



*the only*



*constant*



*is change...*

**ananta**  
aspen centre

A N N U A L R E P O R T

14 / 15



*"It is not the strongest of the species  
that survive, nor the most intelligent,  
but the one most responsive to change."*

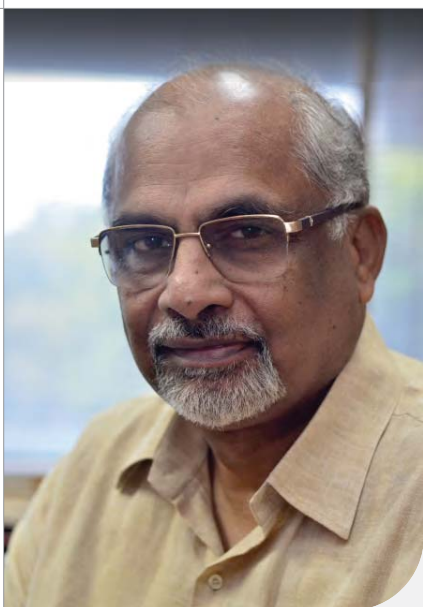
— CHARLES DARWIN, 19TH CENTURY ENGLISH NATURALIST

**A**nanta Aspen Centre is an independent and not-for-profit organisation that focuses on leadership development and open dialogue on important issues facing Indian society, to help foster its transformation. The Centre engages civil society, business, governments and other stakeholders on issues of importance to India's development and national security. The Centre is based in New Delhi and Kolkata, and has an international network of partners. ✂



## MESSAGE FROM THE CHAIRMAN

# NEW THOUGHTS, NEW IDEAS FOR A NEW INDIA



THE CURRENT INDIAN SCENE PRESENTS A PICTURE of multiple contestations—political, economic, social. The evolving scenario calls for communication, dialogue and understanding. But the dialogue in India is often of the deaf—people prefer to speak rather than listen. It becomes difficult then to build the middle ground.

The Ananta Aspen Centre sees its role in encouraging and organizing discussion and dialogue that goes beyond the noise of contestation; in seeking to improve our appreciation of key issues. This is complemented by our parallel programme of international engagement through Track II dialogue, to improve bilateral understanding and increase the areas of concord with important partner countries and organizations.

Ananta Aspen has a wonderfully busy annual calendar because there are no limits to the richness of multiple experiences. Our programmes are enabled by generous contributions from trustees and others, and they are successful because of enthusiastic participation by thoughtful people from different walks of life. Our aim remains what it has been from the beginning, to make a difference.

A handwritten signature in blue ink, which appears to read 'T N Ninan'. The signature is stylized and fluid.

T N NINAN



*"The secret of change is  
to focus all of your energy,  
not on fighting the old,  
but on building the new."*

—DAN MILLMAN, WAY OF THE PEACEFUL WARRIOR



INTERNATIONAL  
RELATIONS



DELEGATES OF THE INDIA-BHUTAN STRATEGIC DIALOGUE

## STRATEGIC DIALOGUE

# INDIA-BHUTAN STRATEGIC DIALOGUE

The relationship between India and Bhutan encompasses a diverse agenda covering a rich tapestry of cooperation, including several major recent developments in hydropower, education, skill building and border management. With changing times, the two countries are looking to find a new trajectory to enhance their unique relationship.

To give a fillip to this special relationship, **India-Bhutan Strategic Dialogue** was jointly convened with



INDIAN DELEGATES WITH TSHERING TOBGAY, PRIME MINISTER OF BHUTAN

The Thimphu Seminars and Royal Institute of Governance and Strategic Studies (RIGSS). The meetings were held in April 2014 in New Delhi and in Thimphu, Bhutan in September 2014.

The two sides agreed that India and Bhutan enjoy close and friendly relations, with a high degree of mutual trust and confidence. Their ties encompass political, economic and cultural relations which have been expanding in scope and in substance. Nevertheless, it is necessary for both sides not to take





**ON INDO-BHUTAN RELATIONS**

*“The relationship between India and Bhutan is akin to that of a gentle colossus and very beautiful bird. But within the seeming asymmetry between a colossus and a beautiful bird, a few things will not change: one, the peace and security of the Northeast, within which Bhutan is also mapped. Bhutan has contributed to peace and stability in the area. And the other, is the prosperity of the Northeast region as a whole,”*

—DASHO KARMA URA, PRESIDENT, CENTRE FOR BHUTAN STUDIES & GNH RESEARCH

their current, positive relations for granted. Efforts must be made on a sustained basis to nurture and enhance their privileged relationship.

During the September meeting, the Indian delegation had the honour to call on **H.E. Tshering Tobgay**, Prime Minister of Bhutan. The Prime Minister welcomed the Track II initiative and extended his support towards greater cooperation between the two countries. A joint statement was issued at the end of the Dialogue, putting forth key recommendations. Identifying Hydropower as one of the most important sectors for India-Bhutan cooperation, the two sides

stressed on the need to deliver 10,000 MW projects and expedite the completion of the balance 5,000 MW projects before 2020.

Recognizing that education should include other aspects such as IT and other skills, the delegations also concurred that mechanisms should be found for placement of Bhutanese students in premier Indian institutions.

The Dialogue welcomed the initiatives being taken to broaden the engagement between the two countries to include youth, civil society, political and social activists, cultural personages, artists and scholars. ☘

## STRATEGIC DIALOGUE

5TH INDIA-CHINA  
STRATEGIC DIALOGUE

AJIT DOVAL, NATIONAL SECURITY ADVISER OF INDIA  
WITH ZHOU WANG

*“President Xi Jinping’s visit is aimed at striking a personal equation with Prime Minister Modi to prevent India from getting closer to Japan and the U.S. After the Indian PM’s visit to Japan, it is likely that the Chinese will now give concrete figures for investment in India.”*

—MR. JAYADEVA RANADE, PRESIDENT,  
CENTRE FOR CHINA ANALYSIS AND STRATEGY

Following Chinese President Xi Jinping’s visit to India in September 2014, the Fifth India-China Strategic Dialogue was convened in November 2014 to address issues concerning bilateral trade, security, defence cooperation, climate change and urbanisation. The Dialogue was held in collaboration with the China Reform Forum shortly after India and China signed a landmark 12 agreements during President’s Jinping’s visit, one of which saw Beijing investing \$20

billion in Indian infrastructure. China also pledged assistance to revamp India’s ageing railway system with high-speed links and upgraded railway stations; to set up industrial parks in Gujarat and Maharashtra; and to give greater market access to India.

Against this backdrop, the two delegations led by **Ambassador Satinder K Lambah**, Former Special Envoy to the Prime Minister of India and **Ms Zhou Hong**, Vice Chairman, China Reform Forum, exchanged ideas to

## Fifth India-China Strategic Dialogue



DELEGATES OF INDIA-CHINA STRATEGIC DIALOGUE

resolve existing differences and capitalise on emerging opportunities. The need for a regional security framework, joint anti-terrorism efforts, and strengthening cooperation on bilateral and multilateral forums was consistently echoed. The delegations also identified food security as an issue of common concern, and recommended joint action in this sphere. Both sides also underscored the importance of climate change, and stressed on sharing expertise on urbanization, transportation, and energy efficiency. ☘



OFF THE CUFF

### ON CHINA'S INTEREST IN INDIAN MARKETS

*“China gets nervous when India gets closer to the U.S. There is also an increasing competitiveness we see between China and Japan on bullet trains for the Indian market. Africa as a market is very lucrative, but also equally difficult to operate in. Hence, China is looking at South Asia, and the opening Indian economy, as a market.”*

—MR. PRAMIT PAL CHAUDHURI,  
FOREIGN EDITOR, THE HINDUSTAN TIMES



DELEGATES AT THE INDIA-JAPAN STRATEGIC DIALOGUE

## STRATEGIC DIALOGUE

# 2ND INDIA-JAPAN STRATEGIC DIALOGUE

The Second Japan India Strategic Dialogue was convened in collaboration with the Japan Institute of International Affairs and Confederation of Indian Industry (CII) in September 2014 in Tokyo. The Dialogue coincided with Indian Prime Minister Narendra Modi's maiden visit to the country after assuming office. The Delegation also participated in a range of high-level meetings addressed by Mr. Modi on the sidelines of the Dialogue. **Mr. Yoshiyuki Kasai**, Chairman Emeritus, Central Japan Railway Company; and **Mr. Tarun Das**, Founding Trustee, Ananta Aspen Centre Co-chaired the



### OFF THE CUFF

#### ON INDO-JAPAN ECONOMIC TIES

*"This is not only a great moment, but also a tectonic shift in India-Japan ties. The clear focus for the two governments is fixing and strengthening the economies. For this, their priority areas are boosting cross border investments and capitalising on free trade and markets. Japan has the technology and India needs to build on this opportunity."*

—**BAIJAYANT PANDA,**  
MEMBER OF PARLIAMENT, INDIA

discussions. The agenda of the dialogue included themes such as bilateral political developments; challenges and opportunities in regional and international security; economic relations and trade; and energy cooperation. ☘



## STRATEGIC DIALOGUE

# 7TH INDIA-SINGAPORE STRATEGIC DIALOGUE

INTERNATIONAL RELATIONS



DELEGATES AT THE INDIA-SINGAPORE STRATEGIC DIALOGUE

Over the years, India and Singapore have developed a strong and sustaining strategic partnership based on their centuries-old historical and cultural linkages. Today, the bilateral relations are highly diverse, covering a range of issues of mutual cooperation including trade, tourism, security and defence. In an effort to spur the momentum in ties, the Seventh India-Singapore Strategic Dialogue (ISSD) was organized in partnership with the Institute of South Asian Studies (ISAS) and Confederation of Indian Industry (CII) in

August 2014 in Singapore. **Mr. Jamshyd Godrej**, Chairman, Ananta Centre and Chairman, Godrej & Boyce Manufacturing Ltd. and **Ambassador Tommy Koh**, Ambassador-at-large, Ministry of Foreign Affairs, Singapore, Co-chaired the meeting. The agenda of discussions included domestic politics in both countries; business and economics; defence and security and the role of India in ASEAN. Indian discussants highlighted the need to source Singapore's expertise in the fields of urban management, urban development and administration. ☘

## STRATEGIC DIALOGUE

# 7TH INDIA-ISRAEL FORUM



DELEGATES OF INDIA-ISRAEL FORUM

Over the last seven years, the India-Israel Forum has played a catalytic role in deepening and expanding relations between the two countries, setting the tone for several new partnerships between government agencies, corporates and academia. The Seventh Forum held in December in New Delhi highlighted new opportunities for greater collaboration, covering 'Innovation Collaboration', 'Converging Security Interests', as well as PM Modi's 'Make in India' initiative and as to how this could enhance investment and trade flows.

'Cooperation in Skill Development & Education' was a major area of focus, as well. With technology and innovation increasingly driving the relationship, two colloquiums were convened, prior to the main forum,



on 'Food Security' and 'Cyber Security', to emphasize that cooperation here would provide a robust basis for a partnership with a solid foundation in economics, human security, and cyber safety. In Mumbai, the 'India-Israel Colloquium on Innovation', Co-chaired by **Mr. Israel Makov**, Chairman, Sun Pharma; and **Mr. S. Ramadorai**, Chairman, National Skill Development Corporation, offered a unique platform for top Israeli and Indian delegates to identify new areas of cooperation, as Israel attempts to diversify its export base from the US & Europe.

