



# 12<sup>th</sup> ANNUAL FORUM-2025

**INDIA AND THE WORLD**

**COLLABORATION | CONNECTIVITY | COMPETITIVENESS**

**18 - 19 SEPTEMBER**

**NEW DELHI**

## *Forum Highlights*



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# INDEX

06	Message from the President	
08	Message from Ajay Khanna	
12	The Policy Pivot: India's Strategic Shift	
14	Partner State - Telangana Engagement Highlights	
16	Opening Address PAFI@18 – Purpose, Partnership, Progress	
17	Session 1: Inaugural Plenary Leading from the Front: India's Rise in a Shifting World	
20	Session 2 The Elephant and the Geopolitical Chessboard	
25	Session 3 Vision, Velocity and the Road to 2047	
29	Session 4 The Gig Shift: Securing India's New Workforce	
33	Session 5 Economy Unbound: Next Gen Reforms as the Lever	
37	Session 6: Plenary Session No Alternatives to Nature: India Inc. and the Green Economy	
41	Session 7 People, Progress and Inclusion: India's AI Path to 2047	
46	Session 8 Shaping the Century: Lawmakers' Roadmap to India's Future	
50	Session 9: Plenary Session Securing India's Energy Future Amidst Geopolitical Conflict	
54	Session 10 India's Roadmap towards Electronics and Digital Sovereignty	
58	Session 11 Self-Leadership for Global Competitiveness: Lessons from Vedanta	
61	Session 12 State Leadership to Build Economic Relations: View from New Jersey	
65	Session 13 Partner State Session: Vision Telangana Rising	
70	Session 14 Turbulence to Opportunity: Delhi Between Washington and Beijing	
76	Session 15 Goeconomics at Play: India and the World	
80	Session 16 Finding the Next Gear: India's Push Towards a \$7 Trillion Economy	
85	Women@Annual Forum	
87	Advertisements	
94	Social Media Highlights	
97	Select Media Coverage	
100	Sponsors	
101	Supporters	
102	Testimonials	
104	Gala Dinner	
106	Picture Gallery	
108	18 Suggestions at 18: Looking Back, Looking Ahead at India's Policy Crossroads	

# Message from the President

## PAFI Annual Forum: Helping Build a Better Future for India

Public Affairs Forum of India (PAFI) Annual Forum has, over the past twelve years, evolved into India's foremost platform for dialogue on policy, economy and governance.

What began as a pioneering initiative to foster open, constructive and trust-based engagement has today become a national institution - a space where government leaders, business visionaries, global thinkers, academics and civil society converge to shape India's growth narrative.

PAFI's 12<sup>th</sup> Annual Forum, held on 18-19 September 2025 in New Delhi, marked another milestone in this journey of dialogue and impact. Guided by the theme "India and the World: Collaboration, Connectivity, Competitiveness," the Forum embodied our collective aspiration to be bigger, bolder and better in both thought and action.



**Chetan  
Krishnaswamy**

President, PAFI  
Vice President, Public Policy,  
Amazon India

Over two days, the Forum brought together diverse perspectives and forward-looking ideas, reaffirming PAFI's mission to foster dialogue, collaboration and trust in shaping India's policy and development agenda. Sessions explored a wide range of critical themes - from next-generation reforms, clean energy transitions and artificial intelligence to sustainability imperatives, future skills and the evolving global economic order. Each discussion strengthened PAFI's commitment to insight-driven policymaking through inclusive and transparent dialogue.

We had an extraordinary line-up of over eighty eminent speakers across sixteen power-packed sessions - including Cabinet Ministers for IT and Railways, Petroleum and Environment; the Chief Minister of Telangana; the Governor of New Jersey; two Members of Parliament; several Secretary-level officers; and the CEO of the World Economic Forum.

What gave me the greatest satisfaction, however, was the energy in the room - over 650 delegates, all deeply engaged and enthusiastic. At this rate, I suspect that next year we may need a bigger hall!







A major highlight of this year's Forum was the release of PAFI's first book - The Policy Pivot: Inside India's Strategic Shift, co-edited by Ajay Khanna and Rahul Sharma. This landmark volume captures 18 years of PAFI's journey through contributions from some of India's most respected voices across government, business and academia. The Policy Pivot reflects PAFI's very essence - thoughtful dialogue, credible partnerships and a commitment to strengthening India's policy ecosystem. Its launch was not just a publishing milestone but a proud moment for the entire PAFI community.

The success of the Forum is the outcome of months of planning by the Core Group, which I had the privilege to lead alongside our dedicated Co-Chairs - Ishteyaque Amjad and Virat Bhatia. My thanks to Virat for opening his office to host our many meetings - always with enough coffee to match our discussions on speakers, delegates, sponsors and sessions. This year alone, the Core Group met ten times and exchanged over a hundred messages to ensure every detail was perfect.

Standing firmly behind the Core Group is our committed PAFI Secretariat, guided by T. S. Vishwanath, Director General, Past President & Founding Member of PAFI. My sincere thanks to him and entire team for their exceptional execution and support.

And behind the Secretariat and the Core Group is someone without whom none of this would be possible - Ajay Khanna, Co-Founder of PAFI and the driving force behind every single Annual Forum since its inception. Ajay has led all twelve Forums with unmatched passion, energy and vision. His commitment to PAFI and to the profession of public affairs continues to inspire us all.

Finally - behind the Core Group and the Secretariat - stands you: our members, partners, sponsors, supporting organisations and delegates. This Forum is, above all, a labour of love created for you - to learn, to connect, to network, to reflect and to celebrate our shared purpose: strengthening the practice of public affairs and contributing to the growth and progress of India.

The spirit of PAFI lies in this collaboration - the belief that policy is partnership, dialogue is democracy in action and public affairs is ultimately about building trust and enabling India's best ideas to flourish. Over the years, this spirit has made PAFI not just a professional association but a trusted bridge between enterprise and governance.

I hope the ideas, conversations and connections from these two days remain with you - guiding your professional journey and enriching our collective mission. This report captures the voices, images and reflections that made PAFI's 12<sup>th</sup> Annual Forum truly memorable. As we look ahead, I invite your continued engagement, ideas and support as we work together to make the 13<sup>th</sup> Annual Forum even better - and continue building a better future for India.



# Message from Ajay Khanna

## India's Strategic Shift for 2047: Reforms. Resilience. Global leadership.

Following the Annual Forum, Ajay Khanna, Chairman Emeritus, Annual Forum shared his reflections in a piece for The Economic Times, capturing insights from the two days that resonate with India's evolving public affairs landscape and PAFI's vision for collaborative nation-building.

India stands at a critical juncture in its trajectory. The global environment is characterised by uncertainties, with conflicts and trade disputes disrupting supply chains, climate change posing threats to livelihoods and technological advancements reshaping societal norms at an unprecedented pace. Amidst this turbulence, India emerges as a symbol of resilience. With a remarkable 7.8% GDP growth in the first quarter of 2025, the nation is poised to ascend to global prominence. In this context, public policy must transcend reactive measures and assume a guiding role. This was the central theme of the 12<sup>th</sup> Annual Forum of the Public Affairs Forum of India (PAFI), held in New Delhi under the auspices of "India and the World - Collaboration, Connectivity, Competitiveness." Commemorating PAFI's 18<sup>th</sup> anniversary, the forum convened esteemed leaders from government, business, diplomacy, academia and civil society.



**Ajay Khanna**

Co-Founder, PAFI and  
Chairman Emeritus,  
Annual Forum

Notably, it witnessed the publication of "The Policy Pivot: India's Strategic Shift," an anthology comprising 25 essays that offer profound insights into India's future trajectory. The discussions did not focus on incremental solutions, but rather on the transformative potential of India's actions by 2047. From these deliberations, 18 broad suggestions emerge, categorised under four distinct themes. These suggestions are not mere prescriptions, but rather contemplations on how India can transform its potential into a leadership position.

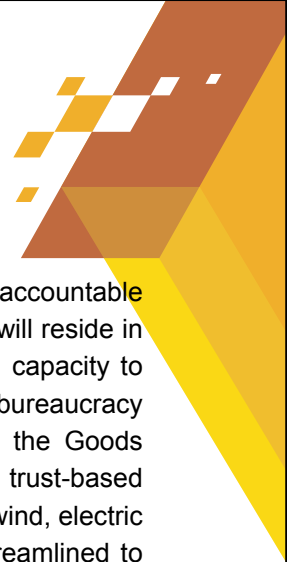
### 1. India and The World

**Geopolitics & Geoeconomics** India must transform turbulence into an opportunity, acting as a bridge between competing blocs and a voice for the Global South. In the current global landscape, influence is less dependent on military might and more on supply chains, standards and trust. Aligning domestic reforms with external trade agreements will enable India to establish itself as a hub of credibility. Similarly, India's greatest global strength lies in predictability. Consistency in policy, fairness in regulation and credibility in diplomacy can foster enduring partnerships when the world seeks reliability.

### 2. National Priorities for Inclusive Growth

India's next phase must prioritise growth with depth-resilient supply chains, rational tariffs, deeper capital markets and globally competitive industries that distribute benefits across society. To sustain this momentum,





institutional reform is imperative: expedited judicial processes, simplified laws, modern policing and accountable regulators will foster trust. Urbanisation will define India by 2047. Half of the country's population will reside in cities, necessitating municipalities to be empowered with resources, autonomy and professional capacity to design ecosystems where housing, employment, transportation and sustainability converge. The bureaucracy must transition from command-and-control to facilitation. The momentum of deregulation and the Goods and Services Tax (GST) must continue, simplifying processes and advancing decisively toward trust-based governance. Simultaneously, growth and sustainability must progress concurrently. Scaling solar, wind, electric vehicles (EVs) and green hydrogen is crucial; however, environmental clearances should be streamlined to prevent bureaucratic hurdles from hindering green growth.



### **India's Demographic Dividend: Nurturing Growth and Prosperity**

India's demographic dividend presents a unique opportunity for economic growth and development. To capitalise on this potential, it is imperative to nurture this dividend through targeted interventions such as large-scale skill development, apprenticeships, lifelong learning and women's empowerment.



### **Protecting Vulnerable Workers**

A significant challenge lies in safeguarding the livelihoods of gig and informal workers. These workers often lack access to essential safety nets, making them susceptible to exploitation. Therefore, it is crucial for the government to implement robust measures to provide them with adequate support and protection.



### **Securing Digital Sovereignty**

India's digital sovereignty is paramount for its long-term growth and development. To achieve this, the government must invest heavily in strategic sectors such as semiconductors, secure electronics and trusted data ecosystems. Additionally, it is essential to ensure that ethical AI deployment practices are adopted to narrow divides and promote inclusive growth.

## **3. State-Level Initiatives for India's Growth**

India's growth trajectory will be significantly shaped by the performance of its states. Therefore, administrative reforms are of utmost importance. These reforms should focus on reducing the burden of approvals, eliminating inspector raj and leveraging technology to streamline decision-making processes. States must also take



proactive steps to provide genuine support and guidance to enterprises, moving beyond annual business summits to foster a collaborative and supportive environment.



### Parliamentary Legitimacy and Structural Reforms

Parliamentary legitimacy is crucial for the enduring implementation of structural reforms. Parliamentarians should serve as steadfast anchors of continuity, ensuring that these reforms transcend political cycles. States, on the other hand, can harness their potential as engines of innovation. Many national reforms have originated locally and benchmarking, competition and cross-learning can create a virtuous cycle of policy innovation across the federation.

## 4. Public Affairs and Governance

Strategic Approach Policy effectiveness hinges on its co-creation. Structured consultations before legislation can mitigate resistance and foster a sense of shared ownership. Indian enterprises must also transition from protectionist measures to performance oriented strategies. This involves competing globally through innovation, responsible investment and trust-building. Public affairs has emerged as a strategic profession, with many leaders assuming the role of “Chief Geopolitical Officers” for their organisations. These leaders interpret risks, build trust and shape partnerships, playing a crucial role in shaping India’s foreign policy.



### Strengthening Public Affairs Profession

To enhance the effectiveness of public affairs, it is imperative to strengthen the profession through training, ethics and recognition. By equipping public affairs professionals with the necessary skills and knowledge, we can ensure that they effectively engage with stakeholders, advocate for public interests and contribute to the overall well-being of society.



Planery session with Hardeep Singh Puri on Securing India's Energy Future Amidst Geopolitical Conflict





*Panellists interacting before start of the session*

## Closing Reflections

### Enhancing Governance

Speed, Fairness and Citizen-Centricity Inclusive growth is a non-negotiable aspect of India's development. Bridging the rural-urban divide, closing gender gaps and ensuring universal digital access are essential components of this goal. India's greatest asset lies in its trustworthiness. By seamlessly integrating reforms in land, labour and capital with technology-driven "smart tape" and streamlined approvals, governance can be transformed into a fast, fair and citizen-centric system. PAFI's 12<sup>th</sup> Annual Forum transcended the mere gathering of individuals; it served as a compelling call to action. "The Policy Pivot" underscored the imperative to transform abstract concepts into tangible outcomes, grounded in trust and purpose. From the cautious liberalisation of the 1980s to the ambitious vision of Viksit Bharat 2047, the fundamental principles of public affairs have remained consistent: foster unity, establish trust and guide policy with humility. As PAFI celebrates its 18th anniversary, its mission has become unequivocal: to strengthen the profession, deepen dialogue and advocate for effective implementation.

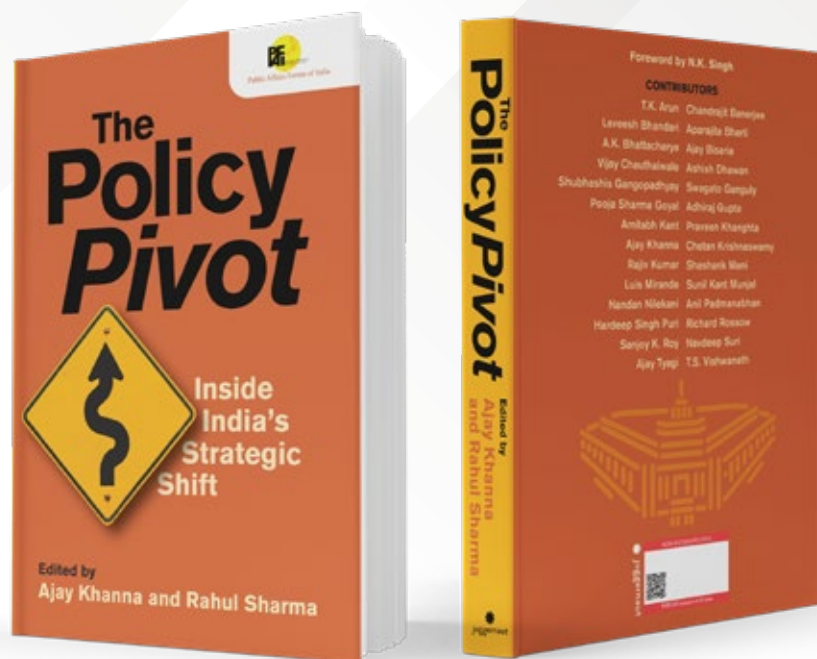
The global community looks to India with anticipation, viewing it as a growth engine, a reliable partner and a nation capable of establishing benchmarks in governance and sustainability. Ultimately, predictability is our aspiration, but it is the realisation of possibility that we strive to achieve.

