



Restricted Circulation

AGENDA

4th MEETING

PROGRAMME MANAGEMENT COMMITTEE

1530 hours

September 30, 2010

(Through Video-Conferencing)

Lal Bahadur Shastri National Academy of Administration, Mussoorie

CONTENTS

Item No	Agenda	Page No
1.	Confirmation of minutes of 3 rd Meeting of Programme Management Committee held on July 1, 2010	3
2.	Presentation on Phase III of IAS Mid Career Training Programme held in June-July 2010	4
3.	Presentation on Course Design and conduct of Phase IV of IAS Mid Career Training Programme to be held from October 4 to November 26, 2010	6
4.	Update on preparation for Phase V of IAS Mid Career Training Programme to be held from December 12, 2010 to January 14, 2011	9
5.	Any other items with the permission of the chair	12
(i)	<i>Annexure A</i> - Minutes of 3 rd PMC meeting dated July 1, 2010	13
(ii)	<i>Annexure B</i> - Draft Timetable for Phase IV 2010	16

ITEM 1 - Confirmation of minutes of 3rd Meeting of Programme Management Committee held on July 1, 2010

1. The 3rd Meeting of the Programme Management Committee (hereafter referred to as PMC or the Committee) was held on July 1, 2010. 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 3rd Meeting.

ITEM 2 - Presentation on Phase III of IAS Mid Career Training Programme held in June-July 2010

1. The Phase III of IAS Mid Career Training Programme 2010 was held at the Academy from June 7 to July 26, 2010. A total of 93 IAS officers from 17 cadres participated in the programme. Of these, 45 were RR officers while 48 were SCS/ non-SCS officers.

2. The programme, along with the Foreign Study Tour to South Korea, concluded successfully. An end-of-the-course feedback session was held in which the Director LBSNAA, Sh. KT Chacko, Joint Director along with other LBSNAA Faculty members participated. While the participants broadly indicated their general satisfaction with the course, they emphasized upon the need for KDI to improve the academic content of its lectures. The feedback has since been shared with KDI for future reference and corrective action. Participants also stressed upon the need for delivering the programme appraisal module over two weeks instead of one (in the present course) to make internalization of inputs better.

3. The weighted average of the overall feedback given by the participants at the end-of-the-course was **92.73%**. The details of the sessional feedback are as follows:

Faculty	Number of teaching Sessions	Overall
LBSNAA	39	80.51%
IIM Ahmedabad	22	78.46%
Guest	64	80.91%
Overall	125	80.35%

4. As per the general decision of the PMC, the programme was also evaluated based on the performance of the participants in short Quizzes, RFD Exercise, Experience Sharing Presentations (ESP), Term

Paper and Director's Assessment. Out of a total of **93** participants, **43** participants attained A Grade, **49** attained B Grade and **1** secured C Grade.

ITEM 3 – Presentation on Course Design and conduct of Phase IV of IAS Mid Career Training Programme to be held from October 4 to November 26, 2010

1. The Academy will be conducting the Phase IV programme from October 4 to November 26, 2010. As in the Phase III, this is the first time that the Academy would be designing and delivering the programme. Around 100 officers from 1991, 1992, 1993 & 1995 batches are expected to attend the programme. Presently, clearances have been received with respect to around 75 officers. Around 10 officers who could not complete the IAS Phase IV 2009 will be attending from 2 to 4 weeks of this year's Phase IV programme.

2. The course design is based on the recommendations of a workshop held on 28-29 May 2009. The same were placed for the consideration of the PMC in its first meeting in August 2009. The objectives of the programme are as follows:

- appreciate contemporary developments in political economy at the global and national level;
- understand the process of public policy formulation, analysis and evaluation;
- enhance domain knowledge in the context of the process of public policy;
- strengthen leadership and negotiation skills; and
- appreciate the centrality of values in governance

3. Of the total duration of 8 weeks, participants would receive 6 weeks of instruction at the Academy and visit South Korea for a 2 week Foreign Study Tour in weeks 4 & 5. The tour would be organized in collaboration with the Korea Development Institute (KDI), Seoul. The thematic inputs to be delivered during the various weeks would be as follows:

