



# **AGENDA**

**28<sup>th</sup> MEETING**

**PROGRAMME MANAGEMENT COMMITTEE**

**1600 hrs/ June20, 2016**

**LBSNAA, Mussoorie**

Lal Bahadur Shastri National Academy of Administration, Mussoorie

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**ITEM 1– Confirmation of minutes of the 27<sup>th</sup> Meeting of the PMC held September 15, 2015**

1. Minutes of the last meeting held on September 15, 2015 were circulated by e-mail to all members of the Committee.
2. The same are placed at **Annexure A** for confirmation.

## ITEM 2– Action Taken Report of 27<sup>th</sup>PMC meeting

Item No.	Minutes of 27 <sup>th</sup> Meeting	Action Taken
1.	In the previous PMC meeting the Committee, after taking note of the views and suggestions of the members accorded its approval to the design of the Phase V course, including the Foreign Study Tour being organized in Week 2 of the course	The course has been successfully completed and the end-of-course report is placed at <b>Annexure 'B'</b> . The course received an overall feedback of <b>95.08%</b> .

### **ITEM 3 – Presentation of course design of PhaseIV (Round 11) of MCT Programme to be held from June 27 to July 22, 2016**

1. The 11<sup>th</sup> round of Phase IV course is scheduled to be held from June 27 to July 22, 2016. This is with reference to the review of the Mid-Career Training Programme undertaken by Government in April 2016 wherein the duration of the Phase IV course has been reduced from 8 weeks (including two week Foreign Study Tour) to 4 weeks (including one week Foreign Study Tour). Reductions have also been effected in the duration of Phases III and V.

2. In order to adjust the various phases of the MCT Programme into the Academy's training calendar, it was decided to host the Phase IV course in June-July. Notwithstanding the short period available for planning the course, the position of enrolled and confirmed participants is as follows:

- Enrolled – 95
- Confirmed – 65

Efforts are afoot with various State Governments and Nodal Ministries in Government of India to secure the participation of balance officers. However, given the experience of last two rounds (wherein 62 and 56 participants attended the course) the Academy is aiming for a realistic number of around 80 participants.

3. The objectives of the Phase IV course are as follows:

By the end of the Course, the officer will be able to:

- Appreciate the role of political economy and institutions in public policy and governance;
- Understand the process of public policy formulation, analysis, implementation and evaluation;
- Apply tools of policy analysis to better understand and solve policy problems; and
- Strengthen individual leadership and negotiation skills.

4. The week-wise design of the course will be as follows:

- Week 1 – Introduction to Public Policy – Rationale, Policy Analysis, Political Economy, Ethics and Policy Analysis, Behavioural Economics, Module on Evidence-based Policy Design (by EPoD of Harvard University)
- Week 2 – Policy Implementation, Policy Communication, Policy Evaluation, Regulation, cases on public policy
- Week 3 – Soft Skills (Leadership and Negotiation), Examination, Syndicate Presentations

5. Pedagogically, the course will comprise of lectures, case studies, films, syndicate work, reflections, simulations, exercises and online sessions. Given the feedback of groups in the past, a large number of international and India-based cases are being used to help participants explore various aspects of public policy through the prism of policy analysis. The draft course design is placed at **Annexure C**. As in the past, the course will be evaluated and grades will be awarded to all participants (from A+ to C). These will be based on the following parameters of evaluation:

- Essay on Public Policy (Exam) – 30 marks
- Syndicate Work – 30 marks
- Book Review – 10 marks
- Online Assessment by EPoD – 15 marks
- Director's Assessment – 15 marks
- Total – 100 marks

6. The Foreign Study Tour has been conceived as an organic part of the course design and is proposed to be organized from July 18 to 22, 2016 around the theme of public policy. In the past two rounds, the Academy has been sending participants for the Foreign Study Tour in partnership with IPAC (Canada) and Sciences Po (France) respectively in half groups. However, given the smaller size of the group (around 60-70), it was felt that the Foreign Study Tour should be organized to one destination only. This would be logistically easier and also economical for Government. Further the feedback of Sciences Po has not been very encouraging in the last two rounds: participants have cited language constraints among others. With regard to IPAC, it was felt that flying time to Canada would be significantly longer, especially in view of the reduced duration of the course.

7. Hence, the Academy invited offers from two institutions, viz. Crawford school of Public Policy, Australian National University, Canberra and The London School of Economics and Political Science (LSE), UK. Crawford School, where a group of Phase V participants visited last year, sent its regrets citing its inability to organize the Tour during those dates. LSE, with whom DoPT has an ongoing relationship of sponsoring candidates for both long-term and short-term courses under DFFT, has agreed to host the participants at cost of 85,000 GBP(around Rs. 80 lacs) for a group size of 80 participants. In case the number is higher than 80, they would charge 830 GBP for every additional participant. The draft design received from LSE is placed as Annexure D. Arrangements for hotel and local transportation will be made by the Indian High Commission in London.

7. It is requested that the Committee may discuss and approve the draft design including the Foreign Study Tour.

#### **ITEM 4 – Any other item(s) with the permission of the chair**

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

## ANNEXURE – A

### MINUTES OF THE 27<sup>th</sup> MEETING OF THE PROGRAMME MANAGEMENT COMMITTEE OF MID CAREER TRAINING PROGRAMME HELD AT 3.45 PM ON SEPTEMBER 15, 2015 AT LBSNAA, MUSSOORIE

The following were present:

1. Sh. Rajeev Kapoor, Director LBSNAA – *in chair*
2. Sh. Anthony J C de Sa, Chief Secretary to Government of Madhya Pradesh (*through VC*)
3. Sh. Lingaraj Panigrahi, Special Chief Secretary, Government of AP (*through VC*)
4. Dr. Rathin Roy, Director NIPF&P, Delhi (*through VC*)
5. Sh. Tejveer Singh, Joint Director LBSNAA

The Committee was informed of the regrets received from Prof. Peter deSouza about his inability to attend due to prior engagements.