This is India's policy pivot - never centred around power, but perpetually focussed on purpose, imbued with optimism, trust and confidence in the future.

**Click Here** To Read The Article



# The Policy Pivot: *India's Strategic Shift*



Shri Ashwini Vaishnaw, Minister of Electronics and Information Technology, Minister of Information and Broadcasting, Minister of Railways, Government of India, launched PAFI's first book - The Policy Pivot: Inside India's Strategic Shift, a landmark collection of insights from leading public policy and public affairs experts.

The book reflects PAFI's belief in dialogue, trust and collaboration, values that guide its work in promoting ethical and informed public engagement.

The Policy Pivot features 25 essays by practitioners and experts in public policy and public affairs, offering perspectives on how India's governance and policymaking landscape is evolving. Edited by Ajay Khanna, Co-Founder of PAFI and Rahul Sharma, Past President and Founding Member of PAFI and Managing Director of the US-India Business Council (USIBC), the volume provides a grounded view of India's strategic progress. Organised under four themes – Society, Economy, Diplomacy and Future – the essays explore India's development journey, the role of innovation and enterprise reforms and the country's growing global engagement.

Looking ahead to *Viksit Bharat 2047*, the book encourages collaboration among policymakers, businesses and public affairs professionals to build a more inclusive, resilient and forward-looking India.

To get your copy, log on to:  
**[www.PAFI.in/publications](http://www.PAFI.in/publications)**





*Foreword By*  
**N. K. Singh**



*Contribution By*  
**Hardeep Singh Puri**

*Featuring Essays By:*



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**Chandrajit  
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**Swagato  
Ganguly**



**Pooja  
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**Adhiraj Gupta**



**Amitabh Kant**



**Praveen  
Khanghta**



**Chetan  
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**Sanjoy K. Roy**



**Navdeep Suri**



**Ajay Tyagi**



**T.S. Vishwanath**

*Edited By*



**Ajay Khanna**



**Rahul Sharma**

# Partner State - Telangana

## Engagement Highlights



(Left to Right): Y. Guruswamy Naidu, Chetan Krishnaswamy, Ajay Khanna, A. Revanth Reddy, A.K. Bhattacharya, Rakesh Swami, Vedika Kapoor

Telangana joined PAFI's 12<sup>th</sup> Annual Forum 2025 as the Partner State and showcased its ambitious long term vision through Telangana Rising 2047, a roadmap to build a three trillion dollar economy by 2047. The partnership brought focussed attention to the state's development agenda and created meaningful opportunities for dialogue with industry, investors and global partners.

The Forum featured a plenary session with the Chief Minister of Telangana, along with a panel discussion on next-gen reforms with the Special Chief Secretary as a panellist. The Partner State Lounge hosted several significant bilaterals, including meetings with the Governor of New Jersey and the President and CEO of the World Economic Forum, as well as one to one engagements with select PAFI member companies and investors.



An Engaging Session with A. Revanth Reddy, Chief Minister, Government of Telangana





*Bilateral meeting between A. Revanth Reddy, Chief Minister, Government of Telangana and Philip D. Murphy, Governor of New Jersey and Borge Brende, President and CEO, World Economic Forum, on the sidelines of PAFI's Annual Forum 2025*



*Partner State Session on 'Vision Telangana Rising' with A. Revanth Reddy, Chief Minister, Government of Telangana*



*Panel discussion with panellist Jayesh Ranjan, Special Chief Secretary, Chief Minister's Office (CMO), Government of Telangana*



*Bilateral meetings with investors and industry representatives*

# Opening Address

## PAFI@18 – Purpose, Partnership, Progress

[Click to view the session](#)



*Ajay Khanna delivering the opening address*

In his opening address, Ajay Khanna set the tone for the Forum by underscoring the themes of purpose, partnership and progress as the guiding pillars for PAFI's journey and the evolving landscape of public policy in India.

### **Public Policy and Purpose**

Public policy is like a compass - shaping direction amid uncertain terrain, offering orientation and enabling constructive navigation toward India's future. At every juncture, sound policy frameworks empower the nation to adapt to change and complexity and contribute to shaping the global order.

### **PAFI@18**

At 18, PAFI has come of age. What began as a pioneering initiative, introduced at a time when public affairs as a profession was relatively unknown and sometimes misunderstood, has matured into a respected institution. PAFI has established itself as a pillar of trust, transparency and integrity. PAFI stands tall - from a handful of believers in borrowed rooms to an institution recognized for nation-building and meaningful dialogue among stakeholders.

### **Annual Forum – A Festival of Ideas**

The Annual Forum stands as PAFI's flagship event - a "festival of ideas", that convenes government, business, civil society, academia and media. Now in its 12<sup>th</sup> edition, this year's theme, "**India and the World: Collaboration | Connectivity | Competitiveness**," addressed timely issues including global disruptions, geopolitical tensions and the impact of technological change. With over 80 speakers, 16 sessions, a Partner state, a 40-member global delegation, we witnessed dialogue at its best.

### **The Policy Pivot – PAFI's First Book**

Marking another milestone, PAFI launched its first book, *The Policy Pivot: India's Strategic Shift*. Featuring a foreword by Shri N. K. Singh and essays by 25 contributors - including senior policymakers and subject experts - this book explores India's transformative policy journey across Society, Economy, Diplomacy and the Future.

Public Policy continues to guide progress through uncertainty toward collective purpose and nation-building.



# Session 1

## Inaugural Plenary

### Leading from the Front: India's Rise in a Shifting World

[Click to view the session](#)

India's economy grew at a robust 7.8% in Q1 FY26, reinforcing its position as the world's fastest-growing major economy. This momentum reflects the impact of deep reforms, record infrastructure investments and the rapid expansion of the digital economy. With the government's recent GST restructuring and emphasis on next-generation reforms, partnerships with industry and ambitious goals for a developed Bharat by 2047, India is not only shaping its domestic future but also stepping into a global leadership role. The challenge now is to sustain high growth while navigating global volatility, strengthening manufacturing and supply chains, expanding financial and digital inclusion and driving innovation.

- What are the next - gen reforms in regulation, investment and governance needed over the next decade to ensure India sustains 7-8% growth in the face of trade disruptions and inflationary pressures?
- How can India shape global thought in emerging sectors such as AI, digital public infrastructure, clean energy and advanced manufacturing, positioning itself as the voice of the Global South and a trusted partner to the world?



(Left to Right): Ajay Khanna, Shivnath Thukral, Ashwini Vaishnaw, Chetan Krishnaswamy

## Key Messages

- **Sustained Economic Momentum** – India's projected 7-8% growth, anchored in prudent economic policy and moderate inflation, positions the country as a resilient engine of global growth.
- **Reforms as Growth Catalysts** – Big-bang changes in GST and Income tax to fuel consumption, make aspirational goods affordable and unlock new economic potential.
- **Semiconductor Self - Reliance** – Rapid strides in advanced chip design and manufacturing, with "Made in India" production and global - scale design centres, signalling India's tech leadership.
- **Transport & Logistics Transformation** – Investment in safety, modernisation and freight capacity in railways, is complemented by affordable high-speed travel initiatives.
- **Inclusive Infrastructure Push** – Landmark projects like Bullet Train and Amrit Bharat series underpin inclusive growth while enhancing connectivity and efficiency.
- **Resilience Amid Global Uncertainty** – Strengthening industry, deepening self-reliance (Atmanirbhar Bharat) and sustaining public investment to absorb external shocks and maintain leadership.



Ashwini Vaishnaw unveiling PAFI's first book: *The Policy Pivot*

## Chief Guest



### Ashwini Vaishnaw

Minister of Electronics and Information Technology, Minister of Information and Broadcasting, Minister of Railways, Government of India

“ India has always embraced technology with vision and confidence. We are focussed on enabling innovation, not stifling it with regulation. As we grow into the world's third-largest economy, we aim to lead globally in technology. ”

“ We believe technology, when applied thoughtfully and at scale, can solve population - level challenges — a belief proven through the success of the Prime Minister's Digital India programme. Embracing technology is in our DNA; from inventing numerals to pioneering geometry, trigonometry and astronomy, innovation has always been a part of India's heritage. ”

Welcome



## Chetan Krishnaswamy

*President, PAFI and Chairman, PAFI Annual Forum  
Vice President, Public Policy, Amazon India*

“ We are living through a time of rapidly changing geopolitics and public policy professionals are at its centre. Presence of government leaders, industry experts and policy practitioners here today shows our collective commitment to turn today's challenges into tomorrow's opportunities. India's future cannot be built in silos. It has to be co-created by all of us. ”

Vote of Thanks

## Shivnath Thukral

*Vice President and Secretary, PAFI  
Vice President, Public Policy and Government Affairs, PhonePe Limited*

“ Innovation for India's needs can only come from Indian companies that understand our linguistic and cultural diversity. We must focus on solving for people, not for the technology itself. AI is simply a tool and its value lies in how we apply it to build secure, reliable and impactful services whether in payments or any other sector. ”





# Session 2

## The Elephant and the Geopolitical Chessboard

**Click to view the session**

In a rapidly evolving multipolar order marked by trade frictions, strategic competition and the search for secure economic partners – India, now the world's fourth-largest economy, faces a critical moment to define its global role. As it seeks to shape multilateral reforms, deepen strategic alliances and navigate competing power blocs, India must balance collaboration, connectivity and competitiveness to secure its place as a preferred global partner. Leveraging its diplomatic influence, digital capabilities and expanding economic strength, the country has the potential to lead in trade, technology and innovation while forging resilient partnerships across regions. Therefore, it is crucial to understand the steps that India can take to navigate today's geopolitical and geoeconomic currents, align business strategy with foreign policy priorities and position itself for leadership in an era of complex interdependence.

- How can India strategically navigate the intersection of geopolitics and geoeconomics to strengthen its global positioning?
- What policy and industry partnerships are needed to enhance collaboration, connectivity and competitiveness?
- Which sectors offer India the strongest leverage to drive both national interests and global influence?



(Left to Right): Ishteyaque Amjad, Ajay Bisaria, Arun Singh, Arijit Sen, Navdeep Suri, Pranab Dhal Samanta, Deepshikha Dharmaraj



## *Key Messages*

- **Navigating Global Volatility** – In a world of disruptions and shifting power balances, India must treat volatility as opportunity - adapting swiftly and building resilience amid uncertainty.
- **Balancing Great Power Dynamics** – With strategic competition intensifying among China, Russia and the United States, India's challenge lies in engaging across technology and trade while safeguarding its autonomy.
- **Expanding Economic Frontiers** – Europe remains vital for technology and capital, while the Middle East-led by the UAE - is fast emerging as a hub for AI, cloud and biotech. Indian enterprises should seize these unfolding opportunities.
- **Leveraging Stability through Reform** – Political stability, ongoing reforms and technological strength position India as the “plus one” partner of choice in global supply chains - demanding continued reform and heightened risk appetite.
- **Aligning Domestic Cohesion with Global Reach** – Stronger unity at home and purposeful global engagement-through diaspora networks, talent repatriation and strategic partnerships - will amplify India's geopolitical and economic influence.

Welcome



## Ishteyaque Amjad

*Past President, PAFI and Co-Chairman, PAFI Annual Forum  
Managing Director, Policy & Global Government Affairs, India & South Asia,  
Abbott Healthcare*

“Geopolitics is changing faster than ever. You may pursue a conflict, but always keep a window open because friendships can be rebuilt tomorrow. We are living in a world where, as the saying goes, there are decades when nothing happens and weeks when decades happen. These past few years have shown us exactly that.”

Moderator

## Arijit Sen

*President, Government Affairs and Strategic Engagement, vivo*

“The world has been perceiving that India has been for a while a very steady slow plodding growth engine that doesn't change directions too swiftly. But that was the India of the past. The country is a very different animal today its now an elephant on steroids.”



Panellist



## Ajay Bisaria

*Corporate Strategic Advisor and Former High Commissioner of India to Canada & Pakistan*

“The world we thought was driven by geo-economics and rules-based trade has shifted and India's growth will now unfold amid global volatility. However, this disruption also creates opportunity as geopolitical and technological shifts accelerate at unprecedented speed.”





## Arun Singh

*Former Ambassador of India to USA, France & Israel*

“The US will remain an essential partner for India, especially in civil and defence technologies as well as critical and emerging tech. It is our largest trading partner and one of the biggest investors in India, making the partnership both strategic and indispensable.”



## Navdeep Suri

*Independent Director & Corporate Advisor, Former Ambassador of India to UAE & Egypt, Former High Commissioner to Australia*

“As the world fixates on volatility in the US and shifts in global leadership, we must remember to look beyond that noise. There is immense opportunity in other markets and regions.”



## Pranab Dhal Samanta

*Executive Editor, Politics, The Economic Times*

“Geopolitics today resembles a stock exchange - shifting daily, unpredictable and requiring constant attention. The task is to build the right stakes, invest wisely and recognise that even when the chips are down, opportunity still exists if you know when to move.”

## Vote of Thanks

## Deepshikha Dharmaraj

*Immediate Past President, PAFI  
Chief Executive Officer, Burson Group India*

“Geopolitics is ultimately a risk - reward equation and it is our job as public affairs professionals to understand it clearly. We must take informed advice, interpret the shifts and guide our organisations on how to manage these risks while maximising the opportunities.”



# Session 3

## Vision, Velocity and the Road to 2047

[Click to view the session](#)

In this fireside chat, Amitabh Kant reflected on India's transformational milestones over the past decade, shared insights from his experience driving flagship initiatives like Make in India, Startup India and the G20 Presidency and laid out his vision for the next wave of reforms that will power India's economic, social and environmental ambitions. The discussion explored how India can stay agile in an era of global uncertainty, build a competitive advantage in sunrise sectors and ensure that growth is equitable, sustainable and future-ready.

- What does India need to prioritise in the next decade to secure its place among the top three global economies by 2047?
- What will it take to turn India's demographic dividend into a genuine skills and innovation dividend?
- How can public-private collaboration be deepened to fast-track the execution of national priorities?

### Key Messages

- **India's Regulatory Transformation** – In recent years, India has made significant strides in improving its regulatory environment, repealing over 1,600 outdated laws and easing compliance burdens across sectors. This momentum reflects a growing shift toward enabling free enterprise and private sector-led growth, setting the stage for a more agile and innovation-driven economy.