- **Week One** – Perspective Building
- **Week Two & Three** – Public Policy Module by IIM Bangalore. This Module will consist of two parallel and complementary tracks:

- Track I - India's Current Economic Strategy and Policy Imperatives
- Track II - Policy Making & Implementation
- **Week Four & Five** - Foreign Study Tour to South Korea
- **Week Six** - Electives (Education; Rural Development, Decentralization and Agriculture; and Urban Development and one day for inputs on leadership.
- **Week Seven** - Electives (Health; Infrastructure and PPP; and Public Finance) and one day Workshop on Negotiation Skills
- **Week Eight** - National Security; e-Governance; Public Service Delivery and presentation of Policy Papers

4. A detailed draft timetable for the six weeks of instruction at the Academy has been placed at **Annexure B**. The Academy proposes to introduce Electives in Weeks 6 & 7, where participants would have the freedom to choose any one of the three domains on offer for each of the two weeks. This will allow for greater in-depth exploration on policy and implementation issues in the areas of their choice. The ensuing programme would also have elements of evaluation based on the performance of participants in writing a Policy Paper (in cohorts of 4 each), Experience Sharing Presentation (ESP), Korea Paper and Director's Assessment.

5. The Academy would be utilizing the services of the following academic institutions to deliver certain inputs during the course at the price indicated along side:

- IIM, Bangalore: Public Policy (2 weeks) at a cost of Rs. 64 lacs (plus taxes as applicable)
- IIM, Ahmedabad: Infrastructure & PPP (3 day elective) at a cost of Rs. 6.00 lacs (plus transport and taxes)
- NIPFP, Delhi: Public Finance (3 day elective) at a cost of Rs. 1.40 lacs

The same is placed for the information and approval of the Committee.

6. The details of the projected expenditure for Phase IV (*based on 102 full course and 10 short-term participants*) against a total allocation of **Rs. 525.75 lacs** (approved by the SFC) are as follows:

- LBSNAA Component – Rs. 160.25 lacs
- Foreign Study Tour: Rs. 304.50 lacs
- **Total Expenditure: Rs. 464.75 lacs**

ITEM 4 - Update on preparation for Phase V of IAS Mid Career Training Programme to be held from December 12, 2010 to January 14, 2011

1. The PMC was briefed in the last meeting about the overall course design for the upcoming Phase V scheduled between 12th December 2010 and 14th January 2011(a copy enclosed for reference). However, just to briefly recapitulate, the 5 week programme will begin with a week's foreign exposure visit to the Harvard Kennedy School (HKS), where the participants will be exposed to a global perspective on public policy.

2. The domestic component of the programme will be conducted at LBSNAA, Mussoorie. The first two weeks shall be conducted by the Indian Institute of Management Ahmedabad (IIMA), which has been requested to provide inputs based on two optional streams - Social Infrastructure and Basic Infrastructure for which it may run two parallel sessions. In this way, the participants will have a choice to focus on the areas of their interest.

3. The final two weeks will be conducted by the Academy; when besides interaction with renowned speakers on governance and other contemporary issues, the participants will be expected to write a vision/strategy paper in a sector of their choice and then present it to the plenary for discussion and debate. At the end of the programme, the Academy proposes to bring out a publication comprising the best strategy papers which would be circulated to the concerned ministries.

4. The formal allocation of topics to be covered by the three institutions in question is as follows:-

HKS: Global Perspective Building and Leadership

1. Economic Development and Investment: Cross-country experience
2. Global Financial Crisis
3. Long term Growth, Inequality, social safety net & the role of the State: Global Lessons

4. Market Reforms: Case studies in Public and Private sectors with focus on Infrastructure.
5. Challenges of Urban Planning : Cities of the Future
6. Leadership Module
7. Futuristic Vision of Public Service delivery in various sectors including health and education
8. Environment and Climate change
9. Energy

IIMA

1. Creation and Regulation of Markets and the role of the State
2. East Asian miracle
3. Economic Reforms and Deregulation Imperatives
4. Basic Infrastructure : PPP, Financing, Procurement& Execution
5. Social Infrastructure : health, education and social safety net
6. Agriculture & land Management
7. Urban Infrastructure and Management
8. Employment & Livelihood

