



Public Affairs Forum of India

PAFI UPDATES

Advancing the practice of Public Affairs, Public Policy & Advocacy

APRIL - JUNE 2026 | VOLUME 7

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2. Reforms in India: From ease of doing business to ease of trusting systems
3. When geopolitics becomes economics: India's moment in a disrupted world

PAFI AGM

ANNUAL GENERAL MEETING

FRIDAY, MAY 08, 2026

The Annual General Meeting (AGM) for the financial year 2025-26 took place in the presence of all PAFI members. During the AGM, the new leadership for the year 2026-27 was announced. This leadership team will guide the organisation through the coming year, focusing on advancing the objectives and initiatives critical to the evolving business and policy landscape. [View More.](#)

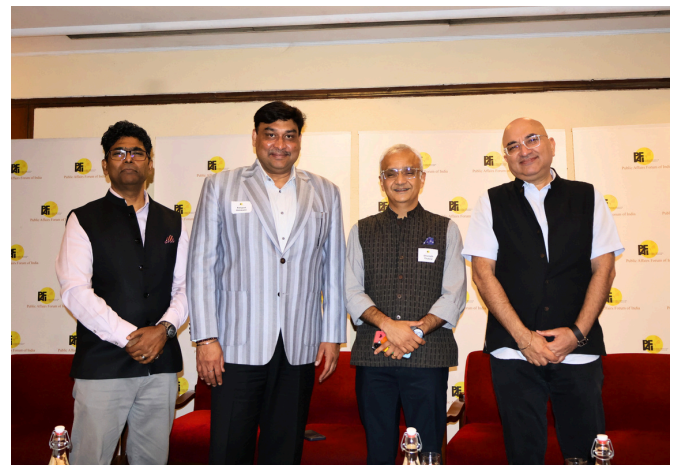
Shivnath Thukral, Vice President of Public Policy and Government Affairs, PhonePe Limited, assumed the role of President, PAFI.

Major Ranjeet Goswami, Retd., Global Head, Corporate Affairs, TATA Consultancy Services Ltd (TCS), took over as the Vice President.

Sandeep Aurora, Group Director & Head of Public Policy & Government Affairs, Microsoft India & South Asia, took over as the Secretary

Rakesh Dubey, Director - Global Government Affairs, Carlyle Group, took over as the Treasurer.

[View Annual Report 2025-26.](#)



GOVERNMENT ENGAGEMENTS



Meeting with **Sanjeev Sanyal**, Member of Prime Minister's Economic Advisory Council



Meeting with **Lokesh Nara**, Minister of IT, Electronics & Communication, and Human Resources Development and RTG , Government of Andhra Pradesh



Meeting with **Sri Krishna Devarayalu Lavu**, Member of Parliament, TDP.



Public Affairs Forum of India

**PAFI
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PAFI ROUNDTABLE

EXCHANGE OF IDEAS ON DEVELOPMENTS IN PUBLIC AFFAIRS

TUESDAY, APRIL 07, 2026

An engaging and enriching exchange of ideas—ranging across the evolving policy landscape, the growing complexity of geopolitics, and the real, on-ground challenges faced by public affairs professionals across India and the wider Asia-Pacific region.

Guest - **Elizabeth Hernandez**, Head of Public Policy & Government Affairs (APAC), Equinix



PAFI DIALOGUES

GEOECONOMICS IN CONFLICT: WEST ASIA, GLOBAL DISRUPTIONS, AND INDIA'S ECONOMIC RESILIENCE

THURSDAY, APRIL 16, 2026

At a time when the conflict in West Asia has emerged as the central geopolitical development shaping global markets, energy flows, and supply chains, PAFI convened a timely Dialogue which provided members with valuable perspectives on the evolving geopolitical–geoeconomic landscape, including implications for energy security, trade, capital flows, supply chains, and India's strategic and macroeconomic resilience in an increasingly uncertain global environment.



Panellists - **Ashok K Bhattacharya**, Editorial Director, Business Standard ; **Amb. Dammu Ravi**, Former Secretary (Economic Relations), Ministry of External Affairs ; **Pranab Dhal Samanta**, Executive Editor (ET Politics), The Economic Times ; **Rahul Ahluwalia**, Founding Director, Foundation for Economic Development

PAFI MEMBERS' MEET : MUMBAI

THURSDAY, APRIL 23, 2026



A meet-and-greet of PAFI leadership and our members in Mumbai.

Members discussed on ways to navigate evolving policy developments across key sectors. Such exchanges underscore PAFI's commitment to member engagement, growth, and strategic collaboration.

