

BROOKINGS
INSTITUTION INDIA
CENTER

*ANNUAL REPORT
2013-14*

BIIC Vision & Mission

Established in 2013, the Brookings Institution India Center is a not-for-profit research organization registered in the state of NCT of Delhi under the Section 25 Companies Act of 1956.

The main object of 'Brookings India' is to conduct high quality, independent scholarly research relating to policy issues in India, including with respect to India's ties with other countries.

Brookings India provides innovative, practical policy recommendations to the Indian government, civil society and the public in India and overseas. The institution serves as a platform for research on Energy and Environment, Development Challenges, and Foreign Policy. Brookings India's research and policy recommendations helps civil society, the private sector, media and the wider public in India and the United States to better understand existing policy issues and solutions.

Chairperson's Message:

I have great pleasure in presenting the First Annual Report of Brookings Institution India Center (BIIC) for the year 2013-14. Brookings Institution India Center (BIIC) was registered as a section 25 company in February 2013, after which it commenced operations. During its first year, BIIC has made progress towards its objectives as an independent research organization.

BIIC's research agenda was drawn up with focus on the verticals of Development and Governance, Foreign Policy and Energy & Sustainability. The recruitment of core research, operational and communication staff in order to further the research agenda and the creation of proper financial, legal and administrative controls were key activities undertaken during the year.

With this platform having been created, the emphasis in the coming years will be to execute specific projects consistent with the broad research agenda, engage extensively with stakeholder groups and widen the Center's network outside New Delhi.

We are grateful to our Founder Circle Members for their generous support to BIIC and to the BIIC team for their efforts in creating a strong foundation for the organization..

The report will enable readers to appreciate the scope and diversity of our research and engagement activities.



Vikram Singh Mehta

Message from the Director of Research

In its first year, BIIIC has put together a team of researchers who will give substance and value to the research agenda that the Center has adopted, based on inputs from key stakeholders. The agenda is wide, straddling Development & Governance, Foreign Policy and Energy & Sustainability and deep, as reflected in the multiple research interests of the team.

As the new team settles in, I am confident that the collective research output will generate significant value to all stakeholders. While the policy community is going to be a primary audience for the research output and engagement activities, we aspire to shape and influence thinking on policy issues on the part of a wide range of stakeholders – civil society, researchers, media and business, apart from policymakers.

We believe that our association with the Brookings Institution will add to our capacity to meet these objectives. Collaborative research activities with our colleagues across the Brookings network will allow us to both bring global and bilateral perspectives to bear on Indian policy debates and contribute to global debates on India. We look forward to developing strong research relationships with our international colleagues.

I would like to thank my colleagues in the Center for their efforts in giving BIIIC a promising start and to the members of the Founders Circle for their support and encouragement during the year.

Subir Gokarn

Energy & Sustainability

Context

Brookings scholars focused efforts on energy in India across several domains and specific research topics, including energy independence, energy security, holistic treatment of energy, clean energy, and smart grids.

Research Undertaken

Highlights - Events

Several discussions were organised to cover issues of contemporary relevance. The secretaries of the Ministries of Petroleum, Coal, renewables, and power were brought together on a common platform to discuss India's energy priorities. The Mackenzie report on accelerating oil production was the subject of another conversation. All of these discussions were recorded and the key messages were disseminated to interested stakeholders.

On the 26th of March 2014, Brookings India collaborated with McKinsey to bring together four Energy Secretaries to discuss McKinsey's recently published energy report. The report, entitled "India: Towards Energy Independence 2030", suggests 10 initiatives to help India move closer towards energy independence by 2030 while outlining India's energy security concerns in the wake of increasing consumption, challenges in domestic resource production, and unsustainable energy imports.

Vivek Rae (Secretary, Ministry of Petroleum), P K Sinha (Secretary, Ministry of Power), S K Srivastava (Secretary, Ministry of Coal) & Dr. S B Agnihotri (Secretary, Ministry of New and Renewable Energy) were on the panel, joined by several technical experts, government officials and industrialists in the audience.



The intent in the coming year will be to strengthen the research staff and commission research on coal, power generation and transmission, electricity act and renewables.

