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MESSAGES
Thirty years ago, around the time India embarked on a new journey, opening up its markets and society to the world, ORF was born. Its purpose was to create the knowledge that could inform both, the path towards the new economic paradigm, as well as the security and foreign-policy strategy befitting the brave new world India aspired to grow into. A generation has passed since. The march towards globalisation that India hoped to ride is itself under question today.

India’s politics, too, is mirroring these global transformations. The country has shifted from a period of multi-party coalitions to a single-party democracy. In a new de-globalising world, India still sees itself as a leading power—one that aspires to shape international outcomes rather than just acquiesce to them. As we celebrate the 30th year of our founding, ORF too has evolved to align itself with these transformations. An India that steps forth to boldly engage with the world must also be home to an international think tank that contributes to the evolving international role that will be played by the New India.

What are the new realities that ORF must navigate?

First, the old liberal older shaped by a global elite, no longer seems to be in control of the world’s destiny. As a corollary to that the old clique in New Delhi and the mega-cities of India too no longer defines and drives the Indian story. Under the circumstances, organisations like ours must extend their outreach to new demographics and new geographies that are beginning to influence our common future, both at home and abroad. Key amongst these are Africa and the Indo-Pacific, both of them vibrant polities and societies where the aspirations of youth are re-defining the growth, development and security paradigms of the 21st century. There is an energy and ambition within these communities: the urge to be the hand that scripts their destiny. ORF needs to engage with them, work with them, and learn from them.

ORF has responded to these shifts by diversifying its attention and resources towards these regions. In 2018, we launched the Centre for New Economic Diplomacy – a new research platform that responds to the needs of new aspirational communities in these challenging times. As our reach expands, so will our presence as an institution. ORF Africa, based in Tangier, Morocco, will be the first amongst many such in the coming years.
The results of these initiatives are already visible and give us cause for optimism. In March, the India-Africa Partnership for Sustainability in Kenya gathered over 40 stakeholders from more than 11 countries to co-create pathways for sustainable development. Following its success, we launched the Kigali Global Dialogue, which brought together over 400 voices from 55 countries, to create a platform for African ideas and solutions for the benefit of the rest of the world.

However, even as we engage with emerging geographies, we cannot ignore our partnerships with the Atlantic communities. As the progenitors of the international system, they built the undergirding of international institutions and global order from which the contours of the new order are emerging. In August, we partnered with our old collaborator, ZEIT-Stiftung, to curate as equal partners their young leaders, programme: The Bucerius Summer School on Global Governance in Hamburg. Together, ORF and Zeit Stiftung today are home to a global alumni network of some 1,500 leaders from over 90 countries. We are also investing in building our presence in these regions through new platforms on both sides of the Atlantic.

The second reality, impinging upon our future is technology. It is not just the world of things that is going digital – our reality itself has become bits and bytes, and the conflation of the virtual with the real is nearly complete. India’s median age will be 29 by 2020 and will remain so for most of the next decade. Our youth will come of age in an era marked by disruptive technologies and the Fourth Industrial Revolution (4IR). ORF must engage with the demography that will both drive change and be influenced by it. Our Mumbai chapter has been particularly proactive on this front. It has organised several youth-oriented platforms, including the Youth Manifesto, which saw over 400 young leaders come together to debate critical questions on public policy. ORF has also collaborated with the World Economic Forum (WEF) to study the implications of the 4IR on the future of work. We will continue to work with our partners, especially the UK Government’s Department for International Development (DFID) and the Children’s Investment Fund Foundation (CIFF) to help shape leadership and capabilities in youth and, in particular, young women leaders.

Sunjoy Joshi
Chairman, Observer Research Foundation

As Chairman, Sunjoy Joshi directs and steers the vision of the Foundation through its centres. During his career spanning over 25 years in the Indian Administrative Service, he has gained experience across the conventional as well as non-conventional energy sectors. His current work focuses on global governance, energy, climate change, and development studies.

Joined ORF: January 2007
Third, as India reaches outwards, it must embody the breathing living reality, the rich culture and traditions of its smaller towns and villages across the land. The enterprise and innovative potential of the diversity that is India remains our unique strength. Even as we think global, we must act local. Thus, ORF is becoming increasingly federalised. It has hosted conversations in 20 urban centres outside of the metropolitan cities in the last three years. We launched a series of countrywide dialogues to understand India’s approach to assisting democracy overseas. We have also continued our work on smart cities, conducting workshops with local government functionaries to facilitate conversations on our urban future. We have partnered with the Government of Uttar Pradesh to monitor and improve human development outcomes. Most importantly, ORF has also federalised its research agenda, galvanising its chapters in Mumbai, Kolkata and Chennai to shape policies of local importance.

Indeed, ORF’s first 30 years do us proud. Around the world, we are recognised as India’s most influential and impactful think tank. We must set the bar higher. I am convinced that our human capital will ensure that when we meet again to celebrate our 50th year, ORF would have become even more crucial to defining and communicating the India story to the world.
As we turn 30, ORF finds itself standing on the cusp of history: the global order is rapidly metamorphosing, and yesterday’s certitudes have turned into today’s uncertainties, even for those who wish to play a Nostradamus or a Cassandra. People like to say that the future is pregnant with possibilities; the cliché was never as relevant as it is today. Every consensus, every concord and every bit of received wisdom stands upturned or is rendered irrelevant.

Constantly mutating alliances, the ebbing and flowing of imagined geopolitical boundaries and facile geostrategic compacts, the rise of China and the retreat of America, the diminishing relevance of the Westphalian state, and the emergence of ‘geo-tech’ as a new domain implicating our lives have all coalesced to create a new landscape for think tanks to operate in.

Europe and Asia are fusing into a Eurasian Supercontinent, with their attendant and specific regulatory, political and cultural systems, and diverse forms of governance. The Indian Ocean and the Pacific Ocean have figuratively blended into the contiguous Indo-Pacific maritime system, incubating new engagements and contests. Merging oceans will link the politics of the Atlantic communities to those of the Indo-Pacific. This will further create new political and security dynamics. Their governance and management will require new frameworks, ideas and energy.

We, policy researchers, scholars and academics are in the veritable eye of the raging global storm as we seek to rationally analyse emerging trends, make sense of the swirl of new ideas, and present possible outcomes to many who seek to engage. Our community is in the vanguard of change: ideating, convening and investing in leadership to positively steer choices and decisions that will direct the course of events reshaping the world.

The mystical sangam was the confluence of three great rivers that shaped the Indian civilisation. We are now at a new juncture where the sangam of three great oceans is imminent. Can we in this venerable institution seize this moment and help generate knowledge and ideas that will serve the world of today and tomorrow?

Sharp national positions on trade, technology and finance are the new geopolitical instruments of choice for countries. The US and China have already adopted these geopolitical tools, casting a shadow over many of the assumptions that underpinned
globalisation in the late-20th century. The processes of economic integration, transfer of technology and flow of capital that allowed developing countries to climb the industrial value chain are under threat. Young populations in the Indo-Pacific and in Africa may well find themselves bereft of opportunities for social mobility as states weaponise these domains that have led to greater interdependence, development and growth.

The physical world and the virtual world have collided; the aftershocks are indeed impacting individuals, communities, enterprises and nations. The scale and velocity of this disruption have produced unexpected outcomes: they have drawn our world closer while exacerbating polarisation, tribalism and insecurities. These developments are feeding into our political systems, changing their character, undermining trust in institutions and even in democratic processes.

The old order has been upended. We are confronted with a world out of balance—a world that is aspirational yet uncertain about the future. There is a brooding sense amongst communities that they have lost control over their own futures. They have reposed their faith in strong leaders who privilege the local above the global and may or may not respect individual thought in their attempt to ostensibly bring order to the chaos.

Operating as a think tank in these times is both a challenge and a responsibility, as much as it is an opportunity. These are exciting times for think tanks to pursue their goal of discovering and disseminating ideas, and of facilitating our collective transition to a new world order whose contours are at best vague. This will be our most important task in the coming years.

For decades, think tanks have been ancillary to rule-making processes—merely providing re-search support or broad assessments when called upon. This century will require think tanks to transcend this old role. In the early-1920s, Chatham House designed a norm for anonymity at conferences. It is not inconceivable that in the 21st century, ORF may frame the norms for a new social contract in the digital era.

Samir Saran
President, Observer Research Foundation

Working with the Board, Samir Saran provides strategic direction and leadership to ORF’s multiple centres on fundraising, research projects, platform design and outreach initiatives, including stakeholder engagement. He curates the Raisina Dialogue, chairs CyFy and the Kigali Global Dialogue, and is also a Commissioner at the Global Commission on the Stability of Cyberspace. Samir writes frequently on issues of global governance, climate change, energy policy, global development architecture, artificial intelligence, cyber security, internet governance, and India’s foreign policy.

Joined ORF: October 2008
This, however, is only one aspect of our responsibility. Many states are finding their existing institutional capacities insufficient to navigate the momentous changes underway. As an organization invested in the success of our national and global goals, it is incumbent upon us to augment, support and work alongside our institutions.

Indian Prime Minister Shri Narendra Modi has outlined a roadmap for the country to emerge as a five-trillion-dollar economy by 2024. This ambition will require new governance propositions, international partnerships and policy ideas. It will also lead to an expansion of India’s global footprint and a leadership role. ORF can, and must play, a significant role in this journey. This is a clarion call for us, one that must naturally shape our objectives and mandate in the coming years.

On a personal note, I would like to thank all our stakeholders, our esteemed board of trustees, valuable partners and patrons, and our committed faculty and staff for investing in ORF through our journey. This has enabled us and empowered the Foundation to be able to contribute to a future replete with possibilities.

Even as we assume wider responsibilities that come with being a premier global think tank, I hope we retain the hunger and enthusiasm of a start-up. As we celebrate our 30th anniversary, we as Team ORF must continue to discover the energy and drive that this moment demands, the curiosity that the world of ideas seeks, and the agility of action that is a prerequisite for the world of policy today.

My very best wishes for the 30th Foundation Day. I am looking forward to another successful year of research, leadership and purposeful impact at the Foundation.
As Vice President and Senior Fellow, Dhaval is head of operations at ORF Mumbai. His spectrum of work covers diverse topics ranging from urban renewal to international relations, with specific focus on urban economy and developmental issues. He has 15 years of prior experience in journalism, handling key positions in both print and electronic national media.

Joined ORF: September 2014

A natural resource economist by training with two decades of experience, Nilanjan Ghosh heads the overall operations of ORF Kolkata. Nilanjan’s research interests are in international trade, ecological economics, water governance, and financial markets. A regular columnist in leading dailies, Nilanjan holds a PhD from the Indian Institute of Management (IIM) Kolkata, and has previously worked in the corporate sector and academia at various points in time.

Joined ORF: January 2015
As an institution, ORF has always strived for excellence, and our continuous climb up the Global Go To Think Tank Index is a testament to that effort. This year, ORF remains the most recognised Indian think tank in the rankings, featured in 26 different categories. It has been ranked among the top 10 globally, in four categories, and is the highest-ranked Indian think tank in 14 categories. Additionally, ORF has been ranked in the Top-25 Think-Tanks in the world, the first Indian think tank to have achieved the honour. These rankings encapsulate ORF’s multi-faceted approach as well its commitment to sustained preeminence in public policy. This year’s rankings place ORF as a leading think tank in the following categories:

1. Highest ranked think tank in the category ‘Best New Idea or Paradigm Developed by a Think Tank’

4. Highest ranked Indian think tank in the category ‘Top Think Thanks in China, India, Japan and South Korea’ (up from 5th position in 2017)

8. Highest ranked think tank in the category ‘Think Tanks with the Most Innovative Policy Ideas/Proposals’

9. Highest ranked Indian think tank in the category ‘Think Tank to Watch’

12. Highest ranked Indian think tank in the category ‘Best Think Tank Conference’

15. Highest ranked Indian think tank in the category ‘Think Tanks with Best Use of the Internet’
As an institution, ORF has always strived for excellence, and our continuous climb up the Global Go To Think Tank Index is a testament to that effort. This year, ORF remains the most recognised Indian think tank in the rankings, featured in 26 different categories. It has been ranked among the top 10 globally, in four categories, and is the highest-ranked Indian think tank in 14 categories. Additionally, ORF has been ranked in the Top-25 Think-Tanks in the world, the first Indian think tank to have achieved the honour. These rankings encapsulate ORF’s multi-faceted approach as well its commitment to sustained preeminence in public policy. This year’s rankings place ORF as a leading think tank in the following categories:

- Highest ranked Indian think tank in the category ‘Top Think Tanks Worldwide (non-US)’ (up from 35th position in 2017)
- Highest ranked Indian think tank in the category ‘Think Tanks with Best External Relations/Public Engagement Program’
- Highest ranked Indian think tank in the category ‘Best Use of Media’
- Highest ranked Indian think tank in the category ‘Best Managed Think Tanks’ (up from 51st position in 2017)
- Ranking by Area of Research in the category ‘Top Defence and National Security Think Tanks’ (up from 46th position in 2017)
- Highest ranked Indian think tank in the category ‘Top Foreign Policy and International Affairs Think Tanks’ (up from 37th position in 2017)
- Highest ranked Indian think tank in the category ‘Best Use of Social Media and Networks’
- Highest ranked Indian think tank in the category ‘Best Institutional Collaboration Involving Two or More Think Tanks’
- Highest ranked think tank in the category ‘Best New Idea or Paradigm Developed by a Think Tank’
- Highest ranked Indian think tank in the category ‘Top Think Tanks in China, India, Japan and South Korea’ (up from 5th position in 2017)
- Highest ranked think tank in the category ‘Think Tanks with the Most Innovative Policy Ideas/Proposals’
- Highest ranked Indian think tank in the category ‘Think Tank to Watch’
- Highest ranked Indian think tank in the category ‘Best Think Tank Conference’
- Highest ranked Indian think tank in the category ‘Think Tanks with Best Use of the Internet’
- Ranking by Area of Research in the category ‘Top Domestic Economic Policy Think Tanks’ (up from 120th position in 2017)
We invite you to view the timeline and reflect on our journey as we celebrate 30 years.
We invite you to view the timeline and reflect on our journey as we celebrate 30 years.
30 Years of ORF

MILESTONES

1990
- Establishment of the Observer Research Foundation
  Sep 1990

1991
- First long-form research published
  Agenda for Economic Reforms
  Jul 1991
- Key Event: Conference on "India's Economic Crisis: Towards a Policy Consensus";
  Minister of Finance and future Prime Minister of India, Manmohan Singh, delivers
  Keynote Address
  Jul 1991

1997
- Key Event: Seminar on "Food for All";
  future Prime Minister of India, A.B. Vajpayee; future Minister of Home Affairs
  of India, L.K. Advani; and future Minister of Finance of India, Yashwant Sinha, attend
  Aug 1997

2005
- Key Event: Roundtable on "Corporate Sector in India";
  future President of India, Pranab Mukherjee, delivers keynote address
  Mar 2005

2004
- Key Publication: India’s Energy Security: Prospects for Cooperation with Extended Neighbourhood
  Feb 2005
- Key Publication: India-Nepal Relations – The Challenge Ahead
  Jul 2004
- Key Event: Seminar on "Food for All";
  future Prime Minister of India, A.B. Vajpayee; future Minister of Home Affairs
  of India, L.K. Advani; and future Minister of Finance of India, Yashwant Sinha, attend
  Aug 1997

2006
- Key Event: Faculty Interaction with future United States Secretary of State John Kerry
  Jan 2006
- Key Publication: Documenting Reforms
  Jun 2006
- Key Event: Book Launch of ‘The New Asian Power Dynamic’ by ORF International Affairs Adviser M. Rasgotra;
  former Prime Minister of India, Manmohan Singh, delivers Keynote Address
  Mar 2007

2007
- Key Publication: Reservation Policy and its Implementation Across Domains in India
  Aug 2009
- Key Event: Book Launch of ‘The New Asian Power Dynamic’ by ORF International Affairs Adviser M. Rasgotra;
  former Prime Minister of India, Manmohan Singh, delivers Keynote Address
  Mar 2007
ORF embraces the digital age with the creation of official Twitter handle and Facebook page
Aug 2010

Key Publication: Sustainable Development and Climate Change
Nov 2010

Key Event: Third R.K. Mishra Memorial Lecture; former Prime Minister of Afghanistan, Hamid Karzai, delivers Keynote Address
Oct 2011

Inaugural edition of the Asian Forum on Global Governance
Oct 2011

ORF launches Space Studies and Nuclear Studies Programme
Jul 2014

ORF ranked 14th amongst “Think Tanks to Watch” in Global Go To Think Tank Index Report
Jan 2014

ORF moves towards multimedia approach with first video, “ICS Development Bank will Be Good for Members, Especially India Strategic Policy Expert” on YouTube
Jul 2014

ORF ranked eighth amongst “Top Think Tanks in China, India, Japan, and the Republic of Korea” in Global Go To Think Tank Index Report
Mar 2015

Key Publication: India Security Vision 2022: From Scarcity to Abundance
Jul 2014

ORF launches its Cyber and Media Programme at the first edition of CyFy: The India Conference on Technology, Innovation and Society
Oct 2013

Inaugural edition of Kalpana Chawla Annual Space Policy Dialogue
Mar 2015

Key Publication: Iran’s Nuclear Deal: Implications of the Framework Agreement
Jul 2015
2016

ORF launches ORF Hindi with first piece: जलवायु के जजस हेतु के कोस्तों की अभी बुझू संकलन की जरूरत
Nov 2016

2017

Key Event: Second Annual Raisina Dialogue, inaugurated by Prime Minister Narendra Modi
Jan 2017

Key Event: Faculty Address on “Human Capital, Growth and Policy” by Founder and Former CEO of Microsoft, Bill Gates
Nov 2017

2018

ORF launches ORF Marathi with first piece: एक विशिष्ठ एक नवीन यूनिवर्सयटी नवीन रायसिना विश्लेषण?
Dec 2018

Key Publication: The Future of Work in India: Inclusion, Growth and Transformation
Oct 2018

Inaugural edition of “Tackling Insurgent Ideologies,” a conference focused on countering violent extremism
Jun 2018

2019

Key Event: Fourth Annual Raisina Dialogue, inaugurated by Prime Minister of Norway, Erna Solberg, and Prime Minister of India, Narendra Modi
Jan 2019

Key Publication: Nuclear Order in the Twenty-First Century
Jan 2019

ORF ranked 25th amongst “Top Think Tanks Worldwide”, fourth amongst “Top Think Tanks in China, India, Japan, and the Republic of Korea”, and first amongst “Best New Idea or Paradigm Developed by a Think Tank” in Global Go To Think Tank Index Report
Jan 2019
2017
ORF launches ISIS Tracker, an academic project aimed at tracking and studying global activities committed in the name of ISIS
Nov 2017

2017
Key Publication: Great Walls: Addressing Domestic Barriers to Climate Action Projects in India
Dec 2017

2018
Key Event: Third Annual Raisina Dialogue, inaugurated by Prime Minister of Israel, Benjamin Netanyahu, and Prime Minister of India, Narendra Modi
Jan 2018

2018
ORF ranked second amongst "Best New Idea or Paradigm Developed by a Think Tank" in Global Go To Think Tank Index Report
Jan 2018

2019
ORF takes first steps towards launching international campuses with the establishment of ORF Africa in Morocco, and the Ji Xianlin Centre for India-China Studies at the University Of Mumbai

30 Years of ORF
MILESTONES
ORF at 30
The Foundation's Vision for the Future

AARSHI TIRKEY
Junior Fellow

ORF at 30 should endeavour to anticipate, identify and analyse emerging—and hitherto unexplored—challenges to India’s progress in the next 30 years, and offer sophisticated policy solutions to enable India to become a major global power.

AASTHA KAUL
Researcher and Assistant Manager (Projects)

As a young researcher, I have always admired ORF’s ambition to mainstream oft-ignored actors into the most critical debates of our time. And as we celebrate our 30th anniversary, it is my hope that ORF continues this endeavour, creating and strengthening connections across geographies and demographics to provide solutions for our common future.

ABHIJIT SINGH
Senior Fellow and Head, Maritime Policy Initiative

My vision for ORF’s next 30 years is for us to become a world-class enterprise devoted to the production and dissemination of high-quality, independent research that both informs national policy and contributes to the creation of an open, balanced, and cooperative global system.

