



AGENDA

24th MEETING

PROGRAMME MANAGEMENT COMMITTEE

1500 hrs/ February 19, 2015

LBSNAA, Mussoorie

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ITEM 1 – Confirmation of minutes of the 23rd Meeting of the PMC held November 27, 2014

1. Minutes of the last meeting held on November 27, 2014 were circulated by e-mail to all members of the Committee.
2. The same are placed at **Annexure A**.

ITEM 2 – Action Taken Report of 23rd PMC meeting

Item No.	Minutes of 22nd & 23rd Meeting	Action Taken
1	The Academy was asked to examine FST's web-based system of inviting suggestions and feedback before the next meeting.	Joint Director Mr. Tejveer Singh had visited FSI pursuant to the meeting and was given a presentation on their web-based system. He also interacted with JS (FSI) and other officers of FSI for a more nuanced appreciation of the system.
3.	It was also mentioned by the Chairperson that a communication to reduce the duration of Phase IV (and Phase III) from 8 to 7 weeks has been sent to the Ministry.	Government has agreed for reduction of Phase-IV & Phase-III course by one week i.e. from 8 to 7 weeks vide their letter No. 13045/2-MCTP/2012-Academy Desk, dated 4 th December, 2014.

ITEM 3 – Course Report of Phase-V round 8, 2014 (25th October to 28th November, 2014)

Name of Course	Phase-V (2014), 8th round of MCT Programme		
Duration (Specify Dates)	28th October to 28th November 2014		
Name of Course Coordinator	Shri Rajeev Kapoor		
Names of other members of Course Team	Shri Sanjeev Chopra, Shri Tejveer Singh and Dr. Prem Singh		
Number of participants	Total	Male	Female
	98	88	10
Batches represented	1984, 1985, 1986 and 1987 Batches		
Course inaugurated by	Dr. Jitendra Singh, Hon'ble Minister of State for Personnel, Public Grievances and Pensions and Prime Minister Office		
Valedictory Address by	Shri S.K. Das, IAS (Retd.), Former Secretary (Finance), Department of Space, Government of India		

Aim

To equip officers who have completed twenty-six to twenty-eight years of service for effective transition to strategy formulation and its implementation.

Course Objectives

- Develop a wider global and national perspective in order to formulate strategies to meet future challenges
- Understand the importance of inter-sectoral policy design and implementation
- Provide effective leadership in his / her work environment
- Reinforce service networks essential for policy formulation and implementation

Course Design

- **Week 1 & 2** – Global Perspective on Governance; at New York & Washington DC, USA.
- **Week 3, 4 & 5** – India's evolving policy environment and current policy challenges; at the Academy to be facilitated through a mix of talks by experts, and policy briefs to be written by participants.

Eminent Guest Speakers

Foreign Study Tour

1. Prof. Jeffrey D. Sachs, Director, The Earth Institute, Columbia University, New York.

2. Prof. Paul Romer, Professor of Economics, New York University Stern School of Business
3. Mr. Ajay Banga, CEO, Mastercard
4. Prof. Arvind Panagariya, Jagdish N. Bhagwati Professor of Indian Political Economy, Department of International and Public Affairs, Columbia University, New York.
5. Prof. Michael Cohen, Professor of International Affairs and Director, The New School University, New York.
6. Prof. Rohini Pande, Mohammad Kamal Professor of Public Policy, Harvard Kennedy School
7. Prof. Asim I. Khwaja, Sumitomo Foundation Professor of Public Policy, Harvard Kennedy School
8. Prof. Lant Pritchett, Professor of International Development Practice, Harvard Kennedy School
9. Prof. Ashley Tellis, Senior Associate at the Carnegie Endowment for International Peace, Washington.
10. Prof Pranab Bardhan, Professor, University of California, Berkeley
11. Prof. Ashutosh Varshney, Director, Brown-India Initiative, Brown University.
12. Ms. Nisha Biswal, Assistant Secretary of State for South and Central Asian Affairs, US Department of State.

Domestic Component

1. Mr. Piyush Goyal, Hon'ble Minister of State (IC) for Power & Coal, Government of India.
2. Mr. Gopalkrishna Gandhi, Former Governor of West Bengal and Chairman, Kalakshetra Foundation, Chennai.
3. Mr. Dipankar Gupta, Eminent Political Sociologist, Jawaharlal Nehru University, New Delhi.
4. Dr. Ashok Gulati, Chair Professor for Agriculture, Indian Council for Research on International Economic Relations (ICRIER), New Delhi.
5. Mr. T. Nandakumar, Chairman, National Dairy Development Board, Anand, Gujarat.
6. Dr. Nachiket Mor, Chairman, Sughavazhvu Healthcare, Chennai.
7. Mr. Vijay Mahajan, Founder and Chairman, BASIX India, New Delhi.
8. Dr. Bimal Patel, Director, Planning and Management Pvt. Ltd, Ahmedabad.
9. Ms. Isher Judge Ahluwalia, Chairperson, Board of Governors, Indian Council for Research on International Economic Relations, New Delhi.
10. Dr. K. Srinath Reddy, President, Public Health Foundation of India, New Delhi.
11. Mr. C.K. Mishra, Additional Secretary, Ministry of Health & Family Welfare, Government of India, New Delhi.

12. Prof. Winnie Yip, Professor of Health Policy and Economics, Blavatnik School of Government, University of Oxford, UK.
13. Dr. Vinod K. Paul, Head, Department of Pediatrics & WHO Collaborating Centre for Training & Research in Newborn Care, AIIMS, New Delhi.
14. Dr. Devi Shetty, Chairman, Narayana Hrudayalaya, Bangalore.
15. Mr. Rajiv Kumar, Senior Fellow, Centre for Policy Research, New Delhi.
16. Mr. Onno Ruhl, Country Director India, The World Bank, New Delhi.
17. Mr. Arun Nanda, Chairman, Mahindra Holidays and Resorts (I) Ltd. and Mahindra Lifespace Developers Ltd.
18. Mr. Amitabh Kant, Secretary to the Government of India, Department of Industrial Policy and Promotion, New Delhi.
19. Dr. Ila Patnaik, Principal Economic Adviser, DEA, Ministry of Finance, Government of India.
20. Dr. Rathin Roy, Director, National Institute of Public Finance and Policy, New Delhi.
21. Mr. Sumit Bose, Member, Expenditure Management Commission, Government of India, New Delhi.
22. Mr. D. Subba Rao, Former Governor, Reserve Bank of India.
23. Dr. Ajay Shah, Professor, National Institute of Public Finance and Policy, New Delhi.
24. Dr. Rajiv Lall, Chairman, IDFC Ltd., New Delhi.
25. Mr. Santhosh Nayar, Chairman and Managing Director, India Infrastructure Finance Co. Ltd.
26. Mr. Supratim Sarkar, Executive Vice President and Group Head, SBI Capital Markets Ltd., Mumbai.
27. Mr. Cherian Thomas, Chief Executive Officer, IDFC, New Delhi.
28. Mr. K. Venkatesh, CEO & MD, L&T IDP Ltd.
29. Dr. Partha Mukhopadhyay, Senior Research Fellow, Centre for Policy Research, New Delhi.
30. Mr. Dinesh Sharma, Additional Secretary to Government of India, Department of Economic Affairs, New Delhi.
31. Mr. Manish Sabharwal, Chairman, Team Lease Services Pvt. Ltd., Bengaluru.
32. Mr. Madhav Chavan, Director, Pratham, Mumbai.

