

*First There Is The Future...*



Strategic Foresight Group  
was founded in 2002 by  
Sundeep Waslekar,  
Ilmas Futehally,  
Shrikant Menjoge.

## *First There Is The Future...*

Strategic Foresight Group was created because we believe that first there is the future. At some stage it becomes the present and then turns into the past. We believe that we can shape the future, which is yet to come, instead of being driven by the past; and if we have such a futuristic attitude we will be able to see the light before sunrise and indeed make it possible for the world to live in peace, liberty and justice.

Strategic Foresight Group pursues its goals by creating new concepts, underpinned by vigorous, independent and participatory research and engaging senior political leaders and catalysts of change to implement them. Our work has been discussed in the United Nations, World Bank, European Parliament, UK House of Commons and House of Lords, Indian Parliament, Alliance of Civilizations, World Economic Forum (Davos), and other forums where decisions for change are taken. Strategic Foresight Group is a think tank, established in 2002 in Mumbai. We have worked with or on 50 countries from four continents. We have so far focussed on three areas: Global Foresight; Water Diplomacy; and Peace, Conflict, Terrorism. We have already had both intellectual and policy impact.

We are open to working in new spheres, creating and using new tools, with new partners. We believe that leaders, priorities, instruments can change but we must continue to search and see light before the sun rises. Because we believe that *FIRST THERE IS THE FUTURE* that we can and must shape.



# GLOBAL FORESIGHT

Responsibility to the Future Conference, Mumbai



# *Scenario Planning and Horizon Scanning*

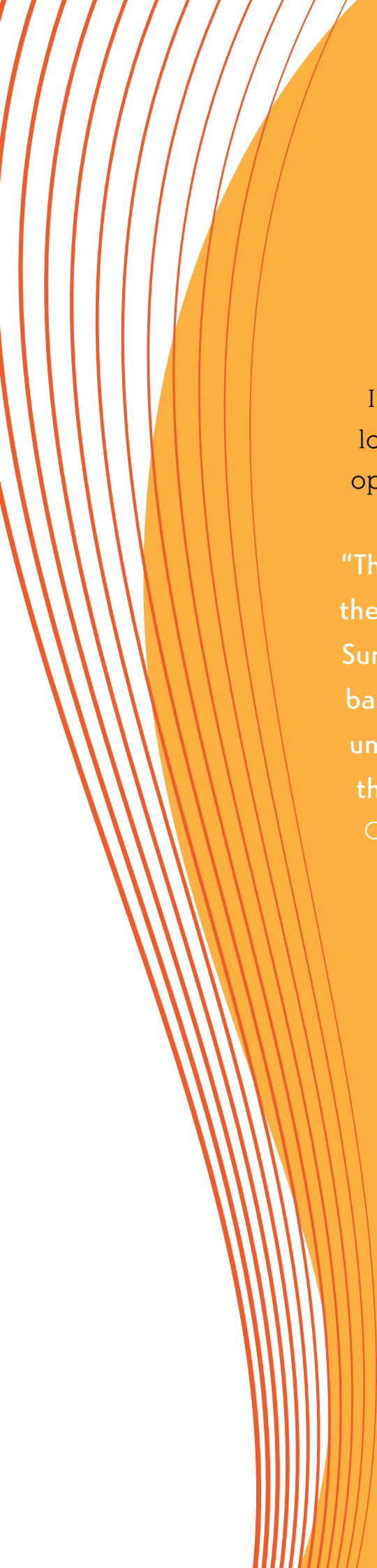
Strategic Foresight Group is one of the pioneers of using scenario planning for macro-political environment. Scenario planning is developing alternative visions of the future. It is not about predicting a particular future. It is more about mapping discontinuities than extrapolating trends. Scenario planning helps policy makers envisage various trajectories for tomorrow, so that they may take decisions today.

In conjunction with scenario planning, SFG undertakes risk assessment and horizon scanning at the national, regional and global level.

SFG has prepared scenarios and undertaken horizon scanning for:

- ✓ Pakistan
- ✓ India
- ✓ Malaysia
- ✓ Bangladesh
- ✓ South East Asia
- ✓ Central Asia
- ✓ Middle East
- ✓ North Africa
- ✓ European security
- ✓ Global security





In May 2002, the entire world media predicted a war between India and Pakistan. Ours was the lonely voice that articulated an opposite view.

“The way things stand I am confident there’s not going to be a war”, says Sundeep Waslekar of the Mumbai-based think tank. “Both sides understand the costs would outweigh the benefits.”

Quoted in *India-Pakistan: Counting the moments or months?* by Ian Mackinnon, Newsweek International, May 2002.

SFG President was similarly quoted on BBC World Television in the same month. Despite the worldwide hysteria, a war never took place in 2002.



# Managing Global Challenges in Malaysia



Dato Najib, Deputy Prime Minister (now Prime Minister) of Malaysia at Managing Global Challenges, Kuala Lumpur

# *Big Questions of Our Time*

In 2014, we published the second edition of *Big Questions of Our Time*, reflecting on paradigm shifts that will take place in the next 40-50 years.

In June 2008, we convened an international conference on *Responsibility to the Future: Business, Peace and Sustainability* to examine major global shifts in food and water security, energy, climate change, clean technologies, use of ICT for peace and humanitarian crisis, innovative education and responsible and ethical investments.

