



BRINGING
THE WORLD
TO INDIA

ORF

Annual Report 2016



Observer Research Foundation (ORF) seeks to lead and aid policy thinking towards building a strong and prosperous India in a fair and equitable world. It sees India as a country poised to play a leading role in the knowledge age—a role in which it shall be increasingly called upon to proactively ideate in order to shape global conversations, even as it sets course along its own trajectory of long-term sustainable growth. ORF helps discover and inform India's choices.

It carries Indian voices and ideas to forums shaping global debates. It provides non-partisan, independent, well-researched analyses and inputs to diverse decision-makers in governments, business communities, academia, and to civil society around the world. Our mandate is to conduct in-depth research, provide inclusive platforms and invest in tomorrow's thought leaders today.

Ideas • Forums • Leadership • Impact

3 message from the **CHAIRMAN**
Bharat Goenka

5 message from the **DIRECTOR**
Sunjoy Joshi

9 **PROGRAMMES & INITIATIVES**

43 **FORUMS**

51 **PUBLICATIONS**

62 message from the **VICE PRESIDENT**
Samir Saran

Contents

65 **FINANCIAL FACTSHEET**

68 List of **EVENTS**

74 List of **PUBLICATIONS**

79 List of **FACULTY**

84 **ORF THEMATIC TREE**

ANNEX

67



ORF is paying special attention to the intellectual depth of its work and enhancing the ability to deliver products and services efficiently. We are also endeavouring to further extend the reach among the policy makers, academics and business leaders worldwide.

—LATE SHRI R.K. MISHRA



1

Message from the Chairman

BHARAT GOENKA

At the end of a journey of over a quarter century, even as I extend my greetings to all our patrons, trustees, members and faculty, I would like to remember the vision and mission outlined by our Founding Chairman, the late Shri Rishi Kumar Mishra. I recall his last message in a previous annual report as he laid down the vision for the future:

“ORF is paying special attention to the intellectual depth of its work and enhancing the ability to deliver products and services efficiently. We are also endeavouring to further extend the reach among the policy makers, academics and business leaders worldwide.”

This must remain the goal for all our research endeavours as we strive to take our research to a wider and more participative audience in India and abroad. As part of this endeavour, in the previous year, ORF brought out 94 long form publications—research papers, special reports, monographs, books and issue briefs. ORF and the Global Policy Journal (UK) published nine journal issues under the GP-ORF India Series. Commentaries by our faculty on the debates of the day were carried by Indian and foreign media almost on a daily basis.

ORF hosted over 240 interactions, discussions, roundtables and conferences on contemporary policy questions. As part of its involvement in the Sustainable Development Goals, ORF launched its Health Initiative. As the climate change negotiations proceeded toward COP21 in Paris, ORF organised a series of discussions and papers in partnership with the French Foreign Ministry. It also organised its first event at the Conference of Parties (in Paris) on the management of trans-boundary ecosystems such as the Sunderbans.

ORF, in partnership with Microsoft, launched the Digital Policy portal to encourage Indian scholarship on digital economy and internet governance. With the government’s Digital India programme taking off, the new ORF website became compliant for access on handheld devices even as ORF extended its presence into the social networking platforms. The attempt has been to add a whole new genre and a new generation of participants.

2015-16 saw ORF consolidate and expand the scope of its recent global platforms, such as the Young Leaders Programme under the Asian Forum on Global Governance hosted with the Zeit



The opening panel of the inaugural edition of Raisina Dialogue

Stiftung, and CyFy, India's International Conference on Cyber and Internet Governance. Two new international forums were created in the form of the first ever Raisina Dialogue in partnership with the Ministry of External Affairs and the Kalpana Chawla Space Policy Initiative.

This year, under India's presidency, ORF not only continues to represent India at the BRICS Think Tanks Council, but will also host the BRICS Annual Academic forum where civil society institutions debate important development challenges of our times. Leveraging its initiative on Cyber and Internet Governance, ORF will be exploring the idea of "Digital BRICS" and an exclusive dialogue amongst the BRICS on "Smart Cities."

Our founder Mishraji had also expressed his determination to "expand the resource base [of ORF] and bring in to its fold new private corporate entities and foundations to provide endowments and grants."

Following that path, ORF has been slowly expanding its resource base. Over two dozen entities contributed to various ORF research and outreach initiatives in the previous year. Global institutions like the World Bank, GIZ, DFID, the Bill and Melinda Gates Foundation, Indian and

foreign governments and international corporations joined us to promote our research objectives. Meanwhile, our core grant from Reliance Industries Limited continues to allow us to be pioneering and independent. We are grateful to their unconditional and generous support.

The expanded set of stakeholders and partners also means that our governance needs to be the best in class. We have therefore instituted clear disclosure policies around grants and support so that all our sources of funding are now available in the public domain on our website. We acknowledge contributions on our research products as applicable and we encourage our scholars to do the same as their expertise is sought by various organisations for external projects.

In the year ahead we are proposing to expand ORF's membership. The decision has been made and it will be implemented soon. As we celebrate another important day in the evolution of the organisation, on behalf of the board, I once again thank everyone—the director, research team, management and also all our associates and partners—for their continued support and guidance. ■



2

Message from the Director

SUNJOY JOSHI

LAST year Observer Research Foundation (ORF) celebrated 25 years of its journey as an institution committed to policy research and proposing solutions for a country aspiring to find its place in a rapidly transforming world. This was a journey that began in the early 1990s and continued into the millennium as India began exploring opportunities and discovering its destiny at home and overseas. Mirroring these trends ORF, too, ventured to build global partnerships that would help disseminate changing narratives about the new India—a country that was part of the global effort to combat terror, tackle climate change, eliminate poverty, and confront global human development challenges in a

world beset by financial crisis.

As an ever-evolving think tank, ORF has both contributed to and benefitted from being a part of this ongoing journey that is transforming a big nation into a great nation, which in turn is engaged in creating milieus where a globally integrating community of over one and a quarter billion can decisively influence the course of a progressing century. For us, this has meant two key engagements. One, the production of research and ideas that are incisive and impactful; two, the creation of platforms that are inclusive and diverse.

So in our 26th year, too, we have moved onwards, advancing our mandate—catalysing new ideas, developing new forums, and above all, nurturing the thought leaders of tomorrow.

First, we have now made significant progress in transforming the composite profile of the human resources at ORF. With many new minds joining us and others coming into their own in the past year, we have on board an energetic, diverse and potent research team. Our goal, set five years ago, of effecting a generational change is nearing completion. Our young team has been increasingly contributing to India's intellectual discourse, and in keeping



IN OUR 26TH YEAR, we have moved onwards, advancing our mandate—catalysing new ideas, developing new forums, and above all, nurturing the thought leaders of tomorrow.

with this transformation, this annual report will highlight some of these new leaders at ORF. As an institution, shaping and nurturing thought leadership for the future remains a key deliverable for us.

Second, with the launch of our new website, as well as the adoption of new digital formats, we have acquired, so to say, a new digital persona. With the explosion of new media, it is no longer traditional newspapers and TV channels alone that curate and disseminate information. Everyone has become a curator, a node for both the creation as well as dissemination of information. So think tanks, too, find themselves innovating on means that can best get research across to wider audiences and get it noticed. Some may think that the traditional format of monographs, long papers and issue briefs is doomed, challenged by the urgent need to communicate in no more than 140 characters. Yet for us, this is only about expanding into an arena where technology is used

creatively to not merely help communicate complex research, but also build digital platforms that, for the first time, enable far wider participation and engagement. We have therefore seen viewership and readership of digitally disseminated products, including long-form essays and monographs, reveal a steady upward trend as simple messaging draws attention to highly nuanced propositions and policy debates.

I congratulate all our researchers who have eagerly embraced the new digital environment even as they remain robustly invested in the 'long form' as the preferred format for their interrogation, enquiry and research. Even as the questions, solutions and suggestions must be designed to fit into the palms of a younger, restless and demanding target audience that is increasingly global, the screen space of the handheld device itself cannot limit the boundaries of their intellectual pursuit.

Third, after several years of hosting conferences overseas, alone or with partners, in Europe, United States and China, we decided it was time to create more ambitious modes of engagement that, under Indian leadership, would bring together upon an Indian platform thought leaders, experts, practitioners and people from across the world. In this effort, we found enthusiastic and determined support from the Ministry of External Affairs of the Government of India. In March 2016, this bore fruit as the first Raisina Dialogue. Even as the event commenced, participants realised that a seed had been planted that could one day outlive all, growing bigger than the individuals and institutions that sowed it.

Encouraged by the results of the first Raisina Dialogue, it was decided to institutionalise the forum as an annual project. True to our mission of getting new voices heard, the next year's edition will add a



WITH THE EXPLOSION of new media, it is no longer traditional channels alone that curate and disseminate information. Everyone's a curator—a node for both the creation as well as dissemination of information. So think tanks, too, find themselves innovating on means that can best get research across to wider audiences and get it noticed.



ORF is increasingly offering different types of digital content



ENCOURAGED by the results of the first Raisina Dialogue, it was decided to institutionalise the forum as an annual project. The next year's edition will add a vibrant young thinkers' component to the dialogue.

vibrant young thinkers' component to the dialogue. It will also introduce a series of focused closed-door policy roundtables. Our hope is that this represents a beginning that will spawn similar efforts by others as India strives to communicate uniquely Indian narratives, in all their plurality and diversity, to the world. This part of the world needs many such forums to give voice to discourses emanating from within the region.

Fourth, and finally, the year gone by saw new areas of research open up. Transformation being the norm in the world around us, we cannot afford to remain bound within our zones of comfort. Inclusive growth, sustainable development goals, equity and

wealth creation may be part of the same continuum, but the nature of change makes disruption from within and without the norm rather than the exception. If the international community and we ourselves as a country pledge ourselves to new development targets by the year 2030, the real promise that we make is to provide space for new voices. It must be our goal to nurture and promote spaces that see those who lift half the sky to prosper, flourish, live and lead the way here onwards. The promise of the right to life and health to all, of enhanced productivity, also implies that we commit to use technology and innovation in an inclusive manner to benefit all those that the previous waves of industrialisation had given a pass. Gender, health, technology, climate and energy, and a comprehensive development agenda for India and the global South have become part of the key thrust areas at ORF. It is our belief that the SDGs agreed to last year are predicated upon countries like India resolving inequities at home and energising its engagements overseas.

As an aspiring power this becomes our duty, and we at ORF remain committed to contributing to and supporting this agenda. ■



2015 Global Go To Think Tank Index Report

L-R: Sujata Mehta (Secretary, West, Ministry of External Affairs, India) and Sachin Chaturvedi (RIS)



L-R: Lydia Powell (ORF), Sunjoy Joshi (ORF)



28 January 2016, New Delhi

LAUNCH OF GLOBAL GO TO THINK TANK INDEX REPORT 2015

ORF led Indian think tanks in the latest Global Go To Think Tank Index Report, produced by the Lauder Institute, University of Pennsylvania. It was the largest ranked institution from Asia with 22 appearances in various categories—a first for an Indian think tank:

- 6th rank in 'China, India, Japan, and the Republic of Korea' region
- 10th rank in 'Think Tank to Watch' category
- 24th rank in 'Best New Idea or Paradigm Developed' category
- 44th rank in 'Best Use of Social Networks' category
- 46th rank in energy and resource policy
- 54th rank in defence and national security policy
- 85th rank in foreign policy and international affairs think tanks category
- 91st rank in non-US think tanks worldwide

As part of the launch of the report, ORF organised a conference on the role of think tanks in policymaking related to the Sustainable Development Goals.



4

Programmes & Initiatives

ORF research cuts across the fields of foreign policy, economy, development, domestic and global governance, social sector, and traditional and non-traditional security. The following pages showcase some of our key programmes and initiatives. ORF houses leading and young experts, who provide high-quality research and policy recommendations.

Strategic Studies Programme

This programme focuses on geopolitics, insights and policy solutions to extant security challenges with an emphasis on India. It covers a broad area of research, including area studies.



Himani Pant
Research Assistant,
Eurasia Initiative



Harsh V. Pant

**Distinguished Fellow & Head,
Strategic Studies Programme**

Harsh is Professor of IR in the Defence Studies Department and the India Institute at King's College London. He is also an adjunct fellow with the Wadhvani Chair in US-India Policy Studies at the Center for Strategic and International Studies, Washington, D.C. His current research is focused on Asian security issues.



Vindu Mai Chotani
Junior Fellow, East Asia Initiative



Arka Biswas
Associate Fellow



K.V. Kesavan
Distinguished Fellow,
East Asia Initiative

Recent publications

Afghanistan's Regional Dilemmas: South Asia and Beyond (Orient Blackswan, 2016)

Indian Foreign Policy: An Overview (Manchester University Press, 2016)

co-author, *The US Pivot and Indian Foreign Policy* (Palgrave Macmillan, 2016)

Editor, *Handbook of Indian Defence Policy* (Routledge, 2016).



Harish Venugopalan
Research Assistant, Africa Initiative



Swagata Saha
Junior Fellow, China Initiative



Pinak R. Chakravarty
Distinguished Fellow,
West Asia Initiative



Kanchi Gupta
Associate Fellow, West
Asia Initiative



Kashish Parpiani
Associate Fellow



Nandan Unnikrishnan
Vice President and Senior Fellow,
Eurasia Initiative



Parjanya Bhat
Fellow

2-3 April 2015, New Delhi

INDIA-FRANCE EXPERTS POLICY DIALOGUE

ORF, the Public Diplomacy Division of the Ministry of External Affairs, India, CERI-Sciences Po, and the Centre d'analyse stratégique, France, organised the second 1.5 track dialogue that delved into key areas of common interests (such as Eurasia, ISIS and West Asia, the Indian Ocean and climate change) that will shape, enrich and confront the India-France relationship in the coming years.



L-R: Paul Zajac (CAPS, Ministry of Foreign Affairs, France), David Cvach (CAPS, Ministry of Foreign Affairs, France), Christophe Jaffrelot (Ceri-Sciences Po/King's India Institute), Nandan Unnikrishnan (ORF) and C. Raja Mohan (Carnegie India)



L-R: Sheikh Rashid Ghannouchi and Kanchi Gupta (ORF)

7 April 2015, New Delhi

SHEIKH RASHID GHANNOUCHI: TUNISIAN TRANSITION TO DEMOCRACY

The co-founder and President of the Ennahada Party delivered a talk on the political processes at play in his country.

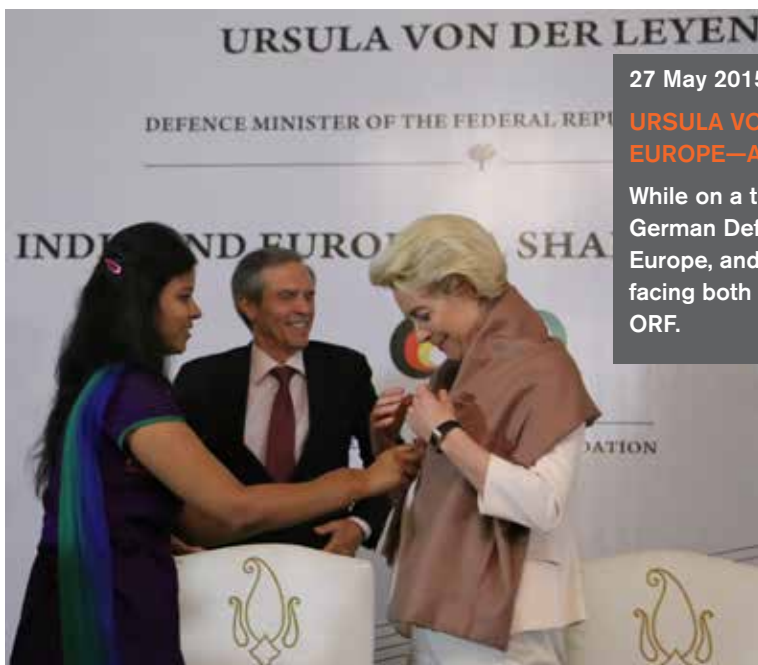
27-29 April 2015, New Delhi

US-INDIA THINK TANK SUMMIT

ORF, Brookings India and the Think Tanks and Civil Society Program at the University of Pennsylvania jointly organised the first annual US-India Think Tank Summit in New Delhi, with the theme "Think Tanks, Public Policy and Governance: Ideas, Analysis, Innovation and Impact." The summit explored how Indian think tanks, as increasingly relevant contributors, are currently making a difference in the country's economic and social development. Participants included representatives from over 60 Indian think tanks, as well as from a few think tanks from the US, Brazil and Belgium.



L-R: Brig. Rumel Dahiya (IDSA), Sunjoy Joshi (ORF), James McGann (Think Tanks and Civil Societies Program), Subir Gokarn (Brookings India), Radha Kumar (Delhi Policy Group) and Rathin Roy (National Institute of Public Finance and Policy, New Delhi)



27 May 2015, New Delhi

URSULA VON DER LEYEN: INDIA AND EUROPE—A SHARED SECURITY?

While on a three-day visit to India, the German Defence Minister spoke on India and Europe, and the common security challenges facing both of them, at an event organised by ORF.