33. Mr. Gopal Pillai, former Home Secretary to Government of India, New Delhi.
34. Mr. Vinod Rai, former Comptroller and Auditor General of India, New Delhi.
35. Mr. Yogendra Yadav, Senior Fellow, Centre for the Study of Developing Societies, New Delhi.
36. Shri U.K. Sinha, Chairman, SEBI, Mumbai.
37. Mr. Azim Premji, Chairman, Wipro Ltd., Bangalore.
38. Ms. Sunita Narain, Director General, Centre for Science and Environment, New Delhi.
39. Mr. R. Chandrashekhar, Chairman, NASSCOM, New Delhi.
40. Mr. R.S. Sharma, Secretary to the Government of India, Department of Electronics and Information Technology, New Delhi.
41. Mr. Pramod Bhasin, Founder and Vice Chairman, Genpact, Gurgaon.
42. Mr. Shyam Saran, IFS (Rtd.) Chairman, Research and Information System for Developing Countries, New Delhi.
43. Mr. Shekhar Gupta, Editorial Advisor, India Today Group.
44. Mr. K.C. Singh, former Secretary, Ministry of External Affairs, New Delhi.
45. Dr. Madhu Purnima Kishwar, Founder President, Manushi Sangathan, New Delhi.
46. Mr. S.K. Das, former Secretary (Finance), Department of Space, Government of India, New Delhi.
47. Shri K.P. Krishnan, Additional Secretary to Government of India, Department of Land Resources, New Delhi.

Evaluation of Policy Briefs

Best Policy Briefs: Group No 06 on “Learning Outcomes in Primary Schools” & Group 2 on “Electricity Distribution”

Sessional Feedback

Week	LBSNAA Faculty*	Guest Faculty	Overall
1 & 2 (FST)	-	79%	79%
3	89.82%	85.01%	81.93%
4	-	80%	80%
5	93%	85.01%	85.81%
Overall	91.41%	82.25%	81.68

End-of-Course Overall Feedback

The weighted average of the overall End-of-Course Feedback given by participants about the course (based upon its usefulness, training experience, etc.) was **91.48%**. Copy of the detailed Feedback report of the course is attached at **Annexure B**.

ITEM 4 – Discussion on changes in MCT Course in 2015

1. The Academy had proposed reduction in the duration of Phase-III and IV by one week, i.e. from 8 to 7 weeks which has been approved by Government.
2. The Academy has also proposed reduction in the Phase V from 5 to 4 weeks which is pending for approval.
3. The MCT Programme Calendar for 2015 is as follows:
 - Phase IV – April 6 to May 22, 2015
 - Phase III – June 1 to July 17, 2015
 - Phase V – July 20 to August 14, 2015 (tentative pending Gol approval)
4. Brief outline of ensuing Phase IV course design is as follows:
 - Two-and-a-half week long module on Public Policy to be delivered by the Academy with inputs on Smart Policy Design by Harvard University (Evidence for Policy Design). This will be better integrated into the overall module.
 - Foreign Study Tour to France & Brussels (in collaboration with Sciences Po, Paris) and Canada (in collaboration with IPAC) for 7 working days from April 23 to May 2, 2015.
 - Module on Economic Sectors, Social Sectors, Rural Development, Urban Management, Infrastructure & PPPs
 - 3-day Module on Leadership and 2-day module on Negotiation
 - Evaluation to be based on assessment of Public Policy Module through written examination and online assessment, Writing of Policy Paper, Case Study presentations, Exegesis of select books/ writing of discussion drivers, and Director's Assessment.
5. The design of the Phase III course will be presented in the next meeting.
6. The same is placed for discussion and suggestions of Members.

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

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

MINUTES OF THE 23RD MEETING OF THE PROGRAMME MANAGEMENT COMMITTEE OF MID CAREER TRAINING PROGRAMME HELD AT 3.45 PM ON NOVEMBER 27, 2014 AT LBSNAA, MUSSOORIE

The following were present:

1. Sh. Rajeev Kapoor, Director LBSNAA – *in chair*
2. Sh. Jatindra Nath Swain, Principal Secretary to Government of Tamil Nadu – *through video conferencing*
3. Sh. GV Srinivas, IFS, Joint Secretary, Foreign Service Institute, Delhi – *through video conferencing*
4. Sh. Tejveer Singh, Joint Director LBSNAA

After discussion, the following decisions were taken:

1. **Agenda Item No 1 – Confirmation of minutes of the 22nd meeting of the PMC dated October 9, 2014** – Confirmed.
2. **Agenda Item No 2 –Action Taken Report of 22nd PMC Meeting** – The Committee took note on the follow-up action taken on the items discussed in the last meeting. It was further informed by Joint Director LBSNAA that he would be making a visit to FSI next week to examine the latter's web-based system of inviting suggestions and feedback.
3. **Agenda Item No 3 – Course Review of ongoing Round 8 of Phase V of MCT Programme** – The Committee members took note of the progress and general feedback of the Phase V course. The Committee noted with satisfaction the conduct of the Phase V course by the Academy and observed that the end-of-course feedback may be used to undertake any redesign of the Phase V course for the next round in 2015.
4. **Agenda Item No 4 – Course Report of Phase III Round 8 held from August 17 to October 10, 2014** – The Committee took note of the end-of-course report placed for its consideration.
5. No other item was taken up for discussion.

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

Summary of feedback received from Phase III participants

Shekhar Gaikwad – Induction and Phase III courses needs to be spaced properly for promoted officers, as these often come very close to each other.

Nitin Gawle – The duration of the course needs to be reduced to 6 weeks, 4 weeks of domestic component and 2 weeks FST.

Prasanna – The duration should not be reduced. The excessive focus on MS-Excel dilutes the focus on understanding of conceptual issues. Sessions on ethics should be more practical and application-based.

Roopwanti Aulakh – The Project Report should be submitted and presented before the FST.

Vijay Pingale – There should be sessions on CAG, CBI and judiciary. Also more sessions should be taken on E-Governance.

Shrawan – There should be less sectoral focus and we should aim for greater depth than breadth.

Manickraj – The Academy should examine a module on Project Appraisal developed by ISB Hyderabad.

Randhir Kumar – The FST in Korea should focus more on the ‘how’ and not on the ‘what’ aspect of Korea’s development story.

Sandeep Bhatnagar – Video recordings of sessions should be placed in archives on Sargam for future use.

Vishal R – More readings must be done in the Litfest.