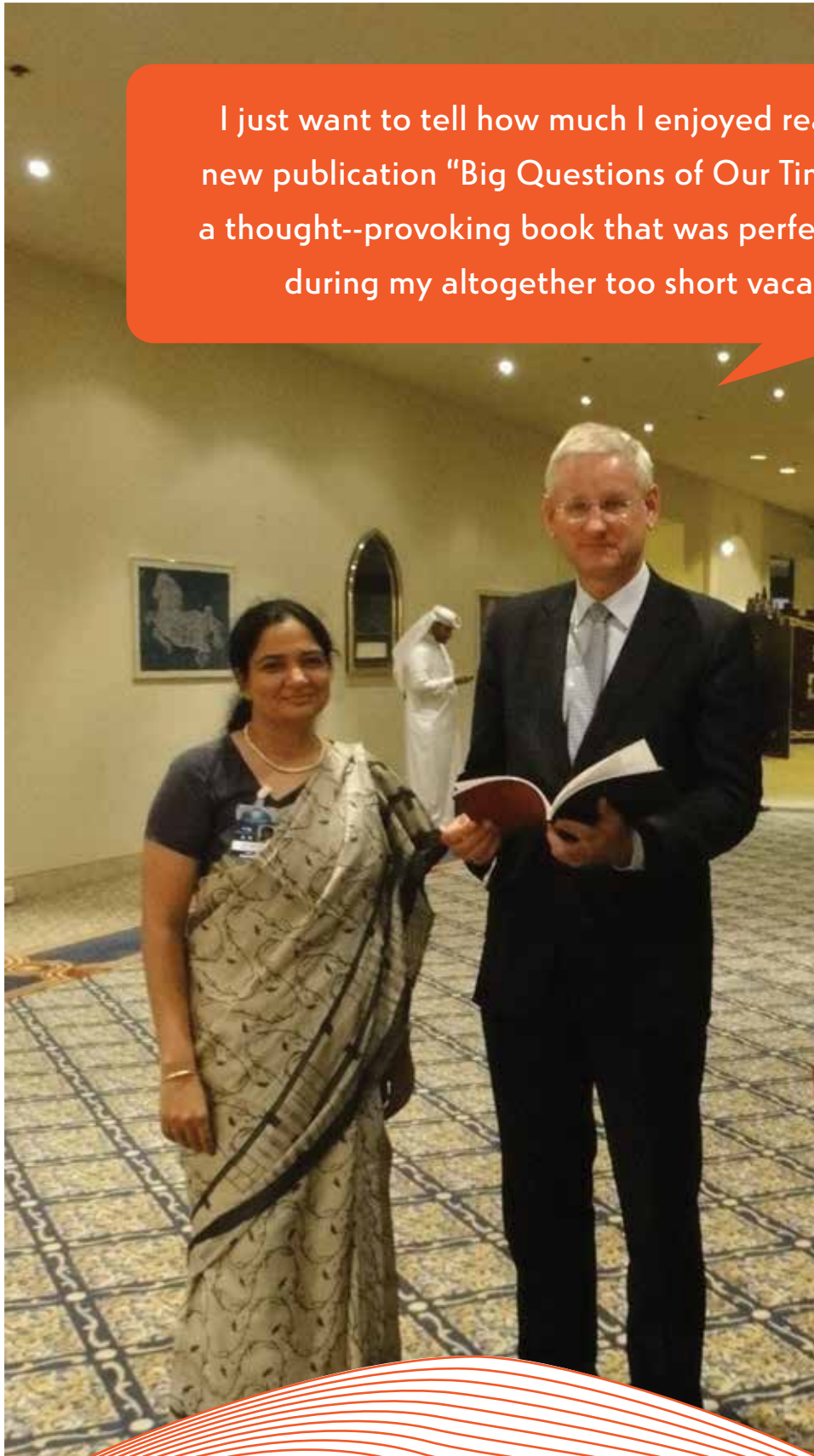
It was inaugurated by Smt Pratibha Devisingh Patil, President of India, co-hosted by the United Nations Global Compact, and attended by 250 delegates from 25 countries.

In January 2008, we brought out a report on *Global Security and Economy: Emerging Issues* for 2011-2020.





I just want to tell how much I enjoyed reading the new publication "Big Questions of Our Time". It was a thought--provoking book that was perfect reading during my altogether too short vacation.

Carl Bildt, former Prime Minister of Sweden







I have read the “Big Questions of Our Time” and am impressed by the depth of your thought and the grasp of a large variety of fundamental issues which challenge the future and, indeed, the very existence of the mankind in the coming decades.



Danilo Türk,  
former President  
of the Republic of  
Slovenia



Olafur Ragnar Grimsson,  
President of Iceland





Jaan Tallinn,  
co-founder  
of Skype







Mahathir Mohammad, former  
Prime Minister of Malaysia

# WATER DIPLOMACY

## *Water Cooperation Quotient*

Strategic Foresight Group has made a major conceptual breakthrough by creating Water Cooperation Quotient. It is a tool to predict prospects of war and peace between countries for any reason such as religion, ideology, military competition, economic rivalry, geo-strategic ambitions, using trans-boundary water cooperation as a barometer. The Water Cooperation Quotient has been calculated using qualitative analysis of over 60 trans-boundary river organisations and situation in over 200 shared river basins. It has established an unusual and startling equation-

**ANY TWO COUNTRIES  
ENGAGED IN ACTIVE WATER  
COOPERATION DO NOT GO TO  
WAR FOR ANY OTHER REASON.**



The Water Cooperation Quotient is also an unusual tool to measure the comparative performance of all river basin organisations in the world. The quotient also reveals a Mega-arc of Hydro-insecurity, spreading from China in the East to Turkey in the West, and then running through North-East Africa.

Jan Eliasson,  
Deputy Secretary-  
General, the United  
Nations

There is an important nexus of water, security and peace, and your contributions to this debate and dialogue are most useful.



President Ader appreciates very much the efforts made by the Strategic Foresight Group in presenting water cooperation as a unique barometer to assess the risk of war between neighbouring countries. The report was very useful in our preparations for the Budapest Water Summit.

Director of the Office  
of the President of  
Hungary

Sundeep Waslekar, who heads a Mumbai think-tank, the Strategic Foresight Group, which has picked water as a long-term threat to Asian stability, sees a “mega-arc of hydro insecurity” emerging from western China along the Himalayas to the Middle East and farther west. The strain of bigger populations, diminishing water tables and a changing climate could all conspire to produce a storm of troubles.

The Economist, November 19, 2011



The significance of active water cooperation, reflected in the Water Cooperation Quotient, from the perspective of broader peace and stability underlines the need for a global initiative for water, peace and security. Strategic Foresight Group will be involved in such an initiative, carried out by a group of interested countries, in 2015 and beyond.



