



Public Affairs Forum of India

# ANNUAL REPORT

## 2025-26

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### India and the World

Collaboration | Connectivity | Competitiveness




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## **Setting the Context: India in a Connected World**

The theme for the year 2025-26, **India and the World – Collaboration • Connectivity • Competitiveness**, reflects the growing importance of partnerships, strong infrastructure linkages, and policy reforms in positioning India within an interconnected global landscape. As India advances towards the vision of Viksit Bharat 2047, sustained dialogue between the government, industry, and other stakeholders will be essential to build trust, enable innovation, and strengthen competitiveness. Through its platforms and initiatives, PAFI continues to contribute to these conversations, supporting a more collaborative and globally engaged India.

# Foreword by

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## PRESIDENT

It is a pleasure to share PAFI's Annual Report 2025–26 with you. This year's theme, **India and the World – Collaboration • Connectivity • Competitiveness**, reflects the moment we are in. India's engagement with the world is deepening and the pace of change is rapid. In such an environment, dialogue, trust, and credible engagement between stakeholders become even more important. PAFI continues to contribute by creating platforms where ideas can be discussed openly and constructively, and where diverse perspectives come together to support informed policy engagement.

This year is also special as PAFI completes eighteen years of its journey. Over time, PAFI has grown into a vibrant and respected platform for public affairs practitioners. What makes this journey meaningful is the shared commitment of our members to ethical engagement, mutual respect, and continuous learning. The strength of PAFI lies in its community and in the willingness of members to contribute their time, insights, and experience to strengthen dialogue and collaboration.

The past year was particularly significant as PAFI continued to introduce new initiatives while building on existing programmes based on feedback from our members, to provide greater value and create more opportunities for learning and exchange of views. The Leadership Conversations series was introduced as a new platform for candid discussions where senior leaders share their experiences and insights on preparing for and managing complex situations and crises, strengthening the community through shared learning. The Annual Lecture was also resumed after a gap of two years, continuing an important tradition of reflection on public policy and governance through the perspectives of distinguished guest speakers.

At the same time, we continued to strengthen existing programmes to deepen engagement between relevant stakeholders, thought leaders, and members. PAFI Roundtables enabled discussions on specific policy themes, allowing for more focused and solution-oriented conversations. Five Roundtables were organised during the year, bringing together experts for intensive discussion on issues that impact member organisations. Our Experiential Learning engagements continued to generate strong interest, with curated visits to institutions such as the Pradhan Mantri Sangrahalaya and Ashoka University, where members had the opportunity to engage with institutional leadership, explore knowledge resources and archives, and gain insights on how ideas, history, and policy intersect in practice.



**Chetan Krishnaswamy**

Vice President, Public Policy,  
Amazon India

In addition, Quarterly Updates were introduced to provide members with a brief and structured overview of PAFI's core activities. The Daily Recap was launched to give members brief updates on public policy, economic changes, and geopolitics. These are carefully selected from a variety of government and institutional sources.

The 12th Annual Forum continued to enjoy its status as a marquee event and was the largest edition so far. It brought together leaders from government, industry, academia, media, and the global policy community to deliberate on issues shaping India's economic and geopolitical journey. For the first time, the Forum also enabled focused meetings on the sidelines between the Hon'ble Chief Minister of Telangana, the Governor of New Jersey, the President of the World Economic Forum, and PAFI members. These interactions demonstrated the value of trusted platforms in enabling dialogue that can lead to new partnerships and opportunities.


The publication of **The Policy Pivot: Inside India's Strategic Shift** marks an important milestone for PAFI as our first book and a reflection of the intellectual depth within our community. I would like to congratulate the editors, Ajay Khanna and Rahul Sharma, for conceptualising and shaping a volume that brings together diverse perspectives on India's policy journey. I also extend my sincere appreciation to the authors who contributed their time and insights. The book reflects practitioner experience and contributes meaningfully to policy discourse. We hope this will be the first in a series of publications that showcase practical insights from the public affairs community.

Our Councils provide valuable sectoral perspectives and deepen engagement on key policy issues. The Advisory Council, Managing Committee, and Founding Members continue to guide PAFI with their experience and commitment, ensuring continuity and purpose in our work.

I would also express my our sincere gratitude to T S Vishwanath, Founding Member and Past President of PAFI, for his leadership and guidance to the Secretariat over the past three years during an important phase of the organisation. I am grateful that PAFI will continue to benefit from his experience and institutional wisdom with him as the Chairman of the Finance & Administration Committee.

I would like to sincerely thank our members for their continued trust and active participation. I am grateful to our partners, supporters, and sponsors for their encouragement and collaboration. My heartfelt thanks to colleagues in the leadership team for their constant support and guidance. I would also like to especially acknowledge the PAFI Secretariat for their dedication and consistent effort in delivering high quality engagements through the year.

As we mark eighteen years of PAFI, I feel confident about the direction ahead. We will continue to strengthen dialogue, encourage learning, and contribute to conversations that support India's continued progress and engagement with the world.



## **Platforms that Build Trust and Enable Competitive Excellence**

PAFI's convening platforms bring together policymakers, industry leaders, and experts to engage in dialogue that is constructive, informed, ethical and solution-oriented. Through PAFI Dialogues, PAFI Roundtables, Special engagements, Leadership Conversations, Experiential Learning, the Annual Lecture 2026, Councils and the Annual Forum, PAFI enables meaningful exchange on emerging policy and economic priorities. These platforms create trusted spaces for collaboration, encourage diverse perspectives, and support the development of ideas that strengthen India's competitiveness in an increasingly interconnected world.

# PAFI Dialogues

14 Dialogues | 23 Speakers | 720+ Participants

PAFI Dialogues are members only and closed-door interactions that bring together senior policymakers, industry leaders, academics, senior journalists and subject matter experts for focused discussions on key policy and regulatory developments. These conversations are designed to enable candid exchange of perspectives in a trusted setting. Through regular engagement, PAFI Dialogues support informed dialogue and strengthen trust between stakeholders and our members while contributing to more effective and practical policy outcomes.

## Future Proofing India

May 9, 2025

Speaker: Dammu Ravi, Secretary (Economic Relations), Ministry of External Affairs, Government of India



# PAFI Dialogues

## ▶▶▶ Navigating Trade Between World Orders

May 9, 2025

Panellists: Laveesh Bhandari, A.K. Bhattacharya, Manjeev Singh Puri, Pranab Dhal Samanta



## ▶▶▶ Rising Consumer Expectations and Activism

May 30, 2025

Speaker: Rohit Kumar Singh, Member, National Consumer Disputes Redressal Commission and Former Secretary, Ministry of Consumer Affairs, Food and Public Distribution, Government of India



# PAFI Dialogues

## Webinar - Strategic Shifts: What Businesses Must Know About Global Disruptions

June 26, 2025

Panellists: Ajay Bisaria, Anil Padmanabhan, Sanjay Bhattacharya



## India's Evolving Free Trade Agreement (FTA) Strategy and What it means for Indian Businesses

July 29, 2025

Panellists: Anup Wadhawan, L. Satya Srinivas, Arun K Singh, Pritam Banerjee



# PAFI Dialogues

## Geo Economics of Trust: India-US Ties in an Age of Uncertainty

July 29, 2025

Speaker: Nagaraj Naidu Kakanur, IFS, Additional Secretary, (Americas – USA and Canada), Ministry of External Affairs, Government of India



## Dialogue with the Secretary, Department for Promotion of Industry and Internal Trade (DPIIT)

August 08, 2025

Speakers: Amardeep Singh Bhatia, Secretary, Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce and Industry, Government of India, Himani Pande, Additional Secretary, Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce and Industry, Government of India



# PAFI Dialogues

## The Future of India-US Trade and Tech Partnerships

August 21, 2025

Speaker: Jason Oxman, CEO & President, Information Technology Industry Council (ITI)



