

Empowered Annadata, Flourishing Agriculture



₹1.40 lakh crore agriculture budget, increased fivefold in 12 years

Nearly 28 lakh hectares covered under National Mission on Natural Farming and Paramparagat Krishi Vikas Yojana, boosting organic farming

12

Vishwas ke, Vikas ke, Jan-kalyan ke

Government of Bharat
CBC 01101/13/0007/2627

3 Indians Missing After US Strikes Tanker

Observer News Service

New Delhi: Three Indian crew members are missing and 21 others have been rescued after a U.S. military strike on a commercial tanker off the coast of Oman, prompting India to lodge a strong protest with Washington.

The Palau-flagged chemical and oil products tanker Settebello, carrying 24 Indian sailors, came under attack while transiting the Gulf of Oman late Tuesday.

The U.S. military said its forces had "disabled" the vessel after it allegedly failed to comply with instructions from American forces enforcing a blockade on Iran-related shipping.

According to U.S. Central Command (CENTCOM), a U.S. aircraft fired precision munitions into the ship's engine room, triggering a fire and forcing the crew to abandon the vessel.

The United Kingdom Maritime Trade Operations (UKMTO) reported an engine-room fire aboard a tanker around 20 nautical miles northeast of Sohar in northern Oman. Maritime security firms said the incident was likely linked to ongoing U.S. operations in the Gulf.

The vessel's 21 rescued crew members were recovered in a search-and-rescue operation coordinated by Omani authorities, while efforts continued to locate the three missing sailors.

Following the incident, India summoned U.S. Charge d'Affaires Jason Meeks and conveyed its strong protest over the attack, sources said.

"We condemn the attack on the commercial vessel Settebello off the | [More on P6](#)

Modi Becomes India's Longest-Serving Elected PM

» Operation Sindoor, Article 370 Among Key Milestones Cited by Cabinet » Economic Growth, Digital Push and Rail Expansion Highlighted as Achievements

Observer News Service

New Delhi: Prime Minister Narendra Modi on Wednesday became India's longest-serving democratically elected prime minister in consecutive terms, surpassing Jawaharlal Nehru's record of 4,399 days in office. Marking the milestone, the government released a series of booklets highlighting achievements across sectors, ranging from economic reforms and digital expansion to major railway infrastructure projects.

According to the Prime Minister's Office, officers felicitated Modi on the occasion and credited his leadership over the last 12 years with providing stability, transparency and a commitment to good governance, inclusive development and national progress.

Modi first took office on May 26, 2014, after the BJP's



decisive victory in the Lok Sabha elections. He was re-elected in 2019 and again in 2024, becoming the first prime minister after Nehru to secure three consecutive terms.

Cabinet Hails Modi, Passes Congratulatory Resolution

The Union Cabinet on Wednesday passed a resolution congratulating Prime Minister Narendra Modi on

becoming the country's longest-serving elected Prime Minister in continuous terms.

The Cabinet described the achievement as a milestone in India's democratic journey and said it reflected public trust in Modi's leadership as the NDA government completed 12 years in office.

Full story on [kashmirobserver.net](#)

'Ayushman Bharat Leads Modi-Era Health Gains'

As Narendra Modi has become the longest serving democratically elected prime minister of India in consecutive terms, a document released by the government on Wednesday highlighted India's healthcare sector transformation over the last 12 years, with expanded health insurance coverage, improved maternal and child healthcare and a significant increase in medical infrastructure. The government's booklet 'Lok Seva | [More on P6](#)

People Have Understood Importance Of Political Stability: PM

Press Trust Of India

New Delhi: As he became India's longest continuously serving elected prime minister, Narendra Modi on Wednesday said people of the country have now understood the importance of political stability and the decisiveness of a stable government.

Modi also said the dream of a 'Viksit Bharat' does not belong to a person or party, but has become the resolve of every person in the country.

"For me, people represent God," he said at an NDA conclave here.

"People of the country have understood the

importance of political stability at the national level. It is their maturity that they gave me an opportunity to serve them for such a long time," Modi said.

"Many decades before 2014 were full of instability and upheavals but people are now witnessing the work of a stable government and are admiring its decisiveness," he added.

Modi also said a big success of 12 years of NDA rule was that it freed the country from the Congress' "vicious trap".

"When the NDA won in 2014, I had said today there is a dawn of a new hope for the | [More on P6](#)

RASHTRAPATI JI, I AM GRATEFUL TO YOU FOR YOUR WARM WISHES and kind words. Whatever has been achieved over the years is the result of the collective efforts and aspirations of the people of India."

GULMARG GONDOLA MALFUNCTION

5-Member Panel To Probe Incident

Observer News Service

Srinagar: The Jammu and Kashmir Government has constituted a five-member committee to investigate the technical malfunction that disrupted the Gulmarg Gondola service on May 25, leaving more than 300 tourists stranded mid-air.

According to an order issued by the General Administration Department (GAD), the inquiry panel will be headed by Managing Director of Kashmir Power Distribution Corporation Limited (KPDC), Mahmood Shah.

The committee has been directed to submit its findings within 10 days.

The panel has been tasked with examining the sequence of events that led to the disruption and carrying out a detailed technical assessment of the Gondola system.

It will also review maintenance records, inspection procedures and safety protocols to determine whether all prescribed operational guidelines were followed.

According to the order, the committee will identify any operational lapses, negligence or procedural violations on the part of individuals or agencies responsible for operating and maintaining the cable car service.

The panel will assess whether any shortcomings in oversight or implementation contributed to the incident.

Besides investigating the cause of the malfunction, the committee has been asked to recommend immediate corrective measures for the safe restoration of services. | [More on P6](#)

India's Security Strong, J&K Progressing: Defence MoS

KO Web Desk

Srinagar: Amid reports of unrest in Pakistan-occupied Kashmir (PoK), Minister of State for Defence Sanjay Seth on Wednesday said Jammu and Kashmir was witnessing peace, development and growing tourism, while people across the border continued to face instability.

Speaking to reporters during his visit to Srinagar, Seth said the people of Jammu and Kashmir were living peacefully and benefiting from development initiatives, contrasting the situation with conditions in PoK.

"See how much peace there is in Jammu and Kashmir. People here are living peacefully and development is taking place, while people across the border are being killed," he said.



Assures Citizens on Security The minister asserted that India's security remained strong under the leadership of Prime Minister Narendra Modi and Defence Minister Rajnath Singh and said citizens had no reason to worry.

"The citizens of the country need not worry. Under the leadership of Prime Minister Narendra Modi and Defence Minister | [More on P6](#)

Scientists Must Focus On AI, Climate Immunity: LG Sinha

Addresses IMMUNOCON-2026, Stresses Collaboration In Medical Research

Observer News Service

Srinagar: Jammu and Kashmir Lieutenant Governor Manoj Sinha on Wednesday called for greater collaboration among scientists and researchers to harness emerging technologies and strengthen health-care systems, saying precision medicine represents a major revolution in modern healthcare.

Addressing the inaugural session of the Annual



Conference of the Indian Immunology Society, IMMUNOCON-2026, at Srinagar, Sinha highlighted the

growing role of immunology in biomedical innovation and public health.

The conference, organised by the Advanced Centre for Human Genetics at SKIMS, is themed "Beneath the Grandeur of China: Illuminating Mysteries from Fundamentals to Translational Frontiers in Health".

Emphasis on Public Health Impact

The Lieutenant Governor stressed the need | [More on P6](#)

LG Reviews Yatra Preparedness

Jammu and Kashmir Lieutenant Governor Manoj Sinha on Wednesday chaired a high-level meeting to review preparations for the upcoming Shri Amarnathji

Yatra, directing all departments and security agencies to ensure timely completion of arrangements for the annual pilgrimage. The 38-day | [More on P6](#)

CM Seeks Rail Boost During Airport Shutdown

Meets Railway Minister, Pushes For Vande Bharat Stop At Anantnag



Observer News Service

New Delhi: Chief Minister Omar Abdullah on Wednesday met Union Railway Minister Ashwini Vaishnaw in New Delhi and sought enhanced rail connectivity for Jammu and

Kashmir, including a stoppage for the Vande Bharat Express at Anantnag and additional train services during the scheduled closure of Srinagar International Airport later this year.

During the meeting, Chief Minister | [More on P6](#)

Govt Orders Monthly Inspection of Hostels Across J&K

District-level committees to monitor food quality, sanitation, infrastructure and safety standards

KO Web Desk

Srinagar: The Jammu and Kashmir government has constituted district-level inspection committees across the Union Territory to ensure regular monitoring of facilities and living conditions in hostels functioning under various departments.

According to an order issued by the General Administration Department (GAD), a five-member committee has been formed in each of the 20 districts, headed by the respective Additional District Development Commissioner

(ADDC).

The committees have been tasked with conducting monthly inspections of all hostels within their jurisdictions and submitting detailed reports to the concerned deputy commissioners.

The inspection panels will assess the quality and safety of food served to hostel inmates, hygiene and sanitation standards, drinking water facilities, waste disposal systems and overall living conditions.

They will also examine the condition of hostel infrastructure, including accommodation facilities, | [More on P6](#)

Delhi HC Grants Bail to Khurram Parvez In UAPA Case

Press Trust Of India

New Delhi: The Delhi High Court on Wednesday granted bail to Kashmiri human rights activist Khurram Parvez in a case under the anti-terror law.

A bench of Justices Navin Chawla and Ravinder Dubeja took note of Parvez's over-four-year incarceration in the case and the unlikelihood of the trial concluding soon to hold that his rights under Article 21 of the Constitution trumped the restriction on bail under section 43D(5) of the Unlawful Activities (Prevention) Act (UAPA).

The bench further observed that having lost his leg in a landmine blast in 2004, the



accused is infirm and deserves "special consideration".

The court set aside a trial court's December 2024 order rejecting Parvez's bail plea and ordered, "We direct that the appellant be released on bail in RC No. 30/2021/NIA/DLI, P.S. NIA, in NIA/4/2022 on conditions."

The court asked Parvez to surrender his | [More on P6](#)

Retiral Benefits Cannot Be Withheld On Pending FIR Investigation: HC

M Ahmad

Srinagar: Observing that mere pendency of investigation in an FIR cannot be a ground to withhold pensionary and retiral benefits, the High Court of J&K and Ladakh has directed the J&K Projects Construction Corporation (JKPCC) to release all retiral dues and unpaid salary of its former General Manager.

A Bench of Justice Sanjay Dhar observed that under Article 168-A of the J&K Civil Service Regulations (CSR), recovery from pension or retiral benefits can be made only where losses caused to the employer by an employee's



negligence or fraud are established through departmental or judicial proceedings.

The Court noted that although another FIR registered by the Crime Branch was still under investigation against the petitioner—Vikar Mustafa Shonthu, no charge sheet had been filed and no judicial proceedings were pending.

"It is to be noted that as per

Article 168-A of the J&K CSR, which is also applicable to the employees of respondent-Corporation once a person has retired from service, no recovery can be made from his pension and retiral benefits, unless it is shown that the employer has instituted departmental proceedings for recovery of the amount on account of losses found to have been caused to the employer by negligence or fraud of the delinquent officer/official, while he/she was in service," the court said, adding, "The loss caused to the employer on account of negligence or fraud is required to be established either in the judicial or in | [More on P6](#)

Union Minister Hails Hazratbal Beautification

Observer News Service

Srinagar: Union Minister of State for Defence Sanjay Seth visited the revered Hazratbal shrine here and hailed Jammu and Kashmir Waqf Board Chairperson Dr Darakhshan Andrabi for the reconstruction and beautification of the holy site.

The minister offered prayers at the shrine and sought peace and prosperity for all. He undertook a tour of the campus and lauded the extensive developmental works carried out by the Waqf Board over the past

development of this shrine by the Waqf Board under the leadership of Dr Andrabi is highly impressive.

He further stated that the message of Kashmir's spirituality serves as a guiding force for lasting peace and harmony in the region.

Prominent BJP leaders accompanying the Union Minister included State Vice President Rakesh Mahajan, State General Secretary Anwar Khan, State Spokesperson Er. Sahil Bashir Bhat, State Secretary Arif Raja, and State Spokesperson Manzoor Bhat.

Waqf Chairperson



four years.

Speaking at a special event organised outside the shrine, Seth said, "In the land of knowledge and spirituality, Dargah Hazratbal holds immense significance. The reconstruction and re-

Dr Darakhshan Andrabi thanked the Union Minister for visiting the shrine and briefed him about the Waqf Board's development plans across Jammu and Kashmir. (KNS)

Kashmir Students Told to Beware of Social Media Trading Hype

A financial literacy session in Srinagar focused on saving, ethical investing and the risks of treating online trading as a shortcut to wealth.

KO Web Desk

SRINAGAR — Financial educator Irshad Mushtaq on Wednesday urged schools to introduce financial literacy early, warning that children are growing up amid a flood of social media content that presents trading and quick profits as paths to success.

Speaking during an interactive session at Minto Circle Senior Secondary School in Allouchi Bagh, Irshad said young people need practical lessons in saving, investing and financial responsibility long before they enter the workforce.