LBSNAA

1. Good Governance: Administrative Reforms and e Governance
2. Security challenges: Internal and External
3. Quality issues in Service Delivery: Focus on Accountability Mechanisms
4. Strategy / Vision Paper and Experience sharing.
5. WTO: Impact on sectoral strategies; trade as a vehicle for development.
6. Ethics

5. The contracting for the conduct of Phase V with HKS is in the final stages of negotiations and should be concluded in a few days. For 100 Participants the cost is turning out to be a US\$ 5,40,000 (with a fixed component of US \$3,96,553 and a per participant variable component of \$1435). This includes the cost of program venue, logistical staff support, housing, meals and academic inputs, but does not include the cost of travel. The Academy has engaged M/s Balmer and Lawrie to make the necessary arrangements for travel.

6. The work order for engaging the services of IIM A has been issued and we are in active discussion with them to finalize the academic content of the programme. We are paying to the IIMA a sum of Rs 65 lakh (inclusive of travel) +admissible taxes as the professional fee for conducting the two week module.

7. The last two weeks (9 working days) will be delivered by the Academy and the broad distribution would be:

- Governance Issues & Perspective Building : 3 days
- Threats to India's security- internal and external : 1 day
- WTO and its impact on sectoral development strategies : 2 days
- Writing and presentation of strategy paper in groups of 3: 3 days

8. On the number of participants and travel logistics, the Academy has received 113 on-line registrations (upto 1983 batch) and 97 confirmations from Controlling Authorities (upto 1982 batch) that the officer would be relieved for training. We are considering confirming participation of all officers whose controlling authorities have consented for the training till 1981 batch , and from within 1982 batch those officers from whom both registration and consent has been received on a first come first serve basis. 1983 batch would not be considered for this year's Phase V due to adequate enrolment from prior batches.

9. The overall budgetary estimates for expenditure (including domestic and foreign components plus travel) on Phase V are estimated to be as follows:

Domestic Component - Rs 1,45,75,000

Foreign Component - Rs 5,29,57,600

Total Expenditure - Rs 6,75,32,600

This was sent for sanction to DoPT, which has approved an expenditure of Rs 6.75 crore for the programme.

ITEM 5 - Any other item/s with the permission of the chair

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

ANNEXURE - A

MINUTES OF THE 3rd MEETING OF PROGRAMME MANAGEMENT COMMITTEE (PMC) HELD AT INDIA INTERNATIONAL CENTRE, NEW DELHI AT 1130 HRS ON 1ST JULY 2010

1. The following members were present:

- (i) Sh. Padamvir Singh, IAS , Director, LBSNAA, Mussoorie - (in chair)
- (ii) Sh. Vishwapati Trivedi, IAS, Addl. Secretary & FA (Home), GOI
- (iii) Prof. HP Dixit, Director General, School for Good Governance & Policy Analysis, Bhopal
- (iv) Sh. Ajay Sawhney, IAS, Joint Secretary (Training), DoPT, GOI
- (v) Sh. PK Gera, IAS, Joint Director, LBSNAA, Mussoorie

Sh. Tejveer Singh, IAS, Deputy Director (Senior), LBSNAA, Mussoorie was also present.

2. At the outset, the Director welcomed the members to the meeting and thanked them for having agreed to join at a short notice. Thereafter, the Committee discussed the listed agenda items. After detailed deliberations, the following decisions were taken on each of the agenda items:

- (i) Confirmation of minutes of the 2nd meeting - The minutes were confirmed.
- (ii) Update on Phase III - The Members were apprised of the progress of the ensuing Phase III Programme by Sh. Tejveer Singh, who is also the Course Coordinator. The Committee noted the slight change in delivery of inputs on Programme Appraisal due to the backing out of DCID and the engagement of IIM Ahmedabad to deliver the said module during Week 2. It was decided that for next year's programme, the Academy may explore possible partnerships with more institutions to

deliver the said module. It was further decided that the PMC would be invited during the last week to interact with the participants to obtain feedback about the programme and suggestions for improvement.

