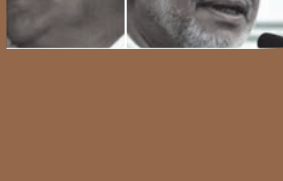
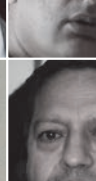
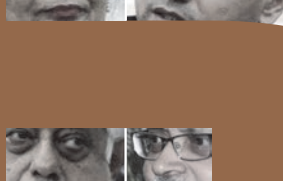
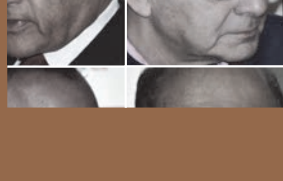
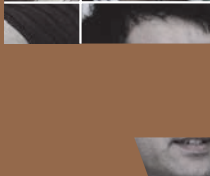


ANNUAL
REPORT
2015/16

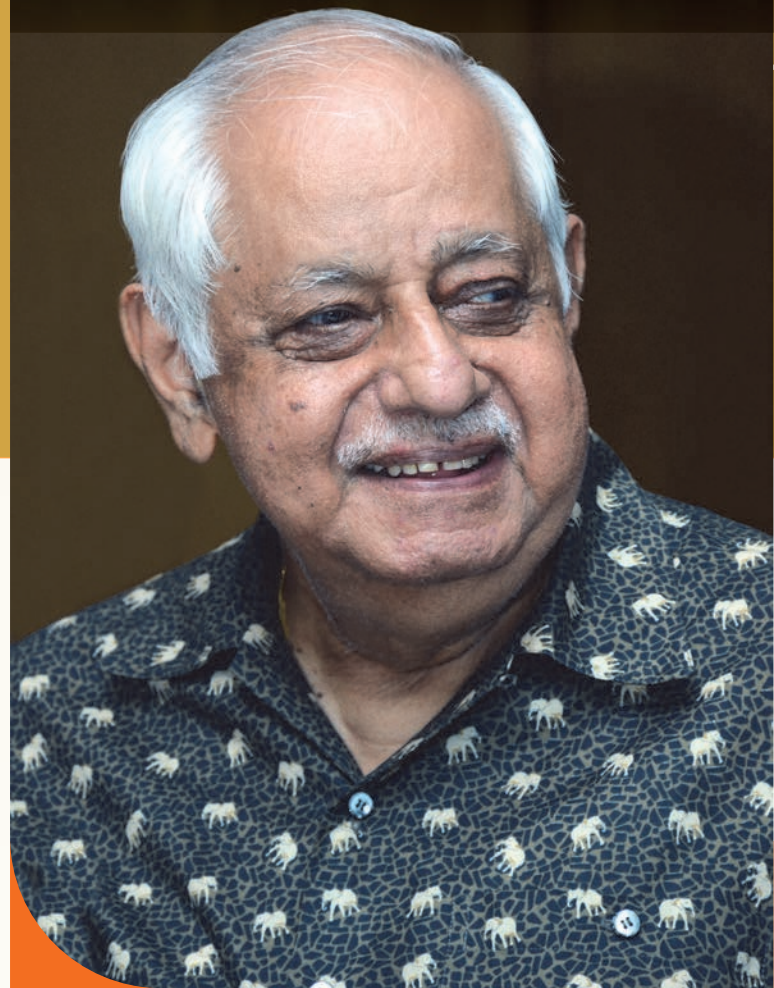




ENGAGING INDIA, NURTURING CHANGE.

Ananta Aspen Centre is an educational and policy studies organisation based in New Delhi. It focusses on values based leadership and open dialogue on challenges facing Indian society to help foster its transformation. The Centre engages civil society, business, governments and other key stakeholders to share ideas and bring a wide range of perspectives on issues important to India's development, foreign policy, strategic affairs and national security. An independent non-profit organization, Ananta Aspen Centre is registered under the Indian Trusts Act and under 12A and 80G of the Income Tax Act.