"Financial literacy cannot wait until adulthood," Irshad said. "Children begin forming attitudes toward money at a very young age."

The session focused on saving habits, long-term investing and the importance of understanding the effort behind household spending. Irshad encouraged students to view money as the product of work, planning and sacrifice rather than a digital balance on a phone screen.

A key part of the discussion centered on online trading content that has gained popularity on social media platforms.

"Social media often presents finance as excitement," the financial educator said. "Real investing requires knowledge, patience and an understanding of risk."

He drew a distinction between short-term trading and long-term investing, urging students to avoid decisions driven by speculation, imitation



"Social media often presents finance as excitement," the financial educator said. "Real investing requires knowledge, patience and an understanding of risk

or the pursuit of quick gains.

"Children should understand that wealth is usually built slowly through consistency and informed choices," he said.

The session also introduced students to mutual funds and Shariah-compliant investment options, with Irshad Mushtaq stressing that financial decisions should consider both returns and ethical considerations.

School officials said such programs help equip students with prac-

tical life skills alongside academic learning. Students participated actively in the discussion, raising questions about money management, investing and financial planning.

The school later honoured Irshad Mushtaq with a Certificate of Appreciation for his interaction with students.

The discussion highlighted a growing reality in Kashmir's classrooms: many students encounter financial content online long before they receive formal education about money.

Boulevard Four-Laning Project Yet to Take Off as Traffic Woes Continue to Haunt Commuters

Syed Mohammad Burhan

Srinagar: Every morning, thousands of commuters travelling towards Srinagar's eastern outskirts prepare for a familiar ordeal—slow-moving traffic, endless queues of vehicles and unpredictable travel times that have become a part of daily life.

For many residents, the proposed four-laning of Boulevard Road had raised hopes of easing the growing congestion. However, months after the project was announced and a foundation stone was laid with much fanfare, there is little evidence of work on the ground, leaving commuters wondering when the long-awaited road expansion will finally become a reality.

Running along the picturesque banks of Dal Lake, Boulevard Road is widely regarded as one of Kashmir's most scenic routes. Yet beyond its tourism appeal, it serves as a crucial transport corridor connecting several residential areas with Srinagar city and providing access to some of the Valley's most visited tourist destinations. With the number of vehicles increasing every year, commuters say the existing road infrastructure is struggling to bear the load.

The traffic situation is particularly severe around Dalgate and adjoining stretches, where bottlenecks have become a daily occurrence.

"Crossing even a short distance near Dalgate during peak hours can take an unreasonable amount of time," said a commuter. "A journey that should take a few minutes often turns into a frustrating wait."

Students travelling from areas such as Nishat and Shalimar say the persistent traffic congestion has started affecting their daily schedules.

"We now leave our homes much earlier than before, but even then there is no certainty of reaching on time," said a group of students. "Sometimes we try alternative routes, but they too get choked with traffic. It has become a routine problem."

Office-goers and local residents echo similar concerns. According to them, the road was never designed to accommodate the current volume of traffic, which swells further during the tourist season as visitors flock to Srinagar and the famous Mughal gardens situated along the route.

Residents argue that Boulevard Road should not be viewed merely as a tourist road. They point out that it serves as a lifeline for thousands of people living in Brein, Nishat, Shalimar, Harwan, Ishber, Tailbal and New Theed, linking them with educational institutions, hospitals, government offices and commercial hubs in the city.

The proposed four-laning project was expected to address many of these

issues by widening the carriageway, improving traffic flow and reducing travel time. The project was also seen as a significant step towards strengthening connectivity to the Mughal Gardens and other tourist attractions.

Despite these expectations, residents say there has been little visible progress since the project was announced last year. The lack of movement on the ground has raised concerns that the initiative may remain confined to official announcements while traffic conditions continue to worsen.

With another busy tourist season underway and vehicle numbers steadily rising, commuters believe the urgency of the project has only increased.

Some days earlier National Conference leader and MLA Khanyar, Ali Mohammad Sagar, said the issue of the stalled four-laning project would be taken up with the concerned authorities.

Describing the road expansion as essential for improving connectivity and easing traffic congestion in the area, Sagar had assured that efforts would be made to expedite the matter.

He also said that the long-pending demand for the expansion of Gousia Hospital would be vigorously pursued with the government to strengthen healthcare infrastructure and improve medical services for residents of the constituency.

Commissioner SMC to Review Muharram Arrangements at City Imam Bargahs

Observer News Service

Srinagar: Commissioner of the Srinagar Municipal Corporation (SMC), Faz Lul Haseeb, IAS, will visit several Imam Bargahs across Srinagar today to assess the civic and municipal arrangements being put in place for the forthcoming observance of Muharram-

ul-Haram.

The inspection will commence from Imam Bargah Bemina at Khoumani Chowk, where the Commissioner will review sanitation, drainage, street lighting and other civic facilities being provided for mourners during the holy month.

During the visit, the

Commissioner is expected to interact with local representatives and members of Muharram committees, seeking feedback on the arrangements and identifying areas requiring immediate attention.

Senior SMC officers will accompany the Commissioner during the inspection.

Government of Jammu & Kashmir
OFFICE OF THE EXECUTIVE ENGINEER
PWD(R&B) DIVISION ANANTNAG

NIT NO. 26 OF R&B/ANANTNAG/2026-27/E-Tendering/ 2423-32, Dated 09-06-2026

For and on behalf of the President of India, e-tenders are invited on Percentage basis from approved and eligible Contractors registered with J&K Govt., CPWD, Railways and other State/Central Governments for the following works:

S. No	Name of Work	Advertised Cost in (Basic cost + GST) (Rs.in Lakh)	Cost of T/ Doc. (In Rupees)	Earnest Money (In Rs)	Time of completion	Class of Contractor
1.	Macadamisation of Main roads of district headquarters along with Main markets with allied links.	59.98 Lacs Contract Price exclusive of GST: 50.83 + (18% GST Amount 9.15)	1600	119960/-	15 Days	AAY Class Only

Project Authority: PW(R&B) Department.
Position of AAA: Accorded vide Order No. 09 of SE/R&B/Ang/AAA of 2026-27, Dated 21.05.2026
Position of T. S: Accorded vide Order No SEA(R&B) 10 of 2026-27, Dated 04.06.2026
Major Head of Account : C&T Capex Budget 2026-27

The Bidding documents consisting of qualifying information, eligibility criteria, specifications, Drawings bill of quantities (B.O.Q), Set of terms and conditions of contract and other details can be seen/downloaded from the departmental website jktenders.gov.in as per schedule of dates given below—

S. No.	Particulars	Date
1	Date of Issue of Tender Notice	09-06-2026
2	Period of Downloading of bidder documents	From 09-06-2026 (03:00PM) To 15-06-2026 (04:00PM)
3	Bid submission Start Date	From 09-06-2026 (03:00PM)
4	Bid Submission End Date	To 15-06-2026 (04:00PM)
5	Date and time of opening of bid (online)	16-06-2026 (10:30AM)

In the office of Executive Engineer PWD(R&B) Division Anantnag.

- Bids must be accompanied with a Receipt of cost of Tender document/Tender Fee deposited in a Centralized Designated Pooling Bank Account bearing No. 047001020000099 (Division Name, NIT No. and Item No/ Name of Work to be mentioned in the Remarks of the Receipt (The Date of transaction should be between the date of Start of Bid and Bid Submission End Date) and Receipt of EMD (2% of advertised Cost), also deposited in a Centralized Designated Pooling Bank Account bearing No. 047001020000099 (Division Name, NIT No. and Item No/ Name of Work to be mentioned in the Remarks of the Receipt. (The Date of receipt of EMD and Tender Fee should be between the date of Start of Bid and Bid Submission End Date). The same EMD/Tender Fee receipt should not be used in more than one Tender/Bid.
- All the Bidders have to submit Earnest Money/Bid Security (EMD@2% of Advertised Cost). Non submission of Earnest Money/Bid Security shall render the bidder as Non-responsive.
- The Bid Security amount of the successful Bidder shall, upon completion of the bidding process be transferred from single Centralized Designated Pooling Bank Account to Performance Security Deposit Head on Authorization from HoD during the currency of contract agreement including defect liability period. In addition, the differential amount of performance security shall be furnished by the Bidder in cash to the designated Authority. Failure to produce differential amount of Performance Security shall render the LI as non-responsive and case for debarment of the Contractor for a period of 01 Year be forwarded to Higher Authorities.
- The date and time of opening of Bids shall be notified on Web Site www.jktenders.gov.in and conveyed to the bidders automatically through an e-mail message on their e-mail address. The bids of Responsive bidders shall be opened online on same Web Site in the Office of Executive Engineer R&B Division Anantnag
- The bids for the work shall remain valid for a period of 120 days from the date of opening of Technical Bid
- Instruction to bidders regarding e-tendering process.
- Bidders are advised to download bid submission manual from the "Downloads" option as well as from "Bidders Manual Kit" on website www.jktenders.gov.in to acquaint bid submission process.
- To participate in bidding process, bidders have to get "Digital Signature Certificate (DSC)" as per Information Technology Act-2000. Bidders can get digital certificate from any approved vendors.
- The bidders have to submit their bids online in electronic format with digital Signature. No Financial bid will be accepted in physical form.
- Bids will be opened online as per time schedule mentioned in Para-1.
- Bidders must ensure to upload scanned copy of all necessary documents with bid.
- Bidders must ensure to upload scanned copy of all necessary documents including tender document fee in terms of soft copies with technical bid.
- Note - Scan all the documents on 100 dpi with black and white option.
- The department will not be responsible for delay in online submission due to any reasons.
- Scanned copy of Receipt of cost of Tender document/Tender Fee deposited in a Centralized Designated Pooling Bank Account bearing No. 047001020000099 (The Date of transaction should be between the date of Start of Bid and Bid Submission End Date) and receipt of EMD deposited in a Centralized Designated Pooling Bank Account bearing No. 047001020000099 (Division Name, NIT No. and Item No/ Name of Work to be mentioned in the Remarks of the Receipt. (The Date of transaction should be between the date of Start of Bid and Bid Submission End Date) must be uploaded with the documents of the bid. The Original receipt of Cost of Tender Document, EMD and other relevant bid documents shall be obtained from the lowest bidder before the fixation of the Contract.
- Bidders are advised not to make any change in BOQ (Bill of Quantities) contents. In no case they should attempt to create similar BOQ manually.
- Price escalation and taxes: The %age quoted by the bidder entirely in Indian Rupees, shall be deemed to include price escalation upto completion of the work. Deduction on account of taxes shall be made from the bills of the contractor on gross amount of the bill as per the rates prevailing at the time of recovery.
- Bidders are advised to use "My Documents" area in their user on R&B e-Tendering portal to store such documents as are required.
- All other terms and conditions are as same as laid in PWD Form 25.

(Er. Mohammad Waseem)
Executive Engineer,
R&B Division Anantnag

DIPK-1989/26
dated: 10-06-2026

• TRAFFIC POLICE : 9419993745, 01998-266686
• PCR: 0194-2452092, 2455883
• PDD: 0194-2450213
• FIRE AND EMERGENCY SERVICES : 2479488, 2452222, 2452155
• CAPD: 18001807011
• SMC HEALTH OFFICER: 9469409081
• Ambulance: Kashmir EMS Service: +91 94841 00200

AIRPORTS
SHIEK UL ALAM AIRPORT: 01942303311 ✈

RAILWAYS
• SRINAGAR: 0194-2103259
• ANANTNAG: 01932-228243
• BARAMULLA: 0194-102029
• BIJBERA: 01932-228243
• PAMPOR: 01933-294132
• PATTAN: 01954-293507
• QAZIGUND: 01951-296153

HIGHWAY STATUS
Sgr-Jammu highway - (Open)
Mughal Road - (Open)
Srinagar- Leh- (Open)

🌙
HIJRI
CALENDAR
25 Zil-Hajj
1447

PRAYERS

FAJR 3: 32
ZUHR 12:30
ASR 5: 31
Magrib 7:45
ISHA 9: 26

This Day In History

- 1774 - Jews of Algiers escape attacking Spanish Army
- 1837 - The Broad Street Riot occurs in Boston, fueled by ethnic tensions between English-Americans and Irish-Americans
- 1864 - The Battle of Trevilian Station, the bloodiest and largest all-cavalry battle of the American Civil War, begins in Louisa County, Virginia
- 1864 - Battle at Cynthiana Kentucky: General Hobsons unit caught
- 1864 - Battle of Laurel Hill, West Virginia
- 1898 - 1st US Marines (600) land at Guantanamo Cuba during Spanish-American War
- 1901 - Cook Islands annexed and proclaimed part of New Zealand
- 1913 - Grand Vizir Mahmud Shevket Pasha is assassinated, resulting in continuing Young Turk terrorism until WWI
- 1917 - King Alexander assumes the throne of Greece after his father Constantine I abdicates under pressure by allied armies occupying Athens
- 1920 - Republicans nominate Warren G. Harding for US president
- 1934 - Disarmament conference in Geneva fails
- 1935 - Inventor Edwin Armstrong gives the first public demonstration of FM broadcasting in the United States, at Alpine, New Jersey
- 1940 - World War II: British forces bomb Genoa and Turin in Italy
- 1940 - World War II: First attack of the Italian Air force on the island of Malta
- 1942 - German army defeated at El-Alamein, North Africa
- 1942 - US and USSR sign Lend-Lease agreement during WW II
- 1943 - British invades Pantelleria (a tiny island south of Sicily)
- 1944 - 15 US aircraft carriers attack Japanese bases on Marianas
- 1951 - Mozambique becomes an oversea province of Portugal

From KO Archives

Pandits Feel At Home With Old Muslim Neighbours

Observer News Service

JAMMU- They have started visiting their land of birth as tourists. They stay the between 10 days and two months to escape from the scorching heat in the plains. Mohan Lal and his wife spent several days in Srinagar recently. On their return they were excited over the way their friends neighbours and other acquaintances, whom they met after over 17 years received them with love and warmth.

