

**KONRAD
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STIFTUNG**

FICCI-KAS Virtual Dialogues
The New Normal Series
Dialogue One: Global Pandemic-Future of Work
Monday, April 20, 2020; 1100-1245 hrs

Eminent Speakers

 Dr. Balveer Arora Chairman, Centre for MultiLevel Federalism Institute of Social Sciences	 Dr. Rene Van Berkel UNIDO Representative Regional Office India	 Professor Ashish Bharadwaj Dean, JSRF & Founding Director KIRCCI, O.P. Jindal Global University	 Mr. Dilip Chency Secretary General FICCI	 Mr. Sunjoy Joshi Chairman Observer Research Foundation	 Ambassador Mohan Kumar Chairman, FIS; Professor and Vice Dean, O.P. Jindal Global University
Moderator					
 Dr. Nagesh Kumar Director, South and South-West Asia Office UNESCAP	 Dr. Rajat Nag Distinguished Fellow NCAER and Emerging Markets Forum	 Mr. Peter Rimmele Resident Representative Konrad-Adenauer-Stiftung	 Ms. Suhasini Haidar National Editor and Diplomatic Affairs Editor, The Hindu	 Mr. Deepankar Tiwari Managing Director India and South East Asia, Area Lyceum	 Ms. Dagmar Walter Director, India & South Asia Office International Labour Organisation

FICCI-KAS Virtual Dialogues

The New Normal Series

Dialogue I: Global Pandemic- Future of Work

A Report

Monday, April
20, 2020

1050-1320 hrs

ZOOM

The Context

The world today is witnessing a paradigm shift in terms of the mega trends of globalisation and digitalisation. This is what is being acknowledged as the 'New Normal' in all aspects of our societal living. Be it the new models of work or the transformations in the workforce, future of work is, evermore, characterised by technological advancement, changing nature of markets, diversified workforce and so on.

Technology has changed our lives forever in the past half a century. Through the platforms of internet, mobile, social media, computing innovations, technology has diversified the way global citizens connect and work with each other. In a world which is rapidly witnessing technological innovation at an accelerated pace, cognitive skills and tasks that were once assigned for human beings are increasingly being carried out by machines as a result of AI and robotics, triggering increasing concerns and influence on jobs and the consequent risks for government, business and society at large.

Greater digital connectivity equates to consequences for the future of work and to more opportunities for citizens to peruse and purchase both goods and services in digital channels. While the growth of digital commerce is a universal concept, digital has and will continue to manifest itself differently depending upon the industry verticals and the level of digital maturity especially with the current corona outbreak situation globally impacting value chains and supply chains. Most institutions both public and private have been preparing for a possible outbreak by giving enhanced teleconferencing tools to their clients for free to help make it easier for people to work from home.

Programme Overview

In the light of the present crisis of global pandemic, it is imperative that we adapt and adjust to this 'New Normal'. In this regard, FICCI in partnership with Konrad-Adenauer-Stiftung (KAS) organised the FICCI-KAS Virtual Dialogue Series on topics of strategic, geo-economic and contemporary relevance. The FICCI-KAS virtual dialogue series is a proposal to stay connected and ideate on vital issues and concerns of today's challenges faced by the society at large.

The dialogue witnessed the presence of eminent guests and scholars in their respective fields, sharing their perspective based on their cognizance of the present scenario and what the future of work could possibly be.

Eminent speakers included –

- **Ms. Suhasini Haidar**, National Editor and Diplomatic Affairs Editor, The Hindu
(Moderator)
- **Dr. Balveer Arora**, Chairman, Centre for Multilevel Federalism, Institute of Social Sciences
- **Dr. Rene Van Berkel**, United Nations Industrial Development Organisation (UNIDO) Representative, Regional Office India
- **Prof. Ashish Bharadwaj**, Dean, Jindal School of Banking & Finance (JSBF); Founding Director, Jindal Initiative on Research in IP & Competition (JIRICO), O.P. Jindal Global University
- **Mr. Sunjoy Joshi**, Chairman, Observer Research Foundation (ORF)
- **Amb. Mohan Kumar**, Chairman, Research and Information System for Developing Countries (RIS); Professor and Vice Dean, Jindal School of International Affairs, O.P. Jindal Global University
- **Dr. Nagesh Kumar**, Director, South and South-West Asia Office, United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)
- **Dr. Rajat Nag**, Distinguished Fellow, National Council of Applied Economic Research (NCAER) and Distinguished Fellow, Emerging Markets Forum, Washington, DC
- **Mr. Deepankar Tiwari**, Managing Director, India and South East Asia, Area9 Lyceum
- **Ms. Dagmar Walter**, DWT for South Asia and ILO Country Office for India, International Labour Organisation (ILO)

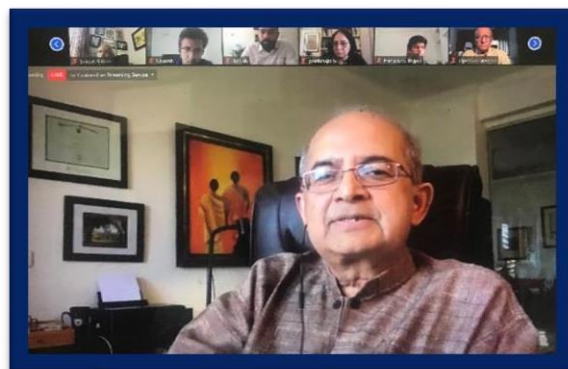
Aims and Objectives

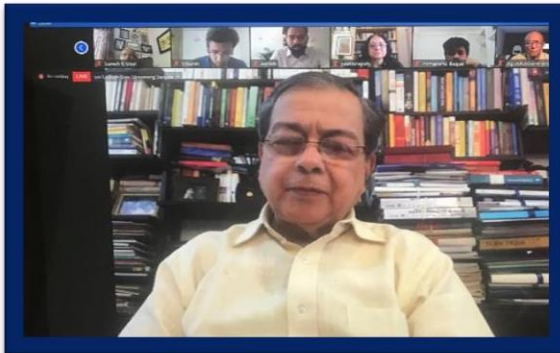
The first edition of the 'New Normal' series dialogue focussed on future of work and the world of work. The first webinar shed light on the effects of the global pandemic COVID-19 and delved into the conundrum of 'New Normal' both at workplace, with respect to workforce and the nature of work itself in the future. The idea behind the webinar was to deliberate on the aspects of the benefits, best practices and safety risks involved with remote work owing to a pandemic crisis.

The dialogue encompassed the following agenda points:

- Globalisation, demographics, climate change, geopolitical transformations are already making a momentous bearing on the future of work landscape. How these change agents have been affected and in turn transform the future of work as a result of the impact of the pandemic.
- While digital commerce will continue to manifest itself in different ways according to the digital maturity in industry verticals, how would the global impact on value and supply chains be addressed. Would digital technology be able to offer unconventional and innovative solutions?
- How would AI and disruptive cutting-edge technologies react to the unprecedented disruption created by the pandemic outbreak. Would we see a speeding up of research by governments, organisations and the start-up ecosystem to overcome this collective challenge to humanity?
- How would learning, collaboration and productivity be affected and transformed? Are any new economic avenues for productive activity on the horizon – as a harbinger of a new industrial revolution?
- What are the greatest challenges to conventional leadership in times of an evolving work ethic and challenges to productivity and motivation? What would be some of the strategies towards evolving resilient leadership?

Glimpses





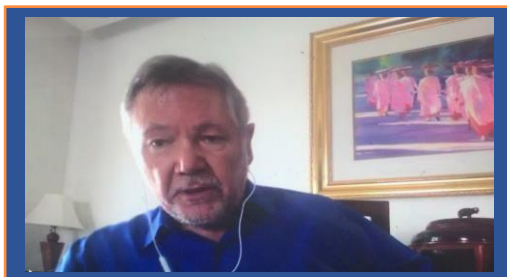
Key Statements

Partners: Federation of Indian Chambers of Commerce and Industry (FICCI) & Konrad Adenauer Stiftung (KAS) Leadership



“The New Normal Series is our endeavour to stay connected and keep the dialogue alive during these unprecedented times.”