“ The Ananta Aspen Leadership Programs are uniquely designed to guide leaders through a personal journey of reflection, insight and action. ”

MESSAGE FROM THE CHAIRMAN

TAKING THE LEAD IN TRANSFORMING INDIA

The rapid transformation in social, economic, domestic, international and technological fronts across the world has presented both new opportunities and challenges for all countries. It is imperative that this transformation is led by visionary leaders, in different fields, who have profound understanding of contemporary global trends and dynamics. India is on the move. Our program and activities help to deliberate and discuss various progressive ideas.

The Ananta Aspen Leadership Programs are uniquely designed to guide leaders through a personal journey of reflection, insight and action. The Centre has also undertaken comprehensive initiatives to bring the brightest minds from diverse fields, combining their knowledge and expertise towards developing a robust and vibrant foreign policy paradigm.

We endeavour to promote new thoughts, ideas and vision for national development and it is our hope and belief that our efforts will contribute to inculcate value-based leadership, thereby creating role models that contribute towards advancement of the society.



Satinder K Lambah
Chairman
Ananta Aspen Centre



LEADERSHIP: AN OVERVIEW

LEADERS AREN'T BORN, THEY'RE NURTURED.

*At Ananta Aspen, each year,
a new generation of thought
leaders start their journey
from success to significance.*

The Ananta Aspen Leadership Programs are uniquely designed to guide leaders through a personal journey of reflection, insight and action. Through the structured Socratic dialogue and debate that is inspired by these readings and stimulated by the moderators, the participants are exposed to the values and beliefs of others from their own societies with



▲ India Leadership Initiative-5 members at the Globalisation Seminar in Kovalam, Kerala

whom they must actively engage to develop and build stronger economies and civil societies.

The India Leadership Initiative program is for adults and The Shri Ram Ananta Aspen Leadership School program is aimed at providing leadership training to school students from Grades 9-12 who graduate as Aspen Junior Fellows.

LEADERSHIP PROGRAMS

ILI focuses on young, entrepreneurial leaders from Business, Government and Civil Society, between the ages of 35-45. Using the time-tested Aspen method of text-based dialogue, ILI provides these young leaders with an opportunity to better understand their own leadership



▲ The ILI Class 5 dressed for 'Antigone'

values and those of their peers. Through the readings that form the basis of the ILI seminars, the Fellows are exposed to a range of thought leaders and role models from around the globe and across the ages, who have clearly articulated their visions for “a good society” and demonstrated their capacity for effective, enlightened leadership. As they read, the Fellows are challenged to think about their own vision – and about how they

measure up as leaders.

The program also encourages the Fellows to engage more vigorously with the challenges of their communities and country. Each ILI fellow takes up a community venture to impact society in significant ways.

The 5th batch of India Leadership Initiative (ILI) fellows are currently on their journey of translating “*thought to action*” and moving from “*success to significance*”.

The participants engaged in lively, intensive, discussions led by Aspen trained skilled moderators to raise questions about the meaning of life, the processes of self-discovery, self and community and about creating a legacy.



▲ Theatre rehearsal for the play Antigone

The fourth class of Aspen Junior Fellows successfully completed The Shri Ram Ananta Aspen Leadership School in the summer. The 15 day camp for young adults between 13-18 years of age helps shape their future and makes them socially conscious leaders. The curriculum includes Socratic dialogue, Communication and soft skills, Theatre, Yoga, Leadership programs, team building activities and adventure sports like rafting and rappelling.