"We found as if we were part of the social fabric," said Mohan Lal. His wife, Laxmi said that we visited our ancestral house in Rainawari.

It brought back the pictures of our childhood days playing with our Muslim neighbours and friends," Mohan Lal said "We met scores of Pandits who had come to Srinagar not only from Jammu but from other parts of the country." They said that scores of families, which had not sold their houses had been staying there for the last two months.

They have decided to spend the summer months and return to the plains sometimes in September.

Dwarika Nath, who belonged to Anantnag district, said, "I have been going to Kashmir for the last three years as a tourist. I do not stay in hotels or houseboats. I feel comfortable in the houses of my Muslim friends and neighbours."

Mohan Lal, who has been living in Jammu and Delhi for the last 17 years, said that "though we crave for returning to Kashmir for many among us the situation has changed to the extent that we may not be able to resettle ourselves permanently." He explained that children of a major section of Kashmiri Pandit community has, after coming out of various professional colleges are suitably settled and hence it will not be "feasible for them to return to Kashmir." Others who have returned from the valley in recent days said besides these domestic issues, the security scenario in Kashmir is still not conducive for their return and rehabilitation.

(Kashmir Observer, 11 June, 2007)

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KO VIEW

Heat Demands Action

Kashmiris are not used to talking about heat as a public danger. Winters have long dominated public life, public policy and public discourse. That assumption is beginning to look outdated.

This summer, temperatures in the valley are once again climbing to levels that were once considered unusual. Weather forecasts point to more hot days ahead. Hospitals and clinics are reporting a rise in complaints linked to dehydration, exhaustion, dizziness and low blood pressure. Women, elderly people, children and those living with existing illnesses appear particularly vulnerable.

What was once an inconvenience is increasingly becoming a public health concern.

Climate scientists have warned for years that rising global temperatures would alter weather patterns even in regions traditionally known for mild summers. Kashmir is no exception.

Research has shown a consistent warming trend in the valley over recent decades. Rapid urbanization has added to the problem. Large stretches of open land have given way to concrete structures, roads and commercial developments. Trees that once moderated temperatures have disappeared from many urban neighbourhoods.

The result is a hotter environment that traps heat and makes daily life more difficult.

Many residents now describe a summer that feels very different from the one they grew up with. Outdoor errands that were once routine can leave people fatigued within a short time. Long hours in direct sunlight are taking a visible toll. Elderly residents often report weakness and discomfort. Parents worry about children spending extended periods outdoors during the hottest hours of the day. Workers who must remain outside face the greatest exposure.

Public awareness alone will not be enough. Community-level action can help reduce the health risks associated with extreme heat. Schools, offices and institutions should consider adjusting schedules during particularly hot spells. Outdoor activities can be shifted to early morning or evening hours when temperatures are lower. Public announcements should regularly remind people to stay hydrated and avoid unnecessary exposure during peak afternoon heat.

Government agencies also have a role to play. Heat advisories should become as common and visible as weather warnings during winter storms. Local administrations can review working hours for field staff when temperatures reach dangerous levels. Public spaces should have access to drinking water and shaded resting areas.

Such measures are neither costly nor complicated, but they can significantly reduce health risks.

Kashmir has historically prepared itself for snow, cold and prolonged winters. The valley must now prepare for a different challenge. Heat is no longer a distant concern associated with other parts of India. It is becoming part of everyday life here.

Ignoring that reality will make summers harder for everyone. Accepting it and responding with practical, common-sense measures can protect lives, reduce illness and help communities adapt to a climate that is changing faster than many expected.

The Art of Ending a War

The world is waiting for an off-ramp. Whether one emerges depends on the ability of both governments to transform compromise into apparent victory.



Wajahat Qazi

The US-Israel war against the Republic of Iran is at an attritional stage. In this theatre of conflict, the Strait of Hormuz chokepoint is again critical: the US gambit is that its chokehold, along with sanctions, imposes such economic costs on the Islamic Republic that it will accept US terms.

Tehran, on the other hand, appears to calculate that its continued resistance to Washington will raise the same costs for the US through the global economy.

In the interregnum, there are back-and-forth parleys between the two countries and some skirmishes. The skirmishes reflect each side's power capabilities and resolve.

But the question is: at this stage of the war, what is the core sticking point?

It appears that the nub of the issue for both the Islamic Republic of Iran and the US is the nature, form, and pattern of the exit from the war.

Within this dynamic, each side wants to appear as a winner, if not a loser, of and from the war. The proverbial name of the game, then, is perceptual.

How, the question is, can each side clamber out of the perceptual morass?

In the whole saga, neither country's establishments are central. There are multiple cross-cutting pulls, pressures, power centers, turf issues, and ideologies at work in both countries' establishments.

This renders their significance rather moot in ending the war, but each establishment is ultimately answerable to the captains of the ship: Ayatollah Syed Mujtaba Khamenei in the case of Iran and Donald Trump in the US.

From being mocked, called names, and subjected to attempts at discrediting, Syed Khamenei has emerged as the interlocutor, or the center of gravity, in and of Iran. Needless to say, Donald Trump occupies the highest office in the US, its presidency.

Ultimately, then, the war's end and closure, in relative terms, for both Iran and the US depend on the two captains.

With respect to Syed Khamenei, communication is difficult. It is routed through a chain of couriers and a network that is independent of modern communications, and the network is anonymous.

No network node, or member, knows any other. Time and time lags then become key variables in the toing and froing of messages.

And then there is the interpretation of parleys and messages that go to and fro. But this logistical issue or matter is the least of the issues or problems.

In the main, it harks to the public perception of who will have won the war after a potential exit. This is indeed a poser and a conundrum.

Broken down, it will have consequences for the



nature of security in the Persian Gulf, the security implications for the Gulf states, and the nature of political balancing in the region.

Will Iran emerge as the regional hegemon from the denouement of the war? How will this potential scenario affect and impinge on the economics of the Gulf states and the strategic investments made by the US and other European powers? How will, in broad aggregate terms, the Middle East behave?

For America and the wider international order and relations, where a world with tripartite features or a broad multipolar ingress is almost set in stone, how will perceptions of a retreat in the face of Iranian resistance pan out?

And how will it play domestically in the US for Donald Trump, whose personal prestige and the MAGA agenda are at stake?

These may be the key issues that are holding up negotiations and a clear exit from the war. How these will be overcome will determine how and when the war will end.

Can these be overcome? Possibly, but how?

One major prong of the answer may lie in "theatrics", public posturing, and so on, in other words, in the domain of public relations (PR) efforts.

The war, then, should move from the actual combat theater to the "theatrics of war."

What could or should be the grist and mill of this PR exercise? And what policy sequels should be adopted by both countries?

While the details of the "theatrics" can be left to PR experts with political experience and gravitas, broadly, the entire exercise can be painted and depicted as a non-zero-sum one where both Iran and the US can claim victory.

The ideational nub of this exercise must center around global peace, not just stability, where both Iran and the US could be held to have contributed by climbing down from their respective positions.

In the realm of immediacy, and normatively speaking, the buzz around this must be intense, but so must the "dividends" felt in real terms.

These could mean reduced oil prices and monetary policy coordination across the world, where

real wages and reduced inflationary pressures yield outcomes for people across the world.

A bond market rally that percolates to the equities market may also help.

In terms of policy and politics, Iran must reach out to these parties and assure them of no retaliation of a retributory nature following an exit.

With respect to Western strategic investments in the Gulf region, Iran can offer assurances of neutrality regarding these.

While it amounts to stating the obvious that Iran will emerge as the regional hegemon in the Middle East following an exit, the country must ensure that it does not preen or bully.

It must be and remain a benign hegemon.

Amid all this, following the exit, the linkage to Palestine must be upheld. The continued misery of the people of Palestine must be addressed. The violence against them must be stopped, and the rebuilding of Gaza begun in a no-strings-attached way.

For Donald Trump and the US, the end of the war can be presented as the ultimate "art of the deal," made possible only through the persona and intervention of the 47th US president.

Broadly, the US, in terms of international relations, can reinvent itself into matters of import and concern to it in a vigorous, confident, and fresh way. Crafted this way, the exit from the war may be a win-win for both Iran and the US.

The postulates laid out here are tentative ones, but if a consensus crystallizes around these, the linkages are addressed, and some degree of coherence regarding them is arrived at, the war between the US and Iran might end.

This would be an outcome that will be good for both countries, and the world will have a sigh of relief.

Let haste, then, be made slowly by both sides.

— The author holds a Distinction in International Relations from the University of Aberdeen and combines scholarship with real-world engagement. He has worked in academia and media, including as Associate Editor at Kashmir Observer.

The Price of Distrust

Rising incomes tell one story, but unemployment, weak skills, financial strain and eroding faith in local commerce reveal a deeper challenge that will determine Kashmir's economic future.



Irshad Mushtaq

Kashmir's economy is at a pivotal moment, with per capita income projected to reach 1.68 lakh in 2025-26 and growing faster than many northern states.

The figures point to real progress, but they also mask a troubling reality.

Many young Kashmiris still wake up each morning without meaningful work. Official figures place unemployment in Jammu and Kashmir at nearly double the national level. Youth unemployment stands around 17.4 percent, while urban female unemployment approaches 30 percent.

Income growth and widespread joblessness now exist side by side, creating a gap between expectation and experience. Families see development in official reports while confronting uncertainty at home.

That contradiction lies at the heart of Kashmir's economic challenge.

Agriculture and allied sectors continue to support a large share of households even though their contribution to gross domestic product has declined over time. Government salaries, public spending and central assistance remain major drivers of consumption.

Such an economic structure creates limited space for a dynamic private sector capable of generating large-scale employment. Young people increasingly seek opportunity in a

marketplace that struggles to absorb their ambitions.

A deeper problem has emerged alongside these structural weaknesses: the erosion of trust.

Kashmir once built its reputation on trust in craftsmanship, commerce and personal relationships. Buyers relied on local traders because credibility served as a merchant's most valuable asset. Today, many consumers place greater confidence in an online platform hundreds of miles away than in a shop located in their own neighbourhood.

The reason is straightforward. Digital marketplaces provide visible prices, customer reviews, written records and clear return policies. Customers know what they are buying and what recourse exists if something goes wrong. Accountability creates confidence.

Many local businesses continue to operate with integrity, but too many consumers describe experiences involving inflated estimates, confusing measurements, unexplained charges and aggressive sales tactics. A customer who feels misled once rarely returns. A customer who feels respected often becomes a lifelong client.

Trust functions as economic infrastructure. Roads connect markets physically, but trust connects them socially. Once confidence weakens, every transaction becomes more difficult.

That reality helps explain why online platforms continue gaining ground. Their advantage comes less from technology than from transparency. Clear pricing, reliable communication, professional service and predictable outcomes create loyalty. Local businesses that embrace those principles can compete successfully. Those that depend on confusion and short-term gains surrender customers to competitors who make transactions simpler and more predictable.

The challenge extends beyond commerce. Kashmir also faces a widening gap between education and practical capability.

Universities and colleges produce thousands of graduates

each year. Many possess degrees, certificates and academic credentials. Employers frequently seek different skills. Basic financial literacy, measurement, budgeting, communication and problem-solving remain weak among many educated young people.

A graduate may discuss national politics fluently while struggling to evaluate a loan agreement, calculate long-term borrowing costs or verify a simple estimate from a contractor. Such gaps create vulnerability.

Economic participation depends upon practical knowledge as much as academic achievement.

Schools therefore need a broader mission. Students should learn how to interpret bills, compare prices, understand interest payments, calculate costs and manage household finances. Real-world competence strengthens confidence and improves decision-making. Education succeeds when it prepares young people for life as well as examinations.

Financial pressure adds another twist to the problem.

Social expectations increasingly push families toward expensive weddings, costly vehicles, branded products and highly visible displays of success. Income growth has encouraged aspiration, which can be a positive force. Trouble begins when aspiration outruns earning capacity.

Loans taken to finance appearances often create lasting strain. Household budgets tighten, and family tensions increase. Some individuals pursue speculative schemes promising quick wealth, only to face painful losses. Economic statistics may register growth while families experience stress, anxiety and conflict.

