



Public Affairs Forum of India



TAKING
**public
affairs**
TO THE
NEXT LEVEL

TAKING PUBLIC AFFAIRS TO NEXT LEVEL

Engaging Stakeholders. Creating Value. Altering Perceptions.

Executive Summary and Overview

Public Affairs (PA) has undergone fundamental transformation in recent years. The changes in the global economy in the aftermath of the 2008 economic crisis, the shifting political and economic landscape in the United States, Europe and China, the growth of emerging economies and the resultant shift in strategies of multinationals have contributed to this transformation.

Further, Public Affairs in India has been impacted by the growing global footprint of medium and large-sized Indian companies and their hunger to access international and domestic resources to sustain a high level of economic growth that the Indian policy makers have targeted in the last few years.

In India, the last decade witnessed a dynamic political and economic situation and governance saw major changes. The country saw a nose-diving of the economy, slower rate of infusion of foreign direct investment, a rise in the discourse on corruption and scandals and the emergence of short-lived phenomena like the Aam Admi Party (AAP).

Importantly, after several years Indian voters have positively voted for a strong government at the centre. The Bharatiya Janata Party (BJP)-led National Democratic Alliance (NDA) came to power with a significant majority that could potentially alter the way business approaches the government. Crucially, the downfall of coalition politics of the previous two decades and more could have its own ramifications. In the process, a new era for Public Affairs is in the offing in India.

CHANGING EQUATIONS, NEW POSSIBILITIES

There have been other fundamental drivers too. In India, as in many other developing countries, one of the key driving forces has been that of inclusive growth. Other factors like the changing relationships between the government and the regulator and the question of basic independence of the regulator has also brought about a sea change in the Public Affairs landscape. In this new milieu, the big question is: how can industry remain a significant partner in furthering the growth of the economy?

Comprehensive development of industry also necessitates it to widen its stakeholder consultations beyond the traditional players. In the process, it leads to higher levels of corporate governance and balanced development of corporations. But there are challenges since these are early days. For example, how serious are non-governmental organisations (NGOs) about partnering industry? What role should think-tanks play in helping government and industry develop people friendly policies? What is the role of media in this new landscape? How should academics and NGOs view business today?

Risk management for business is an emerging function for Public Affairs professionals globally. But the approach to risk management may differ from company to company as also from country to country. In the case of India, many of the states have their own framework and unique environments as experienced by different corporates in the country. In this backdrop, how should firms perceive risk management? What are the lessons for Indian managers from best practices overseas on how Public Affairs professionals manage risk worldwide?

Furthermore, the perception and leadership of the CEO on the role Public Affairs can contribute significantly to a company's growth path. The Public Affairs function is slowly becoming a part of the CEO's office. In the future, CEOs should integrate the role of Public Affairs as an integral part of company strategy for growth.

Finally, engaging with Members of Parliament (MPs) is more critical than ever today towards a better understanding of ground realities for industry. Legislations and changes and delays in them, can make or mar businesses. The progress of economic legislation-making is also important for multinationals in particular to prepare their strategies for the country. At times, legislators themselves have poor understanding of issues and need to be kept informed of the changes taking place globally so that they are aware of the international best practices that can be adopted locally.

FUTURE ROLE

In this changing landscape, there is need to alter some of the existing perceptions about Public Affairs in the country. Over the years, it has grown from pure government relations to addressing larger stakeholder concerns for companies. Today, it is not only about fixing problems but also finding solutions to issues that have a bearing on economic and industrial growth. This can happen only through constructive dialogue.

There is also an urgent need for embracing ethics as a driving force for public affairs functioning in India. Alliances with international partners, sharing and exchanging ideas and views on how the Public Affairs profession can remain a strong value-add for companies across sectors and geographies are important. Engaging with a host of stakeholders is by now a core function for a company. But increasingly, this engagement has to be in a partnership mode with a win-win for all the stakeholders. How can this engagement be made mutually beneficial for various stakeholders and the company?

