Observer Research Foundation (ORF) seeks to lead and aid policy thinking towards building a strong and prosperous India in a fair and equitable world. It sees India as a country poised to play a leading role in the knowledge age—a role in which it shall be increasingly called upon to proactively ideate in order to shape global conversations, even as it sets course along its own trajectory of long-term sustainable growth. ORF helps discover and inform India’s choices.

It carries Indian voices and ideas to forums shaping global debates. It provides non-partisan, independent, well-researched analyses and inputs to diverse decision-makers in governments, business communities, academia, and to civil society around the world. Our mandate is to conduct in-depth research, provide inclusive platforms and invest in tomorrow’s thought leaders today.

*Ideas • Forums • Leadership • Impact*
ORF is paying special attention to the intellectual depth of its work and enhancing the ability to deliver products and services efficiently. We are also endeavouring to further extend the reach among the policy makers, academics and business leaders worldwide.

—LATE SHRI R.K. MISHRA
At the end of a journey of over a quarter century, even as I extend my greetings to all our patrons, trustees, members and faculty, I would like to remember the vision and mission outlined by our Founding Chairman, the late Shri Rishi Kumar Mishra. I recall his last message in a previous annual report as he laid down the vision for the future: “ORF is paying special attention to the intellectual depth of its work and enhancing the ability to deliver products and services efficiently. We are also endeavouring to further extend the reach among the policy makers, academics and business leaders worldwide.”

This must remain the goal for all our research endeavours as we strive to take our research to a wider and more participative audience in India and abroad. As part of this endeavour, in the previous year, ORF brought out 94 long form publications—research papers, special reports, monographs, books and issue briefs. ORF and the Global Policy Journal (UK) published nine journal issues under the GP-ORF India Series. Commentaries by our faculty on the debates of the day were carried by Indian and foreign media almost on a daily basis.

ORF hosted over 240 interactions, discussions, roundtables and conferences on contemporary policy questions. As part of its involvement in the Sustainable Development Goals, ORF launched its Health Initiative. As the climate change negotiations proceeded toward COP21 in Paris, ORF organised a series of discussions and papers in partnership with the French Foreign Ministry. It also organised its first event at the Conference of Parties (in Paris) on the management of trans-boundary ecosystems such as the Sunderbans.

ORF, in partnership with Microsoft, launched the Digital Policy portal to encourage Indian scholarship on digital economy and internet governance. With the government’s Digital India programme taking off, the new ORF website became compliant for access on handheld devices even as ORF extended its presence into the social networking platforms. The attempt has been to add a whole new genre and a new generation of participants.

2015-16 saw ORF consolidate and expand the scope of its recent global platforms, such as the Young Leaders Programme under the Asian Forum on Global Governance hosted with the Zeit...
Stiftung, and CyFy, India’s International Conference on Cyber and Internet Governance. Two new international forums were created in the form of the first ever Raisina Dialogue in partnership with the Ministry of External Affairs and the Kalpana Chawla Space Policy Initiative.

This year, under India’s presidency, ORF not only continues to represent India at the BRICS Think Tanks Council, but will also host the BRICS Annual Academic forum where civil society institutions debate important development challenges of our times. Leveraging its initiative on Cyber and Internet Governance, ORF will be exploring the idea of “Digital BRICS” and an exclusive dialogue amongst the BRICS on “Smart Cities.”

Our founder Mishraji had also expressed his determination to “expand the resource base [of ORF] and bring in to its fold new private corporate entities and foundations to provide endowments and grants.”

Following that path, ORF has been slowly expanding its resource base. Over two dozen entities contributed to various ORF research and outreach initiatives in the previous year. Global institutions like the World Bank, GIZ, DFID, the Bill and Melinda Gates Foundation, Indian and foreign governments and international corporations joined us to promote our research objectives. Meanwhile, our core grant from Reliance Industries Limited continues to allow us to be pioneering and independent. We are grateful to their unconditional and generous support.

The expanded set of stakeholders and partners also means that our governance needs to be the best in class. We have therefore instituted clear disclosure policies around grants and support so that all our sources of funding are now available in the public domain on our website. We acknowledge contributions on our research products as applicable and we encourage our scholars to do the same as their expertise is sought by various organisations for external projects.

In the year ahead we are proposing to expand ORF’s membership. The decision has been made and it will be implemented soon. As we celebrate another important day in the evolution of the organisation, on behalf of the board, I once again thank everyone—the director, research team, management and also all our associates and partners—for their continued support and guidance.
Last year Observer Research Foundation (ORF) celebrated 25 years of its journey as an institution committed to policy research and proposing solutions for a country aspiring to find its place in a rapidly transforming world. This was a journey that began in the early 1990s and continued into the millennium as India began exploring opportunities and discovering its destiny at home and overseas. Mirroring these trends ORF, too, ventured to build global partnerships that would help disseminate changing narratives about the new India—a country that was part of the global effort to combat terror, tackle climate change, eliminate poverty, and confront global human development challenges in a world beset by financial crisis.

As an ever-evolving think tank, ORF has both contributed to and benefitted from being a part of this ongoing journey that is transforming a big nation into a great nation, which in turn is engaged in creating milieus where a globally integrating community of over one and a quarter billion can decisively influence the course of a progressing century. For us, this has meant two key engagements. One, the production of research and ideas that are incisive and impactful; two, the creation of platforms that are inclusive and diverse.

So in our 26th year, too, we have moved onwards, advancing our mandate—catalysing new ideas, developing new forums, and above all, nurturing the thought leaders of tomorrow.

First, we have now made significant progress in transforming the composite profile of the human resources at ORF. With many new minds joining us and others coming into their own in the past year, we have on board an energetic, diverse and potent research team. Our goal, set five years ago, of effecting a generational change is nearing completion. Our young team has been increasingly contributing to India’s intellectual discourse, and in keeping
with this transformation, this annual report will highlight some of these new leaders at ORF. As an institution, shaping and nurturing thought leadership for the future remains a key deliverable for us.

Second, with the launch of our new website, as well as the adoption of new digital formats, we have acquired, so to say, a new digital persona. With the explosion of new media, it is no longer traditional newspapers and TV channels alone that curate and disseminate information. Everyone has become a curator, a node for both the creation as well as dissemination of information. So think tanks, too, find themselves innovating on means that can best get research across to wider audiences and get it noticed. Some may think that the traditional format of monographs, long papers and issue briefs is doomed, challenged by the urgent need to communicate in no more than 140 characters. Yet for us, this is only about expanding into an arena where technology is used creatively to not merely help communicate complex research, but also build digital platforms that, for the first time, enable far wider participation and engagement. We have therefore seen viewership and readership of digitally disseminated products, including long-form essays and monographs, reveal a steady upward trend as simple messaging draws attention to highly nuanced propositions and policy debates.

Third, after several years of hosting conferences overseas, alone or with partners, in Europe, United States and China, we decided it was time to create more ambitious modes of engagement that, under Indian leadership, would bring together upon an Indian platform thought leaders, experts, practitioners and people from across the world. In this effort, we found enthusiastic and determined support from the Ministry of External Affairs of the Government of India. In March 2016, this bore fruit as the first Raisina Dialogue. Even as the event commenced, participants realised that a seed had been planted that could one day outlive all, growing bigger than the individuals and institutions that sowed it.

Encouraged by the results of the first Raisina Dialogue, it was decided to institutionalise the forum as an annual project. True to our mission of getting new voices heard, the next year’s edition will add a
ENCOURAGED by the results of the first Raisina Dialogue, it was decided to institutionalise the forum as an annual project. The next year’s edition will add a vibrant young thinkers’ component to the dialogue.

vibrant young thinkers’ component to the dialogue. It will also introduce a series of focused closed-door policy roundtables. Our hope is that this represents a beginning that will spawn similar efforts by others as India strives to communicate uniquely Indian narratives, in all their plurality and diversity, to the world. This part of the world needs many such forums to give voice to discourses emanating from within the region.

Fourth, and finally, the year gone by saw new areas of research open up. Transformation being the norm in the world around us, we cannot afford to remain bound within our zones of comfort. Inclusive growth, sustainable development goals, equity and wealth creation may be part of the same continuum, but the nature of change makes disruption from within and without the norm rather than the exception. If the international community and we ourselves as a country pledge ourselves to new development targets by the year 2030, the real promise that we make is to provide space for new voices. It must be our goal to nurture and promote spaces that see those who lift half the sky to prosper, flourish, live and lead the way here onwards. The promise of the right to life and health to all, of enhanced productivity, also implies that we commit to use technology and innovation in an inclusive manner to benefit all those that the previous waves of industrialisation had given a pass. Gender, health, technology, climate and energy, and a comprehensive development agenda for India and the global South have become part of the key thrust areas at ORF. It is our belief that the SDGs agreed to last year are predicated upon countries like India resolving inequities at home and energising its engagements overseas.

As an aspiring power this becomes our duty, and we at ORF remain committed to contributing to and supporting this agenda.
28 January 2016, New Delhi
LAUNCH OF GLOBAL GO TO THINK TANK INDEX REPORT 2015

ORF led Indian think tanks in the latest Global Go To Think Tank Index Report, produced by the Lauder Institute, University of Pennsylvania. It was the largest ranked institution from Asia with 22 appearances in various categories—a first for an Indian think tank:

- 6th rank in ‘China, India, Japan, and the Republic of Korea’ region
- 10th rank in ‘Think Tank to Watch’ category
- 24th rank in ‘Best New Idea or Paradigm Developed’ category
- 44th rank in ‘Best Use of Social Networks’ category
- 46th rank in energy and resource policy
- 54th rank in defence and national security policy
- 85th rank in foreign policy and international affairs think tanks category
- 91st rank in non-US think tanks worldwide

As part of the launch of the report, ORF organised a conference on the role of think tanks in policymaking related to the Sustainable Development Goals.
Programmes & Initiatives

ORF research cuts across the fields of foreign policy, economy, development, domestic and global governance, social sector, and traditional and non-traditional security. The following pages showcase some of our key programmes and initiatives. ORF houses leading and young experts, who provide high-quality research and policy recommendations.
Strategic Studies Programme

This programme focuses on geopolitics, insights and policy solutions to extant security challenges with an emphasis on India. It covers a broad area of research, including area studies.

Harsh V. Pant
Distinguished Fellow & Head, Strategic Studies Programme
Harsh is Professor of IR in the Defence Studies Department and the India Institute at King’s College London. He is also an adjunct fellow with the Wadhwani Chair in US-India Policy Studies at the Center for Strategic and International Studies, Washington, D.C. His current research is focused on Asian security issues.

Recent publications
Afghanistan’s Regional Dilemmas: South Asia and Beyond (Orient Blackswan, 2016)
Indian Foreign Policy: An Overview (Manchester University Press, 2016) co-author, The US Pivot and Indian Foreign Policy (Palgrave Macmillan, 2016)
Editor, Handbook of Indian Defence Policy (Routledge, 2016).
2-3 April 2015, New Delhi

**INDIA-FRANCE EXPERTS POLICY DIALOGUE**

ORF, the Public Diplomacy Division of the Ministry of External Affairs, India, CERI-Sciences Po, and the Centre d’analyse stratégique, France, organised the second 1.5 track dialogue that delved into key areas of common interests (such as Eurasia, ISIS and West Asia, the Indian Ocean and climate change) that will shape, enrich and confront the India-France relationship in the coming years.

7 April 2015, New Delhi

**SHEIKH RASHID GHANNOUCHI: TUNISIAN TRANSITION TO DEMOCRACY**

The co-founder and President of the Ennahada Party delivered a talk on the political processes at play in his country.

27-29 April 2015, New Delhi

**US-INDIA THINK TANK SUMMIT**

ORF, Brookings India and the Think Tanks and Civil Society Program at the University of Pennsylvania jointly organised the first annual US-India Think Tank Summit in New Delhi, with the theme “Think Tanks, Public Policy and Governance: Ideas, Analysis, Innovation and Impact.” The summit explored how Indian think tanks, as increasingly relevant contributors, are currently making a difference in the country’s economic and social development. Participants included representatives from over 60 Indian think tanks, as well as from a few think tanks from the US, Brazil and Belgium.
27 May 2015, New Delhi

**URSULA VON DER LEYEN: INDIA AND EUROPE—A SHARED SECURITY?**

While on a three-day visit to India, the German Defence Minister spoke on India and Europe, and the common security challenges facing both of them, at an event organised by ORF.

June 9, 2015, New Delhi

**AKITAKA SAIKI: JAPAN’S FOREIGN POLICY—STRATEGY AND PRACTICE**

The Japanese Vice Minister for Foreign Affairs gave a talk on Japan’s foreign policy positions on maritime spaces, Asia, China, Russia and Europe, and commented on India-Japan ties.

**THE UNCERTAINTY in the international system is greater than it has been in a long time. Both Europe and India need to react to that. We are both facing major challenges.**

—**URSULA VON DER LEYEN**
17 July 2015, New Delhi
BOOK RELEASE
MODI’S WORLD: EXPANDING INDIA’S SPHERE OF INFLUENCE
HarperCollins, ORF and The Indian Express Group hosted the launch of C. Raja Mohan’s book, which examines the continuity and change in Indian foreign policy under Prime Minister Narendra Modi.

7 August 2015, New Delhi
RELEASE
THE STRATEGIC RATIONALE FOR DEEPER US-INDIAN ECONOMIC TIES
ORF hosted the launch of the Carnegie report, which posits that economic ties between India and the US are important for both countries’ strategic aspirations; political and security platforms will not be sufficient. Both authors presented their arguments, leading into an open discussion on US-India ties.

11 September 2015, New Delhi
BOOK RELEASE
THE OXFORD HANDBOOK OF INDIAN FOREIGN POLICY
Oxford University Press, Centre for Policy Research and ORF jointly launched the book, edited by David M. Malone, C. Raja Mohan and Srinath R. Raghavan, which provides an extensive survey of India’s external relations.
L-R: Varun Sahni (JNU), Francois Godement (ECFR) and Nandan Unnikrishnan (ORF); M.J. Akbar (National Spokesperson, BJP) delivering the keynote address - “Foreign policy: What does India strive for?”

28 September 2015, New Delhi

ROUNDTABLE DISCUSSION ON INDIA’S FOREIGN POLICY

ORF and the European Council on Foreign Relations held a roundtable on Indian foreign policy, discussing themes such as whether India is a great or soft power; Indian PM Modi’s worldview; India’s neighbourhood; the Indo-Pacific; and India in the multilateral context.

L-R: Sushant Singh (The Indian Express), Sanjay Baru (IISS), Andrew Small (author; German Marshall Fund) and Abhijit Singh (ORF)

17 November 2015, New Delhi

BOOK DISCUSSION

ANDREW SMALL’S THE CHINA-PAKISTAN AXIS: ASIA’S NEW GEOPOLITICS
2-3 December 2015, New Delhi
INDIA-RUSSIA-IRAN TRACK II DIALOGUE

The 2nd edition of the Track II dialogue, a collective initiative of ORF, Russkiy Mir Foundation and the Iranian Institute of Political and International Studies, focused on the shifting balance of powers in the Eurasian landscape, connectivity projects, cooperation for stability in Central Asia, Afghanistan and West Asia, and challenges and opportunities for further cooperation.

28-29 February 2016, New Delhi
AUSTRALIA-INDIA POLICY FORUM

Held in association with the Indian Ministry of External Affairs, the National Security College, Australian National University and the Australian Department of Foreign Affairs and Trade, the dialogue discussed strategy, economy, cyber security and terrorism in the context of Australian-Indian ties.
L-R: Munu Mahawar (Joint Secretary, Americas, Ministry of External Affairs, India), S. Paul Kapur (Naval Postgraduate School, US), Manoj Joshi (ORF), Meera Shankar (former Indian Ambassador to the US) and Ashok Malik (ORF)

4-5 March 2016, New Delhi
US-INDIA STRATEGIC DIALOGUE
This year’s annual Track II dialogue, jointly organised with the US Naval Postgraduate School, focused on the broad India-US relationship, nuclear security, Af-Pak, the Asia Pacific and the maritime domain.

