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MANDATE

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
The Observer Research Foundation began its journey in 1990 as an ambitious idea at the junction of pure ideation tempered by pragmatism. At the end of 25 years it remains the embodiment of the same intellectual realism deeply tied to the philosophical moorings of its founding fathers.

ORF’s 26th Foundation Day is not merely a temporal milestone. It is not only a celebration of 25 years of policy research, but also an opportunity to pause and reflect on 25 years of the growth and transformation that has overtaken both the institution and the nation that it sought to serve. It is the moment to express gratitude to the remarkable men and women who worked tirelessly in the defence of an idea—the idea of nourishing truly democratic debates on key political and social questions, the idea of piecing together fractious dissent to build consensus through participatory thinking.

Ideas not only outlive but also outgrow the aspirations of their creators, taking on a life of their own. And 25 years later it is again the power of ideas that we nurture today that will continue to guide us through the next 25 years of excellence.

ORF’s evolution and impact as an independent policy research institution has been unparalleled amongst similar organisations in the country. As a think tank that seeks to solve tomorrow’s problems today, it has grown from strength to strength, gaining global recognition along the way. In 2014, the University of Pennsylvania’s Go To Global Think Tanks rankings placed ORF at the eighth position among leading institutions in China, Japan, South Korea and India. Gaining recognition as a prominent think tank in the areas of defence and foreign policy, it was the only Indian think tank that featured in seven different categories, including one of the topmost global think tanks to watch out for in the coming years.

Yet, no ranking or statistics can reflect the true spirit that ORF embodies. The true testament to ORF’s success remain the people that engage with the organisation both as a part of it and as stakeholders. These have remained our strength, for they are the ones who have made the organisation, and who continue to carry us forward.

Of those individuals, a special mention must always be reserved for our
founder chairman, Shri R.K. Mishra. If ORF’s success is owed to its people, then nothing makes that case more persuasively than his own remarkable life. He was a man born in a different time than ours, but his progressive ideas and deep insights continue to guide us. Today is another moment to salute his remarkable vision and foresight.

We are an association of many people and many generations, united by one single convergence—our faith in the capacity of each generation to build a better society than the one it was born into. As ORF completes 25 years, it also rejuvenates and transforms itself into a younger organisation, one full of promise, optimism and energy. As we move forward, we pledge to continue celebrating intellectual tolerance and diversity.

At the end of 25 years it is my pleasure to articulate the mandate that will guide us in the coming years. It is a mandate that acknowledges the ever-expanding reach of the institution and its ideas, encourages original thinking, promotes innovation and celebrates the differences amongst us all. It is a mandate that focuses upon ideas that challenge the norm, that strives for institutional leadership by creating forums that can respond to the changing times and have a long-term impact.
25 YEARS OF ORF: MILESTONES

1990

ORF opens Sep 1990

1991

Conference on 'India's Economic Crisis: Towards a Policy Consensus'; then Finance Minister Manmohan Singh and P. Chidambaram attend Jul 1991 | IIC, New Delhi

1992

'National Seminar on Restructuring Indian Economy' Jan 1992 | IIM Kolkata


1997

A.B. Vajpayee, L.K. Advani, Yashwant Sinha and other prominent ministers attend the 'Food for All Seminar' Aug 1997 | Parliament Annexe

2000

1st international partnership: ORF-RLS conference on 'Pluralism, Democracy and Conflict Resolution' Feb 2003 | Delhi

2002

ORF Chennai opens Dec 2002

2003

Conference on 'India-Russia in 21st Century: Foundation of Partnership' Jan 2005 | Delhi

2004

'International Conference on Iran: 25 Years after the Revolution'; former Distinguished Fellow at ORF and current Vice President of India Hamid Ansari participates Mar 2004 | Delhi

The US-India partnership project at ORF begins: 'Conference on Security,' in collaboration with the Pacific Council, and the ORF-PCIP 'Conference on India-US Relations' Mar and Sept 2004 | Jamnagar and Los Angeles

ORF Mumbai opens Apr 2004

'Workshop on Maritime Counterterrorism' Nov 2004 | Delhi

2005

Then Maharashtra's Chief Minister attends conference on 'Development Challenges in Madhya Pradesh' Aug 2003 | Bhopal
PM Manmohan Singh launches *The New Asian Power Dynamic* by M. Rasgotra, Head of the former International Affair Centre 2007 | Delhi

Conference on 'Emerging Security Concerns in West Asia' Nov 2007 | Delhi

Conference on 'Building India’s Defence Capabilities' Dec 2007 | Delhi

Launch of the BRICS Initiative, 2009

Conference on 'India-China: The Next Decade' Sept 2006 | Kolkata

Senator John Kerry addresses ORF faculty Jan 2006 | Delhi

Asian Forum on Global Governance happens for the first time 2011

Launch of the Climate, Energy and Resources Programme 2011

Launch of the Space Initiative 2011

1st R. K. Mishra Lecture is delivered by Former NSA, Pakistan, General Mahmud Ali Durrani; Hamid Karzai, President of Afghanistan, delivers the 3rd R. K. Mishra Lecture; and Javad Zarif, Foreign Minister of Iran, delivers the 5th R. K. Mishra Lecture. 2010, 2012, 2014 | Delhi

Launch of the Nuclear Initiative 2014

ORF ranks 14th on the list ‘Think Tanks to Watch’ in the Global Go To Think Tank Index Report 2014

Chuck Hagel delivers special address to commemorate ORF’s 25th year 2014
As I felicitate our Board of Trustees, our stakeholders, partners and colleagues at the Observer Research Foundation for having completed an exciting and eventful 25 years committed to an enduring mandate to research policies, processes and reforms, let me briefly highlight the year gone by.

The past year, our 25th, marked yet another milestone in a journey that began on 5 September 1990. This was the year that we went global with our conferences, holding them around the world from Brazil to South Africa, from Australia, Japan and China to the US, Europe and Russia. In October 2014, ORF became the partner organisation for the 6th Core Group Meeting of the Munich Security Conference at New Delhi, where the new Indian National Security Advisor laid out his vision for the country amongst an august audience of international political and business leaders. Then in February 2015, we hosted the closing panel discussion at the annual Munich Security Conference in Germany. Earlier in January 2015, ORF hosted 24 of the top think tanks from the G-20 countries in India for the Council of Councils meeting organised with the Council on Foreign Relations.

In the past year we hosted the first India Global Forum in partnership with the International Institute for Strategic Studies that allowed newly appointed Indian cabinet ministers to engage with global audiences. We convened the first ever Indian Ocean Dialogue, in partnership with the Indian Ministry of External Affairs, that brought together all the stakeholders in the Indian Ocean Region at the historic city of Kochi in Kerala. We initiated a year-long ‘Road to Paris’ initiative focusing on climate change in partnership with the French government. We embarked on a three year-long ‘The Future of the Himalayas Initiative’ to debate the socio-economic, ecological and strategic aspects of the Himalayan region through a series of international conferences in leading global capitals.

Over the last 25 years, ORF has indeed emerged as an independent, broad and multidisciplinary hub for developing and promoting new ideas. Our annual publication of 50 research papers and policy briefs, and almost daily commentaries by our in-house experts in leading global and national newspapers, flag the contribution our faculty makes to the critical debates that engage us all.
Therefore, as the Observer Research Foundation completes 25 years, it is a good time to pause and look back at the journey of an organisation that has commanded a ringside view of the path traversed by this country over two and a half decades of reforms. ORF, from the time of its inception, played a seminal role in building the political and policy consensus that enabled India to set upon this path. Consequently, our research, publications and the many debates we initiated provide a rich tapestry in which has been woven the fascinating narrative of the emergence of India upon the global stage as a rising power.

These 25 years do indeed narrate the story of India as it acquired an unmistakable global footprint, stronger voice and greater significance in world affairs, propelled by the process of reforms initiated in the 1990s. Just as India is shaping the world, the world, too, has intruded into our hearths and homes in ways unimaginable 25 years ago. So, as we look ahead, the story of India cannot unfold without reference to and without being influenced by myriad tales unfolding across the world.

The rise of the Islamic State is redrawing geographical borders. Great power politics of the 21st century may be visiting us once again. The challenge of agreeing on a new set of rules for controlling and regulating the new frontiers of space, the oceans, the internet and the human mind now confront us. The 21st century is supposed to be the one in which we finally end poverty; the century in which we ensure dignity to all inhabitants upon this planet; the century when we finally make peace with our habitat; the century in which a young India and a resurgent Asia move closer to becoming the economic epicentre of the world. But the Chinese dragon seems to be tiring and its pause seems to be even more unnerving than the high octane fury of its growth. Which are the countries that will fill the vacuum? Can this be India’s moment in the sun? Or will a volatile neighbourhood in tandem with a lingering diffidence at home continue to impede the elephant’s march into the century that could be India’s?

