

Public Affairs in India: The Emerging Landscape



Public Affairs Forum of India

EXECUTIVE SUMMARY

This document prepared by the Public Affairs Forum of India (PAFI) is intended to be a background paper that captures the evolution of Public Affairs (PA) practice in India, its growing importance, challenges the PA practitioner faces and the way ahead. It also summarises the activities of PAFI and how it can help the public affairs professional.

NEW IMPERATIVES FOR PUBLIC AFFAIRS

The 21st century has long been recognised as the information and knowledge age. New industries of Internet, mobile and social media fast-tracked and gained momentum and scale like never before in the past. However, in this milieu and century, the evolution and importance of one key industry and indeed a profession almost went unnoticed across the world, in Asia and crucially in India: that of Public Affairs (PA). While over the last decade the nascent profession has been taking shape, it is only now, in more recent years that PA has crystallised itself.

In fact, even though the term Public Affairs has been loosely used, it is also of recent origin that a definition has gained currency. Today, it is a term used to describe an institution's relationship with its various stakeholders, both internal and external. These could be individuals or groups with an interest in the organisation's betterment or affairs that could include legislators, civil servants, shareholders, customers, clients, trade associations, think tanks, civil society, industry associations, trade unions and the media. Public affairs practitioners engage stakeholders to explain the organisation's policies, provide factual information and advocate on issues which could impact the future and current activities of the organisation.

Today, their work combines government relations, media communications, academic interaction, issue management, corporate and social responsibility, information dissemination and strategic communications advice. They aim to influence public policy, build and maintain a strong reputation, help do business ethically, be responsible corporate citizens and find a common ground with the multiple stakeholders of the organisation. In many ways, especially in multinationals, they perform the function of the communicator translating what the company stands for to the external world and what the external world expects of the company to the highest levels of the company. While most functions in companies are very sharply focused, the Public Affairs function is one of the few functions which have the luxury of not seeing everything over the prism of the next quarter results. They are marathon runners often required and in position to take a long term view for the next 3 to 5 years. By definition, they are in a position to see the big picture.

Over the recent years, Public Affairs has also moved away from its traditional role as "liaison officers". Today, PA practitioners combine a host of

responsibilities including policy influencing, government affairs, government relations, parliamentary affairs, parliamentary relations, political advisor, political researcher, external affairs, external relations, campaigns, corporate communications, corporate affairs, corporate social responsibility, stakeholder relations and stakeholder management.

They provide inputs into strategic investment, and more importantly align the company to national priorities and create relevance for the company at the macro level. Individuals, companies and company CEOs also have the Maslow's hierarchy of needs. Public Affairs plays an important role in addressing and focusing the corporation on the higher order goal of self-actualisation, enabling the company to engage with the highest levels of the Government.

What then have been the key driving forces of Public Affairs and why is it gaining momentum now in India? Over twenty years back when economic reforms unfolded, it was hoped and believed by the corporate sector that the need to connect with the government would gradually lessen. Indeed, in the first ten years, this proved to be the case to some extent.

But in the last decade and especially in the last five years, that perception and perhaps the reality have taken a 180 degree change. In India, and in indeed in other parts of the developing world too, the government seems to have come back with a big bang, both in terms of its regulatory activities as well as in terms of its intent to be part of the distribution network such as through food subsidies and fuel distribution.

With Indian business groups and multinational corporations (MNCs) now implementing large projects in various states, the need to interact with the state governments apart from the central government has also gained manifold. Some companies have tasted, the truth of this reality when managing issues at the grassroots became all the more important.

The third McKinsey Global Survey on "Engaging with the Government" that surveyed executives across the world affirms that governments and regulators will play an increasing and consistent role in how companies create value over the next few years.

Larger share of executives than last year said governments and regulators will affect their companies'

economic value, according to results from the survey on how they managed their external affairs. Interestingly, few said their companies engaged proactively with these stakeholders or were more effective at implementing external-affairs practices.