Intergovernmental meeting for Global Initiative on Water and Peace, Geneva

## *Blue Peace Processes in the Middle East, Asia and Africa*

Strategic Foresight Group has introduced the Blue Peace concept as a structured framework to convert water from a potential source of crisis into a potential instrument of peace and cooperation. We first presented this in a Blue Peace report which was launched by Micheline Calmy-Rey, President of Switzerland, at an international press conference in Geneva in February 2011.



Micheline Calmy Ray, President of Switzerland  
at the launch of the Blue Peace Report





Blue Peace High Level Forum, Istanbul

From 2012 to 2015, the Middle East faced multiple crises of political instability, conflicts, extremism, displacements, drought, and depletion of water resources. On this backdrop, visionary leaders of the Middle East took gradual steps to create a cooperation community for water in the region, also known as the Blue Peace Community. Beginning with a handful of experts committed to the issue in 2011, the Blue Peace Community has now expanded to include more than 200 policy makers, serving and former cabinet ministers, senior government officials, members of parliaments, media

persons and scientists. At the core of this community is the High Level Forum chaired by HRH Prince Hassan of Jordan. At a time when the regional security crisis has led to breakdown of communication between stakeholders, the Blue Peace Community has emerged as a rare platform for dialogue and confidence building.



Rhine River  
Learning Journey







Moreover, the High Level Forum has agreed on seven principles of cooperation. This agreement reflects a growing intellectual consensus for sustainable and cooperative management of water resources against the backdrop of security crisis.

The media in the Middle East is an important part of the Blue Peace Community. Almost 100 editors, broadcasters and journalists have been engaged in unprecedented cooperation by producing joint articles, television programmes and simultaneous publication of important op-eds. Together the media has sensitized several million people in the Middle East.



Blue Peace  
Roundtable  
at the House  
of Lords,  
London





The Blue Peace Community in the Middle East has also been involved in learning best practices through experience exchange with senior representatives of river basin organisations in Asia, Africa and Europe. The experts from these regions have visited the Middle East to interact with the Blue Peace champions in the region and experts from the Middle East have visited river basin organisations in Asia, Europe and Africa to gain first hand exposure. We have thus introduced a novel form of South-South Cooperation.

The Blue Peace process is underpinned by vigorous research led by SFG, with participation from leading scholars and practitioners in the Middle East. Some of the research has resulted in a rare mapping of water vulnerable communities and the use of water as a weapon or a target in armed conflicts.

Kabine Komara, former Prime Minister of Guinea and Chairman of OMVS

## Exploring the Water-Peace Nexus: Blue Peace in West As

18-19 March 2015: Amman, Jordan



## Floor Debate in the House of Lords on Blue Peace, 26 October 2011

To ask Her Majesty's

Government what assessment they have made of the Strategic Foresight Group's report *The Blue Peace* on transforming water from a source of conflict into a basis for co-operation in the Middle East.

Lord Alderdice

This report presents us with an innovative and striking proposition... However, this report puts forward the premise that water should become an instrument of co-operation rather than conflict. .. The Government place high value on innovative approaches such as those that look at how to use issues of mutual concern, such as shared and scarce resources to reduce conflict..UK officials have brought the report to the attention of these groups. Nevertheless, we would be happy to host a round table meeting on the challenges of conflict over water in the region and all noble Lords will be encouraged to feed into this.

Baroness Northover  
(Whip, House of Lords)

I welcome *The Blue Peace* report on which this debate is based.

Lord Palmer of Childs Hill



Let me turn to the most significant proposal in the report—that of taking a coalition of the willing, to establish mutually agreed circles of co-operation. A body comprising a political mechanism to define and take forward a common vision, to identify priorities, and to arrive at and implement decisions, would represent a major step forward. I like, too, the idea that the co-operation council would create protocols, devise guidelines and promote practical measures for joint projects... To conclude, the work of the Strategic Foresight Group has provided an excellent platform for anticipating a potential problem, looking at it comprehensively and arriving at pragmatic solutions which can be implemented in the short, medium and long terms.

Baroness  
Falkner of  
Margravine

I welcome the fact that the international community is addressing in a constructive way, in the excellent report *The Blue Peace*, the issue of transforming water supply into a trigger for collaboration and peace in the Middle East.

Baroness  
Deech

I welcome a debate on the work of the Strategic Foresight Group and the publication of *The Blue Peace*... In particular, I welcome the fact that the report starts with hard data.

Lord  
Triesma



Blue Peace Session at the Swiss Parliament, Bern

The Progress Report on the Blue Peace Initiative demonstrates how concrete results can be achieved in transforming water from a source of conflict to an instrument of peace. I have no doubt that these results can inspire new projects and foster water cooperation worldwide.

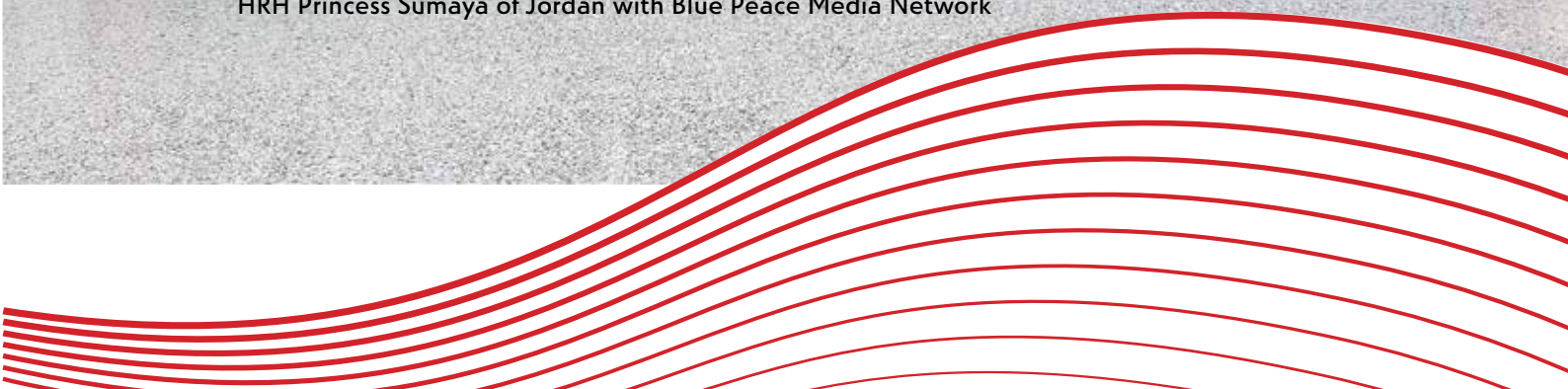
Peter Maurer,  
President of  
International  
Committee of  
the Red Cross