At such a critical juncture, our agenda selects itself without too much effort on our part. As an organisation, we will continue to push normative boundaries, bring new ideas into the policy discourse and provide a platform to a new generation of thinkers. Indeed, our progress will be fuelled by new minds and fresh ideas.

In its own way ORF embodies the arrival and emergence of a new group of actors, who outside the traditional apparatus of the state have worked hard to help script this narrative of a new India, a confident India. In doing so we, too, as an organisation, have in these 25 years surmounted the constraints of geography and territoriality to become India’s global think tank. We seek to shape and discuss issues and policies that impact on India and the world. We endeavour to do this by forging new partnerships, creating new platforms, and tirelessly embarking on new paths in order that Indian voices be recognised and heard in global forums that decide policies. More importantly, as an institution, we do not merely respect but celebrate the plurality of those voices as we set out to convey the vibrant diversity of Indian debates to the world, as well as bring contemporary global debates to India.
Consistent with its motto, forums are essential constituents of ORF’s efforts to deliberate and shape policy in India and abroad. These platforms are ideology agnostic, independent and multistakeholder by nature, with ORF involved both as participant and as convener. These help amplify the research of ORF faculty and ensure that counter narratives are allowed equal space. Recognising this, the Indian government continues to rely on ORF to further key partnerships and relationships and co-host a number of international events.

The aim is to encourage voices from all quarters, geographies and gender, those that fall in and those that question the normative. It is this plurality of thought and voice—in a country of over a billion individuals—that we seek to take to policymakers and audiences across the globe.

The Foundation hosted over 200 discussions, workshops and conferences this past year. Many were hosted in different Indian cities and an increasing number were hosted in foreign locations: ORF forums visited Germany, Russia, France, Israel, the Netherlands, US, China, Japan, Australia, South Africa and Brazil. Moving forward, we are committed to being more present globally, particularly in Africa and the developing countries in Asia.

In format, too, our events are evolving as we begin to enthusiastically embrace technological platforms. We stream all our important events live, webcast key messages and offer a growing library of videos. ORF sees social media as a key vehicle to widen both the scope of and participation in key policy conversations.

This past year, ORF was the preferred partner for visiting dignitaries, business leaders, heads of global institutions and others who had a message or ideas to share. As a global think tank, we remain committed to being this platform of choice for all those who want to engage with India.
The ORF West Asia Regional Studies Initiative and the Ministry of External Affairs, Government of India, hosted the first edition of this annual conference in New Delhi on 19-21 March 2014. The conference brought together academicians and policymakers from Egypt, Qatar, Israel, Libya and India to discuss and analyse crucial developments in the West Asian region.

West Asia is today a mix of old and new political orders; the state remains supreme in some, political reforms have taken place in others, Islamist parties have come to the fore in yet others.

Kanchi continued liaising with stakeholders and organised discussions on issues pertinent to West Asia. Her research focuses on India-West Asia relations. Her work was published by ORF and appeared in The Jerusalem Post, The Diplomat, OpenDemocracy, among others. Kanchi is the editor of the monthly ORF West Asia Monitor.

RECENT PUBLICATION | “From Reaction to Action: Framework Agreement and Gulf Responses” in Iran Nuclear Deal, GP-ORF Series, No.4, June 2015

AT ORF | 2 years, 8 months
The Indian Ocean accounts for 50% of the world’s container traffic and 70% of petroleum shipments.

SEA CHANGE: EVOLVING MARITIME GEOPOLITICS IN THE INDO-PACIFIC REGION

The ORF Maritime Initiative, in cooperation with the Stimson Center and the US Consulate General, Chennai, held a conference on maritime security on 10-12 June 2014 in Chennai and Kochi. Senior officials, business leaders, analysts, military representatives and energy and shipping industry experts from India, the US, Australia, China and other Indo-Pacific nations discussed emerging security, socio-economic, commercial and environmental trends affecting the region. Policy recommendations were formulated to present to the US and Indian governments, and the broader international community.

Senior Fellow & Director,
ORF Chennai

In 2014-15, Sathiya Moorthy continued working on domestic politics, society, security, and India-centric bilateral and international relations of Maldives and Sri Lanka, and liaised with government leaders and policymakers. He mentors the ORF South Asia Weekly, regularly writes commissioned analyses and in newspapers, and participates in media interactions.

RECENT PUBLICATION | “National govt in SL tamps down Tamil bargaining power,” The Times of India, August 2015

AT ORF | 14 Years
ORF Kolkata hosted a talk by Jairam Ramesh, Member of Parliament, under the Neighbourhood Regional Studies Initiative on 3 July 2014. The talk focused on the 60 years after Panchsheel, and the need for India and China to hold a full-fledged dialogue on water resources.

One in three people worldwide lives in either China or India.

Advisor, ORF Kolkata

A visiting fellow at a number of international universities, his expertise is in international relations, comparative politics, Indian politics and South Asia.

RECENT PUBLICATION | “China’s Belt and Road Diplomacy,” The Statesman, June 2015

AT ORF | 2 years, 8 months
India will be purchasing four additional Boeing P-8I Poseidon aircrafts in a bid to bolster anti-submarine warfare.

US Secretary of Defence Chuck Hagel spoke at ORF, New Delhi, about US-India cooperation and military-to-military relations on 9 August 2014. This event was part of the series of conferences focused on the Indo-US strategic partnership held by the ORF US Regional Studies Initiative in 2014-15. Chuck Hagel spoke on India’s “Look East” policy, economic partnerships, such as the US-India Defence Trade and Technology Initiative, accountable democracy and the security of the Indian Ocean Region.

Programme Coordinator, Defence Modernisation Initiative

In 2014-15 Abhijit completed visiting fellowships at Sandia National Laboratories and the Stimson Center. His research focused on airpower (systems integration, cost-benefit, acquisitions). Abhijit liaised with ORF’s Israeli partners, and continued developing ORF’s engagement with national security stakeholders. He has columns in The Pioneer and Business Standard.

RECENT PUBLICATION | “Technology, Human Rights, and the Cost of War,” Business Standard, August 2015

AT ORF | 2 years, 9 months
NEW TYPES OF PARTNERSHIPS BETWEEN BIG POWERS: SINO-INDIAN RELATIONS

The ORF China Regional Studies Initiative held a conference with the China Foreign Affairs University, the second such dialogue, this time in New Delhi on 28 and 29 August 2014. Experts from both countries came together to discuss India and China in today’s global power structure; India-China relations broadly, and specifically overland trade corridors, the Maritime Silk Road project, security challenges; and India and China’s participation in multilateral organisations. Indian experts included C. Raja Mohan, Seshadri Chari and Jayadeva Ranade; Chinese counterparts included M.A. Jiali, Su Hao and Hu Zhi-yong.

The India-China trade deficit has increased by 34% in the previous fiscal year.

Fellow, US Regional Studies Initiative

In the last year, Uma published at ORF and externally in the Global Times and at Russian International Affairs Council. Her research focuses on Great Power dynamics, ranging from US-India relations, Russia-US relations and US-Africa relations. She was also involved in a project on “China’s Go West Policy: Implications for India.” Uma also liaised with ORF’s partners in the China, US, Canada and Russia.


AT ORF | 4 Years, 6 months

Uma Purushothaman (PhD)
The 2014 edition was hosted by the ORF Maritime Initiative with support from the Ministry of External Affairs, Government of India, in Kochi on 5-7 September 2014. 67 officials and representatives from think tanks and civil society from 24 Member Nations and Dialogue Partners of the Indian Ocean Rim Association attended the conference. Participants discussed six themes—the geopolitical contours of the Indian Ocean Region, maritime security challenges, strengthening regional institutions, information sharing, cooperation in disaster relief and management, and economic cooperation.

Shifting climate patterns in the Indian Ocean, driven by global warming, are likely to increase the frequency of extreme weather events in the region.
India has joined the ‘pro-multistakeholderism’ club.

The ORF Cyber Security & Internet Governance Initiative held the second edition of CyFy on 15-17 October 2014. The conference hosted participants from the government, business, academic and civil society communities of over 16 countries. Prominent speakers included Ravi Shankar Prasad, India’s Minister of Communications and Information Technology; Arvind Gupta, India’s Deputy National Security Advisor; Sajid Javid, the United Kingdom’s then Secretary of State for Media, Culture and Sport; Uri Rosenthal, Cyber Ambassador and former Foreign Minister, Kingdom of the Netherlands; and Angela McKay, Director of Cybersecurity Policy at Microsoft. Themes debated included multistakeholderism, cyberspace norms, critical infrastructure, privacy, surveillance, the global cyber market, cyber conflict and governance.

