

MINUTES OF THE 21ST MEETING OF THE PROGRAMME MANAGEMENT COMMITTEE OF MID CAREER TRAINING PROGRAMME HELD AT 3.45 PM ON AUGUST 13, 2014 AT LBSNAA, MUSSOORIE

The following were present:

1. Sh. Rajeev Kapoor, Director LBSNAA – *in chair*
2. Sh. Alok Kumar, Joint Secretary, Training Division (DoPT)
3. Dr. Rathin Roy, Director NIPF&P, New Delhi
4. Dr. Peter Ronald deSouza – *through video conferencing from New Delhi*
5. Sh. GV Srinivas, IFS, Joint Secretary, Foreign Service Institute, Delhi - *through video conferencing from New Delhi*
6. Sh. Sanjeev Chopra, Joint Director LBSNAA
7. Sh. Tejveer Singh, Joint Director LBSNAA

After discussion, the following decisions were taken on the agenda items listed below:

1. **Agenda Item No 1 – Confirmation of minutes of the 20th meeting of the PMC dated June 17, 2014** – The Committee took note of the comments sent by email dated June 23, 2014 by Dr. Peter Ronald deSouza and the response presented by the Academy on the points raised therein. It was decided that suggestions of members regarding eminent domestic and international experts on various themes/ domains would be solicited to build up a resource base in the Academy. The suggestion of inviting more speakers from developing economies in Phase IV and V was also accepted. Taking note of the above said suggestions, the Committee amended the minutes of the last meeting which are placed as Annexure I.
2. **Agenda Item No 2 – Action Taken Report on the minutes of the 20th meeting of the PMC** – The report presented by the Academy was taken note of. In addition, it was decided that the sessional feedback format being used by Sciences Po, Paris would be examined by the Academy and also shared with FSI.
3. **Agenda Item No. 3 – Review of progress of Round 9 of Phase IV of MCT Programme** – The Committee expressed satisfaction with the progress of the Phase IV, including the first Foreign Study Tour to France organized in collaboration with Sciences Po, Paris. It advised the Academy to still explore the possibility of sending groups to emerging economies. The suggestion of Dr. Peter Ronald deSouza regarding having sessions on contemporary political events, such as the present crisis in Iraq, and relating them to the larger issue of collapse of the state in the present case, was taken note of. The summary of the feedback session taken with course participants prior to the meeting is placed as Annexure II.
4. **Agenda Item No 4 – Update on Phase III, Round 8 2014** – The Committee took note of the course design and accorded its approval. It was also decided that the emerging areas

of concern in the implementation of PPP projects, both domestically and internationally, should find reflection in the PPP module being delivered in the Academy.

5. **Agenda Item No 5 – Update of Phase V Round 8, 2014** – The course design and detailed timetable was presented by Sh. Sanjeev Chopra. Dr. Peter Ronald deSouza offered to suggest some globally-acclaimed experts for the international component being organized in the United States. The Committee noted that the timetables stood almost confirmed; however, in case of any possibility, the suggestions would be considered for the ensuing round.

The Committee also made some observations with regard to the domestic component, viz. on the sessions on Rural Development and City Management session by Scot Wrighton. It was observed that the sessions on Rural Development should present contrarian perspectives and focus on the contemporary challenges facing the rural sector. On the proposed session of Mr. Scot Wrighton, it was pointed out by Mr. Sanjeev Chopra, Joint Director that the resource person had been suggested by Mr. Bimal Patel (who is coordinating the Urban Module) being one of the foremost international city managers working in India. It was also clarified that he would not be speaking in his capacity as representative of Lavasa city but as a city manager with wide international experience, which would be useful for the participants. It was decided that the Academy would examine the observations of the members to further refine the timetable.

The Committee endorsed the suggestion of the Academy of presenting a cluster of policy problem statements to participants for writing their policy paper.

6. **Other item/s taken up for discussion**

- (i) The Director raised the issue regarding reducing the duration of the MCT courses, especially Phase III and IV by one week each, in order to have better logistic fit with Induction Training at the Academy. A related point of courses having fewer participants (say 60 against the general norm of 100-120) was also discussed. The issue of restructuring Phase V, in terms of optimal years of seniority and feasibility of a Foreign Study Tour was also discussed.
- (ii) It was decided that the Academy would examine FSI's web-based system of inviting suggestions and feedback from target group of officers on resource persons.
- (iii) It was agreed that there should be greater sharing of resources between the Academy and FSI. The guidelines on compensation payable to domestic and international resource persons for MCT Programme would be shared by the Academy with FSI.

