

Workshop Outcomes and Recommended Actions

Workshop on "India's Opportunity to Lead Global Logistics Innovation"

Scaling India's Air Cargo Capacity to 10 Million Metric Tonnes and Building the Next Generation of Express Logistics and Autonomous Delivery at Scale

The workshop brought together representatives from the Government of India, regulators, airports, airlines, express logistics operators, technology providers and industry experts to identify the policy, regulatory, infrastructure and technology interventions required to position India as a globally competitive air cargo, express logistics and autonomous delivery hub.

The discussions concluded that many of the required reforms are achievable in the near term and can significantly enhance India's logistics competitiveness, improve supply chain resilience, accelerate e-commerce growth and strengthen India's position as a regional cargo gateway.

1. Accelerating Express Air Cargo through Targeted Policy Reforms

Industry identified several priority reforms that can substantially improve cargo throughput, reduce transit times and attract greater international cargo traffic into India.

Security Screening Modernisation

- Expedite regulatory approval for deployment of high-speed CT Explosive Detection Systems (CT-EDS) for cargo screening.
- Adoption of globally proven screening technologies can increase processing capacity from approximately **500 packages per hour to over 2,500 packages per hour per machine**, with large express facilities capable of screening **up to 10,000 packages per hour**.
- This has the potential to reduce cargo trans-shipment times from the current **17 hours to approximately 90–120 minutes**, while significantly easing congestion at existing airport cargo terminals.

Liberalisation of Air Cargo Traffic Rights

Industry recommended a progressive liberalisation of air cargo traffic rights, including broader access to **Seventh and Ninth Freedom rights for dedicated all-cargo services**, supported by:

- harmonised policies for regional cargo gateways;
- improved slot allocation for scheduled freighters; and
- supporting airport infrastructure for wide-body cargo operations.

Reinstatement of Double-Dip Operations

Classified under **Air Services Agreements (ASAs)** as the removal of restrictive operational or capacity caps (often related to intermediate or beyond-traffic rights) enabling consecutive or combined routing flexibility. Industry requested reinstatement of "Double Dip" cargo

operations under India's Air Services Agreements by removing restrictive operational limitations that constrain consecutive routing flexibility.

This reform would improve international cargo connectivity and enable airports such as **Ahmedabad, Pune, Nagpur, Gauhati etc** to attract scheduled wide-body express freighter operations, supporting India's emergence as a distributed cargo hub.

Digital Cargo Ecosystem

Participants recommended:

- end-to-end digitisation of cargo transfer processes;
- increased adoption of digital documentation and data exchange; and
- stronger public-private collaboration to modernise India's cargo logistics ecosystem.

Integration with PM Gati Shakti

Air cargo planning should be fully integrated into the **PM Gati Shakti National Master Plan**, ensuring seamless connectivity between airports, multimodal logistics parks, ports, rail and road infrastructure.

2. International Collaboration and Benchmarking with TSA and Global Cargo Hubs

The workshop recognised the importance of learning from established global cargo ecosystems and strengthening technical collaboration with the U.S. Transportation Security Administration (TSA).

Recommended actions include:

- Establish a structured technical collaboration with TSA on cargo security roadmaps, risk-based security programmes and open architecture approaches.
- Share best practices on Air Cargo Advance Screening (ACAS), remote screening concepts and next-generation cargo security technologies.
- Explore TSA's testing, evaluation and certification processes for cargo screening technologies, including methodologies used for the Air Cargo Screening Technology List (ACSTL).
- Undertake a joint government-industry benchmarking mission to leading international air cargo hubs such as **Dubai, Singapore, Narita, Hong Kong and Memphis** to evaluate:
 - Trans-shipment operations;
 - integrated cargo security systems;
 - automation and digital logistics platforms;
 - operational models supporting global express hubs; and
 - commercial and economic benefits of advanced cargo infrastructure.

The objective is to identify global best practices that can be adapted to accelerate the development of world-class cargo and e-commerce hubs in India.

3. Advancing Autonomous Delivery and Urban Air Logistics

To enable large-scale deployment of drones and Advanced Air Mobility (AAM) for logistics, industry identified several regulatory priorities.

Beyond Visual Line of Sight (BVLOS)

- Accelerate implementation of operational BVLOS regulations.
- Enable simplified digital approvals for operations within Yellow Zones.
- Provide exemptions or streamlined processes for Unique Identification Number (UIN) requirements during approved urban pilot programmes, enabling operators to obtain third-party insurance more efficiently.

Single-Window Regulatory Approvals

Develop an integrated single-window approval framework covering all central and state regulatory agencies, coordinated alongside Ministry of Civil Aviation approvals to reduce project implementation timelines.