In a new era of politics and policy-making, there is also a growing debate on whether the Public Affairs profession should be regulated or not. To conclude, Public Affairs in India need to fundamentally add new dimensions to reinvent itself: that of, Debate, Dialogue, Discussion and Decision-making.



AT A TIPPING POINT

Two new developments place Public Affairs in India at an inflexion point. One, the economy has started showing signs of recovery as evidenced by the latest GDP numbers in August 2014, though these are early days. Second, there is an effort by the new government to decouple economy and politics; quite unlike in the previous decade. The early green shoots of economic recovery have been evident in a buoyant stock market too. But the visits of Prime Minister Narendra Modi to Japan and his forthcoming tour of the United States could hold out the promise of large scale infusion of foreign investment into the country which could kickstart new strategies for multinational corporations (MNCs) in the country. The visit by Chinese President Xi Jinping and the possibility of increased trade between India and its large northern neighbour will only add to New Delhi's attraction as an investment destination.

The Prime Minister's clarion call on Independence Day to MNCs to come and "Make in India" could also see a revival of manufacturing in the country. Finally, the first Budget of the new government holds promise for a host of new initiatives to jump start the economy in the medium term that could have a more lasting impact on the future of corporations.

The 2014 Budget is a useful document and vision statement of the government for the Public Affairs professional: to read the tea leaves on what the future portends and how he or she needs to reorient one selves to an emerging landscape.

First, that the government has a long-term view of both the economy and politics was evident from the fact that the southern states where BJP does not currently have a stronghold as it has in the northern part of India was the focus of attention. What is evident is that it is clearly trying to build a pan-India base.

Second, reference to foreign investment in the Budget, increasing cap on FDI in defence and insurance, concessions for non-resident Indians and the focus on climate change are seen as important signals to the foreign investing community.

Third, that the Prime Minister will have a strong control on policy and economic decision making and his long term vision was evident from the three initiatives of Skill India, Digital India and 3Ps India with reference to public-private partnerships.

Fourth, this budget was more like a tip of what could come in the future and the fundamental and far-reaching reforms and policy announcements are expected over the next three years. By the fourth year of the government, it will again be in an election mode for the next tenure of the government when populist measures would again be seen. To that extent the next three years will be critical to usher in bold reforms and the proactiveness of the Public Affairs professional to understand the emerging landscape will be useful to corporations.

In this context, the Prime Minister's recent inauguration of a new Financial Inclusion agenda for the nation is a pointer to how companies, particularly in the financial services sector can and should collaborate with the government. For example, the government's latest stance on pushing the local e-payment platform Ru-pay is an indicator of how corporations, particularly MNCs, need to understand the emerging mindset of the government.

All of the above convey important lessons for the Public Affairs professional on the emerging mindset and working style of the government. One, the Prime Minister's Office (PMO) has once again become the focus of policy decision-making, quite like what it was in the previous NDA government under Atal Bihari Vajpayee. Second, this also underscores the growing importance of powerful bureaucrats within the system who will have the ear of a select group of ministers and the Prime Minister. Third, as the recent Japan visit of the Prime Minister has conveyed, there will be a greater "Look East" policy as far as foreign affairs and investment attraction is concerned. Countries like Japan, China and Singapore will find more attention from the government, in a balance and counter to the Western focus of the previous government.

These latest developments have been on the back of tectonic shifts recorded in India over the last two decades plus of reforms in the country. India is currently one of the world's most attractive investment destinations. The various sectors projected to do well in the coming years include automotive, technology, life sciences and consumer products. The HSBC's Services Purchasing Managers' Index (PMI) touched a 17 month high at 54.4 points in June 2014 as compared to 50.2 points in May 2014.

Also, India Brand Equity Foundation (IBEF) noted that India made its entry into the club of the top 15 ultra-high-net-worth households (more than US\$ 100 million in private financial wealth) in 2013 obtaining the 13th rank with 284 such households. There has been marked improvement in the recruitment landscape in the country as evidenced by the Naukri Job Speak Index for May 2014 which showed a 14 per cent increase in hiring activity when compared to May 2013. Furthermore, the US\$ 1.2 trillion investment that the government has planned for the infrastructure sector could help trigger the export performance of companies. In this environment of economic revival, the Public Affairs professional will face new demands and realities.

