

# International Council For Industrial Security & Safety Management



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Mumbai attacks on 26/11 were well-planned and coordinated series of terrorist attacks, as AK47-wielding terrorists with grenades in their backpacks targeted a number of high-profile locations frequented by Westerners and wealthy Indians.

It appears to have been a massive intelligence failure as Indian security agencies were caught napping; this despite reports that Indian Authorities had been aware for some time of rumors of an impending attack, including even mention of the Taj Mahal Hotel.

Interrogation of at least one perpetrator reportedly confirmed to Indian Authorities suspicions of the Pakistan-related origin of the plot. Despite the repeated failure of the Intelligence the administration's public response thus far appears to be curiously complacent. The Country's Prime Minister Manmohan Singh and Intelligence officials pointed fingers very cautiously at an 'outside force', an obvious reference to Pakistan-centric terrorist groups. Manmohan Singh promised tough measures to take on the terrorists, including that of setting up a federal investigating agency.

To the best of the knowledge of security professionals, this was the first terrorist attack in recent times that involved hostages and a direct attack on the police. The targeting of high-profile hotels, attacks on iconic buildings and foreigners suggests that at least part of the intention was to damage India's image abroad as a country open for business. Going by death toll, this is by far the worst single-city terrorist attack in India's history (in terms of sheer numbers).

There are few lessons learnt from the whole 60 hours long operation which ended with more than 195 casualties and more than 295 injured. Following article deals them in detail.

**Capt S B Tyagi**  
For ICISS

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“ When you confront a problem you begin to solve it. ”

**—Rudy Giuliani**

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# Lesson learnt from Mumbai Terror Attacks!

Capt SB Tyagi, FISM, CSC

They were only ten! They took nation of 110 crores to ransom for three days! Imagine if they were thirty and two other cities namely Delhi and Kolkata were also their targets! The scope can be widened and one can imagine with shudder down the spine the chilling scenario – the entire Nation surrendering to few terrorists!! No army needed to cripple our nation which is already eaten away from inside by the corrupt politicians and babus with the help of criminals and underworld elements. All it will take is few well trained, highly motivated, and fully armed youths to carry out their plan to permanently scar the world's largest democracy.



Today after five years of the Mumbai Mayhem, have things changed? Do we have better security? Have we learnt the lessons? If we care to look deep and long enough, we will find that there is a lot to be desired so far as revamping security of cities, iconic buildings and public places is concerned. The US State Department has consistently listed India as the country with the second-highest number of terrorism casualties after Iraq. However Western media has given scant regard to the problem and this is sometimes resented in India. All that has changed with terror attacks in Mumbai on 26/11. Mumbai unwittingly has become the epicenter of India's terrorist problem even when there have been many attacks in other key cities.



The Mumbai terrorists attacked on every level. They killed middle class workers when they shot up the railway station, they killed the elite in the luxury hotels, they killed tourists and kids as they ate in a café and while attacking hospital they killed the sick and dying or those trying hard not to. They shot people on the roads, in railway station, hotel or residential building. They killed Indians, Britons, Americans, Israelis and several other nationalities. They killed men, women, children, policemen,

firemen, doctors and patients. This was systematic cold blooded slaughter.

The saga of personal valour, dedication to duty, service to society and patriotism of common man will be told and retold, but along with it will be tales of un-professionalism, foolhardiness, cowardice and corruption. It will be prudent to pause for a moment and think whether there are lessons for security professionals to learn from this gory incident? Admittedly there are few lessons we can learn. The Internet sites, the Blogs and the Communities are overflowing with ideas. Honestly few ideas are picked up from there.



There are many lessons learnt from the whole incident and some of them are enumerated below.