AKHIL DEO
Junior Fellow

ORF’s most significant contribution to India’s growth these past three decades has been the mentorship of young and ambitious scholars, who have gone on to shape a new generation of India’s evolution. India now finds itself in a new and uncertain global moment, navigating through which will be the responsibility of those most implicated by change. ORF’s investment in the skills and drive of this constituency will be just as, if not more, critical to India’s success in the 21st century.

AMEYA PIMPALKHARE
Associate Fellow

I see ORF becoming a leading global think tank that advances sustainable development by analysis of policy ideas through engagement with stakeholders on local and international platforms.
ANASUA BASU RAY CHAUDHURY  
Senior Fellow

ORF, being a premier Indian public-policy think tank, will establish itself as the foremost opinion-maker in Asia and the world within the next 30 years, by setting the political, diplomatic and economic agenda for statesmen across the globe.

ANUSHKA APOORVA SHAH  
Sub-editor

Today, ORF has positioned itself in the global forefront by initiating conversations in the developing world, involving various stakeholders. By doing so, it has unleashed opportunities for development, and strengthened bilateral and multilateral ties between India and the world.

APARAJIT PANDEY  
Programme Director

ORF will take the next step in its natural evolution by establishing itself as a global think tank, with international chapters in the major power centres of the world. The Foundation will also continue to be a thought leader in the sectors that will impact our future the most: climate change, future of work, cyber space and security studies.

CHANDIKA GUPTA  
Research Assistant

I think the biggest change in the last 30 years has been the exponential growth of the reach of ideas, narratives and discourse. In the next 30 years, I hope that ORF continues to use this reach and adapt to this growth to aid in building an equitable world.

DHAVAL DESAI  
Senior Fellow and Vice President

Over the next 30 years, as time would have travelled through half of the 21st century, the world, and the world order as we know it, would have transformed in myriad ways. ORF will play a pivotal role in leading the global discourse on the key determinants of pluralistic societies, demographic potentials, and ideas-led development, which will shape India’s position in the global order.
ARUN MOHAN SUKUMAR
Head, Cyber Security and Internet Governance Initiative

I hope for ORF to emerge as the world’s foremost think tank, inviting and incubating scholarship from across geographies on challenges we have not yet begun to think about. The great, global institutions of today had decades to ponder and distil the lived realities of our time. ORF, in contrast, will have years to frame and radically re-envision those realities—while building its own strength—from its perch at the heart of the world’s largest democracy.

GAUTAM CHIKARMANE
Vice President

As India heads towards becoming a US10-trillion economy, the world’s third-largest by 2032, it will need an ecosystem of ideas and thought infrastructure that will accompany its economic, political and foreign-policy footprints. So, ORF will not only be the lead think tank in India and guide domestic pathways, but also shape global conversations on emerging issues. In other words, it must stand and be counted amongst the world’s top five think tanks.

KASHISH PARPIANI
Research Fellow

Over the next 30 years, ORF is set to exemplify the dictum, “Sound discourses are a prerequisite for coherent strategies.” With its ahead-of-the-curve research conducted by young minds, ORF is poised to lead the conversation on the actualisation of Indian aspirations.

H.H.S. VISWANATHAN
Distinguished Fellow

With the same momentum that ORF has shown in the past 30 years, it can hope to carve out a special niche amongst global think tanks in the next 30 years. The world will be a very different place then, with new problems, technologies and ideas. As a leading think tank, ORF should anticipate these challenges, and come up with ways of dealing with them. New platforms like the Raisina Dialogue and the Kigali Global Dialogue will encourage conversations and incubate creative ideas.

KABIR TANEJAI
Fellow

ORF, over the next three decades, should be well placed to represent the world’s largest population, market and economy. It should aim to write a strong and democratic prologue for the next chapter of India’s inevitable rise.
As India moves from the periphery to the centre stage of global politics, I hope to see ORF becoming the nodal platform for the inception and dissemination of ideas as well as for stimulating public debate on how to tackle the challenges facing India and the wider international community. It is incumbent upon ORF to not only be at the cutting edge of the ‘ideas industry’, but to constantly challenge the status quo in public policy, which, more often than not, leads to suboptimal outcomes.

KRITI M. SHAH
Junior Fellow

In the next 30 years, I hope that ORF will develop to be considered amongst the best institutes in the world and focus not only on politics and economics also on the ideas that have the potential to change the world.

LYDIA POWELL
Distinguished Fellow and Head, Centre for Resources Management

To conquer greater heights … Not to be seen better, but to see better.

MANOJ JOSHI
Distinguished Fellow

ORF has been a key think tank in mapping and charting India’s journey in the last 30 years. The challenge now is to do so in an international milieu, even as we embark on the Fourth Industrial Revolution. If the past is a guide, you can be sure that ORF will develop the institutional capacity to do so and be a thought leader in that journey.

MAYA MIRCHANDANI
Senior Fellow

With the greatest confidence, I feel ORF is best placed to address some of the major challenges that confront the research community in the coming years: of ensuring gender parity, providing equal opportunity, and being a space where ideas and intellect thrive in a manner that upholds the best democratic ideals and principles. Onwards and upwards!
MEGHNA CHADHA
Research Assistant

The Foundation’s identity is defined by the experts who produce and disseminate world-class research and policy recommendations, by those who deliberate at its international and Indian forums, and the global community whose opinions and worldviews are shaped by ours. The next 30 years will see the solidification of this identity as ORF continues to influence and shape policy in the rapidly evolving, geopolitical, business and technology.

MIHIR SHARMA
Senior Fellow and Head, Economy and Growth Programme

By 2049, the mid-point of this century, India must decide how the world’s future looks, and ORF should inform and guide that choice. Global battles—for liberalism, trade, the environment, employment—must be won here above all. ORF must shape India’s thinking, and the world’s, as these battles are fought on politics and economics also on the ideas that have the potential to change the world.

NANDAN UNNIKRISHNAN
Distinguished Fellow

India’s emergence as a global power requires intensified ideational interaction with the world. ORF should lead this engagement by becoming one of the top ten global think tanks.

NILANJAN GHOSH
Director

With the ideal of promoting three P’s—people, planet and prosperity—I envisage ORF emerging as the global thought leader enabling the successful transition of the human endeavour to a digital society in the next 30 years.

NIRANJAN SAHO
Senior Fellow

In the next 30 years I would like to see ORF maintain its independence and unique identity as an inclusive big tent for diverse ideas, shaping India’s public-policy pathways and helping it become a great and responsible power.
NIKHILA NATARAJAN
Digital Fellow

I dream of ORF transforming how a lone Indian anywhere in the world experiences the offline benefits of think tank products in the lived world, contributes to it, and can be counted. As think tanks aim to fill gaps between the best knowledge in the field and policymaking, the wisdom of crowds must be baked into the cake. The idea of an open-source, hyper-local think-tank platform, with omni channel touchpoints, is a heady one. It’s always about what’s out there.

OOMMEN C. KURIAN
Senior Fellow

I see ORF continuing and consolidating its key role as a facilitator of informed, evidence-based conversations, helping the country accelerate much-needed progress in the social sectors by finding common ground and consensus in contexts of usually polarised debates and social policy limbo.

PRATNASHREE BASU
Associate Fellow

I have been associated with ORF Kolkata since its inception in 2013, and have witnessed its exponential growth in the global policy space. In the next 30 years, I see the Foundation emerging as a vital space for policy dialogue and alternatives in the era of Globalisation 4.0 by underlining the importance of physical, political and digital networks.

PUSHAN DAS
Head of Forums

ORF’s storyline is intrinsically linked with India’s growth story and global ambition. Convening global conversations relevant to that aspiration will be ever more important as New Delhi increasingly shapes global norms and practices.

RAJESWARI PILLAI RAJAGOPALAN
Senior Fellow and Head, Nuclear and Space Policy Initiative

I want ORF to become the natural source that everybody—decision-makers, opinion leaders, and the global public—turns to, to understand our world and how to deal with the common problems we all face; one which will be known for effortlessly combining excellence in scholarship and research with diversity of opinion and integrity of purpose.
RAKESH SOOD  
Distinguished Fellow

By 2049, ORF should aim at becoming the leading global think tank in keeping with India’s emergence as a leading global power and the second-largest global economy.

RENITA D’SOUZA  
Fellow

ORF should assume the global pedestal of generating path breaking solutions to contemporary problems by rigorous research and incubating exemplary thought entrepreneurs, while penetrating global policymaking discourses as a decisive and influential force.

RITIKA PASSI  
Fellow

If the past 30 years saw ORF find its feet at home, the next 30 will hopefully see it begin to shape policy dialogue in regional and global spaces— even as it continues to strengthen institutional capacities and invest in research tools to enhance inclusive and actionable policy dialogue.

RUMI AIJAZ  
Senior Fellow and Head, Urban Policy Initiative

Our vision for the three decades ahead is to be India’s leading institution in Urban Policy Research, by consistently providing accurate information on emerging urbanisation patterns and sustainable approaches to urban growth management.

SABRINA KORRECK  
Senior Fellow

With my background in research on innovation, I appreciate ORF’s aim to promote a diversity of voices. I see ORF as an “incubator of ideas”, where ground-breaking ideas can be generated, discussed and given the platform to find further uptake.
SANJEEV AHLUWALIA
Adviser

In the next 30 years, ORF must expand its open platform for frontline, evidenced research on issues that impact the future of this solar system and deepen its international network for contextual policy options to deal with the downstream security, wellbeing and growth impacts on planet Earth.

SAYLI UDAS-MANIKIKAR
Senior Fellow

ORF will be the platform for experiencing growth and disruption in India and the world—an intellectual space created for connecting the now to tomorrow.

SHASHIDHAR K.J.
Associate Fellow

ORF’s vision for the next 30 years should be that of an institution that champions the notion that digital rights are human rights. Policy discussions that we facilitate will act as a check against digital monopolies as they seek to solidify their position with more privacy-invasive methods.

SOUMYA BHOWMICK
Junior Fellow

Close to completing two years at the organisation, I have closely seen ORF’s growth story in the global milieu. By leveraging young voices and international knowledge networks, ORF will thrive to be extremely impactful in India’s federal structure and the global policies that surround it.

SUSHANT SAREEN
Senior Fellow

ORF will not only emerge as the go-to think tank in India, but also be recognised as a global player. It will become an incubator of ideas, a knowledge and resource centre, and an influencer and shaper of discourse on issues of global governance, as well as have a global footprint with a presence in all geographies and domains—from the fundamental and traditional areas of research to the new frontiers of concepts, ideas, and technologies.
As India negotiates its space in a world in which new points of both contest and cooperation have arisen, I hope ORF provides thoughtful, balanced insights on the direction in which the country should go.

In a dramatically transforming world, achieving sustainable and inclusive prosperity is only possible through robust multilevel and multilateral partnerships. Through its progressive platforms and knowledge networks, ORF will play a key role in normalising a partnership-led development paradigm.

I have been with the Observer Research Foundation for 14 years, in which time I have watched with delight and immense pride how the Foundation has grown from its modest beginnings to a global entity today, with a galaxy of experts.

ORF will, in the next three decades, generate new insights based on in-depth empirical research to shape and inform complex sustainability transitions in India and beyond.

ORF will get stronger in doing what it does best:– helping make India a better place by serving as a treasure trove of research that dissects issues in the public discourse and sets the agenda for what should be pondered by India.
As India negotiates its space in a world in which new points of both contest and cooperation have arisen, I hope ORF provides thoughtful, balanced insights on the direction in which the country should go.

VIDISHA MISHRA
Associate Fellow

In a dramatically transforming world, achieving sustainable and inclusive prosperity is only possible through robust multilevel and multilateral partnerships. Through its progressive platforms and knowledge networks, ORF will play a key role in normalising a partnership-led development paradigm.

VIKRAM SOOD
Adviser

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VIKROM MATHUR
Programme Head

ORF will, in the next three decades, generate new insights based on in-depth empirical research to shape and inform complex sustainability transitions in India and beyond.

VINIA DATINGUINOO MUKHERJEE
Editor

ORF will get stronger in doing what it does best:– helping make India a better place by serving as a treasure trove of research that dissects issues in the public discourse and sets the agenda for what should be pondered by India.

CARL BILDTHF
Former Prime Minister, Sweden

As India rises in the years ahead, its voice on global affairs will be of increasing importance. It will be important for India to connect with the rapidly emerging global networks of think tanks and influencers that are gradually gaining in importance. By providing first-class analysis and organising first-class meetings such as the Raisina Dialogue, ORF will be an ever more important part of the global dialogue on our common challenges.

EBTESAM AL-KETBI
Founder and President, Emirates Policy Centre

ORF has built a unique experience in strategic analysis and decoding complicated issues in Asia and the world. We at the Emirates Policy Centre (EPC) are honoured that we have a partnership with ORF, because both institutions adopt modern scientific methodologies in strategic analysis, approaching issues and building scenarios and forecasts based on scientific facts.

JANE HOLL LUTE
Former Deputy Secretary – DHS, United States

ORF is well positioned over these next three decades to help lead global efforts to think clearly and act decisively on the issues that will matter most: countering climate change, preventing the outbreak of widespread violent conflict, extending meaningful economic opportunity more widely, and nurturing a deeper understanding of what ‘universal’ human rights truly mean in a world of diverse peoples, cultures, and norms.

MARIETJE SCHAAKE
Member, European Parliament

The creation of a secure and prosperous future will be determined by both our efforts in collectively tackling the escalating global climate emergency, and our success in sustainably harnessing the potential of Africa and South Asia’s demographic dividend. This requires encouraging independent perspectives, critical thinking, creative solutions, as well as supporting locally led social movements. As such, ORF is uniquely positioned to be a leading thought-partner and powerful convening force for this new era.

The strategic relevance of India for a number of crucial challenges in geopolitics, technology governance and the state of democracy in the world can not be overstated. ORF should strive to be the hub for research, expertise, and convening the best and brightest around developments in India, linking them to the rest of the world.

In the next 30 years, the Indo-Pacific Region will be the centre of gravity for global growth. India’s rise as a global power can shape the security, prosperity and values of the coming international order. ORF is an indispensable forum towards realising this essential leadership.

STEPHEN HARPER
Former Prime Minister, Canada
RESEARCH
Climate, Energy and Natural Resources Programme

MAKING ENERGY ABUNDANT, ACCESSIBLE AND AFFORDABLE FOR INDIA AND ALL INDIANS

MISSION STATEMENT

India’s per capita energy consumption is below the world average, significantly affecting the nation’s aspirations and developmental goals. Increasing energy consumption by making energy accessible and affordable has been amongst India’s fundamentals goals. The Climate, Energy and Natural Resources Programme aims to provide informed recommendations on government policies, as well as insightful alternative policy pathways to achieve the stated mission. The programme does this by generating insights through a careful study of data and information; publishing research and policy papers; and building platforms to engender partnerships, interact with policymakers and disseminate its research.
RESEARCH THEMES

- Geo politics of energy and climate change
- Global and Indian climate-change policy
- How domestic politics have shaped energy outcomes
- Liberalisation and decarbonisation of the energy sector
- Role of the state in the energy sector
- The contradiction between liberalisation and de-carbonisation of the sector
- India’s natural gas import diversification

FUTURE RESEARCH DIRECTION

- Natural gas for more energy and less carbon
- Underground coal gasification
- Prospects for natural gas in the power, transportation, and industrial sectors
- Financing Green Transitions 2.0
- Improving India’s air quality
- Energy dimensions of International North-South Transport Corridor
- Energy efficiency sector in India

In Spotlight

PUBLICATIONS

India: Energy Geopolitics
Sunjoy Joshi and Lydia Powell | October 2018

In the last four decades, India’s geopolitical identity has evolved from being the leader of the non-aligned movement—a representative of the developing poor nations of the world—to becoming a member of the G20, the world’s leading industrialised and emerging economies. The change has also been evident in its evolving position on climate change, as it became a signatory to The Paris Accord. However, the paper argues that key tenets of self-reliance, economic progress with equity and social justice, embedded in the political economy, continue to not only impact India’s energy policy but also influence external strategic vectors such as dependence, resilience and identity, to inform India’s position in multilateral bargaining environments.
The first universal, legally binding global climate accord signed at the 21st session of the Conference of Parties (COP) in Paris in 2015 committed to long-term goals for “holding the increase in the global average temperature to well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels.” However, as world leaders prepare for the Facilitative Dialogue (FD) ahead of COP 24 in December 2018, there is a realisation that fulfilling the climate pledge and ensuring a rapid transition to low-carbon and climate-resilient economies and societies will require unprecedented efforts and reallocation of capital that significantly exceed their capacities. This paper argues that optimising development co-benefits from the simultaneous implementation of Sustainable Development Goals (SDGs), such as goal five on Gender Equality and 13 on Climate Action, is an essential and powerful solution for the success of the Paris Agreement and 2030 Agenda.

In “Financing Climate Resilience,” Vikrom Mathur and Aparna Roy highlight the bias of international investors towards investing mostly in mitigation efforts. Conventional wisdom in the private sector holds that the costs of adaptation and resilience should be borne by governments. Taking a different approach to the problem, Mathur and Roy offer solutions focused on commercial and business opportunities.

It is important to differentiate between physical capital as produced means of production and natural capital, which is naturally endowed. The latter facilitates a host of ecosystem services that flow through human processes, both societal and economic. Unlike physical capital, natural capital cannot be substituted easily. Therefore, this stock of natural capital processing into the flow of ecosystem functions must be valued and incorporated in the traditional system of national accounts. This brief makes a case for such assessments. It outlines the timeline of developments with regard to Natural Resource Accounting, in India and in other parts of the world, and argues for a comprehensive indicator of India’s performance in the context of finding alternative frameworks for sustainable development.
ORF hosted a discussion on dynamic solar advocate Dr. Varun Sivaram’s latest book *Taming the Sun*. Discussants included former Minister of Environment, Jairam Ramesh; Senior Programme Lead at CEEW, Kanika Chawla; and Programme Director at ORF, Aparajit Pandey. Topics discussed included the future of solar energy, the urgent need to innovate, and a possible scenario in which clean energy stagnates within a few decades.
Investing in a Low-Carbon India

2-3 July, 2018

Investing in a Low-Carbon India was a two-day conference organised by the Observer Research Foundation and the Organisation for Economic Cooperation and Development (OECD), in New Delhi.

The forum brought together Indian and international experts, parliamentarians and policymakers to discuss how India can best invest in a low-carbon future by highlighting challenges and opportunities for action that can make a difference and also help India to achieve its climate goals. The conference featured high-level panellists, including Shri Hardeep Puri, Union Minister of State for Housing and Urban Development; Ms. Gabriela Ramos, OECD Chief of Staff and Sherpa to the G20; and Mr. Upendra Tripathy, Director General of the International Solar Alliance.
As a corollary to rapid urbanisation and reliance on carbon-intensive technologies, the deterioration of air quality in India has reached critical levels. Focusing on improving air quality, a more politically resonant topic for the population, allows for mobilisation of political will towards a low-carbon transition as well. With this intention, this conference focused on evaluating the economic cost of air quality, financing India’s Low-Carbon Transition, and funding a new era of Indian smart cities and sustainable transport from an air quality lens. The conference also included a high-level panel, with the participation of parliamentarians including Shashi Tharoor (MP), former Minister of State for External Affairs; and Anand Sharma (MP), former Minister of Commerce and Industry.

Anand Sharma, Member of Parliament, Rajya Sabha, India delivers Inaugural Address
Shashi Tharoor, Member of Parliament, Lok Sabha, India (left), and J.M. Mauskar, Adviser, Observer Research Foundation (right) deliver Closing Remarks

Anamitra Anurag Danda is Senior Visiting Fellow with ORF’s Energy and Climate Change Programme. His research interests include sustainability and stewardship, collective action and institution building, adaptation to climate change, resolving human-wildlife conflict, and nature conservation.
Aparajit is a Programme Director with ORF’s Climate, Energy and Resources programme. His research focuses primarily on incentivising institutional investment and international debt financing for climate action projects, domestic policy changes to encourage local investments in climate change, and the effects of macro policy changes on the Indian economy.

APARAJIT PANDEY
Programme Director
Joined ORF: January 2017
Aparna Roy is an Associate Fellow and Co-Lead, Climate Change and Energy, at the Centre for New Economic Diplomacy (CNED). Aparna’s primary research focus is on the politics of climate change, resilience building and environmental governance. Aparna aims to generate critical insights on the contested science and risk of climate change impacts on Sustainable Development Goals (SGDs) in the Global South, probe the effectiveness of building the resilience of the development sectors and explore the future of resilience in an increasingly climate-constrained world.

