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AGENDA

21st MEETING

PROGRAMME MANAGEMENT COMMITTEE

1545 hrs/ August 13, 2014

LBSNAA, Mussoorie

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ITEM 1 – Confirmation of minutes of the 20th Meeting of the PMC dated June 17, 2014

1. Minutes of the last meeting were circulated through e-mail to all members of the Committee. The same are placed at **Annexure I**.
2. Comments of Dr. Peter Ronald deSouza on the minutes circulated were received by email dated June 23, 2014. The same are placed at **Annexure II**.
3. The response of the Academy on the various points raised in the above said email is placed at **Annexure III**.
4. The matter is placed for further consideration of the members of the Committee.

ITEM 2 – Action Taken Report on the minutes of the 20th PMC Meeting

Item No.	Minutes of 19 th Meeting	Action Taken
1	Agenda Item No 2 – discussion on Course Design of Phase IV Round 9, 2014	Being taken up for discussion separately as Agenda Item No. 2.
2	Agenda Item No 3 – Presentation on preparation for Phase III	Being taken up for discussion separately as Agenda Item No. 2.
3.	Agenda Item No 4 – Update of Phase V Round 8, 2014	Being taken up for discussion separately as Agenda Item No. 2.
4.	<p>Other item/s taken up for discussion</p> <p>(i) The Chairperson desired that the Action Taken Report should be placed as separate agenda item in future.</p> <p>(ii) The Chairperson desired that in pursuance of the decision of the last meeting of the PMC, the Academy must obtain the template being used by NIP&FP for inviting guest faculty.</p> <p>(iii) The Committee agreed with the suggestion of Dr. Desouza to make more effective use of documentaries as a pedagogical tool during MCT courses</p>	<p>Complied with.</p> <p>Has been obtained.</p> <p>Increased use of documentary films has been made in Phase IV course. The same has also been noted for future compliance.</p>

ITEM 3 – Review of progress of Round 9 of Phase IV of MCT Programme

1. Round 9 of the Phase IV of IAS Mid-Career Training Programme is currently underway at the Academy from June 23 to August 14, 2014. 56 officers are attending the course. In addition, 1 officer of the 1996 batch who had missed a portion of the Phase IV course last year is also attending the present course.

2. The design of the present round of the Phase IV Programme has drawn upon the broad learnings of the past rounds. The significant changes are as follows:

- 3-week Public Policy Module focusing on conceptual frameworks, analytical tools, Monitoring and Evaluation, Module of Smart Policy Design (delivered by EPoD, HKS) and Public Service Delivery has been delivered in-house by the Academy with assistance from certain practitioners and domain experts.
- Foreign Study Tour to France (organized in association with Sciences Po) for half-group in addition to Canada (organized in association with IPAC)
- Increase in sessions taken by Academy faculty
- Leadership Module delivered by Academy faculty

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, group work, seminars, case studies and presentation, and films have been used for delivering inputs. The summary of the sessional feedback for Weeks 1 to 7 may be perused below:

(in weighted average terms)

Week	LBSNAA Faculty*	Guest Faculty**	Overall
1	87.63%	82.36%	85.13%
2	89.90%	83.37%	84.90%
3	87.37%	81.00%	81.34%
4 & 5	<i>Foreign Study Tour to Canada/France</i>		
6	90.49%	90.87%	90.70%
7	96.21%	87.65%	91.07%
Overall	87.07%	86.83%	86.95%

*LBSNAA Faculty –38 sessions including week-07

****Guest Faculty –64 sessions including week-07**

4. In the past rounds, the participants were required to write a Foreign Study Tour Paper, a Policy Paper in cohorts of 4-5 participants and related Cabinet Note for evaluation purposes. This year, in addition to the Foreign Study Tour Paper, a Cabinet Note (on individual basis), Seminar and Case Study presentations (in groups), participants were evaluated through an unseen examination wherein they were asked to write a policy essay. Marks have been also allocated for discipline and participation in classroom and extra-curricular activities in the Director's assessment.