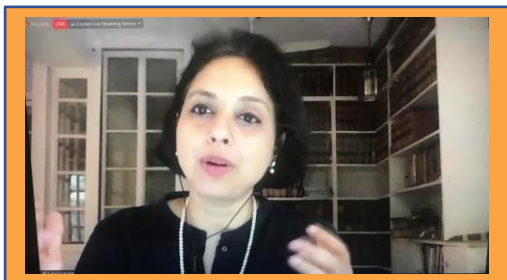
~Mr. Dilip Chenoy



“As the consequences of this crisis are still unknown, it is essential to deepen international cooperation.”

~Mr. Peter Rimmele

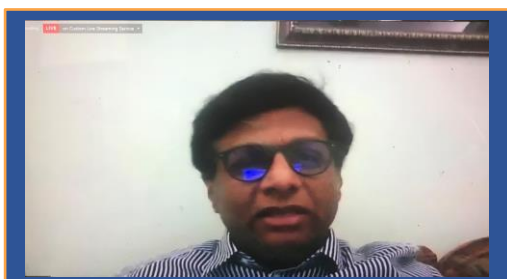
Moderator



“COVID-19 crisis is a forced pause and it will be the adaptability and resilience of people which will be judged.”

~Ms. Suhasini Haidar

Speakers



“Future of work will vary from sector to sector. There is a need to build a hybrid model for remote work based on sectoral relevance.”

~Amb. Mohan Kumar



“Shutting down the economy is easy but restarting it is tough. The economic revival post COVID-19 would be a slow and segmented process.”

~Mr. Sunjoy Joshi



“Dis-incentivising industries and the move towards AI and robot tax to generate revenue can help to fund social security and future protection.”

~Dr. Nagesh Kumar



“The New Normal has to be human-centred. There is a need to initiate social dialogues for better solutions.”

~Ms. Dagmar Walter



“There is a need for public policy amendments to enhance higher education, greater skills to help people adapt to these changes.”

~ Dr. Rajat Nag



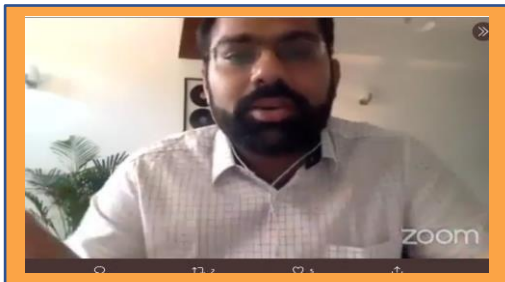
“Work from home doesn’t apply to education as 1st generation learners don’t have access to learning from home due to lack of social capital.”

~Dr. Balveer Arora



“SMEs, automotive and mobility sector have been wanting to upscale the blue-collar workers from low skilled to high skilled labour workforce.”

~Mr. Deepankar Tiwari



“Macro-economic impact of the pandemic will widen the gap in access to education and learning crisis will be exacerbated.”

~Prof. Ashish Bharadwaj



“Bouncing back from the challenges of global value chains would lead to diverse and localised supply chains which could be an opportunity for India.”

~Dr. Rene Van Berkel

Key Takeaways

- COVID-19 is testing the adaptability and resilience of people which is being characterised by a forced pause of thinking and further will compel us to make difficult choices.
- The impact of COVID-19 has been uneven across sectors. The worst affected sectors include retail, hospitality and tourism sector. Hence, there is a need to build a hybrid model where increasing number of people will work from home which will vary from sector to sector.
- While a country like India has the advantage of demographic dividend, yet future of work is not just for the youth but should mean equal access to jobs and equality for all citizens. It will not only transform the employment mechanisms but would also demand for greater skills.
- The vulnerable sectors are the MSMEs and manufacturing clusters are faced with uncertainty in terms of supply-demand gap, eloping issues of labour workforce, devaluation of machinery due to lack of maintenance as well as wastage of stocks of raw materials and disruption in supply chain.
- Skilling especially for the manufacturing sector comprising of blue-collar workers will witness a transition from low skilled to high skilled labour workforce.
- Companies need to take measures such as re-organise themselves, do cost cutting, retain jobs of their employees and not deduct salaries. Also, norms need to be created for managing supply chains, in order to adapt to the New Normal.
- Under CSR, the business community needs to step up and support the working class which is in dire need of food, water, shelter and social security as well as access to medicines and healthcare.
- The situation also calls for higher investments in the healthcare sector to not only deal with the current but also future epidemics and pandemics.
- Post COVID-19, there will be a new wave of digitalisation which will overrun globalisation and socialisation and encompass digital hierarchy and digital distancing.

- Work from home will be the New Normal and Physical hierarchy will give way to digital hierarchy wherein virtual reality will predominate over inter-personal and social interactions.
- There will be issues with productivity at first since it cannot be substantially increased by remote work but ideation and systematic planning as well as a change in work culture will be the key.
- Work culture will be reformed wherein new and flexible working arrangements would be the need of the hour and practical measures such as flexi hours, staggering shifts, would all be needed.
- New norms need to be adapted in workplaces such as better sanitisation measures, employee health precautionary measures, etc.
- The world will also need a change in leadership and the way both developed and developing countries deal with such situations, will have to change and prompt measures and prior planning would be the key.
- In terms of economy, post COVID-19, the countries across the world will experience a slow and segmented revival.
- E-commerce will flourish and there will be major transitions in terms of technologies, including greater use of AI, robotics, digital tools, are expected.
- A trend to move towards AI and to include robot tax, would set in where revenue generated from the same would be used for funding social security and ensuring future protection from such crises.
- Education sector especially classroom teaching and learning would experience an upheaval and would be permeated with technological advancement (online teaching) and distant learning would become the New Normal.
- Students across education levels, are suffering and bearing the brunt of this crisis. They are uncertain in terms of their future and higher education especially is at crossroads.

- To deal with this, amendments in public policy such as provision of incentives for higher education would be required.
- However, schooling would suffer from uneven advantages and schooling at home would be difficult due to lack of social capital and uneven distribution of infrastructure facilities.
- Although the virtual platforms are beneficial in these times yet connectivity issues in the remote areas make it difficult to make use of such technologies. There is a need to upscale connectivity
- Amidst the chaos and crisis, there is a silver lining which is the process of nature reviving itself, lessening of climate change adversities as well as

Welcome Remarks

Mr. Dilip Chenoy, Secretary General, FICCI



Secretary General, FICCI in his Welcome Remarks, welcomed the eminent guests and participants to the first Dialogue on 'Global Pandemic- Future of Work' and remarked that the global pandemic has created an indelible impact on all aspects of societal living and productivity. The New Normal Series is FICCI's endeavour to stay connected and keep the dialogue alive during these unprecedented times.

He also mentioned about FICCI's longstanding institutional partnership with Konrad-Adenauer Foundation. He welcomed the distinguished panel of speakers and thanked everyone for sparing their time out to deliberate on how the larger paradigm of future of work itself would be affected by the evolving new normal.

He concluded by introducing the panellists to the audience and expressed his eagerness to listen to the views of all on this cross cutting yet interesting topic.

Introductory Statement

Ms. Suhasini Haidar, National Editor and Diplomatic Affairs Editor, The Hindu



Ms. Suhasini Haidar, was the moderator of the session. She welcomed the panellists and thanked FICCI and KAS for organising a dialogue on such thought-provoking theme. She remarked that in these times of crisis, it is adaptability and resilience of people which is put to test and in spite of being a “forced pause”, the pandemic is compelling all to think and ponder what kind of world the mankind has created and is thriving in as well as will seek to find answers to the questions of global warming, climate change, pandemic threats and so on. According to her, it will not be easy to address and bridge the gaps in terms of the digital divide, food security and clean water, healthcare facilities.

She insinuated a new terminology of SDGs- Social Distancing Goals and remarked that eventually the world will have to focus on the UN SDGs in the long term. She also delineated on the access to technology including AI, Biotechnology, Space Engineering and noted that these will have to be utilised to deal with the future pandemics. In this regard, she mentioned the aspect of change in leadership and the way the countries, both developed and developing, will have to deal with such situations wherein globalisation and socialisation will give way to digital hierarchy and digital distancing.