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

ANNEXURE I

MINUTES OF THE 20TH MEETING OF THE PROGRAMME MANAGEMENT COMMITTEE OF MID CAREER TRAINING PROGRAMME HELD AT 5.00 PM ON JUNE 17, 2014 AT LBSNAA, MUSSOORIE

The following were present:

1. Sh. Rajeev Kapoor, Director LBSNAA – *in chair*
2. Sh. Alok Kumar, Joint Secretary, Training Division (DoPT) – *through video conferencing*
3. Dr. Peter Ronald Desouza
4. Sh. Jatindra Nath Swain, Principal Secretary to Government of Tamil Nadu
5. Sh. GV Srinivas, IFS, Joint Secretary, Foreign Service Institute, Delhi
6. Sh. Sanjeev Chopra, Joint Director LBSNAA
7. Smt. Ranjana Chopra, Joint Director LBSNAA
8. Sh. Tejveer Singh, Joint Director LBSNAA

Sh. Rajesh Arya, Director (MCT) in Training Division was also present for the meeting.

After discussion, the following decisions were taken:

1. **Agenda Item No 1 – Confirmation of minutes of the 19th meeting of the PMC dated February 25, 2014 – Confirmed.**
2. **Agenda Item No 2 – Discussion on Course Design of Phase IV Round 9, 2014 –**
The Committee accorded its in-principle approval of the design and draft timetable presented by the Course Coordinator. It took note of the suggestions made by Dr. Desouza regarding scheduling an interaction with the UNESCO in Paris on Education for 21st century. It also noted the suggestion of Sh. Swain that judicial review of policies may also be covered as an input in the course. The suggestion of JS Training that a session by an eminent sociologist may be scheduled as part of the perspective building week was also taken note of. The Committee also took note of Dr. Desouza's suggestion of incorporating more broad-based sessions into the programme design without diluting the course's core focus on public policy.

The Committee discussed the reservations expressed by Dr. Desouza that the programme content was too economic and technocratic with over-reliance on PPPs. However, it was clarified that the Academy had not ideological preferences and since PPP is a stated policy of Government of India, as the apex training institution, it is the duty of the Academy to make participants conversant with extant delivery mechanisms, including PPP. The Committee noted the suggestion of Dr. Desouza to making academic inputs more broad-based and bringing academics and practitioners from emerging economies for a more complete and holistic view.

The Committee expressed its concern at the low levels of participation in the MCT Programme and decided that the matter would again be taken up with DoPT to ensure that corrective measures are instituted to make participation in these courses mandatory.

3. **Agenda Item No 3 – Presentation on preparation for Phase III** – The Committee accorded its in-principle approval to the proposed design of Phase III. The suggestion of Dr. Desouza on scheduling a session on unsuccessful PPPs in the PPP module was taken note of. Suggestions with regard to some possible resource persons in the Literary Festival were also noted by the Course Coordinator.
4. **Agenda Item No 4 – Update of Phase V Round 8, 2014** – In view of the government approval granted for Round 7 of Phase V in 2013 and limitations of business class seats in Air India, the Committee accorded its in-principle approval for also travelling by airlines other than Air India for Phase V.
5. **Other item/s taken up for discussion**
 - (iv) The Chairperson desired that the Action Taken Report should be placed as separate agenda item in future.
 - (v) The Chairperson desired that in pursuance of the decision of the last meeting of the PMC, the Academy must obtain the template being used by NIP&FP for inviting guest faculty.
 - (vi) The Committee agreed with the suggestion of Dr. Desouza to make more effective use of documentaries as a pedagogical tool during MCT courses.

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

ANNEXURE II

SUMMARY OF FEEDBACK RECEIVED FROM PHASE IV PARTICIPANTS

General Observations

- Brijendra Singh (HY: 98) – Course was intense yet far more contextually relevant than Phase III (delivered by DCID in 2007).
- Vandana Yadav (WB: 98) – Course was generally very well-structured.
- Sharmila Joseph (KL: 97) – Some of the suggestions offered in the Seminar on IAS on providing credits in training may be considered and incorporated.
- Nilkanth Avhad (PB: 99) – Phase IV was much better structured than Phase III (by DCID).
- Navdeep Rinwa (UP: 99) – Course was very good.
- Nitishwar Kumar (UP: 96) – Course was very good and significant improvement over courses attended in the past.