After discussion, the following decisions were taken:

**1. Agenda Item No 1 – Confirmation of minutes of the 26<sup>th</sup> meeting of the PMC dated July 16, 2015 – Confirmed.**

**2. Agenda Item No 2 – Discussion on Phase V, Round 9, 2015 –** The Director briefed the Committee members on the proposed course design, including the domestic component in Delhi and Mussoorie, and the Foreign Study Tour to be organized in four groups in Australia, China, South Africa and USA on select themes as under:

- a. *Australia* – on the theme of Modernizing Government in partnership with Crawford School of Public Policy, Australian National University, Canberra.
- b. *China* – on the theme of Understanding China in partnership with Chinese Executive Leadership Academy Pudong, Shanghai with whom the Academy has a Memorandum of Understanding.
- c. *South Africa* – on the theme of Urbanization in BRICS countries in partnership with Indian Institute of Human Settlements, Bengaluru, with whom the Academy has a Memorandum of Understanding, and its partner African Centre for Cities, University of Cape Town.
- d. *USA* – on the theme of Homeland Security in partnership with Brookings Institution, Washington DC, which is an internationally-acclaimed think tank on strategic matters.

Sh. Anthony JC de Sa placed on record his appreciation for the Academy for putting together an excellent design of the Phase V course in pursuance of the discussion held in the last meeting. He also expressed his satisfaction on the re-design of the Foreign Study Tour in four smaller groups wherein each group would be studying a specific theme. He

also welcomed the overall reduction in duration of the course from five to four weeks. Sh. LingarajPanigrahi found the design very good and suggested that in the module on Regulation and Modernizing Government, some exchange of ideas on use of e-governance in modernization of public systems may also be considered. Dr. Rathin Roy also underscored the satisfaction expressed by the members present and complimented the Academy on choosing top-class partner institutions for each of the four destinations of the Foreign Study Tour. He suggested that for the group going to China, it may be useful to organize an interaction of the group with Sh. KV Kamath, Chairman of the New Development Bank of BRICS countries in Shanghai. He also proposed that the group going to Canberra may like to interact with some leading academics working in the Centre for South Asian Studies of Australian National University.

The Committee, after taking note of the views and suggestions of the members, accorded its approval to the design of the Phase V course, including the Foreign Study Tour being organized in Week 2 of the course, and authorized the Academy to make necessary further arrangements.

**3. Agenda Item No 3 – Other item/s taken up for discussion** – No other item was taken up for discussion.

The meeting ended with a vote of thanks to the chair

**ANNEXURE –B**

**End of Course Report Phase-V2015  
17<sup>th</sup> October to 06<sup>th</sup> November, 2015**

<u>Total Forms :65</u>			
1. When did you first receive information about your likely participation in the Programme	<b>Less than one month in advance</b>	<b>One to three months in advance</b>	<b>More than three months in advance</b>
	14	37	14
	20.00	56.92	21.54

2. Did you peruse the Course Handbook outlining the Objectives and other details at the start of the course	<b>Yes</b>	<b>No</b>
	61	4
	93.85	6.15

<b>3(i). To what extent were the objectives achieved</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Very good</b>	<b>Excellent</b>	<b>W.Average</b>
a. Develop a wider global and national perspective in order to formulate strategies to meet future challenges	0	0	4	21	40	91.08
	0.00	0.00	6.15	32.31	61.54	
b. Understand the importance of inter-sectoral policy design and implementation	0	0	6	26	33	88.31
	0.00	0.00	9.23	40.00	50.77	
c. Provide effective leadership in his/her work environment	0	1	11	33	20	82.15
	0.00	1.54	16.92	50.77	30.77	
d. Reinforce service networks essential for policy formulation and implementation	0	0	7	21	37	89.23
	0.00	0.00	10.77	32.31	56.92	

<b>3(ii). Did you find the course objectives related to and relevant for</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Very good</b>	<b>Excellent</b>	<b>W.Average</b>
a. Your present work	0	1	13	32	19	81.23
	0.00	1.54	20.00	49.23	29.23	
b. Your future work	0	1	2	28	34	89.23
	0.00	1.54	3.08	43.08	52.31	
c. Your overall development	0	0	2	27	36	90.46
	0.00	0.00	3.08	41.54	55.38	

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

- ❖ While exposure on cross cutting sectors such as education, health, new public management etc needs to be there, these need to be covered more from the point of view of real life examples and mistakes committed in policy making. In the absence of discussions on mistakes committed, learning will be difficult. Certain focused areas such as PPP, taxation, manufacturing, university industry partnership, innovation, intellectual property management, health and education etc should be taken up for detailed practical exercise by trainees which can be evaluated and graded.
- ❖ It's ok.No change required
- ❖ Nothing in particular. Present design is excellent.
- ❖ A little more on leadership, particularly in the interface of policy and statecraft.
- ❖ In puts on agrarian crisis
- ❖ Present structure may be continued.
- ❖ experience sharing should have more emphasis
- ❖ In the current form, content is relevant, given the time constraints.
- ❖ Include a module on primary sector since more than 50% Indians still depend upon the primary sector we will need to work closely on all that.
- ❖ A little more time on FST discussion. Some more time for FST.Some more experience sharing.
- ❖ Provide for greater interaction and experience among the participants.
- ❖ FST should be for 2 weeks and domestic 2 weeks.
- ❖ Reinforcement of ethical values and enthusiasm renewal.
- ❖ Experience sharing with real case studies by the participants
- ❖ FST should have been longer. Field visits were missing in Australia and should be included for future
- ❖ FST should be longer and should include field visits.
- ❖ 1. FST is a very important component and need longer period and should include field visits
- ❖ 2. More emphasis on inclusive development

