

MINUTES OF THE 7th MEETING OF PROGRAMME MANAGEMENT COMMITTEE (PMC) HELD AT 1400 HRS ON FEBRUARY 21, 2011 AT TAMIL NADU HOUSE, CHANAKYAPURI, NEW DELHI

1. The following members were present:

- (i) Sh. Padamvir Singh, Director, LBSNAA, Mussoorie - (*in chair*)
- (ii) Dr. Prajapati Trivedi, Secretary, Performance Management, Cabinet Secretariat, GOI
- (iii) Sh. KT Chacko, Director, IIFT, New Delhi
- (iv) Dr. HP Dixit, Former VC, IGNOU
- (v) Sh. PK Gera, Joint Director, LBSNAA, Mussoorie
- (vi) Smt. Upma Srivastava, Joint Secretary (Training Division), DoPT, GOI

Sh. B. Srinivas, Director (MCT), Training Division, DoPT was also present. Sh. Alok Kumar and Sh. Tejveer Singh, both Senior Deputy Directors, LBSNAA, Mussoorie, assisted the Committee.

2. At the outset, the Director welcomed the members and thanked them for participating in the workshop for reviewing the course design for Phase V, held earlier during the day. After detailed deliberations, the following decisions were taken on each of the agenda items:

- (i) Confirmation of minutes of the 6th meeting – The Committee confirmed the minutes of the 6th meeting of the Committee held on January 13, 2011.
- (ii) Update on outcome of the Workshop for reviewing the course design of Phase V (for Round 5) of Mid Career Training Programme - Sh. Alok Kumar, DDS apprised the Members regarding the outcomes of the workshop held earlier during the day. Copy of the minutes of the Workshop is enclosed along with at *Annexure A*.

After discussion, the Committee endorsed the broad outcomes of the Workshop including the decision to increase the duration of the foreign visit to 7 working days. However, given the feedback of the last round, it impressed upon the need to float a Request for Proposal (RFP) to 4-5 select institutions of international repute for delivering the foreign component of the Phase V programme. The Committee, after due deliberations, suggested that the Academy may invite offers from Harvard Kennedy School of Harvard University and the schools of Governance/ Public Policy or

equivalent of Columbia University, Yale University, Stanford University and MIT. It was further decided that draft RFP would be shared by the Academy with the Members through e-mail for soliciting their comments and suggestions before being formally issued to the concerned institutions.

- (iii) Selection of partner institutions to deliver the 2-week Public Policy Module (for Round 5 & 6) as part of the Phase IV Programme - The Committee took note of the offers received by the Academy in response to the RFP floated in late December 2010. The Committee also endorsed the Chairman's decision to constitute a Sub-Committee of the PMC to evaluate the Technical Bids received in response to the RFP for the 2-week module on Public Policy in Phase IV. On the suggested criteria for evaluation of the Technical Bids, the Committee after due deliberations advised the Sub-Committee to accord 20% to Course Design and Pedagogical Techniques and 40% each to Faculty Profile and the Institution's past experience of conducting executive education programmes for civil servants.
- (iv) Any other issues with the permission of the chair - No issues were taken up for discussion.

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

MINUTES OF THE WORKSHOP HELD ON FEBRUARY 21, 2011 AT NEW DELHI TO REVIEW THE COURSE DESIGN FOR PHASE V OF MID CAREER TRAINING PROGRAMME

1. A workshop was organized on February 21, 2011 at New Delhi to finalize the design for Round 5 of Phase V, 2011. The forenoon session of the workshop was chaired by Sh. Padamvir Singh, Director, LBSNAA and attended among others by Sh. KT Chacko, Dr. Vishwapati Trivedi, Dr. HP Dixit and Smt. Upma Srivastava, Members PMC. The wrap-up session of the workshop was chaired by Smt. Alka Sirohi, Secretary (Personnel), GOI. The other attendees were as per the list attached.
2. After the deliberations, the following recommendations were made by the group:
 - i. It was recommended that we continue with the Harvard Kennedy School (HKS). However it was suggested by the participants that for optimal utilization of the facilities available, the foreign exposure component of the programme should be 7 working days (total 10 days- inclusive of travel time) rather than 5 working days as in 2010. Further, it was suggested that the Academy should work with HKS to explore the possibility of engaging resource persons other than academics (such as practitioners from the World Bank, Inter American Development Bank, US Federal or State Governments). This would make the programme more relevant for the participants in addition to giving them ideas that could be effectively utilized in their work places. It was suggested that the leadership module and the social policy track could be excluded from the next round of the programme.
 - ii. It was strongly recommended that the Indian Institute of Management, Ahmedabad module should be discontinued. Instead, the Academy should try and source guest faculty from a wide variety of subject experts. It was pointed out that apart from tapping the experience of the participants themselves, the Academy needs to bring alternate viewpoints - representing practitioners, policy makers, academics and civil society activists - to the table. It was also suggested that the guest faculty need to be briefed well in advance about the expectations of the participants so that they could make the best use of the time that is spent with the participants.
 - iii. One issue that emerged from the participants was to increase the time devoted to "Insight" sessions as that form of pedagogical input was found particularly

valuable from a practical stand point. These could be integrated into the thematic modules.

- iv. To avoid derailing of presentations by interruptions, it was recommended that the questions and answer session – as far as is practicable – should be after the main presentation is over.
 - v. It was felt that the strategy paper writing is a good exercise that needs to be continued. However, the evaluation, as was carried out in the last round, could be avoided. The participants need to be allowed more flexibility in choosing the area which they wish to devote their attention to, which may even involve policies cutting across sectors. The Academy could consider publishing the best papers as also they could be placed for discussion in the Committee of Secretaries (CoS). Given that the strategy paper seems to consume a lot of time during the training, it was suggested that the possibility of asking potential participants to write strategy papers even before they join the programme should be explored.
 - vi. Lastly, it was decided that in designing the lectures, the option provided in the last programme of doing the social policy track or economic/ infrastructure track should be discontinued.
3. The workshop concluded with a vote of thanks to the chair.