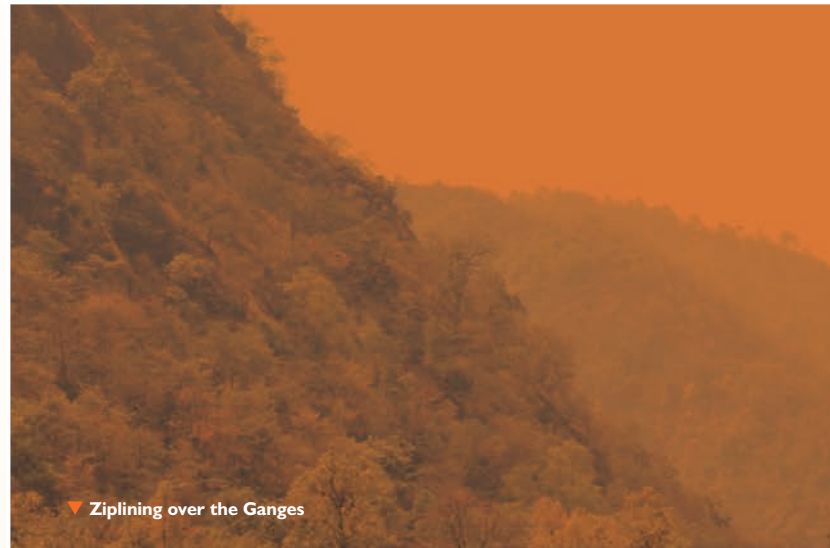
▲ Students during the percussion class

From TSALS Students:

“TSALS brought about more open-mindedness and positive thinking.”

“TSALS helped me gain an understanding on how to be a team player.”

“Gained courage to speak out and voice out views.”



▼ Ziplining over the Ganges



From Parents of TSALS Students:

*“ The programme was excellent for my son Ajinkya.
It made him more confident and social. ”*

*“ Great experience. We are seeing a very
positive impact on our daughter. She reflects
and thinks a lot more. She is more tolerant and
understanding and much more open to ideas. ”*

*The eternal nature of the banyan tree
makes it a perfect community centre
under which wise men and women
congregate to share, think and converse.*



▲ Participants at the Banyan Tree Dinner with Anu Aga, Mumbai



▲ Participants at the Banyan Tree Dinner with Dr Shashi Tharoor, New Delhi

The Banyan Tree Dinners are an innovative initiative led by Anuj Poddar, ILI Fellow and Executive Vice President & Business Head at Viacom18 Media Private Limited. They provide an occasion to engage in a *conversation with a purpose* with select participants who constitute a rich and balanced mosaic of

accomplished leaders from different walks of life. The eternal nature of the banyan tree makes it a perfect community centre under which men and women congregate to share, think and converse. The Banyan Tree dinner in Mumbai was chaired by Mrs Anu Aga and Dr Shashi Tharoor chaired the dinner in Delhi.

DERSHIP LEADERSHIP LEADERSHIP LEADERSHIP

“Success is achieving your goal and happiness is a sense of well-being, joy, or contentment. When people are successful, they feel happiness.”

The Annual C K Prahalad Memorial Lecture in memory of management guru, teacher, thinker and visionary Dr C K Prahalad (1941-2010) this year was delivered by Mr Raghuram Rajan, Governor of the Reserve Bank of India. Just as Dr Prahalad was passionate in his belief of India's inherent potential and its chosen destiny, Mr Rajan expressed the hope that India can be far more successful and far more influential than it is today. The session was chaired by Mr Rahul Bajaj, Chairman, Bajaj Auto and Founding

Trustee Ananta Aspen Centre.

How does one find the balance between Success and Happiness? Ashok Soota, Executive Chairman, Happiest Minds, attempted to bring these two seemingly disparate subjects together based on his own experiences, while speaking as part of The CEO Series on Leading in the 21st Century. He was in a conversation with Anuj Poddar, IIL Fellow and Executive Vice President & Business Head at Viacom18 Media Private Limited.

▼ Ashok Soota discusses work life balance during the CEO series lecture, New Delhi





▲ RBI Governor Raghuram Rajan & Rahul Bajaj at the C K Prahalad Memorial Lecture, Mumbai

Just as CK Prahalad was passionate in his belief of India's inherent potential and its chosen destiny, Mr Rajan expressed the hope that India can be far more successful and far more influential than it is today.

▼ Bhairavi Jani in conversation with Chhavi Rajawat



▲ Chhavi Rajawat speaking on Urban Youth Revitalizing Rural India

*“Don’t run away from your roots
because that is your foundation and
the nation’s foundation too.”*

—CHHAVI RAJAWAT



▲ Workshop for aspiring moderators organised by Ananta Aspen Centre in Mumbai

Management graduate and charismatic Sarpanch of Village Soda in the state of Rajasthan, Chhavi Rajawat highlighted the need for sticking to tradition as a part of progress. She said "Don't run away from your roots because that is your foundation and the nation's foundation too. If you want to make a difference, you have got to start at the bottom." Her aim is to make Soda as a model village by pursuing a holistic, sustainable and gender based development that can replicated in other villages. She was in conversation with Bhairavi Jani, ILI Fellow and Executive Director at SCA

Group in Guwahati as part of the newly launched Ananta Eclectic Speaker Series for the North East.