Crucially, executives in India and elsewhere believed that government's role in business continued to remain important: most expected increased involvement in their industries and nearly three-quarters said external affairs issues will impact (either positively or negatively) their companies' operating income.

Yet, when the survey grouped respondents based on their attitudes toward government, it found higher shares than the previous survey saying they did not understand the business opportunities and risks associated with government involvement. Only 19 per cent said their companies frequently succeeded at influencing either government policy or regulatory decisions and few reported the use of formal mechanisms (including social media) to track opinion.

It is this twin driver of growing government regulation and the recognition by companies of the need to collaborate with the government that has in part raised the profile of Public Affairs now.

At another level, Indian businesses have been reinventing and restructuring. With almost all major MNCs now in India from virtually every part of the world, what happens with them globally will also affect their operations in India. Asia and emerging markets like India have become even more important to them and therefore, the need to scan the Indian environment and play a more significant role has catalysed the importance of the PA function within MNCs. Indeed, in many of them now in India, Public Affairs works closely with the India CEO and Global CEO's office and is often an alter-ego position. In most MNC's, the function directly reports to the Global HQ and in some ways acts as the voice, eyes and ears of the HQ and ensures there is no dilution in global values and principles of the company.

Structurally too, within MNCs, there have been centralising of functions and therefore, while the business divisions have a more market-driven, decentralised approach, the non-profit centres have tended to get grouped together in a global alignment. India by now has emerged as a market that MNCs cannot ignore. Significant moves are also being made

in MNCs towards localisation of strategies and practices. So while many companies, especially in sectors where policies are still evolving such as banking and financial services, telecommunications, social media, direct selling and retail, face insurmountable odds while doing business in India, they still need to continue the dialogue with the government. All these have raised the importance of the Public Affairs champion within companies.

At the other end of the corporate spectrum are Indian businesses that are growing in scale and crucially outside the country. There is a need in such companies for Public Affairs to dialogue with the Indian and state governments and also with the various governments and stakeholders outside the country.

In recent years, corruption has emerged as a major issue that corporates are facing in India. Companies, both domestic and overseas, are coping to deal with corruption at the central and state levels. India ranks a low 95 on Transparency International's Corruption Perception Index that captures the extent of corruption in the government sector. While there is great clarity in many sectors with regard to policy formulations and clearances, when these same businesses go down to the state levels for implementations, controls, clearances and corruption go hand in hand.

Public Affairs professionals in companies today have a greater challenge of keeping the system corruption-free and engaging with the government and other stakeholders like vendors and suppliers to usher in an era of ethical and responsible business practices. The ability of corporations to deal with this aspect and overcome the challenges in a way that transparency and honesty are upheld is more critical than ever.

Experience and research have also shown that companies that are able to focus on environment, analyse the landscape, combine the best interests of the various stakeholders, do business in an ethical way and work in the best interests of the local communities and governments will be able to build sustainable businesses. Public Affairs, therefore, in this age of hyper-competition is more crucial than ever.

CHANGING DIMENSIONS OF PUBLIC AFFAIRS

Public affairs as a composite, integrated function:

Two factors have contributed to the creation of an integrated function of Public Affairs. One, with the role being that of an extension of the CEO's or Chairman's office, most of the long-term business strategies come to be integrated into one. Second, with Public Affairs now seen as contributing to business strategy, there is a need to integrate the various functions that relate to the various stakeholders of the company. Today, it integrates the various roles of managing the government, doing landscape analysis, brand management, involving in corporate social responsibility, public relations, alignment to national agenda, internal communication and corporate affairs.

The role of public affairs has undergone a sea change too:

it has become more critical to an organisation's future more than ever. Today, it represents an organisation's efforts to monitor and manage its business environment and combines government relations, communications, issues management and corporate citizenship strategies to influence public policy, build a strong reputation and find common ground with stakeholders. Crisis management is increasingly a critical component of Public Affairs.

