

CREATING A NEW GENERATION...



ASPEN INSTITUTE INDIA



ANNUAL REPORT 2010 / 2011





...OF VALUES-DRIVEN LEADERS

India is growing. There are challenges and obstacles on the way. It is how we understand, discuss and solve these that will define us in the coming years.

At **Aspen Institute India**, our goal is to help create a new generation of values-driven leaders, debate on India's development, discover the ideas that will change the country and find the solutions that will create a brighter future for the generations to come.



Chairman's Message

This year, more than any other, has been a challenging one for our nation. It marked an extreme ebb and flow in India's fortune. The obstruction in India's developing trajectory was weathered and overcome stoically and strongly and today, the robust growth of Indian economy stands out as truly exceptional, especially when the global economy is not yet out of the woods.

The year with its challenges, brought manifold opportunities to the country and to Aspen Institute India. 2010-11 was an important year for the Institute, and we have continued on our past successes, while initiating new projects that we believe have a real impact on India's development. Aspen Institute India launched its Kolkata chapter in May '10 thanks to the leadership of our trustees and generosity of our supporters. Even through these highly volatile days, Aspen Institute India has continued to grow, build partnerships, create awareness, and dissect policy, all in the hope to create springboards and platforms for change and development in the coming years.

One of the core programs in Aspen Institute India has been to create the next generation of value based leaders through the India Leadership Initia-

“Even through these highly volatile days, Aspen India has continued to grow, build partnerships, create awareness and find ideas, all in the hope to create platforms for change and development in the coming years.”

tive (ILI). The third batch of ILI fellows was launched in 2010. This batch of 20 young leaders of India from a wide gamut of sectors will undergo four intensive seminars over a one and half year period, during which each fellow will initiate his/her own leadership project. In the course of the seminars, these fellows will have the opportunity to engage with classical, fundamental truths drawn out from historic and modern texts through the Socratic method. The leadership projects which the fellows will undertake in the process of the course will become the enduring legacy of the ILI, and something that will continue much beyond the duration of the programme.

*Whether economics, education, philanthropy, energy, poverty, politics and so forth, **Ideas India 2010** was a resounding success, and provided much food for thought to the discerning thinker.*

Aii also exponentially increased its outreach efforts in engaging with core issues of public importance. Speakers at such sessions included H. E. Mr. M K Narayanan, Hon'ble Governor of West Bengal who spoke on India's engagement with the world; Sam Pitroda, Advisor to the Prime Minister of India on Public Information Infrastructure and Innovation spoke about his life, his work, the challenges and obstacles he faced and what led him to become one of the key influencers of India's development in the last two decades; R. Nicholas Burns talked of ways to grow further the strategic partnership between India & the USA; Robert Hormats presented his views on the bilateral economic relations between India and USA in the context of changing global economic architecture; while Robert Blackwill spoke on his plan B for Afghanistan. Aii discussed several other topics ranging from Climate Change to the future of newspaper industry and saw speakers like Lionel Barber, Richard Haas, John Podesta, Derek Scissors, and Minister George Yeo among others. Aii hosted a number of authors and launched several books over the past year. We unveiled Gurcharan Das' book 'The Difficulty of Being Good', while Geeta Anand launched her book *The Cure*; Siddharth Mukherjee (*The Emperor of All Maladies: A Biography of Cancer*) launched his bestseller book on Cancer in India with us. We have thus covered a vast canvas of topics.

Building on the success of the last two conclaves in 2008 & 2009, Aii organized Ideas India 2010, a flagship initiative of the institute. The

two day conclave brought together a vast array of thought leaders from all walks of life who discussed, debated and analysed the big ideas and issues that will shape and steer India in the 21st century—whether economics, education, philanthropy, energy, poverty, politics and so forth. Ideas India 2010 was a resounding success, and provided much food for thought to the discerning thinker.

We also expanded the number of international strategic dialogues, and initiated a dialogue with US on Climate change. Continuing dialogues were further held with India-Japan-USA, India-Israel, India-Singapore, India-China and India-USA. These dialogues have greatly helped foster the cause of cooperation and understanding between India and key states and have provided a mechanism for airing differences and conflict management.

Our activities in the last year are just a glimpse of what we hope to achieve in the coming years. Our plans and strategies may change but our goal will remain steadfast. Aspen Institute India aims to create value-based leaders, produce change through public awareness and policy discussion, build India's relationship with the world and generate ideas that will shape India's future. In this, we thank you for your continued support and participation.



GAUTAM THAPAR



LEADERSHIP >>

FOREMOST IS THE CHALLENGE of building values-based leaders to set the country on the right path of growth. Leadership based on values, reflecting an amalgamation of history and modernity will steer the course ahead. With strong leaders, and continuous effort, the goal of a good society will be achieved. Aspen's **India Leadership Initiative** is a step on this path.

India Leadership Initiative launches *Class 3* of Accomplished Leaders

The Aspen Institute India, in collaboration with The Aspen Global Leadership Network, announced the launch of Class 3 of the India Leadership Initiative (ILI) Fellows to develop a new generation of values-based action-oriented leaders.

ILI focuses on business, government and civil society leaders between the ages of 30-45, and provides them with an opportunity to assess their own leadership values as well as those of their peers; encourages them to engage more vigor-

ously in the leading challenges of their country and its economy and allows them to explore new ways to work in concert to improve Indian society and the world at-large.

The launch of Class 3 is particularly momentous since the critical mass is increasing to about 70 Fellows in all with ILI being recognized as one of the foremost leadership development programs in India. It is a unique program that incorporates leaders from different walks of life and is focused on creating the "good society".



The new class of 18 Fellows from across India is comprised of men and women who join the ranks of some 1200 other Fellows from 43 countries who together comprise the Aspen Global Leadership Network (AGLN) – a Fellowship of entrepreneurial leaders.

These leaders:

- have achieved significant success in their respective fields;
- have demonstrated their potential for even greater leadership at the highest levels of their fields;
- possess a breadth of experience and level of maturity that will enable them to contribute effectively to the fellowship experience;
- come from diverse backgrounds in terms of geography, occupation, ethnicity, race, religion and gender.

Each fellow will participate in four seminars over a 18 month period and will be designing and implementing a community leadership project of their own.

The 18 Fellows are among the brightest and most entrepreneurial young people in the country who will likely become torch-bearers for India in the future. They include:

1. **Mr James Abraham** – Managing Director and CEO, SunBorne Energy Technologies
2. **Ms Indrani Bagchi** – Senior Diplomatic Editor, Times of India
3. **Mr Ashish Gupta** – IGP, Director in the Prime Minister's Office
4. **Ms Bhairavi Jani** – Chief Executive, SCA Group of Companies
5. **Mr Akshat Rathee** – Managing Director NODWIN Group
6. **Ms Hasina Kharbhih** – Founder, President Impulse NGO Network
7. **Mr Shaffi Mather** – Advocate Supreme Court of India, Entrepreneur and Public Policy Analyst
8. **Mr Rajan Navani** – Managing Director, Jetline Group of Companies
9. **Ms Neera Nundy** – Managing Partner Dasra – Catalyst for Change
10. **Mr Arun Padmanabhan** – Co Founder and CEO Svasti Microfinance Pvt Ltd

11. **Ms Meghna Rao** – Country Managing Director, Acumen Fund

12. **Mr Rohit Kansal** – Director, Ministry of New and Renewable Energy

13. **Mr Nikhil Sawhney** – Executive Director, Triveni Engineering Industries Ltd

14. **Ms Radhika Shapoorjee** – President IPA Hill and Knowlton

15. **Dr Shikha Sharma** – Managing Director, Nutri Health Systems Pvt Ltd

16. **Mr Karandeep Singh** – VP and Managing Director, Sapient Corporation India

17. **Mr Amitav Virmani** – Country Director, Absolute Return for Kids

18. **Mr Dhaval Udani** – CIO and Sr VP Strategy, GIVE Foundation

Speaking on this occasion, Mr Gautam Thapar, Chairman of Aspen Institute India and Chairman, Avantha Group said “ILI equips the fellows to gain a better understanding of the day to day challenges of society and lead by example. The launch of Class 3 of the India Leadership Initiative adds impetus to expanding the leadership base as these Fellows will be the future torch bearers of India.” Fellows of Class 1 and Class 2 of ILI also addressed this group and shared their ILI experiences. Mr Anand Shah, Fellow of Class 1 of ILI and Co-founder of IndiCorp said “The ILI is a powerful program. It encourages accomplished leaders in the prime of their careers to think of their potential to shape society, to build a global community of leaders who lead lives with values that matter, and ensures that we continue to invest in the progress of India by investing in those who play a role in making it happen”. Vivek Pandit, Fellow of the Class 2 of ILI and Partner McKinsey emphasized, “Much more than leadership development, the Aspen ILI program brings one's purpose sharply into focus. Uniquely dynamic and reflective, it acts as a mirror and helps contrast success and significance. It was incredibly fun – with an authentic, talented and citizenship minded peer group, enriched with readings and world class moderators. Unsurprisingly, the quality of ideas, debate, relationships formed were exceptionally high. The ILI program was formative in my personal development.”

India Leadership Initiative | Class 3 Seminar

The Challenge of Leadership

The India Leadership Initiative (ILI) is a joint venture between the Aspen Institute India and the Aspen Institute, USA. The program is designed to create a new generation of engaged leaders, moving them “*from success to significance*” and “*from thought to action*” as they envision the making of a “good society” and commit to personal leadership projects to help make it a reality.

ILI Fellows also form part of a wider global network called the Aspen Global Leadership Network (AGLN), which seeks to strengthen the capacity of Fellows to make a bigger difference by connecting them with other Fellows from other leadership initiatives in the U.S., Africa, Central America, Middle East. To date, about 1200 Fellows from 43 countries comprise the AGLN.

ILI Class 3 comprises of eighteen Fellows from a cross section of Indian society. The group named themselves “The Third Generation”. The launch of this Class has been made possible with generous support from members of the Aspen Board of Trustees as well as contributions from the Fellows of Class 1 and 2.

THE CHALLENGE OF LEADERSHIP SEMINAR

On December 1, the third cohort of India Leadership Initiative Fellows met on the Infosys campus in Mysore, India for their first seminar, the Challenge of Leadership. For five days the Fellows discussed the issues they face as leaders, how they address those challenges, and what effective and enlightened leaders do or not do as reflected in the leadership examples of historic figures like Gandhi, Martin Luther King, Jr., Jean Monnet, Machiavelli and Margaret Thatcher to name a few.

Using the time-tested Aspen method of text-based dialogue, the group was guided by expert moderators Peter Reiling and Keith Berwick from Aspen Institute USA and Ferial Haffajee from South Africa. The Challenge of Leadership seminar prompted Fellows to identify the attributes of effective enlightened leaders. The team building exercises broke the ice, gave them a chance to know each other better, have a few laughs and finally engaging them as a group specially during the “Trust Fall”. ILI-3 also spent time working in smaller groups on their personal lead-



The Challenge of Leadership seminar prompted Fellows to identify the attributes of effective enlightened leaders

ership challenges. Thereafter they creatively presented their ideas on “effective enlightened leadership” models.

This diverse group includes Corporate Leaders, Entrepreneurs, heads of NGOs, Government Officials, IGP, Advocate in Supreme Court and a Diplomatic Editor. These men and women are committed to attending four seminars over 18 months and undertaking a leadership project of their own choosing, designed to put their leadership ideals into action. The purpose of the program is to help propel these very accomplished leaders make a greater contribution in their communities and to prepare them to tackle the most pressing issues faced by India.



▲ Excursion to the Mysore Palace



▲ Team building

LEADERSHIP

“It has brought back focus to socially relevant issues for which I should take charge.”

“I’ve realized the importance of a clear, simple and cleverly communicated vision.”

QUOTES FROM FELLOWS ON THEIR EXPERIENCE

The Fellows in general had several key takeaways from their first seminar which helped define their values, probe the concept of effective, enlightened leadership and understand their own leadership styles. At the same time they realized that there are no easy solutions to leadership challenges. As a result of the seminar some Fellows mentioned that it left them more focused and actionable. Others felt that it had given them time to look inward and assess their own leadership styles. A couple of others had ambiguous feeling and felt it was too soon and “difficult to define at this time”. Some thoughts from the Fellows below:

“I am more conscious about the importance of developing a personal compass for making decisions and demonstrating that compass to your employees.”

“It has generated in me a desire to keep finding solutions.”

“It has brought back focus to socially relevant issues for which I should take charge.”

“I’ve realized the importance of a clear, simple and cleverly communicated vision.”

“It has definitely strengthened the sense of purpose and need to stretch myself to get project going which will channel my leadership capabilities into a social venture and grow me as leader...”

PROJECT CONCEPTS

Each of the Fellows are required to implement a Leadership project for the community by the end of the Seminar period of 18 months. With every successive class, there has been an increased focus on projects earlier on in the process to emphasize the importance of this. Hence periodic feedback will be provided, from the very beginning to ensure the highest probability of project success. Fellows are introduced to the project in the first seminar, they turn in project concepts as early as six weeks after the first seminar, and they receive feedback from local partners and their peers. Then they submit their revised projects for an additional round of comments before presenting their project plan during the third seminar.

IMPACT

This seminar provided these high-achievers with an opportunity to step back from their daily challenges and consider their greater role in society – beyond building their business or organization. It also helped them to form the bonds of trust that will lead to mentorship, collaboration, and networking as they tackle leadership challenges in the future. ♦



JAMES V ABRAHAM

Managing Director & CEO
SunBorne Energy

James is currently the MD and CEO of SunBorne Energy. He was one of the co-founders of SunBorne Energy, which focuses on making solar energy as low-cost as other sources of power while building large utility-scale plants in India. The firm pulls in India's immense engineering talent to solve the engineering problems that have held back cost reduction in solar power. Since its founding, James and the team have led the development of solar policy in India and have launched the largest Public-Private Partnership in solar R&D with the Ministry of New and Renewable Energy. James is currently a member of CII's Renewable Energy Council. Prior to SunBorne, James was a Senior-Partner at The Boston Consulting Group in India. He started his career with BCG in Toronto, before moving to India in 1998, and then founded BCG's New Delhi office. While at BCG, he led the Infrastructure and Technology practices. He also led the firm's social impact practice, working with organizations such as Save The Children, The World Food Program, and SEWA. He also led the work with CII and the Late Professor Dr. C K Prahalad on India@75, bringing together a bold vision for India, developed from the grassroots, and now taking shape in action agendas across the country. James has a degree in Electrical Engineering from the University of Waterloo, an MBA (Baker Scholar) from the Wharton School, and an MA (International Relations) from Johns Hopkins School for Advanced International Studies.

