



To cite this article: Dr. Garima Maurya (2026). BEHAVIOURAL STATE CAPACITY, TECHNOLOGY, AND COLLECTIVE MOBILISATION: EVIDENCE FROM MAHAKUMBH 2025, International Journal of Research in Commerce and Management Studies (IJRCMS) 8 (5): 1080-1104 Article No. 922 Sub Id 1497

BEHAVIOURAL STATE CAPACITY, TECHNOLOGY, AND COLLECTIVE MOBILISATION: EVIDENCE FROM MAHAKUMBH 2025

Dr. Garima Maurya

Assistant Professor
Department of Economics
University of Allahabad
Prayagraj – 211002, Uttar Pradesh, India

DOI: <https://doi.org/10.38193/IJRCMS.2026.8564>

ABSTRACT

Mahakumbh 2025, held in Prayagraj, India, represents the largest peaceful human gathering in recorded history, attracting more than 660 million pilgrims over a period of 45 days. Existing studies on mega-events primarily evaluate state performance through administrative indicators such as infrastructure development, public service delivery, security arrangements, and crowd management. This paper argues that Mahakumbh 2025 demonstrates a broader and evolving dimension of state capacity that extends beyond bureaucratic efficiency and institutional effectiveness. Drawing upon the theoretical perspectives of Goenaga (2019), Gomide, Pereira, and Machado (2018), and the literature on behavioural public policy, the study conceptualises Behavioural State Capacity as the ability of the state to influence collective behaviour through communication, cultural narratives, technological platforms, and institutional legitimacy.

The paper further analyses the economic implications of Mahakumbh 2025, highlighting its significant contribution to tourism, employment generation, local business development, infrastructure creation, and regional economic growth. It argues that the event generated substantial multiplier effects while strengthening Uttar Pradesh's position as a global religious tourism destination. The findings suggest that Mahakumbh 2025 represents a new model of governance in which administrative capacity, digital governance, and behavioural mobilisation operate simultaneously to facilitate large-scale collective action. By introducing the concept of Behavioural State Capacity, this study extends the contemporary literature on state capacity and offers a new analytical framework for understanding governance in large-scale public events, religious tourism, and behavioural public policy.

KEYWORDS: Behavioural State Capacity; State Capacity; Mahakumbh 2025; Digital Governance; Behavioural Governance; Public Policy; Collective Action; Religious Tourism; Mega Events; Economic Development

1. INTRODUCTION

The **Maha Kumbh Mela** represents a unique convergence of ancient religious tradition and contemporary public governance. Rooted in Hindu mythology, the festival commemorates the legendary episode of the **Samudra Manthan** (the churning of the ocean), during which drops of *amrit* (the nectar of immortality) are believed to have fallen at four sacred locations—**Prayagraj, Haridwar, Ujjain, and Nashik**. These sites consequently became the venues for the cyclical celebration of the Kumbh Mela, with the Maha Kumbh occurring at Prayagraj after a specific astrological alignment approximately every 144 years. Devotees believe that taking a ritual bath (*snan*) at the sacred confluence (*Triveni Sangam*) of the Ganga, Yamuna, and the mythical Saraswati during this auspicious period cleanses sins, liberates individuals from the cycle of rebirth (*moksha*), and promotes spiritual purification. This deeply embedded belief system transforms the festival into one of the world's largest voluntary gatherings, attracting pilgrims across regions, cultures, and socio-economic backgrounds.

The **Maha Kumbh 2025**, held in Prayagraj from **13 January to 26 February 2025**, exemplifies this intersection between mythology and governance. Initially planned for approximately **450 million (45 crore)** pilgrims over 45 days, the event surpassed all expectations, recording an estimated **660 million (66 crore)** visits by its conclusion. Managing a temporary population larger than that of most countries required an unprecedented integration of digital governance, interdepartmental coordination, smart surveillance, artificial intelligence, transport management, healthcare services, and civic infrastructure. Consequently, Maha Kumbh 2025 provides an exceptional opportunity to examine how deeply rooted mythological beliefs generate collective action on an extraordinary scale, while simultaneously testing and showcasing the administrative and technological capabilities of the modern Indian state.

This study argues that the success of the Maha Kumbh cannot be understood solely through the lens of faith or public administration in isolation. Rather, it reflects a dynamic relationship in which **mythological belief acts as the primary driver of mass participation, while state capacity determines the efficiency, safety, inclusiveness, and sustainability of the event**. Analysing this interaction offers valuable insights into how cultural traditions and institutional effectiveness can reinforce one another, making the Maha Kumbh an important case for understanding governance, public policy, and state capacity in the context of large-scale religious gatherings.

1.1 Aim of the Study

To examine how **state capacity, technological innovation, and behavioural mobilisation** interacted in the successful organisation of **Mahakumbh 2025**, and to analyse their implications for governance, collective action, and regional economic development.

1.2 Objectives of the Study

1. **To examine** the role of state capacity in planning, coordinating, and managing the Mahakumbh 2025 through administrative, institutional, and public service mechanisms.
2. **To analyse** the contribution of digital technologies, e-governance, and communication strategies in crowd management, public safety, and service delivery during Mahakumbh 2025.
3. **To investigate** how religious narratives, symbolic messaging, and public outreach contributed to behavioural mobilisation and collective participation in Mahakumbh 2025.
4. **To assess** the socio-economic impact of Mahakumbh 2025, particularly in terms of tourism, employment generation, infrastructure development, and regional economic growth.

2. LITERATURE REVIEW

The concept of **state capacity** has evolved considerably over the past century, moving from a narrow emphasis on coercive authority and bureaucratic effectiveness to broader understandings that encompass governance, institutional quality, information systems, and the ability to shape collective behaviour.

Max Weber (1922) defined the modern state as an institution possessing the legitimate monopoly over the use of physical force within a given territory. According to Weber, an effective state derives its capacity from a rational-legal bureaucracy capable of enforcing laws, maintaining order, and implementing public policies. His work laid the theoretical foundation for subsequent studies on administrative capacity.

Building on Weber's ideas, **Charles Tilly (1992)** argued that state capacity emerged through historical processes of war-making, taxation, and institution-building. He viewed the state's ability to mobilise resources, coordinate society, and exercise territorial control as the fundamental determinants of effective governance.

A developmental perspective was introduced by **Peter Evans (1995)** through the concept of **embedded autonomy**. Evans argued that effective states are characterised not merely by competent bureaucracies but also by institutional linkages with society. According to him, developmental success depends on the state's ability to maintain bureaucratic professionalism while simultaneously engaging with citizens, businesses, and civil society organisations.