## **Lessons for Authorities:**

### **The neighbor we love to hate!**

The Rogue Nation! The Terrorist Nation!! The Dangerous Laboratory of Democracy!! Pakistan has been labeled differently though all meaning same – the nation is rudderless for decades and now with nuclear capabilities, the nation is probably the most dangerous nation in the world. Pakistan has been carved out of us and this fact has never let its leader live in peace. Nor has this fact given any comfort to Indians for we know that the feeling of disparity and inferiority in average Pakistani is mainly not due to what they do not have but due to what Indians have! The hard work, grit and toil which Indians have put-in while developing the country is of no consideration to Pakistani leadership, there only point of comparison is that they do not have those resources which India enjoys. This over-jealous neighbor has been thorn in our side and demanding to be removed since long!

Indian authorities and commentators point to Pakistan, and especially the secretive Inter-Services Intelligence, as having a hand in the Indian attacks. After an attack on the parliament in December 2001, India mobilized against Pakistan and the two very nearly slipped into a war - a frightening prospect for nuclear-armed powers. It is clear that arms and training have been provided by Pakistani groups, such as Lashkar-e-Toiyaba; that the ISI has been heavily engaged in helping insurgents and terrorists in Indian Kashmir; and that Pakistan has refused to extradite accused terrorists to India.

Those who know little Greek mythology will understand that cutting the snakes was never a solution as solution was cutting the head of Medusa! We can eliminate terrorism only by eliminating its breeding and feeding ground which is Pakistan.

### **Intelligence Failure**

The Mumbai attacks were a well-planned and coordinated series of terrorist attacks, as AK47-wielding terrorists with grenades in their backpacks targeted a number of high-profile locations frequented by Westerners and wealthy Indians. It appears to have been a massive intelligence failure as Indian security agencies were caught napping; this despite reports that Indian Authorities had been aware for some time of rumors of an impending attack, including even mention of the Taj Mahal Hotel.

Interrogation of at least one perpetrator reportedly confirmed to Indian Authorities suspicions of the Pakistan-related origin of the plot. Despite the repeated failure of the Intelligence the administration's public response thus far appears to be curiously complacent. The Country's Prime Minister Manmohan Singh and Intelligence officials pointed fingers very cautiously at an 'outside force', an obvious reference to Pakistan-centric terrorist groups. Manmohan Singh promised tough measures to take on the terrorists, including that of setting up a federal investigating agency.

To the best of the knowledge of security professionals, this was the first terrorist attack in recent times that involved hostages and a direct attack on the police. The targeting of high-profile hotels, attacks on iconic buildings and foreigners suggests that at least part of the intention was to damage India's image abroad as a country open for business. There are reports suggesting that ATS' preoccupation with the Malegaon blast investigation may have resulted in intelligence failure about plans for this attack. Going by death toll, this is by far the worst single-city terrorist attack in India's history - although the attacks last month in Assam come close (in terms of sheer numbers).

### **No 8 figure grid reference – it is intelligence, Silly!**

World over the autobiographies of sleuths have never even once mentioned the single instances when they could generate cent-percent accurate intelligence. Those who did - had not lived enough to tell the tale! The business of intelligence collection, collation and dissemination is so full of ifs' and buts that by the time it reaches the end-user it has been many times removed of its time and place value. It appears to have been a massive intelligence failure as a result of which Indian security agencies were caught napping; this despite reports that Indian Authorities had been aware for some time of rumors of an impending attack, including even mention of the Taj Mahal Hotel.



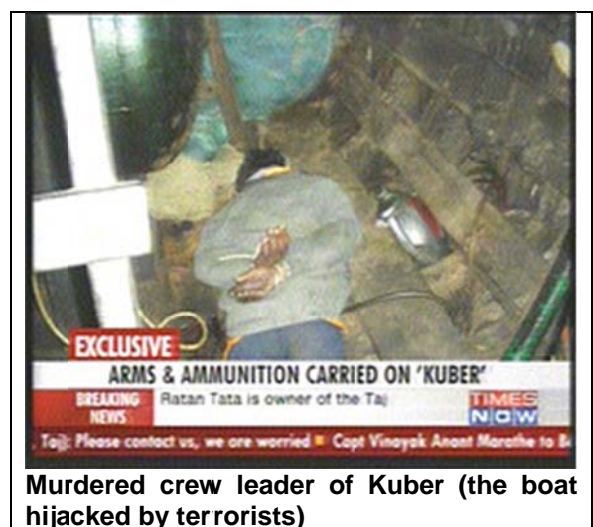
But one has to remember that the operational intelligence leaves lot of scope for addition or deletion. In many cases, the steady stream of intelligence will only help the expert to draw a pattern and make projection or intelligent guesses! It will be really very silly to expect that any agency in the world will generate the intelligence giving time in milliseconds and location in 'eight figure grid reference'! Even if once, some intelligence is so gathered, by the time it reaches the end-user, the variables might change as terrorists can always change their locations, timings, numbers, weapons or modus-operandi! Remember, they too have Plan Bs! Out of all persons, Admiral Sunil Mehta should know this and also remember that if one wants to do things best, it is best to do oneself!