The Forum, convened in partnership with CII, Tel Aviv University and RAMOT, was Co-chaired by **Mr. Jamshyd N. Godrej**, **Mr. Tarun Das**, **Mr. Aharon Fogel** & **Mr. Stan Bergman**. ☘



## STRATEGIC DIALOGUE

# 4TH INDIA-TURKEY FORUM



The India Turkey Forum provides a platform that seeks to enhance relations at every level for the mutual benefit of the two countries with extremely important positions in their respective regions. Chaired by **Ambassador S K Lambah**, Former Special Envoy of the Prime Minister of India; and **Ambassador Cem Duna**, Former Ambassador of Turkey to the EU, the Forum convened in March 2015 identified a way forward for enhanced collaboration:

- Both countries should engage in Education Diplomacy, by offering scholarships and exchange of institutions, faculty and students. The opening of Centres of Turkish Studies in Indian universities and vice-versa should be explored.
- Bilkent University will offer fellowships for graduate students from India and, in addition, make appropriations to cover travel expenses of Directors from two IITs to visit Ankara and explore collaborations and establishment of institutional structures in mutually beneficial areas.
- For the next Forum meeting, it was suggested that a session for a larger audience be organised, so as to enable more information exchange and exposure.
- There is an immense possibility of cooperation between the Navies of the two countries. The Indian side requested Turkey to consider sending one or two Navy ships to Vishakhapatnam in 2016, where India will be hosting the International Fleet Review.
- A joint cultural program should be expedited to enhance cultural ties, which in turn would help catalyze economic ties. In India, ICCR (Indian Council for Cultural Relations) might be involved in initiating this. In Turkey an equivalent institution should be identified. ☞

## STRATEGIC DIALOGUE

XX US-INDIA  
STRATEGIC DIALOGUE

RAJNATH SINGH, MINISTER OF HOME AFFAIRS, MEETING US DELEGATES

**A**head of President Obama's landmark visit as the Chief Guest on Indian Republic Day, the 20th US India Strategic Dialogue was held in January 2015 in New Delhi. The Dialogue sought to synergise US-India bilateral relations, especially in economic, social and political spheres. The meeting also featured Special Sessions with India's foremost Cabinet Ministers and Government representatives, such as **Mr. Arun Jaitley**, Minister of Finance; **Mr.**

**Rajnath Singh**, Minister of Home Affairs; **Mr. Prakash Javadekar**, Minister of State(IC) for Environment, Forests and Climate Change; **Mr. Piyush Goyal**, Minister of Power; **Mr. Ravi Shankar Prasad**, Minister of Communications and IT; **Mr. Ajit Doval**, National Security Adviser; and **Admiral Robin Dhowan**, Chief of India's Naval Staff.

The key issues raised in the discussions revolved around strategic affairs, regional stability, security,





ARUN JAITLEY, MINISTER OF FINANCE, ADDRESSING THE US DELEGATES



PRAKASH JAVADEKAR, MINISTER OF ENVIRONMENT, FORESTS & CLIMATE CHANGE, WITH THE US CO-CHAIRS



and counter terrorism, trade and economic relations, the rise of China, withdrawal of troops from Afghanistan and Pakistan, cooperation in the fields of science and technology, energy and climate, and defence. Given the increasing focus of the two governments on cyber threats, a strategic recommendation from the participants was to create a Working Group on Cyber Security, featuring top minds from India and the US. The Group will seek to



AJIT DOVAL, NATIONAL SECURITY ADVISER, SHARING HIS THOUGHTS AT THE DIALOGUE



PIYUSH GOYAL, MINISTER OF POWER, COAL & NEW AND RENEWABLE ENERGY

explore ways to identify the core cyber challenges threatening the two countries and propose solutions to address them. The discussions were chaired by **Mr. Nicholas Burns**, Professor of the Practice of Diplomacy and International Politics at the Harvard Kennedy School of Government and **Mr. Joseph S. Nye**, University Distinguished Service Professor, John F. Kennedy School of Government, Harvard University from the US side; and **Amb. S.K. Lambah**, Former Special Envoy to the Prime Minister; and **Mr. Tarun Das**, Founding Trustee, Ananta Aspen Centre from the Indian side. ☞



PARTICIPANTS DISCUSSING AT THE FORUM

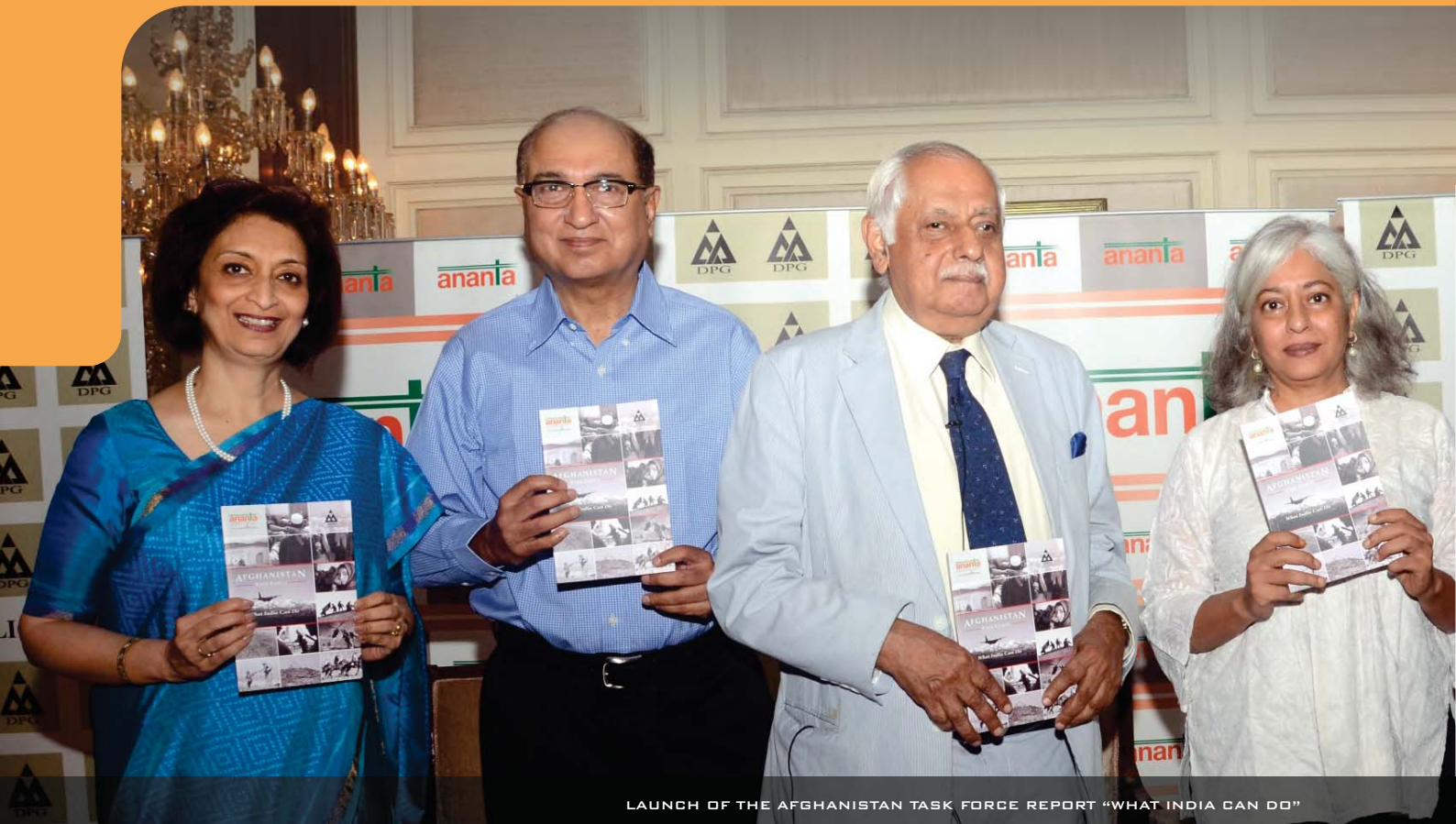
## STRATEGIC DIALOGUE

# INDIA TRILATERAL FORUM



India Trilateral Forum is the leading regular dialogue between Americans, Europeans, and Indians involved in influencing, crafting, and implementing national and foreign policies. The Forum convenes government officials, intellectuals, media commentators, and business representatives from the three regions biannually for an intimate conversation on shared political, social, and economic objectives as well as the implications of India's rise for the transatlantic community. The Third India Trilateral Forum was organized in Bengaluru in 2014, in partnership with the German Marshall Fund of the

United States. Participants discussed the political and economic situations in the three regions, as well as the rise of China, which was identified as India's primary geopolitical competitor. Highlighting India's significantly improved relations with the U.S., discussants pushed for strong India-EU ties in the wake of the new leaderships on both sides. It was noted that while EU had invested more in India than Japan and U.S. put together, it was still lower than its investment in China. On Afghanistan, the consensus was that the country offered a potential window of opportunities for cooperation between China, U.S., Pakistan and India. ❧



LAUNCH OF THE AFGHANISTAN TASK FORCE REPORT "WHAT INDIA CAN DO"

## NEIGHBOURHOOD

# AFGHANISTAN TASK FORCE REPORT: WHAT INDIA CAN DO

Since 2002, India has sought to develop Afghanistan as a peaceful hub, which links Central Asia to South Asia through a mix of political, trade, and transit relations. Focusing on India's role in Afghanistan, Ananta Aspen Centre in partnership with the Delhi Policy Group convened a Task Force Co-chaired by **Ambassador G Parthasarathy**, Former High Commissioner of India to Pakistan, and **Dr. Radha Kumar**, Director General,

Delhi Policy Group. The report was released in April 2014 in New Delhi by **Ambassador S. K. Lambah**, the then Special Envoy to the Prime Minister of India. Introducing the report, Amb. Lambah identified assistance in the security sphere as an important element of the Strategic Partnership Agreement between the two countries. The Task Force recommendations covered all aspects of India-Afghanistan relations, including security, economy,



OFF THE CUFF

ON ELECTIONS IN AFGHANISTAN

*“It is a matter of satisfaction that all the important and formidable candidates in tomorrow’s Presidential elections (in Afghanistan) stand for close friendship with India.”*

—AMBASSADOR S K LAMBAH, SPECIAL ENVOY TO THE PRIME MINISTER OF INDIA



S K LAMBAH WITH G PARTHASARATHY AND RADHA KUMAR, CO-CHAIRS OF AFGHANISTAN TASK FORCE

*“Our vision of Afghanistan is of a stable and peaceful hub linking Central and South Asia through a network of trade, transit and pipelines for the ultimate benefit of the countries and the people in the region.”*

—AMBASSADOR S K LAMBAH, SPECIAL ENVOY TO THE PRIME MINISTER OF INDIA

politics and diplomacy, with security considerations constituting the core. The Report posited that India had good reason to be concerned about the post-2014 period, as Indian security was severely threatened by factions in Afghanistan and from across the border in Pakistan. It suggested that India must step up its political, diplomatic, and security relations with Afghanistan, both bilaterally and multilaterally. India’s developmental assistance to Afghanistan has

thus far been shaped to build infrastructure, aid capacity building, and support social empowerment, all as per Afghanistan’s own requests—this must now be expanded to incorporate military cooperation. The Report also pointed out the uncertainties that permeate the security, political and economic transitions in Afghanistan, as the withdrawal of American and International Security Assistance Forces (ISAF) approaches in the course of 2014. ☘

