



Public Affairs Forum of India



# 5<sup>TH</sup> National Forum 2018

## PUBLIC AFFAIRS: **THE NEW PARADIGM**

September 13-14, 2018  
New Delhi



Public Affairs Forum of India



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Public Affairs Forum of India

## Introduction

Public Affairs Forum of India (PAFI) (www.pafi.in) is the only organised platform for Public Affairs professionals in the country. PAFI has representation from large and medium-sized transnational Indian and foreign companies.

PAFI's objective is to redefine perceptions of how business entities should engage with stakeholders, from Government and Media to Civil Society and Academics in their efforts to make the overall regulatory environment conducive for economic growth.

Since its inception, PAFI has been actively promoting Public Affairs as a profession. PAFI provides networking platform to exchange and share views and experiences between corporates and various stakeholders, through panel discussions, seminars and closed-door interactions.

This year, PAFI completed 10 years of service in fields of Advocacy, Public Policy and Public Affairs.

5th National Forum with the theme '**Public Affairs: The New Paradigm**', focused on the direction and fulfilment of several Government initiatives and various strategies corporates need to adopt for an effective Advocacy, Public Policy & Public Affairs programmes and engagements.

The National Forum, over the last few years, has become the meeting ground for Public Policy & Public Affairs professionals and it is the flagship annual event of PAFI. It is a strong platform for interaction with Government officials, CEOs, Media, Think Tanks, Legislators in an informal setting. The programme of the Forum was designed to have **conversations, debates & dialogues**. There were interactive panel discussions rather than formal speeches.

Some of the issues and policies the Forum focused on included 'Ease of Doing Business', 'Make in India' programme, 2019 Elections, Government Policies & Frontier Technologies, Global Geopolitical Outlook, India's Economic Outlook, Global Trade Issues etc.

PAFI completes  
10 years  
of service in  
fields of Advocacy,  
Public Policy and  
Public Affairs.



@PAFI\_India



#PAFINationalForum





## Inaugural Session

### DIALOGUE

*The biggest agenda for the country today is to create a new paradigm that meets the aspirations of a young population. This requires vision and the ability to create policies and responses which adopt a bottom-up approach so that the impact is felt by a large section of the population. No development can be achieved till all stakeholders work in tandem. The NDA Government at the Centre has been working to create a New India that can face the challenges and tap the opportunities of the future. How can Industry and Government work together to create a new paradigm for India? How are States and the Centre working in tandem to deliver sustainable growth? Are policies in India fully reflecting the challenges that are emerging globally?*

PAFI's 5th National Forum was organised at a larger scale this year as it was the 10th Anniversary of PAFI. The Forum was inaugurated by the Chief Guest Mr. Nitin Jairam Gadkari, Minister for Road Transport & Highways, Shipping, Water Resources, River Development & Ganga Rejuvenation, Government of India on 14th September 2018.



#### Nitin Jairam Gadkari

Minister for Road Transport & Highways,  
Shipping, Water Resources,  
River Development & Ganga Rejuvenation,  
Government of India

*“Our future is related with knowledge which is best defined as a combination of Science, Technology, Research and Innovation. These, together with the speed to develop and deliver, are the new strengths that the country will bank upon”*

The Honorable Minister commenced the inaugural address by congratulating PAFI on completing 10 years and opined that “Institutions like PAFI can inspire youth of the country to contribute in nation building.” He urged the participants of the Forum to “come forward and play a role in identifying solutions to India’s import costs. Conversion of knowledge into wealth is the practical vision of the country.”

“Rural development is crucial to the well-being of the overall Indian economy and the Government of India's priority is the upliftment of rural infrastructure, providing quality education, clean drinking water and employment opportunities. Agriculture is an area that faces water challenges and we are working towards harnessing our resources by building dams and different kinds of innovative models for effective water conservation.”

He emphasised the need to “innovate, develop and adopt technology for finding solutions to several issues that the country is facing today.”



**Hari S Bhartia**

Co-Chairman & Founder,  
Jubilant Bhartia Group

*“PAFI is a network of networks. The people in Public Affairs are those who help the founders, the CEOs and us, understand and remember that the business is not just about making profit but also about engaging with stakeholders”*

In his keynote address, Mr. Bhartia brought attention to the sheer speed of Advocacy today and how authenticity and transparency in the process can benefit communities at large. “Building trust across the stakeholders continues to be of paramount importance not just in our country but globally. Today, it is the need of companies to be seen as authentic and transparent and through this strengthen their engagement with stakeholders. This new scenario of connecting with stakeholders calls for a paradigm shift where businesses move away from quarter to quarter focus to something which is long term.”

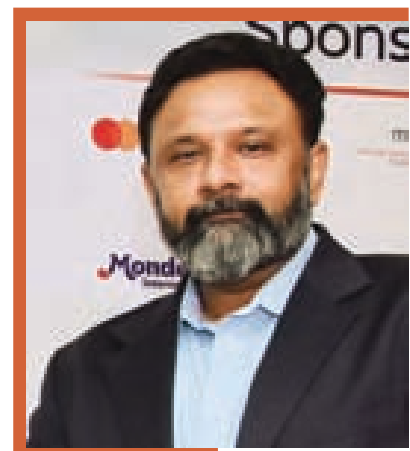
“People worry about short term and have stopped thinking long term. But it's important to play out the long term and get investors to think the same. The Public Affairs function has a vital role to play in promoting long termism. It is important in terms of working with the Government to ensure stable and consistent policy environment and engaging with society to build upon mutual trust.”

**Dr. K C Ravi**

President & Co-Founder, PAFI &  
Vice President, Business Sustainability (South Asia),  
Syngenta India Ltd.

Presented highlights of a survey conducted by PAFI:

- Need to upgrade the skills of Public Affairs professionals
- Reduce trust deficit
- Enhance information sharing between businesses and Governments
- Gaps in coordination between Government departments
- Increase engagement at State levels



“What began as a small step when we formed PAFI as an informal group has now become a resource for the Public Affairs community that provides a platform and opportunity to exchange information, share knowledge and experiences in engaging with external stakeholders in Government, media, industry associations, multilateral agencies and think tanks.”