L-R: Kanchi Gupta (ORF), Yoel Guzansky (INSS), Michal Hatuel (INSS), Oded Eran (INSS), Udi Dekel (INSS), Vikram Sood (ORF) and Pinak Ranjan Chakravarty (ORF)

16-17 March 2016, New Delhi
ORF-INSS DIALOGUE
This year’s annual dialogue between ORF and the Institute for National Security Studies, Israel, had as its theme “New Dimensions of India-Israel Partnership.”
Global Governance Programme

This programme focuses on the evolving architecture of global governance in the context of traditional and emerging commons, and the need to recast it in creative ways to echo changing circumstances.

14 August 2015, New Delhi
RICHARD VERMA: PROTECTING OUR SHARED SPACES
The US Ambassador to India delivered a talk at ORF on protecting the global commons, noting that India and the US working together sums up efforts of each to make our citizens and the world more stable, secure and prosperous.

WHAT WE DO together has the potential to help underwrite security and prosperity for the long term. It is for this reason that the US supports India’s aspirations to become... a ‘leading power’... —RICHARD VERMA

25 September 2015, New Delhi
JAKOB VON WEIZSAECKER: THE EU REFUGEE CRISIS AND ITS POLICY IMPLICATIONS
The member of the European Parliament provided a comprehensive overview of the refugee situation in Europe, discussing advantages, challenges and potential strategies to ease tensions within the EU.
19 February 2016, New Delhi
ROBIN NIBLETT: COMPETITION AND COOPERATION IN AN INTERDEPENDENT WORLD
The Director of Chatham House, UK, spoke on three broad dimensions of cooperation and competition in a globalised world: globalisation 2.0, geopolitical competition and state fragmentation.

14 January 2016, New Delhi
INDIAN VIEWS ON EMERGING GLOBAL TRENDS AND THEIR IMPACT ON THE SOUTH ASIAN REGION
The roundtable discussion centred around the six main themes of the latest Global Trends (US National Intelligence Council’s quadrennial publication): individual empowerment, economic trends, clash of values, technology, changing nature of warfare and common issues.

4 March 2016, Mumbai
ALI ALSAN: MITIGATING THE REFUGEE INFLUX IN THE EUROPEAN UNION
Ali Aslan, TV host, journalist and former policy and media advisor to the German government, discussed Europe’s refugee crisis in light of the current economic and political turmoil, noting that Europe is facing an existential crisis and the refugee situation will determine whether the EU remains a significant player and voice in world affairs.

L-R: Rob William (NIC), Samir Saran (ORF), Gregory Treverton (NIC), Sumit Ganguly (Indiana University) and Brian Hedrick (NIC)

L-R: Robin Niblett and H.H.S. Viswanathan (ORF)
Manoj Joshi
Distinguished Fellow and Head
Post a three-decade-long career as a journalist, which included stints as political editor in several reputed newspapers, Manoj tracks developments related to China, Pakistan, the US, defence and military matters, counterterrorism and maritime issues.

Recent publication
“The South China Sea Disputes: Territorial Claims, Geopolitics, and International Law,” ORF Occasional

Abhijit Singh
Senior Fellow and Head, Maritime Policy Initiative
Abhijit is a former naval officer with specialist and command experience in front-line Indian naval ships. He is a keen commentator on maritime matters and has written extensively on security and governance in the Indian Ocean and Pacific littorals.

Recent publication
13 April 2015, New Delhi

JULIE BISHOP: ORATION ON THE INDO-PACIFIC
The Australian Minister for Foreign Affairs delivered a lecture on the Indo-Pacific.

“THE GREAT challenge of the Indo-Pacific era isn’t the rise of any one power... it is the way in which, for the first time in centuries, we manage a region which is home to many powers.”
—JULIE BISHOP

17-18 August 2015, Goa

IORA BLUE ECONOMY DIALOGUE
ORF, in association with the Research and Information System for Developing Countries and supported by the Ministry of External Affairs, Government of India, hosted the first IORA Blue Economy Dialogue. Under the theme “Prospects of Blue Economy in the Indian Ocean,” participants from IORA countries discussed accounting frameworks, fisheries and aquaculture, renewable ocean energy, ports and shipping, and seabed exploration. The proceedings resulted in the adoption of the Goa Declaration 2015.
26 November 2015, New Delhi
INDIA-UK TECHNOLOGY PARTNERSHIP
This seminar discussed technology transfers and indigenisation, focusing on the potential of an India-UK partnership in the defence sector.

10 December 2015, New Delhi
EMERGING NAVAL TECHNOLOGY AND FUTURE THREATS
The conference discussed technology and its relevance in maritime warfare, and emerging trends for creating a suitable mix of platforms, weapons and sensors.
This programme engages with major economic developments in India and the world in a bid to understand India’s role in a changing global architecture and advance India’s domestic endeavour to become an economic powerhouse.

13 May 2015, New Delhi
20 YEARS OF WTO: WHAT NEXT?
With the WTO turning 20, ORF held a roundtable to discuss the relevance, importance and need for the financial institution in an international system in flux.

L-R: Harsh Vardhan Singh (International Centre for Trade and Sustainable Development; former Deputy-General, WTO) and Ram Upendra Das (RIS, New Delhi)
13 July 2015, New Delhi

**QUO VADIS GREECE? SOLUTIONS FOR THE EUROZONE CRISIS**

A day after an agreement was struck between Greece and European negotiators on the Greek financial crisis, this panel discussion saw first-hand assessment of the controversial deal, a bird’s eye view of the situation in Europe and insights into the German media’s treatment of the crisis.

L-R: Sanjay Baru (IISS); Jurgen Webermann (ARD German Radio), João Cravinho (Ambassador of the European Union to India) and Britta Petersen (ORF)

26 September 2015, Chennai

**M.R. SIVARAMAN: PAY, PERKS AND PENSIONS OF PUBLIC SERVANTS**

The former Revenue Secretary gave a talk at ORF Chennai on public expenditure, given the Seventh Pay Commission on the anvil and increasing digitisation of services.

Top to bottom: M.R. Sivaraman; discussion participants
Cyber & Media Programme

This programme explores opportunities and challenges arising in the cyber and media spheres with increased connectivity in today's world. Data protection and localisation, cyber security, surveillance, net neutrality, digital economy and big data are key thematic areas focused upon.

17 June 2015, New Delhi

CRITICAL INFORMATION INFRASTRUCTURE PROTECTION

The roundtable brought together representatives from government, regulators and critical infrastructure sectors as well as leading cyber security experts to discuss protection of critical information infrastructure. The topic assumes special significance given the growth of Internet of Things and the dependency on IT systems for critical sectors amidst cyber security threats and privacy breaches.
2 Nov 2015, New Delhi
REGULATING THE DIGITAL ECONOMY
Organised as a panel during the 5th Asia Forum on Global Governance, the panelists led a discussion on the opportunities the digital field provides for a country’s economy and the challenges and questions it raises regarding data localisation, civil liberties and security.

L-R: Payal Malik (former Chief Economic Advisor, CCI) and Arun Mohan Sukumar (ORF)

25

L-R: Kent Walker (Google), Ashish Chandra (Snapdeal) and R. Chandrasekhar (NASSCOM)

8 February 2016, New Delhi
URBAN TRANSPORTATION AND DISRUPTIVE TECHNOLOGIES
The roundtable, organised in association with Uber, discussed the relationship between transportation and technology and the consequences for planning, policy and safety.

L-R: Rachit Ranjan (Uber), Kalpana Viswanath (Safetypin), Arun Sukumar (ORF), Nimisha Pal (freelance consultant) and Sanjay Gupta (School of Planning and Architecture, New Delhi)
India’s Neighbourhood Initiative

This initiative explores domestic, bilateral and regional developments in India’s neighbourhood. Political, diplomatic, economic, security and cultural exchanges are looked at, with a key focus on questions of regional integration.

N. Sathiya Moorthy
Senior Fellow and Director, ORF
Chennai
Saathiya Moorthy, a former journalist, works on the Maldives and Sri Lanka, tracking their internal developments as well as bilateral and multilateral relations, and on SAARC. His writings appear frequently in the media. He is currently a columnist at the Colombo-based The Sunday Leader.

Recent publication
“In Sri Lanka, reconciliation still a non-starter,” The Sunday Leader, August 2016

Anasua Basu Ray Chaudhury
Fellow

Mihir Bhonsale
Senior Fellow

Joyeeta Bhattacharjee
Fellow

Rakshahari Chatterji
Advisor

Ashok Malik
Distinguished Fellow and Head
Ashok works on Indian domestic politics and foreign/trade policy and their increasing interplay. A journalist for 20 years, he is a columnist for several leading Indian and international publications (such as The Times of India, Hindustan Times, YaleGlobal Online). He is also the convener of Raisina Dialogue.

Recent publication
“Modi the risk taker: Is the PM’s foreign policy style reckless and unduly personalised?,” The Times of India, August 2016

K. Yhume
Fellow

Sabah Ishtiaq
Senior Fellow

Tapas Bhate Kulkarni
Associate Fellow

Pratnshree Basu
Senior Fellow

Kriti M. Shah
Research Assistant
THE FUTURE OF HIMALAYAS

This event, organised in collaboration with The Hudson Institute, discussed how to secure the Himalayan region, which cuts across several cultural, ecological and political fault lines, as it goes through a transition ranging from the political and economic to the cultural and social.

INDIA-CHINA HOLY WATER DIPLOMACY

A high-level delegation from Mumbai, on their return from a pilgrimage to Tibet, brought back holy water from the Kailas-Mansarovar, which was ceremonially offered to River Godavari in an event organised by ORF Mumbai.

L-R: Sudheendra Kulkarni (ORF Mumbai) and Devendra Fadnavis (Chief Minister, Maharashtra) performing puja at the Godavari River’s Kushavrat Kund in the presence of Yan Hualong (Chinese Consulate, Mumbai)
12 October 2015, Mumbai
RELEASE OF KHURSHID MAHMUD KASURI’S ‘NEITHER A HAWK NOR A DOVE: AN INSIDER’S ACCOUNT OF PAKISTAN’S FOREIGN POLICY’
ORF Mumbai, in collaboration with the Nehru Centre and Penguin Books India, organised the release of the book authored by the former Foreign Minister of Pakistan. A panel discussion followed.

19 November 2015, New Delhi
HEKMAT KHALIL KARZAI: INDO-AFGHAN RELATIONS, THE WAY FORWARD
While in Delhi for a state visit, the Deputy Foreign Minister of Afghanistan delivered a talk at ORF. He discussed the key political, economic and military transitions in Afghanistan recently; the five circles of Afghanistan’s foreign policy; Taliban and the peace process; and the components of the Indo-Afghan relationship.
Roundtable on “Possibilities of cooperation at the sub-regional levels in South Asia”
L-R: Naichu Tshering (Ex-MP, Bhutan), Pinak R. Chakravarty (ORF), Sagar Pichai (The Asia Foundation), Bishwambher Pyakuryal (professor of economics, Nepal), Sachin Chaturvedi (BIS, New Delhi) and Nazneen Ahmed (Bangladesh Institute of Development Studies)

3-4 December 2015, Kolkata
ADVANCING THE BBIN AGENDA: EXPLORING POSSIBILITIES IN TRADE, TRANSIT, ENERGY AND WATER COOPERATION
This two-day conference, hosted jointly by ORF and The Asia Foundation, brought together representatives from the Bangladesh-Bhutan-India-Nepal (BBIN) countries to discuss cooperation at the subregional level in South Asia; policy and market signals for strengthening BBIN connectivity; the energy-water nexus among these four countries; and trade cooperation.
30

INDIA WAS and will remain the most important strategic partner to Maldives.

—MAUMOON ABDUL GAYOOM

8 March 2016, New Delhi

MAUMOON ABDUL GAYOOM: ISLAM, A RELIGION OF PEACE

The former president of the Maldives delivered a talk on Islam, violence and jihad, also including mention of the Maldivian political situation, Chinese investments and SAARC.

28-29 March 2016, New Delhi

AFGHANISTAN-INDIA RELATIONS: A WAY FORWARD

The two-day conference, organised jointly with Friedrich Ebert Stiftung India, saw discussion between members of parliament, politicians, civil society and the media from Afghanistan and India on key questions regarding the domestic situation in Afghanistan, the Indo-Afghan bilateral relationship and Afghanistan in South Asia.

L-R: Fawzia Koofi (MP, Afghanistan); Amb. Said Tayeb Jawad (Advisor to Afghan CEO Abdullah Abdullah)

11 January 2016, New Delhi

BOOK DISCUSSION

Farahnaz Ispahani’s Purifying the Land of the Pure: Pakistan’s Religious Minorities

L-R: Mani Shankar Aiyer (MP, Rajya Sabha), Ashok Malik (ORF), Farahnaz Ispahani (author), Vivek Katju (former Indian Ambassador to Afghanistan) and Suhasini Haider (The Hindu)
Climate Change & Development Initiative

This initiative engages with issues of climate change (adaptation, mitigation, resilience, energy, finance, technology) and the broader scope of development, such as aid, development partnerships, South-South cooperation, gender, and technology in society.

Vikrom Mathur
Senior Fellow and Head
With 15 years of experience straddling research and policy advice at the interface of social and environmental change, Vikrom continues work related to scientific knowledge on nature/environment, science in public policy, technological change and emerging technologies, environmental governance and cultural theory.

Recent publication

6 August 2015, New Delhi

YOUBA SOKONA: HARNESSING RENEWABLE ENERGY SOURCES FOR SUSTAINABLE DEVELOPMENT IN AFRICA—CAN INDIA CONTRIBUTE?

The Special Advisor on Sustainable Development at the South Centre, Geneva, spoke about growth in African cities, the considerable energy investment gap the continent is facing, its growing experience in renewables, as well as opportunities and challenges of India-Africa partnership on sustainable energy sources.
L-R: J.M. Mauskar (ORF), Sir James D. Bevan (Chief Executive of the Environment Agency, UK; former UK High Commissioner to India), Prakash Javadekar (Minister for Human Resource Development; former Minister for Environment, Forests and Climate Change, India), Amber Rudd (UK Home Secretary; former UK Secretary of State for Energy and Climate Change) and Sunjoy Joshi (ORF)

9 December 2015, Paris
ROUND TABLE ON SUNDERBANS
On behalf of the Bangladesh-India Sunderbans Region Initiative, and in partnership with the Indian Ministry of Environment, Forestry and Climate Change, ORF organised a roundtable on Sunderbans on the sidelines of COP 21. This was the first time environment representatives of India and Bangladesh came together to discuss the protection and survival of Sunderbans, a UNESCO heritage site and the world’s largest mangrove ecosystem, at an international event.

L-R: U.K. Sinha (IDSA), Ravi Singh (WWF India), Ainun Nishat (BRAC University), J.M. Mauskar (Advisor, ORF) and Pinak R. Chakravarty (ORF)

23 September 2015, New Delhi
TECHNOLOGY AND CLIMATE CHANGE: INNOVATION AND PARTNERSHIPS FOR TRANSITIONAL CHANGE
In the lead-up to COP 21, this ORF roundtable situated technology in the climate change debate. It focused on key issues such as innovation, development and diffusion, as well as the policy frameworks and partnerships required to facilitate technology transitions.

17-18 December 2015, Kolkata
SOUTH ASIA WATER DIALOGUE: PEOPLE, POWER AND TECHNICAL INNOVATION
The two-day international conference saw interaction between speakers from 10 South Asian countries, as well as from the UK and Germany, on water-resilient cities, water for food, water and climate adaptation, and regional framework for transboundary water cooperation.