GEOPOLITICS, POLICY, AND BUSINESS: INDIA 3.0 IN A FRAGMENTING WORLD

FRIDAY, MAY 08, 2026

The AGM public session dialogue offered fresh perspectives on navigating global crises while steering India toward sustained growth. In a world order where hegemony will be hemispheric, the discussion shed light on policy agility and how to build business resilience in such uncertain times

Panellists - **Sahasini Haidar**, Diplomatic Affairs Editor, The Hindu; **Anil Padmanabhan**, Senior Journalist; **Navdeep Suri**, Former Ambassador of India to the UAE & Egypt; High Commissioner to Australia; **Raj Chengappa**, Group Editorial Director (Publishing), India Today Group; and **Ajay Bisaria**, Former High Commissioner of India to Canada & Pakistan, and Corporate Strategic Advisor (moderator).



DIGITAL FUTURE: INNOVATION, TRUST AND GLOBAL LEADERSHIP

TUESDAY, JUNE 02, 2026

The dialogue explored key themes including digital transformation, AI diffusion, geopolitical challenges, and policy certainty in the sector. With members engaging in free-flowing, candid conversations with the Secretary on India's digital future, ambitions, and policy priorities. His thoughtful perspectives on India's digital transformation journey, the opportunities presented by emerging technologies, and the importance of trust and innovation in building a globally competitive digital ecosystem made for a truly enriching discussion.



Chief Guest - **Shri S. Krishnan**, Secretary, Ministry of Electronics and Information Technology (MeitY)

EASE OF DOING BUSINESS, INVESTMENT FACILITATION, AND INDIA'S INDUSTRIAL GROWTH

TUESDAY, JUNE 02, 2026

The discussion provided members with an opportunity to gain a deeper understanding of the department's vision and policy priorities, while also engaging in a thoughtful exchange during the moderated session.



Chief Guest - **Smt. Himani Pande**,
Additional Secretary, Department for
Promotion of Industry and Internal
Trade (DPIIT)

THE POLICY PIVOT: GROWTH, CITIES AND STRATEGIC CHANGE

THURSDAY, JUNE 18, 2026

The discussion explored some of the most important questions shaping India's future: the art and importance of process reforms, the evolution of India's policy ecosystem, the role of cities as engines of growth, bilateral trade and economic cooperation, and the opportunities emerging for entrepreneurs in a rapidly changing global landscape.



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

COUNCILS

PAFI GLOBAL - DELEGATION VISIT TO SINGAPORE

TUESDAY - THURSDAY, JUNE 16-18, 2026

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

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

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

[View - SGP Chapter Report](#)



EXPERIENTIAL LEARNING

VISIT TO AMAZON FULFILMENT CENTER

WEDNESDAY, APRIL 29, 2026

Visit to the DEL5 Amazon Fulfilment Centre offered a rare, behind-the-scenes look at how one of the world's most sophisticated logistics networks functions seamlessly at scale. Guided by a facility expert, members were taken through the entire operational lifecycle—from order placement and supplier procurement to inventory management, sorting, packing, and final dispatch. The walkthrough gave members valuable insights into how advanced technologies, data-driven systems, and human expertise work together to deliver efficiently and on time.

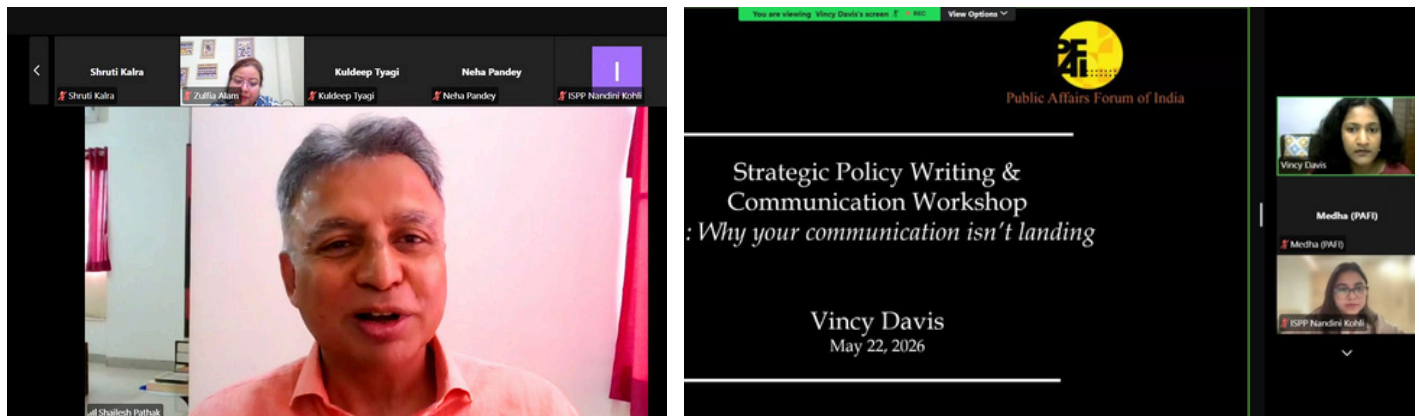


CAPACITY BUILDING & TRAINING

PAFI X ISPP POLICY WRITING & COMMUNICATION WORKSHOP

FRI - SAT, MAY 22, 23, 29, AND 30, 2026

Participants explored the foundations of policy communication, learned to craft clear, purpose-driven messaging, and reviewed practical measures to align communication strategies with organisational objectives. Sessions were designed to be interactive—featuring real-world case studies, framework-driven exercises, and hands-on discussions—giving attendees concrete tools and personalised feedback to communicate policy ideas more effectively.