### Ajay Khanna

Forum Chairman & Co-Founder, PAFI  
& Chief - Strategic & Public Affairs,  
Jubilant Bhartia Group

*“Today, it is not only about fixing problems, but also about finding solutions that have a bearing on economic growth. This can happen only through a constructive dialogue. In the emerging landscape, while the legacy of past habits still endure, the new realities are redefining the role of Public Affairs”*



### Ishteyaque Amjad

Secretary, PAFI  
& Vice President - Public Affairs, Communications & Sustainability,  
Coca-Cola, India and South West Asia

In his vote of thanks he applauded valuable insights shared by Hon'ble Minister and the Chief Guest.

“We could not have asked for a better inaugural session than the Minister addressing us and talking about several issues directly. The professionals and members of PAFI are not just their Company representatives to bring the Company or Industry issues to the Government but are also Government's eyes, ears and voice in our companies, especially in multinational companies where we go to them and say where the nation is progressing and under what kind of leadership.”



## Inaugural Dinner

### DIALOGUE

*The last one year has seen several developments in the national and international arena. In India, we have had elections across some very critical States where new alliances have been formed. Several initiatives have been launched at the Central and State level to transform India and address issues that are at the core of a development agenda for the country. Internationally, a trade war has commenced with protective instincts beating the decades-old philosophy of free trade that is challenging multilateral and regional institutions that were set up to build free and fair trade. The United States and North Korea have discussed detente and Saudi Arabia is embracing liberalisation. All this means interesting times for the Industry.*



#### Dr. Rajiv Kumar

Vice Chairman,  
National Institution for Transforming India,  
NITI Aayog, Government of India

At the inaugural dinner on September 13, 2018, he said, “In the last four years, the amount of work the Government has done to improve governance, structural reforms, rapid growth with reasonable macroeconomic stability, is significant. India has now come to a sweet spot.”

*“ PAFI enshrines the culture that we want to develop in the country, in business and commerce & relations with the Government. Data driven advocacy is most crucial to building trust and I see members of Public Affairs playing a critical role in minimising existing trust deficit”*





**Shivnath Thukral, Public Policy Director - India & South Asia, Facebook** moderated the discussion. He applauded the efforts of PAFI members in bringing together an active dialogue on the developments that impact Industry at large.

The evening concluded with a performance by leading stand-up comedian, Amit Tandon.



**Dr. K C Ravi**

“It is a significant milestone for PAFI as we complete ten years towards bringing a ‘Swachh Public Affairs Abhiyan’ in the country. PAFI’s aim has been to try and reduce ‘trust deficit’ between various stakeholders and to contribute towards a holistic, data based and ethical approach to policy making.”



## Is 'Make in India' a Mere Phrase or Is it a Vehicle to Deliver Growth?

### DIALOGUE

*'Make in India' is a vision that can transform the country into a manufacturing hub for the 25 chosen sectors. While progress has been recognised, problems have also been raised. What can Industry and Government do together to ensure 'Make in India' delivers to its optimal level? Is the protective global environment hurting the 'Make in India' initiative? Are policies in place to ensure a viable investment climate for manufacturing in the country? How are States partnering with the Centre in making this scheme a success?*

The 'Make in India' session began with PAFI Managing Committee Member Sanjay Singh kickstarting the discussion, sharing memories of the day when Prime Minister Modi announced this ground-breaking campaign four years ago in Vigyan Bhavan, New Delhi.



#### Ramesh Abhishek

Secretary,  
Department of Industrial Policy and Promotion,  
Government of India

“‘Make in India’ is not a mere phrase that has been coined, it is about identifying challenges and strategising to make our Industry competitive”

“‘Make in India’ has caught the attention of people both in India and abroad and is not limited to manufacturing alone. It also includes providing services, as the differences between the two are getting blurred. This is work in progress and each one of us has to get involved.”





### **C K Mishra**

Secretary, Ministry of Environment,  
Forest and Climate Change,  
Government of India

'Make in India' represents "responsible growth that helps the Industry expand without disturbing the environment." He also urged people to "strike a fine balance between development and environment conservation." While responding to questions, he said that as the Secretary of the Ministry of Environment, it is his job to strike that fine balance by "providing a platform and a knowledge base to help industries benefit."

### **Richard van der Merwe**

Vice Chairman & Managing Director and CEO,  
Bayer CropScience Ltd.

He described 'Make in India' as an "opportunity to tackle the challenge of improving the quality of life for all, amid climate change and population growth." Adding to the earlier conversations on value creation especially in areas such as R&D, design and after-sales service, he said that in order to achieve growth, we must move away from restricted import policy to encouraging exports.



### **Puneet Dalmia**

Managing Director,  
Dalmia Bharat Group

The current Government is playing the role of a 'simplifier' by removing all bottlenecks in the system, instead of being a 'spoiler'. He appreciated the psychological shift in the working style of the Government in the last four years, since PM Modi took over in June 2014. "This Government is open to dialogue - there is certainly a great political will and willingness to implement," he said.



### Javed Sayed

Associate Executive Editor,  
The Economic Times

Moderated the session and said, “India has underperformed on the manufacturing front despite several policies and programmes, including Dr. Manmohan Singh’s re-manufacturing policy.” He also sought answers to several questions about the conduciveness of the current regulatory environment vis-à-vis the past, the growth of manufacturing investments, and employment generation expected from such a grand campaign.



### Sanjay Singh

Member Managing Committee,  
PAFI  
& Advisor, Tata Sons

‘Make in India’ is a vision of partnership where States are important stakeholders.

### Sunita Sule

Corporate Affairs Director,  
South Asia, BASF



In her vote of thanks she applauded the NDA Government for being “solutions-oriented with the desire to deliver” and for “walking the talk”.



## ‘Ease of Doing Business’ - Has India Moved Beyond Rhetoric?

### DIALOGUE

*‘Ease of Doing Business’ has been on the priority list of the Government since 2014 and, therefore, considerable success has been achieved over the years. The push to reform India and make it easy for business has received tremendous focus. While India has moved up the list of countries in the ‘Ease of Doing Business’ ranking of the World Bank, there is also a recognition that a lot more needs to be done to attract higher levels of investment. What is needed at the Central and State level to transform India? Is it just a policy initiative or do we need changes in the mindset across various pillars of the country that impact business? How can Industry, Government and other stakeholders work together to further improve ‘Ease of Doing Business’ in India?*

The dialogue among the panelists focused on how an array of Government reforms got India to make a 30-point jump to break into the top-100 in the World Bank’s ‘Ease of Doing Business’ (EoDB) index. To keep the momentum going, the State has instituted a multi-pronged strategy across sectors, industry bodies and Government agencies in an overarching push to make India the most sought-after business destination. But what more can be done to make a greater difference to India’s EoDB?