Ms. Haidar then presented the panellists with three pertinent questions- ‘How has the COVID-19 pandemic affected your area of focus? ‘What will the lockdown mean for your field/area of focus in the short and in the long term?; ‘Who are the most vulnerable or worst hit?; What will the leaders, businessman, new entrants in the fields need to do to pandemic-proof the future of work?

With these remarks, she invited the first speaker to present his views.

Key Speeches

Amb. Mohan Kumar, Chairman, RIS; Professor and Vice Dean, JSIA, O.P. Jindal Global University



Amb. Mohan Kumar commenced his views by thanking FICCI and KAS and noted that history doesn't move in straight lines and one should not partake this as a cataclysmic event. He presented an interesting inuendo on the pandemic's pre and post stages notably as "BC- Before Corona" and "AC- After Corona". Then he went on to present a pragmatic approach by stating that the crisis will accelerate some areas and will decelerate some.

As per him, the future of work will vary from country to country, sector to sector and from organisation to organisation. India is sui generis and trends seen in other countries and regional blocs may or may not apply to India due to various reasons. He also outlined the digital disparity in office and digital infrastructure at home.

Amb. Kumar elucidated that productivity cannot be substantially increased by remote work. It is getting together and thrashing ideas with others is what works for most sectors. According to him, government probably lends itself to the least kind of amenability to the change in remote work which is due to the change in fundamental nature of government based on its policy consultation, policy formulation and policy implementation. So, there is a possible future of digitalisation and policy implementation. Also, in the government, record keeping is an essential aspect which necessarily cannot be done by remote work.

He also remarked that in the case of meetings, be it physical or virtual, the major work is done on the side lines through interactions which remote work can't replace. He reiterated that in the upper echelons of government, remote work isn't ideal but on the contrary, consultations can be done remotely.

He concluded his remarks by stating that Corona impact on future of work will be uneven across sectors, accelerate some trends but that won't be cataclysmic. Economic activities will be classified physical activities- physically distant activities can be done through remote work such as IT, consultancy but physically intimate activities such as going to the theatre, watching a match, won't be possible. He suggested the need to build a hybrid model for remote work based on sectoral relevance.

Mr. Sunjoy Joshi, Chairman, Observer Research Foundation (ORF)



Mr. Sunjoy Joshi, in the light of the current crisis, talked about how shutting down the economy is easy but restarting the same is tough. According to him, the impact of Corona on the economy is inevitable but its extent will vary based on how we deal with it. The people will have to succumb to the effects of such crises in the near future as well. In terms of economic revival, it will be a slow and segmented process both in the case of industries, supply chains (transnational as well as local) as well as geographical aspects.

In the case of jobs, he remarked, for organisations like think tanks, it is easier to hasten migration to cyber space and with the dawn of the 4th IR, everything would comply to these changes including knowledge and information economy. But to adhere to these changes, one will have to upscale connectivity especially in India where there are connectivity issues in the remote areas. This is a transition that people have to learn through and live through.

He also talked about supply chains which he, said, can't be reduced to bits and certain norms are needed for employing labour with social distancing, introducing temperature scans, COVID-19 testing, regular workplace sanitisation, will all going to add to cost and many small businesses will struggle to survive under the new regime. There will also be a shift in agency in the case of a State and states will get powerful. This will also characterise the way the economy restarts.

Mr. Joshi enunciated that post COVID-19, there will be major transformation in terms of the way people will perceive the world and how industries tackle this new reality. It will also lead to a re-definition of the workplaces and workplace hierarchy as well as the system with which companies organise themselves.

Dr. Nagesh Kumar, Director, South and South-West Asia Office, United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)



Dr. Nagesh Kumar categorically addressed the issue of the impact of COVID-19 on labour workforce, on jobs, on the youth as well as in terms of poverty, covering the aspects of SDGs. He remarked that as per figures and data, it is expected that India would be worst hit in terms of poverty to an extent of 80-120 million people being pushed to extreme poverty. This would reverse the achievement in poverty reduction by more than a decade.

He also noted that the workers working in the informal sector are more vulnerable to this change as they have no social security. Also, there would be income disparity and pay gaps which would lead to widening of inequality.

He further contemplated that the industrial revolution and AI, cloud computing etc. will have an adverse impact especially on a country like India with such a large labour workforce. He also mentioned how the pandemic has brought to attention the gaps in healthcare system as well as health insurance models, which needs to be addressed. This would also require ensuring social protection to the workers.

He concluded his views by remarking that dis-incentivising industries and sectors to move towards AI and to include robot tax, revenue from which can be used for funding for social security and future protection.

**Ms. Dagmar Walter, DWT for South Asia and ILO Country Office for India,
International Labour Organisation (ILO)**



Ms. Dagmar Walter talked about the unprecedented crisis and the dilemma faced by businesses suffering from this and the workers losing jobs and income opportunities, as well as workers from the health sector and essential services who are engaged in the immediate COVID-19 response. She elucidated the efforts by ILO and mentioned this crisis goes to the very heart of our mandate to improve economic, social and environmental outcomes in the World of Work, in line with the Sustainable Development Goals, both globally and nationally.

Ms. Walter also mentioned about the importance of active participation in bi-partite and tri-partite dialogue to agree on new and flexible working arrangements and practical measures, like flexi hours, staggering shifts, working from home, respecting physical distancing, protective gear, all become essential. She also emphasized on the need of a better functioning and extended social protection system.

She reiterated that one has to think of ways to get back to economic activity and a functional labour market – preparing for the “New Normal” with COVID-19 around. She acknowledged the role that Employer and Business Member organisations play in this regard, and congratulated FICCI for organising the Dialogue. She informed the audience about that the crisis in India has been the toughest on the informal and unorganised sector. As per the estimates by ILO, 400 million workers in India are at direct risk of falling into poverty or deeper into poverty. This has to be addressed in working towards a “New Normal”.

She remarked that the New Normal has to be human-centred. According to her, ILO constituents have chosen four main areas to work on- revival of the economy and employment creation; supporting enterprises, jobs and incomes; social security for workers

in the workplace and strengthening OSH measures, better healthcare facilities, promoting equality; initiating social dialogue for better solutions.

Dr. Rajat Nag, Distinguished Fellow, National Council of Applied Economic Research (NCAER) and Distinguished Fellow, Emerging Markets Forum, Washington, DC



Dr. Rajat Nag noted that the global pandemic is an unprecedented social experiment wherein major transitions in terms of technologies, including greater use of AI, robotics, digital tools, are expected.

He highlighted the statistical analysis done by McKinsey in its study in 2017 covering 46 countries, including India, wherein it was suggested that by 2030, zero to one third of work activities could be displaced with a mid-point of 15 %. India was estimated at 9%, China 16%, US 23%. The same study projected that about 75 million to 375 million workers (3 to 14 % of the global work force) will need to switch occupations. Such adaptation will require higher education, greater skills and workers will need to adapt, as their occupations evolve alongside increasingly capable machines.

He mentioned that in order to deal with such drastic changes, amendments in public policy such as provision of incentives for higher education by enhancing higher education and skills development, are needed.

He also emphasized on the supply chains where he elucidated the disruption of the global supply chains due to the pandemic which, according to him, will probably force a rethinking of the risks of far flung operations. There will be pressures, political and from a risk management point of view, to pull back on some of these and in general on globalisation.

He concluded his remarks by mentioning about the work from home culture especially for women where a greater realisation is needed in order to strike a better, more manageable and sustainable work life balance, with respect to balance between office as well as housework.

Dr. Balveer Arora, Chairman, Centre for Multilevel Federalism, Institute of Social Sciences



Dr. Balveer Arora commenced his remarks by commenting on COVID-19 being a “forced pause” where he said that it is forced in a manner where extensive amount of law and order is being imposed and the pause signifies that the stage of “pre COVID-19” is at a standstill. He then further emphasized on the present situation which is the aspect of work from home and remarked that this concerns white collar workers and said that as far as education is concerned, the work from home concept doesn’t quite apply to it.

According to him, the essence of education is in interacting with students in a classroom style learning which cannot be replaced by online teaching. He also highlighted the uneven advantages of schooling at home and mentioned that first generation learners (whether in school or college level), don’t have the possibility of learning from home due to lack of social capital. Another aspect, he mentioned, is uneven infrastructural facilities which characterises distance learning.