5. As per the decision of the PMC, the destinations for this round's Foreign Study Tour were Canada and France. The programme was organized in collaboration with the Institute of Public Administration of Canada (IPAC) and Sciences Po of France respectively. As a prelude to the visit, the Canadian Deputy High Commissioner along with his senior staff members visited the Academy for an interaction with the participants. The Ambassador of France also hosted a reception for the group travelling to France at his residence and briefed the participants. While the official feedback from IPAC and Sciences PO is awaited, it is quite clear from informal interaction with the participants that the overall experience has been positive. In particular, the academic content of the instruction in France was found to be of high order given that it was the first round. The Academy would be sending a detailed feedback to IPAC and Sciences PO to further improve the Study Tour based on the suggestions received from participants and accompanying faculty.

6. This is placed for the information and consideration of the Committee.

ITEM 4 – Update of Phase III Round 8, 2014

1. The Phase III Programme is being conducted at the Academy from August 18 to October 10, 2014.

2. The eight-week programme entails six weeks of instruction at the Academy and two weeks of Foreign Study Tour to South Korea. The Foreign Study Tour will be during September 15-26, 2014. Academy has an institutional tie up with Korea Development Institute, Seoul for the Foreign Component. Broad weekly themes of the domestic component are as follows:

Week 1 and 2

- Project Appraisal
- Basics of Financial Management, Micro-economics, Financial and Economic appraisal of Projects
- Setting the Context
- Gender & Child Rights

Week 3

- Public Private Partnership
- Urban development

Week 4

- Leadership
- RD & Agriculture

Week 5 and 6: Foreign Exposure Visit to South Korea in collaboration with Korea Development Institute.

Week 7

- Health
- Education
- Literary Festival

Week 8

- Public Finance

3. The same is placed for the information of the members.

ITEM 5 – Update of Phase V Round 8, 2014

1. The Phase V Mid-Career Training Programme for IAS officers of 1984 to 1987 batches will be conducted from 27 October to 28 November, 2014. The programme will begin with a curtain raiser at New Delhi on 25 October, 2014 after which the officers will proceed to USA for a 9-day study visit. The schedule for the foreign study tour is enclosed at **Annexure-IV**. The domestic component will begin at the Academy on 10 November, 2014 for a period of three weeks. The schedule for the domestic component is enclosed at **Annexure-V**.
2. In the past, participants of the Phase V Mid-Career Training Programme were required to write a Policy Paper to analyse a policy problem and come up with a solution that might be adopted and implemented at the level of Central/State Government. Submission of the policy paper was a prerequisite for participation in the programme. The participants got the opportunity to refine the paper in course of their stay at the Academy and later present in small groups. However, a need has been felt to revisit the present arrangement in view of less than satisfactory quality of some of the papers submitted in previous years.
3. It is proposed that the Academy would compile policy problem statements in various sectors with a request to each participant to select one such problem statement for writing a policy paper, in a group of 4 to 5 officers each, in course of the domestic component. The participants would also be advised to collect data/background material as they deem fit before commencement of the training programme. They would also be expected to write a small note (1000 to 1500 words) where they would review the existing policy in relation to the policy problem chosen. Besides they would need to identify the objective to be achieved and the critical constraint(s) which would impact the policy formulation process. Submission of this note would hence become a prerequisite for participation in the ensuing Phase V Programme.
4. In course of the domestic component at the Academy, the officers, in groups of 4-5 officers each, would work on *policy alternatives, their evaluation and assessment of the policy environment to come up with a policy solution*. In course of the two weeks that the groups work on the policy problem, one member of the Academy faculty would put the group in touch with subject matter expert(s), either physically or virtually and facilitate interaction.
5. Till date total 100 officers have registered online and government approvals of 10 officers have been received.

ITEM 6 – Any other items with the permission of the chair

1. Any other issue/s may be taken up for discussion with the permission of the Chair.

MINUTES OF THE 20TH MEETING OF THE PROGRAMME MANAGEMENT COMMITTEE OF MID CAREER TRAINING PROGRAMME HELD AT 5.00 PM ON JUNE 17, 2014 AT LBSNAA, MUSSOORIE

The following were present:

1. Sh. Rajeev Kapoor, Director LBSNAA – *in chair*
2. Sh. Alok Kumar, Joint Secretary, Training Division (DoPT) – *through video conferencing*
3. Dr. Peter Ronald Desouza
4. Sh. Jatindra Nath Swain, Principal Secretary to Government of Tamil Nadu
5. Sh. GV Srinivas, IFS, Joint Secretary, Foreign Service Institute, Delhi
6. Sh. Sanjeev Chopra, Joint Director LBSNAA
7. Smt. Ranjana Chopra, Joint Director LBSNAA
8. Sh. Tejveer Singh, Joint Director LBSNAA

Sh. Rajesh Arya, Director (MCT) in Training Division was also present for the meeting.