National Knowledge-Sharing Framework

Industry proposed that outcomes of all approved urban drone trials be documented and shared with regulators through a common national repository. This would support evidence-based policymaking, operational benchmarking and faster regulatory evolution.

Urban Traffic Management Standards

Publish standardised Unmanned Traffic Management (UTM) interfaces to ensure interoperability across industry platforms.

Industry also recommended making **4G/5G connectivity mandatory for drones operating in urban environments** to support safe integration into future digital airspace management systems.

Strategic Outcome

Director General (DGCA) during his keynote highlighted five regulatory priorities for next phase of growth: Safety. Scalability. Data & Digitalisation. Regulatory Agility. Collaboration. Secretary, Ministry of Civil Aviation, challenged all stakeholders to move from capacity to capability, from pilots to scale, and from fragmented systems to an integrated logistics ecosystem. He directed the immediate formation of industry-led subcommittee to develop practical solutions for critical national priorities. His message was clear: the role of government is to enable innovation safely, anticipate future risks, build confidence, and provide a clear pathway for responsible scaling.

The workshop concluded that with targeted regulatory reforms, modern cargo security technologies, greater international collaboration and accelerated digital infrastructure development, India has a significant opportunity to become a leading global hub for express logistics, e-commerce fulfilment and autonomous cargo operations, including

- Enhancing India's trans-shipment competitiveness
- Understanding why cargo bypasses India
- Addressing double handling and double-dipping inefficiencies
- Expanding dedicated cargo infrastructure and airport capacity
- Strengthening regional cargo connectivity, national cargo digital platform

Participants welcomed the suggestion from Secretary MOCA's recommendation to establish a joint Government–Industry implementation committee roadmap to prioritise these actions and monitor progress towards the national objective of scaling India's air cargo capacity to **10 million metric tonnes** while building a globally competitive logistics ecosystem.

Attendees:

Samir Kumar Sinha, Secretary, Ministry of Civil Aviation (MoCA)
Vir Vikram Yadav, Director General, Directorate General of Civil Aviation (DGCA)
Asangba Chuba Ao, Joint Secretary, Ministry of Civil Aviation (MoCA)
Ambuj Sharma, Director, Ministry of Civil Aviation (MoCA)
Sudipto Mondal, Deputy Director, MoCA
K. Selvakumar, CEO, AAICLAS
Dr. Chiranjeevi Gudala, Joint Director, DGCA
Prof. Kaushik Das, Gati Shakti Vishwavidyalaya
Sagar Kadu, **Director-Logistics**, DPIIT
Sarin Sundar, CTO, (ISM & MeitY)
Gloria Reyes, **Representative / Attaché**, Transportation Security Administration
Dr. S. Daniel Jacob, ACP Co-chair (Government) and Attaché & South Asia Senior Representative, FAA
Devinder Arora, **Civil Aviation Specialist**, FAA
Sudhir Keshwarani, **Sr. Commercial Specialist**, U.S. FCS
Bhupinder Kumar, **Regional Representative**, USTDA
Nikhil Kapoor, **ACP Co-chair (Industry) and Director Program Management (India)**, L3Harris
Monish Nandi, **Managing Director, Planning & Engineering**, FedEx
Anubhav Kumar, **Head of Strategy & Govt. Policy**, Boeing India & SE Asia
Prashant Walvekar, **Managing Director**, Smiths Detection India
Vinay M K, **Cofounder & CEO**, AmberWings (Sub. of the Eplane Co.)
Kamal Hingorani, CEO, SpiceXpress
Raveesh Vashistha, CCO, Adani Airports
Sanjiv Edward, **CEO – Cargo & Logistics**, GMR Group
Arun Chandra, **VP – Aviation Business**, BIAL
Prateek Singh, **Sales Director**, Smiths Detection
Alok Sinha, **MD-Legal**, FedEx
Keku Gazder, **CEO & MD**, Avia Pro Logistics
Mark Sutch, **Chief Commercial Officer- CarGo**, IndiGo
Maninder Grewal, **CEO**, Veoci/iPrime

Sudhanshu Mishra, VP, Veoci/iPrime
Brandon Graham, Director - Innovation Strategy, Concepts Beyond
Amit Agrawal, Sales Director, Rapiscan Systems
Suvendu Choudhury, VP-Operations, FedEx
Vipin Kumar Mohla, Vice President – CarGo, IndiGo
Urmimala Chowdhury, Sr. Counsel, FedEx
Zaheer Bakshi, Sr. Manager, FedEx
Ashish Kumar, CEO, GMR Delhi Cargo
Varun Sood, Head Govt. Affairs, FedEx
Sandeep Bahl, Executive Program Director, ACP
Nidhish Jain, Executive Assistant, ACP