We must ensure that the findings and recommendations of Blue Peace are properly aired and that our mission is open and inclusive.

Princess Sumaya bint el Hassan  
of Jordan



HRH Princess Sumaya of Jordan with Blue Peace Media Network





I would like to express my appreciation to the efforts that you are making to shed the light on the importance of water cooperation between countries.

Tammam Salam,  
Prime Minister of  
Lebanon

Charity Ngilu, Chair  
of the Nile Council  
of Ministers at the  
Blue Peace for the  
Nile workshop,  
Zurich





The Nile Basin countries had approached SFG to examine Blue Peace process in their basin. With active participation of the Chair of Nile Council of Ministers, and representatives of governments, parliaments and academic institutions in 11 countries of the Nile Basin, a set of recommendations were prepared. The World Bank held discussions on the *Blue Peace for the Nile* report with international donors interested in the region.



Discussion on the Nile between SFG and Egyptian Foreign Ministry, Cairo

SFG has used the Blue Peace formula for the Eastern Himalayan River Basin covering Bhutan, Bangladesh, Nepal, Northern India and Southern China. It has proposed the formation of a Himalayan Commission. The recommendations have been discussed in ministerial and parliamentary forums.



The Himalayan  
Challenge  
Workshop,  
Singapore

## *Bilateral Tracks in South Asia and the Middle East*

The Iraq-Turkey bilateral track was launched in 2013, to explore confidence building measures on the Tigris River basin initially by scientific experts in the two countries, later on evolving to involve senior decision makers. It was a considered decision of the experts to concentrate on the Tigris River Basin as it could be addressed at the bilateral level and not to focus on the Euphrates River.

In a series of meetings of experts in the initial stage and of experts and policy makers in the later stages, hydrology of the Tigris River Basin was discussed and it was proposed to encourage the water authorities of the two countries to institute small but specific confidence building measures.

It is in the spirit of cooperation promoted by both the governments that senior policy makers from Iraq and Turkey met in Geneva on 3 June 2014. They achieved a major breakthrough in developing consensus on pragmatic ways to achieve harmonisation of quantitative and qualitative data and standards of the flow of the Tigris River.





Meeting on Tigris Consensus, Geneva

At the Geneva meeting a Plan of Action for promoting exchange and calibration of data and standards pertaining to Tigris river flows was agreed on. This consensus has been referred to as the “Geneva Consensus on the Tigris River”. At the Blue Peace High Level Forum, held a few months later in Istanbul, further ideas were proposed to move from the statement to substantive action. Such as, for the two governments to commence the process of cooperation in exchange and calibration of data by taking immediate steps to identify one stream gauging station on each side; and to slowly expand cooperation to other areas of mutual interest and concern. Following the High Level Forum in Istanbul in September 2014, Strategic Foresight Group had discussions

on the Tigris Consensus with senior decision makers in the Governments of Iraq and Turkey, leading to further processes for implementation of the consensus. In December 2014, Iraq and Turkey signed a Memorandum of Understanding between the Ministry of Water Resources of Iraq and Ministry of Forestry and Water Affairs of Turkey, where Article 2(g) proposed calibration of hydrologic measurement stations. It is expected that the spirit of Tigris Consensus will be reflected in the implementation of the inter-governmental understanding in 2015 and beyond.



India-Bangladesh  
Roundtable  
on Blue Peace,  
Mumbai



The Teesta River Basin shared by Bangladesh and India is a strategic component of the Eastern Himalayan River system. At the request of decision makers in the two countries, SFG has prepared a three dimensional Blue Peace formula for Teesta in a consensus building process involving both government and opposition parties in Bangladesh and India. The outcome was sought by the principal foreign policy advisers to the Prime Ministers in both countries, as well as Cabinet Ministers in charge of relevant portfolios. The SFG intervention has expedited bilateral inter-governmental processes expected to result in a treaty.

Anisul Islam Mahmud,  
Water Minister of  
Bangladesh discussing  
Teesta River with SFG