Coming to the aspect of future of work, Dr. Arora talked about equality of citizens in terms of jobs where he mentioned that one needs to be careful about social pause and social animosities.

He also touched upon the aspect of multilateralism where he mentioned about the benefits of a functional multilevel governance system both during a crisis and during normal times. The development of state capacity at multiple levels not just the development of a centre-state but a multi-level welfare state, will serve in good stead.

Dr. Arora also pointed out the importance of investment in the healthcare sector as well as the need to strengthen public health services. He concluded his remarks by noting that the all the issues and discernible concerns that were there in pre-pandemic, don’t get in the way of future agenda or hinder our development.

Mr. Deepankar Tiwari, Managing Director, India and South East Asia, Area9 Lyceum



Mr. Deepankar Tiwari talked about the increasing interest of the manufacturing sector to get their blue-collar workers highly skilled and more adaptive to the new environment post COVID-19. Mr. Tiwari noted that the industry has already started its journey towards equipping its larger workforces to higher skill sets. It is important to note that once the shutdown is lifted, investment and job creation would be a tough deal.

In term of technological aspects, India has advanced in cellular technology in the form of smartphones and other devices, which help in accessing information. He also mentioned that the mobility industry is facing a downsizing effect due to the halt in cab services and the drivers are finding it difficult to sustain themselves in the current situation.

There are a large number of sectors such as SMEs, automotive and mobility sector which have been doing a lot of work in figuring out the plan of actions post pause and devising techniques to upscale labour workforce from low skilled to high skilled labour workforce.

**Prof. Ashish Bharadwaj, Dean, JSBF; Founding Director, JIRICO, O.P. Jindal
Global University**



Prof. Ashish Bharadwaj explained how the current chaotic phase is a huge loss for students and the education fraternity who will have to bear the repercussions for many years to come. He stated the UN data as per which, about 157 crore students (1.5 billion across 191 countries) will have to bear the consequences which is about 1/5th of the world's population. According to him, the students globally are faced with uncertainty as to what their future holds. In India itself, there are about 40 million students enrolled in high school and even though India is at advantage due to a demographic dividend having a youngest population yet only 2 per cent of skilled workforce.

Talking about online teaching, Prof. Bharadwaj remarked that even though classes are being scheduled online and students can avail them, yet a major issue that sparks up is of connectivity. He reiterated the issue of connectivity and said that that's a major hindrance as of now. He also noted that this phase is extremely crucial for those who are graduating out of school and will be transitioning into the university phase. According to him, Indian students waiting to get enrolled in a college or those who are in the final year and are waiting to be placed, will be facing problems.

Additionally, those enrolled in premier higher education institutions have less to worry due to college placements which already had been taking place since last year, as compared to those who are looking for jobs and are worrying about graduating into a global recession. He explained that this phase would also majorly affect the academic exchanges as well as international education aspirants. This could however lead to the influx of Indian students enrolling in Indian universities which could make India a good receiving market for students.

Lastly, he talked about macro-economic impact of the pandemic where global inequalities and access to education will widen and learning crisis will be exacerbated. It is important to

acknowledge the fact that in low income or low middle-income countries including India, the marginalised community is at maximum risk. This is characterised by a realisation that the temporary interruption in learning can become permanent for them.

**Dr. Rene Van Berkel, United Nations Industrial Development Organisation
(UNIDO) Representative, Regional Office India**



Dr. Rene Van Berkel talked about the ‘New Normal’ post COVID-19 and remarked that the scenario immediately after the lockdown and in a year or two, will be completely different. COVID-19 is a health emergency which has not only put stress on the healthcare systems in developing countries including India but also in developed countries.

Policy responses have curtailed the movement of people and in a country like India, the biggest impact is in terms of foreign policy measures.

He elucidated that over the past few weeks, UNIDO observed about five changes in the MSMEs and manufacturing clusters- uncertainty; supply-demand gap; labour workforce issues; devaluation of machinery due to lack of maintenance as well as stocks of raw materials gone wasted; disruption in supply chain. All of this contributes to heavy cash flow crunch as well as access to working capital bouncing back.

He outlined the challenges in terms of the severity of the global value chains augmented by the inter-relatedness of the global value chains. However, in bouncing back, there could be the creation of more diverse and localised supply chains which could be an opportunity for India (Make in India).

He also shed light on the positive side of pandemic including climate change, biodiversity as well as the growth of the e-commerce sectors.

Interventions

Q- About one per cent of GDP is spent on healthcare, what measures could the government take to change that?

A- Public health security will now assume a bigger profile and is expected to outflank energy, food and national security. We need to spend much more on public health for which the state and the centre will have to focus on in terms of public spending. If one can work together to systematically increase health delivery systems and investment in this sector, this will lead to job growth, betterment of educational system, youth and women participation in workforce, access to healthcare facilities for workers and social security and health insurance, as well.

Q- The present crisis puts forward exemplary efforts taken by the government. When the threat of the pandemic recedes, how will the government ensure that this momentum doesn't fade away?

A- Indian civil servants rise to the occasion when there is a crisis at hand. The problem is actually with total normalcy when the state doesn't function as efficiently as it should. So, crisis is not a problem but this needs to be replicated in the times of crisis.

Q- In a short time, how does India become an alternative for the world that is now rethinking its investments in China? ~ Adip Puri, Senior Consultant, APCO

A- It is a good beginning and India is going to strategically screen investments and policy directives. But what is needed is radical changes in the policy environment in terms of land acquisition wherein toughest reforms with respect to land and labour haven't taken place yet.

Q- Given the present situation of international migrants and labourers, how are we going to help them find homes and jobs for the migrant labour? ~Amit Chowdhary, International Organisation for Migration (IOM)

A- We have a humanitarian crisis at hand where some labourers might want to stay in their local community and help build a resilient local economy while others might want to come back but then the question is that since there is a gap between supply and demand here and the labourers are needed, then should we continue in the informal

way of working? Also, what will our next set of actions be and how will we implement those? So, we will have to work together with various partners to see how this can be improved.

Q- How will energy security and something like fossil fuel is going to take a back seat now that it is so cheap as a result of the pandemic? Also, are we going to have enough incentive to move to renewable energy?

A- If we look at the energy demands and the carbon emissions, the lockdown has been instrumental and the most effective tool in cutting down carbon emissions. Due to the sudden collapse in energy demand, as a resultant of a halt in mobility and heavy-duty vehicles and planes, trains, has led to lowest oil prices as well as the fear of West Texas intermediate (WTI) having negative prices due to lack of storage capacities. The energy markets are shaken up with a dip in electricity demand and this will last as long as de-growth continues and negative economic growth encapsulates the world. The energy demand will not pick up and emissions will not rise which will reduce the pressure on countries to take climate change related actions. So, the initial action would be to catch hold of the cheapest sources of energy in order to kickstart the economy, countries will use these low energy prices to get the engine of the economy running. This will also mean less investment in fossil fuels which will then have an impact once demand starts picking up. To sum it up, this would be a boon for the environment but bane for the energy sector.

Q- While nature is flourishing and carbon emissions are low, should the climate funds be used to fund economic growth? ~ Nidhi

A- We don't have that much of climate funds for that matter and they haven't come to the extent they were anticipated to. Also, energy market is huge especially if we start talking about growth and investments, you need humongous amounts of capital. You need alternate amounts of means to be able to fund that expansion which is going to take place and in that aspect the climate funds won't suffice. Hence, you need to keep pushing for renewables since energy demand will pick up when the economy revives which will also be deemed the right time to go for energy transition.

Q- How are we going to kickstart consumption demand? Will it go back after the pause?
~Utkarsh

A- People would become wary of jumpstarting their consumption demands since they'd be worried about their own incomes.

Q- The fear that most companies are going to run out of cash even before one quarter post lockdown, what's your take on that? ~Nidhi Garg, CA

A- Many of the small and medium enterprises have been afloat in these tough times of keeping their payroll met, yet there is a huge challenge of how to balance the humanitarian need where our prime commitment is towards the workers. And at one point, companies do run out of cash and this is where the banking and financial sectors comes to play. Till now, RBI has responded well to the crisis yet the loans on which we were getting the moratorium, were essentially just postponing the payments and interests are piling up which have to be met. Also, it will be a slow re-emergence of the economy rather than fast or abrupt.