Ursula Von Der Leyen being presented with an Indian shawl

“**THE UNCERTAINTY in the international system is greater than it has been in a long time. Both Europe and India need to react to that. We are both facing major challenges.** —URSULA VON DER LEYEN

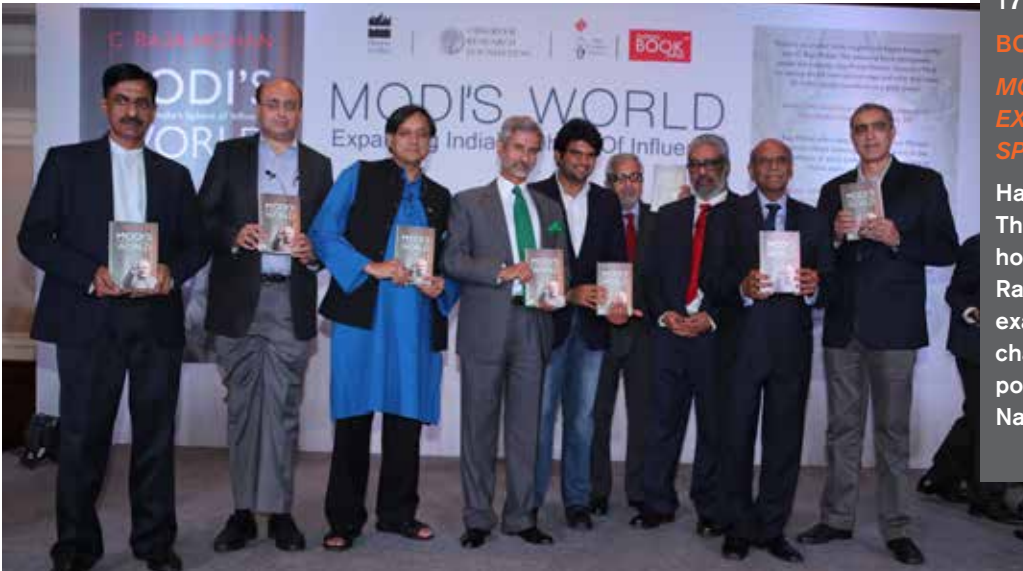
June 9, 2015, New Delhi

AKITAKA SAIKI: JAPAN'S FOREIGN POLICY—STRATEGY AND PRACTICE

The Japanese Vice Minister for Foreign Affairs gave a talk on Japan's foreign policy positions on maritime spaces, Asia, China, Russia and Europe, and commented on India-Japan ties.



L-R: C. Raja Mohan (Carnegie India), Akitaka Saiki (Vice Minister for Foreign Affairs, Japan) and K.V. Kesavan (ORF)



17 July 2015, New Delhi
BOOK RELEASE
MODI'S WORLD: EXPANDING INDIA'S SPHERE OF INFLUENCE
 HarperCollins, ORF and The Indian Express Group hosted the launch of C. Raja Mohan's book, which examines the continuity and change in Indian foreign policy under Prime Minister Narendra Modi.

S. Jaishankar (Indian Foreign Secretary) launches *Modi's World*



L-R: Ashley Tellis (author; Carnegie USA), Amitabh Kant (CEO, Niti Aayog), Maya Mirchandani (NDTV) and C. Raja Mohan (author; Carnegie India)

7 August 2015, New Delhi
RELEASE
THE STRATEGIC RATIONALE FOR DEEPER US-INDIAN ECONOMIC TIES
 ORF hosted the launch of the Carnegie report, which posits that economic ties between India and the US are important for both countries' strategic aspirations; political and security platforms will not be sufficient. Both authors presented their arguments, leading into an open discussion on US-India ties.

L-R: C. Raja Mohan (author; Carnegie India), Shyam Saran (Former Foreign Secretary, India), Arvind Subramanian (Chief Economic Advisor, India), K.S. Bajpai (Former Ambassador to Pakistan, China and the US) and Srinath Raghavan (author; Centre for Policy Research)



11 September 2015, New Delhi
BOOK RELEASE
THE OXFORD HANDBOOK OF INDIAN FOREIGN POLICY
 Oxford University Press, Centre for Policy Research and ORF jointly launched the book, edited by David M. Malone, C. Raja Mohan and Srinath R. Raghavan, which provides an extensive survey of India's external relations.



28 September 2015, New Delhi

**ROUNDTABLE DISCUSSION
ON INDIA'S FOREIGN POLICY**

ORF and the European Council on Foreign Relations held a roundtable on Indian foreign policy, discussing themes such as whether India is a great or soft power; Indian PM Modi's worldview; India's neighbourhood; the Indo-Pacific; and India in the multilateral context.

L-R: Varun Sahni (JNU), Francois Godement (ECFR) and Nandan Unnikrishnan (ORF); M.J. Akbar (National Spokesperson, BJP) delivering the keynote address - "Foreign policy: What does India strive for?"



17 November 2015, New Delhi

BOOK DISCUSSION

**ANDREW SMALL'S THE
CHINA-PAKISTAN AXIS: ASIA'S
NEW GEOPOLITICS**

L-R: Sushant Singh (The Indian Express), Sanjay Baru (IISS), Andrew Small (author; German Marshall Fund) and Abhijit Singh (ORF)



Top to bottom, L-R: Panelists: Mohammad Hossein Shojaei (former Deputy Head of Iranian Mission, Delhi), Vladimir Sazhin (Russian Academy of Sciences) and Mohammad Javad Shariati (IPIS); Georgy Toloraya (Russian diplomat; Russskiy Mir) with keynote speaker Shambhu S. Kumaran (Joint Secretary, Eurasia, Ministry of External Affairs, India)

2-3 December 2015, New Delhi

INDIA-RUSSIA-IRAN TRACK II DIALOGUE

The 2nd edition of the Track II dialogue, a collective initiative of ORF, Russskiy Mir Foundation and the Iranian Institute of Political and International Studies, focused on the shifting balance of powers in the Eurasian landscape, connectivity projects, cooperation for stability in Central Asia, Afghanistan and West Asia, and challenges and opportunities for further cooperation.



28-29 February 2016, New Delhi

AUSTRALIA-INDIA POLICY FORUM

Held in association with the Indian Ministry of External Affairs, the National Security College, Australian National University and the Australian Department of Foreign Affairs and Trade, the dialogue discussed strategy, economy, cyber security and terrorism in the context of Australian-Indian ties.

L-R: Richard Smith AO (Lowy Institute for International Policy), Anil Wadhwa (Secretary, East, Ministry of External Affairs, India), C. Raja Mohan (Carnegie India), Sunjoy Joshi (ORF) and Harinder Sidhu (Australia's High Commissioner to India)



4-5 March 2016, New Delhi

US-INDIA STRATEGIC DIALOGUE

This year's annual Track II dialogue, jointly organised with the US Naval Postgraduate School, focused on the broad India-US relationship, nuclear security, Af-Pak, the Asia Pacific and the maritime domain.

L-R: Munu Mahawar (Joint Secretary, Americas, Ministry of External Affairs, India), S. Paul Kapur (Naval Postgraduate School, US), Manoj Joshi (ORF), Meera Shankar (former Indian Ambassador to the US) and Ashok Malik (ORF)



16-17 March 2016, New Delhi

ORF-INSS DIALOGUE

This year's annual dialogue between ORF and the Institute for National Security Studies, Israel, had as its theme "New Dimensions of India-Israel Partnership."

L-R: Kanchi Gupta (ORF), Yoel Guzansky (INSS), Michal Hatuel (INSS), Oded Eran (INSS), Udi Dekel (INSS), Vikram Sood (ORF) and Pinak Ranjan Chakravarty (ORF)

Global Governance Programme

This programme focuses on the evolving architecture of global governance in the context of traditional and emerging commons, and the need to recast it in creative ways to echo changing circumstances.



H.H.S. Viswanathan
Distinguished Fellow



Sonali Mitra
Associate Fellow



Abhijnan Rej
Fellow



Britta Petersen
Senior Fellow and
Head, Development



14 August 2015, New Delhi

RICHARD VERMA: PROTECTING OUR SHARED SPACES

The US Ambassador to India delivered a talk at ORF on protecting the global commons, noting that India and the US working together sums up efforts of each to make our citizens and the world more stable, secure and prosperous.

Richard Verma,
entering the ORF
building in New
Delhi



L-R: Jakob von Weizsaecker and
Britta Petersen (ORF)

25 September 2015, New Delhi

JAKOB VON WEIZSAECKER: THE EU REFUGEE CRISIS AND ITS POLICY IMPLICATIONS

The member of the European Parliament provided a comprehensive overview of the refugee situation in Europe, discussing advantages, challenges and potential strategies to ease tensions within the EU.

“WHAT WE DO together has the potential to help underwrite security and prosperity for the long term. It is for this reason that the US supports India’s aspirations to become... a ‘leading power’... —RICHARD VERMA



14 January 2016, New Delhi
INDIAN VIEWS ON EMERGING GLOBAL TRENDS AND THEIR IMPACT ON THE SOUTH ASIAN REGION

The roundtable discussion centred around the six main themes of the latest Global Trends (US National Intelligence Council's quadrennial publication): individual empowerment, economic trends, clash of values, technology, changing nature of warfare and common issues.

L-R: Rob William (NIC), Samir Saran (ORF), Gregory Treverton (NIC), Sumit Ganguly (Indiana University) and Brian Hedrick (NIC)



L-R: Robin Niblett and H.H.S. Viswanathan (ORF)

19 February 2016, New Delhi

ROBIN NIBLETT: COMPETITION AND COOPERATION IN AN INTERDEPENDENT WORLD

The Director of Chatham House, UK, spoke on three broad dimensions of cooperation and competition in a globalised world: globalisation 2.0, geopolitical competition and state fragmentation.



4 March 2016, Mumbai

ALI ALSAN: MITIGATING THE REFUGEE INFLUX IN THE EUROPEAN UNION

Ali Aslan, TV host, journalist and former policy and media advisor to the German government, discussed Europe's refugee crisis in light of the current economic and political turmoil, noting that Europe is facing an existential crisis and the refugee situation will determine whether the EU remains a significant player and voice in world affairs.

Ali Aslan (right) delivering his talk

National Security Programme

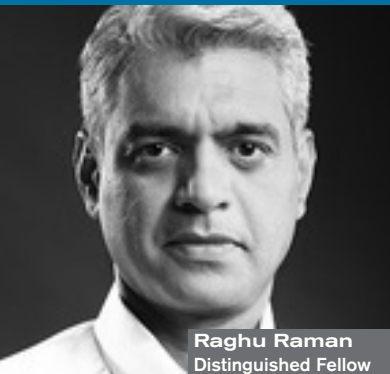
This programme focuses on issues that enable and challenge internal and external security. Key areas looked at include maritime security, security economics, the use of force, law and human rights, the armed forces and defence modernisation.



P.K. Ghosh
Senior Fellow, Maritime
Policy Initiative



Raghu Raman
Distinguished Fellow



R.K. Sharma (Col.)
Army Chair of Excellence



Shaheli Das
Junior Fellow, Maritime
Policy Initiative



Vikram Sood
Advisor



Vishal Nigam
Senior Fellow, Defence
Modernisation Initiative

Manoj Joshi

Distinguished Fellow and Head

Post a three-decade-long career as a journalist, which included stints as political editor in several reputed newspapers, Manoj tracks developments related to China, Pakistan, the US, defence and military matters, counterterrorism and maritime issues.

Recent publication

"The South China Sea Disputes: Territorial Claims, Geopolitics, and International Law," ORF Occasional



Pushan Das
Junior Fellow



Sanket Sudhir Kulkarni
Fellow

Abhijit Singh

Senior Fellow and Head, Maritime Policy Initiative

Abhijit is a former naval officer with specialist and command experience in front-line Indian naval ships. He is a keen commentator on maritime matters and has written extensively on security and governance in the Indian Ocean and Pacific littorals.

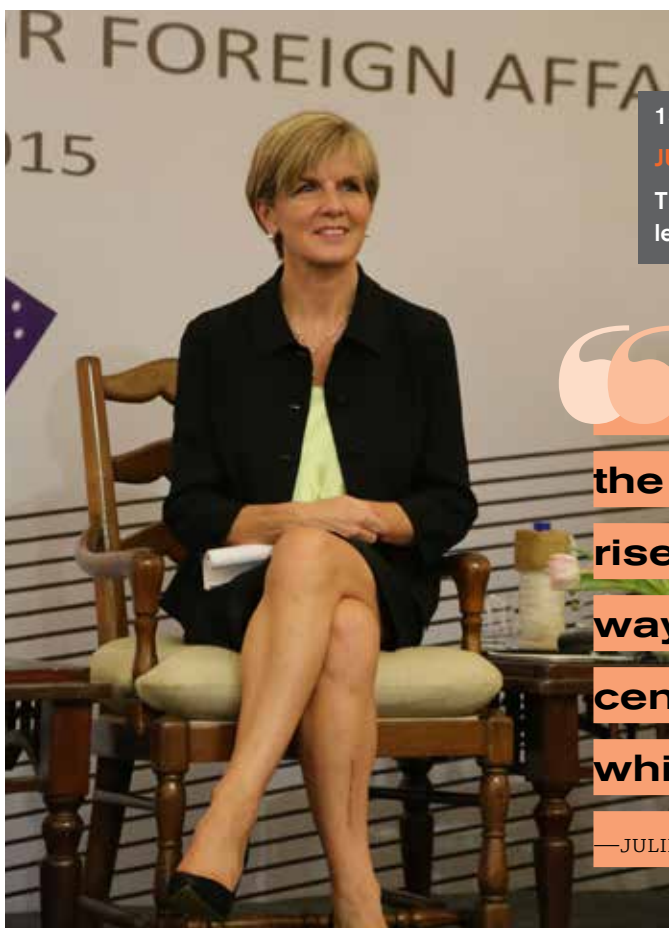
Recent publication

"Unmanned and Autonomous Vehicles and Future Maritime Operations in Littoral Asia," ORF Special Report, July 2016



Vivek Lall
Distinguished Fellow





13 April 2015, New Delhi

JULIE BISHOP: ORATION ON THE INDO-PACIFIC

The Australian Minister for Foreign Affairs delivered a lecture on the Indo-Pacific.



THE GREAT challenge of the Indo-Pacific era isn't the rise of any one power... it is the way in which, for the first time in centuries, we manage a region which is home to many powers.

—JULIE BISHOP



17-18 August 2015, Goa

IORA BLUE ECONOMY DIALOGUE

ORF, in association with the Research and Information System for Developing Countries and supported by the Ministry of External Affairs, Government of India, hosted the first IORA Blue Economy Dialogue. Under the theme "Prospects of Blue Economy in the Indian Ocean," participants from IORA countries discussed accounting frameworks, fisheries and aquaculture, renewable ocean energy, ports and shipping, and seabed exploration. The proceedings resulted in the adoption of the Goa Declaration 2015.

Dialogue session in progress



L-R: Amitabh Kant (CEO, NITI Aayog) and Manoj Joshi (ORF)

26 November 2015, New Delhi

INDIA-UK TECHNOLOGY PARTNERSHIP

This seminar discussed technology transfers and indigenisation, focusing on the potential of an India-UK partnership in the defence sector.



L-R: Vice Admiral (retd) Anup Singh and Cmde (retd) Sujeet Sammader (ShinMaywa Industries)

10 December 2015, New Delhi

EMERGING NAVAL TECHNOLOGY AND FUTURE THREATS

The conference discussed technology and its relevance in maritime warfare, and emerging trends for creating a suitable mix of platforms, weapons and sensors.

Economy & Growth Programme

This programme engages with major economic developments in India and the world in a bid to understand India's role in a changing global architecture and advance India's domestic endeavour to become an economic powerhouse.



Avishek Konar
Associate Fellow



Mihir Swarup Sharma
Senior Fellow and Head

Mihir is an economist and political scientist, and was a former columnist at both *The Indian Express* and *Business Standard*. Currently, he is the India columnist for Bloomberg View.

Recent publication

"A Eurasian Power: The EU after #Brexit," ORF ExpertSpeak, August 2016



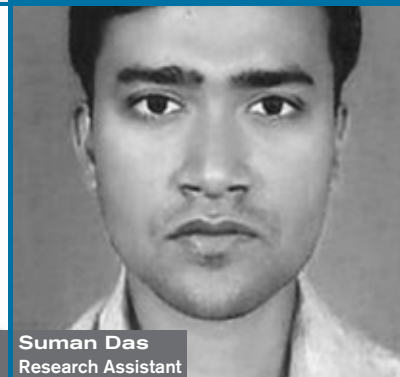
Garima Sahdev
Junior Fellow



Katarzyna Kaszubska
Associate Fellow



Rakesh Kumar Sinha
Associate Fellow



Suman Das
Research Assistant



Jayshree Sengupta
Senior Fellow



Nilanjan Ghosh
Senior Fellow



Shubh Soni
Junior Fellow

13 May 2015, New Delhi

20 YEARS OF WTO: WHAT NEXT?

With the WTO turning 20, ORF held a roundtable to discuss the relevance, importance and need for the financial institution in an international system in flux.

L-R: Harsh Vardhan Singh (International Centre for Trade and Sustainable Development; former Deputy-General, WTO) and Ram Upendra Das (RIS, New Delhi)





13 July 2015, New Delhi

QUO VADIS GREECE? SOLUTIONS FOR THE EUROZONE CRISIS

A day after an agreement was struck between Greece and European negotiators on the Greek financial crisis, this panel discussion saw first-hand assessment of the controversial deal, a bird's eye view of the situation in Europe and insights into the German media's treatment of the crisis.

L-R: Sanjay Baru (IISS); Jeurgem Webermann (ARD German Radio), João Cravinho (Ambassador of the European Union to India) and Britta Petersen (ORF)



26 September 2015, Chennai

M.R. SIVARAMAN: PAY, PERKS AND PENSIONS OF PUBLIC SERVANTS

The former Revenue Secretary gave a talk at ORF Chennai on public expenditure, given the Seventh Pay Commission on the anvil and increasing digitisation of services.



Top to bottom: M.R. Sivaraman; discussion participants

Cyber & Media Programme

This programme explores opportunities and challenges arising in the cyber and media spheres with increased connectivity in today's world. Data protection and localisation, cyber security, surveillance, net neutrality, digital economy and big data are key thematic areas focused upon.



Anahita Mathai
Junior Fellow, Cyber Security & Internet Governance



Arun Mohan Sukumar

Head, Cyber Security & Internet Governance Initiative

Arun coordinates research projects on internet governance, data protection and international norms. He is the elected vice-chair of the Asia-Pacific Internet Governance Forum. A lawyer by training, he has previously served on the editorial board of *The Hindu*.