# PEACE CONFLICT TERRORISM

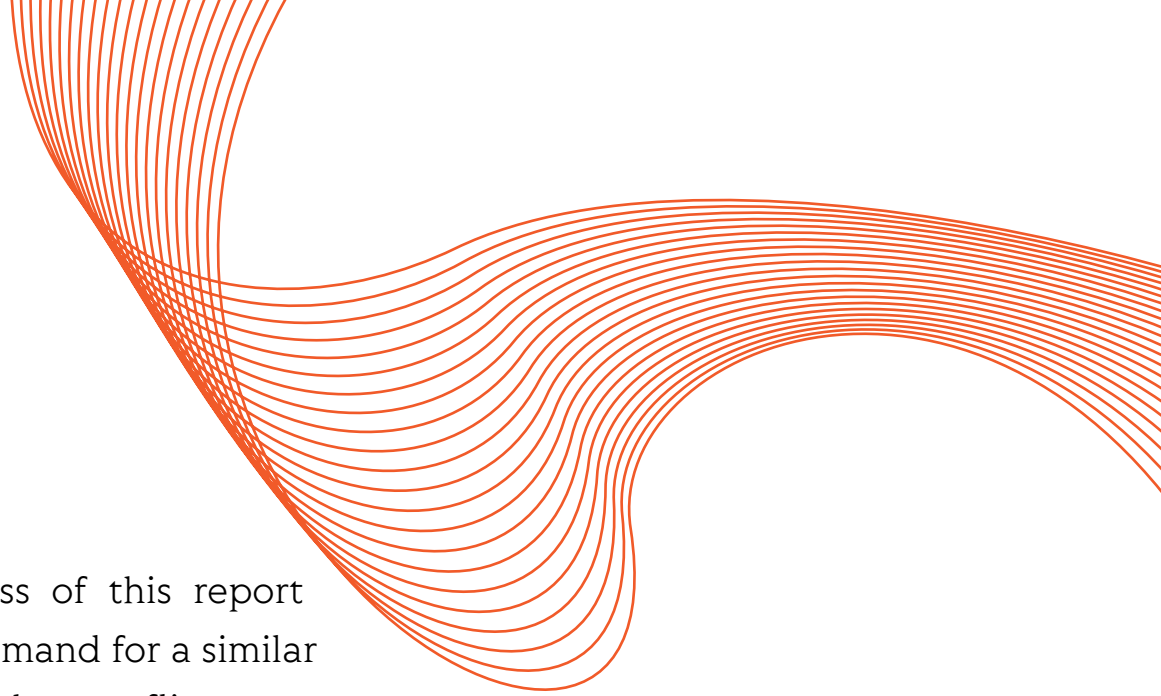
## *Cost of Conflict*

Strategic Foresight Group has developed a framework for measuring future costs of a given conflict so that the concerned societies may decide if they can sustain them and carry on with the conflict or choose another policy mix. The costs are measured on a large number of different parameters including economic, military, societal, cultural, psychological, diplomatic, political and other factors. They are not merely about defence expenditure and opportunity costs of business. In fact, in certain circumstances, political and humanitarian costs far outweigh economic costs.



HRH Prince  
Zeid Ra'ad Al Hussein,  
UN High  
Commissioner for  
Human Rights

The SFG report on *Cost of Conflict between India and Pakistan* in January 2004 fuelled a significant public debate. It was editorially covered by The Times of India. About 70-80 op-ed pieces and analytical articles commented on it. Pakistan's distinguished former Foreign Secretary wrote the preface, while India's serving Foreign Minister praised it. It made an important contribution to the process of reconciliation that was launched in April 2004. Later on in 2008, when a debate on war as a response to the terrorist attacks in Mumbai started, several leading newspapers published extracts from the report urging people to see reason.



The success of this report created demand for a similar report in other conflict zones.

As Norway was engaged in peace-making efforts in Sri Lanka, it assigned SFG to prepare a report on costs of conflict in that country. The report attracted tremendous attention from the media and civil society. The Sri Lanka Prime Minister's Office undertook a study of the report.

Launch of Cost of Conflict in the Middle East Report at the United Nations, Geneva





At a meeting held in the House of Lords, a senior representative of the Arab League and other Arab institutions, as well as representatives of Western countries friendly to Israel, requested SFG to prepare a report on *Cost of Conflict in the Middle East*. The report was launched at the United Nations in early 2009. It was presented to the President of Israel, and welcomed by several Palestinian and other Arab leaders, including the King of Jordan and Foreign Minister of Egypt. It was discussed by a ministerial panel at the Alliance of

Ministerial Panel on Cost of Conflict in the Middle East at the Alliance of Civilizations, Istanbul





Recep Tayyip Erdogan,  
Prime Minister  
(now President) of  
Turkey looks at SFG's  
Brochure

Civilisations meeting of the United Nations. It attracted world-wide attention and has been since used as a benchmark study. It also fuelled a debate in the media around the world as BBC World Television produced a special report on the findings, among coverage by leading global media. The report was translated and published in Arabic and Spanish by leading institutions.





Shimon Peres,  
President of Israel



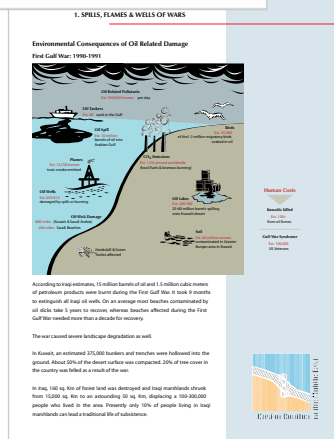
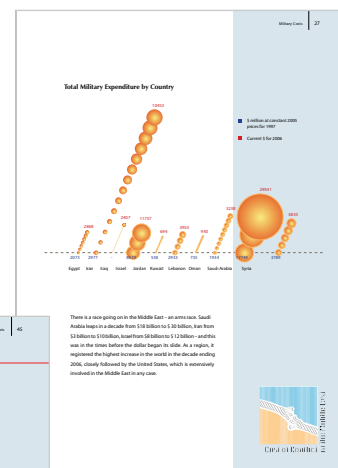
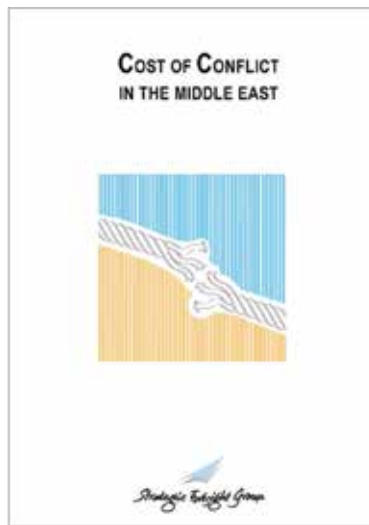


The report on “Cost of Conflict in the Middle East” was launched in Geneva. It was the fruit of a successful joint-venture between the Strategic Foresight Group and the Swiss Federal Department of Foreign Affairs. Our continued cooperation is obviously a sign of confidence in SFG. We do appreciate SFG’s working methodology, the way they address a problem, their access to expertise and to decision-makers as well as their commitment to the cause.