(Left to Right): Vaishali Chopra, Subho Ray, Amitabh Kant, Shivnath Thukral, Raman Sidhu



- **Ambitious Growth Targets** – India aims to be a \$30 trillion economy by 2047, leveraging technology, urbanization and industrialization, while learning from the growth models of Japan, South Korea and China.
- **Digital Public Infrastructure & AI** – India's innovative DPI, based on open-source data owned by citizens and foundational AI models are central to transforming governance, financial inclusion and fostering local innovation.
- **Focus on Innovation & R&D** – Reforming R&D in universities, encouraging professors' equity in startups and increasing patent commercialization are vital to reduce royalty leakage and boost indigenous technology.
- **Structural and Workforce Reforms** – India must shift from agriculture to manufacturing, expand exports and utilize technological innovation to enhance competitiveness and inclusivity, supporting long-term sustainable growth.



Welcome



## Subho Ray

*Past President, PAFI*

*President, Internet and Mobile Association of India*

“Reforms are crucial in shaping strategies, managing risks and fostering trust across government and business in today's age of global uncertainty and transformative domestic shifts.”





Amitabh Kant with a copy of PAFI's first book: *The Policy Pivot*

## Moderator

### Shivnath Thukral

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

“The rise of digital platforms and data-driven governance has amplified public voices, making stakeholder engagement critical.”



## Chief Guest

### Amitabh Kant

Senior Adviser, Fairfax, Former G20 Sherpa, India  
Former CEO, NITI Aayog



“PAFI has a critical role to play in creating a mindset of free enterprise in India and a mindset of using technology to leapfrog and not continue with status quo.”

“China got back a lot of its professors and researchers to work even though they were teaching in the US. That became the centre piece for innovation in China. That's what India must do – all the Indians working in the US they need to contribute something to India; universities can pay them salaries; they should contribute. We need to evolve better schemes to get back our researchers, professors back into India and contribute and PAFI should contribute towards this.”

## Discussant

### Raman Sidhu

*Past President and Founding Member, PAFI  
Chairman, EBG Federation, India*

“To realise India's vision for 2047, we must urgently harness our demographic dividend by strengthening education, skills, job creation, bridging the rural-urban divide and bringing more women into the workforce.”



## Discussant and Vote of Thanks



### Vaishali Chopra

*Head - Public Affairs and Communication, Yara India*

“The private sector has redefined its role, embedding social and environmental goals into core strategies. Companies recognise that inclusive growth and shared value are prerequisites for long-term success.”





# Session 4

## The Gig Shift: Securing India's New Workforce

**Click to view the session**

India's gig and platform economy, driven by urbanisation, smartphone penetration and a youthful workforce, has grown from 7.7 million workers in 2020-21 to about 12 million in FY 2024-25, with projections of 23.5 million by 2030 and 62 million by 2047. Government measures such as identity cards, e-Shram registration and PM-JAY healthcare cover, along with state-led initiatives like Karnataka's welfare cess and Tamil Nadu's e-scooter subsidies, have been significant. Yet challenges in income security, social protection and career growth persist, making it crucial to balance the growth potential of gig work with a robust safety net. This can be achieved through industry and government co-creating policies that ensure innovation goes hand in hand with worker welfare and sustainable growth.

- What global models of gig worker welfare could be adapted to the Indian context?
- What key policy interventions are needed to balance innovation in the gig economy with robust social protection for workers?
- How can government and industry collaborate to enhance data visibility and policymaking for gig workers, moving beyond fragmented surveys to an informed, inclusive framework?



(Left to Right): Dhanya M.B., Mike Orgill, Vandana Gurnani, Javed Sayed, Michiko Miyamoto, Sudhir Zutshi

## Key Messages

- **Gig Workforce Scale and Growth** – Globally, gig workers make up nearly 12% of the workforce (~435 million). NITI Aayog estimates that 7.7 million Indians currently work as gig or platform workers, a number projected to rise to 23.5 million by 2030, with their contribution to GDP this year expected to be around 1.25%.
- **Rising Role of Women** – Women's participation in the gig economy is on the rise, empowering them economically through flexible work that accommodates household responsibilities and enhances their financial independence.
- **Social Security Provisions in India** – India's Social Security Code 2020 provides social security benefits like pension, health, maternity, accident and disability insurance funded jointly by workers, aggregators and government.
- **Employment Generation and Government Incentives** – Gig work is vital for employment generation in India's youth-heavy demographic. Initiatives like Pradhan Mantri Viksit Bharat Yojna incentivize youth employment and corporate hiring, supporting a growing gig ecosystem.
- **Challenges for Gig Workers** – Gig workers face challenges such as non-transparent employment terms, algorithmic management issues, lack of human interfaces for grievances, safety concerns and gender-related care responsibilities, though flexibility remains a key benefit for many, especially women.
- **Need for Global Framework and Recognition** – The International Labour Organization (ILO) recognizes the gig sector's contribution and highlights the need for global understanding to balance flexibility with protections, acknowledging varying worker motivations from supplementary to primary income.





Welcome



## Mike Orgill

*Head - Public Policy, Asia Pacific-Uber*

“Over the past few years, gig economy has changed the way India works. It is not on the margins but at the very heart of India's growth story.”

Chief Guest



## Vandana Gurnani

*Secretary, Ministry of Labour and Employment, Government of India*

“India has laws governing gig work but we call it a light regulatory touch. We don't want to stifle the innovation; we want it to grow because we see it as a very important part of employment generation.”



## Panellist



**Dhanya M.B.**

*Fellow (Faculty), VV Giri National Labour Institute*

“ Our research shows that women in India's gig economy are gaining real economic empowerment. As flexibility drives more women into work, their participation and income levels are steadily rising. ”



**Michiko Miyamoto**

*Country Director, International Labour Organisation*

“ India is a role model for safety code for gig workers' protection from injury; I think India is doing a great job in looking out for its people, protecting basic human rights. ”

## Vote of Thanks

**Sudhir Zutshi**

*Director - Policy and Strategy, Asia Pacific, UL Solutions*

“ India is one of the first countries globally to define what a gig worker is and it's leading the way in arriving at the right set of social welfare schemes. ”



# Session 5

## Economy Unbound: Next Gen Reforms as the Lever

[Click to view the session](#)

From reducing more than 42,000 compliances across sectors and the recent GST rationalisation to establishment of dedicated high powered task force, the government has made a committed push towards bringing a new wave of deep reforms. The Economic Survey 2024-25 emphasises that deregulation and ease of doing business will unlock India's demographic dividend and sustain growth over the years. Simplifying compliances, harmonising both process and governance regulations and building trust between government and industry is key to reaching the Viksit Bharat milestone.

- Which reforms will most directly reduce the cost of doing business and create confidence for investors in high-growth sectors such as electronics, pharmaceuticals and food processing?
- How can next generation reforms drive investment, innovation and formal job creation across sectors?
- How can industry and government collaborate to simplify compliances and ensure predictability in regulations?



(Left to Right): Natasha Jog, Apurva Chandra, V.Srinivas, Ishteyaque Amjad, Jayesh Ranjan, Vaibhav Mittal

## Key Messages

- **Centre and States Drive Reform Implementation** – Both central and state governments are pivotal in implementing reforms, attracting industry and investment, with some states advancing rapidly while others aspire to catch up.
- **Telangana's Path-Breaking Governance** – Telangana, a young state just 12 years old, has eliminated almost all permissions except statutory ones, granting clearances within 15 days with penalties for delays, exemplifying ease of doing business.
- **Institutional Camaraderie for Effective Governance** – The vision of “live institutions” emphasizes vertical and horizontal coordination to foster camaraderie, enhancing governance effectiveness and inter-department collaboration.
- **‘Maximum Governance, Minimum Government’** – The “Maximum Governance, Minimum Government” model aims to bring citizens and government closer through the strategic use of technology, enabling efficient, transparent and accountable governance. This vision requires the establishment of live institutions that foster synergies both vertically-across various levels of government-and horizontally-across departments and sectors.
- **Vision 2047: Agile and Efficient Government** – Vision 2047 aims to enhance decision-making efficiency by creating agile governance frameworks, emphasizing meritocracy, effective redressal of public grievances and service benchmarks.

Welcome



**Natasha Jog**

*Director, Public Policy, Meta*

“ From reducing more than 42,000 compliances across sectors to establishing a high powered task force, the Government has been walking the talk when it comes to its move on deep reforms. ”



## Ishteyaque Amjad

*Past President, PAFI*

*Managing Director, Policy and Global Government Affairs, India and South Asia  
Abbott Healthcare*

“India has leapfrogged since the economic reforms of 1991, but while reforms may begin at the Centre, their real impact is felt in the states where the action truly happens. Each state operates like a country of its own, shaping and advancing reforms in its own distinct way.”



## Panellist



## Apurva Chandra

*Principal Advisor, Ministry of Defence, Government of India*

“The safety and security of our people must always come first and meeting that need requires building our own technological strength. India remains one of the world's largest defence importers and it is essential that we reduce this dependence by developing and producing more at home.”

“Land remains the most crucial part of production. If the state industrial development corporation has an adequate land bank, it happens otherwise it becomes very difficult.”



## Jayesh Ranjan

*Special Chief Secretary, Chief Minister's Office (CMO), Special Projects (SPEED), Investment and Industry (I&I) Cell and Special Chief Secretary, Tourism, Culture, Heritage, Youth Advancement and Sports Department, Government of Telangana*

“ India is considered a difficult place to do business; one of the reasons is requirement of multiple permits/approvals. Telangana is actively trying to make doing business as seamless as possible. ”



## V. Srinivas Secretary

*Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances and Pensions, Government of India*

“ Karamyogi has been quite a gamechanger in enhancing state capacity. It ensures the transition from a rule based civil servant to a role based civil servant. ”

## Vote of Thanks

## Vaibhav Mittal

*Vice President, Corporate Affairs,  
The Indian Hotels Company Limited*

“ The Government understands the need to simplify regulations, strengthen trust between government and industry and create a predictable, innovation-friendly policy environment. These are essential to lowering the cost of doing business, attracting investment and unlocking India's demographic dividend. ”



# Session 6

## Plenary Session No Alternatives to Nature: India Inc. and the Green Economy

[Click to view the session](#)

India Inc. and the Green Economy India is cutting its emissions as well as its compliance costs, making itself a leader in sustainable growth. India's steps towards a green economy offers immense opportunities for private sector growth, with millions of jobs projected in renewables, EVs and sustainable industries. At a time when conservation of earth has become a civilisational imperative, it is critical to explore how climate finance, innovation and policy incentives can catalyse private investment and accelerate the shift to a low-carbon economy.

- How can businesses tap into green economy opportunities while ensuring commercial viability and long-term impact?
- What partnerships and policy frameworks are needed to scale green infrastructure and innovation across sectors?



(Left to Right): Rajeev Batra, Rajat Prakash, Bhupender Yadav, Navika Kumar, Rishi Chawla, Rohan Mishra



## Key Messages

- **Net Zero Aligned with Nature** – Achieving net zero is straightforward, exemplified by nature's own balance, with human pollution as the key disruptor; mindful consumption over mindless utilisation is pivotal.
- **Environmental Governance and Economic Growth** – India ensures development complies with environmental norms, balancing GDP growth with responsible resource use, emphasizing renewables over fossil fuels.
- **Transition to Circular Economy** – India is shifting from a 'take-make-waste' model to one focussed on recycling, reusing and reproducing, supported by initiatives like the 'Ek Ped Maa ke Naam' afforestation program.
- **Green Incentives and Responsible Development** – Policies such as green credit cards promote forest cover enhancement by individuals and corporates, balancing infrastructure projects with ecological compensation.
- **Streamlined Environmental Clearances** – Clearance processes improved drastically-from 600 days to 75 days now-with technology tools like Parivesh portal 2.0 enhancing transparency and streamlining processes.



Welcome



**Rajat Prakash**

*Managing Partner, Athena Legal*

“ Business and environment they go hand in hand. Policies initiated by India show that balance is possible. ”

## Navika Kumar

Group Editor-in-Chief, Times Network and Times Now Navbharat

“In the race between nature, science and technology, nature sometimes seems to loose out. But India is leading the way in making sustainability a key part of its growth story.”



## Chief Guest



## Bhupender Yadav

Minister of Environment, Forest and Climate Change, Government of India

“We have created wealth from waste. All our efforts including policies and regulations are towards circular economy.”



Bhupender Yadav being presented with PAFI's first book: *The Policy Pivot*

## Discussant

### Rishi Chawla

*Vice President, Corporate Affairs, Carlsberg India*

“Companies are completely aligned with the government's goal of net-zero economy. The key factor that will best align sustainability and needs of the industry is faster environmental clearances.”



### Rajeev Batra

*Past President and Founding Member, PAFI*

“To prevent damage to the climate and the environment, technological capacity and capabilities should be strengthened through new inventions.”



## Vote of Thanks



### Rohan Mishra

*Senior Director, Government Relations, Policy Advocacy and Strategic Issues Management, The Coca-Cola Company, INSWA*

“Climate adaptation is not cheap, it alone needs 2.5% of GDP which translates into \$100 billion a year. But we have to recognise that climate finance is absolutely indistinguishable from development finance.”



# Session 7

## People, Progress and Inclusion: India's AI Path to 2047

**Click to view the session**

Artificial Intelligence is reshaping societies and economies of scale, offering India a unique opportunity to lead with inclusive innovation. As the world gears up for the India - AI Impact Summit 2026, the focus must shift from pilots to impact, from aspiration to scale. India's digital public infrastructure, vibrant startup ecosystem and growing AI talent pool make it well-positioned to create tech-based solutions that deliver financial inclusion, healthcare, education and public services to tens of millions. The challenge is to ensure AI works not just for the privileged few but also for farmers, women, small businesses and communities, who often get left behind. By embedding trust, equity and sustainability into deployment models, India can set the benchmark for the Global South and beyond.

- What policy and regulatory frameworks are needed to ensure trust, safety and responsible deployment of AI at scale, especially in critical areas like financial services and healthcare?
- In what ways can fintech innovation powered by AI unlock credit, insurance and financial access for underserved entrepreneurs and businesses, accelerating India's path to Viksit Bharat 2047?
- How can industry and government collaborate in foundational AI models, datasets and digital infrastructure to position India as the hub for AI innovation in the Global South?