Impact

Brookings scholars focused efforts on energy in India across several domains and specific research topics, including energy independence, energy security, holistic treatment of energy, clean energy, and smart grids. In January 2014, Brookings was knowledge partner for the Petrotech CEOs conclave, where scholars were also panel participants or moderators for sessions. On the issue of energy security, Brookings India, jointly with McKinsey and Co., organized and hosted a discussion panel on India's Energy Scenario: Current and Prospective in February, where we brought together, perhaps for the first time, the Secretaries of the Ministries of Power, Coal, New Renewables, and Petroleum and Natural Gas. This led to recommendations, also spelled out in Opinion pieces in the media, suggesting a holistic examination of energy for India as enhancing energy security and sustainability. In March 2014, Brookings India focused on organizing a panel discussion (held in the first week of April) on India's Energy Needs, bringing together scholars, government (Secretary level), and industry. Scholars continued work in the above domains, which led to subsequent publications and outputs in 2014.

Foreign Policy

Context

The foreign policy vertical of Brookings India formally began on 1 January 2014 with the appointment of a Senior Fellow for Foreign Policy. Prior to that Brookings India carried out only select activities related to foreign policy in the period under review.

Foreign Policy at Brookings India is developing two distinct work strands. The first looks at India's interaction with key countries and regions in its immediate neighborhood and beyond. This would include India's engagement with the U.S., China, Afghanistan and Pakistan and the broader Middle East as well as Asia Pacific. **In particular a project on the US-India Strategic Partnership and the Iranian Nuclear Challenge is underway.** Additionally, India's engagement in plurilateral setting, such as the G20, IBSA and BRICS was also studied. The second focus was on India's ability to shape evolving international norms and rules in **six areas**: climate, cyber, energy, food, maritime and a new nuclear order. Specific project proposal, some preliminary research and events were undertaken on these.

Research Undertaken

The specific research completed and undertaken and project proposals developed include:

- Completed book on *Shaping the Emerging World: India and the Multilateral Order* (with Bruce Jones and Pratap Bhanu Mehta). Foundation Press published the Indian edition.
- Invited lectures as part of the Grands enjeux stratégiques contemporains series, Université Paris I Panthéon-Sorbonne on 'Nuclear Disorder in the 21st Century'; 'Proliferation Challenges in Asia'; and 'India's Strategic Vision for the 21st Century'.
- Completed chapter on "The Council and Weapons of Mass Destruction: Managing Proliferation Disorder" in *The UN Security Council: From the Cold War to the 21st Century* edited by Sebastian von Einsiedel, David M. Malone and Bruno Stagno Ugarte.
- Completed chapter on "Non-Proliferation and Disarmament" in *The Oxford Handbook of International Organizations* edited by Jacob Katz Cogan, Ian Hurd and Ian Johnstone.
- Research for monograph on "US-India Strategic Partnership and the Iranian Challenge".
- Research for a single-author volume on "Coping with Nuclear Weapons: Issues and Global Institutions" (to be published by Routledge).
- Research for several chapters of the proposed 'Tweaks, Nudges, Pushes and Shoves' edited volume.
- Project proposal for operationalizing Indo-US civil nuclear cooperation (with FICCI)
- Project proposal for DFID Prosperity Fund on "Source, Security and Sustainability: An Integrated Energy Policy Framework for India".
- Proposal to the Ministry of External Affairs for a Visiting Fellow Programme.

Highlights – Events

28 June 2013: India US Relations:

Following U.S. Secretary of State John Kerry's visit to India, Ambassador Nirupama Rao spoke at Brookings India about the takeaways from discussions between US and Indian officials. Elaborating on the bilateral interactions on a variety of topics, including education, clean energy, trade and immigration, Rao emphasized the strengths of the relationship.

Joined by Ambassador Nancy Powell, the U.S. Ambassador to India, Rao dismissed talk of the U.S.-India relationship 'drifting' or 'plateauing'. Rather, both Ambassadors stressed that the progress that is taking place is often downplayed in the media. Rao noted that the areas of conflict tend to be focused on, rather than the points of convergence. In the field of education, India and the U.S. have scaled up cooperation with an acknowledgement of the need for more exchange programmes and partnerships that will allow students in both countries to face future challenges. Rao's talk led to engaging discussion of intellectual property laws, the immigration bill that passed in the U.S. Senate, India's role in Afghanistan and the future of bilateral trade.

