VISION

To impact public policy by delivering cutting-edge education, research and engagement.

MISSION

Create top-quality education and research relevant for policy management;
Train and develop leaders in formulation and execution of policy through world-class programmes;
Engage with stakeholders to affect public policy.
Understanding of Public Policy and working effectively with the government sector is critical for commercial success in emerging market economies like India. Understanding the nature and rationale of government regulation as well as anticipating the future policy trends can very well provide business leaders the competitive advantage essential for success. As such no business education can be complete without a clear understanding of the policy context, an appreciation of the priorities, challenges and mindsets of policymakers and a sensitization to the direction and strength of the winds of policy change.

Equally importantly, application of sound management thinking, logic and discipline to policy formulation and perhaps even more critically, to execution of public policy and public management holds the possibility of vastly improving the quality of public policy with benefits to the society. In an increasingly volatile era of rapidly changing technology, intensifying globalization and rise of social media-aided regime changes around the world, policy making is becoming more complex than ever and the need for swiftly but scientifically gathering and analyzing evidence to design policies and political strategies is being more keenly and widely felt than ever before.

The establishment of the Bharti Institute of Public Policy at the Mohali campus of ISB is aimed at serving both these objectives – to educate the business and world leaders of tomorrow as well as to inform policy making with the learning and research capabilities of management thinking. In the short time that has elapsed since its beginnings, the Institute has taken important strides towards developing capacity in the three areas of research, teaching and engagement with policy stakeholders and has embarked steadily on the challenging path of becoming a center of learning serving business students, researchers and policy makers in and beyond India.

The Bharti Institute is an integral and critical element of the overall ISB strategy of becoming a leader for change in business, government and society. We at ISB are excited about the Institute and are committed to its growth as a leading center of policy research in the country and the region.

Ajit Rangnekar
Dean,
Indian School of Business
Education has been a key area of social intervention for the Bharti Enterprises. This thrust stems from our strong belief that education is the most powerful instrument of change and empowerment in contemporary societies. An equally important factor driving the success and prosperity of a nation is the quality of its myriad policies that, particularly in a developing country like India, touch virtually every element of people’s lives. Put together, an investment in education and training of policymakers may well hold the key to improved quality of life of millions in India and beyond.

It is this belief in the catalytic impact of Public Policy research and education that inspired Bharti Enterprises to found and support the Bharti Institute of Public Policy at ISB’s Mohali campus. Our partner, The Fletcher School at Tufts University; a leading global Public Policy Institution brings great experience and domain knowledge which will help Bharti Institute become a world class Public Policy Institution. The Institute is meant to leverage ISB’s research focus and world-class faculty to investigate key questions in public policy; to develop and roll-out educational programs for senior policymakers and young people entering their careers in public and private sectors alike; to engage with institutions and policymakers so as to have an impact on the quality of policymaking and policy execution in the immediate run. Being located in a business school, the Institute is likely to have a particular strength in policy execution – an area that requires as much management expertise as does the running of a profit-seeking enterprise in a competitive marketplace.

I am delighted and honored to have been associated with the Institute from its inception as the Chairman of its Advisory Council, a unique group of immensely qualified and experienced leaders and scholars. The group brings unparalleled knowledge and experience from fields of public policy, industry and academia, to help develop the strategic vision of the Institute and guide its functioning so as to fulfill this vision. I am grateful to this group of thought leaders who readily take time out of their extremely busy schedules and lend their expertise to guide the activities of the Institute.

I am happy that in a span of slightly over two years, the Institute has succeeded in creating the Public Policy Specialization at ISB and has been engaged in several projects funded by the Government of India and multilateral agencies. The Institute has held several impactful conferences and workshops discussing key policy issues, and is preparing to launch its flagship Management Program in Public Policy in 2015.

I am confident that in the days to come, the Institute will go from strength to strength to emerge as a key center of learning and source of knowledge in the field of public policy, particularly in the context of a developing country. I wish the Bharti Institute of Public Policy all success in its future endeavors.

Rakesh Bharti Mittal
Chairman, Advisory Council,
Bharti Institute of Public Policy
Deputy Dean’s Message

One of the distinguishing features of the Mohali campus of ISB is its four specialised institutes – dedicated to the areas of Manufacturing, Healthcare, Infrastructure and Public Policy. These institutes represent an innovative response to the needs of the industry, government and the community. They undertake effective engagement with varied stakeholders in the respective fields and seek to address their problems and challenges through education, analysis and research. The institutes signify ISB’s responsiveness to market demand.