Another obstacle receives less attention but holds significant consequences: social envy.

Successful entrepreneurs, working couples and ambitious young professionals often become targets of gossip rather than examples of achievement. Communities flourish when success inspires imitation. Communities stagnate when success attracts suspicion.

Economic progress depends on a culture that values effort, rewards initiative and celebrates honest work.

Kashmir therefore faces a choice larger than any government policy. Public investment remains important. Government programs can create opportunities. Long-term prosperity, however, depends upon habits formed in homes, classrooms and marketplaces.

Children need practical skills alongside academic learning. Families need financial discipline alongside aspiration. Businesses need transparency alongside profitability. Communities need respect for work alongside admiration for credentials.

Local traders can begin rebuilding confidence immediately through written estimates, accurate measurements, clear pricing and dependable service. Parents can involve children in everyday financial decisions and household responsibilities. Young graduates can pursue entrepreneurship and vocational expertise alongside traditional career paths.

The central question confronting Kashmir is not whether growth will continue. The central question is whether that growth will rest on trust, skills and productive enterprise or on dependence, frustration and short-term thinking.

Income figures alone cannot secure the future. A strong economy grows when people trust one another, understand how money works, value honest effort and build businesses that solve real problems. Kashmir possesses the talent and energy to achieve that vision.

The next chapter will depend on whether society chooses transparency over exploitation, competence over credentials alone and long-term credibility over immediate gain.

That choice will determine far more than economic statistics. It will determine the quality of opportunity available to the next generation.

— The author is a Srinagar-based financial educator.

Kashmir's Family Fault Lines

Rising marital disputes in the valley reveal deeper pressures tied to mental health, unemployment, changing expectations, and a growing reluctance to confront difficult truths before marriage.



Mohammad Ilyas Bhat

Still remember the excitement surrounding the wedding of a young man in my extended family. Two years ago, relatives gathered under one roof, prayers filled the air, and the rituals that generations of Kashmiris have cherished marked the beginning of what everyone hoped would be a long and happy marriage. The marriage lasted barely a month. Only afterward did the groom's family learn that the bride had been struggling with drug addiction, a serious issue that had remained hidden before the wedding. Trust collapsed almost immediately. The dispute reached the courts, and the marriage ended in divorce. A year later, a close friend experienced a similar shock. His son married a young woman from a respected family. Everything seemed normal during the initial weeks. Then troubling patterns emerged. She avoided social outings with her husband, and refused to wear clothes that had been worn before or sleep on bed sheets that had already been used. Household items frequently had to be replaced. Her husband often purchased new products and removed labels in front of her before she agreed to use them. Several months later, my friend called in anguish. His daughter-in-law wanted a separation. The family eventually learned that she was living with Obsessive Compulsive Disorder, a condition that had become a major source of conflict within the marriage. These stories involve different

families and different circumstances, but they point toward the same reality: something important is changing in Kashmir. The valley still records one of India's lower divorce levels. Even so, discussions with lawyers, families and community leaders reveal a clear rise in matrimonial disputes during the past decade. Family courts that once handled a relatively small number of divorce petitions now deal with a growing stream of cases. Lawyers in Srinagar speak of petitions arriving daily. Similar patterns appear in districts such as Pulwama, Budgam and Baramulla. Behind every petition lies a story of expectations, disappointments, misunderstandings and pressures that rarely fit into a single explanation. Marriage traditionally occupied a special place in Kashmiri society. It represented far more than a union between two individuals. Families viewed it as a social commitment supported by relatives, neighbours, elders and community institutions. When disagreements emerged, parents, grandparents, religious scholars and respected community members often stepped in to repair relationships before they reached a breaking point. That culture created a powerful support structure. Couples entered marriage with the understanding that they belonged to something larger than themselves. Many of those structures have weakened. Younger generations enjoy greater independence and wider exposure to the world than their parents did. Personal choice has expanded, while individual aspirations have grown stronger. These developments bring many benefits, though they also reduce the influence of elders who once played a central role in guiding young couples through difficult periods. Family size has also changed. Parents who raise one or two children often form intense emotional attachments and find it harder to intervene firmly when marital problems arise. Larger households once provided a broader circle of advice,



KASHMIR'S RISING MARITAL DISPUTES POINT TOWARD A DEEPER SOCIAL CONVERSATION. This conversation extends far beyond divorce statistics or court filings. It concerns the health of families, the well-being of young people and the values that bind communities together.

mediation and accountability.

Economic pressures are also fueling marital strain across the valley. Kashmir's young people have achieved remarkable educational progress. Degrees and professional qualifications have become common. Stable employment remains much harder to secure. Many graduates spend years searching for work. Long periods of uncertainty affect confidence, family planning and financial stability. Marriage thrives when couples

can imagine a future together. Persistent unemployment makes that future harder to envision. Delayed weddings, financial stress and household tensions frequently follow. Mental health presents another challenge that needs much more attention than it currently receives. Anxiety disorders, depression, OCD and substance abuse affect families in every society. Individuals living with these conditions can build successful marriages and fulfilling

lives, particularly when they receive proper treatment and support. The larger problem arises when serious conditions remain concealed during marriage negotiations or when families avoid professional help because of stigma and social pressure. Trust forms the foundation of every marriage. Transparency strengthens that foundation, while concealment weakens it. Social media and changing cultural expectations have also transformed how many people view relationships. Young men and women now consume a constant stream of images portraying ideal partners, ideal lifestyles and ideal marriages. Real life rarely resembles those carefully curated pictures. Every marriage encounters disagreement, disappointment and adjustment. Earlier generations viewed patience, compromise and mutual accommodation as essential ingredients of married life. Many young couples still embrace those values today. Others approach marriage with expectations that leave little room for imperfection. When expectations rise beyond what real life can sustain, frustration comes quickly.

None of this means Kashmir should romanticize the past. Previous generations faced their own hardships, including marriages that endured despite unhappiness. Progress has expanded opportunities, education and personal freedom. Those gains enrich society. The challenge lies in ensuring that social institutions evolve alongside social change. Premarital counselling could help couples discuss expectations before marriage. Greater mental health awareness could encourage families to seek treatment early. Honest disclosure of significant personal issues would strengthen trust between families. Employment creation would ease financial pressures that weigh heavily on young households. Religious scholars, educators and community leaders could work together to prepare young people for the responsibilities that marriage brings. Marriage has survived for centuries because it rests on qualities that remain timeless: trust, commitment, sacrifice, honesty and mutual respect. Kashmir's rising marital disputes point toward a deeper social conversation. This conversation extends far beyond divorce statistics or court filings. It concerns the health of families, the well-being of young people and the values that bind communities together. A strong society grows from strong families. Strong families grow from marriages built on truth and responsibility. Preserving that foundation stands as a shared task for parents, communities, institutions and young couples themselves. The health of marriage in Kashmir will depend on whether we treat these warning signs as isolated family troubles or as an opportunity to strengthen one of the most important institutions in our social life.

— The author works in agricultural seed production and is currently writing his first short story collection in Kashmir.

What Nietzsche Saw, and Iqbal Answered

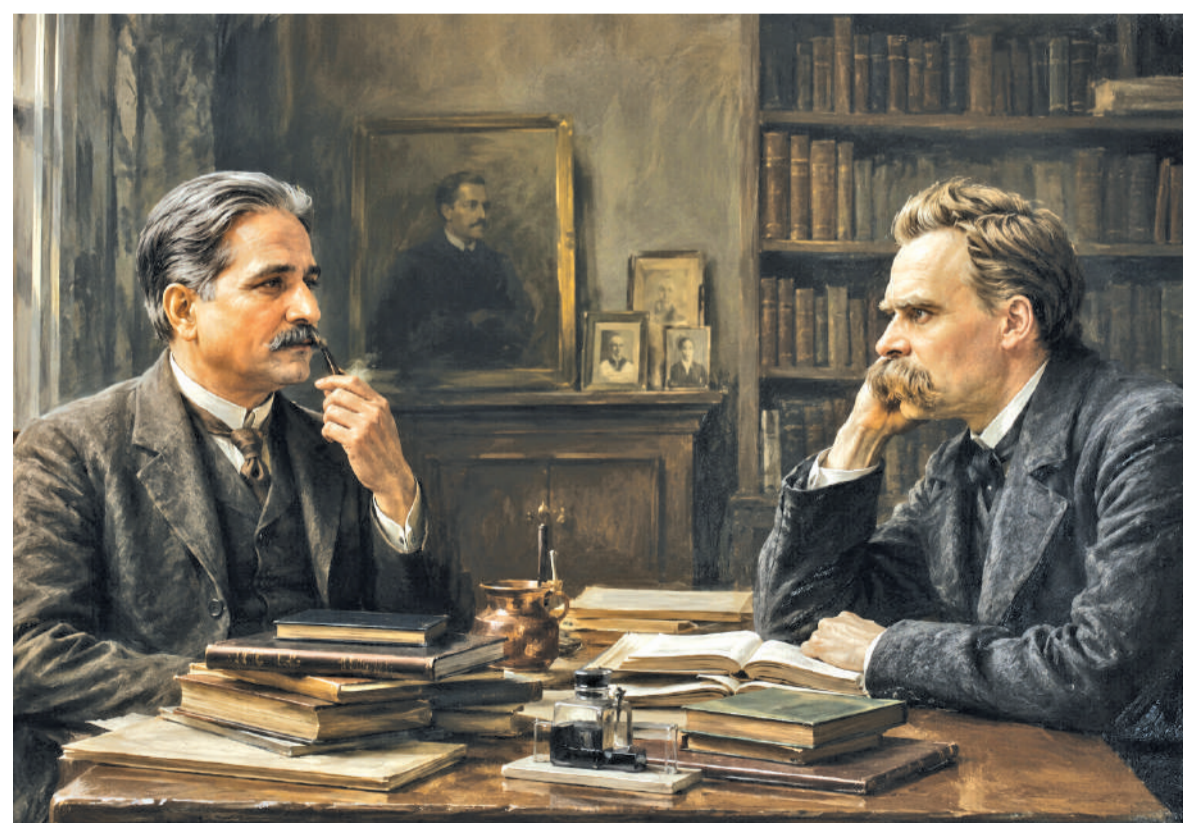
One sought human greatness through self-creation, the other through devotion to God, yet both confronted the same crisis: a human being diminished by fear, passivity, and dependence.



Subail Manzoor

The modern world suffers from a strange contradiction. People speak endlessly about empowerment while living under the authority of fear. They celebrate individuality while copying one another's opinions, tastes, and ambitions. They praise freedom while remaining captive to approval, comfort, and desire. Few thinkers diagnosed this condition more sharply than Friedrich Nietzsche and Muhammad Iqbal. Their answers differed profoundly, though each began with the same observation: human beings possess far greater potential than they typically realize. At first glance, Nietzsche's Übermensch and Iqbal's Khudi appear to belong to entirely different universes. Nietzsche emerged from a Europe wrestling with the collapse of religious certainty. Iqbal wrote from the heart of a Muslim civilization that had lost confidence in itself. One searched for renewal after the death of inherited beliefs, the other sought revival through a return to spiritual purpose. Beneath those differences lies a striking point of contact: neither thinker accepted a vision of humanity defined by passivity, dependence, or surrender to circumstance. Nietzsche looked at his age and saw exhaustion. He saw societies produc-

ing conformity instead of greatness. He saw morality detached from courage and institutions rewarding obedience more than excellence. His response was the Übermensch, a person who rises above the crowd, masters himself, creates meaning, and refuses to live under the authority of collective weakness. Iqbal confronted a different crisis. He saw Muslims who had forgotten their own spiritual inheritance. A civilization that once produced scholars, explorers, poets, and statesmen had fallen into imitation and inertia. His answer was Khudi, a concept often translated as selfhood but richer than simple individualism. Khudi meant cultivating the inner self until it became strong, disciplined, and conscious of its relationship with Allah. Here the paths diverge. Nietzsche imagined human elevation through transcendence of God. Iqbal imagined human elevation through nearness to God. Nietzsche wanted humanity to become its own source of value. Iqbal believed value already existed within a divine framework and that the highest achievement lay in aligning oneself with it. One pursued self-creation, the other pursued self-realization. Power occupied a central place in both visions. Nietzsche saw power as something generated through the will, Iqbal saw power awakening through faith. Each rejected cowardice and fatalism, demanded discipline, and called human beings to rise above mediocrity. Popular portrayals of religion often miss this point. Many assume spiritual life requires shrinking the self. Islam teaches something more demanding. It seeks the defeat of arrogance while cultivating strength. The Quran repeatedly calls believers toward courage, reflection, perseverance, self-mastery, and moral responsibility.



A Muslim bows before Allah alone. Such submission liberates rather than diminishes. The clearest expression of that ideal appears in the life of Prophet Muhammad ﷺ. His example reveals a form of human excellence that neither retreats from the world nor becomes consumed by it. He challenged the entire social order of Makkah with little worldly power, and dismantled tribal divisions that had defined Arabian society for generations. He remained merciful when victory placed immense power in his hands, and mastered anger, grief, desire, and success without allowing any of them to govern him.