3. All participants must be asked to share one failure story of their life so that all can learn from each other failure.
  4. If possible all participants are put to stay at main campus.
- ❖ i agree, by and large, with the suggestions given during the feedback with the director. as the time is limited, best efforts were made by the academy to include all important matters .
  - ❖ Objectives at this stage of career should be broad based with focus on current areas of policy. The foreign study tour to China was most useful; it should be longer with more visits to their educational institutions of higher education and vocational education. Can be a more rounded session on china from some china experts in academia.
  - ❖ More thematic sectorial group discussions (like urban development, housing, health, education, tribal development etc) should be included. Framework for policy decisions may be given more space.
  - ❖ The course contents were fine.
  - ❖ Topic and the country for the FST should be given as early as possible for better collection of data, background study and perusal of good books and articles.
  - ❖ The course should include the new priorities of the government like Make in India, Swacch Bharat etc
  - ❖ course inputs including the arrangements were excellent
  - ❖ The course design should be more thematic giving option to the participant to choose the sectors to enhance his domain knowledge and the background reading material should ne accordingly compiled.
  - ❖ Foreign study tour to China was very good. It should have more field visits to get a more holistic view of their development story.
  - ❖ Leadership role & other subjects of interest like food shelter health education citizenship services etc must have been included.
  - ❖ Leadership training
  - ❖ Course studies should be included along with sector specific experience sharing amongst the course participants in the presence of subject experts.
  - ❖ More thrust should be on current policies and its modifications if required
  - ❖ i think it is well designed course. not much tinkering is needed. FST must be retained . Our visits during work and visits with fellow officers is different
  - ❖ Nil
  - ❖ 1. Emphasis on structured classroom sessions during the foreign visit may be reduced. The premise is that the sightseeing also can be educative.
  - ❖ Sectoral group discussions. Interaction with media persons, experts from new age technologies.
  - ❖ I think objectives are well defined.
  - ❖ Use case studies method to the extent possible.
  - ❖ There should be detailed discussion on cases of success and failure in reforms such as Urban services like water, sanitation , transport electricity, housing
  - ❖ 1. 8-10 key issues of the day (problem, flagship programs) like, DISCOM reforms, Infrastructure Financing, Allocation of Natural resources like coal, petroleum, land etc, GST, Climate Change, Smart Cities, Urban Local Bodies management, etc should be selected and discussion with practitioners and experts should be arranged
  - ❖ a 2 or 3 days group wise specialized intensive course in any one subject of ones choice like Urban issue
  - ❖ An interaction with OTs in a formal framework.

- ❖ CLASS ROOM LECTURES ARE HEAVILY LOADED FROM 9 AM TO 4.30 PM.SOME TIME REQUIRED TO SHARE OUR EXPERIENCES & INTERACTIONS WITH THE GUEST LECTURERS,FACULTY& OFFICER TRAINEES WERE MINIMAL.
- ❖ Fits well.
- ❖ Specific focus on tribal and poverty issues

5. How would you rate Programme Design on the following	Poor	Average	Good	Very good	Excellent	W.Average
i. Modular Approach	0	0	2	40	23	86.46
	0.00	0.00	3.08	61.54	35.38	
ii. Area and subject coverage	0	0	4	38	23	85.85
	0.00	0.00	6.15	58.46	35.38	
iii. Orientation to present assignment & future charges over next 5 years	0	0	6	39	20	84.31
	0.00	0.00	9.23	60.00	30.77	
iv. Distribution of time among various components of the course	0	0	9	41	15	81.85
	0.00	0.00	13.85	63.08	23.08	
v. Sequencing	0	1	8	30	26	84.92
	0.00	1.54	12.31	46.15	40.00	

**Suggestions, if any:**

- ❖ The programme design needs to be in selected focused areas planned for day to day inputs with emphasis on real life examples and mistakes committed in policy making. Also there should be a practical exercise carried out by every trainee so that he/ she better appreciates the approaches to public policy and takes away concrete learning and tools and techniques for policy formulation.
- ❖ While the area and subject coverage is good not everything should be politically correct
- ❖ Fine.
- ❖ The number of sessions should be reduced some areas could be made optional with parallel sessions
- ❖ Provide cross sectoral perspective from civil society practitioners, sociologists on topics like inclusive growth, urbanization, rural miseries,
- ❖ May include a session on Climate Change
- ❖ the duration in Delhi can be increased for more interaction with senior political and other executive
- ❖ More time for reflection and discussion including experience sharing
- ❖ More time for discussion, experience sharing and reflection.

- ❖ Some more relevant topics like climate change, energy management, public sector investment in health and education, security environment and international trade and relations can be included.
- ❖ case studies and policy failures should be discussed.
- ❖ Programme design should include Experience sharing amongst the officers and also case studies
- ❖ more movies like "inside job" may be shown
- ❖ No Suggestions
- ❖ More time for syndicate reports discussion  
More time for exploration of FST
- ❖ Greater time should be devoted to the areas like Urban development and infrastructure as these areas are going to be increasingly important in future.
- ❖ Design may include discussion on the policies under formulations by key ministries at this time, so as to bring more opinions and suggestions from this group which has participants of more than 28 years of experience and likely to hold key positions soon. An open house discussion on these current policies yet to be approved will be more useful for the ministries concerned
- ❖ The Syndicate Topics could be more thematic and functional rather than only personnel related issues. While a feedback session/report would have served the purpose of getting the inputs on the personnel related issues from the participants the Syndicate work on functional topics would have generated more learning and take away for the participants.
- ❖ Overall it was excellent.
- ❖ We can have better time distribution over different sessions. structured group work and preferably only one out of syndicate and FST to give better emphasis on learnings and outcomes with a critical angle.
- ❖ Sequencing - the SDG session could have been held in the beginning. Thereafter sessions on inclusive growth would have had additional context.  
The themes covered were very relevant for this group of officers. However, there could have been inputs on cross-cutting theme of policy formulation, with sectors used for illustration. In this training, sectors were primarily highlighted, and policy formulation was presented as the backdrop.
- ❖ WE NEED TO GIVE MORE EMPHASIS ON SOCIAL SECTORS & AREAS ON CLIMATE CHANGE, LIVELIHOOD ISSUES, FOOD SECURITY, ISSUES RELATING TO OUR NEIGHBOURING COUNTRIES.
- ❖ Keep it up!

