



Public Affairs Forum of India

PAFI Global **DELEGATION TO SINGAPORE**

June 2026

SINGAPORE MISSION HIGHLIGHTS

The Public Affairs Forum of India (PAFI) recently led a highly successful and action-packed delegation to Singapore. Designed to foster international dialogue, expand public policy networks, and strengthen India-Singapore ties, the visit brought together a diverse ecosystem of business leaders, diplomats, and policy practitioners.

The PAFI delegation participated in a full day of cross-border learnings and strategic engagements. The comprehensive itinerary spanned the past, present, and future of governance and industry. The day began by connecting with young leaders shaping Singapore's policy community, followed by high-level briefings on Southeast Asian geopolitics at Edelman, and a historical retrospective at the newly opened Albatross Exhibition. As the day progressed, the delegation bridged the gap between India and Singapore's public affairs landscapes during an industry lunch dialogue, explored the cutting-edge potential of Agentic AI at SAP, and had the distinct honour of discussing bilateral opportunities with the High Commissioner of India to Singapore.

Most notably, the visit culminated in a historic milestone: hosting PAFI's first-ever global dialogue, *The Policy Pivot: Growth, Cities and Strategic Change*.

PAFI DELEGATION



Ajay Khanna

Founder, Public Affairs Forum of India & Co-Editor, *The Policy Pivot*



Shivnath Thukral

President, PAFI
Vice President, Public Policy and Government Affairs, PhonePe



T. S. Vishwanath

Founding Member & Past President, PAFI
Founder & Executive Chairman, VeK



Subho Ray

Past President, PAFI and President, Internet and Mobile Association of India



Arijit Sen

Chairperson, PAFI Global Council
President – Government Affairs & Strategic Engagement, vivo Mobile



Rakesh Thukral

Chief Executive Officer APAC
Edelman



Lovneesh Chanana

Sr. Vice President and Asia Pacific
Head for Government Affairs, SAP



Mohamed Irshad

Head of Corporate Affairs for
ASEAN, Tata Consultancy
Services (TCS)



Gaurav Chopra

Senior Vice-President,
Internet and Mobile Association of India



Anupam Yog

Managing Partner, XDG Lab



Manasvini Hariharan

Executive Director, Urban Land Institute



Jeeva Singh

Deputy Director, PAFI

Breakfast Meeting: Mentoring Emerging Policy Leaders

The day commenced with an engaging breakfast briefing focused on mentorship and community building. The PAFI delegation met with emerging policy professionals **Rhoda Severino** (Senior Manager, Corporate Affairs, Heinemann Asia Pacific) and **Annisa Natalegawa** (Senior Director – Operational Effectiveness, Tony Blair Institute of Global Change).

As the organisers of *Policy Wonks & Wines*, a growing policy community in Singapore, Rhoda and Annisa sought the delegation's extensive expertise. The PAFI leaders drew from their own experiences to guide the young professionals, providing actionable advice on how to build a strong, cohesive network of policy practitioners, establish institutional frameworks, and consistently deliver value to the community while fostering meaningful dialogue among the next generation of leaders.



Geopolitics, Bilateral Relations & Historical Perspectives

Hosted by Rakesh Thukral, CEO APAC at Edelman, the delegation engaged in a deep dive into regional geopolitics and the evolving trajectory of India–Singapore relations. The thought-provoking session featured expert perspectives from:

- **Warren Fernandez**, Senior Fellow & Head, National Security Studies Programme, RSIS, and Deputy Chairman, National Library Board Singapore.
- **Ravi Velloor**, Senior Asia Columnist, The Straits Times.



The comprehensive discussion spanned a variety of critical macro-trends shaping the region. The panel examined the geopolitical imperatives of energy security and the complex socio-economic challenges posed by ageing societies across Asia. A significant portion of the exchange focused on the changing role of the United States in the Asia-Pacific region and its broader impact on regional stability. Furthermore, the experts explored the evolving India-Singapore relationship in depth, placing a strong emphasis on the strengthening of bilateral ties and the strategic importance of their growing defence relations.

To contextualise these forward-looking strategic discussions, the morning concluded with a guided tour of the newly opened *Albatross Exhibition*. This immersive experience offered the delegation a fascinating historical perspective on Singapore's early development, resilience, and remarkable nation-building journey.



Lunch Meeting: Navigating the Geopolitical and Public Policy Ecosystems

A core highlight of the afternoon was a lunch dialogue comparing government affairs and public policy landscapes in India and Singapore. Hosted by **Elizabeth Hernandez**, Head of Public Policy and Government Affairs, Asia Pacific, Equinix, and **Arijit Sen**, Chairperson, PAFI Global Council, President –Government Affairs & Strategic Engagement, vivo Mobile, the session highlighted shared challenges, market differences, and the ongoing evolution of the profession.

