Congress MP Pawan Khera and former Delhi Minister for Industries, P. They expressed their health and expressed soli-

darly with the striking ATSA students. "A very insensitive government is sitting at the top that does not understand the language of hunger," he said. Mr. Khera told reporters after urging Mr. Wangchuk to end his fast.

Congress leaders have increasingly started visiting Mr. Wangchuk, even the Leader of the Opposition in the Lok Sabha, Rahul Gandhi addressed a programme in support of his hunger strike on Friday. "We owe every child a future where they can

learn, grow, and dream without fear," Mr. Bhasker wrote on Instagram.

Two notable incidents
Mr. Dipke clashed with a national TV channel reporter over her what he described as a "provocative" question about the CJP founder later said, "The media that ignored the Jantar Mantar protest all this time has finally agreed to report on the channel of spreading 'baseless propaganda'."

Nationalist Congress Party-Sharadchandra Pawar (NCP-SP) MP Meghna Kulkarni also visited Mr. Wangchuk and urged him to end his fast. "I commit to you that all eight NCP-SP MPs will join you on the march on July 20," she said addressing the gathering. "This is not a fight for our children, but for everyone's children."

Olympic medalist Anura Bhasker expressed solidarity with students affected by the NREIT scam and alleged irregularities in the CJP's programme for the year. "We owe every child a future where they can

Burnham is Labour party leader, set to become PM

Nicklas Burnham
LONDON
Former Manchester Mayor Andy Burnham was elected without contest to the leadership of the Labour party on Friday and is set to replace Keir Starmer as U.K. Prime Minister on Monday.

On Friday, Mr. Burnham paid tribute to Mr. Starmer as he went on to lay out his plan for the Labour party's transition the most significant "change moment" in British politics in 40 years.

FULL REPORT ON PAGE 11

U.S. bombs bridges in Iran as attacks widen

Associated Press
DUBAI
The U.S. expanded its air-strike campaign against Iran early on Friday by hitting more bridges, energy sites and collapsing a tower at Chabahar port, backing up U.S. President Donald Trump's threats to start striking infrastructure to pressure Tehran to ease its chokehold on the Strait of Hormuz.

Iran launched missile attacks against U.S.-allied nations in West Asia, including Qatar, a mediator in the war, and Kuwait, whose power and water desalination plants - vital infrastructure in the desert nation - was damaged.

The Iranian scourge agreed to last month has collapsed, and the region has endured days of back-and-forth attacks by the U.S. and Iran as they battle for control of the strait.

Speaking in a press conference to the American public on Thursday, Mr. Trump insisted the war was going well. "We are likewise winning big. In our view, we will see the fruits of that labour very, very shortly."

The U.S. air strikes hit bridges overnight into Friday in Iran's southern Hormozgan province, killing at least seven people, the state TV reported. The attacks hit Bandar Khamir, a key oil port on the coast on Iran's coast on the Strait of Hormuz.

The highway and railway bridge strikes appeared to be aiming at cutting off Bandar Abbas, Iran's main port, from roads leading to the Islamic Republic's central region, according to Friday morning launched by Iran.

Iran, on Friday, a tanker came under attack travelling through the Strait of Hormuz taking the route closest to Oman, the British military said.

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SC opposes use of SIR data for non-poll tasks

Court issues notice to the Election Commission and Bengal govt. after Congress leader's petition

Court declares that SIR cannot be used for other purposes, least of all to determine citizenship

Petitioner says State denying welfare, cancelling caste certificates of those excluded from poll rolls

Krishnadas Rajagopal
NEW DELHI

The Supreme Court stated on Friday that the Special Intensive Revision (SIR) is only linked to elections as a petition said the West Bengal government is using SIR data to delete names from schemes ensuring food security, women's welfare and Backward Caste certifications.

Justice Joymalya Bagchi, one of the three judges on the Bench headed by Chief Justice of India Surya Kant, said the Supreme Court, in its May 27 judgment in the Bihar SIR case, had made it very clear that the SIR outcome cannot be used for any other purpose, least of all to conclusively determine citizenship.

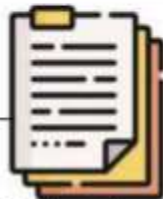
"The Election Commis-

sion has a corresponding duty to refer the matter to the government for adjudication under the Citizenship Act... Until and unless that is done, for all other purposes, the status must go on. The EC is not a constitutional authority regarding Articles 9, 10, 11 and 12 [dealing with citizenship rights] of the Constitution," Justice Bagchi observed. The court issued notice to the EC, West Bengal government, and the Chief Electoral Officer of the State on a petition filed by Congress leader Prasenjit Bose that deletion from electoral roll has resulted in serious civil consequences extending beyond the right to vote.

Mr. Bose, represented by senior advocate Gopal Sankaranarayanan and advocate Neha Rathi, drew

Key concerns

Petition raises issues on Bengal government's use of SIR data



1 Deletion from electoral rolls has led to serious civil consequences

2 SIR data is being linked with PDS and other government schemes

3 Only 38,000 of 34 lakh appeals have been heard so far; at present rate, the appellate process is likely to take nearly 21 years to complete

4 Absence of publicly available guidelines on filing of documents, conduct of hearings and entitlement of excluded electors to file appeals

the court's attention to three orders passed by the West Bengal government. The petition said the State issued a notification on May 19 that purged voters must not remain beneficiaries of the Annapurna scheme for cash transfer to women unless they had filed appeals before the SIR tribunal.

On June 4, the State di-

rected the deletion of beneficiaries under the Public Distribution System (PDS) on the basis of the outcome of the SIR. On May 14, it issued an order calling for authorities to re-verify and cancel caste certificates of names deleted from the SIR list.

"They have even linked the PDS to voting," Mr. Sankaranarayanan submitted.

The petition sought directions for streamlining the appellate process before the SIR tribunals, disclosure of data, publication of standard operating procedure and a time-bound disposal mechanism.

He said these orders coincide with the snail's pace at which the tribunals are hearing appeals of persons excluded from the electoral rolls of the State. Only 38,000 appeals have been disposed of out of a total 34 lakh filed in West Bengal. Out of the 38,000 appeals, 70% have been cleared for re-inclusion in the electoral roll.

"If only 38,000 appeals of the 34 lakh appeals have been disposed of, over 33.5 lakh appeals are still pending adjudication by the 19 tribunals... The delay in the hearing of the appeals

are affecting civil rights. Mechanisms should be put in place to ensure transparency and accountability in the appellate process. The 19 tribunals should have a website to upload their orders and their standard operating procedure," the senior counsel submitted.