**Prof. M. Chandrasekhar**

Faculty, IIM, Visakhapatnam

Spoke of ground-level capacity-building in entrepreneurship and stressed on creating inclusiveness by targeting traditionally under-represented demographics such as women. Indian education and R&D also need to meet international benchmarks to achieve the edge of competitiveness and excellence. “‘Ease of Doing Business’ needs to be inclusive, equitable, and promoting a culture of excellence,” he said.

**Nitin Atroley**

Managing Partner - North,  
KPMG

Underscored the need for the corporate sector to educate all stakeholders and decision-makers. “Education is part of the cost the private sector has to incur,” he explained, “as policy-making does not always factor new challenges faced by businesses. So that conversations and the discussion around that need to be expanded. While we may have very aware people at the State/Centre, people in corporates may not be able to connect with them.”





**Shihab Ansari Azhar**

Sr. Private Sector Specialist, Trade & Competitiveness India,  
World Bank

*“ India needs to act on two critical indicators for improving ‘Ease of Doing Business’, namely, land registration and Indian courts ”*

“Some compromises would need to be made keeping India's size in mind,” he added, observing certain lacunae in the World Bank Report, which prevents it from being truly comprehensive. “It shows how countries are changing in specific areas and focuses on actionable reforms, but does not measure cost of regulations to society.”

**Shardul Shroff**

Executive Chairman,  
Shardul Amarchand Mangaldas & Co.

“As regulations improve the competitiveness of the business ecosystem, the cost of compliance should also remain meetable,” he stated. Retaining his candour, he added, “more forms of issue resolution are desperately needed, including better infrastructure for insolvency and a coordinated and cohesive approach to even law making.”

“One has to engage in time-bound arguments. Procedural changes are happening but cumulative efforts are yet to be felt.” He expressed, “the cost of arbitration is enormous and EoDB should be made simpler.”





**Ishteyaque Amjad**

While moderating the session, he said, “the session is a true reflection of what Public Affairs people do in their lives - almost like building a plane while you are flying. ‘Ease of Doing Business’ is a very debated subject. There is increased competition among the States with each one making itself a favoured destination for investment, but there are still many cynics who consider this a rhetoric.”



**Rakesh Dubey**  
Director - Policy &  
Government Affairs,  
Monsanto Holdings Pvt. Ltd.

In his vote of thanks he complimented how the session brought unique academic yet practical perspectives on how to see ‘Ease of Doing Business’.



## Luncheon Session on Global Geopolitical Outlook and Impact on India

### DIALOGUE

*The world is at crossroads. An emerging China that is seeking to dominate the region and the globe and an aggressive United States are making the ride for business interesting across global markets. Every region of the world is witnessing new developments. The growing importance of the Indo-Pacific and the push by Beijing for OBOR initiative is also impacting business. What is the outlook for the world in the next four to five years and what will it mean for India?*



#### Shyam Saran

Former Foreign Secretary  
& Special Envoy of the Prime Minister of India  
and Board of Trustee, IIC

*“2+2 is the recognition of the fact that there has been this fairly dramatic transformation in the India-US relations. The fact that this has taken place even at the time of uncertainty, the unpredictability of the Trump administration testifies to the fact that there is a fairly strong bipartisan consensus in taking India US relations forward”*

In a riveting session with **Shyam Saran**, moderated by **Arun Singh, Former Ambassador of India to the US**, the two veteran diplomats discussed Global Geopolitical Outlook at length and impact on India's relationship with US, China, Russia, Japan and Europe. During the discussion on India's relationship with US and the recent 2+2 dialogue, Mr Saran said, “2+2 has been a very steady and significant progress in the relationship over last over last 15 years, since Mr. Vajpayee's tenure as PM. Since then, the relationship has, quite unexpectedly reached a depth and breadth that would not have been foreseen even 10 years ago.” He further spoke about how Russia and India relationships are becoming complicated with some latest developments between Russia & China and Russia & Pakistan. He said, “what we have to realise is that India-Russia relations are not India-Soviet relations; the dynamics of the relationships have changed. India-Russia relations continue to retain a degree of importance. Though at this point of time Russia-China relations are close, but they are driven by Russia's complications with US.”



Talking about strategic dimension to India China relation that goes beyond our bilateral relations, Mr. Saran said, “there are two things to think about - are you prepared to commit yourself to not accept a regional order or a global order that is dominated by China. If you are not ready to accept that you need to build your own capability and have confidence in that. Second, inevitably you will need to try and become part of a countervailing coalition and that is what we are trying to do, building relationships with US, relationships with Japan, relationships with South East Asian countries not so much as a containment of China but certainly as restricting the unilateral assertion of power by China.”



### **Arun Singh**

Former Ambassador of  
India to the US

Moderated the session to present an engaging dialogue on topics pertaining to global geopolitical outlook and the impact on India. During the discussion, he posed range of questions on the changing geo-political situation across the world, impact on India including its relationship with USA, Europe and Russia.



### **Rajeev Batra**

Past President  
& Founding Member, PAFI  
& Former Group Head  
Corporate Affairs,  
Hindustan Unilever Ltd.

Welcomed the panelists and invited them to participate in a dialogue at a time when the world is at crossroads with an emerging China seeing to dominate the globe.



### **Ajay Khanna**

“As Public Affairs professionals, we need to look at how geopolitics impacts trade much more strategically than we do currently.”