Faculty – **Vincy Davis**, Founder, Vincoms Media; **Shailesh Pathak**, Member, B20 (G20), BRICS Business Council, and Former Secretary General, FICCI

PANEL DISCUSSION: THE CHANGING ROLE OF POLICY PROFESSIONALS IN A VUCA WORLD

THURSDAY, JUNE 25, 2026

Speaking at the panel discussion hosted by Rishihood University, as part of the Policy BootCamp '26, PAFI office bearers reflected on how well-designed policies sometimes fail during implementation. They highlighted the importance of understanding local context, anticipating unintended consequences, and embracing continuous dialogue between governments, businesses, and citizens to create policies that deliver meaningful outcomes.



SESSION: THE CHANGING ROLE OF POLICY PROFESSIONALS IN A VUCA WORLD

FRIDAY, JUNE 26, 2026



Speaking at the Rashtrum Policy Bootcamp'26, Ajay Khanna highlighted how the role of policy professionals has transformed over the years. He identified Curiosity, Communication, Critical Thinking, Collaboration, and Courage as the five most important skills for policy professionals stepping into the field.

The session highlighted qualities that distinguish successful policy leaders and attributes essential for building trust.

ARTICLES BY PAFI

POLICY NOW SHAPES MARKETS IN A GEOPOLITICALLY DRIVEN WORLD

THURSDAY, APRIL 02, 2026

Markets are increasingly shaped by policy and geopolitics rather than economics alone, making Public Affairs a strategic function that demands agility, credibility, and foresight to manage risks and capture new opportunities. Discover the three critical transformations in Public Affairs—from managing to anticipating policy, from access to credibility, and from advocacy to co-creation—and learn why today's policy engagement requires both the patience of a Test match and the agility of a T20 game. Continue Reading.

Written By: **Ajay Khanna**

Published By: moneycontrol

REFORMS IN INDIA: FROM EASE OF DOING BUSINESS TO EASE OF TRUSTING SYSTEMS

SATURDAY, APRIL 11, 2026

Trust is no longer just a matter of perception—it is a hard economic and governance variable that now defines India's next phase of reform: ease of trusting systems. Following a decade focused on ease of doing business and a broader shift toward ease of living, the future will be shaped by whether citizens, investors, businesses, and countries can trust institutions, markets, regulations, and partnerships to behave predictably and consistently. Drawing on insights from the Edelman Trust Barometer presented at a Public Affairs Forum of India roundtable, discover why rising global insularity threatens reform and innovation, and learn how businesses, policymakers, and public affairs professionals must deliberately build trust. Continue Reading.

Written By: **Ajay Khanna**

Published By: Business Standard

WHEN GEOPOLITICS BECOMES ECONOMICS: INDIA'S MOMENT IN A DISRUPTED WORLD

FRIDAY, APRIL 24, 2026

The conflict in West Asia has evolved from a geopolitical event into a geo-economic shock with direct consequences for global markets, reinforcing a deeper structural shift where geoeconomics is becoming the primary language of geopolitics. Discover why the global economic system is fragmenting—from efficiency-led globalisation to one characterised by resilience and strategic alignment—and learn three critical priorities for India: accelerating energy diversification, building globally competitive manufacturing ecosystems, and strengthening policy coordination to navigate disruption and convert it into long-term strategic advantage as India 3.0—confident, strategic leadership rooted in domestic strength. Continue Reading.

Written By: **Ajay Khanna**

Published By: Business Standard

PUBLICATIONS

COMPETITION LAW NEWSLETTER

- Volume 35 of Competition Law Newsletter ([Link](#)).
- Volume 36 of Competition Law Newsletter ([Link](#)).
- Volume 37 of Competition Law Newsletter ([Link](#)).



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NEW MEMBERS

APRIL 2026 - JUNE 2026





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UPCOMING EVENTS ...

PAFI X ISPP : UNDERSTANDING GOVERNMENT: HOW GOVERNMENTS THINK

Friday - Saturday, July 17-18, 2026

UNDERSTANDING GOVERNMENT

A unique learning programme on governance, public policy, and leadership

Session Dates	Programme Fees	Ideal For
17-18 July 2026	₹ 75,000*+ GST	Ideal for mid to senior level professionals who have a minimum of 5 years of work experience

- UNDERSTAND**
How government work & decisions are made
- ENGAGE**
With policymakers, practitioners & experts
- EXPLORE**
Key institutions, policies and real world challenges
- EMPOWER**
Yourself to contribute to public good

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for the Class of 2026

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