NEW IMPERATIVES, NEW REALITIES

In the emerging landscape, while the legacy of past Public Affairs habits still endures in some corners of the industry, notably personality-driven connections, the new realities are redefining the role of Public Affairs companies and professionals. In an evolving process for both business and government, industry is taking a more structured approach to government relations.

Crucially, it is important that the government understands that policy proposals from business are not intended for the benefit of singular companies. The role of industry associations in representing a wider body of thought, consensus and stakeholders has evolved accordingly. Collective government relations which had been traditional fiefdom of a few national apex chambers is now being broad-based to include larger number of smaller, niche, sectoral, regional and inter-country associations. Further, representations in various government and quasi-government committees which again had largely been reserved for the traditional family business leaders is now taking note of the new business environment of the country. E-commerce moghuls and neo-billionaire entrepreneurs cannot be ignored any longer by the government.

Yet the Indian market is complex and varied as evidenced by the separation of federal and state governments. Sometimes finding a common language of commerce and economy is a challenge. While English and Hindi remain the lingua franca for central government and Northern India, in many other states an understanding of the local language is a necessity. Regional media and local understanding of the state government and panchayats are important too.

Greater government regulations have also left companies asking how to deal with new realities. For example, the Competition

Commission of India (CCI), which had in the past by and large played a passive role, is now quite active. Take an example: While the cement industry has been the traditional whipping boy for CCI, the Indian automobile industry was recently to learn the hard way when it was collectively and individually levied huge sums of penalty for alleged cartelisation and violations. Clearly, CCI is extending its reach and companies need to have new ways to protect their interests. Other government arms like the Securities and Exchange Board of India (SEBI) and the Reserve Bank of India (RBI) have also been playing more active roles. As another example, the Non Banking Finance Companies (NBFCs) have come under greater scrutiny of both these agencies and rightly so. The big difference from the past is that companies traditionally used to take their woes to the North Block where the Finance Ministry is housed and have their grievances redressed. Today, it is important for Public Affairs professionals and companies to have deep roots in Mumbai as well, which is the headquarters of both SEBI and RBI.

New realities also demand that companies develop a world view of Public Affairs. With the emergence and growth of the global Indian multinationals, Public Affairs in India has taken on a global role. Such companies need to interact with governments and other stakeholders outside the country too. Typically, most of these functions used to be outsourced, but increasingly with this being a strategic demand, Public Affairs often steps in. India's increasingly vocal positions in multilateral forums like the World Trade Organization (WTO), OECD and other UN agencies specially in South-South dialogues suggest that Indian Public Affairs need to have a wider vision and canvas to put across their point of views across collectively to get the best international deals. Additionally, cross-border deals and operations have implications in India on taxation and other fronts.

Public Affairs is today called to play a more integral role with the rest of the corporate leadership to ensure that the best corporate interests are protected.

In the above milieu, there are fundamental shifts in strategies being employed to influence public policy. The first shift is away from the “network lobbyist” (someone with the right connections) to the “knowledge lobbyist” (someone with expertise in policy, laws and procedures). In fact, many industry associations are also reinventing themselves from being influence-based institutions to knowledge institutions. They are making a deliberate shift from “context” to “content”.

The second shift is the realization that having a unique level of expertise is also necessary. Knowledge of technology allows individuals and groups to harness their political power. On the other hand, policy debates have become political campaigns. Professionals who work for a company, a non-profit or a public affairs firm help build alliances, mobilize constituents, influence public opinion and affect policy. Television and the print medium are being owned by companies through third party advocates and by their own managers to get their point of views across to the government. Domain experts and analysts are being used increasingly as instruments of Public Affairs.

Developments in countries like the United States are being mirrored in India. Consulting, PR companies and Law firms are becoming increasingly active in Public Affairs. At another level, many companies have hired the young generation to help with social media. Boutique firms that integrate public relations and advocacy strategies and are savvy with social media and data analytics tools have also emerged on the horizon.

