



SHOW THE YOUNG
A VISION
AND SOME DAY
THEY'LL LEAD YOU
TO IT


ASPEN INSTITUTE INDIA

A N N U A L R E P O R T 12/13



ASPEN INDIA FOCUSES ON LEADERSHIP DEVELOPMENT AND FRANK AND OPEN DIALOGUE ON THE MOST IMPORTANT PROBLEMS AND CHALLENGES FACING SOCIETY AT LARGE AND HELPS FOSTER THE TRANSFORMATION OF INDIAN SOCIETY. IT ALSO ENGAGES THE CIVIL SOCIETY, INCLUSIVE OF BUSINESS, NGOS, GOVERNMENTS AND OTHER STAKE HOLDERS ON ISSUES OF IMPORTANCE TO INDIA'S DEVELOPMENT AND NATIONAL SECURITY.



MESSAGE FROM THE CHAIRMAN

THE WAY FORWARD

Uncertainty continues and the fluidity of the international environment has brought to the fore that global imbalances and the impact of decisions and events are experienced nearly instantly across the wider global stage. The expansion and contraction of asset supply, aggressive posturing by China, the continuing unrest in West Asia, interception and snooping of electronic communications by government agencies, the terror menace and a growing demand for energy are challenging. These and more are complex issues with no easy answers.

Aspen India's relevance is in finding a coherent and convincing focus, through discussions and debates on such imperatives while creating and promoting opinions on national and global challenges. The four pillars of Aspen India are its initiatives in Domestic Policy, Foreign Policy, Leadership Development and Outreach.

DOMESTIC POLICY: The slide in India's economic growth has emerged as a concern. How does an economy like India continue to grow and simultaneously reduce poverty? What are the formulae adopted by other

emerging economies in Asia, Latin America and Africa to address the challenges amid a global economic slowdown? Aspen India's "The Growth Net" endeavours to stimulate discussions on creating effective action plans to address challenges. Leaders from the emerging economies of India, China, Indonesia, Singapore, Malaysia, South Africa, Nigeria, Brazil, Mexico, Chile and many others will congregate next year to reflect on the global economy and suggest steps to stimulate growth.

In addition to the economy, India faces a myriad of issues ranging from human rights violations, women's empowerment, climate change, energy security, modernizing education to electoral reforms and much more. These issues require rigorous public debates and Aspen India continues to contribute to these debates.

FOREIGN POLICY: Firstly, China's growth is like no other in history. Given the strength of China's economy it is an opportunity and a challenge. India, a neighbour and a growing economy, has experienced the impact of Beijing's growth. India may not be in a formal alliance to

Challenges remain and more may emerge in the coming year. I am pleased that Aspen continues to play a significant role as a thought leader and contributes at several levels to the national and international debate.

balance China's rise, however it must engage in initiatives to maintain peace and stability in Asia, while continuing to expand its footprint in Southeast and East Asia.

Second, India-US relations have been steady, but large scale incentives for closer cooperation are clearly lacking. With the slowdown in the momentum of ties, it is important to stay the course. The Aspen Track II Dialogues with the US, Singapore and Israel reviewed bilateral ties and explored avenues to cement partnerships further.

Third, in South Asia, Indian decision makers and foreign policy experts continue to grapple with persistent issues. The Task Force on Afghanistan hopes to provide pragmatic suggestions that may well contribute in stabilising the country post 2014. Aspen India hosted National Security and Foreign Policy workshops to debate the multi-faceted challenges India continues to confront.

LEADERSHIP DEVELOPMENT: As India attempts to emerge as a leader of growing economies; the nation requires exceptional leaders from diverse walks of life to make significant contributions. India has a sizeable young population with high aspirations. It is imperative that this enormous potential of the country's youth be harnessed effectively. Older generations must invest in younger ones and successful individuals across all disciplines need to take up the mantle and display effective leadership. The Shriram Aspen Leadership School is a two-week residential offsite programme for students of 9 to 12 grades. This initiative aims to build

leadership and inspire them to "move from thought to action and from success to significance."

OUTREACH: Programmes aimed at generating public awareness occupy a meaningful share of Aspen's activities. The objective is to reach out directly to communities and initiate processes for dialogue, discussions and interaction amongst public actors. The Public Sessions discuss and debate the challenges impacting India's social and cultural ethos. Other outreach efforts include book launches and discussions with their authors, documentary screenings and Fellowship Programmes. Aspen's successful International Fellowship Programme, is now in its third year.

Challenges remain and more may emerge in the coming year. I am pleased that Aspen continues to play a significant role as a thought leader and contributes at several levels to the national and international debate.

At Aspen Institute India, we continue with our tradition of generating ideas and debate these before the nation. Informed public debates in a vibrant democracy can lead to solutions. We remain steadfast in our commitment to the continuing process of nation building.



GAUTAM THAPAR

CHAIRMAN, ASPEN INSTITUTE INDIA | FOUNDER & CHAIRMAN, THE AVANTHA GROUP



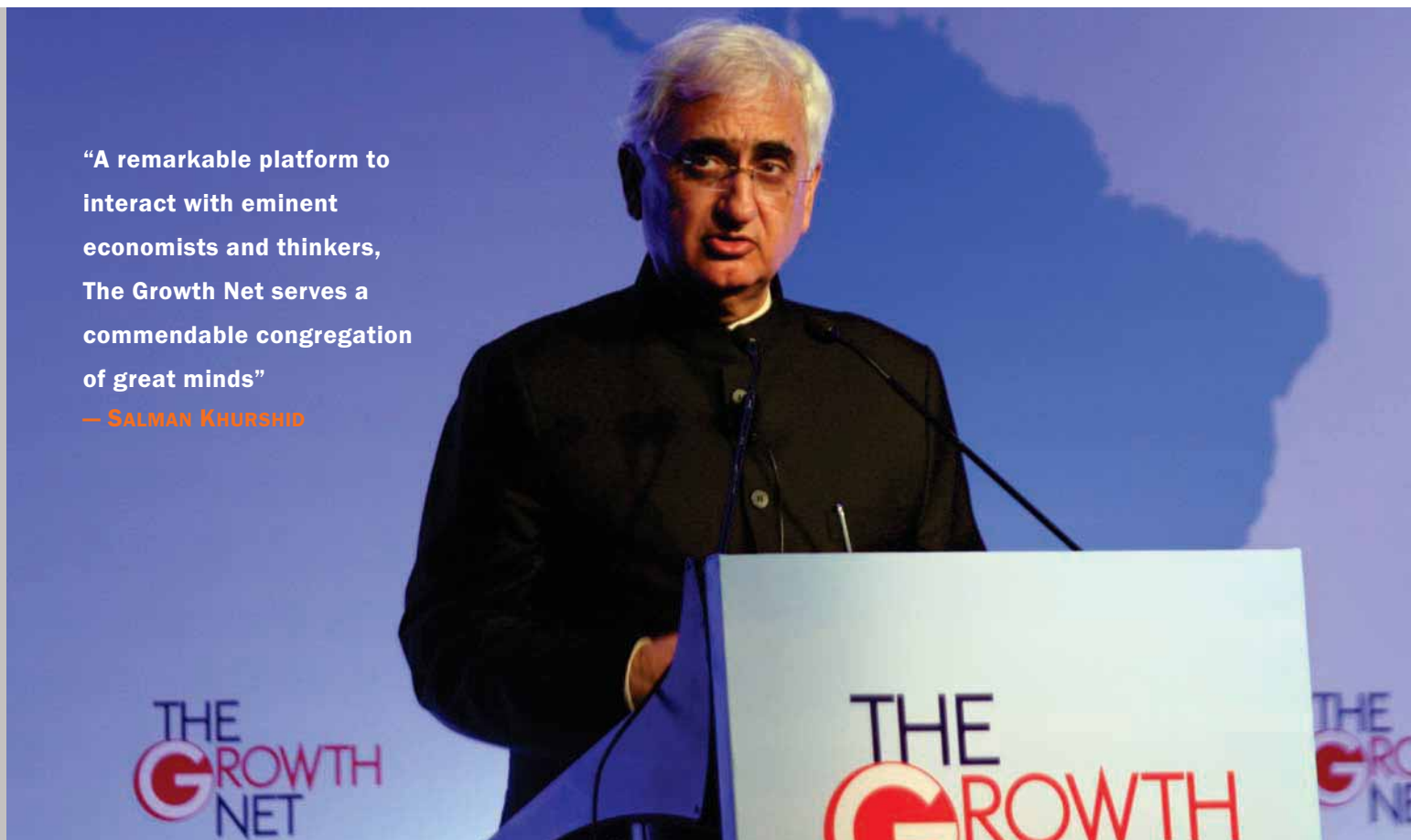
FOREIGN POLICY

CONTRIBUTING TO ENHANCEMENT OF INDIA'S BILATERAL RELATIONS WITH VARIOUS COUNTRIES HAS BEEN AMONG ASPEN INDIA'S PRIMARY OBJECTIVES. FOR THE FIRST TIME THE INSTITUTE HAD THE HONOR OF HOSTING A HEAD OF STATE: HIS EXCELLENCY THE SINGAPORE PRIME MINISTER, LEE HSIEN LOONG ADDRESSED A SPECIAL SYMPOSIUM ON INDIA-SINGAPORE PARTNERSHIP. ANOTHER PIONEERING INITIATIVE WAS THE GROWTH NET – CONSTELLATION OF EMERGING ECONOMIES – THAT WAS INAUGURATED BY EXTERNAL AFFAIRS MINISTER SALMAN KHURSHID. THE INSTITUTE'S COMMITMENT TO DIALOGUE & DISCUSSIONS ON

NATIONAL SECURITY AND FOREIGN POLICY WAS REFLECTED IN A TWO DAY WORKSHOP ADDRESSED BY NATIONAL SECURITY ADVISER S S MENON. A SERIES OF ROUND TABLE DISCUSSIONS THAT FOCUSED ON INDIA'S STRATEGIC RELATIONS WITH KEY COUNTRIES IN THE IMMEDIATE AND EXTENDED NEIGHBOURHOOD WERE ALSO PART OF THE AGENDA. SIMILARLY, TRACK II DIALOGUES WITH THE US, EUROPE, SINGAPORE, ISRAEL, TURKEY, JAPAN & CHINA CONTRIBUTED TO STRENGTHENING OF BILATERAL TIES. MOST OF THESE WERE HELD IN PARTNERSHIP WITH THE CONFEDERATION OF INDIAN INDUSTRY.