Dialogue participants
Health Initiative

This recently-launched initiative tracks the implementation of the Sustainable Development Goals in India. In particular, it focuses on reproductive, maternal, newborn and child health and nutrition targets. Broad themes include data and indicators, policy fragmentation and means of implementation.

Oommen C. Kurian
Fellow and Head

Oommen is a researcher trained in economics and community health, and has previously worked with organisations like Oxfam India, Action Aid India, CEHAT and CWDS. He works on public health, nutrition, health finance, gender and poverty.

Recent publication

“Indian women are excluded from health insurance benefits on an industrial scale,” Quartz, July 2016
STRENGTHENING THE INDO-US PARTNERSHIP: FOSTERING INNOVATION AND EXPANDING HEALTHCARE ACCESS WORLDWIDE

The discussion revolved on how US and Indian technology cooperation can contribute to bilateral ties, serve policy objectives, and address broader challenges—such as public health—to ensure access to critical technologies at the bottom of the pyramid around the globe. A key focus was the innovative licensing model being implemented by a partnership between Gilead Sciences and 11 leading India’s pharmaceutical companies.
Energy Initiative

This initiative explores global and domestic trends related to oil and gas, as well as other non-traditional sources of energy, such as shale, nuclear and renewables.

Ashok Dhar
Director, ORF Kolkata
With a career spanning three decades, Ashok is currently on the Board of Directors of Gulf Africa Petroleum Corporation, Mauritius; a Member of Energy Institute, London; and Member of Refinery Forum of Petroleum Federation of India.

Lydia Powell
Head
Lydia’s research focuses on energy poverty, energy security, resource-based conflict (with particular reference to energy and water), renewable energy, pricing and regulatory issues. She gained industry experience working for Norsk Hydro ASA. She is the editor of the ORF Energy News Monitor.

Recent publication
"Name calling as climate strategy," ORF Energy News Monitor,

L-R: Debashish Bera (PwC), Vartika Shukla (Engineers India Ltd), R.N. Bankapur (Former Director, IOCL), N.M. Borah (Former CMD, OIL) and Ashok Dhar (ORF)

2 February 2016, New Delhi
14TH PETRO INDIA CONFERENCE
An annual property of ORF and the India Energy Forum, the theme of the 14th Petro India conference was “Oil Price Volatility: Consequences & Policy Responses.” Key speakers included Dharmendra Pradhan (Minister of State for Petroleum and Natural Gas), Kapil Dev Tripathi (Secretary, Ministry of Petroleum and Natural Gas), other former energy policymakers in the Indian government, as well as experts and representatives from the industry.
Nuclear & Space Policy Initiative

This initiative focuses on contemporary debates over management of nuclear weapons and outer space. Broad themes include nuclear non-proliferation, arms control, nuclear security, nuclear disarmament and international code of conduct for peaceful use of outer space.

Rajeswari Pillai Rajagopalan
Senior Fellow and Head
Rajeswari has previously held positions in the National Security Council Secretariat and at IDSA. Author of four books, her research focuses on nuclear and space issues, Asian security issues, and Indian and US foreign policies. She is also a frequent lecturer at universities and institutions, and has been invited to speak at several international fora.

Recent publication
Co-author, “Locating India within the Global Non-Proliferation Architecture: Prospects, Challenges and Opportunities,” ORF Monograph, August 2016

1 April 2015, New Delhi
INDIA-FRANCE NUCLEAR DIALOGUE

This dialogue saw French and Indian experts confer on the evolution of French and Indian nuclear deterrence policies and doctrines; Chinese and Pakistani nuclear cooperation; non-proliferation and disarmament; and Iran and the Middle East.
This initiative explores different interests and points of view that influence debates on domestic socio-economic and political reforms.

**Sudheendra Kulkarni**
Chairman, ORF Mumbai

Sudheendra Kulkarni is a senior journalist, columnist and a political commentator. He served as an aide to India’s former prime minister Atal Bihari Vajpayee in the PMO between 1998 and 2004. He is the author of *Music of the Spinning Wheel: Mahatma Gandhi’s Manifesto for the Internet Age* (Manjul, 2012).

**Recent publication**
“A Gandhi-Edhi Plea for India-Pakistan Peace on 70th Independence Day,” Huffington Post India, 13 August 2016
18 April 2015, Mumbai

MADE IN INDIA FOR A SOLAR INDIA

The conference brought together almost 50 experts from the solar photovoltaic sector to gather inputs from stakeholders towards steps to take to enable internationally competitive manufacturing of solar products in India.

L-R: Anil Kakodkar (Jawaharlal Nehru National Solar Mission), Devang Khakkar (Director, IIT Bombay) and Juzer Vasi (IIT Bombay)

13 May 2015, New Delhi

ERNST RWANDUCYO: OWNERSHIP, LEADERSHIP AND STATE-CITIZEN RELATIONSHIP—INSIGHTS FROM POST-GENOCIDE RWANDA

The talk by the High Commissioner of Rwanda focused on post-genocide Rwanda’s unique story, where ownership and innovative “home-grown solutions” helped reconstruct the nation from the ground up.

“Rwandans had killed Rwandans, and therefore Rwandans must take responsibility of the devastation.”
—ERNST RWANDUCYO

9 October 2015, Kolkata

BOOK DISCUSSION

JAIRAM RAMESH’S TO THE BRINK AND BACK: INDIA’S 1991 STORY

L-R: Jairam Ramesh (author) and Ashok Dhar (ORF)
8 December 2015, Mumbai

**LAWRENCE SUMMERS: REINVENTING THE UNIVERSITY—RECONCILING EQUITY WITH EXCELLENCE IN HIGHER EDUCATION WORLDWIDE**

Lawrence Summers, Charles W. Eliot Professor and President Emeritus at Harvard University, and a leading US economist, delivered a public lecture, making a strong appeal for India to reform its university system.

---

21 December 2015, New Delhi

**VILLAGES IN THE CITY: SPATIAL INFORMALITY AND URBAN GOVERNANCE IN CHINA’S MEGACITIES**

Yue Zhang (University of Illinois; Woodrow Wilson International Center for Scholars) gave a talk on informal settlements, contextualising the issue using China’s case.

---

14 January 2016, New Delhi

**CASTE AND RELIGION IN THE ERA OF ECONOMIC GROWTH**

The panel discussion brought together views from academia on caste identification, caste in rural and urban India, intercaste marriages, religiosity, religious riots, and prejudice.

---

L-R: Ravinder Kaur (IIT Delhi) and Ashok Malik (ORF); Ashutosh Varshney (Brown University) and Surinder S. Jodhka (JNU)
Training Events in 2015-16

ORF holds regular formative events to interact with and inform young academics and practitioners in the field.

8-9 September 2015, New Delhi
TECHCAMP: DRIVING DIALOGUE WITH DIGITAL
The US State Department, in collaboration with ORF, organised a TechCamp in New Delhi to raise digital literacy and help Indian think tanks and advocacy groups improve their digital communication strategies.

Interaction training session on leveraging mobiles with Anjan Awasthi (InMobi) and Eric Tyler (New America Foundation)

Participants and tech-trainers

Post final presentations, time to shake a leg!
FOREIGN POLICY

September 15, 2015

INTERACTION WITH VEDICA SCHOLARS

Foreign policy analysts and practitioners interacted with Vedica scholars to discuss issues of Indian foreign policy, namely economic diplomacy, India in South Asia, its ties with Southeast Asia and West Asia, and Indian foreign policy motivations.
FRAME THE DEBATE
This policy-writing workshop, organised by ORF in partnership with the US State Department and the US Embassy in New Delhi, discussed how to harness new-era information and communication tools for creating, sharing and distributing policy writing.

4-5 February 2016, New Delhi

Digital & Research Editorial Team

Nikhila Nataraj
Digital Fellow
Nikhila is a Senior Editor with Firstpost/Network 18, specialising in avant-garde video stories on niche social media platforms. A British Chevening scholar, she is a global editorial resource and has previously worked in print and broadcast.

Recent publication
“Why do we post on social media?” ORF ExpertSpeak, April 2016
ORF Forums

ORF forums are where the foundation’s research meets global conversations. These conclaves are multisectoral and multidisciplinary in their approach, and aggregate young and experienced thought leaders from government, industry, academia and civil society to both further and drive debates.
FGG is an annual workshop jointly organised by ORF and ZEIT-Stiftung Ebelin und Gerd Bucerius. The forum takes a close look at the Asian region and the challenges facing the global community, with young leaders selected from across the world and diverse fields.

The 5th AFGG’s theme was “End of Liberal Internationalism? Debating Seventy Years of the Post-War World Order,” under which the dynamics, efficiency and legitimacy of all major international and intergovernmental organisations, including the UN, WTO and IMF, were discussed. While many of these institutions have been successful in achieving their stated goals, rigid structures have prohibited some of them from adapting to the evolving geopolitical, geo-social and geo-economic undercurrents of the 21st century.
Launch of the ORF publication Common Futures: India and Africa in Partnership—L-R: Vikrom Mathur (ORF), Amb. Valentine Sendanyeye Rugwabiza (Rwanda), Samir Saran (ORF) and Ruchita Beri (IDSA)

AFGG session in progress

Arka Biswas (ORF)

Shashi Tharoor (Founding Dean and Honorary Patron, AFGG)

AFGG participants in Agra
The ORF BRICS Forum is a Track II initiative that has played a central role in driving the BRICS agenda forward. The Government of India has extended continuous support. As the official Indian think tank in the BRICS Think Tanks Council, it organises the BRICS Academic Forum, an expansive and innovative format for discussion between Track II experts, under every Indian BRICS presidency.

On 18-19 June in New Delhi, ORF and the National Institute of Public Finance and Policy jointly hosted an intra-BRICS Experts Workshop on the New Development Bank. The workshop, aimed at aggregating diverse and informed perspectives on both strategic and operational aspects of the bank’s functioning, was convened with the support of the Ministry of External Affairs, India, as part of India’s support to the Russian presidency of BRICS and the new leadership at the New Development Bank.
CyFy is India’s flagship event for global digital debates. As data becomes the new currency and internet continues to dissolve national boundaries, CyFy is fast emerging as an indispensable marketplace of ideas where tomorrow’s issues are decided today.

CyFy 2015, with the theme “Common Futures, Uncommon Terrains,” hosted nearly 110 speakers from 35 countries who spoke on issues ranging from cyber arms control and critical information infrastructure protection to digital empowerment and bringing the next billion online. The CyFy Research Initiative was also launched at this year’s edition, with the aim of bringing emerging voices from Asia and Africa to the fore.
The ORF Kaplana Chawla Annual Space Policy Dialogue is a congregation of representatives from all key spacefaring nations that aims to explore the challenges and innovative solutions in all dimensions of outerspace activities, including security, governance, commerce and science and technology.

The dialogue’s second edition saw discussion on critical aspects of India’s space programme, including emerging threats in outerspace, regional and international cooperation, and exploring the potential of satellites for Digital India. The dialogue highlighted the need to create an all-inclusive space industry ecosystem in which enthusiastic and skilful NewSpace players can also contribute.
Raisina Dialogue is India’s flagship conference engaging with geopolitics and geo-economics. It is designed to explore the prospects and opportunities for Asian integration as well as Asia’s integration with the larger world. It is predicated on India’s vital role in the Indian Ocean Region and how India along with its partners can build a stable regional and world order.
THANK YOU for giving me the honor to participate in the Raisina Dialogue and for the generous hospitality extended to me and my delegation during the visit. The warmth of your welcome was in the true spirit of the friendship between the people of Afghanistan and India. The Raisina Dialogue highlighted the significant importance of the regional connectivity for both India and Afghanistan.”

—LETTER FROM HAMID KARZAI, FORMER PRESIDENT, AFGHANISTAN

The theme of the inaugural conclave was “Connecting Asia,” focusing on Asia’s physical, economic, human and digital connectivity. It attempted to discover opportunities and challenges for the region to manage its common spaces, as well as the global partnerships needed to develop common pathways in this century.
ORF research and analysis is rooted in independent, objective inquiry. We publish issue briefs, occasional papers, special reports, monographs, books and special projects. We follow a rigorous process as we continue to instill the highest of standards in our publication process and adopt best practices.
India’s Participation in the NSG: Capturing the Debate
Arka Biswas
April 2015
This paper assesses how India fares as a prospective member of the NSG, keeping in mind two contrasting narratives of NSG’s role: as a non-proliferation group and as a nuclear materials export group.

WE ARE PLEASED to receive the Issue Brief on ‘India’s NSG Membership: Examining the Relationship between NPT and the NSG. The author has substantiated the arguments with due examples... Overall, the paper definitely serves the purpose of influencing the policy formulation...The brief will get its rightful place in CAW library and I am sure that this will benefit Higher Air Command Course (HACC) officers pursuing M Phil research related to this topic.”

—AIR VICE MARSHAL S. PRABHAKARAN, COLLEGE OF AIR WARFARE

Atithi Devo Bhava?
Natasha Agarwal, Magnus Lodefalk
May 2015
This issue brief analyses recent reforms of the Indian tourist visa process, addresses shortcomings and suggests ways to make e-tourist visa benefit the Indian economy.

Swine Flu: Challenges and Impact on the Indian Economy
Richa Sekhani
May 2015
This issue brief explores the economic impact of swine flu and the challenges India faces in fighting the disease, even as there are fears of another outbreak.
Proximity to Connectivity project

Rakhahari Chatterjee, Anasua Basu Chatterjee, Pratnashree Basu, Garima Sarkar

June and November 2015

These two reports, under the larger project ‘Proximity to Connectivity: India’s Links with her Eastern and Southeastern Neighbours,’ examine the current state of connectivity between India and Bangladesh and India and Myanmar. They provide policy directions for a more productive network of connectivity (land and waterways, economic, energy, border and people-to-people links) between these historically, culturally and strategically close neighbours.

Digital Debates: CyFy Journal 2015

Editor: Samir Saran

July 2015

This GP-ORF volume features papers from cyber security and internet governance practitioners across the world on the implications of a changing digital world in four key areas of thought: India and the cyberworld, international cooperation, global internet governance, and privacy and security. Digital Debates is an integral part of ORF’s CyFy annual forum.

Justice System in Crisis: The Case of India’s Undertrial Prisoners

Niranjan Sahoo, Vivek Jain

August 2015

Following a recent landmark judgment in Bhim Singh v. Union of India, this paper showcases the plight of India’s undertrials, assesses why undertrials overcrowd prisons and recommends solutions.

“THIS IS TO acknowledge the receipt of your... Issue Brief “Justice System in Crisis: The Case of India’s Undertrial Prisoners”.

The magazine highlights issues concerning prisoners in general and the plight of the undertrial in particular. I found the magazine very useful and informative.”

—Kalraj Mishra, Minister of Micro, Small & Medium Enterprises, Government of India
Net Neutrality and Antitrust: Options for India
Bedayasa Mohanty
August 2015
This issue brief examines whether the Competition Commission of India can assume a primary role in enforcing net neutrality. It traces the commission’s short history to determine whether it has adequate jurisdiction and the strength of precedent to regulate the internet.

The New Development Bank: Identifying Strategic and Operational Priorities
August 2015
This policy brief is the result of an intra-BRICS Experts Workshop organised by ORF and the National Institute of Public Finance and Policy in June 2015 in Delhi. It aggregates diverse and informed perspectives on both strategic and operational aspects of the bank’s functioning, serving as potential areas for further research.

The Paris Package: Setting the Finance Agenda for Climate Change
Samir Saran, Rathin Roy
August 2015
This joint policy brief between ORF and the Economic Policy Forum proposes a ‘Paris Package’ for the upcoming COP 21 that defines the aspirational and practical contours needed to meet the climate-development finance challenge.