## NEIGHBOURHOOD



RUDRA CHAUDHURI &amp; ANATOL LIEVEN

# WITHDRAWAL AND ITS IMPLICATIONS: THE FUTURE OF AFGHANISTAN



(L-R) RUDRA CHAUDHURI, SCOTT FURSSDONN-WOOD &amp; ANATOL LIEVEN

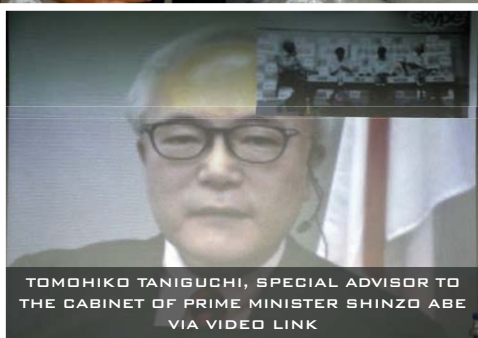
Uncertainties permeate the security, political and economic transitions in Afghanistan as the withdrawal of American and International Security Assistance Forces (SAF) approaches in the course of 2014. Will the decline in international military presence throw greater responsibility on regional actors to take the lead in initiatives for peace and stabilization in Afghanistan? What about India's stake in ensuring stability in Afghanistan and avoiding spillover of tensions and terrorist activity? The challenges of sustaining an evolving democratic state structure, social-cultural transformation and Afghanistan as a

regional transit hub for economic progress are immense and need to be addressed. Raising these issues, **Dr. Rudra Chaudhuri**, Senior Lecturer at the War Studies Department and the India Institute, King's College, London; **Mr. Scott Fursedonn-Wood**, British Deputy High Commissioner for Eastern India; and **Professor Anatol Lieven**, International Relations Chair at the War Studies Department, King's College, London, discussed the future of Afghanistan post-2014 in Kolkata. ✂





(L-R) AFTAB SETH, SURESH PRABHU, BAIJAYANT PANDA & TARUN DAS



TOMOHIKO TANIGUCHI, SPECIAL ADVISOR TO THE CABINET OF PRIME MINISTER SHINZO ABE VIA VIDEO LINK

## INDIA & ASIA

# INDIA'S JAPAN MOMENT: LEADERS MUST CAPITALIZE



“Infrastructure, energy and defence are key sectors where India and Japan can boost cooperation,” distinguished representatives from both countries said at this discussion held prior to Indian Prime Minister’s visit to Japan. **Mr. Tomohiko Taniguchi**, Special Advisor to the Cabinet of Japanese Prime Minister Shinzo Abe (who joined via video link) said, “This is Japan’s India moment, and India’s Japan moment. India has to be a part of Japan’s new narrative in the run-up to the 2020 Tokyo Olympics.”

**Mr. Baijayant Panda**, Member of Parliament, India; **Mr. Suresh Prabhu**, Former Union Indian Minister of Industry, Environment and Forests and Power; and **Ambassador**

**Aftab Seth**, Former Ambassador of India to Japan said it was imperative for the Indian government to strengthen the economy. For this, “India should reach out more actively to Japanese corporates,” asserted Mr. Panda. “India needs to put one trillion dollars in infrastructure, out of which a large part would require foreign investments,” said Mr. Prabhu. At present, Japan is India’s largest aid donor and bilateral trade has nearly tripled in recent years, from \$6.5 billion in 2005-06 to \$18.43 billion in 2011-12. Currently, Japan is involved in nearly 70 infrastructure projects in India, and has invested 4.5 billion dollars in the Delhi Mumbai Industrial Corridor. ☘



RAKESH SOOD



C RAJA MOHAN

## GEOPOLITICS

# NUCLEAR INDIA: RETROSPECT & PROSPECT



In 1998, India tested a series of atomic weapons, thus declaring itself a Nuclear Weapons State. Since then, it has come a long way in the development of nuclear energy for military and civil objectives. Nevertheless, its deep commitment to nuclear non-proliferation and careful consideration of phased disarmament remains intact. In this context, **Amb. Rakesh Sood**, then Special Envoy of the Prime Minister for Disarmament & Non-Proliferation Issues, shed light on India's nuclear energy programme, the different dimensions of nuclear energy, atomic weapons & doctrines, and aspects of nuclear diplomacy, at a program chaired by **Dr. C Raja Mohan**, Distinguished

Fellow, Observer Research Foundation in April 2014.

A popular term used in the Nuclear Diplomacy regime is 'mutual deterrence' for the avoidance of M.A.D (Mutually Assured Destruction). Referring to the then PM Manmohan Singh's assertion that "the sole function of India's nuclear weapons programme is to deter a nuclear attack", Ambassador Sood noted the defensive characteristic of India's nuclear programme.

On the controversial Supplier Liability issue, he said that though this is consistent with the spirit of the times, it cannot be open-ended or ambiguous. There exists a need to address suppliers' concerns. "Nuclear India is still a work in progress," he emphasised. ☘



## GEOPOLITICS

# THE US, INDIA & THE RETURN OF GEO-ECONOMICS

*“The US & India still define national interests largely in political and military terms. They must re-orient foreign policy to succeed in an era crucially defined by economic power projection.”* —ROBERT BLACKWILL, FORMER US AMBASSADOR TO INDIA

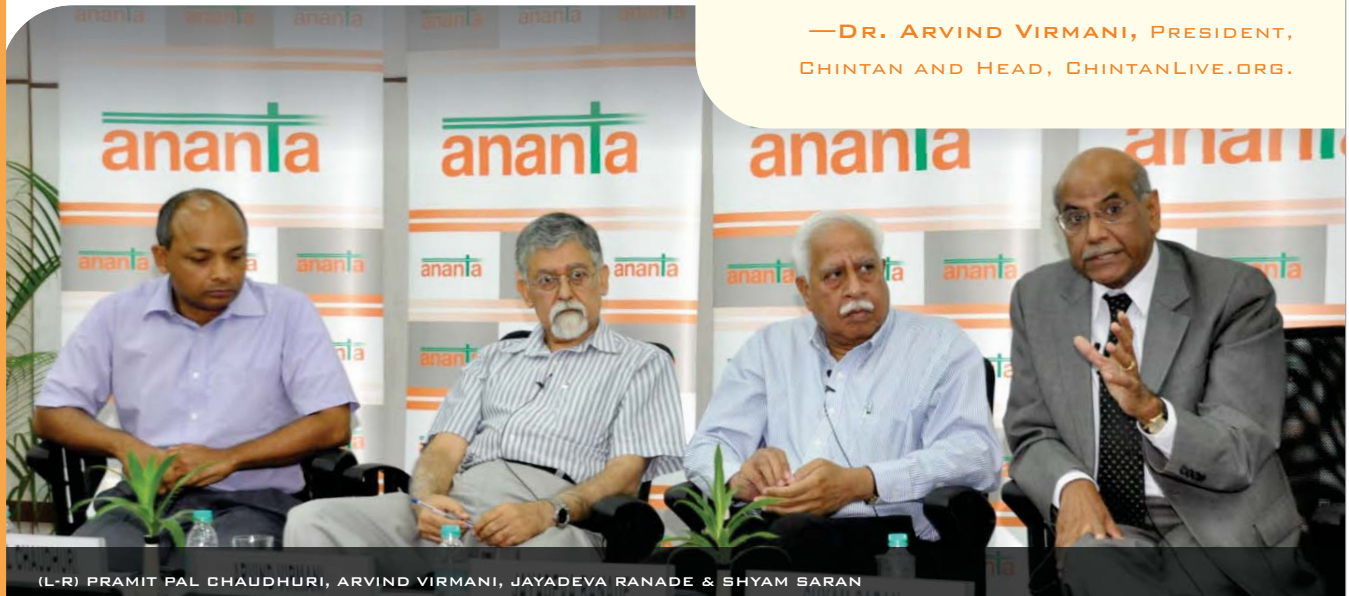


ROBERT BLACKWILL & TARUN DAS

India and the US must capitalize on economic cooperation to promote and defend their national interests,” former U.S. Ambassador to India **Robert Blackwill** asserted at a special discussion held in New Delhi in June. Highlighting the strategic significance of the India-US relationship, he said economic issues were not only dominating the current international discourse but also emerging as the core element of foreign policy for most countries. “The US and India still define and pursue national interests largely in political and military terms. They must undertake the difficult task of re-orienting foreign policy to succeed in an era crucially defined by economic power

projection,” he told **Mr. Tarun Das**, Founding Trustee, Ananta Aspen Centre. He identified four “extremely important” national interests for the US: preventing the threat of the use of nuclear, biological & chemical weapons anywhere; promoting the well-being of U.S. allies and friends and protecting them from external aggression; preventing, managing or ending major conflicts in important regions; and preventing uncontrolled immigration across US borders. Amb. Blackwill is the recipient of the 2007 Bridge-Builder Award for his role in transforming US-India relations. He is also the author/editor of many articles and books on international relations and security. ☘

## NEIGHBOURHOOD

INDIA & CHINA:  
A NEW  
ENGAGEMENT?

(L-R) PRAMIT PAL CHAUDHURI, ARVIND VIRMANI, JAYADEVA RANADE &amp; SHYAM SARAN

President Xi Jinping's visit to India in September 2014 generated enormous buzz. The visit was an opportunity for leaders of both countries to address issues of bilateral concern and build a solid foundation for new agreements. Expressing optimism on bilateral prospects, **Mr. Jayadeva Ranade**, President, Centre for China Analysis & Strategy, **Dr. Arvind Virmani**, President, Chintan & Head, Chintan Live.org; **Mr. Pramit Pal Chaudhari**, Foreign Editor, The Hindustan Times and **Ambassador Shyam Saran**, Chairman, RIS, discussed India's ties with China. Mr. Ranade said, "President Xi Jinping's visit is aimed at striking a personal equation with PM Modi. After the Indian PM's visit to Japan, it is

likely that the Chinese will now push for heavy investment in India." Dr. Virmani stressed, "India and China should collaborate on high-speed railway networks based on the BOOT model (build, own, operate, transfer). India can also consider setting up a China-centred Export Promotion Zone (EPZ), especially in the areas of manufacturing & construction." On the foreign policy stance, Mr. Chaudhari said, "China gets nervous when India gets closer to U.S. There is also an increasing competitiveness we see between China and Japan on bullet trains for the Indian market. Africa as a market is very lucrative, but also equally difficult to operate in. Hence, China is looking at South Asia, and the opening Indian economy, as a market". ☘

ON CHINA'S INTEREST IN  
INDIAN MARKETS

*"India and China should jointly collaborate on high-speed railway networks, based on the BOOT model (build, own, operate, transfer). India can also consider setting up a China-centred Export Promotion Zone (EPZ), especially in the areas of manufacturing and construction."*

—**DR. ARVIND VIRMANI**, PRESIDENT,  
CHINTAN AND HEAD, CHINTANLIVE.ORG.



GEREMIE R. BARMÉ & KISHAN RANA

## NEIGHBOURHOOD

# CHINA DREAMING



**C**hinese President **Xi Jinping** formally propounded the 'China Dream' as being integral to the Communist Party-led revival in November 2012. Reflecting upon Jinping's new idea and his vision of China, **Professor Geremie R. Barmé**, Director of the Australian Centre on China in the World, Australian National University reflected on the trajectory of the party towards its two centennial milestones (2020 and 2049) during a special discussion with **Amb. Kishan Rana**, former Indian Ambassador to Germany held in April in New Delhi. The session was held in partnership with the Australian Government and the Australian Centre on

China in the World.