Thomas Greninger, Senior Ambassador of Switzerland at Workshop on Cost of Conflict, Antalya

“We’ve known it all along – the conflict with Pakistan is a lose-lose situation for both sides. But now the report of the Strategic Foresight Group titled ‘Cost of Conflict between India and Pakistan’ has put a figure to it... The writing is on the wall – investment in people is an investment in peace.”  
 Editorial, The Times of India, February 26, 2004 On Cost of Conflict between India and Pakistan.



I congratulate the SFG for the high quality of research and analysis that has gone into the publications on the books and the intelligent use of reader-friendly graphics to illustrate serious points. I am sure that the publication will prove to be of considerable value to scholars of India-Pakistan relations as well as practitioners of foreign policy.

Yashwant Sinha,  
Minister of External  
Affairs, India, 2004

Ahmed Aboul Gheit,  
Minister of Foreign Affairs,  
Arab Republic of Egypt, 2009

I am certain that your report will offer valuable insights into the cost and detrimental impacts of the many conflicts that continue to mar the Middle East. Such studies and reports also serve to underline the dividend to be reaped by instituting peaceful and just solutions to the numerous dilemmas facing the Middle East.



# *Deconstructing Terror*

SFG has been significantly involved in efforts to reduce the deficit of trust between Western and Islamic countries through Track Two diplomacy. It organised three international roundtables on *Constructing Peace, Deconstructing Terror* from 2004 to 2006, bringing together political leaders and decision-makers from the United States, Europe, the Middle East and South-east Asia, in cooperation with the Alliance of Liberals and Democrats in the European Parliament and the League of Arab States.

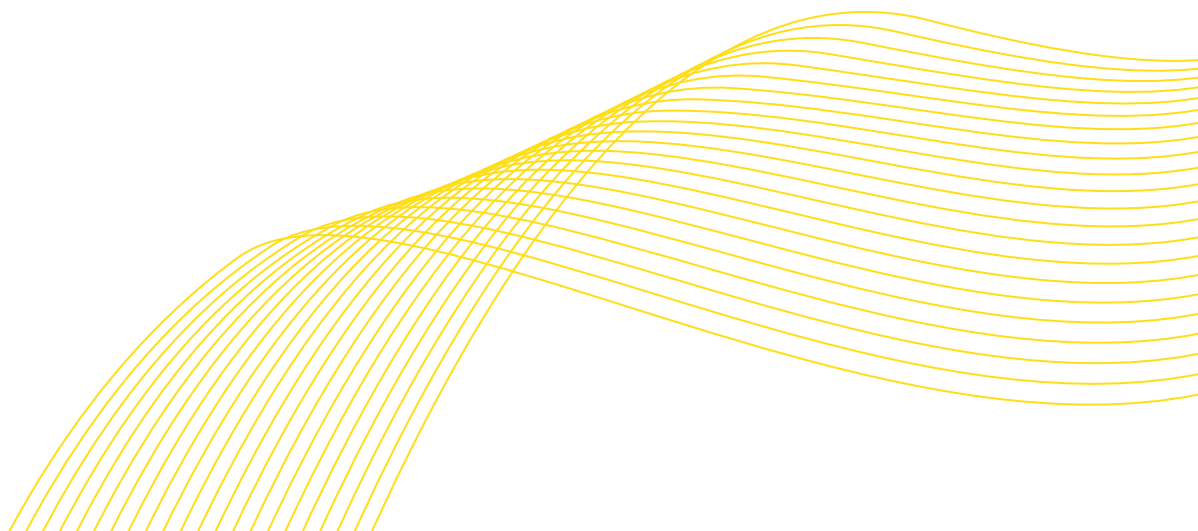


Third International Roundtable on Deconstructing  
Terror at the European Parliament, Brussels



Karel de Gucht, Deputy Prime Minister of Belgium opening SFG - ALDE Roundtable, Brussels

The Third International Roundtable held at the European Parliament in November 2006, recommended several proposals including an Inclusive Semi Permanent Conference for the Middle East.



In December 2005, Dubai Consortium hosted the Nelson Mandela Benefit Dinner. On this occasion, SFG presented the concept of 'An Inclusive World' which was welcomed by world leaders. In the following years, some of its key conclusions were debated at Oxford University and the UK Parliament – in committee meetings, as well as floor debates of the House of Commons.

While international cooperation between governments in combating terrorism is important, the involvement of thought leaders, and experts in this global struggle is of equal if not greater significance. Your organisation has endeavoured to pioneer such positive engagement, and is to be commended for its efforts.

HRH Prince Saud Al Faisal,  
Minister of Foreign Affairs,  
Kingdom of Saudi Arabia, in a  
letter to SFG, June 2007

I am pleased by  
your commitment  
to tolerance and  
understanding.

President  
Bill Clinton  
in a letter to SFG



I believe that the paper itself can be a significant contribution, because it sheds a spotlight on the processes necessary to move towards dealing with the destructive relationships within and towards the region, rather than simply identifying the content of any necessary agreement, ground which has already received enormous attention elsewhere.

The Rt Hon Lord John Alderdice,  
former Speaker of the Northern Ireland Parliament,  
Foreword to Inclusive Semi-Permanent Conference  
for the Middle East



The Rt Hon Lord Alderdice briefing  
participants of Israel Palestine  
Jordan Workshop, Oxford



Dr Jose Ramos-Horta,  
Nobel Peace Laureate  
and former President of  
East Timor

The International Development Committee, which I chair, had an informal briefing this morning from the Strategic Foresight Group. Its ideas about and analysis of the causes of division, terrorism and extremism are interesting. It also makes some practical suggestions about tackling that.

The Rt Hon Malcolm Bruce  
addressing the House of Commons, London,  
on 20 March 2007



*President of India honours  
President of SFG*



Smt. Pratibha Devisingh Patil, President of India, presents D. Litt. (Honoris Causa) degree of Symbiosis International University to SFG President.