Challenges in Designing Counterinsurgency Policy: An Institutionalist Perspective
Kaustav Dhar Chakrabarti
September 2015
Security analysts tend to eulogise India’s counterinsurgency policy; human rights groups and academics are less impressed. This paper examines India’s repertoire of counterinsurgency practices and argues for a policy that views COIN not as an end but as a transition to normalcy.

India’s Use of Force: The Missing Indirect Approach
Arzan Tarapore
September 2015
This paper argues that India’s abiding preference for the ‘direct approach’ in warfare has compromised its warfighting and crisis management; outlines the reasons for such preference; and posits that it is unlikely India will develop new force options.
India and the United States: New Directions in Defence Partnership

Sylvia Mishra
October 2015

India and the US have in recent years rediscovered their mutual interest in deeper cooperation. This paper analyses the two nations’ defence ties, and argues that the strategic interests of both lie at the intersection of a military-strong India and a stable and multipolar Indo-Pacific.

India’s FTAs with East and SE Asia: Impact of India-Malaysia CECA on the Edible Oil Value Chain

Nilanjan Ghosh, Sriparna Pathak Raimedhi
October 2015

Existing literature relies on examining balance-of-payments to assess the impact of free trade agreements. This paper views such methodology as reductionist, and offers alternative lenses through which to study the wellbeing of stakeholders in response to changes in the tariff regime.

India’s Gender Digital Divide: Women and Politics on Twitter

Sydney Anderson
October 2015

This study explores the spatial politics of Othering and whether women are marginalised in political conversations online in India. Analysis of 23,350 tweets over an eight-day period shows a significant underrepresentation of women in Twitter’s political conversations, a result that mirrors a real-world marginalisation of women in India’s political processes.

“I THANK YOU for your letter dated 24.11.2015 in which copy of Issue Brief “India’s Gender Digital Divide: Women and Politics on Twitter” by Sydney Anderson, a former Research Intern at ORF. The efforts being made by your Foundation have been appreciated by Hon’ble Minister.”

—D.N. SINGH, PRIVATE SECRETARY TO THE MINISTER FOR SCIENCE & TECHNOLOGY AND EARTH SCIENCES, GOVERNMENT OF INDIA
Technological Revolution and Its Impact on Gender Relations with a Special Focus on India and Africa

Ariane Nikpur
October 2015

This issue brief argues that if ICTs are to empower women, they must be designed in a manner suited to female skills and interests as well as embedded in a regulatory framework that favours female access and usage.

Cyber Arms Race in Space: Exploring India’s Next Steps

Rajeswari Pillai Rajagopalan, Daniel A. Porras
November 2015

India’s growing reliance on outer space, and increasing interlinkages between cyber and outer space domains, are throwing up new vulnerabilities in face of adversarial attempts to sabotage and destroy India’s capabilities. This issue brief discusses the space system vulnerabilities India faces and options to secure satellites.

Global Goals, National Actions: Making the Post-2015 Development Agenda Relevant to India

Editors: Vikrom Mathur, Ritika Passi
November 2015

This GP-ORF volume looks at what ‘sustainable development’ means and the tensions inherent in various interpretations of the term; discusses how to localise global goals like the SDGs; focuses on 10 SDGs that are India’s primary concerns; and evaluates India’s institutional architecture for implementing the SDGs in the country.

Modi and Buddhism: Between Cultural and Faith-Based Diplomacy

Rishika Chauhan
November 2015

This paper outlines the current Indian administration’s pursuit of a ‘Buddhist agenda’ as well as China’s parallel Buddhist diplomacy, leading to a new potential arena for both cooperation and rivalry between the two neighbours.
New Room to Manoeuvre: An Indian Approach to Climate Change
Samir Saran et al.
November 2015
This GP-ORF compilation of articles by Samir Saran and his co-authors call for an India exception in the climate change debate. The publication outlines India’s energy options as well as finance and technology solutions, discusses how to navigate a CBDR-sensitive response in global discussions, and ends with an Indian proposition for its role in addressing climate change.

Technology and Climate Change: Innovation and Partnership for Transformational Change
Vikrom Mathur, Aniruddh Mohan
November 2015
This paper examines the global debate on intellectual property rights, national policies for innovation and bilateral opportunities for joint R&D to define the technology agenda ahead of the 21st Conference of Parties in Paris in December.

The Politics of Water Governance in the Ganges-Brahmaputra-Meghna Basin
Paula Hanasz
November 2015
This brief examines state-level political dynamics that affect the water interactions between India and its neighbours—Nepal, Bhutan and Bangladesh—and provides insights into an overlooked aspect of regional hydropolitics of relevance to Indian hydrocrats and international organisations engaged in water resource policymaking.

Australia, India and Japan Trilateral: Breaking the Mould
Vishal Ranjan
December 2015
The conventional view is that the emerging Australia, India and Japan trilateral is a mere offshoot of US foreign policy and ranged against China. This paper argues that the formation stands on firm, independent and enduring ground irrespective of the US, and not necessarily against China.

BRICS: Prospects for a Better Economic Horizon
Jayshree Sengupta
December 2015
This paper describes the rise of BRICS and their growing mutual interest in cementing their economic and political ties. It argues that while problems remain in promoting cohesion among the member countries and their economic slowdown has reduced their relative importance, BRICS’ potential is still unfulfilled.
Social Marginalisation in Urban India and the Role of the State

Rumi Ajaz
December 2015

This paper addresses the growing urban inequality in India, arguing that any positive transformation addressing them requires innovative governance. Using case studies of low-income communities in three Indian cities, this paper offers suggestions for key areas of governance reform.


Shagun Gupta
December 2015

In light of the rejection by the Permanent Court of Arbitration of the UK’s declaration of a marine protected area around the Chagos archipelago, this issue brief argues that even as Mauritius, US and the UK occupy pivotal positions in the larger context of control over Chagos, the territory has the potential to serve as an important foreign policy regulator vis-à-vis India’s strategic engagement in the Indian Ocean.

Elephants in the Room: Challenges for India as an Emerging Development Partner

Urvashi Aneja, Tanoubi Ngangom
January 2016

This paper examines the challenges for India as a developing country and emerging economy building development partnerships with other southern states. It argues that India faces three main sets of challenges: an emerging power challenge, a development challenge and a partnership challenge.

India and Japan: Reconnecting in the Bay of Bengal

Vindu Mai Chotani
January 2016

As the Bay of Bengal witnesses increasing competition, this paper argues that India can benefit greatly by cooperating with Japan in the waters. Through deeper economic relations, both would be able to advance strategic ties and create a balance in the bay that would aid in the region’s peaceful rise and development.

Nepal: Finding a Way Forward

Rakesh Sood
January 2016

This paper looks at the recent developments in Nepal, describes the ebbs and flows in India-Nepal relations, and identifies the reasons behind the current impasse and the efforts that need to be made by all stakeholders for bilateral ties to improve.
Small Satellites for India’s Security: A Techno-Entrepreneurial View
Narayan Prasad
January 2016
This paper examines the continuously evolving technology and applications of small satellites of the class of <150kg, and probes the potential of extending small satellite technology to space security through a study of adaptation and experimentation by stakeholders in the industry.

The Last Reform: ‘Regionalist Logic’ for a New UN Security Council
Niccolo Beduschi
January 2016
This brief posits that the UN Security Council is failing in its mandate, and proposes a new solution in the stalled reform debate: a system of collective representation in the council with nine total seats for all the UN members.

The Trans-Pacific Partnership: Implications for India
Geethanjali Nataraj
January 2016
This paper examines the likely implications of the TPP for India and other emerging economies that are not part of this mega FTA, and outlines a roadmap to deal with the expected adverse impacts while preparing to join the TPP in the long term.

A Geoeconomic Strategy for the New Normal
Abhijnan Rej
February 2016
This paper describes the interplay amongst factors shaping the global new normal as a way to sketch a geoeconomic strategy for India in the medium run. The study is situated in academic literature on geoeconomics and game theory and, as a conclusion, describes the key components of a geoeconomic strategy for India.

One Rank One Pension: Its Impact on the Defence Budget
Somnath Mukherjee
February 2016
This issue brief examines the potential impact of OROP on the nation’s coffers in face of the debate that has largely skipped the question of affordability.
**Xi Jinping and PLA Reform**

Manoj Joshi  
February 2016

This paper examines the process of defence restructuring and reform in China under Xi Jinping. It looks into Xi’s approach to the military, the decisions of the Third Plenum, and the various steps taken to “establish a modern military system with Chinese characteristics.”

---

**Asia with Africa: Opportunities and Challenges**

Editor: Urvashi Aneja  
March 2016

This collection of policy-oriented opinion pieces by leading scholars from around the world examines how Asia’s recent and emerging outreach to Africa can contribute to African development and security. The volume provides a forward-looking agenda for action to leverage Asia’s growth story for Africa’s development.

---

**Battle for Globalisations?: BRICS and US Mega-Regional Trade Agreements in a Changing World Order**

Marko Juutinen, Jyrki Kakonen  
March 2016

This special report examines BRICS as well as the cases of TPP and TTIP to test the hypothesis of a ‘battle for globalisations,’ understood conflictingly as a battle for global dominance as well as a battle for plural ‘globalisations.’

---

**Defence Primer: India at 75**

Editors: Sushant Singh, Pushan Das  
March 2016

This volume establishes India’s defence goals and the strategies needed to achieve them as India moves towards the 75th year of its independence in 2022. It leads from the principal challenges facing India, before delving into issues of India’s way of war, strategic environment, military diplomacy, the structure of the Indian Armed Forces and the future of the three military services. Women in armed forces, India’s cyber security architecture and its involvement in international peacekeeping are also covered.
Intra-BBIN Trade: Opportunities and Challenges
Parthapratim Pal
March 2016

The Bangladesh, Bhutan, India, Nepal (BBIN) sub-regional initiative is envisioned to improve economic cooperation and connectivity among the four South Asian countries. This issue brief discusses the trade potential within the BBIN grouping, as well as the challenges facing the realisation of the BBIN initiative. Its long-term success will depend on how well these concerns are managed within the framework.

Neighbourhood First: Navigating Ties under Modi
Editors: Aryaman Bhatnagar, Ritika Passi
March 2016

This GP-ORF volume brings to focus India's policy towards its immediate and extended neighbourhood (SAARC members, Iran, China and Myanmar) under Modi thus far. Country-specific chapters are substantiated by thematic chapters that contextualise India’s neighbourhood policy and bilateral ties in the region.

Turkey, Syria, and the IS
Anita Sengupta
March 2016

Turkey is today host of more than 2.2 million Syrian refugees. This issue brief examines the Syrian crisis as a test case for Turkey’s neighbourhood policy, especially in the context of Turkey’s Kurdish question.
Observer Research Foundation is entering a new period of re-invention and recalibration. This transformation is expected as it implements best-in-class processes and practices in the way it is managed and governed, and invests in research and platforms that are contemporary and influential. However, the most significant changes that will shape the organisation in the coming days and years will be determined by how well we are able to engage with two crucial components: 1) new constituencies that are increasingly influencing policy and are important voices in any attempt to develop inclusive and legitimate governance frameworks; and 2) technology, in order to better communicate with a world that increasingly relies on digital devices and mediums and speaks in ‘bits’ and ‘bytes.’

Indeed, both of these are in themselves apt subjects for research and considered debate, and we at ORF have started having these on a more visible scale. As a result of these conversations, we have moved rapidly to rethink both our research, events and platform designs as well as our broader communication and dissemination strategies.

To this end, we are rolling out a new product in the coming weeks—an ORF Hindi section on our website. Initially, we will ensure some of our best research, blogs and commentaries are made available in the Hindi language. In the days ahead, we will also support original research in the Hindi language itself. This may well be a pointer towards the need to produce research and content in other Indian languages as well. Our research outputs must increasingly engage with, and involve, the Indian vernacular constituency in the language of its choosing.

The second constituency that must be given its fair share in the research sphere and the discursive space is women. Two years ago, ORF decided to do away with panel discussions with no women thinkers or practitioners on board. Barring a couple of occasions, we have succeeded in this objective. Our “No Manel” policy has
benefitted our debates immensely, which we believe are richer and more complete. Moving forward, we are now determined to move towards a more equitable paradigm—one where every programme, event and panel must, by design, have an equal representation of women’s voices and views. We have created exciting partnerships and networks that are strengthening this effort. Recently, for instance, we co-hosted a ‘Women Editor’s Conference’ and an ‘India-Africa Women Forum.’ This coming year, apart from engaging the public and policymakers through specific gender-oriented events and platforms, all our programmes, initiatives and forums must become gender conscious. The response to our efforts has been most encouraging: enhanced contributions of views and voices in our work by this crucial constituency is unmistakable.

Turning towards technology, the ambition to diversify the pool of people that engage with us and participate in our activities will also be a function of how well both ORF as an institution and our experts can adopt and adapt to the digital platforms that many rely on today for news, views and analysis. ORF is determined to be the sector leader in this space. Our young team of digital fellows working at the intersection of research, technology and communications have transformed the way we speak with an increasingly online world and youth. Our video products, live casts and interactive data offerings have attracted a whole new generation to our website and social media platforms. But most importantly they have created a funnel between the ‘here and now’ generation and long-form research.

Technology-aided offerings have allowed us new space for new conversations, enthusing us to expand our research outputs that can now be disseminated unbound, as e-books and audio-books, and in formats that allow the sweat and toil invested in a single piece of research to bear many fruits.

Finally, even as we focus on making our work more inclusive and digital-friendly, ORF is as ever and always committed to fostering links with, and developing expertise in, new geographies and themes. We hope to revisit Africa and bring together diverse stakeholders in a couple of key destinations to debate and discuss concerns pertinent to India and Africa. We are excited that we will be hosting our much coveted governance forum in San Francisco next year, and we are working towards creating a new forum that will link young entrepreneurs in Asia, Africa and the Americas. We will begin to focus on ‘counter speech’ as a subject area, especially with regards to countering violent extremism online. As a country heavily committed to a digital future, we must work towards ensuring that digital spaces contribute to debate and human development instead of creating and enforcing new and old divisions. We are also expanding our existing maritime initiative to include the contemporary themes of ocean governance and blue economy, in a bid to ensure the presence of all stakeholders who can engage in processes that affect their common future and shared prosperity.

The year gone by was transformational for ORF, in no small measure because of the partnerships we fostered. We look forward to broadening our outreach with many more stakeholders and constituencies, and deepening our engagement with a more diverse set of ideas.

OUR “NO MANEL” policy has benefitted our debates immensely, which we believe are richer and more complete. Moving forward, we are now determined to move towards a more equitable paradigm—one where every programme, event and panel must, by design, have an equal representation of women’s voices and views.
ORF in the Media

India’s most influential think-tanks

ORF—inevitable government and business

If you are on any of Inves Delhi’s think-tank ranking list, your inbox would often be flooded with mails from the Observer Research Foundation with an invite to their events - the frequency of which has only increased. This is not surprising given that ORF has grown five times in the last five years, and now has a budget of Rs 22 crore. By annual spending alone, this makes it the biggest think-tank in town.

“ORF HAS grown five times in the last five years... this makes it the biggest think-tank in town.”

Business Standard

Urban planning experts doubtful about Govt’s smart city mission

Some experts are doubtful about the feasibility of the government’s ambitious smart city mission. They believe that the ambitious government projects are not only costly but also lack a comprehensive plan. The experts suggest that the government should focus on small-scale projects that can be implemented with limited resources.