At the outset, the Committee welcomed Sh. Rajeev Kapoor, Director LBSNAA. After discussion, the following decisions were taken:

1. **Agenda Item No 1 – Confirmation of minutes of the 19th meeting of the PMC dated February 25, 2014 – Confirmed.**
2. **Agenda Item No 2 – Discussion on Course Design of Phase IV Round 9, 2014 –** The Committee accorded its in-principle approval of the design and draft timetable presented by the Course Coordinator. It also took note of the suggestions made by Dr. Desouza regarding scheduling an interaction with the UNESCO in Paris on Education for 21st century. It also noted the suggestion of Sh. Swain that judicial review of policies may also be covered as an input in the course. The suggestion of JS Training that a session by an eminent sociologist may be scheduled as part of the perspective building week was also taken note of and efforts will be made to include this in the time table.

The Committee expressed its concern at the low levels of participation in the MCT Programme and decided that the matter would again be taken up with DoPT to ensure that corrective measures are instituted to make participation in these courses mandatory.

3. **Agenda Item No 3 – Presentation on preparation for Phase III –** The Committee accorded its in-principle approval to the proposed design of Phase III. The suggestion of Dr. Desouza on scheduling a session on unsuccessful PPPs in the PPP module was taken note of. Suggestions with regard to some possible resource persons in the Literary Festival were also noted by the Course Coordinator.

4. **Agenda Item No 4 – Update of Phase V Round 8, 2014** – In view of the limitations of business class seats in Air India, the Committee was informed that as per government approval granted for Round 7 of Phase V in 2013 participants will also travel by airlines other than Air India for Phase V, although ticketing would still be done through Balmer Lawrie. The Committee noted the above.

5. **Other item/s taken up for discussion**

- (iv) The Chairperson desired that the Action Taken Report should be placed as separate agenda item in future.
- (v) The Chairperson desired that in pursuance of the decision of the last meeting of the PMC, the Academy must obtain the template being used by NIP&FP for inviting guest faculty.
- (vi) The Committee agreed with the suggestion of Dr. Desouza to make more effective use of documentaries as a pedagogical tool during MCT courses.

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

23 June 2014

Dear Shri Kapoor,

Thank you for sending me the minutes of the 20th Meeting of the Programme Management Committee held on 17 June 2014. Reflecting on the minutes I find that they do not quite capture the substance or spirit of my interventions since they are presented in a minimalist form suggesting, thereby, that all that is required to accommodate them is a minor tweaking of the programme.

I wish, therefore, to use this opportunity of responding to the minutes to record my views on what I consider to be fundamental issues for a MCTP. These I hope will be debated at the next PMC meeting. Let me present my arguments around two axes: (i) the disconnect between the MCTP and the concerns of the nation and (ii) the disconnect between the MCTP and the PMC.

Disconnect between MCTP and concerns of the nation.

When the 6-8 weeks trainings programmes of Phase 3, 4, and 5 were presented to us I found inadequate attention, if any, being given to important issues troubling the nation and that IAS officers, of the seniority represented by the three phases, needed to discuss. After all it is a mid career training programme and hence one needs to have a clear set of objectives, and a clear set of measurable outcomes, for each phase. Let me list my responses to the programme that was presented to us.