November 2013:

- Launch of *Shaping the Emerging World: India and the Multilateral Order* (published by Brookings Press) featuring Bruce Jones and Pratap Bhanu Mehta.

January 2014:

07 January 2014: India & Global Governance

India's status as a global power is increasingly recognized with the possibility for New Delhi assuming greater responsibility to address global challenges. Participants at a recent discussion at Brookings India provided insights into India's role and contribution in global governance, as well as the patterns and pathologies which characterize India's engagement with global governance institutions. The conclusion reached was that India is unlikely to accept global rules blindly, and will increasingly act as both a stake-holder and share-holder in the system of global governance.

The panellists – which included Ambassador David M. Malone, Rector of the United Nations University and former Under-Secretary General of the United Nations; Ambassador Hardeep Puri, former Permanent Representative of India to the United Nations and Senior Advisor, International Peace Institute; and Lord Karan Bilimoria, House of Lords, UK – discussed key constraints India faces in becoming an effective rule-shaper in global affairs, and the role other powers, notably Great Britain, can play in partnering with India to make global governance institutions more effective....

- Event on India and Global Order with David Malone, Hardeep Puri and Karan Bilimoria.
- Event on South Asia's Role in the Emerging Global Order.
- Event on [Washington's changing relationship with India & Pakistan](#) (with Asia Society, Mumbai) featuring Strobe Talbott and Hussain Haqqani.



Washington's changing relationship with India & Pakistan:

India and Pakistan's relationship with the United States of America is undergoing dramatic change. The rapid pace of change can be traced back to the attack on the United States on September 11, 2001, which caused Washington to refocus its policy in South Asia.

This change and the future direction of these relationships was the focus of an off-the-record breakfast meeting with Strobe Talbott and Husain Haqqani hosted by the *Asia Society India Centre* and *Brookings India* in Mumbai.

The gathering included corporate executives, diplomats, academics, and journalists. Talbott, President of the Brookings Institution, and Haqqani, former Pakistani Ambassador to Washington D.C. and advisor to Benazir Bhutto, spoke about past misunderstandings and the continuing fight against al-Qaeda and the Taliban in Afghanistan and Pakistan.

- Lecture on India's Grand Strategy at the NATO Defence College, Rome.
- 14th January 2014: - Event on India's role in the Great Convergence with Kishore Mahbubani, Hussain Haqqani and Shyam Saran.



February 2014:

- Event on India's role in the Great Convergence with Kishore Mahbubani
- Lecture on Nuclear Disorder in the 21st Century at Paris University, Sorbonne.
- Seminar on Southern Asia and the Global Nuclear Disorder, Institute for South Asian Studies, Singapore

March 2014:

- Lecture on Strategic Challenges in Asia at Paris University, Sorbonne.
- Seminar on Nuclear Challenges in South Asia at Fondation pour la recherche stratégique, Paris.

Impact

During the brief period under review, and despite having been formally launched only in January 2014, Foreign Policy at Brookings India became one of the go-to sources for quality and independent research, especially for key stakeholders in the official foreign and security policy establishment, Indian and international think-tanks and organizations as well as academia. This is evident from references to our research in the media and some official discussions.

Development & Governance

Context

Research in the area of Development and Governance at Brookings India reflects the core strengths of the Center. High quality, independent, nonpartisan, and evidence-based research, is coupled with extensive practical expertise and convening power. Scholars in the area analyze India's most pressing economic and social development challenges, focusing on institutions and service delivery, and relying on quantitative and qualitative analyses coupled with stakeholder engagement. Over the past year, the Center has undertaken research in areas such as education (primary and higher), healthcare, infrastructure, financial inclusion, poverty, job creation, and democracy and elections. In addition, issues such as gender and technology are key focus points across all research projects. The research has sought to diagnose and frame challenges and offer concrete policy recommendations.