The experts were participating in a two-day international conference on “India: Government, Society, and Institutional Change”, organized by the Harishanker Foundation (HOF) and Prayas Resource Institute (HOF@RE) here on Thursday. The experts expressed their concerns about the lack of a clear strategy and the feasibility of the projects. They suggested that the government should focus on small-scale projects that can be implemented with limited resources.
Financial Factsheet

This section provides the ORF financials for FY 2015-16
ORF is registered at Delhi under the Societies Registration Act XXI of 1860 as a not-for-profit organisation. Donations to ORF enjoy Income Tax exemption under Section 80G of the Income Tax Act, 1961. ORF follows the financial year from April to March. Statement of Accounts, audited by a qualified and registered Chartered Accountant, is submitted to the concerned departments in India as per the statutory requirements. Internal audit is conducted by a qualified and registered Chartered Accountant’s Firm periodically. All donations received by ORF from donors outside India are received as per the FCRA (Foreign Contributions Regulation Act) guidelines. Section 6(1) of the FCRA inter alia provides that an association (organisation) registered under the FCRA shall intimate to the Central Government in India the amount, source and the manner in which such foreign contribution is received and the purpose for and the manner in which such contribution is utilised. These foreign contributions are to be received only through a particular registered and designated bank. For any information on the ORF’s financing, please contact: Honorary Secretary, Observer Research Foundation, 20 Rouse Avenue, New Delhi 110002. Email: baljitkapoor@orfonline.org

http://www.orfonline.org/declaration-of-contributions/

### Funds utilisation as per the audited accounts of 2015-2016 (Rs million):

<table>
<thead>
<tr>
<th>FUNDS RECEIVED</th>
<th>UTILISATION OF FUNDS (RESEARCH ACTIVITIES)</th>
<th>ORF ASSETS (in Rs million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donation and Grants</td>
<td>Expenditure on Projects</td>
<td>Fixed</td>
</tr>
<tr>
<td>258.34</td>
<td>234.37</td>
<td>60.24</td>
</tr>
<tr>
<td>Interest/Other Income</td>
<td>Salaries &amp; Honorarium</td>
<td>Investments</td>
</tr>
<tr>
<td>14.95</td>
<td>9.98</td>
<td>98.09</td>
</tr>
<tr>
<td></td>
<td>Meetings &amp; Conferences</td>
<td>Cash &amp; Bank Balance</td>
</tr>
<tr>
<td></td>
<td>0.52</td>
<td>24.02</td>
</tr>
<tr>
<td></td>
<td>Travelling &amp; Conveyance</td>
<td>Others</td>
</tr>
<tr>
<td></td>
<td>0.66</td>
<td>14.00</td>
</tr>
<tr>
<td></td>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.56</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overheads</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>16.40</td>
<td>196.36</td>
</tr>
<tr>
<td>Total</td>
<td>273.29</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>264.50</td>
<td></td>
</tr>
</tbody>
</table>

Besides the sums shown below, the asset value of ORF’s building and infrastructure, Rs 60 million, has been provided at no cost and on a permanent basis by ORF’s corporate benefactors.

### Transparency at ORF

In an endeavour to improve financial practices, ORF now uploads details of both domestic and foreign contributions on its website.

http://www.orfonline.org/declaration-of-contributions/
The following pages contain the complete list of events and publications, as well as the ORF faculty list in each of its centres and the ORF thematic tree.
## List of Events in 2015-16