<b>6. Kindly indicate the usefulness of the training material</b>		<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Very good</b>	<b>Excellent</b>	<b>W.Average</b>
i.	Background readings	0	2	6	33	24	84.31
		0.00	3.08	9.23	50.77	36.92	
ii.	Classroom material given in form of power point presentations, handouts, etc	0	1	9	30	25	84.31
		0.00	1.54	13.85	46.15	38.46	

<b>7. How did the following pedagogical methods employed in the programme appeal to you</b>						
	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Very good</b>	<b>Excellent</b>	<b>W.Average</b>
i. Lectures	0	0	7	29	29	86.77
	0.00	0.00	10.77	44.62	44.62	
ii. Seminars	0	0	6	38	21	84.62
	0.00	0.00	9.23	58.46	32.31	
iii. Panel Discussions	0	0	8	30	27	85.85
	0.00	0.00	12.31	46.15	41.54	
iv. Films	0	0	3	16	46	93.23
	0.00	0.00	4.62	24.62	70.77	
v. Foreign Group Presentation	0	2	6	24	33	87.08
	0.00	3.08	9.23	36.92	50.77	
vi. Syndicate Group Work	0	1	8	30	26	84.92
	0.00	1.54	12.31	46.15	40.00	

**7) Suggestions, if any:**

- ❖ Group presentations are not serving the desired purpose because only two or three persons in each group are active. The rest are dormant, passive and indifferent. Real life examples and mistakes committed in policy making are not being discussed freely and frankly as a result of which real learning is hardly there. Often times, it is a restatement and repackaging of what is already known.
- ❖ We should have some more time to prepare our syndicate reports
- ❖ Perhaps a book review exercise can be introduced
- ❖ Clarity on who has to take the lead in Syndicate group for coordination is needed
- ❖ Syndicate groups and topics should be assigned much ahead start of the course.
- ❖ some secretarial support should be provided to improve presentations
- ❖ More time required for Syndicate work.
- ❖ More class time required for syndicate group and FST experience sharing.
- ❖ More time is required for Syndicate Group Work
- ❖ There was practically no time for discussions on presentations which could have been very useful
- ❖ More time should have been given for FST reports and Syndicate reports
- ❖ More time for discussion for Syndicate and FST reports

- ❖ Need more time for discussion and Q &A sessions
- ❖ More time to discuss and write to be given.
- ❖ Syndicate group topics may be drawn more from current issues being faced by Government and country.
- ❖ More interactive sessions amongst the participants may be organized on structured topics.
- ❖ Syndicate Group Work should not be done around Govt Reports but promote original work on Contemporary Thematic Policy Issues.
- ❖ excellent presentation
- ❖ More films to be used Case studies to be included
- ❖ More time could be allotted for discussion on the presentations
- ❖ Topics for the Syndicate work should be thematic to generate more peer learning and take away.
- ❖ Overall it was excellent.
- ❖ Instead of presenting papers, group discussions maybe tried.
- ❖ Panel discussions need to be more focused with proper moderation. Group presentations above average due to paucity of time and too many syndicate groups.
- ❖ SOME FINE-TUNING REQUIRED IN GROUP WORKS LIKE FST PRESENTATION & SYNDICATE GROUP PRESENTATION. MAXIMUM GROUP BE KEPT TO FOUR SO THAT EVERYBODY IS INVOLVED IN EACH & EVERY ACTIVITY. BROAD ISSUES ON GOVERNANCE, FOOD SECURITY, CLIMATE CHANGE, DISASTER MANAGEMENT, MAY BE ASSIGNED TO THE GROUP TO WORK & MAKE PRESENTATIONS IN THE AFTERNOON SESSION FOR EXPERIENCE SHARING AMONG THE PARTICIPANTS.
- ❖ More panel discussions, discussions and experience sharing would have been more effective. 8 days are too short for such a heavy stuff.

<b>8. How would you rate the following Modules</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Very good</b>	<b>Excellent</b>	<b>W.Average</b>
i. Module in Delhi on Governance, Economic Development, etc	0	0	4	27	34	89.23
	0.00	0.00	6.15	41.54	52.31	
ii. Module on Inclusive Growth	0	0	7	34	24	85.23
	0.00	0.00	10.77	52.31	36.92	
iii. Module on Internal Security	0	0	10	29	26	84.92
	0.00	0.00	15.38	44.62	40.00	
iv. Module on China	1	2	10	31	21	81.23
	1.54	3.08	15.38	47.69	32.31	
v. Module on Strategy and Change	0	0	7	35	23	84.92
	0.00	0.00	10.77	53.85	35.38	

vi. Module on Governance & IAS	0	0	6	30	29	87.08
	0.00	0.00	9.23	46.15	44.62	
vii. Module on Regulation & Modernizing Government	0	0	10	30	25	84.62
	0.00	0.00	15.38	46.15	38.46	
viii. Module on Urban Sector	0	2	6	29	28	85.54
	0.00	3.08	9.23	44.62	43.08	

<b>9. How do you rate the following administrative aspects of the programme</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Very good</b>	<b>Excellent</b>	<b>W.Average</b>
1) Office Assistance Services	0	0	0	14	51	95.69
	0.00	0.00	0.00	21.54	78.46	
2) Classroom Facilities	0	0	1	8	56	96.92
	0.00	0.00	1.54	12.31	86.15	
3) Hostel Room Facilities	0	0	0	10	55	96.92
	0.00	0.00	0.00	15.38	84.62	
4) Housekeeping & Room Service	0	0	1	15	49	94.77
	0.00	0.00	1.54	23.08	75.38	
5) Food Quality and Mess Service	0	1	4	27	33	88.31
	0.00	1.54	6.15	41.54	50.77	
6) Recreational Facilities	0	0	3	21	41	91.69
	0.00	0.00	4.62	32.31	63.08	
7) Sports Facilities	0	0	0	18	47	94.46
	0.00	0.00	0.00	27.69	72.31	
8) Transport Arrangements	0	0	10	17	38	88.62
	0.00	0.00	15.38	26.15	58.46	

### 9) Suggestions, if any:

- ❖ The group should be Accommodated in one campus if possible
- ❖ Anything more can be deemed pampering
- ❖ Interaction with cultural personalities could be arranged
- ❖ May be continued as it is.