Research Undertaken

Dr. Subir Gokarn:

- [Paper] "Energy 2030 Backgrounder", prepared for the Petrotech 2014 CEO Conclave held in New Delhi, on December 17, 2013 – looks at the dynamics of energy demand and supply in 2030, the implications of geopolitical stress on energy trade, and provides a framework for a sustainable energy agenda in 2030. December 15th, 2013
- [Column] "BHAG Inclusion BHAG", ***The goals for financial inclusion need to be matched by the means being used***, *Business Standard*, on January 12, 2014. http://www.business-standard.com/article/opinion/subir-gokarn-bhag-inclusion-bhag-114011200794_1.html
- [Column] "The Alpha Male Syndrome", ***Behaviour traits of primates can be positive or negative for governance***, *Business Standard*, on February 10, 2014. http://www.business-standard.com/article/opinion/subir-gokarn-the-alpha-male-syndrome-114020900789_1.html
- [Column] "A National Agenda - hopefully", **Regardless of who forms the next government, the interim Budget speech lays down a must-do list. Fiscal consolidation, infrastructure and subsidies; Price stability and growth; Current account deficit**, *Business Standard*, on February 19, 2014. http://www.business-standard.com/article/opinion/subir-gokarn-a-national-agenda-hopefully-114021701700_1.html
- [Column] "Realigning Governance", **Four interfaces in which interests desperately need to be brought into sync. National Pension Scheme, between Centre and states, between public and private sectors, between state and citizen**, *Business Standard*, on February 26, 2014.

- http://www.business-standard.com/article/opinion/subir-gokarn-realigning-governance-114022300721_1.html
- [Column] "Slippery Slope for Infrastructure", **Rankings provide insights into priorities and interdependencies for infrastructure strategy**, *Business Standard*, on March 9, 2014. http://www.business-standard.com/article/opinion/subir-gokarn-slippery-slope-for-infrastructure-114030900566_1.html
- [Column] "Bank for Buck", **Declining capital productivity has contributed to the slowdown and must be reversed for a recovery**, *Business Standard*, on March 26, 2014. http://www.business-standard.com/article/opinion/subir-gokarn-bang-for-the-buck-114032300691_1.html

Dr. Shamika Ravi :

- [Column] "India's Missing Women" (with Mudit Kapoor), *The Hindu*, February 10, 2014 http://www.thehindu.com/opinion/lead/indias-missing_women/article5670801.ece
- [Paper] "Women Voters in Indian Democracy: A Silent Revolution" (with Mudit Kapoor), *Economic and Political Weekly* Vol. 49, Issue No.12, March 22, 2014 <http://www.epw.in/notes/women-voters-indian-democracy.html>
- [Paper] "Women in Party Politics" (with Rohan Sandhu), *Brookings India Working Paper* 1, April 24, 2014 - <http://brookings.in/women-in-party-politics/>

Highlights – Events

25 June 2013:

Xanthe Ackerman, Associate Director of the Brookings Center for Universal Education (CUE) in Washington DC, visited India to participate in an international seminar on education. At the Brookings India roundtable, Ackerman presented ongoing work related to the Learning Metrics Task Force, an initiative in which Brookings is collaborating with UNESCO. She also discussed the various projects CUE is undertaking related to equitable access, quality, and relevance of education. Apart from the seminar, while she was in Delhi, Ackerman met with various stakeholders in government, the private sector, multilateral agencies and NGOs in the field of education.

Those present were Rukmini Banerji, Director of Programs at Pratham; Urvashi Sahni, Nonresident Fellow at CUE; Lalita Panicker from the *Hindustan Times*; Kiran Bhatta from the Center for Policy Research; Laveesh Bhandari of Indicus; Fatima Karan of CNN-IBN; Natalia Mufel and R.R. Begur of UNICEF; Shubashis Gangopadhyay of Shiv Nadar University; Sonalde Desai of NCAER and Sudhir Mittal of Central Square Foundation.

24th July 2013: Infrastructure Development: The Mumbai-Bangalore Corridor

Participants at a recent discussion held at Brookings India on the Mumbai-Bangalore Industrial Corridor said India must understand that migration from rural to urban centers is inevitable and jobs must be created for the millions of people settling in and around the country's cities.

Speaking specifically about the MBIC, India's current High Commissioner to the UK, Jaimini Bhagwati, said the UK's involvement in the large-scale infrastructure project would give a much-needed push to economic engagement between the two countries. Bhagwati emphasized the need to engage in a project that would run for several decades and be monitored by both governments. The Mumbai-Bangalore Industrial Corridor involves road, rail, infrastructure and urbanization.

