

THINKING INDIA...







...OUT OF THE BOX

WHETHER THEY ARE CORPORATE leaders or thought leaders from the academic, political or NGO universe, our mission is to bring the finest minds from across the world to focus on the problems and promise of India. Through our year-round calendar of leadership seminars, dialogues and outreach programs, we promote awareness and action on issues vital to a just, open and prosperous society, and aim to build an India that's ready for the challenges of global leadership.



ASPEN INSTITUTE INDIA



Message from the CHAIRMAN

The world is changing and we must change with the world. At the same time, certain truths remain steadfast. These truths have stood the test of time, have weathered many storms, but have remained an intrinsic part of civil society's well being and progress. These truths are unalienable, undeniable and unwavering in the modern age. These truths and values are the pillars of Aspen Institute India's mission—to encourage frank and open dialogue amongst all members of civic society, the business community, government and other stakeholders to help India reach its potential in the 21st century and beyond.

India has seen transformational changes since the early 1990s when the process of liberalization opened India up once more, ending India's isolation from the global community. Rapid economic changes and growth has brought prosperity—but not for all, and has in turn enhanced disparities, and brought into sharper focus the great divide between those who 'have' and those who do not. Bridging this gap is the greatest challenge India faces today.

We continue to be a nation of contradictions: where gleaming malls are juxtaposed with slums; lifestyle challenges of heart disease and obesity stand in stark contrast to grinding poverty and malnourishment; the country

attracts foreign visitors coming for medical tourism, even as millions do not have access to basic healthcare; Naxalism has emerged as 'our greatest internal security threat' even as global religious fundamental continues to impact India in violent ways. These are just a few of the many challenges India is and will continue to face—we will continue to be a nation of contradictions. Change will not happen overnight, and we have to work within the resources we have, and within the systems we have. After all, Rome was not built in a day. However, the key is to understand them now and find solutions to help change the possible future. At Aspen Institute India, that is the main objective.

Foremost is the challenge of value based leadership that needs to be addressed in order to set the country on the right path of growth. Leadership based on values, reflecting an amalgamation of history and modernity, is needed to steer the course ahead. Without strong leaders, one billion voices will remain a babble of one billion, but with good leaders, those billion voices can resound as one. India needs, young, talented leaders to take the reins of the next generation, to steer India to greater heights—but in a manner that is value based, long term and ethical.

India also needs to engage in greater dialogue and frank exchange of views and opinions on

“Foremost is the challenge of value based leadership that needs to be addressed in order to set the country on the right path of growth.”

the most critical challenges facing the country today. In a country of over a billion people, open dialogue is very important to build consensus, to foster cooperation and understanding. Through Aspen Institute India, we have tried to create a platform that has at its heart, fundamental, inalienable truths and values, which we believe will guide India towards development and progress. Our effort has been to develop sound leadership rooted in these truths, while also creating a forum for free flow of thoughts and ideas.

India is on the cusp of greatness, there are challenges and obstacles in the way, but these will always be. It is how we understand, discuss and solve these challenges and obstacles that will define us in the coming years. Our goal remains to create the debate on India's development, find the ideas that will change the country and find solutions that will create a bright future for the coming generations. In this endeavour, we only require your continued participation and support.

GAUTAM THAPAR





LEADERSHIP

India Leadership Initiative

The 'Second Wave' Class of ILI & their Community Projects

The India leadership initiative (ILI) is a unique leadership building programme which has been running successfully since 2006. Initiated as a joint collaboration between Aspen Institute India and Aspen Institute USA, the ILI was established to meet the need for values-based leadership in India. ILI is a part of the Aspen Global Leadership Network which comprises of over 1000 Fellows in 43 countries, and continues to grow. 2009-2010 was a seminal year

for the second batch of ILI fellows who took the last of their seminars, embarked upon their individual leadership projects and finally graduated from the programme in a ceremony held in Goa in March 2010. The 22 fellows are amongst the best and brightest young and entrepreneurial leaders from the government, private sector and civil society. These young leaders come from all parts of India and from a multitude of backgrounds.



The fellows, like their predecessors, attended four intensive seminars spread out over a one-and-half year period during which they were able to focus on timeless values based on classical texts that have withstood the test of time. In settings that encourage frank and in-depth discussion and debate, the fellows were able to analyze their own values and internal challenges and how these play out in the professional, social and public sphere.

ILI fellows are individuals who are already accomplished leaders in their chosen profession, and have reached an affliction point in their life and career. Aspen Institute India's leadership programme enables young leaders to engage with their own values, juxtaposed with classical values that have endured over time, and how these conflict or contrast with everyday challenges in the workplace, in society or in the larger polity. A significant part of the programme

is the leadership project undertaken by each fellow in the course of the programme, which reflect each fellow's own passion and interest and provides an opportunity to apply their vision of a 'good society' and the values inherent therein in tangible ways.

Through such deep and introspective engagement, fellows are able to move from personal success to significance. This is the foremost objective of the programme.

▼ *The 'Second Wave' of the India Leadership Initiative Graduates, February, 2010, Goa*



**SUNISHA AHUJA**

Country Director (India), Room to Read

Giving Child Domestic Workers a Better Future

ABOUT ROOM TO READ, INDIA:

Room to Read India works with both rural and urban slum communities to improve educational infrastructure. The India program portfolio for Room to Read is one of its largest country program from among the 9 countries where the organization has a presence. In the year ahead the focus of the India chapter will be primarily on two program areas - Literacy and Girls Education.

SUNISHA'S ILI PROJECT:

Giving Child Domestic Workers a Better Future

Sunisha is developing an awareness campaign against child domestic workers in partnership with the National Commission of Protection of Children's Rights (NCPCR). The eventual goal of the project is to train former child domestic workers in other job-related skills to increase their employment opportunities.

Sunisha has been working in the development sector since completing her Masters in Child Development from Lady Irwin College, Delhi University. Starting her career as a Research and Documentation Officer with Mobile Crèches, an NGO working with children and families of migrant construction workers, Sunisha grew to lead the Delhi operations of the organisation as Program Director. Sunisha then worked as a Senior Consultant to the Department of Elementary Education, Government of India to support the District Primary Education Program. Sunisha contributed in developing the national policy on the Education Guarantee Schools and Innovative and Alternative Education, a program that supports education of children in remote areas

and children at risk. Sunisha went on to work with Care India as Technical Specialist on Early Childhood Development. In April 2003, Sunisha set up the India operations of Room to Read a global non profit. Room to Read, through its programs in seven Asian countries of Bangladesh, Nepal, Vietnam, Cambodia, Laos, Sri Lanka and India is ensuring quality education opportunities for disadvantaged children. Early 2008 Sunisha moved to the Asia Regional Office of Room to Read, as Program Director. In July 2010 she returned to India as Country Director. Room to Read India has so far set up 3500 reading rooms and the target is to set up 6000 reading rooms in the next five years; the Girls Education Program currently supports 3000 girls, while the plan is to support 10000 girls in the next five years.



Promoting Indian Crafts

RESHMA ANAND

CEO, Earthy Goods

Reshma switched from a mainstream corporate career to use her skills and make a difference to the remote rural parts of India. The organization was set up with the aim of filling the gap of market access often encountered by resilient entrepreneurs and artisans who despite the odds, make quality products, give fair prices to local farmers and create local employment. Earthy Goods is possibly the first of its kind end-to-end solution provider for small and mid-sized social enterprises in rural India. The company has now worked with a number of small enterprises in remote parts of India - from the cold deserts of Ladakh, the fruit belts of Himachal, small organic farms in Uttarakhand, deep mountain forests in the North-East to interiors of the South. An Economics graduate

from University of Delhi and an MBA from IIM-Bangalore, Reshma started her career with the FMCG giant Hindustan Unilever Limited (HUL). Her 6-year stint at HUL gave her a sound foundation in sales, market research, new product development and marketing across some of the leading consumer product brands in India. Her next assignment was with a start-up where she spearheaded marketing, business development and fund raising at Development Alternatives. Entrusted with the task of setting-up franchised tele-centers in UP, MP and Punjab, she came face to face with issues faced by Indian entrepreneurial ventures - in private and developmental sectors. Reshma has had an unconventional career path and varied experience combined with a deep understanding of rural markets.

ABOUT EARTHY GOODS:

Earthy Goods was set up as a social enterprise in 2007 to bring a range of ethically sourced, quality natural handcrafted products made in villages around India into urban homes. Earthy Goods chooses products that support local farmers and employment in villages. These include delicious homemade jams & preserves, organic cereals, seasonings & herbal teas, pure mountain honey, essential oil handmade soaps, pure apricot oil, beeswax lip balms, natural incense and many more.

RESHMA'S ILI PROJECT:

Promoting Indian Craft

The project, Canvas for Craft intends to use the medium of contemporary canvases or traditional tribal painting forms to present the craft in a functional aesthetic form to consumer. It gives the artisan ownership over their design and links it to a remunerative long term royalty model. Also it makes their craft more market relevant and hence more viable.

**ANUPAMA ARYA***Managing Director, Mobera System Pvt. Ltd*

Developing Women Leaders

ABOUT MOBERA SYSTEMS:

Mobera Systems Pvt. Ltd. is a high end software development and outsourced product engineering and contract R & D services with technical expertise in communication, wireless and embedded technologies. Mobera Systems is focused on providing cost effective, time to market, customized product development services by leveraging our leadership in technology, highly motivated engineering team, high level of quality, transparent and ethical business practices. The group has offices in USA, France and India.

ANUPAMA'S ILI PROJECT:**Developing Women Leaders**

Anupama is working on a formal program that develops women leaders and their capacity of leadership through leadership programs, networking events and other resources. She seeks to increase the number of women in Board and Executive position. Also to publish reports that highlight women make equally effective leaders and advocate the cause in partnership with trade bodies, government and thought leadership in forums in India.

Anupama is a serial entrepreneur, business executive, technologist, angel investor and mentor. Anupama has lead many lives and has been an entrepreneur in both India and US; an investor in business enterprises in India, US and Europe; has led and participated in transforming innovation; and, an entrepreneurship mentor to students, professionals and early stage entrepreneurs. Anupama is Aspen Fellow under the India Leadership Initiative; the recipient of the Athena India Leadership Award; Rotary International Young Achievers Award; "Award for Excellence - Women Entrepreneur of the Year 2007-08" by Software Technology Parks of India, Ministry of Information Technology, Government of India; and "All India Outstanding Woman Entrepreneur for the year Award" by the Electronics and Computer Software Export Promotion Council, Ministry of Information and Technology, Government of India. Widely traveled, Anupama has spoken at a number of industry events, symposium and standard body meetings. Anupama has been profiled in a number of media articles and most recently she was featured on CNBC "Young Turks" program; invited to the

Indo-German Young Leaders Council; and to the United Nations Global Summit for Young Leaders.

In 2003, Anupama moved to India for personal reasons and co-founded Mobera Systems Pvt. Ltd. a contract research and development and product development and engineering company focused on the communication technologies. Before her move to India, she lived and worked in Silicon Valley. Before starting on the entrepreneurial career, Anupama led many Software Development and Architecture initiatives at Lucent Technologies and Synoptics / Bay Networks (Acquired by Nortel Networks). Anupama has taught topics on advanced communication technologies at UC Berkeley and San Jose State Universities. Anupama is member of NASSCOM National Council of Emerging Companies; member of National Governing Council of CII-Yi and Co-chair CII-Yi National; Immediate Past Chairperson CII-Yi Chandigarh chapter; member of the Indian Angel Network; Charter Member of TiE; and, a member of Forum for Woman Entrepreneurs. Anupama has a Bachelor in Electronics and Communication Engineering and a M.S. in Computer Science.



