

Train the Resource Persons Course on Disaster Management

📅 18 – 22 May 2026 | 📍 Dr. KS Shooting Range, New Delhi

NATIONAL INSTITUTE OF DISASTER MANAGEMENT

Ministry of Home Affairs, Government of India

in collaboration with

SPORTS AUTHORITY OF INDIA (SAI)

01 Introduction

Sports venues are among the most complex public spaces that nations manage — combining high occupancy, transient and diverse populations, critical infrastructure, and intense media scrutiny, all within compressed timeframes. Stadiums, indoor arenas, athletics tracks and training centres managed by the **Sports Authority of India (SAI)** host tens of thousands of participants and spectators at any given event, including national and international competitions, exhibitions, and training programmes. The **World Para Athletics Championships, national-level games, and regional meets** further add the dimension of Persons with Disabilities (PwD) as athletes and spectators, requiring highly specialised safety and emergency response arrangements.

The convergence of several factors makes sports infrastructure uniquely disaster-prone. Structurally, large stadium roofs, aging grandstands, uncertified electrical installations, and poorly maintained fire safety systems present constant hazards. Operationally, mass gatherings of 10,000 to over 1,00,000 people characterised by high emotions, restricted mobility, unfamiliar surroundings, and alcohol or pyrotechnic use create volatile conditions that can escalate rapidly. Environmentally, India's diverse hazard landscape seismic zones, monsoon flooding, extreme heat intersects directly with venue operations. Together, these factors create a layered and dynamic risk environment that demands structured, evidence-based disaster management.

Despite this exposure, disaster management preparedness in sports institutions remains largely reactive, informal, and uncoordinated. Most sports venues in India do not possess a formalised **Disaster Management (DM) Plan**, standardised **Standard Operating Procedures (SOPs)**, or a trained cadre of emergency response personnel. This gap becomes critical when one considers that the **Disaster Management Act, 2005** mandates all government organisations to integrate DM into their institutional framework, designate nodal officers, and maintain preparedness for likely hazards. The **National Disaster Management Authority (NDMA)** has issued comprehensive guidelines on crowd management, fire safety, and mass gathering events yet their adoption within the sports sector remains limited.

The **National Institute of Disaster Management (NIDM)**, the apex institution for DM capacity building in India under the Ministry of Home Affairs, has been engaged by SAI to bridge this gap through a structured, five-day **Training of Trainers (ToT) programme** on Disaster Management for Sports Infrastructure and Large Events. The programme is designed not merely to impart knowledge, but to build a self-sustaining cadre of **34 trained resource persons** within SAI who can independently cascade DM training across SAI's 12 Regional Centres, thereby institutionalising a culture of safety and resilience within India's premier sports organisation.

Governing Framework & Mandate

- Disaster Management Act, 2005: Sections 35–40 mandate all ministries and organisations to prepare DM Plans and build institutional capacity.
- National Disaster Management Policy, 2009: Calls for mainstreaming DRM across all sectors including public infrastructure.
- National Disaster Management Plan (NDMP), 2019: Provides the national blueprint for all-hazard preparedness and response.
- Sendai Framework for DRR 2015–2030: Priority 4 — Enhancing disaster preparedness for effective response.
- National Building Code 2016 – Part 4: Fire and life safety standards mandatory for assembly buildings including stadiums.
- NDMA Guidelines on Managing Crowds at Events and Venues of Mass Gatherings: Operational guidelines for event organisers.

02 Previous Incidents: A Sobering Record

A review of historical disasters at sports venues and mass gathering events across the world and within India reveals a consistent pattern: inadequate preparation, poor coordination, structural non-compliance, and absent emergency protocols are the primary contributors to preventable tragedies. The following incidents constitute a critical learning base for this programme.