Duration

- Vandana Yadav (WB: 98) – Course is too long and deserves to be reduced to 6 weeks with one week for Foreign Study Tour. The group size of 55-60 is also ideal. The Academy could consider offering (in addition to MCTP) short-term one week courses on specific domains to allow for specialization in areas of interest.

Content

- Brijendra Singh (HY: 98) – Politicians from both Centre and States must be invited. Leadership Module should also be developed further and possibly enlarged in its scope.
- Har Sahay Meena (TN: RJ) – Case studies on formation of new states and districts should be incorporated. Also one leading industrialist must be invited.
- Navdeep Rinwa (UP: 99) – Public Policy module was very good. However, one policy should be taken up in detail for analysis and discussion.
- Ashok K Singh (KL: 99) – There should be a session on Spiritual Quotient.
- Sudhir Kumar (AGMUT: 99) – There should be a specific session on China. MS-Access should also be taught.
- Sonia Sanjay Sethi (MH: 94) – There should be greater width of coverage by way of brief sector-specific modules.
- Vishal Chauhan (SK: 98) – Public Policy module was very good. EPoD module on Smart Policy Design was also very useful and needs to be increased.
- Ashutosh Agnihotri (AM: 99) – Academy should develop one-pagers policy briefs on various subjects and sectors.

- Ajay Chauhan (UP: 98) – Practitioners from TAS could be invited to share experiences from governance in the corporate sector. In PPP module also, industry perspective should be incorporated.
- N Manjunatha Prasad (KN: 94) – Session on issues related to Dalits and administrative best practices in targeted budgets in welfare should be included.
- Mugdha Sinha (RJ: 99) – When dealing with larger issues (say climate change), international, national and practitioner’s perspective should be shared.
- Beena Vijayan (KL: 99) – Greater use of evidence in discussions on policy and how to effectively utilize it more effectively.
- Shanmuga Sundaram (UP: 97) – There should be a session on good governance.
- Ashutosh Agnihotri (AM: 99) – There should be a session on drafting legislations.

Foreign Study Tour

- Hari Om (UP: 97) – Both developed and developing countries should be visited.
- Mugdha Sinha (RJ: 99) – Content of Sciences Po was very good. Was slightly over-packed. Should include an orientation lecture on European Welfare State.
- Kunal Kumar (MH: 99) – Foreign Study Tour should be better integrated with the domestic course design and
- Vandana Yadav (WB: 98) – Content of Sciences Po was very good though some speakers were not very fluent in English. Importantly, there was very limited time for interaction and field visits need to be increased.
- Sharmila Joseph (KL: 97) – Field visits in Canada need to be improved.
- Brijendra Singh (HY: 98) – Either Brussels visit should be made longer or scrapped.
- Shanmuga Sundaram (UP: 97) – Foreign Study Tour to Canada was very good including site visits and should be continued.
- HR Srinivasa (BH: 96) – In France, there should be greater interaction with practitioners to enrich learnings.

Pedagogy

- Richa Bagla (MH: 99) – Case studies used were very topical and useful.
- Sharmila Joseph (KL: 97) – Simulation exercises should be developed in negotiation, as was done by Sciences Po (in France).
- Kunal Kumar (MH: 99) – Cases were very good but more should be developed. Half the session should be devoted to case discussion and the rest to reflection and drawing insights. Weekly blogs should be started to provide a forum to participants to share their thoughts and reflections. Also there should be greater use of online resources.
- Brijendra Singh (HY: 98) – There should be more panel discussions presenting multiple and contrasting viewpoints.
- Niharika Barik (CG: 97) – Attempt should be made at refining an existing policy by way of project work.

- Nitishwar Kumar (UP: 96) – There should be more project work to facilitate better internalization of concepts taught.
- Sudhir Kumar (AGMUT: 99) – There should be joint training programmes with politicians. Also, time must be reserved for Experience Sharing Presentations, say half-a-day.
- Multiple participants – Foreign Study Tour Paper should be replaced by thematic group presentations to foster better cross-learnings for the entire group, including those who did not visit the country.
- Multiple participants – In Leadership Module, there must be a professional coach for mentoring and post-class one-to-one discussions for interpreting Big 5.0 inventory better.

Evaluation

- Nilkanth Avhad (PB: 99) – Evaluation works as a positive trigger. Using multiple assessment tools was very useful. The idea of taking an unseen examination for the policy essay was very good and should be continued.

Others

- Rakesh Gupta (HY: 97) – DoPT must link training with domain specialization.
- Vandana Yadav (WB: 98) – Academy must also teach documentation skills and act as mentor for case study and best practice documentation.