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AGENDA

6th MEETING

PROGRAMME MANAGEMENT COMMITTEE

1515 hrs/ 13th January 2011

Sardar Patel Hall

LBSNAA, Mussoorie

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ITEM 1 - Confirmation of minutes of 5th Meeting dated November 25, 2010

1. Minutes of the last meeting were circulated vide e-mail to all members of the Committee. No comments have been received. The minutes are placed for confirmation by the Committee. (Please see **Annexure-A**).

ITEM 2 - Update on Current round (round 4) of IAS Phase V MCT Programme

1. Current round of Phase V is in its last week. As the members of the committee are aware, the first week of training comprised of the foreign exposure visit to the Harvard Kennedy School. The subsequent 2 weeks were delivered by IIMA at the Academy in Mussoorie and the last two weeks were designed and delivered by the Academy.
2. The weighted average feed back of the program delivered at the Harvard Kennedy School is 80 %. Corresponding figures for the IIMA's first week and second week is 72% and 75.80% respectively. The Academy's inputs included various aspects of governance challenges including National Security, WTO, etc. Besides the class room inputs, the capstone of the Training program was the Strategy Paper Writing exercise, that was supervised by Dr. Prajapati Trivedi and the Ad hoc Task Force (ATF) set by the Cabinet Secretariat for Performance Management of Government. For this, participants were asked to write a Strategy Paper for a GOI Department of their choice. Besides these, a workshop on governance was organized where the participants were divided in four groups to identify, analyze and suggest remedies with regard to the critical issues in governance.

ITEM 3 – Design of Phase V Programme for future rounds, viz. selection of partner institution (including foreign component at Harvard Kennedy School), eminent guest speakers on public policy

1. On the basis of feedback received from participants, the PMC may consider changes in the broad design of the next Phase V which is planned to be organized in October 2011. There are various options which may be considered. Based on past experience, HKS can be taken as the foreign partner for a longer term arrangement. Alternately, international agencies like the USAID could be involved to help organize the US study visit so as to give the participants a flavour of the functioning of the US government especially in areas like city management and infrastructure. Open tender for the foreign exposure component may also be considered, in which select institutions from Europe, Australia and North America could be considered. It may also be considered to curtail the foreign component altogether and go back to the original design of a 4 week course with inputs on international experience from international faculty. The final feedback about the Phase V will be available at the end of the course. These options could be considered in the light of the feedback.

2. The informal feedback from the current batch is that more focus should be on real life Case Studies. Inputs to implement Phase V design should be less class room based. Greater exposure to global and national best practices seems to be the demand. Sessions should be interactive and based on action oriented modules, leaving more time for reading the material which is circulated. IIM faculty tried to give inputs meant for three weeks in two weeks. Most of the Professors of IIM explained their research and findings on various programs of the government. Very often the inputs were found to be too theoretical. Instead of four sessions of 90 minutes each, IIMA should have restricted to three sessions a day and eliminated sessions where participants have given low feedback rating. For making the Strategy Paper writing an engaging exercise, the program should have included some sessions on defining and writing strategy papers so that the Capstone of the training program is integrally woven, instead of it being a stand alone activity.

3. Suggestions are invited for reworking the course design which for the present program is placed at **Annexure-B**. PMC may also suggest eminent guest speakers/institutions for designing and

delivering modules on various aspects of public policy and strategy for the next round of the Phase V Programme.

ITEM 4 - Update on preparation for round 5 & 6 of Phase IV Programme

1. Round 5 of Phase IV commences on 18th April, 2011. The online registration has commenced. Request for Proposal (RFP) to deliver two-week module on Public Policy has been issued to Indian Institute of Management, Ahmedabad (IIMA), Management Development Institute, Gurgaon (MDI), Indian School of Business, Hyderabad (ISB), TERI, New Delhi and Lee Kuan Yew School of Public Policy (LKY), Singapore. It has been consciously decided to seek offers from only those Institutions which have expertise of working on issues related to Public Policy in an Indian context. The last date for receipt of the proposals is **February 15, 2011**. It would be a two stage bid, i.e. the participating institutions would first be evaluated on their respective technical proposal by an internal committee. The financial bids of only those institutions which qualify in the technical evaluation would be opened. As decided in the last meeting of the PMC on November 25, 2010, the Academy does not propose to make any significant departure in the design and delivery of the Phase IV Programme keeping in view the satisfactory feedback received in the last round.
2. This is placed for information of the members and further guidance in the matter.

ITEM 5 - Update on minor changes in the MCT programme schedule for 2011

1. For efficient utilization of infrastructure created for MCT programs have been rescheduled as follows:-

Revised schedule

- Round 5 of Phase IV - 18th April to 12th June, 2011
- Round 5 of Phase III - 20th June to 12th August, 2011
- Round 6 of Phase IV - 22nd August to 14th October, 2011
- Round 5 of Phase V - 9th October to 11th November, 2011

ITEM 6 - Any other issue with the permission of the chair

Any other issue/s with the permission of the Chair

ANNEXURE - A

MINUTES OF THE 5th MEETING OF PROGRAMME MANAGEMENT COMMITTEE (PMC) HELD AT 1530 HRS ON NOVEMBER 25, 2010 AT LBSNAA, MUSSOORIE

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) Sh. PK Gera, IAS, Joint Director, LBSNAA, Mussoorie
- (v) Sh. Sanjeev Chopra, IAS, Joint Director, LBSNAA, Mussoorie
- (vi) Sh. Yatendra Kumar, IAS, Director, Mid Career Training (as representative of Joint Secretary, Training Division)

Sh. Tejveer Singh, IAS, Senior Deputy Director, LBSNAA, Mussoorie and Coordinator of the MCT Cell assisted the Committee.

2. At the outset, the Director welcomed the members to the meeting and thanked them for joining the feedback session with the Phase IV participants as well as for the meeting. Thereafter, the Committee took up the items listed on the agenda. After detailed deliberations, the following decisions were taken on each of the agenda items:

- (i) Confirmation of minutes of the 4th meeting - The Committee took note of the observations of some of the Members and the clarifications provided by the Academy and confirmed the minutes. It also took note of the suggestion made by Sh. Yatendra Kumar that an attempt must be made, wherever possible, to reduce fixed costs in training programmes.
- (ii) Update on Phase IV of IAS Mid Career Training Programme currently underway since October 4, 2010 - Sh. Sanjeev Chopra, Joint Director and the Phase IV Course Coordinator apprised the Members regarding the overall assessment of the Phase IV Programme. He informed that participants had expressed their general satisfaction with all aspects of the programme by giving an

overall end-of-the-course feedback of 86.5%. However, the general feedback for the 2-week module run by IIMB on Public Policy was not very positive and the feedbacks for the IIMB faculty were also slightly below expectations. He further informed that though the Korea Study Tour was well received, certain problems encountered by earlier groups remained, viz. handicap in use of English, lack of adequate interaction with senior Government functionaries, etc. He apprised the Members that Electives had been introduced for the first time in the current round of Phase IV during weeks 6 & 7 and the feedback for the same had been extremely positive. He proposed that in the coming rounds, instead of three parallel electives every week, two streams could be introduced which would enable a wider coverage of domains for participants and also make logistics easier to handle. After discussion, the following was decided:

- The Committee noted with satisfaction the delivery of the Phase IV Programme by the Academy.
 - The Committee advised the Academy not to make any significant departure in the design and delivery of the Course, including that of Electives, except that the number of parallel streams could be worked out keeping in view the feedback of participants and logistical constraints.
 - It was decided that the feedback for the Foreign Study Tour along with comments of the Academy should be communicated to KDI highlighting the specific weaknesses and areas for improvement.
 - The Committee also advised the Academy to institutionalize a system of obtaining a brief feedback from the guest faculty regarding the participants.
- (iii) Update on preparation for Phase V of IAS Mid Career Training Programme to be held from December 12, 2010 to January 14, 2011 - Sh. Prem Kumar Gera, Joint Director and Course Coordinator Phase V gave a brief overview of the preparatory arrangements. The Committee took note of the briefing given to the participants during the Curtain Raiser in Delhi on November 15. It advised the Academy to work out the modalities of the Strategy Paper to be written by participants as part of the Course as well as to effectively use the participants as a resource.

(iv) Selection of partner institutions to assist in the delivery of various Phases of the Mid Career Training Programme – The Committee took note of the institutions proposed by the Academy for delivering various modules in the respective phases of the MCT Programme. After due deliberations, it made the following suggestions:

- For Phase III, IIMA as well as DCID may be considered for delivering a 2-week module on Project Appraisal. Their efforts could be complimented by a short capsule on Programme Evaluation which could be delivered by the World Bank Institute, USAID or similarly placed agencies.
- It appreciated the caveat given by the Academy that national institutions are relatively better placed to deliver modules on topics such as Public Policy where domain knowledge is necessary to situate the principles in appropriate context.
- For delivering a module on Public Policy, it was decided that the Academy may consider utilizing the services of IIMA in the coming round (round 5) as the module delivered by IIMB had not received a very favorable response. However, it is pertinent to mention here both IIMA and IIMB have experience in running programmes on Public Management & Policy. As regards foreign institutions, the Academy could obtain a list of institutions which have been shortlisted by the DoPT for long-term and short-term training and invite offers. For delivering inputs on Public Finance, it advised the Academy to compliment the inputs given by NIPFP with practitioners from the Government.
- For Phase V, the Committee advised the Academy to consider IIMA and ISB, Hyderabad.
- The Committee felt that the list of the above said institutions was only indicative and not exhaustive. While inviting offers from any institution, the Academy should send a detailed request indicating the specific inputs to be delivered and also ask the institutions to mention the specific faculty members (along with their institutional feedback) that would deliver the module.
- The Committee observed that the balance of convenience lay in outsourcing a short module (say of 1 or 2 week duration) to an eminent institution as against inviting individual guest faculty to deliver the module. However, it advised the Academy to draw up a

resource pool of eminent domain experts and to seek their consent for assisting the Academy in delivering various inputs in the MCT Programme.

- It further advised that faculty from other national public institutions such as IIFT, Delhi, FMS (DU), MDI, Gurgaon and other IIMs could be invited in other courses of the Academy and if found good could be used for the MCT Programme.
 - It was also decided that the Academy would send a proposal to the Training Division to suitably enhance the remuneration paid to eminent domestic faculty for the MCT Programme.
- (v) Selection of countries for Foreign Study Tour in Phase III and IV of the Mid Career Training Programme - The Committee felt that in general South Korea had been a good choice as a destination for the Foreign Study Tour. However, it was also necessary to explore other countries with public institutions of international repute for collaborating with the Academy for organizing the Foreign Study Tour. It was decided that while South Korea may be retained as a destination for Phase III, countries such as Singapore (CSC) - Malaysia (INTAN), UK (RIPA & NSG), Canada and Australia could be considered for Phase IV. It also observed that prior tie-up with the institution/s was necessary in order to effectively utilize the 2-week Foreign Study Tour.
- (vi) Impact Assessment/ Evaluation of MCT Programme delivered in the last three years - The Committee approved the proposal to engage the services of the Centre for Good Governance, Hyderabad (AP) to conduct an external impact evaluation of the first three rounds of the MCT Programme as per the mandate of the Prime Minister's Office.
- (vii) Schedule for MCT Programme in 2011-12 - The Committee approved the following schedule for 2011-12;
- Phase IV (Round 5) - April 18 to June 10, 2011
 - Phase V (Round 5) - June 20 to July 22, 2011
 - Phase III (Round 5) - August 1 to September 23, 2011
 - Phase IV (Round 6) - October 3 to November 25, 2011
 - The Committee endorsed the views of the Academy on the issue of DoPT playing a more proactive role in securing the participation of

eligible officers for the MCT Programme. It was agreed that for every course initially a letter would be sent by DoPT to all Chief Secretaries for deputing all eligible officers which would, in turn, be followed by a letter from the Academy Director. It was also decided that the process for securing participation of officers would be initiated at least four months in advance by both DoPT and the Academy. Director, MCT (Training Division) assured of all possible assistance in this regard.

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

COURSE DESIGN FOR PHASE V

(Duration 5 weeks)

Rationale

A mandatory Phase V Mid Career Training Programme for IAS officers of 26-28 years of seniority is conducted prior to their empanelment as Additional Secretaries to Government of India. Its endeavor is to equip officers with vision/ skill sets required at that level of seniority. The mandatory nature of the programme is sought to be underscored by the fact that no increment would be awarded after the 28th year of service in the event of non-participation.

Aims

- To facilitate a critical analysis of changes in the global and domestic public policy environment and the policy initiatives or changes needed to get country ahead of the change curve
- Major thrust on inter-sectoral policy formulation and implementation strategies
- Focus to be on leadership and policy challenges facing the top public officials in India- the ability to see the “ big picture’
- To provide exposure to relevant international experiences to aid learning and replication in the Indian context
- To foster peer group learning

Learning Objectives

At the end of the course, the officers will be able to :

- Describe a national and global perspective of the public policy issues covered.
- Appreciate the inter sectoral nuances in policy formulation for the subjects covered.
- Understand the comparative picture of India in International context leading to fresh ideas which may work in the environment they work
- Provide effective leadership in their workplace
- Develop esprit the corps among the participants essential for policy formulation and implementation

Curricular Themes with learning objectives of sessions therein : the broad curricular themes are described below. However number of sessions under each theme, the methodology and the faculty/ speakers will be worked out after determining their relative importance.

1. **Global economy**

- An overview of state of the global economy, finance and trade - with the objective of giving an overall perspective of emerging trends, relative strengths and weaknesses of various countries. Possible lessons for India from the countries taken up for discussion.
- Global financial crisis, response of countries and its implications – with the objective of understanding what happened and learning for the future. Also perhaps to cover how futures trading and other instruments impact world wide commodity pricing and steps that can be taken to minimize adverse impact of the same.
- WTO agreement- with an objective of understanding its likely impact on various aspects of different sectors of economy such as Agriculture, Services, and manufacturing industries in different regions
- Global warming, climate change- with objective of understanding the impact it may have on global and Indian society and economy, possible pro active ways of dealing with it.

*Number of sessions and methodology of the sessions:-
Possible Speakers:-*

2. **Indian economy**

- Broad Overview of state of present Indian economy- with objective of familiarizing with all aspects of the economy, strengths, weaknesses, the effect on social structure and possible future options. Examine the status of various sectors viz. manufacture, services sector, IT, agriculture, power etc. How and why some sectors (like agriculture or IT) have done well in certain states, whether the enabling factors can be replicated in other places.
- Fiscal Federalism in reference to the recent Finance commission's report and the challenges of its implementation for the reforms recommended- with objective of explaining the bottlenecks and possible solutions to better economic health of the states. Also to examine the devolution of funds to local bodies, in view of their constitutional mandate.

- Economic reforms – with objective of explaining the challenges of tax reforms leading to GST, its anticipated impact on the state finances, trade, local and national economy. Also link these to controlling fiscal deficit with focus on good governance and regulatory initiatives, and structural and sectoral initiatives. Their impact on employment generation, Manufacturing industry and consumer, perhaps success story/ best practices developed through various reform initiatives undertaken in the States by some participants of the course can also be covered.
- Financing of Infrastructure and Social Sector Projects- with objective of giving overview of innovations in funding projects, from the centre and states and also comparable successful options from other countries

Number of sessions and methodology of the sessions:-

Possible Speakers:-

3. **International experience Sharing with a focus on East Asia**

- The East Asia experience and China – with objective of understanding their development history and possible take away from that experience.
- Export led growth by East Asian tigers like China, Korea, Japan, Taiwan- with the objective of understanding the catalyst in these scenarios and policy lessons for India in context of on going global recession.
- The HDI status in East Asia – with objective of comparing with India's and also to comprehend the factors which lead to the improvement and possibility of replication.

Number of sessions and methodology of the sessions:-

Possible Speakers:-

4. **Market Reforms**

- Regulation of various Sector- with the objective of studying the regulation in key sectors like roads, ports, airlines, power, water etc., for the concepts, practices and innovations in India and globally.
- Public Private Partnerships- with the objective of understanding the costs and benefits to the Government, explained with case studies and some practical tips of best practices. Also with the objective to comprehend the issues in replication of the best cases.

5. Service Delivery Reforms

- Participants will be asked to study some best practices from their states or those documented by the DARPG – with the objective of discussing initiatives which can be easily replicated. This may be taken up as electives so that officers from the states and centre both can attend sessions where best practices of their area of interest is being shared.
- E governance, challenges and potentials for improving service delivery- with objective of disseminating the best practices in states and central government, again as electives, so that area of interest may be chosen.

Number of sessions and methodology of the sessions:-

Possible Speakers:-

6. Social Sector Initiatives

- Evaluating primary and secondary education- with the objective of understanding challenges that need to be addressed.
- Evaluating the Health status and programmes- with the objective of understanding how the states fare viz a viz each other, what have been the factors which improved the status and how challenges can be addressed. Inter state learning and global best practices may be discussed.
- Equity and long term growth and development- with the objective of comprehending how programmes like NREGA are targeted at the short and medium term issues, how ideally this period should be used to stabilize other livelihood promotion programmes (of rural development, technical education or of labour department). The session(s) can also examine success stories like micro finance of Bangladesh or livelihood programme of AP and impediments to replicating the same else where. Urban poverty and its challenges, since they are different from the rural scenario will also need to be addressed. Under this broad category, tribal and forest issues, the lacunae in policy and implementation need to be discussed as they are crucial to inclusive growth.

Evaluating government and social programmes- with the objective of examining the various methods in which this can be done. Techniques followed by MIT Poverty Labs and / or the evaluation of food security / social security done by, say the Commissioners of Supreme Court, may be discussed as these are worth replicating for both the central and state schemes. This can

be a valuable input from point of view of RFD independent/ stakeholder feedback.

Number of sessions and methodology of the sessions:-

Possible Speakers:-

7. Organisational Behaviour, Leadership and Management

Organizational behaviour and management skills are important for any kind of positive impact in the sectors listed in curricular themes. Along with the other curricular themes, the following topics can be interspersed with parallel cohorts or elective sessions, instead of running as a separate module:

- Strategic leadership – with methodology of case study and / or an assessment tool / exercise where self assessment and discussion after the assessment is done. Objective is to share the method of assessment for introspection by the officer.
- Negotiation - methodology of exercise/ case study followed by discussion. The objective is introspection by officer of his/ her style of inter personal behaviour.
- Exercises for planning and vision formulation- as done in previous courses, with the objective of providing a hands on project experience.

Number of sessions and methodology of the sessions:-

Possible Speakers:-

8. National Security Scenario:- Explaining the current national security scenario and its implication on India's growth in the coming decade. Policy implication of various measures of Good 'governance covered during the course

Number of sessions and methodology of the sessions:-

Possible Speakers:-

Assessment

Before implementing the programme, a quick response of the officers will be gathered regarding their existing level of knowledge and skills on the topics listed above. During training, group and individual exercises may be introduced to validate learning.