Q- On one hand there's connectivity and on the other, there's affordability and access to communication technologies. Do you think connectivity and access to communication are pitted against each other?

A- While connectivity is somewhat challenging issue yet many technological platforms are working towards how to build effective communication in a low connectivity environment. A lot of work has already happened and the tools that we provide will help the larger workforce to reskill themselves and be act in a more relevant manner in the post COVID-19.

Q- Whether so far non-scalable industry such as teaching and law are going to become scalable? ~Utkarsh Joshi, Lawyer, Supreme Court of India

A- It's inevitable for universities to scale up as there is no alternative to that.

Q- According to IMF we are moving towards a greater recession which will be worse than the previous one. Do you think COVID-19 has pressed a pause button on all economies or it is going to be an everlasting negative impact? ~Robin Bhaka, Lawyer

A- We will most certainly come out of this not only in the case of India but also of the world. We've faced crises of varying measures in the past and this is just another one where we are more aware and possibly more equipped. The key question is not the preponderance of new ideas but the will to implement them in a timely manner. What the government and the finance ministry need to do is to support the MSMEs which is the backbone of Indian economy and hence there is a need to help small businesses, be financially prudent, conserve cash and the government should come up with robust ways of looking for suppliers, connecting to purchasers. Additionally, a healthy infrastructure is needed. Also, RBI has extended support by increasing liquidity and pumping money but the small businesses need robust policies and financial support from the government.

Q- Over time the government's policy was to incentivise MSMEs to remain MSMEs, do you think that is sustainable? ~Punit Sanghvi, Design Engineer, Mumbai

A- They are ones who are going to pull us out of the extreme turf that we are in and what's worrying them isn't the labour laws but the regulatory aspects. Hence, there is a need to encourage and incentivise them and give them an opportunity to flourish.

Q- Where do we set the ethical bar in a scenario where companies are laying off people and reducing the salaries of their employees working from home to as much as 50%? ~Mishika Naiyar, Invest India

A- The issue is with the increasing concept of uncertain contractual employment of workers where the tendency is of not employing people with a guaranteed salary. The hire and fire flexibility is needed but then not providing job security such as in the case of teachers, there are salary cuts during vacation periods.

A2- This is a difficult question as we don't have social safety nets or social protection but this is the time when the entrepreneurs and companies are going to be tested for their own personal ethics. Also, people will remember how one handles this period in spite of

the fact that companies can go out of cash. So this will stand as an exemplary effort not for the sake of charity but as a symbol of good business.

Q- How does one make sure that the government reforms change so the health sector gets a major boost? ~Mansi Bhatt, Former Research Analyst, CiTi Group

A- If one wants good work, there is a need for paying a good salary. Globally, the way UK and France are responding to the fact that investment in healthcare is crucial and they've realised that this will serve them in good stead as this is not the only illness but there are others which will gradually need attention. And investment in the healthcare sector is a part of public policy and requires a clear and political will and in a multi-level federal system, the lower level of the federal system would be willing to go down that route provided the overall route and the example set in by the Centre.

Q- What will be the permanent changes in working style in a post pandemic world? ~Anish Pradhan, APCO Worldwide

A- There will be some fundamental changes in terms of work from home, remote working or distant learning and there will be a lot less travelling. But in the long run, things will start to come back to normal and there will be re-emergence of social and physical interactions.

Vote of Thanks

Mr. Peter Rimmele, Resident Representative to India, Konrad Adenauer Stiftung (KAS)



Mr. Peter Rimmele, in his remarks, extended a word of thanks to the eminent speakers and participants. He remarked that in these extraordinary times, where the world is grappling with the current COVID-19 pandemic and the resulting crisis in all the dimensions of life- health, socio-economic or political or geo-strategic, it is a time that asks for solidarity and responsibility.

He remarked that this pandemic is challenging many of our everyday structures and urges us to rethink what we took for granted as a “normal” way of life. It is affecting our private, public and work life. As the consequences of this complex and multidimensional crisis are still unknown, it is essential to further deepen international, intercultural and interdisciplinary cooperation, partnership and knowledge transfer.

He noted that in these times, partnership to generate new ideas and solutions and is the need of the hour and this is the reason for organising the dialogue on a digital platform. He mentioned that the FICCI-KAS Virtual Dialogue Series has in mind to discuss further how it is crucial to form public-private partnerships and how nurturing cooperative federalism could help workers and society at large to tackle the inevitable transition with the minimum disruptions, while maximising the potential benefits for society. This virtual dialogue series aims at continuously engaging and discussing the different perspectives on the future of the workplace, the workforce and the nature of work itself. Mr. Rimmele thanked FICCI for organising the Virtual Dialogue on these prevalent and relevant topics and remarked that the previous and future partnerships symbolise the deep, fruitful and sustainable partnership between the two institutions.

Social Media Coverage

FICCI @ficci_india · Apr 15
Join the @ficci_india - @kasonline Virtual Dialogues: The New Normal Series on 'Global Pandemic- Future of Work' on April 20, 2020 at 11:00 AM. To register, visit docs.google.com/forms/d/e/1FAI...

FICCI-KAS Virtual Dialogues: The New Normal Series

Dialogue One: Global Pandemic- Future of Work

Monday, April 20, 2020; 11:00-12:45 hrs: On Zoom

RSVP: Ms. Sukanya Natarajan multilaterals@ficci.com

René Van Berkel @Rene_Van_Berkel
Looking forward to contribute to #FICCI_FightsCorona. #Covid_19 pandemic & policy responses have changed society & economy. Workplaces & practices & business models all need adaptation. A unique opportunity to get back better, more sustainable and inclusive #SDGG9 @UNIDO_India

FICCI @ficci_india · Apr 18
Join us for the FICCI-KAS Virtual Dialogues: The New Normal Series-Dialogue One on 'Global Pandemic- Future of Work' on 20 April 2020 at 11 AM. To register, visit bit.ly/2VFOxjH
#FICCIWebinar #FICCI_FightsCorona

FICCI @ficci_india · Apr 20
Speaking at the FICCI-KAS Virtual Dialogue on 'Global Pandemic: Future of Work' Ms @suhasinih, National Editor & Diplomatic Affairs Editor, @the_hindu, mentioned that the #COVID_19 times will lead to seeing how adaptable and resilient are people.

Speaking at the FICCI-KAS Virtual Dialogue, Amb Mohan Kumar, Chairman, RIS & Vice Dean & Professor, Jindal School of International Affairs mentioned that #COVID_19 will have an impact on the future, especially on those activities necessitating physical presence.

Addressing the FICCI-KAS Dialogue, Mr @Sunjoyl, Chair, ORF spoke about a slow segmented revival of the economy post-COVID & the need to upscale connectivity, re-organize businesses & create norms for managing supply chains, in order to adapt to the new normal.

Speaking at FICCI-KAS Dialogue Dr @nageshkum, Director, UNESCAP South & South West Asia Office mentioned about disincentivizing industries & sectors to move towards AI and to include robot tax, revenue from which can be used for funding for social security and future protection.

At the FICCI-KAS First Virtual Dialogue of the 'New Normal' series titled 'Global Pandemic - Future of Work', Ms @DagmarWalterLO, Director, South & South-West Asia Office, @ilo highlighted the importance of social dialogues for a better solution.