Ms Powell has been with ORF for over eight years working on policy issues in Energy and Climate Change. She edits the ORF Energy News Monitor which is in its seventh year of publication and routinely contributes articles on energy policy, energy pricing and regulation, climate and equity. She has represented ORF at a number of conferences on India’s Energy Policy and Climate Change and also authored a number of reports on the similar topics.

Nisha has been the Observer Research Foundation’s chief librarian since 2003. She has overseen the growth of the Foundation’s library from 500 to over 18,000 books. Nisha is the custodian of all publication information, which she acquires, organises, and disseminates as required. She also facilitates reference assistance to the Foundation’s scholars for their research.
Economy and Growth Programme

TAKING INDIA TOWARDS A US10-TRILLION ECONOMY

MISSION STATEMENT

By the end of the 2020s, India’s GDP will be approaching US10 trillion. What sort of economy will it be? Will it satisfy the aspirations of all Indians, be inclusive, dynamic and forward-looking? What institutions must we put in place to help India’s transition to the first rank of economic powers, in a world disrupted by technological change and populist politics? Through data-rich research, long-form analysis, and a sheaf of quick analytical briefs, ORF’s Economy and Growth Programme serves to enrich debates around market-supporting institutions, infrastructure finance, the green transition, international trade and investment, and social welfare—discussions that gain importance as India’s economy increases in complexity.
Understanding the sociology of foreign institutional investors in India
Supportive frameworks for a pipeline of investible, sustainable infrastructure projects
Inequality, welfare and skilling for the 21st-century mixed economy: informal, digital
China’s BRI, connectivity, and Asian infrastructure — India’s response
Competitive federalism of FDI Inflow
Total factor productivity in Indian agriculture
Competitive federalism in the Indian economy
Regional trade agreements and RCEP

In 70 Policies that Shaped India: 1947 to 2017, Independence to $2.5 Trillion, Gautam Chikermane explores the changing landscape of India’s policymaking by tracking the creation and evolution of individual policies. As a journalist, Chikermane has been engaging with the policymaking process since 1991. Now, as Vice President at ORF, he brings to this book his experiences as a thought leader, an analyst and a scholar. This book is a short but rigorous analysis of the 70 policies that have brought India towards becoming the world’s fifth-largest economy. It is equally a tribute to, and criticism of, how these policies shaped the economic landscape, the tug-of-wars between various interest groups, and above all, its impact on people.
Financing Green Transitions

The Political Economy of Basel

Mihir S. Sharma, Senior Fellow, Observer Research Foundation

The Driving Questions
Ten years after the financial crisis, and eight years after the draft Basel-III guidelines were first released, there is an apparently broad consensus in favour of prudential regulations that seek to minimise the possibility and effect of another 2008-style crisis. Macro-prudential regulations in particular have had some unintended and some foreseeable but collateral effects, including to cross-border long-term lending. These effects, including the collapse of trans-national bank-mediated project finance, have the potential to greatly hamper developing countries’ efforts to build high-quality, climate-sensitive sustainable infrastructure, and to meet their populations’ demands for better provision of social goods. Yet such a trade-off – between international financial stability and the Paris targets, or between such stability and the Sustainable Development Goals – is rarely made explicitly. Good policy-making requires clear trade-offs. And an inability to examine such trade-offs usually reveals institutional deficiencies in the policy-making process.

What is the political economy of Basel? What interests and incentives drive the making of macro-prudential regulation? Are a wide enough range of concerns represented at the time decisions about the norms guiding international finance and banking are made?

Who is on the Basel Committee?
As with any major institutional change, it is possible to better understand the final structure of Basel-III by examining the incentives and constraints of the interest groups involved in its creation. It is possible then to compare the incentives of these decision-makers, serving in a sense as the agents of all stakeholders in the international financial system, with those of their principals to understand how and why the final outcome might be skewed.

The Basel Committee on Banking Supervision, henceforth called the Committee or the BCBS, has 45 members from 28 jurisdictions. Of these 45 members, 27 are central banks.

China-India Relations in Economic Forums: The Case of the Regional Comprehensive Economic Partnership

Nilanjan Ghosh, Parthapratim Pal, Jayati Chakrabarty, and Ronjini Roy | August 2018

This paper examines China and India’s economic engagements at the bilateral, multilateral and plurilateral levels. The evaluation is made in the context of the Regional Comprehensive Economic Partnership (RCEP), the mega-regional trade agreement in the east, in which both nations are parties. The paper argues that irrespective of the nature of the two countries’ relationship, at its core is not cooperation, but mutual mistrust, aggravated by China’s perceived “market imperialistic” predatory behaviour and India’s “protectionism.” The paper ponders the likelihood of India entering into regional trade agreements such as the RCEP.

The Political Economy of Basel

Mihir Sharma | January 2019

Macro-prudential regulations, in particular, have had some unintended and some foreseeable but collateral effects, including to cross-border long-term lending. These effects, including the collapse of trans-national bank mediated project finance, have the potential to greatly hamper developing countries’ efforts to build high-quality, climate-sensitive sustainable infrastructure, and to meet their populations’ demands for better provision of social goods. This paper argues that by prioritising macroeconomic stability and implementing new liquidity restrictions, the global geo-economic governance architecture has failed to consider adverse implications on cross-border flows, especially with regard to long-term green investments.

Is China’s Loss, India’s Gain? An Examination of the US Tariff War

Abhijit Mukhopadhyay | November 2018

The unilateral tariff imposition by the US on various countries has started a trade war that threatens to adversely affect the world’s major economies. This paper finds that no country, including the US itself, is likely to benefit from a tariff war. In India, some analysts had expected that the country’s export penetration in the US and elsewhere will increase, as China loses out. An analysis of trade data, however, shows that while China’s export basket is more advanced and consists of more finished manufacturing goods, India’s consists more of raw materials and semi-finished goods. As the tariff war continues, therefore, it is unlikely that India will gain significantly in the international market at the expense of China.
India and the World: Fueling a New Low-Carbon Growth Model
Samir Saran and Aparajit Pandey | January 2019

The paper outlines three key structural barriers that threaten to undermine India’s rapidly growing green energy sector: the state of its distribution companies, underdeveloped financial markets and inflexible international credit-and risk-assessment practices. Offering case studies from India’s state-and municipal-level policies, the paper argues that India’s ability to succeed in its low-carbon transition will open new pathways for emerging economies around the world.
Gautam Chikermane is Vice President at ORF. His areas of research are economics and politics of India and the G20 nations. As a journalist, he has held leadership positions in some of India’s top newspapers and magazines—Executive Editor, Business, Hindustan Times, Editor, Special Projects, The Indian Express, Executive Editor, Financial Express, and Executive Editor, Outlook Money. A Jefferson Fellow (Fall 2001), he has written extensively on economics and finance. His last book was 70 Policies that Shaped India (ORF, 2018). A student of the Mahabharata and Dhrupad music, Gautam lives in New Delhi and Pondicherry.

Antara Sengupta is a Research Fellow at ORF Mumbai. She works on higher-education and the intersection of the higher education ecosystem in the country with the various skilling initiatives of the government.
Meghna is a Research Assistant at ORF’s Delhi. Her research interests include behavioural economics, AI and technology for development, sustainable development and the SDGs. Meghna is responsible for community outreach at ORF’s Centre for New Economic Diplomacy (CNED). She also helps curate ORF’s flagship forums, the Raisina Dialogue, and the Kigali Global Dialogue, and has previously assisted in organising CyFy: The India Conference on Technology, Innovation and Society.

Mihir S. Sharma is Senior Fellow at ORF and head of the Economy and Growth Programme. Trained as a political scientist and economist, he worked for many years as a journalist and columnist. At ORF, he specialises in geo-economics and the institutional structure of the Indian economy. A Fellow of the Aspen Institute, he is on the editorial board of the Business Standard and is a columnist for Bloomberg US. His most recent book is What the Economy Needs Now (Juggernaut 2019), edited by Abhijit Banerjee, Raghuram Rajan and Gita Gopinath.

Renita D’souza is an Fellow at ORF Mumbai and works in the domain of economics. Currently, she is working on the economics of heritage conservation in Mumbai and India’s journey to becoming a cashless economy. She is also interested in issues relating to poverty and India’s trade relations.

Soumya Bhowmick is a Junior Fellow at ORF Kolkata, under the Economy and Growth Programme. His research focus is on the Indian economy, sustainability, globalisation and governance. He currently leads a project on FDI inflows in Indian states and works closely with the UN Sustainable Development Goals.
Neighbourhood Studies Initiative

STUDYING THE TRENDS AND DEVELOPMENTS IN THE P.A.K. (PAKISTAN, AFGHANISTAN AND KASHMIR) REGION

MISSION STATEMENT

The security and strategic challenges emerging from India’s North-West have serious implications on India’s foreign and domestic policy. We seek to study the existing and emerging challenges in a systematic and structured manner, focusing on trends in militancy, evolving narratives in Kashmir, developments in the AfPak region and their impact on India’s security and foreign policy. The programme publishes papers on specific issues with long-term implications, holds seminars and discussions on emerging and existing problems and trends, initiates outreach programmes to involve stakeholders, and comments on developments in this area of research.
An important aspect of India’s foreign policy from the 1990s has been its attempt to consolidate its ties of friendship and mutual understanding with its East and South East Asian neighbours. India’s Act East Policy has initiated a new positive approach towards South East Asia, which can be traced to India’s history and tradition. Against this backdrop, the present volume analyses various facets of India’s connectivity with the South East Asian countries. This volume is a combination of the analytical method of historical linkages between India and South East Asia with critical observations regarding the contemporary dynamics of international politics.

Connecting Nations: Politico-Cultural Mapping of India and Southeast Asia
Anasua Basu Ray Chaudhury | November 2018

In July 2018, Pakistanis voted in what was the third consecutive transfer of power from one civilian government to another, in the country’s 71-year history. The elections may be called a success in that winners had been declared. However, the months leading up to the elections demonstrated the power of the military, and its ability to influence election outcomes and control sections of the media. As Pakistan, Tehreek-e-Insaf leader Imran Khan seemed poised for a win, opposition parties cried foul, stating that the election has been stolen from them. In the following months, as analysts and psephologists ran the data, interesting trends emerged. This report presents an analysis of Pakistan’s 2018 general elections and what the results mean for the future of the country.

Pakistan General Elections 2018: Analysis of Results and Implications
Kriti Shah and Sushant Sareen | December 2018
Children as Combatants and the Failure of State and Society: The Case of the Kashmir Conflict  Khalid Shah | January 2019

At the forefront of the new militancy in the Indian state of Jammu and Kashmir (J&K) are children. This brief builds on a United Nations (UN) 2018 report highlighting the recruitment of juveniles by militant groups in Kashmir, and explores the issue using data and case studies. The brief discusses the factors and conditions that encourage minors in J&K to join such groups, in the context of the weaknesses of the existing juvenile justice system in the country and the excesses employed by security forces.

China and Pakistan’s ‘Iron Brotherhood’: The Economic Dimensions and their Implications on US Hegemony  Sushant Sareen | February 2019

This paper argues that China has now overtaken the US in terms of both economic footprint, and political influence in Pakistan. Even in popular perception, China appears a more dependable ally than the perfidious one that is the US. The paper examines data on arms transfers, loans and credit, grants, trade, and foreign direct investments, to show how deeply embedded China has become in Pakistan. Some analysts hold that the US must continue with its economic and military assistance to Pakistan, to prevent China from wooing Pakistan entirely into its sphere of influence. It will be difficult for the US, however, to dislodge China from its position in Pakistan; it will also likely be counterproductive, as it will only serve to embolden Pakistan to stonewall on its bilateral issues with the US.

Book Discussion : The Spy Chronicles: RAW, ISI and the Illusion of Peace
4 June, 2018

This book discussion examined the unique dialogue between ex-spies A.S. Dulat of India and Asad Durrani of Pakistan, who share their perspectives on India-Pakistan relationship, the Kashmir issue and terrorism through their joint publication The Spy Chronicles: RAW, ISI and the Illusion of Peace. The discussants explored the relevance of the arguments made by authors in the context of the current status of India-Pakistan relationship.
2018 Pakistan Elections: Results and Implications
27 July 2018

This panel discussion analysed the implications of the election results in Pakistan to understand how the run-up to the election, the election itself, and its results will impinge on the domestic politics and foreign policy of the country.

(L to R) T.C.A. Raghavan, Former Indian High Commissioner to Pakistan; Sushant Sareen, Senior Fellow, Observer Research Foundation; Rana Banerji, Former Special Secretary in the Cabinet Secretariat, Government of India

Ashok K. Behuria, Senior Fellow and Coordinator, South Asia Centre, Institute for Defence Studies and Analyses

Kashmir: The Way Forward
27 December 2018

The conference was organised to initiate a conversation on the uncertain political and security situation in the state of Jammu and Kashmir. The day-long programme brought academics, journalists, security analysts and politicians together to discuss the political, security, and economic situation of the state.

Panel on “Governance Deficit and Economic Change”: – (L to R) Sanjeev Ahluwalia, Adviser, Observer Research Foundation; Sanjay Puri, Former Chairman, Confederation of Indian Industry J&K State Council, and Managing Director, PBI; Gautam Chikermane, Vice President, Observer Research Foundation; Dipankar Sengupta, Professor, Jammu University

“Recalibrating the Politics” - In Conversation with Muzzaffar Hussain Baig, Patron, Jammu and Kashmir Peoples Democratic Party, and Member of Parliament
Anasua Basu Ray Chaudhury is a Senior Fellow with ORF’s Neighbourhood Initiative. She specialises in South Asia, energy politics, forced migration and women in conflict zones. She coordinates the project on Proximity to Connectivity, Understanding China and Analysing Public Health Hazards.

**ANASUA BASU RAY CHAUDHURY**

Senior Fellow

Joined ORF: March 2014
Khalid Shah is an Associate Fellow at ORF. His research focuses on the Kashmir conflict, Pakistan and terrorism. Khalid was previously associated with leading news channels of India and did a brief stint as a Correspondent in Srinagar with WION News, reporting extensively on the conflict in Kashmir.

Kriti M. Shah is a Junior Fellow with ORF. Her research focuses on Afghanistan and Pakistan’s foreign and domestic policies, their relationship with each other, the US and the Taliban. Her other areas of interests include civil-military relations in Pakistan, the Quetta Shura and US foreign policy.

Premesha Saha is an Associate Fellow with ORF’s Strategic Studies Programme. Her research focuses on Southeast Asia, East Asia and the South Pacific, spanning the Eastern Indian Ocean.

Sushant Sareen is Senior Fellow at Observer Research Foundation. His published works include: *Balochistan: Forgotten War, Forsaken People*; *Corridor Calculus: China-Pakistan Economic Corridor & China’s Comprador Model of Investment in Pakistan*; *Zarb-e-Azab: An Evaluation of Pakistan Army’s Anti-Taliban Operations in North Waziristan.*
The proliferation of nuclear technology and its associated emerging geopolitical challenges have a deep impact on India’s nuclear security. In addition, the number of state and non-state actors in outer space is increasing, due to easier access to space technology. In this context, the Nuclear and Space Policy Initiative contributes to strengthening the public debate on India’s nuclear security and space policy. A range of publications, including occasional papers, issue briefs and commentaries are published informing the public discourse on these issues. The initiative also organises periodical conferences, bringing together relevant stakeholders from within and outside India for informed discussions on these issues.
RESEARCH THEMES

- India’s nuclear security
- Global-nuclear security governance
- Space power dynamics
- Space weaponisation
- Governance of global commons
- Space commercialisation

FUTURE RESEARCH DIRECTION

- The need for a comprehensive national space policy
- Nuclear security in the global context
- Middle powers in the space governance debates
- Addressing a weak link: radiological security

in Spotlight

PUBLICATIONS

India and Non-Proliferation Export Control Regimes
Rakesh Sood | April 2018

Over the years, there has been an evolution in India’s policy towards non-proliferation-related export controls and the associated regimes. During the Cold War, India considered itself a target. Beginning in the 1990s, its policy began to shift in keeping with economic liberalisation at home and changing global perceptions about the threat of proliferation. India’s nuclear weapon tests in 1998 gave it political space to claim credit for its impeccable non-proliferation record and gain acceptance as a responsible nuclear power. The exceptional waiver granted by the Nuclear Suppliers Group in 2008 encouraged India to move towards seeking membership in all four export control regimes.

Global Nuclear Security: Moving Beyond the NSS
Rajeswari Pillai Rajagopalan and Allard Wagemaker | July 2018

There has been a renewed effort to strengthen old international rules and regimes on nuclear security as well as to establish new ones. The Netherlands and India share concerns on nuclear security, given the threats both countries have to contend with. This volume brings together four Indian scholars and four Dutch scholars to examine the issue of nuclear security from multiple perspectives, including theoretical and policy prisms. The primary objective of this volume is to understand and share Indian and Dutch knowledge, views and expertise related to global nuclear security issues in general, and in particular to continue the conversation after the fourth (and final) NSS.
Half a century after the first United Nations Conference on the Exploration and Peaceful Uses of Outer Space, the current debates are focused on new sets of challenges such as space mining, which used to belong to the realm of science fiction. This paper analyses the rationale for extraterrestrial mining, as well as the efforts and responses of various countries—i.e. the US, Luxembourg, Russia, China and India. The paper ponders the global governance challenges brought about by space mining activities and suggests legal, policy and global frameworks for realising the benefits of commercial mining without creating a disparity between nations and disrupting the dynamics of the world economy.

**Nuclear Order in the Twenty-First Century**

Rakesh Sood | January 2019

By the mid-1990s when the term ‘Second Nuclear Age’ started appearing in the writings of analysts, there was a dim realisation that new players would emerge on the nuclear scene. After 9/11, the threat perceptions on account of global terrorism grew, and they have remained a persisting concern. This monograph addresses the challenge of furthering a discussion on evolving a new vocabulary and grammar for a 21st-century nuclear order. Our contributors include both practitioners who have been engaged in nuclear negotiations, and academics; in some cases, the authors straddle both domains.

**South East Asian Space Programmes: Capabilities, Challenges and Collaborations**

Nandini Sarma | March 2019

Space technology has manifold applications in areas as wide-reaching as disaster management, resource management, meteorology, governance, and military and security. South East Asian countries, recognising the importance of space technologies, have made investments quite early on. While some of these countries already have established institutions and programmes, others are in the earliest stages of structuring their own. This report tracks the space programmes of South East Asian countries, examining their respective directions in terms of government policies and motivations for investments, collaborations with international players, and technical advancements achieved so far in the sector.

**Book Launch: ORF-Global Policy Volume: Global Nuclear Security: Moving Beyond the NSS**

2 August, 2018

Nuclear security is a serious challenge. Securing nuclear materials and technology is not new, however. The threat has existed since nuclear weapons were invented, but came into sharper focus following the disintegration of the Soviet Union in 1991. Fears of nuclear technology and materials falling into the wrong hands and even the possible unlawful transfer of nuclear expertise by Soviet scientists became a real threat. The ORF-Global Policy volume on nuclear security takes stock of the existing mechanisms, institutions and the weaknesses and gaps thereof, and makes some pragmatic recommendations to develop an effective nuclear security regime.
The monograph addresses the challenge of furthering a discussion on evolving a new vocabulary and grammar for a 21st-century nuclear order. The authors discussed the threat perceptions that have remained a persistent concern as well as the issue of the international community’s efforts to preserve the existing nuclear order rather than figuring out how it may need to evolve in the ‘Second Nuclear Age’. The discussion acknowledged the need for new semantics to reflect the current political dynamics to sustain the nuclear taboo that has existed since 1945.
In his role as the General Manager for Accounts, Pradeep is responsible for managing the Foundation’s day-to-day accounting and financial requirements. His role incorporates the overseeing of timely payments of dues and taxes, maintaining cash flow, budgeting, balance sheets, FCRA, and the internal and statutory audit processes.
Nandini Sarma is a Research Assistant at ORF who tracks geopolitical, strategic and military importance of space policy within foreign policy. She has written on South East Asian space programmes.

Pulkit Mohan is a Research Assistant with ORF’s Nuclear and Space Policy Initiative. Her research focuses on India’s nuclear programme and the utilisation of nuclear energy. She is currently working papers on India’s civil nuclear agreements and China’s joint military exercises in the Tibet region and its implications for India.