However, "the fact that the boat used by the terrorist to enter Mumbai was undetected for 72 hours does not augur well for India's security. Unmolested by any naval action to intercept, the terrorists sailed leisurely towards Mumbai. There were no signs of warships, conducting radar sweeps conjointly with the Navy and Coast Guard run Dornier surveillance sorties or more intensive searches seaward by the naval and coast guard vessels" writes Bharat Karnad, Professor of National Security Studies at the Centre for Policy Research.

### **Terror's Third dimension – by the land, air and now sea!**

It has been often times said that the Mumbai terror attacks were unexpected as much as audacious since sea approach was used to reach Mumbai. This might appear so but ask any old war-horse and he will confirm that the chances of successes of any operation are directly related to the quantum of the audacity an operation has. The frontal attack is generally considered to be most dangerous and therefore very rarely tried. But, when it is a decision that is required to be taken by the Fedayeen terrorists then there are very high chances that the least practical and least expected route will be chosen for that reason alone.

The air space for terrorism has been used in 9/11 and ever after. The Tamil Tigers had got hold of aircrafts – that too fighter aircrafts! It will be matter of time that other various categories of aircrafts are also used by the terrorists. There are unmanned aircraft such as Predators in the border areas to take care of. Then there are remote controlled toy aircrafts laden with IED with timer devices or designed to explode on impact. Suddenly sky seems to be not friendly any more.





### **Business verticals of terrorism: out sourcing**

The mid-sixties saw smuggling of gold turning out to be very lucrative business of the underworld. It soon became the narcotics which was most sought after item for smuggling. Soon arms, narcotics and hawala trading became lethal combination and small time smugglers no more operated independently. They were used by the big-timers to work for them. And soon corporate culture was emulated by the smugglers.

The D - Company has run its business from far away land using its front men and small time operatives. Thus smuggling and mafia activities in India and elsewhere are run like a corporate business. The terrorism have also started undergoing the same changes and if early indications are to be believed, the LeT, JeM or many other terrorist outfit operating from Pakistan need not get its cadre directly involved as local 'talent' is easily available. So 'terrorism' is being out-sourced as any 'Corporate' will out-source house-keeping and maintenance services. Similarly terrorists are also more and more getting involved in real estate, hawala trading and smuggling as their business verticals so that loss of one business can be absorbed by other business activities or one business can be funded by the profits of other businesses – mostly the terror operations in theirs case!

### **I said that first!**

Aftermath of terrorist attack on Mumbai saw how the big time politicians and administrator alike tried to take the claim for giving early warnings. The Chief Ministers, Ministers, Secretaries and Director Generals all clamored to take credit of 'I-said-that-first'. One would wonder that if so many people knew so much and so much in advance then what all they did! Beside twiddling their thumbs and now taking the claims of giving warning to concerned, they did sweet nothing as if doing nothing was their basic duty. The saga of usurpers, false-claimants and pretenders is slowly unfolding and it is amazing that without any remorse or empathy for the victims of the carnage, these famous personalities now stack claims for their prior knowledge of imminent terror attack on Mumbai though about which they did nothing!