FICCI @ficc_india
Speaking at the FICCI-KAS Virtual Dialogue, Dr @rajatmnag, Distinguished Fellow, NCAER & Emerging Markets Forum mentioned about incentives for higher education by enhancing higher education and skills development.
1:23 PM - Apr 20, 2020 - Twitter for Android
1 Retweet 11 Likes



FICCI @ficc_india
Addressing the FICCI-KAS Dialogue, Dr @transcultura, Chair, Centre for Multilevel Federalism, Institute of Social Sciences spoke about aspects related to uneven advantages of schooling at home, the paucity of social capital and uneven distribution of infrastructure facilities.
1:22 PM - Apr 20, 2020 - Twitter for Android
1 Retweet 9 Likes



FICCI @ficc_india
Mr @Deepankar8, MD, India & South East Asia, Area9 Lyceum, spoke about importance of learning & skill development, where he noted that there is a spike in interest from the manufacturing sector to transition their labor workforce from low skilled to high skilled labor workforce.
1:24 PM - Apr 20, 2020 - Twitter for Android
1 Retweet 5 Likes



FICCI @ficc_india
Speaking at FICCI-KAS Dialogue, Prof @AshishBharadwaj, Dean, JSBF & Founding Director, JIRICO, OP Jindal Global University, mentioned that universities will have to scale up and enunciated the macro-economic impact of the pandemic.
1:24 PM - Apr 20, 2020 - Twitter for Android
2 Retweets 5 Likes



FICCI @ficc_india
Mr @Rene_Van_Berkel, @UNIDO Representative, India Office spoke about the uncertainty of the present situation & the dilemma faced by various sectors as well as the issue of global value chains.
1:27 PM - Apr 20, 2020 - Twitter for Android
7 Retweets 18 Likes

FICCI-KAS Virtual Dialogues: The New Normal Series

Dialogue One: Global Pandemic- Future of Work

Monday, April 20, 2020; 1050-1245 hrs

The recording of dialogue available at YouTube: <https://www.youtube.com/watch?v=R3v1D07eVBs>

And for details, could refer to <http://www.ficci.in/past-event-page.asp?evid=24735>

Master Programme

1050 – 1100 hrs	Logging into respective devices for webinar
1100 – 1105 hrs	Welcome Remarks: Mr. Dilip Chenoy , Secretary General, FICCI
1105-1110 hrs	Statement by Moderator: Ms. Suhasini Haidar , National Editor and Diplomatic Affairs Editor, The Hindu
1110-1200 hrs	<p>Input Statements by Key Speakers followed by moderated panel discussion</p> <ul style="list-style-type: none"> • Amb. Mohan Kumar, Chairman, Research and Information System for Developing Countries (RIS), Professor and Vice Dean, Jindal School of International Affairs, O.P. Jindal Global University • Mr. Sunjoy Joshi, Chairman, Observer Research Foundation • Dr. Nagesh Kumar, Director, South and South West Asia Office, United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) • Ms. Dagmar Walter, Director, DWT for South Asia and ILO Country Office for India, International Labour Organisation • Dr. Rajat Nag, Distinguished Fellow, National Council of Applied Economic Research (NCAER) and Distinguished Fellow, Emerging Markets Forum, Washington, DC. • Dr. Balveer Arora, Chairman, Centre for Multilevel Federalism, Institute of Social Sciences • Mr. Deepankar Tiwari, Managing Director, India and South East Asia, Area9 Lyceum • Prof. Ashish Bharadwaj, Dean, Jindal School of Banking & Finance (JSBF), Executive Director, ORBIT, Founding Director, JIRICO, O.P. Jindal Global University • Dr. Rene Van Berkel, United Nations Industrial Development Organisation (UNIDO) Representative, India Office
1200-1230 hrs	Audience interventions and Q & A
1230-1235 hrs	Key Takeaways of Dialogue: Summing up by Moderator
1235-1245 hrs	Vote of Thanks: Mr. Peter Rimmele , Resident Representative to India, KAS

FICCI-KAS Virtual Dialogues: The New Normal Series

Dialogue One: Global Pandemic- Future of Work

Monday, April 20, 2020; 1050-1245 hrs

Profiles

Dr. Balveer Arora, Chairman, Centre for Multilevel Federalism, Institute of Social Sciences



Academic Appointments, Awards and Honours:

Dr. Arora is the Founder - Chairman, Centre for Multilevel Federalism, Institute of Social Sciences (2010-continuing); Professor of Political Science, Centre for Political Studies, School of Social Sciences, Jawaharlal Nehru University (1987 -- 2010) | Associate Professor (1979-87) | Assistant Professor (1973-79). Conferred the title of Knight in the Order of the Legion of Honour (Chevalier de la Legion d'Honneur) by the President of France in 2011. | Conferred the title of Officer in the Order of Academic Laurels ('Officier dans l'Ordre des Palmes Academiques') by the Government of France in 2003. Member of the International Association of Centres for Federal Studies as Founder - Chairman, Centre for Multilevel Federalism, New Delhi (2013--). Honorary Visiting Professor, Political Sciences and Philosophy, Capital Normal University, Beijing (2007 -- continuing) | Visiting Professor, Asia Centre, Sciences Po, Fondation Nationale des Sciences Politiques, Paris (June 2006 & 2009) | Visiting Professor, Maison des Sciences de l'Homme, Paris and Adjunct Director of Studies, EHESS, Paris (May-June 2001/2003&04/2006-10) | Visiting Professor, FMSH – Maison Suger, (2011-18) | Visiting Professor, University of Pennsylvania Centre for the Advanced Study of India, (CASI), Philadelphia (1994) | Honorary Fellow, Indian Federalism Programme, Centre

for Policy Research, New Delhi (1986 –1995). Visiting Fellow, Centre d’ Etudes et de Recherches Internationales (CERI), Fondation Nationale des Sciences Politiques (FNSP), Paris and Guest Faculty, Institut d’ Etudes Politiques de Paris (Sciences Po), Paris (1983).

Academic Administration Responsibilities/ Positions held:

Rector and Pro-Vice Chancellor, Jawaharlal Nehru University, New Delhi (2002 -- 2005); Chairman, Centre for Political Studies, Jawaharlal Nehru University, New Delhi, (1989 –1991 and 1995 - 1997) Coordinator, UGC Special Assistance Programme, Centre for Political Studies, JNU (2004--2009) | Academic Director, Jawaharlal Nehru Institute of Advanced Study, JNU, (2003-2004) | Honorary Director, Indian Council of Social Science Research (ICSSR), Northern Regional Centre (1999 --2002); Member of the Academic Council and of the University Court of Jawaharlal Nehru University, New Delhi. (1989-91, 1995-97, 2002-- 2008).

Scientific, Cultural and Voluntary Organisations: Boards/Panels/Committees

Vice President of the Institut International Transcultural, Paris and Member of its Scientific Council (Founder – President: Umberto Eco) (2005—continuing), Chairman, Governing Board, Durgabai Deshmukh College for Special Education, Blind Relief Trust, University of Delhi (2019--) | Member of the Board of the NGO Water for People India (2018--) |Chairman, Governance and Nominations Committee and member of the Governing Board of Plan India, an affiliate of Plan International (2008 - 2017) | Member of the Advisory Council of the India International Centre, New Delhi and of its Programme Planning Advisory Group on Politics and Governance. (2002--2005). Former Président, Alliance Française de Delhi (2012-14) ; Vice President (2006-- 2008) and Member of the Governing Board (2000 – continuing) | Member of the 3 Indo-French Round Table Forum and Coordinator (Education), Ministry of External Affairs, Government of India (2005-2009) | Member of Consultative Group on Conflict Resolution and of the Steering Committee, Fourth International Conference on Federalism, Ministry of Home Affairs, Inter State Council, Government of India, New Delhi (2005-2009) ! Founding President of the Sciences-Po India Alumni Association (2008-2018) | Member of the Scientific Council of the French Network of Institutes of Advanced Studies (RFIEA) Paris, (2008-2011) and of the International Scientific Evaluation Committee of the Fondation Maison des Sciences de l’Homme, Paris (2006--2012); Amis of the FMSH (2013--) Member of the International Scientific Council of the Journal Confrontations, Paris, Seuil, EHESS-Centre Edgar

Morin.(2012 --) and International Advisory Board of the Springer Series International Law and the Global South (2018--) ! Scientific Correspondent, Institute of Advanced Studies (Institut d'Etudes Avancees), Nantes, France. (2007 – continuing); Member of the Scientific Council of the World Autonomies Project, and of the Ring of Friends, EURAC, Bolzano, Italy (2017 --) Member of the Advisory Committee of the Centre de Sciences Humaines, New Delhi (2016 -- 2018] | Member of the Monitoring Committee for French Research Institutes in India – Centre de Sciences Humaines (CSH) New Delhi and Institut Français de Pondicherry (IFP) (1998-- 2009) Member of Expert Panels / Boards of various Indian and foreign universities and Guest/Visiting Faculty/ Special Lectures / Keynote Speaker at INALCO 5th Asia Pacific Congress, Paris 2015; IDEP - Paris-Est Congress, Paris 2016; Flame University (Pune: 2016); Indian School of Business (Hyderabad: 2015).