### 2015

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Apr</td>
<td>Conference on <strong>India-France Nuclear Dialogue</strong></td>
</tr>
<tr>
<td>2-3 Apr</td>
<td>Conference on <strong>India-France Experts Policy Dialogue</strong></td>
</tr>
<tr>
<td>7 Apr</td>
<td>Talk on <strong>Tunisian Transition to Democracy</strong> by Sheikh Rashid Ghannouchi</td>
</tr>
<tr>
<td>9 Apr</td>
<td>Interaction with delegation from New Zealand</td>
</tr>
<tr>
<td>9 Apr</td>
<td>Conference on <strong>Iran Nuclear Deal: Implications of the Agreed Framework</strong></td>
</tr>
<tr>
<td>10 Apr</td>
<td>Interaction with RSIS faculty</td>
</tr>
<tr>
<td>11 Apr</td>
<td>Talk on <strong>India's Trade Ties and Diplomacy in Neighbourhood</strong> by Somi Hazari</td>
</tr>
<tr>
<td>13 Apr</td>
<td>Visit by Julie Bishop, MP, Australian Minister for Foreign Affairs, for the inaugural <strong>Indo-Pacific Oration</strong></td>
</tr>
<tr>
<td>18 Apr</td>
<td>Talk on <strong>Iran Deal &amp; Nuclear Negotiations</strong> by L.V. Krishnan</td>
</tr>
<tr>
<td>20 Apr</td>
<td>Conference on <strong>Asia's Strategic Faultlines</strong></td>
</tr>
<tr>
<td>21 Apr</td>
<td>Seminar on <strong>Supporting Climate-Resilient Development in India</strong></td>
</tr>
<tr>
<td>24 Apr</td>
<td>Interaction with Claudio Garon, Adviser-Designate for Asian Affairs to the Foreign Minister of Brazil</td>
</tr>
<tr>
<td>27-28 Apr</td>
<td>ORF-MEA Conference on <strong>Transformation in West Asia</strong></td>
</tr>
<tr>
<td>27-29 Apr</td>
<td><strong>US-India Think Tank Summit</strong></td>
</tr>
<tr>
<td>29 Apr</td>
<td>Visit of Capstone delegation</td>
</tr>
<tr>
<td>30 Apr</td>
<td>Interaction on <strong>Commercial Space Entrepreneurs</strong> with Jay Gullish</td>
</tr>
<tr>
<td>30 Apr</td>
<td>Conference on <strong>National Stakeholder Dialogue on INDCs: Aligning Climate Action with Development</strong></td>
</tr>
<tr>
<td>2 May</td>
<td>Conference on <strong>Continental Strategy or Maritime Defence</strong></td>
</tr>
<tr>
<td>4 May</td>
<td>Book discussion on Shashi Tharoor’s <em>India Shastra: Reflections on the Nation in Our Time</em></td>
</tr>
<tr>
<td>4 May</td>
<td>Talk on <strong>America—Decline or Renewal</strong></td>
</tr>
<tr>
<td>5 May</td>
<td>Visit of DFID representatives</td>
</tr>
<tr>
<td>5 May</td>
<td>Interaction on <strong>Pakistan-Saudi Arabia Relations</strong> with Tarek Fateh</td>
</tr>
<tr>
<td>6 May</td>
<td>Roundtable discussion on <strong>Social Marginalisation in Urban India and Role of the State</strong></td>
</tr>
<tr>
<td>8 May</td>
<td>Conference on <strong>The Future of the Himalayas</strong></td>
</tr>
<tr>
<td>9 May</td>
<td>Talk on <strong>Changing Face of Land Reforms</strong> by Venkatesh Athreya</td>
</tr>
<tr>
<td>11 May</td>
<td>Visit of Royal Brunei Armed Forces Command and Staff College</td>
</tr>
<tr>
<td>12 May</td>
<td>Conference on <strong>The Modi-Xi Summit: Addressing Core Issues</strong></td>
</tr>
<tr>
<td>13 May</td>
<td>Talk on <strong>Ownership, Leadership and State-Citizen Relationship: Insights from Post-Genocide Rwanda</strong> by Ernest Rwamucyo, High Commissioner of Rwanda</td>
</tr>
<tr>
<td>13 May</td>
<td>Conference on <strong>20 Years of the WTO: What Next?</strong></td>
</tr>
<tr>
<td>16 May</td>
<td>Talk on <strong>UK Elections and Bilateral Relations with India</strong> by Bharat Joshi</td>
</tr>
<tr>
<td>19 May</td>
<td>Visit of the Egyptian Ambassador</td>
</tr>
<tr>
<td>19 May</td>
<td>Visit of Stephen Goldrup, Counter-Terrorism Coordinator in US Embassy</td>
</tr>
<tr>
<td>21 May</td>
<td>Interaction with delegation from Norway</td>
</tr>
<tr>
<td>23 May</td>
<td>Talk on <strong>One Year of Modi Government</strong> by Shastri Ramachandran, N. Madhavan and Sridhar Krishnaswamy</td>
</tr>
<tr>
<td>25 May</td>
<td>ORF-CFSR roundtable discussion on <strong>Long-Term Roadmap for Energy Sector</strong></td>
</tr>
<tr>
<td>26 May</td>
<td>Conference on <strong>Beyond the MMRCA</strong></td>
</tr>
<tr>
<td>26 May</td>
<td>Interaction with Australian journalists on <strong>US-China Relations and Asian Security</strong></td>
</tr>
<tr>
<td>27 May</td>
<td>Interaction with delegation from Saudi Arabia</td>
</tr>
<tr>
<td>27 May</td>
<td>Address by Ursula Von Der Leyen, German Defence Minister, on <em>India and Europe: A Shared Security?</em></td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
</tr>
<tr>
<td>-------</td>
<td>-------------------</td>
</tr>
<tr>
<td>30 May</td>
<td>Talk on PM Modi’s visit and Bilateral Relations with South Korea by Kim Kyungsoo</td>
</tr>
<tr>
<td>1 Jun</td>
<td>Panel discussion on Bridging Digital Faultlines: Technological Sovereignty and the Open Internet</td>
</tr>
<tr>
<td>2 Jun</td>
<td>Discussion on the release of the report on India-Bangladesh Connectivity: Possibilities and Challenges</td>
</tr>
<tr>
<td>3 Jun</td>
<td>Visit of Mishi Choudhary, Executive Director, SFLC</td>
</tr>
<tr>
<td>5 Jun</td>
<td>Roundtable discussion on India and Bangladesh Relations: Land Boundary and Beyond</td>
</tr>
<tr>
<td>8 Jun</td>
<td>Interaction with Peter Varghese, Australian Foreign Secretary</td>
</tr>
<tr>
<td>9 Jun</td>
<td>Conference on Japan’s Foreign Policy—Strategy and Practice by Akitaka Saiki, Vice Minister, Government of Japan, and press conference</td>
</tr>
<tr>
<td>10 Jun</td>
<td>Visit of delegation from Brookings Institute’s Doha Centre</td>
</tr>
<tr>
<td>10 Jun</td>
<td>Interaction with Swedish Defence Minister</td>
</tr>
<tr>
<td>16 Jun</td>
<td>Interaction with the East West Institute and FICCI on Afghanistan Reconnected</td>
</tr>
<tr>
<td>17 Jun</td>
<td>Roundtable discussion on Critical Information Infrastructure Protection</td>
</tr>
<tr>
<td>18-19 Jun</td>
<td>Workshop on the New Development Bank</td>
</tr>
<tr>
<td>20 Jun</td>
<td>Seminar on Agenda for India by M.K. Narayanan</td>
</tr>
<tr>
<td>27 Jun</td>
<td>Talk on Tawang Trail, a Reality Check by Cmde R. S. Vasan (retd)</td>
</tr>
<tr>
<td>1 Jul</td>
<td>Talk on The Smartest Targets for the World by Bjørn Lomborg</td>
</tr>
<tr>
<td>1 Jul</td>
<td>Visit of representatives from BAE Systems</td>
</tr>
<tr>
<td>1 Jul</td>
<td>Visit of Political Counsellor, Israel High Commission</td>
</tr>
<tr>
<td>2 Jul</td>
<td>Visit of Deputy High Commissioner, Australia</td>
</tr>
<tr>
<td>2 Jul</td>
<td>Conference on China’s Defence White Paper</td>
</tr>
<tr>
<td>4 Jul</td>
<td>Talk on Taiwan-India Economic Partnership by Frank M.C. Lin</td>
</tr>
<tr>
<td>7 Jul</td>
<td>Interaction with a delegation from Vietnam</td>
</tr>
<tr>
<td>7 Jul</td>
<td>Visit of Ryosuke Kamono, First Secretary, Embassy of Japan</td>
</tr>
<tr>
<td>11 Jul</td>
<td>Talk on Cyber Security in the Indian context by J. Prasanna</td>
</tr>
<tr>
<td>13 Jul</td>
<td>Talk on Quo Vadis Greece? Solutions for the Eurozone Crisis by João Cravinho</td>
</tr>
<tr>
<td>13 Jul</td>
<td>Talk on BP Statistical Review of World Energy 2015 by Kaushik Deb, Economist, BP</td>
</tr>
<tr>
<td>14 Jul</td>
<td>Talk on Implications of Greek Crisis by S. Narayan</td>
</tr>
<tr>
<td>14 Jul</td>
<td>Talk on Chinese Military Assertiveness by Oriana Mastro, Georgetown University</td>
</tr>
<tr>
<td>15 Jul</td>
<td>Talk by Amitav Acharya, American University, Washington D.C.</td>
</tr>
<tr>
<td>16 Jul</td>
<td>Conference on Bangladesh India Platform on Sundarbans</td>
</tr>
<tr>
<td>17 Jul</td>
<td>Book launch of C. Raja Mohan's Modi's World: Expanding India’s Sphere of Influence</td>
</tr>
<tr>
<td>20 Jul</td>
<td>Conference on Cyber Security / Internet Governance</td>
</tr>
<tr>
<td>20 Jul</td>
<td>Visit of the High Commissioner, Maldives</td>
</tr>
<tr>
<td>21 Jul</td>
<td>Conference on America’s Evolving Foreign Policy Debate</td>
</tr>
<tr>
<td>23 Jul</td>
<td>Talk on Violence in Pakistan and Who Supports It: Rebutting Conventional Wisdom by Christine Fair, Georgetown University</td>
</tr>
<tr>
<td>23 Jul</td>
<td>Conference on Evolving Geopolitics in Eurasia: Implications for India</td>
</tr>
<tr>
<td>24 Jul</td>
<td>Book launch of Sumit Ganguly’s India’s Foreign Policy: Past, Present and the Future</td>
</tr>
<tr>
<td>25 Jul</td>
<td>Talk on Air-Power Assessment of External Threat in Northeast by Air Marshal S. Varthaman</td>
</tr>
<tr>
<td>27 Jul</td>
<td>Book discussion on A.S. Daulat’s Kashmir: The Vajpayee Years</td>
</tr>
<tr>
<td>30 Jul</td>
<td>Interaction on PM Modi’s visit to Central Asia</td>
</tr>
<tr>
<td>31 Jul</td>
<td>Visit of Deputy Iranian Ambassador</td>
</tr>
<tr>
<td>1 Aug</td>
<td>Interactive session with Masayuki Taga, Ministry of Foreign Affairs, Japan</td>
</tr>
<tr>
<td>1 Aug</td>
<td>Talk on TN bid to de-congest Palk Bay fishing by N. Sathiya Moorthy</td>
</tr>
<tr>
<td>3 Aug</td>
<td>Talk on The Iranian Perspective on the Nuclear Deal by Gholamreza Anaari, Ambassador of Iran to India</td>
</tr>
<tr>
<td>5 Aug</td>
<td>Talk on Understanding Unconventional Security Strategies</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
</tr>
<tr>
<td>--------</td>
<td>-----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>6 Aug</td>
<td>Talk on Harnessing Renewable Energy Sources for Sustainable Development in Africa—How Can India Contribute?</td>
</tr>
<tr>
<td>6 Aug</td>
<td>Discussion with Ali Naseer Mohamed, Foreign Secretary, Maldives</td>
</tr>
<tr>
<td>7 Aug</td>
<td>Launch of Ashley Tellis’ and C. Raja Mohan’s co-authored report Strategic Rationale for Deeper US-Indian Economic Ties</td>
</tr>
<tr>
<td>7 Aug</td>
<td>Interaction with Ambassador Saurabh Kumar</td>
</tr>
<tr>
<td>8 Aug</td>
<td>Talk on Need and Relevance of Rainwater Harvesting by Shekhar Raghavan</td>
</tr>
<tr>
<td>10 Aug</td>
<td>Interaction with NBR delegation</td>
</tr>
<tr>
<td>10 Aug</td>
<td>Interaction with officials from the US Department of State</td>
</tr>
<tr>
<td>11 Aug</td>
<td>Conference on The Indian Way of War</td>
</tr>
<tr>
<td>11 Aug</td>
<td>Talk on Mr. Jinnah’s 11 August Speech and the Idea of Pakistan: Pragmatism, Conviction or Confusion? by Venkat Dhulipala</td>
</tr>
<tr>
<td>13 Aug</td>
<td>Conference on Financing Development</td>
</tr>
<tr>
<td>14 Aug</td>
<td>Talk on Protecting our Shared Spaces by Richard Verma, US Ambassador to India</td>
</tr>
<tr>
<td>17-18 Aug</td>
<td>IORA Blue Economy Dialogue on Prospects of Blue Economy in the Indian Ocean</td>
</tr>
<tr>
<td>18 Aug</td>
<td>Interaction with NIC Global Trends project team</td>
</tr>
<tr>
<td>19 Aug</td>
<td>Talk on Nomads and Criminals in Europe and India by Cristina Dragomir, State University of New York</td>
</tr>
<tr>
<td>19 Aug</td>
<td>Visit of team from the Bill and Melinda Gates Foundation</td>
</tr>
<tr>
<td>20 Aug</td>
<td>Visit of Indu Anand, BAE Systems</td>
</tr>
<tr>
<td>21 Aug</td>
<td>Visit of Wayne Moran, Counsellor, Australian High Commission</td>
</tr>
<tr>
<td>25 Aug</td>
<td>Conference on Transnational Threats, Islamist Militancy, and US Foreign Policy</td>
</tr>
<tr>
<td>25 Aug</td>
<td>Talk on Deepening the Engagement of ORF in Policy Formulation in Economic and Financial Policy by N.K. Singh</td>
</tr>
<tr>
<td>25 Aug</td>
<td>Interaction with Australian delegation on cyber policy</td>
</tr>
<tr>
<td>26 Aug</td>
<td>Visit of Japanese officials</td>
</tr>
<tr>
<td>26 Aug</td>
<td>Visit of Peter Truswell, Director, India Political Section, Australian High Commission</td>
</tr>
<tr>
<td>1 Sept</td>
<td>Discussion on Financing Development</td>
</tr>
<tr>
<td>3 Sept</td>
<td>Briefing on the IANA transition</td>
</tr>
<tr>
<td>5 Sept</td>
<td>26th ORF Foundation Day</td>
</tr>
<tr>
<td>5 Sept</td>
<td>Talk on Volatility in the Economy by V. Nagappan, FCA</td>
</tr>
<tr>
<td>5-7 Sept</td>
<td>Indian Ocean Dialogue</td>
</tr>
<tr>
<td>7 Sept</td>
<td>Conference on Pakistan’s Military Challenge</td>
</tr>
<tr>
<td>8-9 Sept</td>
<td>TechCamp India—Driving Dialogue with Digital</td>
</tr>
<tr>
<td>10 Sept</td>
<td>Interaction with scholars from Sichuan University</td>
</tr>
<tr>
<td>11 Sept</td>
<td>Launch of OUP’s Handbook on Indian Foreign Policy</td>
</tr>
<tr>
<td>12 Sept</td>
<td>Talk on 50 years from 65 by Rear Admiral Mohan Raman</td>
</tr>
<tr>
<td>14 Sept</td>
<td>Visit of Jan-Jaap Gerards, Embassy of the Netherlands, to discuss CyFy</td>
</tr>
<tr>
<td>14 Sept</td>
<td>Visit of Tetsuo Tominaga, President, Policy Research Institute (PRI), Ministry of Finance, Japan</td>
</tr>
<tr>
<td>15 Sept</td>
<td>Briefing on foreign policy for visiting Vedica Scholars</td>
</tr>
<tr>
<td>17 Sept</td>
<td>Visit of Li Bijian, Minister Counsellor, Embassy of China</td>
</tr>
<tr>
<td>17 Sept</td>
<td>Talk on India, the Internet and the Role of Foreign Direct Investment by US Ambassador David A. Gross</td>
</tr>
<tr>
<td>18 Sept</td>
<td>Visit of Nis Lauges Gellert, Counsellor (Political &amp; Economic), Danish Embassy</td>
</tr>
<tr>
<td>19 Sept</td>
<td>Talk on Where from here India-Sri Lanka relations? by N Sathiya Mooorthy</td>
</tr>
<tr>
<td>23 Sept</td>
<td>Conference on Technology and Climate Change: Innovation &amp; Partnership for Transitional Change</td>
</tr>
<tr>
<td>24 Sept</td>
<td>Interaction with the Canadian High Commission</td>
</tr>
<tr>
<td>24 Sept</td>
<td>Roundtable discussion on China’s Military Modernisation</td>
</tr>
<tr>
<td>25 Sept</td>
<td>Talk on The EU Refugee Crisis and its Policy Implications by Jakob von Weizsaecker, Member of European Parliament</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
</tr>
<tr>
<td>----------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>28 Sept</td>
<td>Visit of Ajit Kapadia, CFSR, Gujarat</td>
</tr>
<tr>
<td>28 Sept</td>
<td>ORF-ECFR roundtable conference on Indian Foreign Policy</td>
</tr>
<tr>
<td>29 Sept</td>
<td>Panel discussion on Democracy &amp; Electoral Challenges in South Asia</td>
</tr>
<tr>
<td>29 Sept</td>
<td>Book discussion on D.V. Kapur’s <em>The Bloom in the Desert: The Making of NTPC</em></td>
</tr>
<tr>
<td>3 Oct</td>
<td>Talk on PM Modi’s US Visit, 2015 by M. Ganapathi, former Indian ambassador</td>
</tr>
<tr>
<td>5 Oct</td>
<td>Interaction with US state senators on US Elections—Campaigns, Processes and Procedures</td>
</tr>
<tr>
<td>7 Oct</td>
<td>Visit of International Association of Political Science Students Study Tour</td>
</tr>
<tr>
<td>8 Oct</td>
<td>Roundtable on The Future of the Ukraine</td>
</tr>
<tr>
<td>8 Oct</td>
<td>Visit of Australian High Commission officials</td>
</tr>
<tr>
<td>9 Oct</td>
<td>Workshop on India’s Neighbourhood</td>
</tr>
<tr>
<td>14-16 Oct</td>
<td>CyFy 2015</td>
</tr>
<tr>
<td>17 Oct</td>
<td>Visit of Horimoto Takenori and Tamari Kazutoshi</td>
</tr>
<tr>
<td>17 Oct</td>
<td>Talk on Indo-German relations and Chancellor Angela Merkel’s visit by Achim Fabig, Counsel General, German Consulate General, Chennai</td>
</tr>
<tr>
<td>19 Oct</td>
<td>Talk on Big Power Politics in the Middle East: Libya, Syria and Yemen by Talmiz Ahmad, former Indian ambassador</td>
</tr>
<tr>
<td>21 Oct</td>
<td>Visit of Chinese Envoy to the Middle East</td>
</tr>
<tr>
<td>24 Oct</td>
<td>Talk on War in Syria by Sridhar Krishnaswami, SRM University</td>
</tr>
<tr>
<td>24 Oct</td>
<td>Talk on Recent Developments in Nepal-India Relations by Deep Kumar Upadhyay, Ambassador, Embassy of Nepal</td>
</tr>
<tr>
<td>25 Oct-3 Nov</td>
<td>AFGG 2015</td>
</tr>
<tr>
<td>26 Oct</td>
<td>Conference on Japan’s Perspectives on Regional Security</td>
</tr>
<tr>
<td>27 Oct</td>
<td>Talk on The Indo-Pacific: Whose region, whose Strategy? by Rory Medcalf, Australian National University</td>
</tr>
<tr>
<td>29 Oct</td>
<td>Conference on End of Liberal Internationalism? Debating Seventy Years of the Post-War World Order</td>
</tr>
<tr>
<td>29 Oct</td>
<td>Conference on Emergence of New Trading Regimes: Options for Emerging Economies</td>
</tr>
<tr>
<td>31 Oct</td>
<td>Talk on Maldives: Domestic Developments, and EAM Sushma Swaraj’s Visit by N. Sathiya Moorthy</td>
</tr>
<tr>
<td>2 Nov</td>
<td>Conference on Regulating the Digital Economy</td>
</tr>
<tr>
<td>3 Nov</td>
<td>Interaction with students from MGIMO, Russia</td>
</tr>
<tr>
<td>5-6 Nov</td>
<td>Conference on Towards an Indo-Pacific Partnership: Reconnecting India and New Zealand</td>
</tr>
<tr>
<td>13 Nov</td>
<td>Visit of Jean-Luc Racine, Senior CNRS Fellow, EHESS, Paris</td>
</tr>
<tr>
<td>14 Nov</td>
<td>Talk on Nepal, the Constitutional Conundrum by Col. R. Hariharan (retd)</td>
</tr>
<tr>
<td>17 Nov</td>
<td>Book discussion on Andrew Small’s <em>The China-Pakistan Axis: Asia’s New Geopolitics</em></td>
</tr>
<tr>
<td>17 Nov</td>
<td>Visit of David McKeen, US Department of State</td>
</tr>
<tr>
<td>18 Nov</td>
<td>Conference on India-Africa Summit 2015—Outcomes and the Way Forward</td>
</tr>
<tr>
<td>19 Nov</td>
<td>Talk by Hekmat Khalil Karzai, Deputy Foreign Minister, Afghanistan</td>
</tr>
<tr>
<td>19 Nov</td>
<td>Interaction with delegation from Australian High Commission</td>
</tr>
<tr>
<td>19 Nov</td>
<td>Visit of Delegation from ACCERUS, South Africa</td>
</tr>
<tr>
<td>20 Nov</td>
<td>Book discussion on Rajiv Bhatia’s <em>India Myanmar Relations: Changing Contours</em></td>
</tr>
<tr>
<td>23 Nov</td>
<td>Conference on Coal Block Auction</td>
</tr>
<tr>
<td>25 Nov</td>
<td>Talk on The Refugee Crisis from an Eastern European Point of View Igor Lukši, Montenegro</td>
</tr>
<tr>
<td>26 Nov</td>
<td>Conference on India-UK Technology Partnership</td>
</tr>
<tr>
<td>28 Nov</td>
<td>Talk on Bihar Polls &amp; After by N. Sathiya Moorthy</td>
</tr>
<tr>
<td>2 Dec</td>
<td>Talk on Climate and Clean Technology Policy in the United States, with Lessons for India by Varun Sivaram</td>
</tr>
<tr>
<td>2-3 Dec</td>
<td>Conference on India-Iran-Russia</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>3-4 Dec</td>
<td>Conference on Advancing the BBIN Agenda: Exploring possibilities in Trade, Transit, Energy and Water Cooperation</td>
</tr>
<tr>
<td>5 Dec</td>
<td>Discussion on Is the UN Fit for Purpose at 70?</td>
</tr>
<tr>
<td>7-8 Dec</td>
<td>International Workshop on Emerging Trans-Regional Corridors: South and Southeast Asia</td>
</tr>
<tr>
<td>8 Dec</td>
<td>Conference on The Future of Constitutional Democracy in Nepal</td>
</tr>
<tr>
<td>9 Dec</td>
<td>Conference on Climate Change Adaptation in Coastal Areas &amp; Other Sectors</td>
</tr>
<tr>
<td>9 Dec</td>
<td>Visit of delegation from the Ministry of Defence, France</td>
</tr>
<tr>
<td>10 Dec</td>
<td>Workshop on Emerging Naval Technology and Future Threats</td>
</tr>
<tr>
<td>11 Dec</td>
<td>Roundtable on Sino-India Economic Exchange and Cooperation</td>
</tr>
<tr>
<td>12 Dec</td>
<td>Series of panel discussions on Regulatory, Cultural, Commercial and other Aspects of Net Neutrality across South Asia</td>
</tr>
<tr>
<td>16 Dec</td>
<td>Visit of officials from the US National Defense University, Washington, D.C.</td>
</tr>
<tr>
<td>17-18 Dec</td>
<td>Conference on South Asia Water Dialogue: People, Power and Technological Innovation</td>
</tr>
<tr>
<td>18 Dec</td>
<td>Roundtable discussion on Building Nepal: Reconstruction of Infrastructure, Economy and Relationship with India</td>
</tr>
<tr>
<td>18 Dec</td>
<td>Discussion on Trans-Pacific Partnership and its Implications for Global Internet Governance</td>
</tr>
<tr>
<td>19 Dec</td>
<td>Talk on Disaster Management &amp; Relief by K.S. Sripathi, IAS (retd)</td>
</tr>
<tr>
<td>21 Dec</td>
<td>Roundtable discussion on The Changing Geo-Economic Landscapes</td>
</tr>
<tr>
<td>21 Dec</td>
<td>Talk on Villages in the City: Spatial Informality and Urban Governance in China's Megacities</td>
</tr>
<tr>
<td>23 Dec</td>
<td>Visit of Edmund Chia, Deputy High Commissioner, Singapore Embassy</td>
</tr>
<tr>
<td>31 Dec</td>
<td>Visit of Roni Zehavi</td>
</tr>
<tr>
<td>2016</td>
<td></td>
</tr>
<tr>
<td>2 Jan</td>
<td>Talk on India-2015, On to 2016 by B.S. Raghavan, IAS (retd)</td>
</tr>
<tr>
<td>9 Jan</td>
<td>Visit of journalists from Central Asia</td>
</tr>
<tr>
<td>11 Jan</td>
<td>Book discussion on Farahnaz Ispahani’s Purifying the Land of the Pure: Pakistan’s Religious Minorities</td>
</tr>
<tr>
<td>12 Jan</td>
<td>Panel discussion on Deconstructing Paris</td>
</tr>
<tr>
<td>14 Jan</td>
<td>Conference on Indian Views on Emerging Global Trends and their Impact on the South Asian Region</td>
</tr>
<tr>
<td>19 Jan</td>
<td>Visit of British delegation</td>
</tr>
<tr>
<td>19 Jan</td>
<td>Roundtable discussion on Caste and Religion in the Era of Economic Growth</td>
</tr>
<tr>
<td>21 Jan</td>
<td>Panel discussion on Debating India’s Affirmative Action Policy</td>
</tr>
<tr>
<td>25 Jan</td>
<td>Roundtable discussion on Accommodating Rising Powers</td>
</tr>
<tr>
<td>28 Jan</td>
<td>Sustainable Development Goals: The Role of Think Tanks in Policymaking (part of the 2015 Global Go To Think Tank Index Report launch)</td>
</tr>
<tr>
<td>29 Jan</td>
<td>Discussion on Turkey and Regional Security in the Middle East</td>
</tr>
<tr>
<td>29 Jan</td>
<td>Workshop on The Employment of Special Forces</td>
</tr>
<tr>
<td>1 Feb</td>
<td>Discussion on Sustainability of Economy and Society of India and China</td>
</tr>
<tr>
<td>2 Feb</td>
<td>14th Petro India conference—Oil Price Volatility: Consequences and Policy Responses</td>
</tr>
<tr>
<td>2 Feb</td>
<td>Talk on Cyber weapon and Cyber Power: A New Warfare Paradigm</td>
</tr>
<tr>
<td>5 Feb</td>
<td>Policy Writing Workshop: Frame the Debate</td>
</tr>
<tr>
<td>6 Feb</td>
<td>Talk on Simultaneous Polis to Legislatures: Desirability and Feasibility by T.S. Krishnamurthy</td>
</tr>
<tr>
<td>8 Feb</td>
<td>Roundtable discussion on Urban Transportation and Disruptive Technologies</td>
</tr>
<tr>
<td>8-9 Feb</td>
<td>ORF-PRIO Conference on Future Scenarios for an Urbanising India: Governance, Security, Environmental Change</td>
</tr>
<tr>
<td>10 Feb</td>
<td>Talk by Daniel Pipes, President, Middle East Forum</td>
</tr>
</tbody>
</table>
12 Feb  Conference on Impulses & Experiences Shaping India’s Approach to Internet Governance and Cyber Security
13 Feb  Talk on Chinese Stock Market Conundrum and Implications for the World by K. Subramanian
15 Feb  Workshop The Role of External Actors in South Asian Political Change: Dilemmas of Interests versus Values
15 Feb  Book discussion on Richard Young’s The Puzzle of Non-Western Democracy
16 Feb  Workshop on The Role of External Actors in South Asian Political Change: Dilemmas of Interests versus Values
16 Feb  Visit of Austrian political delegation and journalists
17 Feb  Visit of Irfan Raouf
19 Feb  Visit of delegation from US Department of Defense along with a Deputy Assistant Secretary of Defense
19 Feb  Talk on Competition and Cooperation in an Interdependent World by Robin Niblett, Director, Chatham House
22 Feb  Conference on Road from Paris: Ensuring Effective and Equitable Climate Action
23 Feb  Visit of Rajiv Kumar, Lecturer, Busan University of Foreign Studies
23 Feb  Roundtable discussion on Diplomatic Dimension of India’s Maritime Challenges
24-26 Feb 2nd ORF Kalpana Chawla Annual Space Policy Dialogue
27 Feb  Talk on India and Paris Environment Agreement by N.R. Krishnan
29 Feb  Australia-India Policy Forum
1 Mar  Interaction with M.A. students from the Central University of Kerala
1-3 Mar  Raisina Dialogue 2016
4 Mar  Conference on Smart Border Initiative
4 Mar  US-India Strategic Dialogue
4-5 Mar  Visit of Ms. Thomas of the Australian High Commission
7 Mar  Talk on India-Pakistan Relations: Prospects and Challenges by Lt. Gen Tariq Waseem Ghazi (retd)
8 Mar  Talk on Islam—a Religion of Peace by Maumoon Abdul Gayoom, former President of the Maldives
11 Mar  Talk on The 2016 US Presidential Elections: An Indian American Perspective
15 Mar  Conference on New Economy of Climate Change
15 Mar  Visit of Christian Buehmann, Head Regional Development Program, Geneva Centre for Security Policy
16-17 Mar  ORF-INSS Dialogue
18 Mar  Roundtable discussion on India-Japan Partnership in the Changing Asian Strategic Scenario
19 Mar  Workshop on China’s Military Reform
23 Mar  Talk on Future of India-Pakistan Relations by Ayesha Siddiqua
23 Mar  Discussion on India’s Cyber Preparedness: An Assessment
26 Mar  Talk on India, Sri Lanka and Maldives: An Update by N. Sathiya Moorthy
28-29 Mar  Conference on Afghanistan-India Relations: A Way Forward
30 Mar  Book discussion on Deep Datta-Ray’s The Making of Indian Diplomacy: A critique of Eurocentrism
### List of Publications in 2015-16

