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# AGENDA

5<sup>th</sup> MEETING

PROGRAMME MANAGEMENT COMMITTEE

1530 hours - November 25, 2010

Director's Office, LBSNAA

Lal Bahadur Shastri National Academy of Administration, Mussoorie

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ITEM 1 - Confirmation of minutes of 4<sup>th</sup> Meeting of Programme Management Committee held on September 30, 2010

1. The 4<sup>th</sup> Meeting of the Programme Management Committee (hereafter referred to as PMC or the Committee) was held on September 30, 2010. Minutes (placed at **Annexure-A**) were circulated to all Members.

2. Some observations were received by e-mail from Dr. Vishwapati Trivedi, Additional Secretary & FA (Home) and Sh. KT Chacko, Director IIFT, Delhi. The gist of the same is as follows:

- AS/ FA (Home) – The decision of price at which to engage any institution must be that of the Director and not that of the Committee. The Director should take the decision to engage the institution as well as decide the price to be paid and inform the Committee.
- Director, IIFT – It is not possible to adopt a L1 system unless the PMC is able to shortlist institutions for the Academy. The suggested partner institutions are all acclaimed public institutions which would be following a transparent criterion with regard to their fees charged for a programme. Therefore, it is desirable that negotiation could be used to arrive at an agreeable remuneration, the reasonableness of which could be tested against certain basic indicators.

3. To the above mentioned observations made by the Members, the Academy would like to state the following:

- i. As per the Terms of Reference of the PMC, the Committee has been mandated the responsibility to oversee the selection of partner institutions and consultants for the conduct of the MCT Programme.

- ii. The PMC in the past has approved the selection and engagement of faculty from DCID, Duke University for delivering a module on Programme Appraisal in Phase III (which could not be delivered due to their backing out) as well as the engagement of IIM, Ahmedabad for delivery of a 2-week module for Phase V at a negotiated price. The PMC, inter alia, also approved the negotiated offer received from HKS for delivery of a one-week programme for Phase V and authorized the Director to take all further decisions in this regard.
  - iii. Based on the discussions in the last Meeting, the Academy had only recorded the consent of the PMC to the engagement of the three institutions, viz. IIMA, IIMB & NIPFP for delivering some select inputs in Phase IV.
  - iv. With regard to the delivery of a 2-week module on Public Policy by IIM Bangalore, the Academy sought an offer from the institute for a group size of 100-plus participants for which a price quote of Rs. 100.80 lacs (plus taxes) was received. Through various rounds of written and telephonic communication, the same was scaled down to Rs. 64 lacs. Thereafter, the institute was asked to send their formal published rates for similar executive education programmes and offer the best possible discount on the same, keeping in view their long-standing association with the Academy and DoPT. The institute has quoted a final compensation of Rs. 52.80 lacs, which entails a special discount of more than 20% on their published rates, which work out for 60 participants at Rs. 66 lacs (plus travel for faculty).
4. In view of the clarifications given in para 3 above, the minutes of the 4<sup>th</sup> Meeting of the PMC are placed for confirmation.

ITEM 2 - Update on Phase IV of IAS Mid Career Training Programme currently underway since October 4, 2010

1. The Phase IV of IAS Mid Career Training Programme 2010 is being held at the Academy since October 4, 2010. A total of 60 officers (including 4 Sri Lanka Administrative Service officers) are attending the course. In addition, 4 officers who had missed portions of last year's Phase IV Programme are also attending two to four weeks of the present course.

2. The final design of the IAS phase IV Programme delivered by the Academy is as follows:

- **Week 1** - General Perspective Building/ Ethics/ Civil Services
- **Week 2** - Public Policy Module (delivered by IIM, Bangalore)/ Experience Sharing Presentations
- **Week 3** - Public Policy Module (delivered by IIM, Bangalore)/ Experience Sharing Presentations
- **Weeks 4 & 5** - 12-day Foreign Study Tour to South Korea (organized in collaboration with Korea Development Institute, Seoul)
- **Week 6** - Electives in Health/ Urban Development/ Rural Development & Agriculture/ Soft Skills
- **Week 7** - Electives in Public Finance (delivered by NIFPF, Delhi)/ Infrastructure & PPPs (delivered by IIM Ahmedabad)/ Education
- **Week 8** - National Security/ E-Governance & Public Service Delivery/ Performance Management/ Policy Paper Presentations