With that, it also brings in the need for the Public Affairs function to be a versatile one, even as he or she brings on board a degree of versatility that an educational milestone like even an MBA cannot bring on board. It is also in such a situation that he/she has the trust and confidence of the CEO. The ability of networking, use of technology, building corporate citizenship and being proactive are all parts of the new PA profile. Above all, with this integration of roles and responsibilities, the Public Affairs functionary will have to be crucially a people's person meshing the interests of the top management with that of the various businesses. Often, in MNCs in India, the Public Affairs role is a global one, with direct reporting relationship to the parent headquarters. In India, it assumes a top level role as interactions at the Board level are often called for.

Public affairs as the foundation of future business:

Increasingly, Public Affairs is a function of business. Crucially, it is about building the foundation of the future business. Governments, centrally and in the states, want to strengthen the economy. They would also like corporations to contribute to nation building and help strengthen the economy. It is in this context that companies are called to strengthen the economy. Public

Affairs functions have a key role here. By being part of the CEO's office, he or she also has the role of getting inputs from various businesses and integrating it with the business plan and vision. Therefore, Public Affairs also assume the role of corporate planning. Landscape analysis and scenario planning therefore, will be a key role, addressing questions such as the following:

* How can companies mesh the national agenda with the corporate vision?

* Where should the company be five or ten years from now?

* What are the inputs the company can get from the stakeholders of policy making and legislative functionaries that could impact their business in the future?

* How does one disseminate that information within the company, debate upon them, distill that information and take it to the strategy level where needed?

These are key, emerging roles of Public Affairs. When Public Affairs is seen as part of the business, it naturally also has to build deeper relationships within and outside the company.

Public affairs as advocacy and legitimate beyond pure lobbying:

Increasingly, the task of Public Affairs will be to shape opinion, advance policy making, educate and engage key decision-makers. It should also be able to move the country's agenda in the socio-economic and political spheres, change attitudes of stakeholders and improve corporate reputations and build brands. It should enhance the policy reach, advancing their ideas through deep domain expertise, with an ability to get those ideas in front of the right people. It should be able to translate these ideas into actionable policies. However, much of this has to be done in a new way by creating and executing successful public affairs campaigns for major corporations, governments, trade associations, coalitions and non-profit organisations. Traditionally, industry associations and trade bodies interact directly with the government. There is a greater need than ever for Public Affairs divisions of companies to be more and more involved with the industry associations at the national and state levels.

TASKS AHEAD: WHAT SHOULD WE BE DOING

The newly-formed Public Affairs Forum of India (PAFI) is a not-for-profit society that serves as a professional resource for Public Affairs and Corporate Affairs professionals and provides members with the platform and opportunity to exchange information, and share their knowledge and experiences in engaging with external stakeholders such as 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.

Elected and regulatory officials make decisions that can impact a company's or industry's competitiveness. Public Affairs integrates the best of traditional public relations and public education with state-of-the-art digital communications tools to deliver the right message in a variety of ways:

- Public education
- Social marketing
- Stakeholder outreach and engagement
- Multi-cultural and multi-lingual outreach
- Partnerships and ally development
- Grassroots mobilisation
- Media training
- Media relations especially at the editor level.

Given the above backdrop, what should the Public Affairs Forum of India (PAFI) be doing? Clearly, there are a few tasks cut out:

- Enable the industry attain recognition and credibility;
- Set up, promote, protect and enforce ethical standards of business conduct and practice for members;
- 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;
- 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;

- Create opportunities for professional development through training, guidance and mentorship; and
- Attract and nurture young talent towards the Public Affairs profession by highlighting the role that Public Affairs professionals can play in strengthening the policy making process.

The PAFI has already made small steps in this direction. 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 PAFI that Public Affairs will play an increasingly significant role in organisations as well as the development of India's economy.

As a 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, also met with PAFI members and gave a talk on "Sustaining Growth: Constraints and Responses".

