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# AGENDA

**2<sup>nd</sup> MEETING**

**PROGRAMME MANAGEMENT COMMITTEE**

**1030 HRS/ 6<sup>th</sup> JANUARY 2010**

**IIC, NEW DELHI**

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**ITEM 1 – Confirmation of minutes of 1<sup>st</sup> Meeting dated 21<sup>st</sup> August 2009**

1. The 1<sup>st</sup> Meeting of the Programme Management Committee (hereafter referred to as PMC or the Committee) was convened on 21<sup>st</sup> August 2009. Minutes (placed at **Annexure-A**) were circulated to all Members. No comments have been received from any quarters. The Committee may consider confirming the minutes of the 1<sup>st</sup> Meeting.

ITEM 2 - Approval of schematic timetable for Phase III and identification of potential resource persons

1. A draft schematic timetable for Phase III programme, based on the course design approved by the Committee, has been prepared by the Academy. The same may be perused at **Annexure-B**. The Academy Faculty has been asked to prepare sessions-wise details and also identify possible resource persons, both internal and external, to take the respective sessions.

2. The following issues are placed for consideration:

- (i) Broad approval of the timetable, with suggested amendments, if any.
- (ii) To consider the inter-se allocation of time to various inputs.
- (iii) To consider potential resource persons, either domestic or international, to assist the Academy in delivering the programme.

**ITEM 3 – Update on Phase IV**

1. The Academy is presently in the process of preparing a draft schematic timetable, as in the case of Phase III (placed at Annexure-B), for Phase IV. The same shall be placed for the consideration of the Committee in its next meeting.

#### ITEM 4 – Update on Phase V Programme

1. Phase V is an executive programme targeted at senior IAS officers of 26 to 28 years seniority. In the first round, the course was jointly delivered by the Harvard Kennedy School and IIM, Ahmedabad at the latter's campus.
2. The Academy had conducted a one-day Workshop in Delhi on 30<sup>th</sup> October 2009 as a brainstorming session on the strategy to be adopted for the coming cycle based upon the learning outcomes of the first cycle. The Workshop was attended among others by Sh. Padamvir Singh, Director, LBSNAA; Sh. Prajapati Trivedi Secretary, Performance Management; Sh. KT Chacko, Director IIFT; Sh. Ajay Sawhney JS(T), around 5-6 previous participants of Phase V Programme, Prof. Sebastian Morris of IIMA and Dr. Akashdeep of Harvard Kennedy School. The proceedings of the Workshop may be perused at **Annexure-C**.
3. Participants of the Workshop were of the considered view that while the Academy may play the role of the lead institution, it must utilize the services of IIMA in delivering the programme. This is based on the 3-year experience gained by IIMA, which along with HKS, was the lead institution in delivering the programme. The programme design and schematic timetable could be re-designed based upon the feedback of the 1<sup>st</sup> cycle and inputs provided by TNA of both supervisory officers (of Phase V participants) and potential participants themselves.
4. Accordingly, the Academy had carried out a Training Need Assessment for Phase V by circulating a simple questionnaire to Secretaries to GOI/ Chief Secretaries to State Governments/ UTs. The highlights of around 40 responses received so far are summarized at Annexure – E. It is further proposed to carry out a similar Training Need Assessment of the potential participants themselves. Both these inputs are likely to make the revised design more relevant and purposeful.

5. In pursuance of the general outcome of the Workshop (referred to in paras 2&3 above), the Academy had asked Prof. Sebastian Morris of IIMA to provide an informal estimate for engaging the services of a team of eminent academicians from IIMA to assist the Academy in delivering the Programme from 2010. The salient features of the rough estimate sent by Prof. Morris for an approximate group size of 100 participants in two elective streams (as in Round 3 of 1<sup>st</sup> Cycle) are as follows:

- Cost of 2 weeks by IIMA at LBSNAA: 84 lacs
- Cost of 1 week by HKS at LBSNAA: 232 lacs
- Cost of 1 week at HKS (including travel, stay): 411 lacs\*

*(\* Though no break-up has been received from IIMA, it is likely to include approximately Rs. 100 lacs on account of Business Class travel for 100 participants)*

6. The matter was discussed within the internal Faculty of the Academy and the general consensus that emerged was as follows:

(i) The issue of an international exposure visit needs to be taken up for a final decision with the Government. The Academy, however, strongly supports a 1-week international exposure visit (which would include lectures and discussion involving leading international academicians and experts).