Further, the Bharti Institute of Public Policy focuses attention on an area not traditionally in the realm of business schools. Yet the fact is that Public policy touches all aspects of business and indeed life itself – economic and otherwise. This creates a unique set of opportunities for the Bharti Institute and brings in its wake the potential to contribute to varied industries and different aspects of business and governance. Along with these opportunities come the challenges of self-definition, of maintaining focus, and fixing priorities.

Over the past two years, the Bharti Institute has grappled with all these issues. Guided by an eminent Advisory Council and aided by the wisdom and policy experience provided by the partnership with the Fletcher School of Law and Diplomacy, it has defined its thrust areas, made careful alliances, and selected projects to engage in with cautious ambition. It has built upon the capacities of ISB faculty, and drawn in external talent in the design and delivery of courses. It has engaged with policy stakeholders and has served as a platform for practitioners to discuss policy issues.

But the journey has only begun. The Bharti Institute holds the promise of becoming the pre-eminent centre of public policy in the country, educating business and society leaders about public policy, and policymakers about the latest in the fields of decision-making, management and leadership. It will not be an easy path to tread. Public policy education has its own economics and delivery needs and careful innovations and experimentation will be essential companions all the way. New models of engagement will have to be created for external stakeholders. Relevant cross-disciplinary research with new approaches will have to find scholarly acceptance. Big challenges all.

ISB stands committed to developing the Institute. The Bharti Institute of Public Policy addresses a need that is perhaps among the most widely and acutely felt needs in the world – the need for better formulated and properly executed public policy.

Pradeep Singh
CEO, Mohali Campus, Deputy Dean, Indian School of Business
Programme Leader’s Message

The primary mission of the Bharti Institute is to inform Indian public policy through seminal research and innovative education of public servants and elected officials. In the best of worlds, the Institute will find its voice in the national debate shaping the challenges confronting the Indian government as it shepherds fast-paced economic growth and ushers the country into the 21st century of unrelenting globalisation. Most importantly, the Bharti Institute brings to this mission a unique and compelling comparative advantage – the fact that it is embedded in one of India’s premier B-School – which clearly differentiates the Institute from its peers. It is also assembling a cadre of young scholars drawn from disciplines such as demography, urban planning, law and geography thereby building the Institute interdisciplinary avocation. This unique DNA allows Bharti Institute to offer fresh perspectives and bold solutions to the perennial challenges that the Indian civil service and its bureaucracy faced since India’s independence. As part of this effort the Institute is proud to roll out its newly designed Management Programme in Public Policy for mid-level public servants. This unique one year Master’s-level programme provides a rigorous and inter-disciplinary conceptual learning experience for high performing civil servants and elected officials whose calling is to work for the better of India’s future. Last but not least by partnering with the Fletcher School of Law and Diplomacy (Tufts University) in Boston, the Bharti Institute is locking in a powerful network of expertise in the domain of public policy and international affairs and is securing access to a powerful global web of influential alumni often in senior government positions.

Prof Laurent Jacque
The Fletcher School of Law and Diplomacy,
Tufts University
In the short span of time since its inception the Bharti Institute has attempted to make progress along the three dimensions of research, teaching and engagement. In research, the attempt has been to assiduously maintain relevance to policymaking without sacrificing the academic and methodological rigour all work at ISB is known for; in teaching the goal has been to inform and train students and policymakers alike in applying principles of sound management to the policy sphere; and in engagement to provide useful inputs to actual framers and executors of public policy.

Our research efforts has taken us, for instance, to creating integrated model of the government’s intervention in food markets for the Ministry of Finance, our teaching programs have been popular with our own students at ISB and policymakers alike and we now are on the threshold of launching our flagship program – the year-long Management Programme in Public Policy for mid-career participants. Our engagements with policymakers have taken us to developing a module on good governance for the famed Lal Bahadur Shastri National Academy of Administration at Mussoorie for UNDP and other work for World Bank and other UN agencies. Regular speaker sessions, workshops and conferences have connected us to a wide array of policymakers at the state, national and global levels and helped build bridges with our local communities and institutions as well.