(Left to Right): Maj. Ranjeet Goswami, Sandeep Aurora, Natasha Jog, Abhishek Singh, Luis Miranda, Nitendra Rajput, Shivnath Thukral, Swati Samaddar

## Key Messages

- **AI as a Transformational Enabler** – Artificial Intelligence is reshaping societies and economies at scale. In India, its integration with the country's strong digital public infrastructure, dynamic startup ecosystem and deep AI talent pool presents a unique opportunity for inclusive and sustainable growth.
- **India's Distinct AI Advantage** – With Indian developers ranking among the top global contributors to open-source platforms, the country is well-positioned to create AI solutions addressing citizen-scale and global challenges. Identifying key focus areas where India can emerge as a global leader will be essential.
- **The AI Impact Summit is driven by the ethos of People, Planet and Progress** – Championing the responsible development and deployment of AI to foster inclusive growth, empower individuals, protect the environment and accelerate equitable progress globally.
- **Inclusive and Responsible AI Deployment** – Ensuring that the benefits of AI reach all sections of society-especially across the Global South-is central to the vision of progress and inclusion. Equal emphasis must be placed on mitigating bias, protecting against harm and building trust in AI-driven systems.
- **Pragmatic and Balanced Regulation** – The Indian government's early recognition of AI as an enabler has shaped a balanced regulatory path. Its ongoing review of existing laws aims to close gaps and ensure responsible development.
- **Building an Indigenous AI Model** – India must chart its own path in AI innovation rather than replicate Western approaches. Drawing on successful examples such as homegrown fintech solutions, the expanding IndiaAI Mission-spanning healthcare and small language models-demonstrates this indigenous approach in action.

Welcome



**Major Ranjeet Goswami, Retd**

*Treasurer, PAFI,  
Global Head, Corporate Affairs, TATA Consultancy Services*

“India is well placed to lead when it comes to inclusive innovation, not just for Indians, but also for the Global South.”



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Moderator

## Luis Miranda

*Chairman of the Board and Co-Founder, Indian School of Public Policy*

“The government has been very encouraging of all partnerships in the AI and other high-tech spaces.”



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Chief Guest



## Abhishek Singh

*Director General, National Informatics Centre, Additional Secretary,  
Ministry of Electronics and Information Technology, Government of India*

“Like any technology it has its pros and cons so when we are using AI for larger economic growth and social good, there will be guard rails. Guard rails are something we evolve in consultation with industry, with researchers and government to ensure AI is used for larger human good.”

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Panellist



## Natasha Jog

*Director, Public Policy, Meta*

“Financial inclusion, healthcare, education, public service – there is lot of space for AI to come in and solve at scale.”





## Nitendra Rajput

*Senior Vice President and Head, AI Garage, Mastercard*

“Payments ecosystem in India is secured by strong AI framework. It's not humanly possible to secure 1 billion transactions a day. Ease of use is also something that AI is enabling, which is why we have so many transactions happening.”



## Sandeep Aurora

*Managing Committee Member, PAFI  
Chairman, PAFI AI Council  
Group Director and Head, Public Policy and Government Affairs,  
India and South Asia, Microsoft*

“India must diffuse AI rapidly and equitably so no community is left behind, just as delays in electricity or internet once created decades of disparity. With the right infrastructure, policies and skills, AI can solve citizen-scale problems and power solutions for India and the world.”



## Shivnath Thukral

*Vice President and Secretary, PAFI*

*Vice President, Public Policy and Government Affairs, PhonePe Limited*

“ The key to success of India's AI story will be its deployability to solve problems of scale. ”

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Vote of Thanks

## Swati Samaddar

*Head - Government Affairs, CP Plus*

“ AI is surpassing expectations where it matters most, particularly when deployed at scale. ”





# Session 8

## Shaping the Century: Lawmakers' Roadmap to India's Future

[Click to view the session](#)

By 2047, when India marks a century of independence, the nation will stand at a crossroads shaped by decisions made today. From economic growth and social equity to sustainability, technology and global influence, parliamentarians play a central role in steering this journey. Their perspectives reveal how national aspirations can be translated into policies that endure across political cycles. Exploring what they envision for India's place in the world, the quality of life for its citizens and the balance between growth and inclusion can offer valuable insight into the priorities, trade-offs and bold ideas that will define the next quarter-century.

- What reforms in legislative processes or governance structures would prepare India for the economic, social and geopolitical challenges of the next 25 years?
- What are the most critical priorities for India to achieve its 2047 aspirations and how can the Parliament help ensure continuity across political changes?



(Left to Right): Deepshikha Dharmaraj, Shashank Mani, Anil Padmanabhan, Praniti Shinde, Rakesh Dubey





## Key Messages

- **The Demographic Window** – In 22 years, India will face ageing population challenges similar to China's today. The next two decades offer a limited window to harness India's young workforce and build a resilient economy.
- **Law as an Enabler** – The colonial legacy shaped law as an instrument of control. India is now transforming it into a tool of empowerment-enabling citizens, fostering innovation and strengthening justice as a pillar of growth.
- **Development Through Dialogue** – Development must be a dialogue, not a directive. People's aspirations are rising faster making collaboration across government, society and markets essential.
- **Strength of Communities** – Nearly 80 percent of India's social and economic life is community-led, especially in villages where collective action remains strong. Reviving and scaling this spirit is key to inclusive progress.
- **Empowering Women, Advancing the Nation** – The implementation of 33 percent reservation for women in Parliament marks a new era of representation. Economic empowerment remains the foundation for real progress and equality.
- **Viksit Bharat: The Next Nation-Building Revolution** – Viksit Bharat is India's most ambitious nation building effort in decades - a collective mission to create a developed India by 2047. This is a once-in-a generation opportunity to reshape governance, growth and inclusion for the future.



Welcome



## Deepshikha Dharmaraj

*Immediate Past President, PAFI  
Chief Executive Officer, Burson Group India*

“ India will be at interesting crossroads in 2047. It will be based on the decisions made now whether its economic growth, social equality, sustainability. Parliamentarians will play a central role in this. ”

Moderator

## Anil Padmanabhan

*Senior Journalist*

“ The world has become quite binary. It is important to meet in the middle, engage in dialogue and co-create solutions. ”



Panellist



## Praniti Shinde

*Member of Parliament, Indian National Congress*

“ It is very important for our democracy that the dialogue in the parliament is a two-way dialogue. ”



## Shashank Mani

*Member of Parliament, Bharatiya Janata Party*

“Viksit Bharat is a big campaign. Perhaps this is the first time ever that a prime minister has outlined a plan of action for 25 years. As parliamentarians it is our responsibility to take this vision of Viksit Bharat back to our constituencies. This is a once in a lifetime opportunity.”

### *Discussant and Vote of Thanks*



## Rakesh Dubey

*Director - Global Government Affairs, Carlyle Group*

“India has a lot of opportunities that the Parliament - with the Government as the rule maker and the Opposition as the conscience keeper can work on.”





# Session 9

## Plenary Session Securing India's Energy Future Amidst Geopolitical Conflict

[Click to view the session](#)

As India aims to double its economy by 2030 and transition to a \$30 trillion economy by 2047, ensuring energy security amid global volatility has become a strategic imperative. In an increasingly fragmented geopolitical environment marked by supply disruptions and price shocks, India must strengthen its energy resilience through a combination of domestic exploration, diversification of energy sources and long-term partnerships.

- What is India's long-term strategy for securing energy self-sufficiency in the face of global uncertainty and shifting supply dynamics?
- How can the government and private sector collaborate to scale domestic exploration and clean energy investments in line with India's 2030 and 2047 goals?



(Left to Right): T.S. Vishwanath, Hardeep Singh Puri, Navika Kumar, Ajay Khanna

## Key Messages

### Energy Consumption and Access

- Nearly 67 million Indians visit retail fuel outlets daily to purchase gas, petrol, diesel, CNG and other fuels.
- Fuel prices in India have remained stable and affordable over the past three years, with no reported shortages.

### Global Energy Context

- Despite ongoing global conflicts, large-scale hostilities have been averted, maintaining stability in energy markets.

### India's Economic Growth Story

- Over the past 11 years, India has risen from the 10<sup>th</sup> or 11<sup>th</sup> position to become the world's 4<sup>th</sup> largest economy.
- S&P has upgraded India's economic outlook after 18 years, reflecting sustained momentum and strong fundamentals.



### Revenue and Welfare Linkages

- India's oil sector contributes nearly 19 percent of total government revenue. This revenue supports welfare schemes that provide three daily meals of dry ration to over 800 million citizens.

### Policy and Legislative Developments

- The government has enacted landmark legislation to ensure predictability in taxation and limit the imposition of windfall levies.
- Enhanced exploration and production (E&P) is being reported, with 72 new discoveries recorded by the Directorate General of Hydrocarbons.



Hardeep Singh Puri being presented with PAFI's first book: "The Policy Pivot"



### Securing India's Energy Future

- Prime Minister inaugurated the Numaligarh refinery in Assam, which produces ethanol from bamboo-an innovative step in biofuel development.
- India's green hydrogen mission aims to make fuel of the future viable by reducing production cost to 2.50\$ per kilogram, which could trigger a major energy transition.
- The nation is advancing alternative energy sources through biofuels and biogas, with 38 percent of biofuel production now derived from maize.

### Diversified Energy Imports

- India follows a policy of neutrality in choosing oil suppliers and maintains a diversified energy import portfolio.
- India's import base has expanded from 27 to 40 countries, strengthening energy security and supply resilience. The country imports 15 billion dollars' worth of energy from the United States.

Welcome



### T.S. Vishwanath

*Founding Member, Past-President and Director General, PAFI  
Founder and Executive Chairman, VeK*

“Today, India is the fastest-growing major economy. In a world of volatility, the Government has been able to work out steady sources and supplies of energy, which is commendable.”



## Moderator

### Navika Kumar

Group Editor-in-Chief, Times Network and Times Now Navbharat

“India due to its commitment to atmanirbharta and sustainability now has a very impressive mix of green and renewable sources, besides traditional fuels.”



## Chief Guest



### Hardeep Singh Puri

Minister of Petroleum and Natural Gas, Government of India

“I get up reasonably relaxed every morning, confident in the knowledge that no matter what happens on the global stage, we will be able to navigate our way with resilience.”

## Vote of Thanks

### Ajay Khanna

Co-Founder, PAFI

“The session was truly power-packed, offering profound and valuable insights from the minister that enriched our understanding.”



# Session 10

## India's Roadmap towards Electronics and Digital Sovereignty

[Click to view the session](#)

India aims to grow its digital economy from 11.74% of GDP to 20% by 2029–30, driven by accelerated scaling of electronics manufacturing, digital platforms and AI-enabled services. This transformation is critical not only for economic growth but also for enabling financial inclusion, improving governance and increasing productivity across sectors. Success will depend on deep collaboration between the government and industry in the component ecosystem, focussed talent development to meet evolving digital skills demand, upstream and downstream manufacturing and large-scale investment in digital and physical infrastructure.

- What can the industry do to accelerate India's digital transformation in sectors like manufacturing, banking and education?
- How can policies be aligned to strengthen India's position as a global digital and capability hub?
- How can the Government and Industry deepen partnership to create a robust component manufacturing ecosystem?



(Left to Right): Chetan Krishnaswamy, S. Krishnan, Arijit Sen

## Key Messages

- **India's Foundational AI Models by Year-End** – The government has awarded contracts for eight new foundational AI models to be developed in India, in addition to four earlier projects. These models will fuel applications across sectors like manufacturing, education, healthcare, agriculture, logistics and transportation.
- **Opportunity for Youth and Job Creation** – India's unique advantage lies in leveraging AI to create jobs and add value, especially for its aspirational youth. India's labor market is different with fewer such jobs at risk and greater potential productivity gains.
- **Manufacturing and Electronics Assembly** – While India's manufacturing has been largely assembly-focused, that is significant as electronics assembly units are among the largest employers. However, India must deepen its value chain in manufacturing to sustain industry investments.
- **Value Addition in Electronics** – India does not aim for 100% domestic value addition, which is unrealistic even for China, holder of 60% of global electronics manufacturing. Currently, India's value addition is about 18%-20%, with a target to double it to 35%-40%, supported by the Electronic Component Manufacturing Scheme.
- **Building Resilient Supply Chains and Talent Pool** – Global geopolitical shifts and the COVID experience underline the need for resilient supply chains with multiple alternatives built in.
- **Industry and Visa Considerations** – While the industry requires visas for training talent, repeated circular movement should be minimized. Industry also holds responsibility to support talent retention and development comprehensively.





Welcome



## Chetan Krishnaswamy

*President, PAFI, Vice President  
Public Policy, Amazon India*

“ Technology policy cannot be created in silos. It needs to be co-created by the government, industry, academia and citizens. ”

Moderator

## Arijit Sen

*President, Government Affairs and Strategic Engagement, Vivo*

“ Industry stands ready to partner with the Government to boost electronic manufacturing in India. India has the human resources and opportunity to make this happen. ”





Chief Guest



## S. Krishnan

*Secretary, Ministry of Electronics and Information Technology,  
Government of India*

“India's AI story is different from the West. We have far fewer white-collar jobs at risk and far more to gain in productivity, especially in sectors like manufacturing, healthcare and education. The real opportunity lies in deploying AI where it matters most and ensuring that even smaller units and enterprises can access and benefit from these technologies.”

# Session 11

## Self-Leadership for Global Competitiveness: Lessons from Vedanta

[Click to view the session](#)

In an era marked by volatility, uncertainty and global crises, the demands on public policy professionals and leaders are greater than ever. Beyond navigating geopolitics, economic shifts and stakeholder pressures, true leadership calls for inner strength and clarity of purpose. Vedanta offers timeless lessons in self-leadership—teaching us that resilience, balance and discernment are the foundations of effective decision-making and meaningful engagement. This session explored how the cultivation of self-leadership, grounded in ancient wisdom, can empower today's professionals to drive collaboration, strengthen connectivity and chart sustainable pathways for India and the world.



(Left to Right): Vinita Sethi, Jaya Row, Medha Girotra





## *Key Messages*

### **Leadership in a Complex Era**

- Modern times bring heightened challenges, placing leaders under greater pressure than ever before.
- While the nature of challenges evolves, the essential quality of leadership must remain steadfast.
- Leadership manifests in many forms-within families, corporations, communities, the military, politics and spiritual life.

### **The Loss of Spiritual Foundations**

- In earlier times, India's raj rishis embodied leadership rooted in spiritual wisdom and moral strength.
- Such inner foundations have weakened in contemporary society, creating a leadership gap in purpose and integrity.

### **Setting Higher Goals**

- The essence of Indian ethos lies in setting and pursuing a higher goal beyond material achievement.
- The Bhagavad Gita teaches that those who act in a spirit of service and sacrifice for a noble cause become true change-makers.
- The higher the goal one aspires to, the greater the creativity, calmness and dynamism that person attains.

### **The Essence of True Leadership**

- True leaders seek service, not position or power. They are guided by intellect, driven by purpose and grounded in selflessness.
- Leadership requires passion, moral character, humility and the courage to act without personal gain.
- Money or status should never define a leader's purpose-service to a higher cause must.