Nietzsche admired individuals who create values amid civilizational collapse. The Prophet ﷺ transformed a society steeped in ignorance and violence into the foundation of a new civilization. The source of his authority, however, came through revelation rather than ego. His greatness emerged through service rather than self-exaltation. That distinction reveals a limitation within Nietzsche's vision. He understood strength with remarkable clarity. Surrender remained beyond his reach, while contemporary spirituality often moves toward the opposite extreme. It celebrates surrender while neglecting strength. Islam joins the two together.

Iqbal understood this balance better than almost anyone. His Mard-e-Momin, the true believer, was neither an isolated ascetic nor a passive worshipper. He was intellectually fearless, spiritually awake, emotionally disciplined, and deeply rooted in faith. Iqbal urged Muslims to abandon imitation and cultivate an inner life capable of action, leadership, and creativity. Such elevation never meant vanity. It meant proximity to Allah. That insight holds particular significance today. Social media rewards imitation, consumer culture trains people to define themselves through consumption, and public approval often deter-

mines personal choices. Many individuals experience life as a series of reactions rather than convictions. Nietzsche and Iqbal both challenge that condition. Each insists that human beings possess the capacity to rise above passive existence. Their shared lesson concerns self-mastery, while their disagreement concerns the source of ultimate meaning. Islam provides a compelling answer to that disagreement. It teaches that true elevation comes through becoming fully human in service to the One God. Such a vision demands discipline of desire, independence of thought, pursuit of knowledge, physical and spiritual strength, and commitment to truth even during isolation. Strength without God easily turns into domination. Spirituality without strength produces dependency. Human flourishing emerges when conviction and humility grow together. Many Muslims search for solutions in politics, economics, or technology. Those pursuits have value, though renewal begins elsewhere. Iqbal understood that civilizations rise when individuals rediscover the power of the soul. Nietzsche understood that human beings diminish when they abandon the pursuit of excellence. The deeper challenge remains the same today as it was in their time: becoming the kind of person whom fear cannot command. Islam's answer lies in a human being whose faith strengthens the self rather than shrinking it, whose devotion deepens courage rather than replacing it, and whose relationship with Allah awakens a freedom that no worldly force can take away.

— The author is a Srinagar-born MBA student in Malaysia and a former national-level football and MMA athlete.

Airtel rebrands 'Priority Postpaid' to 'Fast Lane'

Press Trust Of India

New Delhi: Bharti Airtel has rebranded its "Priority Postpaid" service to "Fast Lane," altering the service name on its website and mobile network indicators. The service, which utilizes 5G network slicing technology to offer higher-speed connectivity to premium users, has recently become the center

of a regulatory debate regarding net neutrality principles in India.

Airtel initially launched the Priority Postpaid plan last month, promising consistent data speeds for postpaid subscribers even in crowded markets and during peak traffic times. The service functions by dynamically separating a portion of the network for postpaid customers from

other service categories.

The introduction of preferential network lanes for higher-paying subscribers triggered concerns over whether the model violates net neutrality, a framework designed to ensure non-discriminatory internet access for all users, including lower-paying or prepaid customers. The issue attracted legislative

scrutiny a week later, when the Parliamentary Standing Committee on Communications and Information Technology, chaired by BJP leader Nishikant Dubey, noted that priority plans from telecom operators could potentially compromise the network experience for cores of prepaid users. The committee directed the Department of Telecommunications

(DoT) and the Telecom Regulatory Authority of India (TRAI) to review the impact of 5G network slicing by examining similar models implemented in Singapore, the United Kingdom, and other nations. The regulators were given 25 days to submit their findings ahead of the panel's next meeting. Bharti Airtel has formally deflected the service before the

parliamentary panel, maintaining that the 5G slicing technology does not breach net neutrality norms or degrade the quality of service for its broader prepaid user base. The company stated that data demonstrating stable performance across all user segments has been transparently shared with the telecom regulator, attributing overall experience

improvements to the efficiency of its standalone 5G network.

When asked whether the company had shelved or withdrawn the initial program following the controversy, a Bharti Airtel spokesperson denied the development, clarifying that the change was a planned transition to a new service descriptor at the end of their launch campaign.

CONTD. FROM FRONT PAGE

'Ayushman Bharat

Mein Pradhan Sevak Ke 11 Varsh' stated that the Ayushman Bharat-Pradhan Mantri Jan Arogya Yojana (AB-PMJAY), the world's largest government-funded health assurance scheme, has issued more than 43 crore Ayushman cards.

The scheme provides free treatment of up to Rs 5 lakh per family annually and has treated over 12 crore patients, resulting in savings of more than Rs 1.25 lakh crore for beneficiaries.

According to the booklet, the government has allocated over Rs 9,500 crore for AB-PMJAY in the current financial year to further strengthen health assurance coverage.

In maternal healthcare, over seven crore free antenatal check-ups have been conducted under the Pradhan Mantri Surakshit Matritva Abhiyan (PMSMA), aimed at ensuring safe pregnancies and reducing maternal mortality. The maternal mortality ratio has declined from 130 deaths per one lakh live births in 2014 to 88 in 2026, a reduction of about 32 per cent, according to the booklet.

The government has also expanded access to affordable medicines through the Pradhan Mantri Bhartiya Janaushadhi Pariyojana. More than 15 lakh people are purchasing low-cost medicines daily through Jan Aushadhi Kendras, generating savings of over Rs 40,000 crore for citizens through discounts on medicines, implants and medical devices.

The booklet also mentioned that over 105 crore sanitary napkins have been sold at a subsidised price of Re 1 under the Suvidha initiative.

Under the Pradhan Mantri National Dialysis Programme, more than four crore free dialysis sessions have been provided to patients suffering from serious kidney ailments.

The government document further stated that over seven crore people have benefited from Amrit Pharmacies, which provide medicines for critical illnesses at affordable rates. The Centre has set a target of establishing 500 such pharmacies across the country.

Primary healthcare delivery has received a boost through Ayushman Arogya Mandirs by bringing healthcare services closer to communities. According to the booklet, over 60 crore cancer screenings have taken place, and over 42 crore have availed tele-consultations, bringing healthcare services closer to communities.

The booklet also highlighted a significant expansion of medical education and health infrastructure. The number of medical colleges has increased from 387 in 2014 to more than 800 in 2026, while MBBS seats have risen from 51,348 to 1,28,976, and postgraduate medical seats have increased from 31,185 to 85,822.

The number of AIIMS institutions has nearly tripled from eight to 23 during the period.

Public expenditure on health has also increased sharply. Health budget allocation has risen from Rs 35,163 crore in 2014 to Rs 1,06,530 crore in 2026, while the AYUSH budget has grown from Rs 1,272 crore to Rs 4,408 crore. The share of government health expenditure has increased from 29 per cent to 48 per cent, reflecting a reduction in out-of-pocket spending by citizens.

The booklet stated that institutional deliveries have reached 96 per cent in rural areas and 98 per cent in urban areas. Full immunisation coverage under Mission Indradhanush has crossed 98 per cent, while more than 220 crore doses of COVID-19 vaccines have been administered nationwide.

It also noted that tuberculosis incidence declined by 21 per cent between 2015 and 2024, nearly double the global average rate of decline.

The booklet also highlighted that more than 87 crore Ayushman Bharat Health Account (ABHA) IDs have been generated, enabling citizens to create and access digital health records seamlessly across healthcare facilities.

Additionally, to improve cancer care, customs duty has been fully exempted on 17 critical cancer medicines, making treatment more affordable for patients. The Centre has also announced plans to establish day-care cancer centres in all district hospitals over the next two years to improve access to specialised treatment closer to people's homes.

The government has additionally launched a nationwide drive for Human Papillomavirus (HPV) vaccination to protect adolescent girls against cervical cancer, one of the leading causes of cancer-related deaths among women. (PTI)

People Have Understood

common person. After Congress' betrayal, people showed confidence in us. As an NDA family, we have strengthened the confidence that people have on us," Modi said.

Congratulatory messages from world leaders, standing ovation at an Union Cabinet meeting and 'pooja-aarti' by BJP leaders across the country marked Modi's longest continuous run as an elected prime minister on Wednesday.

On Wednesday, Modi crossed the record of Jawaharlal Nehru's 4,398 days in power as an elected prime minister following the 1952 general elections.

Nehru's stint from 1947 to 1952 was as head of an interim government as elections were not held till 1952.

PM Thanks Prez, NDA Leaders

Modi thanked President Droupadi Murmu and NDA chief ministers and leaders for their warm wishes on becoming the longest-serving democratically elected PM and said whatever

has been achieved over the years is the result of the collective efforts and aspirations of the people of India.

In separate messages, Modi also said the NDA's journey has been defined by a shared resolve to further national interest and regional aspirations and this spirit has strengthened the country's democracy, deepened cooperative federalism and accelerated development.

He also appreciated Vice President C P Radhakrishnan and Lok Sabha Speaker Om Birla for their congratulatory messages.

"Rashtrapati Ji, I am grateful to you for your warm wishes and kind words. Whatever has been achieved over the years is the result of the collective efforts and aspirations of the people of India," Modi said.

The prime minister said the affection and blessings of 140 crore Indians are his greatest strength and inspiration and he was particularly glad that the President mentioned PM-JANMAN and Dharti Aaba Janjatiya Gram Utkarsh Abhiyan in her congratulatory message.

"Our government remains committed to ensuring that the benefits of development reach every section of society in the true spirit of Antyodaya," he said.

Thanking the chief ministers and leaders of the NDA for their wishes, Modi said the NDA's journey has been defined by a shared resolve to further national interest and regional aspirations.

"This spirit has strengthened our democracy, deepened cooperative federalism and accelerated development. Over the last 12 years, the NDA has provided a stable government that has furthered progress across sectors. We will continue working together with renewed vigour in service of the nation and the vision of Viksit Bharat," he said in a post on X.

The post also carried a picture of NDA leaders, who attended the conclave of the ruling alliance on Wednesday at Bharat Mandapam in the national capital.

Thanking Vice President Radhakrishnan, the prime minister said the trust and blessings of the people of India inspire him to work harder in service of the nation.

"All my efforts will continue to be guided by the aim of building a Viksit Bharat that is prosperous and proud of our civilisational heritage. No stone will be left unturned in fulfilling the dreams and aspirations of our fellow Indians," he said.

Thanking Birla, Modi said this historic milestone in Indian democracy is the superb outcome of the boundless blessings and affection of the people.

"We all together will continue to advance with even greater resolve the pledge to build a developed, self-reliant, and prosperous India," he said.

5-Member Panel

It will also suggest long-term technical, administrative and safety measures aimed at preventing similar incidents in the future.

The Gulmarg Gondola service was disrupted on May 25 following a technical fault, leaving more than 300 tourists and local guides stranded in cable cars.

All those affected were safely evacuated during a joint rescue operation carried out by the Army, Police, National Disaster Response Force (NDRF) and State Disaster Response Force (SDRF).

The incident had prompted concerns over safety and operational preparedness at one of Kashmir's most visited tourist attractions.

Scientists Must

to translate scientific knowledge into tangible public health outcomes and strengthen the ability to combat infectious diseases, improve vaccine effectiveness and enhance healthcare delivery.

He described the human immune system as one of nature's most remarkable biological architectures and said continuous innovation in immunology remains essential to prepare for future global health challenges.

"We must translate scientific knowledge into public health action and further strengthen the ability to combat infectious diseases, improve vaccine effectiveness and enhance healthcare delivery," he said.

Calls for Focus on Precision Medicine Highlighting advances in personalised healthcare, Sinha termed precision medicine a transformative force in the medical sector.

"I consider Precision Medicine to be a major revolution in the healthcare sector today. Scientists, experts and researchers from various disciplines and institutions participating in this conference must collaborate and deliberate on this aspect and focus on inventing solutions capable of transforming medical science," he said.

Three Priority Areas Identified

The Lieutenant Governor urged scientists and stakeholders to deepen collaboration and focus on three key areas.

First, he called for the development of "Immuno-Al Fusion" systems using artificial intelligence to create immune profiles across different age groups and populations.

Second, he stressed the importance of research on "climate immunity" in view of changing environmental conditions and emerging health threats, including future pandemics.

Third, he urged stakeholders in translational medicine to reduce the gap between laboratory discoveries and practical patient care so

that healthcare systems can gain quicker access to new diagnostic tools, medical devices and therapies.

Tribute to Scientific Community Sinha also expressed gratitude to the global immunology community for its contribution to safeguarding human life through research and innovation.

He said hosting the annual conference in Jammu and Kashmir was significant as it aligned with the region's long-standing legacy as a centre of learning and scientific inquiry.

The event was attended by leading scientists, researchers, policymakers and healthcare experts, including Prof. G.P. Talwar, Founder Director of the National Institute of Immunology; Prof. M. Ashraf Ganie, Director SKIMS; Prof. Amit Awasthi, President of the Indian Immunology Society; Prof. Anil Kaul, Vice Chancellor of Malla Reddy Vishwavidyapeeth; Dr. Bashir A. Fomda, Dean Medical Faculty SKIMS; and Prof. Dil Afroz, Head of the Advanced Centre for Human Genetics, SKIMS.