## Dialogue with Chairperson of the PM Museum and Library Society

November 28, 2025

Speaker: Nripendra Mishra, Padma Bhushan, Chairperson of the PM Museum & Library Society, former Principal Secretary to the Prime Minister and Chairperson of the Ram Janmabhoomi Teerth Kshetra Trust



# PAFI Dialogues

## Indian Economy: Snapshot & Expectations Ahead

January 13, 2026

Panellists: Ashok Malik, Prachi Mishra, Pranab Dhal Samanta, Rahul Ahluwalia



## Insights and Implications of the Union Budget 2026-27

February 10, 2026

Speaker: Dr V. Anantha Nageswaran, Chief Economic Advisor, Government of India



# PAFI Dialogues

## Panel Discussion on Union Budget 2026-27

February 10, 2026

Panellists: Anil Padmanabhan, A.K. Bhattacharya, Prachi Mishra, Shubhashis Gangopadhyay



## Geoeconomics in Conflict: West Asia, Global Disruptions, and India's Economic Resilience

April 16, 2026

Panellists: Rahul Ahluwalia, Dammu Ravi, A.K. Bhattacharya, Pranab Dhal Samanta



# PAFI Dialogues

## Mumbai Chapter | Member's Interaction

April 23, 2026



# PAFI Roundtables

5 Roundtables | 25 Guests Speakers

PAFI Roundtables is a platform designed as small, invite only gatherings that enable deeper and more specialised discussion on specific policy issues. The format encourages detailed exchange of ideas, insights, and discussion on possible solutions among senior practitioners and experts. The Roundtables complement PAFI's broader platforms by creating space for more intensive and issue focused engagement.



## **Innovation in Biotechnology: Catalyzing India's Path to Viksit Bharat @ 2047**

October 16, 2025

Guest: Max Mueller Head of Global Public Affairs, Bayer AG



# PAFI Roundtables

## India's Readiness for Agribusiness Innovation: Regulatory Landscape and GDP Projections by 2035

February 06, 2026

Guest: Luis Alfredo Pérez, Executive VP, Africa & Asia, YARA International  
Dr. Rajiv Kumar, Former Vice Chairman, NITI AAYOG, Chairman of Pahle India Foundation



## Strategic Convergence: Engagement with the Indo-Pacific and Africa – The Role of Public Policy and Public Affairs

March 11, 2026

Guest: Ernie Bower, Founder, President, and CEO of BowerGroupAsia



# PAFI Roundtables



## Trust, Technology and the Evolving Role of Business in a Changing World

March 19, 2026

Guest: Richard Edelman, President and Chief Executive Officer, Edelman



## Exchange of Ideas on Developments in Public Affairs

April 07, 2026

Guest: Elizabeth Hernandez, Head of Public Policy and Government Affairs (APAC), Equinix



# Special Engagements



## Meeting with Smt. Rekha Gupta, Chief Minister, Delhi

August 02, 2025

A PAFI delegation, led by Ajay Khanna, Founder, PAFI, along with Rahul Sharma, Founding Member & Past President, PAFI and Managing Director, US-India Business Council, met Chief Minister of Delhi, Rekha Gupta, to discuss the city's economic and policy agenda for inclusive and sustainable growth. The team appreciated her vision for making Delhi a model urban economy driven by innovation and investment and invited her to address the PAFI Annual Forum 2025.

## Meeting with TV Somanathan, Cabinet Secretary, Government of India

August 14, 2025



Ajay Khanna, Founder, PAFI and Ishteyaque Amjad, Past President, PAFI; Managing Director, Policy & Government Affairs, Abbott Healthcare Pvt Ltd called on the Cabinet Secretary, TV Somanathan, at his office.

# Special Engagements



## Meeting with Shri. Piyush Goyal, Minister of Commerce and Industry, Government of India

August 19, 2025

PAFI representatives met Piyush Goyal, Minister of Commerce & Industry, to share the Forum's initiatives and explore opportunities for deeper engagement between policymakers and PAFI's members. The meeting, attended by Ajay Khanna, Founder, PAFI, and Virat Bhatia, Past President, PAFI, reflected the Forum's commitment to fostering dialogue, trust, and collaboration in advancing India's economic agenda.



## Meeting with TV Somanathan, Cabinet Secretary, Government of India

September 02, 2025

A delegation of PAFI members met the Cabinet Secretary, TV Somanathan, at his office. He was accompanied by other senior officers of the Cabinet Secretariat. The discussions were to understand the many activities being done by State governments, facilitated by the Cabinet Secretariat, to improve ease of doing business.



# Leadership Conversations

Leadership Conversations is a new PAFI initiative that creates a platform for regular interaction between PAFI's senior leadership and members. The initiative enables a two way exchange of perspectives, experiences, and insights on the evolving role of public affairs.



## Inaugural Edition of Leadership Conversation Series

August 06, 2025

Panellists: Chetan Krishnaswamy, Shivnath Thukral, Ishteyaque Amjad, Rahul Sharma, Mike Orgill

Panellists highlighted that effective policymaking is built on trust and collaboration, sharing experiences and insights that demonstrated how these foundations enable meaningful and lasting impact.



## 2nd Leadership Conversation on Managing Crises

December 11, 2025

Panellists: Chetan Krishnaswamy, Shivnath Thukral, Ranjeet Goswami, T.S. Vishwanath, Deepshikha Dharmaraj, Shipra Tripathi

Panellists shared practical insights and real-world experiences on managing crises effectively, while emphasising the critical importance of preparedness within organisations.



# Experiential Learning

PAFI's Experiential Learning initiatives provide members with opportunities to engage directly with institutions, businesses, and on ground ecosystems to better understand how policy translates into practice. These curated visits include interactions with universities, local enterprises in tier 2 and tier 3 cities, logistics and distribution centres, and cultural institutions including museums and archival spaces.

## Exploring India's Legacy at The Pradhan Mantri Sangrahalaya

November 28, 2025

The visit was an inspiring reflection on India's leadership journey and served as a powerful reminder of the enduring link between policy, history, and national vision.



## Visit to Ashoka University Campus

March 26, 2025

The visit provided insight into Ashoka's holistic education practice, rooted in multidisciplinary learning and critical thinking. Members also visited the archives, which highlighted how archival and library resources preserve and shape India's intellectual and policy history.



# Councils

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PAFI Councils serve as the organisation's primary sectoral reference points, sharing expertise across critical policy areas including AI, Digital Tech, Healthcare, and the Gig Economy. These subject-specific forums function as formal platforms for information exchange and consensus-building, enabling thought leaders to collaborate on evidence-based policy recommendations.

The Councils actively engage through structured meetings and dialogues with relevant stakeholders to drive policy impact. Beyond these formal interactions, the Councils facilitate continuous engagement through dedicated WhatsApp groups. These groups serve as vital networking channels, providing members with ready access to a professional ecosystem of sectoral contacts and peer insights.

PAFI members are encouraged to join councils aligned with their sectoral or thematic interests. Participation offers the opportunity to contribute to impactful policy discussions, stay ahead of emerging trends, and network with peers across industries. For more information or to express your interest, please contact [zulfia.alam@pafi.in](mailto:zulfia.alam@pafi.in)

## AI Council

The PAFI AI Council is India's first dedicated platform at the intersection of AI, public policy, and public affairs, shaping the discourse on AI's transformative role in India's growth story. As AI becomes a critical driver of economic progress, innovation, and governance, its responsible adoption is essential for realising India's vision for 2047. The Council brings together industry leaders, policymakers, and academia to navigate AI's opportunities and challenges, focusing on regulatory clarity, ethical AI, workforce transformation, and India's global AI leadership.