1. The programme was too al la carte, with no defined/ stated objectives for each phase, no sense of why some themes were included and some excluded. If at all one were to uncover a slant, it would be that the programme, of all three phases, was primarily economic and technocratic. Even here there was a preference for the PPP philosophy with no recognition given to other economic instruments such as cooperatives or social enterprises. This is what I meant when I said that there appeared to be an implicit endorsement of the neo-liberal approach to things.
2. If understanding the many sides of the issue is what a MCTP aims to achieve then other frames of analysis such as the ethnographic, or the political economic, or the political sociological, or even the cultural, were glaringly absent. This gave the programme a dated feeling, an old public administration mindset, where all that was missing was knowledge that had to be imparted and once that was provided the deficiency would be addressed. **However I believe discussing the challenges facing the country requires more conceptual ambivalence, more attention to the puzzles that emerge from good policy, more recognition that the Indian political reality is too layered for analytical templates developed elsewhere to be adequate.**
3. This shows up in the themes selected for discussions. There were no sessions on atrocities on dalits, on honour killings, on violence against women, on the challenges of the rule of law, on land issues and the myriad aspects of acquisition, on tribal displacement, on hunger

and malnutrition, on youth aspirations, on the social and ecological impacts of the extractive sector, on urban planning and migration, on water challenges from sewage and grey water to management of rivers, on philanthropy, on the place of CSOs in development, on the emergence of the security state and its implications for our democratizing process, or RTI and its consequences, on the drivers of the digital world and its significance for our development process, etc. I could give a long list of issues for our consideration but all I wish to emphasize here is that both the overall perspective of the programme and the missing important themes shows the disconnect between the MCTP and the concerns of the nation.

4. Which brings up the issue of pedagogy. From the scheme presented there seems to be too much reliance on the lecture method and not enough sessions on group discussions, on case studies analysis, on problem solving, on discussing documentaries, etc. Each of the themes listed in point 3 would lend itself to interesting case studies. It would be wonderful if in each phase we had a day long discussion on why some states are doing better than others on HDI for example. Is TN a better model than Gujarat? What should be the balance between development and environment? Is one doing enough to reap the demographic dividend? If education is a public good then where does privatization of education fit in? How does one deal with the tragedy of the commons that seems to afflict us? are some of the questions to be asked.
5. It would be a good idea for each phase to have a half day discussion on the IRAQ crises not so much in international politics terms alone but to understand how a stable state collapses and returns to a Hobbesian state of all against all. (refer Marshall Sahlins article in Anthropology Today, vol27, no 3, June 2011). Are there lessons for us?
6. In earlier PMC meetings we had suggested speakers to be invited such as Professors Sudipta Kaviraj or Boaventura Sousa Santos etc but no feedback was given on whether they were contacted etc. What is the status of our suggestions?
7. This brings me to my crucial concern, the dominance, in the program, of Western universities. How come no Indian institutions are partnering the MCTP no IIT or IIM or JNU or ICSSR institutes. The altruism of the Kennedy school at Harvard, mentioned in the meeting, I find very interesting. For Harvard to give 2 full days to the GOI at no cost makes me curious. I believe much of the narrowness that defines our policy making, characterized by the absence of other frames of analysis other than the economic, comes from the colonization of the mind of our policy makers. It benefits the present configuration of global power for our policy makers to see the world through a lens that is prescribed - the emphasis on PPPs for everything being an example - is a cause for concern. Hence colonizing the mind becomes very important for the present structures of global capital. This happens through such collaborations. Why is no collaboration with the University of

Cape Town or University of Sao Paulo proposed? I suspect the way we are designing our MCTP - choice of themes, choice of partner institutions, choice of speakers -a supply side driven programme with a weak demand side, contributes to this colonization of the mind. **LBSNAA should avoid being the Trojan horse in this battle for control of the policy maker's mind in the global south.** (I had recommended that KCBhattacharya's article on 'Swaraj in ideas' be discussed in each MCTP but I find no mention of it).

Disconnect between PMC and MCTP:

8. I must confess that I was not pleased when we were asked to hurry up with the discussions because there was another meeting that was to take place. For those of us who travel from outside and thereby commit two days to a PMC meeting, this gives the impression that our deliberations are for form only. If the notice had said 5-6:30 perhaps we would have been prepared if we had come.
9. This impression is confirmed by the draft timetables presented to the PMC. It would have been better if the sequence was different i.e., at the start of the year we are asked for themes to be included, speakers to be contacted, institutions to be partnered with etc, for each phase, and based on the recommendations of the PMC, themes, institutions, and pedagogy could then form the draft timetable. In the current sequence the PMC is merely an endorsing body and not the deliberative body which I believe it to be. That is why it has non IAS members on it and why CS from several states are its members. I believe it is an empowered committee and hence it has an important responsibility with respect to MCTP. Is the fact that it has become merely an endorsing body and not a deliberative body (in the past we had discussions for several hours) the reason why no CS members attend?