(ii) In the likelihood of a 1-week international exposure visit being approved by the Government, the programme design may be – Week 1 (to be delivered by the Academy & IIMA), Week 2 (to be delivered by IIMA), Week 3 (to be delivered by IIMA and Academy), Week 4- International Exposure Visit. This would entail broadly 2 weeks by IIMA, 1 Week by the Academy and 1 Week International Exposure Visit.

(iii) In the event of the International Exposure Visit not being approved by the Government, the programme design may be – Week 1 (by the

Academy & IIMA), Week 2 &3 (by IIMA), Week 4 (by IIMA and the Academy). This would entail 3 weeks by IIMA and 1 Week by the Academy.

(iv) IIMA or the Academy may further engage the services of reputed international resource persons to deliver specific inputs to compliment those being delivered by the domestic faculty.

(v) In case the Government approves the International Exposure Visit, the Academy may invite offers from reputed international institutions (after short-listing 20 such institutions) engaged in the field of public governance, with a programme design (technical bid) and a financial bid.

7. In view of the above, the following issues are placed for consideration of the Committee:

(i) Whether IIMA should be invited to assist the Academy in delivering the Programme based on its experience of conducting the 1<sup>st</sup> Cycle?

(ii) Whether the Academy may engage the services of IIMA directly for delivering specific inputs, being an institution controlled by the Government of India?

(iii) Whether there should an International Exposure Visit planned as part of Phase V and, if so, the modalities thereof?

## ITEM 5 - Remuneration to Foreign Faculty

1. The matter was discussed in the 1<sup>st</sup> Meeting of the Committee and it was decided that the Academy would examine various options and present a proposal for the consideration of the Committee in its next meeting.

2. Accordingly, the following is proposed for the consideration of the Committee:

(i) It has been found that there are no formal notified rates at which visiting international faculty is normally compensated. Institutions usually pay varying rates based upon the nature of the project and duration of the assignment.

(ii) Two alternative methods were considered. In the first, the Academy may ask the visiting Faculty to provide details of the annual remuneration he/ she receives from their respective employer. The same can then be divided by either 260 to 280 (as balance days are available for consultancy) to arrive at a day's remuneration. This could be multiplied by a factor of 1.5 to compensate the Faculty for lecture preparation and offsetting the opportunity costs on account of traveling time. However, this method is tedious and many resource persons may not provide details in time and the question of their authenticity.

(iii) The more general remuneration based on *per diem* rates may be as follows:

- Nobel Laureates/ Professors Emeritus: To be fixed by the Director of the Academy subject to a maximum of US\$ 5000/ day.
- Professors in International Universities or Schools there under: Upto US\$ 1000/ day.
- Associate Professors/ Readers in International Universities or Schools there under: Upto US\$ 600/ day.

- Research Associates in International Universities or Schools there under (to assist Professors in delivering modules): Upto US\$ 300/ day.
- Each of the categories mentioned above may be paid *per diem* @ 1.5 times of the above mentioned rates to factor the preparation time and traveling time.
- Regarding entitlement for travel, it is proposed as follows:
  - Nobel Laureates: First Class
  - Professors Emeritus/ Professors: Business Class
  - Associate Professors/ Readers: Full Economy
  - Research Associates: Economy

(iv) The Committee is requested to consider and take a final decision for the Academy to send the recommendations of the Committee to the Government for approval.

ITEM 6 - Delegation of financial powers of Government to Director, LBSNAA, Mussoorie for conduct of MCT Programme

1. Presently, the Director of the Academy enjoys limited financial powers (for contracting services in full or part) upto a maximum of Rs. 10 lacs. For the successful conduct of the MCT Programme, it is imperative that the powers be suitably enhanced in order to provide functional autonomy to the Academy Director. The delegation of financial powers to the Director for engagement of the services of these institutions/ individual faculty was discussed in a meeting in the Prime Minister's Office wherein Principal Secretary to PM, Cabinet Secretary, Secretary to PM, Secretary (P), Director and Special Director of the Academy and the Joint Secretary (Training) were present. There was general consensus that all requisite financial powers may be devolved by the Ministry to the Director, for effective delivery of the MCT Programme.

2. In consonance with the Finance Ministry's circular [para 2 (viii)] of 28<sup>th</sup> October 2003, it is proposed for the consideration of the Committee that the Ministry may be requested to delegate its full financial powers to the Director for the specific/ limited purpose of delivery of the MCT Programme.