Sanjeev Kumar – We must allow contrarian views in Litfest and have longer discussions.

Brahmdeo Tewari – In Litfest regional representation should be introduced. Participants should be accommodated in the main campus only.

KK Jindal – There should be more interaction with private sector representatives.

Mohammed Azeem – The Academy should send pre-course questionnaires. There should be greater focus on Human Development related and contemporary issues.

Jayadev Sarangi – Leadership module should be held earlier. More retired IAS officers should be invited for discussion on handling problems.

Virendra Singh – Academy must start a closed-user alumni network for officers to discuss issues in a frank manner and share best practices.

Ravi Subba – There should be practical sessions on reservation and roster-management, social marketing campaigns in government and formal baseline assessment of health parameters.

Anshul Mishra – Guest speakers (including senior civil servants) should be invited after more careful selection. There should be a module on professionalism and resolution of dilemmas facing a civil servant.

Ashok Sharma – For promoted officers, more handholding sessions on Economics and Excel may be organized while also reviewing the excessive focus on Excel.

Rajeev Sharma – The aesthetics of the Academy is excellent and the staff is extremely helpful.

Sanjay Goyal – There should be more discussion on best practices and greater ESP sessions.

V Ravi – Sessions should be organized on mental health and disability issues.

Gaurav – FST should be held at the end of the course, as in other services.

Srinivas G – More books on Dr. Ambedkar need to be procured for the Library. A Hall in the Academy may be named after Dr. Ambedkar.

Renu Phulia – More sessions on rural development need to be factored in the design.

Mukesh Shukla – The lunch break should be for one hour and not 45 minutes as pre-lunch sessions are often exceeded by 10-15 minutes.

**Mid-Career Training Programme for IAS Officers Phase-V
(October 25 to November 28, 2014)
END-OF-THECOURSE FEEDBACK FORM**

1. When did you first receive information about your likely participation in the Programme?

	More than three months in advance	One to three months in advance	Less than one month in advance
	27	51	9
<i>% answered in each category.</i>	31%	59%	10%

Not given	Total	W. Average
1	87	
1%	99%	35.86%

2. Did you peruse the Course Handbook outlining the Objectives and other details at the start of the course?

	Yes	No
	87	1
<i>% answered in each category.</i>	99%	1%

Not given	Total	W. Average
0	88	
0%	100%	99.43%

3 Following were the Major Course Objectives:

(i) To what extent were the objective achieved? (Rate on scale from 1 to 5; 1=Poor, 5=Excellent)

	1	2	3	4	5
1 Develop a wider global and national perspective in order to formulate sectoral strategies to meet future challenges.	0	2	4	35	47
<i>% answered in each category.</i>	0%	2%	5%	40%	53%
2 Understand the importance of inter-sectoral policy design and implementation.	0	6	7	41	34
<i>% answered in each category.</i>	0%	7%	8%	47%	39%
3 Provide effective leadership in their work environment.	1	6	19	46	16
<i>% answered in each category.</i>	1%	7%	22%	52%	18%
4 Reinforce service networks essential for policy formulation and implementation.	1	3	14	35	35
<i>% answered in each category.</i>	1%	3%	16%	40%	40%

Not given	Total	W. Average
0	88	
0%	100%	88.86%
0	88	
0%	100%	83.41%
0	88	
0%	100%	75.91%
0	88	
0%	100%	82.73%

3 Did you find the course objectives related to and relevant for: (Rate on scale from 1 to 5; 1=Poor, 5=Excellent)		1	2	3	4	5	Not given	Total	W. Average
a	Your present work	5	11	16	34	20	2	86	
	<i>% answered in each category.</i>	6%	13%	19%	40%	23%	2%	98%	72.33%
b	Your future work	2	1	4	36	42	3	85	
	<i>% answered in each category.</i>	2%	1%	5%	42%	49%	3%	97%	87.06%
c	Your overall development	0	2	2	31	52	1	87	
	<i>% answered in each category.</i>	0%	2%	2%	36%	60%	1%	99%	90.57%

4. What are the changes in the course objectives that you would like to suggest by way of addition, alteration or deletion?

- A bit more emphasis on internal security may be added.
- Reduce the duration by one week , 4 weeks duration , less lecturing.
- Include more field visits, Discussions on case studies on critical issues.
- During foreign visit a couple of field visit on projection like Urban development etc.
- Domestic training can be restricted to two week.
- Full-fledged module (including theoretical) on Policy Marking,.
- There should have been a little more intensive input on budget financing and financial aspects of macro-economy.
- Cancel the foreign tour. Call speakers to Mussoorie or Video conference. If foreign tour is done.
- we should visit officers and organization and stay in a University.
- Overall it was a well designs course.
- However, attachment to a University/visit to some officers can be considered during the foreign visit.
- It was a well-structured programme.
- I found it sound.
- Introduce a class on how to handle stress in work space.
- Make LBSNAA potion 2 weeks not 3.
- Ban family from joining course.
- Restrict number to 60 and only 3 batches not 4.
- Foreign Courses could be less visited places like Brazil, China and Cuba while professors/ Speakers can be invited from anywhere.
- May be study of projects abroad.
- The course should be more focused on specialized in put in selected sectors.
- The officers can choose the module / input area.
- In the chosen area the best modules across the world can be studied rather than keeping all officers in hostel room in New york/Washington DC.
- The course should not be more than 4 week.
- Duration – Two weeks in Academy and tow in LBSNAA.

- The number of participants should not exceed accommodation available within academy + Silver Wood. Participants kept at VV find in difficulty to feel part of the programme in real sense of the term.
- Course objectives are fine.
- Duration could be two weeks.
- FST and two weeks domestics' component.
- Exposure to sector in some cases is overdone. It may be suitable reduced to emphasize policy making implication only.
- Instead of information, a case study analyzed for proper appreciation would be more relevant.
- Leadership quality emphasizing interdependence- networking etc. for is more relevant.
- The course design is well formulated and comprehensive.
- To further enrich, case study, a book review and following training after a year to re-visit the entire training could be thought of.
- Groups for specialization (like Infrastructure, Urban Development Rural Development, etc.) could be planned for a week and option given for officers.
- Issues of climate change and environment also need to be given spaces in the programme. A capsule or negotiation on the global issues needs to be also added.
- Present Structure / Design are ok.
- Course design is short in circulation of literature available references. Experts should be mandated to list out a few suggestive articles. Books etc. otherwise a comprehensive a planned module.
- Give an overview of best practices in the modules of the day, both with in country & overseas.
- There could be some field visits to important project centers in foreign components.
- Concerned Secretary in govt. of India may be invited for policy brief presentation sessions.
- Best practices may be given more focus.
- Some arrangement games could be included to promote teamwork. IAS has largely failed, for example in central secretariat to room as team.
- Some inputs to defame against false allegation in media, CVC, CBC, etc.
- Well-designed no suggestions.
- Speaker's Faculty, particularly in the part foreign component were not up to the expectations. In fact some were quite poor.
- Visits to some offices like UN/WB could be added with some lectures if possible.
- Module on national perspectives need reinforcement, most of the speakers who were / are associate with the same govt. very vague picture; perhaps, they are adopting themselves to new political regimes and they learn to maintain distance with the policies shaped up by their inputs and did not work the way it was supposed to.
- Similar policy paper making exercise in foreign tour component.
- Time for presentation & discussion on policy paper was in adequate especially when one has worked rather interesting for the exercise.

