

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

1. The following members were present:

- (i) Sh. Padamvir Singh, IAS , Director, LBSNAA, Mussoorie - (*in chair*)
- (ii) Dr. Prajapati Trivedi, Secretary, Performance Management, Cabinet Secretariat, GOI
- (iii) Sh. KT Chacko, IAS (Retd.), Director, IIFT, Delhi
- (iv) Sh. PK Gera, IAS, Joint Director, LBSNAA, Mussoorie
- (v) Sh. Sanjeev Chopra, IAS, Joint Director, LBSNAA, Mussoorie
- (vi) Sh. Yatendra Kumar, IAS, Director, Mid Career Training (as representative of Joint Secretary, Training Division)

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

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

- (i) Confirmation of minutes of the 4th meeting - The Committee took note of the observations of some of the Members and the clarifications provided by the Academy and confirmed the minutes. It also took note of the suggestion made by Sh. Yatendra Kumar that an attempt must be made, wherever possible, to reduce fixed costs in training programmes.
- (ii) Update on Phase IV of IAS Mid Career Training Programme currently underway since October 4, 2010 - Sh. Sanjeev Chopra, Joint Director and the Phase IV Course Coordinator apprised the Members regarding the overall assessment of the Phase IV Programme. He informed that participants had expressed their general satisfaction with all aspects of the programme by giving an overall end-of-the-course feedback of 86.5%. However, the general feedback for the 2-week module run by IIMB on Public Policy was not very positive and the feedbacks for the IIMB faculty were also slightly below expectations. He further informed that though the Korea Study Tour was

well received, certain problems encountered by earlier groups remained, viz. handicap in use of English, lack of adequate interaction with senior Government functionaries, etc. He apprised the Members that Electives had been introduced for the first time in the current round of Phase IV during weeks 6 & 7 and the feedback for the same had been extremely positive. He proposed that in the coming rounds, instead of three parallel electives every week, two streams could be introduced which would enable a wider coverage of domains for participants and also make logistics easier to handle. After discussion, the following was decided:

- The Committee noted with satisfaction the delivery of the Phase IV Programme by the Academy.
 - The Committee advised the Academy not to make any significant departure in the design and delivery of the Course, including that of Electives, except that the number of parallel streams could be worked out keeping in view the feedback of participants and logistical constraints.
 - It was decided that the feedback for the Foreign Study Tour along with comments of the Academy should be communicated to KDI highlighting the specific weaknesses and areas for improvement.
 - The Committee also advised the Academy to institutionalize a system of obtaining a brief feedback from the guest faculty regarding the participants.
- (iii) Update on preparation for Phase V of IAS Mid Career Training Programme to be held from December 12, 2010 to January 14, 2011 - Sh. Prem Kumar Gera, Joint Director and Course Coordinator Phase V gave a brief overview of the preparatory arrangements. The Committee took note of the briefing given to the participants during the Curtain Raiser in Delhi on November 15. It advised the Academy to work out the modalities of the Strategy Paper to be written by participants as part of the Course as well as to effectively use the participants as a resource.
- (iv) Selection of partner institutions to assist in the delivery of various Phases of the Mid Career Training Programme - The Committee took note of the institutions proposed by the Academy for delivering various modules in the respective phases of the MCT Programme. After due deliberations, it made the following suggestions:
- For Phase III, IIMA as well as DCID may be considered for delivering a 2-week module on Project Appraisal. Their efforts could be complimented by a

short capsule on Programme Evaluation which could be delivered by the World Bank Institute, USAID or similarly placed agencies.

- It appreciated the caveat given by the Academy that national institutions are relatively better placed to deliver modules on topics such as Public Policy where domain knowledge is necessary to situate the principles in appropriate context.
- For delivering a module on Public Policy, it was decided that the Academy may consider utilizing the services of IIMA in the coming round (round 5) as the module delivered by IIMB had not received a very favorable response. However, it is pertinent to mention here both IIMA and IIMB have experience in running programmes on Public Management & Policy. As regards foreign institutions, the Academy could obtain a list of institutions which have been shortlisted by the DoPT for long-term and short-term training and invite offers. For delivering inputs on Public Finance, it advised the Academy to compliment the inputs given by NIPFP with practitioners from the Government.
- For Phase V, the Committee advised the Academy to consider IIMA and ISB, Hyderabad.
- The Committee felt that the list of the above said institutions was only indicative and not exhaustive. While inviting offers from any institution, the Academy should send a detailed request indicating the specific inputs to be delivered and also ask the institutions to mention the specific faculty members (along with their institutional feedback) that would deliver the module.
- The Committee observed that the balance of convenience lay in outsourcing a short module (say of 1 or 2 week duration) to an eminent institution as against inviting individual guest faculty to deliver the module. However, it advised the Academy to draw up a resource pool of eminent domain experts and to seek their consent for assisting the Academy in delivering various inputs in the MCT Programme.
- It further advised that faculty from other national public institutions such as IIFT, Delhi, FMS (DU), MDI, Gurgaon and other IIMs could be invited in other courses of the Academy and if found good could be used for the MCT Programme.
- It was also decided that the Academy would send a proposal to the Training Division to suitably enhance the remuneration paid to eminent domestic faculty for the MCT Programme.

- (v) Selection of countries for Foreign Study Tour in Phase III and IV of the Mid Career Training Programme - The Committee felt that in general South Korea had been a good choice as a destination for the Foreign Study Tour. However, it was also necessary to explore other countries with public institutions of international repute for collaborating with the Academy for organizing the Foreign Study Tour. It was decided that while South Korea may be retained as a destination for Phase III, countries such as Singapore (CSC) - Malaysia (INTAN), UK (RIPA & NSG), Canada and Australia could be considered for Phase IV. It also observed that prior tie-up with the institution/s was necessary in order to effectively utilize the 2-week Foreign Study Tour.
- (vi) Impact Assessment/ Evaluation of MCT Programme delivered in the last three years - The Committee approved the proposal to engage the services of the Centre for Good Governance, Hyderabad (AP) to conduct an external impact evaluation of the first three rounds of the MCT Programme as per the mandate of the Prime Minister's Office.
- (vii) Schedule for MCT Programme in 2011-12 - The Committee approved the following schedule for 2011-12;
- Phase IV (Round 5) - April 18 to June 10, 2011
 - Phase V (Round 5) - June 20 to July 22, 2011
 - Phase III (Round 5) - August 1 to September 23, 2011
 - Phase IV (Round 6) - October 3 to November 25, 2011
 - The Committee endorsed the views of the Academy on the issue of DoPT playing a more proactive role in securing the participation of eligible officers for the MCT Programme. It was agreed that for every course initially a letter would be sent by DoPT to all Chief Secretaries for deputing all eligible officers which would, in turn, be followed by a letter from the Academy Director. It was also decided that the process for securing participation of officers would be initiated at least four months in advance by both DoPT and the Academy. Director, MCT (Training Division) assured of all possible assistance in this regard.

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