Dr. Rajeswari Pillai Rajagopalan is a Distinguished Fellow and heads the Nuclear and Space Policy Initiative at ORF. She is currently working on a couple of papers around the Indian space policy and India’s radiological security issues.

Ambassador Rakesh Sood is a Distinguished Fellow at ORF. He has over 38 years of experience in the field of foreign affairs, economic diplomacy and international security issues.
Political Reform and Governance Initiative
CAPITALISING ON INDIA’S DEMOCRATIC DIVIDEND

MISSION STATEMENT
This programme intends to facilitate debate and coordinate research initiatives to harness India’s latent capacity to lead initiatives on strengthening its governance, democracy and liberal values. Despite being the world’s largest democracy and an ostensible stabilising force in Indo-Pacific region, India does not have an official strategy for democracy promotion, nor any visible institutional mechanism (including endowments and link institutions with resources) to act as a critical forum for ideas and innovation on governance best practices. By organising brainstorming sessions, conferences, lectures, as well as, initiating research studies and publications, the programme intends to shed light on India’s key contribution to liberal democratic order and deliberate its domestic governance policies.
RESEARCH THEMES

- Promoting democracy through foreign policy
- Liberal democratic order and its growing crisis
- China’s threats to liberal order
- Election financing and the funding of democratic processes
- State of municipal finances
- Congestion pricing in Indian cities
- Financial health of the Indian Railways

FUTURE RESEARCH DIRECTION

- Regional series on democracy and foreign policy
- Democracy roadshows in Kolkata, Mumbai, Bangalore and Chennai.
- Carrying out studies on democracy as India’s soft power
- Technology and democracy
- Political funding and campaign finance regulation
- Influence of crime and money on Indian politics
- Urban future in India’s electoral democracy
- Youth and democracy: perceptions and values

in Spotlight

PUBLICATIONS

Statehood for Delhi: Chasing a Chimera
Nirajan Sahoo | June 2018

This paper explored the politics and complex dynamics involved in arriving at a workable political and administrative form for India’s national capital in the light of international experiences on the governance of capital cities. The paper looked at 10 capital cities of the world, Washington DC, London, Berlin, Ottawa, Canberra, Brasilia amongst others, to underscore some key lessons for Delhi.
Rationalising Fares to Prevent the Financial Derailment of Indian Railways  
Ameya Pimpalkhare | May 2018

At a time when it is making efforts to improve its services through new capital-intensive initiatives, the financial condition of the Indian Railways (IR) is weakening by the day because of mounting losses in the passenger business. The IR’s freight revenue has traditionally subsidised its passenger revenue, resulting in one of the lowest passenger fares but one of the highest freight rates in the world. This brief looks at the impact of IR’s recent “Flexi Pricing” scheme on its passenger business and demonstrates how a reasonable reduction in subsidy can lead to an overall improvement in IR’s financial health.

The Impact of GST on Municipal Finances in India: A Case Study of Mumbai  
Sayli Udas-Mankikar | September 2018

The post-GST Municipal Corporation of Greater Mumbai (MCGM) Budget of 2018–19 was the first to contend with the abolition of octroi, previously its largest source of revenue. One year after the introduction of the GST, the MCGM has been forced to find new financing sources. While the Maharashtra government has assured that the loss of octroi will be compensated, this move raises larger questions about financial power in the hands of urban local bodies (ULBs).

Ameya Pimpalkhare is an Associate Fellow at ORF Mumbai. He works on the themes of energy and transportation. His key research interests include: sustainable energy, energy management, sustainability and the Indian Railways.
Panel discussion sought to grasp the developments on the idea of ‘Global Britain’ floated by political parties in UK, which has become the catchphrase of the UK government’s attempt to sell Brexit. The discussion explored how countries around the world see the contemporary UK and what, post-Brexit, it has to offer. Prof. Paul James Cardwell, School of Law, University of Strathclyde, a well-known authority on Brexit, was the main speaker.

Roundtable Discussion on “Brexit and Global Britain: A Pipe Dream?”:
(L to R) Britta Petersen, Senior Fellow, Observer Research Foundation; Paul James Cardwell, Professor, School of Law, University of Strathclyde; Harsh V. Pant, Director, Studies and Head, Strategic Studies Programme, Observer Research Foundation; Alexander Evans, British Deputy High Commissioner to India

Niranjan Sahoo, PhD, is a Senior Fellow with ORF’s Governance and Politics Initiative. With years of expertise in governance and public policy, he now anchors studies and programmes on democracy, human rights, federalism, electoral reforms (particularly issues related to political funding), and cross-cutting issues of exclusion, insurgencies, affirmative action and inclusion. Niranjan has authored two books: Politics of Power Sector Reforms in India (Pentagon Press, 2007) and Reservation Policy and its Implementation across Domains in India: An Analytical Review (Academic Foundation, 2009).
Is Liberal Democracy in a Free Fall?
8 August, 2018

This talk featuring globally renowned democracy scholar Larry Diamond, Hoover Institution explored the state of global democracy, the trend of democratic recession and the simultaneous rise of populism, nationalism and radicalism witnessed globally, from Athens to Ankara, Brussels to Brasilia. The event was marked by huge participation from academic, think tanks, diplomats and media.
Organised in collaboration with Youth Ki Awaaz, India’s leading open-source youth platform, the day-long seminar, held in Mumbai, discussed several crucial issues that dominate the discourse for a young India. Over 420 individuals under the age of 30, participated in the seminar engaging in key questions on the future of work, higher education, the right to choose and the state of domestic governance. This was followed by an all-India online survey covering key aspects of education, employment, governance and freedom of choice. A special report “Youth Manifesto of India” based on the survey findings is slated for release in August 2019.

Sayli Mankikar is a Senior Fellow at ORF Mumbai. She currently heads Urban studies at the Mumbai office, with a specific focus on urban governance, economics and sustainable and inclusive and sustainable development.

Vijay is the Head of Events at the Observer Research Foundation. An expert in event management, with an MBA in Business Administration from Sikkim Manipal University, he spearheads the logistics and coordination of the Foundation’s international and domestic conferences, seminars, and other events.

**Youth Manifesto**

6 February, 2019

Milund Deora, President of Mumbai Regional Congress Committee (left), and Anshul Tewai, Founder and Editor-in-Chief, Youth Ki Awaaz (right)

Audience Participation at the “Youth Manifesto: Aspirations, Challenges and Solutions” Conference
Strategic Studies Programme
UNDERSTANDING THE PURPOSE OF INDIA’S POWER

MISSION STATEMENT

As India sheds its role as a balancing power and moves towards becoming a leading power in its own right, ORF’s Strategic Studies Programme contributes to the growing public debate around the purpose of India’s power. Through a mix of deep-dive publications, incisive interventions, and flagship events, the programme focuses on core national security and foreign-policy issues of our times. Programme scholars blend strategic theory and penetrating case studies to craft policy interventions that seeks to shape India’s engagement with a world in flux.
RESEARCH THEMES

- Defence and security
- Analysing defence modernisation and the future of warfare
- Tracking China’s rise in multiple dimensions
- India and global governance
- Tracking new themes/concepts/approaches in how India of today engages the world
- Studying the activities committed in the name of ISIS by Indian actors, here or elsewhere.
- Examining India’s engagements with middle powers such as Australia, Canada and Turkey

FUTURE RESEARCH DIRECTION

- The Indian approach to connectivity
- Online radicalisation in South Asia
- Russia’s role in the Middle East
- Indo-China relations
- Emerging contours of the Indo-Pacific
- India’s defence reforms
- Securitisation of migration

US Sanctions on Pakistan and their Failure as a Strategic Deterrent

Shubhangi Pandey | August 2018

The US has subjected Pakistan to a unilateral sanctions regime at several crucial junctures in the history of their bilateral ties. Though the reasons for cutting off economic and military aid to Pakistan have been contingent on strategic exigencies prevalent at different points in time, countering Pakistan’s nuclear ambitions has been a recurring theme. This brief gives an overview of major US legislations and executive orders imposing economic and military sanctions on Pakistan since 1965. It enumerates their immediate and medium-term consequences, and evaluates their effectiveness and scope as a strategic deterrent.
The importance of Xinjiang Province in China’s Eurasian connectivity initiative—the Silk Road Economic Belt (SREB)—has received some coverage in the media. However, these news articles offer only a cursory view of China’s primary motive in pursuing the initiative, that is the ethnic unrest in Xinjiang. This paper argues that the conflict in Xinjiang is a main driving force in the pursuit SREB and that the initiative is congruent with a broader economic development strategy that aims to improve the economic conditions in the province. The paper also discusses the vulnerabilities of such a strategy.

Locating Xinjiang in China’s Eurasian Ambitions
Ketan Mehta | September 2018

Cyber war is a subject that is highly contested amongst strategists and experts. This brief assesses the impact of cyber operations against strategic targets and demonstrates that while cyber war is a real phenomenon, it is far from producing decisive outcomes. The cyberspace is a medium for conducting military operations and several countries have made investments in capabilities to both attack and defend against cyber-attacks. The brief evaluates the relative strengths of offence and defence, and the extent to which it favours the strong against the weak. It considers whether cyber capabilities create asymmetric advantages, thereby undermining nuclear deterrence and strategic stability. The extensive use of cyberspace creates opportunities as well as challenges and vulnerabilities for countries that possess cyber capabilities.

The Impact of Cyber Warfare on Nuclear Deterrence: A Conceptual and Empirical Overview
Kartik Bommakanti | November 2018

Aarshi is a Junior Fellow with ORF’s Strategic Studies Programme. Her research focuses on international law and its relevance and application to Indian foreign policy, such as security, trade, bilateral relations and multilateral engagements.
US Secondary Sanctions: Framing an Appropriate Response for India
Aarshi Tirkey | January 2019

Sanctions, a mechanism to penalise international legal violations, usually prohibit nationals of the “sanctioning country” from engaging in specified activities with the “targeted country.” Secondary, or extraterritorial, sanctions, on the other hand, penalise third-country individuals and companies for dealing with sanctioned countries. Recent measures adopted by the US—the enactment of the Countering America’s Adversaries Through Sanctions Act (CAATSA) and the re-imposition of Iran sanctions—could impose secondary sanctions on India for its dealings with Iran and Russia. This brief discusses such provisions and highlights India’s lack of a strong framework to protect itself against secondary sanctions. It also studies prominent examples of the use of secondary sanctions and examines foreign countermeasures in the form of “blocking statutes” that aim to tackle them. The brief concludes by determining whether India can utilise these countermeasures to circumvent secondary sanctions and protect its national, political and economic interests.

Indonesia General Elections 2019: An Assessment of Potential Post-Poll Impact on Foreign Policy
Premesha Saha | April 2019

Indonesia’s general elections saw a rematch between incumbent President Joko Widodo (commonly called ‘Jokowi’) and his long-time rival, retired lieutenant general Prabowo Subianto. This paper examines the potential impact of the elections on Indonesia’s foreign policy, especially on the country’s maritime relations with India and other major powers. In the 2014 elections, the Visi-Misi (or election manifesto) of the incumbent president made prominent mention of Indonesia’s maritime relations. The 2019 manifesto hardly talks about maritime issues, and instead focuses on Indonesia’s domestic goals. If Jokowi wins a second term, will there be a change in maritime policy? In the event of a Subianto ascent to the presidency, what new policies can be expected in these domains?

Professor. Harsh V Pant is Director of, Studies and Head of the Strategic Studies Programme at Observer Research Foundation, New Delhi. He holds a joint appointment with the Department of Defence Studies and King’s India Institute as Professor of International Relations at King’s College London. He is also a Non-Resident Fellow with the Wadhwani Chair in US-India Policy Studies at the Center for Strategic and International Studies, Washington, D.C. Professor Pant’s current research is focused on Asian security issues.

HARSH PANT
Director, Studies and Programme Head
Joined ORF: September 2016
ORF, in collaboration with Think Tanks and Civil Societies Program (TTCSP), Lauder Institute, University of Pennsylvania, hosted the Third India Think Tank Forum in New Delhi, India. The aim of the Forum was to bring together a diverse representation of regional, national and international think tanks for an informative and productive exchange on key policy issues. The role of think tanks in civil society and the challenges faced by them form a crucial part of the discussions that take place at the Forum.

Third Annual India Think Tank Forum
7 January, 2019

James G. McGann, Director, TTCSP, Lauder Institute, University of Pennsylvania, delivers Welcome Address

Rajiv Kumar, Vice Chairman, NITI Aayog, delivers Keynote Address on “A World Reorder”

Kabir Taneja is an Fellow at ORF Delhi. He specialises in the Middle East (West Asia) and is currently working on various projects revolving around the issues of terrorism and insurgencies in the region, specifically the so-called Islamic State (ISIS).
Kartik Bommakanti is an Associate Fellow with the Strategic Studies Programme at the ORF. He is currently working on a project centred on India’s Space Military Strategy vis-à-vis China. Bommakanti broadly specialises in space military issues, and more specifically, the relationship between the space medium and terrestrial warfare.
Hindu College-ORF Foreign Policy Conclave
January 2019

This two-day conclave on contemporary foreign policy issues was hosted by Hindu College, University of Delhi, in partnership with ORF, to take the debates on Indian foreign and security policy to the youth.

Kashish Parpiani is a Research Fellow at ORF Mumbai. His research interests include: US grand strategy, US civil—military relations, and US foreign policy in the Asia-Pacific.
Pushan is an Associate Fellow and Programme Coordinator working for the ORF Global Governance Programme. He tracks and analyses developments in Indian foreign and security policies. He is currently working on issues related to Indian military modernisation. He is also the coordinator for the ORF-led Raisina Dialogue, India’s flagship conference of geopolitics and geo-economics, hosted in collaboration with the Ministry of External Affairs, Government of India. He is also the co-editor of the annual defence handbook titled The Defence Primer.
MISSION STATEMENT

The 21st century has ushered in a new development order, with traditional powers showing reluctance to provide global public goods, and the emergence of new development models. In this new context, the Sustainable Development Programme aims to shape India’s development policies around the twin pillars of equality and efficiency. The Programme carries out its mandate by conducting interdisciplinary research; building networks and partnerships to bridge the gap between knowledge, policy, and community; and creating platforms for the effective dissemination of its research and policy ideas.
RESEARCH THEMES

- India as a provider of global public goods
- India’s development diplomacy in its neighbourhood and Africa
- Effective implementation of the Sustainable Development Goals in India and other emerging and developing economies
- Financing change in India and creating a template that can be used by EDMCs

FUTURE RESEARCH DIRECTION

- SDGs and governance
- Technology as a development enhancer
- The future of education and its potential as a silver bullet for achieving all SDGs

PUBLICATIONS

Financing Development in India and Africa
Vikrom Mathur and Aparajit Pandey | September 2018

The imperative of sourcing the trillions of dollars to successfully deliver on development agendas is discussed by Vikrom Mathur and Aparajit Pandey in their paper Financing Development in India and Africa. They cite concerns regarding ODA, slow-moving and insufficient funds from multilateral banks, and the improbability of creating a fair global tax regime, instead bringing to focus home-grown and alternate sources of development finance.

India-Africa Agriculture Cooperation: Scope, Current Initiatives, and the Way Forward
Malancha Chakrabarty | September 2018

In the area of agriculture, Malancha Chakrabarty describes why food security is a common goal for both India and Africa, and why they should collaborate to achieve this objective. The paper “India-Africa Agriculture Cooperation: Scope, Current Initiatives, and the Way Forward” outlines existing engagement, from trade to capacity building, and makes recommendations, including drawing lessons from India’s successful involvement in Ethiopia’s sugar sector.
Emerging technologies and digitisation are transforming work in India. Labour relations, workplaces, industries and jobs themselves are being recast in the context of rapid technological adoption. It is within this context that existing gender disparities can either be reduced, or exacerbated. As the organisation of work changes in India, there is an opportunity and need to redefine the social norms that govern women’s economic participation. This report sets forth a new normative framework that rewrites the existing norms that systematically keep women out of the workforce.

India-EU Cooperation in the SDG Era: Unlocking the Potential of a Development Partnership in Transition  Sebastian Paulo | February 2019

In a changing bilateral and global context, India and the EU are showing growing interest in extracting more strategic value from their partnership. This study assesses the development partnership between India and the European Union (EU) and makes recommendations for the next steps to move it forward for the period 2020–30. Based on a detailed analysis of the “what” (areas of cooperation), “where” (geographic scope) and “how” (forms of engagement) of cooperation, the monograph aims to inform strategic choices on the future direction of the partnership.

Skill India: The Way Forward 15-17 October, 2018

This consultative seminar, conducted by ORF in collaboration with the Maharashtra State Skills Development Society, Government of Maharashtra, and the Tata Institute of Social Sciences – School of Vocational Education (TISS-SVE) focused on the role of higher educational institutes in contributing to the Skill India Initiative.

Aastha Kaul is a Researcher and Assistant Manager (Projects) at ORF. Her work focuses on gender and human rights, particularly in areas of conflict. Aastha also works at the President’s office on outreach activities of the Foundation. She has published pieces on peacekeeping, gender and violence, climate change and development partnerships. Before joining ORF, Aastha worked in development at different organisations in Southern Africa and Central Europe.
Dr. Malancha Chakrabarty is a Fellow with the Sustainable Development Programme. Her research interests encompass issues related to economic and social development in Africa and India, and the links between climate change, agriculture, and food security. She is currently working on a project which explores India’s trade, investment and development cooperation with African countries. Dr. Chakrabarty is published widely in international journals like the Review of African Political Economy and the World Review of Political Economy.
Tanoubi Nagangom is Chief of Staff and Programmes at ORF. Tanoubi is interested in the political economy of development, and her research focuses on emerging Southern donors and the governance of development finance; India’s role as a provider of global public goods; India’s foreign policy on development; and the effect of innovation policies on development challenges of the global South.

Vikrom Mathur has 15 years of professional experience, straddling research and policy advice, at the interface of social and environmental change. His diverse research interests include political, cultural and social influences on the production and use of scientific knowledge about nature/environment; dynamics between science and public policy; social and cultural determinants of technological change; governance of emerging technologies; governance of transboundary natural resources; and Cultural Theory.

Vidisha Mishra is an Associate Fellow and Gender Lead at ORF’s Centre for New Economic Diplomacy (CNED). She coordinates CNED’s Global Programme for Women’s Leadership (GPWL)—a platform for women leaders from India, Africa, and the Bay of Bengal Community. Her research focuses on the gender dimensions of technology in society and the Sustainable Development Goals (SDGs). She has been cited for her work on the gender politics of access, the impact of AI and automation, and skills for the new age.

Mr. Mehra is the Observer Research Foundation’s Vice President for Administration. A veteran administrator, he has fifty years of experience as a management professional, with a wealth of project management and business administration expertise. Mr. Mehra serves as the guide and mentor for all administrative functions in the Foundation, guided by his thorough understanding of the monitoring and evaluation requirements, quality assurance, and administrative issues.
The Centre for New Economic Diplomacy (CNED)

A joint initiative of the Observer Research Foundation (ORF) and the Department for International Development (DFID), the Centre for New Economic Diplomacy (CNED) seeks to create new research, promote new voices, discover new solutions, and build pragmatic partnerships that will inform global and national policies on development. The Centre’s primary focus geographies are Africa, the BIMSTEC and the larger Commonwealth Nations; recognizing that these geographies will be host not only to new development challenges, but also to new growth paradigms that will shape our collective future.

In order to further these aims, the Centre has launched several initiatives and built strategic partnerships in the first nine months of its inception. These include, but are not limited to, creating an active and dynamic community of scholars, policy makers and private sector practitioners; building a growing body of research and scholarship on CNED’s areas of focus; curating knowledge platforms to facilitate multisectoral and multistakeholders partnerships, and the cross pollination of ideas across geographies.

Climate & Energy

Blue Economy in the Indian Ocean: Governance Perspectives for Sustainable Development in the Region
Aparna Roy | January 2018
This paper explores the current governance framework of marine resource management in the Indian Ocean, delves into the challenges in blue economy development and recommends ways to advance blue economy governance to address pressures and ensure sustainable development in the region.

Six Lessons for the Sustainable Reconstruction of Kerala
Mohamed El Dashan | September 2018
This commentary examines the crucial steps that must be taken in Kerala, as it begins the reconstruction process after the devastating floods of 2018.