Similarly, **Acemoglu and Robinson (2012)** shifted the discussion from administrative capability to the quality of political and economic institutions. In *Why Nations Fail*, they argued that **inclusive institutions** strengthen state capacity by promoting public trust, participation, and accountability, whereas extractive institutions weaken governance by concentrating power among elites. Their

institutional perspective suggests that effective governance depends not only on administrative efficiency but also on the legitimacy and inclusiveness of state institutions.

Francis Fukuyama (2013) further refined the concept by defining state capacity as the government's ability to formulate and implement policies and deliver public goods effectively. He distinguished between the **scope** of state functions and the **strength** of state institutions, arguing that expanding government responsibilities without strengthening institutional capacity often results in policy failure.

From a political economy perspective, **Besley and Persson (2011)** conceptualised state capacity in terms of **fiscal capacity** and **legal capacity**. They argued that governments capable of mobilising revenues, enforcing contracts, and maintaining the rule of law are more likely to achieve sustained economic development and political stability.

The literature subsequently moved beyond traditional administrative perspectives. **Wu, Ramesh, and Howlett (2015)** introduced the concept of **policy capacity**, defining it as the combination of **analytical, operational, and political capacities** operating at individual, organisational, and systemic levels. Their framework emphasises that successful governance depends not only on bureaucratic resources but also on knowledge generation, stakeholder coordination, and political legitimacy.

Extending this multidimensional approach, **Gomide, Pereira, and Machado (2018)**, in *The Concept of State Capacity and Its Operationalization in Empirical Research*, argued that state capacity should be understood through **three complementary dimensions**: analytical capacity, operational (administrative) capacity, and political capacity. They criticised the tendency of empirical research to measure state capacity solely through bureaucratic quality or government effectiveness and instead advocated multidimensional indicators that capture the complexity of contemporary governance.

A further development in the literature is the growing recognition of the state's **information and communication capacity**. **Brambor, Goenaga, Lindvall, and Teorell (2020)** argued that modern states derive capacity not only from taxation or bureaucracy but also from their ability to collect, process, and utilise information. They demonstrate that censuses, digital databases, civil registration systems, and administrative information networks significantly enhance governance by improving policy design, implementation, and coordination.

Recent scholarship has also questioned whether administrative indicators alone adequately explain successful governance. **Martin Williams (2021)** argues that bureaucratic capacity should be distinguished from actual implementation performance, emphasising that governance outcomes depend on how institutions translate administrative resources into effective public action.

More recently, **Goenaga (2019)** broadened the understanding of state capacity by arguing that it also involves the state's ability to **produce, disseminate, and enforce socially meaningful rules and narratives** that influence citizens' behaviour. This perspective shifts attention from coercion towards legitimacy, persuasion, communication, and the construction of shared social meanings. Rather than relying exclusively on legal authority, capable states increasingly shape collective action through information, symbols, and public narratives.

This emerging perspective closely aligns with developments in **behavioural public policy**. Scholars such as **Cass Sunstein (2020)** argue that governments increasingly influence public behaviour through behavioural interventions, communication strategies, and carefully designed choice architectures rather than through coercive regulation alone. Behavioural governance therefore represents an important extension of traditional state capacity by highlighting how public institutions shape voluntary compliance and collective action through persuasion and social norms.

The literature reviewed above demonstrates that the concept of state capacity has gradually expanded from **bureaucratic administration (Weber)** to **institutional quality (Acemoglu and Robinson)**, **policy and governance capacity (Wu et al.; Gomide et al.)**, and more recently to **information and behavioural capacity (Goenaga; Sunstein)**. However, empirical applications of these emerging perspectives remain limited, particularly in the context of large-scale religious gatherings.

3. METHODOLOGY

This study adopts a **qualitative descriptive and analytical research design** to examine the relationship between **state capacity, technology, and behavioural mobilisation** in the organisation of **Mahakumbh 2025**. The research is based on a **case study approach**, considering Mahakumbh 2025 as an exceptional governance event that provides valuable insights into the evolving nature of state capacity in managing one of the world's largest peaceful human gatherings.

3.1 Research Design

The study employs a **single-case study method**, as Mahakumbh 2025 represents a unique case of large-scale public administration where religious faith, technological innovation, and state institutions converged to facilitate mass participation and effective governance. The case study approach enables an in-depth examination of administrative processes, behavioural interventions, and governance outcomes within their real-world context.

3.2 Nature and Sources of Data

The study is based entirely on **secondary data** collected from multiple credible sources. These include:

- Government reports and official publications of the Government of Uttar Pradesh and the Government of India.
- Reports released by the **Press Information Bureau (PIB)**, **Ministry of Tourism**, **Ministry of Railways**, **National Informatics Centre (NIC)**, and other relevant government departments.
- Official documents of **Mahakumbh Mela Authority, Prayagraj**, and the **Uttar Pradesh State Government**.
- Policy documents, administrative reports, and statistical publications.
- Peer-reviewed journal articles, books, conference papers, and working papers on state capacity, public policy, digital governance, and behavioural governance.
- Reports published by international organisations and reputable research institutions.
- Newspaper articles and authenticated digital media reports used only for contextual and supplementary information.

4. STATE CAPACITY AND GOVERNANCE DURING MAHAKUMBH 2025

4.1 Mahakumbh in the Context of Global Mega Events

The twenty-first century has witnessed a growing number of **mega-events** that test the administrative and governance capacities of nation-states. International sporting competitions, religious pilgrimages, and cultural festivals require governments to mobilise extensive financial, human, technological, and institutional resources to ensure public safety, transportation, healthcare, sanitation, and emergency response. Consequently, mega-events have become important case studies for understanding **state capacity**, as they reveal how governments coordinate multiple agencies to manage complex logistical and administrative challenges.

Among the world's most prominent mega-events are the **FIFA World Cup**, **Olympic Games**, **Hajj pilgrimage**, **Arba'een pilgrimage**, **Rio Carnival**, and the **Commonwealth Games**. Although these events differ in purpose and organisation, they all require substantial investments in infrastructure, security, transportation, and public service delivery. Sporting events such as the FIFA World Cup, Olympic Games, and Commonwealth Games operate through **ticketed participation, fixed venue capacities, and scheduled competitions**, allowing governments to estimate attendance and plan administrative arrangements with relative certainty. Similarly, the Hajj pilgrimage, despite attracting millions of pilgrims annually, is managed through a quota-based registration system that enables Saudi authorities to regulate visitor inflows and minimise overcrowding.

In contrast, **Arba'een pilgrimage** in Iraq and **Rio Carnival** present greater governance challenges due to their open participation and large public gatherings. However, both remain considerably smaller in scale than **Mahakumbh 2025**, and their administrative complexity is comparatively limited.

Arba'een relies significantly on community and religious organisations for service provision, whereas Rio Carnival is concentrated over a shorter duration and within a permanent urban setting.