Amitabh Kant, the CEO of the Delhi-Mumbai corridor (an Indo-Japan collaboration) provided context for an industrial corridor within India.

10 September 2013: Global Macroeconomic Developments

Participants at a recent discussion held by Brookings India on global macroeconomic developments and their implications for India covered three broad areas: the overall global scenario – drivers of recovery and risk factors; the US environment – the recovery and its implications for macroeconomic policies; the Indian situation – vulnerabilities, consequences and policy opportunities and challenges.

Those present consisted of a mix of researchers, media-persons, representatives of international organizations and government representatives. Josh Felman of the International Monetary Fund began on an optimistic note assuring that advanced countries are on their way back to growth while slowed-down emerging markets will also come back. Felman noted that the areas most affected during the crisis have been fixed, explaining why the US Federal Reserve Bank has decided that it can start to taper. While growth in the US economy is still only 2% and unemployment is still high, Felman said that underlying problems created by the crisis are basically resolved. Gradually, the US economy will pick up steam and hence no longer requires the significant amount of monetary support that has been provided thus far...

Participants include Martin Rama, Chief Economist for the World Bank South Asia Region, Dipak Dasgupta, Principal Economic Advisor at the Ministry of Finance etc.,

01 October 2013: The Food Security Act: The Way Forward

A few weeks after the Food Security Bill was signed into law, Brookings India hosted a discussion to assess the various issues at stake in the implementation of this new Act (FSA). Participants – including representatives of government, international organizations, civil

society, and academia – adopted a decidedly forward-looking and constructive approach as they analysed the Act's strengths and weaknesses, and identified ways in which its implementation could be ameliorated. Overall, the discussion covered areas such as the public distribution system, fiscal ramifications of the Act, nutritional concerns, and the role of the central government.

The FSA has received significant criticism for not laying out a framework to restructure the current Public Distribution System (PDS). With the PDS covering only 35% of the population currently, the delivery of grains under the FSA – which targets 67% of the population – is significantly challenged

Participants include Reetika Khera, Development Economist, IIT Delhi, Birj Patnik, Principal Adviser to the Commissioners of Supreme Court, Bharat Ramaswami, Indian Statistical Institute etc.,

December 23rd, 2013: Energy 2030: Petrotech CEO Conclave:

Brookings India served as the knowledge partner for the Petrotech 2014 CEO Conclave, which focused its three sessions on the landscape of energy supply and demand projected for the year 2030. Panelists discussed the future of energy supplies, the implications of geopolitical stress on energy trade, and the P5 agenda (Planning, Politics, Policy, Production, and Pollution).

While discussing the energy basket in 2030 (Session 1), panelists explored changing demand and supply dynamics, the role and relevance of fossil fuels (coal /oil/gas), unconventional hydrocarbon (particularly shale gas and oil), and technological developments for producing energy more efficiently. The panel's overall outlook was one of cautious optimism – while they were optimistic about the future of energy reserves, they expressed some caution, explaining that a variety of institutional changes were needed in order to make best use of the opportunities available....

09 December 2013: Higher Education in India



Experts in higher education converged at Brookings India to discuss some of the most pressing challenges confronting the sector. The panel – comprising Minister of State for Human Resource Development, **Shashi Tharoor**; Principal of Somerville College at the University of Oxford, **Alice Prochaska**; and the Vice Chancellor of O.P. Jindal Global University, **C. Raj Kumar** – generated many interesting insights and ideas. In particular, four big issues emerged that should be at the center of any policy action in this sector:



Shashi Tharoor: Minister of State, Human Resource Development

Expansion of capacity should not happen at the cost of quality:

Minister Tharoor said the government was reasonably proud that it had been able to reach out to the unreached, but conceded that, “where we have arguably failed is excellence in higher education,” adding that institutions such as the IITs and the IIMs are “islands of excellence in a sea of mediocrity.” ...



Alice Prochaska: Principal, Somerville College, University of Oxford

India Needs to Build a Culture of Vocational Education:

One manifestation of the poor quality of education is that graduates fail to meet the needs of their employers. Minister Tharoor cited a FICCI study, which found that 64% of employers weren't happy with the quality of graduates they were hiring. He provided the example of Infosys, which has created a university campus where new employees are educated for a year after they are hired....