"A remarkable platform to interact with eminent economists and thinkers, The Growth Net serves a commendable congregation of great minds"

— SALMAN KHURSHID



INDIA & EMERGING ECONOMIES

A NEW CONSTELLATION OF GROWTH



"In terms of size of market, anyone anywhere in the world with anything to sell and thinking about what sort of plans they ought to have for 2030, should be thinking very hard about India." — MONTEK SINGH AHLUWALIA

"China's growth is still at a beginning stage – its more like a 15 year old rather than a 50 year old..."

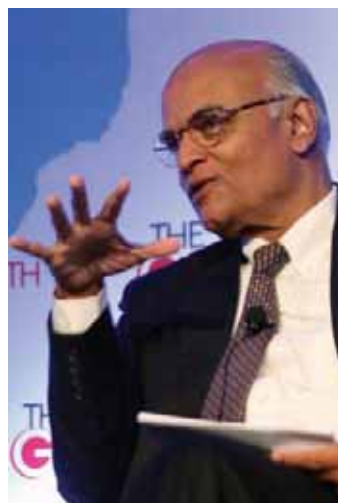
China has a long way to go. As long as a society remains relatively peaceful, the market will be there for the next 30 years." — RONNIE CHAN





“We as a Government need to get both the hardware and the software of development right”

— SHASHI THAROOR



Today’s world views economic threat as the biggest challenge to national security.

— SHIVSHANKAR MENON

“Outsourcing to India is not a threat to Britain. It has in fact been beneficial to us When India grows, Britain also grows”

— PATRICIA HEWITT



A new constellation of growth has emerged, comprising a group of emerging market economies in Asia, Latin America, Africa and the Gulf. These new players of global business have been brought together as part of a new initiative – **The Growth Net** – to boost the business and economic interaction within this constellation, address the common challenges, materialize new opportunities and crystallize ambitions and expectations.

The maiden edition of The Growth Net – convened by the Aspen Institute India in partnership with Smadja & Smadja – was held in New Delhi from 10-12 March.

The initiative brought together 93 speakers from 19 countries that included Ministers, senior bureaucrats, noted thinkers, intellectuals, domain experts, policy makers and business leaders. The entire gamut of socio-economic issues in the new growth countries was discussed across 26 sessions over the three days.

The sessions focused on global strategies for new MNCs, sustaining dynamics in the emerging markets, talent challenge in emerging markets, China’s economy and sustainability challenge, multifaceted national security challenges, creating right frameworks for investment, infrastructure issues, agribusiness and food security, Latin America’s growth story and Arab Spring. ♦

“Growth is going to come from opportunities which you pick, the countries which you pick, and within these countries, the verticals which you pick”

— S. RAMADORAI



“The new world trade order is going to be circumscribed by so many new issues and sometimes non-trade issues”

— SUPACHAI PANITCHPAKDI

NATIONAL SECURITY & FOREIGN POLICY

CHALLENGES BEFORE INDIA

The world is in a flux today. On the one hand the global economic slowdown continues while some countries in Asia, Africa and Latin America show promise of growth. Asian giants India and China are driving this growth story. While India's emergence on the global stage over the last two decades has been mainly due to its economic growth, China has been powerful, assertive and unpredictable in terms of application of its power.

Turmoil in North Africa and West Asia continues as the Syrian crisis shows no signs of coming to an early end. The Arab Spring has direct implications on India's economic interests. Nearer home the long drawn civil war in Sri Lanka is over and the most difficult political settlement is underway. While the polity is divided in Bangladesh, liberal and secular forces are taking root. New Delhi and Dhaka have to consolidate the gains made over the last couple of years. Myanmar, which is undergoing transition, presents a huge opportunity for India.

On the Western neighbourhood, India is preparing for its role in Afghanistan after the US withdraws most of its

troops from there. Reconciliation with the Taliban is a debatable issue but one which is definitely on the table. Notwithstanding the successful democratic transition in Pakistan, chances of a breakthrough in ties are less likely in the near future. Meanwhile, slow defence modernization and waning economic growth are hampering India's national security preparedness. These were the contours of the discussions at the second edition of the National Security & Foreign Policy workshop. ♦



GAUTAM THAPAR



SHIVSHANKAR MENON & S K LAMBAH



XVIII SESSION OF US-INDIA STRATEGIC DIALOGUE (TRACK II)

STRATEGIC DIALOGUES: INDIA & US

RENEWED MOMENTUM IN STRATEGIC PARTNERSHIP

Bilateral relationship has been a priority for both India and the US over the past decade. Given the geopolitical significance of both countries to each other, the partnership has been deemed as “bound to succeed.” However, while there has been general improvement in bilateral ties, several areas of concern in light of recent internal and external developments remain to be addressed. A forum to deliberate on the issues was provided during the XVIII session of the US-India Strategic Dialogue.

The domestic political situations in India and the US have undergone changes with President Barack Obama beginning his second innings and India approaching general elections. There is a concern that domestic pre-occupation in each country will slow down momentum in bilateral relations. Both India and the US are presently tackling economic setbacks owing to internal and external factors.

The proposed US-India BIT and framework for trade and investment is likely to be slow but a worthwhile effort. A ‘Rebalancing’ policy in Asia by the US and India’s “Look East” policy is a point of convergence. ASEAN remains both vital strategic and economic importance to both countries as does the US-India-Japan trilateral dialogue.

In the realm of foreign policy, India and the US retain several unresolved and divergent outlooks over Iran, Pakistan, Afghanistan and Arab Spring. Dialogue on energy collaboration between India and the US is gaining momentum. However, India’s Nuclear Liability Law remains a stumbling block for US nuclear energy firms. Meanwhile, counterterrorism, cyber security and defence partnership are areas of partnership. There is a renewed sense of optimism surrounding the bilateral ties, although 2013 will be a challenging year for both governments. ♦

INDIA & SINGAPORE

EXPANDING STRATEGIC PARTNERSHIP

The India – Singapore partnership is of high strategic significance to each other. The future of this relationship will rest on a rejuvenated level of cooperation between the two countries. This includes deepening defence cooperation, exploring new areas of collaboration in third countries such as in Myanmar, expediting the implementation of the Skills MoU signed by the two countries and joining hands to meet the aspirations of the youth of both nations.

Both countries must also address the issues of sustainable growth and financial reforms to expand economic and trade ties. If India enhances its project implementation capabilities, Singapore can contribute

immensely to India's growth story.

Singapore serves as a bridge to India's expanding ties with ASEAN and the region. However, the security climate in the larger Asia Pacific region is currently unpredictable. This changing security landscape can expand India-Singapore partnership given India's interests in freedom of navigation in the region. The outcome of these recent developments will shape the geopolitical and security configurations of the region. The US pivot to the region must be viewed more from a security angle rather than an economic or technological one.

Such were the emerging contours of fifth and sixth editions of India Singapore Strategic Dialogue held at Singapore and Delhi respectively. 🍌





DELEGATES AT FIFTH INDIA-ISRAEL FORUM

INDIA & ISRAEL

A DEEPENING PARTNERSHIP

The year 2012 was a landmark in India Israeli relations as it marked the 20th anniversary of establishment of full diplomatic relations between the two countries. Over the past two decades, the relationship has thrived on the common bedrock of parliamentary democracy, Common Law structures, thriving security partnership, liberal system of education, similar strengths in the knowledge industry and a highly qualified scientific and technical manpower.

Israel is also one of India's key trading partners in the region. In 2011 India was the 8th largest trade partner of Israel, and 3rd largest in Asia. In recent years, a number of Israeli firms have forayed into Indian markets, in sectors like infrastructure, water, energy and healthcare. A Free Trade Agreement is currently under negotiation between the two countries. When signed it will be a game-changer leading to greatly expanded bilateral trade flows, broadening of the trade basket and greater bilateral business exchanges.

The India Israel Forum has played a catalytic role in deepening the bilateral relationship. Over the last

five years, the Forum has set the tone for several new partnerships between Indian and Israeli government agencies, corporates and academia. The fifth edition of the Forum in Delhi was another step in that direction.

The Forum suggested that Israeli businesses entering India should seek to establish deep partnerships with Indian entities instead of merely selling technologies in this promising market.

The Forum, attended by top business leaders of both countries, also proposed that 10-20 Israeli technology companies could get together with 10-20 implementers in India to work out collaborative energy projects. An entrepreneur centre can be set up in India that will support Israeli businesses exploring Indian markets. 🌟



(L-R) UDAY KOTAK, M S AHLUWALIA & AHARON FOGEL



DELEGATES AT SECOND INDIA-TURKEY FORUM

INDIA & TURKEY

A GROWING PARTNERSHIP

Leaders in their respective regions, India and Turkey, have undergone immense social, political and economic transformation over the last two decades. The post-9/11 period heralded new security environment for both the countries. Both are emerging economies that are making their presence felt across the globe.