(iii) A proposal to implement Phase-V Programme for IAS Officers of 28 years of seniority - Mr. PK Gera, Joint Director, LBSNAA, who is also the Course Coordinator for the scheduled Phase V Programme, briefed the members on the progress made by the Academy on various aspects related to the design and delivery of the Phase V Programme. He informed that, in line with the decision of the Prime Minister's Office, a Foreign Study Tour to Harvard Kennedy School (HKS) has been incorporated into the course design. He solicited the general guidance of the PMC with regard to the scheduling of the Course and engagement with HKS and IIM, Ahmedabad. After detailed discussions, the broad decisions taken were as follows:

- The Committee approved the schematic course design presented by the Academy - commencing with a week's international exposure in HKS, two weeks of instruction by IIM, Ahmedabad at the Academy and balance to be delivered by the Academy at Mussoorie and Delhi.
- The tentative dates of the Course from 12th December 2010 (Sunday) to 14th January 2011 (Friday) over a period of five weeks were also approved. This was done after taking into cognizance the limitations of dates offered by HKS and the tentative dates of the Parliament Session.
- The Committee took note of the negotiated rates offered by IIMA, Ahmedabad and approved the engagement of IIM, Ahmedabad for delivery of inputs spread across two weeks.
- The Committee took note of the offer sent by HKS for delivery of one-week international exposure at HKS and approved the same. It authorized the Academy Director to take all further decisions in this regard.

- The Committee, inter alia, advised the Academy to give a minimum guarantee of 75 participating officers (including faculty) to HKS and state that confirmation of additional numbers (upto a maximum of 100) would be given around 3-4 weeks prior to the start of the programme.
 - The Committee approved the overseas travel of participants by Group Executive Class in line with their general entitlement.
 - The Committee authorized the Academy Director to take decision on all residual matters related to the Programme.
- (iv) Residual matters taken up with the permission of the Chair -
- The Committee noted the financial constraints in the availability of funds with the Academy for conduct of the various phases of the MCT Programme. It advised the Academy to send a comprehensive case to the Ministry for seeking additional funds for ensuring smooth conduct of the MCT Programme.
 - The Committee further advised the Academy to seek suitable budget allocations for the coming year in its internal budget for conduct of the MCT Programme.
 - In view of the rescheduling of the Phase V Programme, the Committee decided to advance the Phase IV Programme from 18th October to 4th October 2010. It asked the Academy to immediately intimate the revised dates to the Training Division.
 - It was decided to seek online enrollment for both Phase IV and V Programmes in consultation with Training Division, as had been done in the case of Phase III.

4. The meeting ended with a vote of thanks to the chair.

ANNEXURE - B

The details of the draft timetable for Phase IV Programme may be perused at pages **17 to 26** attached along with.

DRAFT TIMETABLE –WEEK 1

Module: Perspective Building (LBSNAA)

Time	Monday 04-10-10	Tuesday 05-10-10	Wednesday 06-10-10	Thursday 07-10-10	Friday 08-10-10
0930-1030	Course Briefing (Course Team)	Reforms of Public Services [Mark Johnston]	The Changing Role of the Bureaucrat [TSR Subramanian]	Corruption in Public Service: The Way Forward [Justice Santosh N. Hegde]	Judicial Activism [Justice D.Y. Chandrachud]
1040-1140	INAUGURATION				
TEA BREAK					
1200-1300	INAUGURATION	Briefing on Policy Paper & Korea Visit [COURSE TEAM]	Civil Service in Perspective [Rajiv Sharma]	Financial Inclusions [Sanjeev Chopra]	Electoral Reforms [R. Balakrishnan]
LUNCH BREAK					
1400-1500	Good Governance [Padamvir Singh]	Democracy & Governance [Prof. Kuldeep Mathur]	Ethics in Governance [Padamvir Singh] Director, LBSNAA	Social Accountability [Aruna Roy] Head, MKSS	Panel Discussion on Being Effective Secretaries to State Governments [Satish Agnihotri/ TV Somanathan/ Sureshkumar]
TEA BREAK					
1520-1620	Good Governance [Padamvir Singh]	Democracy & Governance [Prof. Kuldeep Mathur]	Ethics in Governance [Padamvir Singh] Director, LBSNAA	Social Accountability [Aruna Roy] Head, MKSS	Panel Discussion on Being Effective Secretaries to State Governments [Satish Agnihotri/ TV Somanathan/ Sureshkumar]