Training Teachers in Rural Schools

KARTIK BHARAT RAM

Deputy Managing Director, SRF Ltd

Kartik is the Deputy Managing Director of SRF Limited, a multi-business organization which is the country's largest technical textiles business and also the market leader in refrigerant gases and a preferred supplier of fluorospecialties and polyester films. Before taking up his current position in SRF in February 2007, Kartik had assumed various responsibilities across different verticals in SRF ever since he joined the company in 1993. Kartik's primary role today is in the creation of a performance culture and nurturing value-based leadership in the organization. He is also passionately involved in driving aspirations and corporate image of SRF, besides spearheading a company wide awareness on environmental issues. Previously, as Vice President in SRF, Kartik was instrumental in integrating

HR, IT and TQM functions across the organization. Kartik has had the opportunity to work on various projects within SRF which include working as a team member with McKinsey & Co as well as with Coopers & Lybrand on various improvement initiatives. Kartik has had experience in commercial functions as well as of starting an e-procurement portal for B2B purchases which catered to over 20 companies. Kartik is presently the President of the Indian Blind Sports Association. He also had the opportunity of serving the Confederation of Indian Industry (CII) as Chairman of its Delhi State Council for the year 2007-08. An avid golfer and winner of six pro-am golf tournaments, Kartik is a graduate from Santa Clara University, California and an MBA from Cornell University, New York. He enjoys spending time with his wife and two children.

ABOUT SRF:

SRF is a multi-business entity engaged in the manufacturing of chemical based industrial intermediates. Established in 1973, SRF has today grown into a global enterprise with operations in 4 countries. With head quarters in Gurgaon, India, the \$450 million company has operations in three more countries, UAE, Thailand and South Africa. Apart from Technical Textiles Business, in which it enjoys a global leadership position, SRF is a domestic leader in Refrigerants, Engineering Plastics and Industrial Yarns as well. The company also enjoys a significant presence among the key domestic manufacturers of Polyester Films and Fluorospecialties.

KARTIK'S ILI PROJECT: Training Teachers in Rural Schools

As part of his project, Kartik adopted 25 semi urban/rural schools in the District of Mewat, but soon realized that the English language skills of teachers needed to be enhanced. Relying on resources from his family run The Shri Ram School (TSRS) he intends to train the teachers in Mewat district in English speaking skills.

**TEJPREET SINGH CHOPRA***President and CEO, General Electric India*

Tejpreet is the President and CEO of General Electric in India, Sri Lanka and Bangladesh, and is responsible for directing GE's strategies for growth in these countries. In his tenure, GE India, which employs over 14,000 people, has grown by an average of 20% a year. Prior to that, Tejpreet served as President & CEO of GE Commercial Finance in India, where he successfully restructured and expanded the business thereby establishing GE Commercial Finance as one of the premier financial institutions in India. Since joining GE in 1996, he has held positions in marketing, structured finance and risk management, both in the U.S. and Hong Kong for GE Commercial Aviation Services (GECAS). In 2005, he moved from the unit's headquarters in Stamford, Connecticut, to open GECAS's office in Delhi. As Senior Vice-President and Country Head-India for GECAS, TP

arranged over US\$1 billion in financing for India's growing airline industry. Thus, having held various business roles over a period of 15 years in France, England, Hong Kong, India and USA, TP brings considerable management and global finance experience. TP is involved in various industry associations, including serving as a member of the National Council of the Confederation of Indian Industry (CII), member of the Young Presidents Organization, Chairman of the American Chamber of Commerce in India (AMCHAM), the Cornell University Council and on the Board of Directors of the US-India Business Council. He is also an Aspen Institute Fellow, a part of the Aspen Global Leadership Network, and the World Economic Forum's Young Global Leaders. Tejpreet holds a MBA degree from Cornell University and a B.A. Honors degree in Economics from St. Stephen's College, Delhi University.



Creating Nutritional Security for Children in Remote Parts of India

YASHASHREE GURJAR

Group Head, Corporate Social Responsibility, Avantha Group

Yashashree began her career in the field of social development in 1988 and has, since then, worked with the Government and several NGO's mainly in the area of education, child rights and advocacy. From 1993 onwards, she has worked on CSR related issues with large Indian and multinational companies. She joined the Bilt Group in 2000 and now heads the CSR initiatives of the Avantha Group Companies. Avantha Group Companies have been a pioneer in creating a CSR model relevant to the needs of today's emerging economy in India. Under Yashashree's

leadership, the group companies have received several national and global awards for its Corporate Social Responsibility (CSR) Initiatives. She has been a speaker at several National & International Forums and makes it a point to take the CSR philosophy to MBA students through guest lecturing in several Management Institutes. Yashashree holds a Masters degree in Arts from University of Pune, India, an Executive MBA from the Asian Institute of Management in Manila, Philippines and a Post Graduate Diploma in Cross-Sector Partnership from University of Cambridge, UK.

ABOUT AVANTHA GROUP:

The US\$ 4 bn Avantha Group is one of India's leading business conglomerates. The Group has business interests in diverse areas, including pulp and paper, power transmission and distribution equipment and services, food processing, farm forestry, chemicals, energy, infrastructure, information technology (IT) and IT-enabled services. With an impressive global footprint, the Group operates in more than 10 countries with 20,000 employees of 20 nationalities.

YASHASHREE'S ILI PROJECT:

Creating Nutritional Security for Children in Remote Parts of India
Yashashree is collaborating with Amhi Amchya Arogya Sathi (AAAS), an NGO based in Nagpur, to address the issue of malnourishment amongst children through a multi-pronged approach to find sustainable solutions for the future.

**ADARSH KUMAR**

CEO, Livelihoods Equity Connect (LEC)

Social Stock Exchange

ABOUT LEC:

The core objective of LEC is to demonstrate the commercial viability of making equity investments in businesses that are owned by or employ poor producers. LEC operates as a venture capital fund that invests equity in producer-owned structures and offers business advice and assistance to help them become successful enterprises and scale up operations.

ADARSH'S ILI PROJECT: Social Stock Exchange

Adarsh is working on creating a Social Stock Exchange that lists innovative social sector projects and serves as a platform where such projects can get investments from interested companies and individual citizens.

Adarsh currently heads LEC, a fund that he set up to invest in the agricultural sector and promote models of connecting small farmers to mainstream markets. LEC seeks to create agricultural distribution companies in rural areas in which small farmers have equity stakes as well. Prior to LEC, Adarsh helped found AIACA, a membership-based body for the handloom and crafts sector that brings together the private sector, civil society and the government to find innovative solutions to bridging the divide between poor rural producers and mainstream markets. Prior to AIACA, Adarsh worked both at the Ford Foundation, where he worked on strengthening micro-credit institutions that serve the poor, and at the World Bank in Washington, DC, where he worked on evaluating client satisfaction of welfare services in the Philippines. He holds a Bachelors Degree in Business Management from Georgetown University and a Masters Degree in Public Policy from the Kennedy School of Government at Harvard University.



Creating Social Returns for Small & Medium Farmers

MANOJ KUMAR

CEO, Naandi Foundation

As CEO of Naandi Foundation, Manoj feeds 1.2 million hungry children every day, provides safe drinking water to 3 million people in rural areas, runs 1726 schools guaranteeing quality education to over 100,000 children and works with 12,000 adivasi small farmers to export over a million kilograms of coffee every year. Most of this is done by convincing government to outsource poorly run programs for the poor to Naandi.

A Robert McNamara Fellow of the World Bank, Manoj shifted career from banking to social sector with a pit stop in micro-finance, before taking over leadership at Naandi. Currently he is also a Fellow of the Aspen Global Leadership Network.

Having taken Naandi to a scale and prominence that makes it one of the top-notch not-for-profits in India today; Manoj is now busy breaking down this organisation that he built, into separate for-profit social business ventures. Manoj is currently chasing the dream of banishing malnutrition from India.

ABOUT NAANDI FOUNDATION:

Naandi, which in Sanskrit means a new beginning is one of the largest and fastest growing social sector organisations in India working to make poverty history. Founded in 1998 the foundation's work has been in three broad sectors: Child Rights, and Sustainable Livelihoods. Naandi also has a research arm that takes up action researches and other field based trials to check out innovations and their potential to positively influence policy. The ideology revolves around building sustainable models within the social sector that deliver critical services efficiently and equitably to underserved communities.

MANOJ'S ILI PROJECT: Creating Social Returns for Small & Medium Farmers

Manoj is seeking to expand his work with Naandi by creating a "social venture" business—Araku Originals Limited (or AOL). AOL's primary focus will be on social returns for small and marginal farmers in rural regions of India.

**R. K. MISRA**

Founder, Indian Council for Public Private Partnership

Rural Livelihood Initiative: Community Dairy Farming

ABOUT SAHYOG:

Indian Council for Public Private Partnership: Founded by RK Mishra in 2006, it advocates and facilitates Public-Private Partnerships in the areas of 'Public Policy Formulation & Project Implementation'. The focus areas are "Provision of Public Infrastructure" in urban centers and "Creation of Livelihood Opportunities" in rural India.

R K MISHRA'S ILI PROJECT: Rural Livelihood Initiative: Community Dairy Farming

R.K's project is designed to provide sustainable livelihood opportunities to farmers in Sitahpur district in Uttar Pradesh so that they can supplement their agriculture income by way of dairy farming in their own village without a need to migrate or worry about seasonal anomalies. The project also looks at an integrated, inclusive development approach to make the village economy self sustaining. The second phase of the project will expand to youth employment, primary health and educational facilities.

An undergraduate from IIT Kanpur, post-graduate from Tokyo University, and fellow of Harvard Kennedy School of Government-Leaders in Development Program, R K Mishra has been a serial entrepreneur.

His first venture was in Tokyo Japan, which he successfully exited and came to India in 1995 to start a wholly owned Telecom Technology company for NASDAQ listed Tekelec Inc. He later acquired the Indian subsidiary in 1998 and renamed it as Tenet Telecom. He grew the Tenet business with wholly owned subsidiaries in US, Europe and Japan. Tenet was merged with Hughes Software in 2003, which was later acquired by Flextronics, the world's largest EMS company in 2005. He also founded India's first travel portal called Traveljini.com in 2000, which

was acquired by ICICI Ventures.

On turning 40, in 2005, he left the corporate world to devote his energies and expertise to issues of governance and social concerns. He has been an advocate of Public-Private partnerships in the areas of public policy and program implementation. R.K. thus founded SAHYOG, Indian Council for Public Private Partnership and works with social entrepreneurs. He also invests as an 'Angel Investor' in social entrepreneurship businesses. He is Charter President of Rotary Bangalore IT Corridor; and Founder Trustee of the environmental initiative Pragati. Rajendra has been a member of the Karnataka Government's Empowered Committee on Infrastructure for several years and is co-convenor of CII's Infrastructure committee.