He said that since 70% of the appeals heard by the tribunals have been allowed, there ought to be only a "minimum documentary threshold" for faster disposal of the appeals. "If you have a passport, that should be a clear pass for citizenship," Mr. Sankaranarayanan argued.

The petition flagged the absence of publicly available guidelines on the filing of documents, issuance of notices, conduct of hearings, entitlement of exclud-

ed electors to file appeals, supply of reasoned orders or timelines for disposal of the appeals. "These adversely affect those whose names have been deleted in the SIR process and could possibly lead to their names being deleted as beneficiaries," the senior counsel contended.

"Civil rights of voters are at risk here. Many of the voters excluded from the electoral rolls are poor, illiterate and uneducated. It is impossible for them to file appeals either online or offline unless ground-level legal assistance is provided and comprehensive guidelines are issued in local languages," the petition said.

Considering the issues involved, the apex court agreed to hear the case at an early date.

Aspect	Details
Case	The Supreme Court has issued notices to the Election Commission of India (ECI) , the West Bengal Government , and the Chief Electoral Officer of West Bengal after a petition filed by Congress leader Prasenjit Bose .
Core Issue	The petitioner alleges that the West Bengal government is using data from the Special Intensive Revision (SIR) of electoral rolls for purposes unrelated to elections, such as welfare schemes and caste verification.
Supreme Court's Observation	The Court reiterated its May 27 judgment in the Bihar SIR case, stating that SIR data cannot be used for any purpose other than elections , especially not to determine citizenship .
Citizenship	Justice Joymalya Bagchi observed that only the Central Government can adjudicate citizenship under the Citizenship Act. Until such determination, authorities cannot presume a person's citizenship status based on SIR.
Court's Action	Notices have been issued, and the Supreme Court agreed to hear the matter at an early date.

Date	Government Action	Petitioner's Objection
May 19	Voters removed during SIR would lose benefits under the Annapurna Scheme unless they appealed before SIR tribunals.	Welfare linked to electoral status.
June 4	Deletion of beneficiaries from the Public Distribution System (PDS) based on SIR.	Food security linked to voting rolls.
May 14	Verification and cancellation of caste certificates of people whose names were deleted from electoral rolls.	Electoral roll deletion used to question social status and rights.

Key Concerns Raised

Concern	Details
Deletion from voter list	Has resulted in denial of welfare benefits and civil rights.
PDS linkage	Food ration benefits allegedly linked with electoral status.
Caste certificates	Authorities reportedly began verifying/cancelling caste certificates based on SIR outcomes.
Citizenship inference	SIR is allegedly being treated as evidence of citizenship, which the Supreme Court says is impermissible.

Problems in the Appeals Process

Issue	Statistics / Observation
Total appeals filed	34 lakh
Appeals disposed	38,000 only
Appeals pending	Over 33.5 lakh
Estimated completion time	Nearly 21 years at the current pace
Appeals allowed	Around 70% of decided appeals resulted in re-inclusion in electoral rolls

Procedural Issues Highlighted

Problem	Why it Matters
No publicly available guidelines	People do not know how to file appeals properly.
Lack of SOPs	No standard procedure for hearings and documentation.
Poor transparency	Tribunal orders and procedures are not publicly available.
Limited legal access	Many excluded voters are poor, illiterate, or lack internet access.
Language barriers	Legal information is not adequately available in local languages.

Petitioner's Suggestions

Recommendation	Purpose
Streamline appellate process	Faster disposal of appeals.
Publish SOPs	Uniform and transparent procedures.
Upload tribunal orders online	Greater accountability.
Set timelines	Avoid long delays.
Define minimum documentary requirements	Prevent unnecessary rejection of appeals.
Improve legal aid	Help vulnerable voters challenge exclusions.

Principle

Electoral rolls are not proof of citizenship.

SIR is only for electoral purposes.

Citizenship must be decided under the Citizenship Act.

Meaning

Inclusion or exclusion from a voter list **cannot automatically determine** whether someone is an Indian citizen.

Data collected during SIR **cannot be used** to deny welfare benefits, cancel caste certificates, or determine citizenship.

Only the legally competent authority under the Citizenship Act can determine citizenship status.

KYIV

Russian strikes kill 4 in Ukraine as Zelensky's reshuffle sparks anger



Russian strikes on Ukraine overnight killed at least four civilians and wounded 20 people, President Volodymyr Zelenskyy said, as he faces a political crisis after firing his Defense Minister Mykhailo Fedorov, who was in the post for just six months, in a move as the driving force behind Ukraine's swift technological innovations. **AP**

GAZA CITY

Israeli air strike near market kills 8 persons, say Gaza health officials



Gaza's civil defence agency and a hospital said an Israeli air strike on Friday killed eight persons and wounded 22 people near a market, while the military reported it had struck a "terrorist cell". Mahmoud Badat, spokesperson for the civil defence agency, said that the strike occurred during a funeral procession. **AP**

SULAIMANIYAH

Strikes kill nine Iranian Kurdish rebels in Iraq: opposition group



Drone and rocket strikes killed nine members of an Iranian Kurdish armed opposition group near the city of Sulaimaniyah in Iraq's Kurdistan region on Friday, the armed party said, blaming the attack on Iran. In total, the U.S.-led anti-terror coalition that won the several strikes in the second week of the city this week. **AP**

TUTTLA GUTIERREZ

Southern Mexico hit by 7.3 quake, authorities issue a tsunami alert



Southern Mexico and parts of Central America were hit by a 7.3 magnitude earthquake on Friday, according to the U.S. Geological Survey (USGS), with a tsunami alert issued for a stretch of the Pacific coast. In Guatemala City, multiple buildings were evacuated as a precaution. The authorities have not reported any victims. **AP**

Andy Burnham elected U.K. Labour leader

The former Manchester Mayor is slated to replace Keir Starmer as Prime Minister on Monday. I will work to build a new politics, Burnham said, reiterating his pledge to reduce the concentration of decision making power in London and distribute it, along with economic growth, across the U.K.

Sriram Lakshman
LONDON

Former Manchester Mayor Andy Burnham was elected without contest to the leadership of the Labour party on Friday and is now slated to replace Keir Starmer as U.K. Prime Minister on Monday. In a speech on Friday to a specially convened conference of Labour MPs, Mr. Burnham said he would lead the man he suited as he went on to lay out his plans for Labour and the country, calling the transition the most significant "change moment" in British politics in 40 years.