Recent publication

"The Case for Cyber and Cyber-Physical Weapons: India's Grand Strategy and Diplomatic Goals," ORF Special Report, July 2016



Jayadev Parida
Research Assistant, Cyber Security & Internet Governance



Bedavyasa Mohanty
Junior Fellow, Cyber Security & Internet Governance



Vijay Latha Reddy
Distinguished Fellow



Antara Sengupta
Fellow



Sanchayan Bhattacharjee
Associate Fellow



Rohit Bansal
Distinguished Fellow

L-R: Sunil Agarwal (former Deputy Director, Office of the National Cyber Security Coordinator), Cheri McGuire (Symantec Corporation) and Alok Prasad (former Deputy National Security Advisor)

17 June 2015, New Delhi

CRITICAL INFORMATION INFRASTRUCTURE PROTECTION

The roundtable brought together representatives from government, regulators and critical infrastructure sectors as well as leading cyber security experts to discuss protection of critical information infrastructure. The topic assumes special significance given the growth of Internet of Things and the dependency on IT systems for critical sectors amidst cyber security threats and privacy breaches.





2 Nov 2015, New Delhi

REGULATING THE DIGITAL ECONOMY

Organised as a panel during the 5th Asia Forum on Global Governance, the panelists led a discussion on the opportunities the digital field provides for a country's economy and the challenges and questions it raises regarding data localisation, civil liberties and security.

L-R: Kent Walker (Google), Ashish Chandra (Snapdeal) and R. Chandrasekhar (NASSCOM)



L-R: Payal Malik (former Chief Economic Advisor, CCI) and Arun Mohan Sukumar (ORF)



L-R: Rachit Ranjan (Uber), Kalpana Viswanath (SafetyPin), Arun Sukumar (ORF), Nimisha Pal (freelance consultant) and Sanjay Gupta (School of Planning and Architecture, New Delhi)

8 February 2016, New Delhi

URBAN TRANSPORTATION AND DISRUPTIVE TECHNOLOGIES

The roundtable, organised in association with Uber, discussed the relationship between transportation and technology and the consequences for planning, policy and safety.

India's Neighbourhood Initiative

This initiative explores domestic, bilateral and regional developments in India's neighbourhood. Political, diplomatic, economic, security and cultural exchanges are looked at, with a key focus on questions of regional integration.



N. Sathya Moorthy

Senior Fellow and Director, ORF Chennai

Saathya Moorthy, a former journalist, works on the Maldives and Sri Lanka, tracking their internal developments as well as bilateral and multilateral relations, and on SAARC. His writings appear frequently in the media. He is currently a columnist at the Colombo-based *The Sunday Leader*.

Recent publication

"In Sri Lanka, reconciliation still a non-starter," *The Sunday Leader*, August 2016



Ashok Malik

Distinguished Fellow and Head

Ashok works on Indian domestic politics and foreign/trade policy and their increasing interplay. A journalist for 20 years, he is a columnist for several leading Indian and international publications (such as *The Times of India*, *Hindustan Times*, YaleGlobal Online). He is also the convener of Raisina Dialogue.

Recent publication

"Modi the risk taker: Is the PM's foreign policy style reckless and unduly personalised?," *The Times of India*, August 2016





8 May 2015, Washington, D.C.

THE FUTURE OF HIMALAYAS

This event, organised in collaboration with The Hudson Institute, discussed how to secure the Himalayan region, which cuts across several cultural, ecological and political fault lines, as it goes through a transition ranging from the political and economic to the cultural and social.

His Holiness the Gyalwang Drukpa

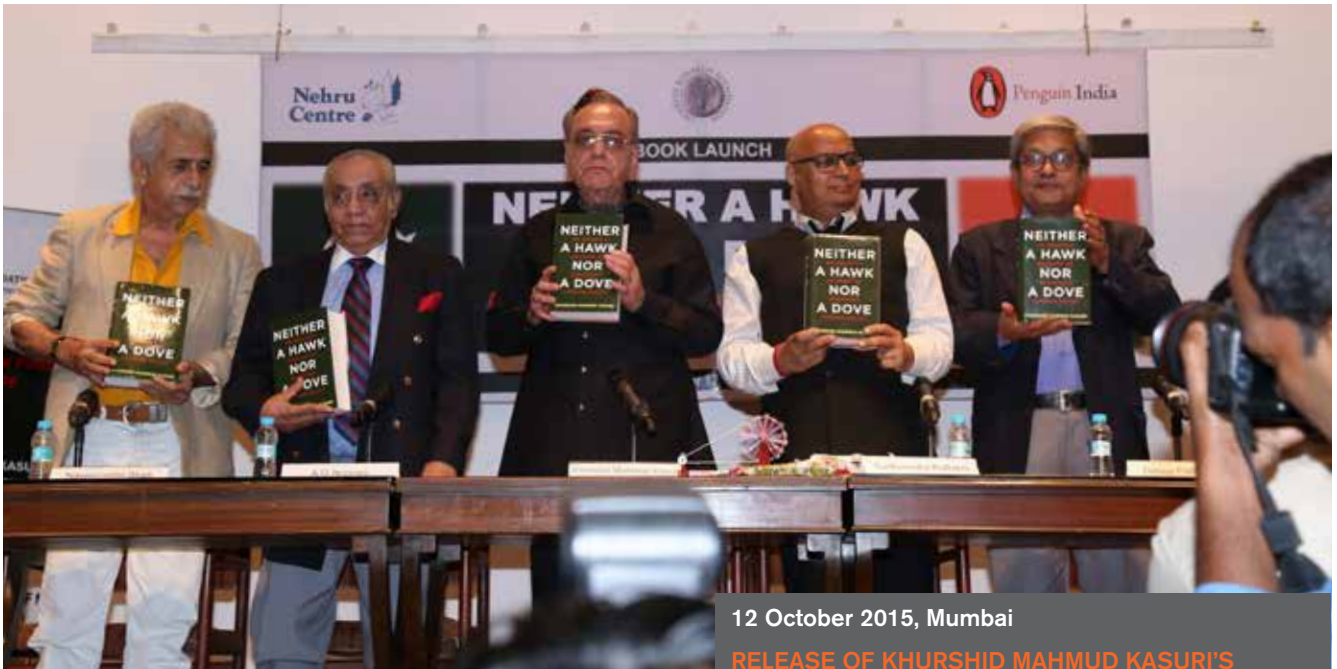


11 September 2015, Nashik

INDIA-CHINA HOLY WATER DIPLOMACY

A high-level delegation from Mumbai, on their return from a pilgrimage to Tibet, brought back holy water from the Kailas-Mansarovar, which was ceremonially offered to River Godavari in an event organised by ORF Mumbai.

L-R: Sudheendra Kulkarni (ORF Mumbai) and Devendra Fadnavis (Chief Minister, Maharashtra) performing puja at the Godavari River's Kushavrat Kund in the presence of Yan Hualong (Chinese Consulate, Mumbai)



12 October 2015, Mumbai

**RELEASE OF KHURSHID MAHMUD KASURI'S
'NEITHER A HAWK NOR A DOVE: AN INSIDER'S
ACCOUNT OF PAKISTAN'S FOREIGN POLICY'**

L-R: Naseeruddin Shah (actor), A.G. Noorani (jurist and historian), Khurshid Kasuri (author), Sudheendra Kulkarni (ORF Mumbai) and Dileep Padgaonkar (*The Times of India*)

ORF Mumbai, in collaboration with the Nehru Centre and Penguin Books India, organised the release of the book authored by the former Foreign Minister of Pakistan. A panel discussion followed.



19 November 2015, New Delhi

**HEKMAT KHALIL KARZAI: INDO-AFGHAN
RELATIONS, THE WAY FORWARD**

While in Delhi for a state visit, the Deputy Foreign Minister of Afghanistan delivered a talk at ORF. He discussed the key political, economic and military transitions in Afghanistan recently; the five circles of Afghanistan's foreign policy; Taliban and the peace process; and the components of the Indo-Afghan relationship.



Conference participants



Roundtable on "Possibilities of cooperation at the sub-regional levels in South Asia"
L-R: Naichu Tshering (Ex-MP, Bhutan), Pinak R. Chakravarty (ORF), Sagar Pichai (The Asia Foundation), Bishwambher Pyakuryal (professor of economics, Nepal), Sachin Chaturvedi (RIS, New Delhi) and Nazneen Ahmed (Bangladesh Institute of Development Studies)

3-4 December 2015, Kolkata

ADVANCING THE BBIN AGENDA: EXPLORING POSSIBILITIES IN TRADE, TRANSIT, ENERGY AND WATER COOPERATION

This two-day conference, hosted jointly by ORF and The Asia Foundation, brought together representatives from the Bangladesh-Bhutan-India-Nepal (BBIN) countries to discuss cooperation at the subregional level in South Asia; policy and market signals for strengthening BBIN connectivity; the energy-water nexus among these four countries; and trade cooperation.



L-R: Mani Shankar Aiyer (MP, Rajya Sabha), Ashok Malik (ORF), Farahnaz Ispahani (author), Vivek Katju (former Indian Ambassador to Afghanistan) and Suhasini Haider (*The Hindu*)

11 January 2016, New Delhi

BOOK DISCUSSION

Farahnaz Ispahani's *Purifying the Land of the Pure: Pakistan's Religious Minorities*



8 March 2016, New Delhi

MAUMOON ABDUL GAYOOM: ISLAM, A RELIGION OF PEACE

The former president of the Maldives delivered a talk on Islam, violence and jihad, also including mention of the Maldivian political situation, Chinese investments and SAARC.



INDIA WAS and will remain the most important strategic partner to Maldives.

—MAUMOON ABDUL GAYOOM



28-29 March 2016, New Delhi

AFGHANISTAN-INDIA RELATIONS: A WAY FORWARD

The two-day conference, organised jointly with Friedrich Ebert Stiftung India, saw discussion between members of parliament, politicians, civil society and the media from Afghanistan and India on key questions regarding the domestic situation in Afghanistan, the Indo-Afghan bilateral relationship and Afghanistan in South Asia.

L-R: Fawzia Koofti (MP, Afghanistan); Amb. Said Tayeb Jawad (Advisor to Afghan CEO Abdullah Abdullah)

Climate Change & Development Initiative

This initiative engages with issues of climate change (adaptation, mitigation, resilience, energy, finance, technology) and the broader scope of development, such as aid, development partnerships, South-South cooperation, gender, and technology in society.



Aniruddh Mohan
Junior Fellow



Vikrom Mathur
Senior Fellow and Head

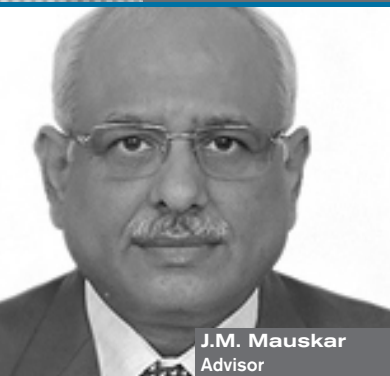
With 15 years of experience straddling research and policy advice at the interface of social and environmental change, Vikrom continues work related to scientific knowledge on nature/environment, science in public policy, technological change and emerging technologies, environmental governance and cultural theory.

Recent publication

"Technology and Development in Africa and India: Need for a New Politics," in *Asia with Africa*, ORF, March 2016



Urvashi Aneja
Fellow



J.M. Mauskar
Advisor



Vidisha Mishra
Junior Fellow



Malancha Chakrabarty
Associate Fellow



Ameya Pimpalkahre
Associate Fellow

6 August 2015, New Delhi

YOUBA SOKONA: HARNESSING RENEWABLE ENERGY SOURCES FOR SUSTAINABLE DEVELOPMENT IN AFRICA—CAN INDIA CONTRIBUTE?

The Special Advisor on Sustainable Development at the South Centre, Geneva, spoke about growth in African cities, the considerable energy investment gap the continent is facing, its growing experience in renewables, as well as opportunities and challenges of India-Africa partnership on sustainable energy sources.





L-R: J.M. Mauskar (ORF), Sir James D. Bevan (Chief Executive of the Environment Agency, UK; former UK High Commissioner to India), Prakash Javadekar (Minister for Human Resource Development; former Minister for Environment, Forests and Climate Change, India), Amber Rudd (UK Home Secretary; former UK Secretary of State for Energy and Climate Change) and Sunjoy Joshi (ORF)

23 September 2015, New Delhi

TECHNOLOGY AND CLIMATE CHANGE: INNOVATION AND PARTNERSHIPS FOR TRANSITIONAL CHANGE

In the lead-up to COP 21, this ORF roundtable situated technology in the climate change debate. It focused on key issues such as innovation, development and diffusion, as well as the policy frameworks and partnerships required to facilitate technology transitions.



9 December 2015, Paris

ROUNDTABLE ON SUNDERBANS

On behalf of the Bangladesh-India Sunderbans Region Initiative, and in partnership with the Indian Ministry of Environment, Forestry and Climate Change, ORF organised a roundtable on Sunderbans on the sidelines of COP 21. This was the first time environment representatives of India and Bangladesh came together to discuss the protection and survival of Sunderbans, a UNESCO heritage site and the world's largest mangrove ecosystem, at an international event.



L-R: U.K. Sinha (IDSA), Ravi Singh (WWF India), Ainun Nishat (BRAC University), J.M. Mauskar (Advisor, ORF) and Pinak R. Chakravarty (ORF)



17-18 December 2015, Kolkata

SOUTH ASIA WATER DIALOGUE: PEOPLE, POWER AND TECHNICAL INNOVATION

The two-day international conference saw interaction between speakers from 10 South Asian countries, as well as from the UK and Germany, on water-resilient cities, water for food, water and climate adaptation, and regional framework for transboundary water cooperation.

Dialogue participants

Top to bottom, L-R: Anand Patwardhan (University of Maryland), Heleen de Coninck (Radboud University, Netherlands), Aniruddh Mohan (ORF), John Alic (Arizona State University) and Wang Tao (CBN Research Institute, Beijing); J.M. Mauskar (Advisor, ORF), Vikrom Mathur (ORF) and Steve Rayner (Oxford University)



22 February 2016, New Delhi

ROAD FROM PARIS: ENSURING EFFECTIVE AND EQUITABLE CLIMATE CHANGE

This roundtable was held jointly with the Institute of Science, Innovation and Society at the University of Oxford to reflect on post-Paris directions for climate action. It debated on issues of resilience, energy and technology, the role of non-state actors, and knowledge needs.

Health Initiative

This recently-launched initiative tracks the implementation of the Sustainable Development Goals in India. In particular, it focuses on reproductive, maternal, newborn and child health and nutrition targets. Broad themes include data and indicators, policy fragmentation and means of implementation.



Rhea Colaco
Research Intern



Oommen C. Kurian
Fellow and Head

Oommen is a researcher trained in economics and community health, and has previously worked with organisations like Oxfam India, Action Aid India, CEHAT and CWDS. He works on public health, nutrition, health finance, gender and poverty.

Recent publication

"Indian women are excluded from health insurance benefits on an industrial scale," Quartz, July 2016



Tanoubi Ngangom
Junior Fellow



Shaheeda Kirtane
Associate Fellow



Deepesh Reddy
Consulting Fellow



Priyanka Shah
Junior Fellow



L to R: Sunjoy Joshi (ORF), Ashley Tellis (Carnegie USA) and Jayat Sinha (MP; former Minister of State for Finance)



Amitabh Kant (CEO, NITI Aayog; former Secretary, Department of Industrial Policy & Promotion, Government of India)

2-3 December 2015, New Delhi

STRENGTHENING THE INDO-US PARTNERSHIP: FOSTERING INNOVATION AND EXPANDING HEALTHCARE ACCESS WORLDWIDE

The discussion revolved on how US and Indian technology cooperation can contribute to bilateral ties, serve policy objectives, and address broader challenges—such as public health—to ensure access to critical technologies at the bottom of the pyramid around the globe. A key focus was the innovative licensing model being implemented by a partnership between Gilead Sciences and 11 leading India’s pharmaceutical companies.



L-R: Richard Verma (US Ambassador to India) in discussion with a conference participant

Energy Initiative

This initiative explores global and domestic trends related to oil and gas, as well as other non-traditional sources of energy, such as shale, nuclear and renewables.



Akhilesh Sati
Programme Manager



Ashok Dhar
Director, ORF Kolkata

With a career spanning three decades, Ashok is currently on the Board of Directors of Gulf Africa Petroleum Corporation, Mauritius; a Member of Energy Institute, London; and Member of Refinery Forum of Petroleum Federation of India.



Lydia Powell
Head

Lydia's research focuses on energy poverty, energy security, resource-based conflict (with particular reference to energy and water), renewable energy, pricing and regulatory issues. She gained industry experience working for Norsk Hydro ASA. She is the editor of the ORF Energy News Monitor.

Recent publication

"Name calling as climate strategy,"
ORF Energy News Monitor,



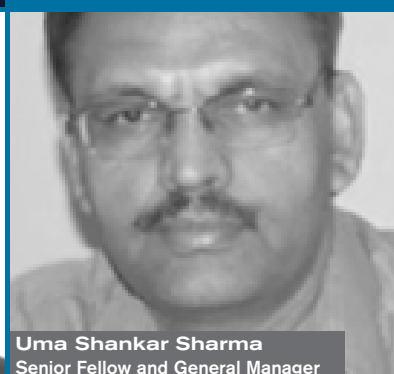
Vinod Tomar
Assistant Manager



Dinesh Kumar Madhrey
Assistant Manager



Swagat Bam
Advisor



Uma Shankar Sharma
Senior Fellow and General Manager



L-R: Debashish Bera (PwC), Vartika Shukla (Engineers India Ltd), R.N. Bankapur (Former Director, IOCL), N.M. Borah (Former CMD, OIL) and Ashok Dhar (ORF)

2 February 2016, New Delhi

14TH PETRO INDIA CONFERENCE

An annual property of ORF and the India Energy Forum, the theme of the 14th Petro India conference was "Oil Price Volatility: Consequences & Policy Responses." Key speakers included Dharmendra Pradhan (Minister of State for Petroleum and Natural Gas), Kapil Dev Tripathi (Secretary, Ministry of Petroleum and Natural Gas), other former energy policymakers in the Indian government, as well as experts and representatives from the industry.