3. The Academy has attempted to deliver a healthy mix of lectures and presentations by experts and academics blended with Government practitioners and leaders with known expertise in specific domains. Various pedagogical methods, viz. lectures, panel discussions, case studies, films and experience sharing have been used for delivering inputs. The summary of the sessional feedback for Weeks 1 to 6 may be perused below:

(in weighted average terms)

<b>Week</b>	<b>LBSNAA faculty</b>	<b>Guest faculty</b>	<b>IIMB faculty</b>	<b>KDI faculty</b>	<b>Overall</b>
<b>1</b>	82.98%	78.57%	-	-	79.67%
<b>2</b>	-	79.73%	76.33%	-	76.64%
<b>3</b>	-	86.79%	72.07%	-	76.08%
<b>4 &amp; 5</b>	92.50%	-	-	84.85%	85.36%
<b>6</b>	90.00%	81.57%	-	-	81.76%

4. All participants were asked to make an Experience Sharing Presentation (ESP) for which they were assessed by senior Academy faculty as well as their peers. They were also asked to write a Korea Paper on an aspect of the country's policy with a critique on its relevance for India. They have also written a Policy Paper (in cohorts of 4) on a subject of their choice which has been evaluated by experts (former senior civil servants) based on the written document as well as presentations before the group. In extra-curricular activities, participants have done compulsory morning activity during the course. They have also undertaken short treks, rafting as well as taken part in various Academy activities along side the Officer Trainees of the Foundation Course.

5. The Academy also obtained feedback for all sessions taken by KDI faculty as well as the site visits. The same is being shared with KDI for their information and further action. The Academy would also be making some suggestions to KDI to make future programmes more effective. The KDI was also asked to video record classroom sessions and the copy of the same is available with the Academy.

6. It is pertinent to mention here that the turnout of participants (60) is significantly lower than the anticipated number of around 100. Reluctance of participants to attend in some cases and reluctance of State Governments to relieve officers on account of various exigencies (Ayodhya verdict, CWG, among others) were primarily responsible for

the significantly lower numbers. The Director of the Academy, vide his D.O. letter of October 8, 2010, had written to Secretary (Personnel) specifically highlighting this issue and urged the DoPT to play a more proactive role to secure participation of eligible officers in the MCT Programme. It need not be reiterated that reduced participation leads to sub-optimal utilization of both effort and resources. An extract of the same is reproduced below:

*“From the foregoing account, it would be clear that the originally conceived mandatory nature of the MCT Programme, where a full batch (or a large majority) comes for mid-career training, seems to be getting increasingly compromised with each passing year. The extant instructions of the DoPT, which allow up to three chances to attend any phase of the MCT Programme, also need to be reconsidered as the original instructions provided for only two chances which were revised later by DoPT to three. Now that the Academy is mandated with the responsibility of delivering the MCT Programme, I would request you to review these and restore status quo ante. Further, I would urge you to impress upon State Governments the importance of releasing all eligible officers for mandatory mid-career training.”*

7. This is placed for the information and further consideration of the Committee.

ITEM 3 – 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. 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 and 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. The final two weeks will be delivered 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.

2. The Academy organized a Curtain Raiser for the enlisted participants in Delhi on November 15 which was attended by the Cabinet Secretary, Secretary (Personnel), Secretary (Performance Management), Director LBSNAA and the Course Team of Phase V. Participants were briefed about the general course design, logistical issues as well as the 8-day Foreign Visit to Harvard Kennedy School in USA. Dr. Prajapati Trivedi, Secretary (Performance Management) and Sh. Arun Maira, Member Planning Commission took a session each to explain the Strategy Paper writing exercise for which background material was circulated. The same has also been placed on the website of the Academy for easy reference. All participants are expected to choose a Central Government Department and write a Strategy Paper in cohorts of two. This will be presented by each group and evaluated by members of Ad-hoc Task Force set up by the Cabinet Secretariat for GOI Departments. 78 participating officers attended the briefing.

3. The Academy is on track with the preparations for the Phase V programme with around 100 officers slated to attend the programme. Necessary meetings have been held with coordinating faculty from IIM Ahmedabad to ensure seamless delivery of academic inputs between IIMA and the Academy.