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Andy Burnham hugs his wife Marie-France van Treef as he is crowned Labour leader in central London on Friday. **AP**

leagues for "a pair of eyes-lashes and a black T-shirt". On Friday, Mr. Burnham promised to set a direction for government that is "different from Labour". He said Britain had taken a wrong turn in the 1980s and the country had surrendered control of essentials like water and housing. The former Manchester mayor is known to champion the idea of greater public control of utilities and recently announced that he would be kick-starting the largest ever public housing boom since the post-war period.

He praised his predecessor as having put Labour in a position to change lives, taking the party from its "worst defeat" to a landslide victory in 2020. He cited among the outgoing Prime Minister's achievements, new rights for workers and centers, waiting for medical appointments falling, an end to the right of hereditary " Lords" to sit and vote in Parliament, and rebuilding Britain's reputation internationally.

Germany, France pledge to deepen defence cooperation

Remata
BRUSSELS

The leaders of Germany and France pledged on Friday to deepen defence cooperation and counter intense economic competition from China, which they said was exerting drastic pressure on Europe through overcapacity and an undervalued currency. German Chancellor Friedrich Merz and French President Emmanuel Macron met as part of a regular series of joint cabinet meetings, looking to get past tensions over the collapse of a joint fighter jet project earlier this year.

Merz, Macron accuse China of flouting the global trade norms, offering at least eight times state support

Both leaders took aim at China, which they said was not respecting the rules of international trade by offering at least eight times the level of state support to its industry seen in other countries in the region. They also called for Economic Co-operation and Development (OECD) to accept that things can remain as they are at present, because this is unfair, at the expense of jobs in Europe, said Mr. Merz. He also said that he did not want a trade war but wanted dialogue over the currency and industrial

overcapacity. The two leaders had already outlined proposals for France to cooperate on nuclear development with Germany, following increasingly clear signs from Washington that the United States was looking to reduce its defence commitments in Europe. "We're taking a step-by-step approach here, and it may well end up resulting in a new doctrine, but it's far too early to say that today," Mr. Merz said, adding that the two leaders would complement existing arrangements within the NATO alliance. For the first time, German troops will take part in a French nuclear exercise, and the two leaders suspended an air base where a nuclear-capable French Rafale fighter refuelled alongside a German Eurofighter aircraft.

Deadly slip



Rescue workers search for survivors at the site of a landslide along Wujang river in Penghui Miao and Tugu Autonomous County in Chongqing, China on Friday. The landslide killed at least eight and left 34 missing, forcing more than 1,200 people to evacuate. **REUTERS**

Israel's Parliament dissolves as it gears up for Oct. elections

Agence France Presse
JERUSALEM

Israel's Parliament voted to dissolve itself early Friday as the country gears up for October elections, setting up a last-minute legislative blitz by the government aimed at increasing its chances of winning a majority in the new assembly.

The ruling coalition passed a series of bills in a marathon final session, including legislation stripping powers from the attorney general, freezing assets of dead terrorists and expanding government oversight of the media. The Knesset's 120 members, clears the way for polls on October 27.

China pitches AI governance model for Global South

Ananth Krishnan

It is the clearest signal yet that China is serious about its global ambitions in Artificial Intelligence. On Friday, Chinese President Xi Jinping unveiled a new initiative on global AI governance, pitched largely at the Global South and developing countries. It comes along with 28 other countries, mostly from Asia, Africa, Latin America, has established a World Artificial Intelligence Cooperation Organization (WAICO) based in Shanghai.

Mr. Xi described the effort as "a major move by China to answer the call of the Global South and unite the international community together to promote vigorously AI development and governance."

It will be an important milestone in the history of AI development. He told a summit on AI governance would provide developing countries "with 8,000 opportunities in AI training and seminar programmes" as well as set up joint AI application innovation centres. He also announced that in the next five years, China would provide developing countries "with 8,000 opportunities in AI training and seminar programmes" as well as set up joint AI application innovation centres.

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U.S. drops Hong Kong state of emergency

Agnes Francis-Presse
WASHINGTON

The United States has chosen not to extend its state of emergency over what it deemed as threats posed by Beijing's hardline national security law in Hong Kong, indicating Washington could restore post-normal trade treatment for the financial hub.

The emergency, declared in July 2020 during President Donald Trump's first presidency has expired, the U.S. Treasury Department confirmed on Friday. China's Ministry of Commerce lauded the development, saying in a statement on Friday that Washington's move was "an important step in implementing the consensus between both sides".

Andy Burnham elected U.K. Labour leader

The former Manchester Mayor is slated to replace Keir Starmer as Prime Minister on Monday; 'I will work to build a new politics,' Burnham said, reiterating his pledge to reduce the concentration of decision making power in London and distribute it, along with economic growth, across the U.K.

Sriram Lakshman
LONDON

Former Manchester Mayor Andy Burnham was elected without contest to the leadership of the Labour party on Friday and is now slated to replace Keir Starmer as U.K. Prime Minister on Monday. In a speech on Friday to a specially convened conference of Labour MPs, Mr. Burnham paid tribute to the man he ousted as he went on to lay out his plans for Labour and the country, calling the transition the most significant "change moment" in British politics in 40 years.

Mr. Burnham outlined five priority directions for his government, starting with a commitment to end

infighting within Labour and the "insidious briefing culture" at Downing Street. He also said he would not punish Labour MPs who had views different from his (a reference of not 'withdrawing the whip' from MPs – as Mr. Starmer had done – who did not want to vote along party lines on legislation).

"I will work to build a new politics," Mr. Burnham said, adding that he wanted to end the political turbulence Britain had seen since 2016 and build consensus where possible. However, under him, Labour would not "try to out-Green the Greens, or out-Reform Reform or doing what we've done in the past of wearing too many Tory clothes", Mr. Burnham said.



Andy Burnham hugs his wife Marie-France van Heel as he is confirmed as Labour's new leader in central London on Friday. AFP

"Let me tell you, I'm quite happy that [Conservatives Leader] Kemi [Badenoch] doesn't approve of my wardrobe," Mr. Burnham quipped, adding that he did not approve of Tory clothes either. Mr. Burnham is known to wear attire that is more casual

than is the usual practice for U.K. Prime Ministers. His "Manchester clothes" – usually a T-shirt and blazer – have been the subject of discussion. Last month, Ms. Badenoch told the U.K. House of Commons that Mr. Starmer had been abandoned by his col-

leagues for "a pair of eyelashes and a black T-shirt".

On Friday, Mr. Burnham promised to set a direction for government that is "distinctively" Labour. He said Britain had taken a wrong turn in the 1980s and the country had surrendered control of essentials like water and housing. The former Manchester mayor is known to champion the idea of greater public control of utilities and recently announced that he would be kick-starting the largest ever public housing boom since the post-War period.