With the expanding leadership program portfolio, the demand for moderators has expanded. A moderator cohort is being created for the various programs in India and a moderator training workshop was organized in Mumbai on February 7-8 2016. The participants included ILI Fellows from various Classes and the training was conducted by ILI Fellows - James Abraham, Manoj Kumar and Govind Ethiraj.



◀ IPS officers at a relaxed early morning session, Hyderabad

“The intent was to extend the values based leadership seminars offered by Ananta Aspen Centre to the Government sector and in turn engage IPS officers along with participants from development sector, business/corporates and civil society.”

—CHARU SINHA
ILI Alumni & IGP,
Director ACB, Telangana



In a first of its kind, senior police officers attended the values based leadership program for IPS officers conducted at the Telangana State Police Academy, Hyderabad. Thanks to the initiative of Ms Charu Sinha, IPS Officer & ILI Fellow, the program aims to extend the values based leadership seminars to the Government sector and in turn engage IPS officers with participants from the development sector, business, corporates and civil society.

"Our Voice, Our Journey", is an annual program conducted in Kolkata that explores the lives of several dynamic women as they share their life experiences. This year's session explored the challenges they have faced, their successes and failures, and the values that have shaped their lives. ILI Fellow and President of IPAN Hill+Knowlton Strategies, India & South Asia, Radhika Shapoorjee moderated the session. ■

▼ IPS officers between sessions at the Telangana State Police Academy, Hyderabad



PUBLIC POLICY: AN OVERVIEW

TO CHANGE INDIA, LET'S BEGIN TO CHANGE INDIA NOW!



*Every Indian can make their
idea of India come to life.*

*At Ananta Aspen we believe the
secret is to come together and
start straight away.*

The Ananta Aspen Centre provides an unbiased forum for dialogue and deliberation of contemporary issues of national interest including governance, climate change, energy, defence and gender under its Public Policy outreach. These issues are provided a platform for discussion, debate and direction via public sessions, book discussions and workshops.

▼ Tarun Das chronicles CII's journey in his book *Crossing Frontiers*. He discusses his book with Sumit Mazumdar, President, CII and Chandrajit Banerjee, Director General, CII in Kolkata



**“ CII’s potential to
contribute to India’s
development and growth
is truly limitless because
business and industry,
when it rises above itself,
as it did in CII, can and
did contribute to national
development. Where else
can one find an organized,
thinking, intelligent,
resourceful, nation-
oriented Institution such
as this? ”**

—TARUN DAS in the foreword to
Crossing Frontiers, A CII Journey

In 2015-16, eminent academics and intellectuals reflected on issues as diverse and as important to the nation as the need for an aircraft carrier to strengthen our security, an analysis of the promises and performance of the first 365 days of the Modi government, and on the ever-increasing global challenges of cyber-vulnerability.

▼ Former Prime Minister Dr Manmohan Singh at the discussion on the book *Making of Indian Diplomacy* by Dr Deep Dutta Ray





▲ Dr Faisal Devji, Ambassador S K Lambah and Dr Deep Dutta Ray discussing the book *Making of Indian Diplomacy*

The author argues that the core of Indian diplomatic practice is to be found in the national epic, the Mahabharata, whose influence he traces from pre-Mughal times to the present.



The major objectives of the Make in India initiative is to focus on 25 sectors of the economy for job creation and skill enhancement and to attract capital and technological investment in India.

Government, governance and the Indian economy are important focus areas for the Centre. A discussion on the ongoing government roadmap for the reforms process underscored the fact that though India's problems seem overwhelming, solutions do exist. The importance of social inclusion and development while implementing governmental goals was

▼ Prof Soumitra Dutta, Dean & Professor of Management, Cornell University, USA, outlined some of the strengths and challenges that India faces in the global innovation context. Equal focus must be given to “*Innovate in India*” along with “*Make in India*”.