Income Generation for Women of Post-Riot Affected Families

VIKRAM MISRI

Deputy High Commissioner, High Commission of India, Sri Lanka

Vikram is an officer of the 1989 batch of the Indian Foreign Service and has spent nearly two decades on diplomatic assignments in India and abroad. After joining the Service in 1989, Vikram was posted to Brussels where, when he was not required to attend classes in the French language, he doubled up as the Special Assistant to the Ambassador, assisting him in work relating to the European Parliament and the then European Economic Community. After another posting in Tunis (where, in addition to his official duties, he helped found Tunisia's first Polo Club), Vikram returned to New Delhi, serving successively on the staff of the Foreign Minister and the Prime Minister of India, and then for over two years as the desk officer responsible for Pakistan affairs. His

next posting was in Islamabad, where he briefly led the mission when all the officers senior to him in the Mission were expelled by Pakistan. Vikram was also Counsellor for Congressional Affairs at the Indian Embassy in Washington, DC. During this tenure, he was closely associated with the landmark 2005 visit of Prime Minister Manmohan Singh to the US and the subsequent consideration of the Indo-US nuclear legislation in the US Congress. Before joining government, he worked for three years in the advertising agencies Lintas and Contract, as well as for an independent advertising filmmaker. He is currently India's Deputy High Commissioner in Sri Lanka. Vikram holds a Bachelor's degree in History from Hindu College, University of Delhi and an MBA from XLRI, Jamshedpur.

VIKRAM'S ILI PROJECT: Project with MEA and SEWA - Income generation for women of post riot affected families.

Project involving the Ministry of External Affairs and the Self Employed Women's Association (SEWA) to create income generation for women in post riot affected families in Sri Lanka.

**VIVEK PANDIT**

Partner, McKinsey & Company, Mumbai, India

Helping Children Recover from Cancer

ABOUT MCKINSEY & COMPANY:

The company works with a range of organizations – Indian companies, public sector units, and multinationals. McKinsey & Co serves these companies on a variety of strategic, operational, and organizational issues and helps them become world-class companies. In addition, the company has also done select work for the Government of India – a few state governments and local authorities.

VIVEK'S ILI PROJECT: Helping Children Recover from Cancer

Vivek's project provides impoverished children undergoing and recovering from cancer treatment a safe childcare center to stay while counselling their families on how to cope and care for their children. The intervention aims to provide families hope, improve treatment compliance and survival rates for their children.

Vivek is a partner in McKinsey's Mumbai Office where he leads McKinsey's Principal Investing and Telecom & Technology practices in India. Vivek advises leading firms on M&A, strategy, regulatory, operations and corporate finance topics across North America and Asia. Vivek joined McKinsey's New York office, was elected a Partner of the Firm in 2004 in New York, and moved to India in 2005. Vivek is a co-author of a book and author of several published reports on strategy and the outlook of the High-Tech industry including, "Granularity of Growth: Asia" (2007), "The Rising Remote Infrastructure Management Opportunity: Establishing India's leadership" (2008), the "Nasscom-McKinsey Strategic Review" (2005), and several articles in the McKinsey Quarterly and leading press and business

publications. Vivek is a member of the CII National Committee for Private Equity and Venture Capital and actively advises several non-profit boards in education and healthcare. He is a member of the leadership council of the Center for Advanced Studies of India (CASI) at the University of Pennsylvania, a member of the Board of Governors of The Doon School, Teach for India and St. Jude's Cancer Care Centers in Mumbai. Vivek is currently a Fellow with the Aspen Institute and resides in Mumbai with his wife, Priyanka, and their 3 children. Vivek received a dual Master's in Management and Electrical Engineering from Stanford University in 1996, where he graduated as a Valentine Fellow. He holds a BS in Electrical Engineering & Computer Science from the University of California in 1992, where he graduated Magna cum Laude.



Affordable Housing Townships for Lower Income Groups

ROHITASHWA PODDAR

Managing Director, Poddar Developers Ltd
Group Managing Director, Poddar Group

Rohit works in the realm of real estate, sustainable textiles, organic farming and ITeS. The Poddar Group of companies include Poddar Developers Ltd., Wearology Ltd., Eco-Shield LLC., Organically Grown LLC and Idhasoft Ltd. Rohit and his colleagues have, over the last four years, been responsible for transforming the family business from a commodities player into a virtual manufacturing, services and knowledge driven business, with an emphasis on environmentally sustainable practices. Rohit is currently managing two businesses namely Poddar Developers which handles real estate and infrastructure and Wearology Brands Ltd which deals with integrating organic farming into lifestyle and medical brands.

Rohit is 39 years old and holds a B.Sc (Hons) in Engineering and Management from Kings College, UK.

ABOUT PODDAR DEVELOPERS:

Poddar Developers Ltd, under the Poddar Housing brand, is a leading player in the LIG and MIG segment of the real estate market in the MMRDA region and a Class 1 A, contractor for the Public Works Department for infrastructure.

ABOUT WEAROLOGY BRANDS:

The company is an integrated, USDA and FDA certified, organic farming to lifestyle and medical brands (Organically Grown, Eco Germ Gard) player, with back end operations in India and front end operations in the USA.

ROHIT'S ILI PROJECT: Affordable housing townships for Lower Income Groups

Rohit's project has two fold goals: First constructing affordable housing townships for the economically weaker sections and lower income groups. Secondly to create vocational training for the spouses of the construction workers on our site, who are all male, hence providing the opportunity for dual income generation in the families.



Bridging Inequity in Education

MEHER PUDUMJEE

Chairperson, Thermax India Limited, Pune

ABOUT THERMAX INDIA LTD.:

Thermax Ltd. is an INR 3,246 crore (USD 800 million) company, providing a range of engineering solutions to the energy and environment sectors. The company is headquartered in Pune, India and operates globally through 19 International offices, 12 Sales & Service offices and 4 Manufacturing facilities - three of which are in India and one in China.

MEHAR'S ILI PROJECT: Bridging Inequity in Education

Meher is the chairperson of Thermax Ltd, a company focussed in the businesses of energy and the environment. A postgraduate in Chemical Engineering from the Imperial College of Science & Technology, London, Meher joined Thermax as a trainee engineer in August 1990. A year later, along with her husband Pheroze Pudumjee, they took over the responsibility of managing the Thermax subsidiary company in the UK. After her return to India in September 1996, she was appointed on the Board of Directors. With her newly acquired interest in

Finance, she worked closely with the treasury and working capital management functions of Thermax. In January 2001 she became a non-executive director and was appointed Vice Chairperson in 2002. During this period she played an active role in the turnaround of the company. She has taken over as Chairperson, Thermax Limited, effective October 5, 2004, after the retirement of Mrs. Anu Aga.

Meher has a keen interest in music, especially western classical and is a member of a Pune based choir. She is a proud mother of a 14 year old boy and a 10 year old girl.



Providing Educational & Leadership Development to Girls

ROOPA PURUSHOTHAMAN

Managing Director, Everstone Research

Roopa Purushothaman heads Everstone Research, the research effort of Everstone Holdings. In her role, she covers macro and thematic issues on demographics, income and consumption patterns. The group's last research paper (*The Next Urban Frontier: Twenty Cities to Watch*), in partnership with the National Council of Applied Economic Research, analyzed spending, savings and demographic patterns in twenty of India's most dynamic urban centers. She is a member of the Prime Minister's advisory committee for JNNURM (Jawaharlal Nehru National

Urban Renewal Mission). She is also an Aspen Institute fellow, as part of their India Leadership Initiative. Previously, Roopa was a vice president and global economist at Goldman Sachs. While at GS, Roopa co-authored the report: *Dreaming with BRICs: The Path to 2050*, along with other published papers on topics such as long-term growth in India, global trade, migration, women's employment and global aging and consumption patterns. Roopa holds a BA in Ethics, Politics and Economics & International Studies from Yale University and an MSc in Development Studies from the London School of Economics.

ABOUT EVERSTONE RESEARCH:

Everstone Research provides thought leadership to assist the process of value creation for Everstone Capital's investing platform. This research combines macroeconomic analysis, survey-based fieldwork, in-house data and real-time business experience to provide a differentiated voice on India. We produce longer-term thematic studies as well as shorter-term proprietary indicators focused largely on consumption trends.

ROOPA'S ILI PROJECT: Providing Educational & Leadership Development to Girls

Roopa's ILI project is to build a school called Avasara Leadership Academy. The aim of the Academy is to provide quality education and a hands-on leadership curriculum to motivated girls---across the income spectrum---between the ages of 13 and 18 who could become leaders in their space and then act as decision-makers in a range of private and public spheres.

**SUGATA SRINIVASARAJU**

Associate Editor (South), Outlook Magazine

Linguistic Observatory of Indian Languages

ABOUT OUTLOOK MAGAZINE:

It is one of the most respected weekly newsmagazines in India. Outlook was started in 1995 and is edited by Vinod Mehta. The Outlook Group publishes many other titles like Outlook Business, Outlook Money, Outlook Traveller, Outlook Sapthahik (Hindi), as well as the Indian editions of Marie Claire, Geo and Newsweek.

SUGATA'S ILI PROJECT: Linguistic Observatory of Indian Languages

Sugata's project is to build an observatory of Indian languages in cyberspace, which is being done in collaboration with professional agencies in India and abroad.

Sugata is Associate Editor (South) with Outlook, India's premier news magazine. Besides keeping a close watch, reporting and analyzing political, social and cultural developments in the southern states of India, Sugata also writes a weekly column for the web edition of the magazine. He has also been involved in the planning and production of some of the magazine's most memorable special issues, including the tenth anniversary issue, in which he wrote the history of the magazine in ten-and-a-half chapters. Before joining Outlook, Sugata worked for the 'Hindustan Times' in Jaipur and the 'Deccan Herald' in Bangalore and also contributed to the Irish Times in Dublin. At 26, he was the youngest editor of Aniketana, a quarterly literary journal published by the academy of letters in Karnataka. As a founding faculty member he also helped set up the Indian Institute of Journalism and New Media in

Bangalore. In 2000 he was awarded the British Chevening Scholarship in print journalism at the University of Westminster in London. Sugata has come to spend close to 15 years in journalism, but was academically trained in literature. He obtained his Masters in English Literature from the Hyderabad Central University and was a research scholar in the Department of Comparative Literature in the same university before he shifted to the Centre for Kannada Studies in Bangalore University. Sugata is a published author in Kannada and English. His most recent book is titled '*Keeping Faith with the Mother Tongue - The Anxieties of a Local Culture*' (Navakarnataka, 2008). His book of translation, '*Phoenix and Four Other Mime Plays*' (Navakarnataka, 2005), won the translation prize of the Karnataka academy of letters. His next book *PICKLES FROM HOME - The Worlds of a Bilingual* will be published in 2010.



NIDHI MANI TRIPATHI

Project Director (ADB), JNURM, Department of Urban Development , Government of Uttarakhand

Nidhi is an Indian Administrative Service (IAS) Officer of 2001 batch. Prior to her present posting, she was District Magistrate of Almora. Prior to that, she was Chief Development Officer of Nainital District for two years. She also worked in the Manipur Government as SDM/ADM looking at the law and administration of different districts. Nidhi is especially interested in development of the poor through self help groups and NGOs, adopting the participatory development model. She is also interested in the holistic development of women and children in terms of their education, health and economic needs. Nidhi holds a Masters degree in Political Science and History from Gorakhpur University and also holds an M.Phil in International Politics from JNU, New Delhi.