Health

Why India must move Policy away from Population Control
Oommen C. Kurian | April 2019
This commentary argues that India’s population-control centric healthcare policies have become outdated and need to evolve, given the country’s current development trajectory.

Early Lessons from India’s March towards UHC
Rajeev Ahuja | November 2018
This commentary puts forth exportable lessons for BIMSTEC and African countries from India’s beginning steps towards Universal Health Care.

Technology & Development

Financing Development: Fintech in Africa
Lucy Corkin | March 2019
This brief explores the emerging world of fintech in the context of Africa, outlining why financial technology applications are making waves on the continent.

Creating World Class Fintech Hubs in India
Lisa Sonne | September 2018
With India in the midst of a technological revolution due to the onset of the 4th IR, this commentary proposes ways in which the nation can create its own global FinTech hub to match London, San Francisco, and Beijing.
It has become increasingly clear that both India and Africa will have to conduct their economic transitions in an increasingly The intersection between common developmental goals, and the need for a low-carbon transition creates avenues for a multi-sectoral, multi-stakeholder partnership that will be critical in determining the future of not only these two geographies, but of global growth and development itself.

It is within this context that the India and Africa Partnership for Sustainability was hosted on the sidelines of the United Nations Environment Assembly (UNEA) on 15 March 2019 in Nairobi, Kenya. As summarised by Yolanda Chakava, Infrastructure Adviser, DfID Kenya, initiatives such as the India-Africa Partnership for Sustainability, “look to further the possibilities for Africa to develop on its own terms.”

The themes discussed during the conference included:

- Fostering an India-Africa partnership for sustainability
- Promoting green technologies and sustainable innovations
- Financing green transitions

Koketso Tlhabanelo, Senior Manager, AT Kearney South Africa

Mihir S. Sharma, Senior Fellow and Head, Economy and Growth Programme, Observer Research Foundation

Delegates engaged in discussion

Vikrom Mathur, Programme Head, Observer Research Foundation
World Environment Day: Film Screening and Talk
5 June, 2019
Mumbai, India

On the occasion of World Environment Day, ORF and the Canadian Consulate in Mumbai hosted a screening of the film *Earth: Seen from the Heart*, a film about biodiversity, threats to the planet, and what can be done to prevent them. The film screening was followed by a talk on “My beach, my responsibility” by Malhar Kalambe, award-winning journalist. Annie Dubé, Consul General of Canada in Mumbai, and Juhi Chawla, Bollywood Actor, Entrepreneur, Activist and Environmentalist attended and spoke at the event as well.
Tech and Media Programme

FRAMING THE PERVERSIVE CONSEQUENCES OF TECHNOLOGY WITH ALL FORMS OF SOCIAL, POLITICAL AND ECONOMIC ACTIVITY

MISSION STATEMENT

Technology is no longer just a force-multiplier of production, as conventionally understood: It has the power today to induce changes in social relations, disrupt livelihoods, and re-orient politics - whether it’s the radicalisation and recruitment of individuals by terror groups, or the perpetration of violence based on political/cultural motivations. Within this context, the Cyber and Media Programme aims to identify the many dimensions of change associated with technology, while also finding ways to address the intersections between hate and extreme speech, misinformation and its amplification through social media.
RESEARCH THEMES

- Data governance
- Digital public goods
- Autonomous machines
- Election security and disinformation campaigns
- Terrorism and identity-based violence
- De-radicalisation best practices
- Media and social media regulations
- Hate speech
- Misinformation and propaganda
- Digital literacy

FUTURE RESEARCH DIRECTION

- Designing technology policy
- Online radicalisation
- The Future of Work
- The future of intellectual property
- India and the Fourth Industrial Revolution
- Effective CVE policies in India
- Learnings from Sri Lanka and Bangladesh on identifying youth at risk of radicalisation
- Digital literacy and the impact of counter-speech
- Evolving training programmes on digital literacy for youth/schools

IN SPOTLIGHT

PUBLICATIONS

Preventing Proliferation: Tracking Uranium on the Blockchain
Renita D’souza | May 2018

The debate on digital transactions and the merits of a ‘cashless’ economy engaged public attention in India in the past year. This paper steers the debate towards articulating an appropriate strategy that can bring the Indian economy closer to becoming “cashless.”
Social media’s impact on mainstream media, and the way people communicate with one another and disseminate information, has become a subject of serious study for journalists, academics and policymakers alike. While it has been a significant equaliser as a vehicle by which the fundamental right to freedom of expression is guaranteed everyone irrespective of class, creed or geography, these very same platforms are also becoming spaces where—in the garb of free speech—misinformation and hate are able to flourish. This paper analyses the intersections between free speech and hate speech and the impact of majoritarian hate speech in the Indian context. It asks whether government agencies and individuals working to counter terrorism and violent extremism in India can bring majoritarian violence of this nature under their umbrella.

Using the UN Group of Governmental Experts on LAWS’ 2018 report as a launchpad, this paper examines the broad use cases of LAWS and autonomous systems for middle powers, and highlights how human accountability—a key tenet of the GGE’s report—would contribute in most cases to the overall mission and effectiveness of the militaries that seek to deploy them.

This paper builds on prior research conducted by the Cross-Border Requests for Data Project of the Georgia Tech Institute for Information Security and Privacy and the Observer Research Foundation’s Cyber Initiative. It explores the institutional and legal changes necessary for a direct data-sharing agreement between India and the US that can address not just immediate law enforcement concerns but also potentially act as a primer for harmonisation of data-sharing regimes worldwide.

ORF convened a roundtable discussion to examine the Srikrishna Committee Report and the draft Data Protection Bill that the Srikrishna Committee submitted to the Minister of Electronics and Information Technology on 27 July 2018. With the deadline for comments on the draft bill fast approaching at the time, the dialogue was intended to gather inputs from stakeholders about the Bill and make recommendations on ways it could be improved.
India-China Tech Forum
11-12 December, 2018

ORF, in collaboration with Peking University, hosted the inaugural edition of the India-China Tech Forum in Mumbai on 11 and 12 December, 2018. The Tech Forum, designed as an annual gathering, is a closed-door series of conversations, intended to facilitate meaningful and frank conversations amongst key interlocutors in India and China following the tech space, and open unique opportunities for collaboration on issues of technology policy and the digital economy.

Akhil Deo is a Junior Fellow with ORF’s Cyber Initiative. His interests include urban governance, sustainable development, civil liberties, cyber governance and the impact of future technologies on society. Akhil graduated from Hidayatullah National Law University, Raipur and has previously interned with several think tanks and research organisations. He has written for several leading publications, including the Council for Foreign Relations. His forthcoming book Pax Sinica will be published in November 2019.
Artificial intelligence has emerged as a fulcrum of geopolitical competition, with 27 national and regional AI strategies looking to capitalise on each national ecosystem’s unique strengths. Alongside these national imperatives are ongoing debates on the need for algorithmic transparency, the ethicality of allowing AI to make life-and-death decisions, and integrating diversity in the development and deployment of algorithms. With the purpose of taking stock of development in AI application and AI policy and debating the way forward, the inaugural edition of the AI for All Conference, in partnership with NITI Aayog, was held in Mumbai from November 15-16, 2018.

The inaugural edition of the conference, which saw the participation of nearly 300 people from across the globe, discussed the following themes:

- Geopolitical Impact
- Skilling and Training
- Accountable AI
- Data Infrastructure
- AI in Military Planning and Warfare

**Spotlight Event**

**November 15-16, 2018**
Mumbai, India

Artificial intelligence has emerged as a fulcrum of geopolitical competition, with 27 national and regional AI strategies looking to capitalise on each national ecosystem’s unique strengths. Alongside these national imperatives are ongoing debates on the need for algorithmic transparency, the ethicality of allowing AI to make life-and-death decisions, and integrating diversity in the development and deployment of algorithms. With the purpose of taking stock of development in AI application and AI policy and debating the way forward, the inaugural edition of the AI for All Conference, in partnership with NITI Aayog, was held in Mumbai from November 15-16, 2018.

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- AI in Military Planning and Warfare

**Spotlight Event**

Dhaval Desai, Senior Fellow, and Vice President at Observer Research Foundation, Mumbai

(L-R) Meghna Chadha, Research Associate, Observer Research Foundation; Amitabh Kant, CEO, NITI Aayog; Jack Dorsey, CEO, Twitter

**In Pursuit of Autonomy: AI and National Strategies**
Samir Saran, Nikhila Natarajan and Madhulika Srikumar

In Pursuit of Autonomy: AI and National Strategies by Samir Saran, Nikhila Natarajan and Madhulika Srikumar is a 50-page immersion into 12 countries’ work so far in the application of artificial intelligence technologies in government, industry and society. The authors examine each country’s progress across 5 parameters: international partnerships, data ecosystem, skilling, ethics and regulation, research and development. A key takeaway from the report was that in five years, competing nations will likely have comparable technical capacities. The battle then will not be technical, it will be about creating the dominant governing principles.
Arun Sukumar leads the Cyber Initiative at the Observer Research Foundation. He is a PhD candidate at the Fletcher School of Law and Diplomacy, Tufts University, and a Junior Fellow at Fletcher’s Centre for International Law and Governance. Arun was a member of the multi-stakeholder group set up by India’s National Security Adviser in 2017 to recommend policy and strategy for the promotion and negotiation of cyber norms.

Maya Mirchandani is a Senior Fellow at the Observer Research Foundation and Assistant Professor of Broadcast Journalism and Media Studies at Ashoka University. For nearly 25 years, she was a practising journalist with NDTV, reporting on Indian foreign policy, conflict and national politics. More recently, Maya has been involved in research on Preventing and Countering Violent Extremism (P/CVE) at ORF that focuses on ways to build counter-narratives to prevent radicalisation and extremist violence through dialogue and community intervention.

Shashidhar K.J. is an Associate Fellow at ORF Mumbai. His research is placed at the intersection of telecommunications, media and technology policy. Shashidhar is currently engaged in a research project examining India’s infrastructural and policy preparedness for 5G-enabled technologies.

Trisha Ray is a Junior Fellow with ORF’s Cyber Initiative. Her research focuses on the security implications of Lethal Autonomous Weapons Systems (LAWS) and global Artificial Intelligence policies. Formerly, she worked at the Asia Society Policy Institute in Washington D.C., where she researched and wrote on AI policy in Asia and India-US security relations. Trisha was an Asia columnist for the Georgetown Security Studies Review for two years, writing on disruptive technologies and defence reform in South and Northeast Asia.
Urban Policy Initiative
UNDERSTANDING AND ANALYSING EMERGING URBANISATION PATTERNS

MISSION STATEMENT

There is growing apprehension over the rise of mega urban regions, the proliferation of unauthorised colonies and slums, and the absence of a cohesive and holistic regional approach to sustainable development. The aim of ORF’s Sustainable Urbanisation Programme is to build an understanding of these emerging urbanisation patterns particularly in India, and to generate knowledge about integrated and interdisciplinary approaches to sustainable urban/regional planning and development. The aim is being achieved by engaging in collaborative and multidisciplinary research, networking with national and international organisations, and organising seminars and conferences for sharing of research experiences and findings.
Strengthening Urban India’s Informal Economy: The Case of Street Vending  Ramanath Jha | July 2018

Street vending was illegal in urban India for almost six decades until the passage of the Street Vendors Act in 2014. Despite the law having legalised the activity, however, the default policy in most cities across India is to clamp down on street hawkers. Yet street vending remains a viable source of employment for many. As the pace of urbanisation increases across India, it is only likely that a greater number of street traders will contest for space. This brief examines the spatial and legislative dimensions of street vending. It recommends that street vending should be made into a planned activity, purposefully written into a city’s urban plans.

Valuing Water for a Smart and Sustainable City: Lessons from Kolkata  Preeti Kapuria | December 2018

The issue of valuing water is contentious because of its physical, political and economic dimensions. Yet, it is an important debate, as valuation is key in estimating the benefits and costs of different management options. An effective valuation supports better informed decision-making in the allocation and use of the resource, as well as in the implementation of SDG 6, i.e. to “ensure availability and sustainable management of water and sanitation for all.” For cities to qualify as water-smart and sustainable, utilities must identify the values of different benefits, explore potential trade-offs between diverse values, and include them in the decision-making processes to address efficiency, equity and sustainability concerns. This brief analyses the management of water in Kolkata and argues that, so far, the desired outcomes are yet to be met.
**Slum Tourism: Promoting Participatory Development or Abusing Poverty for Profit?**  Aditi Ratho | February 2019

The concept of “slum tourism” has been around since the time the rich wanted to experience life in the “deprived” and “risqué” spaces occupied by the marginalised communities of late 19th Century London. Today it is a profitable business, bringing more than a million tourists every year to informal settlements in various cities across the world. Proponents of the industry say that slum tourism creates a discourse that could result in positive change, and that the profits help the local slum communities. Critics argue that the tours are intrinsically exploitative. This brief takes stock of some of the more well-established slum tours in different parts of the world, evaluates the genesis of the industry and, using Mumbai’s Dharavi as a case study, probes its current relevance.

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**Housing Poverty in Urban India: The Failures of Past and Current Strategies and the Need for a New Blueprint**  Renita D’souza | March 2019

This paper argues that India’s housing strategy should not be confined to merely creating affordable housing stock to tackle the shortage, as such an approach is myopic. Instead, a sound housing strategy must be informed by an adequate understanding of the multiple facets of housing poverty, including the factors that are responsible for the proliferation of slums. The blueprint offered in this paper understands an effective housing scheme as a means to correct market distortions and other anomalies that upset the incentive structure underlying the affordable housing segment in the country.

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Aditi Ratho is a Junior Fellow at ORF’s Mumbai centre. She works on the broad themes of inclusive development, gender and urbanisation. Her current areas of interest include factors affecting labour force participation in urban areas, such as sanitation, skilling, and transport.

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Preeti Kapuria is an Associate Fellow at ORF Kolkata. Her research focuses on the dynamics of human-environment interactions in both rural and urban landscapes, where she attempts to investigate the factors that determine resource harvest and human well-being.
Governments of many countries are making efforts to overcome growing spatial imbalances in social, economic and physical development. In some countries, spatial imbalances have been overcome by adopting a regional planning approach. The main purpose of organising the conference by ORF and GIZ was to exchange knowledge on various issues of regional significance, and the regional planning initiatives underway in Indian states. Twelve subject specialists presented their work. They covered topics such as regional disparities, planning approaches, regional commuting patterns, etc.

Panel on ‘Regional Planning in India’ – (L to R) Felix Knopf, Adviser, Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ); M. Ramachandran, Former Secretary, Ministry of Urban Development, Government of India; Rumi Aijaz, Senior Fellow, Observer Research Foundation; N. Sridharan, Director, School of Planning and Architecture, Bhopal

Monika is the Human Resources Manager at the Observer Research Foundation. Over the course of her fifteen years working with the Foundation, she has been in charge of coordinating end-to-end human resources and administrative functions of the organisation. She plans and oversees employee induction and orientation, documentation, staffing issues, exit formalities, amongst much else. Monika also sits on the Committee Against Sexual Harassment (CASH) at the Foundation.
Panel on “Urban Regions”: (L to R) Benjamin Saitluanga, Assistant Professor, Mizoram University; Sabiha Baig, Research Scholar, Jawaharlal Nehru University; Vinod Tewari, Former Director, National Institute of Urban Affairs; Tathagata Chatterji, Professor of Urban Management and Governance, Xavier University, Bhubaneswar

Panel on “The Regional Dimensions”: (L to R) Ashok D. Hanjagi, Professor, Department of Geography, Bangalore University; Aparna Phadke, Faculty Member, Department of Geography, Mumbai University; N. Sridharan, Director, School of Planning and Architecture, Bhopal; V. Srinivasa Rao, Associate Professor, Centre for Regional Studies, School of Social Sciences, University of Hyderabad

Sugato Dutt, Head of the Land Use Division, Tamil Nadu State Planning Commission

Ramanath Jha is a Distinguished Fellow at ORF, Mumbai. He works on urbanisation: urban sustainability, urban governance and urban planning. As a former officer with the IAS, he has held key positions in various urban government departments in Maharashtra, both during and after his service. He was also the Regional Adviser-South Asia for the Urban Management Programme of UNDP/UN-Habitat. His recent articles are on decentralised urbanisation and reforming the civil service.
Stepping into Action – Heidelberg 2030
25 February, 2019

Prof. Dr. Eckart Würzner's presentation provided detailed information on various aspects of Heidelberg city, key factors contributing to city transformation, the city’s approach towards achieving SDGs, and the smart sectoral initiatives underway.

(L to R) Renate Schimkoreit, Minister and Head of the Department for Economic and Global Affairs, Embassy of Germany in India; Eckart Wurzner, Mayor of the City of Heidelberg, Germany; Rumi Aijaz, Senior Fellow, Observer Research Foundation; Arunava Dasguspta, Head, Department of Urban Design, School of Planning and Architecture, Delhi

Radu Carciumaru, Resident Representative, Heidelberg University Branch Office, New Delhi

Eckart Wurzner, Mayor of the City of Heidelberg, Germany (left) and Rumi Aijaz, Senior Fellow, Observer Research Foundation (right)

Rumi Aijaz is Senior Fellow at ORF, where he is responsible for the conduct of the Urban Policy Research Initiative. He conceived and designed the programme in 2007. Since then, the programme has grown and gained recognition both in India and abroad.
Public Health Initiative
TAKING HEALTH AND NUTRITION TO THE POLICY HIGH TABLE

MISSION STATEMENT

ORF’s Health Initiative endeavours to take health, nutrition and their social determinants to the policy high table, and establish health and nutrition security as important components within the broader national security discourse. The initiative achieves this by conducting analyses of up-to-date and relevant datasets, and elevating media discourse through regular publications of evidence-based knowledge products.
RESEARCH THEMES

- Tracking India’s human capital accumulation
- Turning health and nutrition into prominent election issues
- Health and nutrition policy analysis at the national and state levels
- Transformation of urban health governance in India
- Climate resilience of healthcare facilities

FUTURE RESEARCH DIRECTION

- Exploring linkages between climate change and health
- Analysing policies impacting social determinants of health in India

in Spotlight

PUBLICATIONS

Free and Open Source Software for Public Health Information Systems in India  Sundeep Sahay | July 2018

This report builds on the proceedings of the workshop, “Free and Open Source Software and Standards for Public Health Information Systems in India: Making them work by bridging the policy-practice gap”, organised in Delhi in February 2017 by ORF, with technical inputs from University of Oslo, Norway. It explored the opportunities, challenges, experiences and strategies in applying FOSS (free and open-source software) for strengthening public health information systems in India.

Can PMJAY Fix India’s Healthcare System? Crossing Five Hurdles on the Path to Universal Health Coverage  Gautam Chikermane and Oommen C. Kurian | October 2018

This paper argues that the path to success of PMJAY is strewn with five hurdles: high health insurance premiums; heavy healthcare costs; absorption of technology to bring stakeholders together; addressing Centre-state jurisdictional issues; and ensuring that the politics of nomenclature does not get in the way of outcomes. If the PMJAY succeeds, India’s largest health insurance scheme would also become its most effective healthcare initiative.
Decoding the Ban on Irrational Fixed-Dose Combination Drugs in India
Deepesh Vendoti | November 2018

This paper argues that the move against “irrational” and “unsafe” FDCs serves the correct signal to the pharmaceutical ecosystem, paving the way for improvements in the regulatory architecture and patient safety mechanisms. The ban must be viewed not as an obstacle for the pharmaceutical industry, but as a pillar for a stronger Indian healthcare system.

Community-based Approaches to Tackle Open Defecation in Rural India: Theory, Evidence and Policies  Sumedh M.K. | December 2018

This paper argues that demand-driven approaches must be adopted to make the country open defecation free, keeping in mind their strengths and weaknesses and ensuring equity-focused actions through community-monitored, locally appropriate and culturally sensitive interventions.

Leprosy and Inequities in India's Healthcare: Beyond the Persistent Rhetoric of ‘Elimination’  Oommen C. Kurian | March 2019

Based on analysis of new evidence, this paper argues that frequent declarations of leprosy elimination are devoid of any positive public-health significance, and the country is a long way from eliminating leprosy at the state or district levels. The disease is increasingly affecting the most marginalised populations, in a worrying trend.