C. Raj Kumar: Vice Chancellor, O.P. Jindal Global University

The Indian Education Sector is over-regulated but under-governed:

Even though the government has liberalized laws, allowing private and foreign higher education providers to set up shop in India, Raj Kumar explained the process continues to be immensely challenging. “Our system,” he stated, “is characterized by making the process of setting up an institution very difficult, and then constantly harassing them at every possible juncture of creativity.”

20 February 2014: The continued dominance of the dollar

Following the launch of his latest book *The Dollar Trap: How the U.S. Dollar Tightened its Grip on Global Finance*, Professor Eswar Prasad, Senior Fellow, Brookings Institution, presented his findings at an event hosted jointly by Brookings India and ICRIER. Dr. Subir Gokarn, Director of Research, Brookings India; Dr. Jaimini Bhagwati, RBI Chair at ICRIER; and Abheek Barua, Chief Economist, HDFC, served as discussants, and responded to the points raised by Professor Prasad. The discussion was attended by economists, journalists, policymakers, and representatives from international organizations.

March 2014: Indian Democracy: Including the Excluded and Excluding the Included

Brookings India event at the University of Chicago Center in Delhi: on 13 March 2014



Brookings India, in collaboration with the University of Chicago's Center in Delhi, hosted two panels to discuss some of the most profound challenges impeding India's democratic institutions and processes – the absence of women and the continued presence of criminals in politics. The discussion served as a forum to bring together researchers, journalists, political commentators, and politicians, and was therefore able to look at these issues from a variety of perspectives. A common theme that emerged from the discussions was that electoral reforms need to be complemented by investments in more basic institutions and public utilities, to address the root causes of these issues.

The first panel was based on the research of Brookings India Fellow **Shamika Ravi**, and **Milan Vaishnav**, Associate at the Carnegie Endowment for International Peace. While Ravi presented her findings on the changing trends in women voters and candidates, Vaishnav shared his research on the nexus of corruption, criminality, and Indian politics. They were joined by **Suhasini Haider**, Foreign Affairs Editor, CNN-IBN, and Anchor of *Power of 49*, a programme promoting women's participation in the electoral process, and **Jagdeep Chhokar**, Founder and Trustee, Association for Democratic reforms, to comment on these findings.

The second panel comprised **Nirmala Sitharaman**, National Spokesperson of the Bharatiya Janata Party, and **Sanjay Jha**, National Spokesperson of the Indian National Congress, who discussed how their parties were responding to these challenges. Economist and Senior Fellow, Delhi Policy Group, **Devaki Jain**, and Associate Editor of the Business Standard, **Mihir Sharma**, served as discussants.



Citations and mentions

- Lakshmi Chaudhry, "Let's get political: Why the aam aurat should ignore Chetan Bhagat," Firstpost, February 10, 2014 - <http://www.firstpost.com/politics/lets-get-political-why-the-aam-aurat-should-ignore-chetan-bhagat-1382287.html>
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- Namita Bhandare, "'Empowered' states have fewer women MPs," Mint, April 1, 2014 - http://www.livemint.com/Politics/9hE13lizlho3qqvJwghvZM/Empowered-states-have-fewer-women-MPs.html?utm_source=copy
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- Trushna Udgirkar & Ritwik Mukherjee, "Little big bank," Financial Chronicle, Apr 18 2014 <http://www.mydigitalfc.com/news/little-big-bank-224>
- Rukmini S. "Young male registered voters still outnumber females," The Hindu, April 22, 2014 - <http://www.thehindu.com/news/national/young-male-registered-voters-still-outnumber-females/article5714382.ece>
- Pamela Philipose, "She, the People," The Hindu, April 26, 2014 - <http://www.thehindu.com/features/magazine/she-the-people/article5951239.ece>
- Patralekha Chatterjee, "The Power of 49," Deccan Chronicle, March 13, 2014 - <http://www.deccanchronicle.com/140313/commentary-columnists/article/dev-360-power-49>

Communications & Development

Context

The role of communications at Brookings India is directly aligned with the research agenda and stakeholder engagement. Brookings India communicates its research findings to various communities via different methods.