The Forum offers a number of opportunities for members to network with fellow Public Affairs professionals from leading corporations, associations and consulting firms regularly. These can be done in a variety of ways:

Collaboration: 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 through 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 organisation with insights into and analysis of policy developments and 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 and individual in their respective stakeholder engagements.

CHALLENGES RECOMMENDATIONS AND CONCLUSIONS

In a country like India where many laws and regulations remain opaque and their application inconsistent, the role of Public Affairs is more complex than it would be. This results in PA leaders needing to manage expectations on timelines, deliverables, target reach and practices.

Since it is a nascent industry and profession, getting the right and best talent has deterred companies from giving their best. There are perhaps no professional courses on Public Affairs similar to that in advertising and communication. There is a need to collaborate with universities and educational institutions to develop curriculum and courses that will help develop and train Public Affairs professionals.

In an industry, where professionals work in companies and agencies, there is perhaps a need to balance the needs of the stakeholders and have the Public Affairs practitioners get the best of both experiences.

Companies also engage external consultants to manage Public Affairs campaigns. Both companies and consultants need to work more closely to get the best outcomes for corporations.

Public Affairs should be able to bring in greater governance in companies and enhance the quality of the nation's ethics and transparency environment. With the complexity of the job is gradually rising, it is more important than ever to train and retain the PA practitioner.

Despite these challenges, the ongoing economic advances in India, the growth of the domestic markets, the country going global and the coming era of the "Asian and Indian Century" can usher in a significant increase in the volume and importance of Public Affairs in India.

ABOUT PUBLIC AFFAIRS FORUM OF INDIA (PAFI)

Background

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.

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.

MANAGING COMMITTEE AND FOUNDING MEMBERS



Prema Sagar is Founder 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.



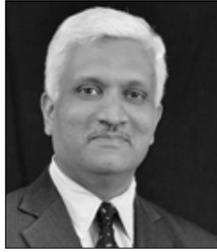
Rajeev Batra, MBA and pursuing Doctorate in Business Administration on Leadership styles of Indian MNCs, is the Founding Member and the Vice President of the Managing Committee of the Public Affairs Federation of India (PAFI).

Rajeev has more than 30 years of work experience, a work career focused towards managing Corporate Affairs, Issues Management and Commercial activities of business enterprise. 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.



Rahul Sharma is the Founding Member and the Treasurer of the Public Affairs Forum of India (PAFI). As the President of Public Affairs at Genesis Burson-Marsteller, his responsibilities include business development, client relationships, managing issues and crises and policy advice. Rahul is a columnist and a former newspaper editor. He led the Dubai-based Khaleej Times and was Editor, Delhi, Hindustan Times. Prior to that he spent nearly 14 years with Reuters news agency.

He has written extensively on global and regional financial markets and economic issues. His subject interests include China, foreign policy and international relations. 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.



T S Vishwanath is Founding Member and Secretary 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.



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 US\$ 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.



Harish Krishnan is the Founding Member of the Public Affairs Forum of India (PAFI). As Director, Global Government Affairs, Cisco, 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.



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.



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.

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.

PAFI CODE OF ETHICS

This Code of Ethics applies to all Members of Public Affairs Forum of India (PAFI).

Our work as public affairs professionals contributes to a healthy democratic process, acting as a link between the world of business, civil society and Indian policy-makers. The objective of PAFI and its members is to provide knowledge and context to aid an informed decision-making on policy. By signing this Code of Ethics, the signatories are committed to abide by it and act in an honest, responsible and courteous manner at all times and seek to apply the highest professional standards. 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,
 - ~ Elected members,
 - ~ 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.

All employees of the organisation, dealing with present, former and prospective government officials and agencies, will adhere to the above Code of Ethics, and be subject to the disciplinary rules of PAFI (as set out in the Memorandum of Association) in case of breach of the Code of Ethics.



Public Affairs Forum of India

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