Large parts of Britain had been "de-industrialised", Mr. Burnham said on Friday. "And that is why this change today is the most significant change moment in our politics for 40 years." He emphasised

that while he previously was focused on Manchester, he would now focus on all of the U.K. He reiterated his pledge to reduce the concentration of decision making power in London and distribute it – along with economic growth – across the country.

He praised his predecessor as having put Labour in a position to change lives, taking the party from its "worst defeat" to a landslide victory in 2024. He cited among the outgoing Prime Minister's achievements, new rights for workers and renters, waitlists for medical appointments falling, an end to the right of hereditary 'Lords' to sit and vote in Parliament, and rebuilding Britain's reputation internationally.

Aspect	Details
Who?	Andy Burnham , former Mayor of Greater Manchester, has been elected Leader of the UK Labour Party without opposition.
Next Step	He is expected to replace Keir Starmer as Prime Minister of the United Kingdom .
Significance	Burnham described it as the biggest political change in Britain in nearly 40 years .

Burnham's Five Broad Priorities

Priority	Details
1. End Internal Divisions	Stop factionalism, infighting and the "briefing culture" within Labour.
2. Consensus Politics	Build cooperation rather than confrontation after years of political polarization since Brexit (2016).
3. Decentralisation	Reduce concentration of political and economic power in London and strengthen regional governments.
4. Public Services	Greater public control over essential utilities such as water , expanded affordable housing and stronger public investment.
5. Economic Revival	Re-industrialise neglected regions and spread economic growth across the UK.

Key Promises

Promise	Explanation
Build a "new politics"	Reduce political hostility and encourage consensus.
No punishment for dissenting MPs	Unlike previous leadership, MPs will not lose the party whip merely for disagreeing on legislation.
Decentralisation	Transfer decision-making powers away from London to local regions.
Public Housing	Launch the largest public housing programme since World War II.
Public Ownership	Greater public control over utilities like water.

Economic Vision

Issue Identified	Burnham's Solution
Over-centralisation	Empower regional governments.
De-industrialisation	Revive manufacturing and local economies.
Housing shortage	Massive public housing programme.
Regional inequality	Spread investment throughout Britain.

Achievements of Keir Starmer Acknowledged by Burnham

Achievement	Impact
2024 General Election victory	Returned Labour to power after years in opposition.
Workers' rights reforms	Improved labour protections.
NHS waiting lists	Began reducing waiting times.
House of Lords reform	Ended hereditary peers' automatic voting rights.
International standing	Improved Britain's global reputation.

Why This Matters

Point	Importance
Labour leadership change	Marks a new phase in British politics.
Regional empowerment	Greater autonomy outside London.
Economic policy	Focus on reducing regional inequality.
Governance	Shift towards consensus and decentralisation.

ULTIMATE TRIBUTE

He is, in my opinion, the greatest cricketer of all time: Bradman



FILE PHOTO

In a poll of 100 cricketers experts in 1999, Don Bradman and Gary Sobers were chosen in *World's Five Cricketers of the 20th Century*. The West Indian generated 90 votes and the Australian 300. Yet, before his own demise in 2001, Bradman paid the ultimate tribute to Sobers: "He is, in my opinion, the greatest cricketer of all time".

COMPLETE PACKAGE

The bloke could do just about anything on a cricket field



THE HINDU ARCHIVES

The bloke could do just about anything on a cricket field except umpire, as was a complete cricketer, an aggressive fielder, bowled all types of bowling, and when in form, he absolutely dominated great bowling attacks. — Former Australian all-rounder Alan Davidson on the occasion of Sobers' 80th birthday in 2016.

PASSING THE BATON

Sobers' side provided the spark for Lloyd's all-conquering Windies



AFP

Garry Sobers captained an adventurous, attacking West Indian side for seven years, with many of its finest triumphs driven by his all-round brilliance. That era laid the foundation for Clive Lloyd's legendary team, which transformed world cricket through fearless fast bowling, explosive batting and remarkable consistency.

RECORD-BREAKERS

When the legend walked onto the pitch to congratulate Lara



THE HINDU ARCHIVES

In 1984, Garry Sobers eclipsed Len Hutton's world record Test score with an unbeaten 365 against Pakistan at Sabina Park in Kingston. His record endured for 36 years before Brian Lara surpassed it with 375 against England in 1999. Sobers, watching from the stands, walked onto the field to congratulate Lara.

Sobers, arguably the greatest all-rounder, no more

The dazzling left-hander represented West Indies in 53 Tests in a career spanning two decades; he came second only to Bradman in *Wisden Almanack's* five leading cricketers of the 20th century.

OBITUARY

Reuter

Garry Sobers, widely regarded as one of cricket's greatest all-rounders, has passed away at the age of 85, West Indies Cricket announced on Friday.

A graceful and destructive left-handed batter, a left-arm bowler equally skilled at delivering pace and spin, and a brilliant fielder in any position, Sobers represented West Indies in 53 Tests in an international career spanning two decades, from 1954 to 1974.

Sobers scored 26 centuries, and his knock of 365 not out against Pakistan in 1984 was the highest individual Test score until Brian Lara broke his record in 1994.

"A great innings has come to an end. In our hearts, now and forever, Sir Clifford Sobers," West Indies Cricket posted on social media.

"Anyone who saw him in his prime will have wonderful memories of a great batter, the greatest all-rounder, an icon, a once-in-your-lifetime, exceptional cricketer. And, even more important, a lovely man," remarked former England opener Geoffrey Boycott.

Sobers was born with two extra fingers — one on each hand. He removed them himself as a boy, using catgut and a sharp knife.

Sobers would go on to become the most complete cricketer to play the game. Sobers was named one of the five leading cricketers of the 20th century by the *Wisden Almanack*. He came second only to Bradman in Australian batsman Don Bradman.

Sobers often played down the importance of his natural talent.

"People call me a genius. I don't know much



Etched in memory: Sobers could change the complexion of the game as a batsman. He presented the players of the tournament award to Tendulkar at the 2003 World Cup. Indian great Kapil is among those in right attention as the legend offers tips. (AP/WIDE WORLD)

about geniuses," he said late in his life. "But I do believe that what I achieved was not just because of the ability that I was born with but also because I worked hard."

Sobers was born in St. Michael, Barbados, on July 26, 1936, the fifth of six children of Sharnott and Thelma Sobers.

His father, a seaman

working in the Canadian merchant navy, died when Gary was 10. Sobers, then 11, was a cricket fan and a wicketless batsman. Sobers was five years old.

Sobers excelled at many sports, including football and basketball, but cricket was his passion. His first memories of the sport were of playing in the road or on the beach, aged

eight. At first he played "Lilliputian" cricket, which required little space and a wicket less than half the normal size.