Nuclear & Space Policy Initiative

This initiative focuses on contemporary debates over management of nuclear weapons and outer space. Broad themes include nuclear non-proliferation, arms control, nuclear security, nuclear disarmament and international code of conduct for peaceful use of outer space.



Rajeswari Pillai Rajagopalan

Senior Fellow and Head

Rajeswari has previously held positions in the National Security Council Secretariat and at IDSA. Author of four books, her research focuses on nuclear and space issues, Asian security issues, and Indian and US foreign policies. She is also a frequent lecturer at universities and institutions, and has been invited to speak at several international fora.

Recent publication

Co-author, "Locating India within the Global Non-Proliferation Architecture: Prospects, Challenges and Opportunities," ORF Monograph, August 2016



Sylvia Mishra
Junior Fellow



Rakesh Sood
Distinguished Fellow



Vidya Sagar Avuthu Reddy
Research Assistant



1 April 2015, New Delhi

INDIA-FRANCE NUCLEAR DIALOGUE

This dialogue saw French and Indian experts confer on the evolution of French and Indian nuclear deterrence policies and doctrines; Chinese and Pakistani nuclear cooperation; non-proliferation and disarmament; and Iran and the Middle East.



Top to bottom, L-R: Rajeswari Pillai Rajagopalan (ORF), Alok Prasad (former Indian ambassador), Rakesh Sood (ORF), C. Raja Mohan (Carnegie India), Sheel Kant Sharma (former Indian ambassador) and Saurabh Kumar (Indian Ambassador to Iran); Frederic Grare (Carnegie USA), François Richier (French Ambassador to India) and Bruno Tertrais (Fondation pour la recherche stratégique)

Governance & Politics Initiative

This initiative explores different interests and points of view that influence debates on domestic socio-economic and political reforms.



Preeti Kapuria
Associate Fellow



Sudheendra Kulkarni

Chairman, ORF Mumbai

Sudheendra Kulkarni is a senior journalist, columnist and a political commentator. He served as an aide to India's former prime minister Atal Bihari Vajpayee in the PMO between 1998 and 2004. He is the author of *Music of the Spinning Wheel: Mahatma Gandhi's Manifesto for the Internet Age* (Manjul, 2012).

Recent publication

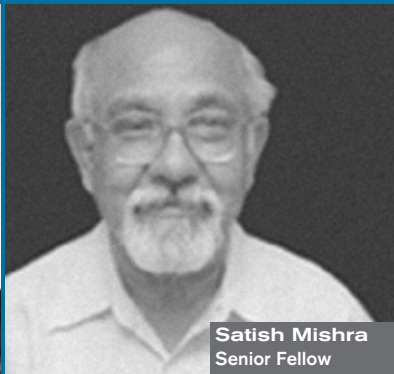
"A Gandhi-Edhi Plea for India-Pakistan Peace on 70th Independence Day," *Huffington Post India*, 13 August 2016



H.K. Dua
Advisor



Abha Narain Lambah
Advisor



Satish Mishra
Senior Fellow



Manish Vaid
Junior Fellow



Rumi Aijaz
Senior Fellow



Sanjeev Ahliwalia
Advisor



Harsh Sethi
Advisor



Sayli Udas-Mankikar
Fellow



Dwip Rachchh
Fellow



Gautam Kirtane
Senior Fellow



Niranjana Sahoo
Senior Fellow



Dhaval D. Desai
Senior Fellow & Vice President



Smruti Mirani
Associate Fellow



Vivek Sahai
Distinguished Fellow





18 April 2015, Mumbai
'MAKE IN INDIA' FOR A SOLAR INDIA
The conference brought together almost 50 experts from the solar photovoltaic sector to gather inputs from stakeholders towards steps to take to enable internationally competitive manufacturing of solar products in India.

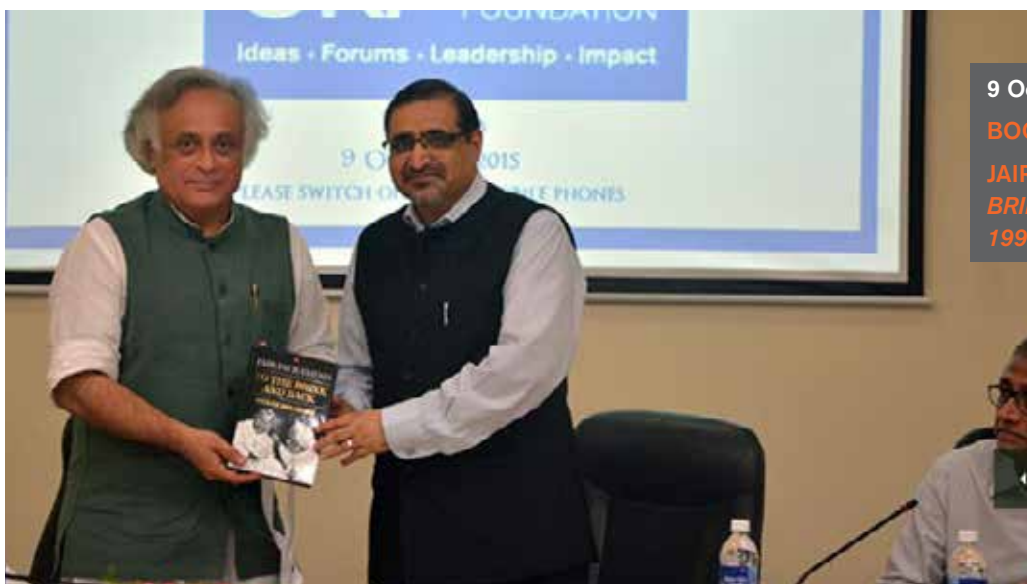
L-R: Anil Kakodkar (Jawaharlal Nehru National Solar Mission), Devang Khakkar (Director, IIT Bombay) and Juzer Vasi (IIT Bombay)

13 May 2015, New Delhi
ERNEST RWAMUCYO: OWNERSHIP, LEADERSHIP AND STATE-CITIZEN RELATIONSHIP—INSIGHTS FROM POST-GENOCIDE RWANDA
The talk by the High Commissioner of Rwanda focused on post-genocide Rwanda's unique story, where ownership and innovative "home-grown solutions" helped reconstruct the nation from the ground up.



“RWANDANS had killed Rwandans, and therefore Rwandans must take responsibility of the devastation.”

—ERNEST RWAMUCYO



9 October 2015, Kolkata
BOOK DISCUSSION
JAIRAM RAMESH'S TO THE BRINK AND BACK: INDIA'S 1991 STORY

L-R: Jairam Ramesh (author) and Ashok Dhar (ORF)

8 December 2015, Mumbai

LAWRENCE SUMMERS: REINVENTING THE UNIVERSITY—RECONCILING EQUITY WITH EXCELLENCE IN HIGHER EDUCATION WORLDWIDE

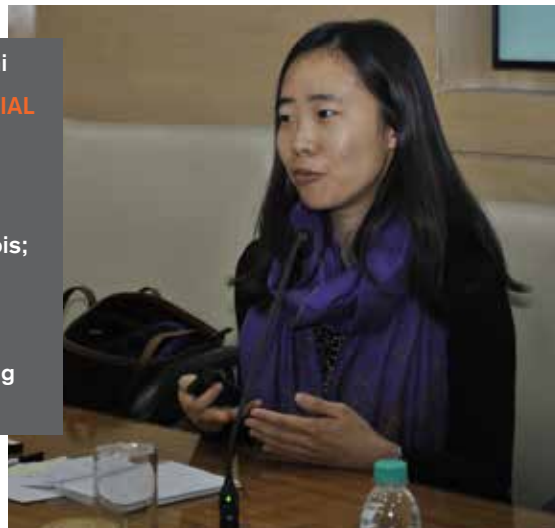
Lawrence Summers, Charles W. Eliot Professor and President Emeritus at Harvard University, and a leading US economist, delivered a public lecture, making a strong appeal for India to reform its university system.



21 December 2015, New Delhi

VILLAGES IN THE CITY: SPATIAL INFORMALITY AND URBAN GOVERNANCE IN CHINA'S MEGACITIES

Yue Zhang (University of Illinois; Woodrow Wilson International Center for Scholars) gave a talk on informal settlements, contextualising the issue using China's case.



14 January 2016, New Delhi

CASTE AND RELIGION IN THE ERA OF ECONOMIC GROWTH

The panel discussion brought together views from academia on caste identification, caste in rural and urban India, intercaste marriages, religiosity, religious riots, and prejudice.



L-R: Ravinder Kaur (IIT Delhi) and Ashok Malik (ORF); Ashutosh Varshney (Brown University) and Surinder S. Jodhka (JNU)



Training Events in 2015-16

ORF holds regular formative events to interact with and inform young academics and practitioners in the field.



Post final presentations, time to shake a leg!

Participants and tech-trainers



Final presentation

8-9 September 2015, New Delhi

TECHCAMP: DRIVING DIALOGUE WITH DIGITAL

The US State Department, in collaboration with ORF, organised a TechCamp in New Delhi to raise digital literacy and help Indian think tanks and advocacy groups improve their digital communication strategies.

Interaction training session on leveraging mobiles with Anjan Awasthi (InMobi) and Eric Tyler (New America Foundation)



Participants and Jyoti Malhotra (freelance journalist)



L-R: Rajeswari Pillai Rajagopalan (ORF), Sanjay Baru (IISS), Samir Saran (ORF) and Indrani Bagchi (The Times of India)

**15 September 2015, New Delhi
INTERACTION WITH VEDICA SCHOLARS**

Foreign policy analysts and practitioners interacted with Vedica scholars to discuss issues of Indian foreign policy, namely economic diplomacy, India in South Asia, its ties with Southeast Asia and West Asia, and Indian foreign policy motivations.



Session "The ABC of Policy" with Thomas Bowman (Council on Foreign Relations) speaking

4-5 February 2016, New Delhi

FRAME THE DEBATE

This policy-writing workshop, organised by ORF in partnership with the US State Department and the US Embassy in New Delhi, discussed how to harness new-era information and communication tools for creating, sharing and distributing policy writing.

Digital & Research Editorial Team



Somnath Sengupta
Associate Fellow and New Media Manager



Nikhila Nataraj
Digital Fellow

Nikhila is a Senior Editor with Firstpost/Network 18, specialising in avant-garde video stories on niche social media platforms. A British Chevening scholar, she is a global editorial resource and has previously worked in print and broadcast..

Recent publication

"Why do we post on social media?," ORF ExpertSpeak, April 2016



Vinia Datinguino Mukherjee
Associate Editor



Abhishek Sharma
Associate Fellow



Ritika Passi
Project Editor and Associate Fellow



Nilesh Bane
Fellow



Sumedh Kulkarni
Research Fellow and Programme Coordinator



Chetan Khanna
Digital Research Assistant



Swarup Pandit
Associate Fellow



5

ORF Forums

ORF forums are where the foundation's research meets global conversations. These conclaves are multisectoral and multidisciplinary in their approach, and aggregate young and experienced thought leaders from government, industry, academia and civil society to both further and drive debates.



25 October - 3 November 2015, New Delhi

AFGG is an annual workshop jointly organised by ORF and ZEIT-Stiftung Ebelin und Gerd Bucerius. The forum takes a close look at the Asian region and the challenges facing the global community, with young leaders selected from across the world and diverse fields.

The 5th AFGG's theme was "End of Liberal Internationalism? Debating Seventy Years of the Post-War World Order," under which the dynamics, efficiency and legitimacy of all major international and intergovernmental organisations, including the UN, WTO and IMF, were discussed. While many of these institutions have been successful in achieving their stated goals, rigid structures have prohibited some of them from adapting to the evolving geopolitical, geo-social and geo-economic undercurrents of the 21st century.



Ashley J. Tellis (Carnegie USA)



Ellen Laipson (Stimson Center)



5th AFGG delegates



Launch of the ORF publication *Common Futures: India and Africa in Partnership*—L-R: Vikrom Mathur (ORF), Amb. Valentine Sendanyoye Rugwabiza (Rwanda), Samir Saran (ORF) and Ruchita Beri (IDSA)



AFGG session in progress



Arka Biswas (ORF)



Shashi Tharoor (Founding Dean and Honorary Patron, AFGG)



AFGG participants in Agra



18-19 June 2015, New Delhi



L-R: Bandi Ram Prasad (Growth Markets Advisory Services), Vivan Sharan (Koan Advisory), Jaya Josie (Human Science Research Council, South Africa) and Roberto Troster (Troster & Associates, Brazil)



L-R: Sajjid Chinoy (JP Morgan, India), Rathin Roy (NIPFP), Ben Shenglin (Zhejiang University, China) and Ronney Ncwadi (Nelson Mandela Metropolitan University, South Africa)

The ORF BRICS Forum is a Track II initiative that has played a central role in driving the BRICS agenda forward. The Government of India has extended continuous support. As the official Indian think tank in the BRICS Think Tanks Council, it organises the BRICS Academic Forum, an expansive and innovative format for discussion between Track II experts, under every Indian BRICS presidency.

On 18-19 June in New Delhi, ORF and the National Institute of Public Finance and Policy jointly hosted an intra-BRICS Experts Workshop on the New Development Bank. The workshop, aimed at aggregating diverse and informed perspectives on both strategic and operational aspects of the bank's functioning, was convened with the support of the Ministry of External Affairs, India, as part of India's support to the Russian presidency of BRICS and the new leadership at the New Development Bank.



Samir Saran (ORF)



Charanjeet Singh (Multilateral Economic Relations, Ministry of External Affairs, India)



Li Shuangwu (Director, Research Office of International Department, Communist Party of China)



Akshay Mathur (Gateway House)



David Fryer (Rhodes University, South Africa)



14-16 October 2015, New Delhi

CyFy is India's flagship event for global digital debates. As data becomes the new currency and internet continues to dissolve national boundaries, CyFy is fast emerging as an indispensable marketplace of ideas where tomorrow's issues are decided today.

CyFy 2015, with the theme "Common Futures, Uncommon Terrains," hosted nearly 110 speakers from 35 countries who spoke on issues ranging from cyber arms control and critical information infrastructure protection to digital empowerment and bringing the next billion online. The CyFy Research Initiative was also launched at this year's edition, with the aim of bringing emerging voices from Asia and Africa to the fore.



Panel on "Online Bullying and Gender-Based Violence"—L-R: Jeremi Panganiban (Womens Legal Bureau, Philippines), Ashok Malik (ORF), Maja Fjaestad (State Secretary for Strategic Development and Nordic Cooperation, Sweden), Karuna Nundy (Advocate, Supreme Court of India), Priyanka Chaturvedi (Spokesperson, All India Congress Committee), Barbara Nimusiima (International Womens Center for Empowerment, Uganda) and Ernest Ezema



L-R: Samir Saran (ORF), Ravi Shankar Prasad (Minister of Communications & IT, India), Mehmet Kaplan (Minister for Housing, Urban Development & IT, Sweden) and Sunjoy Joshi (ORF)



Angela McKay (Microsoft)



Arvind Gupta (Deputy National Security Advisor, India)



Panel on "The Internet and the State"—L-R: Santosh Jha (Joint Secretary, Global Cyber Issues, Ministry of External Affairs, India), Christopher Painter (Coordinator for Cyber Issue, US Department of State) and Heli Tiirmaa-Klaar (Head of Cyber Policy Coordination, European External Action Service)



Vice Admiral Girish Luthra (former Deputy Chief of Operations, Integrated Defence Staff; currently Flag Officer Commanding-in-Chief of the Western Naval Command)



Nirmala Sitharaman (Minister of State for Commerce & Industry, India)



A. Sivathanu Pillai (Honorary Distinguished Professor, ISRO)

The ORF Kalpana Chawla Annual Space Policy Dialogue is a congregation of representatives from all key spacefaring nations that aims to explore the challenges and innovative solutions in all dimensions of outerspace activities, including security, governance, commerce and science and technology.

The dialogue's second edition saw discussion on critical aspects of India's space programme, including emerging threats in outerspace, regional and international cooperation, and exploring the potential of satellites for Digital India. The dialogue highlighted the need to create an all-inclusive space industry ecosystem in which enthusiastic and skillful NewSpace players can also contribute.



L-R: B. L. Chawla, Sunjoy Joshi (ORF), Sunita Williams, Rajeswari Pillai Rajagopalan (ORF)



L-R: Dava Newman (Deputy Administrator, NASA), Rajeswari Pillai Rajagopalan (ORF) and James Green (Director, Planetary Science Division, NASA)



Panel on "Role of Policy in Transponder Availability for Broadcasting & Broadband Sector"— L-R: D.S. Govindarajan (Aniara Space), Smita Jha (PwC India), Himanshu Patil (Videocon), K. Krishna (Hughes Communications India) and John Medeiros (CASBAA)



Inaugural panel—L-R: Sunjoy Joshi (ORF), Sir James Mancham (Former President, Seychelles), Hamid Karzai (Former President, Afghanistan), Sushma Swaraj (Minister of External Affairs, India), Chandrika Bandaranaike Kumaratunga (Former President, Sri Lanka), Abul Hassan Mahmood Ali (Minister of Foreign Affairs, Bangladesh) and Ashok



1-3 March 2016, New Delhi

Raisina Dialogue is India's flagship conference engaging with geopolitics and geo-economics. It is designed to explore the prospects and opportunities for Asian integration as well as Asia's integration with the larger world. It is predicated on India's vital role in the Indian Ocean Region and how India along with its partners can build a stable regional and world order.