Chairperson:

Sandeep Aurora, Group Director & Head of Public Policy & Government Affairs,  
Microsoft India & South Asia

# Councils

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## Digital Tech Council

The PAFI Digital Tech Council spearheads comprehensive discussions on critical issues shaping the digital economy. By hosting focused roundtables and panel discussions, the Council creates an inclusive platform for meaningful dialogue between government stakeholders, industry bodies, and subject matter experts. Acting as a trusted intermediary, the Council bridges the gap between industry and policymakers to foster mutual understanding and actively contribute to the formulation of progressive, well-informed digital policies.



Chairperson:

Virat Bhatia  
Past President, PAFI

## Ease of Doing Business (EoDB) Council

The PAFI EoDB Council aims to act as an agent of innovation and transformation through in-depth research, innovation and collaboration. Objective of the Council will be to identify critical gaps in business regulations, compliance processes and market dynamics, enabling strategic solutions for businesses. The Council plays a pivotal role in transforming the business landscape, shifting the perception from mere ease of doing business to the pleasure of doing business by fostering a seamless, efficient and supportive ecosystem.



Chairperson:

Managing Director & Chief Policy Officer, Cisco Systems, India & Southeast Asia



Co-Chair:

Avinash Ramchandran, Executive Director, KPMG

# Councils

## Agriculture, FMCG, and Food Processing Council

The Agriculture, FMCG, and Food Processing Council drives critical dialogue to navigate a rapidly evolving policy landscape by balancing public welfare with business growth. Through targeted roundtable meetings and expert panels, the Council fosters an inclusive platform that unites industry leaders, government stakeholders, and subject matter experts to collaboratively co-create enabling policies.



Chairperson:

Ophira Bhatia, Vice President Corporate & Government Affairs (CGA), India and CGA Lead, Asia Pacific, Middle East & Africa, Mondelez International



Co-Chair:

Yashika Singh, Chief Corporate Affairs Officer and Head, Sustainability, PepsiCo

## Gig Economy Council

The PAFI Gig Economy Council serves as a trusted intermediary between industry and government, spearheading critical dialogue to secure balanced and equitable social security for gig workers. By uniting experts and stakeholders through initiatives like PAFI Dialogues, the Council fosters the collaboration and credibility necessary to drive progressive, well-informed policymaking for the gig ecosystem.



Chairperson:

Sanjay Chadha, Former Head of Public Policy and Government Relations, Uber India and South Asia

# Councils

## Healthcare Council

The PAFI Healthcare Council fosters inclusive dialogue between government stakeholders and industry experts to address critical health and nutrition challenges arising out of lifestyle diseases, infrastructure gaps, and rural healthcare accessibility. By hosting leadership-level meetings and strategic roundtables, the Council provides a collaborative platform to evaluate policy impacts and champion public-private partnerships that enhance healthcare affordability and awareness nationwide.



Chairperson:

Ishteyaque Amjad, Managing Director, Policy & Government Affairs India and South Asia, Abbott

## PAFI Strengthening Access, Fairness, and Equity (SAFE) Public Policy

PAFI Strengthening Access, Fairness, and Equity in Public Policy (SAFE Public Policy) Council transforms the diversity and inclusion agenda into actionable standards by embedding equity across the policy landscape. By leveraging high-impact mentoring, best-practice sharing, and cross-sector networking, the Council bridges professional divides to foster a collaborative ecosystem where inclusive policymaking is the default, not the exception.



Chairperson:

Vinita Sethi, Former SVP & Chief Public Affairs, Apollo Hospitals Group



Co-Chair:

Deepshikha Dharmaraj, Chief Executive Officer, Burson Group India

# Councils

## SAFE Council Meeting on “Public Policy for Women and Women in Public Policy”

June 12, 2025

Expanding on previous talks about workforce retention, the session focused on creating actionable frameworks and a supportive ecosystem. Key topics included structural reforms, female leadership, flexible care infrastructure, skilling, mentorship, and workplace safety.

Kanika Singal, Advisor, Government & Entrepreneurship at The Udaiti Foundation, delivered a presentation outlining key barriers and innovative initiatives to boost women's workforce participation.



## Young PAFI Council

Young PAFI is an initiative to grow and nurture young talent in public affairs. It aims to identify the needs of young corporate and public affairs professionals across sectors and bridge gaps in skills and knowledge required to excel in their careers. The initiative provides opportunities for learning, networking, and exposure to real world policy discussions. It also enables young professionals to engage with senior practitioners and gain practical insights, helping them build confidence and capability to thrive in the evolving public affairs landscape.



Chairperson (up to September 2025):

Medha Girotra, Vice President, Communications – Asia Pacific  
Mastercard



Chairperson (since October 2025):

Vaishali Chopra, Head – Public Affairs and Communications, India,  
YARA International

# Annual Lecture



## The Evolution of Public Policy and the Lessons Drawn

January 13, 2026



**Dr Ajay Kumar** Chairman, Union Public Service Commission (UPSC)

Dr Ajay Kumar delivered the PAFI Annual Lecture 2026 - shedding light on India's dynamic policy landscape. He emphasised that robust policy frameworks and sustained government engagement with the private sector are pivotal to fostering innovation and building trust—both essential for realising the vision of Viksit Bharat.

He advocated for a mindset shift among policymakers in fast-evolving economies, urging them to act as partners and collaborators rather than gatekeepers. Trust-based governance, he noted, is crucial for strengthening India's stature and fully embracing Ease of Doing Business (EoDB) reforms.





**Partner State: Telangana**

PAFI's 12th Annual Forum, held in New Delhi on 18-19 September 2025, was the largest edition to date, bringing together over 600 participants and more than 80 distinguished speakers from government, industry, academia, media, and the global policy community. The Forum convened Union Ministers, senior government secretaries, a Chief Minister, the Governor of New Jersey, parliamentarians, diplomats, global thought leaders, and senior corporate leaders, reinforcing its position as India's leading platform for dialogue on public policy and economic priorities. A Core Group of PAFI members was constituted to shape the programming for the Annual Forum. The group was chaired by Chetan Krishnaswamy, with Virat Bhatia and Ishteyaque Amjad serving as co-chairs, while Ajay Khanna continued to provide guidance as Chairman Emeritus. The Core Group convened for over 10 meetings to refine and finalise the agenda and overall programme.



The inaugural plenary featured Ashwini Vaishnav, Minister of Electronics and Information Technology, Minister of Information and Broadcasting, and Minister of Railways, Government of India, who highlighted the role of technology, innovation, and forward-looking reforms in shaping India's growth trajectory. Telangana, the Partner State for the Forum, was represented by Chief Minister, A. Revanth Reddy, who outlined the state's ambitious economic vision and reform priorities.

The agenda reflected the evolving global context, with discussions on geopolitics, economic reforms, artificial intelligence, supply chain resilience, digital transformation, and India's expanding role in global value chains. Sessions featured the Governor of New Jersey and the President of the World Economic Forum, who brought global perspectives on competitiveness, trusted partnerships, and emerging economic opportunities.

For the first time, the Forum also facilitated high level interactions on the sidelines between the Hon'ble Chief Minister of Telangana; Phil Murphy, Governor of New Jersey; Borge Brende, President, World Economic Forum, and select PAFI members. These interactions highlighted PAFI's role in enabling dialogue that supports investment and partnerships. The 12th Annual Forum continued to strengthen PAFI's position as a trusted platform that brings together diverse stakeholders and contributes to conversations on India's pathway towards becoming a leading global economy by 2047.