LG Reviews Yatra

pilgrimage is scheduled to commence on July 3 and conclude on August 28.

According to officials, the meeting reviewed preparedness related to infrastructure, security, healthcare, sanitation, connectivity and other services required for the smooth conduct of the yatra.

Sharing details on social media platform X, Sinha said all stakeholders had been asked to ensure that arrangements are completed well in advance.

"Today, chaired a high-level review meeting on preparations for Shri Amarnath Ji Yatra 2026 and directed all departments and security agencies to ensure timely completion of arrangements from infrastructure and security to healthcare, sanitation, connectivity and pilgrim services," the Lieutenant Governor said.

Officials said several preparatory meetings have already been held at district and base camp levels in Jammu, Anantnag and Ganderbal districts to assess requirements and coordinate arrangements among various departments.

The administration is making elaborate arrangements along both the Pahalgam and Baltal routes to facilitate pilgrims expected to participate in the annual yatra.

Sinha said the administration's focus remains on ensuring a safe and hassle-free pilgrimage for devotees.

"Our collective goal is to ensure a safe, seamless, and spiritually fulfilling pilgrimage for every devotee of Baba Barfani," he said.

CM Seeks Rail

appreciated the quality of service, passenger comfort and punctuality of the Jammu-Srinagar Vande Bharat Express, describing it as a major step in improving connectivity between the Kashmir Valley and the rest of the country.

Seeks Anantnag Halt

Highlighting growing public demand for improved rail accessibility, Omar urged the Railway Ministry to consider providing a halt for the Vande Bharat Express at Anantnag to facilitate travel for residents of South Kashmir and adjoining areas.

He said the additional stop would improve access to the rail network for a large population and further strengthen regional connectivity.

Calls for More Trains During Airport Closure The Chief Minister also drew the Railway Minister's attention to the scheduled closure of Srinagar International Airport from October 1 to October 15 for runway maintenance and resurfacing works.

He said the closure coincides with a peak tourist season in Kashmir and could affect the movement of tourists, pilgrims and local residents.

In view of the expected disruption to air travel, Omar urged the Railway Ministry to augment rail services to the Valley, particularly by increasing the frequency of Vande Bharat trains during the airport shutdown and related flight restrictions.

He said enhanced railway services would provide a reliable alternative for passengers and help sustain tourism and economic activity during the period.

Alternative Travel Option

The Chief Minister noted that additional train services would benefit tourists visiting Kashmir during the festive season, including the Durga Puja holidays, besides catering to the travel needs of residents and pilgrims.

The meeting comes months after the launch of the Vande Bharat Express service between Shri Mata Vaishno Devi Katra and Srinagar on April 30, which established the first direct rail link between Jammu and the Kashmir Valley.

The service was flagged off by Union Railway Minister Ashwini Vaishnav in the presence of Chief Minister Omar Abdullah and other dignitaries.

India's Security

Rajnath Singh, there is nothing to worry about. No one can even dare to raise an eye against India," Seth said.

Highlights Tourism Growth

Pointing to the growing number of tourists visiting Jammu and Kashmir, Seth said the improving security and development scenario had made the Union Territory a preferred destination for travellers from across the country.

He claimed that 1.77 crore tourists had visited Jammu and Kashmir and expressed confidence that the figure would increase substantially in the coming year.

"My assessment is that in 2026, the number of tourists will reach three crore," he said, adding that people were enthusiastic about visiting Kashmir.

Referring to Prime Minister Modi's appeal to promote domestic tourism, Seth said travellers were increasingly choosing destinations such as Kashmir and the Northeast.

Economy Stable Despite Global Uncertainty The minister also credited the Central Government with maintaining economic stability despite global challenges, including tensions in West Asia.

"There is a war-like situation in the Middle East, but there is no panic here. Essential supplies are available and prices have remained under control," he said.

According to Seth, the government's efforts had helped maintain supply chains and limit the impact of international developments on the domestic economy.

Marks Modi Government's 12 Years

Seth was in Srinagar as part of programmes marking 12 years of the Narendra Modi-led government at the Centre.

He inaugurated a cleanliness drive at the Hazratbal shrine under the theme "12 Saal Bemisaal". Earlier in the day, he visited the Shankaracharya Temple and offered prayers for the Prime Minister's health and long life.

Describing the completion of 12 years in office as a significant milestone, Seth said Modi had transformed the country's image and accelerated development across sectors.

"Prime Minister Modi has changed the country's destiny and image. The country today is moving forward peacefully and very rapidly," he said.

3 Indians Missing

coast of Oman earlier today. Of the 24 Indian crew onboard, 21 Indians have been rescued thus far and three Indians are reportedly missing," the Ministry of External Affairs (MEA) said.

The ministry said the Indian Embassy in Oman was closely monitoring the situation and coordinating with local authorities in the ongoing search operation.

New Delhi also voiced broader concerns over maritime security in the region.

"The targeting of commercial shipping and civilian infrastructure in West Asia must end, and free and unimpeded navigation through international waterways should be restored at the earliest," the MEA said.

The incident comes amid escalating tensions in the Gulf following the U.S.-led blockade of Iranian ports and shipping routes, raising fresh concerns over the safety of commercial vessels operating in one of the world's most critical energy corridors.

Govt Orders

toilets, bathrooms, electricity supply, ventilation and safety arrangements.

Besides physical inspections, the committees have been directed to scrutinise maintenance of records, accounts, expenditure and procurement processes to ensure proper utilisation of funds and compliance with financial rules and procedures.

The move aims to strengthen oversight and improve accountability in the management of hostels across the Union Territory.

According to the order issued by Commissioner-Secretary, General Administration Department, M. Raju, the committees will recommend remedial measures for improving hostel administration, safety, welfare and living conditions of inmates.

The inspection teams will submit comprehensive monthly reports to the deputy commissioners concerned, who will review the findings and forward recommendations to the relevant administrative departments for necessary action.

Officials said the initiative is intended to ensure better standards of care, safety and infrastructure for hostel residents across Jammu and Kashmir.

Delhi HC Grants

passport, not leave Delhi without the trial court's permission and regularly report to the investigating officer.

It also directed him not to make any public statement on the case or participate in activities prejudicial to public order or the trial's integrity, or "upload/share/disseminate or circulate any anti-national material".

Parvez, the programme coordinator of the Jammu and Kashmir Coalition of Civil Society and the chairperson of the Asian Federation Against Involuntary Disappearances, was arrested by the National Investigation Agency (NIA) on November 22, 2021.

The NIA had alleged that under the guise of human-rights activism, Parvez conspired with a Lashkar-e-Taiba (LeT) operative to run a network of overground workers (OGWs) for furthering the activities of the Pakistan-based terrorist organisation and committing terror acts in India.

It had alleged that Parvez was actively involved in collecting information regarding the movement of Army vehicles near the Line of Control (LoC), road conditions and details of Army camps, structures of the Army, paramilitary and police etc.

The NIA has charge-sheeted Parvez for several offences, including under sections 13 (punishment for unlawful activities), 18 (punishment for conspiracy etc.), 18B (punishment for recruiting of any person or persons for terrorist act), 38 (offence relating to membership of a terrorist organisation) and 39 (offence relating to support given to a terrorist organisation) of the UAPA and other sections under the Prevention of Corruption Act and the Indian Penal Code.

Opposing the bail plea, the NIA contended in the high court that material shows that the case against the human-rights activist is founded on overt acts, including recruitment of OGWs for the LeT, transmission of intelligence to a Pakistan-based handler, active orchestration of public violence, possession of targeting lists of Indian Army personnel and corrupt engagement with a former NIA officer.

The NIA counsel emphasised that Parvez is a flight risk, instigated protests after the encounter of Burhan Wani and his past antecedents included five other cases involving similar secessionist and terrorist activities.

In the judgment, the court said the allegations against the accused, though serious, were based on the statement of a co-accused-turned-approver, who claimed to be an NIA informer, and were yet to be tested in trial.

It observed that the NIA's allegations and Parvez's defence ought to be tested against his long period of incarceration, the unlikelihood of the trial ending soon and the yardstick of "bail being the rule".

"The appellant's rights under Article 21 of the Constitution of India need to be balanced and may even trump the restriction imposed under section 43D(5) of the UAPA," the court said.

"We are also to keep in mind that the appellant is infirm. Though the learned SPP has emphasised that his infirmity has not deterred the appellant from still indulging in activities, which he describes as being anti-national, the fact remains that the appellant is infirm and deserves special consideration," it added.

The court noted that although the Supreme Court has referred issues arising from the interplay between Article 21 and section 43D(5) of the UAPA to a larger bench, the court has nonetheless released the accused in that case on interim bail for six months on account of a substantial period of incarceration.

In the present case, it said, the incarceration was for almost four years and a half, and the trial is at the stage of arguments for the framing of charge, with the prosecution intending to examine 197 witnesses.

The court asked Parvez to execute a personal bond of Rs 2 lakh with two sureties in the like amount and clarified that his release is subject to his custody in any other case.

Other conditions included keeping his mobile phone switched on at all times, not changing his residence or contact details without prior intimation to the investigating officer and the trial court, and not tampering with evidence.

Parvez's counsel contended that mere statements against him without conclusive evidence did not make out a prima-facie case under the UAPA.

The lawyer submitted that the information regarding Army structures etc. was collated and published in 2015 in a report, which was a legitimate human-rights documentation in public interest and most of the information was collected through RTI.

Retiral Benefits

the departmental proceedings. Even though the employer is vested with a right to order recovery from the pension of any officer/official of any amount on account of losses found in judicial or departmental proceedings, which may have been caused to the employer by the negligence or fraud of a delinquent employee during his/her service, yet the same can be done only subject to conditions stipulated in Article 168-A of the J&K CSR and such losses must have been determined in departmental or judicial proceedings."

Adverting to the facts of the present case, the court said that it was not the case of the respondents that in the departmental proceedings, loss to the respondent Corporation by acts/omissions of petitioner have been assessed.

"In fact, it is not even the case of the respondents that alleged acts/omissions of the petitioner have caused any loss to the Corporation," the court said.

Merely pendency of the investigation, without there being a charge sheet laid before the court, cannot be termed as a judicial proceeding, the Bench said.

"Therefore, as on date, there is no judicial proceeding pending against the petitioner whereby assessment of losses that may have been caused to the respondent-Corporation on account of acts and omissions of the petitioner is being undertaken," the court said, adding, "In fact, it is admitted case of the respondents that the petitioner has neither drawn the charge allowance nor has he drawn the salary attached to the post of Managing Director. Thus, his alleged actions have not resulted in any monetary benefit to him nor has it resulted in any loss to the respondent Corporation."

Therefore, the court said, it is not open to the authorities to withhold the terminal benefits of the petitioner or to withhold his salary dues.

Macadamisation Works across Kashmir Hit by Rising Bitumen Prices

Observer News Service

SRINAGAR: Macadamisation works across Kashmir Valley are facing a major setback this season as rising bitumen prices and the ongoing boycott by Hot Mix Plant owners have disrupted road construction projects across the Valley.

The government had earlier approved a macadamisation plan worth around Rs 223 crore for nearly 559 kilometres of roads across Kashmir for the 2026-27 financial year. However, officials and contractors say soaring prices of bitumen, diesel and transportation have severely affected execution on the ground.

Sources within the Roads and Buildings (R&B) Department told KNO that a majority of tenders floated for blacktopping and resurfacing works in several districts either received no bids or witnessed very low participation due to the ongoing boycott by the Hot Mix Plant Owners Association (HMPO).

An Executive Engineer from

the R&B Department said this year's macadamisation programme has been "badly hit" due to the sharp rise in bitumen prices and the ongoing standoff with Hot Mix Plant owners.

"The impact is huge, and there are serious concerns over the timely completion of projects," the official said.

Chief Engineer Central Kashmir, Sushil Kumar, however, said the tendering process for road works is "live and ongoing" and that the department is closely monitoring the situation.

HMPO President Bashir Ahmad Khan said the association was left with no option but to continue the boycott as the government had failed to address the "genuine and logical demands" of the industry.

"The cost of petroleum products and allied materials used in macadamisation has increased sharply over the years. Despite repeated requests, no concrete step has been taken to compensate for the increase in costs," Khan said.

Jammu Administration Clears State Land, Demolishes Four Illegal Structures



Observer News Service

JAMMU: Acting on the directions of Deputy Commissioner Jammu, Dr. Rakesh Minhas, and under the supervision of SDM Jammu North, Dr. Deepak Kumar, an anti-encroachment drive was conducted today in Tehsil Bhalwal to remove illegal structures raised on State land.

During the drive, four shops constructed illegally on State land under Khasra No. 3456 situated in Village Bhalwal were demolished. The action was taken following complaints regarding unauthor-

ized occupation of valuable State land at a prime location.

The demolition was carried out in the presence of Tehsildar Bhalwal, Ms. Monika Sharma, and SHO Gharota, Rajesh Verma, along with the revenue and police officials who ensured the smooth execution of the operation.