L-R: Li Zhaoxing (Former Foreign Minister, China) and Samir Saran (ORF)



General V.K. Singh (Minister of State of External Affairs, India)



S. Jaishankar (Foreign Secretary, India)



Piyush Goyal (Minister of State with Independent Charge for Power, Coal, New and Renewable Energy, India)



THANK YOU for giving me the honor to participate in the Raisina Dialogue and for the generous hospitality extended to me and my delegation during the visit. The warmth of your welcome was in the true spirit of the friendship between the people of Afghanistan and India. The Raisina Dialogue highlighted the significant importance of the regional connectivity for both India and Afghanistan.”

—LETTER FROM HAMID KARZAI, FORMER PRESIDENT, AFGHANISTAN



Panel on “A Line in the Water: Underwriting Asian Security”—L-R: Akihiko Tanaka (former president, JICA), S. Paul Kapur (Naval Postgraduate School, USA), Indrani Bagchi (*The Times of India*), C. Raja Mohan (Carnegie India), Ric Smith AO (Australian National University) and Vice Admiral A.K. Singh (retd; USI, India)

The theme of the inaugural conclave was “Connecting Asia,” focusing on Asia’s physical, economic, human and digital connectivity. It attempted to discover opportunities and challenges for the region to manage its common spaces, as well as the global partnerships needed to develop common pathways in this century.



L-R: Ashok Malik (ORF) and Harry B. Harris Jr (Commander, U.S. Pacific Command)



Panel on “DiplomaShe: Gender, Policy and Politics”—L-R: Jyoti Malhotra (journalist), Vijay Latha Reddy (Global Commission on Internet Governance), Chandrika Bandaranaike Kumaratunga (Former President, Sri Lanka), Shaili Chopra (journalist) and Sarah-Jean Cunningham (Lapis Communications)



6

ORF Publications

ORF research and analysis is rooted in independent, objective inquiry. We publish issue briefs, occasional papers, special reports, monographs, books and special projects. We follow a rigorous process as we continue to instill the highest of standards in our publication process and adopt best practices.



India's Participation in the NSG: Capturing the Debate

Arka Biswas

April 2015

This paper assesses how India fares as a prospective member of the NSG, keeping in mind two contrasting narratives of NSG's role: as a non-proliferation group and as a nuclear materials export group.



WE ARE PLEASED to receive the Issue Brief on 'India's NSG Membership: Examining the Relationship between NPT and the NSG. The author has substantiated the arguments with due examples... Overall, the paper definitely serves the purpose of influencing the policy formulation... The brief will get its rightful place in CAW library and I am sure that this will benefit Higher Air Command Course (HACC) officers pursuing M Phil research related to this topic."

—AIR VICE MARSHAL S. PRABHAKARAN, COLLEGE OF AIR WARFARE

Atithi Devo Bhava?

Natasha Agarwal, Magnus Lodefalk

May 2015

This issue brief analyses recent reforms of the Indian tourist visa process, addresses shortcomings and suggests ways to make e-tourist visa benefit the Indian economy.



Swine Flu: Challenges and Impact on the Indian Economy

Richa Sekhani

May 2015

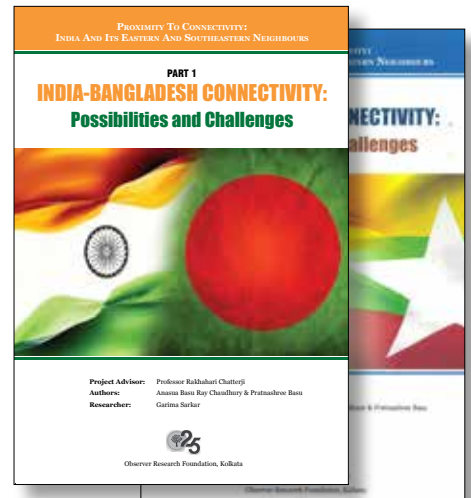
This issue brief explores the economic impact of swine flu and the challenges India faces in fighting the disease, even as there are fears of another outbreak.

Proximity to Connectivity project

Rakhahari Chatterjee, Anasua Basu Chatterjee, Pratinashree Basu, Garima Sarkar

June and November 2015

These two reports, under the larger project 'Proximity to Connectivity: India's Links with her Eastern and Southeastern Neighbours,' examine the current state of connectivity between India and Bangladesh and India and Myanmar. They provide policy directions for a more productive network of connectivity (land and waterways, economic, energy, border and people-to-people links) between these historically, culturally and strategically close neighbours.



Digital Debates: CyFy Journal 2015

Editor: Samir Saran

July 2015

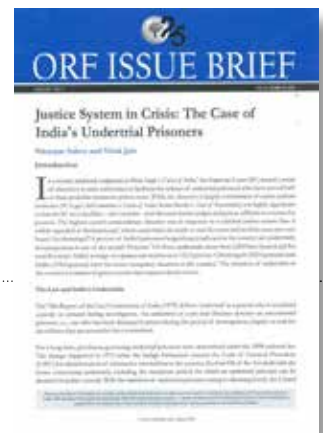
This GP-ORF volume features papers from cyber security and internet governance practitioners across the world on the implications of a changing digital world in four key areas of thought: India and the cyberworld, international cooperation, global internet governance, and privacy and security. *Digital Debates* is an integral part of ORF's CyFy annual forum.

Justice System in Crisis: The Case of India's Undertrial Prisoners

Niranjan Sahoo, Vivek Jain

August 2015

Following a recent landmark judgment in *Bhim Singh v. Union of India*, this paper showcases the plight of India's undertrials, assesses why undertrials overcrowd prisons and recommends solutions.



“THIS IS TO acknowledge the receipt of your... Issue Brief “Justice System in Crisis: The Case of India’s Undertrial Prisoners”. The magazine highlights issues concerning prisoners in general and the plight of the undertrial in particular. I found the magazine very useful and informative.”

—KALRAJ MISHRA, MINISTER OF MICRO, SMALL & MEDIUM ENTERPRISES, GOVERNMENT OF INDIA



Net Neutrality and Antitrust: Options for India

Bedavyasa Mohanty

August 2015

This issue brief examines whether the Competition Commission of India can assume a primary role in enforcing net neutrality. It traces the commission's short history to determine whether it has adequate jurisdiction and the strength of precedent to regulate the internet.

The New Development Bank: Identifying Strategic and Operational Priorities

August 2015

This policy brief is the result of an intra-BRICS Experts Workshop organised by ORF and the National Institute of Public Finance and Policy in June 2015 in Delhi. It aggregates diverse and informed perspectives on both strategic and operational aspects of the bank's functioning, serving as potential areas for further research.



The Paris Package: Setting the Finance Agenda for Climate Change

Samir Saran, Rathin Roy

August 2015

This joint policy brief between ORF and the Economic Policy Forum proposes a 'Paris Package' for the upcoming COP 21 that defines the aspirational and practical contours needed to meet the climate-development finance challenge.



Challenges in Designing Counterinsurgency Policy: An Institutionalist Perspective

Kaustav Dhar Chakrabarti

September 2015

Security analysts tend to eulogise India's counterinsurgency policy; human rights groups and academics are less impressed. This paper examines India's repertoire of counterinsurgency practices and argues for a policy that views COIN not as an end but as a transition to normalcy.



India's Use of Force: The Missing Indirect Approach

Arzan Tarapore

September 2015

This paper argues that India's abiding preference for the 'direct approach' in warfare has compromised its warfighting and crisis management; outlines the reasons for such preference; and posits that it is unlikely India will develop new force options.



India and the United States: New Directions in Defence Partnership

Sylvia Mishra

October 2015

India and the US have in recent years rediscovered their mutual interest in deeper cooperation. This paper analyses the two nations' defence ties, and argues that the strategic interests of both lie at the intersection of a military-strong India and a stable and multipolar Indo-Pacific.



India's FTAs with East and SE Asia: Impact of India-Malaysia CECA on the Edible Oil Value Chain

Nilanjan Ghosh, Sriparna Pathak Raimedhi

October 2015

Existing literature relies on examining balance-of-payments to assess the impact of free trade agreements. This paper views such methodology as reductionist, and offers alternative lenses through which to study the wellbeing of stakeholders in response to changes in the tariff regime.

India's Gender Digital Divide: Women and Politics on Twitter

Sydney Anderson

October 2015

This study explores the spatial politics of Othering and whether women are marginalised in political conversations online in India. Analysis of 23,350 tweets over an eight-day period shows a significant underrepresentation of women in Twitter's political conversations, a result that mirrors a real-world marginalisation of women in India's political processes.



I THANK YOU for your letter dated 24.11.2015 in which copy of Issue Brief “India’s Gender Digital Divide: Women and Politics on Twitter” by Sydney Anderson, a former Research Intern at ORF. The efforts being made by your Foundation have been appreciated by Hon’ble Minister.”

—D.N. SINGH, PRIVATE SECRETARY TO THE MINISTER FOR SCIENCE & TECHNOLOGY AND EARTH SCIENCES, GOVERNMENT OF INDIA



Technological Revolution and Its Impact on Gender Relations with a Special Focus on India and Africa

Ariane Nikpur

October 2015

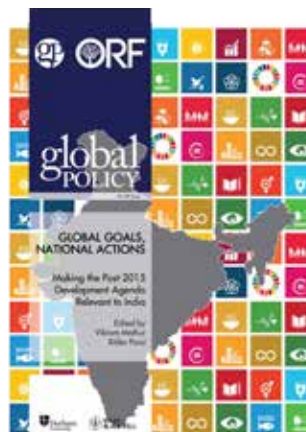
This issue brief argues that if ICTs are to empower women, they must be designed in a manner suited to female skills and interests as well as embedded in a regulatory framework that favours female access and usage.

Cyber Arms Race in Space: Exploring India's Next Steps

Rajeswari Pillai Rajagopalan, Daniel A. Porras

November 2015

India's growing reliance on outer space, and increasing interlinkages between cyber and outer space domains, are throwing up new vulnerabilities in face of adversarial attempts to sabotage and destroy India's capabilities. This issue brief discusses the space system vulnerabilities India faces and options to secure satellites.



Global Goals, National Actions: Making the Post-2015 Development Agenda Relevant to India

Editors: Vikrom Mathur, Ritika Passi

November 2015

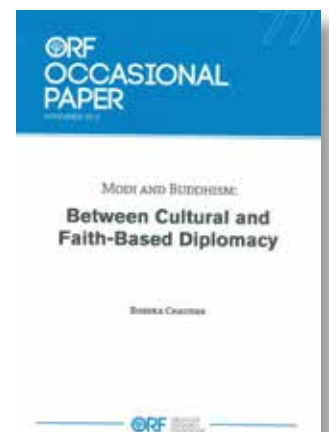
This GP-ORF volume looks at what 'sustainable development' means and the tensions inherent in various interpretations of the term; discusses how to localise global goals like the SDGs; focuses on 10 SDGs that are India's primary concerns; and evaluates India's institutional architecture for implementing the SDGs in the country.

Modi and Buddhism: Between Cultural and Faith-Based Diplomacy

Rishika Chauhan

November 2015

This paper outlines the current Indian administration's pursuit of a 'Buddhist agenda' as well as China's parallel Buddhist diplomacy, leading to a new potential arena for both cooperation and rivalry between the two neighbours.



New Room to Manoeuvre: An Indian Approach to Climate Change

Samir Saran et al.

November 2015

This GP-ORF compilation of articles by Samir Saran and his co-authors call for an India exception in the climate change debate. The publication outlines India's energy options as well as finance and technology solutions, discusses how to navigate a CBDR-sensitive response in global discussions, and ends with an Indian proposition for its role in addressing climate change.



Technology and Climate Change: Innovation and Partnerships for Transformational Change

Vikrom Mathur, Aniruddh Mohan

November 2015

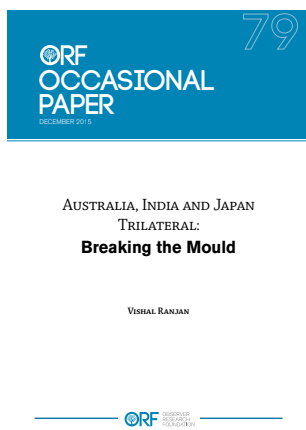
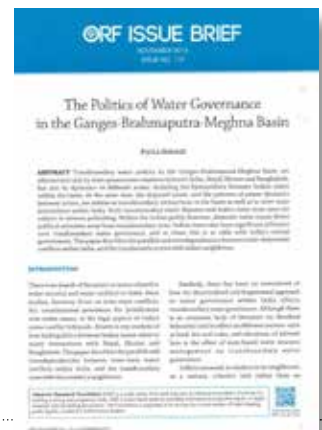
This paper examines the global debate on intellectual property rights, national policies for innovation and bilateral opportunities for joint R&D to define the technology agenda ahead of the 21st Conference of Parties in Paris in December.

The Politics of Water Governance in the Ganges-Brahmaputra-Meghna Basin

Paula Hanasz

November 2015

This brief examines state-level political dynamics that affect the water interactions between India and its neighbours—Nepal, Bhutan and Bangladesh—and provides insights into an overlooked aspect of regional hydrogeopolitics of relevance to Indian hydrocrats and international organisations engaged in water resource policymaking.



Australia, India and Japan Trilateral: Breaking the Mould

Vishal Ranjan

December 2015

The conventional view is that the emerging Australia, India and Japan trilateral is a mere offshoot of US foreign policy and ranged against China. This paper argues that the formation stands on firm, independent and enduring ground irrespective of the US, and not necessarily against China.

BRICS: Prospects for a Better Economic Horizon

Jayshree Sengupta

December 2015

This paper describes the rise of BRICS and their growing mutual interest in cementing their economic and political ties. It argues that while problems remain in promoting cohesion among the member countries and their economic slowdown has reduced their relative importance, BRICS' potential is still unfulfilled.



Social Marginalisation in Urban India and the Role of the State

Rumi Aijaz

December 2015

This paper addresses the growing urban inequality in India, arguing that any positive transformation addressing them requires innovative governance. Using case studies of low-income communities in three Indian cities, this paper offers suggestions for key areas of governance reform.



The Chagos Archipelago: A Theatre of Opportunity and Challenge in the Indian Ocean

Shagun Gupta

December 2015

In light of the rejection by the Permanent Court of Arbitration of the UK's declaration of a marine protected area around the Chagos archipelago, this issue brief argues that even as Mauritius, US and the UK occupy pivotal positions in the larger context of control over Chagos, the territory has the potential to serve as an important foreign policy regulator vis-à-vis India's strategic engagement in the Indian Ocean.

Elephants in the Room: Challenges for India as an Emerging Development Partner

Urvashi Aneja, Tanoubi Ngangom

January 2016

This paper examines the challenges for India as a developing country and emerging economy building development partnerships with other southern states. It argues that India faces three main sets of challenges: an emerging power challenge, a development challenge and a partnership challenge.

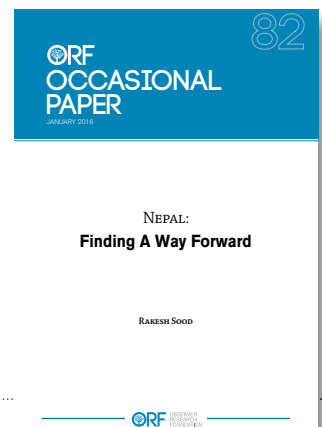


India and Japan: Reconnecting in the Bay of Bengal

Vindu Mai Chotani

January 2016

As the Bay of Bengal witnesses increasing competition, this paper argues that India can benefit greatly by cooperating with Japan in the waters. Through deeper economic relations, both would be able to advance strategic ties and create a balance in the bay that would aid in the region's peaceful rise and development.



Nepal: Finding a Way Forward

Rakesh Sood

January 2016

This paper looks at the recent developments in Nepal, describes the ebbs and flows in India-Nepal relations, and identifies the reasons behind the current impasse and the efforts that need to be made by all stakeholders for bilateral ties to improve.

Small Satellites for India's Security: A Techno-Entrepreneurial View

Narayan Prasad

January 2016

This paper examines the continuously evolving technology and applications of small satellites of the class of <150kg, and probes the potential of extending small satellite technology to space security through a study of adaptation and experimentation by stakeholders in the industry.

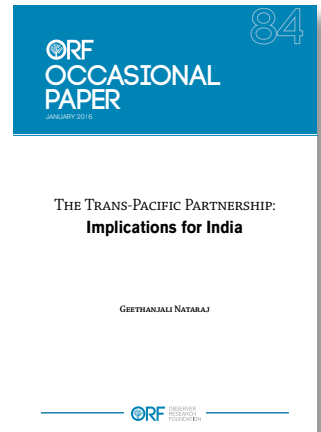


The Last Reform: 'Regionalist Logic' for a New UN Security Council

Niccolò Beduschi

January 2016

This brief posits that the UN Security Council is failing in its mandate, and proposes a new solution in the stalled reform debate: a system of collective representation in the council with nine total seats for all the UN members.

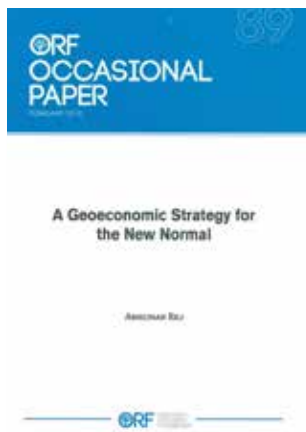


The Trans-Pacific Partnership: Implications for India

Geethanjali Nataraj

January 2016

This paper examines the likely implications of the TPP for India and other emerging economies that are not part of this mega FTA, and outlines a roadmap to deal with the expected adverse impacts while preparing to join the TPP in the long term.



A Geoeconomic Strategy for the New Normal

Abhijnan Rej

February 2016

This paper describes the interplay amongst factors shaping the global new normal as a way to sketch a geoeconomic strategy for India in the medium run. The study is situated in academic literature on geoeconomics and game theory and, as a conclusion, describes the key components of a geoeconomic strategy for India.

One Rank One Pension: Its Impact on the Defence Budget

Somnath Mukherjee

February 2016

This issue brief examines the potential impact of OROP on the nation's coffers in face of the debate that has largely skipped the question of affordability.