Against this international backdrop, **Mahakumbh 2025 occupies a unique position among global mega-events**. Unlike ticketed sporting events or regulated pilgrimages, participation is entirely **voluntary, open-ended, and unpredictable**. Pilgrim inflows fluctuate according to religious beliefs, auspicious bathing dates (*Amrit Snan*), transportation availability, weather conditions, and government communication. This uncertainty substantially increases governance complexity, requiring continuous monitoring, adaptive planning, and rapid administrative decision-making.

The extraordinary **scale and duration** of Mahakumbh further distinguish it from other global gatherings. Held over **45 days**, the event attracted approximately **660 million pilgrims**, making it the **largest peaceful human gathering in recorded history**. During major bathing festivals, tens of millions of devotees assembled simultaneously within a temporary city, creating unprecedented challenges in crowd management, healthcare, sanitation, transportation, and public safety.

Unlike events confined to stadiums or permanent venues, Mahakumbh was organised within a **4,000-hectare temporary city** equipped with roads, pontoon bridges, bathing ghats, tent cities, hospitals, command centres, public utilities, and digital governance infrastructure. Managing such a dynamic urban settlement required exceptional coordination among multiple government departments, security agencies, healthcare institutions, and technology platforms.

Table 1. Comparison of Major Global Mega Events and Governance Challenges

Event	Country	Approximate Attendance	Duration	Nature of Participation
Mahakumbh 2025	India	660+ million	45 days	Open, voluntary religious pilgrimage
Arba'een Pilgrimage	Iraq	20–25 million	10–15 days	Open religious pilgrimage
Hajj	Saudi Arabia	1.8–2 million	5–6 days	Registered pilgrimage
Olympic Games (Paris 2024)	France	11–15 million visitors	17 days	Ticketed sporting event

FIFA World Cup (Qatar 2022)	Qatar	3.4 million spectators	29 days	Ticketed sporting event
Rio Carnival	Brazil	6–7 million	5 days	Cultural festival
Commonwealth Games	Rotating host country	1–2 million visitors	10–12 days	Ticketed sporting event

Source: Compiled by the author using official reports of FIFA, the International Olympic Committee (IOC), the Saudi Ministry of Hajj and Umrah, the Government of Iraq, the Government of Brazil, the Commonwealth Games Federation, and Government of India publications.

4.2 Infrastructure Development: Demonstrating Administrative State Capacity

Infrastructure development constituted one of the most visible manifestations of **administrative state capacity** during Mahakumbh 2025. Organising the world's largest peaceful gathering required the Government of Uttar Pradesh to undertake an unprecedented programme of urban planning, infrastructure creation, and public service provision within a limited timeframe. Unlike conventional infrastructure projects designed for permanent urban settlements, the Mahakumbh demanded the construction of a **temporary but fully functional city** capable of supporting millions of pilgrims while ensuring safety, mobility, sanitation, healthcare, communication, and uninterrupted public services. The successful implementation of these initiatives illustrates the state's ability to mobilise financial resources, coordinate multiple departments, and deliver complex public infrastructure under extraordinary circumstances.

Recognising the unprecedented scale of the event, the **Government of Uttar Pradesh** introduced an important administrative innovation by constituting "**Sangam Prayag**" as a **temporary district** exclusively for the duration of Mahakumbh 2025. The notification of this temporary administrative district enabled decentralised governance, efficient coordination among government agencies, faster decision-making, and effective implementation of public services. Dedicated administrative officers, magistrates, police officials, and departmental representatives were deployed within this temporary jurisdiction, ensuring that governance remained responsive despite the continuous movement of millions of pilgrims. The establishment of Sangam Prayag demonstrates that state capacity extends beyond physical infrastructure to include **institutional adaptability**, where governments create new administrative structures to respond to exceptional governance challenges.

At the core of the infrastructure programme was the development of a **temporary city spread over approximately 4,000 hectares**, making it one of the largest temporary urban settlements ever created. Unlike conventional urban development, this city was designed to function efficiently for only forty-five days while providing services comparable to those available in permanent municipalities. The Mahakumbh city was systematically divided into **25 administrative sectors**, each managed by designated administrative officers responsible for law and order, sanitation, public utilities, healthcare, and emergency response. This decentralised administrative structure enabled efficient service delivery and facilitated coordination among multiple government departments operating simultaneously across the Mela area.

Transportation infrastructure received significant attention because the movement of millions of pilgrims represented one of the greatest governance challenges. Hundreds of kilometres of roads were newly constructed, widened, or upgraded to improve connectivity within Prayagraj and between neighbouring districts. These road improvements were complemented by intelligent traffic management systems, designated pedestrian corridors, and dedicated emergency routes to facilitate smooth mobility during peak bathing days. The state also strengthened railway infrastructure, bus services, and parking facilities to manage the unprecedented influx of pilgrims arriving from across India.

An important engineering achievement was the construction of **pontoon bridges** across the Ganga and Yamuna rivers. These temporary floating bridges significantly improved pedestrian mobility between different sectors of the Mahakumbh city and reduced congestion around major bathing ghats. The bridges were carefully designed to withstand heavy pedestrian movement while allowing flexibility for river navigation and changing water levels. Their successful deployment reflects the government's capacity to combine engineering expertise with operational planning under dynamic environmental conditions.

The development and modernisation of the **bathing ghats** constituted another major component of the infrastructure programme. Several kilometres of permanent and temporary ghats were constructed, strengthened, and illuminated to ensure safe access to the sacred confluence of the Ganga, Yamuna, and the mythical Saraswati rivers. Safety railings, changing facilities, drinking water points, public announcement systems, and emergency medical assistance centres were strategically established along the ghats to minimise risks during major bathing occasions. The integration of these facilities significantly enhanced both pilgrim safety and the overall management of crowd movement.

Accommodation infrastructure was equally impressive. Approximately **1.5 lakh tents** were erected to create one of the world's largest temporary tent cities. These tents accommodated pilgrims, saints, religious organisations, government officials, volunteers, and service providers. The tent city was

equipped with electricity, drinking water, sanitation facilities, fire safety systems, internal roads, street lighting, communication networks, and security arrangements, effectively functioning as a temporary urban settlement. The planning and management of this large-scale accommodation system required extensive coordination among public agencies, contractors, utility providers, and local administration.

Basic urban services formed another critical dimension of infrastructure development. Continuous **drinking water supply**, temporary water pipelines, overhead tanks, and water quality monitoring systems ensured access to safe drinking water throughout the Mahakumbh area. Simultaneously, uninterrupted **electricity supply** was maintained through temporary substations, distribution networks, transformers, backup generators, and extensive street lighting systems. The widespread installation of LED lighting enhanced public safety during night-time activities while improving energy efficiency across the temporary city.