## Welcome



### Vinita Sethi

*Past President, PAFI  
Chairperson, PAFI SAFE Council*

“ All of us in public policy have to face challenges like chaos and rapid changes. We need to keep up with clarity and wisdom; this is the best wisdom that we can dip into. ”

## Address

### Jaya Row

*Founder, Vedanta Vision*

“ A leader needs vision, capacity to look beyond the immediate present, the petty, the superficial. A leader must also look beyond I, me, myself. ”



## Vote of Thanks



### Medha Girotra

*Vice President, Communications - Asia Pacific, Mastercard*

“ As public affairs leaders, we must listen to our inner selves, awaken our sense of purpose and take small, steady steps each day toward building greater trust, unity and shared progress. ”

# Session 12

## State Leadership to Build Economic Relations: View from New Jersey

[Click to view the session](#)

At a time when global growth is shaped by new opportunities in technology, trade and innovation, partnerships at the state level can become powerful drivers of progress. New Jersey, with its strong industrial base, vibrant Indian diaspora and leadership in areas such as life sciences, fintech and electronics, is uniquely positioned to deepen ties with Indian states. By fostering collaboration in innovation, investment and talent exchange, both sides can create pathways for sustainable growth, stronger economic bonds and shared prosperity.

- How can state-level partnerships between New Jersey and Indian states open new avenues for investment, innovation and trade?
- What role can business leaders and industry associations play in strengthening subnational collaborations?
- Which sectors hold the most promise for mutually beneficial growth and how can these be scaled for long-term impact?



(Left to Right): Rahul Sharma, Philip D. Murphy, Sukumar Ranganathan, Vivek Abraham





## *Key Messages*

### **Reenergizing India–US Relations**

- Recent exchanges between Prime Minister Modi and President Trump, along with the appointment of a new ambassador and resumption of trade talks, indicate renewed momentum in bilateral ties.
- With significant strategic and economic stakes on both sides, both nations are motivated to restore balance and pursue a broad-based “grand bargain.”

### **Trade and Economic Engagement**

- New Jersey’s second economic mission to India, is focussed on innovation-driven sectors like life sciences, pharmaceuticals, technology, advanced manufacturing, AI, film, TV and higher education.
- Indian companies have already created around 3,000 jobs in New Jersey.
- There is scope for expanded Indian investment in New Jersey across biotechnology, life sciences, pharmaceuticals and advanced manufacturing sectors.

### **Education and Mobility Links**

- New Jersey’s graduate programs rely heavily on Indian students, reflecting deep academic ties.
- We should have an enlightened 21<sup>st</sup> century visa regime.

Welcome



## Rahul Sharma

*Past President and Founding Member, PAFI  
Managing Director, US India Business Council (USIBC)*

“New Jersey is a key state for India, home to the second-largest Indian community in the US after California and a leading destination for Indian investment.”

Moderator

## Sukumar Ranganathan

*Editor-in-Chief, The Hindustan Times*

“While India-US relations face moments of turbulence, the focus ahead must be on strengthening trade ties and creating pathways that allow Indian companies to compete on a more level and mutually beneficial footing.”







## Chief Guest

### Philip D. Murphy

*Governor of New Jersey*

“As I near eight years as Governor, India remains the only country to which we have made a second economic mission. Our ties run deep - culturally, economically and socially - and unlike many states that come to introduce themselves, New Jersey and India share a long and meaningful relationship.”



## Vote of Thanks



### Vivek Abraham

*Senior Director, External Strategy - India and South Asia, Salesforce*

“India and the US are enduring partners and our deepening collaboration will be central to driving shared prosperity in the years ahead.”



# Session 13

## Partner State Session: Vision Telangana Rising

[Click to view the session](#)

Telangana, India's youngest state, is shaping a bold and inclusive future through its long-term development blueprint Telangana Rising Vision 2047. Anchored in the aspiration of a Rich and Equitable Telangana for All, the state is working towards becoming a \$3 trillion economy by 2047, while ensuring that growth reaches every citizen and every region. The vision places human development at its core emphasising dignified livelihoods, empowerment of citizens and equitable access to opportunity. Backed by major investments, futuristic infrastructure and streamlined policies, Telangana is creating an enabling environment for innovation and sectoral transformation. The vision embraces the transformative potential of technology while being firmly grounded in sustainability, net-zero commitments and inclusive governance.

- What are Telangana's priority sectors for 2047?
- How can the private sector support inclusive and sustainable growth?
- In what ways can businesses contribute to building future-ready infrastructure and innovation hubs across the state?



(Left to Right): Y. Guruswamy Naidu, Chetan Krishnaswamy, A. Revanth Reddy, A.K. Bhattacharya, Rakesh Swami, Vedika Kapoor



A.Revanth Reddy being presented with PAFI's first book: *The Policy Pivot*

## Key Messages

### Telangana: India's Youngest and Fastest-Growing State

- Telangana, India's youngest state, is driving ambitious urban, industrial and infrastructural transformation

### Expanding Urban Mobility

- Metro rail network to expand from 70 km to 150 km; current ridership at 500,000 to rise to 1.5 million in five years.
- 3,000 electric buses to replace with EV by 2027. EVs receive zero-tax incentives to encourage adoption and sustainable transport.

### Urban and Cultural Renewal

- Musi River rejuvenation planned on the lines of successful riverfront projects in Gujarat, Uttar Pradesh and Delhi.
- Initiatives aimed at boosting cultural connectivity, urban aesthetics and water infrastructure.
- Elevated corridors and a state-wide water grid to enhance mobility and resource efficiency.

### Industrial and Economic Growth

- A regional ring road and rail network planned to strengthen industrial logistics and connectivity.
- 30,000 acres acquired near Hyderabad airport for Bharat Future City-an integrated hub for education, health, AI and EV sectors.

### Connectivity Initiatives

- State has requested bullet train links: Hyderabad–Bengaluru and Hyderabad–Chennai via Amravati.
- The state has also sought the enhanced rail and road connectivity to Machilipatnam port to boost exports and industry access.

### Strengthening Knowledge and Skills

- Telangana produces 110,000 engineering graduates annually; aims to bridge skilling gaps between industry needs and talent supply.
- Skills University established to drive industry-linked learning.
- Young India Sports University, fostering sports as a growth sector.

### Positioning Telangana as a Global Education Hub

- State aspires to attract global institutions such as Harvard, Stanford and MIT to establish campus partnerships.

### Agriculture and Investment Outlook

- Telangana's fertile land offers strong potential for organic and sustainable farming.
- The government assures full support and a business-friendly environment for domestic and global investors.



Welcome



### Chetan Krishnaswamy

*President, PAFI*

*Vice President, Public Policy, Amazon India*

“India's growth story is truly a sum of successes being written in each state. Telangana's innovation eco-system has become a model for others. Establishment of more than 70 new capability centres focussed on frontier technologies like AI and Quantum Computing demonstrate the state's growing appeal.”

Moderator

### A.K. Bhattacharya

*Editorial Director, Business Standard*

“Telangana is rightly planning across multiple fronts, from developing skilled manpower to strengthening the farm sector and building grassroots community institutions.”







## Chief Guest



### A. Revanth Reddy

*Chief Minister, Government of Telangana*

“Telangana is building a new city with nine dedicated verticals - from education and healthcare to AI and electric mobility - supported by world-class connectivity through metro links, express corridors and proposed bullet train routes. Our vision is to create a future-ready hub that attracts knowledge, innovation and global investment.

We want Telangana to rise as a trillion-dollar economy by 2034 and a three-trillion-dollar economy by 2047, contributing 10 percent to India's GDP. With strong law and order, the highest state-own tax collection and national leadership in drug control, we are committed to offering a secure, high-growth environment - and we invite you to join us as brand ambassadors of this vision.



## Discussants

### Y. Guruswamy Naidu

*Founder and Chairman and Managing Director, Celkon Group*

“India's electronics exports stand at \$38 billion compared to China's \$970 billion, which shows the enormous untapped opportunity ahead. Telangana, with its strong talent base and rapidly growing cities, is uniquely positioned to capture a significant share of this global electronics opportunity.





## Rakesh Swami

*Group President - Corporate Affairs, Godrej Industries Group*

“Telangana's development vision is a shared vision that invites industry and citizens to be equal stakeholders with the government.”



## Vote of Thanks



## Vedika Kapoor

*Director - Communication and Government Affairs, India Subcontinent, Haleon*

“Telangana's bold vision places infrastructure, development, innovation at the heart of the state's journey to 2047.”





# Session 14

## Turbulence to Opportunity: Delhi Between Washington and Beijing

[Click to view the session](#)

India's relations with the United States and China are at a turning point. With the US, a strong history of trust and cooperation in trade, technology and defence is now facing pressure from tariff disputes and market access barriers. With China, tensions over borders and security continue, but there is also the reality of deep trade ties and supply chain dependence. As global competition between Washington and Beijing intensifies, India must ask whether it can explore a new, more pragmatic dynamic with China even as it works to restore economic momentum with the US. The path ahead will require balancing competition and cooperation, safeguarding national interests and finding new ways to position India as a reliable and trusted partner in the global economy.

- What opportunities and risks would arise if India were to recalibrate its economic or diplomatic engagement with China amid growing friction with the US?
- What should be India's priority in rebuilding trust with the US while protecting domestic concerns?
- How can Indian businesses build greater resilience in an environment shaped by geoeconomic rivalry, shifting supply chains and rising tariff barriers?



(Left to Right): Harish Krishnan, C. Raja Mohan, Ashok Kantha, Richard Rossow, Manjeev Singh Puri, T.K. Arun, Yashika Singh





## *Key Messages*

### **Recalibrating Relations**

- India is navigating a complex and shifting global landscape with strategic composure and adaptability.
- The goal is stability and predictability amid global disruptions, focusing on balanced and bilateral engagement.

### **U.S.–India Relations**

- India and the U.S. strengthened their economic partnership in 2024, while deepening people-to-people ties, even as they actively work to resolve frictions over tariffs, technology flows and immigration.

### **India–China Relations**

- Despite border tensions and a \$100B trade deficit, China remains India's second-largest partner. India seeks stability, not alignment, while managing contradictions.

### **Strategic Autonomy / Multi-Alignment**

- India avoids choosing sides, balancing ties with U.S., China, Russia, Japan and others.

### **Global South**

- India positions itself as the “voice” of the Global South, articulating concerns but not claiming leadership.

### **Internal Strength**

- India must boost R&D, reduce dependence on Chinese components and strengthen competitiveness to achieve true autonomy.



Welcome



## Harish Krishnan

*Past President and Co-Founder, PAFI  
Managing Director and Chief Policy Officer, Cisco India and ASEAN*

“Despite tensions on the border, China remains our second largest trading partner with trade deficit widening to \$100 billion last year. Whether we like it or not our supply chains are deeply entwined.”





Moderator

## Richard Rossow

*Chair on India and Emerging Asia Economics, CSIS  
Managing Director - India and South Asia, McLarty Associates*

“ Trump 2.0 carries the same policy instincts as the first term, but this time with far greater capability and intent to execute. ”



Panellist



## Ashok Kantha

*Former Ambassador of India to China*

“ India does not appear to be pursuing a strategic realignment; rather, it seeks to maintain and reinforce its strategic partnership with the United States - a goal that may become progressively complex given evolving global dynamics. ”







## C. Raja Mohan

*Distinguished Fellow, Council on Strategic and Defence Research*

“Whether the Americans are with us or not, we have to find a way of balancing China that is fundamental and I don't think we can deviate from that policy.”



## Manjeev Singh Puri

*Former Ambassador of India to EU and Nepal*

“Realism matters. India may be on its way to becoming the world's third-largest economy, but it must continue strengthening its own foundations, working with all sides and managing its neighborhood wisely because good fences make good neighbours.”





**T. K. Arun**

*Senior Journalist*

“ India must engage China, Russia, Brazil, Japan and Europe, each of whom has its own mix of tensions and cooperation with the US. By leveraging these convergences and divergences, India can expand its strategic space for autonomous action. ”

## *Vote of Thanks*

**Yashika Singh**

*Chief Corporate Affairs Officer and Sustainability Head,  
India and South Asia, PepsiCo*

“ Geopolitics shapes supply chains, technology ecosystems and investment decisions, which makes it essential for public affairs leaders to engage proactively with governments. ”





# Session 15

## Geoeconomics at Play: India and the World

[Click to view the session](#)

As geopolitics and geoeconomics reshape the global order, the world's gaze is firmly on India—whether as a partner in Europe's green and digital transition, a key player in Asia's balance of power, or a bridge to innovation and markets in the Americas. This conversation explored how India is perceived globally: a trusted growth engine, a strategic counterweight and a driver of new norms in trade, climate and technology.

- What do governments, investors and businesses around the world expect from India's rise—and how might these expectations shape the country's global role in the decade ahead?

### *Key Messages*

#### **India–U.S. Relations**

- The current trade tensions and tariffs between India and the U.S. will be resolved soon. Both sides see strategic value in closer cooperation, given America's economic weight and India's growth trajectory.



(Left to Right): Ajay Khanna, Borge Brende, Shereen Bhan, Aklanta Kalita





### **Global Economy Resilience**

- Despite geopolitical volatility (Ukraine, Gaza, Iran), global growth forecasts have been revised upward to 3%.
- India's 7% growth contributed nearly 18% to global growth, underscoring its rising importance.

### **Foreign Direct Investment (FDI)**

- Concern over declining FDI flows into emerging markets. Investors prefer developed economies like the U.S. due to perceived safety, raising challenges for smaller developing countries.

### **Debt & Fiscal Challenges**

- Global debt levels are at historic highs. There is an intrinsic need for fiscal discipline.

### **Europe's Competitiveness**

- Europe faces energy costs and competitiveness challenges but has shown resilience. Reforms are needed to unlock innovation and maintain relevance.

### **Expanding India–Europe Ties**

- India and the EU share cultural compatibility and converging strategic interests, paving the way for an FTA.

### **Technology & AI Era**

- The biggest paradigm shift is technological-especially AI. The U.S. and China are leading with huge investments, but India is well-positioned due to its startup ecosystem, young population and strength in digital services.

### Jobs & AI Impact

- AI will disrupt jobs but, historically, technological shifts have created new opportunities. India's startup culture and young workforce could benefit from this transition.

### Global Collaboration in a Fragmented World

- India's inclusive diplomacy allows it to engage all major powers - Washington, Moscow, Beijing-with confidence.
- Constructive dialogues like the BRICS framework and global forums such as WEF reflect India's growing convening power.
- An "Autumn Davos" in Delhi could symbolize India's place at the heart of global dialogue, bringing together divergent perspectives on one platform.

### Outlook: Confidence Amid Complexity

- Geo-economics today is driven by resilience, diversification and digital transformation.
- India's optimism, demographic strength and openness to cooperation position it as a key architect of the next global growth story.