## ITEM 7 – Suggested Calendar for MCT Programme for 2010

1. The proposed Training Calendar for MCT Programme for 2010 is as follows:

- Phase III (2009) in US – 15<sup>th</sup> to 29<sup>th</sup> May 2010
- Phase IV (2009) residual 2 weeks in the Academy – 3<sup>rd</sup> to 14<sup>th</sup> May 2010
- Phase III (2010) in the Academy – 7<sup>th</sup> June to 30<sup>th</sup> July 2010
- Phase IV (2010) in the Academy – 18<sup>th</sup> October to 10<sup>th</sup> December 2010
- Phase V (2010) in the Academy – 20<sup>th</sup> September to 15<sup>th</sup> October 2010

2. It is proposed that the tentative strength of the respective programmes that the Academy can host in 2010 on account of on-going construction of Executive Hostels is as follows:

- Phase III – 100
- Phase IV – 125
- Phase V – 80

The number would increase to around 130-150 for each of the programmes in 2011 after completion of all the 3 Executive Hostels by August/ September 2011.

3. The same is placed for the information and approval of the Committee so that it may be forwarded to DoPT for further action.

ITEM 8 – Any other issue with the permission of the chair

Any other issue/s with the permission of the Chair.

## ANNEXURE - A

### MINUTES OF 1<sup>ST</sup> MEETING OF PROGRAMME MANAGEMENT COMMITTEE (PMC) HELD AT INDIA INTERNATIONAL CENTRE, NEW DELHI AT 1045 HRS ON 21<sup>ST</sup> AUGUST 2009

1. List of members that attended the meeting is as is given below:

- (i) Sh. Rudhra Gangadharan, IAS , Director, LBSNAA, Mussoorie - (*in chair*)
- (ii) Sh. Prajapati Trivedi, Secretary, Performance Management, GOI
- (iii) Sh. KT Chacko, Director General, IIFT, Delhi
- (iv) Prof. HP Dixit, Director General, School for Good Governance & Policy Analysis, Bhopal
- (v) Sh. Vishwapati Trivedi, IAS, Addl. Secretary-cum-FA (Home), GOI
- (vi) Sh. Padamvir Singh, IAS, Special Director, LBSNAA, Mussoorie
- (vii) Sh. Ajay Sawhney, IAS, Joint Secretary (Training), DoPT, GOI

Also present were:

- (i) Sh. B. Srinivas, IAS, Director (Training), DoPT, GOI
- (ii) Sh. Tejveer Singh, IAS, Deputy Director (Senior), LBSNAA, Mussoorie

2. The Director welcomed the Members to the meeting and gave an overview of the MCT Programme and broad impressions of the courses held so far. He briefly outlined the follow up action taken by the Academy pursuant to the last Workshop held in May 2009 to review the Course curricula and design of Phases III and IV.

3. The Committee discussed the listed agenda items. After detailed deliberations, the following decisions were taken:

- (i) The mandate of the Committee - The Members took note of the Terms of Reference (TOR) outlined by the Ministry for the Committee.
- (ii) Presentation on the MCT Programme - The Members went through and discussed the presentation prepared by the Academy on the outcome of the first cycle of MCT and the strategy for future.
- (iii) Draft Course Design, Curriculum and Methodology for Phases III and IV - The Committee Members made certain observations and suggestions regarding the draft course design prepared by the Academy factoring the feedback given by the participants of current year's Phase III and IV programmes. These are in **Annexure A**. The Members advised the Academy to incorporate the suggestions and amendments proposed and place the revised draft design for both courses in the next meeting of the Committee.
- (iv) Strategy in respect of Phase V: The Members deliberated on the strengths and shortcomings of the Phase V delivered by Harvard Kennedy School/ IIM Ahmedabad. The Members were in agreement that the programme in future must build upon the strengths and achievements of the first cycle while attempting to remove the deficiencies thereof. It was felt imperative to have Academy as the lead institution for delivering the programme (as in Phases III and IV) while enlisting support in course design and delivery from either eminent academicians or institutions. The Members advised the Academy to develop a draft Course design and methodology for Phase V and to consider seeking more detailed feedback from the key resource persons in IIM, Ahmedabad and HKS for the purpose.
- (v) Selection of Partner Institutions and other academic resources, including domestic and foreign faculty, for delivery of various phases of MCT Programme: The Committee observed that the

subject of seeking formal partnership with domestic or international institutions must be viewed objectively to deliver the courses most effectively. The Committee was of the considered view that the Academy, after revising the draft course design (as discussed earlier), must clearly delineate the modules or inputs where external assistance (domestic or foreign) would be necessary for effective delivery of the said Course. The domestic and international institutions which are normally best placed for delivering the said inputs as well as the specific experts/ faculty therein may also be identified for the consideration of the Committee. The Members opined that the available feedback of various resource persons in the first cycle of the MCT Programme may be utilized for the purpose. Alternatively, a suggestion was received that the Academy may even consider floating an Expression of Interest (EOI) in an international publication of repute for the purpose.