Xi Jinping and PLA Reform

Manoj Joshi

February 2016

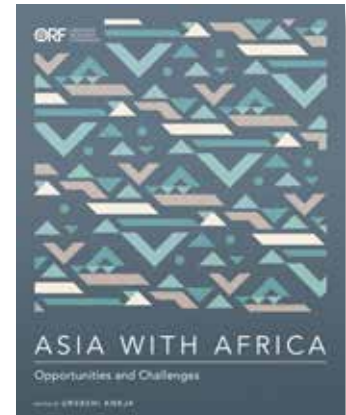
This paper examines the process of defence restructuring and reform in China under Xi Jinping. It looks into Xi's approach to the military, the decisions of the Third Plenum, and the various steps taken to "establish a modern military system with Chinese characteristics."

Asia with Africa: Opportunities and Challenges

Editor: Urvashi Aneja

March 2016

This collection of policy-oriented opinion pieces by leading scholars from around the world examines how Asia's recent and emerging outreach to Africa can contribute to African development and security. The volume provides a forward-looking agenda for action to leverage Asia's growth story for Africa's development.



Battle for Globalisations?: BRICS and US Mega-Regional Trade Agreements in a Changing World Order

Marko Juutinen, Jyrki Kakonen

March 2016

This special report examines BRICS as well as the cases of TPP and TTIP to test the hypothesis of a 'battle for globalisations,' understood conflictly as a battle for global dominance as well as a battle for plural 'globalisations.'

Defence Primer: India at 75

Editors: Sushant Singh, Pushan Das

March 2016

This volume establishes India's defence goals and the strategies needed to achieve them as India moves towards the 75th year of its independence in 2022. It leads from the principal challenges facing India, before delving into issues of India's way of war, strategic environment, military diplomacy, the structure of the Indian Armed Forces and the future of the three military services. Women in armed forces, India's cyber security architecture and its involvement in international peacekeeping are also covered.





Intra-BBIN Trade: Opportunities and Challenges

Parthapratim Pal

March 2016

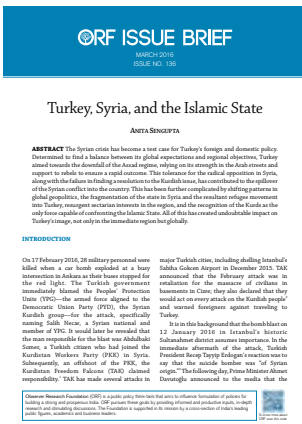
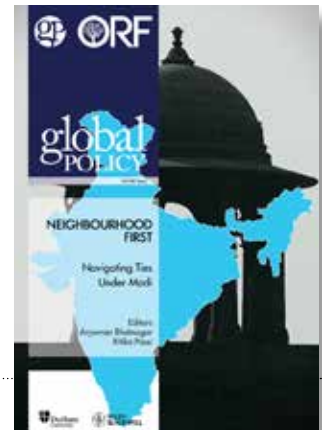
The Bangladesh, Bhutan, India, Nepal (BBIN) sub-regional initiative is envisioned to improve economic cooperation and connectivity among the four South Asian countries. This issue brief discusses the trade potential within the BBIN grouping, as well as the challenges facing the realisation of the BBIN initiative. Its long-term success will depend on how well these concerns are managed within the framework.

Neighbourhood First: Navigating Ties under Modi

Editors: Aryaman Bhatnagar, Ritika Passi

March 2016

This GP-ORF volume brings to focus India's policy towards its immediate and extended neighbourhood (SAARC members, Iran, China and Myanmar) under Modi thus far. Country-specific chapters are substantiated by thematic chapters that contextualise India's neighbourhood policy and bilateral ties in the region.



Turkey, Syria, and the IS

Anita Sengupta

March 2016

Turkey is today host of more than 2.2 million Syrian refugees. This issue brief examines the Syrian crisis as a test case for Turkey's neighbourhood policy, especially in the context of Turkey's Kurdish question.



7

Message from the Vice President

Next Steps: Greater Inclusivity and Better Digital Reach

SAMIR SARAN

Observer Research Foundation is entering a new period of re-invention and recalibration. This transformation is expected as it implements best-in-class processes and practices in the way it is managed and governed, and invests in research and platforms that are contemporary and influential. However, the most significant changes that will shape the organisation in the coming days and years will be determined by how well we are able to engage with two crucial components: 1) new constituencies that are increasingly influencing policy and are important voices in any attempt to develop inclusive and legitimate governance frameworks; and 2) technology, in order to better communicate with a world that increasingly relies on digital devices and

mediums and speaks in 'bits' and 'bytes.'

Indeed, both of these are in themselves apt subjects for research and considered debate, and we at ORF have started having these on a more visible scale. As a result of these conversations, we have moved rapidly to rethink both our research, events and platform designs as well as our broader communication and dissemination strategies.

To this end, we are rolling out a new product in the coming weeks—an ORF Hindi section on our website. Initially, we will ensure some of our best research, blogs and commentaries are made available in the Hindi language. In the days ahead, we will also support original research in the Hindi language itself. This may well be a pointer towards the need to produce research and content in other Indian languages as well. Our research outputs must increasingly engage with, and involve, the Indian vernacular constituency in the language of its choosing.

The second constituency that must be given its fair share in the research sphere and the discursive space is women. Two years ago, ORF decided to do away with panel discussions with no women thinkers or practitioners on board. Barring a couple of occasions, we have succeeded in this objective. Our "No Manel" policy has

Samir Saran spearheads ORF's outreach and business development activities, and heads the ORF Global Governance and Cyber and Media programmes. He is the founding chair of *CyFy* and Co-Convener of the India-US Track 1.5 Cyber Dialogue; a member of the WEF Global Future Council on Cybersecurity; and Director, Centre for Peace & Conflict Studies at the Sardar Patel University of Police, Security and Criminal Justice, Jodhpur. He also co-created and launched India's first "green stock exchange."

Recent publication

"New Norms for a Digital Society," ORF Special Report, August 2016

benefitted our debates immensely, which we believe are richer and more complete. Moving forward, we are now determined to move towards a more equitable paradigm—one where every programme, event and panel must, by design, have an equal representation of women's voices and views. We have created exciting partnerships and networks that are strengthening this effort. Recently, for instance, we co-hosted a 'Women Editor's Conference' and an 'India-Africa Women Forum.' This coming year, apart from engaging the public and policymakers through specific gender-oriented events and platforms, all our programmes, initiatives and forums must become gender conscious. The response to our efforts has been most encouraging: enhanced contributions of views and voices in our work by this crucial constituency is unmistakable.

Turning towards technology, the ambition to diversify the pool of people that engage with us and participate in our activities will also be a function of how well both ORF as an institution and our experts can adopt and adapt to the digital platforms that many rely on today for news, views and analysis. ORF is determined to be the sector leader in this space. Our young team of digital fellows working at the intersection of

research, technology and communications have transformed the way we speak with an increasingly online world and youth. Our video products, live casts and interactive data offerings have attracted a whole new generation to our website and social media platforms. But most importantly they have created a funnel between the 'here and now' generation and long-form research.

Technology-aided offerings have allowed us new space for new conversations, enthusing us to expand our research outputs that can now be disseminated unbound, as e-books and audio-books, and in formats that allow the sweat and toil invested in a single piece of research to bear many fruits.

Finally, even as we focus on making our work more inclusive and digital-friendly, ORF is as ever and always committed to fostering links with, and developing expertise in, new geographies and themes. We hope to revisit Africa and bring together diverse stakeholders in a couple of key destinations to debate and discuss concerns pertinent to India and Africa. We are excited that we will be hosting our much coveted governance forum in San Francisco next year, and we are working towards creating a new forum that will link young entrepreneurs in Asia, Africa and the Americas. We will begin to focus on 'counter speech' as a subject area, especially with regards to countering violent extremism online. As a country heavily committed to a digital future, we must work towards ensuring that digital spaces contribute to debate and human development instead of creating and enforcing new and old divisions. We are also expanding our existing maritime initiative to include the contemporary themes of ocean governance and blue economy, in a bid to ensure the presence of all stakeholders who can engage in processes that affect their common future and shared prosperity.

The year gone by was transformational for ORF, in no small measure because of the partnerships we fostered. We look forward to broadening our outreach with many more stakeholders and constituencies, and deepening our engagement with a more diverse set of ideas. ■



OUR “NO MANEL” policy has benefitted our debates immensely, which we believe are richer and more complete. Moving forward, we are now determined to move towards a more equitable paradigm—one where every programme, event and panel must, by design, have an equal representation of women’s voices and views.

ORF in the Media



“ **ORF HAS** grown five times in the last five years... this makes it the biggest think-tank in town. ”





8

Financial Factsheet

This section provides the ORF
financials for FY 2015-16

Financial Report 2015-16

Funds utilisation as per the audited accounts of financial year 2015-2016 (Rs million) is shown below. Besides the sums shown below, the asset value of ORF's building and infrastructure, Rs 60 million, has been provided at no cost and on a permanent basis by ORF's corporate benefactors.

Funds utilisation as per the audited accounts of 2015-2016 (Rs million):

FUNDS RECEIVED		UTILISATION OF FUNDS (RESEARCH ACTIVITIES)		ORF ASSETS (in Rs million)	
Donation and Grants	258.34	Expenditure on Projects	234.37	Fixed	60.24
Interest/Other Income	14.95	Salaries & Honorarium	9.98	Investments	98.09
		Meetings & Conferences	0.52	Cash & Bank Balance	24.02
		Travelling & Conveyance	0.66	Others	14.00
		Communication	2.56		
		Overheads	16.40		
Total	273.29	Total	264.50	Total	196.36

Transparency at ORF

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



<http://www.orfonline.org/declaration-of-contributions/>

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. 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 110002. Email: baljitkapoor@orfonline.org



9

Annex

The following pages contain the complete list of events and publications, as well as the ORF faculty list in each of its centres and the ORF thematic tree

List of Events in 2015-16

2015

- 1 Apr Conference on **India-France Nuclear Dialogue**
- 2-3 Apr Conference on **India-France Experts Policy Dialogue**
- 7 Apr Talk on **Tunisian Transition to Democracy** by Sheikh Rashid Ghannouchi
- 9 Apr Interaction with delegation from New Zealand
- 9 Apr Conference on **Iran Nuclear Deal: Implications of the Agreed Framework**
- 10 Apr Interaction with RSIS faculty
- 11 Apr Talk on **India's Trade Ties and Diplomacy in Neighbourhood** by Somi Hazari
- 13 Apr Visit by Julie Bishop, MP, Australian Minister for Foreign Affairs, for the inaugural **Indo-Pacific Oration**
- 18 Apr Talk on **Iran Deal & Nuclear Negotiations** by L.V. Krishnan
- 20 Apr Conference on **Asia's Strategic Faultlines**
- 21 Apr Conference on **Freedom of Expression in a Digital Age**
- 23 Apr Seminar on **Supporting Climate-Resilient Development in India**
- 24 Apr Interaction with Claudio Garon, Adviser-Designate for Asian Affairs to the Foreign Minister of Brazil
- 27-28 Apr ORF-MEA Conference on **Transformation in West Asia**
- 27-29 Apr **US-India Think Tank Summit**
- 29 Apr Visit of Capstone delegation
- 30 Apr Interaction on **Commercial Space Entrepreneurs** with Jay Gullish
- 30 Apr Conference on **National Stakeholder Dialogue on INDCs: Aligning Climate Action with Development**
- 2 May Conference on **Continental Strategy or Maritime Defence**
- 4 May Book discussion on Shashi Tharoor's *India Shastra: Reflections on the Nation in Our Time*
- 4 May Talk on **America—Decline or Renewal**
- 5 May Visit of DFID representatives
- 5 May Interaction on **Pakistan-Saudi Arabia Relations** with Tarek Fateh
- 6 May Roundtable discussion on **Social Marginalisation in Urban India and Role of the State**
- 8 May Conference on **The Future of the Himalayas**
- 9 May Talk on **Changing Face of Land Reforms** by Venkatesh Athreya
- 11 May Visit of Royal Brunei Armed Forces Command and Staff College
- 12 May Conference on **The Modi-Xi Summit: Addressing Core Issues**
- 13 May Talk on **Ownership, Leadership and State-Citizen Relationship: Insights from Post-Genocide Rwanda** by Ernest Rwamucyo, High Commissioner of Rwanda
- 13 May Conference on **20 Years of the WTO: What Next?**
- 16 May Talk on **UK Elections and Bilateral Relations with India** by Bharat Joshi
- 19 May Visit of the Egyptian Ambassador
- 19 May Visit of Stephen Goldrup, Counter-Terrorism Coordinator in US Embassy
- 21 May Interaction with delegation from Norway
- 23 May Talk on **One Year of Modi Government** by Shastri Ramachandran, N. Madhavan and Sridhar Krishnaswamy
- 25 May ORF-CFSR roundtable discussion on **Long-Term Roadmap for Energy Sector**
- 26 May Conference on **Beyond the MMRCA**
- 26 May Interaction with Australian journalists on **US-China Relations and Asian Security**
- 27 May Interaction with delegation from Saudi Arabia
- 27 May Address by Ursula Von Der Leyen, German Defence Minister, on **India and Europe: A Shared Security?**

30 May	Talk on PM Modi's visit and Bilateral Relations with South Korea by Kim Kyungsoo
1 Jun	Panel discussion on Bridging Digital Faultlines: Technological Sovereignty and the Open Internet
2 Jun	Discussion on the release of the report on India-Bangladesh Connectivity: Possibilities and Challenges
3 Jun	Visit of Mishi Choudhary, Executive Director, SFLC
5 Jun	Roundtable discussion on India and Bangladesh Relations: Land Boundary and Beyond
8 Jun	Interaction with Peter Varghese, Australian Foreign Secretary
9 Jun	Conference on Japan's Foreign Policy—Strategy and Practice by Akitaka Saiki, Vice Minister, Government of Japan, and press conference
10 Jun	Visit of delegation from Brookings Institute's Doha Centre
10 Jun	Interaction with Swedish Defence Minister
16 Jun	Interaction with the East West Institute and FICCI on Afghanistan Reconnected
17 Jun	Roundtable discussion on Critical Information Infrastructure Protection
18-19 Jun	Workshop on the New Development Bank
20 Jun	Seminar on Agenda for India by M.K. Narayanan
27 Jun	Talk on Tawang Trail, a Reality Check by Cmde R. S. Vasan (retd)
1 Jul	Talk on The Smartest Targets for the World by Bjørn Lomborg
1 Jul	Visit of representatives from BAE Systems
1 Jul	Visit of Political Counsellor, Israel High Commission
2 Jul	Visit of Deputy High Commissioner, Australia
2 Jul	Conference on China's Defence White Paper
4 Jul	Talk on Taiwan-India Economic Partnership by Frank M.C. Lin
7 Jul	Interaction with a delegation from Vietnam
7 Jul	Visit of Ryosuke Kamono, First Secretary, Embassy of Japan
11 Jul	Talk on Cyber Security in the Indian context by J. Prasanna
13 Jul	Talk on Quo Vadis Greece? Solutions for the Eurozone Crisis by João Cravinho
13 Jul	Talk on BP Statistical Review of World Energy 2015 by Kaushik Deb, Economist, BP
14 Jul	Talk on Implications of Greek Crisis by S. Narayan
14 Jul	Talk on Chinese Military Assertiveness by Oriana Mastro, Georgetown University
15 Jul	Talk by Amitav Acharya, American University, Washington D.C.
16 Jul	Conference on Bangladesh India Platform on Sundarbans
17 Jul	Book launch of C. Raja Mohan's <i>Modi's World: Expanding India's Sphere of Influence</i>
20 Jul	Conference on Cyber Security / Internet Governance
20 Jul	Visit of the High Commissioner, Maldives
21 Jul	Conference on America's Evolving Foreign Policy Debate
23 Jul	Talk on Violence in Pakistan and Who Supports It: Rebutting Conventional Wisdom by Christine Fair, Georgetown University
23 Jul	Conference on Evolving Geopolitics in Eurasia: Implications for India
24 Jul	Book launch of Sumit Ganguly's <i>India's Foreign Policy: Past, Present and the Future</i>
25 Jul	Talk on Air-Power Assessment of External Threat in Northeast by Air Marshal S. Varthaman
27 Jul	Book discussion on A.S. Daulat's <i>Kashmir: The Vajpayee Years</i>
30 Jul	Interaction on PM Modi's visit to Central Asia
31 Jul	Visit of Deputy Iranian Ambassador
1 Aug	Interactive session with Masayuki Taga, Ministry of Foreign Affairs, Japan
1 Aug	Talk on TN bid to de-congest Palk Bay fishing by N. Sathya Moorthy
3 Aug	Talk on The Iranian Perspective on the Nuclear Deal by Gholamreza Ansari, Ambassador of Iran to India
5 Aug	Talk on Understanding Unconventional Security Strategies