# Annual Forum



## Inaugural Session

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

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



## Opening Address

PAFI@18 – Purpose, Partnership, Progress  
Ajay Khanna delivering the opening address



# Annual Forum

## Session 2

### The Elephant and the Geopolitical Chessboard

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



## Session 3

### Vision, Velocity and the Road to 2047

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



# Annual Forum

## Session 4

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

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



## Session 5

### Economy Unbound: Next Gen Reforms as the Lever

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



# Annual Forum

## Session 6

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

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



## Session 7

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

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



# Annual Forum

## Session 8

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

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



## Session 9

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

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



# Annual Forum

## Session 10

India's Roadmap towards Electronics and Digital Sovereignty

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



## Session 11

Self-Leadership for Global Competitiveness: Lessons from Vedanta

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



# Annual Forum

## Session 12

State Leadership to Build Economic Relations: View from New Jersey

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



## Session 13

Partner State Session: Vision Telangana Rising

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

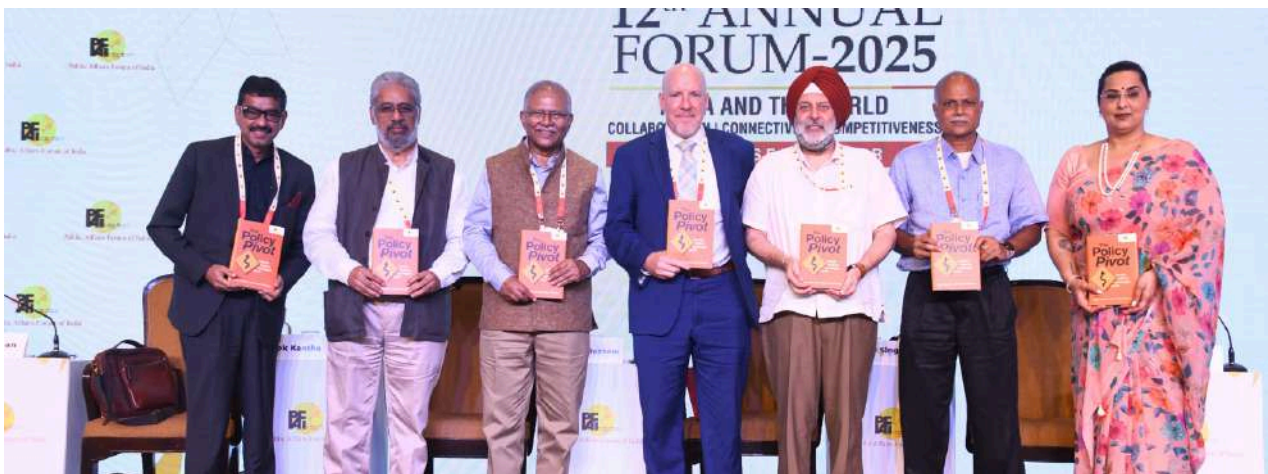


# Annual Forum

## Session 14

Turbulence to Opportunity: Delhi Between Washington and Beijing

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



## Session 15

Geoeconomics at Play: India and the World

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



# Annual Forum

## Session 16

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

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



Scan to Download

12<sup>th</sup> Annual Forum Highlights

# Annual Forum

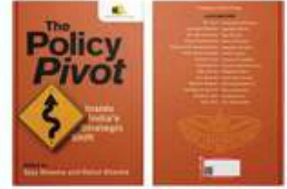


# Annual Forum - Bilateral Meetings





Public Affairs Forum of India



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 Or write to us at [publications@pafi.in](mailto:publications@pafi.in)



**Vision Telangana Rising**  
 L to R - Y. Guruswamy Naidu, Chetan Krishnaswamy, Ajay Khanna, A. Ravathi Reddy, A. K. Bhattacharya, Rakesh Swami, Vedika Kapoor



**No Alternatives to Nature: India Inc. and the Green Economy**  
 L to R - Rajeev Batra, Rajat Prakash, Bhupender Yadav, Navika Kumar, Rishi Chawla, Rohan Mishra



**Self-Leadership for Global Competitiveness: Lessons from Vedanta**  
 L to R - Vinika Sethi, Jaya Row, Medha Geotia



**Geoeconomics at Play: India and the World**  
 L to R - Ajay Khanna, Jorge Brandi, Shresh Bhan, Akanta Kalita



**Vision, Velocity, and the Road to 2047**  
 L to R - Vishal Chopra, Susho Ray, Amrith Kant, Shivnath Thakral, Raman Sidhu



**Finding the Next Gear: India's Push Towards a \$7 Trillion Economy**  
 L to R - Shivnath Thakral, Sanjay Jais, Chetan Krishnaswamy, Neeraj Mittal, Nikhil Rao, Sunita Patilak



**Economy Unbound: Next - Gen Reforms as the Lever**  
 L to R - Natasha Jog, Apurva Chandra, V. Srinivas, Ishiyasque Anjad, Jayesh Ranjan, Vibhav Mittal



**The Gig Shift: Securing India's New Workforce**  
 L to R - Dhanya M.B., Mita Dhill, Vandana Gorman, Javed Sayed, Mochiko Miyamoto, Sushir Zutshi



**The Elephant and the Geopolitical Chessboard**  
 L to R - Ishiyasque Anjad, Ajay Bhatia, Arun Singh, Anil Sen, Navdeep Suri, Parash Dhal Samanta, Deepshikha Chatterjee



**Gala Dinner**  
 Performance by Sharmaji & The Happy Factory



**Team PAFI**  
 Celebrating the Successful Hosting of the 12<sup>th</sup> Annual Forum 2025



**Discussion with Government Officials**  
 L to R - Ishiyasque Anjad, Harish Krishnan, Ajay Khanna, Abhishek Singh, Sandeep Aurora, Raman Sidhu, Rajeev Batra







## **Connecting Knowledge with Practice**

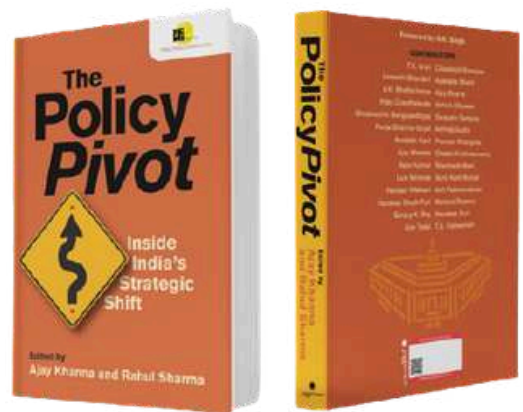
PAFI's capacity building initiatives aim to bridge the gap between policy ideas and real-world practice. Through publications, learning engagements, and structured interactions, PAFI enables members and young professionals to gain practical insights into public policy, regulation, and stakeholder engagement. These efforts encourage continuous learning, exchange of experience, and development of skills that enrich the public affairs profession.

# The Policy Pivot: Inside India's Strategic Shift

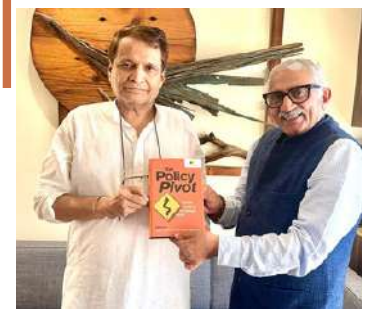
**Shri Ashwini Vaishnaw**, Minister of Electronics and Information Technology, Minister of Information and Broadcasting, Minister of Railways, Government of India, launched PAFI's first book - The Policy Pivot: Inside India's Strategic Shift, a landmark collection of insights from leading public policy and public affairs experts. The book reflects PAFI's belief in dialogue, trust and collaboration, values that guide its work in promoting ethical and informed public engagement.

The Policy Pivot features 25 essays by practitioners and experts in public policy and public affairs, offering perspectives on how India's governance and policymaking landscape is evolving. The volume is enriched by a foreword from N.K. Singh, Economist and Former Chairman of the 15th Finance Commission. Edited by Ajay Khanna, Founder, PAFI, and Rahul Sharma, Past President and Founding Member of PAFI and Managing Director of the US-India Business Council (USIBC), the book provides a grounded view of India's strategic progress.