The journey so far has been exhilarating. A small but growing young team, working with several ISB faculty members, under the guidance of Deans and the advisory council, and with active inputs and support from our partner school, Fletcher School of Law and Diplomacy, has made proud progress. But these few exciting steps has only opened to us the vastness of the field, the immense opportunities that lie ahead and the severe challenges in benefiting from them. We are acutely aware of the fact that ours have been but only the beginning of a long and fulfilling journey, and being perhaps one of very few if not the only public policy school in a business school, charting a fairly new course for ourselves. We seek your good wishes, sound advice and active support and involvement to ensure that we stay the course and make a difference by creating a major center of learning in public policy in our part of the world.

Prof. Rajesh Chakrabarti
Executive Director,
Bharti Institute of Public Policy
Indian School of Business (ISB) is a global business school offering world-class management education across its two campuses – Hyderabad and Mohali. The School has grown at a rapid pace since its inception and already has several notable accomplishments to its credit – it is the youngest school ever to consistently rank among the top Global MBA programmes, the first institution in South Asia to receive the prestigious AACSB accreditation, one of the largest providers of Executive Education in Asia, and the most research productive Indian management institution. A vibrant pool of research-oriented resident faculty, strong academic associations with leading global B-schools and the backing of an influential Board, have helped the ISB fast emerge as a premier global Business school in the emerging markets. In 2012, ISB opened its second campus at Mohali. The Mohali campus features four specialized institutes – in manufacturing, healthcare, infrastructure and public policy. For details visit www.isb.edu
The Bharti Institute of Public Policy is an independent think tank with the following objectives: to promote high quality research to guide policy formulation and implementation in India; to build capacity – through education programmes – to better analyse, formulate and implement policies; as well as to engage with policymakers and implementing agencies, particularly in developing country settings.

The Bharti Institute currently focuses on the following areas:

- Governance
- Food Policy
- Energy
- Corporate Governance
- Financial Sector Policy
- Education

The Bharti Institute of Public Policy is proud to have the Fletcher School of Law and Diplomacy, Tufts University, USA, as its partner school. The institute is generously funded by the Bharti Foundation.
A World-Class Public Policy Programme for Mid-Career Professionals

The Institute will be launching its flagship programme in 2015: the one-year Management Programme in Public Policy (MPPP) for mid-career and senior civil servants, public officials and industry professionals. The course will be delivered via a hybrid model with six 5-day residencies involving intensive class room sessions spread over a year, interspersed with online interaction and group work – first of its kind in India.

Consistent with ISB’s portfolio model, the Faculty for this programme will be drawn from the pool of highly accomplished ISB resident faculty, faculty from the Fletcher School and other leading schools, and eminent policy makers such as Prajapati Trivedi, Shashi Tharoor, and Shyam Saran.

The MPPP is tailor-made for mid-career participants who will benefit from acquiring useful skill-sets and the latest in policy thinking and implementation around the world while facilitating a cross border and cross cultural knowledge exchange between the private and public sector.

The modular residency format proposed for this programme facilitates acquisition of knowledge and skill sets without requiring the participants to take a long break from their work.

The programme has been jointly developed with the Fletcher School of Law and Diplomacy, Tufts University.
Executive Education Programme on Evaluation for Development (in collaboration with UNICEF)

The Bharti Institute partners with UNICEF to deliver a week-long training programme on evaluation of social programmes. It attracts evaluation professionals in the government and private sector as well as participants from various UN and other multilateral agencies in Asia and Africa. The fourth delivery of the programme in October 2014 featured former cabinet minister Mr. Jairam Ramesh and Dr. Jyostna Puri of 3ie as guest speakers.

Public Policy Specialisation in ISB’s Post Graduate Programme (PGP)

The Bharti Institute offers the public policy specialisation to the PGP students. The specialisation comprises a carefully chosen set of courses that impart necessary skills in the fast changing world of policy to B-School graduates as well as an exposure to the practices and challenges of the policy world. The specialisation is available to students at both Hyderabad and Mohali campuses of ISB.