▲ Prof V. S. Subrahmanian, Dept. of Computer Science, University of Maryland assessed the level of cyber-vulnerability of different nations and analyzed behaviors of users and also discussed cyber security in India and its policy implications with Prof Debashis Saha, Management Information Systems, Indian Institute of Management (IIM) Calcutta

Organisations now need to approach their cyber vulnerability by looking at themselves through the eyes of their attackers. In the military this is known as turning the map around.

—THE GLOBAL CYBER-VULNERABILITY REPORT 2015



▲ Dr Shashi Tharoor signing a copy of his book *India Shastra: Reflection of the Nation in Our Time* in Mumbai

▼ Suhel Seth, Dr Shankar Acharya, G Parthasarathy and Raj Chengappa at the discussion *365 days of Modi Government*



Bilateral cooperation between India and the United States on the joint development of India's next generation aircraft carrier has enormous potential and offers India the opportunity to acquire the most capable warship possible. This initiative would increase the Indian Navy's combat power and increase India's strategic advantage in the region.



◀ Ashley J. Tellis discussing his paper – Making Waves: Aiding India's Next-Generation Aircraft Carrier



▲ Mihir Sharma in conversation with T N Ninan and Dr Shashi Tharoor on his book *Restart: The Last Chance for the Indian Economy*

highlighted. India is in a unique position to catapult its strength and surpass other emerging economies. India's leading thought leaders and opinion makers came together to ponder this and express their views on this question and shed light on what India needs to do to realize its full potential. ■



INTERNATIONAL RELATIONS: AN OVERVIEW

VASUDHAIVA KUTUMBAKAM:
TRULY, THE WORLD IS BUT
ONE FAMILY.

“Lasting peace can come only to peaceful people.”
—JAWAHARLAL NEHRU



▲ Yoshiyuki Kasai, Tarun Das, Sachin Pilot & N K Singh at the Track II Trilateral meeting between India, US and Japan in Washington

At the Ananta Aspen Centre we believe there is much India can teach the world. And even more that we can learn from it.

In our efforts to generate informed debate on foreign policy issues, and assist the policy makers to respond with more efficient strategies, the Centre has undertaken multiple initiatives to facilitate open dialogue on cross-cutting issues of foreign policy.



▲ A meeting organised by Ananta for the members of the India Singapore Strategic dialogue – Indian Finance Minister Shri Arun Jaitley with Ambassador Tommy Koh

The development of Singapore as a knowledge economy and a premier financial centre, and the growth in manufacturing and services and diversification of the Indian economy, should revitalize trade between the two economies.

Continuing the work that the Centre does on Track II dialogues, the year saw the initiatives gain greater momentum, increase in outreach in terms of discussions and a variety of issues. Historic and cultural linkages, challenges and opportunities in regional cooperation and trade, regional security, cooperation on bilateral and multi-lateral forums are the basis of many of these Strategic Dialogues that were convened in 2015-16.

▼ Ambassador S K Lambah with
President & Vice Chairman, Global
Relations Forum Memduh Karakullukçu

*The Turkish and Indian
delegations highlighted the
importance of attracting
foreign direct investment
(FDI). The key prerequisites
for attracting FDI are a
viable and stable domestic
environment, rule of law and
an independent Central Bank.*





Singapore's development into a pre-eminent international financial center and India's long history of financial institutions and capital markets and pressing needs for infrastructural finance offer significant synergies for the expansion of financial flows between the two economies.



▲ Members of the India-Singapore Dialogue
with Foreign Secretary S. Jaishankar

Successful strategic dialogues were held with the United States of America, Bhutan, China, Israel, Japan, Singapore and Turkey in Washington, Thimphu, Beijing, Tel Aviv, New Delhi and Istanbul. Joint Reports were brought out with the partner country. Members of the dialogues had the opportunity to meet with the respective Heads of States, Senior Ministers and key policy makers during the various meetings of the dialogues.

The President H.E Reuven Rivlin in his address said, “both India and Israel have a lot in common and are working together on many issues.”