To explore avenues of further cooperation between the two countries, a Track II forum has been created. The Forum brought together experts of the two countries from diverse fields to take stock of Indo-Turkish relations in a changing world and explore opportunities for security partnership and trade and investment ties.

The Forum's maiden dialogue was held in Istanbul. It was felt that India and Turkey could cooperate in the areas

of trade, energy and security. Enhancing people-to-people interaction through tourism and cultural contacts are important for expanding partnership.

The second round of the dialogue held in Delhi recommended establishing Chairs in each other's respective Universities to promote greater understanding of each other. The Forum felt that defence partnership can be boosted by training Turkish officers at India's staff colleges and defense academies, besides joint naval exercises and port calls by each other's Naval vessels. Turkish business houses have not exploited the Indian market particularly infrastructure sector which holds immense opportunities. Aviation, telecommunications, construction companies are some of the sectors that Turkish companies would be interested to invest in. ♦

INDIA-US-EUROPE

STRENGTHENING BONDS

India, Europe, and the United States – the three largest democratic polities – are today facing crises of confidence.

Efforts to liberalize the economy by the incumbent United Progressive Alliance (UPA) in India highlight the inevitable diffusion of power to regional parties in the states and the fractionalization of politics at the centre. Europe confronts serious questions about the future of its common currency and the viability of further integration. And the United States faces key choices about how to curtail rising national debt and overcome high unemployment as its political parties adapt to the country's fast-changing demographics.

And yet, there are silver linings. There is broad continuity in the US foreign policy. Europe's financial crisis has been stabilized – although not entirely averted. And while regional parties in India will remain vital stakeholders,

the two major national parties can be expected to continue providing a modicum of political stability at the centre, which could lead in time to a renegotiation of the relationship between the central government and the states.

Such were the emerging contours of consensus at the fifth India Trilateral Forum organized by the Aspen Institute India and German Marshall Fund (GMF) of the US. This was the maiden meeting of the India Trilateral Forum in India and this underlined the significance of the meet. Besides domestic politics in the three countries, economic developments and their implications and areas of potential trilateral cooperation on regional and global issues were discussed at the Forum.

Discussants at the Forum included representatives from the US, Indian, Swedish, French, German, and Polish governments, editors from leading Indian and international publications, industry leaders, leading domain experts, and members of Indian and global academia and think tanks. 🍎



INDIA-US-EUROPE TRILATERAL

ROUND TABLES

INDIA'S
EXPANDING
FOOTPRINTS

Round Table discussions that focus on India's strategic relations with key countries have been a pillar of Aspen India's foreign policy programs. Round Tables have been organized on neighbouring Myanmar and Bangladesh besides Iran and Turkey. India's dynamic relationship with the ASEAN was the focus of another Round Table ahead of Commemorative Summit last December in Delhi.

India and Bangladesh, have always shared strong cultural, linguistic and geographical ties. There is an immense opportunity for both to further develop their connectivity links and economies. Another country on India's eastern neighbourhood – Myanmar – presents huge opportunity for New Delhi's Look East Policy. Its gradual transition to democracy opens a new chapter of opportunity in Indo-Myanmar relations.

On the western neighbourhood, Iran has been India's historical partner whose cultural influences are visible to this date. Iran continues to be a significant source of energy and is New Delhi's gateway to landlocked Afghanistan and

INDIA-ASEAN ROUND TABLE: LATHA REDDY & SHYAM SARAN





INDIA-MYANMAR ROUND TABLE:

S K LAMBAH



INDIA-BANGLADESH ROUND TABLE:

PINAK RANJAN CHAKRABORTY

Central Asia. Turkey – located at the confluence of Asia & Europe – is striving to emerge as a power. It has a growing economy similar to India and strategic interests outside its immediate region. Turkey has convergences with India in both economic as well as strategic spheres.

These Round Tables brought together Prime Minister's Special Envoy, senior government officials, senior editors, industry leaders, domain experts, analysts and former ambassadors. These Round Tables reviewed the current state of bilateral ties and explored new areas of cooperation and collaboration between India and these countries. Each Round Table formulated a set of suggestions to expand and deepen bilateral relationships. 🍎

INDIA-IRAN ROUND TABLE: Y K SINHA & NARESH CHANDRA





SINGAPORE PM LEE HSIEN LOONG WITH ASPEN INDIA BOARD OF TRUSTEES

BILATERAL PARTNERSHIP

INDIA-SINGAPORE: AN ENDURING FRIENDSHIP

India and Singapore ties have evolved into an enduring friendship. The bilateral relationship is symbolized by Singapore's realisation about India's significance as an important player in Asia and the deep respect that India has for Singapore's growth story. Singapore's support to boost India's economy has deepened the bilateral relationship.

Commemorating the close ties between the two nations, a unique Singapore Symposium was held in New Delhi. Speaking at a Special Session, Prime Minister of

Singapore, Mr. Lee Hsien Loong emphasized that the synergy in India – Singapore ties enhances from the fact that Singapore sees great advantage in partnering with India for the prosperity of the region. One of the key recommendations made by the Singapore Prime Minister for the Indian economy was the use of technology to bring benefits to the Indian farmers.

The visiting Prime Minister further emphasized that while Singaporean companies have made significant



“India has a role to play not just in the sub-continent but also in the world. I have great admiration for what India has done in the last 20 years” — LEE HSIEN LOONG, Prime Minister of Singapore



“Singapore has zero natural resources, therefore Human Resource is our most important resource” — HENG SWEE KEAT, Education Minister of Singapore

investments in India, it is hoped that the opportunities for future investments would be made more favourable. He shared the vision of creating world class cities in India that would require skills, education, great talent concentration and the ability to work together. Prime Minister Loong stressed on the need for strengthening and expanding cooperation between India and ASEAN.

This was the maiden occasion when Aspen hosted visiting Prime Minister of any country. Indian industry captains, ambassadors, government officials, eminent experts and noted members of academia and media were in attendance.

Education Minister of Singapore, Mr. Heng Swee Keat, enumerated on the fundamental shifts in Singapore's education system from being skills-focussed to overcome unemployment and provide basic education for citizens to an ability-based, aspirations-driven system and to recently moving towards a student – centric, value-driven education system. 🍎



US UNDER SECRETARY FOR POLITICAL AFFAIRS WENDY SHERMAN

INDIA & THE US

A DYNAMIC PARTNERSHIP IN THE 21ST CENTURY



“...We have affinities with India for India is a multinational, liberal society and democracy and... a gigantic continental state that actually can make the balancing of China viable. So, India has a special role.” — ASHLEY TELLIS

Hailed by both Indian and US foreign policy pundits & policy-makers alike as ‘the most important relationship of the 21st century’, the India – US relations are increasingly becoming symbolic of a widening gamut of tremendous opportunities, expanding advantages and mutual benefits. Withstanding domestic pressures, foreign policy hiccups and turbulent intervals, both countries have sustained a certain appreciation of the extent and scope of the wider picture that this partnership has to offer.

‘The United States and India: An Indispensable Partnership for the 21st Century’ celebrated this deepening partnership. Wendy Sherman, US Under Secretary for Political Affairs, emphasised the achievements of the relationship in various areas including bilateral trade, software technology development, scholarship programs, Track II dialogues, engagement with the Asia Pacific, expansion of defence cooperation, clean energy

“It is not the process of campaigning that can accurately determine electoral results... the notion of governance allows to predict elections.”

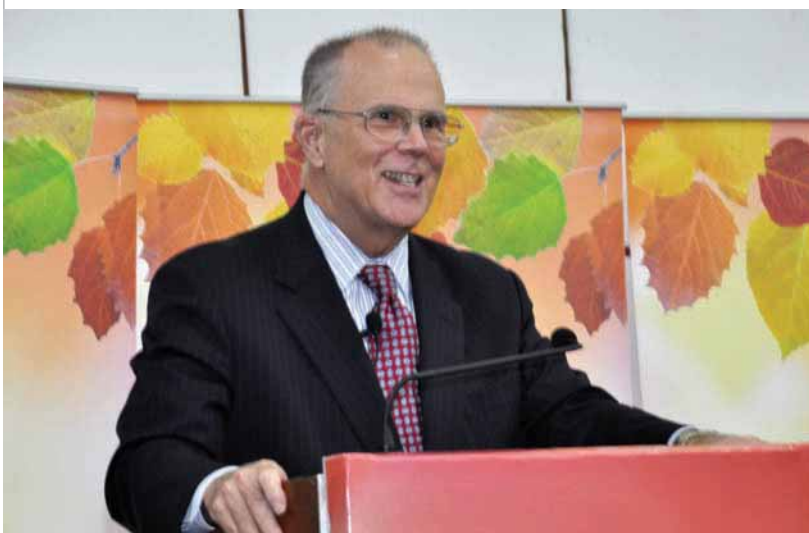
— PROFESSOR ALAN LICHTMAN



development. Ms. Sherman pointed out that, “this is a partnership built on substance, not just rhetoric.”

The US Presidential elections last year had captured global attention and whether President Barack Obama could return to the Capitol Hill. There was intense debate on the foreign policy agenda of the two Presidential candidates. Ambassador Robert Blackwill, former Ambassador of US speaking on 'The Next American President: Foreign Policy Difference Between Obama and Romney' observed that the differing ideological approaches between the two personalities would determine their dealing with the aspects of 'continuity' in US foreign policy.

