

**MINUTES OF 1<sup>ST</sup> MEETING OF PROGRAMME MANAGEMENT COMMITTEE (PMC) HELD AT INDIA INTERNATIONAL CENTRE, NEW DELHI AT 1045 HRS ON 21<sup>ST</sup> AUGUST 2009**

1. List of members that attended the meeting is as is given below:

- (i) Sh. Rudhra Gangadharan, IAS , Director, LBSNAA, Mussoorie – **(in chair)**
- (ii) Sh. Prajapati Trivedi, Secretary, Performance Management, GOI
- (iii) Sh. KT Chacko, Director General, IIFT, Delhi
- (iv) Prof. HP Dixit, Director General, School for Good Governance & Policy Analysis, Bhopal
- (v) Sh. Vishwapati Trivedi, IAS, Addl. Secretary-cum-FA (Home), GOI
- (vi) Sh. Padamvir Singh, IAS, Special Director, LBSNAA, Mussoorie
- (vii) Sh. Ajay Sawhney, IAS, Joint Secretary (Training), DoPT, GOI

Also present were:

- (i) Sh. B. Srinivas, IAS, Director (Training), DoPT, GOI
- (ii) Sh. Tejveer Singh, IAS, Deputy Director (Senior), LBSNAA, Mussoorie

2. The Director welcomed the Members to the meeting and gave an overview of the MCT Programme and broad impressions of the courses held so far. He briefly outlined the follow up action taken by the Academy pursuant to the last Workshop held in May 2009 to review the Course curricula and design of Phases III and IV.

3. The Committee discussed the listed agenda items. After detailed deliberations, the following decisions were taken:

- (i) The mandate of the Committee – The Members took note of the Terms of Reference (TOR) outlined by the Ministry for the Committee.
- (ii) Presentation on the MCT Programme - The Members went through and discussed the presentation prepared by the Academy on the outcome of the first cycle of MCT and the strategy for future.

- (iii) Draft Course Design, Curriculum and Methodology for Phases III and IV – The Committee Members made certain observations and suggestions regarding the draft course design prepared by the Academy factoring the feedback given by the participants of current year's Phase III and IV programmes. These are in **Annexure A**. The Members advised the Academy to incorporate the suggestions and amendments proposed and place the revised draft design for both courses in the next meeting of the Committee.
- (iv) Strategy in respect of Phase V: The Members deliberated on the strengths and shortcomings of the Phase V delivered by Harvard Kennedy School/ IIM Ahmedabad. The Members were in agreement that the programme in future must build upon the strengths and achievements of the first cycle while attempting to remove the deficiencies thereof. It was felt imperative to have Academy as the lead institution for delivering the programme (as in Phases III and IV) while enlisting support in course design and delivery from either eminent academicians or institutions. The Members advised the Academy to develop a draft Course design and methodology for Phase V and to consider seeking more detailed feedback from the key resource persons in IIM, Ahmedabad and HKS for the purpose.
- (v) Selection of Partner Institutions and other academic resources, including domestic and foreign faculty, for delivery of various phases of MCT Programme: The Committee observed that the subject of seeking formal partnership with domestic or international institutions must be viewed objectively to deliver the courses most effectively. The Committee was of the considered view that the Academy, after revising the draft course design (as discussed earlier), must clearly delineate the modules or inputs where external assistance (domestic or foreign) would be necessary for effective delivery of the said Course. The domestic and international institutions which are normally best placed for delivering the said inputs as well as the specific experts/ faculty therein may also be identified for the consideration of the Committee. The Members opined that the available feedback of various resource persons in the first cycle of the MCT Programme may be utilized for the purpose. Alternatively, a suggestion was received that the Academy may even consider floating an

Expression of Interest (EOI) in an international publication of repute for the purpose.

While discussing the subject of delegation of financial powers to the Academy Director, the Committee suggested that a concrete proposal may be forwarded by the Academy to the Ministry in this regard.

- (vi) Remuneration to visiting foreign faculty – The Committee was of the view that a detailed proposal for fixing both *per diem* rates and hourly rates for visiting foreign faculty may be prepared and forwarded to the Ministry for consideration. Addl. Secretary-cum-FA (Home) advised that the Academy may consider the existing norms adopted by UN/ World Bank/ other teaching institutions while proposing remuneration.
- (vii) Effective monitoring and supervision of the MCT Programme – The Committee considered the issue and felt that a suitable strategy for effectively monitoring and supervising the MCT Programme would be adopted in due course after the attendant issues of design and delivery of courses were finalized.
- (viii) Any other item with the permission of the chair – No other item was taken up for discussion.

4. The Committee decided that in view of the tight deadlines and paucity of time, the Academy may take further action at the earliest. It was decided that the next meeting would be held, preferably in Delhi, in the last week of September.

5. The Workshop ended with a vote of thanks to the chair.

## ANNEXURE A

### **Views expressed by Members on Course Design and Methodology**

1. The three Mid-Career Training programmes must have a continuum in the content delivered so that each successive programme builds upon the earlier one. The Academy should identify the set of core skills/competencies that an IAS officer must possess at a particular stage and the course design should evolve accordingly.
2. In view of SVP NPA's Phase V programme wherein a foreign exposure visit has been introduced for IPS officers. It may be useful to introduce the same in Phase V programme for IAS Officers.
3. More research work by way of relevant case studies, accounts on best practices and good governance, need to be factored into the course design.
4. REITI, Japan may be considered as a possible partner.
5. As far as possible, the Anchor person of a Module should be a Deputy Director. If the anchor is an external faculty, he/ she must stay throughout the duration of the Course in the Academy.
6. The Anchor (if external) must plan the module design in conjunction with the Academy Faculty.
7. In draft design for Phase III, Evaluation must be separately flagged as part of the thematic inputs on Programme and Project Formulation and Management.
8. The Members concurred with the Academy's suggestion to have fewer but more all-embracing Electives for both Phase III and IV.
9. Similarly, as in Phase IV, foundation in Micro and Macro economics should be flagged as a separate input in the Phase III course design.
10. In order to get more incisive feedback, we may follow HKS model where one internal faculty sits in on every lecture.
11. Focused discussions may be had in smaller groups to obtain pointed feedback about the course content and delivery.
12. Regarding foreign exposure trips in Phase III and IV, it may be useful to divide the group into 2-3 smaller groups and they be taken to various destinations based upon their preferred areas of interest and internationally acclaimed best practices to be seen.
13. There must be a short paper that the group members (Phase III and IV) must be asked to write on their learning from the foreign exposure visit which may be factored into their overall evaluation.

14. A Team from the Academy must visit in advance to firm up the modalities for the foreign exposure trip in close collaboration with the local Indian Mission.
15. Regarding Phase V, we may informally seek the views of Prof. Sebastian Morris of IIM, Ahmedabad and Mr. Akashdeep of HKS about assisting the Academy in preparing a revised Course Design.