While discussing the subject of delegation of financial powers to the Academy Director, the Committee suggested that a concrete proposal may be forwarded by the Academy to the Ministry in this regard.

- (vi) Remuneration to visiting foreign faculty – The Committee was of the view that a detailed proposal for fixing both *per diem* rates and hourly rates for visiting foreign faculty may be prepared and forwarded to the Ministry for consideration. Addl. Secretary-cum- FA (Home) advised that the Academy may consider the existing norms adopted by UN/ World Bank/ other teaching institutions while proposing remuneration.
- (vii) Effective monitoring and supervision of the MCT Programme – The Committee considered the issue and felt that a suitable strategy for effectively monitoring and supervising the MCT Programme would be adopted in due course after the attendant issues of design and delivery of courses were finalized.

(viii) Any other item with the permission of the chair – No other item was taken up for discussion.

4. The Committee decided that in view of the tight deadlines and paucity of time, the Academy may take further action at the earliest. It was decided that the next meeting would be held, preferably in Delhi, in the last week of September.

5. The Workshop ended with a vote of thanks to the chair.

## ANNEXURE

### **Views expressed by Members on Course Design and Methodology**

1. The three Mid-Career Training programmes must have a continuum in the content delivered so that each successive programme builds upon the earlier one. The Academy should identify the set of core skills/ competencies that an IAS officer must possess at a particular stage and the course design should evolve accordingly.
2. In view of SVP NPA's Phase V programme wherein a foreign exposure visit has been introduced for IPS officers. It may be useful to introduce the same in Phase V programme for IAS Officers.
3. More research work by way of relevant case studies, accounts on best practices and good governance, need to be factored into the course design.
4. REITI, Japan may be considered as a possible partner.
5. As far as possible, the Anchor person of a Module should be a Deputy Director. If the anchor is an external faculty, he/ she must stay throughout the duration of the Course in the Academy.
6. The Anchor (if external) must plan the module design in conjunction with the Academy Faculty.
7. In draft design for Phase III, Evaluation must be separately flagged as part of the thematic inputs on Programme and Project Formulation and Management.

8. The Members concurred with the Academy's suggestion to have fewer but more all-embracing Electives for both Phase III and IV.
9. Similarly, as in Phase IV, foundation in Micro and Macro economics should be flagged as a separate input in the Phase III course design.
10. In order to get more incisive feedback, we may follow HKS model where one internal faculty sits in on every lecture.
11. Focused discussions may be had in smaller groups to obtain pointed feedback about the course content and delivery.
12. Regarding foreign exposure trips in Phase III and IV, it may be useful to divide the group into 2-3 smaller groups and they be taken to various destinations based upon their preferred areas of interest and internationally acclaimed best practices to be seen.
13. There must be a short paper that the group members (Phase III and IV) must be asked to write on their learning from the foreign exposure visit which may be factored into their overall evaluation.
14. A Team from the Academy must visit in advance to firm up the modalities for the foreign exposure trip in close collaboration with the local Indian Mission.
15. Regarding Phase V, we may informally seek the views of Prof. Sebastian Morris of IIM, Ahmedabad and Mr. Akashdeep of HKS about assisting the Academy in preparing a revised Course Design.

## **ANNEXURE - B**

The details of the draft schematic timetable for Phase III Programme may be perused at pages (i) to (vi) attached along with.