“...India must figure very importantly in the US effort... in addressing goals — renewed economic growth, civil nuclear accord, stabilizing Greater Middle East, securing larger Asian peace and stability, defence relationship and climate change.” — MARSHALL BOUTON



“The political elite in the United States support a ‘strategic partnership’ rather than an ‘alliance’ with India.” — AMBASSADOR ROBERT BLACKWILL

Ashley Tellis, eminent foreign policy expert and Senior Associate, Carnegie Endowment for International Peace spoke about 'Opportunities Unbound: Sustaining the Transformation in US – Indian Relations'. The fundamental value of the strategic partnership hinges on certain foundations like the USA's unequivocal support in ensuring the economic and democratic success of India as well as the simultaneous deepening of India's own resolve to consolidate its success through reforms and economic growth, Mr. Tellis pointed out.

President of The Chicago Council on Global Affairs, Marshall Bouton speaking about 'US Election Outcomes and Implications for US –Indian Relations' noted that there was a tendency for the relationship to be off tracked due to prevailing domestic preoccupations on both sides. However, it could be strengthened by expanding trade relations and by also working together in ensuring a stable Asian region.

In the fervent build up to the 2012 American Presidential Elections, people across the globe followed the extensive media coverage of the campaigning and polls. This frenzy often leads anxious viewers to make predictions of the outcome. Professor Alan Lichtman, using his prediction method known as the ‘The Keys to the White House’, emphasized that it is not the process of campaigning that can accurately determine electoral results. Instead, it is the notion of governance that allows him to predict elections. Prof. Lichtman has been successful in predicting every American Presidential election since 1984 and proved to be correct once again! 🍁

INDIA-US BUSINESS TIES

HARNESSING TRADE & INVESTMENT POTENTIAL

The relationship between India and the US, two of the world's most diversified democracies, rests prominently on growing economic ties. Often deemed as the 'defining partnership of the 21st century,' efforts to advance the India-US strategic partnership have been intensified amidst a new order of global capitalism and a four-fold increase in bilateral trade and investment between the two. It is against this backdrop of tremendous economic potential that discussion over having a Bilateral Investment Treaty (BIT) has emerged.

A report – 'BIT and Beyond: Advancing-US Economic Relations,' – by Ambassador Hemant Krishan Singh and contributing author Tincy Sara Solomon, endorses the conclusion of a BIT between India and the US whilst exploring the benefits and challenges that such an endeavor may entail.

BIT will allow India and the US to tap into the full potential of their economic cooperation. However, both India and the US need to engage in a series of bolstering reforms for BIT to succeed. ♦

"We are two countries with great similarities but also, in economic terms, we have great dissimilarities"

— SALMAN KHURSHID



LAUNCH OF REPORT 'BIT & BEYOND: ADVANCING INDIA-US ECONOMIC RELATIONS'



INDIAN AMBASSADOR TO CHINA S JAISHANKAR

RISE OF CHINA

OPPORTUNITY OR CHALLENGE?

China's growing economic and military prowess has propelled the trend of studying closely its steady rise and anticipating its next moves. How will China come to impact India and the rest of the world is a key question that political leaders and experts are grappling with.

India must develop a better understanding of China. The uncertainty that exists on both sides on how to deal with each other stem from the fact that India and China are neither friends nor rivals. This ambiguous relationship must be overcome.

Martin Jacques, Senior Visiting Fellow, IDEAS and Visiting Professor, Tsinghua University, in his book *When China Rules The World: The End Of The Western World and The Birth Of A New Global Order*, evaluates China's prospects as a power. Mr. Jacques asserted that while China would not rule the world, it would certainly enjoy the status of hegemon, guaranteed by its imposition of financial power in the international arena.

Ambassador S. Jaishankar's insights into China's new leadership, enabled to understand opportunities and challenges before India. ♦



"We are moving not only into a multipolar world but a world of multiple modernities – and the most important expression of this is China; its history and its culture is very different from that of the Western world" — MARTIN JACQUES

INDIA & ASEAN

A PARTNERSHIP DEEPENS

The year 2012 was a historic one in India-ASEAN ties. It marked the 20th anniversary of the ASEAN-India dialogue partnership and the 10th anniversary of ASEAN-India Summit-level partnership. A panel discussion to discuss India-ASEAN ties was also organised in Delhi featuring among others Ambassador Tommy Koh, Ambassador-at-Large, Ministry of Foreign Affairs, Singapore and Ambassador S K Lambah, Special Envoy to the Prime Minister. 🌸



“We (India and ASEAN) add value to each other”

— AMBASSADOR SK LAMBAH



“Our connections with India are historical, but they are also alive”

— AMBASSADOR TOMMY KOH





“The technological hurdle for obtaining nuclear weapons is getting lower by the day ... more and more states and potentially non-state actors will be in a position to reach or cross nuclear weapons capability...”

— AMBASSADOR ALEXANDER KMENTT

NUCLEAR ISSUE

INDIA'S NUCLEAR POLICY



“It is possible for India to be the vanguard state among those who actually possess nuclear weapons to place and then pursue a program of global nuclear disarmament”

— MANI SHANKAR AIYAR

“For us it is a regional challenge of course but it is a very pressing bilateral challenge given the fact that we have Pakistan and China in our neighborhood.”

— AMBASSADOR KANWAL SIBAL



India has been an active campaigner for the elimination of nuclear weapons in a time bound manner. It has played a responsible, restrained role and emphasised a credible, minimum deterrence, even after acquiring nuclear weapons. However countries like Austria are avowedly opposed not just to nuclear weapons and proliferation but also opposed to nuclear energy. Ambassador Alexander Kmentt, Director for Disarmament, Arms Control & Non – Proliferation, Austrian Federal Ministry for European & International Affairs, pointed out that Austria has a strong anti-nuclear stance enshrined in its Constitution. Multilateral cooperation, according to Austria, can curb rising stockpile of nuclear weapons.

Former foreign secretary Ambassador Kanwal Sibal emphasised that India's security challenges are very different from that of Vienna by being surrounded by two nuclear weapons states.

Moreover, Congress MP and former Minister Mani Shankar Aiyar, a strong proponent of nuclear disarmament, felt that it was possible for India to be the vanguard state in the arena of global nuclear disarmament. 🍁

ECONOMIC ASSISTANCE

INDIA AS AN AID PROVIDER

India is emerging a major development partner for many countries in South Asia, Southeast Asia & Africa. In order to implement the development related projects, the Ministry of External Affairs has created a new division – Development Partnership Administration (DPA).

The principal responsibility of the division is to ensure speedy and efficient implementation of India's development projects in close coordination with the various Ministries, Departments and other agencies.

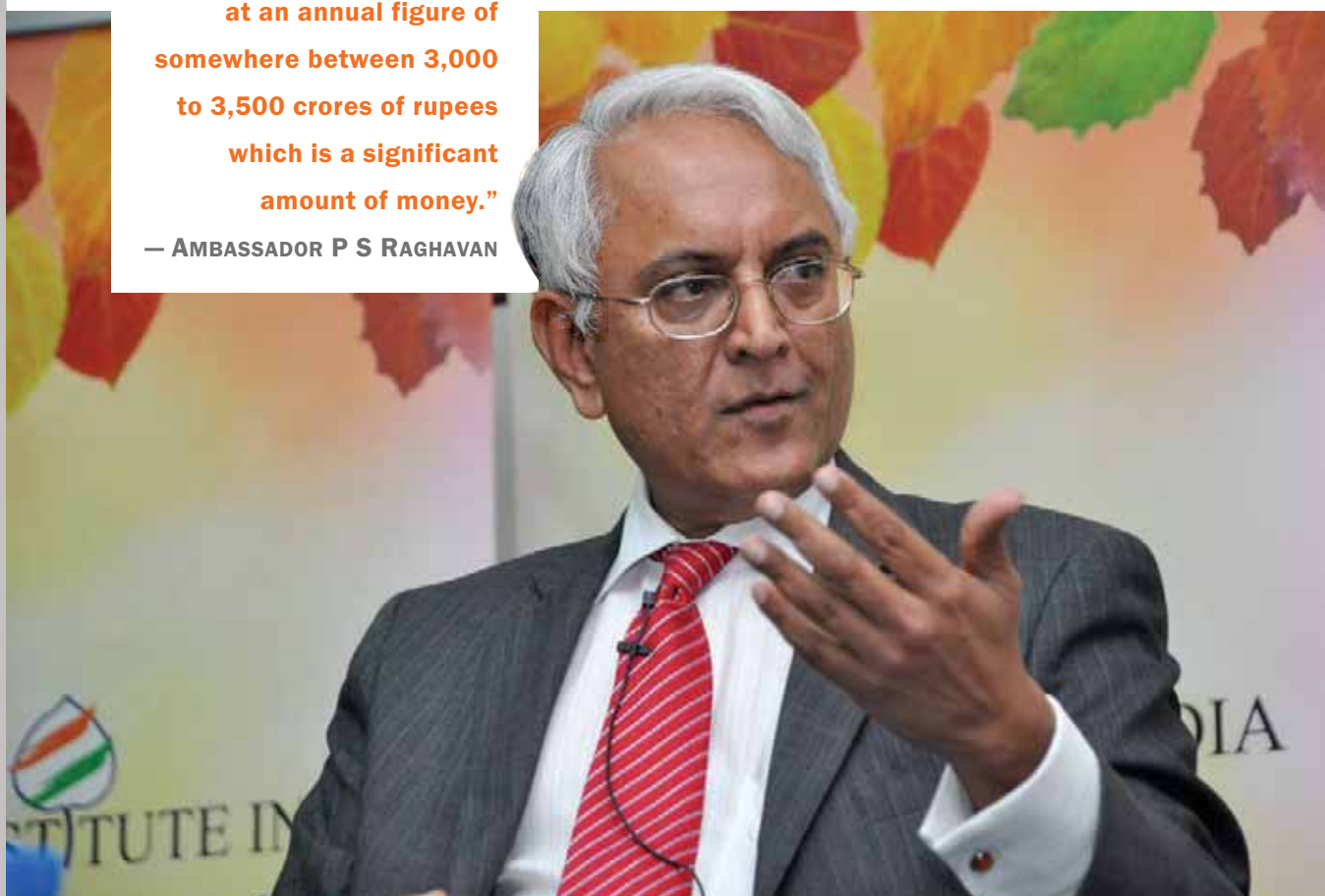
According to MEA Special Secretary P S Raghavan, who heads the DPA India's economic assistance programs

started during Prime Minister Jawahar Lal Nehru's tenure with the establishment of the Indian Technical and Economic Cooperation Programme (ITEC) Programme.