6 Aug	Talk on Harnessing Renewable Energy Sources for Sustainable Development in Africa—How Can India Contribute?
6 Aug	Discussion with Ali Naseer Mohamed, Foreign Secretary, Maldives
7 Aug	Launch of Ashley Tellis' and C. Raja Mohan's co-authored report Strategic Rationale for Deeper US-Indian Economic Ties
7 Aug	Interaction with Ambassador Saurabh Kumar
8 Aug	Talk on Need and Relevance of Rainwater Harvesting by Shekhar Raghavan
10 Aug	Interaction with NBR delegation
10 Aug	Interaction with officials from the US Department of State
11 Aug	Conference on The Indian Way of War
11 Aug	Talk on Mr. Jinnah's 11 August Speech and the Idea of Pakistan: Pragmatism, Conviction or Confusion? by Venkat Dhulipala
13 Aug	Conference on Financing Development
14 Aug	Talk on Protecting our Shared Spaces by Richard Verma, US Ambassador to India
17-18 Aug	IORA Blue Economy Dialogue on Prospects of Blue Economy in the Indian Ocean
18 Aug	Interaction with NIC Global Trends project team
19 Aug	Talk on Nomads and Criminals in Europe and India by Cristina Dragomir, State University of New York
19 Aug	Visit of team from the Bill and Melinda Gates Foundation
20 Aug	Visit of Indu Anand, BAE Systems
21 Aug	Visit of Wayne Moran, Counsellor, Australian High Commission
25 Aug	Conference on Transnational Threats, Islamist Militancy, and US Foreign Policy
25 Aug	Talk on Deepening the Engagement of ORF in Policy Formulation in Economic and Financial Policy by N.K. Singh
25 Aug	Interaction with Australian delegation on cyber policy
26 Aug	Visit of Japanese officials
26 Aug	Visit of Peter Truswell, Director, India Political Section, Australian High Commission
1 Sept	Discussion on Financing Development
3 Sept	Briefing on the IANA transition
5 Sept	26th ORF Foundation Day
5 Sept	Talk on Volatility in the Economy by V. Nagappan, FCA
5-7 Sept	Indian Ocean Dialogue
7 Sept	Conference on Pakistan's Military Challenge
8-9 Sept	TechCamp India—Driving Dialogue with Digital
10 Sept	Interaction with scholars from Sichuan University
11 Sept	Launch of OUP's <i>Handbook on Indian Foreign Policy</i>
12 Sept	Talk on 50 years from 65 by Rear Admiral Mohan Raman
14 Sept	Visit of Jan-Jaap Gerards, Embassy of the Netherlands, to discuss CyFy
14 Sept	Visit of Tetsuo Tominaga, President, Policy Research Institute (PRI), Ministry of Finance, Japan
15 Sept	Briefing on foreign policy for visiting Vedica Scholars
17 Sept	Visit of Li Bijian, Minister Counsellor, Embassy of China
17 Sept	Talk on India, the Internet and the Role of Foreign Direct Investment by US Ambassador David A. Gross
18 Sept	Visit of Nis Lauge Gellert, Counsellor (Political & Economic), Danish Embassy
19 Sept	Talk on Where from here India-Sri Lanka relations? by N Sathiya Moorthy
23 Sept	Conference on Technology and Climate Change: Innovation & Partnership for Transitional Change
24 Sept	Interaction with the Canadian High Commission
24 Sept	Roundtable discussion on China's Military Modernisation
25 Sept	Talk on The EU Refugee Crisis and its Policy Implications by Jakob von Weizsaecker, Member of European Parliament

28 Sept	Visit of Ajit Kapadia, CFSR, Gujarat
28 Sept	ORF-ECFR roundtable conference on Indian Foreign Policy
29 Sept	Panel discussion on Democracy & Electoral Challenges in South Asia
29 Sept	Book discussion on D.V. Kapur's <i>The Bloom in the Desert: The Making of NTPC</i>
3 Oct	Talk on PM Modi's US Visit, 2015 by M. Ganapathi, former Indian ambassador
5 Oct	Interaction with US state senators on US Elections—Campaigns, Processes and Procedures
7 Oct	Visit of International Association of Political Science Students Study Tour
8 Oct	Roundtable on The Future of the Ukraine
8 Oct	Visit of Australian High Commission officials
9 Oct	Workshop on India's Neighbourhood
14-16 Oct	CyFy 2015
17 Oct	Visit of Horimoto Takenori and Tamari Kazutoshi
17 Oct	Talk on Indo-German relations and Chancellor Angela Merkel's visit by Achim Fabig, Counsel General, German Consulate General, Chennai
19 Oct	Talk on Big Power Politics in the Middle East: Libya, Syria and Yemen by Talmiz Ahmad, former Indian ambassador
21 Oct	Visit of Chinese Envoy to the Middle East
24 Oct	Talk on War in Syria by Sridhar Krishnaswami, SRM University
24 Oct	Talk on Recent Developments in Nepal-India Relations by Deep Kumar Upadhyay, Ambassador, Embassy of Nepal
25 Oct-3 Nov	AFGG 2015
26 Oct	Conference on Japan's Perspectives on Regional Security
27 Oct	Talk on The Indo-Pacific: Whose region, whose Strategy? by Rory Medcalf, Australian National University
29 Oct	Conference on End of Liberal Internationalism? Debating Seventy Years of the Post-War World Order
29 Oct	Conference on Emergence of New Trading Regimes: Options for Emerging Economies
31 Oct	Talk on Maldives: Domestic Developments, and EAM Sushma Swaraj's Visit by N. Sathiya Moorthy
2 Nov	Conference on Regulating the Digital Economy
3 Nov	Interaction with students from MGIMO, Russia
5-6 Nov	Conference on Towards an Indo-Pacific Partnership: Reconnecting India and New Zealand
13 Nov	Visit of Jean-Luc Racine, Senior CNRS Fellow, EHESS, Paris
14 Nov	Talk on Nepal, the Constitutional Conundrum by Col. R. Hariharan (retd)
17 Nov	Book discussion on Andrew Small's <i>The China-Pakistan Axis: Asia's New Geopolitics</i>
17 Nov	Visit of David McKean, US Department of State
18 Nov	Conference on India-Africa Summit 2015—Outcomes and the Way Forward
19 Nov	Talk by Hekmat Khalil Karzai, Deputy Foreign Minister, Afghanistan
19 Nov	Interaction with delegation from Australian High Commission
19 Nov	Visit of Delegation from ACCERUS, South Africa
20 Nov	Book discussion on Rajiv Bhatia's <i>India Myanmar Relations: Changing Contours</i>
23 Nov	Conference on Coal Block Auction
25 Nov	Talk on The Refugee Crisis from an Eastern European Point of View Igor Lukši, Montenegro
26 Nov	Conference on India-UK Technology Partnership
28 Nov	Talk on Bihar Polls & After by N. Sathiya Moorthy
2 Dec	Talk on Climate and Clean Technology Policy in the United States, with Lessons for India by Varun Sivaram
2-3 Dec	Conference on India-Iran-Russia
2-3 Dec	Conference Strengthening the Indo-US Partnership: Fostering Innovation and Expanding Healthcare Access Worldwide

3-4 Dec	Conference on Advancing the BBIN Agenda: Exploring possibilities in Trade, Transit, Energy and Water Cooperation
5 Dec	Discussion on Is the UN Fit for Purpose at 70?
7-8 Dec	International Workshop on Emerging Trans-Regional Corridors: South and Southeast Asia
8 Dec	Conference on The Future of Constitutional Democracy in Nepal
9 Dec	Conference on Climate Change Adaptation in Coastal Areas & Other Sectors
9 Dec	Visit of delegation from the Ministry of Defence, France
10 Dec	Visit of delegation from Taiwan
10 Dec	Workshop on Emerging Naval Technology and Future Threats
11 Dec	Roundtable on Sino-India Economic Exchange and Cooperation
12 Dec	Series of panel discussions on Regulatory, Cultural, Commercial and other Aspects of Net Neutrality across South Asia
16 Dec	Visit of officials from the US National Defense University, Washington, D.C.
17-18 Dec	Conference on South Asia Water Dialogue: People, Power and Technological Innovation
18 Dec	Roundtable discussion on Building Nepal: Reconstruction of Infrastructure, Economy and Relationship with India
18 Dec	Discussion on Trans-Pacific Partnership and its Implications for Global Internet Governance
19 Dec	Talk on Disaster Management & Relief by K.S. Sripathi, IAS (retd)
21 Dec	Roundtable discussion on The Changing Geo-Economic Landscapes
21 Dec	Talk on Villages in the City: Spatial Informality and Urban Governance in China's Megacities
23 Dec	Visit of Edmund Chia, Deputy High Commissioner, Singapore Embassy
31 Dec	Visit of Roni Zehavi
2016	
2 Jan	Talk on India-2015, On to 2016 by B.S. Raghavan, IAS (retd)
9 Jan	Visit of journalists from Central Asia
11 Jan	Book discussion on Farahnaz Ispahani's <i>Purifying the Land of the Pure: Pakistan's Religious Minorities</i>
12 Jan	Panel discussion on Deconstructing Paris
14 Jan	Conference on Indian Views on Emerging Global Trends and their Impact on the South Asian Region
19 Jan	Visit of British delegation
19 Jan	Roundtable discussion on Caste and Religion in the Era of Economic Growth
21 Jan	Panel discussion on Debating India's Affirmative Action Policy
25 Jan	Roundtable discussion on Accommodating Rising Powers
28 Jan	Sustainable Development Goals: The Role of Think Tanks in Policymaking (part of the 2015 Global Go To Think Tank Index Report launch)
29 Jan	Discussion on Turkey and Regional Security in the Middle East
29 Jan	Workshop on The Employment of Special Forces
1 Feb	Discussion on Sustainability of Economy and Society of India and China
2 Feb	14th Petro India conference— Oil Price Volatility: Consequences and Policy Responses
2 Feb	Talk on Cyber weapon and Cyber Power: A New Warfare Paradigm
3 Feb	Talk on US National Security Strategy: Implications for India by Mark Buckman, National War College, Washington, D.C.
5 Feb	Policy Writing Workshop: Frame the Debate
6 Feb	Talk on Simultaneous Polls to Legislatures: Desirability and Feasibility by T.S. Krishnamurthy
8 Feb	Roundtable discussion on Urban Transportation and Disruptive Technologies
8-9 Feb	ORF-PRIO Conference on Future Scenarios for an Urbanising India: Governance, Security, Environmental Change
10 Feb	Talk by Daniel Pipes, President, Middle East Forum

12 Feb	Conference on Impulses & Experiences Shaping India's Approach to Internet Governance and Cyber Security
13 Feb	Talk on Chinese Stock Market Conundrum and Implications for the World by K. Subramanian
15 Feb	Workshop The Role of External Actors in South Asian Political Change: Dilemmas of Interests versus Values
15 Feb	Book discussion on Richard Young's <i>The Puzzle of Non-Western Democracy</i>
16 Feb	Workshop on The Role of External Actors in South Asian Political Change: Dilemmas of Interests versus Values
16 Feb	Visit of Austrian political delegation and journalists
17 Feb	Visit of Irfan Raouf
19 Feb	Visit of delegation from US Department of Defense along with a Deputy Assistant Secretary of Defense
19 Feb	Talk on Competition and Cooperation in an Interdependent World by Robin Niblett, Director, Chatham House
22 Feb	Conference on Road from Paris: Ensuring Effective and Equitable Climate Action
23 Feb	Visit of Rajiv Kumar, Lecturer, Busan University of Foreign Studies
23 Feb	Roundtable discussion on Diplomatic Dimension of India's Maritime Challenges
24-26 Feb	2nd ORF Kalpana Chawla Annual Space Policy Dialogue
27 Feb	Talk on India and Paris Environment Agreement by N.R. Krishnan
29 Feb	Australia-India Policy Forum
1 Mar	Interaction with M.A. students from the Central University of Kerala
1-3 Mar	Raisina Dialogue 2016
4 Mar	Conference on Smart Border Initiative
4 Mar	US-India Strategic Dialogue
4-5 Mar	Visit of Ms. Thomas of the Australian High Commission
7 Mar	Talk on India-Pakistan Relations: Prospects and Challenges by Lt. Gen Tariq Waseem Ghazi (retd)
8 Mar	Talk on Islam—a Religion of Peace by Maumoon Abdul Gayoom, former President of the Maldives
11 Mar	Talk on The 2016 US Presidential Elections: An Indian American Perspective
15 Mar	Conference on New Economy of Climate Change
15 Mar	Visit of Christian Buehlmann, Head Regional Development Program, Geneva Centre for Security Policy
16-17 Mar	ORF-INSS Dialogue
18 Mar	Roundtable discussion on India-Japan Partnership in the Changing Asian Strategic Scenario
19 Mar	Workshop on China's Military Reform
23 Mar	Talk on Future of India-Pakistan Relations by Ayesha Siddiqi
23 Mar	Discussion on India's Cyber Preparedness: An Assessment
26 Mar	Talk on India, Sri Lanka and Maldives: An Update by N. Sathiya Moorthy
28-29 Mar	Conference on Afghanistan-India Relations: A Way Forward
30 Mar	Book discussion on Deep Datta-Ray's <i>The Making of Indian Diplomacy: A critique of Eurocentrism</i>

List of Publications in 2015-16

Books, Monographs And Edited Works

Trends in Russia-China Relations: Implications for India

Nandan Unnikrishnan and
Uma Purushothaman

Common Futures: India and Africa in Partnership

Edited by Abhijnan Rej and
Tanoubi Ngangom

Asia with Africa: Opportunities and Challenges

Edited by Urvashi Aneja

Defence Primer: India at 75

Edited by Sushant Singh and Pushan Das

Battle for Globalisations?

Marko Juutinen and Jyrki Kakonen

SPECIAL REPORTS

Air Power: Special Compilation

Angad Singh and Abhijit Iyer-Mitra

Indian Leadership on Climate Change: Punching above its Weight

Samir Saran and Vivan Sharan

Proximity to Connectivity I: India-Bangladesh Connectivity

Rakhahari Chatterji, Anasua Basu Chatterjee,
Pratnashree Basu and Garima Sarkar

Prospects for the Asia-Pacific Region

Conference proceedings

Rethinking Security in the 21st Century

Jodhpur Security Dialogue 2014

Proximity to Connectivity II: India-Myanmar Connectivity: Possibilities and Challenges

Rakhahari Chatterji, Anasua Basu Chaudhury and
Pratnashree Basu

Regulating the Digital Economy

Noel Johns

South Asian Perspectives on Net Neutrality

Anahita Mathai, Bedavyasa Mohanty and Vidushi
Marda

Navigating the Changing Geo-economic Landscape

Abhijnan Rej and Prashant Kumar

The Cyber Command: Upgrading India's National Security Architecture

Arun Mohan Sukumar and Col. R.K. Sharma

South Asia Annual Assessment 2015

ISSUE BRIEFS

Swine Flu: Challenges and Impact on the Indian Economy

Richa Sekhani

Atithi Devo Bhava?

Natasha Agarwal and Magnus Lodefalk

Youth and Radicalisation: The Threat to India

Taruni Gupta

A Baseline Assessment of Climate Finance

Vivan Sharan

**India and its Eastern Neighbours:
Prospects for Sub-Regional
Cooperation**

Sridhar Ramaswamy

**Turkey Says ‘No’ to Presidential
Government**

Anita Sengupta

**Nuclear Safety and Regulation in
India: The Way Forward**

Aniruddh Mohan

Re-examining India’s Nuclear Doctrine

Pushan Das

**India’s Intelligence Agencies: In Need
of Reform and Oversight**

Manoj Joshi

**Net Neutrality and Antitrust: Options
for India**

Bedavyasa Mohanty

**India’s Economic Footprint in the
Developing World**

Shubh Soni and Parijit Lal

**Pushing India’s Small-Scale Industries
to the Economic Forefront**

Shruti Gupta

SAARC: The Way Ahead

Jayshree Sengupta

**Justice System in Crisis: The Case of
India’s Undertrial Prisoners**

Niranjan Sahoo and Vivek Jain

**The Advanced Medium Combat
Aircraft: A Technical Analysis**

Pushan Das and Abhijit Iyer-Mitra

**India’s Use of Force: The Missing
Indirect Approach**

Arzan Tarapore

**Small Satellite Constellations: The
Promise of ‘Internet for All’**

Vignan Velivela

**Assessing Disturbance in Jammu and
Kashmir’s Disturbed Areas**

Nikhil Raymond Puri

**Territorial Disputes: Can Japan and
Russia Reconcile?**

Vindu Mai Chotani

**India’s Gender Digital Divide: Women
and Politics on Twitter**

Sydney Anderson

**The Technological Revolution and Its
Impact on Gender Relations with a
Special Focus on India and Africa**

Ariane Nikpur

**Counter-terrorism in South Asia: New
Threats Call for Deeper Cooperation**

Wilson John and Joyeeta Bhattacharjee

**The Politics of Water Governance in
the Ganges-Brahmaputra-Meghna
Basin**

Paula Hanasz

**Cyber Arms Race in Space: Exploring
India’s Next Steps**

Rajeswari Pillai Rajagopalan and Daniel A. Porras

**The US-China Cyber-Agreement:
Implications for India**

Arindrajit Basu

**Technology and Climate Change:
Innovation and Partnerships for
Transformational Change**

Aniruddh Mohan and Vikrom Mathur

**India’s Energy Transition in a Climate-
Constrained World**

Sonali Mittra

**The Russia-Pakistan Rapprochement:
Should India Worry?**

Uma Purushothaman

**Social Marginalisation in Urban India
and the Role of the State**

Rumi Aijaz

Mukherjee’s Middle East Visit: Setting a New Template?