For senior policy makers the Center organizes closed door discussions, which involves them, academics, corporates as well as visiting officials. Content from the discussion is private, circulated to those who take part and is meant to contribute to the policy change discussion.

Brookings India holds regular discussions on topics related to the center's research agenda. These are largely public in nature with the content, comments available to everyone. The discussions include scholars, stakeholders in the topic(s) being discussed, government and private sector officials.

Brookings India engages the media via invitations to its discussions and interviews with its scholars on specific topics. Brookings India scholars appear on television news channels and quoted in newspapers and magazines on a regular basis. Scholars also write columns for newspapers, which adds to the center's public policy profile.

Brookings India has developed policies regarding human resources and finance. The center has put in place an effective administrative tier with a director of operations and communications and heads of administration and finance.

Highlights - Events

Some of the highlights of the center's engagements and public discussions have been hosting the United States Secretary of State, John Kerry in June 2013; A discussion on the proposed Mumbai-Bangalore industrial corridor with Amitabh Kant, the CEO of the Delhi-Mumbai corridor in July 2013; challenges surrounding investment in India's higher education sector with the former Minister of State for Human Resource Development, Shashi Tharoor, Principal of Somerville College at the University of Oxford, Alice Prochaska and the Vice Chancellor of O.P. Jindal Global University, C. Raj Kumar in December 2013.

Impact

Brookings India has developed and launched its own website www.brookings.in in November 2013 and its social media platforms. Brookings India publishes all research, articles and opinion pieces written by its scholars on its website. The center also distributes regular newsletters to over 2,000 people. These include students, professors, government officials and representatives of companies.

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**BROOKINGS INSTITUTION INDIA CENTRE
BALANCE SHEET AS AT 31 MARCH 2014**

	Particulars	Note No.	As at 31 March 2014 (Rs.)
I.	EQUITY AND LIABILITIES		
1	Shareholders' Funds		
	(a) Share capital	3	100000
	(b) Corpus fund		218000000
	(c) Reserves and surplus	4	20974227
			239074227
2	Current Liabilities		
	(a) Trade payables	5	245233
	(b) Other current liabilities	6	31853
			277086
	Total		239351313
II.	ASSETS		
1	Non-Current Assets		
	(a) Fixed assets	7	
	(i) Tangible assets		1949051
	(ii) Intangible assets		382527
			2331578
	(b) Long term loans and advances	8	3109318
			5440896
2	Current Assets		
	(a) Cash and bank balances	9	233440083
	(b) Short-term loans and advances	10	470334
			233910417
	Total		239351313
	Summary of significant accounting policies	2	
	The accompanying notes form an integral part of the financial statements		
	As per our report of even date attached		
	FOR SURESH SURANA & ASSOCIATES LLP	On behalf of the Board of Directors	
	Chartered Accountants		
	(Ravinder Pal Singh)	Director	Director
	PARTNER		
	Membership No. 90988		
	Place: Noida	Place:	
	Dated:	Dated:	

BROOKINGS INSTITUTION INDIA CENTRE
STATEMENT OF INCOME AND EXPENDITURE FOR THE PERIOD FROM 21
FEBRUARY 2013 TO 31 MARCH 2014

	Particulars	Note No.	Current Period 2013-2014 (Rs.)
I.	Revenue from operations	11	48000000
II.	Other income	12	9423951
III.	Total income (I + II)		57423951
IV.	Expenses		
	Employee benefit expense	13	14228501
	Finance costs	14	1441
	Depreciation and amortization expense	7	285093
	Other expenses	15	21934689
	Total expenses		36449724
V.	Surplus before tax (III- IV)		20974227
VI.	Tax expense		
	Current tax		0
	Deferred tax		0
VII.	Surplus for the period (V -VI)		20974227
VIII.	Earnings per equity share:		
	Basic and diluted	18	20974.227
	Nominal value of equity shares	18	100
	Summary of significant accounting policies	2	
	The accompanying notes form an integral part of the financial statements		
	As per our report of even date attached		
	FOR SURESH SURANA & ASSOCIATES LLP	On behalf of the Board of Directors	
	Chartered Accountants		
	(Ravinder Pal Singh)	Director	Director
	PARTNER		
	Membership No. 90988		
	Place: Noida	Place:	
	Dated:	Dated:	