DRAFT TIMETABLE –WEEK 2

Time	Monday[11-10-10]	Tuesday[12-10-10]	Wednesday[13-10-10]	Thursday[14-10-10]	Friday[15-10-10]
0930-1030	Plenary: State and Market – Changing Policy paradigms (Chiranjib Sen)	Plenary: Policymaking as Praxis- IAS Role [Dr. RVV Aiyar]	Plenary: Competitiveness of Global Indian Firms & Policy Issues [Saurav Mukherjee]	Indian China Comparison [Raghav Bahl]	Sec-A: Global Policymaking – the TRIPS case (RVVA) Sec-B: Managing Risk [Rajeev Gowda]
1040-1140	Plenary: Environment, Climate Change & Policy Analysis-1 [A. Damodaran]	Sec-A: Correcting market and Government Failure [RG] Sec-B: When Does Far-Reaching Policy Change Occur- The Green Revolution Case (RVV Aiyar)	Sec-A: The New Paradigm of Policy Making (RVVA) Sec-B: IPRs and Data Protection in Government [ABS]	Indian China Comparison [Raghav Bahl]	Sec-A: Managing Risk [RG] Sec-B: Global Policymaking – the TRIPS case (RVVA)
TEA BREAK					
1200-1300	Plenary: Environment, Climate Change & Policy Analysis-2 [A. Damodaran]	Sec-A: When Does Far-Reaching Policy Change Occur- The Green Revolution Case (RVVA) Sec-A: Correcting market and Government Failure [RG]	Sec-A: Strategic Thinking & Stakeholder Analysis (RG) Sec-B: Policy Analysis – Case of the Power Sector -2 (V. Ranganathan)	Plenary: Macroeconomic Policy Issues in India (SR)	Plenary: Financial Crisis – Systemic Roots & Policy Implications (Chiranjib Sen)
LUNCH BREAK					
1400-1500	Plenary: Legal & Constitutional Foundations of Policymaking [NR Madhava Menon]	Plenary: Policy Analysis – Case of the Power Sector I (V. Ranganathan)	Sec-A: IPRs and Data Protection in Government [ABS] Sec-B: The New Paradigm of Policy Making (RVVA)	Plenary: Macroeconomic Policy Issues in India (SR)	Participant Experience Sharing
TEA BREAK					
1520-1620	Policy Analysis Concepts [Rajeev Gowda]	Drafting a Policy Paper Guidelines [CS/ABS]	Sec-A: Policy Analysis – Case of the Power Sector -2 (V. Ranganathan) Sec-A: Strategic Thinking & Stakeholder Analysis (RG)	Participant Experience Sharing	Open Forum: Q & A and Informal Discussion on Key issues of the Week
1620-1720	Screening of Excerpts from “Commanding Heights” + Discussion		Issues in Governance [Yashwant Sinha]		