Indian Incidents

Incident	Location	Year	Outcome	Key Failure
Chinnaswamy Stadium Stampede	Bengaluru, Karnataka	2024	Dozens injured	IPL ticket rush; no pre-event crowd management SOP; insufficient barricading
Nehru Cup Stampede	Nehru Stadium, Delhi	2023	Multiple injured	Post-event crowd surge; insufficient stewards; single exit point used
Kumbh Mela Stampede	Prayagraj, UP	2019	Multiple killed	Mass gathering without structured crowd flow; poor inter-agency coordination
Elphinstone Bridge Stampede	Mumbai, Maharashtra	2017	23 killed	Overcrowded bridge during peak commute; panic due to rumour in crowd

Figure: Recent Disaster Incidents at Indian Venues and Mass Gathering Sites

03 Vulnerability of Sports Infrastructure

VULNERABILITY DIMENSIONS OF SPORTS INFRASTRUCTURE





<p> STRUCTURAL VULNERABILITY</p> <ul style="list-style-type: none"> • Aging grandstands, roofs and structural elements built before modern seismic codes • Inadequate fire-rated construction; use of flammable materials (wooden stands, synthetic seats) • Large open-span roofs vulnerable to seismic and wind loading • Underground service tunnels, concourses and player areas at risk of flooding • Lack of Rapid Visual Screening (RVS) or structural audits at most venues 	<p> SOCIAL VULNERABILITY</p> <ul style="list-style-type: none"> • High crowd density during peak events — up to 1,00,000+ persons in one venue • Diverse, unfamiliar audience: children, elderly, international visitors, PwD • Elevated emotional states: celebration, rivalry, grief — increasing panic risk • Language and communication barriers in international events • PwD-specific evacuation challenges: wheelchair users, visually/hearing impaired
<p> OPERATIONAL VULNERABILITY</p> <ul style="list-style-type: none"> • Multiple simultaneous operations: entry, catering, media, athlete movement • Temporary infrastructure erected without structural clearance • Electrical overloading during high-demand events; generator dependence • Contracted security and stewarding without standardised DM training • Pyrotechnics, fireworks, lasers used without fire safety coordination 	<p> INSTITUTIONAL VULNERABILITY</p> <ul style="list-style-type: none"> • Absence of venue-specific Disaster Management Plans in most SAI facilities • No designated DM nodal officers or trained emergency response personnel • Weak inter-agency linkages with District Administration, Police, Fire, Medical • Incomplete fire NOC compliance; outdated safety audits • No formal HRVCA conducted; hazard profiles not documented

Figure: Four-Dimensional Vulnerability Framework for Sports Infrastructure

04 Basic Response and Preparedness Mechanisms

Effective disaster risk management in sports venues is built on a structured cycle of preparedness, response, and recovery mechanisms. The key mechanisms applicable to sports infrastructure are outlined below.

Key Preparedness and Response Mechanisms

HRVCA – Hazard, Risk, Vulnerability and Capacity Assessment

- 1 The foundational tool for understanding a venue's risk profile. HRVCA identifies primary and secondary hazards (fire, earthquake, flood, crowd crush), assesses structural and social

vulnerabilities, and maps existing capacities. It produces a prioritised risk matrix that drives the DM Plan.

2 **Incident Response System (IRS)**

India's NDMA-mandated command and control framework for emergency response. IRS establishes a clear hierarchy — Incident Commander, Operations Section, Planning Section, Logistics Section, Finance Section — enabling coordinated multi-agency response at any venue. SAI officers trained in IRS can activate and manage response without relying solely on external agencies.

3 **Emergency Operations Centre (EOC)**

A physical or virtual coordination hub that aggregates information, manages resources, and issues directives during an emergency. Venue-level EOCs, connected to District and State EOCs, are essential for large sporting events.

4 **Venue Disaster Management Plan (DMP)**

A comprehensive, venue-specific document covering: hazard profile, risk matrix, roles and responsibilities, activation protocols, SOPs for each hazard scenario, evacuation routes and assembly points, resource inventory, and communication trees. Linked to the District DM Plan.

5 **Standard Operating Procedures (SOPs)**

Pre-agreed, scenario-specific step-by-step action guides for key hazards: fire, earthquake, crowd surge/stampede, medical emergency, bomb threat, power failure. SOPs reduce decision-making time in emergencies and ensure consistent, trained response.

6 **Mock Drills and Simulations**

Tabletop exercises (paper-based IRS activation), functional drills (partial evacuation), and full-scale drills (complete evacuation of venue). Each type builds muscle memory, tests the DM Plan, and identifies gaps before a real event.

05

Role of Different Agencies

Disaster management in sports venues is inherently multi-agency. No single institution can independently manage a major incident at a large sporting event. The following matrix outlines the roles and responsibilities of key agencies across the DM cycle.