Organised under four themes – Society, Economy, Diplomacy and Future – the essays explore India's development journey, the role of innovation and enterprise reforms and the country's growing global engagement. Looking ahead to Viksit Bharat 2047, the book encourages collaboration among policymakers, businesses and public affairs professionals to build a more inclusive, resilient and forward-looking India.



To get your copy, scan the QR code above or log on to: [www.PAFI.in/publications](http://www.PAFI.in/publications)



# The Policy Pivot



**Shri Sudhakar Dalela**, Secretary (ER),  
Ministry of External Affairs, Government of India



**Praveen Pardeshi**, Chief Economic Advisor to the  
Chief Minister of Maharashtra and CEO of  
Maharashtra Institution for Transformation



**Shri Tarun Kapoor**,  
Advisor to the Prime Minister, PMO



**SP Singh**, Additional Secretary,  
Ministry of Housing & Urban Affairs



**Priyank M Kharge**, Cabinet Minister  
for Electronics, IT/BT and Rural  
Development & Panchayat Raj



**Dr Ajay Kumar**, Chairmain,  
Union Public Service  
Commission



**Richard Edelman**, President and  
Chief Executive Officer, Edelman



**Indian School of Public Policy**  
Cohort 2025-26

# The Policy Pivot



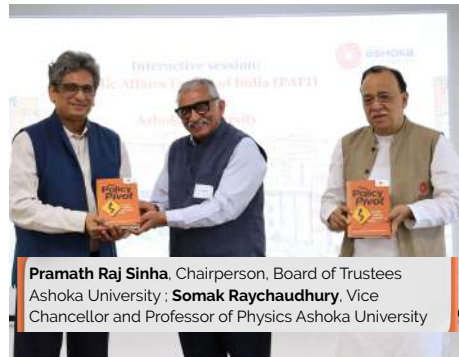
**Dr V Anantha Nagewaran**, Chief Economic Advisor, Government of India



**Shri K Nagaraj Naidu**, Additional Secretary (AMS), Ministry of External Affairs, Government of India



**Ernest Z. Bower**, Founder, President and CEO of BowerGroupAsia



**Pramath Raj Sinha**, Chairperson, Board of Trustees Ashoka University; **Somak Raychaudhury**, Vice Chancellor and Professor of Physics Ashoka University



**Somnath Das**, Group EVP - Special Projects Manipal Education & Medical Group



**Elizabeth Hernandez**, Head of Public Policy and Government Affairs (APAC), Equinix



**Paul Dyck**, Senior Vice President, Global Government Affairs, International Affairs, Walmart





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



**Shri Nripendra Mishra**, Padma Bhushan, Chairperson of the PM Museum & Library Society, former Principal Secretary to the Prime Minister

# The Policy Pivot - Acknowledgement Letters

अशोक के. के. मीना  
**ASHOK K. K. MEENA**  
 सचिव  
 Secretary


भारत सरकार  
 जल शक्ति मंत्रालय  
 पेयजल एवं स्वच्छता विभाग  
 चौथा मंज, प्ल. देवेंद्रयाल अंत्योदया भिखान,  
 सी. जी. ओ. कॉम्प्लेक्स लोदी रोड, नई दिल्ली-110003  
 Government of India  
 Ministry of Jal Shakti  
 Department of Drinking Water & Sanitation  
 4th Floor, Pl. Deendayal Antyodaya Bhawan,  
 C. G. O. Complex Lodhi Road, New Delhi-110003  
 Tel: 24361011, 24362715  
 E-mail: secydw@nic.in

Date: 22.12.2025

Dear Ajay,

Thank you so much for sending me a copy of book "The Policy Pivot: India's Strategic Shift", which is the first book by Public Affairs Forum of India, reflecting PAEI's journey of around two

शक्तिरान्त दास  
 प्रधान मंत्री से प्रधान सचिव-2  
**Shaktikanta Das**  
 Joint Secretary-2 to Prime Minister



प्रधान मंत्री कार्यालय  
 साउथ ब्लॉक, नई दिल्ली-11  
 Prime Minister's Office  
 South Block, New Delhi -

04 November 2025

Dear Shri Khanna,

Thank you for sending a copy of your book "The Policy Pivot". It's a thoughtful and relevant book that brings together important ideas on India's policy direction. I appreciate the effort that went into this

संजय कुमार, सा.प्र.से  
 सचिव  
**Sanjay Kumar, IAS**  
 Secretary



स्कूल शिक्षा और साक्षरता विभाग  
 शिक्षा मंत्रालय  
 भारत सरकार  
 Department of School Education & Literacy  
 Ministry of Education  
 Government of India


D.O. No. Secy(SE&L)-33/2025 Dated: 27.11.2025

Dear Mr. Khanna,

I thank you profusely for sending me a copy of **The Policy Pivot: India's Strategic Shift**. I also convey my best wishes to you for all your future endeavours. I would share my feedback in due course of time.

Pranjal

धर्मेश्वर प्रधान  
 धर्मेश्वर प्रधान  
**Dharmendra Pradhan**




शिक्षा मंत्री  
 भारत सरकार  
 Minister of Education  
 Government of India

27 JAN 2026

Dear Shri Ajay Khanna Ji,

Thank you for your letter dated 24th October, 2025 along with a book titled "The Policy Pivot: India's Strategic Shift". Please convey my good wishes to all those associated with the publication.

Dr. Ravi Kota, IAS  
 Chief Secretary  
 Government of Assam



ডঃ রবি কোটা, ডাঃ প্রঃ সেঃ  
 মুখ্য সচিব  
 অসম চৰকাৰ

D.O. No.: CS/ASSAM/10/2024/477  
 Dated: 27<sup>th</sup> November, 2025

Dear Shri Khanna,

Thank you for sharing a copy of "The Policy Pivot: India's Strategic Shift". I am pleased to receive this publication and appreciate your thoughtful gesture.

2. The themes highlighted in your note—India's policy journey, the role of public affairs, and the values of trust, transparency and collaboration—make the book appear

OFFICE OF THE CHAIRMAN EMERITUS

TVS MOTOR COMPANY **TVS**

November 11, 2025

Dear Mr. Khanna,

Thank you for sending me a copy of 'The Policy Pivot', an engrossing compilation of essays by some of the most influential voices across business, government, academia and civil society. The shifting dynamics of India's policy ecosystem is adeptly discussed with the need for collaboration, transparency and ethical engagement, emphasised as paramount in policy discussions and subsequent decision making. What



# Capacity Building

6 Programs | 120 + Attendees

PAFI's capacity building initiatives, in collaboration with Indian School of Public Policy, focus on strengthening professional skills and deepening understanding of public policy, government processes, and stakeholder engagement. Through workshops, training programmes, and academic collaborations, PAFI creates structured learning opportunities for students, early and mid-career professionals, and senior practitioners. Partnerships with institutions support high quality learning that combines academic insight with practical experience, helping build capability within the public affairs ecosystem.

## PAFI and ISPP Executive Education Programme on Understanding Government

May 16-17, 2025



## PAFI and ISPP Executive Education Programme on Strategic Stakeholder Management in Government Relations And Social Impact

June 13-14, 2025



# Capacity Building



## Workshop on How to Measure Effectiveness of the Public Affairs Function

December 04, 2025

Conducted By: Ranjeet Goswami and Dr Deep Pal



## PAFI and ISPP Executive Education Programme on Public Policy and Geopolitics

December 12 -13, 2025



# Capacity Building

## PAFI and Rashtram Panel Discussion on Deregulation and Ease of Doing Business at Delhi School of Economics Policy Conclave 2026

March 22, 2026



## Course for Scholars at ISPP on Public Policy & Public Affairs: Navigating the Policy Landscape

Curated by Ajay Khanna

March 27-28, 2026



# Perspectives - PAFI in News

PAFI Perspectives reflect the experience and insights of its leadership – across public policy, public affairs, geopolitics, and key sectors of the economy. Through articles and opinion pieces, PAFI leaders contribute to informed discourse by examining emerging trends and advancing new ideas.