Welcome



**Ajay Khanna**

*Co-Founder, PAFI*

“ India's rise as the world's fourth-largest economy is taking place amid global upheaval, with fragmented supply chains and growing protectionism. Yet this environment also creates a strategic opening for India to strengthen its position as a trusted, resilient and competitive global partner. ”

## Moderator

### Shereen Bhan

*Managing Editor, CNBC-TV18*

“The world is navigating uncertainty and geopolitical flux, yet this environment creates space for India to play a stabilising, growth-driving role. Platforms like the World Economic Forum strengthen this momentum by enabling India to engage, influence and lead in shaping global solutions.”



## Chief Guest



### Borge Brende

*President and CEO, World Economic Forum*

“With 7 percent growth last quarter and an 18 percent contribution to global growth, India deserves recognition for being one of the strongest engines of the world economy today.”

## Vote of Thanks

### Aklanta Kalita

*Senior Vice President, Government and Public Affairs, Edelman*

“A new world order is taking shape and while it will take time to settle, India is well positioned to play a more influential and stabilising role.”





# Session 16

## Finding the Next Gear: India's Push Towards a \$7 Trillion Economy

[Click to view the session](#)

India's aspiration to become a \$7 trillion economy by 2030 will require accelerating its current growth trajectory. While growth is steady at around 6 per cent, it must rise to a sustained 7 to 8 per cent annually to meet the target. The government is deploying a mix of policy interventions including Free Trade Agreements, the Production Linked Incentive (PLI) scheme, the National Logistics Policy and the Digital India initiative to boost manufacturing, trade and capital flows. However, geopolitical uncertainties and geoeconomic conflicts continue to pose challenges.

- How can India align economic diplomacy, digital infrastructure and financial reforms to deliver sustained high growth amid global turbulence?
- What more can be done to mobilise public and private capital, especially through asset monetisation and investment facilitation frameworks?
- How can PLI and FTAs be better synchronised with trade, technology and investment strategies to expand India's global competitiveness?



(Left to Right): Shivnath Thukral, Srinivas Katikithala, Sanjay Jaju, Chetan Krishnaswamy, Neeraj Mittal, Nikhil Rao, Sunita Patnaik

## Key Messages

### India's \$7 Trillion Aspiration

- By 2030, India aims to reach a \$7T economy, requiring sustained growth, reforms and resilience against global turbulence.

### Telecom as an Enabler

- Nearly all districts (99.6 percent) in India are covered by 5G-among the fastest rollouts globally at one of the world's lowest data costs.
- Telecom has become a nationwide growth enabler, serving 1.2 billion mobile users and driving daily digital access.

### Inclusive Growth & Infrastructure

- There are lot of reforms being rolled out like the GST, economic reforms, Jan Vishwas bill, Insolvency Code, corporate tax cuts and massive infrastructure spending (~₹11 lakh crore annually).
- Improved access to housing, roads, electricity and clean water is transforming life in rural and remote India.

### Soft Power & Media Industry

- India's cultural storytelling and entertainment sector is growing at 15% annually but only 2% of the global market. The ministry seeks to expand India's share to 4% by encouraging FDI, OTT platforms and global content distribution.

### Urban Development

- There has been a huge definitional challenges in 'urban' stressing convergence of mobility, infrastructure and private investment.

### Securing India's Digital Future

- India's digital intelligence and fraud risk platforms are preventing large-scale cybercrimes and financial frauds.
- Saved ~₹150 crore in blocked fraudulent transactions recently.
- BharatNet, a 1.4 trillion-rupee program, is connecting 2.6 lakh villages, with 12 of 16 project packages already awarded. The vision is total digital inclusion so that every household thrives in an interconnected economy



### Manufacturing & Self-Reliance

- Government expects industry to invest in upstream/downstream ecosystems. Telecom manufacturing has grown sevenfold in 3 years under PLI schemes, with a push to “manufacture for the world.”

### Partnership for Sustained Growth

- Public investment must be complemented by private innovation and capital.
- India's next growth chapter lies in aligning infrastructure, industry, inclusion and innovation as one cohesive national vision.

Welcome



### Shivnath Thukral

*Vice President and Secretary, PAFI*

*Vice President, Public Policy and Government Affairs, PhonePe Limited*

“PAFI has kept pace with India's growth vision and our book ‘The Policy Pivot’ reflects our continuous effort to understand and support the country's next phase of economic and policy transformation.”

Moderator

### Chetan Krishnaswamy

*President, PAFI*

*Vice President, Public Policy, Amazon India*

“In order to grow the economy and the numbers that we aspire to there is also need to position India as a soft power; we have the basic ingredients.”







## Neeraj Mittal

*Chairman, Digital Communications Commission, Secretary, Department of Telecommunications, Ministry of Communication, Government of India*

“ Industry should not view the Government as formidable, but as a partner. Our job today is to ensure we do not stand in your way, but instead enable the entire ecosystem to function and thrive. ”



## Sanjay Jaju

*Secretary, Ministry of Information and Broadcasting, Government of India*

“ We have all it takes to become an economic powerhouse; if one has to reach \$7 trillion dream, we will require sustained growth over the next 25 years. ”





## Srinivas Katikithala

*Secretary, Ministry of Housing and Urban Affairs, Government of India*

“ We have to work in large economic geographies while identifying cities as growth hubs. Large infrastructure needs to be converged, especially mobility infrastructure, to support living and transactions of livelihoods. ”

---

### *Discussant*

## Nikhil Rao

*Vice President - India Operations, Flex*

“ For public affairs professionals, it is essential not only to engage in discussions on policy and regulatory reforms, but also to understand the government's expectations from industry and align our strategies accordingly. ”



---

### *Vote of Thanks*



## Sunita Patnaik

*Partner and India Head, DGA - Albright Stonebridge Group*

“ Building Brand India by showcasing our culture and heritage combined with technological progress and global leadership is essential for achieving the \$7 trillion goal. ”



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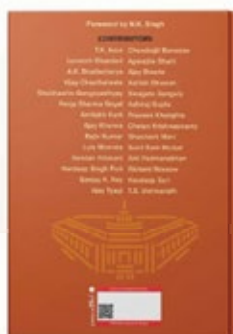
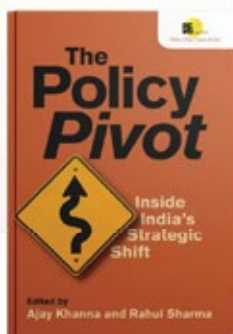
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N. K. Singh



CONTRIBUTION BY  
Hardeep Singh Puri

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*We are keen to transform our state and society into one of India's first fully developed regions by the highest global standards and look forward to PAFI playing a key proactive role in this ambitious, transformative journey."*



**A. Revanth Reddy**  
Chief Minister,  
Government of Telangana

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Foreword by **N.K. Singh**

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**No Alternatives to Nature: India Inc. and the Green Economy**



L to R - Rajeev Satra, Rajat Prakashy, Shupender Yadav, Navika Kumar, Rish Chawla, Rohan Mann

**Self-Leadership for Global Competitiveness: Lessons from Vedanta**



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**Geoeconomics at Play: India and the World**



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L to R - Vishal Chopra, Subho Ray, Aniruddh Kari, Shivraj Thakral, Ramani Srinivas

**Finding the Next Gear: India's Push Towards a \$7 Trillion Economy**  
 Session 16—Panel Discussion



L to R - Shivraj Thakral, Sanjay Jais, Chetan Krishnaswamy, Naveed Mittal, Nikhil Rao, Sunita Patilak

**Economy Unbound: Next - Gen Reforms as the Lever**



L to R - Natasha Jang, Aarun Chandra, V. Srinivas, Ishayaque Amjad, Jayesh Parag, Yashraj Mittal

**The Gig Shift: Securing India's New Workforce**  
 Session 4—Panel Discussion



L to R - Shreyas M.B., Mita Chipli, Vandana Gurnani, Javed Sayed, Michiko Miyamoto, Sudhir Zutshi

**The Elephant and the Geopolitical Chessboard**  
 Session 2—Panel Discussion



L to R - Ishayaque Amjad, Ajay Bisaria, Anun Singh, Arjit Sen, Navdeep Suri, Pranab Dhal Samanta, Deepshikha Chatterjee

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Partner State: Telangana

18 - 19, September 2025 | New Delhi

2 DAYS | 16 SESSIONS | 80 SPEAKERS

Leading from the Front: India's Rise in a Shifting World



L to R - Shrinath Thakral, Jeeva Khatri, Chid Sankar, Ajay Khanna, Rahul Sharma, Ashwini Vashishta, Chetan Krishnaswamy

Securing India's Energy Future Amidst Geopolitical Conflict



L to R - T. S. Viswanath, Hardeep Singh Puri, Navika Kumar, Ajay Khanna

State Leadership to Build Economic Relations: View from New Jersey



L to R - Rahul Sharma, Vivek Abraham, Philip D. Murphy, Tammy Murphy, Sukumar Ranganathan

Shaping the Century: Lawmakers' Roadmap to India's Future



L to R - Deepshikha Chaurasia, Shashank Mani, Anil Padmanathan, Praveen Shinde, Rakesh Dubey

Opening Address



Ajay Khanna

India's Roadmap towards Electronics and Digital Sovereignty



L to R - Chetan Krishnaswamy, Ajay Khanna, S. Krishnan, Arjit Sen

People, Progress, and Inclusion: India's AI Path to 2047



L to R - Rangesh Desai, Sandeep Aurora, Nataraja Jig, Adrish Singh, Luis Miranda, Nandini Raghu, Shrinath Thakral, Swati Senadatta

Turbulence to Opportunity: Delhi Between Washington and Beijing



L to R - Harish Krishnan, C. Raja Mohan, Ashok Kamra, Richard Rossow, Manjeet Singh Puri, T. K. Arun, Yashika Singh

Meeting between Chief Minister of Telangana and President and CEO of the World Economic Forum



L to R - Jayesh Ranjan, A. Revanth Reddy, Borge Brende, Ajay Khanna

Meeting between Chief Minister of Telangana and Governor of New Jersey



L to R - Ajay Khanna, Jayesh Ranjan, A. Revanth Reddy, Philip D. Murphy, Tammy Murphy

PAFI's Inaugural Book: 'The Policy Pivot - Inside India's Strategic Shift'



Book Launch by Ashwini Vashishta with Co-Authors, and Team PAFI





# Social Media Highlights

- Across two days of the Annual Forum, PAFI recorded over **1,000 organic engagements** and more than **60,000** impressions.
- Over **150** posts were live-tweeted from the sessions of **PAFI's 12<sup>th</sup> Annual Forum**, marking the highest level of digital activity to date.
- The month of September also saw the highest increase in engagement, with new followers rising by **86.7** percent.
- The Forum received more than **100 organic mentions** from **ministers, secretaries** and **industry leaders**, further amplifying its digital reach.
- The overall sentiment across social media conversations remained overwhelmingly positive, with all traction achieved organically and without paid promotion.



Impressions : **17.2K**  
Profile Visit : **380** ↑  
Engagement Rate : **298** ↑



Impressions : **60K**  
New Followers : **86.7** ↑  
Engagement Rate : **73** ↑



Impressions : **11K**  
New Followers : **222**  
(since Aug'31)  
Profile Visits : **683%**







United States New Jersey Governor [@GovMurphy](#) is on a six-day visit to India, meeting the Telangana CM [@TelanganaCMO](#), joining the Public Affairs Forum [@PAFIIndia](#).

[Telangana CMO](#) [@TelanganaCMO](#) · Sep 19

New Jersey Governor Mr Philip D. Murphy met with Telangana Chief Minister Shri [@revanth\\_anumula](#) in Delhi to discuss opportunities for collaboration across various sectors.

During the meeting, the Chief Minister highlighted key areas of focus ...  
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**Børge Brende** [in](#) · Following  
President and CEO at World Economic Forum  
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India represents one of the most dynamic and exciting economies in the world. In many ways, it is the startup nation, with over 160,000 startups and 120 ...more



**Telangana CMO** [@TelanganaCMO](#) · Sep 19

ప్రపంచంలో అగ్రగామినిలపాలన్న బహుశ్రావ్యమైన ప్రణాళికతో ముందుకు వెళుతున్న తెలంగాణలో పెట్టుబడులు పెట్టాలని ముఖ్యమంత్రి శ్రీ [@revanth\\_anumula](#) గారు పారిశ్రామిక వేత్తలకు ఆహ్వానం పలికారు. తెలంగాణలో పెట్టే పెట్టుబడులకు ప్రభుత్వం మద్దతుగా నిలుస్తుందని, అవసరమైన భద్రత ఉంటుందని స్పష్టం చేశారు.

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29 41 136 6.4K



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**Telangana CM Revanth Outlines Vision 2047 at 12th Annual PAFI Conference in New Delhi!** ...more



**Amitabh Kant** [@amitabhk87](#) · Sep 18

Interacted on a range of issues from geopolitics, tariffs, growth of Indian economy, role of free enterprise to technological leapfrogging at the 12th Annual forum of [@PAFIIndia](#). Lively, vibrant and engrossing discussions.



1 7 35 4.3K



**Jayesh Ranjan** [@jayesh\\_ranjan](#) · Sep 18

Got a wonderful opportunity to share Telangana's experience in carrying out pathbreaking reforms during [@PAFIIndia](#) Annual Forum in Delhi today in the presence of distinguished civil servants and industry representatives ...called out Govt to support progressive states



1 11 965



**YLAC** @ylacofficial · Sep 18  
We're delighted to have our co-founder @BhartiAparajita contribute to The Policy Pivot book being launched by @PAFIIndia and published by @juggernautbooks.

The book brings together 25 powerful essays from leading policy voices that uncover the forces transforming India's  
[Show more](#)



1 2 7 339

**Shashank Mani** @shashankmanibjp · Sep 18  
पब्लिक अफेयर्स फोरम ऑफ इंडिया द्वारा दिल्ली में आयोजित 12वें एनुअल फोरम में सम्मिलित हुआ।

"शेपिंग द सेंचुरी: लॉमेकर्स रोडमैप टू इंडियाज फ्यूचर" विषय पर पैनल डिस्कशन में मैंने आजादी के शताब्दी वर्ष पर आदरणीय प्रधानमंत्री जी के विकसित भारत के संकल्पों में मध्य भारत यानी टिबर-2,  
[Show more](#)



1 1 7 234

**Choose New Jersey** @ChooseNJ · Sep 19  
@govmurphy led a fireside chat at @PAFIIndia on "State Leadership to Build Economic Relations."  
New Jersey's strengths in life sciences, clean energy, + logistics pave the way for joint projects + knowledge exchange with India.  
[#NJIndiaMission2025](#) @HT\_Ed @htTweets



1 94

**Vivek Sonny Abraham** @vivek\_abraham\_ · Sep 21  
Great to be part of this panel discussion which had an extremely interesting take on the US-India relationship! Heartening to see that subnational relations can actually temper the tenor of the dialogue.