# PARTNERSHIPS

Since its inception in 2002, SFG has partnered with several institutions, including the following:

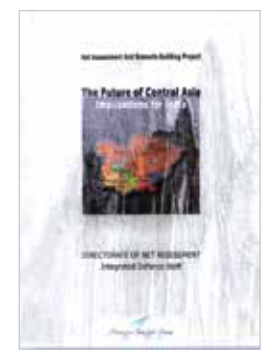
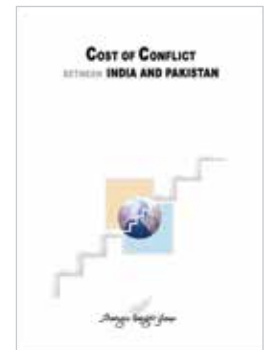
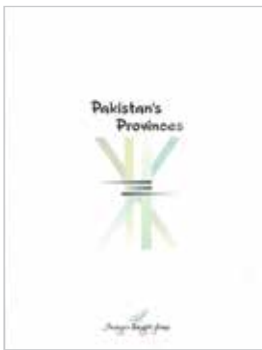
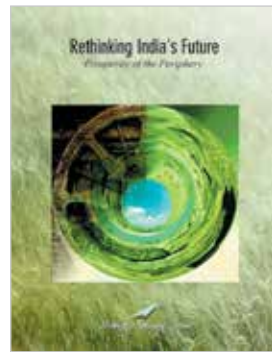
- ✓ United Nations Alliance of Civilizations, New York
- ✓ The Government of Norway - Ministry of Foreign Affairs, Oslo
- ✓ The Government of Switzerland –Political Directorate of Federal Department of Foreign Affairs, Bern
- ✓ Swiss Agency for Development and Cooperation, Bern
- ✓ The Government of Sweden - Swedish Emergency Management Agency, Stockholm
- ✓ Swedish International Development Cooperation Agency (Sida), Stockholm
- ✓ The Government of India - Ministry of External Affairs and Ministry of Defence, New Delhi
- ✓ The Government of Canada - Department of Foreign Affairs and International Trade, Ottawa
- ✓ El Majlis El Hassan at the Royal Palace, Amman
- ✓ Liberal Democratic Party Chairmanship in the House of Lords, London
- ✓ General Directorate of State Hydraulic Works (DSI), Ankara
- ✓ Alliance of Liberals and Democrats for Europe in the European Parliament, Brussels
- ✓ The League of Arab States, Cairo
- ✓ Qatar Foundation, Doha
- ✓ Public Utilities Board, Singapore
- ✓ A K Party of Turkey, Ankara
- ✓ Royal Scientific Society, Amman
- ✓ Brazzaville Foundation for Peace and Conservation, London
- ✓ World Economic Forum, Geneva
- ✓ John D and Catherine T MacArthur Foundation, Chicago
- ✓ Rockefeller Foundation, New York
- ✓ Ploughshares Fund, San Francisco
- ✓ Asia Europe Foundation, Singapore
- ✓ Friedrich Naumann Stiftung, Potsdam
- ✓ Jamnalal Bajaj Foundation, Mumbai
- ✓ Oxford University - Oxford Union, Oxford
- ✓ Oxford University- Harris Manchester College, Oxford
- ✓ University of Geneva, Geneva
- ✓ The Bibliotheca Alexandrina, Alexandria
- ✓ S. Rajaratnam School for International Studies (RSIS), Singapore

- ✓ Geneva Centre for Security Policy, Geneva
- ✓ MEF University, Istanbul
- ✓ WANA Institute, Amman
- ✓ University of Mumbai, Mumbai
- ✓ Bangladesh Institute for Peace and Security Studies, Dhaka
- ✓ Turkish Review of Zaman Media Group, Istanbul
- ✓ European Institute of the Mediterranean, Barcelona
- ✓ National Peace Council, Colombo
- ✓ Mumbai Education Trust, Mumbai
- ✓ Booz Allen Hamilton, Washington DC
- ✓ Global Peace Index, Sydney
- ✓ Horasis - Global Visions Community, Geneva
- ✓ East West Institute, New York
- ✓ The Sustainability Forum, Zurich
- ✓ Research in Motion, Waterloo
- ✓ Malaysian Institute of Management and Urban Forum Malaysia, Kuala Lumpur
- ✓ International Relations and Security Network, Zurich

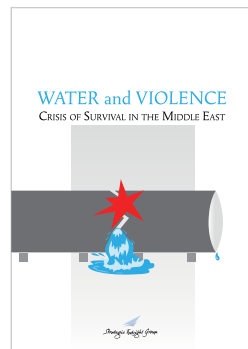
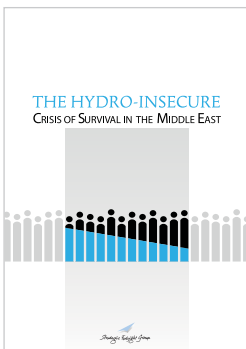
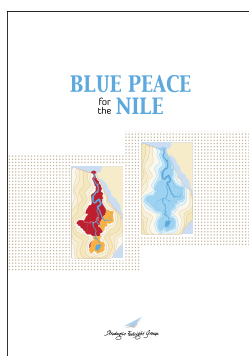
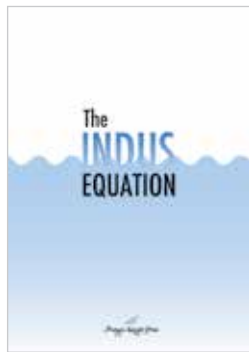
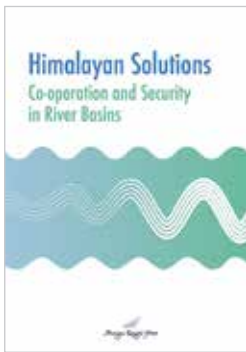
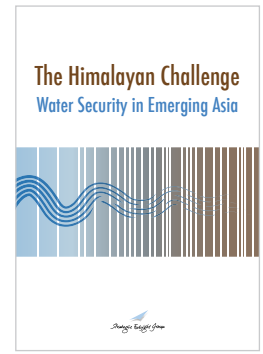
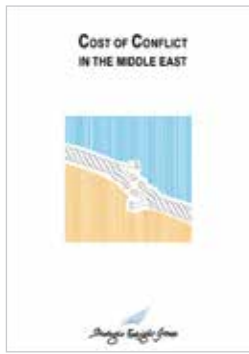
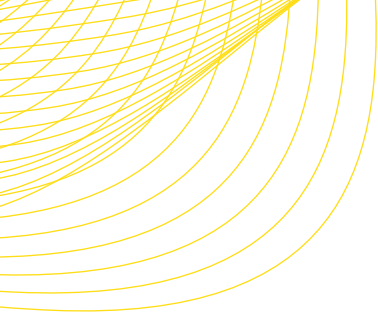
In addition, Strategic Foresight Group has been a resource for:

- ✓ Indian Parliament - Committee on Foreign Affairs
- ✓ UK House of Commons - Committee on International Development
- ✓ Singapore Prime Minister's Office
- ✓ Swedish Defence Commission
- ✓ Global Futures Forum
- ✓ Alliance for Peacebuilding, Washington, DC
- ✓ Aspen Institute, Rome and Washington, DC
- ✓ Liberal International - World Congresses
- ✓ World Economic Forum Annual Meetings, Davos
- ✓ Higher School of Economics at National Research University, Moscow
- ✓ Madrid+15 Forum
- ✓ Dubai Consortium
- ✓ China Entrepreneurs Club
- ✓ Mobile Telephone Network (MTN) of South Africa
- ✓ Sakal Media Group, India
- ✓ National Defence College, India
- ✓ College of Defence Management, India
- ✓ College of Air Warfare, India
- ✓ College of Naval Warfare, India
- ✓ Army War College, India
- ✓ Directorate General of Police of Maharashtra State, India

# PUBLICATIONS







# SFG RESEARCH TEAM



Anumita Raj



Priyanka Bhide



Diana Philip



Ipshita Chaturvedi



Devaki Erande



Shilpa Rao



Zarin Husain



Rahman Abbas



Khaleda Sheikh  
Kader



Shaikh  
Abdus Samad



Ashfaque Kazi



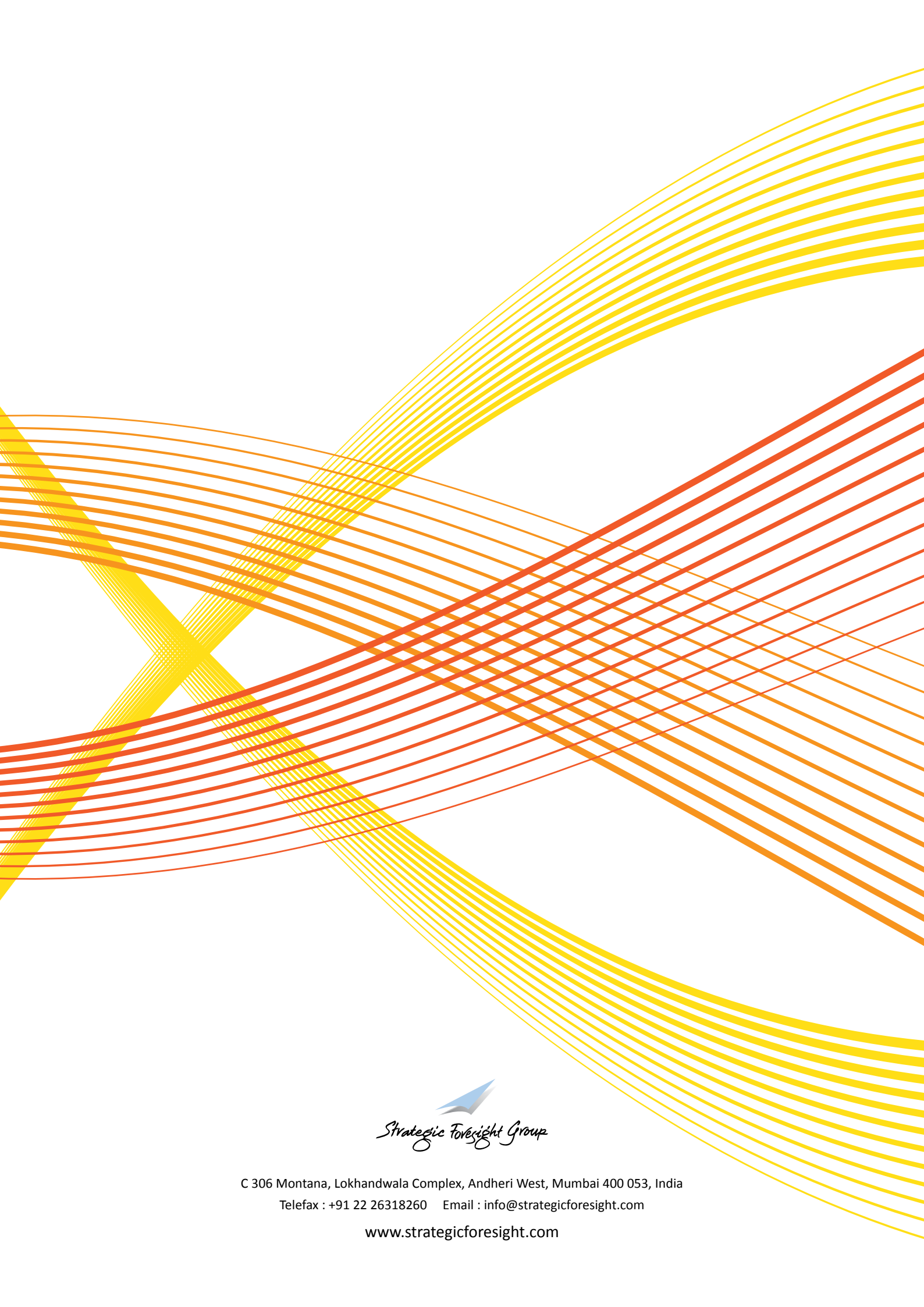
Prakash Watwani



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