**ALKESH WADHWANI**

Deputy Director, Avahan, India

Integrating HIV testing into specialized clinics for sex workers

ABOUT AVAHAN:

In 2003, the Bill & Melinda Gates Foundation launched Avahan, an initiative to reduce the spread of HIV in India. In July 2009, the foundation announced that it had increased its total commitment to Avahan from \$258 million to \$338 million. Avahan provides funding and support to targeted HIV prevention programs in the six Indian states with the highest HIV prevalence, and along the nation's major trucking routes. Avahan-supported programs serve the groups that are most vulnerable to HIV infection, including sex workers, their clients and partners, high-risk men who have sex with men, and injecting drug users.

ALKESH'S ILI PROJECT:

Integrating HIV testing into specialized clinics for sex workers

This project integrates HIV testing in 13 STI clinics in Mumbai/Thane and Pune, and for those individuals found HIV positive, links them to care, support and treatment centres run by the Government of India.

Alkesh joined avahan (the AIDS initiative of (The Bill and Melinda Gates Foundation in India) in 2003, and was one of the key members who helped conceptualize and implement the \$338 million ten year program—one of the world's largest HIV/AIDS prevention programs. Avahan provides services in more than 600 towns and cities in six of the worst affected states and national highways of India, serving more than six million at-risk individuals. Alkesh currently oversees the Avahan program. Prior to the Bill and Melinda Gates Foundation, Alkesh worked in McKinsey & Company, Mumbai as a Project Manager for five years. He led

strategy assignments with some of the largest banks in Singapore, UK and India. He was also involved in a year long effort by the McKinsey Global Institute in 2002 in identifying barriers to a 10% GDP growth for India. During 1992-97, Alkesh co-founded IIT InvesTrust, an equity broking firm with seats on the BSE and NSE. He also worked in the Financial Institutions Group at Citibank. Alkesh completed his M.B.A. at the Indian Institute of Management, Calcutta where he stood 4th in a class of over 150. He graduated in Electrical Engineering from the Indian Institute of Technology, Mumbai, where he represented the institute at the bridge nationals.

ILI GOLDMAN SACHS FELLOWS

GOLDMAN SACHS HAS SUPPORTED the India Leadership Initiative from its very inception. The company's focus on supporting the development of value based leadership has been integral to ILI. The 'Second Wave' of ILI fellows, like their first batch, had five Goldman Sachs Fellows who greatly added to the richness of the class.



DIVYATA ASHIYA

Managing Director, Investment Management, Singapore

Divyata is responsible for Goldman Sachs Asset Management's business development efforts across South East Asia including coverage of central banks, sovereign wealth funds and government and other financial institutions. Previously, Divyata was with the firm's Equities Division in London, with specific sales responsibility for Holland and Scandinavia. Prior to this, she worked in the corporate finance division of Lehman Brothers in New York, Hong Kong and Mumbai. Divyata received a BA from Amherst College, where she completed a senior thesis on the Indian diaspora; she also holds an MBA from INSEAD. Originally from Rajasthan, Divyata currently resides in Singapore.

**ANSHUL KRISHAN***Managing Director, Investment Banking, Mumbai*

Anshul is the head of the Financing Group for India, leading the firm's capital markets business within the Investment Banking Division. He joined Goldman Sachs as an analyst in 1999 in London and moved to Asia in 2005 having spent time in Hong Kong and Singapore since then and before relocating to Mumbai in 2008. Anshul has worked with key corporates and financial institutions across several continents, notably in the UK and Europe, South East Asia and most recently in India and helped originate, structure and execute a range of financings through a variety of products in these regions. Anshul schooled at the Doon School in India before moving to the UK under a Sir Roy Marshall scholarship to the University of Hull from where he holds a BSc (Honours) degree in Economics.



HERAMB HAJARNAVIS

Managing Director, Merchant Banking, Mumbai

Heramb is a managing director in the Principal Investment Area (PIA) of Goldman, Sachs & Co. and drives the group's private equity investing activities in India. Prior to assuming his current role, Heramb was part of the PIA team based in New York evaluating investment opportunities for the firm's private equity and mezzanine debt funds across various industries. Since initially joining Goldman Sachs in 1996, Heramb has worked in various capacities as an investment banker as well as a private equity investor in New York, Singapore and Hong Kong. From 2001 to 2003, Heramb took a brief hiatus from Goldman Sachs and served as a member of the senior management team of Centennial Communications, a NASDAQ listed telecommunications

services provider with operations in the US, Puerto Rico, Dominican Republic and Jamaica. Heramb earned a S.B. from the Massachusetts Institute of Technology (MIT) where he was part of the Freshman Crew team and completed his senior thesis under Nobel Laureate Prof. Robert Solow. Heramb also earned an MBA from the Harvard Business School where he was co- President of the South Asian Business Association. Heramb serves on the Board of Directors of Sudhir Gensets Limited and TVS Logistics Services Limited. Heramb has also served on the Working Board of the Indian American Council and served as an Executive Member of the MIT Class of 1996. Originally from Pune, Heramb currently resides in Mumbai with his family. Heramb's interests include reading, travel and golf.



Promoting Community Service in Goldman Sachs

GAUTAM TRIVEDI

Managing Director, Equities, Goldman Sachs (India)

GAUTAM'S ILI PROJECT:

Promoting Community Service in Goldman Sachs

The primary objectives of Gautam's project is to establish the culture of community service among employees of Goldman Sachs Mumbai by using the annual GS Community TeamWorks (CTW) program to create a permanent platform for GS employees to contribute to the community and achieve 100% participation in CTW 2010.

Gautam is the head of Equity Sales & Distribution at Goldman Sachs India Private Limited where he advises funds on equity investments in India. Previously, he served as Executive Director in Asian Equity Sales in Hong Kong. Prior to Goldman Sachs, Gautam was Vice President, corporate finance, for Reliance Industries Limited in Mumbai from 1999-2004. Before that, he worked as Head of India Sales for Jardine Fleming Limited in Hong Kong (1996-1998), at Institutional Equity Sales for Credit Lyonnais Securities Limited (1995-1996) and as a research analyst for DSP Merrill Lynch Limited in Mumbai (1994-1995). Gautam has MBA from the University of Southern California and a Bachelor of Law and Commerce from the University of Bombay. He is fluent in 3 Indian languages and enjoys cricket, tennis, and yoga.



Leadership Development in Schools

KRISHNA SUDARSHAN

Managing Director, Technology, Goldman Sachs

Krishna heads Application Development Technology in Bangalore, India. He joined the firm in NY as a managing director and moved to Bangalore in Oct 2006. Under his leadership the group has grown to about 1000 technologists aligned to various businesses within Goldman Sachs including Equities, Fixed Income Commodities and Currency, Prime Brokerage, Operations, Compliance and Financial Controllers. Before joining Goldman Sachs, Krishna was a serial entrepreneur focused on building software product companies with a footprint spanning the USA and India. He strongly believes that building intellectual property and

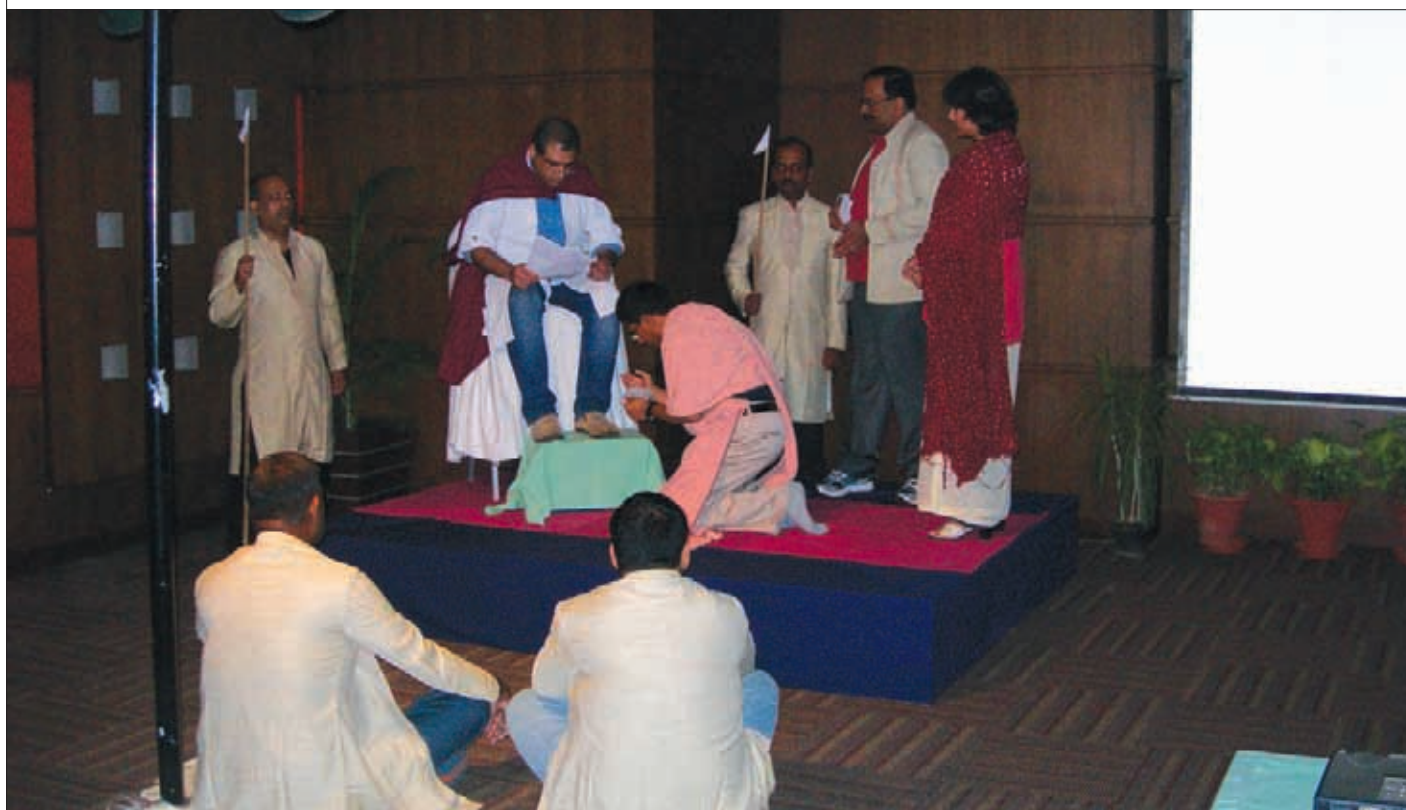
software assets is the best way to leverage the immense talent in markets such as India. Most recently Krishna was the co-founder of Volante Technologies, a financial-services software firm in New York, where he had been the chief technology officer and head of Development since 2001. He started his career with stints in PriceWaterhouse Management Consulting Services and Oracle in the core kernel group. Krishna earned a bachelor's degree in electronics engineering from Bangalore and a master's degree in computer science from State University of New York. Krishna is a Fellow of the Aspen Institute's India Leadership Initiative.

KRISHNA'S ILI PROJECT: Leadership Development in Schools

Krishna embarked upon a project to introduce leadership awareness and training at schools in Bangalore. With the end of imparting training at a young age, identifying talent and driving awareness, Krishna proposed to leverage the community outreach programs at Goldman Sachs, and target junior and secondary schools.