The Public Policy specialisation includes the following courses:

- Government, Society and Business
- Government Performance Management
- Indian Financial System
- Change Management
- Negotiation Analysis
- Project Management
- Indian Healthcare Services
- Strategic Procurement
- Infrastructure and Private Sector
- Information Economics
- Microfinance
- Managing Complexity
Impactful Research

The staff at the Bharti Institute, as well as associated faculty members from ISB undertakes policy-relevant research. Research deliverables include books, working papers with policy recommendations that are aimed at publication in reputed scholarly journals and more accessible policy papers providing analysis and commentary on contemporary policy challenges.

Books

Bihar Breakthrough: The Turnaround of a Beleaguered State
Rajesh Chakrabarti, Rupa Publications (2013)
The book studies the turnaround of Bihar during the 2005–2011 period. The methods used for achieving significant progress in the state by addressing problems in law and order and governance, roads, healthcare and education and investment environment have important lessons for public policy in other states and countries.

Case Studies

Corporate Social Responsibility in Raigarh District
The case study documents the harmonization of CSR initiatives with development objectives in Raigarh district and the strategies used by the Deputy Collector of the district to build consensus around the subject.

SREI Sahaj e-Village
The case study documents the e-governance initiative of Sahaj e-village Limited (an initiative of Srei Infrastructure Finance Limited) which aimed to bridge the digital divide between urban and rural India.

Reports and Working Papers

“A Framework for Analysing Food Policy in India”
Bharat Ramaswami, Sridhar Seshadri, Krishnamurthy V. Subramanian (2014)
Commissioned by the Ministry of Finance, this study develops an integrated framework to analyse the government intervention in the food economy in India including the issues of (i) steadily rising minimum support prices (MSP) for cereals, (ii) burgeoning buffer stocks for cereals, (iii) persistent food inflation, and (iv) increasing food subsidies.

“Challenges for infrastructure PPPs in Emerging Markets”
Rajesh Chakrabarti, Kumar V. Pratap, Richard de Neufville (2014)
The monograph focuses on contracting and renegotiation issues that have plagued, stalled and at times completely derailed some of the major infrastructure projects in a key emerging market country with the largest infrastructure PPP expenditure. It also highlights the typical disputes and misunderstandings that often accompany large, visible infrastructure PPP projects using the case study of the Delhi International Airport.

“Solving India’s Renewable Financing Challenge: Which Federal Policies can be Most Effective”
Gireesh Shrimali, Shobhit Goel, Sandhya Srinivasan, David Nelson (2014)
The paper demonstrates that if cost-effectiveness were the only criterion of interest for renewable energy, a class of debt-related federal policies that provide low-cost, long-term debt are more cost-effective than the existing federal policies.

“Solving India’s Renewable Financing Challenge: Instruments to Provide Low-cost Long-term Debt”
Gireesh Shrimali, Charith Konda, Sandhya Srinivasan (2014)
The paper explores financial instruments, used in other regions as well as those that were recently introduced in India in other contexts that have the potential to provide and/or facilitate low-cost, long-term debt for renewable energy in India.

“Contingent Convertibles & Banker’s Pay- the Missing Link in India’s Financial Regulation”, Mandar Kagade and Aadhaar Verma, 2014 The paper argues for creditor-centric compensation rules at banks through the use of contingent convertible bonds in executive pay. It demonstrates how the use of such bonds will mitigate the risk of taxpayer funded bailouts.
Policy Support Initiatives

The Bharti Institute undertakes commissioned projects in its thrust areas as part of its engagement with policy stakeholders. A few recent projects are described below.

**Mapping of Teacher Recruitment Policies in Secondary Education Across States (Commissioned by World Bank)**
The Bharti Institute completed a study that mapped the teacher recruitment policies in secondary schools in select states as part of the Rashtriy Madhyamik Shiksha Abhiyan (RMSA). The study identified certain criteria such as minimum qualification required, recruitment process, pre-service and in-service training and pay scales to map the policies in each state. A similar set of parameters were used to compare India with a set of other countries.

**Development of Training Module on ‘Good Governance’ for the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie (Commissioned by UNDP)**
The Bharti Institute has completed a UNDP commissioned project to develop training module on good governance for the LBSNAA for induction and mid-career training programmes for the IAS officers. The module included topics like anti-corruption strategies, rule of law, decentralisation and stakeholder management.