The ball would be fashioned from a lump of tar, the bat from a piece of fence. If the sun melted the tar ball, a rock wrapped in cloth would serve as a replacement.

He made his First Class

debut for Barbados at 16. He played his first Test for West Indies in 1954. At 21, he scored his maiden hundred against Pakistan, which was the record-breaking 365 not out.

He remains the youngest Test triple-century.

In 343 First Class matches, Sobers made more than 28,000 runs and took over 1,000 wickets.

The original superstar who redefined cricket

TRIBUTE

K.C. Vijaya Kumar

In cricket's deep memory, some players come over and always relevant. The late Sir Donald Bradman was one, and Sir Garfield Sobers (85), who passed away in Barbados on Friday, was another. If batting's aura always verged with Bradman, Sobers held away as the supreme all-rounder.

Having last played for the West Indies in 1974, Sobers remained linked to cricket, an umbilical cord he retained with fervour. Touring squads in the Caribbean would often find Sobers waiting in, curious to meet fresh talent, unaware of the awe he naturally generated, and eager to boast about how a sport he splendidly adorned, has evolved to a by-then distant globe.

Sobers held the bat as a southpaw, and from his left arm emanated both pace and the guile of spin. And as a fielder, alacrity was his defining attribute. He was a man of many parts, specifically in the wicket game. His 8,032 runs and 238 wickets in Tests are special numbers indeed, but more than the statistical heavy-lifting, it was the magic he lent to sport that drew in the crowd.

His unbeaten 365 was the benchmark for the highest individual score in Tests for many years before Brian Lara went past the milestone in 1994.

Sobers' case was not just about his massive presence in Tests, he could also, like the gun-slinging cowboy, from those Western chases, achieve the moment within a blink of an eye.

Sobers hoisted six stars

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Sobers' Test career

Ranking	44	Iron	Bacon	105	avg	100/100
	0.0	1.00	0.000	0.000	0.0, 0.0	0.0/0.0
Breasting	50.5	Iron	WVW	0.04	0.0	0.00
	0.0	1.00	0.00	0.000	0.0, 0.0	0

Sobers, arguably the greatest all-rounder, no more

The dashing left-hander represented West Indies in 93 Tests in a career spanning two decades; he came second only to Bradman in *Wisden Almanack's* five leading cricketers of the 20th century

OBITUARY

Reuters

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A graceful and destructive left-handed batter, a left-arm bowler equally skilled at delivering pace and spin, and a brilliant fielder in any position, Sobers represented West Indies in 93 Tests in an international career spanning two decades, from 1964 to 1974.

Sobers scored 26 centuries, and his knock of 365 not out against Pakistan in 1958 was the highest individual Test score until Brian Lara broke his record in 1994.

"A great innings has come to an end. In our hearts, now and forever, Sir Garfield Sobers," West Indies Cricket posted on social media.

"Anyone who saw him in his pomp will have wonderful memories of a great batter, the greatest all-rounder, an icon, a once-in-your-lifetime, exceptional cricketer. And, even more important, a lovely man," remarked former England opener Geoffrey Boycott.

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Sobers often played down the importance of his natural talent.

"People call me a genius. I don't know much



Etched in memory: Sobers could change the complexion of the game in a jiffy. He presents the Player-of-the-Tournament award to Tendulkar at the 2003 World Cup. Indian great Kapil is among those in rapt attention as the legend offers tips. THE HINDU ARCHIVES

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"But I do believe that what I achieved was not just because of the ability that I was born with but also because I worked hard."

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His father, a seaman

working in the Canadian merchant navy, died when German forces sank the boat on which he was serving. Sobers was five years old.

Sobers excelled at many sports, including football and basketball, but cricket was his passion. His first memories of the sport were of playing in the road or on the beach, aged

eight. At first he played "Lilliputian cricket", which required little space and a wicket less than half the normal size.

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The original superstar who redefined cricket

TRIBUTE

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In cricket's deep memory, some players seem eternal and always relevant. The late Sir Donald Bradman was one, and Sir Garfield Sobers (89), who passed away in Barbados on Friday, was another. If batting's aura always vested with Bradman, Sobers held sway as the supreme all-rounder.

Having last played for the West Indies in 1974, Sobers remained linked to cricket, an umbilical cord he retained with fervour. Touring squads in the Caribbean would often find Sobers walking in, curious to meet fresh talent, unaware of the awe he naturally generated, and eager to learn about how a sport he splendidly adorned, has evolved in a hyper-kinetic globe.

Sobers held the bat as a southpaw, and from his left arm emanated both pace and the guiles of spin. And as a fielder, alacrity was his defining attribute. He was a man of many parts, specifically in the willow game. His 8,032 runs and 235 wickets in Tests are special numbers indeed, but more than the statistical heavy-lifting, it was the magic he lent to sport that drew in the crowds.

His unbeaten 365 was the benchmark for the highest individual score in Tests for many years before Brian Lara went past the milestone in 1994.

Sobers was not just about his massive presence in Tests, he could also, like the gun-slinging cowboys from those Western classics, swing the momentum within a blink of an eye.

Sobers hoisted six sixes



Arise, Sir Garfield: For lighting up the game of cricket, Sobers was knighted in 1975. FILE PHOTO: K. SHANAYA PRINWASH & THE HINDU ARCHIVES

Sobers' Test career

Batting	M	Inns	Runs	HS	Avg.	100s/50s
	81	160	8,032	365*	57.78	26/20
Bowling	M	Inns	Wkts	BB	SR	50s
	88	158	235	6/73	81.9	6

against Malcolm Nash in an over during his forays into county cricket, and it was a first in First Class history. A few others replicated it at different points, and from an Indian perspective, stars like Ravi Shastri and Yuvraj Singh soared high with their plunder of 36 runs in an over.

The West Indian magic of stunning cricket and pulsating calypso, often found expression through Sobers. His audacity at the batting crease, and the seduction of batters to their

doom while turning up as a bowler, were unique.

That the International Cricket Council's premier award in men's cricket is named after him, is a reflection of the deep roots and incandescent pull that Sobers always wielded.

Sobers, 'Garry' to his close friends, 'great man' to the rest, redefined cricket. He played sport the hard way, but off the field he was grace personified. Cricket has lost its original superstar, and the sport will miss him forever.