Agenda

3.00 – 3.15 p.m.	Registration & Networking
	• Participants Registration • Tea/Coffee & Informal Networking
3.15 – 3.30 p.m.	Welcome & Opening Remarks
	Ambuj Sharma, Director, Ministry of Civil Aviation (MoCA) Nikhil Kapoor, ACP Co-chair (Industry) and Director Program Management (India) L3Harris
	• Welcome note • Objective of the workshop • Overview of participating organizations
3.30 – 4.00 p.m.	Keynote Address by Chief Guest
	Vir Vikram Yadav, Director General, Directorate General of Civil Aviation (DGCA)
Key Theme: India's Economic opportunity	India 2035: Building a Globally Competitive Air Cargo and Autonomous Logistics Ecosystem
	• Manufacturing and Exports • E-commerce growth • Drone logistics • AI-enabled cargo management • Positioning India as a regional logistics hub
4.00 – 4.45 p.m.	Session 1: Vision & Global Best Practices : Presentations
MoCA/AAICLAS's Topic	National Vision for Air Cargo Growth and India's Roadmap to 10 million Metric Tonnes
DGCA's Topic	Modernising Regulation for Autonomous Delivery and Future Air Cargo Operations

TSA's Topic	Cargo Overview – Cargo requirements to include technology and enhanced screening by Gloria Reyes, Representative / Attaché, Transportation Security Administration
Gati Shakti Vishwavidyalaya	PM Gati Shakti Meets Autonomous Delivery: Creating the World's Most Connected Logistics Ecosystem by Prof. Kaushik Das, GSV
FedEx's Topic	Express Logistics Best Practices: Lessons from High-Performance Cargo Network by Monish Nandi, Managing Director, Planning & Engineering, FedEx
Boeing's Topic	Update on Cargo Market & Opportunities landscape by Anubhav Kumar, Head of Strategy & Govt. Policy, Boeing India & South East Asia
4.45 – 5.30 p.m. Global Cargo Hub	Removing Structural Bottlenecks to Position India as a
(Executive workshop Discussion)	Transshipment Competitiveness Double Handling / Double-Dipping Challenges Airport Slot and Infrastructure Constraints Harmonized National Cargo Digital Platform Single-window approvals, Paperless cargo, AI-enabled planning
Participating Organizations	• DGCA, BIAL, GMR, AAHL, AAICLAS, USTDA, ISM-MeitY, BCAS, DPIIT • FedEx, IndiGo, SpiceXpress, Aviapro Logistics, Rapiscan Systems
(Moderator)	Ambuj Sharma, Director, MoCA
5.30 – 6.00 p.m.	Session 2: Technology Enablers - Presentations
Smiths Detection's Topic	Advanced Cargo Screening and Security Technologies by Prashant Walvekar, Managing Director, Smiths Detection India
AmberWings's Topic	Drone based Urban Logistics for Faster & Smarter Cities by Vinay M K, Cofounder & CEO, AmberWings (Sub. of the Eplane Co.)
6.00– 6.30 p.m. National Scale	Scaling Express Logistics and Autonomous Delivery at
(Executive workshop Discussion)	• Technology • Cross-Border Competitiveness • Public-Private Collaboration
Participating Organizations	• AAICLAS, TSA, FAA, MoCA, GSV, ISM-MeitY, BCAS, DPIIT

	FedEx/ BIAL/GMR/AAHL, Aviapro Logistics, Rapiscan Systems, SpiceXpress
(Moderator)	Sandeep Bahl, Executive Program Director, ACP
6.30 – 6.45 p.m.	Closing Session – Summary of key takeaways
	Samir Kumar Sinha, Secretary, Ministry of Civil Aviation (MoCA) & Asangba Chuba Ao, Joint Secretary, Ministry of Civil Aviation (MoCA) Top priority policy reforms - National air cargo modernization roadmap - Autonomous delivery pilot initiatives - Technology demonstration projects - Regulatory sandbox recommendations - Public-private working groups
6.45 – 7.00 p.m.	Closing Remarks
Workshop Outcomes	From Cargo Capacity to Global Competitiveness: Scaling India's Air Cargo Capacity to 10 million Metric Tons Autonomous Delivery at Scale: Global Express Logistics Leadership Dr. S. Daniel Jacob, ACP Co-chair Government) and FAA Attaché & South Asia Senior Representative
7.00 – 9.00 p.m	Networking Cocktails & Dinner

PHOTOS