**A Framework for Analysing Food Policy in India (Commissioned by Ministry of Finance, Government of India)**
The Bharti Institute has completed a study developing a framework to analyse government intervention in the food economy in India with special focus on (i) steadily rising minimum support prices (MSP) for cereals, (ii) burgeoning buffer stocks for cereals, (iii) persistent food inflation, and (iv) increasing food subsidies. It highlights the costs and benefits of government intervention and evaluates various policy options.

**Research and Analysis of Legislative Processes (Commissioned by UNICEF)**
The Bharti Institute has undertaken the project commissioned to prepare internal briefs (for UNICEF staff) and policy briefs (for policy-makers) focusing on education, child labour, child marriage, malnutrition and sanitation. The briefs describe the key policies and legislation on the subject, provide an overview of the relevant public debates and Parliamentary action (number of questions asked, Bills introduced and passed, and debates held).
Conferences and Workshops

The Bharti Institute regularly organizes thematic conferences and workshops around major topics of public policy involving national and global experts.


On the eve of the general election results, the Bharti Institute joined hands with the Oxford University Press to organise a panel discussion on the ‘Economic Agenda of the Next Government of India’ at its Mohali campus. The discussion included leading economists, journalists and policy experts such as Dr. Deepak Lal, James S. Coleman Professor Emeritus, University of California at Los Angeles, Dr. Ashima Goyal, Professor of Economics, Indira Gandhi Institute of Development Research (IGIDR), Prof. Sisir Debnath, Assistant Professor Economics and Public Policy, ISB, and Mr. Subhomoy Bhattacharjee, Deputy Editor, Economic Bureau, Express Group.

Second Annual Conference: Energy and Sustainability, March 15, 2014

The Bharti Institute organised its second annual conference on the theme of ‘Energy and Sustainability’ at the Mohali campus of ISB. The conference was organised in collaboration with the Climate Policy Initiative (CPI), an international policy analysis and advisory organisation. The conference brought together academicians, participants from the central and state administrations as well as industry to discuss various facets of Energy Policy in India. The discussions ranged from the twin challenges of development and sustainability to renewable energy financing.
The Bharti Institute partnered with the office of Baijayant ‘Jay’ Panda, Member of Parliament in the Lok Sabha and CII-Young Indians, Chandigarh to hold a one-day Policy Workshop at ISB’s Mohali campus. The workshop provided a platform to citizens to develop an understanding of the role of a Member of Parliament, the working of a political office and opportunities in the field of public policy. It also included a panel discussion on the dynamics of interaction between the legislature and the executive with Ms. Vini Mahajan, IAS, Principal Secretary to the Government of Punjab and Mr. Jay Panda. The workshop attracted over 100 people from diverse backgrounds.

The U.S. Consulate General at Hyderabad and the Bharti Institute jointly hosted a major conference at ISB’s Hyderabad campus focusing on the changing energy, security, trade, and people-to-people trends in the Middle East vis-à-vis the U.S. and India. It brought together civilian and military experts from US and India to discuss opportunities and challenges in the Middle East. Some of the prominent speakers included Mr. Suresh Prabhu, Commodore (Retd) Uday Bhaskar, Asaduddin Owaisi, MP (Lok Sabha) and Ambassador T.P. Sreenivasan.
Academic Seminars and Speaker Sessions

The Bharti Institute regularly hosts distinguished policy experts to speak on key public policy issues. It also conducts workshops and academic seminars related to public policy research.

Policy Research Workshop, August 14-17, 2014

The Bharti Institute organised a three-day academic research workshop at the Mohali campus of ISB featuring development economists from all over the country as well as abroad sharing their research work.

The Bharti Institute Economics and Public Policy Seminar Series

The Seminar Series brings young researchers from all over the world to share their research and interact with the ISB faculty during their visit to the ISB campus.

Distinguished Speaker Series

Distinguished policy experts such as Dr. Bhaskar Chatterjee, Dr. Prajapati Trivedi, Mr. Nripendra Misra and Mr. Shekhar Gupta have presented on diverse issues such as CSR, Government performance and management and India’s petroleum and natural gas infrastructure.

Brown Bag Discussion Series

The Bharti Institute organizes the fortnightly Brown Bag Discussion Series, which is an informal information session that provides an opportunity for faculty, researchers, students and staff to learn about emerging areas of knowledge broadly in the field of public policy.