Junior Fellow, Cyber Security & Internet Governance Initiative

Anahita’s work over the past year involved developing partnerships for the cyber initiative; organising stakeholder discussions on cyber and media issues; and writing on cyber security and India’s domestic and international cyber policies. She helps coordinate the annual ORF CyFy conference. Anahita is an Associate Editor of ORF’s monthly Cyber Monitor.

RECENT PUBLICATION | “India Swings the Other Way at ICANN,” ORF Cyber Monitor, July 2015

AT ORF | 2 years, 8 months

Anahita Mathai
ORF hosted the 6th Munich Security Conference Core Group Meeting, in collaboration with the Ministry of External Affairs, Government of India, in New Delhi on 21-22 October 2014. About 70 senior decision-makers from politics, business, media and civil society from across the world participated, such as Umer Daudzai, Interior Minister of Afghanistan; Kevin Rudd, Former Prime Minister of Australia; John McLaughlin, former Acting Director, CIA; Jose Antonio Meade Kuribrena, Foreign Minister of Mexico; Markus Ederer, Deputy Foreign Minister of Germany; Sujatha Singh, Foreign Secretary at the time; Arvind Gupta, Deputy National Security Advisor; and Navtej Singh Sarna, Secretary (West), Ministry of External Affairs. Ajit Doval, National Security Advisor, delivered the keynote address. Participants discussed issues of global governance, conflicts in West and South Asia, the rise of the emerging powers, maritime security and cyber security.

Greater participation is required by all nations alike for the world to agree on a binding climate change agreement at COP 21.

Aryaman Bhatnagar
Associate Fellow, Neighbourhood Regional Studies Initiative

This past year, Aryaman engaged with ORF’s national and international partner organisations and coordinated conferences such as the MSC Core Group Meeting and the CoC Conference. His research focuses on Afghanistan and Pakistan, and India’s relations with these countries. His work has been published in The Indian Express, The Hindustan Times and The Diplomat.


AT ORF | 2 years, 11 months
Under the Global Governance Programme, the 4th Asia Forum on Global Governance, a collaboration between ORF and the German-based ZEIT-Stiftung Ebelin und Gerd Bucerius, was held on 26 October-4 November 2014 in New Delhi. 46 young leaders from 31 countries and diverse fields dealt with questions of state sovereignty, international intervention, new technologies of war, democracy, human rights and climate change under the broader theme of this year’s edition, the politics of competing governance narratives. Guest speakers included Patrick French, author and historian; Raheel Khurshid, Head of News, Politics & Government, Twitter, India; Latha Reddy, Former Deputy National Security Advisor, India; and Micah Zenko, Council on Foreign Relations. Shashi Tharoor, Member of Parliament and Chairman of the Parliamentary Standing Committee on External Affairs, is the Founding Dean and Honorary Patron of the programme.
India is now ‘Acting’ both ‘East’ and ‘West’ as it increases its global engagement.

Junior Fellow, Nuclear & Space Policy Initiative

Arka’s research this year covered nuclear developments in Iran and India’s membership in nuclear export control bodies. He was a visiting fellow at the Stimson Center in March 2015, and published at ORF and externally in the Bulletin of the Atomic Scientists, The National Interest and South Asian Voices, among others. Arka is a co-editor of ORF’s quarterly Space Alert.

RECENT PUBLICATION | Co-author, “India and the NTP need each other,” The Diplomat, August 2015

AT ORF | 1 years, 5 months
India Global Forum 2014, a joint collaboration between ORF and International Institute for Strategic Studies, was held on 9-10 November and explored the renewed prospects for India’s economic rise, the geo-economic and foreign policy agenda of the Narendra Modi government and international expectations of a more extrovert India. More than 200 invitees from around the world participated.

iPhone maker Foxonn has signed a $5 billion deal to set up manufacturing plants in Maharashtra.
An international conference was jointly organised by the ORF Development and Society Initiative and the Peace Research Institute Oslo on 18-19 November 2014 in Delhi. The event was part of a three-year collaborative research project. The conference was inaugurated by Jayant M. Mauskar, advisor to ORF. The participants shared their observations about urbanisation and discussed numerous challenges.

By 2030, 40% of India will be urbanised.

**EMERGING CHALLENGES IN AN URBANISING INDIA: GOVERNANCE, SECURITY, CLIMATE CHANGE**

**Senior Fellow, Governance & Politics Initiative**

Over the course of the year, Niranjan coordinated conferences and wrote on issues of political economy, electoral politics and human rights. He worked on the ORF-PRIO project on “Urbanisation, Exclusion and Violence in India.” He is a member of the Carnegie Rising Democracies Network.

**Niranjan Sahoo (PhD)**

**RECENT PUBLICATION** | Co-author “Justice System in Crisis: The Case of India’s Undertrial Prisoners,” ORF Issue Brief, August 2015

**AT ORF | 11 years, 6 months**
The annual Indo-US Malabar naval exercise has now been expanded to include Japan as a permanent third partner.

The ORF Indo-Pacific Regional Studies Initiative hosted a conference in New Delhi on 24-25 November 2014 on changing politics in the Indo-Pacific, territory and sovereignty issues, maritime security and governance, and regional and economic integration in this region. Nirmala Sitharaman, Union Commerce Minister, Government of India, and Ambassador Takeshi Yagi, Embassy of Japan, addressed the inaugural session. Other key speakers included professors Akihiko Tanaka, President of JICA and Kent Calder, Johns Hopkins University.

Vice President, Administration

Arun has been with ORF since the Foundation’s inception. He looks after the administration and oversees PR and event management activities.

AT ORF | 25 years
In November 2014, a high-level delegation of Members of Parliament from Bangladesh was hosted under ORF’s Neighbourhood Studies Initiative. The visiting delegation was led by Lt. Col. (retd.) Faruk Khan, former Minister of Commerce, Bangladesh. The delegation visited both Kolkata and New Delhi. ORF facilitated various meetings with leaders of political parties, Members of the Indian Parliament, government officials, and leading experts from academia and media. The delegates also attended a closed door seminar on the future of India-Bangladesh relations at ORF.

In June 2015, a bilateral agreement between India and Bangladesh granted Indian cargo vessels access to Bangladesh’s Chittagong port.

Joyeeta Bhattacharjee (PhD)
Fellow, Neighbourhood Regional Studies Initiative

In 2014-15, Joyeeta organised discussions on India-Bangladesh relations, including the 5th and 6th rounds of India-Bangladesh Security Dialogue held in New Delhi and Dhaka respectively. She undertook research on India-Bangladesh ties and presented papers at national and international conferences, and published articles in The Diplomat, The Economic Times, The Sentinel.

RECENT PUBLICATION | “India Bangladesh 10 point agenda,” ORF Issue Brief, August 2014

AT ORF | 9 years, 2 months
THE FUTURE OF ENERGY: WILL DEMAND MEET SUPPLY?

The ORF Energy Initiative and the India Energy Forum held the 13th Petro India conference, in partnership with media group Media Today, on 16 January 2015 in New Delhi. Three themes were debated: The new supply paradigm of oil and gas; state of electrification in India; and ensuring coal supply. Dharmendra Pradhan, Minister of State for Oil and Gas, delivered the inaugural speech; Suresh Prabhu, Union Minister for Railways, gave the valedictory address. P.K. Sinha, Secretary, Ministry of Power was also a key participant.

Almost 400 million Indians, about a third of the subcontinent’s population, do not have access to electricity.

Programme Manager, Energy Initiative

This past year, Akhilesh organised conferences and roundtables on energy security, energy subsidies, climate change and coal. As editor of the weekly ORF Energy News Monitor, he provides data insights and regular opinion pieces. He works on energy consumption patterns in India.


AT ORF | 11 years

Akhilesh Sati
Asia is home to four of the seven nuclear powers in the world.