**Books, Monographs And Edited Works**

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors/Editors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trends in Russia-China Relations: Implications for India</td>
<td>Nandan Unnikrishnan and Uma Purushothaman</td>
</tr>
<tr>
<td>Common Futures: India and Africa in Partnership</td>
<td>Edited by Abhijnan Rej and Tanoubi Ngangom</td>
</tr>
<tr>
<td>Asia with Africa: Opportunities and Challenges</td>
<td>Edited by Urvashi Aneja</td>
</tr>
<tr>
<td>Defence Primer: India at 75</td>
<td>Edited by Sushant Singh and Pushan Das</td>
</tr>
<tr>
<td>Battle for Globalisations?</td>
<td>Marko Juutinen and Jyrki Kakonen</td>
</tr>
<tr>
<td>Proximity to Connectivity II: India-Myanmar Connectivity: Possibilities and Challenges</td>
<td>Rakshahari Chatterji, Anasua Basu Chatterjee, Pratnashree Basu</td>
</tr>
<tr>
<td>Regulating the Digital Economy</td>
<td>Noel Johns</td>
</tr>
<tr>
<td>South Asian Perspectives on Net Neutrality</td>
<td>Anahita Mathai, Bedavyasa Mohanty and Vidushi Marda</td>
</tr>
<tr>
<td>Navigating the Changing Geoeconomic Landscape</td>
<td>Abhijnan Rej and Prashant Kumar</td>
</tr>
<tr>
<td>The Cyber Command: Upgrading India’s National Security Architecture</td>
<td>Arun Mohan Sukumar and Col. R.K. Sharma</td>
</tr>
<tr>
<td>South Asia Annual Assessment 2015</td>
<td></td>
</tr>
</tbody>
</table>

**SPECIAL REPORTS**

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Power: Special Compilation</td>
<td>Angad Singh and Abhijit Iyer-Mitra</td>
</tr>
<tr>
<td>Indian Leadership on Climate Change: Punching above its Weight</td>
<td>Samir Saran and Vivan Sharan</td>
</tr>
<tr>
<td>Proximity to Connectivity I: India-Bangladesh Connectivity</td>
<td>Rakshahari Chatterji, Anasua Basu Chatterjee, Pratnashree Basu and Garima Sarkar</td>
</tr>
<tr>
<td>Prospects for the Asia-Pacific Region Conference proceedings</td>
<td></td>
</tr>
</tbody>
</table>

**ISSUE BRIEFS**

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swine Flu: Challenges and Impact on the Indian Economy</td>
<td>Richa Sekhani</td>
</tr>
<tr>
<td>Atithi Devo Bhava?</td>
<td>Natasha Agarwal and Magnus Lodefalk</td>
</tr>
<tr>
<td>Youth and Radicalisation: The Threat to India</td>
<td>Taruni Gupta</td>
</tr>
<tr>
<td>A Baseline Assessment of Climate Finance</td>
<td>Vivan Sharan</td>
</tr>
</tbody>
</table>

---

74
<table>
<thead>
<tr>
<th>Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>India and its Eastern Neighbours: Prospects for Sub-Regional</td>
<td>Sridhar Ramaswamy</td>
</tr>
<tr>
<td>Cooperation</td>
<td></td>
</tr>
<tr>
<td>Turkey Says ‘No’ to Presidential Government</td>
<td>Anita Sengupta</td>
</tr>
<tr>
<td>Nuclear Safety and Regulation in India: The Way Forward</td>
<td>Aniruddh Mohan</td>
</tr>
<tr>
<td>Re-examining India’s Nuclear Doctrine</td>
<td>Pushan Das</td>
</tr>
<tr>
<td>India’s Intelligence Agencies: In Need of Reform and Oversight</td>
<td>Manoj Joshi</td>
</tr>
<tr>
<td>Net Neutrality and Antitrust: Options for India</td>
<td>Bedavyasa Mohanty</td>
</tr>
<tr>
<td>India’s Economic Footprint in the Developing World</td>
<td>Shubh Soni and Parijat Lal</td>
</tr>
<tr>
<td>Pushing India’s Small-Scale Industries to the Economic Forefront</td>
<td>Shruti Gupta</td>
</tr>
<tr>
<td>SAARC: The Way Ahead</td>
<td>Jayshree Sengupta</td>
</tr>
<tr>
<td>Justice System in Crisis: The Case of India’s Undertrial Prisoners</td>
<td>Niranjan Sahoo and Vivek Jain</td>
</tr>
<tr>
<td>The Advanced Medium Combat Aircraft: A Technical Analysis</td>
<td>Pushan Das and Abhijit Iyer-Mitra</td>
</tr>
<tr>
<td>India’s Use of Force: The Missing Indirect Approach</td>
<td>Arzan Tarapore</td>
</tr>
<tr>
<td>Small Satellite Constellations: The Promise of ‘Internet for All’</td>
<td>Vignan Velivela</td>
</tr>
<tr>
<td>Assessing Disturbance in Jammu and Kashmir’s Disturbed Areas</td>
<td>Nikhil Raymond Puri</td>
</tr>
<tr>
<td>Territorial Disputes: Can Japan and Russia Reconcile?</td>
<td>Vindu Mai Chotani</td>
</tr>
<tr>
<td>India’s Gender Digital Divide: Women and Politics on Twitter</td>
<td>Sydney Anderson</td>
</tr>
<tr>
<td>The Technological Revolution and Its Impact on Gender Relations with</td>
<td>Ariane Nikpur</td>
</tr>
<tr>
<td>a Special Focus on India and Africa</td>
<td></td>
</tr>
<tr>
<td>Counter-terrorism in South Asia: New Threats Call for Deeper</td>
<td>Wilson John and Joyeeta Bhattacharjee</td>
</tr>
<tr>
<td>Cooperation</td>
<td></td>
</tr>
<tr>
<td>The Politics of Water Governance in the Ganges-Brahmaputra-Meghna</td>
<td>Paula Hanasz</td>
</tr>
<tr>
<td>Basin</td>
<td></td>
</tr>
<tr>
<td>Cyber Arms Race in Space: Exploring India’s Next Steps</td>
<td>Rajeswari Pillai Rajagopalan and Daniel A. Porras</td>
</tr>
<tr>
<td>The US-China Cyber-Agreement: Implications for India</td>
<td>Anindrajit Basu</td>
</tr>
<tr>
<td>Technology and Climate Change: Innovation and Partnerships for</td>
<td></td>
</tr>
<tr>
<td>Transformational Change</td>
<td>Aniruddh Mohan and Vikrom Mathur</td>
</tr>
<tr>
<td>India’s Energy Transition in a Climate-Constrained World</td>
<td>Sonali Mittra</td>
</tr>
<tr>
<td>The Russia-Pakistan Rapprochement: Should India Worry?</td>
<td>Uma Purushothaman</td>
</tr>
<tr>
<td>Social Marginalisation in Urban India and the Role of the State</td>
<td>Rumi Aijaz</td>
</tr>
<tr>
<td>Title</td>
<td>Author(s)</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Mukherjee's Middle East Visit: Setting a New Template?</td>
<td>P.R. Kumaraawamy</td>
</tr>
<tr>
<td>BRICS: Prospects for a Better Economic Horizon</td>
<td>Jayshree Sengupta</td>
</tr>
<tr>
<td>Linking Indian and Chinese Maritime Initiatives: Towards a Symbiotic Existence</td>
<td>P.K. Ghosh</td>
</tr>
<tr>
<td>Brave New Digital Europe</td>
<td>Niccolo Beduschi</td>
</tr>
<tr>
<td>India's Smart Cities Mission: An Assessment</td>
<td>Rumi Aijaz and Kristian Hoelscher</td>
</tr>
<tr>
<td>Trends in Official Development Assistance: Financing Sustainable Development</td>
<td>Vivan Sharan</td>
</tr>
<tr>
<td>The Last Reform: ‘Regionalist Logic’ for a New UN Security Council</td>
<td>Niccolo Beduschi</td>
</tr>
<tr>
<td>One Rank One Pension: Its impact on the Defence Budget</td>
<td>Somnath Mukherjee</td>
</tr>
<tr>
<td>Understanding the Downturn in India’s Exports</td>
<td>Richa Sekhani</td>
</tr>
<tr>
<td>Strengthening BBIN Connectivity: Market Signals for Policymaking</td>
<td>Sujeev Shakya</td>
</tr>
<tr>
<td>Rethinking Water-Climate Cooperation in South Asia</td>
<td>Gareth Price</td>
</tr>
<tr>
<td>Collective Action on South Asia’s Wicked Problems’</td>
<td>Dipak Gyawali</td>
</tr>
<tr>
<td>Climate-induced Disasters: Regional Initiatives for Collective Response</td>
<td>Arupjyoti Saikia</td>
</tr>
<tr>
<td>Water Infrastructure and Connectivity: Growth and SDGs in Asia</td>
<td>Rohan D’Souza and Sonali Mittra</td>
</tr>
<tr>
<td>East Asian Regional Development Models: Lessons and Way Forward for South Asia</td>
<td>Sachin Chaturvedi</td>
</tr>
<tr>
<td>Intra-BBIN trade: Opportunities and Challenges</td>
<td>Parthapratim Pal</td>
</tr>
<tr>
<td>Turkey, Syria and the Islamic State</td>
<td>Anita Sengupta</td>
</tr>
</tbody>
</table>

**POLICY BRIEFS**

<table>
<thead>
<tr>
<th>Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Paris Package: Setting the Finance Agenda for Climate Action</td>
<td>Samir Saran and Rathin Roy</td>
</tr>
<tr>
<td>The New Development Bank: Identifying Strategic and Operational Priorities</td>
<td>November 2015</td>
</tr>
</tbody>
</table>

**OCCASIONAL PAPERS**

<table>
<thead>
<tr>
<th>Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>India's Small Satellite Mission: Time for the Next Leap Forward</td>
<td>Narayan Prasad</td>
</tr>
<tr>
<td>Centre-State Relations in India: Time for a New Framework</td>
<td>Niranjana Sahoo</td>
</tr>
<tr>
<td>Nuclear Developments in Iran: Comprehending the Indian View</td>
<td>Arka Biswas</td>
</tr>
</tbody>
</table>
India's Participation in the NSG: Capturing the Debate
Arka Biswas

The Dance of the Elephant and the Dragon: The Promise and Perils of Sino-Indian Relations
Himanil Raina

Resurgence of Al-Qaeda in South Asia Post-US Drawdown
Aryaman Bhatnagar and Wilson John

Space 2.0: Shaping India's Leap into the Final Frontier
Narayan Prasad and Prateep Basu

Driving Across the South Asian Borders: The Motor Vehicle Agreement Between Bhutan, Bangladesh, India and Nepal
Anasua Basu Ray Chaudhury, Mihir Bhonsale and Pratnashree Basu

India in the Missile Technology Control Regime: Prospects and Implications
Arka Biswas

Challenges in Designing Counterinsurgency Policy: An Institutionalist Perspective
Kaustav Dhar Chakrabarti

India and the United States: New Directions in Defence Partnership
Sylvia Mishra

India's FTAs with East and SE Asia: Impact of India-Malaysia CECA on the Edible Oil Value Chain
Nilanjan Ghosh and Sriparna Pathak Raimedhi

Military Build-up in the Indian Ocean: Implications for Regional Stability
Rajeswari Pillai Rajagopal and Arka Biswas

Statehood or Autonomy: Rethinking Governance in India's Capital
Niranjan Sahoo and Shubh Soni

From Response to Resilience: Adaptation in a Global Climate Agreement
Aniruddh Mohan and Vikrom Mathur

Modi and Buddhism: Between Cultural and Faith-based Diplomacy
Rishika Chauhan

Home Enquiry and the Rehabilitation of Trafficking Survivors
Nishtha Gautam and Debdatta Dobe

Regional Integration in West Africa: The Evolution of ECOWAS
Arushi Gupta

Australia, India and Japan Trilateral: Breaking the Mould
Vishal Ranjan

Delhi's Traffic Nightmare: Lessons from Global Practices
Prashant Kumar

Small Satellites for India's Security: A Techno-Entrepreneurial View
Narayan Prasad

Nepal: Finding a way forward
Rakesh Sood

India and Japan: Reconnecting in the Bay of Bengal
Vindu Mai Chotani

The Trans-Pacific Partnership: Implications for India
Geethanjali Nataraj

Post-2015 Military Spending and Economic Growth in China
Abhijnan Rej

Elephants in the Room: Challenges for India as an Emerging Development Partner
Urvashi Aneja and Tanoubi Ngangom
The New ASEAN Community: The European Way to Integration?  
Niccolo Beduschi

Xi Jinping and PLA Reform  
Manoj Joshi

A Geoeconomic Strategy for the New Normal  
Abhijnan Rej

GP-ORF SERIES

India’s Urbanisation Experiences  
Rumi Aijaz

Iran Nuclear Deal: Implications for the Framework Agreement  
Edited by Rajeswari Pillai Rajagopalan and Arka Biswas

Digital Debates: CyFy Journal 2015  
Edited by Samir Saran

Promoting Democracy for a Better World: Regional, National and Local Perspectives  
August 2015

Global Goals, National Actions: Making the Post-2015 Development Agenda Relevant to India  
Edited by Vikrom Mathur and Ritika Passi

New Room to Manoeuvre: An Indian Approach to Climate Change  
Samir Saran et al.