# Perspectives - PAFI In News

Mon, Apr 27, 2026 | New Delhi 41 °C

**Hindustan Times**

Home E-Paper India News World News Entertainment Lifestyle Cities UK Board Result LIVE

Smart Money IPL 2026 Schedule Sports Delhi News Century of Leadership Bengaluru News

## Budget 2026: A small line item that can have a big impact

This article is authored by Shaveta Sharma-Kukreja, CEO & MD, Central Square Foundation and Ajay Khanna, co-founder, Public Affairs Forum of India (PAFI).

Published on: Jan 28, 2026 12:18 PM IST

By [Shaveta Sharma-Kukreja](#), [Ajay Khanna](#)



02/24/26, 10:06 AM

The long game in policy engagement - The Economic Times

**THE ECONOMIC TIMES** Opinion

English Edition • | 24 February, 2026, 10:06 AM IST | Today's ePaper

## The long game in policy engagement

By Ajay Khanna, ET CONTRIBUTORS | Last Updated: Feb 23, 2026, 03:44:00 PM IST

**Synopsis**  
Government processes often appear slow, but this is a feature, not a bug. Decisions undergo extensive scrutiny for legal impacts. Effective public affairs requires understanding this system. Businesses must engage consistently, offering informed suggestions on how the proposal could be refined further.

The meeting had gone well.

The presentation was concise, the data robust, and the room reverberated around the table, thoughtful questions from senior officials and suggestions on how the proposal could be refined further.

As we stepped out, a colleague remarked quietly, "This should r



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**Hindustan Times**

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Smart Money IPL 2026 Schedule Sports Delhi News Century of Leadership Bengaluru News

## Turning agriculture into an engine of prosperity

India must build a modern agri-business ecosystem. Agriculture must be repositioned as a modern, market-driven, innovation-led enterprise

Published on: Mar 02, 2026 12:02 AM IST

By [Ajay Khanna](#)



India needs a fresh approach that connects farmers to markets, rewards quality, and builds globally competitive value chains. (JIFF)

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## Investment Opportunity Spotted? Get Loan Against Mutual Funds

Home News India Policy now shapes markets in a geopolitically driven world

Trending Topics West Bengal Election 2026 Mamata Banerjee Pawan Khera PM Modi Rahul Gandhi

## Policy now shapes markets in a geopolitically driven world

Markets are increasingly shaped by policy and geopolitics. Public Affairs is now strategic. Organisations need agility, credibility and foresight to manage risks and capture new opportunities.

Monday, April 27, 2026 | 09:01 PM IST

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News / Economy / Analysis / India From ease of doing business to ease of trusting systems

## Reforms in India: From ease of doing business to ease of trusting systems

Trust is no longer just a matter of perception, it is a hard economic and governance variable

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News / Economy / Analysis / India When geopolitics becomes economics: India's moment in a disrupted world

Geoeconomics is no longer a subset of geopolitics, it is fast becoming its primary language




# Daily Recap

The **Daily Recap** was launched to help members stay informed in a fast-evolving policy environment. Curated from updates of more than 40 ministries, government departments, regulatory authorities, and leading think tanks, it brings together important updates on the economy, geopolitics, and regulatory developments in a clear and structured format. The Daily Recap supports members in tracking emerging developments and engaging more effectively with the policy landscape.



# Competition Law Newsletter



PAFI publishes a monthly **Competition Law Newsletter** to keep members updated on important developments in antitrust and regulatory jurisprudence. Prepared with expert inputs from legal practitioners, the newsletter provides concise summaries of key orders, investigations, and combination approvals by the Competition Commission of India (CCI), along with relevant judicial developments. It helps members track evolving interpretations of competition law and understand implications for business strategy and compliance.

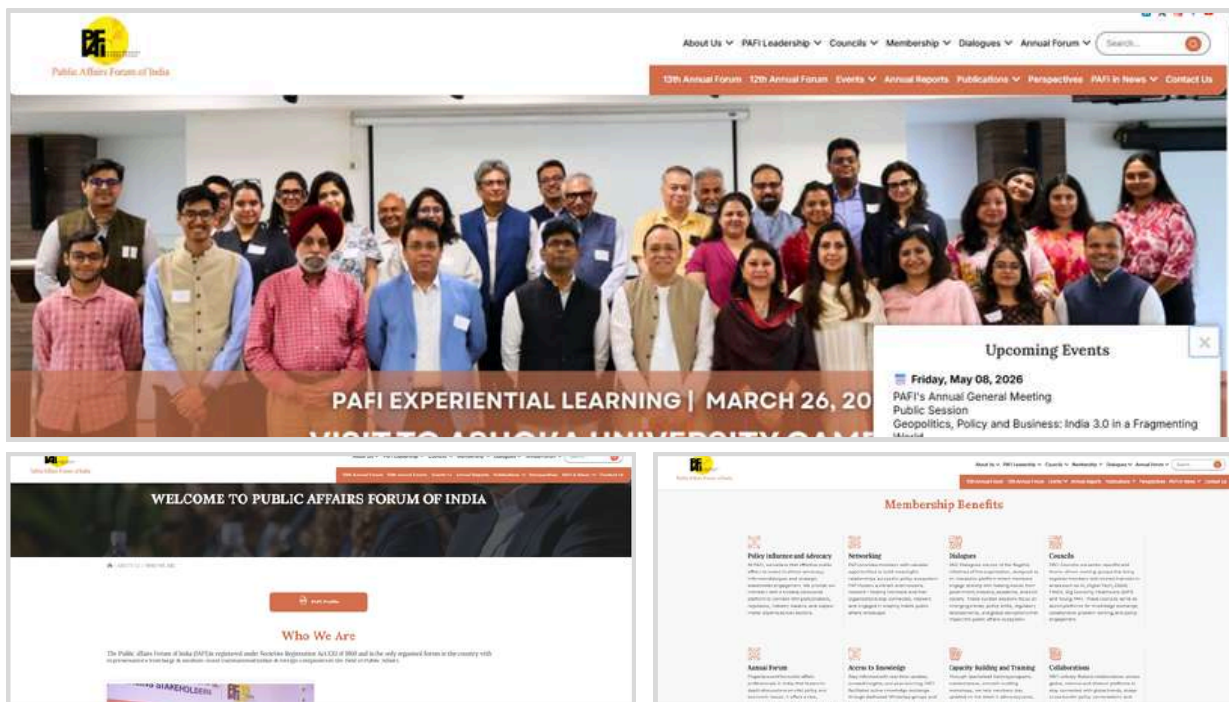
# Quarterly Updates

The **Quarterly Updates** was introduced during the year to provide members with a concise overview of PAFI's activities and engagements across each quarter. The updates capture highlights from Dialogues, Roundtables, learning initiatives, publications, and other programmes, enabling members to stay informed about the range of work being undertaken across the organisation.



# Website Revamp

PAFI's website was revamped to optimise user experience.





## **Leadership**

PAFI's institutional strength is anchored in its governance structures and the collective leadership of its members. Office Bearers, Managing Committee, Founding Members, and Advisory Council provide strategic direction and ensure continuity in PAFI's mission to strengthen the public affairs profession in India.