According to Prof. Barmé, "The China Dream is the idiom that provides a lens through which the world is expected to see China in the years ahead, and the path that every Chinese leader is to continue upon perpetually. Jinping has transformed the Communist Party of China (CPC) from a revolutionary body, to an administrative one." Prof. Barmé added, "Jinping has put forward an idea that contains within itself a dichotomy between the desires of the people and their relentless pursuit of personal wealth, and the will of the CPC to perpetuate its rule". ☘



## NEIGHBOURHOOD

# MAKE IN INDIA: LESSONS FROM CHINA

**T**he slogan “Make-in-India” symbolizes, in a nutshell, almost all the economic reforms that Prime Minister Narendra Modi has been working on with enormous vigour. At India’s current stage of economic development, it is only the manufacturing sector, not agriculture or services, which can enable a high rate of productivity growth on a sustained basis. While India is different from China in many respects, it is nonetheless important to understand how China became the manufacturing power that it is today, and analyse its trajectory of growth.

Raising these arguments, **Dr. Anil K. Gupta**,

Michael D. Dingman Chair in Global Strategy & Entrepreneurship at the Smith School of Business, University of Maryland and **Mr. Abheek Singh**, Senior Partner & Director, The Boston Consulting Group and Fellow of India Leadership Initiative shared the “Make in China” story, which turned China into a global factory for consumer goods. They argued that “Make-in-India” should not be only an export-oriented story but should also prioritise production for domestic consumption. From a policy point of view, India should also attempt to create millions of jobs through this campaign, they asserted. ☘

# CHINA'S MILITARY MODERNISATION



In recent years, China's rapid military modernisation has been symbolised by the commissioning and testing of the People's Liberation Army's first ever aircraft carrier, the *Liaoning*. As an Asian power that is growing rapidly, both economically and militarily, it becomes pertinent to discuss China's strategy of military modernisation, and its implications for global power dynamics.

In an engaging conversation, Mr. Sam Roggeveen,

Editor, The Interpreter, Lowy Institute for International Policy, Australia; and Mr. Jayadeva Ranade, President, Centre for China Analysis and Strategy, critically examined Beijing's defence capabilities.

Mr. Roggeveen shared his thoughts on China's ambitions as a major power in the Indo-Pacific region. He stressed that China's increasing assertiveness in the region was aimed at diluting the United States' strategic primacy at sea. ✂



SAM ROGGEVEEN & JAYADEVA RANADE



PANELISTS DISCUSSING INDIA-NEPAL RELATIONS

## NEIGHBOURHOOD

# INDIA-NEPAL TIES: ENERGIZING THE FUTURE

Indian Prime Minister Narendra Modi's visit to Nepal sought to deepen relations between the two nations in various spheres. It presented an incredible opportunity for both nations to address bilateral concerns, and build a solid foundation for new agreements on infrastructure, energy security, and trade. Putting forth these insights, **Ambassador Jayant Prasad**, Former Ambassador of India to Nepal, **Mr. D.P. Tripathi**, General Secretary of the Nationalist Congress Party, **Mr. Sujeev**

**Shakya**, Author and Founder CEO, Beed Management (via video link from Nepal), **Mr. Prashant Jha**, Associate Editor, the Hindustan Times and **Mr. Siddharth Varadarajan**, Senior Fellow, Centre for Public Affairs and Critical Theory, Shiv Nadar University demystified the close India-Nepal relations. "Nepal is more like an elder sister to India than a younger brother. We share a common terrain in southern Himalayas, as well as deep familial, cultural and civilizational bonds. At the people-to-



*“The Nepalese government should be clear on what kind of relationship it wants with India. There is certainly need for more development and infrastructure cooperation. For development-oriented politics, India and Nepal will have to come closer.”*

—PRASHANT JHA, ASSOCIATE EDITOR, THE HINDUSTAN TIMES & FORMER COLUMNIST, THE KATHMANDU POST



people level, India's ties with Nepal are closer than with any other country,” said Amb. Prasad. “Building infrastructure, especially roads and railways, in Nepal with Indian support offers a great opportunity. At the macro level, cooperation in hydropower production can provide revenue to Nepal and power to an energy-starved India.” Mr. Shakya added that hydropower, agriculture, tourism and services as the four sectors where economic relations could be deepened. Mr. D.P. Tripathi focused on

the importance of subordinating the bureaucracy to political leadership, in order to avoid the weakening of diplomatic ties. Mr. Prashant Jha commented that India, being as involved as it is in Nepalese politics, needs to seriously consider the manner in which it wishes to continue to shape its role in influencing the nature of power-sharing government, and in drafting the Nepali Constitution. Prime Minister Modi's visit was the first bilateral visit to Nepal by an Indian PM in 17 years. ☘

## NEIGHBOURHOOD

# WHAT CAN MAKE SAARC WORK?



INTERNATIONAL RELATIONS

Over the years, the South Asian Association for Regional Cooperation (SAARC) has been hailed as one of the foremost international platforms in the region. However, it is felt that the SAARC needs to expand the range of issues it covers under its Charter, in order to truly continue facilitating regional cooperation.

Ahead of the SAARC Summit in Kathmandu, the panelists—**Dr. Gowher Rizvi**, International Affairs Advisor to the Prime Minister of Bangladesh; **Ambassador Shyam Saran**, Chairman of India's National Security Advisory

Board and **Ambassador Sheel Kant Sharma**, Former Secretary General of SAARC—deliberated on finding new ways to enhance regional connectivity, and promote trade. They complimented the SAARC Secretariat for its success in compelling governments to work on the most significant regional problems faced by nations today—environment, money laundering, extremism, and security. However, they warned that the implementation of resolutions was holding SAARC back. It was emphasised that the mechanism needed greater resources and focus to succeed. ❁



(L-R) GOWHER RIZVI, SHYAM SARAN & SHEEL KANT SHARMA



# “Reforms to the Global Drug Policy”

October 15<sup>th</sup>, 2014



(L-R) ASH NARAIN ROY, CARLOS RAUL MORALES & DEEPAK BHOJWANI

## INDIA & THE WORLD

# REFORMS TO THE GLOBAL DRUG POLICY



Since 2012, Guatemala has championed the dialogue to review global drug policies under the regime of President Otto Perez Molina. In June 2013, the General Assembly of the Organization of American States (OAS) signed the *Antigua Declaration*, to review drug policies in the Americas. This dialogue has been taken to the United Nations and is on the agenda of the 2016 General Assembly Special Session on Drugs. Outlining Guatemala's efforts, H.E. **Carlos Raul Morales**, Minister of Foreign Affairs, emphasised the need for a global review of international drug policies at a special program in October. Expressing concern at the scale and gravity of the problem, he shared Guatemala's experience in tackling drug related crime with innovative policy reforms. **Mr. Georges de La Roche**, Ambassador of Guatemala to India; **Dr. Ash**

**Narain Roy**, Director of the Institute of Social Sciences, and **Mr. Deepak Bhojwani**, Former Ambassador of India to Cuba, also joined the discussion, held in partnership with Guatemala's Ministry of Foreign Affairs. Regarding India's drug policy, the panelists noted that the country was ridden by drug related crime, since it lay sandwiched between the Golden Triangle and the Golden Crescent, making it vulnerable to escalated drug trafficking. Supporting Guatemala's push for international debate on drug prohibition, they emphasised that this was a potential area of convergence between India and Latin America. The paradigm shift in global drug policy—switching framework and resources from criminal justice to public-health (i.e. treatment of drug dependence) and human-rights (i.e. restorative justice)—was also lauded by the panelists. ☘

## LATIN AMERICA

MEXICO'S  
NEW ENGAGEMENT  
WITH THE WORLD

Since 2009, Mexico has engaged in a massive program of meaningful economic and social reforms. Earlier, in 2014, the Mexican Congress approved structural reforms in the areas of labour market regulation, education, telecommunication and competition policy, financial sector regulation, energy, and fiscal policy with a single goal to increase Mexico's productivity and competitiveness. These radical reforms

were introduced as experts agreed that the country had to change its economic structure, in order to keep pace with globalization, and the world's economy. Reflecting on these policy revisions, **Dr. Jose A. Meade Kuribrena**, Minister of Foreign Affairs of Mexico, highlighted the country's foreign policy priorities. The session was chaired by **Mr. T.N. Ninan**, Chairman of Ananta Aspen Centre and Business Standard Ltd. ☘



FOREIGN MINISTER OF MEXICO WITH T.N. NINAN

# "President Obama's Visit to India: A Leap Forward in the Bilateral Relationship?"

January 9, 2015



PANELISTS REFLECTING ON INDIA-US RELATIONS AHEAD OF PRESIDENT OBAMA'S VISIT TO INDIA

## INDIA & THE US

# PRESIDENT OBAMA'S VISIT: A LEAP FORWARD IN THE BILATERAL RELATIONSHIP?

"Sky is the limit in the bilateral relationship", Indian and American thought leaders unanimously asserted at this public program, ahead of US President Barack Obama's visit to India. On the sidelines of the XX US India Strategic Dialogue, **Mr. Joseph S. Nye**, University Distinguished Service Professor, John F. Kennedy School of Government, Harvard University; **Mr. James B. Steinberg**, Dean of the Maxwell School, Syracuse University; **Mr. Frank G. Wisner**, International Affairs Advisor, Patton Boggs and former US Ambassador to India; **Amb. Shyam Saran**,

Chairman, National Security Advisory Board; **Amb. S K Lambah**, Former Special Envoy to the Prime Minister, **Mr. Gautam Thapar**, Founder and Chairman, Avantha Group and **Mr. Nicholas Burns**, Professor of the Practice of Diplomacy and International Politics at the Harvard Kennedy School of Government emphasized that the Obama visit needed to be viewed with cautious optimism. However, they agreed it was imperative for India and the U.S. to identify big-ticket action items and capitalize on new opportunities, in order to inject new energy and vitality into this relationship. ☘

His Excellency Dr Tony Tan Keng Yam  
President  
Republic of Singapore



LAUNCH OF "SINGAPORE-INDIA: TOWARDS A SHARED FUTURE"

## SOUTHEAST ASIA

# COMMEMORATING 50 YEARS OF SINGAPORE-INDIA RELATIONS

LAUNCH & DISCUSSION ON THE COMMEMORATIVE BOOK

'SINGAPORE-INDIA: TOWARDS A SHARED FUTURE'



The year 2015 marks the 50th year of Singapore's independence and also 50 years of diplomatic ties between Singapore and India. To commemorate the ties, the **President of Singapore, H.E. Dr. Tony Tan Keng Yan**, launched "*Singapore-India: Towards a Shared Future*", a commemorative book published by the Institute of South Asian Studies. **Mr. Suresh Prabhu**, Union Minister of Railways, joined the event as a Special Guest.