## Trade, The New Disruptor: How is India Impacted?

### DIALOGUE

*Protectionism is on the rise. Existing multilateral and regional trade bodies are facing the heat with member countries going against established norms to protect markets and hit out at competitors. What should be India's response to the global developments that have a major impact for business? How can Industry work with Government and international bodies to create a sustainable environment for trade? Will trade wars redraw the existing global and regional value chains that businesses have created over the years? Are these developments a challenge or an opportunity for Indian companies?*



**Nadir Patel**

High Commissioner of Canada in India

*“Rising sentiment of protectionism is disconcerting. It is also a potential breakdown of several decades of work”*

He mentioned, “Open trade is leading to poverty alleviation for millions, development of new technologies and innovation.” “For Canada and India, there is growth and opportunities to collaborate,” he said. The current protectionist scenario offers pro-free trade countries the scope to diversify markets and explore new sectors of cooperation.

**Ambassador V S Seshadri**

Former Vice Chairman,  
Research and Information System for Developing Countries

In the area of global trade, there is a strong need for a level playing field. This was emphasised by the Ambassador who observed the reluctance of developed countries to make concessions for agriculture in emerging economies. “Reform proposals for the WTO (World Trade Organisation) don't have any discussion on agriculture,” he asserted, and blamed the high standards for FTAs among developed countries for forcing out a lot of developing countries.





**Alok Chaturvedi**

Director General,  
Directorate General of Foreign Trade

He articulated the sobering realisation that no matter how booming India's markets may be, and how welcoming the business ecosystem is becoming to FDI and FII's, India is still not a big player in international trade. "India is the 20th largest exporter, but the 11th largest importer in the world," he said. He went on to identify the real disruptor in trade as the US policy stance. Protectionist tendencies are not growing everywhere, these trade disruptions offer India more and more opportunities and, to avail of them, the need of the hour is to be competitive and quality-conscious.



**Kulin Lalbhai**

Executive Director,  
Arvind Limited

The re-alignments will open up windows of opportunities in the age of protectionism. There are enough like-minded countries with whom we can have a win-win situation and was in agreement that India needed to make new friends.





**Rahul Sharma**

Past President  
& Founding Member, PAFI  
& Deputy Secretary General,  
FICCI

“We are living in a world that is evolving in a different way today. There are new challenges.”

He invited the panel to share insights on how the Industry can work with the Government and international bodies to redraw the existing regional and global value chains that businesses have created.



**T S Vishwanath**

Past President &  
Founding Member, PAFI  
& Principal Advisor,  
APJ-SLG Law Offices

“We are seeing growing signs of protectionism across the world” - with that he moderated the discussion to present different views on ‘Trade, The New Disruptor’ and how trade agreements are being looked at in foreign trade policy.



**Medha Girotra**

Member Managing Committee,  
PAFI & Head-Delhi  
& Public Affairs Practice Lead,  
Edelman India Pvt. Ltd.



In her vote of thanks she said, “the panel brought a very balanced and well-rounded perspective on evolving trade landscape and India requires very nuanced deliberations in this changing environment.”



## Government Policies & Frontier Technologies

### DIALOGUE

*NITI Aayog has formally set the ball rolling on India's adoption of Industry 4.0 Technologies with the publication of a concept note on Artificial Intelligence (AI). The paper is a clear signal that along with Artificial Intelligence, Industry 4.0 Technologies such as Blockchain, Industrial IoT, M2M, Augmented Reality are important from the point of view of India maintaining a leadership position in technology and technology-led innovation.*

*However, there is much mystery surrounding these emerging & frontier technologies and there is little clarity beyond headlines as to how these could be applied to address India's tech and social needs; who should take the leadership in driving adoption, what would be the policy framework for accelerating the growth of this technology? There are also the basic questions of whether we should all adopt these fancy technologies; would the cost of adoption not be too high? What if such technologies are misappropriated?*



**Anna Roy**

Advisor,  
National Institution for Transforming India,  
NITI Aayog

***“Competition, transparency and accountability, both by the Government, and the Private sector are absolutely necessary”***

In a panel discussion about the cross-section of frontier technologies and domestic policies, she spoke about the need for a futuristic, progressive private sector which steps out of its comfort zone. Ms. Roy noted the achievements of India's sunrise sector, Information Technology, and pointed out that, amidst its slowdown, little has been done to support India's shift from IT-enabled service providers to technology providers.



### S.V.R. Srinivas

Principal Secretary, IT,  
Government of Maharashtra

The Government tends to work in silos when it comes to drafting policies on technology. They need to be extremely nimble-footed and flexible to reach a consensus.



### Pranjal Sharma

Author,  
'Kranti Nation: India and  
the Fourth Industrial Revolution'

To his mind, the Government has three roles:

- to protect - privacy and consent rights in a data regime
- to promote - policy framework at individual and institutional level, and
- to procure - create immediate recognition, encouragement, and business cases for new technology-based companies in India

He spoke about how no technology is an island, and the interconnectedness of Industry 4.0 makes it futile to think of new-age technologies in isolation. Issues of information and data security have come into picture, but the important point for the Government is to keep an open mind and to take decisions rapidly. A policy with agility built into it is required.

### Chetan Krishnaswamy

Director,  
Public Policy, Google India



*“ There has been a 4x growth in the number of rural internet users. Which means, the policies that the Government puts in place are appealing to the people living in the hinterlands ”*

While there have been phases of disillusionment in policy-making, he conceded that there will be no stopping the march of technology, and that a degree of harmonisation is inevitable for any forward-looking country.







### Avinash Ramachandra

Director, Public Policy,  
Amazon

“We live in very exciting times and are seeing lot of work happening with the Government moving forward on the Artificial Intelligence policy.”



### Subho Ray

Treasurer, PAFI & President,  
Internet & Mobile Association  
of India

Moderating the session, he said, “NITI Aayog comes up with great progressive papers but I see a great dichotomy in what NITI Aayog prescribes and what is coming out from other departments. He urged panelists to talk about emerging and frontier technologies and, in view of their experience, how these could be applied to address India's tech and social needs.

### Ram Rakkappan

Senior Director &  
Head Government Affairs,  
India & South Asia,  
Visa Consolidated  
Support Services



In his vote of thanks, he appreciated the forward looking thoughts put forth by the panelists.