Deepesh Vendoti is a consultant with ORF Mumbai, working on the Foundation’s Health Initiative. His current research focus is on pharmaceutical policies, health systems and the emerging problem of antimicrobial resistance.
Accessible Health: Towards an Inclusive Human Capital Framework
January 2019

This panel at the Raisina Dialogue 2019 discussed how fast-growing populations in the emerging world are now demanding world-class health services in the backdrop of significant lifestyle changes, lingering old health challenges, and new vulnerabilities arising from affluence.

(L to R) Indu Bhushan, CEO, Ayushman Charat Initiative; Vinod Paul, Member, NITI Aayog; Daisy Amdany, Executive Director, Community Advocacy and Awareness Trust; Sandhya Venkateswaran, Deputy Director, The Bill and Melinda Gates Foundation, India; Luís Jorge António Ferrão, Vice Chancellor, Pedagogical University of Mozambique

Daisy Amdany, Executive Director, Community Advocacy and Awareness Trust
Anjali Nayyar, Executive Vice President, Global Health Strategies

Oommen C. Kurian
Senior Fellow
Joined ORF: February 2016

Oommen is Senior Fellow and Head of the Health Initiative at ORF Delhi. He focuses on the interface of nutrition and health policy. He tracks India’s performance in achieving Sustainable Development Goals, with an emphasis on India’s human capital accumulation. He has worked on issues of healthcare, nutrition, gender and poverty with various organisations and is widely published across a variety of prestigious platforms.
From Labour to Leadership: Investing in Children
January 2019

This panel at the Raisina Dialogue 2019 discussed harnessing human capital as an imperative for societies and governments today. Rapid technological change is rendering low-skill-intensive manufacturing less effective as a pathway to growth and development, and helping a large, young population adapt to the future is key.

Panel on “From Labour to Leadership”: (L to R) Sidharth Nath Singh, Health Minister, Government of Uttar Pradesh, India; Rina Ray, Secretary, Ministry of Human Resource and Development, India; Junaid Kamal Ahmad, Country Director, World Bank Group, India; Yasmin Ali Haque, UNICEF Representative, India; Manoj Jhalani, Additional Secretary & MD (NHM), Ministry of Health and Family Welfare, India; Priyank Kanoongo, Chairperson, National Commission for Protection of Child Rights, India; Kate Hampton, Chief Executive Officer, Children’s Investment Fund Foundation

Dr. Shoba Suri is a Senior Fellow with ORF’s Health Initiative. Shoba is a nutritionist with experience in community and clinical research. She has worked on nutrition, healthcare, infant and young child feeding, policy advocacy and assessment.

SHOBA SURI
Senior Fellow
Joined ORF: December 2018

Asad is the Administration Manager at the Observer Research Foundation. He supervises the day-to-day operations of the administrative department and oversees the activities of the team. In his present capacity, he develops, reviews, and upraises administrative policies and procedures. Asad also works with the accounting team to monitor budgeting, spending, and other expenses of the Foundation.

ASAD ABDUL SAMAD
Manager – Administration
Joined ORF: January 2017
CyFy Africa 2018 - The Conference on Technology, Innovation and Society

Over five years, CyFy - The India Conference on Technology, Innovation and Society, has established itself as Asia’s pre-eminent platform for discussions around economic, political, and strategic dimensions of cyberspace. Recognizing that Africa will be the cauldron from which future technology issues will emerge, the Observer Research Foundation, in partnership with the Government of the Tangier-Tetouan-Al Hoceima region and Ministry of Industry, Investment, Trade and Digital Economy of Morocco, hosted the first Africa edition of CyFy in 2018.

10-12 May, 2018
Tangier, Morocco

At the inflexion point of the Fourth Industrial Revolution, there is an imminent need to integrate emerging technologies with the needs of the African continent. With many nations, especially in Asia and Africa, banking on technology, robotics, and artificial intelligence to reshape humanity, there is a need to discuss and resolve a range of apprehensions around gender, race, ethnicity, and equity. The inaugural Africa edition of CyFy Africa - The Conference on Technology, Innovation and Society, sought to bring African voices to the forefront by engaging thought leaders, innovators and policymakers from Africa, Asia, the Americas, and Europe to identify priorities and share lessons for sustainable growth.

The major themes discussed during the conference were:

- Cradling Innovation: Local Ideas, Global Solutions
- A Continental Consensus on Cyber Norms
- The Rights Continent
- Afrofuturism: A World in Technicolour
- Tech and I: Toward a Digital Society
Panel on “New Realities and the Future of Entertainment”: (L to R) Samir Saran, President, Observer Research Foundation; Hala Abdala Sarhan, Former Television Show Host and Vice President, Dream TV; Nicolo Andreula, Independent Researcher; Raja Krishna Menon, Indian Director and Filmmaker; Khalila Mbowe, Founder and Managing Director, Unleashed Africa

Panel on “Content Continent”: (L to R) Ashraf Ibrahim, Ambassador of Egypt to Morocco; Tamer Amin, Television Presenter, Al Hayat TV; Nosa Dag, Entertainment Mogul, Nigeria; Bharatbala Ganapathy, Indian Director and Filmmaker; Catalina Ruiz Navarro, Estreotipas, Colombia; Samir Saran, President, Observer Research Foundation

Helen Hai, Goodwill Ambassador, United Nations Industrial Development Organisation delivers Keynote Address

Gwendoline Abunaw, Chief Operating Officer, Ecobank Cameroon; Leila Hassain, International Development Adviser and Founder, ArabDev; Nimusiima Barbara, Administrator at IWCE (Conference for Critical Communication Technology), Uganda; Katharina Jahrling, Spokesperson, Euro-Mediterranean Arab Association Board

Ministerial Address by H.E. Moulay Hafid Elamy, Minister of Industry, Investment, Trade and Digital Economy, Morocco
Panel on “Funding the Next Generation of Startups”: (L to R) Sana Tazi, Vice President, Digital and Data Management, Royal Air Maroc; Said Khalil, Head of Digital & Innovation, Medi TV, Morocco; Aishwarya Balaji, CEO & Founder of Impact Chain Lab; Abdou Khadre Lo, Director for Africa, Access Partnership; Soline Kauffman, Global Head of Ecosystems, Early Metrics

Panel on “Data Driven Governance”: (L to R) Isaac Mukama, Head - Innovations and Training ICT4D, Uganda; Venkatesh Krishnamoorthy, Country Manager, Business Software Alliance; Savannah Kunovsky, Chief Technology Officer, Moringa School, Nairobi; Kawsu Sillah, IT Specialist

Angela McKay, Senior Director, Cybersecurity Policy and Strategy, Microsoft

Khalila Mbowe, Founder and Managing Director, Unleashed Africa
Tackling Insurgent Ideologies 2018

As India pursues new deradicalisation initiatives, Tackling Insurgent Ideologies was created to be the country's flagship conference on Preventing/Countering Violent Extremism (P/CVE). The dialogue seeks to highlight the crucial challenges in preventing and countering violent extremism, and explore the role that India can play in deradicalisation efforts, both domestically and in the region. It aims to provide a platform for diverse points of view amongst stakeholders to debate the challenges of violent extremism, and how India can provide leadership and solutions aimed at countering violent narratives. of Industry, Investment, Trade and Digital Economy of Morocco, hosted the first Africa edition of CyFy in 2018.

11-13 June, 2018
New Delhi, India

The inaugural edition of Tackling Insurgent Ideologies, brought together researchers and practitioners engaged in evolving strategies that deal with the proliferation of radicalism and violence - strategies being nurtured through state and civil society approaches from countries as diverse as Indonesia, Maldives, Malaysia, Bangladesh, Afghanistan, Nigeria, Tunisia, Australia, USA and UK. Methods of countering narratives to prevent extremism, and analysis of the impacts of hate speech and online counter-messaging were at the forefront of the deliberations.

With a focus on South and South East Asia, the conference shed light on:

- Gender and deradicalisation
- The war on terror
- Countering terrorism online
- Cooperation between the technology sector and law enforcement agencies
- The role of the government and the private sector
- Community mobilisation
- Improving coordination between global actors and institutions
Panel on “Tackling Insurgent Ideologies”: (L to R) Raffaello Pantucci, Director of International Security Studies, Royal United Services Institute; Arian Sharifi, Director, National Threat Assessment, Office of National Security Council, Afghanistan; Farah Pandith, Adjunct Senior Fellow, Council on Foreign Relations; Assan Ali, P/CVE Specialist, Commonwealth Secretariat CVE Unit, United Kingdom; Samir Saran, President, Observer Research Foundation

Panel on “Eye of the Storm: Experience from the Field”: (L to R) Richard Priem, Associate Political Affairs Officer, United Nations Counter Terrorism Executive Directorate; Benedetta Berti, Head of Policy Planning, Office of the Secretary General, NATO; Arian Sharifi, Director of National Threat Assessment, Office of National Security Council, Afghanistan; Hilde Deman, Country Director, Search for Common Ground; Ali Khan Mahmudabad, Assistant Professor, Ashoka University
Panel on “Gendering the Agenda: Women in CVE Discourse”: (L to R) Archana Kapoor, Founder, Seeking Modern Applications for Real Transformation; Edit Schlaffer, Founder, Women Without Borders; Mariam Safi, Founding Director, Organization for Policy Research and Development Studies; Nishtha Satyam, Deputy Country Representative, United Nations Women; Philippa Chancellor-Weale, CVE Adviser, Foreign & Commonwealth Office, United Kingdom

Panel on “Syncretic Societies: The Indian Experience”: (L to R) Rasheed Kidwai, Visiting Fellow, Observer Research Foundation; Pavan K. Varma, Former Member of Parliament, Rajya Sabha, India, and National General Secretary and National Spokesman of the Janata Dal (United); Akhtarul Wasey, President, Maulana Azad University; Maya Mirchandani, Senior Fellow, Observer Research

Samir Saran, President, Observer Research Foundation (left), and Raghu Raman, Former CEO, National Intelligence Grid (right)
CyFy 2018 - The India Conference on Technology, Innovation and Society

CyFy - The India Conference on Technology, Innovation and Society is Asia's pre-eminent platform for discussions around economic, political, and strategic dimensions of cyberspace. Over the last five editions of the conference in New Delhi, the gathering has engaged in many crucial conversations around managing cyberspace regimes. It has seen the participation of heads of states, ministers, national cyber coordinators, industry leaders and academic

3-5 October, 2018
New Delhi, India

The year 2018 was a nadir in terms of trust, in both technologies and the institutions that manage them, with societies the world over calling for the reimagining of the social contract that binds states, citizens, and businesses. Resolving these debates requires a recalibration of existing norms, business practices and regulatory frameworks –an exercise where the voice of the emerging world is critical. With this goal in mind, CyFy 2018 brought together 300 speakers and delegates from 33 countries to debate the way forward as shockwaves in the wake of emerging technologies reverberated throughout the world.

The main themes explored at the conference were:

- Insecureable tech
- Techcreate: unleashing the creative economy
- Algorithms and inclusion
- Connected communities, fragile nations
- Dataleashed: property, privacy and sovereignty in the digital age
- iBusiness

Digital Debates is ORF's flagship journal on technology and society, and amongst a handful of peer-reviewed research publications on the subject in India. It has over the years incubated young and diverse voices on its pages, offering them a platform to hold forth on some of the most seminal subjects of the Digital Age. The 2018 edition of Digital Debates highlighted the pervasive distrust with Big Tech amongst communities and governments, and the reactive regimes that sprung up on account of it. It also discussed the often-negative spillover effects of digital communities on the real, emphasising the need to extend solutions beyond the virtual.
The report outlines findings from the Future of Work, Education and Skills Enterprise Survey. Data was collected from 774 companies in India, from micro-sized firms to those employing more than 25,000 workers. It presents findings on the pace of technological adoption and digitisation amongst Indian companies, and its impact on job creation, displacement and nature of work. In addition to the effects of the changing nature of jobs on wages, contracts, protections and security. Finally, the report includes recommendations on policies, programmes and action needed for India to leverage the possibilities of technological disruption, manage the associated risks, and enhance its preparedness for the future of work in the digital age.
Panel on “War by Other Means: Influence Operations in Cyberspace”: (L to R) Morteza Shahrezaye, Political Data Science Researcher, Technical University of Munich; Marek Szczygiel, Ambassador at Large for International Cyber Policy, Ministry of Foreign Affairs, Poland; Rema Rajeshwari, District Police Chief, Mahabubnagar, Telangana; Benjamin Ang, Senior Fellow, Centre for Excellence for National Security, S. Rajaratnam School of International Studies, Nanyang Technological University; Stephanie MacLellan, Senior Research Associate, Centre for International Governance Innovation; James Lewis, Senior Vice President, and Director of Technology and Policy Programme, Centre for Strategic and International Studies.

Sanjay Verma, Former Additional Secretary, Administration, Ministry of External Affairs, India

Klon Kitchen, Senior Fellow for Technology, National Security & Science Policy, The Heritage Foundation
Gwendoline Abunaw, Chief Operating Officer, Ecobank Cameroon

Madhulika Srikumar, Associate Fellow and Programme Coordinator, Observer Research Foundation

Working Lunch on "Back to Going Dark": (L to R) Baijayant Panda, Former Member of Parliament, India; Manish Tewari, Former Minister of Information and Broadcasting, Government of India; Joanna Wong, Manager, Cybersecurity Agency, Singapore; Arun Mohan Sukumar, Co-Chair, CyFy, and Head of Cyber Initiative, Observer Research Foundation
The Asian Forum on Global Governance 2019

The Asian Forum on Global Governance (AFGG) is an annual ten-day policy workshop, jointly organised by ORF and ZEIT-Stiftung Ebelin und Gerd Bucerius. The forum brings together young leaders from diverse backgrounds, geographies, and sectors. Through dialogues, deliberations and debates with prominent figures from the world of politics, business and academia, fellows of the forum assess and challenge conventional interpretations of complex contemporary realities.

7-16 January, 2019
New Delhi, India

The ninth edition of AFGG brought together 27 young women and 23 young men from 30 countries. As part of the programme, the participants were also inducted as Raisina Young Fellows at the Raisina Dialogue 2019, that takes place simultaneously.

ORF also co-organised ‘Governance Talks’ in Berlin and Washington, D.C. in November, 2018 and May, 2019 respectively. These biannual forums serve as alumni networking hubs, which see the participation of more than 100 alumni from the AFGG and its sister programme, the Bucerius Summer School, Hamburg.

This edition of AFGG focused on ‘A World Reorder: New Geometries, Fluid Partnerships, Uncertain Outcomes,’ and was designed around five major themes:

- Globalisation 4.0: Great power politics versus international trade
- A networked world: the individual, state and business
- Investing in human capital: health, skilling and jobs
- Development amid disruptions: uncommon pathways for the common good
- Leadership in the 21st century: the power of ideas, narratives and communities

AFGG Young Fellows at the Ad-making Competition at Development Day held in collaboration with Self Employed Women’s Association (SEWA)
Forum Opener - I, "Book Discussion - Rules for Rebels: The Science of Victory in Militant History": (L to R) Andrea Betzenbichler, Project Manager, Politics and Society Team, ZEIT-Stiftung; Sascha Suhrke, Director, Politics and Society Team, ZEIT-Stiftung; Max Abrahms, Assistant Professor of Political Science, Northeastern University; Samir Saran, President, Observer Research Foundation; Tanoubi Ngangom, Chief of Staff and Programmes, Observer Research Foundation; Ritwik Sharma, Former Research Associate, Observer Research Foundation

Inaugural Session: (L to R) Shashi Tharoor, Dean, The Asian Forum on Global Governance, and Member of Parliament, Lok Sabha, India; Sunjoy Joshi, Chairman, Observer Research Foundation; Samir Saran, President, Observer Research Foundation

Hardeep Singh Puri, Union Minister of State with Independent Charge, Ministry of Housing and Urban Affairs, India

Dinner Session on “Leadership for Peace”: Hamid Karzai, Former President, Afghanistan (left); Samir Saran, President, Observer Research Foundation (right)
AFGG Young Fellows interacting with the volunteers at Self Employed Women’s Association (SEWA)

AFGG Young Fellows at the Taj Mahal on their retreat to Agra

Lunch Session on “Development amid Disruption”: (L to R) Lina Beydoun, Director of Development, American University of Beirut; Amanda Chong, Lawyer and Poet; Kristina Lunz, Co-Founder and Country Director Germany, Centre for Feminist Foreign Policy; Catherine Duggan, Vice Dean and Professor, African Leadership University School of Business; Juita Mohamad, Fellow, Economics, Trade and Regional Integration Division, Institute of Strategic and International Studies Malaysia; Shikha Bhasin, Programme Lead, Council on Energy Environment and Water
Young Leaders of the ninth edition of the Asian Forum on Global Governance

AFGG Young Fellows with Hamid Karzai, Former President, Afghanistan (centre) at the Raisina Dialogue 2019
Raisina Dialogue 2019

The Raisina Dialogue is India’s flagship conference on geopolitics and geo-economics, aimed at addressing the most challenging issues facing the global community. Every year, global leaders in policy, business, media and civil society are hosted in New Delhi to discuss cooperation on a wide range of pertinent international policy matters.

8-10 January, 2019
New Delhi, India

The theme of the fourth edition of the Raisina Dialogue was “A World Reorder: New Geometries, Fluid Partnerships, Uncertain Outcomes.” The Dialogue was inaugurated by Norwegian Prime Minister, Erna Solberg. More than 1,200 speakers, delegates and participants convened for the inaugural session on 8 January. The Dialogue also featured over 600 international speakers and delegates from over 92 countries.

The key themes addressed at the Dialogue were:

- Political histories vs. power geographies
- Globalisation and anti-globalisation: trade, tech and turbulence
- All for one: state, enterprise and the well-being of the individual
- Engineering a new ethic in 3d
- Idecide: leading by impulse or leadership by institution?