- ❖ transport from Dehradun should be by small vehicles as bus took 4 hrs
- ❖ Smaller vans for transportation should be also available for going to other places in the town.
- ❖ Please put simple rugs or carpets in rooms.
- ❖ transport should be provided for Kulri and Library point
- ❖ nothing to state
- ❖ Nothing additional
- ❖ Facilities were excellent and staff was very courteous.
- ❖ Please improve Wi-Fi in Valley View.
- ❖ The bath rooms in Valley View hostel needs to be provided with shower stalls.
- ❖ More evening movies etc may be organized on all days. Foreign study tour may be for say ten days. the course itself may be for five weeks.
- ❖ No Suggestions
- ❖ All officers should be accommodated in the main campus. Valley view officers face difficulty in coming for yoga sessions and interacting with other colleagues.
- ❖ further facilities may be enhanced
- ❖ Food can have less variety, better quality.
- ❖ Transport arrangements may be made every day at fixed hours in the evening to facilitate visit of the course participants to Koolri.
- ❖ Some more time may be spent in Delhi so that we have the privilege of hearing and interacting with senior Ministers of the Union Cabinet and our senior colleagues.
- ❖ nil
- ❖ Faced problems due to slow moving transport from airport to academy, almost took four hours, then had to ferry own heavy luggage followed by very cold reception in cold rooms. However everything fell in place from second day onwards, that's why rated Excellent on all accounts.
- ❖ Can you provide some transport for officers in main campus to go to Library point?
- ❖ SPORTS FACILITIES, YOGA FACILITIES AT VALLEY VIEW MAY BE PUT IN PLACE IF FEASIBLE.
- ❖ Please improve the food in IndraBhavan
- ❖ Excellent
- ❖ All participants should be housed in the main campus

<b>10. How do you rate the non-academic activities during the programme</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Very good</b>	<b>Excellent</b>	<b>W.Average</b>
(i) Morning Physical Activity	0	2	3	21	39	89.85
	0.00	3.08	4.62	32.31	60.00	
(ii) Weekend Treks/ Excursions	0	2	7	32	24	84.00
	0.00	3.08	10.77	49.23	36.92	
(iii) Extra Co-curricular Activities	0	2	5	31	27	85.54
	0.00	3.08	7.69	47.69	41.54	

## 10) Suggestions, if any

- ❖ At this stage morning physical activity should be voluntary
- ❖ Excellent
- ❖ yoga is required in valley view
- ❖ Morning physical activities are not necessary. We have our own schedules of keeping fit.
- ❖ More excursions should have been planned.
- ❖ enjoyed the film screenings
- ❖ Nothing more to add
- ❖ Please improve the gym at Valley View.
- ❖ well organized
- ❖ add on further facilities
- ❖ Already well packed.
- ❖ Morning physical activity should not be made compulsory at this seniority. Making it mandatory creates a perverse incentive for non-compliance. Even if it was not required, we would have gone for morning walk unflinchingly. I, along with a large number of friends, took part even before 6.30 am because we had resolved to enjoy Mussoorie's ambience in the early morning.
- ❖ EXCELLENT FACILITIES
- ❖ There should have been two weekends and more interactive activity during weekend would have been better.

<b>11. How would you rate the following components of the Foreign Study Tour (FST)</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Very good</b>	<b>Excellent</b>	<b>W.Average</b>
(i) Pre-visit orientation in the 1st Week at Delhi	0	0	8	31	26	85.54
	0.00	0.00	12.31	47.69	40.00	
(ii) Academic Inputs	0	0	10	26	29	85.85
	0.00	0.00	15.38	40.00	44.62	
(iii) Boarding/ Lodging	0	0	3	14	48	93.85
	0.00	0.00	4.62	21.54	73.85	
(iv) Transportation	1	1	7	21	35	87.08
	1.54	1.54	10.77	32.31	53.85	
(v) Site Visits/ Interactions	3	4	12	17	29	80.00
	4.62	6.15	18.46	26.15	44.62	

## 11) Suggestion/s to improve Foreign Study Tour

- ❖ The FST should be focused on a particular theme and should for at least two weeks designed for day to interaction/ inputs at the end of which there should be a practical exercise carried out by the officer which can be evaluated and graded. The quality of the practical assignment should be such that it is capable of being used by GoI/ State Governments for improving policy formulation/ public administration.
- ❖ Nil
- ❖ More site visits, particularly to the centers of excellence.
- ❖ In the US visit co-ordination with FBI/CIA was missing
- ❖ More field visits could be arranged
- ❖ Excellent
- ❖ more field visits
- ❖ Board/Lodging was organized by ourselves.
- ❖ More interaction with a cross section of foreign academicians and practitioners as well as civil society.
- ❖ Should be of a longer duration and should include site visits
- ❖ Canberra had no site visits. Only and only lectures. we should have been taken to actual offices and Govt bodies to see and experience actual working. Otherwise one could just invite them here, and the purpose of foreign visit for learning and seeing their best practices and their governance actually in operation, is not fully served, so far as Australia is concerned. Also since the FST period has reduced, very long flights lead to jet lag, and with just five days there, its very tiresome. i suggest take us to nearby countries like Singapore china Europeetc, not USA, South Africa or Australia. It's too far to take people for just five days stay. Alternatively keep FST for ten days plus travel time.
- ❖ There were no no site visits in Australia and no case studies
- ❖ More field visits are required as mere classroom sessions do not provide adequate exposure
- ❖ More site visits are required
- ❖ pre visit orientation was for one hour, it should have been for two hours or so
- ❖ ticketing should be done in consultation with participants
- ❖ given my outputs on china earlier
- ❖ As above
- ❖ I attended only the domestic component
- ❖ Please divide the visit in two parts. First five days general topics common to all participants and then three days for sectors of interest, primarily site visits and interaction. Representatives of MNCs, NGOs, private sector, academia and writers, journalists and artists should also be included.
- ❖ It would have been better if we had field visits and interaction with Public service officers.
- ❖ FST may be done for say ten days
- ❖ Foreign Study Tour should be planned directly with involvement with the respective Indian High Commissions and not through intermediary organizations which cannot reach out to the higher echelons of the Foreign Govts.
- ❖ More field visits should be incorporated.
- ❖ organize more visits exposure at national level govt. required
- ❖ The FST should be increased by 2 days since so much expenditure is incurred on the travel, learning and experience sharing should be optimized.

- ❖ The duration of FST should be two weeks so that more field visits can be included in the Schedule.
- ❖ The FST could be at least for 10 days which includes weekend in between or either end
- ❖ Too short a stay.
- ❖ Some more site visits will give more insight.
- ❖ There could be site visits as also the sightseeing.
- ❖ i am reporting this with reference to my FST last year.
- ❖ Field visits for practical understanding of reforms in governance.
- ❖ Already made at the end.
- ❖ Include site/field visits for groups visiting Australia
- ❖ Offices of MEA should have been used to fix interaction with functionaries of foreign governments. In the case of South Africa, IIHS was not able to arrange interaction with senior government functionaries.
- ❖ ONE WEEK IN DELHI HELPS TO FACILITATE IN PROCESSING RELATING TO VISA ETC FOR FST  
PRESENT DESIGN IS THE BEST POSSIBLE OPTION: 1 WEEK IN DELHI, 1 WEEK IN FST, 2 WEEK IN LBSNAA.  
PLEASE INCORPORATE SOME VISITS TO THE OPERATIONAL/FUNCTIONAL UNITS DURING THE FST IN THAT PARTICULAR COUNTRY. PRESENT DESIGN IS HEAVILY LOADED WITH CLASS ROOM LECTURES.
- ❖ should be at least 2 weeks
- ❖ More site visits should be planned in FST

## **12. Please list out three significant learnings from the training programme.**

- ❖ When the Government should intervene in policy making, role of finance in inclusive growth and the regulatory landscape in India.
- ❖ 1. A view on exponential thinking  
2. Market failures and Govt intervention  
3. urban planning
- ❖ Managing PPP , Futuristic Design of Policy, Urban planning
- ❖ 1. Need for exponential interventions/changes rather than linear.  
2. Insights into accountability aspects of Regulators, particularly SEBI and RBI.  
3. Learnings from Chinese development model/Growth story.
- ❖ Insights at Brooking institute  
Problems of inclusive growth  
Problems of urban planning and development and limitations in Regulation
- ❖ 1. Exchange of views among colleagues  
2. In puts on imp issues  
3. Exposure on US homeland security system
- ❖ Excellent exposure on Foreign Study component.  
Inclusive Growth Component  
Seminar on health interventions
- ❖ urban development , health ,
- ❖ 1. The country needs shift in its focus in development strategy based on international best practices and experience for which policymakers need not hesitate in accessing expertise, wherever available.  
2. More time needs to be spent on designing effective implementation strategy along with the policy formulation. The country's experience has been that good policies have

faltered at implementation stage.

3. Process re-engineering is needed in all aspects of governance to weed out redundant practices and introduce effective, coordinated action.

- ❖ (1) About the macro-economic outlook.
- ❖ (2) About the status of the energy sector
- ❖ (3) The future of the urban sector
- ❖ More exposure. Clarity on practical issues. Value of interaction.
- ❖ Broaden perspective  
Knowledge about the current thinking on important public policy issues  
Experience sharing with other officers,
- ❖ 1. Exposure to NPM in Australia during FST
- ❖ 2. Exposure to the latest developments in sectors in which I have not worked earlier / recently.
- ❖ 3. Better conceptual clarity on Governance
- ❖ New technologies, smart cities, and the time we got to introspect about our own course of action.
- ❖ Greater insight on various issues. Had wide ranging discussions with fellow participants
- ❖ 1. Exposure to the systems and policies of other developed countries which can help in improving better understanding of public policy management
- ❖ 2. Improved familiarization to Mission mode projects of Government like Smart Cities etc
- ❖ 3. Learnings and exposure of sectors not dealt by me earlier
- ❖ 1. Exposure to the systems and policies of other developed countries
- ❖ 2. Awareness of issues in sectors not worked previously
- ❖ 3. Improved familiarization of certain important initiatives of the Government
- ❖ 1. Sensitization to some very important issues which the country is facing
- ❖ 2. Excellent exposure on security issues and intelligence management
- ❖ 3. Greater need for inclusive growth
- ❖ Bonding, current knowledge and global outlook
- ❖ 1. The importance of the informal sector, job growth in security guards.... shocking.
- ❖ 2. The sessions on primary education
- ❖ 3. session on new frontiers of technology about which i learnt systematically for the first time
- ❖ Exposure to latest issues facing administration and country.  
Informal experience sharing with other participants was of great health.  
Provided opportunities to read various latest updates on present issues.
- ❖ Auction of Telecom Spectrum  
Regulatory framework  
Urban Management  
Internal Security
- ❖ 1. Thorough preparation of contract for PPP/outsourcing.
- ❖ 2. Insight into Chinese governance and development model.
- ❖ 3. Significance of the informal sector in Indian economy and labour.
- ❖ 1. Inclusive growth aspects
- ❖ 2. Challenges of Urban development.
- ❖ 3. Framework for Regulators.
- ❖ 1 )FST on homeland security including visit to pentagon and USA parliament . 2) Prof Musgrave's lectures. 3) Interaction amongst participants in the syndicate report presentations and FST report presentations.

- ❖ The Foreign Travel Component is too short. It should be around 10 working days excluding the travel component. the present scheme involved only 5 working days. Travel itself is a very big education for all at stages. Not all IAS officers have similar foreign travel opportunities. This provides great insights which are very informative. Experience sharing after travel from other groups is a good way to enlarge the experience.
- ❖ Widening of Knowledge+ Exposure to Cross Sectoral Issues+ Learnings of Failures
- ❖ 1. Development story of China inspires for a more focused planned development in India.  
2. Crosssection of inputs gives a more holistic view of India's growth story.  
3. Latest inputs were provided in all relevant topics like the energy sector, urban development etc.
- ❖ 1. Exposure to the china's administration & development 2. applicability to the present post & future post 3. latest knowledge understanding
- ❖ (1) Urban development and its significance in the global context  
(2) New possibilities of IT  
(3) Energy outlook for India
- ❖ Not having worked earlier in Telecom Sector, I found the inputs in this sector particularly good and useful.  
Session on Energy security was also very informative.  
Another takeaway was improved physical fitness, thanks to the morning sessions of physical activity.
- ❖ 1. Inclusive growth is possible only if proper coordination is established among various agencies.  
2. Policy Planning need to done with an outlook of emerging scenario after three decades  
3. We need to move with advanced technology to stay in the competitive world.
- ❖ Stratetigising for the future  
Regulatory Issues  
Leadership Skills
- ❖ 1. Public Private Partnership  
2. Urban planning and governance  
3. Inclusive growth
- ❖ energy sector  
urban planning  
inclusive growth
- ❖ Made new friends, fitness a priority, session on internal security was very useful.
- ❖ Intersectional Coordination, Exposure to new fields and country, Interaction with peers
- ❖ 1. The emerging trends on key issues.  
2. The thinking of the Government on such issues at the top level.  
3. Practice in various States in different sectors during interaction with fellow participants.
- ❖ 1. We should consider defining the role of bureaucracy vis-a-vis the political executive through legislation. In my view the new concept of bureaucratic independence should be implemented. We should also consider making the civil services boards' statutory and independent so that minimum tenures of civil servants on various assignments be assured.  
2. Like in Australia, all the public sector entities and PPP projects should be audited by CAG regularly. In Australia they have a separate Act governing the public sector entities. RBI should be no exception.  
3. We should have health for all like that in Australia. This can be a single poverty prevention strategy.