THE ASPEN INDIA SEMINAR





The Aspen India seminar invites executives to introspect and contemplate the values of good leadership, and how to manage change in a rapidly evolving world. The tensions that globalization brings in its wake, the compulsions of development and economic growth, the challenge of climate change, consumerism, etc. demands value based leadership. These are some of the core issues that are explored during the course of this seminar. The seminar convenes a small group for lively, intensive roundtable discussions led by

skilled moderators in which fundamental challenges are explored in the Socratic method, using classical texts rooted in the Indian context.

In 2009, Aspen Institute India conducted three such seminars—the first held on July 17 at Gurgaon, Haryana, the second held on September 2-5 at Manesar, Haryana and the third one on October 30-31 in New Delhi. The seminars were led by trained and skilled moderators who led the discussions to draw out the essence of leadership through both historical and contemporary readings.

◀ *Senior CII Staff at Aspen Leadership Seminars*

▲ *Performance of the play 'Antigone' during the Aspen Institute India Leadership Seminar*





OUTREACH



Ideas India

2009

Two years ago Aspen Institute India launched its flagship initiative, Ideas India: a conclave that seeks to engage with all things India—its past, present and future. In 2009, for the second consecutive year, Aii brought together the best and brightest minds in India and beyond to discuss, deliberate and think about the biggest issues, concerns and opportunities facing the Indian society and polity.

At a time when India has come out of the global economic recession relatively unscathed, with growing regional and international prominence, and a strong and steady growth rate, there is much talk of India's growth trajectory—particularly since the endemic challenges that threaten to retard the Indian growth story remain a urgent reality. Are we thinking enough about these issues? Are we aware of the

▲ **Amartya Sen,**
*Nobel Laureate in
Economics,
Professor, Economics
& Philosophy,
Harvard University*

nuances and different facets of these concerns? Are we thinking of new and inventive ways of thinking about and looking at the same issues? These are some of the overarching questions that were sought to be addressed during the conclave.

Going beyond platitudes or exhortations, Ideas India challenges every participant to think about India's growth trajectory and specific issues therein, in order to come up with new and innovative solutions to existing issues and how best to address them.

So over the course of three cold but sunny days in Delhi, Aspen Institute India brought together the best and brightest minds in India and beyond to discuss issues critical to India's development, growth and advancement. Thus, over 90 thought leaders spoke on a variety of subjects spanning over 26 highly interactive sessions.

Some of the notable topics that were discussed included:

- » Can Clean Energy Solve the Problem of Inclusive Growth in India?
- » A New Chapter in Indo-US Relations: Undoing the Past?
- » Changing Gender Stereotypes: Can Patriarchal Mindsets Change?
- » Do Elections in India Reinforce Narrow Divides?
- » How Can Health Care Service Delivery Become More Efficient?
- » The Right to Education: Is Volunteerism the New Way Forward?
- » The Legacy of Forgotten Leaders
- » Time for a Second Green Revolution: What Will it Take?
- » Has Corruption Become A Way of Life?
- » Explaining Instability in South Asia: A Legacy of Colonialism or Pangs of Rising Diverse Democracies?
- » Why is India not Following the Water Mantra of Reduce, Recycle, Replenish?
- » Minority Matters: Challenges and Opportunities
- » What Are Young Leaders Bringing to The Development Debate?
- » Fighting 'Potholes': Improving Infrastructure in India

Thought leaders from all walks of life presented their views on India. Speakers included:

- » Amartya Sen, Nobel Laureate in Economics, Professor Economics and Philosophy, Harvard University

- » Meghnad Desai, Development Economist
- » C K Prahalad, Paul and Ruth McCracken Distinguished University Professor of Strategy, Stephen M. Ross School of Business, University of Michigan
- » Somini Sengupta, New York Times
- » Mr. Vijay Thadani, CEO, NIIT Ltd.
- » Gautam Thapar, Chairman, Aspen Institute India, Chairman and CEO, Avantha Group

▼ **C K Prahalad**
and **Lord Meghnad Desai**



Let's Think Ideas India 2009

17-19 December 2009 . New Delhi



▲ Gautam Thapar, Amartya Sen & Tarun Das



▲ Anu Aga



▲ Jamshyd N Godrej



▲ Bhairavi Jani



▲ N K Singh



▶ Atul Punj



▲ C K Prahalad, Shashi Tharoor & Gautam Thapar



▲ Suresh Prabhu



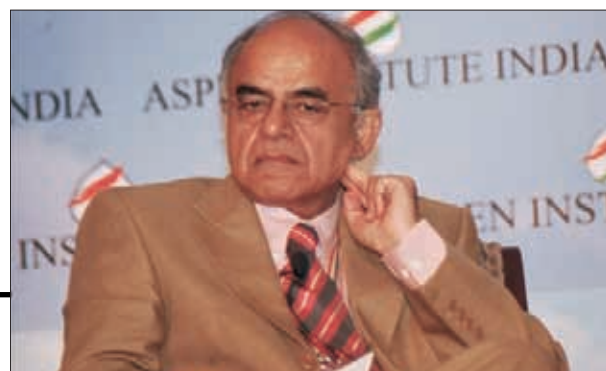
▲ Arun Maira



▲ C K Prahalad flanked by students invited from across India (Avantha Fellows)



▲ Deepender Hooda



➤ Gurcharan Das

▼ **Tarun Das,**
President, Aspen
Institute India with
Anu Aga, Trustee,
Aspen Institute
India

- » Jamshyd Godrej, Chairman Emeritus Aspen Institute India and Chairman of the Board of Godrej & Boyce Manufacturing Company Limited
- » Sugata Bose, Gardiner Professor of History and Director, South Asia Initiative, Harvard University
- » Arundhati Ghose, Former Indian Ambassador to the United Nations
- » Gurcharan Das, Author, management guru and public intellectual
- » Rajiv Kumar, Director and CE, Indian Council for Research on International Economic Relations
- » Ranjana Kumari, Director, Centre for Social Research
- » Madhu Bala Nath, Regional Advisor, UNIFEM South Asia
- » Pratap Bhanu Mehta, President, Center for Policy Research
- » N K Singh, Member of Parliament, Rajya Sabha
- » Anu Aga, Board Member, Thermax Ltd.
- » Manju Bharat Ram, Founder & Chairperson of Managing Committee, The Sri Ram Schools
- » B J Panda, Member of Parliament, Lok Sabha
- » Akeel Bilgrami, Professor of Philosophy, Columbia University
- » Manoj Kumar, CEO, Naandi Foundation
- » Varun Sahni, India Director, Acumen Fund
- » Ashok Gulati, Director in Asia, The International Food Policy Research Institute (IFPRI)
- » Ratna Sudharshan, Director Institute of Social Studies Trust
- » Venkat Krishnan, CEO, GiveIndia
- » Vineeta Shanker, Executive Director, Sasakawa India Leprosy Foundation
- » Mark Tully, Former Chief of Bureau, BBC Delhi
- » Nayan Chanda, Director of Publications and the Editor of YaleGlobal Online Magazine at the Yale Centre for the Study of Globalization
- » Siddiq Wahid, Vice Chancellor, Islamic University, Srinagar
- » Vinita Bali, Managing Director of Britannia Industries Limited
- » Swati Ramanathan, Co-Founder, Janaagraha
- » Atul Punj, Chairman, Punj Loyd
- » Arun Maira, Planning Commission, Government of India

A particularly unique aspect of Ideas India 2009 was the participation of ten college students from across India as "Avantha Fellows". Amongst the best and brightest in their institution, the Avantha Fellows represent the next generation of leaders. They provided new perspectives in each session and also had the opportunity to listen, to think of new ideas.

With over 500 participants and 90 speakers and covered extensively in various media across the world, Ideas India was a great success.





SESSIONS & TALKS

Aspen Institute India conducted numerous sessions in 2009-2010 that not only brought noted dignitaries to address issues of critical importance to India's development, but also provided a platform for discussion, debate, and analysis. Through such sessions, Aii has been able to foster critical thinking about subjects related to Indian economy, strategic affairs, climate change and environmental issues, philanthropy, social entrepreneurship and so forth.



The Invisible Pollution *that's* Poisoning People Silently

On March 12, 2010, Aspen Institute India, CII and WWF India organized an interactive session on 'The Invisible Pollution That's Poisoning People Silently' with Dr. Richard Fuller, President of the Blacksmith Institute and Mr. Jairam Ramesh, Minister of State for Environment and Forests.

According to Dr. Fuller, three major points stick out: (1) most people do not know about hidden toxins and their effects (2) the parts of India where Blacksmith Institute is working in this area; and (3) solutions for the future ahead.

There is documented evidence that 20% of global diseases are

caused by hidden toxins predominantly Hexavalent Chromium, Mercury and Lead. The current position of India in terms of toxins and hazardous waste and the steps the government is undertaking were outlined by Mr. Jairam Ramesh. India produces 6.2 million tonnes of hazardous waste or toxins every year. About half of this is recycled and 1.5 million tonnes can be stored. The remainder is floating in the system and needs to be treated and stored.

In his efforts to solve the problem of these pollutants, Mr. Ramesh is currently in the process of creating the Indian version of the

▲ **Dr. Richard Fuller and Minister Jairam Ramesh**

Environmental Protection Agency (EPA). Other projects include a joint World Bank initiative to boost storage capacities in existing sites. There is a need for laws and litigation for curbing such toxins in the system and active solutions to start reducing affects and possible consequences of toxins in the Indian environment is clearly needed. He argued that India needs to boost its storage capacities, step up the laws and litigation involved in curbing such toxins in the system and put hard acting solutions to start reducing affects and possible consequences of toxins in the Indian environment.

Community Based Policing

with Members of the Toronto

Police Board

On February 25, 2010 Aspen Institute India organized a session with two members of the Toronto Police Board on the concept of community based policing in India.

Moderated by Mr. Jayadev Ranade, Distinguished Fellow at the Centre for Air Power Studies, Dr. Alok Mukherjee, Chairman of the Toronto Police Board and Chief of Police, William Blair outlined how Toronto, a large multi ethnic city

has been able to increase safety and security through community based policing. Dr. Mukherjee gave an overview of the situation in Toronto, drawing a description of laws and legislatures in action that help the Toronto police achieve goals of safety.

Mr. William Blair further explained the workings of community based policing, showing how it has helped in achieving safety and security in a city which

▼ *William Blair,
Dr. Mukherjee and
Jayadev Ranade*

boasts more ethnicities than any other in the world. Community based policing can help in achieving an understanding in cities of multi-ethnic backgrounds like Toronto. All three agreed that governance and sound domestic policies are needed to achieve community based policing not only in understanding the problem in cities as large as Delhi or Mumbai, but in achieving a function system of community based policing.



Christophe Jaffrelot on 'Indian Democracy: Challenges Ahead'



On 22 February 2009, Aspen Institute India invited Mr. Christophe Jaffrelot, Research Director for the Centre National de la Recherche Scientifique, to talk about "The Indian Democracy: Challenges Ahead".

Moderated by Mr. Arun Maira, Member Planning Commission, the talk focussed on how the Indian democratic system is on the path of stability but is still quite fragile. Socio-economic factors are drastically changing in India, which

▲ *Christophe Jaffrelot*

is causing a major gap between the rich and the poor.