## 2019 Elections - What's in Store?

### DIALOGUE

*The political equations are being redrawn. New alliances are being patched up. Old allies are breaking up and foes are joining hands. India is getting ready for General Elections next year. How are political parties viewing these developments? What is likely to be a big idea for 2019? Will parties continue to focus on the development plank or will new set of issues emerge? How can business work with political parties in a non-partisan way to ensure that their views are heard? What are the new, innovative and transparent ways of election funding?*



#### Vikram Chandra

Founder,  
Editorji Technologies

He moderated the session with representatives from the ruling-BJP and the INC-led opposition along with three senior journalists. An hour-long discussion led to an exchange of individual observations, partisan innuendos, titbits of political intrigue and opinions on the successes and shortcomings of the present NDA regime. Against the backdrop of the forthcoming general elections next year, the objective of the discussion was to understand the 'overall big idea for 2019'.

#### Tarun Vijay

Member National Executive,  
BJP

With new alliances of like-minded political parties being forged to form a grand coalition to counter the NDA Government, he was confident that his party would emerge triumphant. "Absolutely, we will win with full majority," were his words. Commending the steps taken by the ruling dispensation, he hoped for a new India where people rise above caste conflicts to defeat the politics of hate. He said that his Government believes in "creating a new society with a decolonised mind that is free to think."

Responding to a view expressed by another panellist, he said, "the first time voters, the youth are very decisive. This generation does not want to see poverty and desires a new India that is free from corruption."

***"Development should defeat the politics of hate. India wants a happy society where there is no fear"***





### **Abhishek Manu Singhvi**

Member of Parliament,  
Indian National Congress

***“Let us first dispel the biggest myth that coalitions are bad. The coalitions that we have had in India have been remarkably successful in terms of governance and economic growth”***

He said, “the BJP fears the coming together of diverse forces because they feel coalitions are unstable” and added, “the highest economic growth figures have been achieved under the UPA1 which exceeded the performance of UPA2 because of diverse inputs.”

Mr. Singhvi remained optimistic, “the BJP will not be able repeat a UP again as it is looking for swing compensatory votes in the Hindi heartland.” Speaking about his party's poll agenda, he expressed the need to “separate national and State issues.” He also added, “West Bengal Chief Minister Mamata Banerjee will be a crucial partner for the forthcoming elections.”

### **Raj Chengappa**

Group Editorial Director,  
India Today Group

He expressed his belief that, “the discourse for the next Lok Sabha elections will be dominated by development. There will be more searching questions that every election would be fought for, namely prices, jobs and corruption.” Mr. Chengappa believed that, “BJP would most likely win the elections albeit, with a slim majority and may face the need to search for coalition partners.” Based on public perception, he also acknowledged a fall in high level of corruption across the country.

Analysing the various possibilities, Mr. Chengappa highlighted that the chemistry of Modi will be a major factor in these elections and he has a good connect with the masses on the ground. He believes PM Modi is looking beyond 2019, in fact 2024, and the party has based the new slogan ‘Ajay Bharat, Atal Bharat’ on the NDA's developmental agenda. He added, “given that Rahul Gandhi has risen in terms of popularity and esteem over the years, the tide may turn in favour of the UPA if the TDP, TMC, BSP, SP come together.”



### **Ajoy Bose**

Senior Journalist,  
Writer & Resident Commentator,  
CNN News 18

Continuing the discussion on possible political equations, he said, “I do not share Tarun's confidence. It will be a tough battle to get a second term under these circumstances as BJP faces a unique situation wherein it's own base is raising many questions.” Nevertheless, Mr. Bose indicated, “the Assembly polls will tell us which way the wind is blowing.” He was sure, “unless things radically change for the BJP, a repeat of 2014 is out of question. We will have a job cut out for us till the last day to look at where we are.”



**Pranab Dhal Samanta**

Deputy Executive Editor,  
The Economic Times

He said that the INC has to get numbers in the 2019 elections to defeat the BJP. He maintained that the challenge for BJP comes from the

intermediate castes who are largely unorganised and voted BJP to power in 2014, solely for development.



**Harish Krishnan**

Past President & Co-Founder, PAFI & Managing Director, Public Affairs & Strategic Engagements, Cisco, India & SAARC

*“We have a saying in PAFI that each forum is greater and bigger than the previous one and 5th National Forum is truly that”*

Welcoming the distinguished panel, he remarked that the discussion is critical at a time when each political party is in the midst of identifying a big idea for 2019 Elections.

**Krishnakoli Dutta**

Head-Government Affairs,  
South Asia,  
Relx Group



She wrapped up the session by thanking the participants for their candid views on what's in store.

Ms. Dutta concluded, “despite various speculations, arithmetic, permutations and combinations, next year's elections will decide the final moment of truth.”



## India's Economic Outlook

### DIALOGUE

*Growing calls for protectionism across the globe and focus towards General Elections next year will have an impact on India's economic outlook. What are the challenges for India? Can India maintain a good growth rate? What policies will deliver comprehensive and inclusive growth for India?*

The closing session of PAFI's 5th National Forum took place against the backdrop of stridently growing calls for protectionism across the globe. This trend has been raising concerns over India's economic outlook, and the State's ability to deliver inclusive and comprehensive growth.



#### Sanjeev Sanyal

Principal Economic Advisor,  
Ministry of Finance

***“We need a banking system that is sustainable. There has to be some kind of external orientation as inward-looking growth models are not workable”***

Mr. Sanyal said that the Indian State has achieved a lot economically, and has, to its credit far more macro stability, many major reforms and good growth.

He highlighted the looming problem across the country: “The difference in growth rate, income levels, and access to amenities between the North, West and South on one side, and Centre and East on the other is bringing about a fundamental schism.”

“Growth is earned. It needs to go hand in hand with macroeconomic stability.” He also identified areas in dire need of improvement: banking system, strong enforcement of contracts, a legal system not weighed down by millions of cases and getting administrative reforms in place. He said, “the city governance needs to be decentralised too. In fact, to strengthen the country's economic outlook, all levels of governance need to do their part, but that currently is a lacuna.”



**Dr. K C Ravi**

Welcoming the panelists, he observed that the trust deficit between the Government and Industry has considerably narrowed. He invited thought leaders to share best practices that needed to be taken into consideration during the policy making process.

**Anil Padmanabhan**

Executive Editor,  
Mint



Moderated the session and urged the panel to share insights on how India can ensure good growth rate and by developing what kind of policies, at a time when the country is marching towards General Elections.