### **Lessons for Security Forces:**

#### **Be ever ready!**

It pays to be 'battle ready' as 'shahadat' of Karkare, Kamte and Saluskar has proved. If one is on security duty, do not forget to secure self! No need to be over protective to the verge of being coward, but ensure that reasonable precautions are taken! 'Dead heroes' are part of history whereas living ones are the National Assets!

#### **Remain in control of the situation...**

Do not let the situation control you! NSG has proved it more eloquently. Soon after they took charge, not even for a minute it appeared to those watching the whole scene in front of TVs that they were losing control. They never appeared to be hassled and at receiving end and throughout the operation maintained high level of professionalism. One of the cherubic NSG Commando when asked what was toughest part of operation, nonchalantly commented that "nothing is difficult or tough for them!"

#### **Think out-of-the box!**

The terrorists' strategies cannot be taught in the class room from training books. The conventional tactics and strategies are for the conventional warfare for conventional armed forces. Terrorists use almost every time the most audacious and impractical approach for



that reasons alone! The security forces need to think out-of-the box! The water-front was not used by the terrorist as approach route so far. But it never was a guarantee for no future use by them. When they did use it, no one was prepared. We have to start thinking the 'impossible' as surely someone is capable to convert it into 'possible'.

### **Security Force! No hurry, take time! But be timely!!**

It takes time to acclimatize with the ground. No security force or commando operation can be undertaken without proper planning involving the reconnaissance of the area to have 'feel of the ground'. Only fools rush-in! The deliberate and prudent planning takes time as failure endangers precious lives and no readymade 'one-size-fits-all' solution can be applied to all the situations. However once the course of action has been decided the entire operation must be conducted with time and precision.

### **Power of taking Decisions**

The Political Leadership takes time to decide, in fact their specialization is in delaying the decision taking and therefore expecting quick or timely decision is asking for too much. It is time that the onus of taking the decision is divested from the politicians and invested in the head of "Anti-Terrorist Federal Agency", which needs to be created sooner. Time is essential ingredient for successful anti-terrorist, anti-hostage operations and quicker decision also means higher rate of success.

### **NSG Deployment**

If presently National Security Guard (NSG) is expected to handle terrorist strike, hostage situation etc. then why must it remain battle ready at all major NSG hubs. If NSG is expected to react to any situation occurring in any part of India, then it must be strategically located in various well connected cities preferably the metropolises. By the time the NSG team reaches the site of their operation, the least local police can do is to barricade the area, ensure smooth traffic movement for ambulance and vehicles of security forces.

### **Reliable & Timely Communication**

Communication through Ham Radios, 'blogging' and 'twittering' can be very important for common citizens as networks are known to jam in such situations. Keeping the citizens informed is very important in such situations as rumor-mongering will not only demoralize them but may cause another law-and-order problem which law enforcing agencies can ill afford at the time.

### **Take time but be timely!**

For the security forces, the dilemma very often is to pinpoint when it is too early to too late to move-in in hostage like situations. If it is too early, security forces will suffer the losses! If it is too late, the innocents may die! World over security forces take time to acclimatize with the ground situation. No security force or commando operation can be undertaken without proper planning involving the reconnaissance of the area to have 'feel of the ground' and to have 'Plan B'. Only fools rush-in! The deliberate and prudent planning takes time as failure endangers precious lives and no ready-made 'one-size-fits-all' solution can be applied to all the situations.

Therefore expecting the commandos to rush-in the moment they reach the venue of their operation will be rather foolish. They will not immediately after their arrival swoop the whole area and neutralize the terrorists in a jiffy! They will take deliberate time. However, once the course of action has been decided the entire operation must be conducted with time and precision.



### **Rushing like fools, ending like angles!**

It is part of Indian culture not to criticize someone who is no more to defend himself. But, in the case of security and armed forces, if past botched-up operations are not examined thread bare, no lessons will ever be learnt! This post-event examination involves analyzing the deeds or misdeeds of deceased. Kamte was notorious to always keep loaded AK 47 on the floor of his car. Salaskar was sharp shooter known to always move fully prepared. Karkare was extremely efficient officer known to move with full complement of security! But when all three met their nemesis ....