A subtle change that has come about in the Indian landscape vis-à-vis corporate contributions to political parties has been the setting up of electoral trusts under the Electoral Trust Scheme, 2013 of the government. A number of corporates have set up these trusts especially in the run-up to the last national elections. While these are early days yet, in the long term, this could have a lasting impact in redefining the relationship between companies and political parties.

At another level, the CEO’s role has been redefined to play a more important and integrated role in Public Affairs than ever in the past. Pressure has also been building on CEOs and their companies to take a more active role in civil society and for companies to be seen as important stakeholders in society. Consequently, CEOs have become more engaged in initiatives on sustainability and social policy.

In an interesting Wall Street Journal article penned less than a year before he died in 2005, renowned management guru Peter Drucker argued that the CEO’s first task is to define the outside world that includes society, economy, technology, markets, customers, the media and public opinion and his second task is to understand what information from the outside is meaningful. In the nine years since Drucker wrote that article, business has experienced a “blending of the inside and the outside”.

Today, employees too have become more than just human resources to a corporation; they are key stakeholders as a company’s critical audience for everything it says. Personal communication, particularly through social media, is an important tool. Internal communication has also become as important as external communication.

REDEFINING STAKEHOLDER ENGAGEMENT

Clearly, what all of the above point towards are that stakeholder engagement for the Public Affairs professional is being redefined 360 degrees.

The community and society have become important stakeholders for PA engagement. The traditional view of business was that of a tradeoff between environment/community and business. In fact, tradeoffs of this sort have been entrenched deep within corporate psyches as evidenced in the past in some of the annual general meetings. Yet today, different business models are required to make interests of community and business aligned. The emerging thinking is that stakeholder engagement should move away from the least harmful public policy towards understanding how value is created. In this process, companies are increasingly engaging civil society to change their business model and satisfy all the different and varied stakeholders.

Corporate social responsibility (CSR) has moved from traditional philanthropy to community involvement to a focus on corporate citizenship. Pure financial contribution matters less today even as managers in increasing numbers volunteer time and talent to tackle society's problems. The new Companies Act 2013, which is reportedly being re-evaluated, has brought corporate strategy and CSR closer together. In such a situation, the PA professional will have an important role as bridge between the internal and external stakeholders of a company. This role gets accentuated because implementation of a CSR policy in the new environment is as important as intent as there are clear and definitive goals under the new Act.

Increasingly, companies are spending less time trying to control public opinion and more time trying to be part of the conversation. In a fundamental shift one-way communication is being phased out; stakeholder engagement is coming in. This is more in tune with what

renowned author James E. Grunig calls the "two-way symmetrical model." According to him, this involves using communication to negotiate with the public, resolve conflict and promote mutual understanding. Social media and data analytics have communication professions better tools. There is another important development happening in India. Journalists are taking active political positions. And, politicians increasingly are part of active business groups. All this, when crony capitalism is not dead in the country.

The call from investor groups for greater disclosure of corporate political activity is getting sporadic attention in India even as it is getting louder in a country like the United States. Consider: In 2010, only 14 percent of Fortune 200 companies faced shareholder proposals on political spending or lobbying. But according to a new report by the Manhattan Institute for Policy Research, that percentage is now at 30, making this type of proposal more common. Such trends are slowly making inroads in India and the active investor group and activists are the new stakeholders in Public Affairs.

Clearly, companies are also discovering the advantages of listening to anyone who can affect their business: employees, customers, activists, governments, the news media and others. They are also recognising that effective stakeholder engagement is labour-intensive and requires constant attention and a long-term commitment.

A McKinsey global survey summed why it is so important for companies to keep an eye on the government when it concluded, "Government is likelier to affect companies' economic value than any other group of stakeholders except customers." Nearly two-thirds of senior executives surveyed said they believe government's role in their industry will increase in the next three to five years. That's something companies cannot ignore in the future.