The Raisina Files, an annual collection of essays, strives to engage readers on key contemporary questions that implicate India and the world. The 2019 edition, Debating Future Frameworks in a Disrupted World, unpacks new institutions and rules of the road in re-invigorated common spaces: will these guide the way forward into a disrupted 21st century? As risks proliferate, far from a case of “solutions looking for a problem,” it is today a case of many more pressing challenges that have far fewer functional frameworks available to service these problems. These essays unpack normative contributions and institution-building processes that are being put forward by states and stakeholders to manage power relationships, accelerate or temper trends, and shape geographies.
For the past two years, ORF and the MacArthur Foundation have attempted to create a new framework to ensure that the global financial community better responds to the imperatives of the Paris Agreement. Our research acknowledges that official aid and grants are insufficient to meet the burgeoning energy and infrastructure needs of emerging economies. There is no doubt that we require new financial instruments and pipelines to support sustainable development in much of the world. This publication, comprising of 11 policy essays on the subject of climate finance, discusses this objective through multiple lenses. It is a culmination of our efforts to work with a global network of experts and stakeholders to identify bottlenecks and provide new solutions to ensure that emerging economies can access finance to meet their green development goals.
Lunch Conversation on "Development amid Disruption: Uncommon Pathways for the Common Good": (L to R) Lina Beydoun, Director of Development, American University of Beirut; Amanda Chong, Lawyer and Poet; Kristina Lunz, Co-Founder and Country Director for Germany, Centre for Feminist Foreign Policy; Catherine Duggan, Vice Dean and Professor, African Leadership University School of Business; Juita Mohamad, Research Fellow, Institute of Strategic and International Studies; Shikha Bhasin, Programme Lead, Council on Energy Environment and Water

Panel on "The World in a Moment: Looking Back, Looking Ahead, Looking Hard": (L to R) Paolo Gentiloni, Former Prime Minister of Italy; S. Jaishankar, Former Foreign Secretary for Ministry of External Affairs, Government of India; Gen. (Retd.) David Petraeus, Chairman, KKR Global Institute
Panel on “The Future of Work: Earning to Live vs. Living to Earn”: (L to R) Ashish Dhawan, Founder and Chairman, Central Square Foundation; Srivatsan Rajan, Chairman, Bain India; Burcu Baran, Director, Policy Communities, Global Relations Forum; Pradeep Parameswaran, President Uber India and South Asia; Khalila Mbowe, Founder and Managing Director, Unleashed Africa

Audience Members

Ministerial Address by H.E. Marise Payne, Minister of Foreign Affairs, Australia

Dinner Conversation on “Curating a New Concert: Multiple Visions for the Future of the Indo-Pacific”: (L to R) Alicia Garcia Herrero, Chief Economist for Asia Pacific, Natixis; Li Li, Senior Fellow, Institute for International Relations, Tsinghua University; Daniel Kliman, Senior Fellow, Asia-Pacific Security Programme, Centre for New American Security; Rūta Miliūtė, Member of Parliament, Lithuania; Manpreet Anand, Adjunct Professor, National Defense University
Ministerial Address by H.E. Josep Borrell, Minister of Foreign Affairs and Cooperation, Spain

Panel on "The Waning West: Can it Discover a New Direction?": (L to R) Stephen Harper, Former Prime Minister of Canada; Tony Blair, Former Prime Minister of the United Kingdom; Ashok Malik, Former Press Secretary to the President of India

Ministerial Address by H.E. Mohammad Javad Zarif, Minister of Foreign Affairs, Iran

Pushan Das, Head of Forums, Observer Research Foundation

Ministerial Address by H.E. Pradeep Kumar Gyawali, Minister of Foreign Affairs, Nepal

Gaddam Dharmendra, Former Additional Secretary, Ministry of External Affairs, Government of India and current Indian Ambassador to Iran (left), and Vijay Gokhale, Foreign Secretary for Ministry of External Affairs, Government of India (right)
ORF is registered at Delhi under the Societies Registration Act XXI of 1860 as a not-for-profit organisation. Donations to ORF enjoy Income Tax exemption under Section 80G of the Income Tax Act, 1961. ORF follows the financial year from April to March. The Statement of Accounts, audited by a qualified and registered Chartered Accountant, is submitted to the concerned departments in India as per the statutory requirements. Internal audit is conducted by a qualified and registered Chartered Accountant’s firm periodically. All donations received by ORF from donors outside India are received as per the FCRA (Foreign Contributions Regulation Act) guidelines. Section 6(1) of the FCRA inter alia provides that an association (organisation) registered under the FCRA shall intimate to the Central Government in India the amount, source and the manner in which such foreign contribution is received and the purpose for and the manner in which such contribution is utilised. These foreign contributions are to be received only through a particular registered and designated bank. For any information on the ORF’s financing, please contact: Honorary Secretary, Observer Research Foundation, 20 Rouse Avenue, New Delhi, Delhi - 110002

### Balance Sheet (As on 31st March, 2019)

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Schedule</th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sources of funds:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corpus</td>
<td>I</td>
<td>21,18,07,751.99</td>
<td>19,99,10,604.14</td>
</tr>
<tr>
<td>Payables</td>
<td>II</td>
<td>5,50,337.00</td>
<td>7,76,418.60</td>
</tr>
<tr>
<td>Statutory Liabilities</td>
<td>III</td>
<td>5,36,537.76</td>
<td>64,88,699.07</td>
</tr>
<tr>
<td>Provisions</td>
<td>IV</td>
<td>2,66,16,468.00</td>
<td>1,40,72,609.00</td>
</tr>
<tr>
<td>Unspent Contributions</td>
<td>V</td>
<td>4,75,48,572.69</td>
<td>2,92,58,916.50</td>
</tr>
<tr>
<td>Unspent Interest FCRA</td>
<td></td>
<td>9,73,326.25</td>
<td>12,60,967.10</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>28,80,32,993.69</td>
<td>25,17,68,214.41</td>
</tr>
<tr>
<td>Application of Funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>VI</td>
<td>5,50,58,924.80</td>
<td>5,59,32,323.80</td>
</tr>
<tr>
<td>Investments</td>
<td>VII</td>
<td>14,05,45,943.39</td>
<td>13,16,19,935.77</td>
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<tr>
<td>GDI Saving Bonds</td>
<td></td>
<td>1,00,00,00.00</td>
<td>1,00,00,00.00</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>15,05,45,943.39</td>
<td>14,16,19,935.77</td>
</tr>
<tr>
<td>Current Assets,</td>
<td>VIII</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Bank Balances</td>
<td></td>
<td>4,43,20,111.75</td>
<td>3,92,15,701.58</td>
</tr>
<tr>
<td>Security Deposits</td>
<td></td>
<td>1,46,003.00</td>
<td>74,500.00</td>
</tr>
<tr>
<td>Advances</td>
<td></td>
<td>3,22,833.00</td>
<td>4,03,330.00</td>
</tr>
<tr>
<td>Other Receivables</td>
<td></td>
<td>2,77,63,464.85</td>
<td>81,54,807.16</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td></td>
<td>17,80,635.00</td>
<td>14,23,875.00</td>
</tr>
<tr>
<td>Income Tax Refundable (TDS Receivable)</td>
<td></td>
<td>80,95,077.90</td>
<td>49,43,941.10</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>8,24,28,123.50</td>
<td>5,42,15,854.84</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>28,80,32,993.69</td>
<td>25,17,68,214.41</td>
</tr>
</tbody>
</table>

ORF Transparency Initiative

In an endeavour to improve financial practices, ORF now uploads details of both domestic and foreign contributions on its website.

www.orfonline.org/declaration-of-contributions/
Income and Expenditure Account
for the year ended 31st March, 2019

Particulars | For the year ended 31st March 2019 | For the year ended 31st March 2018
--- | --- | ---
**Income:**
Foreign Contributions for designated Projects | 8,19,50,311.24 | 4,16,64,476.06
Voluntary Contributions (Projects) | 2,99,70,324.36 | 7,20,34,633.50
Voluntary Contributions (General) | 48,75,000.00 | 6,50,000.00
Interest | 1,35,71,456.42 | 1,32,92,576.69
Other Income | 3,08,03,00.00 | 2,70,739.11
Prior Period Income - Foreign Projects | 26,42,02,839.39 | -
Prior Period Adjustment NETI | 7,57,76,00.00 | -
**Total Income** | **13,40,74,919.41** | **12,79,12,425.36**

**Expenditure:**
Expenditure on Projects:
- Expenditure on Designated FCRA Projects | 8,63,56,492.48 | 4,34,13,881.61
- CRM Initiative Project | 43,12,361.00 | 58,85,687.00
- International Initiative Project | 6,66,24,994.04 | 9,63,67,071.27
- ISS Project | 92,66,356.00 | 1,00,78,218.00
- National Initiative Project | 1,59,27,638.37 | 1,79,53,656.62
- Outreach & Development Initiative Project | 2,27,28,621.45 | 2,19,65,180.77
- India China Centre | 1,72,61,166.04 | 1,30,50,868.94
- Mumbai Initiative | 5,45,60,185.06 | 6,93,01,879.40

Other Expenses:
- Employee Benefit Expenses | 2,38,94,849.32 | 2,36,31,224.00
- Printing & Stationery | 3,08,871.00 | 2,82,001.00
- Travelling & Conveyance | 39,38,828.03 | 8,41,960.00
- Office Expenses | 15,12,729.87 | 15,49,992.00
- Communications | 13,74,431.46 | 22,83,546.00
- Utilities | 52,28,490.00 | 50,84,702.00
- Repair & Maintenance | 53,43,637.04 | 46,97,556.00
- Rates & Taxes | 26,48,434.00 | 61,68,319.07
- Honorarium & Retainership Fee | 21,30,770.00 | 18,89,816.00
- Meeting & Conferences | 12,59,313.96 | 12,60,059.00
- Office Lease Rent | 76,32,40.00 | 64,680.00
- Computers & Maintenance | 19,30,180.28 | 12,12,466.00
- Books & Periodicals | 12,59,649.74 | 12,61,731.95
- Provision for doubtful debt (Bhopal Land) | 4,03,330.00 | -
- Other Expenses | 13,99,871.42 | 11,88,287.70
- Amortization of Land | 27,198.00 | -
- Depreciation | 24,03,049.00 | 20,38,819.00

**Total Expenditure** | **33,21,77,771.56** | **33,14,71,603.33**

**Deficit/Surplus for the year (A) - (B)** | **(19,81,02,852.15)** | **(20,35,59,177.97)**
**Deficit/Surplus transferred to Corpus** | **(19,81,02,852.15)** | **(20,35,59,177.97)**

Schedule to Balance Sheet as on 31st March, 2019

**Schedule I**

<table>
<thead>
<tr>
<th>Corpus Funds</th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Balance</td>
<td>19,99,10,604.14</td>
<td>19,69,69,782.11</td>
</tr>
<tr>
<td>Addition during the year</td>
<td>21,00,00,000.00</td>
<td>20,65,00,000.00</td>
</tr>
<tr>
<td>Add: (Deficit)/Surplus for the Year</td>
<td>(19,81,02,852.15)</td>
<td>(20,35,59,177.97)</td>
</tr>
<tr>
<td>Total</td>
<td>21,19,07,751.99</td>
<td>19,99,10,604.14</td>
</tr>
</tbody>
</table>
### Schedule II

<table>
<thead>
<tr>
<th>Payables</th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses Payable 2018-19</td>
<td>4,02,853.00</td>
<td>6,21,734.60</td>
</tr>
<tr>
<td>Joy Dalia &amp; Company</td>
<td>36,000.00</td>
<td>43,200.00</td>
</tr>
<tr>
<td>Mahanagar Telephone Nigam Ltd</td>
<td>1,098.00</td>
<td>1,098.00</td>
</tr>
<tr>
<td>S.K. Enterprise</td>
<td>1,10,386.00</td>
<td>1,10,386.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,50,337.00</strong></td>
<td><strong>7,76,418.60</strong></td>
</tr>
</tbody>
</table>

### Schedule III

<table>
<thead>
<tr>
<th>Statutory Liabilities</th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>TDS Payable</td>
<td>3,16,637.00</td>
<td>6,80,452.00</td>
</tr>
<tr>
<td>Goods &amp; Services tax</td>
<td>2,19,900.76</td>
<td>58,08,247.07</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,36,537.76</strong></td>
<td><strong>64,88,699.07</strong></td>
</tr>
</tbody>
</table>

### Schedule IV

<table>
<thead>
<tr>
<th>Provisions</th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision for Gratuity</td>
<td>1,99,22,383.00</td>
<td>1,12,52,700.00</td>
</tr>
<tr>
<td>Provision for Sick Leave</td>
<td>66,94,085.00</td>
<td>28,19,909.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,66,16,468.00</strong></td>
<td><strong>1,40,72,609.00</strong></td>
</tr>
</tbody>
</table>

### Schedule V

<table>
<thead>
<tr>
<th>Unspent Contribution</th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Related to FCRA Project</td>
<td>4,18,52,485.76</td>
<td>2,92,58,916.50</td>
</tr>
<tr>
<td>Related to Domestic Project</td>
<td>56,96,086.93</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,75,48,572.69</strong></td>
<td><strong>2,92,58,916.50</strong></td>
</tr>
</tbody>
</table>

### Schedule VI

<table>
<thead>
<tr>
<th>Type of Fixed Asset</th>
<th>Dep Rate</th>
<th>WDV as on 1st April 2018</th>
<th>Additions / (deletions) before 30.9.18</th>
<th>Additions after 30.9.2018</th>
<th>Depreciation/ Amortization for the year</th>
<th>WDV as on 31st March 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leasehold Land at Delhi®</td>
<td>-</td>
<td>22,14,333.00</td>
<td>-</td>
<td>27,398.00</td>
<td>21,87,135.00</td>
<td>21,87,135.00</td>
</tr>
<tr>
<td>Land at Kolkata</td>
<td></td>
<td>3,52,25,670.80</td>
<td>-</td>
<td>-</td>
<td>3,52,25,670.80</td>
<td>3,52,25,670.80</td>
</tr>
<tr>
<td>Building at Kolkata</td>
<td>0.10</td>
<td>1,74,4,128.00</td>
<td>(68,652.00)</td>
<td>17,37,553.00</td>
<td>15,36,377.00</td>
<td>15,36,377.00</td>
</tr>
<tr>
<td>Books</td>
<td>0.40</td>
<td>1,87,301.00</td>
<td>1,52,967.00</td>
<td>1,56,530.00</td>
<td>2,05,874.00</td>
<td>2,05,874.00</td>
</tr>
<tr>
<td>Computer Equipments®</td>
<td>0.40</td>
<td>7,79,260.00</td>
<td>83,250.00</td>
<td>17,37,553.00</td>
<td>15,36,377.00</td>
<td>15,36,377.00</td>
</tr>
<tr>
<td>Furniture &amp; Fixtures®</td>
<td>0.10</td>
<td>1,29,889.00</td>
<td>-</td>
<td>1,52,967.00</td>
<td>17,37,553.00</td>
<td>17,37,553.00</td>
</tr>
<tr>
<td>Office Equipment**</td>
<td>0.15</td>
<td>83,957.00</td>
<td>61,915.00</td>
<td>2,83,126.00</td>
<td>3,68,577.00</td>
<td>3,68,577.00</td>
</tr>
<tr>
<td>Plant &amp; Machinery</td>
<td>0.15</td>
<td>6,14,146.00</td>
<td>-</td>
<td>84,622.00</td>
<td>4,79,524.00</td>
<td>4,79,524.00</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>5,66,28,104.80</strong></td>
<td><strong>1,79,380.00</strong></td>
<td><strong>24,30,247.00</strong></td>
<td><strong>5,50,58,924.80</strong></td>
<td><strong>5,50,58,924.80</strong></td>
</tr>
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### Schedule VII

<table>
<thead>
<tr>
<th>Investments</th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Deposits</td>
<td>14,05,45,943.39</td>
<td>13,16,19,935.77</td>
</tr>
<tr>
<td>GOI Saving Bonds</td>
<td>1,00,00,000.00</td>
<td>1,00,00,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15,05,45,943.39</strong></td>
<td><strong>14,16,19,935.77</strong></td>
</tr>
</tbody>
</table>
## Schedule VIII - Current Assets

### Cash & Bank Balances

<table>
<thead>
<tr>
<th></th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash in hand</td>
<td>39,574.01</td>
<td>81,902.01</td>
</tr>
<tr>
<td>Cash in Delhi</td>
<td>53,801.00</td>
<td>35,719.00</td>
</tr>
<tr>
<td>Cash in Kolkata</td>
<td>8,296.00</td>
<td>12,530.00</td>
</tr>
<tr>
<td>Cash in Mumbai</td>
<td>2,829.00</td>
<td>2,829.00</td>
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<tr>
<td>FCRA Cash</td>
<td></td>
<td></td>
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<tr>
<td>Total (a)</td>
<td>1,04,500.01</td>
<td>1,32,980.01</td>
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### Bank Balances

<table>
<thead>
<tr>
<th></th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canara Bank</td>
<td>14,17,459.41</td>
<td>1,36,406.09</td>
</tr>
<tr>
<td>HDFC Delhi</td>
<td>2,20,70,925.94</td>
<td>1,02,72,239.17</td>
</tr>
<tr>
<td>HDFC Kolkata</td>
<td>1,10,855.64</td>
<td>12,47,129.64</td>
</tr>
<tr>
<td>HDFC Mumbai</td>
<td>15,17,846.41</td>
<td>29,07,829.08</td>
</tr>
<tr>
<td>Syndicate Bank</td>
<td>16,54,024.33</td>
<td>9,10,982.39</td>
</tr>
<tr>
<td>Vijaya Bank</td>
<td>1,74,44,500.01</td>
<td>4,54,80,392.99</td>
</tr>
<tr>
<td>Total (b)</td>
<td>4,42,15,611.74</td>
<td>6,09,54,979.36</td>
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</table>

### Security Deposits

<table>
<thead>
<tr>
<th></th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Deposit - Pti</td>
<td></td>
<td>60,000.00</td>
</tr>
<tr>
<td>Security Deposit - Telephone</td>
<td>11,657.00</td>
<td>14,500.00</td>
</tr>
<tr>
<td>Security Deposit- Wbsedcl</td>
<td>1,34,346.00</td>
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</tr>
<tr>
<td>Total</td>
<td>1,46,003.00</td>
<td>74,500.00</td>
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</tbody>
</table>

### Advances

<table>
<thead>
<tr>
<th></th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Considered Good</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Advance : Anasua Basu</td>
<td>72,630.00</td>
<td></td>
</tr>
<tr>
<td>Bhasin &amp; Co.</td>
<td>80,000.00</td>
<td></td>
</tr>
<tr>
<td>New India Insurance Co. Ltd</td>
<td>1,70,203.00</td>
<td>1,68,929.00</td>
</tr>
<tr>
<td><strong>Considered Doubtful</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adv : Bhopal Land</td>
<td>4,03,330.00</td>
<td>4,03,330.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>7,26,163.00</td>
<td>5,72,259.00</td>
</tr>
<tr>
<td>Less - Provision made for</td>
<td></td>
<td></td>
</tr>
<tr>
<td>advance against bhopal land</td>
<td>4,03,330.00</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,22,833.00</td>
<td>5,72,259.00</td>
</tr>
</tbody>
</table>

### Other Receivables

<table>
<thead>
<tr>
<th></th>
<th>As on 31st March 2019</th>
<th>As on 31st March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>FCRA Receivables</td>
<td>2,44,84,734.00</td>
<td>41,68,877.77</td>
</tr>
<tr>
<td>Consulate General of Japan</td>
<td>10,57,718.00</td>
<td>6,46,953.39</td>
</tr>
<tr>
<td>GST Input Credit</td>
<td>22,19,278.85</td>
<td></td>
</tr>
<tr>
<td>Military Intelligence Training school</td>
<td>1,734.00</td>
<td></td>
</tr>
<tr>
<td>Other Receivables</td>
<td></td>
<td>31,69,847.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,77,63,464.85</td>
<td>79,85,678.16</td>
</tr>
</tbody>
</table>
A) Significant Accounting Policies

1. Basis of Preparation of Financial Statements

The financial statements comprising the Balance Sheet, the Income & Expenditure and Receipt & Payment account are prepared under the historical cost convention, on the accrual basis of accounting. In the absence of any authoritatively established accounting principles for the specialised aspects related to charitable trust, which do not carry out any commercial activity, these statements have been prepared in accordance with the significant accounting policies as described below.

2. Use of Estimates

The preparation of the financial statements in conformity with the generally accepted accounting principles requires that the Member of the society make estimates and assumption that affect the reported amounts of income and expenditure for the year and reported assets and liabilities. Any revision to accounting estimates is recognised prospectively in current and future periods. All amounts are stated in Indian Rupees, except as otherwise stated.

3. Fixed Assets and Depreciation

Fixed assets are stated at cost of acquisition, including any attributable cost for bringing the assets to its working condition for its intended use, less accumulated depreciation. Depreciation is charged on the fixed assets’ written down value at the rates specified in the Income Tax Act, 1961. Intangible assets are stated at cost net of tax/duty credits availed, if any less accumulated amortisation. Intangible assets (leasehold land at Delhi) are amortised over the estimated period of benefit or contractual terms as applicable.

4. Investments

Investments are either classified as current or long term based on management’s intention at the time of purchase. Current investments are carried at the lower of cost or fair value determined separately for each individual investment. Long-term investments are carried at cost less diminution, other than temporary, in value, determined separately for each individual investment. The fixed deposits with the banks are inclusive of interest accrued until year-end.
5. Donation and Grants

Donations and grants received in cash or in kind (from foreign & domestic) are recognised as income on accrual basis. Such donations are recognised relatable over the period of usage and unspent amounts are recorded as unspent contribution (includes FCRA and domestic grants) under Current Liabilities. Donations made with a specific direction that they shall form part of the corpus of the Trust are classified as corpus donations, and are directly reflected as trust fund receipts in the balance sheet.

Non-refundable/recoverable payments like subscriptions for periodicals are recognised in the year of payment.

6. Income Tax

The Society is registered under section 12A of the Income Tax Act, 1961 (‘the Act’). Under the provision of the Act, the income of the Society is exempted from tax, subject to the compliance of specific terms and condition specified in the said Act.

7. Provisions and Contingencies

The provision is recognised when, as a result of obligation events, there is a present obligation that probably required an outflow of resources and reliable estimate can be made of the amount of obligation. The disclosure of contingent liability is made when, as a result of obligating events, there is possible obligation or a present obligation that may, but probably will not, require an outflow of resources. No provision or disclosure is made when, as a result of obligating events, there is a possible obligation or a present obligation where the likelihood of an outflow of resources is remote.

8. Foreign Currency Transactions

Transactions in foreign currencies are accounted at the exchange rate prevailing on the date of the transaction. Gains and losses resulting from the settlement of such transactions and from the translations of monetary assets and liabilities denominated in foreign currencies are recognised in the Income & Expenditure Account.