The sequence of action leading to deaths of Karkare, Kamte and Salaskar needs to be done in right earnestness then only we will come to know why all three of the traveled in one vehicle to the place of their encounter if they came from three different places and assembled at one location? One also needs to know why their individual vehicles and security contingent did not follow them.

We all repeatedly saw a TV footage in which Karkare was unhurriedly putting on a helmet, but, this footage obviously is of different place and time. What about others? One wonders where their helmets were if not in the Qualis or on their bodies and also what happened to their bullet-proof jackets. There are silent murmurs that they rushed- in carelessly to the scene of their encounter, ill prepared and least expecting the kind of attacks they came under!



### **Lessons for Media:**

#### **Please don't mess-up with security personnel!**

The media people have to realize that even when they have important duty to perform, their duty is still not more important than that of security forces. In their eagerness of 'me-first' they sometimes enter the area where they have no business to be in. Their presence in such situation not only hinders the activities of the security personnel, they also become the liabilities of those security personnel who were risking their own lives to save others. T

he foolhardiness of one such correspondent surely must not have missed the attention of TV viewers when some correspondent was shown telling with bravado of having gone to the area where from he was rescued by the NSG commandos!

#### **Media Ethics, what is that?**

The TV channels are known to have gone overboard in such situation in past and this time was also no exception. It was not appreciated by the TV channel while live telecasting the talk with the terrorist that it was almost verging at "offering a platform to espouse their cause". A fact was overlooked by the channel that a 'legitimate reporting duty' of



the channel may jeopardize the innocent lives, create law-and-order situation or incite some part of the society for more violence.

### **Don't be naïve, we are the terrorists!**

Very naively one of the leading English daily describes a typical 'Fedayeen' as "armed with an assault AK-47 rifle, a 9 mm pistol and several Chinese made hand grenades, with spare bullet magazines in his pouches an knapsack, apart from dry fruits and other eatables to sustain .." This caricature of Fedayeen terrorist is far from truth. The terrorists are not like soldiers of conventional armed forces that they will be always in 'battle order' when in battle. They have in past and will be in future too 'dressed for the occasions'! the terrorists will dress as per the time and location related to their action and will be equipped as per the need and as per the Just because terrorists this time were equipped and accoutered like this doesn't mean they will be similarly seen in future also. Most likely they will be looking different for the reasons that their appearance of similar type will draw attention in future.

### **Credibility of Media News: Mom no homework!**

Common people must understand the most of the media people are 'generalist' journalist and being in young as most of them are, are not supposed to know all, even when they pretend otherwise. Their reporting may not be factually accurate or they might not have recourse to cross check the veracity of the facts when reporting live. In one case Kamte was referred as ACP and Additional CP in same breath! In other case, NSG Havaladar (NC) – Non-commissioned Officer) was referred as senior officer! In both the cases the reporters had shown their very poor knowledge of rank structure of police and armed forces. Understand the effect on the police force of the news of death of Additional Commissioner of Police (Addl. CP) when actually Assistant Commissioner of Police (ACP) died. Similarly people will tend to agree more with the news when it is reported that sources of the information is very senior army officer whereas it was actually a head constable! So, morale is that take the media reporting with pinch of salt. They are known to be wrong some times.

## **Lessons for people**

### **Private Public Partnership – what happened to that?**

What happened to the concept of Public - Private Partnership which was talked about only a year back! There are so many ex-serviceman in pink of their health and at peak of their life, compelled to earn daily wages or get contract security guards employment whereas they can be used for private policing – a concept popular in European countries but only talked about in India by the politician! There are more than 60,000 strong security personnel employed by the private security agencies across the country. This trained manpower can be utilized for law-and-order duties and police can be used for crime investigations and against terrorism and organized crimes. This will be in conformity with the dust gathering report of the committee constituted by the government for suggestion on police reforms.