Agency	Prevention & Mitigation	Preparedness	Response	Recovery
NDMA	Issue guidelines; policy frameworks	Approve NDMP; fund preparedness	Coordinate national response	Recovery policy and funds
NIDM	Capacity building research	Training, curriculum, tools	Technical advisory during events	Documentation and lessons

NDRF	USAR standards; training	Pre-positioning; dry runs	Search & rescue deployment	Damage assessment support
State DMA / DDMA	District DM Plan review	District EOC activation; drills	Incident management; IRS	Restoration; debris removal
Delhi Fire Services	Fire NOC inspections	Venue fire safety audits; drills	Fire suppression; evacuation	Post-fire safety certification
Police / Security	Crowd flow design	Stewarding training; crowd plans	Crowd control; perimeter	Crowd dispersal; evidence
Medical / NDRF-Med	Identify health risks	First aid posts; ambulance plan	Triage; mass casualty mgmt	Medical documentation
SAI (Venue Manager)	NBC compliance; audits	DM Plan; staff training; drills	Site-level IRS activation	Venue restoration; review

Figure: Agency Roles and Responsibilities across the DM Cycle – Sports Venue Context

06 Gaps, Challenges and Rationale for the Programme

The rationale for this programme is grounded in a clearly documented set of gaps and systemic challenges in disaster management within India's sports infrastructure ecosystem. These were identified through NIDM's September 2025 preparedness review of a major national stadium, consultations with SAI officials, and a review of incident reports from Indian sports events.

GAP 01 Trained DM Personnel

Most facilities lack designated Disaster Management nodal officers and personnel with structured DM training.

GAP 02 Venue-Specific DM Plans or SOPs

Majority of SAI Regional Centres and venues do not possess a formalised Disaster Management Plan or scenario-specific Standard Operating Procedures.

GAP 03 Fire Safety Compliance

A significant proportion of venues have outdated fire safety infrastructure, extinguishers, non-operational hydrants, absent fire marshals and fire NOC lapses.

GAP 04	<p>Seismic Risk Awareness</p> <p>Delhi, where multiple major SAI venues are located, is in Seismic Zone IV — a high damage risk zone. Yet structural vulnerability assessments, RVS, non-structural hazard mitigation, and earthquake-specific SOPs are largely absent from venue safety frameworks.</p>
GAP 05	<p>Inter-Agency Coordination</p> <p>While external agencies (Police, DFS, Medical, NDRF) are eventually called upon in emergencies, It needs a pre-established coordination frameworks, joint rehearsals, shared communication protocols and IRS training.</p>
GAP 06	<p>PwD Safety and Accessibility</p> <p>Events involving Persons with Disabilities such as the World Para Athletics Championship require highly specialised evacuation planning, accessible assembly points, adapted communication strategies, and trained assistants.</p>

07 Aim and Objectives

Aim

To develop a cadre of **trained resource persons on Disaster Management within the Sports Authority of India** equipped with the knowledge, skills, and tools to ensure the safety of sports infrastructure and serve as **in-house trainers**.

Learning Objectives

Session 1–3	Familiarise participants with the basics of Disaster Management: core concepts (Hazard, Vulnerability, Risk, Capacity), DM cycle, vulnerability profile of India and Institutional Framework including DM Act 2005, NDMP 2019, SFDRR 2015–30 and PM's 10-Point Agenda
Session 4	Build awareness and understanding of structural hazards with emphasis on earthquake risk (Seismic Zone implications, BIS codes IS 1893, IS 4326, IS 13920), structural and non-structural mitigation measures, and Rapid Visual Screening (RVS) methodology.
Sessions 5 & 6	Develop competency in Incident Response System (IRS) operations: including IRS activation, command structure, EOC functioning, inter-agency coordination, and the role of SAI officials
Sessions 7–8	Equip participants with practical skills in fire safety: NBC 2016 standards, fire protection systems, NOC requirements, evacuation planning, fire marshal roles, and hands-on use of firefighting equipment.

Sessions 9 - 12	Build competency in emergency warning dissemination, inter-agency communication, and Hazard, Risk, Vulnerability and Capacity Assessment (HRVCA) including methods, tools, indicators and risk mapping
Sessions 13–16	Enable participants to conduct a field-based HRVCA: structural and non-structural assessment and use the findings to develop a model Disaster Management Plan and SOPs, with understanding of flood risk resilience in sports facilities.
Sessions 18–19	Build Train-the-Trainer competency through adult learning principles, session design methodology, and micro-teaching practice enabling participants to replicate DM training at SAI Regional Centres and sustain institutional preparedness culture.