- I am satisfied.
- Possible document component can precede the foreign component.
- Segment on WTO Related issues.
- Success stories of E-Governance.
- Needs to be more relevant to field level situations. Important problems facing the country should be listed out and taken up one after another. Discussions on the same should not be held on different days. For examples we had lecture on foreign policy on 3 different days. There is a need to give more time for experience sharing among participants and this should be one of the objectives.
- After the U.S. Visit, there should be a break of one or two weeks.
- Mussoorie visit should be 2 weeks, 3 weeks, are too much.
- Foreign study component can be made more effective by Allowing participants to chose a specialized training course in a leading university (1-2 month) thus different participants would chose area of their interest / specialization.
- Excellent course need to be maintained as such.
- May be more practicers be called for lecturing than academics.
- Five weeks is very good. Only, the 2 weeks in US should be at a University.
- Reduce duration, abroad – 1 week, Mussoorie-2 Weeks.
- Call more secretaries.
- Some field visits to success stories.
- Some more on environment.
- Legal issues can connected directly to working local Media.
- Visit Abroad could be after Academy inputs/ Training.
- Classes Abroad could be in one of the universities of New York /DC or California etc.
- Rural development, Slum Development etc. can be included.
- Half –day sessions (till 2-2.30 pm) will be enough for the above 3(i objective) Afternoon participants can interact and share their work experiences.
- Social sector particularly welfare of SC/ST Minorities could be included.
- Panels need to be created instead of single speakers to debate dominant divergent discourses on an issues.
- Question of why a particular prescriptions is not part of policy / program should be a answered by practitioners.
- The course design was beautifully prepared and implemented efficiently. No major change suggested, except that 2-3 speakers should be re-assessed.
- Identify sectoral challenges in the short, medial & long term and obtain in term of policy initiative specific measures.
- Convergence issue should be given more space.
- Duration of course should be lesser at least by one week.
- Inputs on homeland security / terrorism would be great.

- More on implementation stakeholder analysis, incremental policy & now turf war amongst stakeholders at various levels especially at the ground level changes the outcomes and many times the policy itself perfect.
- It was a well-structured programme.
- I found it sound.

5. Programme Design:

How would you rate Program Design on the following.
(Rate on scale from 1 to 5; 1=Poor, 5=Excellent)

		1	2	3	4	5	Not given	Total	W. Average
i.	Modular Approach	0	1	9	41	36	1	87	
	<i>% answered in each category.</i>	0%	1%	10%	47%	41%	1%	99%	85.75%
ii.	Area and subject coverage	1	0	10	44	32	1	87	
	<i>% answered in each category.</i>	1%	0%	11%	51%	37%	1%	99%	84.37%
iii.	Orientation to present assignment & future charges over next 5 years.	1	2	12	42	31	0	88	
	<i>% answered in each category.</i>	1%	2%	14%	48%	35%	0%	100%	82.73%
iv.	Distribution of time among various components of the course.	0	4	11	49	23	1	87	
	<i>% answered in each category.</i>	0%	5%	13%	56%	26%	1%	99%	80.92%
v.	Sequencing	2	1	9	44	23	9	79	
	<i>% answered in each category.</i>	3%	1%	11%	56%	29%	10%	90%	81.52%

Suggestion:

- Foreign segment may be reduced to one week.
- Should be a four week courses with more focus on leadership conflict, resolution, PoP and more facilitation/ less governance.
- There is a need to include industrial development and trade related issues in Programme design.
- The LBSNAA component should precede the Foreign Study Component.
- The design very good. However some participants have good knowledge of their sector. They can be asked to volunteer and ½ hours allotted for each presentation.
- I think the programme was just right and very well structured and sequenced.
- The rural sector module was nonexistence (almost) which need correction. Still a large part of particular lives in villages.
- Duration of lectures _ QA not more than 1 Hrs. 15 Min. This may topics in LBSNAA spread over 3 weeks can be covered in 2 weeks.
- Objective of modules should be an analysis for policy making not information.
- Case studies method is more relevant for this (Sector wise would do).
- Programme design is very well thought and orients the participants for policy formulation.
- The programme could be for 3 or 4 weeks and organised once in 3 to 5 years.
- Mixes fine.

- The present sequencing is supported. An exposure to global scenario at the beginning of the course helps us.
- Over all the design was brilliant refreshing 5 to 80% lecture was good. Some part in communication.
- Participants could be invited to share on 1 event/ work of their career in 30 Minutes.
- More panel session would be helpful group work – couple of more assignment could be factored.
- The panels should have oppressing point of view.
- All Ok. Most of the speakers could not complete the subject & all questions could not be taken up for discussion. So session can be of 2.30 hrs. each.
- More emphasis on energy and trade.
- Too much emphasis on RD/Food.
- If LBSNAA training first focused by foreign study tour, could have made us more equipped with Q & A to foreign lecturers / professors. The bonding of participants could have been much useful in FST. If done after LBSNAA.
- There could have been something on planning, monitoring & evaluation. Social justice and poverty could have been dealt with more comprehensively.
- Industrial development and services sector could have been given more time. Same suggestion applies to exports, which are bound to increase in coming years.
- The entire issues of marginalized sections and policy requirements sector-wise has been submerged in the broad stock of more policy. This has to be addressed, particularly since it seems to be reflective of the distance which be develop from their issues at senior level.

6. Kindly indicate the usefulness of the training material.
(Rate on scale from 1 to 5; 1=Poor, 5=Excellent)

		1	2	3	4	5	Not given	Total	W. Average
i.	Background readings	0	3	13	45	26	1	87	
	<i>% answered in each category.</i>	0%	3%	15%	52%	30%	1%	99%	81.61%
ii.	Classroom material given in form of power point presentation, cases, handouts etc.	0	2	7	51	26	2	86	
	<i>% answered in each category.</i>	0%	2%	8%	59%	30%	2%	98%	83.49%

7. How did the following pedagogical methods employed in the programme appeal to you.
(Rate on scale from 1 to 5; 1=Poor, 5=Excellent)

		1	2	3	4	5	Not given	Total	W. Average
i.	Lectures	0	1	11	47	28	1	87	
	<i>% answered in each category.</i>	0%	1%	13%	54%	32%	1%	99%	83.45%
ii.	Situation Report Writing	1	5	11	41	29	1	87	
	<i>% answered in each category.</i>	1%	6%	13%	47%	33%	1%	99%	81.15%
iii.	Policy Brief Writing	1	6	10	35	35	1	87	
	<i>% answered in each category.</i>	1%	7%	11%	40%	40%	1%	99%	82.30%
iv.	Policy Brinf Presentation	1	4	9	27	26	21	67	
	<i>% answered in each category.</i>	1%	6%	13%	40%	39%	24%	76%	81.79%