### **Mr. Ten Percent galore in India**

The ignominious title which Mr. Asif Ali Zardari got stuck with is embarrassing - to say the least. There are many worthies of such titles in India. The corruption in security and armed forces' procurement departments has made deep inroads as a result of which no procurement done is without allegation of corruption. There are rumors that the bullet proof jackets used by Maharashtra ATS were of sub-standard and rejected twice in past. While valiant soldiers and commandos are treated no more than security guards by the politicians, their lives do not mean much to them. The realization that secured security personnel can only secure them provably has not occurred to these politicians who want their share from every arms deal. The morale



and ethics of these politicians have stooped to so lowly levels that total overhaul of the system is needed to be undertaken. Sooner the better!!

### **What do we do with the politicians?**

Throwing them in the Indian Sea is the easiest option! A lot has been said and written about them – about their shameless behavior, their insensitivity, their lust, greed and corruption! We are well aware that these chief ministers and ministers are all paid servants and unlike other regular employees are entitled lifelong pensions even when they may serve for one and half years! Then what about their accountability? How is it that they only resign on moral grounds and are not sacked due to inefficiency and their services are never terminated on official grounds? Shamelessly they increase their salaries without discussion and dither on pay increase of armed forces. These are same politicians who want to make armed forces subservient to them and also expect them to make supreme sacrifices while protecting them.

Our leaders shy away even naming Pakistan as country behind terrorists activities and on sly name it as 'neighboring country' when actually they should name it as Pakistan. Terrorism cannot be eliminated by tough talks; it can be eliminated only by tough actions. Taking decision is the most difficult part; actions are easier for security forces to take. Is there any doubt that the training camps in Pakistan are the breeding grounds for serial blasts? Isn't this what we have been telling our un-named neighbors since decades? Why are our leaders shy or afraid of naming Pakistan? If Pakistan is training the terrorists then it must feel the heat and pain!

Finally, we need a tougher Head of State - With due respect to the then Hon. President of India Mrs. Pratibha Patil – her say on the whole episode seemed more of a general message. 'Address to the Nation' with Zombie like glazed looks and monotone - devoid of any feelings and emotions cannot instil the trust and confidence of the citizens in the national leadership. We would expect more, at least one public assurance on National TV, the government's plans on how to prevent such things happening in the future! Let's have a strong leadership at the Centre so that he / she can issue orders and execute plans to prevent such things in the future.

### **Conclusion**

Forewarned is forearmed but all this is of no use unless it is countered at the root level and it is a tragedy that even with this inputs the Special Forces took a long time coming from their base as the air strip was used for VIP and they had to wait traveling by bus and in the meantime damage was being done at the place of attack in Hotels and Jew Prayer Home.

These postmortems and stories do not appeal to common people anymore and they feel ashamed that in spite of all the inputs the Forces could not reach in time due to ego of the people handling the whole episode and so many people lost their lives and their families orphaned and thereafter no firm efforts are taken to stop further attacks! Bomb blasts at will in many places in the Country took place and the culprits roam free due to attitude of the different Agencies handling this issue. God save the innocent people of the Country at all times of their needs and keep them safe.

- <http://timesofindia.indiatimes.com/india/SIMs-planted-by-IB-helped-nail-Pakistans-role-in-26/11-Mumbai-attacks/articleshow/26436020.cms>
- <http://www.indiatvnews.com/news/india/mumbai-terror-attack-terrorists-wanted-by-india--30775.html?page=11>
- <http://www.firstpost.com/mumbai/photos-people-pay-homage-to-martyrs-victims-of-2611-terror-attacks-1252309.html>
- <http://www.sify.com/news/26-11-cong-dismisses-bjp-s-charge-of-diplomatic-failure-news-national-nl0u4dcbffb.html#fullstory-article-comments-wrapper>

# US Allows use of gadgets during landing, take-off

(Times of India, New Delhi Edition – 1<sup>st</sup> Nov.13)

Washington, Reuters: The US Federal Aviation Administration (FAA) said on Thursday it will allow airlines to expand the use of portable electronic devices in flight to include smartphones, tablets and e-readers, ending a long-standing ban. "Most commercial airlines can tolerate radio interference from portable electronic devices," FAA Administrator Michael Huerta said at a press meet at Reagan National Air-port near Washington DC. "It's safe to read downloaded materials, like e-books, calendars and to play games." These activities are expected to be permitted during all phases of flight, including take-off and landing, on the vast majority of US flights, he said. In-flight cellphone talking is not approved, Huerta said, noting that this continues to be governed by the Federal Communications Commission.