08 Target Audience

The programme is designed for **Officers / Officials of the Sports Authority of India**, nominated by their respective Controlling Officers through SAI's Capacity Building Division.

09	Venue and Mode
Venue	Dr. Karni Singh Shooting Range (Dr. KSSR), SAI Campus, New Delhi
Language	English (Hindi support available where required)

Course Team

NIDM	Sports Authority of India (SAI)
Shri Madhup Vyas, IAS Executive Director, NIDM	Sh. Hari Ranjan Rao, IAS Director General, SAI
Prof. Amir Ali Khan Head of Division, RID	Ms. Manjushree Dayanand Deputy Director General
Dr. Garima Aggarwal Course Coordinator & Senior Consultant	Sh. Shrinivas Malekar Deputy Director, CBD
Sh. Shreyash Dwivedi Consultant, RID	Sh. Abhishek Assistant Director, CBD

DRAFT PROGRAMME SCHEDULE

Day 1 18 May 2026 (Monday) - Understanding Disaster Risk			
Time	Session Title & Coverage	Delivery Mode	Resource Person
09:00 – 09:30	Registration		SAI / NIDM
10:00 – 11:00	Inaugural Session	Plenary	SAI / NIDM
Group Photo & Tea Break 11:00 – 11:15			
11:15 – 12:15 (60 mins)	Session 1: Introduction to Disaster Risk Management and its need in Sports Events <ul style="list-style-type: none"> Past incidents: Chinnaswamy Stadium stampede, Rajiv Chowk crowd crush Lessons learnt: what failed and what should have been done 	Lecture Pre-test Ice -Breaking Exercise	Dr. Garima Aggarwal, Course Coordinator & Senior Consultant, NIDM
12:15 – 13:30 (75 mins)	Session 2: Disaster Risk Management – Basics, vulnerability profile <ul style="list-style-type: none"> Concepts of Hazard, Vulnerability, Exposure, Risk, Capacity and Resilience DM Cycle Vulnerability profile of the country and states 	Lecture + Discussion	Dr. Gagandeep Singh, Asst. Professor, NIDM
Lunch Break 13:30 – 14:15			
14:15 – 15:15 (75 mins)	Session 3: Institutional Framework of Disaster Management <ul style="list-style-type: none"> DM Act 2005; National DM Plan (NDMP) 2019 SFDRR 2015–2030 & PM's 10-Point Agenda on DRR 	Lecture + Discussion	Dr. Garima Aggarwal
Tea Break 15:15 – 15:30			
15:30 – 17:00 (90 Mins.)	Session 4: Earthquake Risk and Structural Safety of Sports Facilities <ul style="list-style-type: none"> Seismic zonation India and Delhi – implications Introduction to Rapid Visual Screening (RVS): quick assessment of structural vulnerability Structural issues and mitigation measures Non-structural hazards in stadiums: falling ceiling panels, glass, signage, equipment, shelving and mitigation measures: anchoring, securing fittings, hazard-proofing interiors 	Interactive Lecture + Discussion	Dr. Hari Kumar, GHI

Day 2 19 May 2026 (Tuesday) – IRS and Fire Safety			
Time	Session Title & Coverage	Delivery Mode	Resource Person
10:00 – 11:15 (75 Mins.)	Session 5: Incident Response System (IRS) <ul style="list-style-type: none"> Incident Response System (IRS): India's framework for disaster response IRS structure and activation: Incident Commander, Operations, Planning, Logistics, Finance sections Role of SAI officials in supporting IRS activation during a sporting event Communication hierarchy: venue → district EOC → DDMA → SDMA → NDMA 	PPT + Discussion	<i>Sh. Randeep Rana, Sr. Advisor, NIDM</i>
Tea Break 11:15 – 11:30			
11:30 – 13:00 (90 Mins)	Session 6: Crowd Management Planning – Pre-Event, During-Event and Post-Event Protocols <ul style="list-style-type: none"> NDMA Guidelines Scenario exercise: Sudden crowd surge and partial crush at a para-athletics venue during a medal event Teams assume IRS roles: Incident Commander, Operations, Logistics, Public Information Officer Teams work through: first response, EOC activation, evacuation coordination, inter-agency calls 	PPT + Group Activity	<i>Sh. Randeep Rana, Sr. Advisor, NIDM</i>
Lunch Break 13:00 – 14:00			
14:00 – 15:15 (75 Mins)	Session 7: Fire Safety in Sports Infrastructure – Standards, Systems and Compliance <ul style="list-style-type: none"> Fire hazards in sports venues: electrical installations, synthetic seating, food court gas lines, pyrotechnics Fire protection measures: sprinkler systems, fire hydrants, portable extinguishers, fire alarm and detection, fire-rated doors, compartmentalization, smoke management, exit width Fire NOC requirements for large events in Delhi: DFS process and timeline Assembly points, evacuation signage, fire marshal duties 	PPT + Lecture + Discussion	<i>Delhi Fire Service</i>
Tea Break 15:15 – 15:30			
15:30 – 17:00 (90 Mins.)	Session 8: Practical training on Fire Safety <ul style="list-style-type: none"> Hands-on: identification and correct use of fire extinguisher types (ABC powder, CO₂, water mist) 	Demonstration/ Drill	<i>Delhi Fire Services</i>