[@PAFIIndia](#) [@HT\\_Ed](#) [@Usibc\\_md](#)

**Governor Phil Murphy** @GovMurphy · Sep 19  
Honored to join the 12th Public Affairs Forum of India and take part in a fireside chat with Mr. Sukumar Ranganathan, Editor of the @HindustanTimes.

We are grateful for this unique opportunity to discuss ways to ...



3 118

**Governor Phil Murphy** @GovMurphy · Sep 19  
Honored to join the 12th Public Affairs Forum of India and take part in a fireside chat with Mr. Sukumar Ranganathan, Editor of the @HindustanTimes.

We are grateful for this unique opportunity to discuss ways to strengthen the partnership between New Jersey and India.



22 4 18 6K

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Business News • News • Politics • Telangana CM Revanth Reddy to meet WEF CEO, executives of top companies in Delhi on Friday

PTI • Last Updated: Sep 18, 2020, 10:47:00 PM IST

**Telangana CM Revanth Reddy to meet WEF CEO, executives of top companies in Delhi on Friday**

**Synopsis**  
Telangana Chief Minister A Revanth Reddy is scheduled to meet World Economic Forum President Borge Brende and New Jersey Governor Philip D Murphy in Delhi. Reddy will also engage with top executives from Godrej, Amazon, Carlsberg, Carlyle, and Uber to discuss investment opportunities in Telangana. He will address the 12th Annual Forum, Public Affairs Forum of India.

Hyderabad, **Telangana Chief Minister A Revanth Reddy** would meet **Borge Brende**, President and CEO of **World Economic Forum**, and also senior executives of top companies, including **Godrej**, **Amazon** and **Uber**, in Delhi on Friday.

Reilly would meet Philip D Murphy, Governor of New Jersey, United States of America, and will have a special meeting with Brende.

He will address the 12th Annual Forum, Public Affairs Forum of India and will have separate meetings with the executives of Godrej, Amazon, **Carlsberg**, **Carlyle** and **Uber** on investment opportunities in Telangana, an official release said here.

IANS live

Global confidence in India is rising amid next-gen reforms: Ashwini Vaishnaw

New Delhi, Sep 18 (IANS) Global confidence in India is rising, and next-generation reforms such as the recent GST restructuring and the rapid expansion of India's digital infrastructure are enabling stronger domestic and international partnerships, essential for achieving the vision of a developed India by 2047, Union Electronics and IT Minister Ashwini Vaishnaw said on Thursday.

Addressing the Public Affairs Forum of India (PAFI) event here, the minister underscored India's growing role and aspirations in the emerging multipolar world order.

"India's growth story is not just consistent, it is accelerating with greater confidence. We are moving from a 95 per cent to a 98 per cent confidence interval on growth, with inflation under control and a nominal growth trajectory of 9-13 per cent," Vaishnaw told the gathering.

India's achievements in semiconductors - from producing 70 billion chips to designing world-class 2 nanometre technology - demonstrate global confidence in our capabilities, he mentioned.

Simultaneously, reforms in income tax and GST, coupled with strong capex and talent development, are driving a virtuous cycle of consumption, investment, and employment.

TIMES NOW

Next-Gen Defence Acquisition Procedure to Factor in Drones, New Tech

Written by: Srinivas Chennurthy | Updated Sep 18, 2020, 21:43 IST

The Defence Acquisition Procedure (DAP) is set for a revamp by the end of the year to facilitate easier access to weapon systems for India's armed forces.

India, a heavy importer, is moving towards purchase of weapons from local manufacturers and for every import, there should be a 'Made in India' element, is the general guideline. (Representational image)

The defence ministry's new, streamlined DAP or Defence Acquisition Procedure to ensure that the armed forces get weapon systems more easily is expected to be ready by the end of the year.

After the draft is ready, it will be circulated among all stakeholders and be in the public domain. This will allow all parties involved and also, look at minor tweaks in case there are any good ideas.

Union Minister Ashwini Vaishnaw Talks Safety, Economic Reforms At PAFI Annual Forum

Site Admin | September 18, 2020 10:08 PM

Information and Broadcasting Minister Ashwini Vaishnaw has said that significant reforms have been made in the Income Tax Act and the Goods and Services Tax, Addressing the PAFI Annual Forum 2020 in New Delhi, Mr. Vaishnaw stated that the way GST has been structured, it will make everyday household items and agricultural products more affordable. He said, when the prices of the goods are lower than the demand will get a significant boost.

On the issue of the safety of railway passengers, Mr. Vaishnaw said that the Indian railway spends more than one lakh 30 thousand crore every year on safety-related projects. He said, due to consistent efforts of the government, the number of accidents have come down from 170 per year in 2013-14 to 38. The Minister stated that the government has made substantial investments in technology and improved maintenance practices.

## T'GANA CM TRAVELS TO DELHI TO ATTRACT INVESTORS

Telangana Chief Minister A Revanth Reddy travelled to Delhi on Thursday to take part in meetings with investors and the Public Affairs Forum of India (PAFI). He is scheduled to address the 12th Annual Forum of PAFI.



## Revanth to Pitch Telangana Rising to Global Investors

DC Correspondent

18 September 2023 12:16

The plan aims to transform Telangana into a \$1 trillion economy by 2035 and a \$2 trillion economy by 2047.



Revanth to attend 12th PAFI meet, outline growth plan, and hold party talks. (Image: X)

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Hyderabad Chief Minister N Chandrababu Naidu (left) left for Delhi on Thursday evening to participate in the 12th annual meeting of the Public Affairs Forum of India (PAFI) on Friday. He has also meetings with top global companies such as Amazon, Carlsberg, Google, Uber, to seek investment into Telangana.

At the PAFI meeting, Revanth Reddy will seek industry's support for his ambitious 'Telangana Rising 2047' vision. The plan aims to transform Telangana into a \$1 trillion economy by 2035 and a \$2 trillion economy by 2047. He will also meet Philip D Murphy, the Governor of New Jersey, and George Brinde, president and CEO, World Economic Forum and former minister of Norway.

### Similar Posts



Shriyani Centre Would Soon Be Opened in All Districts in Telangana...

## Telangana, New Jersey agree to cooperate in life sciences, urban transit



Web Admin  
S Daria News  
Hyderabad, 18 Sep 2023

Telangana Chief Minister N Chandrababu Naidu and New Jersey Governor Phil Murphy have agreed to cooperate in areas like software, technology, life sciences, urban transit and movies. The Chief Minister had a detailed discussion with the New Jersey Governor on the sidelines of the 12th annual conference of the Public Affairs Forum of India in New Delhi on Friday.

According to the Chief Minister's Office here, the two leaders agreed to create a systemic cooperation and bilateral exchange in the areas of software and technology, life sciences, Urban Transit and movies.

Agreeing to totally support Telangana Rising vision of CM Revanth Reddy, Governor Phil Murphy said, "There are lots of similarities between New Jersey and Telangana states. Together, we can make a huge difference for each other's economies."

The two leaders agreed to proactively bring trade relations from an earth-shaking release and demand that investment in the health sector.

Home » Business » Our focus must be on economic growth...

## Our focus must be on economic growth, self reliance amid global turbulence: Minister Vaishnav

NEW DELHI: Sept 18 Union Minister Ashwini Vaishnav on Thursday underlined the need to maintain steadfast focus on the nation's goals and economic growth, advocating an approach of self-reliance and a firm resolve to navigate the global turbulence.

Speaking at the 12th Annual Public Affairs Forum of India (PAFI) event, Vaishnav, Minister for IT, Railways and I&B, said an important question on the mind of every policymaker today is how to effectively deal with rapid changes unfolding globally at the moment.

"So yes, these are very interesting times. We must keep our focus very clear on what we want to achieve in our country. How do we want to grow our economy, strengthen ourselves, so that the storm which is there in the world...we should be strong enough to absorb those and pass our ship through those big storms," he said.

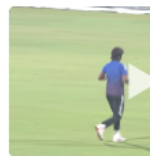
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## ASHWINI VAISHNAV HIGHLIGHTS GST BENEFITS AT PAFI EVENT

Union Minister Ashwini Vaishnav (left) spoke at the 12th Annual Public Affairs Forum of India (PAFI) event in New Delhi on Thursday. He highlighted the benefits of GST and the government's commitment to economic growth and self-reliance.

## Global confidence in India is rising amid next-gen reforms: Ashwini Vaishnav

Union Minister Ashwini Vaishnav highlights India's accelerating growth, digital transformation, and emerging global technological leadership.

04 Sep 14, 2023 09:11 AM

### Key Points

- India targets 8-10% nominal growth trajectory
- Semiconductor capabilities expanding with new manufacturing plants
- Railway infrastructure sees major safety and innovation improvements
- Digital public infrastructure driving national transformation

New Delhi, Sep 18

Global confidence in India is rising, and next-generation reforms such as the recent GST restructuring and the rapid expansion of India's digital infrastructure are enabling stronger domestic and international partnerships, essential for achieving the vision of a developed India by 2047, Union Electronics and IT Minister Ashwini Vaishnav said on Thursday.

"India's growth story is not just consistent; it is accelerating with greater confidence," Ashwini Vaishnav

Addressing the Public Affairs Forum of India (PAFI) event here, the minister underscored India's growing role and aspirations in the evolving multipolar world order.

"India's growth story is not just consistent; it is accelerating with greater confidence. We are moving from a 6.5 per cent confidence interval on growth, with inflation under control and a nominal growth trajectory of 7-12 per cent," Vaishnav told the gathering.

India's achievements in semiconductor - from producing 'Made in India' chips to designing world-class 2 nanometre technology - demonstrate global confidence in our capabilities, he mentioned.

Simultaneously, reforms in income tax and GST, coupled with strong capital and talent development, are driving a virtuous cycle of consumption, investment, and employment.

"These foundations ensure that India's growth story is both resilient and transformative," the minister noted.

Vaishnav further highlighted India's continued rise as a trusted global partner, attributing this momentum to sweeping policy reforms in deregulation, digitisation, and investment facilitation.

He mentioned that two more semiconductor plants will soon start operating, further solidifying India's position in the global chip manufacturing ecosystem, including the production of machines and materials for chips.

This comprehensive approach, he stated, is a 'complete product and forward' validation of India's capabilities, attracting global confidence.

He also highlighted the ambitious 'Telam 100 Labs' initiative and the expansion of the semiconductor talent development program, mentioning the 28 student-designed chips presented to Prime Minister Narendra Modi recently.



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Telangana CM Revanth Reddy claims  
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On 16th September 10, 2022 8:57 PM | Biofuels / Green hydrogen / hardeep Singh Puri | Under Energy

### Modi Government Securing India's Energy Future With Focus On Biofuels, Green Hydrogen: Hardeep Singh Puri

Ministry and sources Minister Hardeep Singh Puri has said that India's energy future is being secured by the Modi government through a variety of actions. Speaking at an event in New Delhi, Mr Puri said that exploration and production of oil and natural gas is being boosted up and that fuel dependence will also come down by using 20 per cent blending of biofuels. He also talked about green hydrogen, saying that it is the fuel of the future. The Minister said that India has now become the fourth largest economy in the world, which was only 18th position 5 years ago. He said it has now become a 4.2 trillion dollar economy from a 2 trillion dollar economy.

### हरदीप सिंह पुरी ने कहा - E20 फ्यूल से गाड़ी सराव हई और इम्पोर्टर्स बलेम नहीं मिला तो हमारे पास आए

#### E20 Fuel पर जड़ी चकड़ओ पर हरदीप पुरी ने कहा बयान दिया - क्या चाकई पर गाड़ियों के लिए सुरक्षित है साथ ही तीन लक्षद्वान और ऊर्जा आयात पर बड़ी रकम मिले

By CNBC Awaaz

September 16, 2022, 5:15 PM IST | Updated

पेट्रोलियम और जलजलक नैस पुरी हरदीप सिंह पुरी ने शुक्रवार को E20 फ्यूल (20% इम्पोर्ट और 80% पेट्रोल का मिश्रण) को लेकर बयानों को दूर किया और कहा कि यह बढ़ने के लिए सुरक्षित है। EAFI के एक इशारे में E20 के दूधे इम्पोर्ट्स स्लैम को लेकर पुरी ने कहा, "आज इम्पोर्ट्स कंपनियों स्लैम खोजे करती है, वो हमसे उल्टे करे - उन्होंने बताया कि भारतीय ऑटोमोबाइल निर्माता एसोसिएशन (SIAM) हमारे ही बयान को जोर देकर बता रहे है

Home / News / World Economic Forum, and senior executives from companies like Amazon and others

### World Economic Forum, and senior executives from companies like Amazon and others

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In addition, Reddy will engage in talks with Philip D. Murphy, the Governor of New Jersey, USA, alongside a special session with Oracle. These meetings underscore a concerted effort to bolster Telangana's economic prospects on the global stage.

The Chief Minister will also address the 12th Annual Public Affairs Forum of India, seizing the opportunity to highlight investment opportunities in Telangana to influential executives from Google, Amazon, Carlsberg, Carfax, and Uber. Reddy arrived in Delhi on Thursday evening as part of this significant initiative.

(With inputs from agencies.)

Home / News / India@2047: Amitabh Kant Charts the Next Decade of Vision, Reforms, and Resilience at PAFI's 12th Annual Forum

### India@2047: Amitabh Kant Charts the Next Decade of Vision, Reforms, and Resilience at PAFI's 12th Annual Forum

Latest article

Amrith Kant, Senior Advisor, Fairfax, Former CEO, NITI Aayog, today delivered a keynote address as Chief Guest for the session 'Vision, velocity and the road to 2047' at PAFI's 12th Annual Forum. In an insightful discourse that, Mr. Kant reflected on India's transformational journey over the past decade, highlighting key milestones and achievements. Drawing from his extensive experience and engagement with monumental initiatives such as Make in India, Startup India, and India's G20 Presidency, Mr. Kant shared success stories, learnings, and critical reflections for policymakers. His insights offered a profound understanding of India's growth trajectory and the pivotal role that have made the Indian economy future ready."

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### Amitabh Kant Envisions India's Next Decade of Transformation at PAFI's 12th Annual Meet

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News

India@2047: Amitabh Kant Charts the Next Decade of Vision, Reforms, and Resilience at PAFI's 12th Annual Forum

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Home / Industry / GST hike on E&P: Govt chalking out plan to compensate upstream oil firms

### GST hike on E&P: Govt chalking out plan to compensate upstream oil firms

The oil ministry is considering a scheme to compensate upstream companies for higher costs after GST on E&P services rose to 10 per cent, raising concerns of stranded taxes

Oil Minister Hardeep Singh Puri (Photo: Bloomberg)

Shubhangi Mathur | New Delhi

4 min read | Last Updated : Sep 16 2022 | 11:07 PM IST

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The government is working on a scheme to compensate upstream oil and gas companies -- those engaged in exploration & production (E&P) -- for the higher input costs they will incur owing to the recent increase in goods and services tax (GST) on their activities, a senior government official said.