The main challenge is now how to handle this growing gap and further reduce it. Gaps such as these are a cause of revolution, such as the Maoist insurgency in the east. This according to him is the failure of inclusive representation, yet where inclusive representation is vibrant, the gap is not leading to revolutionary mentalities. "Inclusive representation in politics keeps the energies of revolt down"

Kenneth Lieberthal on 'China: How it Works *and* What it Seeks'

“**W**hat China is seeking is to achieve wealth and power and be respected as a great nation and protect its sovereignty and territorial integrity” said Dr. Kenneth Lieberthal, Director of the John L. Thornton China Center and Senior Fellow in Foreign Policy and Global Economy and Development at the Brookings Institution, USA. He said this while addressing a session on “China: How it Works and What it Seeks” in New Delhi on February 10, 2010.

According to him, China's has already achieved spectacular

▼ **Kenneth
Lieberthal**

success through economic reforms over the past thirty years with an average annual growth of 17 percent in foreign trade and foreign exchange of USD 2.4 trillion.

The authoritarian 'one party rule', extraordinary breadth of 'reach' of the political system directly into economy, education, social, public health and other spheres, substantial domestic coercive capability of the party, highly flexible, entrepreneurial and internally competitive economic environment and decentralized and very pragmatically adaptive nature of the system are the main factors responsible for rapid economic growth of China. “Political economy has been a key driver of sustained development that made the China's political system into a growth machine”, he said. “As political power is a rule to harness rapid economic growth in China, CCP has become in reality the China Bureaucratic Capitalist Party,” he said. According to Dr Lieberthal “The current global economic crisis has increased China's global role faster than anybody in China anticipated. The new major power status has produced a new attitude in China that is confident and becoming increasingly arrogant. China is in the midst of a debate as to how to handle new opportunities and responsibilities.”



The United States and India: Charting the Future Course



▲ **Nirupama Rao,**
Foreign Secretary
Government of India

Aspen Institute India and the Centre for a New American Security (CNAS) organized a session on *The United States and India: Charting the Future Course* on 12 January, 2010 in New Delhi. Prof. Nicholas Burns, Professor at the Kennedy School of Government at Harvard University and Former US Under Secretary of State for Political Affairs said that the objective of this new think tank will be to evaluate the role of US as a global citizen and a country that resolves problems.

Ms Nirupama Rao, Foreign Secretary, Government of India said the US-India relationship has boundless opportunities for collaboration and cooperation, ranging from issues related to energy and climate change, trade and agriculture, science, technology, health and innovation.

Reforms in US export controls in high technology and dual use items would be particularly welcome.

Security related issues such as the threat of international terrorism, the evolving security architecture in Asia etc. are some of the areas that require greater dialogue between the two countries. The issue of cross-border terrorism remains particularly

important to India, and that needs to be factored into the US's Af-Pak strategy. In terms of the neighbourhood, Ms. Rao emphasized that India engages politically with Myanmar and that sanctions against the country may turn out to be counter-productive. In terms of the situation in Iran, she clarified that as a member country of the NPT, Iran has the right to use nuclear energy for peaceful purposes, but it must also abide by safeguard obligations as a member of the IAEA. Ms. Rao however stressed the need for expanding the diplomatic space to address all issues.

US and Indian scientists need to collaborate in agriculture production, risk management, weather forecasting and increasing the shelf life of food products. Another opportunity is building the regional disease detection centre. Pilot projects in solar energy production and developing bio fuels are strategically important objectives in achieving energy security.

She concluded by saying that India-US "collaboration and cooperation will be indispensable for shaping the character of the 21st century."

Copenhagen Explained: The Role of the BASIC Countries



Aspen Institute India on January 28th, 2009 organized a session with the Minister of State for Environment and Forests, Mr. Jairam Ramesh on India's role at the Climate Change Conference in Copenhagen in December 2009.

Mr. Ramesh explained how for the first time, the issue of climate change was dominated more by the developing nations, i.e. the BASIC (Brazil, South Africa, India, China). It was decided in the Copenhagen rounds that a global goal for 2050 has to be achieved.

The global goal includes: (i) Limiting Temperatures,

▲ **Minister Jairam Ramesh**

(ii) Percentage reduction in emissions and (iii) decrease in Carbon Emissions in parts per million. He explained the need for a regime for monitoring mitigation and for the framework to be legally binding. Mr. Ramesh emphasized the need for multinational cooperation to tackle climate change, imploring that steps for India were one to accept this as a challenge and be in a position to dictate terms as they were at the Copenhagen summit. The pro-solution stance of India was well received by the world and by the audience, one of the first in some time.

‘India and the West: The Future Geopolitical Landscape’ with Members of **GMF**

Three members of the German Marshall Fund addressed a session organized by Aii on 03 December 2009. The GMF was started in Europe as a way to thank the Marshall plan for the reconstruction of Europe after the Second World War. GMF is primarily a grant making organization, which brings together and funds scholars, economists, etc in various fields of study. According to Mr. Craig Kennedy, President of GMF, Asia has become the new focus for the GMF. He mentioned that while China is grabbing attention around the world, India has been largely ignored, especially in the United

▼ *Craig Kennedy,
Dan Twining,
Will Inboden and
Tarun Das*

States and Europe. He also elaborated on GMF's plan to start an annual India Forum, in which India's role in Europe and in its own regional stability will be discussed.

Dan Twining, India Expert, GMF, spoke of three primary issues facing India in relation to the west: AfPak, India as an Asian power and India's global partnership with the west. The last speaker, Mr. Will Inboden defined his stance as 'Pro India', stressing that the partnership of democracies across Asia is important. Values-based cooperation is needed between the "largest democracy (India), the oldest democracy (US) and new democracies (Asian Tigers)".





Former Senator *and* U.S. Secretary of Defence **William Cohen** on ‘The Art of Leadership’

On 19 November 2009 Aspen Institute India in partnership with Young Indians (Yi) Delhi Chapter organized a session on The Art of Leadership with Mr. William S Cohen, Former United States Secretary of Defence. In his welcome address, Mr. Gautam Thapar, Chairman Aspen Institute India and Chairman & CEO, Avantha Group introduced Sec. Cohen, by referring to him as one of the 200 top leaders of the world in this age. Sec. Cohen said that leadership is not a science which is based on logic. There are many components of leadership like intelligence, self confidence, knowledge, ability to motivate and inspire, perseverance, sharing credit, being open minded,

▲ *Senator William Cohen and Gautam Thapar*

having the ability to look at things differently which largely depend on place, time and the prevalent culture. Sec. Cohen had a modest beginning; his father was a beggar. He mentioned that his teacher was instrumental in instilling his poetry writing skills and also motivated him to write his first poem 'Season and Reason'.

According to Sec. Cohen: "Whatever your background, you can always rise to the maximum of your potential". Sec. Cohen referred to himself as an accidental leader and said that a leader should have integrity and honesty as one will never be rich enough to buy back one's honesty. A leader should always lead by example.

The Concept of 'Patient Capitalism'

by Acumen Fund CEO Jacqueline Novogratz



To a majority of the world, dignity is more important than wealth. As humans we are capable of extraordinary good and also evil." This was the basic premise of the discussion led by Ms. Jacqueline Novogratz, founder and CEO of the Acumen Fund, who spoke at a session on 'Patient Capitalism' organized by Aspen Institute India on 29 October 2009. 'Patient Capitalism', a new method of providing aid, is a novel idea developed by Ms. Novogratz that is helping people the world over achieve a better life, while retaining their dignity in doing so. This method allows the beneficiaries to support themselves and thus create change rather than be someone's charity case. "Patient Capitalism, is

▲ *Jacqueline Novogratz*

simply finding a way to 'make it work'" according to Ms. Novogratz. In her view, we need to think more strategically.

Charity, according to her makes matters worse as it makes the recipients dependent on charity for the long run. Thus her mantra for how aid should work is by raising philanthropic donations in large sums, identify viable enterprises, use the donations to invest in social entrepreneurs, provide managerial investment and once the investment yields revenue reinvest into the society around.

She explained that Acumen is currently working in South Asia and Africa as they are currently the priority in the developing world. In summation, she

explained that patient capitalism = long term profitability. Dignity according to her is the top most concern, where in the rural community must be treated like real customers and not helpless people who need to be guided in what choices to make.

Last, she mentioned that Indians are contributing to the programs, but a larger contributing from the private sector is needed not only in monetary terms, but also in mentoring and building intellectual platforms that can directly help these young and novice entrepreneurs. 'Community of individuals who want to contribute to the country' according to her, are what are needed for the programs to succeed.

Nobel Laureate **Michael Spence**

on the Global Economic Crisis

On 7 September 2009, Nobel Laureate in Economics 2001 and Professor, Stanford Graduate School of Business, Stanford University, USA Prof. Michael Spence talked about the global economic crisis with a select group of industry members and intellectuals at a session organized by Aspen Institute India in New Delhi. Prof. Spence referred to the crisis as having demonstrated the failure of regulators, academics and consumers. It was a collective failure of the stakeholders in the financial system, who assumed that the systems are self-regulatory.

However, it is worrisome that as the crisis passes, the pressure on re-

gulation will also decline and lose momentum. Slipping back into the existing system, with its lapses and loopholes would not be a very stable or sustainable state for the global financial architecture. The impact in India has been visible. India has become unduly cautious about its lending programs. Since the contemporary pattern of consumption is based on advance spending, it may now become a challenge to secure financial support in India for further growth of business. However, most probably the lines of credit will open up with slightly greater financial stability. Lending may become a little more expensive but will not be cut off.

The anxiety about India, going forward, is how efficiently it will bridge the gaps within its society. While the private sector is going great guns and the corporate keep getting richer by the day, there are 600 million people living in a sea of poverty and there is a huge disconnect there. Indian businesses can contribute so much more- whether it is in education or healthcare or skill building, which are the primary services required by the large Indian population. The corporate sector needs to be more forthcoming on the domestic "inclusion" agenda, without losing out on its global competitiveness factor.

▼ **Michael Spence**
and **R C Bhargava**



Nick Burns *and* Gautam Thapar

on 'Future Challenges

for United States *and* India'



On 21 August 2009 Aspen Institute India organized an interactive session with Nicholas Burns, Professor, Practice of Diplomacy and International Politics, Kennedy School of Government, Harvard University and Former Under-Secretary of Political Affairs, US Department of State in New Delhi.

The session was moderated by Aii Vice Chairman, Mr. Gautam Thapar. Nick Burns made insightful observations about the future of India-US relations, demonstrating that India is one of the top 2 or 3 important relationships for the

▲ *Prof. Nicholas Burns with Gautam Thapar*

USA. The visit of Prime Minister Singh in November 2009 at the invitation of President Obama will be the first official State visit.

This is a dynamic time for both countries, who cannot afford to be isolationist or unilateralist in nature. Complex challenges confronting the world are climate change, terrorism, and global economic recession, trafficking of women and children, and pandemics among others. India and the US share a common strategic interest, more than any other 2 countries in the world, be it

pertaining to the South Asian region or the world. Both countries must work towards overcoming their historical and ideological differences to build a stronger partnership. India and the US have differing points of view on issues such as climate change, international trade and the nuclear issue. However, there are many areas, which can be positive forces as strong pillars of our relationship:

- » Counter Terrorism
- » Defence cooperation
- » Agriculture
- » Green Technologies

Jairam Ramesh on India's Environmental Imperative



▲ Minister Jairam Ramesh

On 31 July 2009, Aspen Institute India (AII) in collaboration with the World Wide Fund for Nature–India, invited Mr. Jairam Ramesh, Minister of State (Independent Charge) for Environment and Forests to talk about the environmental imperatives before India and the ways in which the Ministry is responding to the same.