However, passengers will be able to connect with an airline's Wi-Fi network and can use Bluetooth accessories, such as wireless mouse and headphones. As a practical matter, cellphones should be kept in airplane mode during flight, he said. Without this setting, cellphones would continue to search vainly for a signal while aloft, draining batteries. Huerta said the guidance applies to US Airlines throughout their domestic and international routes.

The next step is for air- lines to submit plans for implementation after testing to make sure aircraft can tolerate this kind of radio interference. Huerta said he sought updated guidance on the matter, since the current policy was put in place about 50 years ago.

## In India, DGCA may allow use of gadgets?

Will flyers in India soon be able to use their electronic devices - barring mobile phones - in most phases of a flight, including take-off and landing? With the American Federal Aviation Administration (FAA) recently lifting these over 50- year-old restrictions last week, the Indian Directorate General of Civil Aviation (DGCA) has also begun studying if Indian carriers can allow flyers to use their electronic devices (barring mobiles) with very few restrictions.



### Software upgrade for AI Dreamliner

US aircraft major Boeing will give software upgrade to Air India's Dreamliner as these aircraft have been constantly developing snags, leading to frequent flight delays and cancellations. Aviation minister Ajit Singh said he raised this issue with Boeing when he was in Seattle, US, last week to take delivery of AI's tenth Dreamliner. Incidentally, all airlines globally using the Boeing 787 are facing technical issues and the problems are not isolated to AI alone.

At present, Indian carriers ask passengers to switch off their electronic equipment during take-off and landing while mobiles have to be either switched off or kept in no network mode. Since it is humanely impossible for crew to check if phones' network setting is off or not, switching on mobiles even in aircraft mode is frowned at. The US FAA also had similar restrictions in place for 50 years but had last week allowed use of electronic devices (barring mobiles) during all phases of flight, except when the commander wants them switched off.

"Most commercial air- planes can tolerate radio interference from portable electronic devices. It is safe to read downloaded materials like e-books and calendars, and also to play games," foreign agencies had quoted FAA administrator Michael Huerta as telling reporters last week.

For the full report, log on to [www.timesofindia.com](http://www.timesofindia.com)

## Upcoming Event



NATIONAL CONFERENCE ON ELECTRONIC SECURITY & SURVEILLANCE  
Technologies & Applications

### Global Digital Surveillance Forum

1 – 2 March 2013

MMRDA Grounds, Bandra Kurla  
Complex, Mumbai

23 – 24 May 2013

The Lalit Ashok, Bengaluru

18 – 19 December 2013

Le Meridien, New Delhi

[www.gdsf-india.com](http://www.gdsf-india.com)



In the wake of increased threat perception and ever increasing concern for security in recent times, the [Global Digital Surveillance Forum \(GDSF\)](http://www.gdsf-india.com), scheduled on 18-19 December, 2013 at Hotel Le Meridian, New Delhi comes as a relevant seminar, bringing together Security Experts, Policy makers and Large Scale end-users of Electronic Security from Private sector and Government / Public sector, to discuss and exchange insights on better utilization of Electronic Security / Surveillance technology and systems to achieve optimum security of Infrastructures and public/ industrial/ critical) assets.

Delegate Registration for GDSF New Delhi Conference is now open. Registration fee for attending the two day Conference is Rs. 7,000/- per Delegate (inclusive of 12.36% Service Tax), which includes access to all sessions during the Conference, Lunch, Tea/Coffee and Refreshments served during the networking breaks.

**The International Council of Security & Safety Management is event partner for this seminar.**

For Delegate Registration and Sponsor / Speaker opportunities, please contact:

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## Humor in everyday situation



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