9. Other Policies to Financial Statement

(a) Sums received after deduction of tax at source are treated as contributions.
(b) Expenditure on projects as appearing in the Income & Expenditure A/c comprises of Direct Expenses only.

B) Notes Forming Part of the Accounts

1. Interest includes Rs. 17,64,153 received in FCRA Saving Bank Account.

2. Note on AS-15 Disclosure

Defined benefit plan:
The principal assumptions as at balance sheet date used in determining provision for gratuity and leave encashment are as follows:

Economic assumptions:
The discount rate is based upon prevailing market yields of Indian Government Bonds at the valuation date for the expected term of the obligation. The estimate of future salary increase considered takes into account inflation, seniority, promotion and other relevant factors on long-term basis.
Demographic assumptions:

**Defined contributions plans:**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>As at 31 March 2019</th>
<th>As at 31 March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirement age</td>
<td>60 Years</td>
<td>60 Years</td>
</tr>
<tr>
<td>Mortality rate</td>
<td>IALM (2006-08)</td>
<td>IALM (2006-08)</td>
</tr>
<tr>
<td>Withdrawal rate</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

The Company’s contribution to Gratuity & Sick Leave is a defined contribution plan. An amount of Rs.87,96,606 (previous year Rs. 1,12,52,700) pertaining to Gratuity and Rs. 38,74,176 (previous year Rs. 28,19,909) pertaining to Sick Leave have been recognized as an expense and shown under “Employee benefits” in the Income & Expenditure Account.

The Company’s foreign currency exposure not hedged is as follows:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>As at 31 March 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Foreign Currency</td>
</tr>
<tr>
<td>Trade receivables (GBP)</td>
<td>1,74,837</td>
</tr>
<tr>
<td>Trade receivables (USD)</td>
<td>30,050</td>
</tr>
</tbody>
</table>

Related Party Disclosures as per Accounting Standard - 181

Related parties’ details:

<table>
<thead>
<tr>
<th>Nature of Relationship</th>
<th>Name of the Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustee</td>
<td>Sunjoy Joshi</td>
</tr>
<tr>
<td>Trustee</td>
<td>Baljit Kapoor</td>
</tr>
<tr>
<td>Member</td>
<td>Arun Mehra</td>
</tr>
<tr>
<td>Member</td>
<td>P.G. Darji</td>
</tr>
</tbody>
</table>

Transactions with Related Parties:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Members</th>
<th>Trustee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>34,77,600</td>
<td>39,39,000</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>36,238</td>
<td>13,54,010</td>
</tr>
</tbody>
</table>
Leases as per Accounting Standard - 19

Lessor:

There is a lease agreement with Reliance Jio Infocomm Limited (Minimum lease payment of Rs. 20,000 with escalation of 10% from September 2018) which is cancellable operating lease.

Movement in Provision:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Opening balance 31/03/2019</th>
<th>Addition</th>
<th>Utilisation</th>
<th>Closing balance 31/03/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gratuity</td>
<td>11252700</td>
<td>87,96,606</td>
<td>1,26,923</td>
<td>199,22,383</td>
</tr>
<tr>
<td>(Refer Schedule IV)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leave Encashment</td>
<td>2819909</td>
<td>38,74,176</td>
<td>-</td>
<td>66,94,085</td>
</tr>
<tr>
<td>(Refer Schedule IV)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Changes in Accounting Policy as per Accounting Standard – 5

a) During the year ended 31 March 2019, there were changes in the accounting policies adopted by the Society due to more appropriate presentation of the financial statements.

b) There is a change in the accounting policy of revenue recognition which were previously accounted for on cash basis and are now recognised on accrual basis. This policy has been enacted from 25 September, 2018 onwards.

c) Due to change in accounting policy, there is an impact related to prior period income of Rs. 26,42,028 which is recognised in Income & Expenditure Account.

Signed By:

Tanuj Chugh (Partner, GSA & Associates – Chartered Accountant)
Sunjoy Joshi (Chairman, Observer Research Foundation)
Baljit Kapoor (Hon. Secretary, Observer Research Foundation)
Jagannatha Kumar (Hon. Treasurer, Observer Research Foundation)
LIST OF EVENTS

2018

APRIL

2 Roundtable Discussion on “India’s Declining Influence in Littoral South Asia”
5 International Conference on “India’s Radiological Security”
10 Roundtable Discussion on “Reimagining Pakistan” with Husain Haqqani
11 Interaction with Delegation from Israel
17 Roundtable Discussion on “The Current Korean Situation”
17 Workshop on “Air Force’s New Acquisition Plan for Fighter Jets” along with the Society for Aerospace Studies
17 Interaction with Delegation from University of New South Wales, Australia
20 Roundtable Discussion on “The Human Security Challenges in the India—Bangladesh Border”
23 Interaction with Delegation from China
27 International Conference on “Smart Cities: Sustainable Urbanisation”
28 Roundtable Discussion on The Oxford Handbook of India's National Security

2018

MAY

4 Roundtable Discussion on “The US-India Nuclear Deal”
8 Lecture on “Big Data and Agent-Based Simulation for Policy Analysis” by Prof. Alok Chaturvedi
11 Book Discussion on Taming the Sun by Varun Sivaram
11—13 International Conference on “Cyfy Africa 2018”
16 Interaction with Delegation from Vietnam
21 Roundtable Discussion on “US—India Relations”
21 Interaction with Delegation from Uzbekistan
22 Roundtable Discussion on “Brexit and Global Britain: A Pipe Dream?”
29 Roundtable Discussion on “India’s Role in Global Development”
31 Workshop on “Modernising For The Future: Budgeting, Capability and Production Challenges”
2018

**JUNE**

4 Roundtable Discussion on “The Spy Chronicles: RAW, ISI and the Illusion of Peace”
5 Roundtable Discussion on Kashmir
7 Interaction with Delegation of Bangladesh Nationalist Party
11—13 International Conference on “Countering Violent Extremism: Tackling Insurgent Ideologies”
14 International Conference on “Consultation on National Strategy for Artificial Intelligence”
14 Roundtable Discussion on “India in Nuclear Asia: Evolution of Regional Forces, Perceptions and Policies”
19 Roundtable Discussion on “India—Russia Ties”
20—21 International Conference on “ORF—Yonsei Seminar on Indo-Korean Partnership”
27 Roundtable Discussion on “Malaysia Elections and State of Democracy in South East Asia”
27 Interaction with H.E. Ahmed Naseem, Former Foreign Minister of the Maldives
27 Interaction with Delegation from Danish Ministry of Foreign Affairs
28 International Conference on “Advancing India—US Relations” by Amb. Nikki R. Haley, US Permanent Representative to the UN

2018

**JULY**

2 Roundtable Discussion on “US Strategies towards Alliances in the Asia Pacific Region”
2—3 International Conference on “ORF-OECD Conference on Investing in a Low-Carbon India”
7 Lecture on “Contemporary Perspective” by H.E. H.T. Imam
9 Talk with Mr. Bernard Makuza on “India-Rwanda Bilateral Relations”
12 Roundtable Discussion on “Beyond JCPOA: Examining the Consequence of US Withdrawal”
16 Interaction with Delegation from Iran
17 Roundtable Discussion on “Taiwan’s New Southbound Policy”
17 Talk on “Trump and Foreign Policy” by S. Paul
18 International Conference on “Financing Green Energy Transition and Climate Resilient Infrastructure in India”
18 Roundtable Discussion on “The Future of Work” with Guy Levin
19 Interaction with the Students of the International Summer School
20 Book Launch of *Intertwined Lives: P.N. Haksar and Indira Gandhi* by Jairam Ramesh
25—26 International Conference on “Framing a National Action Plan on Deteriorating Air Quality”
27 Roundtable Discussion on “Pakistan Election: Result and Implications”
30 Book Discussion of *Indian Nuclear Policy* by Harsh V. Pant and Yogesh Joshi
31 Roundtable Discussion on “The World Bank on Human Capital” in Greater Mumbai region and beyond
2018

AUGUST

2 Roundtable Discussion on “Global Nuclear Security: Moving Beyond the NSS”
6 Interaction with Delegation from Korean Trade Centre
7 Interaction with Al Haj Syed Nazibul Bashar Maizvandary, MP and Chairman, Bangladesh Tariqat Federation
8 Lecture on “Is the Liberal Democratic Order in a free fall?” by Larry Diamond
8 Interaction with Delegation from the National Endowment for Democracy and ORF Fellows
9 Roundtable Discussion on “The ISIS Phenomenon: South Asia and Beyond”
10 Roundtable Discussion on “The Sobering Arithmetic of a Two-Front War”
13 Book Launch of The Unending Game: A Former RAW Chief’s Insights into Espionage by Vikram Sood
20 Roundtable Discussion on “India and Bangladesh in the Climate Finance Regime”
21 Book Launch of 70 Policies that Shaped India: 1947 to 2017, Independence to $2.5 Trillion by Gautam Chikermane
23 Book Discussion of The RSS, A View to the Inside by Walter K. Andersen and Shridhar D. Damle
28 Lecture on “Brexit: European Crisis and Beyond” by Emmanuel Brunet-Jailly
28 Interaction with Delegation ExxonMobil Gas and Power
28 Interaction with Delegation from Uber
29 Roundtable Discussion on “Rohingya Refugee Crisis: Overview of the Humanitarian Response”
31 Book Discussion of India and Pakistan-Neighbours at Odds by A.S. Bhasin
31 Interaction with Scott Carpenter, Managing Director, Jigsaw

2018

SEPTEMBER

4 Roundtable Discussion on “US-India Dialogue on Diplomatic and Defence Cooperation”
5 Interaction with Pirjada Al Haj Khwaja Mostafa Amir Faisal Mujajedi, Chairman, Zaker Party, Bangladesh
11 Book Discussion of The Generation of Rage in Kashmir by David Devadas
12—14 International Conference on “ORF-NPS Conference”
20 Roundtable Discussion on “Counter-Insurgency in India: Politics, Security-vectored State Bureaucracy & the Kautilyan Upayas Template”
20 Interaction with Israeli Ambassador
24 Book Discussion of The Unending Game: A Former R&AW Chief’s Insights into Espionage by Vikram Sood
25 Lecture on “Climate Justice: Why the Past Matters in Conflicting Ways” by Lukas Meyer
26 Discussion with Hideki Asari on “One Year From PM Abe’s Visit to India”
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Roundtable Discussion on “Future of Global Nuclear Security”</td>
</tr>
<tr>
<td>3–5</td>
<td>International Conference on “CyFy 2018”</td>
</tr>
<tr>
<td>11</td>
<td>Book Discussion of <em>India and the EU: An Insider’s View</em> by Bhaswati Mukherjee</td>
</tr>
<tr>
<td>15</td>
<td>Roundtable Discussion on “Asia’s Quest for Balance: China’s Rise and Balancing in the Indo-Pacific” by Jeff Smith</td>
</tr>
<tr>
<td>18</td>
<td>Lecture on “Pakistan’s Crashing Economy: Navigating BRI &amp; the IMF” by Aparna Pande</td>
</tr>
<tr>
<td>24</td>
<td>Roundtable Discussion on “The Quetta Experience”</td>
</tr>
<tr>
<td>25</td>
<td>Book Discussion of <em>Citizens and Soldiers Keeping India’s Tryst with Destiny</em> by Deepak Sethi</td>
</tr>
<tr>
<td>25</td>
<td>Interaction with Delegation from Canadian High Commission</td>
</tr>
<tr>
<td>26</td>
<td>Interaction with the German Academy for Security Policy</td>
</tr>
<tr>
<td>27</td>
<td>Interaction with Students from Ashoka University</td>
</tr>
<tr>
<td>8</td>
<td>Book Discussion of <em>Open Embrace: India-US Ties in the Age of Modi and Trump</em> by Varghese K. George</td>
</tr>
<tr>
<td>12</td>
<td>International Conference on “Investing in a Healthy Childhood: Reducing Infectious Diseases in Childhood through Immunization and Health Systems Strengthening”</td>
</tr>
<tr>
<td>15</td>
<td>Roundtable Discussion on “ORF-GIZ on Regional Planning in India”</td>
</tr>
<tr>
<td>22</td>
<td>Interaction with UAE Delegation to India</td>
</tr>
<tr>
<td>23</td>
<td>Interaction with Antonio Giustozzi</td>
</tr>
<tr>
<td>26</td>
<td>Lecture on “Going Global vs. Staying Local: Romania’s Agenda as a Connector Between Europe and Asia” by H.E. Teodor Melescanu</td>
</tr>
<tr>
<td>28</td>
<td>Roundtable Discussion on “India-EU Cooperation in the SDG-Era: Unlocking the Potential of a Development Partnership in Transition”</td>
</tr>
<tr>
<td>27–28</td>
<td>International Conference on “Smart Cities”</td>
</tr>
<tr>
<td>28</td>
<td>Interaction with Delegation from the State Council, People’s Republic of China</td>
</tr>
<tr>
<td>29</td>
<td>Roundtable Discussion on “The Baltic States and Russia: Political and Security Dimensions”</td>
</tr>
<tr>
<td>29</td>
<td>Book Discussion of <em>The Great Smog of India</em> by Siddharth Singh</td>
</tr>
<tr>
<td>3</td>
<td>Interaction with Delegation from South Korea</td>
</tr>
<tr>
<td>4</td>
<td>Lecture on “Fourth Industrial Revolution and Harnessing Academia and Industry to Create Solutions” by Prof. Tim Killeen</td>
</tr>
<tr>
<td>5</td>
<td>Interaction with Delegation from Iran</td>
</tr>
<tr>
<td>6–7</td>
<td>Roundtable Discussion on “China Foreign Affairs University Dialogue”</td>
</tr>
<tr>
<td>10</td>
<td>Roundtable Discussion on “Connected Community: Technological Advance and Religious Freedom”</td>
</tr>
</tbody>
</table>
14 Roundtable Discussion on “Nuclear Issues”
17 Lecture on “Open Source Leadership” by Mr. Rajeev Peshawaria
18 Interaction with Delegation of Distinguished Korean Scholars
19 Roundtable Discussion on “Looking Ahead, Looking Back - Economic Options and Political Realities for the G20”
20 Roundtable Discussion on “Sri Lanka at Crossroads: Geopolitical Challenges and National Interest”
20 Lecture on “US Role in India-Pakistan Crisis Management” by Moeed Yusuf
27 Roundtable Discussion on “Kashmir: The Way Forward”

2019
JANUARY

7 International Conference on “3rd India Think Tank Forum”
9—11 International Conference on “Raisina Dialogue 2019”
14 Roundtable Discussion on “Law Enforcement Access to Data in the Digital Age”
8—16 International Conference on “Asian Forum on Global Governance 2019”
16 Interaction with Delegation from Vietnam
22 Interaction with Delegation from IFAT of Hungary
23 Roundtable Discussion on “2019 India-US PIT Fellows Orientation”
23 Interaction with Delegation of Journalists from South Africa

2019
FEBRUARY

5 Roundtable Discussion on “Possible Scenarios For Conflict With China & India’s Options”
8 Book Discussion of Sikkim Dawn of Democracy: The Truth Behind the Merger with India by G.B.S. Sidhu
12 Lecture on “Is the Indian Ocean Economy a New Global Growth Pole?” by Ganesan Wignaraja
13 Lecture on “China’s Military Modernisation” by Lt. Gen. (Retd.) S.L. Narasimhan
13 Interaction with Delegation from WLA-Madrid
14 Lecture on “Bangladesh: Road to Independence & Beyond” by Tawfiq-e-Elahi Chowdhury
15 Interaction with Wilfred Wan from UNIDIR
21 Roundtable Discussion on “Youth Perspective on India and Bangladesh Relationship”
24 Book Launch of Nuclear Order in the Twenty-First Century by Rakesh Sood
25 Lecture on “Stepping into Action – Heidelberg 2030” by Dr. Eckart Wurzner
25 Lecture on “Globalization of the Chinese Media” by Daya Thussu
26 International Conference on “The Future of Global in-between: Oil, Gas and Renewables”
26 Lecture on “The Technology Tsunami: Challenges for Indian and American Security” by Richard Danziger
27 Roundtable Discussion on “Assessing US-India Trade Relations”
28 Roundtable Discussion on “India-Indonesia Cooperation in the Indo-Pacific”
28 Roundtable Discussion on “India-Japan Security Dialogue”

2019

MARCH

6 Roundtable Discussion on “Troubled Borders in Times of Globalization: Ireland, Israel and India”
12 Interaction with Bangladesh MPs
13 Interaction with Anand Sharma and Bangladesh MPs
LIST OF PUBLICATIONS

BOOKS AND MONOGRAPHS

• India-EU Cooperation in the SDG Era: Unlocking the Potential of a Development Partnership in Transition Sebastian Paulo

• Financing Green Transitions Samir Saran

• India-US Data Sharing for Law Enforcement: Blueprint for Reforms Madhulika Srikumar, Debrae Kennedy-Mayo, Peter Swire and Sreenidhi Srinivasan

• Raisina Files 2019: Debating Future Frameworks in a Disrupted World Ritika Passi

• Nuclear Order in the Twenty-First Century Rakesh Sood

• Young India and Work Vidisha Mishra, Terri Chapman, Rakesh Kumar Sinha, Suchi Kedia and Sriram Gutta

• The Future of Work in India: Inclusion, Growth and Transformation Terri Chapman, Samir Saran, Rakesh Kumar Sinha, Suchi Kedia and Sriram Gutta

• Conflict over Cauvery Waters: Imperatives for Innovative Policy Options Nilanjan Ghosh, Jaya Thakur and Jayanta Bandyopadhyay

• The ISIS Phenomenon: South Asia and Beyond Kabir Taneja

• 70 Policies that Shaped India: 1947 to 2017, Independence to $2.5 Trillion Gautam Chikermane

• Defence Primer 2018: An Indian Military in Transformation Pushan Das and Harsh V.Pant

GP-ORF SERIES

• Securing the 21st century: Mapping India-Africa Engagement Ritika Passi and Ihssane Guennoun

• Global Nuclear Security: Moving Beyond the NSS Rajeswari Rajagopalan and Allard Wagemaker

• Digital Debates: CyFy Journal 2018 Samir Saran

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• India and China: A Gathering Nuclear Storm Rajesh Basrur
• Strengthening Urban India’s Informal Economy: The Case of Street Vending Ramanath Jha
• India-Bangladesh Defence Cooperation Coming of Age, at Last Joyeeta Bhattacharjee
• US Sanctions on Pakistan and Their as Strategic Deterrent Shubhangi Pandey
• The Higher Education Commission of India Bill: A Failure of Imagination Antara Sengupta
• Realism in the Story of International Relations in India Nabarun Roy
• Hindi Mahasagar Mei Chin: Bharat Maldivia Sambadh Sukrit Kumar
• Silenced Histories, Razed Shrines: The Difficult Task of Rediscovering India and Pakistan’s Shared Heritage Hemant Rajopadhye
• Social Protection to Mitigate Poverty: Examining the Neglect of India’s Informal Workers Sananda Satpathy
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• Financing Development: Fintech in Africa Lucy Corkin
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• China’s Military Modernisation: Recent Trends Kartik Bommakanti and Ameya Kelkar

OCCASIONAL PAPERS

• India and Non-Proliferation Export Control Regimes Rakesh Sood
• Understanding the Complexities of Afghan Peace Process Vinay Kaura
• Making India’s Sea Power Formidable and Future Ready Sudarshan Shrikhande
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• Investment and Its Discontent Tanmay Misra
• Xi Dreams: A Roadmap for Pax-Sinica Samir Saran and Akhil Dea
• Statehood for Delhi: Chasing a Chimera Niranjan Sahoo
• Too Little, Too Late: The Mainstreaming of Pakistan’s Tribal Regions Kriti M. Shah
• Uncovering the Influence of ISIS in India Kabir Taneja
• Securing the Maritime Commons: The Role of Artificial Intelligence in Naval Operations Tuneer Mukherjee
• India and China’s Space and Naval Capabilities: A Comparative Analysis
  Kartik Bommakanti

• Contra Massive Retaliation: Possible Trajectories of a Flexible Response Deterrent Strategy for India
  Arka Biswas, Kartik Bommakanti and Yogesh Joshi

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  Maya Mirchandani

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  Ramanath Jha

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  Christoph K. Klunker

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  Ketan Mehta

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  Abhishek Mishra

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  Gautam Chikermane and Oommen C. Kurian

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