# Office Bearers and Managing Committee



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



**SHIVNATH THUKRAL**  
Vice President & Secretary, PAFI  
Vice President of Public Policy  
and Government Affairs,  
PhonePe Limited



**MAJOR RANJEET GOSWAMI, RETD.**  
Treasurer, PAFI  
Global Head, Corporate Affairs,  
TATA Consultancy Services Ltd (TCS)



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



**VINITA SETHI**  
Past President, PAFI  
Former SVP & Chief Public Affairs,  
Apollo Hospitals Group



**VIRAT BHATIA**  
Past President, PAFI



**SUBHO RAY**  
Past President, PAFI  
President, Internet and Mobile  
Association of India (IAMAI)



**ISHTEYAQUE AMJAD**  
Past President, PAFI  
Managing Director, Policy & Government  
Affairs India and South Asia,  
Abbott



**DR. K.C. RAVI**  
Past President, PAFI  
Former Chief Sustainability Officer,  
Syngenta India Pvt Ltd

# Office Bearers and Managing Committee

---



**HARISH KRISHNAN**

Past President, PAFI  
Managing Director & Chief Policy Officer,  
Cisco Systems, India & Southeast Asia



**RAHUL SHARMA**

Past President, PAFI  
Managing Director,  
US India Business Council (USIBC)



**T. S. VISHWANATH**

Past President, PAFI  
Founder & Executive Chairman,  
VeK



**OPHIRA BHATIA**

Vice President Corporate &  
Government Affairs (CGA), India & CGA  
Lead, Asia Pacific, Middle East &  
Africa, Mondelez International



**RAKESH DUBEY**

Director - Global Government Affairs,  
Carlyle Group



**RAVI AURORA**

Senior Vice President, Global Public  
Policy & Government Affairs,  
Mastercard



**SANDEEP AURORA**

Group Director & Head of Public  
Policy & Government Affairs,  
Microsoft India & South Asia



**SANJAY CHADDHA**

Former Head of Public Policy and  
Government Relations,  
Uber India and South Asia



**SHIPRA TRIPATHI**

Vice President, Public Affairs,  
Ashoka University

# Office Bearers and Managing Committee

---



**SOMNATH DAS**

Group EVP - Special Projects,  
Manipal Education & Medical Group



**VAISHALI CHOPRA**

Head – Public Affairs and  
Communications, India,  
YARA International



**YASHIKA SINGH**

Chief Corporate Affairs Officer  
and Head, Sustainability,  
PepsiCo



**LAKSHMI KANCHAAN**

Executive Director, PAFI



**ZULFIA ALAM**

Director, PAFI

# Founding Members



**AJAY KHANNA**

Founder, PAFI

Corporate Advisor, Independent Director, Professor of Practice, Author



**PREMA SAGAR**

Co-Founder & Founding President, PAFI

Chairperson Emeritus  
Burson Group India



**HARISH KRISHNAN**

Co-Founder & Past President, PAFI

Managing Director & Chief Policy Officer, Cisco Systems, India & Southeast Asia



**DR. K.C. RAVI**

Co-Founder & Past President, PAFI

Former Chief Sustainability Officer, Syngenta India Pvt Ltd



**T. S. VISHWANATH**

Founding Member & Past-President, PAFI

Founder & Executive Chairman, VeK



**RAHUL SHARMA**

Founding Member & Past President, PAFI

Managing Director, US India Business Council (USIBC)



**RAJEEV BATRA**

Founding Member & Past President, PAFI

Former Group Head, Corporate Affairs, Hindustan Unilever Limited



**RAMAN SIDHU**

Founding Member & Past President, PAFI

Chairman, EBG Federation, India

# Advisory Council

---



**AJAY BISARIA**

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



**AJAY TYAGI**

Former Chairman, Securities and Exchange Board of India (SEBI)



**ANIL PADMANABHAN**

Senior Journalist



**ARUN SINGH**

Former Indian Ambassador to the United States, Israel, and France, Non-Resident Senior Fellow at Carnegie India



**ARUNA SUNDARARAJAN**

Former Secretary, Department of Telecommunication, Government of India



**ASHOK K BHATTACHARYA**

Editorial Director  
Business Standard



**DILIP CHENOY**

Former Secretary General, FICCI & Chairman, Bharat Web3 Association



**LUIS MIRANDA**

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



**MANJEEV SINGH PURI**

Former Ambassador of India to Nepal, the EU, Belgium, Luxembourg and Ambassador of India to the UN

# Advisory Council

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**NAVDEEP SURI**

Former Ambassador of India to the UAE and Egypt, High Commissioner to Australia



**DR. RAJEEV RANJAN**

Former Secretary, Government of India



**DR. RAJIV KUMAR**

Former Vice Chairman, NITI AAYOG, Chairman of Pahle India Foundation



**SANJAYA BARU**

Former Editor, Financial Express and Business Standard



**SHUBHASHIS GANGOPADHYAY**

Managing Trustee & Research Director India Development Foundation (IDF)



**T K ARUN**

Senior Journalist

# Advisory Council

Bringing together distinguished former bureaucrats, industry leaders, and senior media professionals, the PAFI Advisory Council serves as a vital source of strategic advice and perspective. By leveraging their extensive networks and deep insights, the Council acts as a catalyst for stronger dialogue between industry and decision-makers, significantly enhancing the value of PAFI's platforms for our members.

This past year, Council members lent their expertise to Dialogues, Roundtables, and capacity-building programs for policy professionals. Through their involvement, the Council members consistently enrich discussions and offer members exclusive access to seasoned perspectives on policy and global affairs.



# Advisory Council



Many Advisory Council members also contributed to PAFI's first book, **'The Policy Pivot: Inside India's Strategic Shift'**, sharing from their vast experience in diplomacy, media, policy, and governance.

Foreword by N.K. Singh

**CONTRIBUTORS**

<b>T.K. Arun</b>	Chandrajit Banerjee
Laveesh Bhandari	Aparajita Bharti
<b>A.K. Bhattacharya</b>	<b>Ajay Bisaria</b>
Vijay Chauthaiwale	Ashish Dhawan
<b>Shubhashis Gangopadhyay</b>	Swagato Ganguly
Pooja Sharma Goyal	Adhiraj Gupta
Amitabh Kant	Praveen Khanghta
Ajay Khanna	Chetan Krishnaswamy
<b>Rajiv Kumar</b>	Shashank Mani
<b>Luis Miranda</b>	Sunil Kant Munjal
Nandan Nilekani	<b>Anil Padmanabhan</b>
Hardeep Singh Puri	Richard Rossow
Sanjoy K. Roy	<b>Navdeep Suri</b>
<b>Ajay Tyagi</b>	T.S. Vishwanath

**The Policy Pivot**


























Edited by  
**Ajay Khanna  
and Rahul Sharma**





## **The Community**

PAFI's strength lies in its diverse and growing community of members and supporters. The collective experience of this community brings together a wide variety of perspectives from industry, government, academia, and allied sectors. Through active participation and shared commitment, the PAFI community inspires collaboration, encourages exchange of ideas, and supports the development of a strong, ethical and credible public affairs ecosystem in India.































# New Members

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Deloitte Touche Tohmatsu India LLP			
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	Head Digital Works (P) Ltd		
			
			

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---

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Business Council**



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Welingkar Education



**Knowledge grows**

# Supporters



# Social Media Highlights

The past year saw PAFI achieve strong visibility across both traditional and digital platforms, reinforcing its position as a leading platform for policy dialogue.

- The 12th Annual Forum received **166 media coverages** across print and digital publications, reflecting sustained interest in its discussions and outcomes. This was complemented by high levels of engagement on social media during the two-day Forum.
- Across the duration of the Forum, PAFI recorded over **60,000 impressions** and more than **1,000 organic engagements**. Live coverage remained a key driver of visibility, with over 150 posts shared in real time from sessions, marking the highest level of digital activity to date.
- The Forum also saw over **100 organic mentions** from ministers, secretaries, and industry leaders, significantly amplifying its reach and credibility across platforms.