Publications:

He has published extensively on Indian and comparative federalism, Indian government and politics, Comparative political institutions and processes.

**Dr. Rene Van Berkel, United Nations Industrial Development Organisation (UNIDO)
Representative, Regional Office India**



Dr. René Van Berkel has over 28 years professional experience in the areas of environment, industrial productivity and responsible business conduct particularly in emerging economies in Asia and elsewhere. He holds a strong track record of programme and strategy formulation and project development, management, implementation and evaluation, at national, regional and local levels.

He has previously served as Chief Technical Advisor for UNIDO's Resource efficient and Cleaner Production (RECP) programme, Unit Chief (Cleaner and Sustainable Production) at UNIDO headquarters in Vienna. He provided oversight for the global RECP programme, guided the establishment and operation of the global RECP network and initiated thematic work on eco-industrial parks and RECP methods and tools. He also designed and managed national RECP programmes in Albania, Indonesia and Myanmar and regional RECP demonstration programme in the EU's Eastern Partnership region (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine).

He has also worked as Australia's first full professor of Cleaner Production at Curtin University of Technology in Perth. During this time, he established an applied research and teaching programme in cleaner production and industrial ecology. He also cemented innovative partnerships between government, business and civil society aimed at fostering sustainable industrialization, in sectors as diverse as minerals processing, manufacturing and services. From 1989 to 1999 he held various research and leadership positions at the University of Amsterdam, The Netherlands. During this period he served extensively as a resource person to UNIDO, UNEP to support the first large scale applications of waste minimization in small scale industries in emerging economies in India and China.

**Prof. Ashish Bharadwaj, Dean, Jindal School of Banking & Finance; Founding Director,
Jindal Initiative on Research in IP & Competition (JIRICO), O.P. Jindal Global University**



Prof. (Dr.) Ashish Bharadwaj has previously worked at the Jindal Global Law School, Research Fellow at the Max Planck Institute for Innovation and Competition and as a Fellow at the Institute for Innovation Research and Technology Management in the University of Munich. He serves as an affiliated faculty at the Centre for Intellectual Property Research, Maurer School of Law at Indiana University Bloomington (USA) and as a Visiting Professor at the Institute of Innovation Research at Hitotsubashi University in Tokyo (Japan). Professor Bharadwaj writes on the role of technology innovation, intellectual property and competition in shaping societies; technical standards and patent licensing; national IPR & science-technology-innovation policies.

His other areas of interest are the interface of finance, law and new technology. He has more than 60 publications to his credit, including four books and several journal articles including the Queen Mary Journal of Intellectual Property, Capital University Law Review, John Marshall Review of Intellectual Property, Journal of Intellectual Property Law and Practice, European Intellectual Property Review and Jindal Global Law Review. Two of his books on technology innovation and patents that were published by Springer International have collectively been downloaded more than 100,000 times since their release in 2018. His invited opinions have been published in leading newspapers including The Guardian, Economic Times, Business Standard, Financial Express, The Hindu and Hindustan Times.

For research projects, Professor Bharadwaj has collaborated with six top ranked universities, two of the biggest technology companies in the world, four leading multilateral organisations and nine national government departments to contribute towards national IP policymaking, strengthening of national innovation systems, licensing of standard-essential patents on FRAND terms and several issues at the interface of law and economics.

Mr. Dilip Chenoy, Secretary General, FICCI



Mr. Dilip Chenoy is currently Secretary General of the Federation of Indian Chambers of Commerce and Industry (FICCI). He leads the permanent secretariat of the industry chamber, which is the largest and oldest apex business organisation in India, and a potent voice for policy change. FICCI represents over 2,50,000 members through Member Bodies covering all the States of India.

Before joining FICCI, Dilip served as Managing Director & CEO of the National Skill Development Corporation (NSDC). NSDC fosters private sector investment and initiatives in training and skill development.

Dilip has also worked in several key industry organisations, including SIAM as its Director General. He was a member of the Harvard Business School project under Professor Michael Porter that worked on the competitiveness of Indian industry. With varied experiences of working in the private sector, he advises start-ups including organisations in the digital, education, skills and livelihood space. Dilip has also served as Chairman of an Engineering Institute.

A fellow of the World Academy of Productivity Science (WAPS), he was awarded the Indian Achievers Award in 2018, The Game Changer Award in 2015 and the Rashtriya Media Ratan Award in 2013.

Ms. Suhasini Haidar, National Editor and Diplomatic Affairs Editor, The Hindu



Ms. Suhasini Haidar is the Diplomatic Editor of The Hindu and regularly writes on Foreign policy issues. Prior to this, Suhasini was Foreign Affairs editor and prime time anchor for India's leading 24-hr English news channel CNN-IBN (2005-2014), where she presented the signature show "WorldView with Suhasini Haidar", and Correspondent for CNN International's New Delhi bureau before that. In 2015, she was the recipient of the most prestigious Indian print journalism 'Prem Bhatia' award, and has won a series of awards for her work in Television as well.

Over the course of her 20-year reporting career, Suhasini has covered the most challenging stories & conflicts from the most diverse regions including Pakistan, Sri Lanka, Libya, Lebanon and Syria. In India, she has covered the foreign affairs beat for over a decade and her domestic assignments include political profiles and in-depth reportage from conflict zones including Kashmir, where she was injured in a bomb blast in 2000.

Suhasini Haidar worked with CNN International from 1995-2005, regularly reporting from India, Pakistan, Nepal, Sri Lanka and Bangladesh. She was part of the CNN team that won the **Columbia-Dupont Broadcast Journalism Award** in 2005 for coverage of the tsunami in India, and worked for CNN.com in New York for a month during its 9/11 coverage.

Mr. Sunjoy Joshi, Chairman, Observer Research Foundation (ORF)



Mr. Sunjoy Joshi has a Master's Degree in English Literature from Allahabad University, India, as well as in Development Studies from University of East Anglia, Norwich. He also studied Upstream Economics and Risk Analysis at the Petroleum Economist, Woking, UK.

He joined the Madhya Pradesh Cadre of the prestigious Indian Administrative Services in 1983, but has taken premature retirement from the service in 2009 in order to pursue his primary interests in energy and environment.

During his career spanning over 25 years in the Indian Administrative Service, Sunjoy has gained experience across the conventional as well as non-conventional energy sectors. He has handled oil and gas exploration as Joint Secretary in the Ministry of Petroleum and Natural Gas and was the Government nominated Director on the Boards of ONGC, OVL, OIL and MRPL. Sunjoy headed the Madhya Pradesh Energy Development Agency as its Managing Director and served as Chairman of M.P. Windfarms.

He has been Visiting Associate at the International Institute of Strategic Studies, London as well as Distinguished Visitor to the Programme on Energy and Sustainable Development, University of Stanford, USA.

Amb. Mohan Kumar, Chairman, Research and Information System for Developing Countries (RIS); Professor and Vice Dean, Jindal School of International Affairs, O.P. Jindal Global University



Amb. Mohan Kumar is the Chairman of Research and Information System for Developing Countries (RIS) since June 2018. Ambassador Kumar has had an outstanding career in the Indian Foreign Service lasting 36 years which culminated in his posting as India's Ambassador to France based in Paris. Ambassador Kumar is a francophone and a Francophile. The strategic partnership between India and France grew remarkably under his watch in areas as diverse as defence, space, nuclear and solar energy, investment and culture. He was also actively involved in the Climate Change Accord of Paris in 2015. Prior to this, he was India's Ambassador to the Kingdom of Bahrain where he was witness to the momentous events of the "Arab Spring".

Amb. Kumar has enormous expertise in the area of international trade and multilateral negotiations - he was India's lead negotiator first at the GATT (General Agreement on Tariffs and Trade) and then at the WTO (World Trade Organisation) in crucial areas such as Intellectual Property Rights, Services, Dispute Settlement and Environment. He has served on multiple GATT/WTO panels relating to dispute settlement.

Amb. Kumar oversaw India's bilateral ties with Sri Lanka, Bangladesh, Myanmar and Maldives from 2005 to 2007 as Joint Secretary at the Ministry of External Affairs in New Delhi.