With reference to climate change, the Minister said that while the Indian government recognizes the incontrovertible evidence of global warming and its effects, and has initiated a series of steps to mitigate emissions, it cannot accept legally binding emission targets.

He strongly urged that the basic effort in India has to be to invest in the next generation of clean technology, which would enable us to 'leapfrog' in this sector. On the issue of forestry management, India has initiated a massive afforestation project and has earmarked Rs.11,000 crore

for restoration and regeneration of forests and Rs.100 crore for forestry management over the next three years. India's response to forest conservation is different because of the millions dependent upon forests for livelihood and survival. He stressed that difficult choices will have to be made between development and ecological preservation. In the context of institutional reform, a bill for setting up the National Green Tribunal is to be introduced in the Parliament. The intent is to create environmental courts to tackle all cases related to the environment and forests. In addition, the National Environment Protection Authority, is to be set up as an independent institution that will regulate and enforce environmental norms, and which will be independent, transparent and science based. He concluded by stating it is now time to mainstream the environment and ecology as part of the development process.

Vinay Lal on 'The Cultural Politics of the Indian Diaspora'



All organized an interactive session with Prof. Vinay Lal, Professor of History, University of California, Los Angeles on the topic "The Cultural Politics of the Indian Diaspora" on July 30th, 2009. While the Indian diaspora is an incontestable fact of contemporary history, the recent interest in the wider Indian community generally ignores the older Indian Diaspora in places like South East Asia, in the Caribbean and in Africa, who went as indentured labour. Thus, in some ways India disowned its

older diaspora between the 1940s and 1980s to early 1990s.

Referring to the 'new' diaspora in the US, he observed that until recently, Indians were barely represented in the political system. This, coupled with the fact that many diaspora Indian perceive that the world runs roughshod over them has created an 'anxiety of invisibility and influence'. There is also great anxiety over the 'invisibility of Hinduism' which is not seen as a 'world religion'. In terms of diaspora politics, Prof. Lal pointed

▲ Prof. Vinay Lal

out that there are sustained efforts by some groups to forge closer relations between India, the US and Israel, under the rhetoric of each country being surrounded by fundamentalist Islamic forces.

He concluded by saying that diaspora Indians must display greater political awareness and need to make ethical, sensitive and democratic choices, such as forging linkages with other disenfranchised and disadvantaged groups. Rather than looking at the rise of India as a great power, more attention needs to be paid to making ethical choices.

Asia Society President on 'China & India: New Global Players, New Leadership Models?'

Dr. Vishakha Desai, President of Asia Society spoke on "China and India: New Global Players, New Leadership Models?" during a session organized by AII on July 27th, 2009.

Dr. Desai pointed out the rise of India and China on the global stage means that the leadership models of each country would inform geo-political and geo-economic shifts. One of the biggest difference between western countries and India and China is the notion of the 'self', which in the former is individualistic and in the latter, is very relational. In China however,

Confucian philosophy dictates that a leader does not have to do anything, but simply lead by example. The ruler's activities are expressions of his moral value systems.

In India on the other hand, leadership is seen as a duty or 'dharma' or obligation towards the people. Dr. Desai pointed out that as notions of inter-dependency and the drive for sustainability become important, leadership models would require a more relational framework. Thus, there is much in Asian values as embodied in Indian and Chinese leadership styles that will be important in the 21st century.

▼ *Dr. Vishakha Desai*





Discussion on 'Reconciling with the Taliban'

AII organized a panel discussion on Prof. Ashley Tellis' new report for the Carnegie Endowment for International Peace, titled 'Reconciling with the Taliban' with four distinguished speakers: G Parthasarathy, Visiting Professor, Centre for Policy Research, Indrani Bagchi, Diplomatic Editor, Times of India, P S Das, Former Commander in Chief, Eastern Naval Command, Indian Navy on July 15th 2009. The discussion was moderated by Ambassador Kishan Rana, Professor Emeritus, Indian Foreign Service Institute and Former Indian

▲ *Admiral P S Das,*
Indrani Bagchi,
Amb. G
Parthasarathy and
Amb. Kishan Rana

Ambassador to Germany.

The speakers on the whole agreed with the broad conclusions of Dr. Tellis's report, namely that reconciling with or talking to the Taliban at this stage was a bad idea. It was pointed out that the strategy of talking to the Taliban was demoralizing those fighting them and that one should only talk to an adversary from a position of strength. The real change that has come into American strategy under the Obama administration is the admission that the US and NATO cannot deal with Afghanistan on their own and that they need the European Union,

Russia, Iran and central Asian countries to get involved. It was further observed that in the past eight years, four attempts had been made at reconciling with the Taliban, none of which had worked.

The crucial question was one of exactly who the Taliban are and which of them we should be talking to. Sharp linkages were also made between the Taliban, the Al Qaeda and the Lashkar-e-Taiba (LeT) and the role of the Pakistani army was highlighted as well. The issue of 'Indian influence' in Afghanistan also came into much debate in the course of the discussions.



Ramachandra Guha outlines 10 Reasons *that* *would* Prevent India *from* Becoming *a* Superpower

Writer and historian, Dr. Ramachandra Guha enumerated 10 reasons that would prevent India from becoming a superpower in a session organized by AIJ on July 13th, 2009. According to Dr. Guha, while in 1948, while there was a mood of despair and gloom about India's prospects, the government was seen as the only agent that could bring about change. Today however, there is a sense of optimism about India's

prospects, although the government is seen as the major impediment in the country's progress. According to Dr. Guha, the ten factors which would objectively prevent India from becoming a superpower are:

1. Religious extremism
2. Left wing extremism
3. The corruption and corrosion of the power center in India
4. Decline of public institutions
5. The increasing gap between the rich and the poor

▲ *Dr. Ramachandra Guha*

6. Environmental degradation
7. Apathy of the media
8. Political fragmentation
9. India's unresolved border disputes
10. India's increasingly unstable neighbourhood

Dr. Guha suggested that environmental degradation is likely to remain the most pressing challenge facing India. Primary education also remains a significant challenge that needs to be overcome.



LITERARY DISCUSSIONS &

BOOK LAUNCHES

Aspen Institute India conducted numerous sessions in 2009-2010 that not only brought noted dignitaries to address issues of critical importance to India's development, but also provided a platform for discussion, debate, and analysis. Through such sessions, Aii has been able to foster critical thinking about subjects related to Indian economy, strategic affairs, climate change and environmental issues, philanthropy, social entrepreneurship and so forth.



Vikas Swarup on 'Slumdog Millionaire'

During his first visit to India after the film adaptation of his book *Q&A* swept the Oscars, Diplomat and Author Mr. Vikas Swarup gave a very engaging talk on his journey with the book and the subsequent success of *Slumdog Millionaire*. The session was jointly organized by NIIT and AII. Mr. Swarup said that he decided to write about an off-beat subject, while focusing attention on the those who have graduated from the

▲ Tarun Das,
Vikas Swarup and
R S Pawar

'school of hard knocks' and have street knowledge, rather than a formal education. Even though such people are assumed to be ignorant, they display tremendous entrepreneurship, determination and grit to survive against all odds and that is what his book is all about. Mr. Swarup refuted the sentiment that the book and the film glorify India's poverty.

In a sense, the book and the film have exposed India as a

location for stories and for movies. "No book or film should seek to represent India in its entirety", was the response of Mr. Swarup to criticism levelled against his book and the film. He said that "Slums are both a condemnation and Celebration of India" and that while slums reveal the dark underbelly of India's development, they are also centres of dynamism, passion, humanity and entrepreneurship.

Gurcharan Das on 'The Difficulty of Being Good'

Mr. Gurcharan Das noted author and management guru, spoke at a session organized by Aspen Institute India, on his new book *"The Difficulty of Being Good: The Subtle Art of Dharma"* on 28 October, 2009.

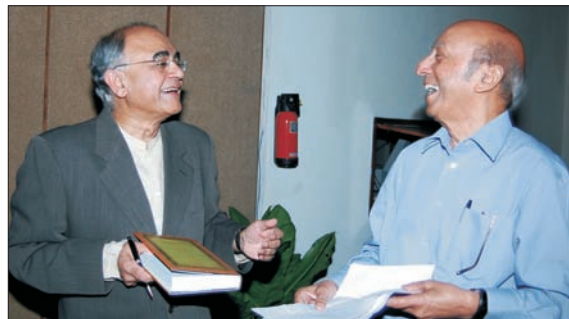
The concept of being "good" in society was illustrated by Mr. Das, drawing on inspiration from the texts of the Mahabharata, in his opinion the most unique epic among the epics of the world as it is consistently engaged in politics. He pointed out, that in this epic, no character ever appeals to god or the divine but

rather questions morality. While the Ramayana portrays the utopian view on life, the Mahabharata is the grim reality of life and morality. In his book, Mr. Das uses different themes set within the Mahabharata to extract the answer to the central question of 'why be good?' and then relate them to current affairs.

Mr. Das painted a clear image of the evolving nature of goodness ultimately saying that the act of goodness might be the only worthy thing to do and the purpose of the Mahabharata will always continue the dialogue on ethics and morality.

▼ Gurcharan Das
& Tarun Das

The session was chaired by Mr. Arun Maira, Member, Planning Commission, who noted that questions and books such as the one written by Mr. Das are exactly what are needed to provoke minds and leaders of this country.





Timothy Knatchbull on the India Launch of his Book 'From a Clear Blue Sky'

Timothy Knatchbull, author of "From a Clear Blue Sky" addressed Aspen Institute India on 8 March, 2010. Mr. Knatchbull, using excerpts from his book, he explained the chronology leading to up to the bombings, his relationship with his grandfather – Lord Louis Mountbatten - but more importantly his twin brother and his coming to terms with tragic day.

His speech was broken into three parts. The first was about the day of the bombing. He using,

▲ *Timothy Knatchbull*

pictures from before the bombing and memories, illustrated the closeness he had shared with his family and especially with this twin brother Nicholas and how it was shattered by the events of that day.

The second part of his speech was about his twin brother and what it was like to be an identical twin. In this, he explained how similarities were not only in the physical appearance but at the emotional and subconscious level as well.

The third and final part of his

speech was on the closure he achieved by returning to the site of the bombing years later. In his speech, Mr. Knatchbull mentioned that his book was not about his grandfather, it was not political or created out of anger, but personal, a tool for him to grow, say goodbye and achieve some peace. He acknowledged that many people have car crashes that change their lives, this book was acknowledgement of his own 'car crash', the one tragic moment that changed his life.



EXPANDING
INTERNATIONAL

ENGAGEMENTS

Rodel Fellows Visit India

Aspen Institute India hosted a 20 member delegation of the Aspen Institute's Rodel Fellows in public leadership that visited India from 7-8 August 2009. The fellows are elected officials, representing 22 American states serving at both local and state levels of government.

During their visit to New Delhi, the fellows had the opportunity to meet and interact with the Minister of State for External Affairs, Mr. Shashi Tharoor as well as India's Foreign Secretary, Ms. Nirupama Rao. Mr. Tharoor

provided a broad overview of India while outlining the various foreign policy challenges confronting India, especially in the context of its unstable South Asia context.

The Rodel Fellows also met with fellows of the two batches of the India Leadership Initiative as well as moderators and other friends and supporters of Aspen Institute India. During the interactions they were able to discuss the domestic challenges and opportunities facing India, more so in the context of the country's rising economic power.