ORF convened the Seventh Regional Conference of the Council of Councils (CoC), “Crisis in Global Governance: Reform or Reset?,” in January 2015 in New Delhi. The CoC, an initiative of the Council on Foreign Relations, USA, brings together the leading foreign and public policy think tanks from over 24 countries for regular discussions on issues of global importance. This edition focused on regional issues (nuclear security in Asia, great power dynamics in the Indo-Pacific, instability in South and Southwest Asia) as well as global ones (internet governance, multilateral trading systems, the post-2015 global climate change agreement). Two keynote sessions were held, one on “The Modi Mandate: What it means for India and the West” and the second a talk delivered by Navtej Singh Sarna, Secretary (West), Ministry of External Affairs.
On 24-25 January, in the run up to the 2015 Republic Day, the ORF US Regional Studies Initiative and Network18 initiated the India-US Dialogues, the first in a planned annual series to take place in New Delhi and be broadcast by Network18 both in India and abroad. This year’s Dialogues saw policy experts and business leaders come together to discuss the India-US relationship through the prisms of trade and investment, regional security, sustainable development and defence & technology cooperation. They were joined by Indian ministers Ravi Shankar Prasad (Communications and Information Technology), Suresh Prabhu (Railways), Nirmala Sitharaman (Commerce & Industry) and Prakash Javadekar (Environment, Forests and Climate Change).
The ORF China Regional Studies Initiative and the Global Times Foundation, Beijing, organised the second India-China Media Exchange in New Delhi on 27 January-2 February 2015. A delegation of Chinese media personalities, led by Hu Xijin, Editor-in-Chief of the *Global Times*, visited three cities in India—Mumbai, Delhi and Kolkata. In Delhi, they met with Indian officials and participated with their Indian counterparts in a series of policy panel discussions, dealing with how economics and politics are covered in both countries and how they are adapting to new modes of journalism. The delegation interacted with Member of Parliament Derek O’Brien and journalism students at St. Xavier’s College.

The Modi government has recently cleared applications from Chinese firms from the power, construction, petroleum and other sectors to set up base in India.
ORF, in collaboration with the Economic Policy Forum, hosted the concluding panel discussion at the 51st Munich Security Conference in Munich on 8 February 2015, titled “The Future of Energy: Assessing Uncertainties and Opportunities.” Arnold Schwarzenegger, Hollywood actor and Founding Chair, R20, Santa Monica, launched the edited volume *The Future of Energy*, the result of two years of interactions under the EPF Energy and Resources Initiative. The panel participants included Vyacheslav Nikonov, Chairman, Russian State Duma Committee on Education; Ali Asghar Soltanieh, Former Iranian Ambassador to the IAEA; and Peter Sutherland, Chairman, Goldman Sachs.

Energy demand is expected to almost double in Asia-Pacific in the next 15 years.
Israel’s Defence Minister Moshe Ya’alon delivered the 6th RK Mishra Memorial Lecture on 19 February 2015. This was the first time an Israeli defence minister visited India post normalisation of bilateral diplomatic relations in 1992. He said that Israel is ready to share technology and expertise with India in the fields of defence and security, both at government-to-government and private sector levels. “We hope that by finding the way of cooperation between the two countries, sky is the limit. We are experienced and we are flexible.”

The Indian Prime Minister is expected to visit Israel early next year, the first such visit by any Indian prime minister.
The Cyber & Media Programme hosted Fadi Chehadé, President and CEO of the Internet Corporation for Assigned Names and Numbers in New Delhi on 9 March 2015 for an event on the “Digital Pivot to Asia,” where the themes discussed included the value of internet in reaping digital dividends and economic growth, and India’s growing importance in the internet governance ecosystem and proactive role in internet policymaking. Chehadé shared the stage with Ravi Shankar Prasad, India’s Minister for Communications and Information Technology, and the event was broadcast by CNBC-TV18.

US and India are joining forces to crack down on cybercrime, in a bid to boost cross-border trade amid a rash of high-profile global data breaches.
The ORF Neighbourhood Regional Studies Initiative, Center on American and Global Security, Indiana University and the US Consulate in Kolkata organised a conference on ‘Building Pan Asian Connectivity’ in Kolkata on 10-11 March 2015. Participants discussed connectivity in Asia, focusing on security, trade and environment. US Ambassador to India Richard Verma delivered the special address.

Prime Minister Modi recently announced the construction of a pipeline that will serve to improve regional connectivity among the SAARC nations.

Ashok’s work focuses on the energy sector. With a career in energy spanning over three decades, he is currently on the Board of Directors of Gulf Africa Petroleum Corporation, Mauritius, and a Member of Energy Institute, London and Member of Refinery Forum of Petroleum Federation of India.
On 17 March 2015, Shashi Tharoor, Member of Parliament and Chairman of the Parliamentary Standing Committee on External Affairs, launched the ORF Kalpana Chawla Annual Space Policy Initiative at the New Delhi campus. The initiative seeks to bring together key stakeholders from the scientific, commercial and strategic domains of outer space to engage on issues concerning security and the management and peaceful use of outer space. Participants in the inaugural edition included Ambassador Rakesh Sood, former Prime Minister’s Special Envoy on Disarmament on Non-Proliferation; Air Marshal Matheswaran, Hindustan Aeronautics Limited; Ajey Lele, IDSA; D. S. Govind Rajan, Aniara Space; Narayan Prasad, Dhruva Space; and Professor Soma Perumal, NIAS, Bengaluru.

Astrosat, India’s first astronomical satellite aimed at studying distant celestial objects, is set to be launched at the end of September.
INTERACTION WITH PETER BETTS

The ORF Climate Change & Growth Initiative hosted Peter Betts, the European Union’s lead negotiator on climate change on 31 March 2015. Key participants included J.M. Mauskar, member of the Prime Minister’s Council on Climate Change; Prodipto Ghosh, TERI; Lavanya Rajamani, CPR; Indrajit Bose, Third World Network; and Vijayata, CSE. Discussion centred on the EU/UK position on climate change, legality of the potential global climate change treaty, and issues of equity, monitoring and review, technology transfer and finance.

The world’s largest solar power station (750 MW) is being constructed in Madhya Pradesh.

Vikrom leads ORF’s efforts on climate policy issues of financing, technological innovation, energy sector transitions and adaptation. Vikrom has initiated research on India’s emerging role in global development processes, India’s development cooperation with Africa and the post-2015 agenda in the Indian context.

Vikrom Mathur (PhD)


ORF | 8 months
During this past year, ORF has published near 50 long-form publications, including three books. As ORF transforms into a global think tank based in India, our research and publications, too, are seeing evolution. ORF has today become a platform of choice for experts and practitioners from many walks of life—business, media, international academia, policymaking circles—to publish their views and works. We are also seeing young thinkers at the forefront, taking forward the Foundation’s legacy of in-depth research and timely interventions in discussions that matter.

This past year has also seen ORF take further steps forward in the inevitable shift towards the e-platform. The new Global Policy Journal-ORF Series that began this year, a partnership that allows us to present Indian conversations on global topics to a wider audience, is mainly offered as e-books on both partner platforms. Lastly, most of our work is now double blind peer reviewed as we instill the highest of standards in our publication process and adopt best practices.

Over the next year and onwards, our focus will remain on ensuring quality, but also on producing both new content and new forms of content as we expand our research areas and themes. For instance, the ORF Primer, which seeks to develop our ability to project into the coming year, is a nod in this direction. We will also be working towards making multiple formats available to our widening range of readers and viewers.

C. Raja Mohan (PhD)
Head, Strategic Studies Programme

In 2014-15, Raja Mohan continued tracking India’s engagement with the great powers, neighbours and the key sub-regions of Asia and the Indian Ocean. He has a column on foreign affairs in The Indian Express and has published widely on India’s foreign policy and regional security affairs.


AT ORF | 3 years, 4 months
IS THE INDIAN HOUSING FINANCE INDUSTRY KEEPING PACE WITH CHANGING DEMOGRAPHICS?

Srinath Sridharan | Rajesh Wadhawan Group
June 2014  Industry Expert

Against the backdrop of the Indian consumer’s changing psyche, this Issue Brief analyses Indian demographics and how, correspondingly, the housing finance sector has evolved.

LOOK EAST THROUGH NORTHEAST: CHALLENGES AND PROSPECTS FOR INDIA

Subir Bhaumik | Senior Editor, bdnews24.com
Bangladesh, June 2014  Industry Expert

This paper focuses on the limitations encountered in carrying forward India’s ‘Look East’ policy through India’s Northeast. It explores problems caused by the nature of physical terrain, the history of violent conflicts, and the poor state of transport infrastructure and local industries in the region.

ENERGY SECURITY VISION 2022: FROM SCARCITY TO ABUNDANCE

July 2014  Collaboration

Produced in collaboration with the PHD Chamber of Commerce and Industry, the report diagnoses the current concerns regarding fossil fuels facing India (demand, supply, end sectors). It provides possible solutions for the short to medium term.
DEVELOPMENT AND DIPLOMACY THROUGH LINES OF CREDIT: ACHIEVEMENTS AND LESSONS LEARNT

Asgar Qadri

Rajrishi Singhal | Policy Analyst & Financial Journalist

This study analyses India’s development cooperation conducted through Lines of Credit. It focuses on what has been achieved so far, what lessons can be learned, and what should be done to ensure that this instrument helps recipient countries achieve long-term and sustainable development solutions.

THE CENTRE-STATE FISCAL RELATIONSHIP: A CRITIQUE AND RECOMMENDATIONS

Prashant Kumar | Tanoubi Ngangom

August 2014

This Issue Brief deconstructs the Centre-state fiscal relationship by describing the current status quo and criticisms. It gives recommendations to correct and update the relationship such that it reflects the changed fiscal structure of the country, its states and its people.