**Yamini Aiyar**

President and Chief Executive,  
The Centre for Policy Research

She noted there is far greater alignment between national and State politics than before, with everyone fitting more into a centralised model.

Ms. Aiyar pointed out that some State Governments are not even setting up State finance commissions and thus there remains this tug of war between centralisation and decentralisation. For the immediate future, India's economic outlook remains bright owing to lack of macroeconomic constraints and lot of reserves.



**Omkar Goswami**

Founder & Chairperson,  
Corporate & Economic Research Group Advisory Pvt. Ltd.

We're going to have 12-13 million people entering the workforce every year. In the next 15-20 years, the world would be more knowledge-driven, tech-driven and machine-driven. 80% of those would be unprepared in terms of education and training. He added that the current account deficit remains an issue, with a lot riding on crude oil prices and the willingness of the Centre and States to slash excise duties on petro-products.





### Laveesh Bhandari

Director,  
Indicus Foundation

He added that despite a myriad of positives, there remains a lack of readiness for growth. “We have been unable to provide basic education, despite knowing of this for so long,” he said, “so it’s a collective failure.”

He also observed, “Central movements, such as the ‘Swachh Bharat Abhiyan’, do not really work until the local political class is involved.”



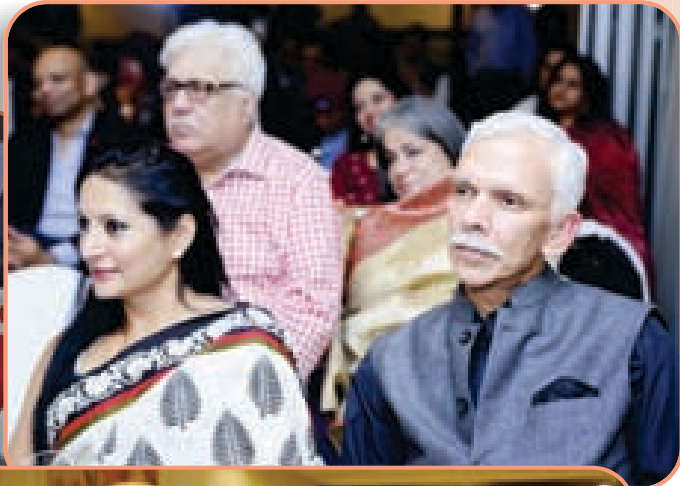
### Ajay Khanna

Thanked the panelists and the audience for a fruitful discussion resulting in actionable points for PAFI. He also extended his gratitude to the supporting and sponsoring organisations.



## Glimpses





## Glimpses





## Notable Takeaways at the 5th National Forum

- 1 Building trust across the stakeholders to be of paramount importance
- 2 Align business, society and Government to pursue long termism
- 3 Emphasise on building stakeholder engagement on issues of national importance
- 4 Nurture skills and develop talent to lead and navigate evolving trends
- 5 Evidence based recommendations, keeping the bigger picture in view
- 6 Transition Advocacy into a practice which is proactive, comprehensive and scientific
- 7 Share global trends and best practices with stakeholders
- 8 Encourage innovation to support smart regulations
- 9 Public Affairs practitioners to expand their role to project and advocate views with high ethical standards
- 10 Public Affairs to assume responsibility towards public at large



## PAFI

The Public Affairs Forum of India (PAFI) is the only organised non-partisan Forum for Corporates, Industry Associations, PA Practitioners/Consultants and stakeholders engaged in Public Affairs. PAFI's objective is to redefine perceptions of how business entities should engage with stakeholders from Government and Media to Civil Society and Academics.

PAFI serves as a professional resource for the Public Affairs and Corporate Affairs professionals and provides members with the platform and opportunity to exchange information, share knowledge and experiences in engaging with external stakeholders like Government, media, industry associations, multilateral agencies and think tanks.

This year, PAFI completed 10 years of service in fields of Advocacy, Public Policy and Public Affairs.

[www.pafi.in](http://www.pafi.in)



Public Affairs Forum of India

# Forum in the News



Public Affairs Forum of India

## CHIEF GUEST

**Nitin Jairam Gadkari**

Minister of Road Transport & Highways, Shipping & Water Resources, River Development & Ganga Rejuvenation, Government of India

## 5<sup>th</sup> National Forum

Public Affairs: The New Paradigm

September 13 - 14, 2018

## SESSIONS

- Inaugural Session
- Is Make in India a Mere Phrase or is it a Vehicle to Deliver Growth?
- Ease of Doing Business - Has India Moved Beyond Rhetoric?
- Global Geopolitical Outlook and Impact on India
- Trade, The New Disruptor: How is India Impacted?
- Government Policies & Emerging Technologies
- 2019 Elections - What's in Store?
- India's Economic Outlook

## SPEAKERS

**Dr. Rajiv Kumar**

Vice Chairman  
National Institution for Transforming India, NITI Aayog

**Shyam Saran**

Former Foreign Secretary & Special Envoy of the Prime Minister of India, Board of Trustee, IIC

**Hari S Bhartia**

Past President CII and Co-Chairman & Founder Jubilant Bhartia Group

**Arun Singh**  
Former Ambassador of India to the US

**Aruna Sundararajan**  
Chairman, Telecom Commission & Secretary Telecommunication Ministry of Communications

**Anup Wadhawan**  
Commerce Secretary Ministry of Commerce & Industry

**Jayesh Ranjan**  
Principal Secretary, Department of Industries & Commerce & Department of Information Technology, Electronics and Communications, Government of Telangana

**Ajay Khanna**  
Forum Chairman & Co-Founder, PAFI & Chief Strategic & Public Affairs Jubilant Bhartia Group

**Ankhi Das**  
Public Policy Director India, South Asia & Central Asia Facebook

**Javed Sayed**  
Associate Executive Editor The Economic Times

**Laveesh Bhandari**  
Director Indicus Foundation

**Prema Sagar**  
Founding President & Co-Founder, PAFI & Vice Chairman - Burson-Marsteller Asia Pacific & Founder Genesis Burson-Marsteller

**Rahul Sharma**  
Past President & Founding Member, PAFI & Deputy Secretary General, FICCI

**Richard Van Der Merwe**  
Vice Chairman & Managing Director Bayer CorpScience Ltd.

**Shivnath Thukral**  
Public Policy Director India & South Asia, Facebook

**Deepender Singh Hooda**  
Member of Parliament Congress

**Ramesh Abhishek**  
Secretary Department of Industrial Policy and Promotion, Government of India

**Alok Chaturvedi**  
Director General Directorate General of Foreign Trade

**Anna Roy**  
Adviser National Institution for Transforming India, NITI Aayog

**Ajoy Bose**  
Senior Journalist Writer & Resident Commentator CNN News 18

**Avinash Ramachandra**  
Director Public Policy Amazon

**K C Ravi**  
President & Founding Member, PAFI & Vice President - Business Sustainability (South Asia), Syngenta India Ltd.