The district administration reiterated its commitment towards safeguarding government land from encroachment and warned that strict action will continue against all unauthorized occupations of State land in accordance with the law.

Zojila Tunnel to Boost Tourism, Economy: COO MEIL



Observer News Service

SRINAGAR: Chief Operating Officer (COO) of Megha Engineering and Infrastructure Limited (MEIL), Harpal Singh, on Wednesday said the strategically important Zojila Tunnel will provide all-weather connectivity between Kashmir and Ladakh, significantly boost tourism and economic activity, and is expected to be opened for traffic by the end of 2028.

Speaking with KNO, Singh said the project will end the recurring disruption caused by the seasonal closure of the Zojila Pass.

"Every year, traffic on the Zojila Pass remains suspended for nearly four to five months due to heavy snowfall and adverse weather conditions. Once

the tunnel becomes operational, Ladakh will have uninterrupted road connectivity throughout the year," he said.

The officer said the tunnel would also enhance road safety by reducing accidents on the treacherous mountain pass. "Even when the pass remains open, and weather conditions are favourable, around 50 to 60 accidents are reported annually, resulting in significant loss of lives. The tunnel will provide a safer and more reliable route for commuters," he added.

Highlighting the economic benefits of the project, Singh said improved connectivity would give a major boost to tourism and trade in both Kashmir and Ladakh. "The project will have a

positive impact on the local economy. Increased tourist inflow will create more opportunities for taxi operators, hoteliers, shopkeepers and other stakeholders associated with the tourism sector," he said.

Referring to the breakthrough achieved on Monday, the COO termed it a major milestone in the execution of the project but noted that substantial work still remains.

"Today's breakthrough marks an important achievement. However, it will take another two-and-a-half years to complete the remaining works. The construction process will continue through 2027 and 2028, and traffic is expected to start moving through the tunnel by the end of 2028," he said.

Not Only Business Rules, Want Statehood to be Restored: Dr Farooq

Observer News Service

SRINAGAR: Stating that people are waiting for the Centre to fulfil its promise, National Conference President Dr Farooq Abdullah on Wednesday said that they don't want only business rules but they demand the restoration of Jammu and Kashmir's statehood.

Speaking to reporters during his visit to Sarnal in South Kashmir's Anantnag district, Dr Farooq as KNO said, "We don't want only business rules but also the restora-

tion of statehood in Jammu and Kashmir, as promised. We are waiting for this commitment to be fulfilled. The Prime Minister himself had assured Omar Abdullah that the promise would be honoured, and we expect him to deliver on it."

Commenting on reports of violent clashes in Pakistan-occupied Jammu and Kashmir (PoJK), he expressed concern over the hardships being faced by people there and called for peace.

"This is what we seek and

pray for—that conflict comes to an end and peace prevails everywhere. The difficulties and suffering being faced by the people there are unfortunate. We hope these hardships are removed and that they are able to live in peace, security and dignity," Dr Farooq said.

He also stressed the need for peace and stability across the region, expressing hope that tensions in different parts of the world, including the ongoing Iran-US confrontation, would ease through dialogue and understanding.

2 Soldiers Die in Accidental Blast near LoC in Uri sector

Observer News Service

SRINAGAR: Two soldiers died in an accidental blast near the Line of Control (LoC) in North Kashmir's Uri sector in Baramulla district on Wednesday, officials said.

An official told KNO that the incident occurred in the Kamalkote area of the Uri sector. "Two soldiers identified as Arjun Jadhav and Vikram Balakrishna, hailing from Maharashtra sustained critical injuries during the accidental explosion. The injured were rushed to the Army's base hospital in Badambagh Cantonment area of Srinagar, but despite the best efforts of the doctors, they couldn't be revived," the official said.

The deceased soldiers belonged to the 8 Rashtriya Rifles. The exact details as to how the explosion occurred are await-

ed. Lieutenant Governor Manoj Sinha paid homage to Army brave hearts.

"I salute the supreme sacrifice of our bravehearts. The nation shall remain forever grateful to their selfless devotion to duty. We stand united in solidarity with the families of the martyrs in this hour of grief," the Lieutenant Governor said. Srinagar based Army's Chinar Corps paid solemn tribute to the supreme sacrifice of bravehearts, who laid down their lives in the line of duty for the Nation. "Their unwavering courage, devotion and selfless service will continue to inspire generations."

Chinar Warriors while paying tributes to the brave hearts said, "We salute their indomitable valour and sacrifice. We stand firmly with the bereaved families in this hour of grief and remain committed to their dignity and well-being."

'Non-Solar Hours Bring 250 MW Power Crunch to J&K, Ladakh'

Observer News Service

SRINAGAR: Despite an increase in power generation, Jammu and Kashmir and Ladakh are facing peak 250 Megawatts (MWs) deficit during non-solar hours in several blocks.

Furthermore, there has been no bilateral advance procurement scheduled.

According to the official documents available with KNO, Northern Regional Power Committee (NRPC) in a month ahead RA analysis observations said that the regions were facing 250 MWs power deficit.

"250 MW peak deficit is observed during non-solar hours across some blocks, where no bilateral advance procurement is scheduled," it reads.

The committee however said that the gap is proposed to be managed through the short term market during non-solar periods.

In the meantime, NRPC in a Technical Coordination Committee (TCC) discussion said that J&K representative informed that with the availability of hydro power and low demand in summer months,

power position in J&K is expected to be comfortable.

The Committee has also asked the SLDC of J&K to share the details of further tied up and arrangements to meet the peak demand with NRLDC and NRPC.

Pertinently, in the first week of June-2026, KNO reported that deficiency in reactive power support has left the J&K grid gasping for voltage stability.

The severe voltage triggered by insufficient reactive compensation in J&K is raising serious questions about the region's power reliability.

The authorities had said, "Due to inadequate reactive compensation in J&K State Transmission Utility (STU) network, severe low voltages have been observed in J&K grid."

Reactive power compensation is the management of reactive power to improve the efficiency, stability, and power quality of an Alternating current (AC) electrical system.

In May-2026, KNO reported that authorities have revealed power voltages in Jammu and Kashmir have slumped to severe low levels.

U.T of J&K

OFFICE OF THE EXECUTIVE ENGINEER PWD(R&B) DIVISION QAZIGUND

NOTICE INVITING TENDERS

NIT NO.07 OF R&B Qazigund /2026-27 /E-TENDERING/1190-1205 Dated:08-06-2026

For and on behalf of the Lt. Governor, Union Territory of J&K Expression of Interest (EOI) are invited on %age basis from approved and eligible Bidders as per Instruction to Bidder (ITB) and Terms of Reference. The Bidder (Firm/Consultant/Agency/Company) should have the eligibility as per Annexure-II under Eligibility Criteria for each of the following works:-

S. No	Name of Work	Cost of T/Doc. (in Rs)	Earnest Money in Rs	M.H. of Account	Type of Consultancy
1.	"Consultancy Services for Preparation of Architectural, Structural, Sanitary, Electrical, Mechanical, Heating, Ventilation and Air Conditioning (HVAC) Designs/Drawings, Detailed Project Reports (DPRs), Estimates and Allied Consultancy Services for Buildings, Religious/Heritage Structures and Other Public Infrastructure Works including soil testing and vetting from an institute of national repute under the jurisdiction of PWD (R&B) Division Qazigund (Stage Contract) for the Financial Years 2026-27."	1000	10000/-	(Respective Heads)	Architectural/Structural Consultancy

1. The NIT Consisting of qualifying information, eligibility criteria, specifications, Bill of quantities (B.O.Q), Set of terms- and conditions of contract and other details can be seen/downloaded from the departmental website www.jktenders.gov.in as per schedule of dates given below:

S. No.	Particulars	Dated
1	Date of Issue of Tender Notice	08-06-2026
2	Period of Downloading of bidder documents	From 09-06-2026 11.00 AM
3	Bid submission Start Date	From 09-06-2026 11.00 AM
4	Bid Submission End Date	To 19-06-2026 04.00 PM
6	Date and time of opening of bid (online)	20-06-2026 11.00 AM In the office of Executive Engineer PWD(R&B) Division Qazigund

2. Bidders shall deposit the prescribed Earnest Money Deposit (EMD) and Tender Fee through online mode into the designated Centralized Pooling Account No. 0470010200000099, IFSC: JAKAOLALANG (M./S Centralized Pool Account PW R&B), strictly in accordance with Finance Department Circular No. FD-Code/290/2026 dated 22.05.2026 and Office Order No. CE/R&B/SK/WS/2095-2111 dated 05.06.2026 issued by the Chief Engineer, PW(R&B) Department, South Kashmir. Submission of EMD in the form of CDR/FDR/TDR/ Bank Guarantee or any other instrument shall not be permissible. Documentary proof/receipt evidencing successful remittance of the EMD and Tender Fee shall be uploaded along with the bid, failing which the bid shall be liable for rejection as non-responsive.

3. The 1st lowest Bidder has to produce Performance Security (5%) within 07 Days before fixation of Contract and shall be released after successful completion of work. Notwithstanding the above, the Bid Security deposited by the successful bidder(s) shall stand retained and shall be credited to the account of the concerned Division as Performance Security and adjusted under the applicable Performance Security Deposit Head.

4. MSME: Only those MSME's shall be considered responsive who shall have the domain of civil engineering consultancy services in their certificate of incorporation/registration under UDYAM. These MSME's have a special exemption to the submission of Tender Document Fees and Earnest Money Deposit in accordance with the rules outlined in the MSME Act, GFR- 2017(Rule 170-I, 173-I), and Indian Gazette (SO-581-E Rule 1 to 7).

5. The date and time of opening of Bid shall be notified on Web Site www.jktenders.gov.in and conveyed to the bidders automatically through e-mail message on their e-mail address. The bids of Responsive bidders shall be opened online on same Web Site in the office of Executive Engineer PWD(R&B) Division Qazigund.

6. The bids for the work shall remain valid for a period of 120 days from the date of Opening of Technical bids.

7. Instruction to bidders regarding e-tendering process.

a. Bidders are advised to download bid submission manual from the "Downloads" option as well as from "Bidders Manual Kit" on website www.jktenders.gov.in to acquaint bid submission process.

b. To participate in bidding process, bidders have to get 'Digital Signature Certificate (DSC)' as per Information Technology Act-2000. Bidders can get digital certificate from any approved vendors.

c. The bidders have to submit their bids online in electronic format with digital Signature. No Financial bid will be accepted in physical form.

d. Bids will be opened online as per time schedule mentioned above.

e. Bidders must ensure to upload scanned copy of all necessary documents with bid.

The Firm/Consultant shall be required to visit site as & when required, however nothing extra shall be paid for site visits.

No. 1190-1205
Date:08-06-2026

DIPK-1999-26
DT: 10/06/2026

Sd/-
Executive Engineer,
PWD (R&B) Division Qazigund

Government of Jammu & Kashmir

OFFICE OF THE EXECUTIVE ENGINEER PWD(R&B) DIVISION ANANTNAG

NIT 28 OF R&B/Anantnag/2026-27 /E-TENDERING/2503-12, DATED 10-06-2026

For and on behalf of the Lt. Governor, Union Territory of J&K e-tenders are invited on %age basis from approved and eligible Contractors registered with J&K Govt. CPWD, Railways and other State/Central Governments for each of the following works:-

S. No	Name of Work	Estimated Cost (Rs in Lacs)	Cost of T/Doc. (in Rs)	Earnest Money (in Rs)	Time of Completion	Major Head of Account	Class of Contractor
1.	Up-gradation of Hostel GCW Anantnag.	34.27 Lacs Contract Price exclusive of GST: 29.04 + (18% GST Amount 5.23)	1100	68540/-	90 Days	Capex Budget 2026-27	AAY & BEE Class Only
2.	Construction of Cabin system at AD Office FCS & CA Anantnag.	4.99 Lacs Contract Price exclusive of GST: 4.23 + (18% GST Amount 0.76)	200	9980/-	30 Days	Capex Budget 2026-27	DEE Class & MSME's Only

Project Authority: 1. Principal Govt. Degree College Women Anantnag.

2. Director Food Civil Supplies & CA Kashmir

Position of AAA: 1. Accorded vide Order No. 02 of 2026, Dated 15.05.2026.

2. Accorded vide Order No. 386 - DFCS & CAK of 2026, Dated 25.05.2026.

1. The NIT Consisting of qualifying information, eligibility criteria, specifications, Bill of quantities (B.O.Q), Set of terms- and conditions of contract and other details can be seen/downloaded from the departmental website www.jktenders.gov.in as per schedule of dates given below:

S. No.	Particulars	Dated
1	Date of Issue of Tender Notice	10-06-2026
2	Period of Downloading of bidder documents	From 10-06-2026 (04:00 PM) To 16-06-2026 (04:00 PM)
3	Bid submission Start Date	From 10-06-2026 (04:00 PM)
4	Bid Submission End Date	To 16-06-2026 (04:00 PM)
5	Date and time of opening of bid (online)	17-06-2026 (10:30 AM) In the office of Executive Engineer PWD(R&B) Division Anantnag.