Sanitation infrastructure represented one of the most ambitious public health initiatives undertaken during Mahakumbh 2025. The government established **lakhs of temporary toilets**, mechanised waste collection systems, sewage treatment arrangements, solid waste management facilities, and continuous cleaning operations to maintain hygiene across the Mela area. Thousands of sanitation workers operated around the clock to ensure cleanliness at bathing ghats, roads, public spaces, and residential camps. These initiatives were complemented by awareness campaigns promoting cleanliness and environmental conservation under the **Swachh Mahakumbh** initiative, illustrating the integration of infrastructure with behavioural governance.

From the perspective of **state capacity**, these infrastructural achievements illustrate the government's ability to anticipate future demands, mobilise financial and technical resources, coordinate multiple institutions, and deliver large-scale public infrastructure within strict time constraints. Following the framework proposed by **Gomide, Pereira, and Machado (2018)**, the infrastructure programme reflects strong **operational capacity**, while the establishment of the temporary district of **Sangam Prayag** demonstrates institutional adaptability and political coordination. The successful transformation of an open floodplain into a fully functioning temporary smart city capable of serving hundreds of millions of pilgrims represents one of the most remarkable examples of administrative governance in contemporary public administration.

Table 2. Infrastructure Development During Mahakumbh 2025

Infrastructure Component	Development Undertaken	Governance Significance
Temporary Administrative District	Sangam Prayag	Institutional innovation and decentralised governance
Temporary Mahakumbh City	Approximately 4,000 hectares	Creation of a temporary smart city
Administrative Sectors	25 sectors	Efficient coordination and decentralised administration
Road Network	400+ km upgraded/new roads	Improved mobility and emergency access
Pontoon Bridges	30+ temporary bridges	Safe pedestrian movement and crowd dispersal
Bathing Ghats	12 km developed and strengthened	Safe access to sacred bathing areas
Tent City	Approximately 1.5 lakh tents	Accommodation for pilgrims and officials
Water Supply	Temporary pipelines, tanks, drinking water facilities	Continuous public utility services
Electricity	Temporary substations, transformers, LED street lighting	Reliable power supply
Sanitation	Lakhs of temporary toilets and waste management systems	Public health and environmental protection
Long-term Legacy	Roads, drainage, riverfront development, digital infrastructure	Sustainable urban development

Source: Compiled by the author from the Government of Uttar Pradesh, Press Information Bureau (2025), Mahakumbh Mela Authority reports, and official Mahakumbh 2025 publications.

Figure 1. Infrastructure Development: Kumbh 2019 versus Mahakumbh 2025

Infrastructure Indicator	Kumbh 2019	Mahakumbh 2025
Temporary Area (Hectares)	3,200	4,000
Administrative Sectors	20	25
Tent Accommodation	1,00,000	1,50,000
Roads Developed (km)	250	400+
Pontoon Bridges	22	30+
Public Toilets	1,20,000	1,50,000+
Parking Area (Hectares)	1,200	1,850
Street Lighting (LED Units)	40,000	67,000+

Source: Prepared by the author using data from the Government of Uttar Pradesh, Prayagraj Mela Authority, Press Information Bureau (2025), and official Mahakumbh reports.

4.3 Administrative Arrangements: Strengthening Governance Capacity

The successful organisation of **Mahakumbh 2025** depended not only on the creation of extensive physical infrastructure but also on the deployment of an equally robust administrative machinery capable of coordinating thousands of personnel and multiple government agencies. Managing the world's largest peaceful human gathering required an integrated governance model involving civil administration, police, healthcare institutions, disaster management agencies, municipal bodies, transport authorities, public utilities, and technology-driven command centres. Unlike conventional public events, Mahakumbh required continuous governance over forty-five days with fluctuating daily pilgrim inflows and exceptionally high attendance during major bathing festivals. Consequently, the Government of Uttar Pradesh adopted a **whole-of-government approach**, reflecting a high degree of institutional coordination and administrative adaptability.

One of the most significant components of the administrative framework was the unprecedented deployment of **security personnel** across the Mahakumbh area. More than **50,000 police personnel**, supported by the **Provincial Armed Constabulary (PAC)**, **Central Armed Police Forces (CAPFs)**, **National Disaster Response Force (NDRF)**, **State Disaster Response Force (SDRF)**, and specialised river police units, were stationed throughout the Mela area to maintain law and order. The security apparatus was further strengthened through dedicated police stations, temporary police outposts, anti-sabotage squads, bomb disposal units, quick response teams, women police units, cybercrime monitoring cells, and traffic management teams. This comprehensive deployment ensured continuous surveillance, effective crowd regulation, and rapid response to emergencies, particularly during peak bathing days when tens of millions of pilgrims gathered simultaneously at the Sangam.

Fire safety received equal priority given the extensive use of temporary tents, electrical installations, cooking facilities, and public gathering spaces. Multiple **temporary fire stations** equipped with modern firefighting equipment, fire tenders, water tankers, and trained fire personnel were strategically established throughout the Mahakumbh area. Continuous inspections, fire safety audits, public awareness campaigns, and emergency response protocols reduced the risk of fire-related incidents and ensured rapid intervention whenever required.

Emergency medical transportation was strengthened through the deployment of a large fleet of **advanced life support (ALS) ambulances, basic life support (BLS) ambulances, river ambulances, and emergency response vehicles**. These ambulance services were integrated with hospitals, medical camps, and the Integrated Command and Control Centre to facilitate rapid patient transportation and coordinated emergency response. GPS-enabled ambulance tracking and dedicated emergency corridors significantly reduced response times and improved the efficiency of medical service delivery.

The effectiveness of these administrative arrangements depended largely upon **interdepartmental coordination**, which emerged as one of the defining features of governance during Mahakumbh 2025. More than thirty government departments—including the Police Department, Health Department, Public Works Department, Jal Nigam, Power Corporation, Transport Department, Municipal Corporation, Tourism Department, Disaster Management Authority, Fire Services, Railways, and National Highways Authority—worked under an integrated governance framework. Daily review meetings, unified command structures, digital information sharing, and real-time communication through the Integrated Command and Control Centre enabled continuous coordination among these agencies. Such institutional integration minimised duplication of efforts, accelerated decision-making, and ensured uninterrupted delivery of essential public services.

Mahakumbh 2025 also witnessed several **administrative innovations** that strengthened governance capacity. The creation of the temporary administrative district of **Sangam Prayag**, division of the Mahakumbh city into **25 administrative sectors**, appointment of sector magistrates, deployment of digital monitoring systems, establishment of Integrated Command and Control Centres, implementation of AI-assisted surveillance, and adoption of GIS-based planning collectively demonstrate the state's ability to adapt its administrative structures to unprecedented governance challenges. These innovations illustrate that contemporary state capacity depends not only upon bureaucratic efficiency but also upon institutional flexibility, technological integration, and adaptive governance mechanisms capable of responding to rapidly changing public needs.