**Ambassador Gopinath Pillai**, Chairman, Institute of South Asian Studies, National University of Singapore, and Ambassador-at-Large, Ministry of

Foreign Affairs, Singapore; **Prof. Tan Tai Yong**, Director, Institute of South Asian Studies and Executive Vice-President (Academic Affairs), Yale-NUS College, National University of Singapore; **Mr. N K Singh**, Former Member of Parliament & Senior Member, Bharatiya Janata Party; **Prof. S D Muni**, Professor Emeritus, Jawaharlal Nehru University, New Delhi, India; **Mr. Chandrajit Banerjee**, Director General, Confederation of Indian Industry, and **Mr. T N Ninan**, Chairman, Ananta Aspen Centre and Chairman, Business Standard Ltd also engaged in a discussion on the book after the launch. ☘

## DIPLOMACY

# THE CONTEMPORARY EMBASSY: PATHS TO DIPLOMATIC EXCELLENCE

A DISCUSSION ON THE BOOK BY AMBASSADOR KISHAN RANA

The past few years have witnessed an evolution of the purpose of diplomacy as set out in the Vienna Convention of 1961, due to which an Embassy's role has been extended to being that of a promoter, negotiator, communicator, manager, synthesizer and service provider across the entire gamut of external affairs. In that context, **Ambassador Kishan S. Rana**, former Indian Ambassador to Germany, postulates that embassies are likely to undergo evolutionary changes, adapting to requirements of efficiency and tighter accountability, in his book *The Contemporary Embassy* –

*Paths to Diplomatic Excellence*. The discussion, organised by Ananta Aspen Centre and the Public Diplomacy Division, Ministry of External Affairs, in New Delhi, featured **Dr. C Raja Mohan**, Distinguished Fellow, Observer Research Foundation (ORF), Ambassador Eric Gonsalves, Former Secretary, Ministry of External Affairs, and Ambassador to Belgium, the EEC & Luxembourg. They discussed the role of contemporary embassies while ruling the limited attention that was paid to diplomatic studies as a branch of international affairs, and highlighted the need to focus on the expectations of developing countries. ❧



C. RAJA MOHAN, KISHAN RANA AND ERIC GONSALVES



(L-R) FREDERIK KEMPE, JON HUNTSMAN AND ASHLEY J TELLIS

## INDIA & THE WORLD

# INDIA & THE EMERGING WORLD ORDER

Since its announcement in 2012 the Obama administration has pursued its “Rebalance to Asia” policy with the objective of addressing the shift in the balance of power across the Asia-Pacific region in China’s favour, following the 9/11 attacks and the U.S. war on terror. In a rising India, the US sees a potentially strong counterbalance to China, especially as India’s focus has shifted from merely orchestrating regional dominance to a more global outlook, making it a likely key player in the emerging world order.

Seeking to understand India’s role in the changing global paradigm, **Governor Jon M. Huntsman, Jr.**, Chairman–Atlantic Council, **Mr. Frederick Kempe**, President & CEO–Atlantic Council, and **Mr. Ashley J.**

**Tellis**, Senior Associate–Carnegie Endowment for International Peace, exchanged ideas on the rise of India and China in the American narrative.

The panel urged business communities on both sides to step up and align themselves more closely with policymakers. “A strong private sector alignment can really boost the relationship,” the speakers noted. Calling for greater institutional cooperation between India and the US, Mr. Tellis emphasised that a successful partnership was marked by decreasing dependence on government interventions. On China, Mr. Kempe welcomed the rise of Beijing in the global order and the focus of the Chinese leadership on urbanization, economic reforms and anti-corruption measures. ☘





*"They always say time  
changes things, but  
you actually have to  
change them yourself."*

—ANDY WARHOL, THE PHILOSOPHY OF ANDY WARHOL



PUBLIC  
POLICY

## POLITICAL DISCOURSE

# 100 DAYS OF THE MODI GOVERNMENT

*“Foreign Policy is also related to national security. We need 75% FDI in Defence, and I hope the government will work towards this.”*

—AMBASSADOR G PARTHASARATHY, FORMER AMBASSADOR TO PAKISTAN

The 2014 Lok Sabha elections witnessed the emergence of the BJP with a historic mandate under Prime Minister Narendra Modi, who promised to lead India on a path towards inclusive growth and development. The government’s first three months in office were marked by a period of high expectations and challenges, both in foreign as well as domestic policy.

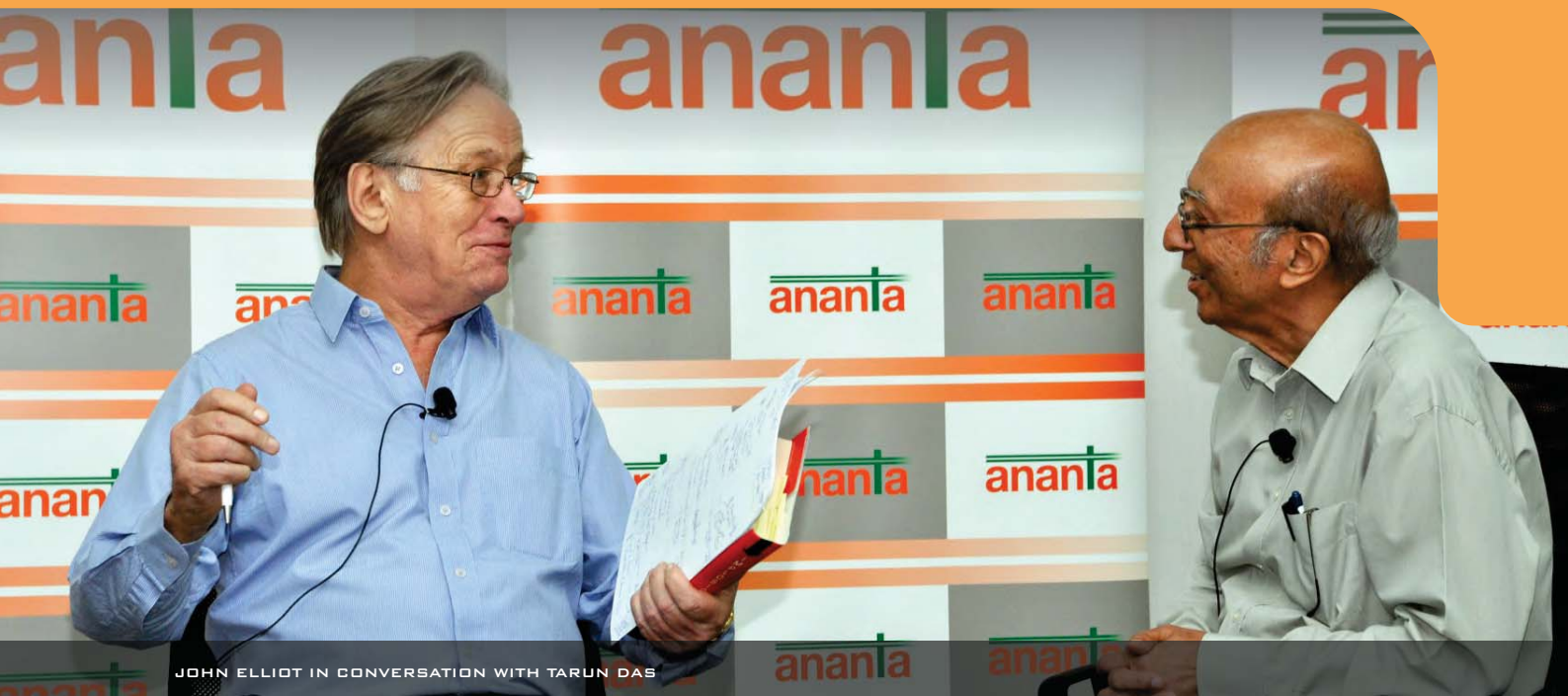
Against this backdrop, a panel of experts — **Dr. Shankar Acharya**, Honorary Professor, ICRIER; **Ambassador G Parthasarathy**, Former Ambassador to Pakistan; **Mr. Ashok Malik**, Senior Columnist & Author and **Mr. Swapan Dasgupta**, Senior Columnist and Public

Policy Analyst — assessed the government’s performance and reflected upon its future policy discourse.

Mr. Malik pointed out that the authority of the Prime Minister’s office was stronger than ever before. However, he underscored the need to initiate crucial structural changes, such as the opening up of FDI in the defence sector. Echoing similar sentiments, Dr. Acharya flagged the dismal health of public sector banks and the lack of movement in the energy space as two major areas of concern. Amb. Parthasarathy asserted that the government had made commendable strides in the foreign policy domain. ☞



(L-R) ASHOK MALIK, G PARTHASARATHY, SHANKAR ACHARYA & SWAPAN DASGUPTA



JOHN ELLIOT IN CONVERSATION WITH TARUN DAS

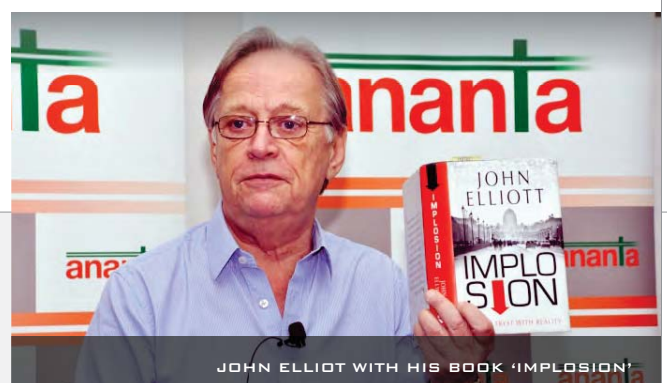
## POLITICAL DISCOURSE

# IMPLOSION: INDIA'S TRYST WITH REALITY

BOOK DISCUSSION WITH  
AUTHOR JOHN ELLIOT

Introducing his latest book *Implosion: India's Tryst with Reality*, senior journalist and author John Elliott asserted that the crumbling of democratic institutions reflected what India should have achieved since independence. The book argues that India's 'quick fix' approach known as *'jugaad'* and *laissez faire* acceptance of *'chalta hai'* heavily influence what India is and is not today.

It also looks at how corruption and crony capitalism has eaten into all aspects of Indian life, stressing that



JOHN ELLIOT WITH HIS BOOK 'IMPLOSION'

democracy provides a smokescreen for much that is wrong. Highlighting the spate of scams that have been exposed in India over the last few years, Elliott warned that the nation was being stymied by the high degree of corruption, despite brimming with potential to leapfrog to the next level on the international stage. ☘



(L-R) RAJEEV MANTRI, AKHILESH MISHRA, SMITA BAROOAH & SWAPAN DASGUPTA

## POLITICAL DISCOURSE

# WHY IS INDIA'S MIDDLE CLASS BACK IN POLITICS?

The 2014 General Elections saw a huge movement of active participation of the Indian middle class in politics, especially the rise of professionals in the next generation of politics. Not long ago the presence of Indian “middle class” was insignificant in the political system, but since the last few years, the same has increasingly sought to influence national agenda and policies through new forms of citizens’ activism and on issues that directly affect it. Given the easy accessibility to digital and media technology, India’s middle class yearns for its voice to be heard in political sphere. Its numbers, accessibility and rising levels of anger at the state of things in the country provide a new political outlook in recent times.

Reflecting on these changes, three young speakers from diverse backgrounds, **Ms. Smita Barooah**, a Singapore-based addictions therapist, writer, blogger and fine arts photographer; **Mr. Akhilesh Mishra**, a former marketing professional-turned election campaigner and writer; and **Mr. Rajeev Mantri**, an entrepreneur and venture capitalist, exchanged perspectives on the massive involvement of middle class in the 2014 general elections. The session was chaired by **Mr. Swapan Dasgupta**, Senior Columnist and Public Policy Analyst. Participants discussed the changing mind sets of the youth, the intensity of participation in the elections by the middle class voters and the key issues facing India. ☘

## GENDER SENSITIZATION

# DAUGHTERS OF MOTHER INDIA



## FILM SCREENING & INTERACTION WITH DIRECTOR VIBHA BAKSHI

In December 2012, New Delhi was rocked by the horrific rape and murder of a 23-year old medical intern. The incident sparked a spiral of country-wide protests for justice and witnessed an unprecedented wave of gender consciousness. Exploring the dynamics behind the case and sexist attitudes prevailing in the society, Filmmaker **Vibha Bakshi** produced *Daughters of Mother India*, a documentary revolving around gender violence and the changes being spearheaded by the Government, Police, Judiciary and community groups.