INTERNATIONAL TRENDS AND BEST PRACTICES

Countries like the United States, Australia, Canada, Germany, Israel, Hungary, Taiwan and Poland treat lobbying as a legitimate corporate activity. The United States first passed the US Lobbying Disclosure Act (LDA) in 1995. Today, lobbyists are required to register themselves and file their reports regularly. However, in India there are no such laws, and the cases of lobbying are only governed by Section 7 of the Prevention of Corruption Act, 1988. The United States is witnessing an interesting paradox: official lobbying reports show that spending on federal lobbying dropped nearly 3 percent, from \$3.31 billion in 2012 to \$3.21 billion in 2013. At the same time, the number of registered lobbyists also fell, from 12,436 to 12,281.

Further, The Honest Leadership and Open Government Act of 2007 (HLOGA) extended the cooling-off period before politicians and their senior staff members could actively lobby. Taken together, these steps increased the “cost” of being a registered lobbyist. Consequently, part-time advocates who didn’t actually meet the time and expenditure thresholds under the law suddenly had a disincentive to register. So, while actual numbers indicate a decline in lobbying activity, what is happening in the US is that it is changing dramatically. Advocacy in the next 10 years will look very different from what it has been in the past.

Lobbying in Canada too is formalised and institutionalised. The primary organisation leading PA in Canada is the Public Affairs Association of Canada (PAAC), a national, not-for-profit organisation founded as early as 1984. PAAC fully supports the need to ensure the highest level of transparency and accountability for lobbying activity. PAAC has a voluntary ethics code that complements and supplements the Lobbyists’ Code of Conduct. On the other hand, in Australia, a recent State of Public Affairs Report in Australia shows

only 20 per cent of Public Affairs functions in Australia describe their overall performance measurement capability for the function as highly developed indicating that there is scope for development and maturity.

In the Asian region, as globalization develops, MNCs are feeling the pressure from their global CEOs to grow much faster even as local governments and stakeholders are more demanding in their dealings with international businesses. Importantly, new policies and regulations are creating restrictions towards a nationalistic and protectionist nature that favour domestic, homegrown companies. Indeed, many governments in the region advocate for MNCs to be seen and perceived as ‘local’ than ‘multinational’. Therefore, MNCs and their PA professionals in Asia are having to re-look at the PA function through these new lens.

RECOMMENDATIONS

There has been a very strong public discourse on the issue of Public Affairs in the recent past. There have been views expressed on the need for a possible regulation of this industry. But, PAFI believes that what is the need of the hour is self-regulation by the Industry and not an over-arching law. India has evolved and matured much on the Public Affairs front. A regulatory law could bring in conflict and confrontation between two important stakeholders. What is needed is an atmosphere of partnership where Dialogue, Debate, Discussion and Decision-making become the cornerstones of the partnership. There is an urgent need to build capacity in the industry, having training conferences, workshops and seminars. International exchanges and partnerships with other national PA agencies will help in sharing best practices.

Finally, there is also a need for PA professionals and companies to implement the Code of Ethics in letter and spirit. The Public Affairs Forum of India (PAFI) has an existing Code of Ethics for all its members. PAFI members are expected to practice the highest standards of honesty, accuracy, integrity and truth and shall not knowingly disseminate false or misleading information to the government and the civil society. Members shall not engage in professional or personal conduct that will bring discredit to their firms, the society or the practice of public affairs. In their dealings with the Government of India, departments and agencies, the public affairs practitioners shall:

- Identify themselves by name and by company on whose behalf the government department and agencies are approached.
- Be transparent in disclosing the interest they represent when dealing with the Government of India and its agencies.
- NOT intentionally misrepresent their status or the nature of their inquiries to officials of the Government of India or create any false impression in relation thereto.
- NOT directly or indirectly misrepresent links with the Government of India.
- At all times honour confidential information they receive from other members of PAFI and government offices and agencies.
- Practice the highest standards of honesty, accuracy, integrity and truth, and shall not knowingly disseminate false or misleading information.
- NOT sell for profit to third parties copies of documents obtained from the Government of India or any public office or agency.
- NOT obtain information from the Government of India by dishonest means and will take care to avoid any professional conflicts of interest.
- Neither directly nor indirectly offer nor give any financial inducement to: Any government official, or Elected members or their staff.
- Protect the confidences of present, former and prospective government officials and agencies they deal with.
- NOT intentionally damage the reputation of agencies they work with and shall understand, respect and abide by the ethical codes of the government departments and agencies and fellow PAFI Members with whom they may interact from time to time.
- PAFI Members will only employ government personnel subject to the rules and confidentiality requirements of the Government of India.