2. Sir Garfield Sobers passes away at 89

Aspect	Details
Name	Sir Garfield Sobers
Country	West Indies (Barbados)
Age	89 years
Role	Legendary all-rounder
International Career	1954–1974
Tests Played	93
Death Announced By	Cricket West Indies

Why Sobers is Considered the Greatest All-rounder

Skill	Achievement
Batting	Elegant left-handed batsman
Bowling	Could bowl fast-medium, orthodox spin and wrist spin
Fielding	Outstanding close and outfield fielder
Versatility	Excelled in every department of cricket

Category	Record
Test Matches	93
Innings	160
Runs	8,032
Average	57.78
Centuries	26
Highest Score	365*
Bowling Wickets	235
Bowling Average	34.03
Five-wicket hauls	6

Major Records

Record	Details
Highest Test score	365* against Pakistan (1958), a world record at the time.
Record Duration	Held the world record until Brian Lara's 375 (1994) .
Wisden Honour	Ranked second only to Don Bradman among the greatest cricketers of the 20th century.
Triple Century	Youngest player then to score a Test triple century.
First-Class Cricket	Over 28,000 runs and 1,000+ wickets .

Unique Qualities

Area	Why He Was Special
Batting	Powerful yet elegant stroke play.
Bowling	Mastered multiple bowling styles.
Fielding	Exceptional reflexes and athleticism.
Leadership	Inspirational captain and mentor.
Entertainment	Changed cricket into a more attacking spectacle.

Honour

Details

Knighthood

Knighted in **1975** for services to cricket.

ICC Award

ICC Men's Cricketer of the Year trophy is named the **Sir Garfield Sobers Trophy**.

Wisden

Named among the greatest cricketers of the 20th century.

● EX-MINISTER SONAM WANGYAL HAD RECALLED THAT DURING HIS SECOND FAST TO SEEK ST STATUS FOR LADAKH PEOPLE, INDIRA FLEW TO LEH TO ASSURE HIM ABOUT ACCEPTING THE DEMAND

How Sonam Wangchuk's father broke his 1984 fast after Indira met him

Vikas Pathak
New Delhi, July 17

While activist Sonam Wangchuk has been on an indefinite hunger strike at Jantar Mantar since June 28 as part of a protest organised by the Cockroach Janta Party (CJP) to demand the resignation of Union Education Minister Dharmendra Pradhan over alleged NEET paper leak, he seems to be carrying forward his father Sonam Wangyal's legacy.

Wangyal had fasted for 16 days in 1982 and again for five days in 1984 to demand the Scheduled Tribe (ST) status for the people of Ladakh.

The 1984 hunger strike of Wangyal ended when then PM

Indira Gandhi flew to Leh to meet him. She persuaded him to end his fast, offering him a glass of soft drink. Gandhi also expressed her intent to accept his demand, but was assassinated later that year.

Subsequently, it was PM Rajiv Gandhi, who in 1989 ensured the ST status to a number of Ladakh communities.

Recounting the episode in his memoir titled *Political Evolution in Post-Independence Ladakh*, published by the International Association for Ladakh Studies, Wangyal wrote, "Ladakh had also long deserved tribal status. People living in the North-East states and along the Himalayas had been declared Scheduled Tribes, but



Then PM Indira Gandhi with Sonam Wangyal. @MANSOORKHANIINC

Ladakh had been ignored."

Wangyal stated that in 1982, "a campaign was launched in this regard, and I took an active part in the movement". Both the Muslim and Buddhist com-

munities of Ladakh were involved in this campaign, he maintained. "To help express the frustrations of the people against the indifference of the government towards this long-

standing demand, I went on hunger strike for 16 days from the 15th to the 30th of January. In 1984, I again went on hunger strike for five days," Wangyal recalled. "Mrs Indira Gandhi, then the Prime Minister of India, visited Leh and assured us that Ladakh would be granted Scheduled Tribe status. She asked me to withdraw my hunger strike, and offered me a glass of soft drink."

On Indira's return to Delhi, Wangyal stated, "She announced the intention of the Government to grant ST status to the people of Ladakh, however, this decision wasn't implemented until 1989."

Wangyal, who belonged to an underprivileged family in

Ladakh, met Shridhar Koul Dulu — who was raising a volunteer force to ward off the Pakistani invasion in October 1947 — and volunteered to join him. Dulu advised him to go to Delhi to raise resources for his schooling, and also wrote a letter to then PM Jawaharlal Nehru recommending it.

Wangyal wrote in his memoir that he proceeded to Manali on foot to go to Delhi, walking over snow for seven days. It took him 45 days to reach Delhi, where he sought an appointment with the PM. Nehru met him and offered him a scholarship to study. Wangyal was then admitted to SP High School in Srinagar. He finished his matriculation and became

a private assistant to Kushok Bakula, the head Lama of Spituk Monastery in Leh.

Soon afterwards, Wangyal launched a campaign against corruption in the administration, and was arrested and jailed multiple times. He was said to be often beaten up by the police. He was later named the Leh district president of the National Conference (NC) and then, after the dissolution of the NC, became the Leh unit chief of the Congress.

In 1957, Wangyal was elected to the Legislative Council of J&K, and remained an MLC for a decade. In 1967, he became an MLA from Leh on a Congress ticket. He later also served as a minister in the J&K Cabinet.

Aspect	Details
Who?	Sonam Wangyal, former Jammu & Kashmir minister and father of activist Sonam Wangchuk .
Current Context	Sonam Wangchuk has been on an indefinite hunger strike at Jantar Mantar (since June 28) over issues concerning Exam The article recalls his father's similar movement in 1984.
Main Demand (1984)	Grant Scheduled Tribe (ST) status to the people of Ladakh.

Hunger Strikes by Sonam Wangyal

Year	Duration	Demand	Outcome
1982	16 days	ST status for Ladakh	Demand not accepted immediately.
1984	5 days	ST status	Ended after PM Indira Gandhi personally assured action.

What Happened in 1984?

Event	Details
Indira Gandhi visited Leh	She flew to Leh specifically to meet Sonam Wangyal.
Personal Assurance	She promised that the Government intended to grant Scheduled Tribe status to Ladakh.
Ended Fast	She requested Wangyal to withdraw his hunger strike and offered him a glass of soft drink, ending the fast.
Immediate Result	Although the promise was made in 1984, implementation did not happen immediately.

When Was ST Status Actually Granted?

Event	Year
Promise by Indira Gandhi	1984
ST Status granted under PM Rajiv Gandhi	1989

Why Was ST Status Demanded?

Reason	Explanation
Tribal identity	Ladakh has a predominantly tribal population living in the Himalayan region.
Equal treatment	Many Himalayan and North-Eastern communities already enjoyed ST status.
Development	ST status would provide constitutional safeguards, reservations and welfare benefits.
Long neglect	Wangyal argued Ladakh had been ignored politically and economically.