Aspen Institute India strengthens its Global Partnerships



▲ **Kiran Pasricha**,
CEO, Aspen Institute
India signs MoU
with **Walter
Isaacson**, President
& CEO, The Aspen
Institute, USA

Aspen Institute India signed two MoUs in 2009-2010. The first was signed with Aspen Institute USA, continuing the collaboration and work that is already being undertaken, on the occasion of the Prime Minister Manmohan Singh's visit to the United States on November 23rd, 2009 to foster a new chapter in values-based and action-oriented leadership.

The two institutes further agreed to offer programs such as the India Leadership Initiative and the Aspen India Seminar. They also agreed to continue the policy and strategic dialogues which will engage government, industry and other sectors of civic society. They will work closely to help evolve programs to develop value-based leadership and development in India.

The second MoU was signed during the visit of Minister Mentor, Lee Kwan Yew of Singapore to India on 16th Decemeber 2009. Aspen Institute India signed the MoU with

▼ **Tarun Das,**
President Aspen
Institute India,
exchanges MoU with
Gopinath Pillai,
Chairman, Institute
of South Asian
Studies, flanked by
Kapil Sibal,
Minister HRD,
Government of India

the Institute Of South Asian Studies (ISAS) In the presence of Minister Kapil Sibal. The parties agreed to promote exchanges of information, joint research and development activities of mutual interest in accordance with their respective needs and objective. Both institutes also agreed ot identify opportunities for cooperation, and/or joint research and development in disciplines of mutual interest as well as the organization of and participation in joint activities such as seminars and conferences.



DIALOGUE

International
Strategic
Dialogues



Aspen Institute India, in collaboration with Confederation of Indian Industry (CII) and its various partners, has been organizing Track 2 strategic dialogues with different countries around the world since 2002. These dialogues aim to create a platform for discussion and debate on strategic, economic, trade, business, etc issues with the aim of enhancing bilateral and trilateral understanding on key issues between India and other countries.

Although referred to as Track II, these dialogues have a strong element of government interface as each dialogue concludes with presenting the outcome of deliberations before concerned government officials in the host country. The dialogues have helped steer policy in both India and the other countries such that they are mutually beneficial. The strategic dialogues are typically 2-3 days long, with close door intensive discussion around a set number of issues. The off-the-record discussions enable airing of differences, while allowing frank and free debate on the most important issues and challenges facing India and the partner country/countries.

The strategic dialogues have greatly helped foster greater understanding on issues of interest and concern and have thus helped bring India closer to different countries.

In 2009-2010, Aspen Institute India organized five separate strategic dialogues: *the 2nd India-Israel forum; the 13th session of the US-India Strategic Dialogue; the 7th session of the India-USA-Japan dialogue; the 3rd India-Singapore dialogue; and the 1st India-China Strategic dialogue*. The dialogues drew former senior government officials, corporate leaders, academics and policy analysts, and select members of the media.



SECOND INDIA-ISRAEL FORUM

Mr Hari S Bhartia, Vice President, Confederation of Indian Industry (CII) and Co-Chairman and Managing Director, Jubilant Organosys Ltd and Mr Tarun Das, President, Aspen Institute India and Chairman, CII India-US Committee – both Co-Chairs of the India-Israel Forum – led a 22-member CEOs delegation to participate at the 2nd India-Israel Forum. This was organised by Aspen Institute India, in association with Tel-Aviv University, from 8-9 September 2009 in Tel-Aviv, Israel.

Participants from both sides discussed various business and collaboration opportunities between India and Israel. Given Israel's expertise in technology and the opportunities presented by a

▲ *Members of the Indian Delegation meeting the President of Israel, Mr. Simon Peres*

large and growing Indian market, there is great scope for cooperation between the two countries.

Particular sectors of cooperation include energy (including solar, wind and bio fuels), water, communication, agriculture, biotech, healthcare (including clinical trials), homeland security, higher education (including student exchanges through scholarship or joint university initiatives).

The delegation met with senior members of the Israeli government to discuss the outcomes of the deliberations, and were also able to meet with President Simon Peres to discuss the bilateral relationship between India and Israel and the way forward in strengthening the same.

SEVENTH INDIA-USA-JAPAN STRATEGIC DIALOGUE

The Trilateral Strategic Dialogue between India, USA and Japan held its seventh meeting from 4-6 December, 2009 in Tokyo, Japan. The strategic dialogue is organized in cooperation with the Centre for Strategic and International Studies (CSIS, USA) and the Japan Institute for International Affairs (JIJA) to facilitate cooperation and understanding between the three countries on a range of issues. The meeting particularly focused on the global economic situation, and the domestic economic scenario in each of the countries in the aftermath of the global economic downturn; new investment opportunities; regional and global

security challenges; the dynamic regional architecture in Asia, and climate change and energy issues.

At the conclusion of the dialogue, the delegates met key officials in the Japanese government, including Mr. Masayuki Naoshima, Minister of Economic, Trade & Industry, Mr. Seiji Maehara, Minister of Land, Infrastructure, Transport, and Tourism, as well as Mr. Yukio Hatoyama, Prime Minister of Japan.

The dialogue is Co-Chaired by Yoshiyuki Kasai, Chairman, Central Japan Railway Corporation, Tarun Das, President, Aspen Institute India, John Hamre, President, CSIS and Richard Armitage, former US Deputy Secretary of State.

▼ *Members of the
India-USA-Japan
Trilateral Dialogue
during their meeting
in December, 2009*





INDIA-US STRATEGIC DIALOGUE

Right on the heels of Prime Minister Dr. Manmohan Singh's successful and much talked about visit to USA, in November 2009 (the first state visit hosted by the Obama administration), the US-India Strategic Dialogue convened its 13th meeting from 9-10 January 2010 in New Delhi. Experts in academia, industry and the government from India and the US came together in the dialogue organised by the Aspen Institute India and the Aspen Strategy Group (ASG).

With a new Democrat administration in power in the US, and with the Indian government having coming back to power in India in full strength, the agenda for cooperation between the two countries has expanded significantly, with greater expectations of tangible outcomes. At the same time, concerns remain

▲ *Members of the 13th India-US Strategic Dialogue during their meeting in New Delhi, January 2010*

about the evolving security situation in South Asia, the changing geopolitical dynamics and regional architecture in Asia, and global issues such as climate change, trade etc. These and other critical issues were discussed within a framework of strategic cooperation. Following the roundtable, the U.S. delegation met with key Indian government officials including: S M Krishna, External Affairs Minister; M K Narayanan, National Security Adviser; Sachin Pilot, Minister of State for Communication and IT; Nirmal Varma, Naval Chief of Staff; Nirupama Rao, Foreign Secretary; and Montek Singh (Deputy Chairman, Planning Commission).

The Dialogue is Co-Chaired by Prof. Joseph Nye, University Distinguished Service Professor, Harvard University, on the US side and Mr. Tarun Das, President, Aspen Institute India, on the Indian side.

THIRD INDIA-SINGAPORE STRATEGIC DIALOGUE

The India Singapore Strategic Dialogue was convened in Singapore on February 18-19, 2010. The dialogue has met twice earlier (one each in Singapore and Delhi) and this was the third in the series. The Co-chairs for the dialogue are Ambassador Tommy Koh, Ambassador-At-Large at the Ministry of Foreign Affairs, Singapore and Ambassador S K Lambah, Special Envoy to the Prime Minister of India. The Dialogue covered all aspects of India's bilateral relationship with Singapore, including all aspects of the economic, security, defence and trade relationship.

▼ *Members of the 3rd India-Singapore Dialogue during their meeting in Singapore, February 2010*

Particular attention was paid to the evolving regional architecture in Asia, going beyond ASEAN and ASEAN+3, especially the new geopolitical realities in the wake of the global economic crisis, and regional, transnational and strategic issues. The members of the Dialogue also met with key government officials such as Mr Teo Chee Hean, Deputy Prime Minister and Minister of Defence, Singapore, Mr Goh Chok Tong, Senior Minister, Singapore, Mr George Yeo, Minister for Foreign Affairs, Singapore to share the outcome and feedback from the Dialogue.



“中国与印度：对话与合作”研讨会 Conference of “India and China: Dialogue and Cooperation”



FIRST

INDIA-CHINA STRATEGIC DIALOGUE

India and China are neighbours that share a history going back centuries. They are also the world's two most populous countries with ever faster growing economies. The political system in each country is vastly different, as are the internal dynamics. All these differences and over-laps have made the relationship enigmatic, and a bit of a puzzle.

Therefore, Aspen Institute India along with the China Reform Forum organized the first Track II Strategic Dialogue between India and China to begin the process of discussion and debate on the crucial issues impacting India and

▲ *Members of the First India-China Dialogue during their meeting in Beijing, 22nd March 2010*

China, and to foster understanding of each other's domestic and international compulsions.

On 22nd of March 2010, delegates from China and from India met each other in Beijing, in intensive sessions to discuss the various issues affecting the current state of affairs between the two countries. The delegations discussed shared economic opportunities, security threats and issues and the Af-Pak situation. Both delegations were pleased with the success of the strategic dialogues, planning further and frequent discussions such as these in the near future.

POLICY: FIFTH ANNUAL JOINT ROUNDTABLE ON COMMUNICATIONS POLICY

Aspen Institute India's Policy Dialogues seek to initiate substantive discussion on crucial imperatives facing the Indian polity. The idea is to engage with the nuances of specific policy initiatives or issues by bringing in experts from both sides in closed door discussions. This allows for a free and frank exchange of opinions and ideas that thus creates a platform for creative thinking on critical policy issues facing India today.

Since 2005, Aspen Institute India has been convening dialogues on different facets of communication policy in conjunction with Aspen Institute USA.

The Fifth Annual Aspen Institute Joint Roundtable on Communications Policy was held in Jaipur from 5-7 March, 2010 to discuss "eHealth in India-the Issues Ahead". The Roundtable was chaired by Charles M. Firestone,

Executive Director of the Aspen Institute Communications and Society Program, top professionals from the Indian medical fraternity, key executives from global IT firms and mobile operators.

The group focused on the current status of healthcare in India and how eHealth can improve India's rural healthcare, as well as some of the challenges that eHealth is facing or can face going forward. The group also observed that key stakeholders for eHealth (patient and doctors in particular) are reluctant to adopt even basic level of technology and applications required for providing eHealth. To tackle this obstacle, the group discussed how to motivate and incentivise all the stakeholders to adopt and use technology for providing healthcare services in rural India.

The issue of the infrastructure needed to make eHealth a reality also came into focus. The four main

components that would enable eHealth services in country, as discussed were: (a) Physical network infrastructure, (b) Digital infrastructure, (c) Human infrastructure, and (d) Policy infrastructure.

There was also discussion on existing models of Public-Private Partnerships (PPPs) in India and the changes required for the creation of a sustainable PPP model for the delivery of healthcare services using ICT technology i.e., eHealth. For this purpose, different Indian as well as global models were discussed. The working group meetings led to recommendations for incentivisation of eHealth, infrastructure requirement for eHealth and sustainable PPP models.

The group also recommended that in a feasibility experiment using a use-case scenario in one of the states (Jammu & Kashmir or Kerala) be carried out in phases.

▼ Participants at
**Fifth Annual Aspen
Institute Joint
Roundtable on
Communications
Policy, March 2010,
Jaipur**



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