Transformations in West Asia: Regional Perspectives  
Edited by Kanchi Gupta

Neighbourhood First: Navigating Ties Under Modi  
Edited by Aryaman Bhatnagar and Ritika Passi
Faculty List

TRUSTEES

Bharat Goenka
Managing Director, Tally Solutions (P) Ltd.
Chairman

Baljit Kapoor
Former Director, The Times of India
Honorary Secretary

Annu Tandon
Former Member of Parliament
Honorary Treasurer

Dr Lalit Bhasin
President, Society of Indian Law Firms
Trustee

Renuka Mishra
President of Sadhbahvana Trust
Trustee

T.V. Rajeswar
Former Chief of IB; former Governor of Sikkim, West Bengal, Uttar Pradesh; former Lt. Governor of Arunachal Pradesh
Honorary Advisor

H.K. Dua
Member of Parliament (Rajya Sabha)
Advisor

Harsh Sethi
Consulting Editor, Seminar
Advisor

J.M. Mauskar
Former IAS officer
Advisor

Sanjeev Ahluwalia
Former IAS officer
Advisor

Swagat Bam
Sr Vice President, RIL
Advisor

Vikram Sood
Former head of R&AW
Advisor

DIRECTOR & EX-OFFICIO TRUSTEE

Sunjoy Joshi

ADVISORS

Atul Chandra
President, International Operations, RIL
Honorary Advisor

Falguni Sen
Professor of Management, Fordham University, New York
Honorary Advisor

K.K. Nayyar
Former Vice Chief of Navy
Honorary Advisor

N.K. Singh
Former Member of Planning Commission of India; former Member of Parliament (Rajya Sabha); Senior Member, BJP
Honorary Advisor

S.D. Dave
Former Justice, Gujarat High Court
Honorary Advisor

Surendra Singh
Former Union Cabinet Secretary and Executive Director, World Bank
Honorary Advisor

H.K. Dua
Member of Parliament (Rajya Sabha)
Advisor

Harsh Sethi
Consulting Editor, Seminar
Advisor

J.M. Mauskar
Former IAS officer
Advisor

Sanjeev Ahluwalia
Former IAS officer
Advisor

Swagat Bam
Sr Vice President, RIL
Advisor

Vikram Sood
Former head of R&AW
Advisor

FACULTY

Ashok Malik
Distinguished Fellow and Head, India’s Neighbourhood Initiative

H.H.S. Viswanathan
Distinguished Fellow, Global Governance Programme

Harsh V. Pant
Distinguished Fellow and Head, Strategic Studies Programme

K.V. Kesavan
Distinguished Fellow, East Asia Initiative

Manoj Joshi
Distinguished Fellow and Head, National Security Programme

Pinak R. Chakravarty
Distinguished Fellow, West Asia Initiative

Raghu Raman
Distinguished Fellow, National Security Programme

Rakesh Sood
Distinguished Fellow, Nuclear & Space Policy Initiative
### Faculty List

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rohit Bansal</td>
<td>Distinguished Fellow, Cyber &amp; Media Programme</td>
</tr>
<tr>
<td>Vijay Latha Reddy</td>
<td>Distinguished Fellow, Cyber &amp; Media Programme</td>
</tr>
<tr>
<td>Vivek Lall</td>
<td>Distinguished Fellow, National Security Programme</td>
</tr>
<tr>
<td>Mahendra Kumawat</td>
<td>Visiting Distinguished Fellow, National Security Programme</td>
</tr>
<tr>
<td>Rajan Gupta</td>
<td>Visiting Distinguished Fellow, Energy Initiative</td>
</tr>
<tr>
<td>Sergey Kurginyan</td>
<td>Visiting Distinguished Fellow, Eurasia Initiative</td>
</tr>
<tr>
<td>Talmiz Ahmad</td>
<td>Visiting Distinguished Fellow, West Asia Initiative</td>
</tr>
<tr>
<td>Nandan Unnikrishnan</td>
<td>Vice President and Senior Fellow, Eurasia Initiative</td>
</tr>
<tr>
<td>Catherine Cameron</td>
<td>Visiting Fellow, Climate Change &amp; Development Initiative</td>
</tr>
<tr>
<td>Deepak Sinha</td>
<td>Consultant, National Security Programme</td>
</tr>
<tr>
<td>Geethanjali Nataraj</td>
<td>Visiting Fellow, Economy &amp; Growth Programme</td>
</tr>
<tr>
<td>Girish Chandrakant Gujar</td>
<td>Visiting Fellow, Maritime Studies Initiative</td>
</tr>
<tr>
<td>Jaibal Naduvath</td>
<td>Visiting Fellow, Cyber &amp; Media Programme</td>
</tr>
<tr>
<td>M. Ashraf Haidari</td>
<td>Visiting Fellow, India’s Neighbourhood Initiative</td>
</tr>
<tr>
<td>Manoj Kumar</td>
<td>Visiting Fellow, Governance &amp; Politics Initiative</td>
</tr>
<tr>
<td>Max Abrahms</td>
<td>Visiting Fellow, National Security Programme</td>
</tr>
<tr>
<td>Nikhil Raymond Puri</td>
<td>Visiting Fellow, National Security Programme</td>
</tr>
<tr>
<td>Ravi Joshi</td>
<td>Visiting Fellow, National Security Programme</td>
</tr>
<tr>
<td>S. Paul Kapur</td>
<td>Visiting Fellow, Strategic Studies Programme</td>
</tr>
<tr>
<td>Saikat Datta</td>
<td>Visiting Fellow, National Security Programme</td>
</tr>
<tr>
<td>Sandeep Bamzai</td>
<td>Visiting Fellow, Governance &amp; Politics Initiative</td>
</tr>
<tr>
<td>Srinath Sridharan</td>
<td>Visiting Fellow, Economy &amp; Growth Programme</td>
</tr>
<tr>
<td>Vivan Sharan</td>
<td>Consulting Fellow, Global Governance Programme</td>
</tr>
<tr>
<td>Abhijit Singh</td>
<td>Senior Fellow and Head, Maritime Policy Initiative</td>
</tr>
<tr>
<td>Jayshree Sengupta</td>
<td>Senior Fellow, Economy &amp; Growth Programme</td>
</tr>
<tr>
<td>Lydia Powell</td>
<td>Head, Energy Initiative</td>
</tr>
<tr>
<td>Mihir Swarup Sharma</td>
<td>Senior Fellow and Head, Economy &amp; Growth Programme</td>
</tr>
<tr>
<td>Niranjan Sahoo</td>
<td>Senior Fellow, Governance &amp; Politics Initiative</td>
</tr>
<tr>
<td>P.K. Ghosh</td>
<td>Senior Fellow, Maritime Policy Initiative</td>
</tr>
<tr>
<td>Rajeswari Pillai Rajagopalan</td>
<td>Senior Fellow and Head, Nuclear &amp; Space Policy Initiative</td>
</tr>
<tr>
<td>R.K. Sharma</td>
<td>Army Chair of Excellence</td>
</tr>
<tr>
<td>Rumi Aijaz</td>
<td>Senior Fellow, Development &amp; Society Initiative</td>
</tr>
<tr>
<td>Satish Misra</td>
<td>Senior Fellow, Governance &amp; Politics Initiative</td>
</tr>
<tr>
<td>Uma Shankar Sharma</td>
<td>Senior Fellow and General Manager, Energy Initiative</td>
</tr>
<tr>
<td>Vikrom Mathur</td>
<td>Senior Fellow and Head, Climate Change &amp; Development Initiative</td>
</tr>
<tr>
<td>Vishal Nigam</td>
<td>Senior Fellow, Defence Modernisation Initiative</td>
</tr>
<tr>
<td>Abhijnan Rej</td>
<td>Fellow, Global Governance Programme</td>
</tr>
<tr>
<td>Joyeeta Bhattacharjee</td>
<td>Fellow, India’s Neighbourhood Initiative</td>
</tr>
</tbody>
</table>
K. Yhome
Fellow, India’s Neighbourhood Initiative

Oommen C. Kurian
Fellow and Head, Health Initiative

Urvashi Aneja
Fellow, Climate Change & Development Initiative

Arun Mohan Sukumar
Head, Cyber Security & Internet Governance Initiative

Arka Biswas
Associate Fellow, Nuclear & Space Studies Initiative

Kanchi Gupta
Associate Fellow, West Asia Initiative

Katarzyna Kaszubska
Associate Fellow, Economy & Growth Programme

Malancha Chakrabarty
Associate Fellow, Climate Change & Development Initiative

Rakesh Kumar Sinha
Associate Fellow, Economy & Growth Programme

Sonali Mittra
Associate Fellow, Global Governance Programme

Anahita Mathai
Junior Fellow, Cyber Security & Internet Governance Initiative

Aniruddh Mohan
Junior Fellow, Climate Change & Development Initiative

Bedavyasa Mohanty
Junior Fellow, Cyber Security & Internet Governance Initiative

Manish Vaid
Junior Fellow, Governance & Politics Initiative

Sylvia Mishra
Junior Fellow, Nuclear & Space Policy Initiative

Tanoubi Ngangom
Junior Fellow, Climate Change & Development Initiative

Garima Sahdev
Junior Fellow, Economy & Growth Programme

Priyanka Shah
Junior Fellow, Health Initiative

Pushan Das
Junior Fellow, National Security Programme

Sabah Ishtiaq
Junior Fellow, India’s Neighbourhood Initiative

Shaheli Das
Junior Fellow, Maritime Policy Initiative

Shubh Soni
Junior Fellow, Economy & Growth Programme

Vidisha Mishra
Junior Fellow, Climate Change & Development Initiative

Vindu Mai Chotani
Junior Fellow, East Asia Initiative

Harish Venugopal
Research Assistant, Africa Initiative

Himani Pant
Research Assistant, Eurasia Initiative

Jayadev Parida
Research Assistant, Cyber Security & Internet Governance Initiative

Kriti M. Shah
Research Assistant, India’s Neighbourhood Initiative

Vidya Sagar Reddy Avuthu
Research Assistant, Nuclear & Space Policy Initiative

Akilesh Sati
Programme Manager, Energy Initiative

Dinesh Kumar Madhrey
Assistant Manager, Energy Initiative

Vinod Tomar
Assistant Manager, Energy Initiative,

Satish Kumar Tezza
Data Analyst

Rhea Colaco
Research Intern (Long-term)

DEVELOPMENT & OUTREACH

Samir Saran
Vice President

Vidyadharan M.P.
Additional Director, Communications

Britta Petersen
Senior Fellow and Head, Development

Vijay Seth
Assistant Manager, Events

EDITORIAL

Ritika Passi
Projects Editor and Associate Fellow
Vinia Datinquinoo Mukherjee  
Associate Editor

DIGITAL
Nikhila Natarajan  
Digital Fellow
Somnath Sengupta  
Associate Fellow and New Media Manager
Chetan Khanna  
Digital Research Assistant

LIBRARY
Nisha Verma  
Librarian

IT DEPARTMENT
Varun Kumar  
Manager
Sanjay Verma  
IT Executive
Durga Kant Jha  
IT Assistant

ADMINISTRATION
Arun Mehra  
Vice President
Satish Puri  
Senior Manager
Monika Chhabra  
Administration Officer
Sonali Sharma  
Administration Officer
Nanu T.  
Administration Executive
Priya Verma  
Administration Executive and Secretary
Paramjit Kaur  
Front Office Executive
Dharmendar Singh  
Administration Assistant
P. N. Tiwari  
Administration Assistant
Parul Kumar  
Administration Assistant

ACCOUNTS
Pradeep Mahajan  
Manager
P. G. Darji  
Honorary Manager (F&A)
Ramesh Tiwari  
Accounts Executive

ORF CHENNAI
N. Sathiya Moorthy  
Senior Fellow and Director

ORF KOLKATA
Ashok Dhar  
Director
Rakhahari Chatterji  
Advisor
Nilanjan Ghosh  
Senior Fellow, Economy & Growth Programme
Anasua Basu Ray Chaudhary  
Fellow, India’s Neighbourhood Initiative
Avishek Konar  
Associate Fellow, Economy & Growth Programme
Preeti Kapuria  
Associate Fellow, Development & Society Initiative
Mihir Bhonsale  
Junior Fellow, India’s Neighbourhood Initiative
Pratnashree Basu  
Junior Fellow, India’s Neighbourhood Initiative
Swagata Saha  
Junior Fellow, China Initiative
Ambalika Guha  
Research Assistant, India’s Neighbourhood Initiative
Suman Das  
Research Assistant, Economy & Growth Programme
Geetha S. Kumar  
Administration Executive

ORF MUMBAI
Suddheendra Kulkarni  
Chairman
Dhaval D. Desai  
Senior Fellow and Vice President

Abha Narain  
Advisor, Governance & Politics Initiative

Vivek Sahai  
Distinguished Fellow, Governance & Politics Initiative

Deepeesh Reddy  
Consulting Fellow, Health Initiative

Gautam Kirtane  
Senior Fellow, Governance & Politics Initiative

Antara Sengupta  
Fellow, Cyber & Media Programme

Dvip Rachchh  
Fellow, Governance & Politics Initiative

Parjanya Bhat  
Fellow, Strategic Studies Programme

Sanket Sudhir Kulkarni  
Fellow, National Security Programme

Sayli Udas-Mankikar  
Fellow, Governance & Politics Initiative

Ameya Pimpalkhare  
Associate Fellow, Climate Change & Development Initiative

Kashish Parpiani  
Associate Fellow, Strategic Studies Programme

Sanchayan Bhattacharjee  
Associate Fellow, Cyber & Media Programme

Shaheeda Kirtane  
Associate Fellow, Health Initiative

Smruti Mirani  
Associate Fellow, Governance & Politics Initiative

Tapas Bhate-Kulkarni  
Associate Fellow, India’s Neighbourhood Initiative

Sumedh Kulkarni  
Research Fellow and Programme Coordinator

Nilesh Bane  
Fellow, Editorial

Abhishek Sharma  
Associate Fellow, Editorial

Swarup Pandit  
Associate Fellow, Editorial
**THEMES**

**Climate, Food & Environment**
- Agriculture
- Climate Change
- Sustainable Development
- Water

**Economics & Finance**
- Developing & Emerging Economies
- Economic Reforms
- Financial Markets
- Indian Economy
- International Financial Institutions
- International Trade & Investment
- Regional Integration

**Domestic Politics & Governance**
- Education
- Gender
- Healthcare
- Law & Justice
- Media
- National Politics
- Social Inclusion
- State-level Politics
- Urbanisation

**International Affairs**
- BRICS
- China Foreign Policy
- Economic Diplomacy
- Great Power Dynamics
- Indian Foreign Policy
- Indian Ocean
- Multilateralism
- Neighbourhood
- Terrorism
- US Domestic Politics
- US Foreign Policy
- United Nations

**Energy**
- Coal
- Energy Access
- Energy Efficiency
- Energy Security
- Oil, Gas & Renewables

**Media & Internet**
- Cyber Security
- Cyber & Technology
- Digital Inclusion
- Internet Governance
- Media Reforms
- Privacy & Surveillance

**Defence & Security**
- China Military
- Indian Defence
- Internal Security
- Maritime Security
- Nuclear Security
- Space
- Terrorism