CONCLUSION AND ROAD AHEAD

In this emerging landscape of international and domestic trends, it is useful to understand what the future PA professional would be like. Clearly, he will try to have to tread a fine balance on a number of fronts. One, would be the challenge between the call for greater transparency and regulation - self regulated and externally imposed. Two, the PA professional would also need to manage the sometimes conflicting expectations of the internal stakeholders within a company and those outside. Bringing all the stakeholders in a partnership mode would be a crucial role for Public Affairs in the future. Three, the future PA professional would have to keep in mind that decisions taken in the short term on strategic policy issues could sometimes have long term and retrospective impact on the corporation. Increasingly, what kind of a company would be left behind for the next generation of leaders and employees should concern today's PA professional. Finally, the PA professional would also need to have a solid understanding of the domains that the company operates in along with a general overview of the national and international economic, social and foreign affairs landscape.

THE PUBLIC AFFAIRS FORUM OF INDIA (PAFI)

Backgrounder

The Public Affairs Forum of India (PAFI) is a non-partisan, not-for-profit Forum comprising of organizations and individuals working in the field of Public & Corporate Affairs. PAFI is dedicated to raise and maintain standards of practice in public affairs and to enable the Industry to attain recognition and credibility.

The Public Affairs Forum of India (PAFI) is registered under Societies Registration Act XXI of 1860, and, is an effort to formalize the informal Forum for Public Affairs Professionals India, formed in 2008 with the intent to advance and develop the field of public affairs. The informal Forum has more than 110 members by invitation, with representation from heads of the Public Affairs/Corporate Affairs functions of leading companies, industry associations and select government bodies.

Overview

The Public Affairs Forum of India (PAFI) is a not-for-profit Society that serves as a professional resource for the Public Affairs and Corporate Affairs professionals and provides members with the platform and opportunity to exchange information, share their knowledge and experiences in engaging with external stakeholders like the government, media, industry associations, multilateral agencies and think tanks. It enables them to advance and develop the field of public affairs and provides tools and resources that enable members to achieve their business and professional goals in an ethical manner.

Since its inception, the Forum has been actively promoting public affairs as a profession and providing regular meetings and forums to exchange views and share experience. It is the belief of The Public Affairs Forum of India (PAFI), that public affairs will

play an increasingly significant role in organizations as well as the development of India's economy.

Mission & Objectives of PAFI

- a) Enable the industry attain recognition and credibility
- b) Set up, promote, protect and enforce ethical standards of business conduct and practice for Members
- c) To help inform the news media, educational institutions, government institutions, political organisations and the general public about the value of public policy consultation and its contribution to the strengthening of democratic process and economic development of India
- d) Provide and develop opportunities of communication between the Members and all persons engaged or interested in public affairs in order to promote co-operation and exchange of information, ideas and best practices
- e) Create opportunities for professional development through training, guidance and mentorship
- f) Attract and nurture young talent towards the Public Affairs professional by highlighting the role that PA professionals can play in strengthening the policy making process

PAFI interactions

As special value-add for PAFI Members and as part of our engagement initiatives, monthly meetings are held where eminent speakers from relevant fields are invited to address PAFI members and guests on issues of interest and relevance.

Several decision-makers, policy-makers and policy influencers from the government, media, think tanks and the private sector have addressed PAFI in the past. The discussions in these interactions are informal with Chatham House Rules.