Some of the topics that have been discussed during these sessions include “Public Private Partnerships in Infrastructure”, “Lotteries in Chandigarh”, “India’s trans-boundary water conflict with Pakistan”, “Impact of Truck Unions on Manufacturing in North India”, and “European Monetary Policy and the Euro Crisis.”
The Bharti Institute has entered into a partnership with the San Francisco-based global policy advisory organization, Climate Policy Initiative (CPI), to create a dedicated research group for developing evidence based analysis of energy and environment policy issues in India.

Climate Policy Initiative (CPI) is a U.S. based, not-for-profit organisation that examines the effectiveness of energy and climate policies around the globe. It assesses, diagnoses, and supports national efforts to achieve low-carbon growth. Other than India, CPI has operations in Brazil, China, Europe and Indonesia.

For more details see http://climatepolicyinitiative.org/

The goal of the CPI-ISB Energy and Environment Project is to help de-carbonize the energy system in India via increased deployment of renewable energy and energy efficiency, in a cost-effective manner. The CPI-ISB partnership directs its efforts to enabling growth while simultaneously protecting the climate – and using market and finance levers to do so. Its policy engagements typically take the form of robust analysis of a specific question using continuous interactions with relevant stakeholders. The project reports are disseminated online, and through conferences and workshops. The project has been engaging with the Ministry of Finance, Ministry of New and Renewable Energy, Planning Commission, Central Electricity Regulatory Commission (CERC) and multilateral agencies like the World Bank, Asian Development Bank (ADB) and the International Finance Corporation (IFC), Indian Renewable Energy Development Agency (IREDA) among other policy entities.
Advisory Council

Chairman of the Council
Rakesh B. Mittal, Vice-Chairman, Bharti Enterprises

Members
- Adil Zainulbhai, Chairman, Quality Council of India and Senior Advisor, McKinsey & Co.
- Ajit Rangnekar, Dean, Indian School of Business
- Analjit Singh, Founder & Chairman, Max India Foundation
- Atul Punj, Chairman, Punj Lloyd Group
- Bibek Debroy, Professor, Centre for Policy Research
- Gunit Chadha, Co-Chief Executive Officer of Asia-Pacific, Deutsche Bank
- Isher Judge Ahluwalia, Chairperson, ICRIER
- Kumara Guru, Director, External Relations, Indian School of Business
- Laurent Jaque, Walter B. Wriston Professor of International Finance and Banking, The Fletcher School of Law and Diplomacy,
- Nand Kishore “NK” Singh, former Member, Rajya Sabha
- Narendra Aneja, Founder and Chief Executive, Aneja Associates
- Rajesh Chakrabarti, Executive Director, Bharti Institute of Public Policy
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- Suman Bery, Chief Economist, Shell
- Sunil Kant Munjal, Joint Managing Director, Hero MotoCorp Limited and Chairman, Hero Corporate Service Limited
- T Nanda Kumar, Chairman, National Dairy Development Board
- Vijay Chadda, CEO, Bharti Foundation
- Vikram Singh Mehta, Executive Chairman, Brookings India
- Vinod Kumar Duggal, former Governor of Manipur, India

We would like to thank the former members of our Advisory Council
- A.K. Shiva Kumar, Director, International Center for Human Development (IC4HD)
- Nripendra Misra, Principal Secretary, Prime Minister’s Office, Government of India
**The Team**

**Professor Rajesh Chakrabarti, Executive Director**
Professor Rajesh Chakrabarti, a faculty member at ISB, has previously taught at Georgia Tech, USA, and University of Alberta, Canada and has held several visiting positions including at the ISI Delhi, IIM Calcutta, and the Federal Reserve Bank, Atlanta. He has authored or edited six books, including the latest *Bihar Breakthrough* and several book chapters; published in international research journals in Finance, Economics and International Business; and is a columnist for Financial Express. He is an alumnus of Presidency College Kolkata, and IIM Ahmedabad and earned his PhD in Management from the University of California at Los Angeles.