"We are assessing an expenditure-side scheme to compensate upstream companies, something to look at the stranded taxes. Higher GST eats into the companies' margins. The proposal will be sent to the finance ministry for approval," the official said.

As crude oil and natural gas are outside the purview of GST,

Topics : [Oil Ministry](#) [ONGC Oil](#) [Oil refinery](#)

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### Amitabh Kant Envisions India's Next Decade of Transformation at PAFI's 12th Annual Meet

India@2047: Amitabh Kant Charts the Next Decade of Vision, Reforms, and Resilience at PAFI's 12th Annual Forum

New Delhi (Delhi) - September 16, 2022 - "Amitabh Kant, Senior Advisor, Fairfax, Former CEO, NITI Aayog, today delivered a keynote address as Chief Guest for the session 'Vision, velocity and the road to 2047' at PAFI's 12th Annual Forum. In an insightful discourse that, Mr. Kant reflected on India's transformational journey over the past decade, highlighting key milestones and achievements. Drawing from his extensive experience and engagement with monumental initiatives such as Make in India, Startup India, and India's G20 Presidency, Mr. Kant shared success stories, learnings, and critical reflections for policymakers. His insights offered a profound understanding of India's growth trajectory and the pivotal role that have made the Indian economy future ready."

India is on an accelerated trajectory to become a developed nation by 2047, fueled by a 'searching scale of growth' and a commitment to free enterprise. We envision a \$10 trillion economy by 2035, lifting all citizens out of poverty and achieving exemplary social outcomes. This transformation begins on shifting 25% of our workforce to manufacturing, making exports a key driver, and ensuring a fully digital, paperless government. We will continuously launch grand challenges like 'Vijay' and 'Sport' to spur innovation. We are building our own foundational AI models, not merely to compete, but to responsibly transform the lives of our citizens, particularly in rural areas, and to chronically improve health and nutrition. Our mission is to remain India's a global success story, with the ambition to become the world's largest exporter of green hydrogen by 2030. India is embracing, challenging, and leading global institutions, and charting a unique, sustainable path forward in a period of global conflict and climate urgency."

Mr. Kant emphasized that in an increasingly uncertain and disruptive global order, India must focus on policies that ensure stability while also building resilience, equity, and sustainability into its growth model.

99



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# Testimonials



"Thank you for your warm words and for the kind sentiments. It was a pleasure to be part of the PAFI Forum."

Ajay Bisaria,  
Corporate Strategic Advisor



"Great event as always. Congratulations to you and the PAFI team!"

Mike Orgill,  
Uber



"It was truly an honour to be part of PAFI's 12<sup>th</sup> Annual Forum. The Forum was indeed a remarkable platform, bringing together diverse voices, rich ideas and meaningful dialogue.

The scale and depth of the discussions reflected the maturity and vision of PAFI as it continues to grow as a trusted and respected institution.

Congratulations also on the successful launch of The Policy Pivot: India's Strategic Shift - a milestone that underscores PAFI's commitment to fostering dialogue and collaboration. I am grateful to you and your team for the warm welcome and impeccable organisation."

Dhanya M.B.,  
VV Giri National Labour Institute



"It has truly been a pleasure to be associated with the Annual Forum and to witness its remarkable growth year after year. Heartiest congratulations on the release of PAFI's first book - a significant milestone!

I fully agree with your viewpoint that public policy is like a compass - it may not always give the full map, but it provides the essential direction. It goes without saying that PAFI has come a long way and is now rightfully recognised as the go-to platform for Public Policy. Many congratulations to Team PAFI on this well-deserved success."

Mohit Gandhi,  
S. P. Mandali's Prin L. N. Welingkar Institute  
of Management Development and Research



"Thank you for inviting me.... truly enjoyed the conversation and the gathering."

Pranab Dhal Samanta,  
The Economic Times



**Congratulations on yet another outstanding Annual Forum!**

"It's been truly inspiring to witness the scale, impact, and thought leadership that this platform continues to deliver year after year. The energy, vision, and commitment of this group - especially the leadership steering it all - are nothing short of exceptional. Being part of PAFI's journey has been a privilege. I've cherished the opportunity to contribute, collaborate, and learn alongside such passionate professionals. Wishing PAFI continued success and many more milestones ahead. I'll always be cheering from the sidelines!"

Medha Girotra,  
Mastercard



"I want to extend my heartfelt gratitude to you and the entire PAFI team for successfully organizing the 12<sup>th</sup> Annual Forum. As always, the profile of speakers and the quality of deliberations were outstanding. It was truly an enriching experience.

Your superlative leadership in steering the team was evident, and the seamless collaboration amongst team members was remarkable. It is always a pleasure to be associated with PAFI, and I look forward to many more years of engaging and insightful forums."

Rakesh Dubey,  
Carlyle



"CONGRATULATIONS on such a fantastic Annual Forum. It was an absolute pleasure to attend the very informative and interesting sessions."

PAFI has become a force for the Policy Professionals, kudos to you Ajay and the very capable team. Wishing you more success and even more growth as we carry on."

Shipra Tripathi  
Ashoka University



"Very professionally organised, post-event communication to speakers, and a summing up of event insights in an article by you. Well done, Ajay!"

T.K. Arun,  
Senior Journalist



"This is a testimony to the great job you and your team are doing. Congratulations."

Shubhashis Gangopadhyay,  
India Development Foundation (IDF)



"A big congratulations to the entire gang - grateful to be part of such a powerful group of committed and passionate colleagues. Looking forward to keeping the momentum going and celebrating together in October."

Vaishali Chopra,  
Yara India



"Outstanding show - PAFI team has raised the bar and expectations are high...it is an honor for ULS to participate, attend and contribute. Grateful to the team - keep shining."

Sudhir Zutshi,  
UL Solutions



"Ajay...its been great to be associated with PAFI, and one has truly felt as a family. I recall the times PAFI was finding its feet. It's gratifying that under your unwavering leadership public affairs and public policy has been able to carve out its own platform and voice that's being recognised by all stakeholders."

A lot continues to be formidable and yet all here have managed to stick together and work towards a shared vision in each forum.

All the best to PAFI for the future as well."

Vinita Sethi,  
Past President, PAFI



"This year's Annual Forum was amazing, and you have raised the bar higher. Congratulations. Kudos to the entire team. I am reading the book currently and find so much value in each of the pieces."

Sunita Patnaik,  
Albright Stonebridge Group



# Gala Dinner

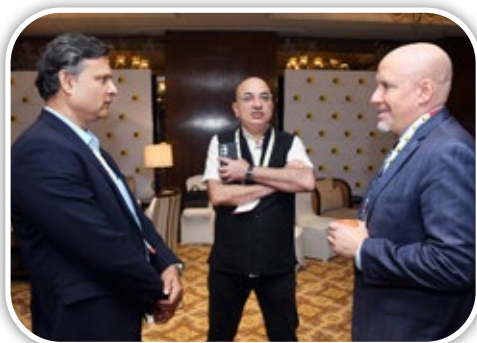








# Picture Gallery







# PAFI@18 – Reflections from Ajay Khanna, Co-Founder, PAFI

## Looking Back, Looking Ahead at India's Policy Crossroads

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Having observed India's policy journey for more than four decades, I can say with conviction that we stand at a rare inflection point. The world around us is unsettled - trade wars, tariff disputes, supply chain disruptions, climate challenges and technological churn have created unprecedented uncertainty. Yet, India shines as a beacon of growth and stability. With Q1 GDP at 7.8%, the fastest among major economies, the debate is no longer about whether India will rise. The question now is how India will shape the global order by 2047. Public policy is our compass on this journey. It may not always provide the full map, but it gives direction. That compass is tested most in uncertain times, yet it is also what enables us to walk forward with clarity and conviction. These themes animated the recent deliberations at the 12<sup>th</sup> Annual Forum of the Public Affairs Forum of India (PAFI). The Forum brought together leaders from government, industry, diplomacy, academia, civil society and the media. It also marked PAFI's 18<sup>th</sup> year - a milestone that symbolises maturity as well as responsibility. From a handful of believers meeting in borrowed rooms, PAFI has grown into a trusted, non-partisan platform anchored in integrity, transparency and trust. The Forum also saw the launch of PAFI's first book, *The Policy Pivot: India's Strategic Shift*. With 25 contributors across society, economy, diplomacy and the future, it is both a celebration of how far India has come and a call to action for the road ahead. Looking back at these conversations and looking ahead to India's policy future, I believe there are 18 broad ideas which came out from the annual forum in the 18<sup>th</sup> year of PAFI's journey - that can guide us toward 2047.

### 1. Think in Horizons, Not Cycles

Policy must outlast politics. India cannot afford to design laws and institutions only for short cycles. Reforms must be framed with 20–25-year horizons, building predictability and stability that attract both domestic and foreign investment and inspire confidence. For investors, businesses and citizens alike, predictability is the true currency of trust.

### 2. Reform with Velocity

Incremental steps will not take India to Viksit Bharat. Reform must move with speed and scale; a number of steps have been taken in that direction, but a lot needs to be done. Urbanisation will be the defining driver of this transformation. By 2047, half of our people will live in cities. Whether those cities become hubs of prosperity or centres of congestion depends on how boldly and quickly we reimagine infrastructure, governance and service delivery.

### 3. Growth with Depth

Headline GDP numbers are important, but depth matters more. Sustaining 8%+ growth for three decades will require resilient supply chains, tariff reforms and modernised factor markets. Growth must reach the farthest corners of society - inclusive, broad-based and resilient against shocks.

### 4. Turn Turbulence into Opportunity

The global chessboard is unsettled - tariff disputes, supply chain shocks and great power rivalries dominate. Yet, turbulence





is also opportunity. India can use its strategic autonomy and balanced diplomacy to anchor stability, champion the Global South and shape a more equitable world order.

#### **5. Embrace Geoeconomics as the New Currency**

Power today is not just about military or GDP numbers, but geoeconomics - the ability to set standards, shape supply chains and build trust. India must align domestic reforms with external partnerships, advance FTAs and position itself as a hub of trusted competitiveness.

#### **6. Balance Energy Security with Green Growth**

Energy resilience and green growth are not competing goals; they must advance together. India must strengthen oil and gas security while investing rapidly in renewables. For businesses, ESG must move from compliance to strategy. For policymakers, frameworks must align sustainability with economic opportunity.

#### **7. Build the Workforce of the Future**

India's demographic dividend is both an opportunity and a risk. Gig work, reskilling and the participation of women are no longer peripheral issues - they are central to competitiveness. Without safety nets and inclusive policies, the dividend could become a liability. With the right focus, it could power India's rise.

#### **8. Secure Digital Sovereignty and Harness Emerging Tech**

Digital sovereignty will define economic sovereignty. India must prioritise electronics, semiconductors and secure data ecosystems. At the same time, frontier technologies such as AI and machine learning are reshaping economies and geopolitics. AI has the potential to transform education, healthcare and governance - but also risks widening divides if unchecked. India must harness innovation with responsibility, balancing growth with safeguards and ambition with ethics.

#### **9. Lead with Values**

Competitiveness cannot be sustained without values. True leadership begins with self-leadership - discipline, integrity and purpose. Public affairs, too, must remain anchored in values: never about power, always about purpose. Trust is built not through transactions, but through consistent integrity.

**10. Strengthen Federalism and Subnational Diplomacy Policy** may be shaped in Delhi, but it is tested in the states. States are where the rubber meets the road - where reforms touch the citizen, where investments find ground, where results are measured. Telangana, our Partner State, highlighted the role of state-level innovation. The 40-member delegation from New Jersey underlined how subnational diplomacy is becoming a vital new frontier of global engagement.



### **11. Empower Parliamentarians as Anchors of Reform**

For reforms to endure, they must be anchored in democratic legitimacy. Parliamentarians provide continuity, consensus and scrutiny. Their role goes beyond passing laws - it is about ensuring that reforms reflect the people's voice and survive political cycles.

### **12. See States as Laboratories of Innovation.**

Many of India's most successful national reforms began as state-level experiments. From digital governance to industrial policy, states are laboratories where bold ideas are tested. Encouraging statelevel innovation and scaling best practices nationally is key to sustaining reform momentum.

### **13. Institutionalise Consultation Before Legislation**

Policy works best when it is co-created. Structured consultation with industry, civil society and stakeholders before laws are drafted prevents surprises, ensures smoother implementation and builds trust. Consultation is not a formality; it is the foundation of good governance.

### **14. Encourage Domestic Industry to Lead**

India cannot rely only on foreign capital. Domestic industry must move from seeking protection to delivering performance. Indian businesses must innovate, invest responsibly and compete globally. The future belongs to industries that see themselves not just as beneficiaries of reform, but as champions of competitiveness.

### **15. Recognise Public Policy Professionals as Strategic Guides**

Public policy professionals are no longer just advocates - they are strategic navigators. In many ways, they have become the "Chief Geopolitical Officers" of their organisations, interpreting global risks, building trust and turning uncertainty into opportunity. The profession itself must be strengthened with training, ethics and recognition.

### **16. Build Global Partnerships on Trust**

In an age of fractured trust, India's diplomacy and industry must lead with predictability. Whether in trade, investment, or multilateral forums, India's most valuable offering is reliability. Trust will be the decisive factor in India's global rise.

### **17. Make Inclusion Non-Negotiable**

Growth without inclusion is fragile. Bridging rural-urban divides, closing gender gaps and ensuring digital access for all are non-negotiable for sustainable development. An India that leaves no one behind is the only India that can lead.

### **18. Accelerate Factor Reforms and Smart Governance**

India's transformation depends on continuing reforms in land, labour and capital markets. Progress has been made — from landmark GST reforms to the government's focus on deregulation and ease of doing business. States, too, are taking bold steps to simplify laws, modernise labour codes and enable investment. The task ahead is to deepen these reforms, while embracing smart governance that uses technology to make regulation simpler, faster and more transparent. The journey from red tape to smart tape is already underway - and must be sustained with urgency and conviction. The Policy Pivot: India's Strategic Shift embodies these themes across society, economy, diplomacy and the future. The Forum reaffirmed that India has both the compass and the conviction to walk confidently towards 2047. As someone who has seen India's journey from cautious liberalisation in the 1980s to the bold ambition of Viksit Bharat 2047, I believe the essence of public affairs has never changed. It is about bridging divides, nurturing trust and guiding policy with humility and integrity. As PAFI turns 18, its mission becomes sharper: to strengthen public affairs as a profession, to foster transparent dialogue and to provide thought leadership. Our task is to ensure that public policy professionals continue to turn uncertainty into opportunity.

In the end, predictability is what we seek and uncertainty is what we prepare for. That is India's policy pivot. And that is the true spirit of public affairs - never about power, always about purpose.





Public Affairs Forum of India

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And The Dialogue Continues...

See you at **PAFI's 13<sup>th</sup> Annual Forum**