In addition, the PAFI Management Committee has embarked on a high level engagement programme with senior bureaucrats and officials as a special value add for PAFI Members. PAFI Members have been hosted by senior bureaucrats like Dr. Arvind Mayaram, Secretary of Department of Economic Affairs, Ministry of Finance and Mr. Ashok Chawla, Chairman, Competition Commission of India in their offices. Dr. Subir Gokarn, former Deputy Governor of the Reserve Bank of India and currently Director of Research Brookings India and Senior Fellow, Brookings Institution, Washington DC, USA, met with PAFI members and also gave a talk on “Sustaining Growth: Constraints and Responses”.

Membership Benefits

Networking - The Forum offers a number of opportunities for members to network with fellow public affairs professionals from leading corporations, associations and consulting firms regularly.

Collaboration - Apart from the networking activities, the Forum provides a platform for firms facing similar challenges to collaborate, exchange information, ideas and best practices for achieving desired results.

Training & Development - Sharing of expertise and domain knowledge during regular meetings on policy making procedures. Equip our members with tools to engage with their stakeholders better.

Research & Publications - The Forum will provide members and parent organization with insights into and analysis of policy developments/changes across sectors.

Consultancy - The Forum will act as a platform for the member to access its pool of knowledge which spans across sectors and will help the organization/individual in their respective stakeholder engagements.

PAFI MANAGING COMMITTEE & FOUNDING MEMBERS:

1. **Rajeev Batra**, *is the President and founding member of the Public Affairs Forum of India (PAFI).*

With more than 30 years of work experience, a work career focused towards managing Corporate Affairs, Issues Management and Commercial activities of business enterprise, Rajeev is an MBA and pursuing Doctorate in Business Administration on Leadership styles of Indian MNCs.

He heads the Corporate Affairs function at Hindustan Unilever Limited and represents the Company at various important platforms. Rajeev is responsible for building and nurturing sustained relationships, for continued high perception of the Company's image.

2. **T S Vishwanath** *is the Vice President and a founding member of the Public Affairs Forum of India (PAFI).*

As Principal Adviser with APJ-SLG Law Offices, he assists the Indian government on some policy and regulatory issues and advises industry on the impact of global economic and trade policies. He also writes a regular column - Trade Matters – for the Business Standard.

Vishwanath has over 20 years of experience working on policy and regulatory issues.

3. **Rahul Sharma** *is the Secretary and founding member of the Public Affairs Federation of India (PAFI). President, Rediffusion Communications, Rahul brings nearly 30 years of experience in media and public affairs to the table.*

A former newspaper editor, Rahul has lived and worked in various countries. Starting his journalism career in India, he joined Reuters in early 1990s where he covered some of the biggest political and economic stories in the region before returning home as Editor, Delhi, Hindustan Times. In his last journalistic role, Rahul was Editor of the Dubai-based Khaleej Times, the oldest English-language daily in the Gulf region.

Prior to joining Rediffusion, Rahul was President, Public Affairs, South Asia, at Genesis Burson-Marsteller where he led policy and political campaigns. As a public affairs expert, he has worked with clients across sectors, advising them on policy and crisis issues. Rahul has written extensively on global and regional financial markets and economic issues. His subject interests include China, foreign policy and international relations, and he has contributed to various Indian and foreign publications.

An alumnus of the Indian Institute of Mass Communication, Rahul has a Masters in International Relations and Security from The Fletcher School of Law and Diplomacy at the Tufts University and a Masters in International Trade and Economy from Flinders University, Adelaide.

4. **Harish Krishnan** *is the Treasurer and founding member of the Public Affairs Forum of India (PAFI).*

As Executive Director, Global Government Affairs, Cisco Systems India, Harish leads Cisco's strategic engagement with National and State Governments of India on wide range of policy issues that concern Cisco in India - as an investor, globalization hub, seller and as a corporate citizen.

Harish actively participates in public policy forums in India and is a member of the Confederation of Indian Industry's National Committee on Telecom, Executive Council of MAIT, Vice Chairman, American.

Chamber of Commerce in India (Northern Region), FICCI's National Committee on Telecom and USIBC's digital task force.

With over 22 years of experience in Public Affairs, Harish worked in IBM & Confederation of Indian Industry before joining Cisco in 2007.