The movie has garnered several accolades so far within and outside India at several film festivals. The Kolkata Premiere of the film was held in association with American Center-Kolkata and IPAN Hill+Knowlton Strategies. After the screening, Ms. Bakshi, Founder, V2 Film and Design Pvt. Ltd., also discussed the issue of sexual violence with **Ms. Helen LaFave**, Consul General, American Consulate General and **Ms. Radhika Shapoorjee**, President-India & South Asia, IPAN Hill+Knowlton Strategies. ☘



VIBHA BAKSHI, HELEN LAFAVE & RADHIKA SHAPORJEE



PANELISTS DISCUSSING AT THE FIFTH EDITION OF "OUR VOICE, OUR JOURNEY"

## WOMEN EMPOWERMENT

# OUR VOICE, OUR JOURNEY V

THROUGH THE LENS—CATALYSTS OF SOCIAL CHANGE:  
A CONVERSATION WITH WOMEN WHO MAKE A DIFFERENCE

In a world where gender sensitization and discourse surrounding the equality of rights are taking centre stage, the contributions of women in different spheres are being increasingly recognized. Film, as a media tool, is a powerful medium for delivering messages and for influencing mind sets. Recognizing the power of the visual medium, the fifth edition of "Our Voice, Our Journey" organised in association with the American Consulate General, American Centre, Kolkata, brought together the voices of women from the world of film to celebrate their energy and diversity.

Participants included **Ms. Helen LaFave**, US Consul

General, **Ms. Freida Lee Mock**, Filmmaker, Writer, Director, and Producer, **Ms. Anindita Sarbadhikari**, Filmmaker and Social Activist, **Ms. Melissa Silverstein**, Writer and Founder Editor, Women and Hollywood, **Ms. Churni Ganguly**, Actor and Director, **Ms. Deboshruti Roychowdhury**, Dean of Students, Presidency University. In her remarks, Ms. LaFave said, "This is an opportunity to mobilize all people to do their part, and be part of the world, where each woman and girl can exercise her choices, such as participating in politics, receiving an education, having an income, and living in societies free from violence and discrimination." ❀

## STRIVING FOR GENDER EQUALITY IN POLITICS

While gender equality has gained a key place in the global political agenda, women's participation in contemporary politics remains low throughout the world. The global percentage of women parliamentarians stands at 21.8 per cent, although numbers are growing every year. Increased women's representation in government and politics is essential to the pursuit of gender parity in society. However, women face numerous obstacles in achieving representation in political parties, government and "high-politics". These include cultural attitudes which view politics as a "male domain," difficulties in achieving work-life balance and lack of opportunity.

In a special session organised in partnership with the British High Commission, Kolkata, eminent women leaders drew from their experience in politics and discussed recent progress made in this area. Speaker of the House of Lords, UK, Rt Hon. Baroness D'Souza, praised Prime Minister

Narendra Modi for his initiatives in empowering women, and stressed that education was the key to women empowerment. Critical of allowing reservation to women in Parliament, she said, "In a way what you are doing is actually designating a certain percentage of seats for women regardless of whether there are women who are the right sort of people to fill it. You run the danger of being biased towards women, which is not the natural selection."

**Ms. Mahua Moitra**, General Secretary, All India Trinamool Congress, who is no stranger to holding positions of leadership, offered useful insights into the struggle for gender equality. The session was moderated by **Prof. Samita Sen**, who in her capacity as Diamond Harbour Women's University's Vice Chancellor, and as an eminent research scholar in Bengal, offered an academic perspective to the discussion. **Mr. Scott Fursessedonn-Wood**, British Deputy High Commissioner, Kolkata also participated in the program. ✂

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(L-R) SAMITA SEN, BARONESS D'SOUZA & MAHUA MOITRA

## ENVIRONMENT



BAHAR DUTT

## GREEN WARS: DISPATCHES FROM A VANISHING WORLD

BOOK LAUNCH & DISCUSSION WITH AUTHOR BAHAR DUTT



BAHAR DUTT IN CONVERSATION WITH SUJATA SEN

As India makes its way to a super economy, the impact on its wildlife remains largely unreported. Launching her latest book, Author and Senior Journalist **Ms. Bahar Dutt** drew on her experience as a conservationist to look at how this dichotomy between a modernizing economy and saving

the planet could be resolved. Ms. Dutt relived exhilarating moments of coming face to face with gharials and the grand old orangutan, and many creatures facing an uneasy future, in search of an answer to the question: how can we save all that is precious in a 'development without brakes' model of economy? ☘





JAIRAM RAMESH & RICHARD FULLER

ENVIRONMENT

TOXIC POLLUTION IN INDIA:  
THE UNSEEN PUBLIC HEALTH  
MENACE

**T**oxic pollution, chemicals and wastes constitute an under-recognized global health hazard. Worldwide, populations at risk from toxic pollution exceed 200 million, and the burden of this exposure is borne by the poorest, living in low and middle-income countries. A 2013 study conducted by Blacksmith Institute (US) in India, Indonesia and the Philippines, revealed that exposure to toxic waste posed a serious health risk for nearly



KARTI SANDILYA

8.6 million people. To bring greater public focus on this issue, a public session was organized in Kolkata in July. The session was chaired by **Mr. Karti Sandilya**, Adviser, Blacksmith Institute. In their remarks, **Richard Fuller** and **Jairam Ramesh** concurred that toxic pollution was 'a global epidemic.' The speakers also urged government agencies and big corporations to cooperate in helping small-scale units reduce their toxic burden. ❀



(L-R) NATA MENABDE, SUBHASH MANCHANDA & JOHANNA RALSTON

## HEALTH

# PANEL DISCUSSION ON CARDIO-VASCULAR DISEASE: INDIA'S SILENT KILLER

**C**ardiovascular diseases (CVD) are amongst the world's leading causes of death and disability, and thus an area of common concern, especially amongst developing nations that struggle to mobilize public funding for healthcare. An estimate by the World Heart Federation indicates that 17.3 million deaths are caused every year due to CVD. Expressing concern on these statistics, **Ms. Johanna Ralston**, CEO of World Heart Federation, Geneva,

advocated the need for collective multi-sectoral efforts in combating this pan-India epidemic, especially in light of the fact that two-thirds of the CVD deaths in India are premature and preventable. She went on to assert that people needed to start considering healthcare as an investment, rather than a cost. Highlighting the importance of "yoga" and discipline as a preventive measure, **Dr. Subhash Manchanda**, Senior Consultant Cardiologist, Sir Gangaram Hospital and



*“Clearly, we need greater convergence in combating CVD (cardio-vascular disease). Raising tobacco taxes, reducing salt in processed food, and greater investment in public health are what we should be pushing for. As of now, 4.2% of India’s GDP is directed towards health sector, which is not bad. However, less than 30% of this is public expenditure. This needs to be addressed.”*

—DR. NATA MENABDE,  
WHO REPRESENTATIVE TO INDIA

Former Head, Department of Cardiology, AIIMS said, “CVD occurrences have increased five-fold in the last few years. Another aspect is that CVD is now getting increasingly common among young adults. This disease is also diffused among both the rich and the poor, and the urban and the rural segments. We cannot be advanced economically till we advance in terms of health.”

Broadening the discussion, Dr. Menabde, WHO

Representative to India, highlighted the vital link between CVD and other ailments such as diabetes, hypertension and obesity, while calling for greater convergence between health bodies, civil society, medical fraternity, corporates and governments in tackling this challenge. “As of now, 4.2% of India’s GDP is directed towards health sector, which is not bad. However, less than 30% of this is public expenditure. This needs to be addressed,” Dr. Menabde commented. ☘

September 18, 2014 | New Delhi



THE PANELISTS DISCUSS INVENTION-BASED ENTREPRENEURSHIP IN INDIA

## ENTREPRENEURSHIP

# STRENGTHENING INDIA'S ECO-SYSTEM FOR INVENTION- BASED ENTREPRENEURSHIP

ANDE WORKSHOP & PUBLIC SESSION



In order to maximize the impact of invention-based enterprises, and promote the expansion of the field, a supportive ecosystem needs to be created to promote their growth. Taking this idea forward, in collaboration with The Lemelson Foundation and Aspen Network of Development Entrepreneurs (ANDE), a workshop on

strengthening India's eco systems for Invention- Based Entrepreneurship and a public session on *Supporting Invention-Based*

*Entrepreneurship in India* were held in September. The speakers at this workshop discussed the challenges and opportunities for collaborations to support the ecosystem for invention-based enterprises. ☘

## DO FAST TRACK COURTS WORK?

A wide section of India's politico-legal fraternity has expressed disappointment with the apex court's rejection of a proposal to fast track criminal cases against parliamentarians. Though the Court has asked for an alternative plan to expedite the criminal justice process, the question on the table is how effective are fast-track courts (FTCs), and whether they are viable. Supporters assert that FTCs facilitate quick dispensation of justice, thereby reducing the massive backlog of cases in an overburdened judiciary. On the other hand, critics argue that in the bid for speedy disposal of cases, justice is often a casualty.

Reflecting on these issues in an interactive discussion, **Dr. S.Y. Quraishi**, Former Chief Election Commissioner; **Mr. Bajjayant Panda**, Member of Parliament, Lok Sabha and **Mr. Maneesh Chhibber**, Senior Editor (Legal Affairs), Indian Express examined the pros and cons of Fast Track Courts in India.

Backing FTCs, Mr. Panda said "Since their setup, FTCs have had a clearance rate of 84 percent. We should make a beginning, and not let the perfect override good. ✂"

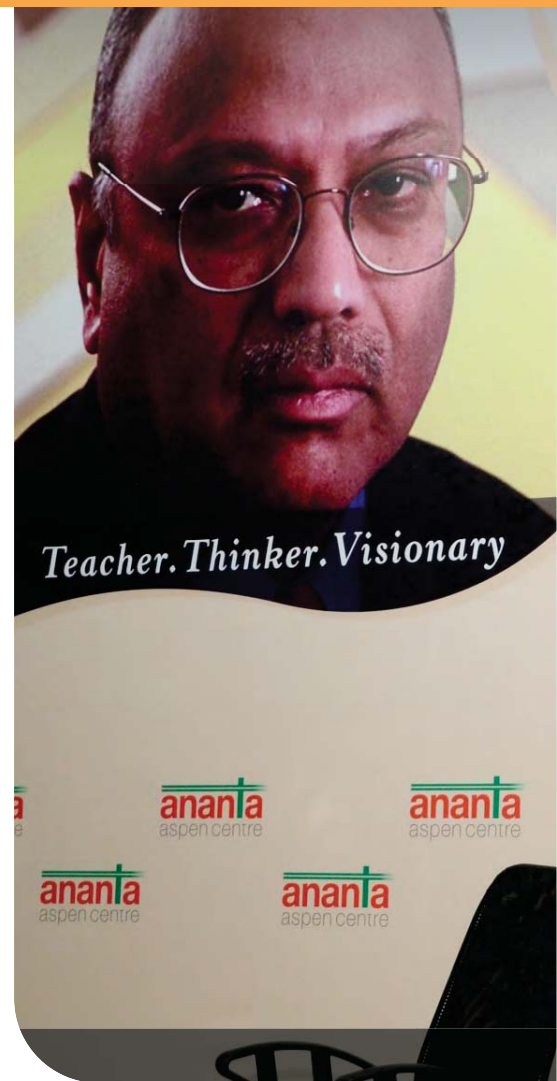
*"India's biggest brands in the world are democracy and elections. However, the large number of criminal parliamentarians in our system is embarrassing. Fast track courts against MPs are indeed required, because lawmakers are fast turning into lawbreakers."*

—**DR. S.Y. QURAISHI**, FORMER CHIEF ELECTION COMMISSIONER



(L-R) MANEESH CHHIBBER, BAIJAYANT PANDA AND S Y QURAISHI

## LEADERSHIP

C K PRAHALAD  
MEMORIAL LECTURE

*“CK, as he was known, dedicated himself to strengthening India and Indian industry for over two decades and more. He believed it was possible for India to grow at 10%, and the way forward was through manufacturing.”*

—GAUTAM THAPAR, FOUNDER & CHAIRMAN, AVANTHA GROUP & CHAIRMAN, ANANTA ASPEN CENTRE

**D**r. C K Prahalad (1941-2010) was an influential management guru and visionary, who was often hailed as the “most prominent business thinker of his generation”. Honouring his legacy, **Mr. G V Sanjay Reddy**, Chairman, GVK Power and Infrastructure Limited delivered the “3rd CK Prahalad Memorial Lecture” on “My Journey Beyond Business”. The program was chaired by **Mr. Gautam Thapar**,

Chairman of the Ananta Aspen Centre.