ITEC today covers 8,500 people from 161 countries and involves training in 280 courses in a number of disciplines. Another aspect of economic assistance program is Lines of Credit (LoC) extended to various developing countries. Currently the total value of LoC is estimated to be over nine billion USD. The third element is MEA's Grants Assistance Projects in India's neighbouring countries, Central Asian and South East Asian nations. ♦

"If you take a look at the grant projects funded by MEA, we are today looking at an annual figure of somewhere between 3,000 to 3,500 crores of rupees which is a significant amount of money."

— AMBASSADOR P S RAGHAVAN





“People are dissatisfied with the direction of the country... steepest drop of the 21 countries we surveyed” — BRUCE STOKES, Director, Global Economic Attitudes, Pew Research Centre

INDIA'S GROWING STATURE

In an increasingly inter-connected global arena, India's standing in the new world order has come under much scrutiny. Whether acknowledged as the world's largest democracy or an emerging economy bursting with potential, India's growing international prominence cannot be refuted. However, in recent times, the once extolled grandeur of the up-and-coming nation has fizzled into extensive coverage of corruption scams and a waning growth rate.

A Pew Research Centre survey gave a comprehensive portrait of Indian attitudes on economy, international relations including relations with China, Pakistan and Iran, and the role of the Indian state.

India's democratic values and traditions have been emulated by developing nations world over and equally acknowledged by developed countries. The strength of India's democratic institutions has been followed with interest over decades. Institutions like Commonwealth have been working with India to promote democratic values

worldwide. Senior officials from the Commonwealth Secretariat visit India from time to time to discuss the India's role in Commonwealth as a model of democratic values in tandem with the grouping's core values of Democracy and Development. ♦



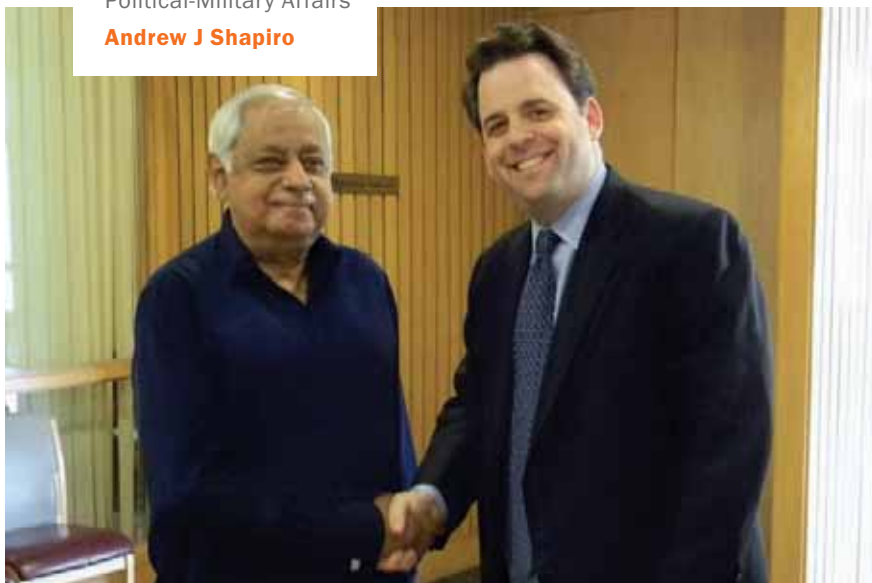
“The worldview of India is changing in so many constructive ways” — SENATOR HUGH SEGAL, Canada's Special Envoy for Commonwealth Renewal

Outgoing Australian
High Commissioner
Peter Varghese



INTERACTIVE SESSIONS

Then US Assistant
Secretary of State for
Political-Military Affairs
Andrew J Shapiro



Former President of Maldives
Mohd Nasheed



US Special Envoy and
Coordinator for International
Energy Affairs **Carlos Pascual**



US Under Secretary
for Treasury &
Financial Intelligence
David S Cohen

Former Singapore
Foreign Minister
George Yeo



Then Indian
Ambassador to
Germany
Sujatha Singh





DOMESTIC POLICY

OVER THE YEARS, ASPEN INDIA HAS ESTABLISHED A NICHE FOR ITSELF IN BRINGING TOGETHER VARIED STAKEHOLDERS OF THE SOCIETY – GOVERNMENT OFFICIALS, CORPORATES, CIVIL SOCIETY, ACADEMIA AND THE GENERAL PUBLIC – UNDER ONE ROOF TO BRAINSTORM AND DEBATE OVER DOMESTIC ISSUES IMPACTING THE NATION’S INTERESTS AND

INTEGRATION. THE PUBLIC SESSIONS, WORKSHOPS AND ROUNDTABLES FOCUS ON THE
CONTEMPORARY ISSUES SUCH AS GOVERNANCE, ELECTORAL REFORMS, EDUCATION GENDER,
HUMAN RIGHTS, CLIMATE CHANGE, ENERGY, DEFENCE AND TECHNOLOGY & INNOVATION.
THE IDEA HAS BEEN TO INITIATE A PROCESS OF DIALOGUE, DISCUSSION AND INTERACTION.

INFORMATION TECHNOLOGY

INDIA'S
GROWING
IT PROWESS

Information Technology (IT) today has changed the way in which the world operates. It has redefined the functioning of technology in the international arena, persistently challenging the limits of the old world order. As an active participant in this frenzied information revolution, India has proven itself as a fierce competitor to become an IT superpower. With a strong base in software development, India is amongst the most important growth markets for IT today.

“We’re going to have an internet in India that’s crafted to the needs of India...creates social inclusion but does it in a way that allows Indian entrepreneurs to create a new generation of wealth...”

— GORDON ORR, *Chairman, Asia, McKinsey & Company*



PROF. V S SUBRAHMANIAN & S RAMADORAI

However, India has not yet harnessed the true transformative power of the Internet. An increase in internet penetration across India can result in economic gains and boost digital literacy. So far, the story of the Internet in India has been a “story of solid progress but not optimal progress to date.” While India has often been considered the epitome of IT success in this transformational era, as these public sessions explored, there remains great scope for further development.

For the past three decades India has been one of worst victims of terrorism. IT can also be used to reduce terror strikes. Professor V S Subrahmanian, Professor of Computer Science & Director, Centre for Digital International Government, University of Maryland, explained how the US has discovered not only the way IT can be used to preempt terrorist activities but also the way it can be used to generate policies to reduce such attacks. ♦

(L-R) SUBIMAL BHATTACHARJEE, GORDON ORR, R. SUKUMAR AND DR. RAJAT KATHURIA





CO-CHAIRS OF INDIA & US TRACK II DIALOGUE ON CLIMATE CHANGE JOHN PODESTA & JAMSHYD GODREJ

CLIMATE CHANGE

INDIA-US COOPERATION ON CLIMATE CHANGE

Recognized as a much valued and significant form of civil society dialogue about a complex set of energy and climate-related bilateral and multi-lateral issues, this Track II Dialogue on Energy and Climate Change was aimed at building trust between the two nations towards winning over the challenges posed by climate change.

The participants exchanged perspectives on national and sub-national clean energy development and deployment in their respective countries, including India's roadmap for a low carbon economy and US Executive Branch action. Comments focused on actions in progress

and the potential of present and further action.

The participants also exchanged views on possible multilateral cooperation scenarios and frameworks following the UNFCCC conference in Durban, South Africa, including on the question of equity. The discussion went beyond official negotiating positions by uncovering areas for cooperation.

Other overarching issues that formed part of the dialogue included the significant political challenges faced by the two countries in addressing climate change, particularly the pace with which domestic and international action on climate change is being taken. ♦



“The whole idea of using policy to align the innovation and manufacturing and markets is extremely important. Whichever country does that well will probably benefit a lot from the economic growth of some of these new technologies.” — DR. ARUN MAJUMDAR

ENERGY SECURITY

ENSURING INDIA'S FUTURE

India is facing an unprecedented challenge of balancing its rising energy needs and achieving environmental sustainability. India remains vulnerable to climate change with coal being the primary source of energy along with other fossil fuels. Increasing import dependency exposes India to greater geopolitical risks amid growing demand and fuel imports. There is a great need for India to build upon



Chairman & Chief Scientist,
Rocky Mountain Institute

Amory B. Lovins



“Other aspect of the challenge is: the tap of energy we get, the tap of energy we consume, should not lead to make the world worse off than what it is today” — SURESH PRABHU

alternative energy sources to ensure its security. It is therefore critical for India to engage with the rest of the world and develop new renewable energy technologies.