	<ul style="list-style-type: none"> • Demonstration: operation of fire hydrant and hose reel in a stadium setting • Evacuation drill simulation: participants practice using designated evacuation routes and assembly points • Special evacuation protocols for PwD and wheelchair users 		
Day 3 20 May 2026 (Wednesday) – HVRCA and DM Planning			
Time	Session Title & Coverage	Delivery Mode	Resource Person
10:00 – 11:15 (75 Mins.)	Session 9: HRVCA – Basics of HVRC, methods and tools <ul style="list-style-type: none"> • Introduction to Hazard, Vulnerability, Risk and Capacity Assessment (HRVCA) • Types of hazards in sports infrastructure and stadium environments • Methods and tools for conducting HRVCA • Identifying hazards and vulnerabilities in stadium settings • Risk mapping 	PPT + Lecture + Discussion	<i>Dr Prerna Joshi Asst. Professor, NIDM</i>
Tea Break 11:15 – 11:30			
11:30 – 13:00 (90 mins.)	Session 10: Risk Assessment Indicators in a Stadium <ul style="list-style-type: none"> • Indicators of Risk Assessment • Distribution of HRVCA field checklists • Zone Allocation: each team allocated specific stadium zone (stands, VIP, concourse, parking, media) • Safety and conduct briefing for field assessment 	Lecture + Briefing	<i>Dr. Garima Aggarwal</i>
Lunch Break 13:00 – 14:00			
14:00 – 15:15 (75 Mins)	Session 11: HRVCA Exercise: Zone-based Structural and Non-Structural Hazard Assessment <ul style="list-style-type: none"> • Checklist-based field inspection of assigned stadium zones • Structural hazard observation: roof integrity, stands, columns, stairwells, walkways • Non-structural hazards: loose fixtures, glass panels, overhead installations, unsecured equipment • Electrical safety assessment: switchboards, cabling, emergency lighting adequacy • Documentation: field notes, photographs with GPS-tagged locations 	Field Exercise (Outdoor activity)	<i>Dr. Garima Aggarwal (Facilitators – Shreyash and Sandeep)</i>
Tea Break 15:15 – 15:30			