**Ashwini Chhatre, Senior Research Fellow**
Dr. Ashwini Chhatre, a visiting professor at ISB, is an Associate Professor of Geography & Geographic Information Science at the University of Illinois at Urbana Champaign. His research interests broadly center on the interactions between democratisation, economic development, and environmental governance. Ashwini has an undergraduate degree in Economics from the University of Delhi and a Ph.D. in Political Science from Duke University. He spent 11 years working with local communities and social movements on democratic governance of natural resources in India. He serves as the Senior Editor for the journal Conservation Letters.

**Kaushiki Sanyal, Senior Analyst**
Kaushiki’s work at the Institute focuses mainly on the governance thrust area. Before joining the Bharti Institute, she worked as a Senior Analyst at PRS Legislative Research for seven years where she analysed key legislations tabled in Parliament, prepared backgrounders and briefed Members of Parliament on various policy issues. Her other work experiences include a stint with Capital IQ, NDTV and as an Independent Consultant with the World Bank. She has published several book chapters. Kaushiki has a Master’s Degree in Political Science and a Ph.D. in International Relations from Jawaharlal Nehru University and is an alumna of the International Visitor Leadership Program (IVLP) of the U.S. Department of State.

**Charith Konda, Senior Analyst**
As part of the CPI-ISB project, Charith focuses on research related to financing of renewable energy. Prior to joining
the Bharti Institute, he led the Business Insights energy team at Datamonitor, India and authored strategic market reports on the global oil and gas and renewable energy sectors. Earlier, he worked in the energy teams at Deloitte and RR Donnelley, where he undertook research assignments for some of the largest global energy companies. Charith holds a Master’s degree in Finance from the Institute of Chartered Financial Analysts (ICFAI), India with corporate finance, international finance, investment management, and financial services as focus areas.

Abhishek Das, Analyst
Abhishek graduated with a MA (Diplomacy, Law & Business) from O.P. Jindal University’s School of International Affairs, prior to which he completed his BSc (Economics) from the Symbiosis School of Economics, Pune. Before joining the Institute, he has interned with Oxfam India and the New Indian Express.

Arsalan Farooque, Analyst
Arsalan holds a Bachelor of Engineering (Honors) degree from Birla Institute of Technology and Science (BITS), Pilani. Prior to joining Bharti Institute, he worked as an Analyst at Credit Suisse where he handled assignments on strategic risk. He was also involved in building a team of volunteers for APAC Sustainability network of the bank to support its sustainability agenda and green business initiative in India.

Bhargava N M Kali, Analyst
Bhargava is an Analyst with Bharti Institute and Max Institute for Health Care Management, prior to which he was the Director for Lotus Infra Projects. He also worked as a consultant with ACCESS Health Care and Indian School of Business. A chemical engineer from IIT Madras, he has rich experience in research and project management.

Mandar Kagade, Analyst
Mandar graduated from the Government Law College, Mumbai and obtained his LL.M. from Columbia University School of Law, New York graduating with Harlan Fiske Stone Scholar Honors. Before joining the Bharti Institute of Public Policy, he practised law with several law firms in Mumbai focusing on private equity transactions, infrastructure and general corporate law.

Sandhya Srinivasan, Analyst
Sandhya holds a Master’s Degree in Economics from Delhi School of Economics, where she specialised in public economics and game theory. Prior to joining Bharti Institute, Sandhya worked as a Consultant in the Public Policy division of a boutique consulting firm, where she managed and executed several assignments in the social infrastructure sector.
Saurabh Trivedi, Analyst
Saurabh holds an MBA degree in Finance from IBS Business School, Hyderabad. Prior to joining Bharti Institute he has worked for MSCI, JP Morgan Chase and Alexandria Real Estate Equities (REIT) in real estate valuation, financial modeling, financial analysis, and commercial real estate strategies among other areas.

Vikram Jain, Analyst
An alumnus of ISB, Vikram has experience of working in his family business where he helped set up his family’s new venture in the apparel industry. During and after college, he was actively involved in the international students’ organization AIESEC. Vikram has an undergraduate degree in commerce.

Zachariah Karunakaran, Analyst
Zachariah has a Masters in Sociology from the Central University of Hyderabad and a Bachelor’s Degree in Economics from Loyola College, Chennai. Prior to joining ISB, he worked as a research and policy aide with a Member of Parliament (Lok Sabha) for a year as part of the Legislative Assistant for MPs (LAMP) fellowship of PRS Legislative Research.