To deal with these challenges, Aspen India organised Track II dialogues, Round Tables and discussions. Former US Undersecretary for Energy, Dr. Arun Majumdar, who spoke at a public forum, organised jointly by Aspen India and the Council on Energy, Environment and Water, pointed out that the new industrial revolution would entail innovations in both stationary and transport energy systems. While clean electricity and modernization of grid would revolutionize the stationary energy system, transformation in the transport energy system would involve deployment of alternative hydrocarbon fuels and electrification of the vehicle fleet.

Speaking to a select group of energy experts, Amory B. Lovins, Chairman & Chief Scientist, Rocky Mountain Institute, USA, emphasized on developing alternative sources of energy to meet rising demands of the growing worldwide population. The USA and India have been focused on and collaborating on renewable sources of energy to meet growing demands, pointed out Carlos Pascual, Special Envoy and Coordinator for International Energy Affairs, US at a Round Table organized during his trip to India. 🍎



L E A D E R S H I P

ASPEN INDIA HAS BEEN RUNNING PROGRAMMES TO CREATE QUALITY AND EFFECTIVE
LEADERS FOR TOMORROW. THE HIGHLY SUCCESSFUL INDIA LEADERSHIP INITIATIVE

CONCLUDED ITS THIRD CLASS AND THE FOURTH CLASS WAS LAUNCHED. THE GREATEST IMPACT

OF THIS LEADERSHIP PROGRAM IS THE “FELLOWS” THEMSELVES. YOUNG LEADERS FROM

DIVERSE BACKGROUNDS TAKE A STEP BACK FROM THEIR DAILY CHALLENGES TO PAUSE AND

REFLECT ON THEIR OWN PRIORITIES, VALUES, GOALS AND CONSIDER THEIR GREATER ROLE IN

SOCIETY – BEYOND BUILDING THEIR OWN BUSINESS AND ORGANIZATION. THIS PASSION TO

INCULCATE VALUES-BASED LEADERSHIP AMONG THE YOUNGER GENERATION SAW US COLLABORATE WITH THE SHRI RAM SCHOOL TO OFFER A UNIQUE TWO-WEEK RESIDENTIAL PROGRAM FOR STUDENTS OF GRADES 9-12 AT A CAMP IN RISHIKESH. THE MAIDEN SHRI RAM ASPEN LEADERSHIP SCHOOL WAS HELD WITH 28 STUDENTS –16 GIRLS AND 12 BOYS – ENROLLED FROM 10 DIFFERENT SCHOOLS FROM VARIOUS CITIES ACROSS INDIA. FOR THE CEO SERIES, A KEY PART OF ASPEN’S INITIATIVES TO INCULCATE VALUES-BASED LEADERSHIP, SESSIONS WERE ORGANISED IN MUMBAI AND KOLKATA AS PART OF THE CEO SERIES.

THE SHRIRAM ASPEN LEADERSHIP SCHOOL

LEADERS IN THE MAKING

Today's school education does not enable development of leadership skills in students – especially values-based leadership. To inculcate key leadership values among the teenagers, Aspen Institute India and The Shri Ram School (TSRS) joined hands to launch a unique two-week residential program for students of 9-12 grades.

The programme was launched by late Manju Bharat Ram, Founder, Chairperson of the Managing Committee & Member of the Board of Trustees, TSRS, and Gautam Thapar, Chairman Aspen Institute India and Avantha.

The program has been designed with an Indian outlook without compromising on the challenges that the youth of today face in a globalised world. Exciting



ADVENTURE SPORTS BY THE TSALS FELLOWS

MAHABHARATA BY THE TSALS FELLOWS





L TO R:
KIRAN PASRICHA,
LATE MANJU BHARAT RAM
& GAUTAM THAPAR



adventure sports and experiential training were also part of the two week workshop.

The venue for the maiden edition of the residential program was a picturesque site close to Rishikesh, next to the river Ganges. The participants came from various schools across India. 🍎



INDIA LEADERSHIP INITIATIVE CLASS 4

“LEADERSHIP HAS NO EASY ANSWERS...

leadership is a responsibility and not a right... leadership is a fantastic journey...”

With these thoughts Class 4 of India Leadership Initiative embarked on their Aspen journey with the Challenge of Leadership Seminar in December, 2012.

“Some leadership values are universally true and at all points of time. These values are also the hardest to imbibe and practice regularly. Leadership is not just the work you do but how you run your life: the physical, emotional, mental and spiritual. We forget this lesson many times.”

The greatest impact of this leadership program is the

JOHN McNULTY PRIZE



“Winning the McNulty Prize has inspired the Aspire team to stay on-course for our target of one million trainees by 2022” — AMIT BHATIA

Nothing could have been more satisfying than an India Leadership Initiative (ILI) Fellow winning the prestigious John P McNulty Prize. Amit Bhatia became the winner in what can be described as recognition of his initiatives in training over 50,000 students from rural and disadvantaged backgrounds to be English-fluent, tech-savvy, problem-solving new recruits ready to fuel India’s vibrant economy.

Mr. Bhatia, CEO of Aspire, provides the youth studying in semi-urban and rural educational institutions the knowledge, practical and behavioural skills for employment and success in their chosen career. The Committee of judges that selected him for the coveted prize included former US Secretary of State Madeline Albright and Shashi Tharoor, MP and then Trustee Aspen Institute India.

In 2007, after becoming an ILI fellow, Mr. Bhatia founded Aspire, a social enterprise created to address the critical gap between education and industry.

The McNulty Prize seeks to galvanize efforts to address the foremost social, economic and political challenges of our time by recognizing the very best in high-impact work that Fellows from the Aspen Global Leadership Network undertake as part of their Fellowship.

“fellows” themselves. Young leaders from different sectors took a step back from their daily challenges to pause and reflect on their own priorities, values, goals and consider their greater role in society – beyond building their own business and organization.

Reflecting on their Seminar experience, a fellow of the Third Generation class which graduated in May 2012 shared that it led to “My own discovery of my leadership style and how to link it into a larger good for society”. This cohort who had named themselves “The 3rd Generation” comprised of eighteen Fellows from a cross section of Indian society. 🍓

INDIA LEADERSHIP INITIATIVE CLASS 4

AJEET BAJAJ | *Managing Director, Snow Leopard Adventures*

Ajeet Bajaj, an adventurer and explorer, is the first Indian to have completed the much-acclaimed Polar Trilogy comprising skiing to the North Pole, to the South Pole and across the Greenland Icecap. With over 25 years of experience in adventure sports, Ajeet was conferred the Padma Shri by the President of India in 2012 for his achievements in adventure sports. While running a highly successful adventure tour company, Ajeet endeavors to fulfill his responsibility to society. He initiated in 1995, the Ganga First Aid Centre near Rishikesh to provide basic health care to the villagers. He also actively supports Divya Prem Sewa Mission, a Haridwar-based NGO, which provides free education and housing to over 250 underprivileged children.

RASHI TALWAR BHATIA | *Co-Portfolio Advisor, Ashmore Investment Advisors*

Rashi is a Co-Portfolio Advisor at Ashmore Investment Advisors India, and partner at Ashmore EMM, LLC. She specializes in investments in financials, manufacturing and infrastructure in India and the automobile sector across all emerging markets for Ashmore. Rashi is also involved with the Talwar Foundation where she focuses on raising resources and funds for the running and upkeep of St. Michaels Girls Hostel which provides basic education, boarding and lodging for 85 girls from underprivileged homes and other backward sections of society.

**VIRAJ DIDWANIA** | *Founder & Director, Vinayaga Marine Petro Ltd*

Viraj Didwania is the founder and Director of VMPL Shipyard, a young and dynamic enterprise focused on shipbuilding, ship repairing and the offshore sector. In 2009 Viraj has successfully made the challenging shift from a banker in New York to an entrepreneur in India. Viraj is a practitioner of meditation since 1999 and became one of the youngest meditation teachers for the Art of Living. Viraj also has a Private Pilot License since 2009 and enjoys flying single engine planes around the world for the sheer joy and freedom of the experience.

DR ARUNABHA GHOSH | *CEO, Council on Energy, Environment & Water (CEEW)*

Arunabha is CEO of the Council on Energy, Environment & Water (CEEW), an independent, policy research institution in India. He conceptualised and established CEEW (<http://ceew.in>) with a mandate to address pressing global challenges through an integrated approach. With experience in 30 countries, his work intersects international relations, global governance and human development. He co-chaired work on geo-engineering governance for the UK Royal Society; is a member of three track II initiatives with Israel, Pakistan and the United States; and sits on the Governing Board of the International Centre for Trade and Sustainable Development, Geneva. In 2011, Asia Society named him an Asia 21 Young Leader.



HARSHAD LAHOTI | *Founder & Managing Director, AH Ventures India*



Currently at the helm of four companies in the Financial Services & Consultancy space, creating and growing businesses is not new for Harshad. His interest in investment banking and desire to help early-stage ventures led him to setup ah! Ventures (2009) and Maxipty Partners (2012). Besides his interest in finance & investments, Harshad is also deeply involved as a director with the Ajit Lahoti Charitable Foundation, one of Pune's leading charitable institutions helping Chronic Renal Failure patients minimize their hardships by better kidney disease management. Harshad travels extensively, loves yoga & salsa dancing and lives in Mumbai with his wife, Ruchi.