The conversation delved into the nuances of operating within these two distinct yet complementary ecosystems. Participants examined how Singapore serves as a highly structured, institutionalised hub for global and regional operations, contrasting with India's vast, dynamic, and rapidly developing policy environment.

Notable Singapore-Based Participants Included:

- **Ada Wong** — International Public Affairs Lead, Pharma & Vaccines (Eurasia, APAC & Multilateral Organisations), Sanofi
- **Brian R. Braun** — Principal, Geopolitical & Country Risk, South & Southeast Asia, Control Risks
- **Lih Shiun Goh** — Managing Director, Asia Tech Alliance
- **Penny Burt** — Fellow, Australian Institute of International Affairs
- **Wilson L. White** — Vice President, Government Affairs & Public Policy, Google
- **Ziad Haider** — Partner and Global Director of Geopolitics, McKinsey & Company
- **Charles Bower** — Vice President, BowerGroupAsia
- **Godfrey Firth** — Vice President, Government Affairs & Public Policy, Merck Life Science



SAP Office Visit: The AI Frontier

At the SAP office, the delegation was graciously hosted by **Dr Lovneesh Chanana**, Sr. Vice President and APAC Head of Government Affairs, SAP. The group received an exclusive presentation on *Autonomous Enterprises and Agentic AI: A Strategic Perspective*. The session explored how Agentic AI can boost efficiency and responsiveness in government and enterprise decision-making, featuring a showcase of SAP's advanced AI dashboard that synthesises large data sets for fast, complex corporate decisions.



Calling on the High Commissioner of India to Singapore

A key honour for the delegation was the opportunity to call on **H.E. Dr Shilpak Ambule**, High Commissioner of India to Singapore. The interaction focused on emerging opportunities for bilateral partnership and the vital role that industry, policy practitioners, and institutions play in advancing the India–Singapore strategic relationship. PAFI extends its deepest gratitude to High Commissioner Ambule for his invaluable time and perspectives.



Evening Finale: "The Policy Pivot" – PAFI's First Global Event

The visit concluded on a historic high note with the PAFI Dialogue on *The Policy Pivot: Growth, Cities and Strategic Change*. Co-presented by TiE Singapore, XDG Labs, and Leadership for Cities at The Nanson, this marked PAFI's first-ever global event.

Guest of Honour: **Sanjeev Sanyal**, Writer, Economist, Historian, and Member of the Economic Advisory Council to the Prime Minister, Government of India.



Moderated by **Roshini Bakshi** (Managing Director, Private Equity & Head of Impact, Everstone Capital), the insightful panel featured the PAFI Delegation:

- **Ajay Khanna** – Founder, PAFI & Co-Editor, *The Policy Pivot*
- **Shivnath Thukral** – President, PAFI; VP, Public Policy and Government Affairs, PhonePe
- **T. S. Vishwanath** – Founding Member and Past President, PAFI; Founder & Executive Chairman, VeK

Introduction and vote of thanks by **Anupam Yog** (Managing Partner, XDG Labs).

The discussion explored some of the most important questions shaping India's future: the art and importance of process reforms, the evolution of India's policy ecosystem, the role of cities as engines of growth, bilateral trade and economic cooperation, and the opportunities emerging for entrepreneurs in a rapidly changing global landscape. Drawing from the themes of *The Policy Pivot*, the conversation highlighted how strategic policy reforms, institutional innovation and collaborative leadership can help unlock India's next phase of growth while strengthening its position in the global economy.



Evening Reception at Bombay Brasserie



The delegation's engagements extended into the evening with a delightful dinner hosted by **Mohamed Irshad**, Head of Corporate Affairs – ASEAN, Tata Consultancy Services. Held at the renowned Bombay Brasserie, the evening offered a wonderful opportunity to unwind and connect over exceptional Indian cuisine. A notable highlight of the gathering was the privilege of meeting and conversing with **H.E. Jamal Alsuwaidi**, the UAE Ambassador to Singapore, which added a rich layer of international diplomacy to the evening's discussions. We extend our warmest thanks to Mohamed Irshad for his generous hospitality and for curating such a memorable and significant gathering.

A Celebratory Wrap-Up Dinner

To formally conclude the successful visit to Singapore, the delegation enjoyed a wrap-up dinner hosted by our esteemed colleagues from the Internet and Mobile Association of India (IAMAI): **Subho Ray**, President, IAMAI, and **Gaurav Chopra**, Vice President, IAMAI. Over authentic Italian cuisine, the delegation reflected on the visit's key learnings, shared takeaways, and celebrated the strengthening of international public policy networks. We are deeply grateful to Subho Ray and Gaurav Chopra for graciously hosting this wonderful concluding evening and bringing the Singapore delegation to a fitting close.





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