Background of Sonam Wangyal

Aspect	Details
Family	Came from an underprivileged family in Ladakh.
Early education	Encouraged by Shridhar Kaul Dullu, later received support to study.
Political career	MLA from Leh (1957), later Congress MLA and Cabinet Minister in Jammu & Kashmir.
Public life	Campaigned against corruption, was arrested several times, later became Leh district president of the National Conference and subsequently Congress leader.

Timeline

Year	Event
1947	Shridhar Kaul Dullu encouraged Wangyal's education.
1957	Elected MLA from Leh.
1967	Became Congress MLA.
1982	First hunger strike for ST status.
1984	Indira Gandhi met Wangyal in Leh and assured action.
1989	Rajiv Gandhi government granted ST status to Ladakh communities.

Significance

Aspect	Importance
Constitutional	Highlights the long struggle for recognition of tribal rights in Ladakh.
Political	Demonstrates how peaceful protests influenced policy decisions.
Current relevance	Connects historical demands with present-day movements concerning Ladakh's rights and governance.

Iron ore major addition to new core sector index

● Index with FY23 as base year to be rolled out July 20

SHUBHAM RANA
New Delhi, July 17

THE GOVERNMENT WILL release a revised Index of Core Industries (ICI) on Monday by adding iron ore to the gauge and increasing the number of industries tracked to nine from eight.

The revised ICI series will have 2022-23 as the base year, updated from 2011-12 in the current series. Currently, the ICI measures the production performance of core industries—coal, crude oil, natural gas, refinery products, fertilisers, steel, cement and electricity.

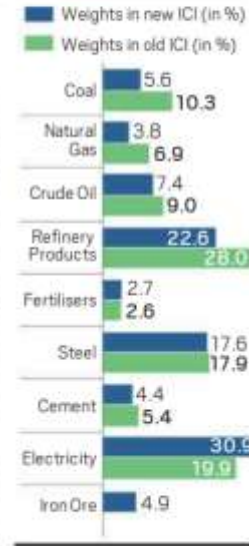
In view of iron ore's extensive use in industrial production and its significant contribution to industrial development, iron ore has been included as a core industry in the revised ICI series, the Department for Promotion of Industry and Internal Trade said.

Growth in industrial activity, as measured by the ICI, has been moderating in recent years. As per the FY12 ICI series, growth in the output of eight core industries was at a five-year low of 2.7% in FY26. In May, the eight core industries grew at a seven-month low pace of 0.5%.

The OEA on Monday will release the revised ICI series for June and back series data from April 2023.

This marks the first revision of the ICI since 2017, when the base year was updated from FY05. It also follows similar exercises for most macro-economic data in India in 2026. The statistics ministry earlier this year revised the CPI, GDP, and IIP series, while the DPIIT intro-

OLD VS NEW



duced a revised WPI and new Producer Price Indices in June.

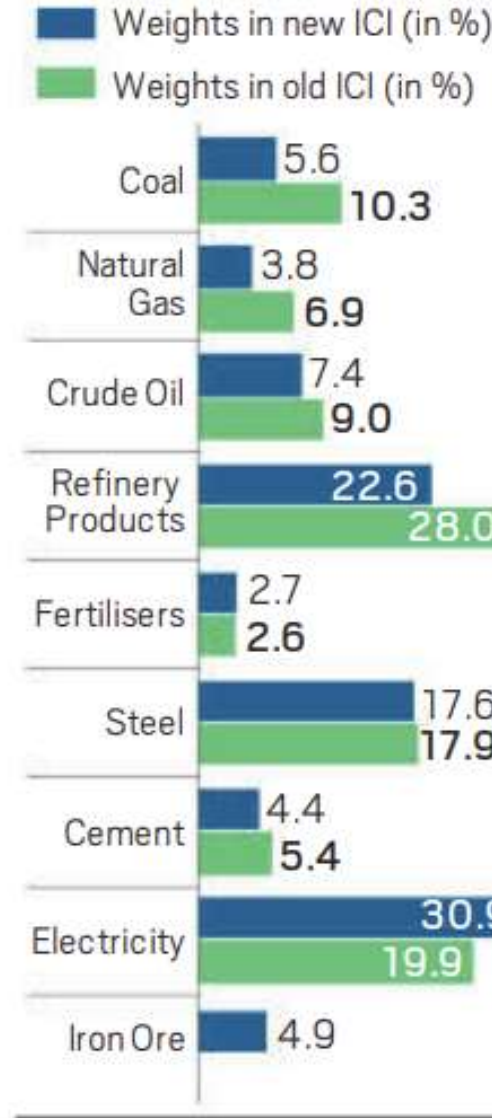
The combined weight of these nine core industries is 32.88% of IIP, up from 40.27% in the previous series.

Electricity has the highest weightage in the new nine core industries index at 30.93%, up sharply from 19.85% in the FY12 series. Refinery products, coal, natural gas, crude oil, and cement saw a sharp reduction in their weightages in the new index.

In the old ICI, Refinery Products had the largest weight of 28.04%, which has come down to 22.57% in the new series.

To ensure consistency with the IIP, the revised ICI series uses gross production data for compiling the Steel Index, replacing the net production data used in the old ICI series.

OLD VS NEW



2. Iron Ore added to the revised Core Sector Index (Index of Core Industries)

What is the announcement?

Aspect	Details
Announcement	Government to release a revised Index of Core Industries (ICI) .
Effective Date	20 July
New Base Year	2022–23 (FY23)
Old Base Year	2011–12 (FY12)
Major Change	Iron Ore added as the 9th core industry .

What is the Index of Core Industries (ICI)?

Point	Details
Purpose	Measures production growth in India's core infrastructure industries.
Released by	Ministry of Commerce & Industry (Department for Promotion of Industry and Internal Trade - DPIIT).
Importance	Serves as a leading indicator of industrial growth and is used in estimating the Index of Industrial Production (IIP) .

Old (8 Industries)	New (9 Industries)
Coal	Coal
Crude Oil	Crude Oil
Natural Gas	Natural Gas
Refinery Products	Refinery Products
Fertilisers	Fertilisers
Steel	Steel
Cement	Cement
Electricity	Electricity
—	Iron Ore (New)

Industry	Old Weight (%)	New Weight (%)
Electricity	19.9	30.9
Refinery Products	28.0	22.6
Steel	17.9	17.6
Coal	10.3	5.6
Crude Oil	9.0	7.4
Natural Gas	6.9	3.8
Cement	5.4	4.4
Fertilisers	2.6	2.7
Iron Ore	—	4.9

Why was Iron Ore included?