We need to soul search on some of these issues if we genuinely wish the MCTP to be a value-addition to the civil service. I consider it an honour to be nominated by the DOPT on the PMC and raise these issues in the spirit of that nomination. I believe that the MCTP is an important part of ensuring that our country, our democracy, moves towards becoming a more inclusive decent society for all its citizens. By decolonizing the mind, by being alert to the subtle ways in which the mind is being re-colonized, by foregrounding trends and issues that plague our polity, we can, as the PMC, try and place before the eminent members of the IAS different ways of seeing the problem. We show them Rashomon the film. Let our MCTP carry that philosophy.

Sincerely,

Peter Ronald deSouza
Member PMC
Professor,
Centre for the Study of Developing Societies (CSDS)
Delhi 110054

ANNEXURE III

S. No	Summary of point raised	Response of the Academy
1	Programme design is too economic and technocratic with clear preference for neo-liberal ideas like PPP.	<p>The Academy has followed the broad thrust for each of the three phases of the MCT programme as provided by the Government. Phase III and IV, which were largely discussed in the last meeting, are focused essentially on Project Appraisal and Public Policy respectively. Both Project Appraisal and Public Policy have admittedly strong economic underpinnings.</p> <p>The Academy, however, has no ideological preferences. PPP is a stated policy of Government of India and as the apex training institution it is the duty of the Academy to make participants conversant with extant delivery mechanisms, including PPP.</p>
2	The programme lacks broad-based perspectives for understanding the challenges facing the country.	The Phase IV programme has looked at addressing policy challenges through a multi-dimensional approach involving civil society, community and sessions have been devoted to it. This has been done while keeping the overarching theme of public policy in focus.
3	The design misses out many important challenges facing the nation, viz. atrocities on Dalits, land acquisition, etc	The design has been made keeping in view the stated focus of public policy. However, the socio-economic issues raised by the Member have been covered during the course of discussions in many sessions including those on Judiciary and Policymaking, Civil Society and Policymaking and on Truth, Justice and Public Service.
4	Issues of pedagogy.	Many of the questions and concerns raised by the Member have been covered during the course of sessions during the Phase IV course. The Academy has made extensive use of cases, seminars, group discussions, et al during Phase IV. The Academy, however, welcomes further suggestions on improving the pedagogy of training courses in the MCT Programme.
5	Discussion on Iraq crisis and collapse of stable state is necessary.	An opening session on the Modern State was taken which looked at related issues. The issue has also been addressed in part in the session on India and the World by a leading foreign policy expert.
6	Feedback on whether Profs. Kaviraj and Santos were contacted for MCT Programme and invited.	This issue was not discussed in the last meeting. However, the Academy takes due note of the concern expressed by the Member for follow up action on his earlier suggestion.
7	Over-reliance on Western Universities.	The Academy strongly underscores the need to access the best intellectual resources for the MCT courses. However, it is equally important to clarify that there are no ideological biases and that the Academy will not allow itself to be used as a "Trojan Horse" by foreign academic institutions to influence the mental constructs of Indian

		<p>civil servants. In Phase IV, the stated focus of the course is Public Policy and a team from Harvard Kennedy School delivered a two-day module on Smart Policy Design. It is pertinent to mention that Harvard Kennedy School is ranked as arguably the top school in public policy in the world and the Government of India annually sponsors civil servants to undergo both long-term taught Masters programme and short-term executive programmes at the same institution.</p> <p>The issue of exploring other partner institutions was discussed in the meeting and broadly in line with the Member's contention, Sciences Po (France) was selected for the Foreign Study Tour this time. The question of making Brazil as a possible country of choice for the Foreign Study Tour has been explored by the Academy. However, the Tour could not materialize in view of the Indian Mission's advice on account of the FIFA World Cup taking place around the same time. The Committee was apprised of the same in the course of discussion in the meeting.</p>
8	Discussions being hurried up.	The Academy has duly noted the concern of the Member and more time will be allocated in future meetings for discussion.
9	To seek suggestions from Members on thematic concerns and then formulate timetables.	While this issue was not discussed in the last meeting, the Academy welcomes the suggestions of the Members on any aspect of the MCT Programme and would be most happy to engage with the Members on refining future programme designs.
10	To guard against the possibility of "re-colonization of our minds".	The Academy would like to reiterate that it does not advocate or underscore any ideology of economic philosophy and would like to present multiple viewpoints before its MCT participants. It treats participants as mature and informed individuals who are expected to examine, champion and implement important policies in public interest for more inclusive development of the country. The Academy and IAS officers have been interacting with international academicians for many decades and we do not see any cause for concern on this account.