Suggestions:

- There should be more than one group working on one topic.
- More subjects should be included and participants should have more flexibility.
- Case method may be employed in small groups.
- Model Policy Papers on diverse subjects prepared by experts may be prepared to serve as reference material and as a guide to writing Policy papers.
- The Policy brief need to be at least 2000 words.
- It was a very well reach one effort by everybody provided on is able to implement it earnest efforts.
- No need to ask for a situation report. Since you can never guarantee posting of the officer in the same domain.
- There is no evidence that policy briefs are taken..... the policy makers.
- Instead of policy brief the best experience sharing of each participant in structured way would have been more useful. The present methods do not allow may to contribute because of limitation of subjects.
- It possible Policy Brief Presentations should be in combined sessions as important topics may be covered in the other group.
- Case study in a smaller group could be one addition.
- More time, including for library research should be given to the groups. These were not much usefulness of guest faculty who came for policy Brief.
- Interactions with experts from various fields in smaller groups might have been more useful.
- If the earlier policy brief prepared is being examined and acted upon, this would bring more credibility to the exercise..... is useful.
- We missed the political executives at the time of presentation. Besides it would have been better and we got the feedback of thought leaders in the respective fields instead of retired civil servants as observers.
- It would be really good if the policies brief are actually given to the Hon'ble minister and phase-V participants are told about to this course prior to the course.
- Fact in we are not fully conceived LBSNAA actually give it.
- Secy. To govt. of India relating to subject matter may be invited for interaction during policy brief presentation.
- Policy Brief writing & Presentation has been extremely useful exercise & gave an insight & Better understanding of the peer group discussion.
- There could be field visits especially during foreign component.
- Policy brief to be more convincing require enhancement of word limit. Implement ability and financial analysis should be more details analyzed.
- Policy brief very useful. Could have factored at least one more in the course.
- Some small group session on certain selected topic can be included.
- More training needed on effective writing one to one coaching needed the expertise of participants should have been used in the panels.

- Superb.
- Policy Brief should be in the first half of the training as the inputs received on the subject from external faculty would reinforce/ give new ideas.
- Should be individual at best 2, total 2 pages in bullets only suggestions/ solutions.
- Time duration for policy brief presentation may be increased to 40-60 minutes practical for us there most of the lectures given by guest speakers.
- Detailed working system on policy brief may be done away with.
- Policy briefs could be on more specific topics/ issues than on generic domains.
- Objectivity of peer review is doubtful. Weightage for expert review vs peer review was not indicated.
- The group work after 26+ years of services was not very enlightening as officer who had worked in relevant sectors were not willing/ able to think some out of box solutions even it the present approaches were not found to be working. There could be a space for dissenting report as well.
- The penal discussions were a very good for meet can be enlarged. Sitrep writing: instead of identifying limited number of issues (which may not be directly relevant to past experiences / present change), may be better to allow officers to chose every area of his/her interest.
- It appears more on theoretical side and may be scrapped altogether.
- Situation report writing should be brief not more than 3 to 4 pages.
- Instead of policy brief, a detail report say of 2500-3000 word should be allowed as it is not possible to bring out all the aspects in 1200 words max.
- It was a very well reach out effort by everybody provided one is able to implement it earnest efforts.

8. How would you rate the following one day Modules?

		1	2	3	4	5	Not given	Total	W. Average
i.	Agriculture and Food Security	0	2	7	38	41	0	88	
	<i>% answered in each category.</i>	0%	2%	8%	43%	47%	0%	100%	86.82%
ii.	Livelihoods and Financial Inclusion	0	3	17	44	24	0	88	
	<i>% answered in each category.</i>	0%	3%	19%	50%	27%	0%	100%	80.23%
iii.	Urban Development	1	2	17	34	34	0	88	
	<i>% answered in each category.</i>	1%	2%	19%	39%	39%	0%	100%	82.27%
iv.	Public Health	0	1	8	25	54	0	88	
	<i>% answered in each category.</i>	0%	1%	9%	28%	61%	0%	100%	90.00%
v.	Industrial Development & Investment Climate	0	0	10	50	28	0	88	
	<i>% answered in each category.</i>	0%	0%	11%	57%	32%	0%	100%	84.09%
vi.	Public Finance	0	1	13	42	32	0	88	
	<i>% answered in each category.</i>	0%	1%	15%	48%	36%	0%	100%	83.86%
vii.	Infrastructure and PPP	0	1	13	41	33	0	88	
	<i>% answered in each category.</i>	0%	1%	15%	47%	38%	0%	100%	84.09%
viii.	Education and Skill Development	0	1	10	40	37	0	88	
	<i>% answered in each category.</i>	0%	1%	11%	45%	42%	0%	100%	85.68%

9. How do you rate the following administrative aspects of the programme.		1	2	3	4	5	Not given	Total	W. Average
i.	Office Assistance Services	1	1	9	27	50	0	88	
	<i>% answered in each category.</i>	1%	1%	10%	31%	57%	0%	100%	88.18%
ii.	Classroom Facilities	1	0	4	19	64	0	88	
	<i>% answered in each category.</i>	1%	0%	5%	22%	73%	0%	100%	92.95%
iii.	Hostel Room Facilities	1	0	7	20	60	0	88	
	<i>% answered in each category.</i>	1%	0%	8%	23%	68%	0%	100%	91.36%
iv.	Housekeeping & Room Service	0	2	10	25	51	0	88	
	<i>% answered in each category.</i>	0%	2%	11%	28%	58%	0%	100%	88.41%
v.	Food Quality and Mess Service	0	1	8	28	51	0	88	
	<i>% answered in each category.</i>	0%	1%	9%	32%	58%	0%	100%	89.32%
vi.	Recreational Facilities	1	2	7	28	49	1	87	
	<i>% answered in each category.</i>	1%	2%	8%	32%	56%	1%	99%	88.05%
vii.	Sports Facilities	0	2	7	25	52	2	86	
	<i>% answered in each category.</i>	0%	2%	8%	29%	60%	2%	98%	89.53%
viii.	Transport Arrangements	1	2	10	30	44	1	87	
	<i>% answered in each category.</i>	1%	2%	11%	34%	51%	1%	99%	86.21%

Suggestions:

- More structural interaction with Foundational Course be planned.
- Thanks you for the excellent arrangements in India & Abroad.
- Lunch and dinner became monotonous after some time. Some alternative would be welcome.
- Please try and organize a panel discussion with either present or past CVC, CAG and CIC together.
- In valley view, though there is a provision of flat screen TVs, the Academy could optimize usefulness with better connection with TATA sky.
- Some secretarial assistance would be quite useful for findings the Policy Brief/Power Point Presentation.
- The arrangements over all very good.
- The classroom seating is poorly designed and is uncomfortable to say. People at left and right corner have to strain their neck to see the middle of classroom.
- One office staff should be attached will 2 or 3 groups. All the presentations should be in the man wall (Nehru Auditorium).
- For participants staying in valley view a on call transport services may be provided on 24x7 bases for to and fro journey to main campus only.
- Staff on contract duty could be given uniforms and other incentives as they get low compensation, they did excellent work.
- May put some journals / magazines in lounges of Hostel. The staff both in hostel & mess is polite, helpful & provides assistance whenever required.
- Lounge facilities may be augmented. More encouragement / environment are created for informal interaction among the participants.