5. **Prema Sagar** *is the founding member and past President of the Public Affairs Forum of India (PAFI).*

Principal & Founder of Genesis Burson-Marsteller, Prema established Genesis Public Relations, in November of 1992, which mirrors the journey of India's most trusted public relations and public affairs firm. In 2008, Genesis Public Relations was ranked as 'India Consultancy of the Year' by The Holmes Report. Prema has played a leadership role in the industry demonstrated in her role as the Founding President of the Public Relations Consultants Association of India (www.prcai.org), Council Member for India of the International Public Relations Association (www.ipra.org) and has been member of the global Board of Management of the International Communication Consultancies Organisation (www.iccopr.com).

Prema was invited as the only Indian on the global jury for the first ever PR Lions at the Cannes Lions International Advertising Festival 2009. She was in Oct 2005 inducted into the 'ICCO Hall of Fame', the first Asian to receive this rare honour,

joining a select group of global personalities including Harold Burson, founding Chairman, Burson-Marsteller, John D. Graham, Chairman & CEO, Fleishman-Hillard and Daniel Edelman, Founder and Chairman of Edelman.

6. **Ajay Khanna** *is the Founding Member of the Public Affairs Forum of India (PAFI).*

Ajay is President- Strategy & Public Affairs of Jubilant Bhartia Group since 2008. The group is valued at over USD 3 Bn & headquartered at New Delhi, India. It has a strong presence in diverse sectors like Pharmaceuticals and Life Sciences, Food Services & Retail, Oil & Gas, Agri Products and Performance Polymers. www.jubilantbhartia.com

Formerly, 27 years with Confederation of Indian Industry (CII), 1999-2008, Deputy Director-General, CII; 2002-06, Founding Chief Executive, India Brand Equity Foundation; Partner with Accenture India 2007-2008. Currently, Vice Chairman, World Economic Forum Global Agenda Council on India. Studied Commerce, Shriram College of Commerce, India and Law, Delhi University.

7. **Raman Sidhu** *is the Founding Member of the Public Affairs Forum of India (PAFI).*

He is presently Member – Corporate & Investment Banking & Markets India Executive Committee, Head – PSU Business, India & Head – Senior Client Engagement with Deutsche Bank AG.

He is also on the Boards of G4S Corporate Services, National Textiles Corporation, Foundation for Aviation & Sustainable

Tourism, FICCI National Executive Committee, etc. He is Chairman of the European Business Group, India. He has served on the Boards of BHEL, IIFCL, NHPC, Deutsche Postbank Home Finance, etc. He was one of the 5 Members of Core Group constituted by Ministry of Finance & Corporate Affairs to 'Establish Corporate Governance Norms' for all foreign FIs in India. He was the Chairman of the Indo Canadian Chamber of Commerce.

Raman Sidhu has a BA (Hons) in Economics from St. Stephen's College and is a UK qualified Chartered Accountant & FCA with ICAI.

Ravi has been a regular contributor and has written numerous articles in all leading financial dailies like Business Standard, Economic Times, Times of India and Financial Express. He has also contributed a paper to the World Bank Report on "Harmonization of Customs Procedures". Besides he has written policy papers on trade and tax reforms as well as economic policy issues for the CII for submission to the government.

8. **Dr. K.C. Ravi** is the *Founding Member of PAFI. Ravi is the Head of Corporate Affairs in South Asia, Syngenta Pvt. Ltd.*

Dr. K C Ravi joined Syngenta in August 2011 and is Vice President – Commercial Acceptance and Public Policy for South Asia at Syngenta. He is responsible for internal communication, & external communication, government affairs and Public Policy for the region comprising of India, Pakistan, Bangladesh and Sri Lanka.

Prior to joining Syngenta, Ravi was heading the Government and Public Policy function for the Cummins Group of companies, the world's leading manufacturer of engines and related technologies. Ravi has also worked in Monsanto as the head of Government and Public Affairs and in DHL Express as the Head of Customs and Regulatory Affairs. In these roles his principal responsibility was to influence policy change to provide a conducive environment for the growth of the industry. He was also advising DHL network in the South-East Asian Region.



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