From the perspective of **Gomide, Pereira, and Machado (2018)**, the administrative arrangements implemented during Mahakumbh 2025 exemplify the state's **operational capacity**, characterised by

effective resource mobilisation, institutional coordination, and public service delivery. Simultaneously, the successful integration of multiple agencies under a unified governance framework reflects strong **political capacity**, whereby collaborative decision-making and institutional cooperation enable effective policy implementation.

Table 3. Administrative Arrangements During Mahakumbh 2025

Administrative Sector	Major Arrangements	Governance Outcome
Police Deployment	50,000+ police personnel, PAC, CAPFs, river police	Law and order, crowd regulation
Healthcare	Temporary hospitals, medical camps, trauma centres	Universal healthcare access
Medical Personnel	Doctors, nurses, paramedics, pharmacists	Continuous medical services
Ambulance Services	ALS, BLS, river ambulances	Rapid emergency response
Disaster Management	NDRF, SDRF, rescue teams, emergency operation centres	Disaster preparedness and resilience
Fire Services	Temporary fire stations, fire tenders, trained personnel	Fire prevention and emergency response
Medical Camps	First-aid centres, mobile health units	Accessible primary healthcare
Interdepartmental Coordination	30+ government departments	Integrated governance and efficient service delivery
Administrative Innovation	Sangam Prayag district, 25 sectors, ICCC, GIS	Adaptive governance and decentralised administration

Source: Compiled by the author from Government of Uttar Pradesh publications, Press Information Bureau (2025), Mahakumbh Mela Authority reports, Uttar Pradesh Police, National Disaster Management Authority (NDMA), and Department of Health and Family Welfare.

4.4 Security and Crowd Management

Ensuring the safety and orderly movement of more than **660 million pilgrims** during Mahakumbh 2025 represented one of the most challenging aspects of governance. Unlike conventional mega-events held in enclosed venues, Mahakumbh involves unrestricted public participation across a vast temporary city with continuously changing crowd densities. To address these challenges, the Government of Uttar Pradesh adopted a **technology-enabled security framework** integrating

artificial intelligence, digital surveillance, predictive analytics, and coordinated emergency response mechanisms. These initiatives significantly strengthened the state's **executive and operational capacity**, enabling authorities to maintain public order while ensuring a safe and seamless pilgrimage experience.

A comprehensive **CCTV surveillance network**, comprising thousands of high-definition cameras, was installed across bathing ghats, major road intersections, pontoon bridges, transport hubs, railway stations, parking areas, and public gathering spaces. These cameras provided continuous real-time monitoring of crowd movement, traffic conditions, and public activities, enabling authorities to detect congestion and respond promptly to emerging situations. The surveillance system was further enhanced through **AI-enabled cameras** capable of analysing crowd density, identifying unusual movement patterns, and generating automated alerts for administrative officials. By shifting from reactive policing to predictive monitoring, artificial intelligence significantly improved situational awareness and decision-making.

The Government also extensively utilised **drone surveillance** to monitor large gatherings, particularly during major bathing days such as **Makar Sankranti, Mauni Amavasya, and Basant Panchami**. Drones provided aerial imagery of crowd distribution, traffic movement, and sensitive locations, enabling authorities to identify overcrowded zones and regulate pedestrian movement through alternative routes. The integration of aerial surveillance with ground-level monitoring improved operational efficiency and facilitated rapid deployment of security personnel whenever required.

Another important technological innovation was the deployment of **facial recognition systems** at selected high-security locations, railway stations, and entry points. These systems assisted security agencies in identifying missing persons, locating vulnerable individuals, detecting suspected offenders, and strengthening public safety without causing unnecessary inconvenience to pilgrims. Together with AI-assisted analytics, facial recognition enhanced the state's capacity to respond proactively to security concerns.

The entire surveillance network was integrated through the **Integrated Command and Control Centre (ICCC)**, which functioned as the central nerve centre for monitoring and coordination throughout Mahakumbh 2025. The ICCC received continuous inputs from CCTV cameras, AI surveillance systems, drones, traffic management platforms, police control rooms, emergency services, healthcare facilities, and disaster management authorities. This integration enabled real-time information sharing, rapid decision-making, and effective coordination among multiple government departments. The command centre significantly reduced response times during emergencies and strengthened institutional coordination across the Mahakumbh administration.

Advanced **crowd prediction and management systems** constituted another important component of the security strategy. Using artificial intelligence, geospatial information, and real-time crowd analytics, authorities continuously assessed pilgrim movement across different sectors of the temporary city. Predictive models identified potential congestion points before they became critical, allowing officials to regulate entry, redirect pedestrian movement, modify traffic plans, and deploy additional personnel where necessary. This transition from reactive crowd control to predictive crowd management represents an important advancement in contemporary public administration.

Collectively, these security arrangements illustrate that **state capacity** increasingly depends upon the integration of technology with traditional executive functions. Rather than relying solely on physical deployment of security personnel, Mahakumbh 2025 demonstrated how artificial intelligence, digital surveillance, predictive analytics, and integrated command systems can substantially enhance governance effectiveness.

4.7 Economic Impact: Mahakumbh 2025 as a Driver of Regional and National Development

Beyond its religious and cultural significance, **Mahakumbh 2025** emerged as one of the largest economic events in contemporary India. The unprecedented congregation of more than **660 million pilgrims** generated substantial economic activity across multiple sectors, including tourism, hospitality, transportation, retail trade, handicrafts, agriculture, construction, digital services, and public infrastructure. Unlike conventional mega-events that are often evaluated solely in terms of visitor expenditure or tourism receipts, the economic impact of Mahakumbh extends much further by stimulating employment, encouraging private investment, strengthening urban infrastructure, and creating long-term developmental benefits for the regional economy. Consequently, Mahakumbh 2025 should be viewed as an important instrument of **economic governance**, where state investment in infrastructure and public services generated significant multiplier effects throughout the economy.

From the perspective of **Keynesian economics**, large-scale public expenditure undertaken for the organisation of Mahakumbh functions as an economic stimulus by increasing aggregate demand, generating employment, and encouraging private sector participation. Government investments in roads, bridges, sanitation, electricity, digital infrastructure, public transportation, healthcare facilities, and urban beautification created direct employment opportunities during the preparation phase while simultaneously increasing the demand for construction materials, engineering services, transport logistics, and local manufacturing. These investments produced both immediate economic benefits and long-term improvements in regional infrastructure that will continue to support economic growth beyond the conclusion of the event.