- If Academy is colliery 100 + together, all should be in the same complex (i.e. Charlvilli)
- Interaction with the faculty was almost negligible, that can be strengthening.
- The mine- vans need to be upgraded.
- Weighting machine in each room.
- Outstanding, the staff is so polite and willing to help. Weekly feedback session with course authority should be there.
- Please try to avoid officers being put up in Valley View.
- Batch size should be 50.
- All participants should have been accommodated in the main campus.
- If policy paper & PPTs need to be done. Some assistance need to be provided (even on short basic).
- All participants may be accommodates in main campus at Academy if possible.
- Towels etc. should be changed every day, if not at least alternate day.
- Room boys service & response at Valley View needs to be improved.
- Most boys deployed keep gossiping at Reception or on computers or absent.

10. How do you rate the non-academic activities during the programme.		1	2	3	4	5	Not given	Total	W. Average
i.	Morning Physical Activitiy	1	0	9	24	51	3	85	
	<i>% answered in each category.</i>	1%	0%	11%	28%	60%	3%	97%	89.18%
ii.	Weekend Treks/ Excursions	0	3	4	23	53	5	83	
	<i>% answered in each category.</i>	0%	4%	5%	28%	64%	6%	94%	90.36%
iii.	Extra Co-curricular activities	0	2	6	33	41	6	82	
	<i>% answered in each category.</i>	0%	2%	7%	40%	50%	7%	93%	87.56%

Suggestions:

- When the families are supposed to join during last week, programs designed for them should be kept only from Sunday onwards in the last week.
- Intimation regarding “India Day’ celebration should be sent in advance and the participants must be informed to bring etheric wear. It should be organised when the spouses are here. Some more meaningful engagement should be organised for spouses.
- Except the India Day Celebration two-three movies which were screened, there was nothing.
- An evening of classical music from a renowned musician would be nice.
- Proper cricket ground needs to be developed.
- Cultural programme should be more participative. Same set of performers again and again in monotony.

11. How do rate the various components of the Foreign Study Tour.		1	2	3	4	5	Not given	Total	W. Average
i.	Pre-visit Orientation	1	4	12	35	33	3	85	

	<i>% answered in each category.</i>	1%	5%	14%	41%	39%	3%	97%	82.35%
ii.	Academic Inputs	0	2	7	40	36	3	85	
	<i>% answered in each category.</i>	0%	2%	8%	47%	42%	3%	97%	85.88%
iii	Boarding/ Lodging	0	0	3	15	67	3	85	
	<i>% answered in each category.</i>	0%	0%	4%	18%	79%	3%	97%	95.06%
iv	Transportation	1	3	3	32	46	3	85	
	<i>% answered in each category.</i>	1%	4%	4%	38%	54%	3%	97%	88.00%

Suggestions:

- May be reduced to one week, Inclusion of institutional visits/field trip is essential; It should be in the University.
- Some attachments to a University/ or a visit to some centers/officers could be useful to get insights on Governance/policy inputs.
- The FST may be organized in a University of repute, rather than holding it hotels.
- There could have been one USA and one UK or some European country visit.
- Well done, kindly keep upto the good work.
- It was very well organized. Jeffery Sachis in particular.
- There is no need for FST. If need it should be held in a University. Ideally speakers could come to Mussoorie on talk via video conference.
- Increase in knowledge base relating to several sectors that I was not familiar with + intercultural understandings.
- Listings to and interacting with leading policy frames/ practitioners.
- Readings + interaction with the different batches.
- Inter sectoral learning's
- Different perspective on the some subject.
- Policy inputs on important areas.
- Global and National prospective on security issues.
- Good networking with officers of different lastres.
- Sensitization of Climate change and relented environmental issues.
- The programme should be organised in the university campus instead of Hotel.
- Inter connectivity of various sectors, developing global outlook networking among batches.
- It should have a couple of field visits. To successful projects. Also better speakers should be brought on like Michael Cohen, Amartya Sen, IMF Chief, Stephen Cohen, Joseph Soy,
- Make it a study tour may be in smaller groups for more relevance, rather than class room lectures. In the later case, case study method would be better.
- Very well organized.
- The Foreign study tour has to house a component the field visit and greater coordination with an Academy Institute.
- During FST each trainee may be given an assignment of book review followed by a further review of the same after a year.

- The foreign study tour should take us to a university. Learning in a campus setting will be more useful.
- The participants should be taken one or two days before the actual (Academic) commencement of the programme. At the end of foreign tour, there should in 2 day off.
- A mix of field visit/Site inspection along with classroom lecture would prove very useful.
- Selection of speakers needs to be more objective. It would be fruitful if some local visit to project / institution is organised. Otherwise FST is as good as calling the speakers to academy and received the inputs.
- A broad national consensus among politician thought leaders, corporates and activists including media that we need to develop.
- Education and skill development needs urgent national attention and there is no scope for inertia.
- Inclusive development is an imperative and not as option.
- Instead in coming in Delhi, we could have landed there USA directly as some us of would have done personal visit over a few days. We felt we lost a good opportunity.
- Some field visit to project locations may be included.
- Conducted tours and week end could be thought of.
- Visit to one of the U.S universities would have been better with interaction of their faculty.
- Keep more field visits instead only lectures.
- Session should have been organised in some reputed university instead of Hotel to facilitate speakers cross learning.
- It should be for complete two weeks & not 10 days.
- Attempt could be made to have two week modules – one week each in east coast and west coast with tie up with international reputed university.
- Along with one developed country (like USA) one under-Developed Country (like African Country) should also be studied. Rural visits shall be made integral.
- There should be a brief stopover of groups to understand a perspective different from the American one.
- It should be located in an university setting in which for LBSNAA and University take joint responsibility for all aspects.
- Should be a the university instead of the hotel.
- Shorten to 1 week I location.
- The bus from New York to Washington DC was too small.
- Need to give city maps / eateries details etc.
- Should be in an academic setting rather than s hotel.
- The travel from JFK airport to hotel took long time (1.30 hrs.) large no of smaller vehicles may be arranged. Bus capacity was inadequate between New York and Washington.
- I am strongly of the view that the FST in its current form should be scrapped. No other in the world would chip a 100 or so of it senior most administrators to any specific (single)

country in this manner it's a poor reflection on an strength. An FST, if necessary, should be restructured drastically. I will send a separate mail on this.