Total Followers	<b>8.2K</b>
Impressions	<b>439,182</b>
New Followers	<b>3,231</b>
Unique Visitors	<b>3,354</b>



Followers	<b>2.6K</b>
Impressions	<b>40,128</b>
New Followers	<b>172</b>
Engagements	<b>2,800</b>

# Social Media Visibility

**Amitabh Kant** @amitabhk87 · Sep 18

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

1 7 35 4.1K

**Telangana CMO** @TelanganaCMO · Sep 19

ప్రపంచంలో ఆగ్రహాగాన నిలవాలన్న బృహత్తరమైన ప్రణాళికతో ముందుకు వెళుతున్న తెలంగాణలో పెట్టుబడులు పెట్టాలని ముఖ్యమంత్రి శ్రీ @revanth\_anumula గారు పౌరీకామిక వేత్తలకు ఆహ్వానం పలికారు. తెలంగాణలో పెట్టే పెట్టుబడులకు ప్రభుత్వం మద్దతుగా నిలుస్తుందని, అవసరమైన భద్రత ఉంటుందని స్పష్టం చేశారు.

Show more

**BowerGroupAsia** 14,474 followers

We at BowerGroupAsia (BGA) were delighted to join the Public Affairs Forum of India (PAFI) for an important conversation on how the Indo-Pacific and Africa are shaping today's strategic and economic landscape. ...more

**Public Affairs Forum of India** 8,232 followers

PAFI today hosted an insightful dialogue on "Strategic Convergence: Engagement with the Indo-Pacific and Africa – The Role of Public Policy and Public Affairs", featuring Ernie Bower, Founder, President, and CEO ...more

**Choose New Jersey** @ChooseNJ · Sep 19

@govmurphy led a fireside chat at @PAFIIndia on "State Leadership to Build Economic Relations."

New Jersey's strengths in life sciences, clean energy, + logistics pave the way for joint projects + knowledge exchange with India.

#NJIndiaMission2025 @HT\_Ed @htTweets

**Luis Alfredo Pérez** · 2nd EVP Africa and Asia at Yara International | Leading Suc... 1mo · 5

In February I had the privilege of visiting the Yara India teams at our office in Gurgaon and at the Babrala urea production facility, being also invited to accompany our front-line sales agronomists for meetings with their ...more

You and 229 others 5 comments

**Ajay Bisaria** · 1st Corporate Strategic Advisor | Independent Director | Distinguished Fel... 1mo · 4

Great conversations around geopolitical risks for business. Thanks Public Affairs Forum of India and Indian School of Public Policy (ISPP) for inviting me to join the chat.

**Public Affairs Forum of India** 8,232 followers

The 6th edition of PAFI-ISPP Executive Education Series began today, bringing together leaders, practitioners and thinkers for a focused immersion on Public Policy and Geopolitics: Why It Matters for ...more

**Borge Brende** · Following President and CEO at World Economic Forum 1mo · 4

India represents one of the most dynamic and exciting economies in the world. In many ways, it is the startup nation, with over 160,000 startups and 120 ...more

with Ajay Khanna and 9 others +2 322 19 comments · 19 reposts

# Print Media Visibility

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



New Delhi, Sep 14 (ANI): Global confidence in India is rising, and next-generation reforms such as the recent GST restructuring and the rapid expansion of India's digital infrastructure are widening foreign investors' and international partners' interest for achieving the vision of a developed India by 2047, Union Minister Ashwini Vaishnaw said on Thursday.

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

"India's growth may not just be measured in its accelerating GDP growth rates. We are moving from a 42 per cent to a 54 per cent share confidence overall in growth, with inflation under control and a historical growth trajectory of 6-12 per cent," Vaishnaw told the gathering.

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India | ICC Women's World Cup | Economy | Politics | News | Health | Education | Sports | More

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

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

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

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



New Delhi -- "Amitabh Kant, Senior Advisor, Fairfax, Former CEO Shreeya, India, and Former CEO, NITI Aayog,

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


Punjab is facing its worst flood. Contribute to **CHIEF MINISTER'S RELIEF FUND**

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



Information and Broadcasting Minister Ashwini Vaishnaw has said that significant reforms have been made in the income Tax Act and the Goods and Services Tax. Addressing the PAFI Annual Forum 2025 in New Delhi, Mr. Vaishnaw stated that the new GST has been structured to add more everyday household items and agricultural products

**ASHWINI VAISHNAW HIGHLIGHTS GST BENEFITS AT PAFI EVENT**



# Members @ PAFI Events



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# About PAFI

Public Affairs Forum of India (PAFI) is India's leading platform dedicated to advancing the practice of public affairs, public policy and advocacy in an ethical, transparent and collaborative manner. Bringing together professionals from leading Indian and multinational companies, PAFI serves as a trusted forum for dialogue, responsible engagement, and learning between business, government and civil society.

Established in 2008, PAFI marks eighteen years of fostering trust, aligning diverse stakeholders around shared national priorities and strengthening the role of ethical advocacy in India's governance ecosystem. It promotes a culture of integrity, respectful interaction and long-term thinking - helping shape policies that are inclusive, innovation-driven and responsive to India's complex development challenges.

Through thought leadership, capacity building and cross-sector collaboration, PAFI continues to redefine the role of public affairs - not just as a tool of influence, but as a platform for nation-building and sustainable change. PAFI is proud to have a vibrant and diverse membership spanning across sectors.



The affairs of PAFI are run by the Managing Committee led by the President. As a PAFI member, you gain access to a broad range of engagements, including policy dialogues, sectoral councils, roundtables, and the Annual Forum. These platforms enable members to exchange insights and contribute to initiatives that align with PAFI's objectives of promoting transparent and responsible public affairs.

The Advisory Council, comprising former senior government officials, industry and media leaders, provides strategic direction and guidance, ensuring that PAFI remains a prominent advocate for aligning business, society and government on shaping the future of public affairs, public policy and advocacy in India

# Membership

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## **Why become a member?**

Becoming a member of PAFI offers unparalleled opportunities for professional advancement and strategic engagement within India's public affairs landscape. Members benefit from exclusive networking events, specialised training sessions and access to high-quality research and policy insights.

## **Who can apply?**

PAFI offers membership exclusively to organisations. We welcome Multinationals, Corporates, industry bodies, consultancies, start-ups, social sector entities and other institutions. Please note that individual memberships are not available.

## **How to become a member?**

Organisations interested in becoming part of PAFI are warmly invited to visit [www.pafi.in](http://www.pafi.in) to download the Membership Form.

Getting started is simple—just complete, sign, and stamp the form, along with the Code of Ethics. Once the eligibility criteria are met, the applicable membership fee may be submitted. After we receive your documents and payment, your application will be placed before the Managing Committee for approval.

We look forward to welcoming you to the PAFI community.

The Code of Ethics is an integral part of the PAFI membership process, and all applicant organisations are encouraged to review and sign the Code of Ethics disclosure form as part of the application form.

Membership will be in the name of the organisation. Each member organisation can nominate up to three individuals from their public affairs/government affairs/public policy related function teams. Each member will have one voting right.

# Code of Ethics

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As public affairs professionals, we contribute to a healthy democratic process by bridging the gap between business, civil society, and Indian policymakers. By signing this Code of Ethics, we commit to upholding honesty, integrity, and truth in our work, providing accurate information to aid informed decision-making. We pledge to maintain the highest professional standards, avoiding conduct that could discredit ourselves, our firms, or the practice of public affairs. PAFI's core ethical guidelines are:

- Avoid conflicts of interest and disclose potential conflicts
- Maintain confidentiality and protect sensitive information
- Be transparent in interactions and disclose relevant information
- Treat stakeholders with respect and dignity
- Comply with laws, regulations, and industry standards

For any further details or queries, please contact - [membership@pafi.in](mailto:membership@pafi.in)

## Team PAFI

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