▼ The Indian and Israeli delegates meeting the President of Israel Mr Reuven Rivlin





▲ Delegates at the India Israel Forum in Tel Aviv



The Centre also has an active engagement with other multi-lateral organisations like the Trilateral Commission, and with the Indian delegation participating at the Annual meeting in Seoul, South Korea and the Regional meeting in Singapore.

India & Russia – Ties in a Testing Time: The Centre published a report based on the recommendations that came from the round table with eminent academics, industry leaders and members of the diplomatic community. The members strongly felt the need for cooperation with Russia on terrorism, climate change,



▲ The Bhutanese delegation led by Dasho Karma Ura, Director of the Centre for Bhutan Studies meets Union Minister for Power Piyush Goyal

IPRs and WTO and joint production through the 'Make in India' program for multi-role transport aircraft.

Our immediate neighbourhood is of eminent interest to India for trade, commerce and bilateral relations. To try and understand the neighbouring countries, the Centre started a daily newsletter **Focus: Neighbourhood** which features highlights from the local media of Afghanistan, Bangladesh,

▼ Delegates to the India Bhutan Strategic Dialogue





▲ Amb Shyam Saran with the Prime Minister of Bhutan Tshering Tobgay

India and Bhutan share a close economic relationship. India is Bhutan's largest trading partner and is engaged in major joint hydropower development projects. Some of the areas that have maximum cross-cutting impact were identified for further cooperation.



▲ Indian members of the India – China Strategic Dialogue meeting with Chinese officials

Participants of both sides agreed that the two countries should strengthen cooperation in the fields of resources, energy, agriculture, manufacturing, infrastructure, construction and information technology without further delay in order to promote investment

Delegates of the Sixth India-China Strategic Dialogue in Beijing ►





▲ Ambassador Gurjit Singh with Shankari Sundarraman, Sanjaya Baru and Navrekha Sharma discussing *Masala Bumbu: Enhancing the India-Indonesia Partnership*

▼ Ambassador Vivek Katju at the Trilateral Commission meeting in Seoul, South Korea





▲ Shyam Saran, Sridhar Venkateswaran and Srinath Raghavan at the session discussed possible outcomes of Prime Minister Modi's visit to China and explored ways for an India-China partnership that could lead to realizing an "Asian Century."



► Four former Indian ambassadors to Afghanistan spoke about how India should factor in the political, economic and security challenges in Afghanistan against the backdrop of rising violence and conflict and the threat of the Taliban and the ISIS.

Bhutan, Maldives, Myanmar, Nepal, Pakistan and Sri Lanka.

Latin America has also become an important area of interest. Comprising 33 countries, the region is five times the size of India, with a population of 620 million and combined GDP of around US \$5 trillion. The Centre over the year organized interactive sessions with Ambassadors of Latin American countries and interactive public sessions were also organized to discuss emerging opportunities with the Pacific Alliance.

▼ Ambassador Parakhat H Durdiev, Ambassador Mirzosharif Jalolov, and Ambassador Samargiul Adamkulova, with Chair Ashok Sajjanhar





▲ Ambassadors Amar Sinha, Jayant Prasad, Rakesh Sood, Vivek Katju and Chair S K Lambah

Against this background of instability in Afghanistan, the Ambassadors at the session provided insights by analysing trends for the near future, up to 2020, and how India should factor these trends into its Afghan policy.





▲ General V K Singh, speaking on his experiences on the development of political, economic, commercial, cultural, energy, connectivity and people to people relations between India and Latin America and the Caribbean region

“Both should come together for the sake of South-South solidarity. They share the same views on climate change, nuclear disarmament, trade, and peace keeping. On the people to people connection, warmth in the relationship is already there, but what is needed is more communication.”

—GENERAL V K SINGH

“ I intend to spend my time in India not just discussing the next big thing or where we’re going, but also why we’re going there. I thought Ananta Aspen Centre – with its long tradition of open dialogue – was the perfect place to start the conversation. ”

—RICHARD VERMA

Ambassador Richard Verma, US Ambassador to India, in a conversation with T N Ninan, then Chairman, Ananta Aspen Centre and Chairman, Business Standard, discussed the foundation of the U.S.-India ‘Strategic Plus’ Partnership. Ambassador Verma emphasized that the bilateral relations between the two countries were re-energized by Prime Minister Narendra Modi’s visit to the U.S and President Barack Obama’s to India. In the aftermath of these visits, India and the US are now engaging on more than seventy initiatives. ■

▼ US Ambassador to India Richard Verma in a conversation with T N Ninan, then Chairman, Ananta Aspen Centre and Chairman, Business Standard



MEDIA COVERAGE

THE TIMES OF INDIA

'Outside ideas' trickle in as think tanks set up base

The frontrunner in this area is the Ananta Aspen Centre which has been running the longest and possibly most influential dialogues with US, China, Israel and Turkey, Singapore and Bhutan and an India-Japan-US trilateral which paved the way for the official dialogue that started a few years later.

Debt markets are eating your lunch, Rajan cautions banks

Nudges them to cut lending rates

OUR BUREAU

Mumbai, September 18
Reserve Bank of India Governor Raghuram Rajan has asked banks to cut lending rates to prevent debt markets from eating into their business.
"The longer you (banks) stay with your current lending rates, the more the markets are eating your lunch because more and more large corporations are borrowing from the market, issuing commercial paper rather than borrowing from the banks," Rajan said during a question and answer session after the fourth CK Prahalad Memorial Lecture, organised by CII.



RBI Governor Raghuram Rajan and CII Chairman Rajiv Bajaj at the fourth CK Prahalad Memorial Lecture in Mumbai on Friday.

However, monetary policy actions will be conditioned, among others, by fuller transmission by banks of the Reserve Bank's front-loaded rate reductions and consumer price inflation coming down.

The Governor said, "This will go on for some time. But eventually they (banks) will have to make a choice. The other point

profitability. "So, one has to have a little bit of sympathy with them. But the fast moving banks and the markets are putting pressure. So, transmission will take place," he said.

Since the first rate cut in January, the median base lending rates of banks has fallen around 30 basis points, a fraction of the 75 basis points in rate cut so far.

Loan demand

In the third bi-monthly monetary policy statement, the RBI said as loan demand picks up in the October-December period of 2015-16, banks will see more gains from cutting rates to secure new lending, and more transmission will take place.

The announcement by the Government of capital infusion into public sector banks will help in loan growth, it added.

Business Standard

Ambassador S K Lambah takes over as new Ananta Aspen Centre Chairman

The Board of Trustees of the Ananta Aspen Centre, a not-for-profit think tank, has unanimously elected Ambassador Satinder K Lambah as its new Chairman.



Foundations of the U.S. - India Strategic-Plus Relationship

Ambassador Richard R. Verma's Speech at Ananta Aspen Institute

Ananta Aspen Centre has long been on the cutting edge of developing & discussing ideas that turn into initiatives between our countries. Your support through the years has been a vital part of strengthening the relationship.

CSIS | CENTER FOR STRATEGIC & INTERNATIONAL STUDIES

cogitASIA >> CSIS Asia Program

U.S.-Japan-India Track Two Strategic Dialogue

The session was organized by the Center for Strategic and International Studies (CSIS) in partnership with Ananta Aspen Centre and the Confederation of Indian Industry (CII) and co-chaired by CSIS President and CEO John J. Hamre and former Deputy Secretary of State Richard Armitage, Ananta Aspen Centre Founding Trustee Tarun Das, and Yuki Kasai, Chairman Emeritus of the Japan Railway Group.

live mint

Work on TAPI pipeline to begin in December

Countries such as Nepal and Bangladesh had also expressed interest in joining the project, known as the Turkmenistan-Afghanistan-Pakistan-India (TAPI) pipeline, Ambassador Parakhat H. Durdyev said at an event on India-Central Asia relations organized by the Ananta Aspen Centre, a think tank.

CSIS | CENTER FOR STRATEGIC & INTERNATIONAL STUDIES

Deepening the U.S.-India Commercial Partnership: The First Year of the Modi Government

A special U.S.-India business collaboration conference is taking place at CSIS on April 15, co-organized by the Ananta Aspen Centre and the Wadhvani Foundation.

PUBLICATIONS



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