ARADHANA KHAITAN MAHAN | *Co-Founder & Managing Director, Manya Education*

Aradhana is the Managing Director at Manya Education Private Limited (MEPL) which is the largest operation of The Princeton Review (TPR) outside the US and provides Study Abroad Test Preparation, Overseas Admissions Counseling, Language and Communication Training services. Aradhana co-founded MEPL in 2002. Under Aradhana's stellar leadership, MEPL was awarded the 'World Franchisee of the Year' and the 'International Franchise of the Year' by TPR at their annual international conference in Boston in 2012. Aradhana holds a Bachelors Degree in Business Administration from Ross School of Business, University of Michigan, Ann Arbor.



ARVIND MALHAN | *Principal, New Silk Route Advisors*

Arvind is a Principal at New Silk Route, a growth capital investment firm focused on investing in private companies in the Indian subcontinent. Arvind holds a Bachelor's degree in Electrical Engineering from the Massachusetts Institute of Technology (MIT), where he received Tau Beta Pi, Eta Kappa Nu, and Sigma Xi academic distinctions, and served on the Board of Directors of the Harvard Cooperative Society. He holds an MBA from the Wharton School at the University of Pennsylvania. He serves as President of the MIT Club of Bangalore. He resides in Bangalore, with his wife Miho, who is an author (in Japan).

SHAILJA MEHTA | *Executive Director, Aangan India*

Shailja began her working career in public relations with Procter and Gamble after completing a Bachelors in Economics from St. Xavier's College, Mumbai and a Diploma in Social Communication Media from Sophia Polytechnic, Mumbai. She left her job in Media to follow her instincts to become a part of the founding team at Aangan after her transformative experience as a volunteer in a juvenile home at the age of 16. She has co-authored 'Why Am I Here' a survey study to understand the profile of 379 institutionalized children across India.

**RAHUL MIRCHANDANI** | *Executive Director, Aries Agro*

Dr Rahul Mirchandani is the Executive Director of Aries Agro Limited, an Indian Multinational company in the business of manufacturing of micronutrients and specialty nutritional products for plants and animals. Rahul holds a Doctorate in Management Studies from NMIMS University, Mumbai. He is a CFA and holds an MBA from the University of Canberra, Australia. Rahul has been a visiting faculty at the Indian Institute of Management Ahmedabad, the University of Bombay and at the NMIMS University, Mumbai. Rahul is a Past National Chairman of CII's Young Indians. He is the Founding Chair of the Commonwealth-Asia Alliance of Young Entrepreneurs (CAAYE).

SRIKUMAR MISRA | *Founder & CEO, Milk Mantra*

Srikumar is the founder of Milk Mantra – a new dairy venture with a focus on functionally differentiated products made from ethically sourced milk. He left a successful corporate career in London with the Tata Administrative Service, where he rose to become Director of Mergers & Acquisitions of the Tata Tea & Tetley Group, to return to his home state Odisha and start Milk Mantra in 2009. Milk Mantra's Ethical Milk Sourcing programme started from scratch in 2011 and now has more than 6000 farmers in Odisha who are clearly benefiting today. The Milky Moo brand of fresh dairy products was launched by his start up in early 2012.



CHHAVI RAJAWAT | *Sarpanch, Gram Panchayat, Soda, Rajasthan*



Chhavi Rajawat, Sarpanch/elected head of the Village Council of Soda, District Tonk, Rajasthan graduated with honors in English Literature from Lady Shriram College, New Delhi. She then followed it up with Business Management in Marketing from Pune. Chhavi worked in the corporate sector from 2003 till 2009. In February of 2010 Chhavi won the elections and was elected head of the Village Council of Soda. Chhavi's initiative in becoming the "Sarpanch" has been to bring in holistic development in her village thereby making it a model village, the development work of which could then be replicated in other villages in rural India.

SUPARNA SINGH | *Director-Strategy, New Delhi Television (NDTV)*

Suparna Singh has worked for nearly 20 years in television news in India. As CEO of the group's digital arm, NDTV Convergence, Suparna has worked with a team of brilliant editors and techies on introducing huge synergies between traditional TV news and its online avatar. NDTV's website, ndtv.com, has doubled its traffic in 24 months. As an undergraduate student, Suparna studied Advertising at Menlo College, California. She took a five-year sabbatical from NDTV to get her Masters in Film at Syracuse University, New York, before moving to Los Angeles to work with movie studios. She returned to Delhi in 2002. Films remain a passion, along with Golden Retrievers.



ABHEEK SINGHI | *Partner and Director, The Boston Consulting Group*

Abheek leads BCG Consumer Products sector in Asia Pacific. Abheek is the co-author the book *The \$10 Trillion Prize* and has also authored several seminal reports on the Indian consumer and retail sectors – including *The Tiger Roars*, *Building a New India* and *Agribusiness: Cultivating New Opportunities*. He has also supported the PM Council on Trade and Industry on the issue of agricultural production and food security. An Alumni of IIT and IIM, Abheek currently work with BCG in its Mumbai office after moving from San Francisco.

CHARU SINHA | *Secretary, Andhra Pradesh Public Service Commission*

Charu is the Secretary of Andhra Pradesh Public Service Commission. An IPS officer of the 1996 batch, Charu served as Deputy Inspector General of police of Anantapur range of districts in Andhra Pradesh. She went to the United Nations Mission on deputation for one year to Kosovo in Europe, for peacekeeping in an area torn by conflict between Albanian Muslims and Christian Serbs. She graduated in English Literature, History and Political Science from St. Francis College for Women in Hyderabad and did her post graduation in Political Science from Hyderabad Central University. Both her younger sisters are Spiritual Consultants and Charu believes in that same spiritual path.

**AMIT K SINHA** | *Senior Partner, Bain & Company*

Amit is a Senior Partner at Bain & Company, having started his career at Bain's Boston office in 2002. He moved to India in 2005 to help start Bain's India office as the official first employee. He leads Bain India's Energy & power and Airlines verticals. Amit holds dual MBA (Finance and Strategy) from The Wharton School of University of Pennsylvania, where he was also awarded Palmer and Siebel scholarships. He also holds Electrical and Electronics Engineering from Birla Institute of Technology, India.

ADITYA VIKRAM R SOMANI | *Chairman, Everest Industries*

Aditya is the Chairman of Everest Industries Ltd, one of India's fastest growing building products companies. Aditya has 15 years of experience in the business of real estate development and construction, textiles and information management. He set up a textile weaving unit in 1997. And co-promoted Compareindia.com, subsequently sold to CNBC Web 18. In addition to business, he is deeply involved in various educational and social causes. He is associated with Mahesh Shikshan Sansthan, Jodhpur, Salaam Bombay Foundation, Inner Courtyard to name a few. Aditya is an MBA from University of Pittsburgh, USA (1997) and also has a PG Diploma in Business Management from SP Jain Institute of Management and Research, Mumbai.



SATVIK VARMA | *Advocate & Founder, Independent Law Chambers*



Satvik is an Advocate and Corporate Counsel and founder of Independent Law Chambers. His practice focuses primarily on dispute resolution, litigation and arbitration and he practices at the Supreme Court of India and Delhi High Court. Prior to setting up his own law practice, Satvik was a partner at India's premier law firm, Amarchand Mangaldas, Satvik holds a Bachelor of Arts (with Honours) in History and a Bachelor in Law (LL.B.) from the University of Delhi. Satvik received a Masters of Law (LL.M.) from Harvard Law School, where he was a part of the South Asian Lawyers Association. Satvik has been an Asia 21 Young Leader.

SAMEER WALIA | *Managing Director, The Smart Cube*

Sameer Walia runs the operations of The Smart Cube, a leading Research and Analytics firm with operations across India, Europe, North America, China and South America. As a co-founder of the company, he built the organisation from scratch in 2004, and is currently involved in managing the next phase of expansion. Sameer has 20 years of consulting and industry experience, of which little more than a decade was spent at Accenture's strategy consulting practice. Sameer now regularly mentors young professionals and entrepreneurs through the TIE and Mumbai Angels platforms.





PARTICIPANTS AT ASPEN SEMINAR

“Right from our Parliament, as a nation we have forgotten the art of listening. At the Aspen seminar you learn the art of listening patiently without reacting. You may agree or disagree, but only after truly listening to what is being said. This was in contrast to our usual habit of reacting without digesting what is being said which is harmful for relationships, organisations and nations. I am convinced that we need to follow the Aspen practice of genuine listening.” — ANU AGA, Member of Parliament (Rajya Sabha) & Director, Thermax Limited, Trustee, Aspen India





ASPEN INDIA SEMINAR

VISIONARY LEADERSHIP

The seminar was a unique exercise. Using the time-tested Aspen method of text-based dialogue and experiential learning, the Leadership Seminar attempted to take the individual participant on an inward journey and provoked them to question what constitutes a “good society”. While doing so, it prompted them to think about their own leadership styles. What emerged was certainly not consensus of opinion, but rather passionate dialogue around the inevitable tensions that arise in defining and building the “good society.” The core take away from the Seminar was for the individuals to embark on a path of self-discovery and self-reflection, and to explore new ways of tackling challenges and dealing with practical issues. 🍎



“I took part in a week-long Aspen Seminar about two decades ago. It was a period of intensive study of classical readings, thought and argument, made possible by a truly Socratic moderator who carefully led the group to key insights that are applicable in many contexts, and which have remained with me ever since...” — T N NINAN,
Chairman, Business Standard Ltd, Trustee, Aspen India

CEOs SPEAK

INNOVATION &
ENTREPRENEURSHIP

Values based, ethical leadership, innovation and entrepreneurship were the common threads running through the Extraordinary Leader Series of lectures.

One of the pioneers of Information Technology in India and former Chairman Emeritus Infosys Technologies Limited, N R Narayana Murthy, while sharing this own experiences also asserted that businesses hold tremendous responsibility in checking corruption.