Calling Dr. Prahalad his ‘inspiration’, Reddy said, “The objective of leadership is not to just make money but to make life meaningful. This thinking has driven me in everything I do. Reddy also spoke about the redevelopment of the Mumbai airport—one of GVK Group’s flagship projects. “We must strive to inculcate a sense of identity and culture in our future generation.

# The Third C K Prahalad Memorial Lecture 2014

## “My Journey Beyond Business”

### G V Sanjay Reddy

AUGUST 14, 2014



G.V. SANJAY REDDY & GAUTAM THAPAR

*“The objective of leadership is not to just make money but to make life meaningful... Dr. Prahalad was my inspiration when I was his student at the University of Michigan.”*

—G V SANJAY REDDY, VICE CHAIRMAN,  
GVK POWER AND INFRASTRUCTURE LIMITED

The airport has been inspired by everything Indian. The idea was to showcase Indian art and history,” he said.

The CK Prahalad Memorial Lecture series was initiated by the Ananta Aspen Centre in 2012. In the past, the keynote address has been delivered by **Mr. R Gopalakrishnan**, Executive Director, TATA Sons; and **Mr. S Ramadorai**, Vice-Chairman, Tata Consultancy Services. ❀





*"Yesterday I was  
clever, so I wanted to  
change the world.  
Today I am wise, so  
I am changing myself."*

— RUMI, 13TH CENTURY SUFI POET & PHILOSOPHER

LEADERSHIP

## INDIA LEADERSHIP INITIATIVE

ILI-4 GRADUATION  
CEREMONY

India Leadership Initiative – Class 4, famously known as *4sight Fellows* successfully completed their fellowship and came together for the graduation ceremony. **Mr. B J Panda**, Member of Parliament (Lok Sabha), also joined the celebration and congratulated the fellows on their ILI journey. The

Graduating class enacted a small play showcasing a typical Socratic Dialogue session that they experienced. It was laced with a lot of humour and helped their families understand the ILI training. The class ended on a solemn promise to keep the banner of ILI flying high. ❀



GRADUATION CEREMONY OF ILI-4 FELLOWS



4SIGHT FELLOWS AT SNOW LEOPARD CAMP

## INDIA LEADERSHIP INITIATIVE

### ILI-4 REUNION

The ILI – Class 4, known as *4sight*, met for a reunion at Snow Leopard Adventure Camp, Rishikesh, from 28th February to 1st March. This was the first time that the Fellows of Class 4 met after their graduation and spent two interesting days together with self-moderating reading

sessions. Bonding over a bonfire and adventure activities, the Fellows also shared updates on the progress of their respective ILI Projects. The groups left rejuvenated, and committed to meet every six months or once a year, and are already planning their next reunion. ☘



LAUNCH OF INDIA LEADERSHIP INITIATIVE CLASS-5

## INDIA LEADERSHIP INITIATIVE

# LAUNCH OF ILI-5

**T**he Class V of the India Leadership Initiative (ILI) was launched in Jodhpur with 'The Challenge of Leadership' seminar in November. This year, 17 Fellows were selected from across multiple sectors, including the industry, government, civil society, and entertainment. During this 5-day seminar, the Fellows exchanged views on the issues they face as leaders and how they address those challenges. They also focused on the attributes of effective and enlightened leaders such as Mahatma

Gandhi, Martin Luther King, Jr., Jean Monnet, Machiavelli, and Margaret Thatcher, to name a few.

ILI-5 also spent time reflecting on their personal leadership challenges, and presented their ideas on "Effective Enlightened Leadership" models. The ILI program is designed to create a new generation of engaged leaders, moving them from "success to significance" and "thought to action." The initiative aims to empower emerging leaders to work towards creating a better society. ☘

**ADITYA NATRAJ** | *Executive Director, Kaivalya Education Foundation*

Aditya is the founder and director of Kaivalya Education Foundation (KEF) - an institution specialized in leadership development programmes for nation building. The Principal Leadership Development Programme helps principals turn-around failing schools and improve student outcomes, and currently operates in Gujarat, Rajasthan, and Maharashtra. Previously Aditya was Director of Pratham in Gujarat for 5 years, and a Consultant at KPMG for 5 years. Aditya is a qualified Chartered Accountant, a Masters in Economics and has an MBA from INSEAD. Aditya is an Ashoka Fellow and an Echoing Green Fellow.

**AMRISH KUMAR** | *CEO, Ritu Kumar*

Amrish is CEO at Ritu Kumar, which is one of India's largest & most respected luxury apparel companies. He has been instrumental in transforming a small scale, labor-intensive boutique organization into a scalable fashion retail company and for implementing the company's first private equity fund raise (Everstone Capital) in 2014. Amrish has previously served in roles at HDFC Bank and Kotak Securities. He comes with a Master in Business Administration from USC in L.A. and a Bachelor's in Economics from Bristol University. In 2008 he launched a record label Mummy Daddy Records, a company involved in promotion of music and upcoming talent.

**ANANT MAHESHWARI** | *President, Honeywell India*

Anant is responsible for continued growth of India operations across the three strategic business groups of Honeywell such as Aerospace, Automation and Control Solutions (ACS) and Performance Materials and Technologies (PMT). Maheshwari worked with McKinsey & Company as a management consultant for more than five years before he started his career at Honeywell, in 2004. He obtained his bachelor's degree in Electrical & Electronics Engineering, and a master's degree in Economics from the Birla Institute of Technology & Science, Pilani, India. He earned his master's degree in Business Administration from the Indian Institute of Management, Ahmedabad, India.

**ARAVIND SRINIVASAN** | *Director-Projects, Aravind Eye Care System*

Aravind graduated in medicine from PSG Institute of Medical Sciences, Coimbatore and completed his residency in ophthalmology leading to Masters in Ophthalmology from Aravind Eye Institute and Postgraduate Institute of Ophthalmology, Madurai. He did his MBA from the University of Michigan, USA. He has presented in numerous International Conferences about the “Aravind Model” of high volume, high quality, cost effective eye care. He is also Mentor for the MBA students of Wharton School of Business, University of Michigan. Aravind is also the Director of AMECS (Aravind Managed Eye Care Services), which addresses the issues of providing eye care in the underserved regions.

**GUNJAN SHAH** | *Partner, Shardul Amarchand Mangaldas & Co.*

Gunjan is an equity partner with Shardul Amarchand Mangaldas & Co. She has extensive experience in mergers & acquisition, private equity, corporate restructuring, securities and takeover regulation, debt restructuring, and debt capital markets in India. Gunjan, who has been associated with Amarchand since 1998, was elevated to the partnership of Amarchand in 2005 and currently also serves on Amarchand’s Management Committee. She holds a bachelor’s degree in law from the National Law School of India University, Bangalore, and a master’s degree in law from the University of Oxford for which she received the Felix scholarship.

**K NANDINI SINGLA** | *Joint Secretary–Europe Desk, Ministry of External Affairs*

Nandini is Joint Secretary (Europe Desk) at the Ministry of External Affairs in New Delhi. Prior to this she was Director in the AMS Division, tasked with handling all aspects of India’s relations with the USA and Canada. Earlier, she served as First Secretary/Counsellor [Economic] in the Permanent Mission of India to the United Nations in Geneva, dealing with multilateral trade and economic issues. She also served as First Secretary, Economic & Commercial & Head of Chancery in the High Commission of India in Dhaka, and as Under Secretary, UN Political Division. She has a Masters in Political Science & International Relations from Mumbai and M.Phil. in Diplomatic Studies from Jawaharlal Nehru University.



**KALYAN CHAKRAVARTHY AKKIPEDDI** | *Founder, ProtoVillage*



After quitting his corporate job in early 2008, Kalyan's interactions with experts in various fields in general and his time with remote tribal communities of India in particular, gave him perspectives on a sustainable state of abundance. He founded ProtoVillage in August 2010 to co-create the prototype of an abundant community through practice and demonstration, in a remote village called Tekulodu in the second driest and one of the poorest districts, Anantapur in Andhra Pradesh. Kalyan started his corporate career with Hyundai Motor India in 2002, and ended it while at Genpact in 2008. He has a degree in Mechanical Engineering from Sri Venkateshwara University, Tirupathi in Andhra Pradesh, and an MBA from International Management Institute, New Delhi.

**KUNAL KISHORE KAPOOR** | *Actor, Co-Founder & Director, Ketto*

Kunal debuted in the movies with M F Hussain's 'Meenaxi'. In the last eight years he has worked in several movies, like Rang De Basanti, Aaja Nachle etc. He is currently filming a movie based on the water issue, which is being produced by the NGO 'One Drop Foundation'. After working very closely with several NGO's for the last ten years, he set up a crowd funding platform for social change 'Ketto' with the aim of using technology to build a bridge between the people that were willing to help and the people that needed help. Ketto was built to form a connection between non profits, motivated individuals and the world. In the last couple of years the organisation has raised over 15 million rupees for in various areas, such as Women Empowerment, Health, Education and Sport.



**MASOOD HUSSAINY** | *Vice President, Tata Advanced Systems*



Masood has cross-functional experience in Strategy, Program Management, Operations and Marketing across industries such as Telecom, Aerospace & Defence and Energy. In his current role he has P&L responsibility for the various Aerospace ventures. He has also driven growth for Tata Advanced Systems with new business wins against global competition from customers like Boeing, Pilatus, Dornier, Cobham. He was previously part of the team at the Tata Group center which structured partnerships with leading global companies such as Sikorsky, Lockheed Martin, IAI, Boeing and Sasol. He was also National Marketing Head of Post Paid Mobile, Tata Teleservices. Masood holds a degree in Mechanical Engineering and an MBA in International Business.

**PALLAV PATANKAR** | *Executive Director, Director-Programs, The Humsafar Trust*

Pallav is the Executive Board Member of The Humsafar Trust, and the Director-HIV Programs. The Humsafar Trust is the country's first registered charity for the Lesbian, Gay, Bisexual and Transgender (LGBT) community. His current portfolio includes HIV prevention work for the Trust in the city of Mumbai. He is involved in the Trust's advocacy efforts on LGBT rights at the levels of Local and National Government. He has served as a country head in francophone Africa in Cote D'ivoire and Central Africa Region. He is a co-author to a book entitled A People Stronger: The Collectivization of MSM and Transgender Groups in India and a co-author to A World Bank Study called "Charting a Programmatic Roadmap for Sexual Minority Groups in India".