Prashant Kumar

Associate Fellow, Economy & Development Programme

Prashant’s work over the last year focused on issues of investment and trade, South-South cooperation, skill development, education, and urban issues. He was also involved with the ORF DataLabs. He organised discussions, presented at conferences and published in leading newspapers and magazines including the Nikkei Asian Review, Financial Express and Mail Today.

RECENT PUBLICATION | “India’s Delusional Economics,” Nikkei Asian Review, June 2015

AT ORF | 2 Years
LEBANON: CAUGHT IN THE REGIONAL CROSSFIRE

Avinash Tharoor | Founder & Editor, The Prohibition Post
September 2014

This Issue Brief seeks to examine the inextricably intertwined nature of the contemporary threats to Lebanese security—the Syrian Civil War, the rise of the Islamic State, domestic terrorism and sectarianism, and the nation’s changing demographics.

SANCTIONS AND THE UKRAINE CRISIS: HOW STRONG IS EUROPE’S DEPENDENCE ON RUSSIAN GAS?

Thomas Elmar Schuppe
September 2014

The paper examines what the Western world can do in reaction to Russia’s annexation of Crimea, which has been widely condemned as a harsh infringement of international law.

Senior Fellow, Energy Initiative

Thomas focused on international LNG and India’s natural gas market, and analysed natural gas pricing using his own forecast models. He also worked on the German energy industry’s ongoing restructuring towards renewable energy. Thomas was at ORF as part of the ORF-German Centre for International Migration and Development collaboration.


AT ORF | 2 Years
SUSTAINABLE DEVELOPMENT GOALS: THE QUEST FOR A POST-2015 AGENDA

Vivan Sharan | Sunil Suri
Collaboration September 2014

ORF and Saferworld, UK, with support from the UK Department of International Development, hosted a workshop in New Delhi in August 2014 to identify priorities for an inclusive SDG agreement. This Policy Brief summarises key issues raised by participants from India, China, Brazil, Nepal, Bangladesh, Pakistan and the African Union.

INDO-US COOPERATION ON INTERNET GOVERNANCE AND CYBERSECURITY

October 2014

The report, a collaboration between ORF and The Heritage Foundation, explores the potential for deepening Indo-US collaboration on a range of cyber issues, such as an international treaty on cyberspace, international internet governance, private sector participation and digital jurisdiction.
THE AFGHANISTAN FACTOR IN INDIA’S APPROACH TO CENTRAL ASIA

Aryaman Bhatnagar  
October 2014

This Issue Brief examines how Afghanistan facilitates India’s objectives vis-à-vis Central Asia. It also explores the ways in which engagement with Central Asia could play a major role in furthering India’s interests and objectives in Afghanistan.

THE LINGERING FINANCIAL CRISIS IN THE EUROPEAN UNION

Jayshree Sengupta  
October 2014

This Issue Brief walks the reader through the genesis of the European Union financial crisis, the reforms and the bailout packages implemented; discusses the adverse consequences of austerity and proposes alternatives; and ends with implications for India.

Senior Fellow, Economy & Development Programme

Jayshree wrote regularly on economic issues facing the NDA government this past year. Her work was widely published. She gave interviews on BBC on the state of the Indian economy and the Union Budget. Jayshree also presented at conferences, including on the EU FTA at Brussels. She works on economic issues confronting the BRICS and EU, and the informal sector in the India.

RECENT PUBLICATION | “Handloom Industry in Dire Straits,” ORF Analysis, August 2015

AT ORF | 11 years, 1 month
This Issue Brief examines what little is known about the Lashkar-e-Tayyeba to underline the threat it continues to pose to India and the world six years after the Mumbai attacks.

Advisor

A veteran securities expert and the former head of R&AW, Sood focuses on Pakistan, China and terrorism. Over the year, he wrote regularly for many national and international publications on matters concerning security and India’s neighbourhood.

The success of China’s aerospace industry: lessons for India

This paper assesses China’s vibrant and high-technology aviation sector, thriving as a mainstay strategic industry by embracing knowledge-intensive activity, innovation and skills, and provides prescriptions for India’s grounded aerospace industry.
UNDERSTANDING THE EMERGING CONTOURS
OF POWER AND HEGEMONY: CONTEMPORARY
GEO-POLITICAL NARRATIVES

Edited by Angira Sen Sarma and Yury Byaly
November 2014

This volume, a project between ORF and the Experimental Creativity Centre, Moscow, discusses issues of common concern for India and Russia (e.g., terrorism, migration, climate change, drug trafficking), and highlights converging and diverging views on global challenges like tensions in the Middle East and Afghanistan.

REIMAGINING MULTISTAKEHOLDERISM:
CHALLENGES FOR INTERNET GOVERNANCE

Samir Saran | William Poff-Webster
December 2014

As the internet has assumed increasing importance across the world, who governs the online sphere is becoming a burning question. This paper discusses three challenges ‘multistakeholderism’ must address from the perspective of the developing world: access, equity and sovereignty.

Henry Luce Fellow

During his year at ORF, Will worked on a wide range of issues (maritime, West Asia, cyber security, economic planning, urban development) before focusing on India’s approach to international climate negotiations, climate governance, renewable energy, energy efficiency and adaptation.

RECENT PUBLICATION | “Reimagining Multistakeholderism: Challenges for Internet Governance,” ORF Issue Brief, December, 2014

AT ORF | 1 year
TRANSPORTATION SECTOR IN INDIA AND EU: PROBLEMS, PROSPECTS AND OPPORTUNITIES FOR DEVELOPMENT

Edited by Rumi Aijaz
December 2014

This edited volume, a collaboration between ORF and Academic Foundation, consists of eight papers which discuss how improvements can be achieved in rail, road and waterways sectors. It also proposes measures for building enhanced mobility systems that are environment friendly and sustainable.

Senior Fellow, Development & Society Initiative

In 2014-15, Rumi coordinated discussions on key areas concerning India’s urbanisation, such as smart cities, emerging urban challenges and municipal reforms. He edited a book titled Transportation Sector in India and EU: Problems, Prospects and Opportunities for Development. Rumi is in charge of developing urban-related projects.

RECENT PUBLICATION | Promoting Democracy for a Better and Peaceful World: Regional, National and Local Perspectives, ORF-GP Series, No.5, July 2015

AT ORF | 7 years, 11 months

CAPITAL FLOWS IN THE QUANTITATIVE EASING ERA: BUILDING RESILIENCE IN EMERGING ECONOMIES

Manmath Goel
January 2015

This Issue Brief highlights the risks that emerging economies are exposed to in face of Unconventional Monetary Policies in advanced economies. It explores ideas that can be implemented in the short, medium and long term to increase the financial resilience of emerging economies and ensure stable economic growth.
Rajeswari Rajagopalan (PhD)

Senior Fellow and Head, Nuclear & Space Policy Initiative

Rajeswari participated in several conferences, in-house and external, in the past year. She published internally at ORF, and externally in The Bulletin of Atomic Scientists, National Interest, The Wall Street Journal and The Times of India. Her research focuses on Asian strategic issues, nuclear and outer space security, and disarmament and arms control. She is the editor of ORF’s quarterly Space Alert.

RECENT PUBLICATION | Co-editor, Iran Nuclear Deal: Implications of the Framework Agreement, GP-ORF Series, No.4, June 2015

NUCLEAR SECURITY IN INDIA

Rajeswari Rajagopalan
January 2015

This study presents a threat analysis of nuclear security in India, the measures adopted in response, strengths and weaknesses, and an overview of the best practices around the world to gauge Indian efforts. The study recommends the establishment of an independent regulatory authority and more outreach efforts.

THE CHANGING GLOBAL TRADE REGIME AND EMERGENCE OF MEGA FTAs: STRATEGY FOR INDIA’S EXTERNAL SECTOR SUSTAINABILITY

Geethanjali Nataraj | Abhirup Bhunia | Garima Sahdev
January 2015

This study discusses three major mega free trade agreements (TPP, TTIP and RCEP) and attempts to develop a strategy for India to navigate the repercussions engendered by these groupings and thereby safeguard India’s trade and sustain its economic growth.
Launched this year, the annual ORF Primer will address developments of critical interest to India in the coming year. The 2015 edition discusses 10 issues—regional developments, emerging trends and global conversations—critical for Indian engagement in 2015 as it defines its place and role in the region and international system.

Ritika worked as Assistant Editor during the first six months and helped produce internal ORF publications. In her current capacity, she is in charge of ideating, coordinating and producing special projects. She is the editor of the ORF Primer, and oversees the Global Policy Journal-ORF Series. As a researcher, she is currently working with the Climate Change & Growth Initiative.