ITEM 4 - Selection of partner institutions to assist in the delivery of various Phases of the Mid Career Training Programme

1. The selection of partner institutions to deliver a module or specific inputs (say over 1 or 2 weeks) came up for discussion in the last meeting of the PMC. The observations made by some of the Members have been placed as part of the agenda item no 1 and the Academy's position on the same has also been stated therein.

2. Given the nature of the various phases of the Mid Career Training Programme, it is imperative that the Academy associates faculty from some of the best national and international institutions to deliver various inputs (in a modular format). This would complement the inputs provided by Government practitioners (both from within and outside the Academy) and enrich the programme content.

3. Generally, the Academy has been utilizing the services of the IIMs, specially IIM Ahmedabad and Bangalore, for securing faculty to deliver such inputs in both MCT Programmes as well as in other regular courses. This has been based on the premise that these are public institutions of national repute with proven competence in affairs related to public policy or public management. However, the price charged by the institutions (under an institutional arrangement) is at par with what is charged to other corporate clients. Through repeated rounds of negotiations involving their coordinating faculty and the institute Head, some discount is secured by the Academy and a mutually acceptable figure arrived at.

4. In order to streamline this process and have a clearer appreciation of the inputs sought to be provided, the Academy proposes that a general delineation of the nature of inputs sought to be delivered, the duration thereof and the possible partner institutions best placed to deliver the same, must be done by the PMC. Drawing upon the feedback

of the fourth round of the MCT Programme (2010-11), the Academy would like to place the following for the consideration of the Committee:

<b>Phase</b>	<b>Input</b>	<b>Duration</b>	<b>Possible Institutions</b>
<b>III</b>	Programme Appraisal	2 weeks	IIMA, IIMB, ISB, DCID,
-do-	Infrastructure & PPPs	1 week/ 3 day elective	IIMA, IIMB, ISB
<b>IV</b>	Public Policy	1-2 weeks	IIMA, IIMB, ISB, HKS, LKY (NUS)
-do-	Infrastructure & PPPs	1 week/ 3 day elective	IIMA, IIMB, ISB
-do-	Public Finance	1 week/ 3 day elective	NIPFP, DCID
<b>V</b>	Public Management & Strategy	2 weeks	IIMA, IIMB,

*Note: It may be useful to bear in mind the fact that foreign academic institutions are slightly unfavourably placed vis-a-vis their Indian counterparts while delivering non-quantitative inputs on account of their relative inability to contextualize the inputs for Indian civil servants.*

5. It is proposed that the PMC may like to review the nature of inputs to be delivered in each of the phases of the MCT Programme and advise the Academy on the possible partner institutions (both national and international) as well as the suitable method for selecting the best institution based on price and other factors.

## ITEM 5 – Selection of countries for Foreign Study Tour in Phases III and IV of the Mid Career Training Programme

1. The Academy has been taking participants of both Phase III and IV to South Korea for the 2-week Foreign Study Tour as part of the respective MCT programmes. This has been based largely on the existing choice of South Korea as a destination in the Phase IV programme delivered by IIMB/ Maxwell School and the general levels of satisfaction with the visit. The visit has been organized in collaboration with the Korea Development Institute, Seoul.

2. The choice of South Korea as a country has been a good one given that it is an Asian country and logistically the visit has been very well-organized. The repeated interactions with KDI faculty (over the last four years) have further helped the Academy in making it more insightful and effective. Yet, it is not sustainable in the long run that participants in both Phase III and IV visit South Korea. It thus underscores the need to review the existing system and look at other well-placed options.

3. The Academy proposes that the existing arrangement for Phase III of visiting South Korea may be continued. The country offers an excellent example of fast economic growth with strong systems of planning and implementation. The visit could be further honed by adding or deleting certain inputs based on the feedback received in both Phase III and IV.

4. In order to explore newer options for Phase IV, the Academy has written to the Indian Missions in Australia, Canada, Israel, Singapore, Malaysia, Brazil & South Africa. Correspondence has also been initiated with the Civil Services College (CSC), Singapore and INTAN, Malaysia. It would be pertinent to mention here that the Academy had organized a visit to Singapore and Vietnam for Phase II Officer Trainees in August 2010 and the Singapore leg of the tour had been very effectively and professionally handled by CSC, which functions directly under the Prime

Minister's Office. Possibility of exploring institutions in the UK and USA could also be considered.

5. The factors to be considered while selecting possible destinations would, inter alia, be logistical proximity, general proficiency in English; well-established collaborating public institution in the country of destination as well as reasonableness of indicated expenditure. In view of the above, the matter is placed for the consideration of the Committee.

6. With regard to Phase V, participants are being taken this year to Harvard Kennedy School, USA in line with the general directions of the Government (based on meeting held in the Prime Minister's Office on April 26, 2010). The feedback of the visit would be obtained by the PMC at the end-of-the-course feedback session with Phase V participants and accordingly, recommendations would be given to the Government in this regard.

ITEM 6 – Impact Assessment/ Evaluation of MCT Programme delivered in the last three years

1. The Prime Minister's Office in a meeting dated April 26, 2010 had recorded "...that the LBSNAA may carry out an impact assessment evaluation of the training of the last three years." By the above mentioned decision, the Academy has been mandated the task of carrying out an objective impact assessment to evaluate the outcome of training imparted in the first three years of the MCT Programme.

2. In this regard, it is proposed that we may entrust the task of carrying out an impact evaluation of the first three years of the MCT Programme to the Centre for Good Governance, Hyderabad. The Centre is a public institution (set up by the Government of Andhra Pradesh) and has proven track record in conducting surveys related to civil service issues, having carried out the State of Civil Services Survey for the Department of Administrative Reforms & Public Grievances in 2009-10.

3. The matter is placed for the consideration of the Committee.

## ITEM 7 – Schedule for MCT Programme in 2011-12

1. As per the general advice of the DoPT (Training Division), the Academy is to conduct four MCT programmes, viz. two rounds of Phase IV and one round each of Phase III and V in 2011-12. Accordingly, approvals on expenditure have been given by SFC in its meeting dated April 26, 2010.

2. The proposed dates for the various rounds of MCT Programme in 2011-12 are as follows:

- Phase IV (round 5) – April 11 to June 3, 2011 (8 weeks)
- Phase V (round 5) – June 13 to July 15, 2011 (5 weeks)
- Phase III (round 5) – July 25 to September 16, 2011 (8 weeks)
- Phase IV (round 6) – September 26 to November 18, 2011 (8 weeks)

3. It is also pertinent to mention that DoPT (Training Division) may be asked to play a greater role in securing participation of eligible officers in the MCT Programme as any shortfall in participants leads to a sub-optimal utilization of resources and effort. The Director of the Academy has already written to Secretary (Personnel) in this regard after the substantially low turnout of participants in the ongoing Phase IV programme.

4. The matter is placed for the information of the Committee.

**ITEM 8 - 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 4<sup>th</sup> MEETING OF PROGRAMME MANAGEMENT COMMITTEE (PMC) HELD AT 1530 HRS ON SEPTEMBER 30<sup>th</sup> 2010 THROUGH VIDEO CONFERENCING

1. The following members were present:

- (i) Sh. Padamvir Singh, IAS , Director, LBSNAA, Mussoorie - (*in chair*)
- (ii) Dr. Prajapati Trivedi, Secretary, Performance Management, Cabinet Secretariat, GOI
- (iii) Sh. KT Chacko, IAS (Retd.), Director, IIFT, Delhi
- (iv) Dr. Vishwapati Trivedi, IAS, Addl. Secretary & FA (Home), GOI
- (v) Sh. Ajay Sawhney, IAS, Joint Secretary (Training), DoPT, GOI
- (vi) Sh. PK Gera, IAS, Joint Director, LBSNAA, Mussoorie
- (vii) Sh. Sanjeev Chopra, IAS, Joint Director, LBSNAA, Mussoorie

Sh. Alok Kumar, IAS and Sh. Tejveer Singh, IAS, both Senior Deputy Directors, LBSNAA, Mussoorie assisted the Committee.

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 took up the listed agenda items. After detailed deliberations, the following decisions were taken on each of the agenda items:

- (i) Confirmation of minutes of the 3<sup>rd</sup> meeting - The minutes were confirmed.