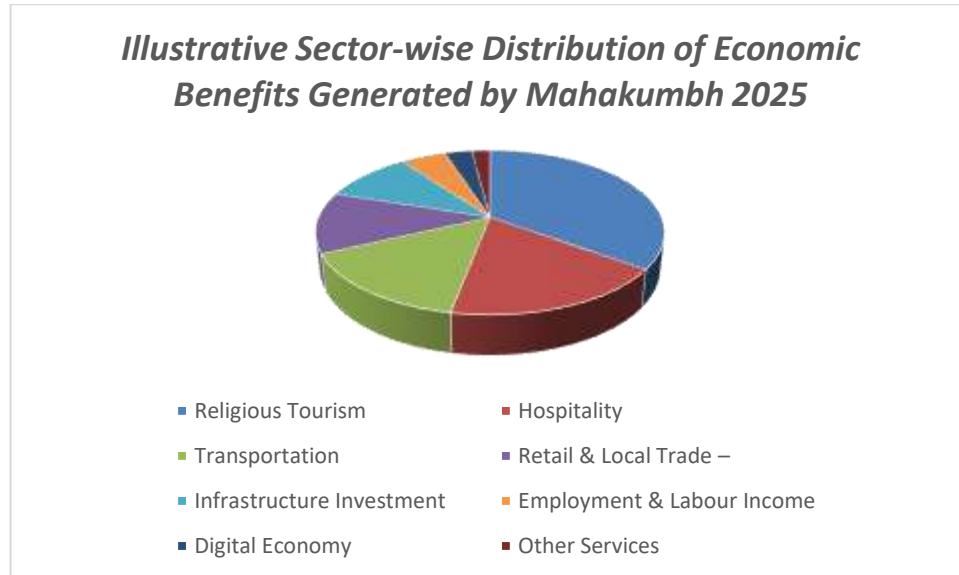
The local economy experienced significant expansion through increased consumption expenditure by pilgrims. Markets selling food, clothing, religious articles, handicrafts, souvenirs, books, flowers,

traditional medicines, and household goods witnessed remarkable increases in business activity. Street vendors, small retailers, artisans, craftsmen, local producers, and self-help groups benefited directly from the enormous consumer demand generated during the forty-five-day festival. These gains were particularly important for micro, small, and medium enterprises (MSMEs), many of which depend upon seasonal demand and pilgrimage-related commerce for a substantial proportion of their annual income.

Mahakumbh 2025 also generated considerable employment across both the formal and informal sectors. Large numbers of workers were engaged in infrastructure construction, sanitation services, transportation, hospitality, healthcare, security, waste management, logistics, event management, communication, information technology, and public administration. Temporary employment opportunities were created for drivers, guides, vendors, cleaners, electricians, plumbers, construction workers, boat operators, cooks, security personnel, and volunteers. The multiplier effects of this employment extended to surrounding districts through increased household income and consumption expenditure.

According to official estimates of the **Government of Uttar Pradesh**, Mahakumbh 2025 generated an economic impact of approximately **₹3 lakh crore (₹3 trillion)** through tourism expenditure, commercial transactions, infrastructure investment, hospitality, transportation, and associated economic activities. Although precise estimates vary across reports, there is broad consensus that Mahakumbh 2025 represents one of the largest economic events in India's history. The scale of economic activity generated by the event illustrates how religious tourism can function as an important driver of regional economic growth when supported by effective public policy and administrative capacity.

Figure 2: *Sector-wise Distribution of Economic Benefits Generated by Mahakumbh 2025*



Source: Prepared by the author based on Government of Uttar Pradesh reports, Ministry of Tourism statistics, PIB releases, and the *Report on Maha Kumbh Mela 2025 (2025)*.

Table 4. Economic Impact of Mahakumbh 2025

Economic Sector	Major Economic Impact	Contribution to Regional Development
Religious Tourism	Increased domestic and international pilgrim arrivals	Growth of tourism industry and destination branding
Hospitality	Higher occupancy in hotels, guest houses, homestays and restaurants	Increased business revenue and employment
Transportation	Railways, airlines, buses, taxis, boats and e-rickshaws	Improved mobility and income generation
Retail and Local Markets	Sales of religious items, handicrafts, food and consumer goods	Expansion of MSMEs and informal businesses
Employment	Temporary and permanent jobs in construction, tourism,	Increased household income and livelihoods

	healthcare and administration	
Infrastructure Investment	Roads, bridges, sanitation, electricity and digital infrastructure	Long-term regional development and productivity
Digital Economy	UPI Payments, QR-code transactions, mobile applications	Financial inclusion and digital commerce
Government Revenue	Tourism-related taxes, user charges and economic activity	Strengthened fiscal capacity
Overall Economic Output	Estimated economic impact of approximately ₹3 lakh crore	Regional economic growth and multiplier effects

Source: Compiled by the author from Government of Uttar Pradesh reports, Press Information Bureau (2025), Ministry of Tourism, Government of India, and the *Report on Maha Kumbh Mela 2025* (Institute of Land and Disaster Management, Kerala, 2025).

4.6 Behavioural Mobilisation and the Expansion of State Capacity

While administrative preparedness, infrastructure development, and digital governance ensured the effective management of Mahakumbh 2025, the event also revealed an important expansion in the concept of **state capacity**—the ability of the state to shape collective behaviour through persuasion, legitimacy, cultural symbolism, and strategic communication. Conventional theories of state capacity primarily associate governance with bureaucratic effectiveness, regulation, taxation, and coercive enforcement (Weber, 1922; Fukuyama, 2013). However, Mahakumbh 2025 demonstrates that modern governance increasingly depends upon the state's capacity to mobilise voluntary collective action through behavioural interventions rather than regulatory compulsion alone. In this sense, the event represents an important evolution from **administrative state capacity** towards **behavioural state capacity**.

One of the most significant behavioural interventions adopted by the Government of Uttar Pradesh was the dissemination of the narrative that **Mahakumbh 2025 represented a rare spiritual opportunity occurring after 144 years**. Although the Kumbh Mela follows a twelve-year cycle, official communication repeatedly emphasised the exceptional planetary alignment associated with Mahakumbh 2025, describing it as a once-in-a-century event where the **"Amrit Ki Boond" (Drops of the Nectar of Immortality)** could be spiritually experienced through the sacred bath (*Amrit Snan*)

at the Triveni Sangam. This narrative, repeatedly highlighted in government campaigns, media reports, documentaries, cultural programmes, and public speeches, created a strong perception of urgency and exclusivity. By embedding administrative communication within deeply rooted religious beliefs, the state successfully transformed public information campaigns into powerful behavioural instruments capable of influencing millions of individual decisions.