**SALONI MALHOTRA** | *Associate Vice President, Paytm*



Saloni is the AVP of Paytm. She is also co-founder of Safecity, a citizen's initiative and platform to share information on sexual abuse in India. Prior to this she was CEO of Swadeshi ProCraft, a start-up that promoted artisans from 22 states in India to support over 100 different crafts. Saloni founded (2007) and ran DesiCrew, a for-profit organization focused on creating knowledge-based livelihood opportunities in small towns and rural areas. She stepped down as a CEO in March 2012, but continues to participate on the board. An engineer from Pune University, she began her career with WebChutney, the number one interactive media agency in India. She is also pursuing a Masters in Social Innovation in the Digital Context.

**SEJAL SHAH GULATI** | *President & Managing Director, Time Inc., India*

Sejal is the President and Managing Director of TAS Analytic Services Private Limited, a Time Inc. company. Sejal founded the organization in 2006 and it now employs over 300 professionals who support Time Inc.'s content division with its business analytics, marketing research, technology and operations. Before joining Time Inc., Sejal was a Senior Manager for Business Development for American Express in New York City. Sejal has previously served on the Board of Trustees of Princeton University and is currently on the Global Alumni Board of Harvard Business School. Sejal has a B.A. from Princeton University and an MBA from Harvard Business School.





**SHANKAR VANAVARAYAR** | *Joint Correspondent, Kumaraguru College of Technology & Executive Director, Sakthi Auto Motors*



Shankar looks forward to bringing a modern outlook to the institution by visioning various strategic processes. He also serves as the Executive Director of Sakthi Auto Motors Ltd. He founded The Vanavarayar Foundation to work in the areas of history, architecture, culture and heritage. His vision to create a dynamic entrepreneurial hub in Coimbatore led to the inception of Coimbatore Innovation and Business Incubator, CIBI, which will serve as a platform to translate the business ideas into enterprises backed by an ecosystem of mentors, investors and business leaders. He is a member of CII Southern Regional Council and Co-Chair of CII Higher Education committee. He holds a MBA from the Cardiff University and a PG Diploma in International Education Management from the University of Leeds.

**SUMANGALI GADA** | *Director, Adity Designs & Founder, Praja Foundation*

Sumangali is a Director at Adity Designs, a company that works on design and manufacture projects with luxury brands the world over. Sumangali manages business development and finance for the company. Sumangali started an independent design venture “Forest of Chintz” which makes fashion accessories sold at boutiques worldwide. Prior to this she was a consultant with the Business Consulting Practice at Arthur Andersen. Sumangali Graduated from Sydenham College Mumbai, and subsequently completed her Masters in Management Studies at NMIMS, Mumbai. In addition to ADITY, Sumangali is a founder and trustee at the PRAJA Foundation, that works in the space of Accountability and Good Governance for the city of Mumbai.



**TANUSHREE HAZARIKA** | *Managing Director, Eclectic Group*



A business management graduate from Boston University, Tanushree has worked previously in MNCs like Fidelity and Morgan Stanley in the US. She has been successfully bringing out the most popular English magazine of the region, Eclectic Northeast. She has been key in introducing and establishing a formal magazine publishing platform in Northeast India. Through Eclectic, she has highlighted important issues of concern and featured various inspirational change-makers of the region. Tanushree also started Tattva Creations in 2010, which, provides brand and communication solutions. She has received the Young Communicator award from the Symbiosis Institute in 2010 and the Outstanding Woman Achiever award by FLO (ladies wing of FICCI).

**VISHWARUPE NARAIN** | *Country-Head for India & SE Asia, TPG-Growth*

Narain is Country-Head for TPG Growth, a global private equity firm based in Mumbai. He is currently serves on the boards of AGS, Sutures, Flexituff International, India Transact and Global Gene Corp. Prior to TPG Growth, Narain was an investor with Bessemer Venture Partners in New York. He was an Engagement Manager in McKinsey's Private Equity Practice in Palo Alto and London. He has a Master of Technology from the Indian Institute of Technology, Delhi and an M.B.A. from Stanford University. He is deeply involved with his family's foundation work in rural India. Selected as a Young Global Leader (2014), he is an active member of the World Economic Forum and is a part of the South Asia Bridge initiative to bring together business communities across borders under the WEF banner.

**ZEENA JOHAR** | *CEO, Sughavazhvu Healthcare*

Zeena returned to India after obtaining her PhD in Molecular Diagnostics at ETH, Zurich, Switzerland. Zeena led the incorporation of SughaVazhvu Healthcare and IKP Centre for Technologies in Public Health (ICTPH) working towards replicable service delivery networks at the interface of affordable healthcare technologies and innovative human resource solutions for inaccessible rural populations. Zeena spearheaded ICTPH's academic alliance with University of Pennsylvania launching India's first joint certificate Bridge Training Program for AYUSH practitioners as a skill building curriculum. SVHC was awarded the NASSCOM Social Innovation Honor. Zeena was elected as an Ashoka Fellow and Yale World Fellow. She was recognized by Purpose Economy as one of Asia's 100 Pioneers.



TSALS BATCH OF 2014

## TSALS

# THE SHRI RAM ANANTA ASPEN LEADERSHIP SCHOOL (TSALS) 2014

The latest edition of the TSALS class saw an enthusiastic participation of 56 students from 24 schools in 12 cities around the country.

This year, the program introduced various new modules like Acro Yoga, Contact Improvisation, Moving Canvases, Percussion Workout and Qi Gong. The fellows- 32 girls and 24 boys—took up various Leadership Projects with the objective of giving back to society. Some of the projects included setting up an anti-rape

campaign: 'Seeti Bajaenge' and creating a 'rape whistle'; using Arts to propagate education; making Physics easy through a YouTube channel '5W1H' for middle school classes; The Trash Project for cleaning up Gurgaon etc.

The program provided an educational opportunity to students for all-round development and exposure to a diverse learning environment, which would be of immense help in shaping their future and make them socially conscious leaders. ☘

# TSALS REUNION

**O**n a rosy morning in January, the junior fellows of The Shri Ram Ananta Aspen Leadership School met at the Centre for Arts and Crafts run by the Sanskriti Foundation. Amidst a beautiful outdoor rustic set up, the fellows started their day by dabbling in pottery and creating some wonderful pieces of Art. This was followed by a session, 'TSALS: Looking Back' where the students created a song and skit about their experiences at the camp. No reunion can be complete without devoting sometime to one of the most popular modules at the camp, the Socratic Dialogue. After a lively discussion on the readings, in the amphitheatre surrounded by trees, we discussed the Leadership Projects of the fellows, and ended the day with a showcase of talent spilling over, with lots of singing and the notes of the bansuri transporting us back to the fun times at the camp in summer.

Here is a poem created by the fellows in the TSALS: 'Looking Back' Session (Sung to the tune of Mary had a Little Lamb):

*Aspen had a little camp, little camp, little camp,  
Aspen had a little camp,  
The camp was Leopard Snow.  
And everywhere that TB sir went, TB sir went, TB sir went  
Everywhere that TB sir went  
The Rapids were white and slow.  
We went with him to raft one day, raft one day, raft one day,  
We went with him to raft one day,  
Where T-Grip was the way to go.  
It wasn't like the Omelas, Omelas, Omelas,  
It wasn't like the Omelas,  
No shooting elephants too.  
Theatre and yoga made our day, made our day, made our day,  
Theatre and yoga made our day,  
What you appreciate, appreciates you.  
So listen up all you children, you children, you children,  
So listen up all you children,  
Big boys don't cry boo hoo! ❀*



TSALS FELLOWS AT SANSKRITI FOUNDATION



## CEO SERIES

# LEADING IN THE 21ST CENTURY WITH MR. UDAY KOTAK

LEADERSHIP

Sharing his leadership insights at the latest edition of CEO Series, Mr. Uday Kotak, Executive Vice-Chairman & MD-Kotak Mahindra Bank, engaged in a conversation with Mr. Govindraj Ethiraj, Journalist and Founder-Editor of Indiaspend, on the dynamics of the national banking sector. He welcomed the Indian government's 'Jan

*"I feel good about the Modi government. There is hope and aspiration, and he is playing it well. Modi brings a tremendous vision, and he has no baggage, or conflict of interest."*

—UDAY KOTAK, EXECUTIVE VICE-CHAIRMAN  
& MD, KOTAK MAHINDRA BANK

Dhan Yojana' while arguing that "Financial inclusion cannot happen without the support of society and other players". Reflecting on India's power infrastructure woes, Kotak emphasized the need for a re-think on subsidies and the processes involved. The *EY World Entrepreneur of The Year 2014* also strongly backed the government's initiatives. "I feel good about the Modi government. Modi brings a tremendous vision, and he has no baggage or conflict of interest. Now, the need for the government is to get the strategic framework in place between vision and project management," he said. ☘

*"The banking industry is presently in the midst of significant stress. The Indian government's Jan Dhan Yojana has a great vision, but execution is important. Financial inclusion cannot happen without the support of the society and other players."*

—UDAY KOTAK, EXECUTIVE VICE-  
CHAIRMAN & MD, KOTAK MAHINDRA BANK





**INDIA-U.S. ENERGY TIES: ENDING PROTECTIONISM**

Raymond E. Vickery, Jr.  
Senior Advisor,  
Albright Stoneham  
& Foreman LLP  
U.S.



**INDIA US TIES IN A NEW POLITICAL LANDSCAPE**

Mr. Rajivraj Ponda  
Member of Parliament (Lok Sabha)  
Biju Janata Dal



**EXPRESS PHARMA**  
Indo-Israel Innovation colloquium discusses strategic business opportunities

The Confederation of Indian Industry (CII) and Ananta Centre (The Aspen Institute) at Shiv University (T)

**US Prez Travelling at Short Notice**

Kiran Pasricha, who heads the Ananta Centre in Delhi, is part of several...  
...said, "This way in strengthening...  
...way to reset it after a...  
...relationship in recent years. Obama...  
...will build on PM's ex...  
...sist in September. This...  
...all for the

**THE TIMES OF INDIA**  
Oscar winner condemns Ranaghat rape  
The fifth edition of 'Our Voice, Our Journey' organized by the American Center in collaboration with Ananta Aspen Centre.

**OPINION**  
DAVID T. BAKER  
**'Atmospherics of the US-India relationship'**

**THE ECONOMIC TIMES**  
Historic Obama visit to give fillip to ties: Roemer  
India-US Track-II dialogue, organised by 'Ananta Centre' & 'Aspen Institute' in Delhi

**Jan Dhan Yojana offers opportunity for banks: Kotak**

**live mint**  
Ahead of Modi-Obama meet, India and US seek to strengthen ties  
Delhi-based public policy body Ananta Aspen Centre and the Aspen Institute, USA.



**The Tribune**  
China targeting US' sea primacy: Oz analyst  
Roggeveen, who has worked in the Australian intelligence community, was here following an invite from 'Ananta Aspen Centre' for a talk on 'China's Military Modernisation'.

India likely to seek US help to clear air in Delhi  
Delhi-based public policy body Ananta Aspen Centre and the Aspen Institute, USA.

Barack Obama's India trip: US delegation meets Prakash Javadekar prior to President's visit  
XXth US-India Strategic Dialogue — a track II process jointly convened by Ananta Aspen Centre, CII and the Aspen Institute.

## BOARD OF TRUSTEES

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*Executive Director & CEO*

**REETASRI GHOSH**

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**WIKKY KATYAL**

*Director*

**HARSHIT SEHGAL**

*Director*







First Floor, Thapar House, 124, Janpath, New Delhi-110 001, India

Tel: +91-11-407 33 333 | Fax: +91-11-407 33 350

Email: [admin@anantacentre.in](mailto:admin@anantacentre.in) | Website: [www.anantaaspencentre.in](http://www.anantaaspencentre.in)