**Medha Girotra**  
Member - Managing Committee, PAFI & Head-Delhi & Public Affairs Practice Lead Edelman India

**Puneet Dalmia**  
Managing Director Dalmia Bharat Group

**Rakesh Dubey**  
Director - Policy & Government Affairs Monsanto Holdings Pvt. Ltd.

**Sanjay Singh**  
Member - Managing Committee, PAFI & Adviser, Tata Sons

**Subho Ray**  
Treasurer, PAFI Internet & Mobile Association of India

**Tarun Vijay**  
Member, National Executive BJP

**C K Mishra**  
Secretary Ministry of Environment Forest and Climate Change, Government of India

**Shailendra Singh**  
Additional Secretary Department of Industrial Policy and Promotion, Government of India

**S.V.R. Srinivas**  
Principal Secretary - IT Government of Maharashtra

**Amit Tandon**  
Leading Stand-up Comedian

**Harish Krishnan**  
Past President & Co-Founder, PAFI & Managing Director, Public Affairs & Strategic Engagements, Cisco, India & SAARC

**Krishnakoli Dutta**  
Head - Government Affairs South Asia Relx Group

**Nitin Atroley**  
Office Managing Partner KPMG

**Rajeev Batra**  
Past President & Founding Member, PAFI & Former Group Head Corporate Affairs Hindustan Unilever Ltd.

**Ram Rakkappan**  
Senior Director & Head Government Affairs, India & South Asia Visa Consolidated Support Services

**Shardul Shroff**  
Executive Chairman Shardul Amarchand Mangaldas & Co.

**T S Vishwanath**  
Past President & Founding Member, PAFI & Principal Adviser APJ-SLG Law Offices

**Nadir Patel**  
High Commissioner of Canada in India

**Gopal Krishna**  
Secretary Ministry of Shipping Government of India

**Sanjeev Sanyal**  
Principal Economic Adviser Ministry of Finance

**Valsa Nair Singh**  
Principal Secretary Excise & Civil Aviation Government of Maharashtra

**Anil Padmanabhan**  
Executive Editor MINT

**Ishteyaque Amjad**  
Secretary, PAFI & Vice President Corporate Affairs Coca-Cola India Pvt. Ltd.

**Kulin Lalbhai**  
Executive Director Arvind Limited

**Omkar Goswami**  
Founder & Chairperson Corporate & Economic Research Group Advisory Pvt. Ltd.

**Raj Chengappa**  
Group Editorial Director India Today Group

**Raman Sidhu**  
Vice President & Founding Member, PAFI & Chairman European Business Group (EBG), India

**Shihab Ansari Azhar**  
Senior Private Sector Specialist World Bank

**Yamini Iyer**  
President & Chief Executive Centre for Policy Research

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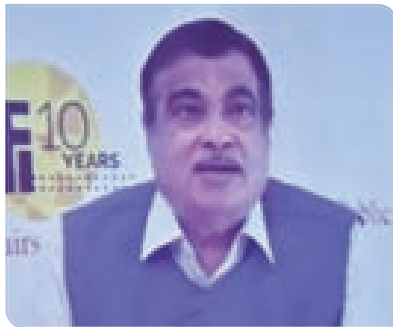
Public Affairs Forum of India

# 5<sup>th</sup> National Forum

## Public Affairs: The New Paradigm

New Delhi  
September 13 - 14, 2018

**Chief Guest - Nitin Jairam Gadkari**  
Minister for Road Transport & Highways,  
Shipping & Water Resources, River Development &  
Ganga Rejuvenation, Government of India



### Inaugural Session



L to R: K C Ravi, Hari S Bhartia, Ajay Khanna,  
Ishteyaque Amjad

### Inaugural Dinner



L to R: Ajay Khanna, Shvinnath Thukral,  
Dr. Rajiv Kumar, K C Ravi

### Inaugural Dinner



Performance by leading Stand-up  
Comedian, Amit Tandon

### Is Make in India a Mere Phrase or is it a Vehicle to Deliver Growth?



L to R: Sanjay Singh, Puneet Dalmia,  
Ramesh Abhishek, Javed Sayed,  
C K Mishra, Richard van der Merwe,  
Sunita Sule

### Ease of doing Business - Has India moved beyond Rhetoric?



L to R: Ishteyaque Amjad,  
Shihab Ansari Azhar, Nitin Atroley,  
Shardul Shroff, M Chandrashekhar,  
Rakesh Dubey

### Special Session on Global Geopolitical Outlook and Impact on India



L to R: Ajay Khanna, Arun Singh,  
Shyam Saran, Rajeev Batra

### Trade, The New Disruptor: How is India Impacted?



L to R: Rahul Sharma,  
V S Seshadri, T S Vishwanath,  
Alok Chaturvedi, Nadir Patel,  
Kulini Lalbhai, Medha Girotra

### Government Policies & Frontier Technologies



L to R: Avinash Ramachandra,  
Chetan Krishnaswamy, S.V.R.Srinivas,  
Subho Ray, Anna Roy, Pranjal Sharma,  
Ram Rakkappan

### 2019 Elections - What's in Store?



L to R: Harish Krishnan, Raj Chengappa,  
Dr. Abhishek Manu Singhvi,  
Vikram Chandra, Tarun Vijay, Ajoy Bose,  
Pranab Dhal Samanta, Krishnakoli Dutta

### India's Economic Outlook



L to R: K C Ravi, Yamini Aiyar,  
Sanjeev Sanyal, Anil Padmanabhan,  
Omkar Goswami, Laveesh Bhandari,  
Ajay Khanna