<p>15:30 – 17:00 (90 Mins.)</p>	<p>Session 12: Preparation of a Stadium Disaster Management Plan</p> <ul style="list-style-type: none"> • Components and framework of a Stadium Disaster Management Plan • Formation of Planning Team • Resource Mapping and Capacity Assessment • Development of Standard Operating Procedures (SOPs) • Mock Drills and Simulation Exercise • Documentation and Plan Finalisation • Review, Updating and Continuous Improvement 	<p>PPT + Lecture + Discussion</p>	<p><i>Sh. Nakul Tarun DM Expert & Director Z4S</i></p>
<p>Day 4 21 May 2026 (Thursday) - Public Health & Early Warning Dissemination</p>			
Time	Session Title & Coverage	Delivery Mode	Resource Person
<p>10:00 – 11:15 (75 Mins.)</p>	<p>Session 13: Public health- focus on pandemic and snake bites etc.</p> <ul style="list-style-type: none"> • Public health risks during sports events and mass gatherings • Preparedness and response during pandemics • Heat stress, dehydration and crowd health management • Snake bites, vector-borne diseases and environmental health risks • Emergency medical response and coordination mechanisms 	<p>Lecture + Group Exercise</p>	<p><i>Shri Shiv Narayan Sidh Asst. Professor, NIDM</i></p>
<p>Tea Break 11:15 – 11:30</p>			
<p>11:30 – 13:00 (90 Mins.)</p>	<p>Session 14: HRVCA & DM Planning: Summarizing the findings of checklist</p> <ul style="list-style-type: none"> • Teams compile HRVCA checklist findings from morning field assessment • Prioritization of gaps as Critical / High / Medium / Low risk • Identification of structural vs. operational vs. procedural gaps • Activity: each team prepares a 1-page risk summary and lists top 5 prioritised recommendations 	<p>Group discussion</p>	<p><i>Dr. Garima Aggarwal & Mr. Shreyash Dwivedi, Consultant</i></p>
<p>Lunch Break 13:15 – 14:00</p>			
<p>14:00 – 15:30 (90 Mins.)</p>	<p>Session 15: Emergency Warning Dissemination and Communication in Disaster Response</p> <ul style="list-style-type: none"> • Technology tools: Warning Dissemination apps, wireless communication, EOC dashboards & Last mile connectivity • Managing media and public communication during incidents: spokesperson protocol, social 	<p>PPT + Lecture + Discussion</p>	<p><i>Mr. Shreyash Dwivedi & Dr. Shweta Rani, NIDM</i></p>

	media SOPs and communicating with diverse audiences such as multilingual crowd, PwD, athletes and international visitors.		
Tea Break 15:30 – 15:45			
15:45 – 17:00 (75 ins.)	Session 16: Building resilience against flood risks for sports facilities <ul style="list-style-type: none"> Understanding flood risks in sports infrastructure and stadium environments Urban flooding, waterlogging and drainage-related challenges in sports facilities Structural and non-structural flood mitigation measures Protection of critical utilities: power supply, communication systems and equipment rooms Flood preparedness planning and emergency response mechanisms Integration of early warning systems and weather advisories 	PPT	<i>Dr. Garima Aggarwal</i>
Day 5 22 May 2026 (Friday) – Concluding Day			
Time	Session Title & Coverage	Delivery Mode	Resource Person
10:00 – 11:15 (75 Mins)	Session 17: Adult Learning Principles and Effective Training Methodology - I <ul style="list-style-type: none"> Why in-house trainers matter: sustaining a safety culture within SAI Andragogy vs. pedagogy: how adults learn differently and what works in professional training Training methods: structured lectures, facilitated discussions, case studies, tabletop exercises, mock drills 	PPT + Lecture + Discussion	<i>Shri Inder Jeet Mittal, National Master Trainer</i>
Tea Break 11:15 – 11:30			
11:30 – 12:45 (75 Mins)	Session 18: Adult Learning Principles and Effective Training Methodology – II <ul style="list-style-type: none"> Preparation of Sessions Designing a session: learning objectives → content → delivery method → assessment → feedback Common trainer challenges: managing difficult participants, time overruns, low engagement – and solutions 	PPT + Lecture + Discussion	<i>Shri Inder Jeet Mittal, National Master Trainer</i>
Lunch Break 12:45 – 13:45			
13:45 – 14:45 (60 Mins)	Session 19: Presentations and Expert Debrief	Presentation + Expert Debrief (Interactive)	<i>Dr. Garima Aggarwal</i>

	<ul style="list-style-type: none"> • Each team presents zone-wise HRVCA findings and top recommendations (5–7 minutes per team) • Expert comments and validation • Collective discussion: priority SOPs and infrastructure improvements needed for the Stadium • Distinguishing short-term, medium- and long-term strategies • Way forward: Venue DM Plan 		<i>(with NIDM & SAI team)</i>
14:45-15:15 (30 Mins.)	Assessment & Evaluation: <ul style="list-style-type: none"> • Post-training assessment • Session-wise feedback 	Test and Interaction	<i>Mr. Shreyash Dwivedi, Consultant</i>
15:15 – 16:00 (30 Mins.)	Valedictory <ul style="list-style-type: none"> • Certificate distribution • Valedictory addresses 		<ul style="list-style-type: none"> • <i>Shri Madhup Vyas, IAS, ED, NIDM (TBC)</i> • <i>Prof. Amir Ali Khan (TBC)</i> • <i>Officials of SAI</i>
High Tea 16:00 – 1630			