- On the spot visit and lectures should be mended.
- Real life best practices- exposures – in operation, if possible should be added.
- There should be more interaction with various govt. and non govt. institution of foreign countries.
- Classes should be only upto lunch time and participants should be allowed/ encouraged and helped in exploring the foreign country, its culture and working of its various institutions.
- The buses provided for going to Washington DC from New York were not good. We are provided mini bus & driver was arrogant.
- The programme should be organised in the university campus instead of hotel.

12. Please list out three significant learnings from the trainings programme.

- Global village
- Health and importance of nutrition
- Importance of equitable growth, Need for convergence and networking/opportunities pruned through re-union
- Sensitization of needs of poor
- Need for constant updation/reading/training for successful discharge of duties in coming years.
- Domestic and international (foreign)policy linkages.
- Linkages between the so called social sectors and other sectors of the economy
- Role of Media.
- Technology and Networking.
- Exposure to concurrent global trends.
- Good change from office.
- Meeting with Colleagues.
- Knowledge of other sectors than the one handled group activities.
- International perspectives.
- Helped in strategic thinking, understanding global situations.
- Different views on similar subjects.
- Currents trends on global level on development of governance issues.
- Problems being faced by the country to achieve growth critical need to ensure growth to improve PLI.
- Development of global and national perspective with respect to future challenges.
- Understanding the importance of intersectional coordination required for policy design and implementation.
- Prioritization of work for welfare of target groups in any policy frame work for social sectors.
- Overall Perspective of national & international development on Key area of development.

- Exposure to the overall understanding of emerging issues & Trends. Importance of rejuvenating lateral contacts with colleagues which may help in our future working.
- Linkages of foreign policy with domestic policies.
- Inter-sectoral and multi-disciplinary approach to policy formulation.
- Strategic, Updated knowledge, both India & International.
- Latest development in various fields.
- Given a coordinated view of various administrative issues planning (through situation report and Policy brief).
- Insights about domain areas, Comprehensive Broad Vision.
- Peer Group networking opportunities.
- Insights about domain areas, Comprehensive Broad Vision.
- Peer Group networking opportunities.
- Working together.
- Linking domains in the meta narrative of Indian global power.
- Putting India's Growth story in people perspective.
- New ways of looking at Challenges in delivery system.
- Formulation of Policy Team Building.
- Exposure to newer areas of information & issues.
- Disciplining oneself to listening & thinking with a perspective.
- I found this particular training to be informative & very well structured.
- The modules were organized very well.
- Foreign Study Tour may be done away with.
- PPP and infrastructure.
- Urban Development.
- How the economy has to more focus & key issues in Policy making.
- Greater bounding and network.
- Policy conceptualization.
- Global understanding of situation.
- India's position & problem areas.
- Issues of Sustainable growth which is inclusive.
- In any area study current situation with data analysis for a good understanding of the situation.
- Study best practices.
- Suggest policies which are implementable.
- Global / domestic socio political reality.
- Exposure to the latest National and International thought on issues of great importance for administration.
- Interdisciplinary modules design of the programme and participants of officers which represented a wide variety of uses.
- Utilization of Library and Training websites was of great utility to conduct research on relevant topics.

- The need to learn and prepare myself for the charged requirement of my jobs in the near future.
- Module on urban development.
- Policy Brief.
- Presentation of policy as well as interaction during the presentation has been very useful.
- Inputs from other sectors especially agriculture, Education and Infrastructure interface with different batches of the IAS.
- The enormous opportunities India has today and the need for the correct policy and implementation mix to take advantage of the opportunities.
- **Unwinding from the** routine.
- Exposure to different areas, not only limited is present area of work.
- Gaining firsthand knowledge on a national perspective in various sectors.
- Learning barriers of inter-sectoral policy formulation.
- Grafting policy design for submission to executive decision- makers.
- Peer leaving and interaction.
- Exposure to wide knowledge & best practices.
- Time to relax and look at things from a distance.
- Learning from the peer and there experience.
- Exposure domain knowledge of various fields. Which may not be relevant to immediate its work but for overall perspective.
- Policy papers helped in brush up the knowledge on the way ahead on impart national issues.
- Urbanization with concerned for environment, pollution waste disposal is a must.
- Farming alone will not help; value addition by food processing specially in horticulture milk meet fisheries is a must now.
- Skill Development must happen know without that education will not solve the problem employment.
- Writing the Situation report and policy brief.
- The US trip was grate practical exposure of a develop country and it's weak side.
- Each module helped in knowing in depth the topic- wide range of issues.
- The in no end of learning.
- Networking helps.
- There are more perspectives to a problem than you may have thought.
- Radical change in Govt. Policies is required to make India grow faster.
- FDI and PPP are to be encouraged to improve infrastructure.
- Manufacturing and Agriculture sectors need to be given more attention.
- Efforts have to be intensified for inclusive growth in future.
- Subordinate officer need to be sensitive to improved ease of doing.
- Teams Sprite among IAS.
- In Agriculture, Public Finance & Health. The talk of Sunita Narain, K.C. Singh, Ashok Gulati, made an impact VC of Narayan Hospital inspiring.

- International + National perspective on contemporary issues.
- Understanding the best practices in other states.
- Learning about new objects not dealt earlier in the career.
- Broadening of Knowledge &
- Getting invited in to some policy impartations.
- Networking.
- Policy brief presentation and presentation.
- Greater insights.
- International best practices – exposure.
- Cross learning during academy session.
- Gained global & National perspective for future preparedness.
- Inter sectoral program design & its effective implementation.
- Service – networking & its possible utility in future assignments.
- Given a much wider perspective on public policy issues.
- Learnt that once knowledge is limited and for decision making on policy on India's issue, time and energy needs to be spent.
- Learnt that the groups need to be briefed on routine court issues before undertaking foreign visit.
- Wider perspective on issues.
- Inter sectoral linkages – their importance.
- Helps me in planning in my current assignment.
- Infrastructure & PPP and its importance work been done in the area of public health. Appreciation of need for financial inclusion and polices to encourage livelihoods.
- Current scenario and infrastructure and PPP.
- Recent trends on Urban Development globalizations on livelihoods inclusion.
- Acquisition of knowledge about a variety of sectors. The opportunity to understand viewpoint of leading intellectuals in the field and how they respond a viewpoint counter. frequent interaction there exists a great potential for IAS officers to network.
- An opportunity to reflect and plan for 5 year.
- It would help in policy formulation.
- To go deeper in policy design.
- Awareness about major issues in different sectors. Inter-sectoral issues in policy making. The complexities in policy making.
- Inter sectoral learning.
- Wider world view of a large number of subject with which we are not directly involved during the course of work.
- Frightens, Jolts, Some may stand ups fight.
- Global view, nations need and policy performances.
- Global Prospective.
- Past Scenarios.
- Policy Analysis.