From the perspective of **behavioural public policy**, these interventions closely resemble the concept of **nudging** developed by **Thaler and Sunstein (2008)**. Rather than compelling participation through legal mandates, the Government designed a communication environment that encouraged citizens to voluntarily choose participation by highlighting the spiritual significance, cultural heritage, and social prestige associated with the pilgrimage. Messages emphasising the sacredness of the **Amrit Snan**, the historical uniqueness of the event, and the participation of millions of devotees functioned as behavioural cues that influenced decision-making while preserving individual freedom of choice. These interventions illustrate how governments can shape public behaviour through carefully designed **choice architectures** rather than coercive regulation.

Another important behavioural mechanism evident during Mahakumbh 2025 was the emergence of **Fear of Missing Out (FOMO)**. Although official communication never explicitly used this terminology, the government's communication strategy effectively generated this behavioural response. Continuous live broadcasts, official updates on pilgrim numbers, drone footage of massive congregations, and widespread media coverage created a perception that Mahakumbh 2025 was a unique historical event that should not be missed. Daily announcements reporting the number of pilgrims taking the holy dip, together with images of religious leaders, political dignitaries, celebrities, diplomats, international visitors, and ordinary devotees, generated strong **social proof**, encouraging further participation. Behavioural economics suggests that individuals often imitate actions perceived to be socially desirable or widely accepted. Mahakumbh 2025 provides a remarkable real-world example of this phenomenon, where participation itself became a behavioural signal encouraging additional participation.

Behavioural mobilisation was further strengthened through an extensive multi-platform communication strategy integrating **television advertisements, All India Radio broadcasts, newspapers, digital billboards, official websites, mobile applications, social media platforms, SMS alerts, QR-code-enabled information systems, and public announcements**. Campaigns consistently promoted slogans such as "**Divya Mahakumbh, Bhavya Mahakumbh**", presenting the event not only as a sacred pilgrimage but also as a symbol of India's civilisational heritage and administrative excellence. Other campaigns emphasised themes including "**Ek Bharat-Shreshtha Bharat**", "**Swachh Mahakumbh**", "**Safe Mahakumbh**", and "**Digital Mahakumbh**",

encouraging cleanliness, environmental responsibility, digital participation, and disciplined movement of pilgrims.

Government communication also extended beyond national boundaries. The **Ministry of Tourism**, under the **Incredible India** campaign, promoted Mahakumbh 2025 as a global spiritual destination through international roadshows, digital campaigns, multilingual promotional materials, tourism exhibitions, and overseas publicity conducted through Indian embassies and High Commissions. Foreign journalists, diplomats, researchers, photographers, and members of the Indian diaspora were invited to experience Mahakumbh, while the establishment of the **Incredible India Pavilion** showcased India's cultural heritage to international visitors. These initiatives transformed Mahakumbh into an instrument of **cultural diplomacy and international public engagement**, extending the influence of behavioural governance beyond national borders.

Behavioural communication was further reinforced through repeated appeals by the **Prime Minister**, the **Chief Minister of Uttar Pradesh**, religious leaders, Akharas, spiritual organisations, and respected public personalities. Citizens were encouraged to maintain cleanliness, protect the rivers, avoid plastic waste, cooperate with administrative authorities, follow designated bathing schedules, and use official digital services. Importantly, these messages were framed not as legal obligations but as expressions of devotion, civic responsibility, and collective participation. This approach significantly increased voluntary compliance while reducing the need for coercive enforcement.

Figure 3: Growth in Pilgrim Footfall during Maha Kumbh 2025

Date	Pilgrims (Crore)
14-Jan	3.5
19-Jan	8
23-Jan	10
27-Jan	14.5
31-Jan	31
03-Feb	35
11-Feb	45
20-Feb	58
26-Feb	66

Source: Compiled by the author from Government of Uttar Pradesh daily Mahakumbh bulletins and Press Information Bureau (2025).

The evidence presented in this section strongly supports **Goenaga's (2019)** proposition that state capacity extends beyond administrative implementation to include the production and dissemination of socially meaningful narratives capable of shaping public behaviour. Mahakumbh 2025 demonstrates that the Government of Uttar Pradesh did not merely regulate a religious gathering; it successfully mobilised voluntary collective action by integrating mythological narratives, behavioural insights, digital communication, institutional legitimacy, and public trust. Building upon **Gomide et al. (2018)** and **Goenaga (2019)**, this study therefore defines **Behavioural State Capacity** as **the ability of the state to influence voluntary collective action through culturally embedded communication, behavioural nudges, digital technologies, institutional legitimacy, and symbolic narratives alongside conventional administrative and technological capacities**. The unprecedented participation of approximately **660 million pilgrims** illustrates that governance in the digital era increasingly depends not only upon the state's capacity to enforce rules but also upon its ability to inspire, persuade, and coordinate collective behaviour through shared beliefs and social meaning.

5. POLICY IMPLICATIONS

The findings of this study highlight important implications for **public policy, governance, digital administration, disaster management, and religious tourism**. Mahakumbh 2025 demonstrates that managing large-scale public events requires a multidimensional approach to **state capacity** that integrates administrative efficiency, technological innovation, institutional coordination, and behavioural communication. The event shows that effective governance extends beyond infrastructure and regulation to include the ability to influence voluntary public participation through trust, cultural legitimacy, and strategic communication.

Mahakumbh 2025 illustrates the significant economic potential of **religious tourism**. Strategic investments in infrastructure, public services, and destination branding can generate long-term benefits through tourism, employment, local business development, and regional economic growth. Overall, the concept of **Behavioural State Capacity** proposed in this study provides policymakers with a new framework for strengthening governance by combining administrative capability, digital innovation, and behavioural communication to address increasingly complex public policy challenges.

6. CONCLUSION

The study argues that the governance of Mahakumbh 2025 cannot be adequately explained by conventional theories of administrative or bureaucratic capacity alone. Rather, the event demonstrates an expanded dimension of governance in which the state actively shapes voluntary collective behaviour through culturally embedded narratives, behavioural nudges, digital communication, and symbolic legitimacy. Building upon the theoretical frameworks of **Goenaga (2019)** and **Gomide et al. (2018)**, this paper introduces the concept of **Behavioural State Capacity**, defined as the ability of

the state to mobilise collective action through communication, public trust, cultural symbolism, and behavioural interventions alongside traditional administrative and technological capabilities.

Beyond its governance achievements, Mahakumbh 2025 generated significant economic benefits through religious tourism, employment creation, infrastructure development, local business expansion, and digital commerce, demonstrating that effective governance can simultaneously promote social cohesion and regional economic development. The findings suggest that future public administration should increasingly integrate behavioural science, digital governance, and collaborative institutional frameworks to address complex policy challenges.