Indrani is senior editor in *The Times of India's* New Delhi office, where she reports and analyses foreign policy issues for the newspaper. Indrani covers the daily news on foreign the foreign office, as well as interpret and analyse global trends with an Indian perspective. She writes news stories as well as opinion articles, news features and a blog called "Globespottting". The subjects she covers are diverse: as India's neighbourhood, US, China, Pakistan, terrorism, nuclear weapons, national security issues etc. She joined the Times of India in 2004. Earlier, Indrani was associate editor - also covering foreign affairs - for *India Today*, a premier news magazine. Indrani started her journalism career in *The Statesman* where she was the weekend editor, before moving to *The Economic Times* in Calcutta to edit the Metro Magazine. Having graduated from Loreto College, Calcutta University with English Honours, Indrani has been a Reuters Fellow, in Oxford University (1996). In 2010, India was awarded the Chang Lin-Tien fellowship by the Asia Foundation to conduct research on China at Brookings Institution, Washington DC. Indrani resides in New Delhi with her husband Pramit Pal Chaudhuri and their eight-year-old daughter, Tara.

INDRANI BAGCHI

Senior Editor
The Times of India



Ashish is an Indian Police Service (IPS) officer of the 1989 batch, allotted to his home state of Uttar Pradesh. He holds the rank of Inspector General of Police (IGP). He is currently working as Director in the Prime Minister's Office (PMO) where his work relates to advising the Prime Minister on policy matters of energy and internal security. Ashish joined PMO in 2006, prior to which he worked as a Senior Faculty in the Sardar Vallabhbhai Patel National Police Academy (2002-2006). He was also the Indian Contingent Commander to the United Nations Peacekeeping Mission in Kosovo (2000-2002). During his posting in the State of Uttar Pradesh, Ashish served as district police chief of seven districts and was Commandant of State Armed Battalions. He headed the Anti-Terrorist Operations in the Terai region of Shahjahanpur in 1991. He was especially nominated by the Election Commission of India to get elections conducted in a free and fair manner in Etah district. Ashish has authored monographs on "Police Operations", "Law and Order Management in India", "Election Management", and "Applicability of Management Principles in Police", besides publishing papers on police-related subjects. He edited the "Police Journal" for a period of 3 years. Ashish is the recipient of President's Police Medal for Meritorious Service, Special Police Medal for Difficult Areas, and UN Peacekeeping medal. Ashish received his Bachelor's degree in Computer Science from IIT Kanpur in 1987 and MBA from IIM Calcutta in 1989. Ashish lives with his wife, Tilotama, an IPS officer with the Central Bureau of Investigation (CBI) and two children.

ASHISH GUPTA

IGP, Director in the
Prime Minister's Office



BHAIRAVI JANI

Director, SCA Group
Executive Director, India@75, CII

Bhairavi is a fourth generation entrepreneur and a Director at SCA Group of Companies. Bhairavi worked very closely with the Late Professor CK Prahalad on the India@75 agenda. Beginning March 2011 she has taken five years out of her business to contribute and lead the India @75 efforts full time. She continues to serve on the board of her companies and as a Group Director. India@75 is a grassroots and path breaking initiative of the Confederation of Indian Industry (CII) for realizing the dream of an inclusive, sustainable and developed India by the year 2022, when India completes 75 years of Independence. Bhairavi has a Bachelor of Science in Business with Magna Cum Laude from Miami University, Ohio, USA. Post her graduation, she worked with KPMG Consulting in Washington D.C. Bhairavi returned to India in 2001 to set up a fourth party logistics company. She successfully scaled up the company and exited from it in 2004. In 2005 after completing the My Globe Executive Education Programme at INSEAD France, Bhairavi moved into the role of the Director, SCA Group which undertakes activities in port, shipping, customs clearance, warehousing, service contracting, freight forwarding, logistics infrastructure management, air cargo, supply chain consultancy and IT. On the personal front, Bhairavi spends considerable amount of time in participating in social and charitable causes. She is the Immediate Past National Chairman of Young Indians, CII Leadership Initiative. She is a Charter Member of TIE. Bhairavi continues to be part of Beta Gamma Sigma, the business honor society in the USA. She is the Founding Member of the India Round Table of Council of Supply Chain Management Professionals, USA.

The NODWIN Group operates eight group controlled companies-NODWIN Consultants, NODWIN Artist Management, Delicious Marketing, Earth-100 Biofuels, NODWIN Hotels and Hospitality, Launchpad Location & Events, G.O.D Calling Services and Diamonds in the Rough. The angel fund, Diamonds in the rough has also invested in eight other companies. He is mentor and jury on The Power of Ideas - A CII/ IIM-A/ Economic Times/ Mentor Edge initiative and is on the Advisory Board of AIESEC. He was on the organising committee of TIE Entrepreneurial Summit 2010. He also heads the Delhi Chapter of The Start-Up Leadership Program- an initiative to groom the next generation of startup CEOs. He loves to travel and has travelled across the globe across all the habitable continents. He collects fountain pens, plays professional Starcraft (a strategy game) and teaches college students as hobbies. Before he turned entrepreneur Akshat worked with Ernst & Young, IBM Daksh and Columbia Tristar. He completed his MBA in International Business from ENPC Paris after graduating from MIT Manipal with a B.Tech Computer Engineering.

AKSHAT RATHEE

Managing Director
NODWIN Group



HASINA KHARBHIH

Founder, CEO of
Impulse Social Enterprises Pvt. Ltd.

Hasina is Founder, CEO of Impulse Social Enterprises Pvt. Ltd. She is also Founder President of Impulse NGO Network, a social organization working on issues of child trafficking, HIV/AIDS intervention, and livelihood support initiatives for rural Northeast India. Hasina became involved with the prevention of human trafficking. Working through Impulse, Hasina developed the Meghalaya Model, a comprehensive strategy for combating child trafficking in North-east India. In 2006, she was selected as an Ashoka Fellow for conceiving of the Meghalaya Model. In 2006 also, she traveled to the USA and Thailand to attend the Changing Faces Women's Leadership Program through a scholarship from the East-West Center Grantees from India (Hawaii University), 2004-2006. She also represented India as a Commonwealth Youth Ambassador For Positive Living. Earlier, in 2002, she was invited to participate in the International Visitors Program on NGO Management, sponsored by the U.S. Department of State, Bureau of Educational and Cultural Affairs. In 2002 and 2003, she attended a two-part 'Women in Management' training course held in Sweden and the Philippines through a scholarship from the Swedish International Development Cooperation Agency. She has received numerous recognitions including the Asia Award for Excellence in Youth Work from the Commonwealth Youth Programme of the London-based Commonwealth Secretariat, Woman of Substance Award from the Ryan Foundation in India, and the Rising Talent award from the Women's Forum for the Economy and Society held in France in 2007. Hasina lives in Shillong, Meghalaya, in the Northeast of India.



SHAFFI MATHER

Entrepreneur, Public Policy Analyst
Advocate, Supreme Court of India

Shaffi Mather a serial Entrepreneur, Lawyer and Public Policy Analyst. Shaffi is Chairman of Ziqitza Group and Vice Chairman of Mather Group. He is the founder of Ambulance Access for All (Dial 1298 for Ambulance - an Emergency Response Ambulance Service), Education Access for All (Newton Schools and E-tutor Digital Learning Support) and Consultancy Service to Stop Bribes and Prevent Corruption Limited (www.bribebusters.com). He is also one of the co-promoters of Moksha Yug Access (Rural Supply Chain Organization) founded by Mr. Harsha Moily. He has raised close to 12.5 Million USD in venture funding of the 4 social enterprises he has founded / co-founded / co-promoted from leading FI's. Shaffi practices Law (mainly in the Supreme Court of India) focusing on litigation in Public Interest Matters especially battling for transparency in governance and use of public funds, human rights, civil rights and primacy of constitution. Shaffi is educated at the Mahatma Gandhi University (B Com), India, University of Bridgeport, USA (MBA Finance) University of Pittsburgh, USA (MBA Marketing / Strategic Planning), and the London School of Economics, UK (Leadership & Excellence) where he was a Chevening Senior Scholar and currently, a Visiting Lecturer. He was also a Mason Fellow in Public Policy at the Harvard Kennedy School of Government, Harvard University in 2007-08 graduating with a MPA (Public Policy) degree. He is part of an upcoming new generation of young leaders within Indian National Congress Party focusing mostly on policy issues. Shaffi is also the Convenor of Congress Party's Economic Policy and Planning Committee in Kerala State.

Rajan is the Managing Director of the Indian arm of the Jetline Group of Companies with interests in packaging manufacturing, entertainment through its venture MeriDhun, software development, and new ventures in consumer products and organized retail in India through its chain Big Time. The roots of the Navani group originate back to the 1930's in Bangkok, Thailand where the group continues to have its diversified business operations. Prior to this, he worked with NASA's Goddard Space Flight Centre in Maryland, USA before returning to Thailand and then to India to enter the family business. Rajan is currently the National Chairman of the Confederation of Indian Industry's (CII) Mission on India@75, the Past National Chairman of CII Young Indians (YI) and is a member of CII's National and Western Regional Councils. CII is India's premier business association and along with YI is looking at effectively channelising the vast youth energy of the country towards building a Dream India, based on the aspirations of its diverse population, by 2022, seventy five years since its independence. He was the founder Chairman of the Emerging President's Group, a forum for second generation industrialists and has been involved in addressing family business issues through different forums. Rajan holds a Masters degree in Electrical Engineering from Purdue University, West Lafayette, USA, under a NASA grant majoring in Digital Satellite Imaging and Remote Sensing graduating with the award for outstanding academic achievement. A gold medalist achiever at the University of Poona in the Bachelors of Electronics and Telecommunications program, India, he also holds a post graduate diploma in Business Management.

RAJAN NAVANI

Managing Director
Jetline Group of Companies





NEERA NUNDY

Co-founder & Managing Partner
Dasra

Dasra is India's first venture philanthropy fund, providing management expertise, in the form of capacity building support to over 140 organizations. Neera's experiences at Morgan Stanley and UBS Warburg in mergers & acquisitions bring an analytically rigorous, impact-oriented perspective to socially based organizations. Neera has assisted Dasra's portfolio organizations such as Sabras, Mann Deshi, Husk Power Systems, Operation ASHA and Educate Girls Globally to become sector leaders. She has also advised international and domestic funders including LGT Venture Philanthropy, Godrej Industries, BMW Foundation, the Global Fund for Children, and social venture funds such as Aavishkaar, Acumen Fund and Bamboo Finance. In addition to Dasra, Neera personally supports Disha, a rural development program for tribal children and women in Kharagpur, West Bengal and is a Visiting lecturer for Strategic Planning and Management in Social Enterprises at Narsee Monjee Institute of Management Studies. She has also worked with Women's World Banking and SEWA evaluating equity investment options in microfinance institutions. Most recently, Neera was featured in the top 40 leaders in India Today's Youth Special Edition and showcased at the Women Mean Business Conference as a leading woman entrepreneur.

Svasti, a startup microfinance institution is based in Mumbai. Svasti is a non banking finance company that is working to provide people in low income communities access to loans and other financial services. Arun is a lawyer by profession and he was an Assistant General Manager with ICICI Bank until June 2007, before leaving to start Svasti. Over a period of six years at ICICI Bank he has acted as the legal advisor to the corporate banking, project finance, structured finance, private banking and treasury operations of the bank. He was part of the core strategic team that planned and executed the bank's foray into international markets and has extensive experience in successfully launching new businesses and new products in various geographies. Arun resides in Mumbai with his wife. He is a chemistry graduate from Vivekananda College, Chennai and graduated in law from Pune University in 2001.

ARUN KUMAR PADMANABHAN

Co-founder & CEO
Svasti Microfinance Private Limited



Meghna recently took on the role of Country MD for the Acumen Fund, a leading venture fund investing in companies that deliver affordable, critical goods and services for social impact. Previously, she was responsible for the turnaround of a packaging manufacturing company in India and spent several years at Microsoft's headquarters in the US and India. At Microsoft, she was responsible for global business planning to launch a new software product and to drive adoption of Microsoft offerings among small businesses in India. Meghna herself is a technology entrepreneur and co-founded a successful IT solutions company. She worked in the mergers and acquisitions investment banking department at Goldman Sachs (New York) and was a venture capitalist at J.H. Whitney (Connecticut). Meghna has a strong mix of hands-on operating and investing experiences with a passion for entrepreneurship. She received her MBA from Harvard Business School and undergraduate degree from The Wharton School.

MEGHNA RAO

India Country Director
Acumen Fund



ROHIT KANSAL

IAS, Director
Ministry of New & Renewable Energy

Rohit is a permanent civil servant, a member of the Indian Administrative Service (IAS). He is currently a Director in the Ministry of New and Renewable Energy, where he works with the Minister, Dr Farooq Abdullah as his Chief of Staff. He is keenly involved with a number of path breaking initiatives in Cleantech in India including the National Solar Mission. He has also headed the office of P. Chidambaram, earlier Finance Minister of India. He has been District Magistrate and Collector in some of the most difficult terrorist infested areas in the state of Jammu and Kashmir. His key achievements as Collector were the IT literacy mission as well as steps to preserve and propagate the 1000 year old Kanishawl weaving tradition of Kashmir. As Collector of Jammu in 2002 during Operation Parakram he oversaw the relief and temporary resettlement of over half a million villagers displaced by the massive security build-up on either side of the Indo-Pak border. He has also been the Additional Chief Executive Officer (ACEO) of the Mata Vaishno Devi Shrine (Board) at Katra, India where he was significant in technological updation of processes and facilities at the Holy Shrine. A management postgraduate from the Indian Institute of Management (IIM) Kolkata and a Mechanical Engineer from the Thapar University in Punjab, Rohit Kansal is also the recipient of the Chevening Gurukul fellowship at the London School of Economics. He has lectured on IPR issues for the World Intellectual Property Organisation (WIPO), Geneva. He has also been invited by the Yale Law School, the Indian Institute of Management, Bangalore amongst others for talks. He has published case studies on administrative and strategic matters and has also written on tourism, economic and general issues.

Nikhil's current responsibilities include strategic oversight over all capital raising and investments, strategy and new ventures; and operational oversight over the water, projects, turbine and power development businesses of Triveni. Prior to joining Triveni in 1999, Nikhil had worked in India and overseas in the fields of finance, consumer goods, engineering products and capital markets. Nikhil follows a principle of responsible corporate citizenry and has initiated several community initiatives such as forestation, rural community-based self help programs, as well as the Sustainable Sugarcane Initiative in rural India. Nikhil is also an active trustee of the Tirath Ram Shah Charitable Hospital and the Emmanuel College India Trust, both in New Delhi, and is also a part of the Managing Committee of ASSOCHAM and the Governing Council of AIMA. Nikhil has a Bachelors degree in Arts and a Masters degree in Arts from Emmanuel College, University of Cambridge, and a Masters degree in Business Administration from The Wharton School, University of Pennsylvania. Nikhil resides in New Delhi with his wife Zia and their son.

NIKHIL SAWHNEY

Executive Director
Triveni Engineering & Industries Ltd.