- Developed a reasonably good perspective on multi sectoral issues & interlinking of sectors. Close correlation of Domestic & international Policies.
- Exposure to American way of life and their living standard. Opportunity to meet and hear personally by some of the most perceptive thinkers and imminent and well known authors.
- Better understanding and appreciation of issued of good learning experience of wide subjects.
- Global Exposure
- Excellent interaction of networking with collages orientation to other subjects / states experiences etc.
- A good understanding of the different sectors.
- Health improvement.
- Renewal of friendships.
- Interaction with batch met and their officers. Broad outlook in national and international scenario on various subjects.
- Policy perspective in international country power pay.
- Outcome based policy making.
- Historical/ cultural perspective on current happing national / international.
- Sensitization on weaker section.
- Policy making process and how to write brief etc.
- PPP and related issues.
- Analysis of poverty and social sector progress during foreign study component.
- Some of the new insights which can be taken as CSR initiatives.
- Urban development issues.
- Being updated with the national and international trends in relation to govt.
- Clarification received in few areas.
- Improved the relations with the colleagues.
- Interaction across batches- sharing of experiences & networking.
- The need for a clear policy – with focus on speaks it would take during implementation- while leaving scope for innovation.
- Developing a wider national and global perspective.
- Providing effective leadership in whole environment.
- Understanding the importance of inter-sectional policy design.
- Without coordination and convergence, over polices will fail despite best of intentions.
- It is easier to give a lecture in class room than work in the field.
- Even officers at senior level require continuous training.
- Peer interaction.
- Discussion during class room sessions.
- Overall perspective- good.
- Change from the routine was refreshing.
- Familiarization of the trends in various sectors both at national & International level.

- Break from the routine regime: pleasant and much more.
- Working of policy briefs.
- PPP and infrastructure.
- Urban Development.
- Solid interaction among participants and shared their experiences and know their existence.

13. How do you evaluate your Overall Experience of Training.

	1	2	3	4	5	Not given	Total	W. Average
	0	0	3	29	50	6	82	
<i>% answered in each category.</i>	0%	0%	4%	35%	61%	7%	93%	91.46%

14. Any other comments you may wish to make:

- Speaker on international issues should be serving and not retired diplomats.
- 3 weeks in Mussoorie may be reduced to 2 weeks.
- Need for equal opportunity to all participants in coordinating course-sessions/Modules.
- Topical experience-sharing sessions by participants would add to skill at networking/negotiation Entire programme may be compressed to 3 ½ weeks.
- The Foreign Study Tour should be redesigned. It should not be organized in the form of lectures as done. Two options could be considered.
 - (a) It should be organized in the form of a Study Tour in which the participants are taken to leading institutions with interactions with the people there or
 - (b) 10 day training modules on various subjects-
 - (i) Health Policy (ii) Higher Education Policy (iii) Financing of infrastructure etc. could be organized in various leading universities. Participants may be sent to anyone of these modules on choice expressed by them. Should be four weeks.
- An appropriate duration with great inputs and excellent efforts of course team.
- On many issues the quality of Guest Speaker can be improved by inviting men and women of greater repute and experience.
- A fulfilling experience, difficult to forget.
 - Great Programme. Keep it up, Can be foreign module please be held in a University
 - Pl invites cabinet secretary, DoPT Secy. To explain mystery of empowerment and posting.
 - Invite a successful careerist officer and a victim officer for telling their experiences how system treated them.
 - Excellent training very well organised Congratulation.
 - We may make it more relevant to the stakeholders.
 - An outstanding experience each day of the five weeks training was innovatively planned with speakers. Who represented a wide spectrum of opinion which exposed us to the theoretical and practical viewpoint on important topics?

- Access to the online resource for library and research should be provided the course participants after they live LBSNAA also. This would provide learning throughout the common path.
- This phase of training would be further useful of officer of 20-25 year of seniority are chosen. As well the officers may take further study of a particular area and be in touch with academy for at least a year. After words one week training at LBSNAA would be very useful.
- The total duration of the Phase-V could be 21 days with LBSNAA input of 14 days and foreign University exposure of 7 days (inclusive of travel time).
- If the foreign study tour could be Capet at the end of the tour it would be more useful.
- I would strongly recommend that these types of interaction and training programme must be organised once in 3 or 5 year even if for a short duration say 2 to 3 weeks.
- It would be useful if this training happens just after completing 25 year of service this shall give you longer horizon to And get more output from the training.
- Great Module.
- Phase-V experience was good there is known other way you can get a senior group of bureaucrats to learn something at this stage.
- Give us the option to each USA directly earlier.
- Some sessions were too short. Excellent speakers seemed to be struggling to pack their insights in the given time.
- Questioners in such session can be limited to three.
- Some session for experiences starting by people who have done outstanding work can be arranged.
- It is a highly useful training programme at this juncture of our career.
- The Tejveer Singh, Ms. Role Singh, Dr. Prem Singh, Mr. Jayant Singh deserve special appreciation.
- Very well organised Programme.
- Domestic component of course could have been reducing to weeks.
- Instead of 3 class room session could be made interactive.
- Good Luck. Good Effort.
- The course should continue it is an excellent learning phase, may be it may be done at 24-25 years of services.
- Overall an outstanding experiences.
- A V. Good sabbatical with valuable learning's.
- Domestic Component should be for two weeks instead or 3 weeks.
- Should be restricted to 4 week (overall).
- Discussion on any topic should not exceed more than 5-6 hrs. overall.
- Room facilities particularly the central heating system in the hostel needs to improve.
- More time for formal interaction among participants needs to be given.
- The source should be co-directed by an LBSNAA faculty and a faculty from a world class university. They should plan for course and deliver both for FST and Indian

co..... together. There should be a weekly reflection led by for 2 course directors on learnings from the week and more resources available.

- Excellent work by Academy team headed by the director and ably assisted by all other.
- Phase-5 is very useful for remaining years of service. I enjoyed and learnt a lot. It has given me a helicopter view and place a choice in front of me to pick up right option timely. Ph-5 with foreign study tour must in time.
- Over all the structure inputs, organizing style were Excellent/ Very Good. But Foreign component could be succeeded by the Domestic Component.
- My deep gratitude to Director, LBSNAA & his colleagues for the excellent and professional management of the Phase-V training here in the Academy as well as in New York Washington DC.
- Domestic component may be limited to two weeks.
- Classes should be only from 9.00AM to 2.00 PM. No classes after lunch.
- We would have benefited much more hearing experiences of the participants after so many years of services.
- Lunch hours should be 60 minutes.
- Academy should have provided reimbursement to 60 officers. Who lift immediately after completion of course on 4th November.
- People like Partho Mukhopadyay & Nanda from Mahindra Holidays were total waste.
- Too much emphasis on policy need to be done away with. India need to concentrate more on problems of implementation: Theories of implementations, incremental policy making & process of implementation is about need. To be focused. These are no dearth of the policies: Implementation and distortion and mutation of polices is the biggest problem Indian is facing today.