Kavita Vij, Manager
In addition to her role of managing the Bharti Institute’s Delhi office, Kavita works as Manager – Travel & Administration at ISB. She has about 15 years of experience in Executive support and Office administration in organisations such as IDFC, IL&FS Financial Services Ltd, and The Oberoi Group. Kavita holds a Bachelors of Arts Degree from the University of Delhi.

Rinki Gulati Sikka, Associate
Rinki is the administrator for the Institute at Mohali. Prior to joining the Bharti Institute, Rinki worked with Aviva India Life Insurance for 3 years. She holds a Bachelors degree in Commerce (Hons) and a post graduate degree in Business Management (Finance) from Symbiosis.

Shobhit Goel, Consultant
Shobhit is a renewable energy finance expert with the CPI-ISB project. After earning his Bachelor of Technology from Indian Institute of Technology, Delhi and completing his PGP from the Indian School of Business, he has six years of rich experience in renewable energy and corporate finance work with global banks and corporations. As a longtime adviser and investor in the clean technology sector, he has published several papers and has spoken at various energy finance conferences.
Distinguished Fellows

Dr Deepak Lal

Dr. Deepak Lal is James S. Coleman Professor Emeritus of International Development Studies, University of California at Los Angeles, and Professor Emeritus of Political Economy, University College London. A former member of the Indian Foreign Service, he has been a full-time consultant to the Indian Planning Commission, a visiting fellow at the Australian National University, and a consultant to the ILO, UNCTAD, OECD, UNIDO, the World Bank, and the ministries of planning in Korea, and Sri Lanka. He has also been an economic advisor and a research administrator to the World Bank, a distinguished visiting fellow at the National Council for Applied Economic Research (NCAER) in New Delhi, a research fellow at the Independent Institute and a Senior Fellow at the Cato Institute. He served as President of the Mont Pelerin Society, and currently serves as Senior Vice President. Professor Lal has authored over 40 books and pamphlets including the Hindu Equilibrium. He has received honorary doctorates from the Paul Cézanne University in Aix-en-Provence, France and the Pontificia Universidad Católica del Perú in Lima, Peru. He has also received the Italian Societa Libera’s International Freedom Prize for Economics.

Jairam Ramesh

Jairam Ramesh is an Indian economist and a Member of Parliament (Rajya Sabha). During the UPA regime, he held several important positions including the Minister of Rural Development, Minister (Additional Charge) of the Ministry of Drinking Water and Sanitation and Minister of State (Independent Charge) at the Ministry of Environment and Forests. Jairam has earlier been Advisor to the Finance Minister during 1996-98, to the Deputy Chairman Planning Commission during 1992-94 and to the Prime Minister in 1991. He has served in the Planning Commission, Ministry of Industry and other economic departments of the Central Government. He has authored multiple books and a number of key government reports in areas as diverse as energy, technology, capital goods, industrial policy and telecom, and a popular column in India Today. Jairam graduated from IIT Mumbai in 1975 in Mechanical Engineering and went on to study public management at Carnegie Mellon University during 1975-77.
Associated Faculty

Amit K Nandkeolyar
Assistant Professor,
Organisational Behaviour

Krishnamurthy V. Subramanian
Assistant Professor, Finance

Milind Sohni
Associate Professor,
Operations Management
and Senior Associate Dean
(Programmes)

Raveendra Chittoor
Assistant Professor, Strategy

S. Ramnarayan
Clinical Professor,
Organisational Behaviour

Sridhar Seshadri
Professor of Operations Management
and Senior Associate Dean
(Faculty & Research)

Sisir Debnath
Assistant Professor,
Economics and Public Policy

Siddharth Singh
Associate Professor, Marketing

Special thanks to Taran S Bedi and Yedu Rajeev
for letting us use some of their photos.
Indian School of Business

Mohali Campus: Knowledge City, Sector 81, SAS Nagar, Mohali, Punjab - 140 306.
Ph: +91 172 459 1887, Fax: +91 172 459 1698

Hyderabad Campus: Gachibowli, Hyderabad - 500 032, Telangana, India
Ph: +91 40 2318 7191, Fax: +91 40 2300 7017

E-mail: bharti_institute@isb.edu, Web: www.isb.edu/bharti-institute-of-public-policy
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