RADHIKA SHAPOORJEE

President
IPAN Hill & Knowlton

Radhika provides direction to create strategic and innovative campaigns that help clients gain influence and thought leadership in the industry. She has also provided media training and conducted messaging workshops for various clients like Max New York Life, Sony, Goldman Sachs, Industry Associations, The Government of Karnataka and many more. She has worked with clients to manage issues and crisis across sectors including aviation, financial, media & entertainment and FMCG. Prior to IPAN Hill & Knowlton, Radhika was Chief Innovation & Quality Officer at Genesis Burson-Marsteller where she provided strategic counsel to clients across sectors. Radhika has around two decades of hands-on experience that includes direct marketing, sales, film-making, advertising and public relations. Her early career included nine years in advertising at FCB-Ulka where she was involved in strategic planning and the creation of multimedia campaigns for large national and international brands. She writes on a regular basis for Marketing Whitebook brought out by Business world. Radhika is a graduate in History (Honours) from St. Stephen's College. She has played national level basketball, and is an avid swimmer.



SHIKHA SHARMA

Managing Director
Nutri-Health

Nutri health is a company in the business of disease prevention and health promotion. The organization has 7 clinics and a Nutrition call centre with over 100 full time employees. Shikha has a weekly column for the past several years in The Hindustan Times. She has also been quoted by several other leading Newspapers, and magazine like The Times of India, Femina, Cosmopolitan to name a few. Shikha appears regularly on Television channels like NDTV, CNBC, Delhi Doordarshan, Sahara and others. She is invited frequently for giving talks; her recent ones included an invitation by the Economist Magazine and ASSOCHAM. She currently is the National Health Chair for Young Indians, a subsidiary of the CII. Shikha was written about by India Today in its article, Top 50 Young Achievers of the Country. Shikha also has a foundation called Divyashakti, working in the area of health and education of slum children. Shikha earned her medical degree in 1992 from New Delhi.

Karandeep is the Managing Director for Sapient's India operations, based out of Gurgaon. Sapient is a global technology services firm having 8K+ people globally, of which more than 2/3rd are based in India. Karandeep is responsible for leading the company's day-to-day operations, finance and business development. Prior to joining Sapient, Karandeep has worked in finance & business operations functions of large corporations like Dell, Moser Baer, Ariba and Yum Brands. Karandeep started his career with Andersen Consulting in 1992 where he spent 3 years doing management consulting & system integration projects, before joining Yum in 1995. He has lived in Dubai and Singapore between 1998 to 2004. Karandeep serves on the Board of Aspire Human Capital Management Pvt Ltd, an Aspen ILI project. Karandeep is actively involved in the running of CyberCity Welfare Society, an initiative supported by Nasscom to drive pedestrian safety and improve traffic management around the CyberCity Gurgaon area. Karandeep also supports a girl's orphanage in Kharar, Mohalli, Punjab, which ensures proper housing and education of orphaned girls. He leads from the front in various CSR initiatives at Sapient, including Silent Auction, a unique concept of people-led fundraiser program. He resides in Gurgaon with his parents, wife Mandeep and 2 children. Karandeep is a University Gold Medalist, having completed his Bachelor of Commerce (Honours) from Delhi University in 1989 with top grades. Subsequently, Karandeep went on to complete his Chartered Accountancy from ICAI in 1992, making it to the Top 50 India merit list in both the Intermediate & Final exams of the CA program.

KARANDEEP SINGH

VP & MD
Sapient Corporation India





AMITAV VIRMANI

Country Director
Absolute Return for Kids

Amitav is Country Director, Absolute Return for Kids (ARK), India, a UK based Charitable Organisation founded in 2002. He is responsible for managing the India operations for ARK since its inception in India in 2008. ARK is working to help transform the education system in India and provide children better life opportunities. Amitav worked as a General Manager at Ranbaxy Laboratories prior to his switch over to the development sector. His responsibilities involved working with all Group companies including Fortis Healthcare, Religare Enterprises and Speciality Ranbaxy Laboratories. Amitav began his post MBA career in the USA working for Bristol Myers Squibb Company in Princeton. He worked closely with McKinsey & Co. to establish the India entity and left for Delhi in 2005 when the company had over 100 employees. Amitav has been a part of his family run food processing business since 1994 and also spent 2 full-time years in Amritsar, Punjab. When his father was diagnosed with Cancer in 2004, he decided to close the business down and develop a real estate project at the facility. He now, in addition to his work at ARK, manages the development of a real estate project in Punjab. Amitav was educated at the Doon School, Dehra Dun and went on to study Economics at the St. Stephens College, Delhi University. He got his MBA from University of North Carolina at Chapel Hill. He sits on the board of several companies and is a Managing Committee member of the PHD Chamber of Commerce.

Dhaval Udani is currently Chief Executive Officer with GiveIndia. Prior to this role, he was in the role of CIO and Sr Vice President and lead the Internet Giving practice for GiveIndia. Dhaval has been associated with GiveIndia for nearly four and a half years now – starting as a volunteer for two and a half years and then as a full-time employee. He is also a member of the UnLtd India advisory panel which helps budding social entrepreneurs as well as the Asia Venture Philanthropy Network. Prior to GiveIndia, Dhaval worked for three and a half years as a management consultant with A. T. Kearney, Mumbai. During his stint there, he advised companies on strategy, marketing and operations across India, Middle East and South East Asia. Dhaval has also worked for four years in information technology with Citicorp developing products and frameworks for internal use. Dhaval has received an MBA from IIM-Ahmedabad in 2005 and graduated with a B.E. in Computer Science from VJTI, Mumbai in 1999.

DHAVAL UDANI

CEO
GiveIndia





O U T R E A C H >



ASPEN INDIA CONNECTS ideas, people and fosters critical thinking, through its array of sessions. Leaders from civil society, business, NGOs, governments, academics and thinkers address issues of India's development and also provide a platform for discussion, debate and analysis.



The Indian Government would have to closely monitor the quality of capital inflows and keep a lid on the runaway consolidated fiscal deficit. Failure on this count could increase the economy's vulnerability to a downturn akin to what countries like Ireland, Greece and Portugal are faced with today.

IDEAS INDIA 2010

Sustaining India's Growth

Ideas India 2010, the flagship event of Aspen Institute India was held on December 16-17, 2010, for the third time after December 2008 and 2009. The conference directed sharp attention on the role of multi-dimensional leadership in sustaining India's growth and development. The accent was two-fold: engaging the youth of India and driving inclusivity in the growth process.

The conference opened with a focused discussion on value-based leadership with Mother Teresa as the role model. The younger generation in India is in search of role models whom they seek to emulate in achieving the twin goals of selfless service and self-fulfilment. Nobel Laureate Mother Teresa was the epitome of selfless service to humanity. Former Election Commissioner, Mr. Navin Chawla, who authored the biography titled 'Mother Teresa', spoke about how she brought about transformational change in the lives of people through selfless service and sheer determination. He cited instances of how the Sisters of Charity exemplified the high standards of management in delivering care to the disadvantaged sections of society, which far outweighed the Government efforts to meet similar goals.

On a broader plane, innovative leadership is

called for in leading India into the 21st century. This theme was intensely discussed in a session on 'Leading India into the 21st Century' where Ms. Gita Gopinath, Prof. of Economics, Harvard University, said the Indian economy will have to tread with caution. She observed that the Indian Government should have to closely monitor the quality of capital inflows and keep a lid on runaway consolidated fiscal deficit. Failure on this count could increase the economy's vulnerability to a downturn akin to what countries like Ireland, Greece and Portugal are faced with today. She also referred to the urgent need to address the price distortions caused by fuel subsidies and sub-optimal management of public distribution system (PDS). To ease the supply bottlenecks, she made a strong case for greater FDI inflows instead of short-term capital inflows so that long-term physical infrastructure development can take place unhindered.

Manufacturing holds the key to India's sustained growth and employment generation. The session on 'Creating Jobs for India's Youth' drew attention to the issues that underpin the manufacturing sector. The panel said that the sector's contribution to GDP has been relatively stagnant

Today, Kashmir has the most politically educated youth in South Asia. The youth needs to be counselled on career and life; on skills development. The government has to revamp the elementary and secondary education as the current instructional system is low on competency. It should establish vocational centres to attract the Kashmiri youth.

and that the focus hereon should be on stepping up skills-intensive manufacturing instead of labour-intensive manufacturing. The panel also alluded to the 'Missing Middle', that is the band of manufacturing firms that employ 50-500 people. It is this middle band that has mainly powered China's manufacturing growth. Further, to enhance the skills intensity, the panel said that the private sector should be engaged in addressing the three key imperatives: (i) quantity of skilled persons needed; (ii) quality of skills imparted; and (iii) qualifications of the skilled persons.

Focusing on the subject of vocational skills, the panel said that due efforts are required to raise the self-esteem of professional guilds and that their training needs should be met in areas where they reside and operate. The session on 'Is India The Land of Opportunity?' brought forth interesting experiences of young entrepreneurs who left corporate jobs to take up entrepreneurial ventures. The panel said that while the usual challenges like steady cashflow and minimal profit margin are there to be tackled, the greater goal should be that of working on the big ideas backed with innovation.

Poverty alleviation is perhaps the single most important goal before Government, industry and civil society. Addressing this issue in the session

on 'Poverty in India: Will it be Eradicated?', the panel said the challenge is to raise the per capita income and eliminate malnutrition of large sections of society. This is acute in the 0-5 age group with 70% of the population being mal-nutritioned.

Aligned with this theme was the session on 'The Mirage of Universal Healthcare in India' wherein the panel sought to highlight the factors that have pushed the underprivileged sections beyond the ambit of healthcare systems. Many are now looking towards insurance companies for providing alternative financing options so that they too may seek better quality healthcare.

It was said that India should take corrective steps in boosting the healthcare systems, including supply of medicines and medical equipment. Even the labs have to be distributed across the country so that everyone enjoys access to them.

The conference also turned the spotlight on 'Developing Kashmir: Mobilising & Employing the Youth'. On this, the panel recommended the need for (i) career counselling and life counselling for the youth in the 18-30 age group; (ii) skills development initiatives; (iii) revamping of the elementary and secondary education as the current instructional system is low on competency; (iv) establishment of vocational centres; and (v) revamping of higher education.





The session on 'The Great Indian Elections' underlined the facets of India's democratic traditions and how the Election Commission prepares for the 'biggest management event in the world'.

It was said that where there is strife the youth is seen to make better entrepreneurs. The opportunity lies in tapping the inherent strengths of the youth in Kashmir. BYST suggested that it could hold its Big Ideas contest in Kashmir and identify young entrepreneurs who may be provided with training, mentoring and other forms of assistance.

While Government programmes are directed to address the socio-economic problems, private contribution including philanthropy will be of crucial importance in bridging the economic divide. The session on 'The Philanthropy Factor: Does It Exist in India?' generated a discussion on the nature and composition of philanthropy and the difference that it can make to people. What is needed is a good strategy to channel the philanthropy towards meeting socio-economic issues.

The session on 'The Great Indian Elections' underlined the facets of India's democratic traditions and how the Election Commission prepares for the 'biggest management event in the world'. Talking about the electoral reforms, Election Commissioner Mr. S Y Quraishi said that he would like to see a cap on expenditure placed on political parties. He expressed hope that people with criminal records are barred from contesting elections and pointed out that a plethora of political parties have been registered with the Commission, but

oddly the Commission does not have the power to deregister any party.

On the international plane, the session on 'India & World—Surviving the Global Crisis' threw light on how India has come out of the vice-like grip of global recession and that the developing world holds the key to the global economic recovery. It was said that India and China will shape up the global economic architecture. The two continental sized economies have achieved higher rates of growth for a longer period than most thought possible. Their combined 6.2% per annum growth for the last 28 years exceeds the performance of Japan in its peak growth period and is identical to the growth achieved by Korea and Taiwan.

Education is one of the key pillars of growth and development. The session on 'Session 11: Beyond IITs and IIMs: Building World Class Universities' directed attention on the need for higher education in India to undergo a major makeover, both in terms of curriculum and global participation. It was said that the institutions should be able to generate sufficient resources so as to maintain their autonomy.

The concluding session underscored role of the private sector in catalysing India's 9% GDP growth and how well equipped Indian corporate are to compete on the global plank. ●



Launch of Aspen India in Kolkata

The Aspen Institute India announced the launch of its Kolkata chapter coinciding it with a session on “India’s Engagement with the World” with **Mr. M K Narayanan**, Hon’ble Governor of West Bengal as the Chief Guest. The session was moderated by **Mrs. Krishna Bose**, Former Chairperson, Standing Committee of Parliament, Ministry of External Affairs and Former Member of Parliament and **Mr. Tarun Das**, President, Aspen Institute India.

India is engaged in Strategic Dialogues with US and other countries on separate levels- official as well as Track-2. The success of the US-India Strategic dialogue have helped initiate track two dialogues with other countries like Israel, Europe, Singapore, Malaysia, China, Japan which in turn has

helped bring India closer to the world.

A notable feature of Indian foreign policy has been its strong advocacy of general and complete disarmament, with nuclear disarmament being accorded the highest priority. Towards this end, India has taken several initiatives within the United Nations and outside. However while India has, and will, remain committed to nuclear disarmament, to be achieved in a time-bound framework, it has consistently and in a principled manner opposed such discriminatory treaties as the Nuclear Non-Proliferation Treaty (NPT) and Comprehensive Nuclear Test Ban Treaty (CTBT) and has refused to give up. As a founder member of the United Nations, India has been firmly committed to the purposes and principles of the United Nations and has

Indian foreign policy has sought to preserve, with conviction and consistency, the principles that were enunciated by the founding fathers of the Nation, both in the development of bilateral relations, and in international forums, where our views have won recognition and respect.

made significant contributions to its various activities, including peace-keeping operations. Mr M K Narayanan, Hon'ble Governor of West Bengal strongly asserted that "I believe that today's India is an India of openness and straightforwardness. I believe that in today's India opportunities are available to all. I strongly believe that India is secure in itself and confident of its place in the world."

India's foreign policy has always regarded the concept of neighbourhood as one of widening concentric circles, around a central axis of historical and cultural commonalities. From this point of view, it has always given due priority to the development of relations with South East Asia. In particular, the improvement of relations with our neighbours has always been one of the pillars of India's foreign policy. An important achievement of India's foreign policy has been the strengthening of regional co-operation. India is an active member of the South Asian Association for Regional Cooperation (SAARC). The Indian government has taken recent initiatives to further strengthen ties with its neighbours, which have won international appreciation. These initiatives are based on five clear principles: First, with neighbours like Bangladesh, Bhutan, Maldives, Nepal and Sri Lanka, India does not ask for reciprocity but gives all that it can in good faith and trust. Secondly, no South Asian country should allow its territory to be used against the interests of another country of the region. Thirdly, none will interfere in the internal affairs of another. Fourthly, all South Asian countries must respect each other's territorial integrity and sovereignty. And finally, they should settle all their disputes through peaceful bilateral negotiations.