(ii) Presentation on Phase III of IAS Mid Career Training Programme held in June-July 2010 - Sh. Tejveer Singh, the Phase III Course Coordinator apprised the Members regarding the overall faring of the Phase III Programme, including the sessional feedback as well as end-of-course feedback from participants. The Committee noted with satisfaction the feedback received from participants but emphasized the need to communicate some of the participants' impressions regarding the academic sessions in South Korea to the KDI for more effective delivery of academic inputs in future. Broadly, these included:

- More background information on Korea and academic sessions should be provided to the participants in advance. If possible, KDI should send write-ups on the lectures to be delivered to participants prior to the Korea visit.
- Korea papers of past groups may be shared with participants as a learning resource.
- Session-wise feedback of KDI/ external faculty should be taken as per Academy's format and shared with KDI later.
- If possible, all or some lectures in Korea should be video-recorded for future reference and a pre-visit video-conferencing can be organized with KDI for more focused briefing.
- KDI should be asked to provide inputs on the working of Performance Management Systems in Government in Korea.

(iii) 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 - Sh. Sanjeev Chopra, Joint Director & Course Coordinator gave an outline of the Phase IV Course Design and the draft timetable. He stated that the ensuing Phase IV would have the following salient features:

- General perspective building on governance challenges, civil services, etc in Week 1.
- 2-week module on Public Policy to be delivered in Week 2 & 3 by IIM Bangalore.
- Electives in Weeks 6 & 7 where participants could opt for any of the three electives being run concurrently. Two of the proposed electives on Public Finance and Infrastructure & PPPs would be outsourced to NIPFP, New Delhi and IIM, Ahmedabad respectively.
- 2-week Foreign Study Tour to South Korea in Week 4 & 5 to be organized in collaboration with KDI, Seoul.
- Writing of a Public Policy Paper by participants in cohorts (of around 4) with presentation before a panel of experts in Week 8.

After the presentation on the course design and timetable, the following decisions were taken:

- On the subject of selection of partner institutions to deliver specific modules in the course, the Committee referred to the order of DoPT dated August 2, 2009 vide which it had been constituted. The mandate of the Committee includes, *inter alia*, selection of partner institutions and consultants. In view of the above said instructions of the DoPT, the Committee discussed and approved the selection of the proposed partner institutions, viz. IIM Bangalore (for delivering 2-week module on Public Policy), IIM Ahmedabad & NIPFP, New Delhi (both for delivering short 3-day modules as electives). However, the Committee observed that determination of compensation to be paid to the selected institutions was outside its terms of reference and advised the Academy to follow necessary codal formalities.
- The Committee advised that for sessions on transformational leadership, the Academy may also explore the feasibility of utilizing the services of some of the senior IAS officers who

have attended Leadership Development Programmes in Harvard Kennedy School.

- It also advised that the Academy may take cognizance of the views expressed by the Committee with regard to the Foreign Exposure Visit to South Korea in Phase III (*as in agenda item no ii*).
- (iv) Update on preparation for Phase V of IAS Mid Career Training Programme to be held from December 12, 2010 to January 14, 2011 - Sh. PK Gera, Joint Director, LBSNAA and 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. After discussion, the following decisions were taken:
- On the proposed Strategy Paper to be written by the participants, it was decided that the Strategy Document prepared by 62 Departments of GOI should be used as a reference point for the purpose. Further, participants should be asked in advance to apply their mind on the selection of subject/ area of study. The Performance Management Secretariat would provide necessary assistance in this regard.
  - The Committee advised the Course Team for using the services of Sh. Arun Maira, Member, Planning Commission for inputs on Strategy and Strategic Planning.
  - In the HKS component, the Committee stressed upon the need to focus on implementation strategies and their success features in various countries.
  - On the issues of allowing spouses of Phase V participants during the entire duration of the Phase V Programme, the Committee advised that the Academy may abide by its existing policy in this regard.

(v) Residual matters taken up with the permission of the Chair -

- On the issue of selecting partner institutions for running various components of the Mid Career Training Programme, the Committee agreed that a separate committee could be constituted to explore ways and means to break the monopolistic competition wherein even public institutions such as the IIMs, etc charged substantially high sums for running short modules. It also endorsed the suggestion of the Director that the matter also needed to be examined collectively by various Central Training Institutions who were engaging the services of such institutions for delivery of various training programmes or modules there under.
- The Committee agreed to abide by the suggestions made by certain members that the meetings of the Committee must not be fixed at short notice and that the agenda notes should be circulated to all members well in advance.

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