## Phase III - Schematic Design

### WEEK 1

#### Perspective Building/ Public Finance/ Introduction to Programme Formulation

Day	1	2	3		4	5	
Mon	<b>Inauguration</b>	<b>Inauguration</b>	Key National Challenges	L	India and the World – assessment on key indicators	-do-	ICT Proficiency Test
Tues	Evolving Role of the IAS	-do-	Political Process and Accountability	U	Judicial Activism & Accountability	ICT	
Wed	Approaches to Economic Development	Macro Economics	Macro Economics	N	Public Finance	Public Finance	
Thurs	Public Finance	Public Finance	Public Finance	C	Macro Economics	ESP and Capstone Briefing	
Fri	Introduction to Programme Formulation	-do-	-do-	H	Environment & Climate Change	-do-	

## WEEK 2

### Programme & Project Formulation and Appraisal/ General Management

Day	1	2	3		4	5	
Mon	Programme Appraisal	-do-	-do-	L	Programme Appraisal	ICT	
Tues	Programme Appraisal	-do-	-do-	U	Micro Economics	Micro Economics	
Wed	Programme Appraisal	-do-	-do-	N	Programme Formulation	-do-	
Thurs	Programme Formulation	-do-	-do-	C	Micro Economics	Micro Economics	
Fri	Programme Formulation	-do-	-do-	H	Ethics	Ethics	

### WEEK 3

#### Programme Formulation & Evaluation/ Service Delivery & E-Governance

Day	1	2	3		4	5	
Mon	Programme Appraisal	-do-	Financial Statements	L	Micro	Micro	Briefing on International Visit (1)
Tues	Programme Formulation	Project Financing	-do-	U	Service Delivery	-do-	
Wed	BPR	-do-	Case Study on BPR	N	Project Management	-do-	
Thurs	E-Gov	E-Gov	E-Gov	C	E-Gov	TQM	
Fri	Programme Evaluation	-do-	-do-	H	Recap of Programme Appraisal	Mid Course Review	

## WEEK 4

### Health/ Education/ General Management

Day	1	2	3		4	5	
Mon	Health	Health	Health	L	Leadership	Leadership	
Tues	Health	Health	Health	U	Time Management & Delegation	Risk Taking & Strategic Thinking	
Wed	Negotiation	Corporate Laws	Communication Skills	N	Work-life Balance	-do-	Briefing on International Visit (2)
Thurs	Education	Education	Education	C	ESP	ESP	ESP
Fri	Education	Education	Education	H	Nuclear Deal – Keynote Address	Open House	<i>Departure for International Visit</i>

**WEEK 5**

**RD & Agriculture/ Decentralization & PRIs/ National Security**

Day	1	2	3		4	5	
Mon	Economic Growth & Poverty Reduction	Global Approaches to Poverty Reduction	RD	L	RD (MNREGA)	RD (MNREGA)	Debriefing on International Visit
Tues	Social Accountability	Decentralization	Decentralization	U	Decentralization	-do-	
Wed	Agriculture	-do-	-do-	N	Agriculture	-do-	
Thurs	National Security	National Security	National Security	C	Strategic Planning	ICT	
Fri	National Security	Religious Fundamentalism & Terrorism	Performance Management	H	ICT	Open House	

## WEEK 6

### Public Policy/ Infrastructure & Urban Governance/ Presentations

Day	1	2	3		4	5	
Mon	Public Policy	-do-	-do-	L	Term Paper Presentations	-do-	-do-
Tues	Infrastructure	-do-	-do-	U	Infrastructure	-do-	
Wed	Urban Governance	-do-	-do-	N	Urban Governance	-do-	
Thurs	Financial Markets	Gender concerns in Governance	Gender Budgeting & Audit	C	Public Governance – Keynote Speaker	Open House	
Fri	End of Course Feedback	<b>Valediction</b>	<b>Valediction</b>	H	<i>Bon Voyage</i>		

## ANNEXURE-C

### **MINUTES OF THE WORKSHOP TO REVIEW COURSE DESIGN AND CURRICULA FOR PHASE V OF THE MCT PROGRAMME HELD ON 30<sup>TH</sup> OCTOBER 2009 AT 10.00 AM AT INDIA INTERNATIONAL CENTRE, NEW DELHI**

The following attended the Workshop:

1. Sh. Padamvir Singh, Director, LBSNAA, Mussoorie - (*in chair*)
2. Sh. Prajapati Trivedi, Secretary Performance Management, GOI
3. Sh. KT Chacko, Director IIFT, New Delhi
4. Smt. Vrinda Sarup, Principal Secretary to Govt. of UP
5. Sh. Shailendra Mendiratta, Joint Secretary to GOI (DAE)
6. Smt. Anjuly Chib Duggal, Joint Secretary to GOI (DOE)
7. Sh. Sarvesh Kaushal, Principal Secretary to Govt. of Punjab
8. Sh. Ajay Sawhney, Joint Secretary to GOI (DoPT)
9. Prof. Sebastian Morris, IIM Ahmedabad
10. Dr. Akashdeep, Associate Professor Harvard Kennedy School, USA
11. Sh. B. Srinivas, Director, DoPT (Training)
12. Sh. Tejveer Singh, Deputy Director (Senior) LBSNAA, Mussoorie

2. At the outset, Sh. Tejveer Singh welcomed the invitees and thanked them for having spared their time to join the Academy for this Workshop. He especially thanked Prof. Sebastian Morris and Dr. Akashdeep who had specially flown in from Ahmedabad and Dubai to attend the Workshop.