DRAFT TIMETABLE –WEEK 3

Time	Monday[18-10-10]	Tuesday[19-10-10]	Wednesday[20-10-10]	Thursday[21-10-10]	Friday[22-10-10]
0930-1030	Plenary: Social Cost Benefit Analysis-I (M. Jayadev)	Sec-A: Judicial Policymaking – Private Engineering Colleges & Delhi Air Quality Cases [AVVA] Sec-B: Stat & Econometric Techniques-2 [Rajluxmi Murthy]	Plenary: Policy for Manufacturing Competitiveness-1 [Pankaj Chandra]	Plenary: India’s Technology & Innovation Policy Issues [Sunil Mani]	Policy Rashomon – Land Acquisition Question
1040-1140	Sec-A: Social Cost-Benefit Analysis-1 [M. Jayadeva] Sec-B: Stat & Econometric Techniques-1 [Rajluxmi Murthy]	Sec-A: Stat & Econometric Techniques-2 [Rajluxmi Murthy] Sec-B: Judicial Policymaking – Private Engineering Colleges & Delhi Air Quality Cases [AVVA]	Plenary: Policy for Manufacturing Competitiveness-2 [Pankaj Chandra]	Sec-A: Quantitative Methods for Policy-2 [Pulak Ghosh] Sec-B: Policy Contract Law [ABS]	Policy Rashomon – Land Acquisition Question
TEA BREAK					
1200-1300	Sec-A: Stat & Econometric Techniques-2 [Rajluxmi Murthy] Sec-A: Social Cost-Benefit Analysis-2 [M. Jayadeva]	Plenary – Governance, Agency & Control 1 [G. Ramesh]	Sec-A: Agency & Control in Public Management-2 [G. Ramesh] Sec-B: Quantitative Methods for Policy-2 [Pulak Ghosh]	Sec-A: Policy Contract Law [ABS] Sec-B: Quantitative Methods for Policy-2 [Pulak Ghosh]	Policy Rashomon – Land Acquisition Question
LUNCH BREAK					
1400-1500	Drafting Cabinet Notes [KL Sharma]	Participants Experience Sharing	Sec-A: Quantitative Methods for Policy-2 [Pulak Ghosh] Sec-B: Agency & Control in Public Management-2 [G. Ramesh]	WTO-1 [Shishir Priyadarshi]	Feedback Session on IIMB Module
TEA BREAK					
1520-1620	Drafting Cabinet Notes [KL Sharma]	Optional: Excer4pts from “Commanding Hieghts” 2 + Discussion [CS]	Participants Experience Sharing	WTO-2 [Shishir Priyadarshi]	
1620-1720	Creative Leadership [Dr. APJ Abdul Kalam]				

DRAFT TIMETABLE –WEEK 6 (i)

Module on Health

Time	Monday 08-11-10	Tuesday 09-11-10	Wednesday 10-11-10	Thursday 11-11-10	Friday 12-10-10
0930-1030		Health & Nutrition [A. Sinha]	Panel Discussion on Achievement of MDGs in Health/ Impact of NRHM [A. Sinha/Abhay Shukla]	Health Insurance & RSBY [Anil Swarup]	Leadership-I (Saurav Mukherjee)
1040-1140				Health & Civil Society – Role of Multilateral Agencies [Susan Rifkin]	Leadership-2 (Saurav Mukherjee)
TEA BREAK					
1200-1300		Health Sector Reforms-I [Mrigesh Bhatia]	Innovations in Delivery of Health Services [Amarjit Singh]	HR Management Issues in Health [T. Sundaraman]	Leadership-3 (Saurav Mukherjee)
LUNCH BREAK					
1400-1500	Plenary Session on Health [Naresh Dayal] [1400-1530 hrs]	Health Sector Reforms-II [Mrigesh Bhatia]	Public Health Issues in India [K. Srinath Reddy]	Designing Effective Health Systems	HR Issues in Government -I [V. Durga Prasad]
TEA BREAK					
1520-1620		Health Sector Reforms-III [Mrigesh Bhatia]	Role of Private Sector in Healthcare [Harpal Singh]	Designing Effective Health Systems	HR Issues in Government -2 [V. Durga Prasad]

DRAFT TIMETABLE –WEEK 6 (ii)

Module on Rural Development, Decentralization & Agriculture

Time	Monday 08-11-10	Tuesday 09-11-10	Wednesday 10-11-10	Thursday 11-11-10	Friday 12-10-10
0930-1030	Plenary Session on Rural Development [Abhijit Sen] (0930-1100 hrs)	Perspective on NREGS [K. Raju]	Decentralization [S.M. Vijayanand]	Overview of Agriculture [T. Nand Kumar]	Leadership-I (Saurav Mukherjee)
1040-1140				Food Security Challenges [Ashok Gulati]	Leadership-2 (Saurav Mukherjee)
TEA BREAK					
1200-1300		Livelihoods Mission [T. Vijay Kumar]	Poverty & Politics [P. Sainath]	Issues in Agri-Business [Dr. Sanjeev Chopra]	Leadership-3 (Saurav Mukherjee)
LUNCH BREAK					
1400-1500		Approach to Rural Development – Schemes & Implementation Panel Discussion [Harsh Mander/K. Raju/ SM Vijayanand/ P. Sainth]	Hunger & Poverty [Dr. N.C. Saxena]	Forward Markets [A Mishra]	HR Issues in Government -I [V. Durga Prasad]
TEA BREAK					
1520-1620		Approach to Rural Development – Schemes & Implementation Panel Discussion [Harsh Mander/K. Raju/ SM Vijayanand/ P. Sainth]	Hunger & Poverty [Dr. N.C. Saxena]	Partnering with NGOs [Manoj Kumar]	HR Issues in Government -2 [V. Durga Prasad]