1. Bids must be accompanied with cost of tender document in shape of Treasury Challan / receipt (Under MH- 0059 PWD) in favour of Executive Engineer R&B Division Anantnag (Tender Inviting Authority) (NIT No. Name of Work/Item No. to be mentioned on the Treasury Challan / Receipt) (The Date of Treasury Challan should be between the date of Start of Bid and Bid Submission End Date) and EMD (2% of advertised Cost) in the shape of CDR/FDR/BG pledged to Executive Engineer PWD(R&B) Division Anantnag. (Tender receiving Authority). (The Date of EMD/CDR/FDR/BG should be between the date of Start of Bid and Bid Submission End Date and validity of EMD at the time of opening of Bids shall be a period of 45 Days beyond Bid Validity of 120 Days). The same EMD should not be used in more than one Tender/Bid.

2. All the Bidders have to submit Earnest Money/Bid Security (EMD@2% of Advertised Cost) in the shape of CDR/FDR/BG. Non submission of Earnest Money/Bid Security shall render the bidder as Non-responsive.

3. The 1st lowest responsive (Successful) Bidder has to produce an amount equal to 5% of contract as Performance Security in the shape of CDR/FDR/BG in favour of Executive Engineer R&B Division Anantnag (Tender receiving authority) within 03 Days before fixation of Contract and shall be released 60 days after successful completion of Defect Liability Period (DLP) of the work. The date of Performance Security (CDR/FDR/BG) should be after the date of issuance of letter/L01 to deposit the performance security. Failure to produce Performance Security shall render the L1 as non-responsive and case for debarment of the Contractor be forwarded to Higher Authorities for a period of 01 Year.

4. The Earnest Money Deposit (EMD@2% of Advertised Cost) in the shape of CDR/FDR/BG of the successful Bidder shall be released after receiving Performance Security @5% of the allotted cost in the shape of CDR/FDR/BG and same shall be released 60 Days after successful completion of Defect Liability Period (DLP) of the work.

5. The date and time of opening of Bids shall be notified on Web Site www.jktenders.gov.in and conveyed to the bidders automatically through an e-mail message on their e-mail address. The bids of Responsive bidders shall be opened online on same Web Site in the Office of Executive Engineer R&B Division Anantnag

6. The bids for the work shall remain valid for a period of 120 days from the date of opening of Technical Bid

7. Instruction to bidders regarding e-tendering process.

a. Bidders are advised to download bid submission manual from the "Downloads" option as well as from "Bidders Manual Kit" on website www.jktenders.gov.in to acquaint bid submission process.

b. To participate in bidding process, bidders have to get 'Digital Signature Certificate (DSC)' as per Information Technology Act-2000. Bidders can get digital certificate from any approved vendors.

c. The bidders have to submit their bids online in electronic format with digital Signature. No Financial bid will be accepted in physical form.

d. Bids will be opened online as per time schedule mentioned in Para-1.

e. Bidders must ensure to upload scanned copy of all necessary documents with bid.

f. Bidders must ensure to upload scanned copy of all necessary documents including tender document fee in terms of soft copies with technical bid.

Note:-

8. The department will not be responsible for delay in online submission due to any reasons.

9. Scanned copy of cost of tender document in the shape of Treasury Challan / Receipt in favour of Executive Engineer PWD(R&B) Division Anantnag (The Date of Treasury Challan should be between the date of Start of Bid and Bid Submission End Date) and EMD in the shape of CDR/FDR/BG pledged to Executive Engineer PWD(R&B) Division Anantnag must be uploaded with the documents of the bid. The Original Treasury Challan (Cost of Tender Document), EMD and other relevant bid documents shall be obtained from the lowest bidder before the fixation of the Contract.

10. Bidders are advised not to make any change in BOQ (Bill of Quantities) contents. In no case they should attempt to create similar BOQ manually.

11. Price escalation and taxes: The %age quoted by the bidder entirely in Indian Rupees, shall be deemed to include price escalation upon completion of the work. Deduction on account of taxes shall be made from the bills of the contractor on gross amount of the bill as per the rates prevailing at the time of recovery.

12. Bidders are advised to use "My Documents" area in their user on R&B e-Tendering portal to store such documents as are required.

13. All other terms and conditions are as same as laid in PWD Form 25.

(Er. Mohammad Waseem)
Executive Engineer,
R&B Division Anantnag

DIPK-2029-26
DT: 10/06/2026

Iran Calls Trump's Threats 'Desperation', Not Strength

Trans Asia News

TEHRAN – President Masoud Pezeshkian has dismissed U.S. threats to target Iran's power plants, bridges, and water networks as a sign of "desperation" rather than strength, asserting that the Islamic Republic will remain steadfast through national unity and indigenous expertise. "Vital infrastructure is the lifeline of the people. Threatening to target it—from transportation networks to electricity and water industries—is not a display of power but a sign of desperation in the face of a nation's resolve," Pezeshkian wrote on X on Thursday. "Relying on the knowledge and capabilities of its experts, as well as national unity and solidarity, Iran will stand firm against all pressure and threats." The president's remarks came shortly after U.S. Presi-

dent Donald Trump told Fox News that he may order new strikes on Iran's power plants and bridges, accusing Tehran of delaying a potential agreement with Washington. After weeks of insisting that a peace deal between the United States and Iran was within reach, Trump sharply escalated his rhetoric, suggesting that the window for diplomacy was closing. Speaking to reporters at the White House, Trump warned that the United States would attack Iran "very hard" if a deal was not finalized. "We're going to be attacking them, attacking them very hard," he said. Trump also renewed threats to strike Iran's power plants and bridges despite concerns that attacks on civilian infrastructure could constitute war crimes. During the 40-day U.S.-Israeli war against Iran that began on



February 28, Trump repeatedly threatened to bomb Iranian infrastructure unless Tehran accepted Washington's terms. Those threats drew widespread condemnation, particularly after US-Israeli strikes reportedly killed more than 160 schoolgirls in the southern city of Minab

and targeted hospitals, residential neighbourhoods, and a synagogue in Tehran. Several bridges and power facilities were also damaged during the conflict. Iran has consistently maintained that any final agreement must include a permanent end to hostilities, full compensation for the damage inflicted on its infrastructure and population, and the removal of all sanctions. Tehran has also rejected any arrangement that would compromise what it describes as its sovereign rights over the Strait of Hormuz or its peaceful nuclear programme. Although a fragile Pakistan-brokered ceasefire has been in place since early April, Iran says the United States has continued a naval blockade of its ports. Tehran has warned that any renewed aggression would trigger a decisive and unprecedented response.

Despite Trump's increasingly confrontational stance toward Iran, he continues to face criticism at home over his handling of the conflict. "This is your daily reminder that the President has lost total control of the Iran war and thus has lost interest," Democratic Senator Chris Murphy wrote on X on Wednesday. "He now only obsesses over his ballroom and schemes to profit off the presidency while gas and grocery prices soar." Analysts note that Trump also faces mounting domestic pressures that could discourage a full-scale resumption of hostilities. The United States is currently co-hosting the FIFA World Cup, preparing for celebrations marking the 250th anniversary of American independence, and entering an increasingly intense campaign season ahead of November's midterm elections.

Pakistan Army Helicopter Crashes in PoK

Press Trust of India

ISLAMABAD: An Mi-17 helicopter of the Pakistan Army Aviation crashed near Muzafarabad in Pakistan-occupied Kashmir on Wednesday, killing all personnel on board, the army said. "There were no survivors," the Inter-Services Public Relations (ISPR), the media wing of the Pakistan military, said, without giving the number of those killed. In a brief statement, it said that the accident occurred "during take-off due to a technical fault". Rescue and recovery teams immediately reached the crash site. A board of inquiry has been ordered to ascertain the exact technical cause of the accident. President Asif Ali Zardari, Prime Minister Shehbaz Sharif and Speaker of the National Assembly Sardar Ayaz Sadiq expressed grief and sorrow over the accident. In separate statements, they extended their heartfelt sympathies to the families of those killed in the accident. Chief of Defence Forces and Chief of the Army Staff Field Marshal Asim Munir and all ranks of the army "express deep grief over the tragic loss of precious lives and extend heartfelt condolences to the bereaved families", the ISPR said.

Bangladesh Economy Crosses Half-a-trillion-dollar Mark

Press Trust of India

DHAKA: Bangladesh's economy has surpassed the half-a-trillion-dollar mark for the first time in fiscal year 2025-26, as the Prime Minister Tarique Rahmanned government is set to present its first budget on Thursday. The Bangladesh Bureau of Statistics (BBS) on Wednesday said that the South Asian nation's economy currently stood at USD 501 billion, up from USD 456 billion a year ago. The BBS data also indicated a moderate recovery in economic growth. The economy grew by 4.14 per cent in the current fiscal year, up from 3.49 per cent in the previous year. Bangladesh calculates its fiscal year from July 1 to June 30 of the following calendar year. The bureau also said that Bangladesh's per capita gross national income has surpassed the USD 3,000

mark for the first time, reaching USD 3,020 in fiscal year 2025-26. The figure represents an increase of USD 251, or 9.1 per cent, from the revised estimate of USD 2,769 in FY2024-25. The report came as Finance and Planning Minister Amir Khasru Mahmud Chowdhury is set to place the national budget for FY27 in parliament on Thursday. Several economists and financial analysts asked the government to prioritise economic stabilisation and recovery over ambitious growth targets, arguing that recovery must come before expansion by addressing structural weaknesses before chasing growth figures. "Bangladesh's economy has reached a point where stabilisation must come before growth," leading think-tank Centre for Policy Dialogue's distinguished fellow Mustafizur Rahman was quoted as saying by

private UNB news agency. He said the country needed to rethink the banking system, investment infrastructure, and port management to stabilise the economy. The World Bank and International Monetary Fund, in their 2026 assessments, said that Bangladesh was exposed to high inflation, weak revenue mobilisation, a distressed banking sector, and volatile private investment, while they called for a long-term structural reform plan. According to BBS, sector-wise data, the agriculture sector rose to 2.78 per cent, maintaining a positive momentum during the outgoing fiscal, but the industrial sector growth was estimated at 2.86 per cent, down from 3.71 per cent in the previous year. The services sector recorded a modest improvement, with growth rising to 4.59 per cent from 4.35 per cent in the previous fiscal.

Tamil Nadu Enforces 21-Year Age Limit for Liquor Sales

Press Trust of India

CHENNAI: Liquor must not be sold to any person below 21 years of age, an official said here on Wednesday. If a customer's age is in question, staff must verify official documentary proof of age before serving alcohol. The Government of Tamil Nadu, under the leadership of Chief Minister C Joseph Vijay, is committed to creating a drug-free, healthy, and socially responsible environment across the state, the Commissioner of Prohibition and Excise said in a press release. In furtherance of this objective, the official said provisions of the Tamil Nadu Liquor (Licence and Permit) Rules, 1981 must be strictly followed in all FL2 (clubs) and FL3 (hotels) licensed premises. The official said: "No liquor shall be sold, supplied, issued, or served to any person below the age of 21 years. In cases where the age of a person is doubtful, valid documentary proof of age shall be verified before serving liquor."

80% Delhi-NCR Patients Turn to Google After Doctor Visits: Study

Press Trust of India

NEW DELHI: Patients across Delhi-NCR are increasingly struggling to navigate India's healthcare system, often leaving consultations with unanswered questions and turning to internet for guidance, according to a study. The study findings from the India Patient Navigation and Confusion Index (IPNCI) 2026, conducted among 1,000 respondents across Delhi, Noida, Gurugram, Faridabad, and Ghaziabad, revealed significant gaps in patient guidance, care coordination, and healthcare navigation. The findings showed that 73.8 per cent of respondent patients felt rushed during doctor consultations, while 78.5 per cent searched Google or social media after their appointments due to lack of clarity regarding diagnosis, treatment plans, or next steps. Additionally, 70 per cent of respondents reported not receiving clear guidance on where to go next for tests, diagnostics, or specialist consultations, exposing major gaps in care continuity, the study, an initiative of Pacific OneHealth Hospital in association with the Indian Medical Academy for Preventive Health (IMAPH), stated. Saket Bansal, Founder, Pacific OneHealth Hospital, said, "The 'missing middle' in India's healthcare ecosystem is becoming increasingly visible. Patients are directly reaching tertiary hospitals because coordinated secondary care systems remain weak or fragmented. Strengthening this layer through accessible, integrated, and community-based healthcare models can significantly reduce patient confusion, improve continuity of care, and reduce unnecessary healthcare expenditure." The study assigned Delhi-NCR an overall IPNCI score of 68.5, placing the region in the 'High Confusion, Low Navigation' category. Among all dimensions evaluated, Care Navigation emerged as the weakest-performing pillar with a score of 44.1, highlighting significant gaps in helping patients move smoothly across different stages of care.

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Duration (Years)	Corpus	Invested	Money grows to
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10	₹11.6L	₹6.0L	1.4x
15	₹25.9L	₹9.0L	4.3x
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25	₹97.5L	₹15.0L	10.5x
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