Lal Bahadur Shastri National Academy of Administration, Mussoorie Mid-Career Training Programme for IAS Officers, Phase V Proposed Schedule for the Foreign Study Tour [Oct 27-30 at NYC; Oct 31-Nov.04 at Washington DC]									
Time	Monday 27/10/2014	Tuesday 28/10/2014	Wednesday 29/10/2014	Thursday 30/10/2014	Friday 31/10/2014	Saturday 01/11/2014	Sunday 02/11/2014	Monday 03/11/2014	Tuesday 04/11/2014
Schedule Proposed for 2014 0915 to 1215 hrs	End of Poverty Jeffrey D. Sachs [CONFIRMED]	Investment Climate and Economic Growth Ajay Banga/ Hedric-Wong [CONFIRMED]	BRICS 2020 Antonio Patriota Confirmed To Brazil's Ambassador to India (formal confirmation awaited)	State, Market and Development Strategy Michael Cohen [CONFIRMED]	Using Economic Theory and Evidence for Smart Policy Design Rohini Pandey/ Asim Khwaja [CONFIRMED]	ICT Innovations and behavioural Economics Rohini Pandey/ Michael Callen/ Gautam Rao [CONFIRMED]		Emerging Geo-Political Scenarios and Challenges Ashley J Tellis [CONFIRMED]	Christopher P. Lu (0915-1030 hrs.) Ernest Moniz (1045-1200 hrs.) Nisha Biswal [CONFIRMED] (1230-1345 hrs.)
Lunch	Urbanization, Development and Sustainability Paul Romer [CONFIRMED]	Visit to Metropolitan Museum	Why Growth Matters (1315-1615 hrs.) Arvind Panagariya [CONFIRMED]	Higher Education: Policy Options for India (1315-1515 hrs.) Alessia Lefebure [CONFIRMED]	Applying Smart Design Concepts to Education and Skills Markets Asim Khwaja/ Jishnu Das [CONFIRMED]	Economic Insights for Auction Design and PPPs Nicholas Ryan [CONFIRMED]		Leveraging Technology for Good Governance Carl Dahlman (2012: 91%)	Valedictory Address by S. Jaishankar Indian Ambassador to USA [CONFIRMED]
Schedule Proposed for 2014 1315 to 1615 hrs				Move to Washington DC	Smart Design Principles for Implementation of Social Benefits Rohini Pandey/ Rema Hanna [CONFIRMED]	Lunch Speaker: Prof Lant Pritchett			

Annexure V

**MID CAREER TRAINING PROGRAMME FOR IAS OFFICERS
PHASE – V
(October 27 to November 28, 2014)**



योग: कर्मसु कौशलम्

Week-3

TIME TABLE

10.11.2014 to 14.11.2014

Time	Monday 10.11.2014	Tuesday 11.11.2014	Wednesday 12.11.2014	Thursday 13.11.2014	Friday 14.11.2014
09:30 To 11:15	Course Briefing	Agriculture: Policy Challenges Ashok Gulati	Praxis of Policy making: Select Speakers on application of policy formulation theory in certain sectors	Urban Planning Bimal Patel	Module on Public Health List of Speakers <ul style="list-style-type: none"> • K. Srinath Reddy • Vinod Paul • CK Mishra • Kanav Kahol • Winnie Yip • Devi Shetty (video conference)
	Tea Break	1115 to 1130 hrs.			
11:30 To 13:15	Is 'The Good Administrator' Possible? Gopalkrishna Gandhi	Formulation of Food Security Act Ashok Gulati T Nanda Kumar		Challenges for City Management in India : Policy Options Scot Wrighton	
	Lunch Break	1315 to 1400 hrs.			
14:00 To 15:45	Churning in Social Structure: Implications for Policy makers Dipankar Gupta	Panel Discussion on Rural Development T Vijay Kumar And others		The relationship between Planning and Markets in Urban Development Alain Bertaud Secretary, UD would also be invited	
Venue: Full Group : Gyanshila Auditorium					

P.T.O.