This paper presents the rapidly emerging global landscape of drones and their increasing integration in civilian life. It outlines the policy implications of this rapid proliferation, and identifies specific policy blind spots India must address to ensure an enabling future policy and regulatory environment.
ERADICATING TB IN INDIA: CHALLENGES, PERSPECTIVES, SOLUTIONS

Edited by Harsh Sethi
March 2015

This special issue, released on World TB Day 2015, features articles from policymakers, administrators, technical experts, journalists and civil society members outlining the multifaceted nature of the TB epidemic, its impact on communities, learnings from global successes and the way forward. It is the first in the Global Policy Journal-ORF Series.

INDIA’S SMALL SATELLITE MISSION: TIME FOR THE NEXT LEAP FORWARD

Narayan Prasad | Co-Founder & Director, Dhruva Space
March 2015

This paper explores the extent of proliferation of small satellite-related activities in India, and identifies the gaps as well as opportunities.

MODI IN MAURITIUS: RENEWING A SPECIAL RELATIONSHIP

M. Ganapathi | Former High Commissioner to Mauritius
March 2015

This paper, written on the eve of Prime Minister Narendra Modi’s visit to the Maldives, analyses the broad relationship between the two countries and suggests areas of cooperation to further strengthen ties.
Observer Research Foundation 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 system 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(i) 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 same, please contact Honorary Secretary, Observer Research Foundation, 20 Rouse Avenue, New Delhi 110002 Email: baljitkapoor@orfonline.org

The details of the funds received and utilised as per the audited Accounts of Financial Year 2014-2015 are (in Rupees million):

<table>
<thead>
<tr>
<th>FUNDS RECEIVED</th>
<th>UTILISATION OF FUNDS</th>
<th>ORF ASSETS: (in Rupees million)</th>
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<tbody>
<tr>
<td>Donation and Grants</td>
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<td>Interest / Other Income</td>
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<td>Fixed Assets</td>
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<td>6.77</td>
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<td>Total</td>
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<td>Cash &amp; Bank Balance</td>
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<td>Other Assets</td>
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<td>Research Activities</td>
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<td>Expenditure on Projects</td>
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<td>Salaries &amp; Honorarium</td>
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<td>Meetings &amp; Conferences</td>
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<td>Travelling &amp; Conveyance</td>
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<td>Communication</td>
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<tr>
<td>Overheads</td>
<td>32.84</td>
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</table>

Besides the above, the asset value of ORF’s building and infrastructure, over Rs. 60 million, has been provided at no cost on a permanent basis by Observer Research Foundation’s Corporate benefactors.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/4/2014</td>
<td>Visit of “Swedish Military Attaché’s Delegation”</td>
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<tr>
<td>2/4/2014</td>
<td>Visit of Shanghai Women’s Federation Delegation</td>
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<tr>
<td>2/4/2014</td>
<td>Visit of Prof. Maclean from Hongkong Institute of Education and Shanti Jagnnathan from ADB.</td>
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<tr>
<td>3/4/2014</td>
<td>Visit of Dr. Jasim Husain</td>
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<tr>
<td>8/4/2014</td>
<td>Panel Discussion on “Social Media and Politics”</td>
</tr>
<tr>
<td>10/4/2014</td>
<td>“Briefing for the New Pakistan High Commissioner to India”</td>
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<tr>
<td>16/4/2014</td>
<td>Talk by Dr. Rosenthal on “Cyber Security”</td>
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<tr>
<td>22/4/2014</td>
<td>Talk by Dhruva Jaishankar on ‘Internet Freedom in South &amp; Southeast Asia’</td>
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<tr>
<td>20/4/2014</td>
<td>Discussion on “Nuclear Security in India”</td>
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<tr>
<td>2/5/2014</td>
<td>Discussion on ‘Breaking the Web? - Data Localization versus the Global Internet’</td>
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<tr>
<td>6/5/2014</td>
<td>Conference on “Utilizing Military Veterans to Add Value to Developmental Initiatives in Rural and Semi-Urban Areas”</td>
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<tr>
<td>6/5/2014</td>
<td>10th EU Enlargement Anniversary: Issues and Challenges</td>
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<tr>
<td>7/5/2014</td>
<td>Book Launch: “Awaiting the Launch: Perspectives on the Draft ICoC for Outer Space Activities”</td>
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<tr>
<td>14/5/2014</td>
<td>Conference on “Nuclear Trends in West Asia”</td>
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<tr>
<td>16/5/2014</td>
<td>Talk by Mr. Jacek Bylica, EU Special Envoy for Non-Proliferation</td>
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<tr>
<td>20/5/2014</td>
<td>ORF-NPS Seminar on ‘Strategic Implications of China’s presence in the Indian Ocean’</td>
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<tr>
<td>Date</td>
<td>Event Description</td>
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<tr>
<td>23/5/2014</td>
<td>Interaction with Finnish Defence Delegation</td>
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<tr>
<td>4/6/2014</td>
<td>Panel Discussion with Dr. Sanjaya Baru on “The Manmohan Doctrine and Narendra Modi’s Foreign Policy”</td>
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<tr>
<td>5/6/2014</td>
<td>Interaction with delegation from the Australian Department of Defence</td>
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<td>9/6/2014</td>
<td>Talk by Ms. Cleo Paskal on “India’s Challenges and Opportunities in a Changing Indo-Pacific: A South Pacific Case Study”</td>
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<tr>
<td>9/6/2014</td>
<td>Meeting at ITC Maurya Hotel</td>
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<td>10-11-12/6/2014</td>
<td>Stimson Maritime Conference</td>
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<tr>
<td>10/6/2014</td>
<td>Visit of Amb. Francois Richier (Ambassador of France to India) and Nicholas Roche</td>
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<tr>
<td>11/6/2014</td>
<td>Book Discussion with Prof. TV Paul on “The Warrior State: Pakistan in the Contemporary World”</td>
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<tr>
<td>13/6/2014</td>
<td>Conference on “Sea Change: Evolving Maritime Geopolitics in the Indo-Pacific Region”.</td>
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<tr>
<td>18/6/2014</td>
<td>Talk by John Garnaut on “Ascendancy of Xi Jinping”</td>
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<tr>
<td>23/6/2014</td>
<td>John Garnaut, Asia Pacific Editor, for Fairfax (an Australian newspaper group)</td>
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<tr>
<td>24/6/2014</td>
<td>Talk by Dr. Pradumna B Rana on “Revival of the South-Western Silk Road: Role of Trilateral Cooperation Between China, India and Nepal”</td>
</tr>
<tr>
<td>26/6/2014</td>
<td>Report Launch of “India and Pakistan: The Opportunity Cost of Conflict”</td>
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<tr>
<td>27/6/2014</td>
<td>Discussion on “Why Siachen Matters to India?”</td>
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<tr>
<td>30/6/2014</td>
<td>Report Release of ORF-Chatham House Project “Attitudes Around Water”</td>
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<tr>
<td>1/7/2014</td>
<td>ORF-ECC Conference on “Perspectives on the Indo-Pacific Region”</td>
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<tr>
<td>9/7/2014</td>
<td>Roundtable Discussion on “India and the challenges of Global Governance” (BRICS)</td>
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<tr>
<td>14/7/2014</td>
<td>Book Discussion with Dr C Christine Fair on “ Pakistan Army- Fighting to the end: the Pakistan Army’s way of war”</td>
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<tr>
<td>15/7/2014</td>
<td>Talk by Ms. Melanie Stutsel (Director, Health, Safety, Environment and Community Policy, Minerals Council of Australia) on “Sustainable Mining Practices &amp; Land Right”</td>
</tr>
<tr>
<td>18/7/2014</td>
<td>Discussion on “Deconstructing the # NaMo Campaign”</td>
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</table>
List of Events

30/7/2014  Seminar on “Rethinking Federalism in India”

5/8/2014  Conference on “Debating Indian Nuclear Doctrine”

6/8/2014  Book Discussion on ‘Nuclear Strategy in the Modern Era: Regional Powers and International Conflict’
Dr. Vipin Narang (Associate Professor of Political Science at MIT and member of MIT’s Security Studies Program)

7/8/2014  Talk by Mr. Moeed Yusuf, (United States institute of Peace) on “Current Dynamic in Pakistan and the future of India-Pakistan relations”

8/8/2014  Talk by Air Commodore Shaun Clarke, (Defence Advisor to India, Royal New Zealand Air Force) on “The Great Game in the Indo-Pacific”.

9/8/2014  Special Address by The Hon’ble Chuck Hagel on “Achieving The Potential of The US-India Strategic Partnership”


12/8/2014  Discussion on India-US Partnership

13/8/2014  Discussion on “Indo-Nepal Relations”

13-14/8/2014  Conference on “Post 2015 Development Agenda”

22/8/2014  Conference on “Sino-Indian Border Infrastructure: Opportunities, Challenges and Imperatives”

25/8/2014  Talk by Mr. Andrew Kuchins on “Putin’s Plan for Russia”

28/8/2014  Conference on “New Type of Partnership between Big Powers: Sino-Indian Relations”

28/8/2014  Seminar on “The Converging Strategic and Economic Interests of India and the ROK in the Asia-Pacific Region”

29/8/2014  Conference on “New Type of Partnership between Big Powers: Sino-Indian Relations”

2/9/2014  Conference on “Mexico, Indonesia, South Korea, Turkey and Australia (MIKTA): A New Plurilateral Initiative”

5/9/2014  25th FOUNDATION DAY

5-6-7/9/2014  Indian Ocean Dialogue (Cochin)

8/9/2014  Discussion on “India-Pakistan Nuclear Doctrine” with Dr. Niel Joeck (Visiting Scholar, Institute of International Studies, University of California, Berkeley, USA)
<table>
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<tr>
<th>Date</th>
<th>Event</th>
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<tr>
<td>8/9/2014</td>
<td>Conference on “Mr. Modi’s First Global Summit: What to Expect at the UN Special Climate Summit”</td>
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<td></td>
<td>Dr. William Antholis, Managing Director of the Brookings Institution in Washington, D.C.</td>
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<tr>
<td>12/9/2014</td>
<td>Roundtable Discussion on “Climate Change” with Amb. Antonio Garcia</td>
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<td></td>
<td>(Special Envoy for Climate Change, Peru with Indian Non-Government Experts)</td>
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<td>18/9/2014</td>
<td>Talk on “China’s Military Modernisation: Towards Expeditionary Forces?”</td>
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<td>18/9/2014</td>
<td>Talk by Mr. Denmark Abe from NBR on “Strengthening the Asia-Pacific Order: The Future of U.S.</td>
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<td></td>
<td>Alliances and Partnerships”</td>
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<td>23/9/2014</td>
<td>ORF Urban Seminar on “Building 100 New Cities in India”</td>
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<tr>
<td>26/9/2014</td>
<td>“Assessing Xi Jinping’s Visit”</td>
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<tr>
<td>30/9/2014</td>
<td>Discussion on “Lessons from Bosnia - Herzegovina”</td>
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<tr>
<td>1/10/2014</td>
<td>Conference on “India-Australia Cooperation on Space and Technology”</td>
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<tr>
<td>14/10/2014</td>
<td>Visit of a Delegation from the Counsellors Office of the State Council, PRC</td>
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<td>15/10/2014</td>
<td>Presentation by Mr. Arndt Michael on “Pivot to Africa - India’s Economic and Security Engagement</td>
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<td>in Sub-Saharan Africa”</td>
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<td>15-16-17/10/2014</td>
<td>The India Conference on Cyber Security and Cyber Governance. CYFY 2014</td>
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<td>16/10/2014</td>
<td>Talk by Prof. Hitoshi Tanaka (Chairman, Institute for International Strategy, Tokyo) on “</td>
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<td>Changing East Asia: Japan’s Strategy”</td>
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<td>17/10/2014</td>
<td>Conference on “Kautilya on Self-Protection, Self-Insurance and Sovereignty”</td>
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<td>20/10/2014</td>
<td>Conference on “United States Foreign Policy in International Perspective”</td>
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<td>20-21-22/10/2014</td>
<td>Munich Security Conference</td>
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<tr>
<td>20/10/2014</td>
<td>Talk by Amb Tariq Karim on “Reconfiguring India: Bangladesh Relations and its Implications for</td>
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<td>the South Asian region”</td>
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<tr>
<td>7/11/2014</td>
<td>Talk by Dr Richard Levin (CEO, Courseera) on “Deepening Global Higher Education Partnerships:</td>
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<td></td>
<td>The Role of MOOCs”</td>
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</tbody>
</table>
LIST OF EVENTS

12/11/2014  Roundtable Discussion on Bangladesh
13/11/2014  ORF - Carnegie Workshop on Nuclear and Security Issues in South Asia
14/11/2014  Conference on “The Cost of Precision Strike”
14/11/2014  Interaction with Peter Horrocks (Director, BBC World Service Group)
18/11/2014  Visit By US Under Secretary for Public Affairs & Public Diplomacy
18/11/2014  Interaction with the Polish Institute for International Affairs
21/11/2014  Roundtable Discussion on World War I
24/11/2014  Visit of Delegation from China Institute for International Studies (CIIS)
24/11/2014  Discussion with a Visiting Delegation of Members of Parliament from Bangladesh
24/11/2014  International Conference on “Regional Integration in the Indo-Pacific: Prospects and Challenges”
25/11/2014  ORF-GIZ Roundtable Discussion on “Municipal Governance - The Indian Narrative”
25/11/2014  International Conference on “Regional Integration in the Indo-Pacific: Prospects and Challenges”
4/12/2014  Interaction with Dr. Ian Hall on “India’s Strategic Partnerships: Present State and Future Directions”
5-6/12/2014  ORF-Russkiy Mir Conference on “New Problems and Trends in Global Geopolitics”
7-8-9/12/2014  India-US Strategic Dialogue
10/12/2014  Conference on “Implications of US Elections”. (Speaker : Mr. Bruce Stokes, Director, Global Economic Attitudes, Pew Research Center)
16-17-12/2014  Mekong Ganga Dialogue
18/12/2014  Conference on “China’s Go West Policy and the Interplay of Major Powers in Central Asia”
18/12/2014  Conference on “India and Korea: New Prospects for Bilateral Cooperation”
20/12/2014  Roundtable Discussion on “The Evolving Regional Security Architecture in the Indo Pacific”
Meeting with Indian Climate Change Experts on Lima Climate Meeting and India

Talk by Dr. Sanat Kaul on “Andaman and Nicobar Islands: India’s Untapped Strategic Asset”

Roundtable on “The Future of the Internet” with Vint Cerf, Google’s Chief Internet Evangelist

Release of the Report on Nuclear Security in India

ORF-CIS Conference on “Security, Governments, and Data: Technology and Policy”

Council of Councils Conference

Roundtable Discussion with Ms. Catherine Novelli, Under Secretary for Economic Growth, Energy and the Environment, US Department of State

Interaction on Sri Lanka

Conference on ‘Humanitarian Action in Conflict: The ages of Drones, Cyber Attacks and Non-State Actors’. Yves Daccord (Director General, International Committee of the Red Cross)

13th Petro India Conference on “Future of Energy: Will Availability Meet Demand?”

Discussion on “Jammu and Kashmir Situation”

Conference on “The Indian Economy at a Crossroads”

Roundtable Discussion on “Go To Think Tank Index Global Launch”

Talk by Dr. Meric Gertler on “Universities and Smart Cities: A Global Perspectives”

Interaction with French Ministry of Defence

ORF-GTF Conference on “India-China Media Exchange”

Talk by Maj. Gen. Mahmud Durrani on “Peshawar Attacks: Pakistan’s Counter-Terrorism Efforts”


Discussion on “Cyber Perspectives: Deepening the India-US Relationship”

Lecture by Dr. Harsha Vardhan Singh on “India-US Agreement on Agriculture: Current Status of Doha Impasse and the Impact of Emerging Mega Regionals on India”

Talk on “International Financial Institutions and New Dynamics of Funding” by Mr. Paul Cadario

Discussion on “The Future of Data: Territory and Jurisdiction”
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<tr>
<td>16/2/2015</td>
<td>Interaction with CTBTO (Dr. Lassina Zerbo, Executive Secretary, CTBTO)</td>
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<tr>
<td>18/2/2015</td>
<td>Roundtable Discussion on &quot;Meeting on Increasing Coal Production to 1 Billion Tonnes by 2020: Policy Pathways&quot;</td>
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<tr>
<td>19/2/2015</td>
<td>6th R K Mishra Memorial Lecture by H.E. MOSHE YAALON</td>
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<td>20/2/2015</td>
<td>Talk by Former Foreign Minister of the Maldives, Ahmed Naseem</td>
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<td>24/2/2015</td>
<td>Conference on “Future Challenges to Indias Intelligence System”</td>
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<td>25/2/2015</td>
<td>Talk by Mr. Ramon Perez Maura on “The Rise of Populism in Europe”</td>
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<td>26/2/2015</td>
<td>Conference on “Defence Technology - US India Cooperation”</td>
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<td>Talk by Mr. Sergey Naryshkin, Chairman of the State Duma</td>
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<td>Panel Discussion on “Full Statehood for Delhi”</td>
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<td>2-3/3/2015</td>
<td>ORF - IPF-ECC Roundtable Discussion on “Political Turmoil in West Asia: Perspectives from India and Russia”</td>
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<td>3/3/2015</td>
<td>Talk by Mr. Kamran Bukhari on “ISIS and Emerging Patterns in West Asia”</td>
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<td>Talk by Former PM of Sweden Goran Persson on “Europe and the Ukraine Crisis”</td>
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<td>Talk by Mr. Tevita Motulalo on “India's Strategic Imperative in the South Pacific”</td>
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<td>9-10/3/2015</td>
<td>Interaction with Mr. Fadi Chehade, President &amp; CEO of ICANN</td>
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<td>11/3/2015</td>
<td>Interaction with Prof. Dr. Hartmut Elsenhans (Leipzig University) on “Fundamentalism Between Identitarian Movements and Governance North Africa and South Asia”</td>
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<td>11/3/2015</td>
<td>Talk by Amb. Talmiz Ahmad</td>
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<td>12/3/2015</td>
<td>Book Discussion on “2014: The Election That Changed India” with Rajdeep Sardesai, Harsh Sethi &amp; Mihir Sharma</td>
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<td>13/3/2015</td>
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<td>16/3/2015</td>
<td>Talk by Amb. Husain Haqqani on “The Future of Pakistan-China Relations”</td>
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<td>17/3/2015</td>
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<td>17/3/2015</td>
<td>Talk by Professor Dr Shinnichi Kitaoka, President, International University of Japan</td>
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<td>18/3/2015</td>
<td>Conference on “Naval Nuclear Dynamics in the Indian Ocean”</td>
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<td>Talk by Dr. Marie Lall on “Myanmar’s Peace Process”</td>
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<td>20/3/2015</td>
<td>Book Discussion on “Restart: The Last Chance for the Indian Economy”</td>
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<td>23/3/2015</td>
<td>Interaction with David Heyman</td>
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<td>23/3/2015</td>
<td>COP21 Dialogues series on “Energy for All: How can India pursue its goal of providing energy to all sustainably”</td>
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<td>30/3/2015</td>
<td>Conference on “Europe-Russia and the Ukraine Crisis”</td>
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<td>31/3/2015</td>
<td>Meeting with Mr. Peter Betts, UK’s Chief negotiator on Climate Change</td>
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LIST OF PUBLICATIONS

BOOKS

Pakistan’s Afghan Gambit
Wilson John, Aryaman Bhatnagar, Taruni Kumar and Abhijit Iyer-Mitra

Understanding the Emerging Contours of Power and Hegemony: Contemporary Geo-political Narratives
Edited by Angira Sen Sarma and Yury Byaly

Transportation Sector in India and EU: Problems, Prospects and Opportunities for Development
Edited by Rumi Aijaz

REPORTS

India Energy Security Vision 2022: From Scarcity to Abundance
ORF-PHD Chamber of Commerce and Industry

Transformations in West Asia: Perspectives from Egypt, Israel, Libya, Qatar, Turkey and India
Edited by Kanchi Gupta

Australia-India Roundtable Report
Outcomes Statement and Summary
Record of Proceedings, 3-6 February
Sydney and Melbourne

Indo-US Cooperation on Internet Governance and Cybersecurity
ORF-The Heritage Foundation

Nuclear Security in India
Rajeswari Pillai Rajagopalan

SPECIAL REPORTS

Air Power: The Cost-Benefit Conundrum
Abhijit Iyer-Mitra

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Taruni Kumar

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Vivan Sharan and Sunil Suri

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Narayan Prasad

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Rivers of Conflict or Rivers of Peace: Water Sharing Between India and China
Pranab Kumar Ray

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Edited by Harsh Sethi

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Compiled by Stephanie Arnerson
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Prashant Kumar | Associate Fellow, Economy & Development Programme

Rakesh Kumar Sinha | Associate Fellow, Economy & Development Programme
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Initiative/Programme</th>
</tr>
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<tbody>
<tr>
<td>Sonali Mittra</td>
<td>Associate Fellow</td>
<td>Ecology &amp; Resource Management Initiative</td>
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<tr>
<td>Anahita Mathai</td>
<td>Junior Fellow</td>
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</tr>
<tr>
<td>Aniruddh Mohan</td>
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<tr>
<td>Arka Biswas</td>
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<tr>
<td>Bedavyasa Mohanty</td>
<td>Junior Fellow</td>
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<tr>
<td>Darshana M. Baruah</td>
<td>Junior Fellow</td>
<td>Maritime Initiative</td>
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<tr>
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<td>Junior Fellow</td>
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<tr>
<td>Sylvia Mishra</td>
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<tr>
<td>Tanoubi Ngangom</td>
<td>Junior Fellow</td>
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<tr>
<td>Arushi Gupta</td>
<td>Research Assistant</td>
<td>Africa Regional Studies Initiative</td>
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<tr>
<td>Garima Sahdev</td>
<td>Research Assistant</td>
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<tr>
<td>Himani Pant</td>
<td>Research Assistant</td>
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<tr>
<td>Pushan Das</td>
<td>Research Assistant</td>
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<tr>
<td>Richa Sekhani</td>
<td>Research Assistant</td>
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<tr>
<td>Shubh Soni</td>
<td>Research Assistant</td>
<td>Global Governance Programme</td>
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<tr>
<td>Sikandar Azam</td>
<td>Research Assistant</td>
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<tr>
<td>Vidisha Mishra</td>
<td>Research Assistant</td>
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<tr>
<td>Vinu Mai Chotani</td>
<td>Research Assistant</td>
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<tr>
<td>Akhilesh Sati</td>
<td>Programme Manager</td>
<td>Energy Initiative</td>
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<tr>
<td>Dinesh Kumar Madhrey</td>
<td>Assistant Manager</td>
<td>Energy Initiative</td>
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<tr>
<td>Vinod Tomar</td>
<td>Assistant Manager</td>
<td>Energy Initiative</td>
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<tr>
<td>Satish Kumar Tezaa</td>
<td>Data Analyst</td>
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**DEVELOPMENT & OUTREACH**

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<tr>
<td>Samir Saran</td>
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<tr>
<td>Vidyadharan M. P.</td>
<td>Additional Director, Communications</td>
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<tr>
<td>Britta Petersen</td>
<td>Senior Fellow and Head, Development</td>
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<tr>
<td>Somnath Sengupta</td>
<td>Associate Fellow and New Media Manager</td>
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<tr>
<td>Antje Uhlig</td>
<td>Visiting Fellow</td>
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<tr>
<td>Vijay Seth</td>
<td>Assistant Manager, Events</td>
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**PUBLICATIONS**

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<tr>
<td>Vinia Datinginoo Mukherjee</td>
<td>Associate Editor</td>
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<tr>
<td>Ritika Passi</td>
<td>Project Editor and Associate Fellow</td>
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**LIBRARY**

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<tr>
<td>Nisha Verma</td>
<td>Librarian</td>
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<tr>
<td>Shubha Gupta</td>
<td>Audio-Visual Documentation Officer</td>
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**IT DEPARTMENT**

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<tr>
<td>Varun Kumar</td>
<td>Manager</td>
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<tr>
<td>Sanjay Verma</td>
<td>IT Executive</td>
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<tr>
<td>Durga Kant Jha</td>
<td>IT Assistant</td>
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**ADMINISTRATION**

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<tr>
<td>Arun Mehra</td>
<td>Vice President</td>
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<tr>
<td>Satish Puri</td>
<td>Senior Manager</td>
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<tr>
<td>Monika Chhabra</td>
<td>Administration Officer</td>
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<td>Sonali Sharma</td>
<td>Administration Officer</td>
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<tr>
<td>Nanu T.</td>
<td>Administration Executive</td>
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<tr>
<td>Priya Verma</td>
<td>Administration Executive and Secretary</td>
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FACULTY LIST

Paramjit Kaur | Front Office Executive
Dharmendar Singh | Administration Assistant
P. N. Tiwari | Administration Assistant
Parul Kumar | Administration Assistant
Pradeep Mahajan | Manager
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Mihir Bhonsle | Research Assistant, Neighbourhood Regional Studies Initiative
Swagata Saha | Research Assistant, China Regional Studies Initiative
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National Security
Strategic Studies
The Politics of Reforms

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Agriculture
Climate Change
Sustainable Development
Water

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CLIMATE, FOOD & ENVIRONMENT

ECONOMICS & FINANCE

THEMES

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Defence Modernisation
Development & Society
Ecology & Resource Management
Energy
Governance & Politics
Maritime
Nuclear & Space Policy
Regional Studies

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Economic Reforms
Financial Markets
Indian Economy
International Financial Institutions
International Trade & Investment
Regional Integration
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