India's answer to its chronic problems of poverty and

underdevelopment is not the State but rather the creation of jobs which could be achieved through entrepreneurship and industrialization. This has been the ideology behind Infosys, emphasised Narayana Murthy.

In fact innovation is the way forward in the current climate of economic uncertainty. According to Ellen J. Kullman, Chair and CEO of DuPont innovation is "the only business". Ms Kullman believed that patience, core values and nature of leadership were necessary to drive that path of innovation which was so necessary in her field of work. ♦



"You have to have that vision...If you think about it from who you are today, you are always going to limit who you're going to be."

— ELLEN KULLMAN

"You synthesize their advice, you mesh it with your own gut feeling...and move ahead and take the decision. But as a leader you have to take the decision, committees cannot take those decisions." — NARAYANMURTHY





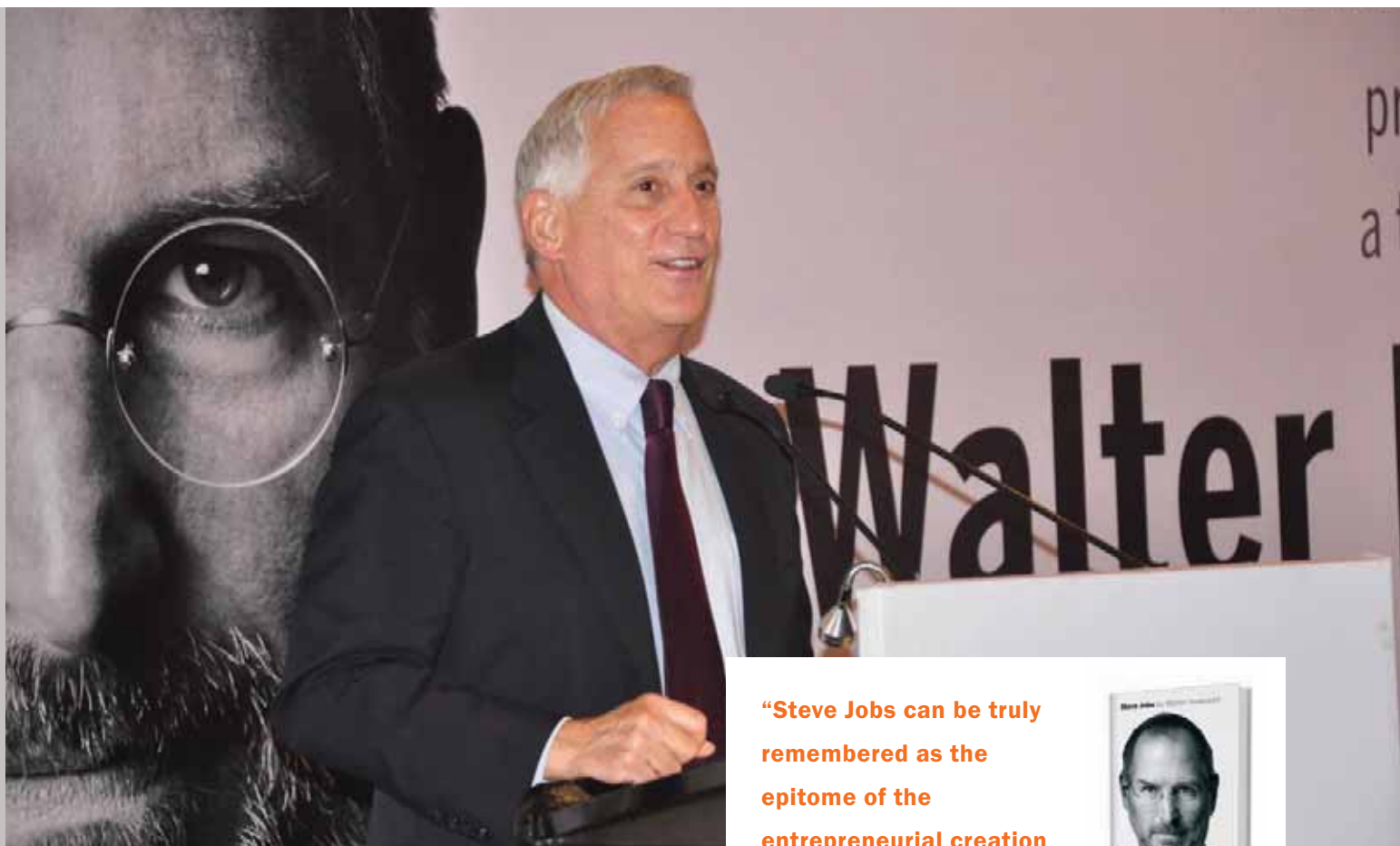
C K PRAHALAD ANNUAL MEMORIAL LECTURE

The first annual Aspen India C K Prahalad Memorial Lecture was delivered by R. Gopalakrishnan, Director of Tata Sons. The theme was 'Innovation Culture: Myths, Reality, Ideas. Illustrated through an engaging presentation, Mr Gopalakrishnan pointed out that there were five myths, realities and ideas of innovation.

Mr. Gopalakrishnan noted that the idea of research and development as a measure of innovation is a myth as is the concept that innovation is more difficult in services than in products. An example given was how Coffee giant Starbucks experimented with the music, cups, colours, again and again to hit the sweet spot. ♦

"Mindset is what creates innovation... There are two types of mindsets the fixed mindset and the growth mindset. Fixed mindset says 'I'm good at this. Let me do more of this' and if it doesn't work, they get angry. John McEnroe had a fixed mindset, Roger Federer has growth mindset. If he sees something is not working, he tries out other things,"

— R GOPALAKRISHNAN



“Steve Jobs can be truly remembered as the epitome of the entrepreneurial creation myth, where creativity and intelligence intersect.” — WALTER ISSACSON



BOOK SESSIONS

FOOD FOR THOUGHT



“Inclusive growth demanded not the absence of pro-market reforms but good governance that works for the welfare of the poor”

— GURCHARAN DAS

In *Pax Indica* Dr. Shashi Tharoor, Author, MP and former Trustee, Aspen India talks of how Indian foreign policy has gone beyond the era of Non-Alignment and entered the age of multi-alignment. He highlights the need for rethinking India’s diplomatic role in a global context and how its foreign policy is necessarily intertwined with the Indian as well as the international community.

Walter Isaacson, President, The Aspen Institute in his book *Steve Jobs – A Biography*, highlights Jobs’ philosophy of simplicity. This trait of Jobs can be traced to the experience he gained during the time he spent in India. According to Isaacson, Jobs had a ‘passion for his products. Isaacson spoke at a special session in New Delhi on his pioneering book on Jobs.

The art of diplomacy is essential for success of any country’s foreign policy. This art has to continuously evolve to deal with different challenges at different times. Ambassador Kishan S Rana, a successful practitioner of this art, focusses on this in his *21st Century Diplomacy: A Practitioner’s Guide*.

“My journey started from Malgudi (fictional town), where people are stereotyped as being hardworking, serious, conservative) to Macondo (fictional town in Gabriel Garcia’s novel), and in my journey I imbibed the spirit of Latin America.”

— AMBASSADOR R. VISWANATHAN



The book rightly points out that when there is a conflict between principles and interest, interest will prevail.

The countries of Latin America have undergone fundamental economic, social and political transformations over the years. India and Latin America, though separated by thousands of kilometres, are developing strong bonds through business, energy partnership, culture and people-

“A new quality that 21st century diplomats need to have is wide bandwidth. This... allows the diplomat to have the capacity to address a wide variety of issues as needed.”

— AMBASSADOR KISHAN RANA



“A fisherwoman in Thiruvananthapuram may not have the slightest idea who the foreign minister of India... but she will know if the price of diesel of her husband’s boat or kerosene for her kitchen stove has become more affordable... Foreign policy might seem an abstraction to people like her but it is relevant to her life just as much as to the diplomat in the pin-striped suit who speaks for India in the global forums”

— DR SHASHI THAROOR

to-people contacts. Ambassador R. Viswanathan, who is best described as an ‘Indian-Latin American’, reflects on his 14 years of his career across the region in his book *Malgudi to Macondo – Journey of an innocent Indian through seductive Latin America*.

Gurcharan Das, an author and public intellectual, emphasises in his latest book, *India Grows at Night*, that the country needs a strong liberal state. Such a state would have the authority to take quick, decisive action; it would have the rule of law to ensure those actions are legitimate; and finally, it would be accountable to the people. But achieving this will not be easy, says Mr Das, because India has historically had a weak state and a strong society.

There are many books on leadership and how to lead. *What the CEO Really Wants from You* by R Gopalakrishnan, Director, Tata Sons, is distinctive in so far as it addresses the question that is uppermost in the mind of any manager – What should he or she do to make the boss a partner rather than perceive the boss as an extractor of work or an adversary? Mr. Gopalakrishnan offers the reader the benefit of all he has learnt in his 45-year journey, aptly summarized in the four As – Accomplishment, Affability, Advocacy and Authenticity. 🍷



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Country Head India, Director, **HSBC Asia Pacific**

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KIRAN PASRICHA

Executive Director & CEO

WIKKY KATYAL

Director

DIPANJAN ROY CHAUDHARY

Programme Director

REETASRI GHOSH

Programme Director





ASPEN INSTITUTE INDIA

FIRST FLOOR, THAPAR HOUSE, 124, JANPATH, NEW DELHI-110 001, INDIA

TEL: +91-11-407 33 3333 | FAX: +91-11-407 33 3350 | Email: admin@aspenindia.org | Website: www.aspenindia.org