4. To facilitate smooth growth of cities we should try to emulate the Gujrat model of land pooling and land reconstitution.
- ❖ I found the session of Hon'ble FM MrArunJatley, Mr Amitabh Kant and Mr Aton Musgrave most useful. I got the overall perspective of GOI vision and national perspective of various sectors which is going to be very useful in planning my own vision for my Dept in the state. Then the bonding with batch mates after so many years and with other batches has been excellent and very useful. What I learnt from the experience of my colleagues is excellent bonus learning.
  - ❖ 1. That as a group, there is still enough energy and positivity in the minds of the officers, instead of cynicism. Which is such a relief?that officers have tremendous bonhomie cutting across batches.
  - 2. There is a direction to the infrastructure, its implementation and the policy-making process towards a purpose.
  - 3. That the variety of topics discussed could not have been more timely and relevant to our present status.
  - ❖ In depth exposure to policy perspective on different sectors of governance. Learning from the international perspective.Learning from the experience of colleagues from different states .
  - ❖ Overall stimulated thinking, pragmatic approach, networking with fellow officers, broad view of developments in different sectors and a break from the monotony of office work.
  - ❖ policy analysis, key issues in urban sector, Chinese growth model
  - ❖ Role of government in India  
Feasibility of PPP in India  
Preparation for future challenges of public governance
  - ❖ Very educative, good exposure and great opportunity to meet people
  - ❖ Appreciation of the need for continuous learning.  
The utility of learning from the wealth of experience of peers, through formal and informal interaction.  
A greater sensitivity towards translating ambitious goals to implementable actions
  - ❖ 1. NPM,  
2. Town Planning Scheme of Gujarat  
3. Regulator
  - ❖ New way of governance  
accountability  
corporate method of delivery
  - ❖ regulatory issues  
urban module  
internal security
  - ❖ VERY COMPREHENSIVE & WELL-DESIGNED PROGRAMME GIVEN 4 WEEKS TIME.  
IT HAS HELPED ME TO BROADEN MY PERSPECTIVE ON CURRENT THINKING ON POLICIES WHICH WILL ENGAGE ALL OF US IN COMING DAYS OF OUR CAREER.  
IT HAS GIVEN AN OPPORTUNITY TO REFLECT WHERE DO WE STAND AT THIS STAGE OF OUR CAREER IN TERMS SKILL & COMPETENCE AS A CIVIL SERVANT.

- ❖ homeland security  
energy security  
inclusive growth
- ❖ understood China better, inclusive growth and internal security
- ❖ Urban development needs a greater focus in our country. Government must confine itself to interventions only in the event of market failures. Innovative thinking has become imperative to deal with problems of the future.
- ❖ Urban Planning, Designing and Monitoring PPP, Futuristic Policy Design
- ❖ Orientation to various topics of modules.  
Excellent break, time to think and discuss issues.  
Exposure to a different and parallel drawn from there.
- ❖ Relevance of inclusive growth  
Importance of Regulatory mechanisms  
Relevance of Non-government public organizations

13.						
How do you evaluate your Overall Experience of Training	Poor	Average	Good	Very good	Excellent	W.Average
	0	0	1	14	50	<b>95.08</b>
	0.00	0.00	1.54	21.54	76.92	

**Any other comments/ suggestions you may wish to make:**

- ❖ Nil
- ❖ Great course We thoroughly enjoyed it
- ❖ Excellent, well-structured training programme and logistics par excellence.
- ❖ A book review and presentation on that will help
- ❖ More of experience sharing and case studies
- ❖ Present structure may be continued.
- ❖ the experience was great
- ❖ Foreign travel should be for 10 days. no need for Delhi training.
- ❖ NIL
- ❖ it was excellent. Make FST 10 days, and the period in Delhi could be condensed to four days, to enable only those very senior speakers who cannot travel to Mussoorie to address us. Four full days in Delhi is good enough. Pack them with lectures etc, and then fly us out. so that we have at least ten days of FST. While abroad, take us to field visit to see those governments in action see their police stations, their hospitals, their schools, their Govt offices etc.
- ❖ This course should have been for five weeks.
- ❖ The FST should be of a longer duration as much time is spent on travel.
- ❖ Excellent team at Academy who made me feel as if I am very much part of this eco-system
- ❖ case studies, foreign travel should be 10 days so that more field visits can be organised

- ❖ It should be continued. Efforts may be made to enhance the level by incorporating some of the suggestions given above.
- ❖ Excellent
- ❖ Overall excellent & useful
- ❖ The number of days in Delhi can be reduced to 3 and the number of days of FST can be increased by 2-3.  
More films, case studies.  
Exclusive sessions for experience sharing.
- ❖ Overall, the Phase V experience was very enriching. In order to improve the usefulness of the course, there should be greater emphasis on case studies and experience sharing. The Course duration should be increased by one week so that sufficient justice can be done to some important sectors which could not be accommodated.
- ❖ The Director and his team have conducted the programme excellently.
- ❖ The phase five may be considered to be preponed to at least 8 years before retirement. thereafter two trainings of two weeks after every 2 to 3 years
- ❖ Some participants complained about the Wi-Fi facility but in my view the Wi-Fi facility worked well and was excellent.
- ❖ Keep it up.
- ❖ The Academy should provide continued access to e-library and other study materials on various topics contained in its repository to enable the officers to keep themselves updated on various aspects of governance.
- ❖ No need to overload with lectures, needs to be more of experience sharing, FST Australia needs to be redesigned to incorporate actual field visits and more academic input, Australia ticketing very bad, stayed for eight hours at Bangkok airport despite earlier flights available.
- ❖ More films like "Sick around the world" and "Inside Job" should be shown
- ❖ Notwithstanding reservations of important people, the value and utility of this training, with the FST, cannot be under estimated. Learning from all or any sort of training is inevitable. This training has been excellently designed, the value from this one has been a lot more.
- ❖ Academy administration has done a wonderful job.
- ❖ AN EXCELLENT DESIGNED PROGRAMME GIVEN THE TIME AND SUCH A DIVERSE GROUP AT THIS LEVEL OF SENIORITY.  
WE EXPRESS OUR HEARTFELT APPRECIATION TO THE DIRECTOR & HIS TEAM FOR THE EFFORTS AND HARD WORK PUT IN AT EVERY LEVEL TO MAKE IT HAPPEN WITH SUCH PERFECTION WITH ZERO ERRORS.
- ❖ A module on reforming Government should be introduced.
- ❖ Delhi component puts pressure on those who are posted in Delhi and they have to perform both the jobs and in fact had to Miss Sessions.  
Eight days of classes in Mussoorie is too short should be three weeks and two weekends.  
More free time needed for interaction among ourselves.
- ❖ Keep it up