P.R. Kumaraswamy

BRICS: Prospects for a Better Economic Horizon

Jayshree Sengupta

Linking Indian and Chinese Maritime Initiatives: Towards a Symbiotic Existence

P.K. Ghosh

Brave New Digital Europe

Niccolo Beduschi

The Chagos Archipelago: A Theatre of Opportunity and Challenge in the Indian Ocean

Shagun Gupta

India’s Smart Cities Mission: An Assessment

Rumi Aijaz and Kristian Hoelscher

Trends in Official Development Assistance: Financing Sustainable Development

Vivan Sharan

The Last Reform: ‘Regionalist Logic’ for a New UN Security Council

Niccolo Beduschi

One Rank One Pension: Its impact on the Defence Budget

Somnath Mukherjee

Understanding the Downturn in India’s Exports

Richa Sekhani

Strengthening BBIN Connectivity: Market Signals for Policymaking

Sujeev Shakya

Rethinking Water-Climate Cooperation in South Asia

Gareth Price

Collective Action on South Asia’s Wicked Problems’

Dipak Gyawali

Climate-induced Disasters: Regional Initiatives for Collective Response

Arupjyoti Saikia

Water Infrastructure and Connectivity: Growth and SDGs in Asia

Rohan D’Souza and Sonali Mitra

East Asian Regional Development Models: Lessons and Way Forward for South Asia

Sachin Chaturvedi

Intra-BBIN trade: Opportunities and Challenges

Parthapratim Pal

Turkey, Syria and the Islamic State

Anita Sengupta

POLICY BRIEFS

The Paris Package: Setting the Finance Agenda for Climate Action

Samir Saran and Rathin Roy

The New Development Bank: Identifying Strategic and Operational Priorities

November 2015

OCCASIONAL PAPERS

India’s Small Satellite Mission: Time for the Next Leap Forward

Narayan Prasad

Centre-State Relations in India: Time for a New Framework

Niranjan Sahoo

Nuclear Developments in Iran: Comprehending the Indian View

Arka Biswas

India's Participation in the NSG: Capturing the Debate

Arka Biswas

The Dance of the Elephant and the Dragon: The Promise and Perils of Sino-Indian Relations

Himanil Raina

Resurgence of Al-Qaeda in South Asia Post-US Drawdown

Aryaman Bhatnagar and Wilson John

Space 2.0: Shaping India's Leap into the Final Frontier

Narayan Prasad and Prateep Basu

Driving Across the South Asian Borders: The Motor Vehicle Agreement Between Bhutan, Bangladesh, India and Nepal

Anasua Basu Ray Chaudhury, Mihir Bhonsale and Pratinashree Basu

India in the Missile Technology Control Regime: Prospects and Implications

Arka Biswas

Challenges in Designing Counterinsurgency Policy: An Institutionalist Perspective

Kaustav Dhar Chakrabarti

India and the United States: New Directions in Defence Partnership

Sylvia Mishra

India's FTAs with East and SE Asia: Impact of India-Malaysia CECA on the Edible Oil Value Chain

Nilanjan Ghosh and Sriparna Pathak Raimedhi

Military Build-up in the Indian Ocean: Implications for Regional Stability

Rajeswari Pillai Rajagopalan and Arka Biswas

Statehood or Autonomy: Rethinking Governance in India's Capital

Niranjan Sahoo and Shubh Soni

From Response to Resilience: Adaptation in a Global Climate Agreement

Aniruddh Mohan and Vikrom Mathur

Modi and Buddhism: Between Cultural and Faith-based Diplomacy

Rishika Chauhan

Home Enquiry and the Rehabilitation of Trafficking Survivors

Nishtha Gautam and Debdatta Dobe

Regional Integration in West Africa: The Evolution of ECOWAS

Arushi Gupta

Australia, India and Japan Trilateral: Breaking the Mould

Vishal Ranjan

Delhi's Traffic Nightmare: Lessons from Global Practices

Prashant Kumar

Small Satellites for India's Security: A Techno-Entrepreneurial View

Narayan Prasad

Nepal: Finding a way forward

Rakesh Sood

India and Japan: Reconnecting in the Bay of Bengal

Vindu Mai Chotani

The Trans-Pacific Partnership: Implications for India

Geethanjali Nataraj

Post-2015 Military Spending and Economic Growth in China

Abhijnan Rej

Elephants in the Room: Challenges for India as an Emerging Development Partner

Urvashi Aneja and Tanoubi Ngangom

The New ASEAN Community: The European Way to Integration?

Niccolo Beduschi

Xi Jinping and PLA Reform

Manoj Joshi

A Geoeconomic Strategy for the New Normal

Abhijnan Rej

GP-ORF SERIES

India's Urbanisation Experiences

Rumi Aijaz

Iran Nuclear Deal: Implications for the Framework Agreement

Edited by Rajeswari Pillai Rajagopalan and Arka Biswas

Digital Debates: CyFy Journal 2015

Edited by Samir Saran

Promoting Democracy for a Better World: Regional, National and Local Perspectives

August 2015

Global Goals, National Actions: Making the Post-2015 Development Agenda Relevant to India

Edited by Vikrom Mathur and Ritika Passi

New Room to Manoeuvre: An Indian Approach to Climate Change

Samir Saran et al.

Transformations in West Asia: Regional Perspectives

Edited by Kanchi Gupta

Neighbourhood First: Navigating Ties Under Modi

Edited by Aryaman Bhatnagar and Ritika Passi

Faculty List

TRUSTEES

Bharat Goenka

Managing Director, Tally Solutions (P) Ltd.
Chairman

Baljit Kapoor

Former Director, *The Times of India*
Honorary Secretary

Annu Tandon

Former Member of Parliament
Honorary Treasurer

Dr Lalit Bhasin

President, Society of Indian Law Firms
Trustee

Renuka Mishra

President of Sadhbahvana Trust
Trustee

DIRECTOR & EX-OFFICIO TRUSTEE

Sunjoy Joshi

ADVISORS

Atul Chandra

President, International Operations, RIL
Honorary Advisor

Falguni Sen

Professor of Management, Fordham
University, New York
Honorary Advisor

K.K. Nayyar

Former Vice Chief of Navy
Honorary Advisor

N.K. Singh

Former Member of Planning Commission of
India; former Member of Parliament (Rajya
Sabha); Senior Member, BJP
Honorary Advisor

S.D. Dave

Former Justice, Gujarat High Court
Honorary Advisor

Surendra Singh

Former Union Cabinet Secretary and
Executive Director, World Bank
Honorary Advisor

T.V. Rajeswar

Former Chief of IB; former Governor of
Sikkim, West Bengal, Uttar Pradesh; former
Lt. Governor of Arunachal Pradesh
Honorary Advisor

H.K. Dua

Member of Parliament (Rajya Sabha)
Advisor

Harsh Sethi

Consulting Editor, Seminar
Advisor

J.M. Mauskar

Former IAS officer
Advisor

Sanjeev Ahluwalia

Former IAS officer
Advisor

Swagat Bam

Sr Vice President, RIL
Advisor

Vikram Sood

Former head of R&AW
Advisor

FACULTY

Ashok Malik

Distinguished Fellow and Head, India's
Neighbourhood Initiative

H.H.S. Viswanathan

Distinguished Fellow, Global Governance
Programme

Harsh V. Pant

Distinguished Fellow and Head, Strategic
Studies Programme

K.V. Kesavan

Distinguished Fellow, East Asia Initiative

Manoj Joshi

Distinguished Fellow and Head, National
Security Programme

Pinak R. Chakravarty

Distinguished Fellow, West Asia Initiative

Raghu Raman

Distinguished Fellow, National Security
Programme

Rakesh Sood

Distinguished Fellow, Nuclear & Space
Policy Initiative

Faculty List

Rohit Bansal

Distinguished Fellow, Cyber & Media Programme

Vijay Latha Reddy

Distinguished Fellow, Cyber & Media Programme

Vivek Lall

Distinguished Fellow, National Security Programme

Mahendra Kumawat

Visiting Distinguished Fellow, National Security Programme

Rajan Gupta

Visiting Distinguished Fellow, Energy Initiative

Sergey Kurginyan

Visiting Distinguished Fellow, Eurasia Initiative

Talmiz Ahmad

Visiting Distinguished Fellow, West Asia Initiative

Nandan Unnikrishnan

Vice President and Senior Fellow, Eurasia Initiative

Catherine Cameron

Visiting Fellow, Climate Change & Development Initiative

Deepak Sinha

Consultant, National Security Programme

Geethanjali Nataraj

Visiting Fellow, Economy & Growth Programme

Girish Chandrakant Gujar

Visiting Fellow, Maritime Studies Initiative

Jaibal Naduvath

Visiting Fellow, Cyber & Media Programme

M. Ashraf Haidari

Visiting Fellow, India's Neighbourhood Initiative

Manoj Kumar

Visiting Fellow, Governance & Politics Initiative

Max Abrahms

Visiting Fellow, National Security Programme

Nikhil Raymond Puri

Visiting Fellow, National Security Programme

Ravi Joshi

Visiting Fellow, National Security Programme

S. Paul Kapur

Visiting Fellow, Strategic Studies Programme

Saikat Datta

Visiting Fellow, National Security Programme

Sandeep Bamzai

Visiting Fellow, Governance & Politics Initiative

Srinath Sridharan

Visiting Fellow, Economy & Growth Programme

Vivan Sharan

Consulting Fellow, Global Governance Programme

Abhijit Singh

Senior Fellow and Head, Maritime Policy Initiative

Jayshree Sengupta

Senior Fellow, Economy & Growth Programme

Lydia Powell

Head, Energy Initiative

Mihir Swarup Sharma

Senior Fellow and Head, Economy & Growth Programme

Niranjan Sahoo

Senior Fellow, Governance & Politics Initiative

P.K. Ghosh

Senior Fellow, Maritime Policy Initiative

Rajeswari Pillai Rajagopalan

Senior Fellow and Head, Nuclear & Space Policy Initiative

R.K. Sharma

Army Chair of Excellence

Rumi Aijaz

Senior Fellow, Development & Society Initiative

Satish Misra

Senior Fellow, Governance & Politics Initiative

Uma Shankar Sharma

Senior Fellow and General Manager, Energy Initiative

Vikrom Mathur

Senior Fellow and Head, Climate Change & Development Initiative

Vishal Nigam

Senior Fellow, Defence Modernisation Initiative

Abhijnan Rej

Fellow, Global Governance Programme

Joyeeta Bhattacharjee

Fellow, India's Neighbourhood Initiative

K. Yhome

Fellow, India's Neighbourhood Initiative

Oommen C. Kurian

Fellow and Head, Health Initiative

Urvashi Aneja

Fellow, Climate Change & Development Initiative

Arun Mohan Sukumar

Head, Cyber Security & Internet Governance Initiative

Arka Biswas

Associate Fellow, Nuclear & Space Studies Initiative

Kanchi Gupta

Associate Fellow, West Asia Initiative

Katarzyna Kaszubska

Associate Fellow, Economy & Growth Programme

Malancha Chakrabarty

Associate Fellow, Climate Change & Development Initiative

Rakesh Kumar Sinha

Associate Fellow, Economy & Growth Programme

Sonali Mitra

Associate Fellow, Global Governance Programme

Anahita Mathai

Junior Fellow, Cyber Security & Internet Governance Initiative

Aniruddh Mohan

Junior Fellow, Climate Change & Development Initiative

Bedavyasa Mohanty

Junior Fellow, Cyber Security & Internet Governance Initiative

Manish Vaid

Junior Fellow, Governance & Politics Initiative

Sylvia Mishra

Junior Fellow, Nuclear & Space Policy Initiative

Tanoubi Ngangom

Junior Fellow, Climate Change & Development Initiative

Garima Sahdev

Junior Fellow, Economy & Growth Programme

Priyanka Shah

Junior Fellow, Health Initiative

Pushan Das

Junior Fellow, National Security Programme

Sabah Ishtiaq

Junior Fellow, India's Neighbourhood Initiative

Shaheli Das

Junior Fellow, Maritime Policy Initiative

Shubh Soni

Junior Fellow, Economy & Growth Programme

Vidisha Mishra

Junior Fellow, Climate Change & Development Initiative

Vindu Mai Chotani

Junior Fellow, East Asia Initiative

Harish Venugopalan

Research Assistant, Africa Initiative

Himani Pant

Research Assistant, Eurasia Initiative

Jayadev Parida

Research Assistant, Cyber Security & Internet Governance Initiative

Kriti M. Shah

Research Assistant, India's Neighbourhood Initiative

Vidya Sagar Reddy Avuthu

Research Assistant, Nuclear & Space Policy Initiative

Akhilesh Sati

Programme Manager, Energy Initiative

Dinesh Kumar Madhrey

Assistant Manager, Energy Initiative

Vinod Tomar

Assistant Manager, Energy Initiative,

Satish Kumar Tezaa

Data Analyst

Rhea Colaco

Research Intern (Long-term)

DEVELOPMENT & OUTREACH**Samir Saran**

Vice President

Vidyadharan M.P.

Additional Director, Communications

Britta Petersen

Senior Fellow and Head, Development

Vijay Seth

Assistant Manager, Events

EDITORIAL**Ritika Passi**

Projects Editor and Associate Fellow

Vinia Datinginoo Mukherjee
Associate Editor

DIGITAL

Nikhila Natarajan
Digital Fellow

Somnath Sengupta
Associate Fellow and New Media Manager

Chetan Khanna
Digital Research Assistant

LIBRARY

Nisha Verma
Librarian

IT DEPARTMENT

Varun Kumar
Manager

Sanjay Verma
IT Executive

Durga Kant Jha
IT Assistant

ADMINISTRATION

Arun Mehra
Vice President

Satish Puri
Senior Manager

Monika Chhabra
Administration Officer

Sonali Sharma
Administration Officer

Nanu T.
Administration Executive

Priya Verma
Administration Executive and Secretary

Paramjit Kaur
Front Office Executive

Dharmendar Singh
Administration Assistant

P. N. Tiwari
Administration Assistant

Parul Kumar
Administration Assistant

ACCOUNTS

Pradeep Mahajan
Manager

P. G. Darji
Honorary Manager (F&A)

Ramesh Tiwari
Accounts Executive

ORF CHENNAI

N. Sathiya Moorthy
Senior Fellow and Director

ORF KOLKATA

Ashok Dhar
Director

Rakhahari Chatterji
Advisor

Nilanjan Ghosh
Senior Fellow, Economy & Growth Programme

Anasua Basu Ray Chaudhary
Fellow, India's Neighbourhood Initiative

Avishek Konar
Associate Fellow, Economy & Growth Programme

Preeti Kapuria
Associate Fellow, Development & Society Initiative

Mihir Bhonsale
Junior Fellow, India's Neighbourhood Initiative

Pratnashree Basu
Junior Fellow, India's Neighbourhood Initiative

Swagata Saha
Junior Fellow, China Initiative

Ambalika Guha
Research Assistant, India's Neighbourhood Initiative

Suman Das
Research Assistant, Economy & Growth Programme

Geetha S. Kumar
Administration Executive

ORF MUMBAI

Suddheendra Kulkarni
Chairman

Dhaval D. Desai

Senior Fellow and Vice President

Abha Narain

Advisor, Governance & Politics Initiative

Vivek Sahai

Distinguished Fellow, Governance & Politics Initiative

Deepesh Reddy

Consulting Fellow, Health Initiative

Gautam Kirtane

Senior Fellow, Governance & Politics Initiative

Antara Sengupta

Fellow, Cyber & Media Programme

Dwip Rachchh

Fellow, Governance & Politics Initiative

Parjanya Bhat

Fellow, Strategic Studies Programme

Sanket Sudhir Kulkarni

Fellow, National Security Programme

Sayli Udas-Mankikar

Fellow, Governance & Politics Initiative

Ameya Pimpalkhare

Associate Fellow, Climate Change & Development Initiative

Kashish Parpiani

Associate Fellow, Strategic Studies Programme

Sanchayan Bhattacharjee

Associate Fellow, Cyber & Media Programme

Shaheeda Kirtane

Associate Fellow, Health Initiative

Smruti Mirani

Associate Fellow, Governance & Politics Initiative

Tapas Bhate-Kulkarni

Associate Fellow, India's Neighbourhood Initiative

Sumedh Kulkarni

Research Fellow and Programme Coordinator

Nilesh Bane

Fellow, Editorial

Abhishek Sharma

Associate Fellow, Editorial

Swarup Pandit

Associate Fellow, Editorial

PROGRAMMES

- Climate Energy & Resources
- Cyber & Media
- Economy & Growth
- Global Governance
- National Security
- Strategic Studies
- The Politics of Reforms

ORF Thematic Tree

INITIATIVES

- Climate Change & Development
- Cyber Security & Internet Governance
- Defence Modernisation
- Development & Society
- Energy
- Governance & Politics
- Health
- India's Neighbourhood
- Maritime Policy
- Nuclear & Space Policy
- Regional Studies

THEMES

Climate, Food & Environment

- Agriculture
- Climate Change
- Sustainable Development
- Water

Economics & Finance

- Developing & Emerging Economies
- Economic Reforms
- Financial Markets
- Indian Economy
- International Financial Institutions
- International Trade & Investment
- Regional Integration

Domestic Politics & Governance

- Education
- Gender
- Healthcare
- Law & Justice
- Media
- National Politics
- Social Inclusion
- State-level Politics
- Urbanisation

Media & Internet

- Cyber Security
- Cyber & Technology
- Digital Inclusion
- Internet Governance
- Media Reforms
- Privacy & Surveillance

Development

- Education
- Healthcare
- Inclusion
- Indian Economy
- Sanitation
- Skilling
- Sustainable Development
- Transportation
- Urbanisation

International Affairs

- BRICS
- China Foreign Policy
- Economic Diplomacy
- Great Power Dynamics
- Indian Foreign Policy
- Indian Ocean
- Multilateralism
- Neighbourhood
- Terrorism
- US Domestic Politics
- US Foreign Policy
- United Nations

Energy

- Coal
- Energy Access
- Energy Efficiency
- Energy Security
- Oil, Gas & Renewables

Defence & Security

- China Military
- Indian Defence
- Internal Security
- Maritime Security
- Nuclear Security
- Space
- Terrorism

NOTES

A series of horizontal dotted lines for writing notes.

© Observer Research Foundation 2016

DESIGN: Anil Ahuja (anilahuja17@gmail.com) www.texpex.com

PRINTED BY: Mohit Enterprises, New Delhi



BRINGING THE WORLD TO INDIA

20 Rouse Avenue Institutional Area, New Delhi-110002

Ph: +91-11-43520020. Fax: +91-11-43520021

www.orfonline.org

contactus@orfonline.org

CHENNAI

5th Floor, A-1 Tower (Rear Wing),
8g Dr Radhakrishnan Road, Chennai-600004

Phone: +91 011 43520020, 30220020

orfchennai@orfonline.org

KOLKATA

Plot no II, D/18, Major Arterial Road,
Action Area II, New Town, Rajarhat, Kolkata-700156

Phone: +91 033 27062011

orkolkata@orfonline.org

MUMBAI

NKM International House, 5th Floor
178, Backbay Reclamation, Babubhai Chinal Marg
Mumbai-400 020

Ph: +91-22-61313800. Fax: +91-22-22886264

ormumbai@orfonline.org