While this study is based primarily on secondary data and qualitative analysis, future research may employ primary surveys, behavioural experiments, and econometric techniques to measure the long-term economic and social impacts of behavioural governance. Nevertheless, Mahakumbh 2025 provides an important empirical case demonstrating that the future of state capacity lies not only in the ability to govern through authority and regulation but also in the capacity to inspire, persuade, and coordinate citizens through shared beliefs, technological innovation, and institutional legitimacy. As governments worldwide confront increasingly complex governance challenges, the concept of **Behavioural State Capacity** offers a valuable framework for understanding how modern states can effectively mobilise society while strengthening democratic governance and sustainable development.

REFERENCES

- Weber, M. (1922). *Economy and Society: An Outline of Interpretive Sociology*. Berkeley: University of California Press. (English translation, 1978).
- Mann, M. (1984). *The autonomous power of the state: Its origins, mechanisms and results*. *European Journal of Sociology*, 25(2), 185–213.
- Skocpol, T. (1985). *Bringing the state back in: Strategies of analysis in current research*. In P. Evans, D. Rueschemeyer, & T. Skocpol (Eds.), *Bringing the State Back In* (pp. 3–37). Cambridge: Cambridge University Press.
- Migdal, J. S. (1988). *Strong Societies and Weak States: State–Society Relations and State Capabilities in the Third World*. Princeton: Princeton University Press.
- North, D. C. (1990). *Institutions, Institutional Change and Economic Performance*. Cambridge: Cambridge University Press.
- Ostrom, E. (1990). *Governing the Commons: The Evolution of Institutions for Collective Action*. Cambridge: Cambridge University Press.
- Tilly, C. (1992). *Coercion, Capital, and European States, AD 990–1992*. Oxford: Blackwell.

- Evans, P. (1995). *Embedded Autonomy: States and Industrial Transformation*. Princeton: Princeton University Press.
- Roche, M. (2000). *Mega-Events and Modernity: Olympics and Expos in the Growth of Global Culture*. London: Routledge.
- Painter, M., & Pierre, J. (2005). *Unpacking policy capacity: Issues and themes*. In M. Painter & J. Pierre (Eds.), *Challenges to State Policy Capacity* (pp. 1–18). Basingstoke: Palgrave Macmillan.
- Timothy, D. J., & Olsen, D. H. (2006). *Tourism, Religion and Spiritual Journeys*. London: Routledge.
- Getz, D. (2008). *Event tourism: Definition, evolution and research*. *Tourism Management*, 29(3), 403–428.
- Thaler, R. H., & Sunstein, C. R. (2008). *Nudge: Improving Decisions About Health, Wealth, and Happiness*. New Haven: Yale University Press.
- Besley, T., & Persson, T. (2011). *Pillars of Prosperity: The Political Economics of Development Clusters*. Princeton: Princeton University Press.
- Janssen, M., Charalabidis, Y., & Zuiderwijk, A. (2012). *Benefits, adoption barriers and myths of open data and open government*. *Information Systems Management*, 29(4), 258–268.
- Shinde, K. (2012). *Religious tourism and religious tolerance: Insights from pilgrimage studies*. *Tourism Review*, 67(3), 18–30.
- Acemoglu, D., & Robinson, J. A. (2012). *Why Nations Fail: The Origins of Power, Prosperity, and Poverty*. New York: Crown Business.
- Fukuyama, F. (2013). *What is governance?* *Governance*, 26(3), 347–368.
- Sunstein, C. R. (2014). *Why Nudge? The Politics of Libertarian Paternalism*. New Haven: Yale University Press.
- UNWTO. (2014). *Religious Tourism in Asia and the Pacific*. Madrid: World Tourism Organization.
- Müller, M. (2015). *What makes an event a mega-event? Definitions and sizes*. *Leisure Studies*, 34(6), 627–642.
- World Bank. (2015). *World Development Report 2015: Mind, Society, and Behavior*. Washington, DC: World Bank.
- Wu, X., Ramesh, M., & Howlett, M. (2015). *Policy capacity: A conceptual framework for understanding policy competences and capabilities*. *Policy and Society*, 34(3–4), 165–171.
- Halpern, D. (2015). *Inside the Nudge Unit: How Small Changes Can Make a Big Difference*. London: WH Allen.

- Howlett, M., & Ramesh, M. (2016). *Achieving effective policy capacity: A policy design perspective*. *Policy and Society*, 35(4), 305–318.
- World Bank. (2017). *World Development Report 2017: Governance and the Law*. Washington, DC: World Bank.
- Gil-Garcia, J. R., Dawes, S. S., & Pardo, T. A. (2018). *Digital government and public management research: Finding the crossroads*. *Public Management Review*, 20(5), 633–646.
- Gomide, A. A., Pereira, A. K., & Machado, R. (2018). *The Concept of State Capacity and Its Operationalization in Empirical Research*. Paper presented at the 1st International Workshops on Public Policy, International Public Policy Association (IPPA), Pittsburgh, USA.
- Goenaga, A. (2019). *State Capacity beyond Executive Power: Towards an Institutional View*. STANCE Working Paper Series 2019:9. Department of Political Science, Lund University, Sweden.
- OECD. (2020). *The OECD Digital Government Policy Framework*. Paris: OECD Publishing.
- Sunstein, C. R. (2020). *Too Much Information: Understanding What You Don't Want to Know*. Cambridge, MA: MIT Press.
- Williams, M. J. (2021). *Beyond state capacity: Bureaucratic performance, policy implementation and governance*. *Governance*, 34(3), 689–706.
- United Nations. (2022). *World Public Sector Report 2022*. New York: United Nations.
- United Nations. (2023). *United Nations E-Government Survey 2023*. New York: United Nations.
- Government of Uttar Pradesh. (2025). *Mahakumbh 2025 Official Reports*. Lucknow: Government of Uttar Pradesh.
- Government of Uttar Pradesh. (2025). *Mahakumbh 2025 Administrative and Statistical Reports*. Lucknow: Government of Uttar Pradesh.
- Institute of Land and Disaster Management. (2025). *Report on Maha Kumbh Mela 2025*. Kerala: Government of Kerala.
- Ministry of Tourism, Government of India. (2025). *Incredible India Campaign: Mahakumbh 2025*. New Delhi: Government of India.
- MyGov India. (2025). *Mahakumbh 2025: Citizen Participation and Digital Engagement Initiatives*. New Delhi: Government of India.
- Press Information Bureau. (2025, February 26). *Mahakumbh 2025: A Spectacle of Faith, Unity, and Tradition*. New Delhi: Government of India.
- Prayagraj Mela Authority. (2025). *Mahakumbh 2025 Infrastructure, Administrative and Crowd Management Reports*. Prayagraj: Government of Uttar Pradesh.