Amb. Kumar's expertise thus includes diplomatic practice and foreign policy, multilateral trade negotiations, climate change negotiations, globalisation and academia. Ambassador Kumar is author of a book entitled "Negotiation Dynamics of the WTO: An Insider's Account", published by Palgrave Macmillan (2018).

Dr. Nagesh Kumar, Director, South and South-West Asia Office, United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)



Dr. Nagesh Kumar has served as Chief Economist of UNESCAP and Director of Macroeconomic Policy and Development Division (MPDD) and Director of Social Development Division, at the UNESCAP headquarters in Bangkok. Before joining UNESCAP in 2009, Dr Kumar served as Director-General of Research and Information System for Developing Countries (RIS). During 1993-1998, Dr Kumar served on the faculty of the United Nations University-Institute for New Technologies (UNU/INTECH, now UNU-MERIT) in Maastricht, the Netherlands and directed its research programme on Globalization, FDI and technology transfers. He has also served as a consultant to the World Bank, Asian Development Bank, UNDP, UNCTAD, UNIDO, UN-DESA, ILO, the Commonwealth Secretariat, and the Commission on Intellectual Property Rights, among others.

Dr. Kumar has served on the board of directors of the Export-Import Bank of India, and on the Governing Boards of the International Centre for Trade and Sustainable Development (ICTSD); the South Asia Centre for Policy Studies (SACEPS); and the Institute of Studies in Industrial Development. Dr Kumar was nominated by the Indian Government on the Track-II Study Group on Comprehensive Economic Partnership of East Asian Countries (CEPEA), and the Expert Group on Economic Research Institute on ASEAN and East Asia (ERIA) set up in 2007 by the leaders of the East Asia Summit.

Dr. Kumar has written extensively on various subjects and has to his credit, 15 books and over 90 research papers in international and national peer reviewed journals, among other publications.

Dr. Rajat Nag, Distinguished Fellow, National Council of Applied Economic Research (NCAER) and Distinguished Fellow, Emerging Markets Forum, Washington, DC



Dr. Rajat Nag is concurrently a Distinguished Fellow at India's National Council of Applied Economic Research, Delhi and at the Emerging Markets Forum, a think tank based in Washington DC. He also serves as Chair, Act East Council of the Indian Chamber of Commerce. He was a Visiting Professor at the Graduate School of Development Management, Asian Institute of Management in Manila (2014-15) and currently is a Distinguished Professor at the Emerging Markets Institute at the Beijing Normal University, China.

He serves as an Advisor and Board Member of several organisations, including at Action for Autism, a regional non-profit organisation devoted to the cause of persons with autistic spectrum disorders in South Asia; and at Partnership for Transparency Fund, an international non-governmental organisation dedicated to helping civil society play an effective role in the design, implementation and monitoring of good governance and institutional strengthening programs.

Mr. Nag was the Managing Director General of the Asian Development Bank during 2006-2013. His work has given him wide-ranging insights into key development challenges relevant to Asia. His particular interest is on sustainable development and regional cooperation issues in Asia and beyond aiming to bridge the gap between the region's thriving economies and the millions of poor people being left behind.

Mr. Peter Rimmele, Resident Representative, Konrad-Adenauer-Stiftung



Mr. Peter Rimmele is currently the Resident Representative of Konrad-Adenauer-Stiftung Office, India. He has a First Law Degree from Freiburg University, as well as a Second Law Degree from the Ministry of Justice Baden-Württemberg, Germany and a M.A. in Geography.

After working as, a jurist, judge and lecturer, he took public office as Ministerialrat, Head of Division at the State Ministry of the Interior in Saxony, Germany, from November 1991 on until 2000. There he first served in the Police and Security and later in the Local Government Department.

On behalf of the German Foreign Ministry he served in East Timor as Registrar General, Head of Civil Registry and Notary Services (UNTAET), and became later the principal Advisor for Governance Reform for GIZ (German International Cooperation) to the Ministry of Administrative Reform and the Anti-Corruption-Commission of the Republic of Indonesia, where he served for 7 years. He then moved to Rwanda, also as Principal Advisor Good Governance/Justice Program.

Earlier he was Resident Representative Lebanon, Director of Rule of Law Program Middle East North Africa, Konrad-Adenauer-Stiftung.

Mr. Deepankar Tiwari, Managing Director, India and South East Asia, Area9 Lyceum



Mr. Deepankar Tiwari has over 24 years of experience in the Automotive / Mobility space. He is currently the Managing Director, India & South East Asia, for Area9 Lyceum, a company building Artificial Intelligence Induced Adaptive Learning platform headquartered at New York & Copenhagen. He is also an investor and is on the Board of Zoomcar Inc, India's largest self-drive mobility platform and BYD India JV, which has a play in the Electric Vehicles manufacturing & retail.

He spent 22 years with the Tata Group. Post acquiring his Engineering degree in Metallurgy & Material Science, in 1995, he began his career with the Tata Group joining as a management trainee with Tata Motors Limited at their commercial vehicle division. In 1999, when Tata Motors was setting-up its passenger car business, Deepankar was selected to be a part of the founding team. In this capacity, he played a key role in the introduction of some of Tata's popular car brands including Tata Indica, Tata Indigo and Tata Safari. He was also part of the team which negotiated the architecture of Tata Motors - FIAT Group JV where in a JV was set up in India to produce Tata / Fiat products and retail them using the established Tata Motors retail network.

In 2012, Deepankar was drafted into the Office of Tata Sons Chairman Cyrus Mistry, as a Vice President to lead globally the Business Development Initiatives & Policy narrative of Tata Group, supporting the Groups Operating Companies from Tata Sons Group Centre. In 2017, Deepankar moved to Uber Technologies Limited as the Asia-Pacific Head for Vehicle Solutions & Business Development.

Ms. Dagmar Walter, DWT for South Asia and ILO Country Office for India, International Labour Organisation (ILO)



Ms. Dagmar Walter Director ILO Decent Work Technical Support Team for South Asia and Country Office for India. She has over a career span of 20 years with the ILO and worked in several regions and duty stations across Africa, Europe, Americas and now Asia. Contributing to the Sustainable Development Goals 2030, she strives to foster office efficiency and team spirit for integrated technical assistance to ILO constituents in collaboration with stakeholders and development partners. Key areas include tackling employment and social protection challenges from an international labour rights perspective, shaping the “future of work we want” through effective social dialogue. Prior to her ILO career, Ms. Walter worked with international development and human rights, as Consultant and Deputy Representative to the various UN human rights bodies in Geneva. Ms. Walter holds a Master of Public Administration from the Swiss Graduate School of Public Administration (IDHEAP).

About the Partners

Federation of Indian Chambers of Commerce and Industry (FICCI)

Established in 1927, FICCI is the largest and oldest apex business organisation in India. Its history is closely interwoven with India's struggle for independence, its industrialization, and its emergence as one of the most rapidly growing global economies.

A non-government, not-for-profit organisation, FICCI is the voice of India's business and industry. From influencing policy to encouraging debate, engaging with policy makers and civil society, FICCI articulates the views and concerns of industry. It serves its members from the Indian private and public corporate sectors and multinational companies, drawing its strength from diverse regional chambers of commerce and industry across states, reaching out to over 2,50,000 companies.

FICCI provides a platform for networking and consensus building within and across sectors and is the first port of call for Indian industry, policy makers and the international business community. FICCI's vision is to be the thought leader for industry, its voice for policy change and its guardian for effective implementation.

Konrad-Adenauer-Stiftung (KAS)

Freedom, justice and solidarity are the basic principles underlying the work of the Konrad-Adenauer-Stiftung (KAS). The KAS is a political foundation, with a strong presence throughout Germany and all over the world. We cooperate with governmental institutions, political parties and civil society organisations building strong partnerships along the way. In particular, we seek to intensify political cooperation in the area of development cooperation at the national and international levels on the foundations of our objectives and values. Together with our partners, we contribute to the creation of an international order that enables every country to develop in freedom and under its own responsibility. The Konrad-Adenauer-Stiftung has organized its program priorities in India into five working areas:

- Political Dialogue and cooperation
- Foreign and Security Policy including Energy Policy
- Economic policy and management

- Rule of Law
- Media and training programmes for students of journalism

In implementing its project and programmes the Foundation cooperates with Indian partner organisations such as think tanks, Government and Non-Governmental Institutions.