## Phase IV Proposed Timetable

## Week 1

	Monday June 27	Tuesday June 28	Wednesday June 29	Thursday June 30	Friday July 1
Session 1	Course Briefing	Public Policy Praxis to Theory  TVS	Politics, Political Economy & Public Policy P Sharma	EPoD Module	EPoD Module
Session 2	Inauguration  (TBD)	Rationale for Public Policy  GDB	Ethics for Policy Analysis  Pawan Mamidi		
<i>Tea/ Coffee Break</i>					
Session 3	Reflections	Rationale for Public Policy  GDB	Ethics for Policy Analysis  Pawan Mamidi	EPoD Module	EPoD Module
<i>Lunch</i>					
Session 4	Understanding Policy Problems  TV Somanathan	Rationale for Public Policy  GDB	Behavioral Economics  Sharon Barnhardt & Pawan Mamidi	EPoD Module	EPoD Module

## Week 2

	Monday July 4	Tuesday July 5	Wednesday July 6	Thursday July 7	Friday July 8	Saturday July 9
Session 1	Policy Implementation on Kent Weaver (VC)	Socio-Political Context of Policymaking  Pratap Bhanu Mehta	<i>Inside Job</i> Film	Case Study Regulation – Delhi power  (TBD)	Ease of Doing Business  S Aggarwal/ M Sabharwal/ R Abhishek/ (TBC)	M&E  (3IE)  (TBC)
Session 2	Pathways to Public Service Delivery  TVS		Discussion on Film & Financial Sector regulation  KP Krishnan	Case Study Health - HIB  (TBD)		
<i>Tea/ Coffee Break</i>						
Session 3	MCDA  RK	Policy Communication  Radhika Mittal	Regulation in India  Rahul Khullar  (VC)	Interaction with Political Leader  (TBC)	Urban Housing  Gautam Bhan/ RR Mishra  (LKY case)	Case Study Impact Evaluation  (TBD)
<i>Lunch</i>						
Session 4	Media and Policymaking  Shekhar Gupta	Case Study Agri/ Sugar  KP Krishnan	Government Failure & Public Choice  Ajay Shah	Infra & PPPs – <i>Policy concerns</i>  Ashwin M/ Raghav Chandra  (2.45-4.30)  (TBC)	Public Policy - Outsider's view of Govt  Adil Zainulbhai 2.30-4.00	<i>Free</i>

### Week 3

	Monday July 11	Tuesday July 12	Wednesday July 13	Thursday July 14	Friday July 15
Session 1	Leadership	Negotiations	Negotiations continued	Policy Exam	Syndicate Presentations
Session 2					
<i>Tea/ Coffee Break</i>					
Session 3	Leadership	Negotiations	Holiday <i>(Id-ul-Fitr)</i>	Institutions & Governance  Devesh Kapur	Syndicate Presentations
<i>Lunch</i>					
Session 4	Leadership	Negotiations	Holiday <i>(Id-ul-Fitr)</i>	Syndicate Work	Valediction (TBD)

## Design of Foreign Study Tour

<b>DAY ONE</b> <i>Module 1</i> Public Policy in the UK: understanding the policy context and policy cycle.	<b>DAY TWO</b> <i>Module 2</i> Regulation in the UK: Agencies, functions, and accountability	<b>DAY THREE</b> <i>Module 3</i> Behavioural economics and public policy: the Nudge unit and beyond	<b>DAY FOUR</b> <i>Module 4</i> New Public Management (NPM) and the reform of the British civil service and the process of 'agencification'	<b>DAY FIVE</b> <i>Module 5</i> Learning from UK policy experience in Urban, Education and Health sector public policy management
0900 - 1030 Introduction and Session 1 The Policy Context of the UK: EU membership and devolution	0900 - 1030 Session 1 The Regulatory Landscape in the UK	0900 – 1030 Session 1 The basics of behavioural economics: economic and compliance considerations	0900 - 1030 Session 1 Towards a new 'structure' of government: the UK and the EU	0900 – 1030 Session 1 Public policy reform in the UK: PPP/PFI examples
1045 – 1215 Session 2 The policy process in the central government: Examples from the utilities sector	1045 – 1215 Session 2 Major regulatory agencies: Ofwat, Ofsted, etc.	1045 – 1215 Session 2 Using 'nudge' techniques: UK examples	1045 – 1215 Session 2 Improving programme delivery: key considerations	1045 – 1215 Session 2 New ideas in health delivery systems
1345 – 1515 Session 3 The policy process in Scotland, Wales and Northern Ireland: Providing local welfare services	1345 – 1515 Session 3 Regulatory challenges: value for money, competitiveness and standards	1345 – 1515 Session 3 Other public policy lessons from behavioural insights	1345 – 1515 Session 3 Assessing competitiveness and quality: a sensitive and difficult endeavour	1345 – 1515 Session 3 The education conundrum: bringing in money, raising standards and providing flexibility
1530 – 1700 Session 4 Campus Tour and familiarization with library facilities	1530 – 1700 Session 4 Study visit/external speaker	1530 – 1700 Session 4 Study visit/external speaker	1530 – 1700 Session 4 Study visit/external speaker	1530 – 1700+ Session 4 Concluding Discussion and Remarks, and Closing Reception
Reception				