DRAFT TIMETABLE –WEEK 6 (iii)

Module Urban Development

Time	Monday 08-11-10	Tuesday 09-11-10	Wednesday 10-11-10	Thursday 11-11-10	Friday 12-10-10
0930-1030		Urban Planning [Ramanath Jha] CEO & MD, Khed Economic Infrastructure Pvt Ltd (KEIPL)	Community Participation [Ramesh Ramanathan] Janaagraha Centre for Citizenship and Democracy	Water & Sanitation Prof. V. Srinivasa Chary Director, Centre for Energy, ASCI Hyd	Leadership-I (Saurav Mukherjee)
1040-1140			Slum Rehabilitation [_____]	Applying Urban Theories to Practice [Sameer Sharma] Municipal Commissioner, AP	Leadership-2 (Saurav Mukherjee)
TEA BREAK					
1200-1300	Plenary - Urban India: Challenges for Reforms [Dr. M. Ramachandran] Former Secretary to Govt. of India, MoUD (1130-1300 hrs)	Resource Mobilization [K. Rajivan] Consultant UTTARA,	Use of IT in Urban Governance [Nitin Kareer] Principal Secretary to CM, Govt. of Maharashtra	Issues in Municipal Governance S. Aparna Municipal Commissioner, Surat	Leadership-3 (Saurav Mukherjee)
LUNCH BREAK					
1400-1500		Urban Poverty Alleviation T.K. Jose MD Road & Bridges Dev. Corp. of Kerala	Private Sector Participation in Urban Infrastructure and Delivery of Services [D.K. Mittal] AS (AR&PG)	Panel Discussion on Way Forward for Indian States [Sameer Sharma/ S. Aparna/Nitin Kareer]	HR Issues in Government -I [V. Durga Prasad]
TEA BREAK					
1520-1620		Urban Transport [K. Rajivan]	Private Sector Participation in Urban Infrastructure and Delivery of Services [D.K. Mittal] AS (AR&PG)	Panel Discussion on Way Forward for Indian States [Sameer Sharma/ S. Aparna/Nitin Kareer]	HR Issues in Government -2 [V. Durga Prasad]

DRAFT TIMETABLE –WEEK 7 (i)

Module on Education

Time	Monday 15-11-10	Tuesday 16-11-10	Wednesday 17-11-10	Thursday 18-11-10	Friday 19-10-10
0930-1030	Plenary Session: Challenges in Education Sector in India [Kapil Sibal] Hon'ble Union Minister of HRD (0930-1100 hrs)	Elementary Education & RTE [Anita Kaul]	HOLIDAY	Improvement in Delhi Schools [Rajender Kumar]	ABL in Tamil Nadu [Vijay Kumar]
1040-1140					Status of Technical & Vocational Education [B.S. Baswan]
TEA BREAK					
1200-1300		Secondary Education [S.K. Khuntia]	HOLIDAY	Quality Issues in Education-I [Subir Shukla]	Status of Technical & Vocational Education [B.S. Baswan]
LUNCH BREAK					
1400-1500		Funding of Education [Jhandayala/ RG Tilak]	HOLIDAY	Quality Issues in Education-II [Subir Shukla]	Panel Discussion
TEA BREAK					
1520-1620		BALA [Kabeer Vajpaijee]	HOLIDAY	Learning Outcomes & Role of Civil Society	Panel Discussion

DRAFT TIMETABLE –WEEK 7 (ii)