Reason	Explanation
Industrial importance	Iron ore is the primary raw material for steel production.
Rising contribution	Its growing role in industrial output justified inclusion.
Better representation	Makes the index more reflective of India's current industrial structure.

Other Important Changes

Change	Details
Base year updated	FY12 → FY23
Steel Index	Uses gross production instead of net production.
Data consistency	Revised methodology aligned with the latest IIP and WPI revisions.

Recent Industrial Performance

Indicator	Value
Core sector growth (FY26)	2.7% (five-year low)
Growth in May	0.5% (seven-month low)

Why is the revision important?

Benefit	Impact
Updated economic structure	Reflects current industrial realities.
Better policy decisions	Provides more accurate data for planning.
Improved statistics	Aligns ICI with revised IIP, WPI and national accounts.
Better industrial tracking	More accurately captures infrastructure sector performance.

Gujarat leads Niti's index of investor-friendly states

FE BUREAU

New Delhi, July 17

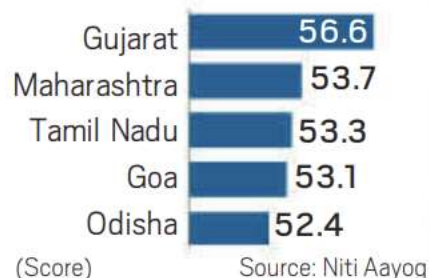
GUJARAT TOPPED THE inaugural Investment Friendliness Index (IFI) released by think tank Niti Aayog on Friday, reflecting the state's strong investment ecosystem and underscoring the role of states in fostering a conducive business climate.

Gujarat secured 56.6 out of 100, driven by efficient port operations, a competitive power sector ensuring reliable electricity supply, and an overall favourable business environment. Maharashtra ranked second with a score of 53.7, backed by strong private equity and venture capital inflows, the highest number of Atal Tinkering Labs (ATLs), and robust economic indicators.

Tamil Nadu secured the third spot with a score of 53.3, aided by efficient port

CHART TOPPERS

States leading investment friendliness index



Source: Niti Aayog



infrastructure, a near-100% memorandum of understanding (MoU) conversion rate and strong export performance. It was followed by Goa (53.1) and Odisha (52.4).

Among large states, Bihar ranked last with a score of 41.2, with Niti Aayog noting significant scope for improvement in its business climate and financial health.

The index assesses all 28 states and eight Union Territories across eight para-

meters — Infrastructure, Business Climate, Resources, Government Policy, Regulatory Ease, Institutional Environment, Financial Health and Environmental Resilience — to benchmark the investment ecosystem across the country.

In the Hilly and North-Eastern States category, Uttarakhand emerged as the top performer, followed by Assam and Himachal Pradesh.

Aspect

Details

Index

Investment Friendliness Index (IFI)

Released by

NITI Aayog

Purpose

Measures how attractive Indian States and Union Territories are for investment and business.

Coverage

28 States and 8 Union Territories

Assessment Parameters

8 pillars and multiple indicators covering investment ecosystem.

Rank	State	Score
1	Gujarat	56.6
2	Maharashtra	53.7
3	Tamil Nadu	53.3
4	Goa	53.1
5	Odisha	52.4

Performance of Other States

Large States

State	Observation
Bihar	Ranked last among large states with 41.2 , indicating significant scope for improvement in business climate and financial health.

Hilly & North-Eastern States

Rank	State
1	Uttarakhand
2	Assam
3	Himachal Pradesh

Why Gujarat Ranked First

Strength	Contribution
Efficient ports	Strong logistics and international trade connectivity.
Reliable power supply	Competitive electricity sector ensuring uninterrupted power.
Business environment	Investor-friendly policies and ease of doing business.
Industrial ecosystem	Well-developed manufacturing and export infrastructure.

Why Maharashtra Ranked Second

Strength	Details
Private Equity (PE)	Strong PE investments.
Venture Capital (VC)	Highest VC inflows in the country.
Innovation	Largest number of Atal Tinkering Labs (ATLs) .
Economy	Strong industrial and financial base.

Parameter

Infrastructure

Business Climate

Resources

Government Policy

Regulatory Ease

Institutional Environment

Financial Health

Environmental Resilience

What it Measures

Roads, ports, logistics, power, industrial facilities.

Ease of doing business and industrial ecosystem.

Availability of land, labour and natural resources.

Quality and stability of investment policies.

Speed and transparency of approvals and compliance.

Governance, administrative efficiency and support systems.

Fiscal strength and financial ecosystem.

Sustainability and environmental preparedness.

UMANG 360



CURRENT AFFAIRS MAGAZINE

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✓ UMANG 360 MAGAZINE – COMPLETE CURRENT AFFAIRS IN ONE PLACE

✓ COVERS MARCH 2026 TO APRIL 2027 MONTH-WISE

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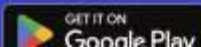


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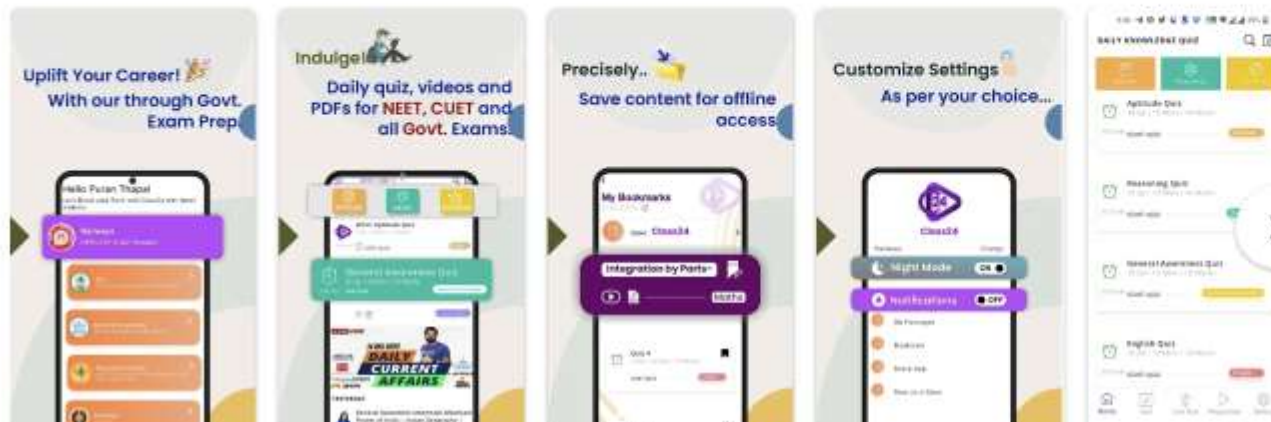
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