Speaking on India's bilateral relations with the

US the Governor explained that "India values its bilateral relations with the US. As democracies, both countries have many shared ideals". Relations have also continued to grow with the 15 countries of the European Union, and with Japan. These countries are important economic partners of India, especially in the wake of India's economic reforms. In pursuing bilateral relations, India has however sought to preserve the independence of its viewpoint and protect national interests from the pressures of conformity. Further relations with Russia have grown over the years to constitute an important foreign policy priority for both countries. There is recognition in both countries to the strategic dimension of the multifaceted ties. The considerable goodwill for India in Russia has been further cemented in recent years.

Mrs Krishna Bose, Former Chairperson, Standing Committee of Parliament, Ministry of External Affairs and Former Member of Parliament said "It is difficult to enumerate the achievements of a country's foreign policy in exactly quantifiable terms. With this as a qualification, it would be a fair assessment to make that Indian foreign policy has sought to preserve, with conviction and consistency, the principles that were enunciated by the founding fathers of the Nation, both in the development of bilateral relations, and in international forums, where our views have won recognition and respect".

The session raised several ideas and issues on India's foreign policy, shining a light for Aspen India in Kolkata. The Kolkata chapter will focus on a series of events in the area of Leadership, and India's international relations with special reference to the impact on business, industry, economy and globalization. ♦



INDIA: LEADERSHIP & DEVELOPMENT

A Conversation with Mr. Sam Pitroda

OUTREACH

My journey is something like the journey of the nation", **Mr. Sam Pitroda**, Advisor to the Prime Minister of India on Public Information Infrastructure and Innovation said. During the conversation organised by Aspen India, Mr. Pitroda talked about his life, his work, the challenges and obstacles he faced and how his life journey led him to become one of the key influencers of India's development in the last two

decades. He was born in humble beginning, but was able to rise to become a leader amongst his peers. Born in Gujarat in 1942, Mr. Pitroda's family moved to Orissa in search of work. Brought up in a Gandhian lifestyle, his family members were pious believers in Gandhi and the founding fathers of Independent India.

Having completed his Masters degree in Physics, Mr. Pitroda was inspired by President Kennedy's vi-

sion to put a man on the moon and moved to the US shortly thereafter to study engineering.

Having settled in the United States with his extended family, he soon realized his own position—a position where knowledge of technology had given the son of a carpenter new tools and new values, levelling him with others in his field: “Technology is a great social leveller, second only to death”.

Mr. Pitroda said that he got into the Telecom sector by accident. With a background in Physics, he soon had many patents to his name. Following his father’s advice, Mr. Pitroda decided to create his own company with the help of two American friends in designing, developing and manufacturing digital switching systems. Within six years, the business had 2000 employees and was valued at \$100 million. Mr. Pitroda and his partners decided to sell the company for \$50 million in 1974 and he remained with Rockwell Corporation (the buying group) as the Executive Vice President.

This is where he realized his life was not as complete as he had hoped it would be. Never having visited New Delhi, he came to the capital in search of new experiences. Troubled with the state of the telecom system in India, it was here that he decided to fix the telecom industry. Armed with, in his own words, “a fair amount of arrogance and a lot of ignorance” Mr. Pitroda set out to revolutionize the telecom industry in India.

Not having spent as much time in India and with no real connections to policymakers in the country, Mr. Pitroda was introduced to a Member of Parliament by his father in law. The big break came, when given an hour with then Prime Minister, Mrs. Indira Gandhi, he was able to explain to her that given the young talent in India, IT and Telecom can boom in the country. Mrs. Gandhi and her son and subsequent Prime Minister, Mr. Rajiv Gandhi both supported his plan to revolutionize the telecom sector in India and he thus went on to set up the Center for Development of Telematics (C- DoT).

Proximity to the governing party allowed him to dab into many different fields related to technology and telecommunications. Even with changing governments and policies, Mr. Pitroda stayed heavily invested in the nation’s development.

“Technology is a great social leveller, second only to death!”

With the revival of the Congress party as the main party in power in 2004, Mr. Pitroda was appointed as the Chairman of the National Knowledge Commission, a group that laid out the future course for the development of the education sector in India.

Given his expertise in the field of telecommunication, connectivity and technology, he was appointed as the Advisor to the Prime Minister on Public Information Infrastructure and Innovation in 2009.

His current projects include connecting the various panchayats across India. Alongside his role as the advisor to the Prime Minister, Mr. Pitroda is also working on a proposal to set up a countrywide network of private food banks. Mr. Pitroda emphasized that food security and hunger are two of the biggest challenges in India. A recent study commissioned by the Chicago based Global Food Network, has revealed that 27% of the world’s hungriest people live in India. He further pointed out that 22 million people in India suffer from chronic hunger and under nourishment. According to statistics from the United Nations Food Program report, India has 350 million food insecure people . The sustainability of food resources, and the necessity of food banks in India is all the more compelling, given that, in India the population’s growth rates are exceeding production of food.

He proposed organizing private food banks and stressed the need for a strategy that will make the system more effective in reaching the people who need it the most. Mr. Pitroda expressed hope that his vision for private and public food banks will be implemented within the year.

In conclusion, Mr. Pitroda reiterated the need for food banks, connectivity and harnessing the power and talent of India’s youth in an effective manner. Through such initiatives, India will be able to achieve its true potential. ♦

INDIA & THE WORLD

India, China & the Asian Strategic Landscape

The session on 'India, China and the Asian Strategic Landscape' organized by Aspen India on July 21st, 2010 in New Delhi at the WWF Auditorium, focused on the growth of India and China as the new superpowers, the effects of their growth on not only the Asian geopolitical landscape, but on the rest of the world as well. The discussion also dwelled on the bilateral relationship between India and China, each country's relationship with the United States and the path that India and China and the US must take in the coming years for a mutually beneficial co-existence. The panellists included **Dr. C Raja Mohan**, Strategic Affairs Editor, Indian Express, **Dr. Kim Holmes**, Vice President, Foreign and Defence Policy Studies and Director, Heritage Foundation, **Dr. Lisa Curtis**, Senior Research Fellow, Heritage Foundation and was moderated by **Ms. Indrani Bagchi**, Diplomatic Editor, The Times of India.

The Heritage Foundation, to which Dr. Holmes and Curtis belonged is a think tank- whose mission is to formulate and promote conservative public policies based on the principles of free enterprise, limited government, individual freedom, traditional American values, and a strong national defence. From their viewpoint India and China's development is one the most important geostrategic developments of the contemporary time and Dr. Holmes opined "it impacts Washington's interests in several ways". Mr. Holmes added that "Beijing is still not comfortable with India's rise or its growing relationship with the US. America hopes

India & China have already begun to bend the spaces around them.

How we are going to avoid stepping on each other's toes is important. India's karma is balancing China. If China thinks of itself as Number 1, India will not accept itself as Number 2.

China will see it as US-India relation and nothing else." Despite President Obama's conciliatory relations with Beijing, the US is concerned whether China will take a responsible position about Afghanistan and Pakistan especially in light of the recent nuclear deal with Pakistan and its investments in copper fields in Afghanistan. China's long-term military ambitions are another major area of worry for US.

Dr. Raja Mohan's view was the Indian story. He said "Many still wonder if India still belongs to Asia. India was not a part of Asia's dynamic. It was secluded from the East Asian Summit unless it paved its way through. At one time India didn't matter. George Bush put India back into the narrow prism of the Asian balance of power. Japan recognised India and signed for security relations. The big story today is India's comeback".

In a telling statement about Indo-China relationship Mr. Raja Mohan said "India & China have



already begun to bend the spaces around them. How we are going to avoid stepping on each other's toes is important. India's karma is balancing China. If China thinks itself as number 1, India will not accept itself as number 2." Furthering the discussion he said that it is high-time to re-do the relationship especially due to the expanding business relations and travel groups on both sides.

Dr. Lisa Curtis stressed on how China is changing the landscape by approaching other countries of Asia and how India must do the same to achieve a similar standing in the Asian strategic landscape. She also talked about America's strategic interests in India's problems like terrorism, education etc, saying that Washington is deeply invested and interested in helping India achieve the development it needs.

During this interaction, Dr. Holmes also drew attention to China's position as a 'revisionist power'. It has become acutely nationalistic now

and is less of a communist nation. The question of China playing the role of the second power like the USSR during the cold war was put to rest by Dr. Holmes who iterated that "the world can no more be bipolar as China can't replace the USSR and the US has grown fluid relationships with countries they never were friends with". He was also sure that China fears democracy and thus in a way fears India's growth and development as a competing superpower. Dr. Raja Mohan's concerns about how India and China were going to manage their want of natural resources and other issues like water and environment were seconded by Indrani Bagchi. For her, the key challenge though was India's foreign and security policy which, for the next few years will be management of China's emergence as a great Asian and, increasingly, global power. As it is, for both countries, Asia remains the principal platform for power projection. ♦



INDIA: LEADERSHIP & VALUES

An Interaction with Mr. N.R. Narayana Murthy

It requires more than a conversation to explore a person of the stature of **Mr. N.R. Narayana Murthy**. But, the various facets of a leader and what triggers those qualities can be grasped through it. The session organized by Aspen India with the Chairman of Infosys Technologies Ltd. was an exploratory and learning exercise in unravelling the person behind the leader, who is sometimes referred as the epitome of leadership based on values. The conversation started from his childhood years, about how his parents, teachers et al, consciously or unconsciously, engrained those values that he still holds and has helped in transferring to Indian industry. In the conversation, Mr. Tarun Das talked about his value for commitment and his unshakeable willingness to keep a promise. He asked Mr. Murthy if he had ever changed on his commitment- Mr. Murthy replied- "No actually other than health reasons, I haven't done that. I try and make sure that whatever little promises I make I try to fulfil them because at the end of the day credibility is extremely important. And that credibility is only gained by action and not by words. If I can build trust and therefore credibility, it is for the good."

Mr. Murthy came from a very large family of 8 children- 5 sisters and 3 brothers. His father was a high school teacher, "very strict, a big disciplinarian, always focussed on honesty and integrity, good work ethic, etc. Mother was hardly literate in the sense that she had just studied up to

standard 5. She could sign in Kannada which is my mother tongue. She was about compassion, generosity, concern, care, and even today, she is 90 now. She was the one who made sure that every guest had dinner, whatever time they arrived. She was the one who taught us how to share. In that sense we were very average family. Honesty, good work ethics, credibility, all these things seemed to be somewhat of a novel set of attributes today but in 40s, 50s, 60s these were taken for granted in India. Nobody celebrated those values because those were the minimum set of attributes that you could have." While talking about his inspirations he said "The teachers those days laid the foundation for whatever values we have learned. I remember I had a master in High School in Mysore and I always sat in the first bench and he was conducting a Chemical experiment. That experiment required to use some common salt. He was so careful in putting the common salt. My friend and I just laughed. He got down from the podium and gave us a *thappad* and then he said friend you come to my house I will give you a jar full of common salt but this belongs to the school, a public property and I can't waste it. Therefore learn one thing, when you deal with public property or something that is common to a lot of people, you have to be very, very careful in how well you utilise it. Most values that we learnt were learnt at the feet of our parents, grandparents, in some

“The only way societies like India can solve the problem of poverty is through entrepreneurship, through creation of jobs, through creation of wealth. And I realised that was possible only under capitalism and I transformed myself from a confused Leftist to a determined Capitalist.”

ways brothers and sisters”.

Speaking about his life during college years, he said: “I decided to pursue engineering from National Institute of Engineering, Mysore. In '67 I completed and went to IIT Kanpur on a scholarship. Though my degree was in Electrical Engineering, my specialisation was in Computer science. That was the first batch of computer science, though officially it was called Electrical engineering and each of us had 5-6 jobs. I myself had jobs from Air India, HMT, TELCO, TISCO. The last interview I had was with professor of IIM, Ahmedabad. And the Professor explained to me how IIM was about to install world's third time sharing system after Stanford and HBS. And He Said IIM would be the third institute to install the system. I was fascinated by his vision and decided to take the offer. I worked for a year and a half and then I had scholarship to do my PHD at Berkeley and Technion, Israel. As I was about to go there, my professor and I had presented a paper in Italy. The chairman of the session was a director of a software company in Paris. And France was going to build a system for handling air cargo for the new Charles De Gaulle Airport. It was inaugurated in 1974. And this director said that this young man will have the opportunity to be part of the team who will build the system and very few get this chance. Even though I really wanted to go for the PHD, I decided to go to France. And I didn't regret that, I learnt a lot in France, maybe not a lot about Computers but about life. I was a strong leftist, just short of carrying a card as a communist. In France, I met a lot of people from left, right and centre. I even met George Marchais, the

head of the French Communist Party at that time. And over a period of 3-4 years I realised, that the only way societies like India can solve the problem of poverty is through entrepreneurship, through creation of jobs, through creation of wealth. And I realised that was possible only under capitalism and I transformed myself from a confused Leftist to a determined Capitalist”.

Before dabbling in entrepreneurship and starting his own company he decided to learn the nitty-gritty of management as before that he was just a technical person, therefore, he came back to India and learnt how companies are run and then decided to experiment. Again, after coming back the magic of his professor was cast upon him and both started Systems Research Institute. While relating this story he added that “once a leftist, it's not easy to change. Before coming here at Aspen, I was told by an interviewer that *you appear like a leftist to me, you don't look like a capitalist*. I said, once you are a leftist there is always some of it left in you and it's good. Leftists have their heart in the right place whether they have their mind in the right place I don't know”. Talking about entrepreneurship Mr. Murthy said “I had this theory that if you want to be an entrepreneur you have to be 35 or below. And I started Infosys a month before I would turn 35.” Mr. Murthy also recalled nuggets from the days of formation of Infosys. He spoke about how a company is built on a set of values, how entrepreneurship is all about depth, trust, sacrifice, patience and about struggle. Mr. Murthy spoke about his family, his current assignments with Catamaran and how he is trying to help entrepreneurs in India with his new venture. ♦

INDIA: ISSUES & CONCERNS

Stone-Pelting as a Political Problem: Kashmir in Comparative Perspective

Stone-pelting is the latest manifestation of an unhealed trauma and an unaddressed political problem. Professor Sumantra Bose was addressing a collaborative event of Aspen Institute India and the British Council in Kolkata on 24th September 2010. Sumantra Bose is professor of international and comparative politics at the

London School of Economics and Political Science. His books include *Kashmir: Roots of Conflict, Paths to Peace* (Harvard, 2003, published in India by Sage), and *Contested Lands: Israel-Palestine, Kashmir, Bosnia, Cyprus and Sri Lanka* (Harvard, 2007, published in India by Harper Collins India).

The deep sense of oppression and grievance be-



ing vented by the stone-pelters goes back sixty years. The renewed turmoil must be understood in such a time-frame. The last twenty years, in particular, have seen the brutalisation of local society, particularly in the Kashmir Valley. An entire generation has grown up and come of age in an environment of repression and violence, observed Professor Bose.

This is the generation of “stone-pelters”, for whom the stone has replaced the AK-47s wielded by so many of the previous generation during the 1990s. A combination of near-term, medium-term and long-term factors have come together to generate the most severe unrest seen in Kashmir since the early 1990s.