3. The Director Sh. Padamvir Singh in his Opening Remarks gave a broad overview of the first cycle of the Phase V programme as delivered by HKS-IIMA from 2007 to 2009. He stated that the Academy had been mandated the responsibility of designing and delivering the programme from 2010 onwards and this Workshop had been organized to ascertain both the strengths and weaknesses of the first cycle and to use the same for further improvement and making necessary changes in the design and delivery of the programme. He further stated that the Academy was both keen to have the views of the main anchors of the

first cycle, viz. Prof. Sebastian Morris from IIMA and Dr. Akashdeep from HKS as well as the perceptions of some of the previous participants, who had been specially invited to share their experience.

4. After the Director's Opening Remarks, the floor was thrown open to all the participants to present their views on:

- Strengths and weaknesses of the first cycle
- Need for partnership with domestic and foreign institutions of repute
- Any specific changes in design and delivery of the programme

The sum of the views articulated by each of the participants may be perused at Annexure.

5. After discussion and deliberation, the following broad decisions were arrived at:

- (i) Though the Academy would play the role of the lead institution in designing and delivering the Phase V programme, it was felt expedient to engage in an institutional partnership with a domestic/ foreign institution of repute with requisite experience in conducting Executive Programmes for senior civil servants.
- (ii) It was observed that the Phase-V programme delivered by HKS-IIMA had evolved over time and the 3<sup>rd</sup> round marked a substantial improvement over the first 2 rounds. The participants underscored the need to utilize the domain experience gained by these institutions for future programmes.
- (iii) It was felt that since IIMA was a Government institution, the Academy could consider a formal institutional engagement with them for providing specific inputs rather than outsourcing the programme entirely to domestic/ foreign institutions, as in the case of the first cycle. The Academy, however, must identify the scope of the inputs required and thereafter explore the possibilities of engaging their services.

- (iv) It was also decided to invite further suggestions from the participants (through post or e-mail) within the next 10-15 days in addition to those given during the Workshop.
  - (v) Since no formal TNA had been earlier carried out for ascertaining the training needs of senior IAS officers, it was decided that the Academy would conduct a Training Needs Assessment for Phase V by circulating a proforma questionnaire to all Secretaries in GOI & Chief Secretaries of States & UTs. This would be useful in revising the Course Design at a subsequent stage.
  - (vi) If necessary, a follow-up Workshop could be held after undertaking the TNA Analysis and other preparatory steps.
6. The meeting ended at 4.00 P.M. with a vote of thanks to the chair.

## ANNEXURE-D

### **Salient Features of Training Needs Assessment for Phase V Programme**

- TNA Questionnaire circulated to all Secretaries to GOI/ Chief Secretaries to State Government & UTs
- Around 35 responses received by the Academy till date - do provide a broad perspective to the major issues regarding the performance of IAS Officers at senior levels.
- Among the major constraints inhibiting the performance of senior officers (i.e. potential Phase V participants), the respondents identified Lack of Motivation & Leadership (65.7%), Lack of Effective Delegation and Decision-making (63.33%), Lack of Domain Knowledge (51.11%) as most important.
- Among the competencies required for effective discharge of their duties, the respondents rated Ethics & Integrity (95.15%), Team-Building & Inter-Personal Relations (92.73%), Dealing with Political Executive (86.67%) as most important among personal traits.
- Among the areas of professional competence, the respondents rated Strategic & Perspective Planning (91.51%), Innovation & Management of Change (84.24%), BPR & improving public service delivery (81.88%), Drafting Cabinet Memoranda, Rules, Legislations (71.88%) and PPP (65.45%) as more important.
- Among the aspects found extremely important for training, the respondents rated Exposure of national/ international best practices (89.03%), Policy Analysis, Formulation and Implementation (86.88%) as most important. Perspective Building on key national and global challenges as well as Governance and Evolving role of the Civil Services were rated at 78-80% importance by the respondents.