Module on Public Finance

Time	Monday 15-11-10	Tuesday 16-11-10	Wednesday 17-11-10	Thursday 18-11-10	Friday 19-10-10
0930-1030			HOLIDAY	Tax Policy Issues and Tax Reforms in India: An Overview	Public Expenditure management: Recent Advancements in Public Financial Management System
1040-1140					
TEA BREAK					
1200-1300		Microeconomic Dimensions of Fiscal Policy	HOLIDAY	Goods and Services Taxation: Calibrating Reforms	Issues related to Public Debt Management, Debt Restructuring and Sustainability
LUNCH BREAK					
1430-1530	Plenary – Challenges for Public Finance in India [M.Govinda Rao] Director, NIPFIP [1400-1530 hrs]	Global Economic Crisis, Fiscal Stimulus and Reversal	HOLIDAY	Redistributive Implications of Fiscal Policy	Intergovernmental Fiscal Relations in the Context of the 13 th Finance Commission's Recommendation
TEA BREAK [1330-1400 HRS]					
1520-1620			HOLIDAY		

DRAFT TIMETABLE –WEEK 7 (iii)

Module on Infrastructure & PPPs

Time	Monday 15-11-10	Tuesday 16-11-10	Wednesday 17-11-10	Thursday 18-11-10	Friday 19-10-10	Saturday (20-10-10)
0930-1030		Market Failure, Regulation and PPPs-I [Sebastian Morris]	HOLIDAY	Land Markets [Sebastian Morris/ Ajay Pandey]	Ports – Containerization/ Conces: Agreement [G. Raghuram]	Performance Management (Prajapati Trivedi)
1040-1140		Market Failure, Regulation and PPPs-2 [Sebastian Morris]	HOLIDAY	Airports- Tendering & Bidding for Privatization [G. Raghuram/ Rekha Jain]	Risk Allocation [Ajay Pandey]	
TEA BREAK						
1200-1300	Plenary Session: Challenges in Infrastructure Development [Gajendra Haldea] Advisor to Dy Chairman, Planning Commission (1130-1300 hrs)	Contracting, Procurement and PPPs [Ajay Pandey]	HOLIDAY	Airports- Tendering & Bidding for Privatization [G. Raghuram]	Lessons from Telecom Experience [Rekha Jain/G Raghuram]	Performance Management (Prajapati Trivedi)
TEA BREAK						
1430-1530		Project Structuring-I [Ajay Pandey]	HOLIDAY	Project Structuring-I [Ajay Pandey]	Electricity Sector in India [Sebastian Morris/ Ajay Pandey]	
TEA BREAK						
1520-1620		Group Exercise-I [Program Faculty]	HOLIDAY	Group Exercise-2 [Program Faculty]	Group Exercise-3 [Program Faculty]	

DRAFT TIMETABLE –WEEK 8

Module Residual Topics & Public Policy Paper Presentations

Time	Monday 22-11-10	Tuesday 23-11-10	Wednesday 24-11-10	Thursday 25-11-10	Friday 26-10-10
0930-1030	National Security Challenges	e-Governance	Public Service Delivery	Nuclear Deal	End of the Course & Course Feedback [COURSE TEAM]
1040-1140	[Alok Prasad] Deputy National Security Advisor to Hon'ble PM [0930-1100 hrs]	[SR Rao] Additional Secretary Ministry of Information Technology	[Vikram K. Chand] World Bank	[Prof. Bharat Karnad] Prof. Centre for Policy Research	VALEDICTORY
TEA BREAK					
1200-1300	External Challenges to India's Security [K.C. Singh] Security Expert, MEA (1130-1230 hrs)	Total Quality Management (TQM) [Padamvir Singh] Director, LBSNAA,	Six-Sigma [Dr. Ajoy Kumar] CEO Max Neeman International	Corporate Governance in PSUS [Sanjeev Chopra] Joint Director, LBSNAA	VALEDICTORY
LUNCH BREAK					
1400-1500	Public Policy Presentations in Half Group	Public Policy Presentations in Half Group	Public Policy Presentations in Half Group		Bon Voyage
TEA BREAK					
1520-1620	Public Policy Presentations in Half Group	Public Policy Presentations in Half Group	Public Policy Presentations in Half Group		Bon Voyage