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**5<sup>TH</sup> National  
Forum  
2018**



# Debates Dialogues & Conversations

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Public Affairs Forum of India

## Engaging Stakeholders: Creating Value Altering Perceptions

### Inaugural Session



(L to R) Rajeev Batra, R C Bhargava, Suresh Prabhu, Sanjaya Baru, T S Vishwanath



Suresh Prabhu

### Session on 'The Changing Landscape of Public Affairs in India'



(L to R) A Didar Singh, Ashok Chawla, K Chandramouli, Ashok Lavasa, N Ravi Shanker

### Session on 'Managing Stakeholders Engagement - Engaging Society & Media'



(L to R) Rahul Sharma, Nisha Aggarwal, Raghav Bahl, Sudeep Chakravarty, Dr. Subir Gokarn, Amir Ulah Khan

### Session on 'Enterprise Risk Management - A Global Policy Perspective'



(L to R) Anil Padmanabhan, Banmali Agrawala, Pramod Bhasin, Suman Bose, Andrew McConvelli

### Session on 'Reputation Management - Engaging CEOs in Public Affairs'



(L to R) Pranjal Sharma, Rajan Anandan, P Balaji, Prema Sagar, Sanjeev Varma

### Session on 'Engaging with Legislature'



(L to R) M R Madhavan, Sandip Dikshit, Dinesh Trivedi, Sidharth Nath Singh, Pinaki Misra

## Public Affairs: Managing & Engaging Stakeholders

### Inaugural Session



(L to R) Jayant Sinha, Rahul Sharma, Ajay Khanna, Rajiv Kumar, T S Vishwanath



Jayant Sinha

### Session on 'Public Affairs - A Global Perspective'



(L to R) Rahul Sharma, Evan Kraus, Kevin Bell, Sanjay Singh, Jan Luykx, Naheed Mehta

### Session on 'Public Affairs & Bureaucracy'



(L to R) Raman Sidhu, Vijay Chhibber, R Chandrashekhar, Arvind Mayaram, Anup K Pujari, Satish C Mehta



### Session on 'Public Affairs & Media Relations'



(L to R) T S Vishwanath, A K Bhattacharya, Raj Chengappa, Prema Sagar, Victor Mallet, Javed Sayed

### Session on 'Integration of Public Affairs, CSR & Community Investment'



(L to R) Dr. K C Ravi, Anshu Gupta, Dr. Subir Gokarn, Nitin Pal, Ravi Singh, Piyush Tewari

### Session on 'Public Affairs & Legislature'



(L to R) Ajay Khanna, M M Pallam Raju, K T S Tulsi, Jyoti Malhotra, Pavan K Varma, Tarun Vijay, T S Vishwanath

## Public Affairs: Future of Advocacy & Shaping Public Policy

### Inaugural Dinner



(L to R) Ajay Khanna, Amitabh Kant, Rahul Sharma, Harish Krishnan



Suresh Prabhu

### Inaugural Session



(L to R) Sanjay Singh, Rahul Sharma, Raj Chengappa, Suresh Prabhu, Sunil Kant Munjal, Ajay Khanna, Harish Krishnan

### Session on 'Future of Advocacy: Does Government See Value in Advocacy?'



(L to R) Rajeev Batra, D K Bhalla, S Sundareshan, Ashish Bahuguna, Shriniwas Vashisht, Vinay Sheel Oberoi, Vikas Khitha

### Session on Professionalising 'Public Policy & Public Affairs'



(L to R) T S Vishwanath, Rakesh Thukral, Pradeep Singh, Rajeev Kapoor, M R Madhavan, Amir Ullah Khan, Arijit Sen

### Session on 'Advocacy & Public Policy'



(L to R) Dilip Chenoy, Rajiv Kumar, Dr. Vinay Sahasrabuddhe, Vijay Chauthaiwale, Ajay Khanna

### Session on 'Role of Public Affairs in Reputation Management'



(L to R) Prema Sagar, Manisha Sood, Chetan Krishnaswamy, Ankhi Das, Kevin Bell, Anil Padmanabhan, Ishteyaque Amjad

### Session on 'The Last Word: The Legislatures' Perspective'



(L to R) Raman Sidhu, Harshvardhan Singh Dungarpur, Pavan Kumar Varma, Sanjaya Baru, Abhishek Manu Singhvi, Kalikesh Narayan Singh Deo, Rahul Sharma, Sandip Beri

## Public Affairs: Effective Advocacy & Public Policy Strategies

### Inaugural Session



(L to R) Harish Krishnan, Anil Menon, Hardeep Singh Puri, Ajay Khanna, Sanjay Singh



Hardeep Singh Puri

### Session on 'Effective Advocacy with Bureaucracy'



(L to R) Rakesh Dubey, Atul Chaturvedi, Aruna Sundarajan, Kiran Karnik, Atanu Chakraborty, Alok Chaturvedi, Sanjay Singh

### Session on 'CEO's Engagement with Advocacy & Public Affairs'



(L to R) Sanjay Modi, Dinesh Agarwal, Srivatsan Rajan, Sanjeev Bhikchandani, Piyush Tewari, T S Vishwanath, Dr. Subhajyoti Ray

**Special Luncheon Session with Dr. Vinay Sahasrabuddhe,  
Member of Parliament & National Vice President, BJP**



(L to R) Dr. K C Ravi, Harish Krishnan, Dr. Vinay Sahasrabuddhe, Ajay Khanna

**Session on 'Advocacy & Media: Is Lobbying a Bad Word?'**



(L to R) Medha Girotra, Rahul Sharma, Nikhil Pahwa, T K Arun, Shivnath Thukral, Anil Padmanabhan, Supriya Shrinete

**Session on 'Public Affairs Engagement with Legislators'**



(L to R) Raman Sidhu, Prem Das Rai, Deepender Hooda, Raj Chengappa, Pinaki Misra, Kunwar Bharatendra Singh, Ishteyaque Amjad

**Session on 'How to have Effective Advocacy Plan with Government'**



(L to R) Mukund Rajan, Raman Roy, Harish Krishnan, Amitabh Kant, Ajay Khanna, Sanjay Singh



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