GUESTS OF WEEK

Mr. Gopalkrishna Gandhi, Former Governor of West Bengal and Chairman, Kalakshetra Foundation, Chennai.

Prof. Dipankar Gupta (Retd), Jawaharlal Nehru University, New Delhi.

Dr. Ashok Gulati, Chairman, CACP, Ministry of Agriculture, New Delhi

Mr. T. Vijay Kumar, Additional Secretary, Ministry of Rural Development, Government of India, New Delhi.

Mr. P. Sainath, Journalist

Dr. Bimal Patel, Director, Planning and Management Pvt. Ltd, Ahmedabad

Mr. Scot Wrighton, City Manager, Lavasa Corporation Ltd., Pune

Mr. Alain Bertaud, 166 Forest Road, USA

Dr. K. Srinath Reddy, President, Public Health Foundation of India, New Delhi

Mr. C.K. Mishra, Additional Secretary, Department of Health & Family Welfare, Ministry of Health & Family Welfare, Government of India, New Delhi

Dr. Vinod K. Paul, Head, Department of Pediatrics & WHO Collaborating Centre for Training & Research in Newborn Care, AIIMS, New Delhi

Prof. Winnie Yip, Professor of Health Policy and Economics, Blavatnik School of Government, University of Oxford, UK.

Mr. Kanav Kahol, Team Leader, Affordable Health Technologies, Public Health Foundation of India, New Delhi.

Dr. Devi Shetty, Chairman, Narayana Hrudayalaya, Bangalore.

Note: Physical Activities at 0630 hrs. from 11th October, 2014 onwards at Happy Valley Sports Complex.

Dated:

TIME TABLE

17.11.2014 to 21.11.2014

Time	Monday 17.11.2014	Tuesday 18.11.2014	Wednesday 19.11.2014	Thursday 20.11.2014	Friday 21.11.2014
09:30 To 11:15	<p>Module on Industrial Development and Investment Climate</p> <p>List of Speakers:</p> <ul style="list-style-type: none"> • Rajiv Kumar • Ajit Ranade • Onno Ruhl • Amitabh Kant 	<p>Interactive Module on Taxation Reforms and Challenges</p> <p>List of Speakers:</p> <ol style="list-style-type: none"> 1. Rathin Roy 2. Sumit Bose 3. K.P. Krishnan 4. Arvind Sethi 5. Kavita Rao 6. Ajay Seth 7. Ila Patnaik 	<p>Infrastructure Development in India – Historical Perspective and Current Needs</p> <p>Rajiv Lall</p>	<p>Module on Education and Skills</p> <p>List of Speakers:</p> <ul style="list-style-type: none"> • Manish Sabharwal • TV Mohandas Pai • Madhav Chavan • Secretary, Higher Education, GoI 	<p>Presentation of Policy Paper</p>
	Tea/Coffee Break	1115 to 1130 hrs.			
11:30 To 13:15		<p>Macro Fiscal Challenges</p>	<p>Infrastructure Financing in India – Current Issues & Challenges</p> <p>Santhosh Nayar/ Supratim Sarkar/ Cherian Thomas</p>		<p>Presentation of Policy Papers</p>
	Lunch Break	1315 to 1400 hrs.			
14:00 To 15:45	<p>Anand Mahindra 1400-1500 hrs. (Video Conference)</p>	<p>Financial Regulations Capital Markets and Indian Financial Code</p>	<p>Implementation Challenges for Private Infrastructure and way forward</p> <p>K. Venkatesh/ Partha Mukhopadhyay/ Cherian Thomas</p>		<p>Presentation of Policy Papers</p>
Venue: Full Group : Gyanshila Auditorium					

GUESTS OF WEEK

Mr. Rajiv Kumar, Senior Fellow, Centre for Policy Research, New Delhi.