Continuing unrest in Jammu & Kashmir is largely due to the failure of successive Indian governments to effectively tackle one of their most pressing domestic problems, Sumantra Bose argued. Over six years, two UPA governments showed little initiative to take forward the opportunity, provided by the decline of armed militancy, to mend the fraught relationship with the people of the Kashmir Valley.

Delhi’s response to the latest turmoil has until recently been a combination of hand-wringing, indecision and the familiar although well-founded claims of Pakistani instigation. The Centre’s failure to grasp the issues at hand has been compounded by the indifferent performance of the state government elected at the end of 2008, observed Professor Bose. The head of that government, Omar Abdullah, has been out of touch with the grassroots of even his own party, the Jammu and Kashmir National Conference.

Professor Bose drew parallels to the classic 1966 movie *The Battle of Algiers* and screened some film clippings. In the concluding scene of this classic film, which depicts in riveting style the struggle for Algeria between France and Algerian nationalists, a harried French police officer exhorts a stone-throwing crowd of Algerians over a hand-held loudhailer: “Go home! What do you want?” After a brief pause, a chorus of voices answers from behind a curtain of tear-gas: “Istiqlal! Istiqlal!” (Independence!).

Professor Bose concluded by saying that the Kashmiri equivalent of the French solution in early 1960s Algeria - the withdrawal of Indian troops and Kashmir’s independence - is neither viable nor desirable in Jammu & Kashmir today. The state of Jammu & Kashmir is diverse, and most of the Jammu region and the entire Ladakh region are not at all involved in the agitation against Indian authority gripping the valley.

There are no easy solutions and no unanimous path to be followed. Yet twenty years after the eruption of insurgency, hostility and resentment run strong in Kashmir. A fundamental improvement of this poisoned relationship is no easy task, but it must still be attempted, asserted Professor Bose.

The session was skilfully moderated by General (Retd.) Shankar Roy Chowdhury, Former Chief of Army Staff & Former Member of Parliament, who shared his views and experiences of the Kashmir situation. A lively discussion followed which made this an “interactive” session in the true sense of the word on one of the most pressing issues of current times. 🍷

The last twenty years, in particular, have seen the brutalisation of local society, particularly in the Kashmir Valley. An entire generation has grown up and come of age in an environment of repression and violence.

INDIA & THE WORLD

Plan B for Afghanistan

Current U.S. policy towards Afghanistan involves spending scores of billions of dollars and suffering several hundred allied deaths annually to prevent the Afghan Taliban from controlling the Afghan Pashtun homeland – with little end in sight. Those who ask for more time for the existing strategy to succeed often fail to spell out what they think the odds are that it will work in the next few years, what amount of casualties and resources they think the attempt is worth, and why. That calculus suggests that it is time to shift to Plan B.” **Ambassador Robert Blackwill**, Former US Ambassador to India thinks that Plan B would make clear to all regional states and beyond, that, US through its prolonged military presence in Afghanistan intends to remain as a power and influence in South and Central Asia. His Plan B will dramatically reduce military casualties and therefore would minimise US domes-

tic political pressure for a hasty American withdrawal from Afghanistan and would substantially lower the American budget rate or expenditure. Most importantly and though controversial, it would reduce Pakistan's capacity to use American ground rule in South Afghanistan to extract tolerance from Washington regarding terrorism against India. According to him, this Plan B will also allow the administration in Washington to concentrate more intensively on four issues (Dangerous nuclear terrorism, Iranian Nuclear Program, Rise of Chinese Powers and the future of Iraq) which he found are more important for the US Government than Afghanistan and its future.

He suggested that Washington should come up with a major diplomatic effort with the partners and neighbours of Afghanistan to bring out a successful policy which is a combination of Plan A and Plan C. ♦



Most importantly, it would reduce Pakistan's capacity to use American ground rule in South Afghanistan to extract tolerance from Washington regarding terrorism against India



INDIA & US

Tackling Climate Change Together

On 1st of October, 2010 Aspen Institute India organised a panel discussion on “US and India: Tackling Climate Change Together” with **John Podesta**, President & CEO of The Centre for American Progress, **Jonathan Lash**, President, World Resources Institute, **Jamshyd N Godrej**, Chairman & Managing Director, Godrej & Boyce Manufacturing Co. Ltd and **Suresh Prabhu**, former Minister of Industry Environment Forest & Power and Mr. Ravi Singh, Secretary General & CEO, WWF India.

The US has made some important investment towards clean energy and to reduce carbon emissions. This has been achieved through investing in smart grids, electrical efficiency & renewable energy. In addition US has formulated policies to reduce emission and even without passing legislation, its highly probable that emission will probably go down by the next ten years. Mr. Lash was of the view that even though Copenha-

gen has had a negative response, the dialogue between President Obama and the BASIC countries has opened a new avenue to help these nations understand their positions better.

Mr. Prabhu felt that the US must take the lead in these negotiations. He further said that climate change issue needs serious attention and particular attention needs to be taken in the fields of agriculture and water resources. He also added that irrespective of the outcome of the negotiations, India would stand by its voluntary domestic target of reducing the carbon emission by 20-25% by 2020 in comparison to the level achieved in 2005. Jamshyd N Godrej emphasized that developing new fuel energy which is renewable and cleaner than fossil fuel, recognition of water as resource, the need to monitor emissions and mandatory labelling of home appliances would go a long way in helping India meet its emissions target. ♦



UNDERSTANDING INNOVATION:

The Prospect of Joint Business Ventures between India & Israel

Israel has more companies listed on the Nasdaq than all of Europe put together. The country spends over 4.5% of GDP on R&D. There is one start-up for every 1,800 people in Israel. Citing these facts, Mr. T N Ninan said that these achievements come from an approach wherein children at a young age are exposed to technology.

Higher education in Israel is highly advanced. There are seven state-funded universities in the

Indian engineering talent could be effectively used to promote the deployment of Israeli innovations in Indian markets. Bridge funding by Government agencies will provide the impetus for this.



country. Tel Aviv University alone has 29,000 students and a 1,000-strong faculty.

Prof. Joseph Klafter said in his presentation that the younger generation of researchers is focused on the application value of research, and on commercialising the same. He said that Israel is at the cross-roads of many cultures, hence overseas students get to work with an international environment.

Mr James Abraham said that localisation of innovations to make them cost-effective will be a success factor. Israeli innovations that get scaled up in the US do not adequately meet the Indian requirements, he said.

He added that Indian engineering talent could be effectively used to promote the deployment of Israeli innovations in Indian markets. Bridge funding by Government agencies will provide the impetus for this.

Mr. Aaron Monkovski said that a large tech play in the Indian market is a big opportunity for Israeli R&D firms. He reckoned that if there is a viable business model at hand, VC funding for collaborations will work. "There is no silver bullet in India. We need to be patient," he said.

He also said that greater interaction between Indian and Israeli entities will facilitate the selection of right partner, right vertical for collaboration. "Fund will not be an issue."

Dr. Gioara Yaron said that Israeli start-ups emerge from defence R&D spinoffs or initiatives of people who have worked in major MNCs. He said that the academia role in R&D is a necessary condition but not sufficient. He also said that government participation at all levels of research is important. On the whole, a2a and b2b collaborations acting in tandem will drive innovations, he added.

Mr. Sever Plocker underlined the importance of human resources development in powering innovations.

In the broader context of India-Israel relations, **Ambassador Mark Sofer** said that there is much recognition for each other now. "We are on the same wavelength, especially in the upper echelons of society," he said.

Ambassador Navtej Sarna expressed hope that this rising interest in each other's developments and core strengths can be sustained with concrete action. ♦

The Way Ahead for the Newspaper Industry



“We have a policy in FT that we have to be right, rather than first. It’s nice to be first, but it’s of no worth if you are wrong.”

The onslaught of the web has changed the dynamics of the newspaper industry globally, sending it in a web of panic as profits continue to decline since news is easily accessible online. Striking a positive note to this perceived threat, **Mr. Lionel Barber**, Editor, Financial Times (FT), today assured that the “newspaper industry continues to have a bright future.” He was speaking at a session organized by CII and Aspen Institute India on “Next Steps for the Newspaper Business: An Editor’s View from the Frontline”. The session was chaired by **Mr. Brooks Entwistle**, MD and Country Head, Goldman Sachs (India) Securities Private Limited and Board of Trustee, Aspen Institute India

“Technology has changed the balance of power between producer and consumer of news. It is hence important for you to work out what you can do to differentiate yourself in a world of multiple media”, stated Mr. Barber as a rejoinder to the session title.

Though FT is profitable today, this was not the case a few years back when they were struggling to make sustainable money with correspondents spread worldwide. “Around 2005-06, as we saw newspapers all around us becoming casualties to web, we made three big decisions. Firstly we were going to charge for content. Secondly, be a premium product and not just a narrow British based publication, and thirdly, we had to distinguish ourselves as a brand and find out what made FT different from everybody else.”

FT doubled the price on retail stands, built the subscription business by directly dealing with customers, and implemented a new meter model for the web where a certain number of FT articles were free, but after that a user had to register and in the final stage, they had to pay. “These measures have increased our web subscription dra-

matically,” he said.

While this was ongoing, the global economic meltdown began. “The financial crisis offered a good chance, and we turned the problem into an opportunity. We had correspondents all over the globe and as the crisis spread to different parts, we could connect the dots. Thus, though we may have suffered in terms of advertising revenue, it worked great editorially as we created value which few could do.” This, in the long run, helped FT differentiate itself from competition.

The challenge, however, is quality of content and flexibility. “We told the journalist to create more value. They had to go in front of the camera and speak about the big stories, do short and long commentaries, team up with cable companies to provide TV programs etc.”

Not just the journalists, but even the publication had to be flexible. “Today, print cannot stay confined to the print medium. Journalists will have to be willing to create more value amidst the competition and the newspaper management will have to be flexible even in terms of the content platforms. After the web, it was the iPad that FT tapped into. The tablet combines the qualities of both, print and the web. It is almost as flexible as a newspaper. We have had half a million downloads of the application in the last three and a half months itself.”

Flexibility, adaptability to the new mediums, improving skill sets and flexibility of journalists form the secret to the survival of the print media in the changed times. He further reiterated that reporting has to be ethical. “We have a policy in FT that we have to be right, rather than first. It’s nice to be first, but it’s of no worth if you are wrong,” he concluded in response to a question from the audience. ♦

INDIA & THE WORLD

South East Asia, ASEAN & India

The economy and life in global world today has become trans-national. Singapore being a “city-nation” has an equity interest in strong Sino-Indian relations. At the same time the promotional of any sort of international relations cannot be based on illusion but facts. This was expressed by the Singapore Foreign Minister **George Yeo** at a session on *South Asia, Asean and India in Kolkata on 20th December* organized by the Kolkata chapter of Aspen Institute of India in collaboration with CII. The opening remarks for this session was made by **Sanjiv Goenka**, Vice Chairman of RPG who has recently joined the Board of Trustees of the Aspen Institute India. Also present at the meet was **Tarun Das**, President Aspen Institute India and Former Chief Mentor of CII.

India needs to develop and dispatch more human resources to the South Asian and East Asian region in order to bolster its “Look East” policy and increase its engagement with a neighbourhood that has significant Chinese influence, stated George Yeo during the session. “I wish India had more diplomats and trade officials to cultivate each Asean country assiduously, the way China does when it comes to India, I find that you are bit short staffed when it comes to external di-

plomacy” said the Foreign Minister of Singapore.

George Yeo speaking at the event organized by Aspen Institute India in Kolkata recalled that the beginning of India's proactive engagement with the Asean region which began last decade was initially met with some scepticism from member nations. However it was largely a part of his efforts and conviction “..look India will be important, India is growing and let's prepare for a long term position ..” that led to India dispelling such doubts. The imminent completion of the proposed India-Japan Comprehensive Partnership Agreement (CEPA) is representative of the country's progress towards forging closer ties with the East.

The Singapore Foreign Minister also emphasized that good relations between India and China would benefit Asia and the world. “If these two countries have the wisdom to cooperate and resolve disputes in a peaceful way, Asia will be completely transformed, and with it the rest of the world”. While stating the border between India and China remains a dispute, and the media on both sides tend to “sensationalize” matters, Minister Yeo asserted that leaders in both countries were mindful of the necessity of good bilateral relations for each other to develop. He also urged the media to play a role in strengthening these bi-



“ I wish India had more diplomats and trade officials to cultivate each Asean country assiduously, the way China does. When it comes to India, I find that you are a bit short staffed when it comes to external diplomacy. ”

lateral relations and to build trust over time.

Speaking on trade and some significant business developments which Singapore has engaged in South India in particular, Minister Yeo stated that this country was open to exploring the Eastern region of India provided they would get some positive response and opportunities conducive to their business prospects. “Singapore always waits for opportunities, studies and analyses market before taking any steps. We are waiting for the opportunity”. However he stated that long term foreign investments will elude Bengal till next year’s Assembly elections were complete. Finally the Foreign Minister opined that India should engage in developing and analysing its knowledge base of each Asean county to further ties with these nations. ♦

INDIA & THE WORLD

India can be Richer than China with the Right Policies

Indians could grow wealthier than the Chinese in the next 30 years if the government brings in fundamental changes, starting with clear property rights to farmers, said **Derek Scissors**, fellow at the Asian Studies Centre at The Heritage Foundation, a Washington-based conservative think tank.

"When I say India would be richer than China in 2040, I don't necessarily mean India's GDP (gross domestic product) would be bigger. What I mean is household wealth of Indians would be bigger than that of the Chinese if the right policies are adopted," Scissors, said at the public session organized by Aspen Institute India. The senior research fellow, who focuses his studies on the economies of China and India, said the key to increasing wealth of Indians lay in granting property rights to farmers.

"The original and vital aspect of China's economic progress was the granting of a very specific set of property rights to the farmers in the 1970s. That was the trigger. Agricultural productivity just absolutely soared," he said.

In comparison, India has about 70 percent of its population in farms still producing much lower than potential.

"By property rights, I mean the economic definition, which is not to say that Indian farmers do not have rights, but the extent of these are totally unclear," said Scissors, also the adjunct professor at George Washington University.

"If farmers want to take their land out of circulation because some companies have great projects, let them get paid a lot of money. After all, they own the land."

"The land registration act, the state ownership of resources, the contest over title that undermines Indian agricultural productivity," he added.

Indian agriculture largely consists of small farmers, who are either working as tenants on other big farms or have marginal holdings which curb productivity.

Scissors was also critical of some of the rural population-centric, state-run social welfare programmes like the national rural employment scheme. He said such initiatives make the beneficiaries dependent on doles rather than be independent.

"That's not the way to create wealth, that is a way to perpetuate the power of the government. It may have some political advantages, but they are myopic because you are not solving the problem of rural poverty. You are just alleviating it temporarily. It's a bandage solution," said Scissors.

"These are poor substitutes. That's what you do; you make farmers into permanent dependents of the state. What you want is farmers to create

wealth for themselves.”

Scissors said the granting of property rights would also resolve another serious, growing concern — the acquisition of land by companies for various industrial and infrastructure projects.

“If farmers want to take their land out of circulation because some companies have great projects, let them get paid a lot of money. Farmers own the land. Just have a bargaining process, where I own the land and you are making me an offer I want, yes, then I will take it. And if you are not, then you are out of luck,” said Scissors.

The other two key areas in which Scissors would like to see changes are infrastructure and education.

“Infrastructure will develop and flourish in India, if there is a clear set of titles and a clear set of people who are to be compensated and not just everyone sticking their hands in the till.”

Though India has a number of programmes to widen the reach of primary and secondary education, Scissors said, the country needs to implement and monitor these in letter and spirit to ensure their effectiveness.

“If you get people who do not have to work on the farm, because agricultural productivity is higher, give them a secondary school education, they can move into manufacturing. Their wages will rise and India will have the capacity to have a flood of export income.” 🍷



INDIA & US

Building a Virtual Highway

Tarun Das: India and US, the future: One of the men who built the present – Nick Burns. He has been with Aspen India before. This is his second time. We miss him at the official level during the India-US talks. But, he is leading our Track-2 as part of the Aspen Strategy Group, with us. This is US week for India. There are people like Richard Holbrooke & Mike Mullen etc are visiting. Nick has played a huge part in the bilateral relationship. He has also consulted extensively. Nick, let's start with your remarks on Indo-US relationship and then we will have Shashi's comments.

Nicholas Burns: The development of our strategic partnership over the last 10 to 15 years is one of the most significant geo-political events of the beginning of the 21st century. India and USA will be two countries among the 3-4 countries

that will be global powers, globally oriented, globally capable, globally interested- politically, economically, militarily. China will, too. We shall be strategic partners. We shall be together for global peace, global security, and global development. There are not many countries that have the capacity to act globally and have a combined interest, an intersection of those interests and a combined will, to act together. President Obama is very interested and it is a misguided view that the President is slow on India. His foreign policy has been the most difficult since Franklin Roosevelt's third term as the President. He has had difficult times- recession, two wars and a rebellious, recalcitrant Korean government and equally incendiary Tehran govt. If India was not always on top of the agenda it's understandable. If America has ap-

pointed a special envoy to Pakistan it is because India is

not in crisis. At this time of transition US needs the same level of ambition from India. It is important to define strategic partnership as US needs to understand India, since India is unique by its size, by its great ideals on which it has been built. India needs to shoulder its responsibility about Global peace. USA and India should be partners in counter-terrorism. I think US and India should be



“India and US should work together for issues related to women, co-operate in Green technology and there should be a concentrated effort in making the 21st century a lot less like the 20th century.”

military partners and not just allies. We should train together. The best way to show peace for democratic countries is to show they are strong. G-8 is of the world of 1970s. G-20 is the power structure of 2010. G-20 is the world of this millennium. Without India and China, without Indonesia and Turkey and Brazil & Saudi Arabia in the room we can't manage Global Recession. The UN Security Council is the power structure of September 1945 and so I hope that US will say quite clearly that India should become permanent member of the UNSC. Japan and Brazil and an African country should be represented at the Security Council. How can an entire continent be unrepresented in the Security Council? I am optimistic, we have come so far since 1991 and we have much farther to go.

Shashi Tharoor: It's extremely difficult to comment on somebody you can't really disagree with. Nicks remarks were comprehensive, insightful, and as far as I am concerned absolutely on the button. This is broadly speaking the vision that I and dare say others in Delhi share about the future of our relationship. People to people relation with USA have always been good- even in the bad phase. In fact I have written before and argued that the Indian Diaspora is India's biggest strategic asset in US because there is no doubt that they have become economically and politically influential but, it's also true that they are willing to exercise their clout in defense of Indian interests in the world. Many Indian-Americans have used their access at high-political levels in the US to advance the interests of India or at least forestall policies that might have been seen inimical to India. I dare say that influence of Indian Diaspora is going to add a domestic

reason to why US foreign policy in the world will take account of India in a way that it will not do for other countries. If I had to pick up any problem areas, I would say that one remains the continuing presence in influential American circles of what in India disparagingly dubbed the non-proliferation Ayatollahs. Non-proliferation treaty is about the closest thing we have got to apartheid, in surviving the international-affairs, a notion that there is something that only small group of countries are entitled to have and nobody else can, irrespective of what other factors might qualify them to develop the same technology and capacities. Secondly, those who persist on seeing India through the prism of other relationships in which there are particularly two relationships. Number one is the consciousness of relationship with China. Although, the talk that India would act as a counter-weight to China, never advanced to a senior-political level but was widely talked about- is not well received in India as India takes itself very seriously as an autonomous actor in world-affairs and can't see serving as a counter-weight for a third party. And that notion that India should fit into a paradigm that has been devised in Washington to contain a rising China is not welcome here. The more dangerous hyphenation is with Pakistan. And there I think we have some genuine lingering problems. It is understandable that America's priority is Pakistan right now, owing to its troops deployed in Afghanistan but if that priority translates itself to even a relative degree of inattention to India's concerns about Pakistan most notably about counter-terrorism, then those would be legitimate grounds for questioning. ♦



INDIA & US

Bilateral Economic Relationship in the Context of the Changing Global Economic Architecture

India is a natural partner to US and the future of the two countries is intertwined, declared **Mr. Robert Hormats**, Under Secretary for Economics, Energy and Agriculture Affairs, US Department of State. Speaking at an interactive session on “Indo-US bilateral economic relationship in the context of changing Global economic architecture”, jointly organised by the Confederation of Indian Industry (CII) and the Aspen Institute India, here today, Mr. Hormats underlined the importance of investment, energy, agriculture and global economic cooperation towards deepening the cooperation between India and US.

While welcoming Indian investments in US, Mr. Hormats expressed the need to restart negotiations on Bilateral Investment Treaty (BIT) between the two countries. “We welcome investment of Indian companies in the U.S as providers of capital, know how, American jobs, dynamic innovation and highly talented people” said Mr. Hormats. He also called upon the Government of India to open up FDI limits in India on sectors such as insurance and defence. “The government of India can help by reducing investment limits in areas such as infrastructure, retail, defense and insurance sectors.”

He further added that in the coming months and years, the governments of India and US will work even closer to strengthen the bilateral economic relationship, which includes the re-launch

of a high level investment focus group under the U.S-India Trade Policy Forum in September 2010.

Mr. Hormats also talked about the high potential of India to be a pioneer in advancing alternative energy sources, green development and low-carbon growth and expressed the willingness of U.S to work with India in finding a sustainable and a responsible way of fuelling the country’s economic growth.

India and US have launched US - India Agriculture Dialogue to bring second Green Revolution in India and address the challenge of hunger and malnutrition, informed Mr. Hormats. He further added that the U.S wants to share its expertise and develop tools and resources that will benefit the “Aam Aadmi”.

The U.S recognizes that a new economic geography has emerged in recent years and more nations are playing a more substantial role in the global economy who bring new ideas, expertise and approach to the international system, said Mr. Hormats. Mr. Tarun Das, President, Aspen Institute India and Former Chief Mentor, CII who chaired the session shared his vision of a US-India relationship more significant than ever in the past. He also talked about the scheduled visit of US President Barack Obama in November as a major milestone, which will take the bilateral relationship between the two countries to the next level. ♦

INDIA & THE WORLD

The State of the World in 2010

Aspen Institute India organised a Session on “The State of the world in 2010” with **Ambassador Richard Hass**, President, Council on Foreign Relations. The session was moderated by Ambassador **Naresh Chandra**, Former Ambassador of India to the United States of America on September 29th, 2010. Amb. Hass highlighted the three biggest global challenges which would define the world in the 21st century.

Firstly, according to him Diffusion of power today in the world has moved from bilateralism during the Cold War era to Unilateralism and is now in a state of “non polarity” where powers centres are diffused and not always vested in states.

Secondly, an ironic challenge of the weak states, states which are unable or unwilling to exercise and fulfil their responsibilities and obligations of sovereignty within their borders. Pakistan, Haiti, Sweden, Yemen are some of the examples of weak states where governments are unable or unwilling or both to usher authority within their borders to meet the obligations of their neighbours, region or the world.

And thirdly, challenges posed by non states, actors like the Al Qaida, Jihadi groups and so on.

According to him, the challenges that are going to keep US-India preoccupied in the coming year include- Greater Middle East including Afghanistan, Iraq, Iran, North Korea and by and large Asia. He added that to resolve some of the differences

that have now lingered for more than half a century among some of the principal countries like- Japan, Russia, China are reconciliation and growth of regional institutions. Asia requires both reconciliation of dealing with disputes and Institutional dimensions to maintain stability and be dynamic.

Apart from discussing about the world's challenges, he also spoke of the need for suitable International Institutions in order to narrow the gap in global challenges. Current institutions like the UN are inadequate to undertake the challenges posed by the tasks and need to be redesigned or new institutions put in place.

“I don't believe in democracy based foreign policy to solve the world's problems. Problems are numerous and severe but the real challenge is to develop habits of cooperation and talk about real stability and peace.” he said. Ambassador Chandra concluded the session by stating that problems cannot be solved but have to be managed. ♦



TAKING THE STAGE:

India, the United States & the Global Agenda

Aspen Institute India and Council on Foreign Relations, organised a session on “Taking the Stage: India, the United States and the Global Agenda” as a precursor to President’s Obama’s visit shortly. The Key speakers at this session were **Sebastian Mallaby**, Director of the Maurice R. Greenberg Center for Geoeconomic Studies, **Evan Feigenbaum**, Adjunct Senior Fellow for East, Central, and South Asia, Council on Foreign Relations, and **C. Rajamohan**, Strategic Affairs Editor, Indian Express.

Sebastian Mallaby, said that there has been a symbolic change in Indo-US relations and Asia is fast becoming a strong Centre. With India becoming a member of G-20, India’s growth has been put in a trajectory, with new challenges and new opportunities opening up. The Good news is that the big obstacles are now over and reform trajectory has started. A different kind of Indo-US relationship can be formed by both leaders working together and it is the smaller things which will add up and make the bigger picture in Indo-US relationship in the future. It is the common shared interest which should be complimentary.

If India and US have to work together then India can’t be just a rule taker but must now become a rule enforcer which is going to be a challenging role for India but it should take the leadership. The new important areas are security of Sea Links for smooth maritime commerce. If US hegemony decreases than pirates can attack the system which is crucial for world order. Chinese interest and power is spreading which will lead to geo-political changes and these have to be accepted. India is at the top table of Interna-

tional relations and we need to leverage ourselves and alter the international geopolitical space. If India and US align it will be for common interest and it will help shape the future. There has to be cooperation in relationship and projectory of relationship.

C. Rajamohan, Strategic Affairs Editor, Indian Express, said that not much substance was there in Obama’s visit as there is no passion left in arguing. During the Nuclear Deal, so many negotiations were happening at so many levels that now both sides are tired of arguing. The international rules are fast changing. Both sides want to be involved in doing small things together instead of doing one big thing. And the momentum which was created has to be maintained. Amongst the three big ideas which is going to be of consequence are Importance of Pakistan issue which is now more in the Western Frontier and Afghanistan. The second big idea is the dramatic consequence of rise of China and the third big idea is that post crisis US position which was taken for granted so far on major issues will now be compelled to go downward.

Whatever US does in the next two years is going to be extremely important The Primary position will be important but it will not be the same two years down the line. If war does not produce results then US will have to decide and this will lead to change in the US policy. Financial crisis in one part may lead to mutual financial destruction. US-China relationship doesn’t exist. Rise of China will lead to change of balance of Power in rest of Asia and will lead to a destabilising force.

Protectionist stand of the US, was because of



“What has to be kept in mind is that India and US need to work together, and need to have a global financial system in place and the regional imbalances need to be put in order.”

domestic politics of US, the same way as it happens in India, what the politicians say most times they usually don't mean and it's said keeping the vote bank in mind. What has to be kept in mind is that India and US need to work together, and need to have a global financial system in place and the regional imbalances need to be put in order. India needs to produce a new sense of organizational system in place.

Evan Feigenbaum, said that there were Global imbalances. Asset bubble is a big problem in US and being a large spender, US has a huge financial deficit and the extra demand is coming from abroad. The G-20 was created to accommodate India, as the issue is of emerging market. Capital markets are much integrated in India and the

global economy is also more integrated. What is needed is to create more Indian assets and disinvestment is required. East Asia specially China is fast becoming a central player and taking a leadership role, but in defense, economic issues and security there has to be a Balance of Power in the region. China contributes 11.5% of trade in Asean while India just contributes about 2.5% to Asean trade. India needs to be serious about a package of things like maritime commerce and trans-pacific relationship. There has to be a series of aspects to be taken into account, which can be sectoral. US is taking India seriously now because both the countries have to find mutual ground to increase trade. India has to take over bigger issues which so far US was ensuring. ♦

INDIA & THE WORLD

Rising India: Implications for World Order and International Institutions



Prospects for effective multilateral cooperation in the twenty-first century will inevitably reflect the distinct national interests of the great powers—and their willingness to share the burdens of providing global public goods. But the identity and number of the world’s leading states is changing, creating new challenges and opportunities for global governance. The world order that ultimately results from this transition period will reflect difficult negotiations on global rules and institutions between established powers—including the United States, European Union, and Japan—and emerging ones—including China, India, and Brazil.

Perhaps no rising power has generated as much enthusiasm in the United States as India, which many experts regard as a natural strategic partner. Under the George W. Bush administration, India and the United States struck a groundbreaking civil nuclear deal that helped cement strong relations between the two countries. U.S. president Barack Obama has built on these close relations, hosting a state visit by Indian prime minister Manmohan Singh in June 2010, launching the first U.S.-India bilateral strategic dialogue, and planning his own visit to India in November 2010 to coincide with the Hindu holiday of Diwali. Positive relations between India and the United States are reinforced by both countries’ commitment to democratic governance and by an extensive network of informal linkages, including a sizeable Indian-American population.

But the rise of India has been far from seamless. India continues to suffer from widespread poverty, growing population pressures, internal in-

security, fractious politics, and regional preoccupations, all of which may constrain its global ambitions. It sits nestled between two nuclear weapon states with which it has territorial disputes, and it possesses a sizeable nuclear arsenal of its own that remains outside the Nuclear Nonproliferation Treaty (NPT). Meanwhile, India is pushing hard for greater voice in the bedrock institutions of global governance, but finding its quest for a permanent seat in the UN Security Council (UNSC) frustrated despite some success in the international financial institutions.

Amid this backdrop, the Council on Foreign Relations convened a workshop in New Delhi on October 20–21, 2010, with Aspen Institute India. The two-day event, on the eve of President Obama’s trip, gathered more than thirty experts from both countries to discuss India’s rise and the evolving world order. The meeting was designed to identify points of Indo-American divergence and agreement in addressing a daunting global agenda.

The workshop underscored India’s dramatic rise and the ample scope for U.S.-India collaboration on critical global and regional issues. But time and again, the discussion was framed by the rise not simply of India, but also of China. Whether the subject was climate change, global finance, cybersecurity, or the regional balance of power in Asia, participants cited China’s growing role (alongside the United States) in determining the prospects for effective international cooperation. Within the constraints of this emerging world order, India has begun formulating and advocating its own strategic vision—often with mixed results. ♦

This workshop was organized jointly by Aspen Institute India (AII) and the Council on Foreign Relations’ (CFR) International Institutions and Global Governance (IIGG) program. It was a two day workshop held in New Delhi.

INDIA & US

Prospects for Values-Based Cooperation

Aspen Institute India organised a session on “The United States and India: Prospects for Values-Based Cooperation” with the members of the US based think-tank, Foreign Policy Initiative’s delegation to India on 8th December, 2010 at New Delhi.

In his welcome speech, **C Raja Mohan**, Strategic Affairs Editor, Indian Express stated that the US- India relationship has grown over the decades and has now begun to cross some important milestones – cooperation, resolving nuclear disputes and expanding economic and other engagements. According to him, both the countries need to develop new connecting factors to share political values.

William Kristol, Editor of The Weekly Standard, mentioned that world’s oldest and world’s largest democracy need to work together for the betterment of the world. He believes that the depth of common commitment to certain co-principals are partly with the Indian public and American public

and has become an important part of the geo-strategic fact of the world today. He felt that a good in depth intellectual connection between the two great democracies of the world has to be established at the government, business as well as at the public level to promote values based cooperation.

Robert Kagan, Senior Fellow, Centre on the United States and Europe at the Brookings Institution, was of the view that the balance of power at the level of “great powers” has a tremendous impact on the overall direction of the world. He further added that India is the future and it is vital for India to play a greater role in a value based manner.

Ashley J. Tellis, a senior associate at the Carnegie Endowment for International Peace, specializing in international security, defence, and Asian strategic issues made three propositions on the roles that values would play in the context of US-India partnership. He mentioned that

nations can share a common set of visions and principals to have a liberal democracy. He added that although political systems differ in their details, the fundamental premise on which the system exists to serve the individuals has to be balanced. He spoke about the values that can provide us a vision to aspire in terms of creating a just political order and serve as a clue to certain strategic orientation and direction. It also provides a guarantee not to threaten the deep political interest of other. ♦



LITERARY DISCUSSIONS & BOOK LAUNCHES

The Cure



Aspen Institute India, in partnership with American Centre and Random House India organized a book launch of 'The Cure' by Geeta Anand on 14th July 2010 in New Delhi. The Cure captures the true story of a family's struggle to find a cure for its kids suffering from Pompe disease, a rare genetic disorder that damages the muscles and nerve cells throughout the body and affects various body tissues, particularly in the heart, skeletal muscles, liver and nervous system.

During her tenure at the Wall Street Journal, the author, Geeta Anand dabbled in many different fields, including sports, politics and corporate corruption, which won her and her team the coveted Pulitzer Prize for Journalism. Her move to Bio-tech reporting was by sheer chance. Her initial lack of knowledge on the subject forced her to research and to understand the layman view of bio-tech. While working in the bio-tech department in the WSJ, she stumbled upon a story which she felt needed the attention. It was the story of John and Aileen Crowley's struggle to procure a drug that could save the life of their children from a relatively unknown and untested disease. During the coverage of this family and the challenges and obstacles they faced, Geeta Anand was approached by a publishing house, offering to convert this story into a book. To add to her and the story's success, a call from a Hollywood producer pushed this story into becoming a motion picture. In January of 2009, the motion picture "Extraordinary

The Cure captures the story of a family struggling with Pompe disease and was later turned in to a film starring Brendan Fraser and Harrison Ford.

Measures" was released in the United States, starring Brendan Fraser and Harrison Ford.

At the session, Mr Bruce Ross, Country Director Food and Drug Administration, US Embassy, spoke about the challenges faced in releasing a drug into the market due to strict norms and standards, though the general trend is to help labs working on cures for certain diseases.

In the discussion, it became evident that "the key in achieving greatness is perseverance". Rather than just being a story about a father trying to save the lives of his children, The Cure is a story of his perseverance, daring business acumen and fighting spirit of the family, about their failures and mistakes. Michael Macy, Cultural attaché, Embassy of the United States introduced the speaker, while Kishan Rana, former Ambassador to Germany and noted author moderated the session.

The session concluded with a premier of 'Extraordinary Measures'. Both the book and the movie are a captivating and a deeply uplifting narrative. ♦



LITERARY DISCUSSIONS & BOOK LAUNCHES

Employees First, Customers Second

Aspen Institute India, in partnership with Confederation of Indian Industry and Harvard Business Review organized a book launch of 'Employees First, Customers Second' on July 15 2010 in New Delhi. The book written by Vineet Nayar, CEO, HCL Technologies, is based on

Leaders are not born, they are made over time. Ordinary people are capable of achieving extraordinary feats.

a unique management theory that turns conventional thought completely upside down. The launch was preceded by a panel discussion on “Leadership Imperatives in India: Role of New Leaders”. Speakers included Krishnamachari Srikanth, Former Indian Cricket Captain, Tarun Das, President, Aspen Institute India, Karan Thapar, Anchor, CNBC, Vinay Hebbar, Head, Harvard Business Review and Sachin Pilot, Minister of State, Communications and Information Technology, who formally released the book.

Mr. Nayar, CEO HCL Technologies described the journey of understanding and writing the book, saying “Ideas find Authors and Ideas through the author, find books”. In his remarks, Mr. Nayar illustrated the journey that he and his employees at HCL took to change the conventional methods of management. He outlined three steps which an organization can take to transform itself—the first, to look at itself in the mirror and be extremely uncomfortable with it. By looking at the present situation and understanding the ground realities and knowing that they can be better. Secondly by creating a Vision for tomorrow, outlining where the organization wants to be and working towards it. Third, starting small catalyst actions which help to move in the direction of the goal.

Mr. Nayar stressed that creating value for employees was paramount in achieving progress with customers. He further argued that the book should not be treated as a text book on a new management theory but rather a guide towards building leaders. Mr. Krishnamachari Srikanth, former captain of the Indian Cricket Team who was the Guest of Honour at the session said that leadership was important for any team to func-

tion as a unit. A leader is one who should be able to lead by example and instil belief within the team and thus be the guiding light for the entire team. Citing India’s 1983 World Cup victory under the Leadership of Kapil Dev, he pointed out that Kapil Dev truly led the team by example and was able to instil the belief that they could be successful at the tournament.

Mr. Sachin Pilot, Minister of State for Communication and Information Technology stressed that the leadership needed for steering India, is a role that does not fall on the shoulders of any one party but on all. He was of the view, that it is important to be transparent. He stressed that “Leaders are not born, they are made over time”. He said that society needs to identify leaders who are able to demonstrate leadership skills early on.

Mr. Tarun Das, President, Aspen Institute India pointed out that recruitment of young people is necessary because they have three assets: energy, enthusiasm and excitement, which are important for an organization to succeed. Ordinary people are capable of achieving extraordinary feats, if they feel that they are trusted. It multiplies the sense of responsibility and motivation levels, thus making people feel secure. Karan Thapar, who moderated the discussion, said that to try and fail is not a problem, but not to try due to the fear of failure is a mistake in itself. “If we don’t fail we probably won’t succeed at all”. He said that the highly competitive environment in India does not allow failure and thus creates the fear surrounding it. He stressed that good leadership and leaders balance two factors well, (1) learning from failure and (2) the capacity to overcome failure and succeed thereafter. ♦

LITERARY DISCUSSIONS & BOOK LAUNCHES

The Difficulty of Being Good: On the Subtle Art of Dharma

Celebrated author and a management guru, Gurcharan Das was in Kolkata on the 11 February to talk about his new book, “The Difficulty of being Good: On the Subtle Art of Dharma”. This event was organized by Aspen Institute India at the Oberoi Grand and well attended by about people from all walks of life including industrialists, management professionals, publishers, Consulates, and also students.

“How can we live with moral balance in an arbitrary and uncertain world?”

The concept of being “good” in society was illustrated skillfully by Gurcharan Das, as he drew analogies from the timeless epic Mahabharata. He explained that there was a “private” version of the Epic and also a “public” side, which in turn we should explore. He explored the context and lessons that a pre modern text like Mahabharata had for the contemporary world we live in.

“The Difficulty of being Good” is a thought provoking book that brings out the dharmic challenges we face everyday. The Ramayana is the ideal but the Mahabharata is for the real society we live in. “The Mahabharata is about our incomplete lives, about good people acting badly, about how difficult it is to be good in this world.” The Mahabharata is also unique in engaging with the world of politics.

“Why be good?”

Most of us spend our lives wrestling with day-to-day questions of right and wrong and these are either unanswered or have no easy answer. We live in a state of “moral confusion”. The author focused on dilemmas such as these in his book and dwelled on the goal of dharma, moral well being. He talked about the Ambani family saga raising troubling moral questions. The Author’s take on how the substance of the Mahabharata could be used to better manage our lives invoked some serious reflection.

“A tale for time of crisis”

The recent global economic crisis has revealed deep corruption and lack of moral insight at the highest echelons of society – revealing all the more the “difficulty of being good”. The characters in the Mahabharata in turn exemplify this constant moral struggle. During this session Gurcharan Das engaged the participants in a lovely discussion which ranged from the recent scams in Indian society to the economic upheaval in the world starting from 2008. The audience in turn asked provocative questions including dilemmas of judging a terrorist as he may be someone else’s martyr.

“The word ‘dharma’ is as complex as it is ubiquitous”

The author explained that he had good reasons for the subtitle, for dharma is indeed a ‘subtle art’, not a commandment cast in stone. Through real life examples Gurcharan Das painted a clear image of the evolving nature of goodness ultimately stating that the Mahabharata will always continue the dialogue on ethics and morality, drawing connections to moral dilemmas in contemporary life.

The session was chaired by Mr. Pradip Chopra, Chairman, ILEAD Institute and Managing Director PS Group who noted that questions raised in books such as the one written by Mr. Das are exactly what are needed to provoke leaders of this country. ♦

India is a 21st century culture now, but our ancient traditions ought to help. In classical India, the right answers to moral dilemmas, unlike in the West, were not answered by God. Coming up with the right answer required individual reasoning to arrive at the proper ethical conclusions and solutions. That gives everybody a valuable place to start.





LITERARY DISCUSSIONS & BOOK LAUNCHES

The Emperor of All Maladies: A Biography of Cancer

*It is important not to get
overwhelmed by the feeling of
having cancer but to fight it.*



Aspen Institute India organized a talk by Siddhartha Mukherjee on his new book “The Emperor of All Maladies: A Biography of Cancer” on January 24, 2011. The talk was moderated by Syeda Imam, Member, Minorities Commission, Government of India.

In her introductory remarks, Syeda Imam said that Dr. Mukherjee by writing this book has actually given us a whole new genre. It is a literary genre which did not exist before. He is one of the first few doctors turned author, attempting to write on a topic as malicious as cancer. Ms Imam also describes this book as a book of science or a book of medical history. It is a reference book of perhaps of a fairly definitive kind.

Dr. Mukherjee draws the inspiration to write the book from a patient who wanted him to tell her what she was fighting against. He has therefore, tried to capture the history of cancer in this book. This book tries to trace the earliest known history of cancer their treatments as far back as 500 BC to the treatments that there are today. He understands that it is the smallest that conveys the larg-

est. Therefore, he could only begin the book once he had known the small details of knowing the first person that received the treatment. In his attempt therefore, he is trying to rediscover history.

He was of the view that to treat a disease it is important to understand what you are up against and try and look through the eyes of the patient. Dr. Mukherjee emphasizes that a story must be told. It is also important to find the answers to the questions. The story should be told in a way that people should be able to connect with it. In his book he mentions several cases for the general public to understand and connect.

He finally concluded by saying that even a detailed knowledge of cancer will not eradicate cancer but only help in solving the riddle and help in increasing the life span of patients suffering from it. It is important not to get overwhelmed by the feeling of having cancer but to fight it. He finally states that, there is a definite advancement in the medical research. The incidences of cancer have increased but on the other hand it can also be detected early and more accurately. 🍷



REMEMBERING OUR LEADERS

C.K. Prahalad Memorials

To commemorate the life and contributions of the late **Prof. C.K. Prahalad** towards building a better and developed India, Aspen Institute India, along with CII, NASSCOM, TiE and the Prahalad family organised memorial services in Chennai on July 3, July 8 in New Delhi and July 12 in Mumbai. Mr. Prahalad had a strong association with Aspen India. He spoke at Ideas India 2009 and guided the young Avantha Fellows at the event. Speaking at the memorial service in New Delhi, **Dr. Manmohan Singh**, Prime Minister

of India, recalled "...the most intimate contact I had with him was when he came to me and said what would you like to do for India at 75, and suggested there is nothing more exciting than to have 500 million young Indians fully prepared to face the challenges of living in this modern competitive world. He was very happy that I endorsed that vision of his. We formed a Skill Development Council and he was the moving spirit behind what motivated and what propelled the idea of skill development in the last four or five years..." ♦

REMEMBERING OUR LEADERS

K. Subrahmanyam Memorial

On the demise of prominent international strategic analyst, **K. Subrahmanyam**, a memorial service was held in New Delhi. Mr. Subrahmanyam was a key figure in framing Indian security and nuclear policy and in advocating Indian nuclear positions on the global stage. He was the founding director of the New Delhi-based Institute for Defence Studies and Analyses. Mr. Subrahmanyam was also a supporter of Aspen India and its focus on values. He participated in

many events with Aspen India.

At the service the Vice President, **Mr Hamid Ansari**, described him as “the doyen of the strategic affairs community in India and remained one of the key architects of our security policy doctrine. He was instrumental in sensitising policy makers and citizenry to strategic issues and helping formulation of policy options to tackle them. Ambassador G Parthasarathy, Commodore Uday Bhaskar, Inder Malhotra paid tributes. ♦



EVENTS

Aspire Skillsworld 2010

On July 1, 2010, Aspire Human Capital Management organized Aspire Skills World 2010 in collaboration with Aspen Institute India. The event focused on the need to bridge the gap between industry and academia and deliver what India needs in terms of the skill sets of India's youth. The speakers for the event included Dr. Siddiq Wahid, Vice Chancellor, Islamic University, Mark Parkinson, Director, The Shri Ram Schools and Dr. Raj Singh, VC, Amity University. Representing industry were Pankaj Bansal, Co-founder and CEO, PeopleStrong, Arjun Balakrishnan, Director, Panasonic, Sandeep Dhar, CEO, TESCO India and Sanjeev Bikhchandani, CEO, Naukri.com. The discussion was moderated by Amit Bhatia, Founder and CEO, Aspire. There ses-

sion highlighted the structural problems in our education system i.e. old curriculum, lack of skilled trainers, huge gap between industry and academia. The panelists were of the opinion that there has to be a combination of domain knowledge teaching and skills development training to groom talent. Aspire Human Capital Management partnered CII and The Aspen Institute India to organize the fifth edition of Aspire SkillsWorld in Chennai on Thursday, 18th November 2010. Thirty leading educators, employers and regulators conversed, debated and discussed "EDUCATING & SKILLING INDIA: OPPORTUNITIES & CHALLENGES" in 6 power packed session over 8 hours during the conference. Over 150 universities, colleges and schools attended the event. 🍷



Amit Bhatia, Founder & CEO, Aspire honoring Saina Nehwal, Badminton Player at an Aspire programme in collaboration with Aspen Institute India, SkillsWorld 2010, 1st July, Gurgaon



DIALOGUE >>

THE DIALOGUES FACILITATE closer relationships through the following mechanisms: high level interactions, the continuity of discussions, analytical briefings, first hand accounts of each country's concerns and explication of room for cooperation and partnership, and also high level political meetings to set the ground for an impact on bilateral and trilateral policy. Dialogues promote the spirit of friendship between countries and allows them to 'agree to disagree'. These are Track-2 Dialogues organised by Confederation of Indian Industry in collaboration with Aspen Institute India.

14TH & 15TH US-INDIA STRATEGIC DIALOGUE

A Roadmap for the Future

The Fourteenth & Fifteenth India-US Strategic Dialogue in collaboration with Aspen Strategy Group was held in Washington DC/Aspen, Colorado from August 3-6, 2010 and in New Delhi from January 13-15, 2011. This frequent interaction has helped both sides in bringing bilateral issues and challenges to the forefront and has also helped develop a roadmap for future co-operation.

Some of the issues that were discussed by the group before President Obama's visit were (i) India's Rise and the future of the US-India relationship (ii) Cross-border terrorism and India's role in securing the world (iii) India -China relations and the role of America (iv) Trade and Economic engagements with India. The group in the US met Mr. Larry Summers, Director of the National Economic Council, General James L Jones, National Security Advisor, Mr. Timothy F. Geithner, Secretary of the Treasury, Mr. Daniel Poneman, Deputy Secretary of Energy, Mr. James Steinberg, Deputy Secretary of State and Ambassador Meera Shankar, Indian Ambassador to United States of America.

During the Fifteenth Strategic Dialogue be-

tween the two countries the major change that had happened was President Obama's visit to India in November. The issues and concerns were discussed in the light of the visit and the group also assessed the achievements of the visit. The major topics of discussion were (i) Bilateral Economic Cooperation (ii) Afghanistan, Pakistan and China (iii) Global Commons (iv) G-20 and the Global Financial Order. The Aspen Strategy group also met Prime Minister, Dr. Manmohan Singh, Mr. S.M Krishna, Minister of External Affairs, Mr. Jairam Ramesh, Minister of State For Environment and Forests, Mr. Kapil Sibbal, Minister, Human Resource Development and Dr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission.

The India-US Strategic Dialogue is Co-Chaired by Ambassador Naresh Chandra, Former Ambassador of India to the US and Mr. Tarun Das, Former Chief Mentor, CII on the Indian side and on the US side by Joseph S. Nye, University Distinguished Service Professor, and former Dean of the Kennedy School and Brent Scowcroft, President, The Scowcroft Group. ♦



During the Fifteenth Strategic Dialogue between the two countries the major change that had happened was President Obama's visit to India in November. The issues and concerns were discussed in the light of the visit and the group also assessed the achievements of the visit.



US-JAPAN-INDIA TRILATERAL DIALOGUE

Expanding Co-operation on Global Challenges



The range of subjects at the talks reflected the significant and qualitative shift in recent years in the relations between the 3 countries.

Recognizing the growing importance of India in East Asia and the enormous potential for expanding co-operation on global challenges based on shared values and interests, Aspen Institute India, in collaboration with the Confederation of Indian Industry (CII), Centre for Strategic and International Studies (CSIS) and the Japan Institute for International Affairs (JIIA), hosted the Sixth U.S.-Japan-India Trilateral Dialogue in Washington from September 22 to September 25. In this meet-

ing, the participants focused their discussions on five areas: domestic political developments; the economic crisis; international security challenges; regional architecture and climate change/energy. The range of subjects at the talks reflected the significant and qualitative shift in recent years in the relations between the three countries. During their visit, the group met Mr. James Steinberg, Deputy Secretary of State as well as Senators John McCain and Joseph Lieberman. ♦

TRACK II DIALOGUE ON CLIMATE CHANGE & ENERGY

Enhancing Cooperation between India & the U.S.

A strong strategic India-United States partnership on climate change, building on existing ties and rapidly evolving climate positions, presents a unique opportunity to deliver diplomatic and economic gains on both sides. An enhanced bilateral relationship can foster progress on energy and climate issues and could catalyze the multilateral negotiations under the United Nations Framework Convention on Climate Change. Political and economic factors have historically hindered action on climate change in both countries. Yet parallel statements by Prime Minister Singh and President Obama as well as leadership in both countries demonstrate growing beliefs that action on climate change is a national priority and essential to minimize the impacts of a global crisis. Despite their inherent differences, both countries stand to gain from bold action.

Clean energy represents an opportunity to improve both countries' energy security by diversifying their fuel supply. Both increasingly recognize the possibility of creating new jobs and bringing energy, economic growth and social progress to underserved communities.

In this context, The Aspen Institute India, the Aspen Institute US, the World Resources Institute, the Confederation of Indian Industry and the Center for American Progress convened high-ranking civil society individuals from India and the United States in a "Track II" Dialogue. This process aimed to foster trust and cooperation between the two countries through sustained, direct exchanges involving influential non-governmental actors on both sides with close ties to their respective governments. Complementing and informing formal diplomatic relations, the Track II Dialogue can delineate options for col-



laboration, foster communication and trust, and discuss implementation issues.

The Dialogue aims to feed its ideas in relevant processes and discussions. Participants discussed ways to delink bilateral India-US agenda from the multilateral climate negotiations. By complementing rather than duplicating official initiatives between the two governments, the Track II Dialogue can be a catalyst for new ideas and foster wider cooperation with a range of non-governmental actors at the bilateral level. At the same time, participants agreed that the Dialogue should look beyond the current Track I agenda. In particular, many felt that it should focus on multilateral discussions as well as a way to produce transformational solutions on a global scale. Indian Environment Minister Jairam Ramesh and Deputy Chairman of the Planning Commission Montek Singh

Both increasingly recognize the possibility of creating new jobs and bringing energy, economic growth and social progress to underserved communities.

Ahluwalia joined the Dialogue for lunch on the first and second day respectively. They shared with the group their perspective on the India-US relationship, opportunities for collaboration, the possible role of the Track II Dialogue, India's stance in the international climate negotiations and India's domestic policies on energy and climate change. The Track II Dialogue on Climate Change is co-chaired by Jamshyd N Godrej, Chairman of the Board of Godrej & Boyce and John Podesta, President and CEO of the Center for American Progress. ♦



INDIA & CHINA

India-China Strategic Dialogue

Economic cooperation is a key part of India-China relations. However, certain irritants that stymie the diplomatic and political ties need to be ironed out. Military to military exchanges will go a long way as confidence building measures.

China has become India's largest trade partner. Over the last 20 years, China's exports to India increased 24 times, from \$1.3 billion to \$31 billion, while India's exports to China increased 21 times, from \$550 million to \$12 billion. However, India's trade deficit with China increased from \$800 million ten years ago to \$19 billion now.

The growing trade deficit has acquired certain political dimensions, but the expert panel at the India-China Strategic Dialogue, organised by Aspen Institute India and China Reform Forum in New Delhi, agreed that the current bilateral trade flows are aligned with the current stage of development of the respective economies. The Indian economy is apparently where the Chinese economy was 15 years ago. As India maintains its growth momentum, this gap will reduce.

Also, as China begins to reduce its export dependence and focuses upon domestic areas like environment, healthcare, and infrastructure, and directs its surplus forex as investments to destinations like India, the trade deficit will reduce. The participants said that while the bilateral trade flows have increased at an appreciable rate, there is scope for diversification of the trade basket.

The growing economic cooperation has also opened up fresh avenues for bilateral investments, with Chinese companies enjoying competitive advantage in India in areas like steel manufacturing, construction and engineering services, among other areas. Indian IT/ITeS, bio-pharmacy and healthcare companies are also expanding their footprints in China. However, the participants said there is need for both countries to accord a more favourable investment environment to each other.

In attracting Chinese investments into Indian business sectors, experts said that this could be managed in a "non-threatening manner" wherein China's surplus investible funds could be channeled for productive investments in Indian businesses through vehicles like PE funds.

Other than trade and investments, India and China are facing common challenges with respect to terrorism, food security and climate change. It was suggested that both countries could jointly take these up at multilateral forums like BRIC, Shanghai Cooperation Organisation, East Asian Summit and The Association of Southeast Asian Nations (ASEAN).

Also, it was said that both countries need work together in the areas of healthcare and pandemic control. In case of a pandemic breakout, India and China are likely to be worst affected.

The panel said that the intellectual capital on both sides of the Himalayas should be leveraged to address the common problems that confront both societies. However, the bilateral academic exchanges thus far have been rather limited. Issues like urban-rural divide, lop-sided regional development, and gaps in social security coverage are areas where both countries could work together to evolve appropriate solutions.

On the energy plane, it was suggested that India and China should jointly take up upstream exploration and production, refining and marketing of petroleum products and petrochemicals, research and development, conservation, and promotion of environment-friendly fuels.

Economic cooperation is a key part of India-China relations. However, certain irritants that stymie the diplomatic and political ties need to be ironed out. Military to military exchanges will go a long way as confidence building measures. It was suggested that both countries should engage in maritime security cooperation and joint military exercises.

Frank discussions on substantive issues, supported with strong bilateral diplomatic, political, economic and military exchanges will indeed place India-China relations on a higher plane. The India-China Strategic Dialogues is co-chaired by Ambassador Naresh Chandra Former Ambassador of India to the US and Mr. Li Jingtian, Chairman, China Reform Forum. ♦

INDIA & ISRAEL

Third India-Israel Forum

In two years when India and Israel celebrate the 20th anniversary of the opening of bilateral diplomatic ties, the two countries would have established a web of long-term economic partnerships cutting across key and strategic business sectors.

As such India is the second largest export market for Israel, and Israel is the seventh largest trade partner of India. While the bilateral trade volumes have grown at a rapid pace to scale \$4.5-4.7 billion, senior government officials and business leaders who attended The Third India-Israel Forum in New Delhi laid particular emphasis upon the imperative for diversification of the bilateral trade basket. A bilateral free trade agreement (FTA) is also being negotiated.

At a broader level, the thought leaders opined that the bilateral partnership would draw strength from the superior R&D and innovation capabilities of industries and institutions in Israel and the large, untapped market in India. Innovations and cutting-edge solutions developed in Israeli R&D institutions could be effectively commercialised in the large Indian markets.

The participants called for the setting up of a joint fund for the promotion of early-stage businesses in India, with the two governments providing due risk coverage. It was pointed out that while late-stage funding has caught on, early-stage financing of businesses in India is at a nascent stage. Early-stage funding in India accounts for a mere 9% of total VC funding, compared to 33-34% in Israel. VC funds for specific business sectors was also mooted as an action item.

Sectorally, life sciences, medical devices, biotechnology, nanotechnology, clean tech, alternative energy, water management, rural develop-

ment, and education & training were cited as areas that are primed for deep bilateral economic and business cooperation. Though Israeli technology for desalination was also discussed, one view that emerged was that in a country like India with abundant water resources, there is no rationale to put up desalination plants that may affect the near-shore coral reefs.

Focusing upon the investment opportunities, it was said that while in the US and China markets Israeli firms had entered niche technology segments as both those markets are dominated by large domestic tech players, they saw in India the big opportunity to enter mainstream technology fields. Also, it was said that the bilateral business partnership will flourish if the focus is kept on building an innovation economy instead of pursuing short-term cost arbitrage.

In terms of investment channels, it was said that while BOT projects are attractive propositions, government to government interaction will make the exercise seamless. G2G interaction could help prevented time and cost over-runs.

A three-tiered approach toward bilateral collaborations was also mooted. In this, the first level would constitute business to business (B2B) partnerships to develop solutions that are "Made in India, Made for India". This could be extended to capture third country markets. As there could be market failures, the second tier of the partnerships will constitute government to government (G2G) engagements (state to state) to absorb the market risks. And, the third tier will constitute academia to academia (a2a) partnerships.

The participants asserted that apart from business collaborations, the academia in both countries should also explore for focused collaborative



research and exchange programmes. In this, Tel Aviv University expressed particular interest in receiving Indian students for post-doctoral studies.

Also, India needs 800 more universities to meet the education needs of school passouts. Over 40,000 colleges need to be established by year 2010. With the Foreign Education Providers Bill coming into play, Israel could invest heavily in the Indian education sector.

There is also a growing need for skills development initiatives, in areas like construction. The skills training institutes in India can currently absorb only a million students. This was cited as another area that could draw investments from Israel.

The Forum expressed the need for the engagement of the Indian-American and Jewish-American Diaspora in furthering the India-Israel bilateral ties. It was proposed that a Forum website should be developed that captures the activities through the year and facilitates match-making between Indian and Israeli businesses.

Importantly, the Forum also underlined the need to create an institutional mechanism with representations in both countries managed by whole-time professionals who will follow up on the action points drawn up at the Forum meeting and continu-

India needs 800 more universities to meet the education needs of school pass-outs. Over 40,000 colleges need to be established by year 2010. With the Foreign Education Providers Bill coming into play, Israel could invest heavily in the Indian education sector.

ously engage the government agencies and industry on both sides in realising the stated goals. This could eventually take shape as a permanent secretariat. In the interim, points of contact could be created in both countries for sharing of information. The India-Israel Forum is co-chaired by Jamshyd N Godrej, Chairman, Godrej & Boyce and Tarun Das, Former Chief Mentor, CII and on the Israeli side by Mr. Stanley Bergman, Chairman and CEO, Henry Schein Inc. and Mr. Aharon Fogel, Chairman, Migdal Insurance and Financial Holdings Ltd., Chairman, Ness Technologies. ♦

Conversations



▲ Meeting with Admiral **Mike Mullen**, Chairman of the Joint Chiefs of Staff

▼ Meeting with Ms. **Michèle Flournoy**, Under Secretary of Defense for Policy of the United States

▼ Meeting with Admiral **Robert F. Willard**, Commander, U.S. Pacific Command.





▲ Meeting with Ambassador S. Jaishankar, Indian Ambassador to China



▲ Meeting with Ambassador Frank Wisner, Former U.S. Ambassador to India

▼ Meeting with Dr. Lael Brainard, Under Secretary for International Affairs, US Department of Treasury



▼ Meeting with Mr. Andrew Shapiro, Assistant Secretary of State for Political and Military Affairs



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