Mr. Onno Ruhl, Country Director India, The World Bank, New Delhi

Mr. Amitabh Kant, Secretary to the Government of India, Department of Industrial Policy and Promotions, New Delhi

Mr. Anand Mahindra, CMD, Mahindra and Mahindra Col. Ltd.

Dr. Rathin Roy, Director, NIPFP, New Delhi

Mr. Sumit Bose, former Finance Secretary, Government of India

Dr. K.P. Krishnan, Additional Secretary, Ministry of Finance, Government of India)

Mr. Arvind Sethi, Managing Director & CEO, Tata Asset Management Limited

Dr. Kavita Rao, Professor, NIPFP

Dr. Ajay Shah, Professor, NIPFP

Dr. Ila Patanaik, Principal Economic Adviser, DEA, Ministry of Finance, Government of India

Dr. Raghuram Rajan, Governor, RBI, Mumbai

Dr. Rajiv Lall, Chairman, IDFC, New Delhi

Mr. Santhosh Nayar, Chairman and Managing Director, India Infrastructure Finance Co. Ltd.

Mr. Supratim Sarkar, Executive Vice President, SBI Capital Markets

Mr. Cherian Thomas, Chief Executive Officer, IDFC, New Delhi

Mr. K. Venkatesh, CEO & MD, L&T IDP Ltd.

Dr. partha Mukhopadhyay, Senior Research Fellow, Centre for Policy Research.

Mr. Manish Sabharwal, Chairman, Team Lease Services Pvt. Ltd., Bengaluru

Mr. TV Mohandas Pai, Chairman of Board of Manipal Global Education Services Pvt. Ltd., Bengaluru.

Mr. Madhav Chavan, Director, Pratham, Mumbai

Note: Physical Activities at 0630 hrs. onwards at Happy Valley Sports Complex.

Dated:

TIME TABLE

17.11.2014 to 21.11.2014

Time	Monday 24.11.2014	Tuesday 25.11.2014	Wednesday 26.11.2014	Thursday 27.11.2014	Friday 28.11.2014
09:30 To 11:15	Globalisation and Regional Cooperation Rajiv Kher	Internal Security: Issues and Way Forward Gopal Pillai	Audit: Emerging Trends Vinod Rai	State Markets and Development Pratap Bhanu Mehta*	
	Tea/Coffee Break	1115-1130 hrs.			
11:30 To 13:15	Environment and Climate Change: Policy Challenges Sunita Narain	Panel Discussion on e-Governance: Emerging Trends and Policy Options R. Chandrashekhar R.S. Sharma Rajan Anandan	Judiciary and Policy Formulation Harish N Salve	The Idea of India: Changing Paradigm Shashi Tharoor [Confirmed unless it clashes with winter session of Parliament]	Valedictory Function [Najeeb Jung Lt. Governor, Delhi]
	Lunch Break	1315 to 1400 hrs.			
14:00 To 15:45	Race for Global Resources: Is India losing out? Shyam Saran [Need to reconfirm in Sep]	Challenges for Good Governance Shivraj Singh Chauhan [Need to re-confirm]	The Rise of the Fourth Estate Shekhar Gupta	Feedback session with the Members of the Programme Management Committee	
Venue: Full Group : Gyanshila Auditorium					

P.T.O.

GUESTS OF WEEK

Mr. Rajeev Kher, Commerce Secretary, Government of India, New Delhi.

Ms. Sunita Narain, Director General, Centre for Science and Environment, New Delhi.

Mr. R. Chandrashekhar, Chairman, NASSCOM, New Delhi.

Mr. R.S. Sharma, Secretary to the Government of India, Department of Electronics and Information Technology, New Delhi.

Mr. Rajan Ananda, CEO and MD, Google India.

Mr. Shivraj Singh Chauhan, Chief Minister of Madhya Pradesh

Mr. Gopal Pillai, Former Home Secretary to Government of India, New Delhi.

Mr. Vinod Rai, Former Comptroller and Auditor General of India, New Delhi

Mr. Harish N. Salve, Sr. Advocate, Supreme Court of India, New Delhi.

Mr. Shekhar Gupta, India Today Group.

Note: Physical Activities at 0630 hrs. onwards at Happy Valley Sports Complex.

Dated: