



18th CORE COURSE OF SAFIR: REGULATORY EXPERIENCE IN INFRASTRUCTURE SECTORS JANUARY 20-22, 2020

The Indian Institute of Management Ahmedabad (IIMA), India's premier management institute, was approached by Gujarat Electricity Regulatory Commission (GERC) on behalf of the Central Electricity Regulatory Commission (CERC) for the conduct of a short programme for the South Asia Forum for Infrastructure Regulation (SAFIR). The programme was to be in line with what IIMA had done in terms of past programme for the sector as well as for the regulators, including the Orientation Programme for the Electricity Regulators (conducted by IIMA to expose the Chairperson's and Members of electricity regulatory commissions on the theory and practice of regulations in India and share awareness of the global best practices).

The programme, attended by a total of 19 participants (the list of participants is given below as **Exhibit I** in the report), comprised of the below elements:

- a) A three classroom day residential programme at IIMA (20 to 22 January 2020)
- b) A field visit to EMC SCADA Center established by the Uttar Gujarat Vij Company Limited (UGVCL) in Gandhinagar, Gujarat during the programme module (21 January 2020)
- c) An exposure visit to the Sardar Sarovar Project (SSP) to see the Hydropower stations and the Sardar Sarovar Dam after the classroom module (23 January 2020)



ABOUT THE PROGRAMME AND PROGRAMME OBJECTIVES

IIMA has been designing and conducting customised executive programmes for governments (including foreign), large public sector undertakings, large and small private corporates both domestic and international, multilateral agencies, parastatals like regulatory bodies, on a wide variety of topics besides the functional areas of management. Such programmes constitute a significant part of its activities. Some of the notable programmes designed and delivered by the IIMA faculty for the Power Sector are given as **Exhibit II** below

Given IIMA's vast experience in the sector, the research expertise and the deep knowledge of the sector by the faculty, the programme was awarded to IIMA. During the Training Needs Analysis (TNA) by the IIMA programme chair Prof Ajay Pandey with SAFIR officials, GERC and a sample size of participants it was felt that the sessions would need to be highly interactive with a focus on sharing the concepts along with possible challenges with the participants. This would enable the participants with knowledge of putting the concepts in practice. Basis the TNA it was suggested that the residential programme module focus on topics which are related to the policy and regulatory challenges in Power, Transportation, Electricity, Telecom and Urban issues

HIGHLIGHTS OF THE PROGRAMMES

- Customised Approach
- Domain Expertise
- Case Methodology
- Team Work in the Learning Process
- Interactive and Participative Learning
- Emphasis on Learning for Decision Making
- Practice driven and Field Driven Pedagogy
- Expert Faculty Members
- Inter-Disciplinary Team of Professors
- Faculty Chair and Team members with experience of designing and offering similar programmes



APPROACH TO THE PROGRAMME, PEDAGOGY AND FIELD VISITS

IIMA faculty emphasizes learning for decision making rather than mere knowledge. The Institute firmly believes that management is learned and cannot be taught. Faculty views their role as facilitators, guides, and conductors – not as teachers. *Unlike many other management institutes, the IIMA faculty opt to teach in customised executive programmes, so that their interest and commitment are of a high order.* IIMA believes in a design approach that starts with the potential participants who would be undergoing training. In customizing our programme we keep in mind specific situation which necessitates the training.

The IIMA pedagogy is practice-driven and field-driven and faculty bring outside world experiences to the classroom through case studies. The case method, involving a real-life situation, is the primary learning tool in this programme. Using real-life cases ensures that class discussions are closer to reality. These cases require the participant to look at the issue holistically and not from a functional perspective so that they look at the world as a business leader, not as a functional specialist. Instead of the traditional educational dynamic inherent in lectures, the case method creates a classroom in which participants succeed not by simply absorbing facts and theories, but also by exercising the skills of analysis, synthesis, leadership and teamwork in the face of real problems. The case study method comes closest to ‘action learning’.

Thus, the programme entailed classroom discussions with participants on real-life policy and regulatory issues in the infrastructure sectors. The classes were mostly case-based and cases were drawn from across the world. Each case was chosen keeping in mind the context, learning objectives and conceptual frameworks that need to be built into the programme. IIMA produces many of the cases that it uses in classroom training so the cases undertaken in the training are pertinent and specifically address issues that are related to the participants.

Participants also had the experience of two field visits – one during the programme classes and one after the programme. These are given below:

- The first field visit during the programme was to the EMC SCADA Center established by the Uttar Gujarat Vij Company Limited (UGVCL) in Gandhinagar,



Gujarat. The visit to the center was to share with them how the IT enabled environment (at EMC) helped in revenue protection activity, improving reliability, energy audit, network improvement etc. for better operational functioning of UGVCL.

- The second visit was post the programme completion to the Sardar Sarovar Project (SSP), one of the largest water resources project of India covering four major states - Maharashtra, Madhya Pradesh, Gujarat and Rajasthan. There are two power houses for the Sardar Sarovar Project (SSP) – River Bed Power House (RBPH) and the Canal Head Power House (CHPH) and the power benefits are shared among Madhya Pradesh, Maharashtra and Gujarat in the ratio of 57:27:16 respectively. The RBPH is an underground power house stationed on the right bank of the river located about 165 meters downstream of the dam. It has six number of Francis type reversible turbine generators each of 200 MW installed capacity. These units can operate at minimum reservoir water level of 110.64 meters. These six units have been commissioned in a phased manner during Feb-05 to June-06. The generation of energy depends upon inflow of water from upstream projects and need of water for irrigation in Gujarat. The CHPH is a surface power station in a saddle dam on right bank of the reservoir having total installed capacity of 250 MW (5 x 50 MW). It is being operated in consultation and as per advice of NCA/WREB based on irrigation requirement of Gujarat/Rajasthan and availability of water in reservoir and release from upstream project of Madhya Pradesh. The energy generated from both the power houses is evacuated through 400 KV level through interconnecting transformers at GIS, situated in RBPH switch yard. The operation and maintenance of SSP power complex is being done by Gujarat State Electricity Company Limited (GSECL), for which O&M agreement between SSNNL and GSECL has been signed.

Post the plant visit the participants were also taken to the Sardar Sarovar Dam -the third highest concrete dam (163 meters) in India, A visit to the Statue of Unity at Kevadia, Narmada with lunch nearby was also arranged for the participants recreation.



FACULTY PROFILES

The profiles of the faculty chair for the programme and the faculty team is given below

Prof Ajay Pandey

Fellow (IIM, Ahmedabad), BE (Roorkee)

Faculty Chair for the Programme

Prof. Ajay Pandey is currently Chair and Professor of Finance & Accounting area at Indian Institute of Management, Ahmedabad. He has served as Chairperson of the task force on the proposed School of Public Policy at IIMA, Prof Pandey has over 25 years' experience in teaching, training and consultancy. He has served as Dean (Programmes) from 2013-15, Dean (Faculty) from 2010-13. In these roles, he has been part of several committees and initiatives within the institute to review programs, activities and processes from the perspective of change management. He also played the role of Director-in-charge of IIM Ahmedabad for a short period in 2013. His other administrative roles at IIMA include being Chair of the Admissions Committee, Chair of the IIMA's flagship two-year MBA programme – Post Graduate Programme in Management (PGP), Chair of the Financial Aid Committee and Chair, Finance and Accounting Area. He also serves as a Member of Board for the Center for Innovation, Incubation and Entrepreneurship (CIIE) at IIM Ahmedabad and as an independent director on the boards of Bharat Dynamics Limited and Uttar Gujarat Vij Company Limited. Before joining IIMA, he was associated with Management Development Institute (MDI), Gurgaon, Administrative Staff College of India (ASCI), Hyderabad and IIM Lucknow. He started his career as project planning and monitoring engineer in Engineers India Limited (EIL) and Oil & Natural Gas Corporation (ONGC) and later in a private sector firm. He received a doctorate at IIMA Ahmedabad by specializing in Finance and is an engineering graduate from University of Roorkee (now an IIT).

His professional interest related to research, teaching and training are mainly in corporate finance and capital markets such as corporate governance, risk management, project finance, volatility, commodity markets, regulation, and asset price dynamics. He has published papers in national and international journals in these areas. Outside financial economics and corporate finance, his interests



include electricity tariff regulations, sectoral reforms, public procurement and public policy issues in the context of infrastructure sectors. He has published or written cases on issues related to land markets, natural resource allocation, public procurement, risk allocation in PPPs and regulatory disputes. He contributed to the India Infrastructure Reports and was one of the editors for the 2008 & 2009 India Infrastructure Reports. He has been involved in studying and reviewing the electricity sector reforms as it has evolved. He has consulted for governments, corporates, parastatal, and regulators.

He has been actively involved in teaching a wide variety of courses offered by IIMA. He was involved in design and development of three courses at IIM Ahmedabad. Two of these were specifically for the participants specializing in the public management and policy programme. These courses were- (a) Developments in the Electricity Sector, and (b) Real Estate. The third course- Philosophical Foundation of Management; is an elective meant for the two-year MBA students and continues to be offered by IIMA. Engaging with the practitioners in the government, he has coordinated several executive education programs customized for senior most civil servants of different cadres such as IAS, IPS, IRS etc. These programs were designed to cover cadre-specific issues and challenges. He has also coordinated and taught practitioners in several executive education programs on finance and infrastructure sectors.

**Prof Anish Sugathan***Fellow (IIM, Bangalore)*

Dr. Anish Sugathan is Faculty at the Business Policy Area of the Indian Institute of Management Ahmedabad, a Research Affiliate at the International Growth Center at the London School of Economics and Political Science, and previously an Associate at the Harvard Kennedy School's Center for Business and Government. He serves on the board of Uttar Gujarat Vij Company Ltd., the governing board of the IIMA-JSW School of Public Policy, and also advises several start-ups in the clean-tech and smart governance space.

His research interests are in the in the area of institutional and governance infrastructure of emerging economies that fosters sustainable development of private and public stakeholders. He holds an undergraduate degree in Engineering from the University of Kerala and is a Fellow of the Indian Institute of Management Bangalore. He was the SAP Labs India doctoral scholar at IIM-B, and the Giorgio Ruffolo post-doctoral fellow at the Harvard Kennedy School of Government.

His research has been published in reputed international journals like Energy Policy, Journal of International Business Studies, Rutgers Business Review, Economics and Political Weekly, and many national and international dailies. He teaches 'Strategic Management', 'Business, Environment, and Sustainability', and 'Government Systems and Processes' courses at IIMA.

**Prof G Raghuram***PhD (Northwestern University, USA)**Director, IIM Bangalore*

Raghuram has been Director, IIM Bangalore, since February 2017. He was Dean (Faculty), IIMA from September 2013 to December 2015. He was the Vice-Chancellor of the Indian Maritime University from July 2012 to March 2013. He was the Indian Railways Chair Professor from January 2008 to August 2010.

He specializes in infrastructure and transport systems, and logistics and supply chain management. He conducts research on the railway, port, shipping, aviation and road sectors. He has published over 35 refereed papers in journals and written over 155 case studies. He has published six co-authored books.

He was awarded (i) 'MC Puri Memorial Award' for Contribution to Operational Research in India, 2016 (ii) 'Lifetime Achievement Award' for contribution to logistics and infrastructure by EXIM News in 2014. (iii) 'Academician of the Year' by the Chartered Institute of Logistics and Transport in 2012. He is a Fellow of the Operational Research Society of India, and Chartered Institute of Logistics and Transport. He has teaching experience at universities in India, USA, Canada, Yugoslavia, Singapore, Tanzania, UAE and Japan.

He is a member of the Global Future Council on Mobility of the World Economic Forum and of the Board of Directors of three companies in the fields of infrastructure and logistics. Overall, he has been on the Board of 12 companies. He is on the Board of four educational institutions, one NGO and on the Advisory Board of a few other educational institutions. He has offered consultancy services to over 100 organizations including multilateral agencies. He has been part of various government policy making and advisory committees for the Ministry of Civil Aviation, Ministry of Consumer Affairs and Public Distribution, Ministry of Railways, Ministry of Road Transport and Highways, Ministry of Shipping, Cabinet Secretariat, Comptroller and Auditor General, the Planning Commission and various State Governments.



Raghuram has a BTech degree from IIT, Madras; a postgraduate diploma in management from IIM, Ahmedabad; and a PhD from Northwestern University, USA.

Prof Rekha Jain

PhD (IIT, Delhi)

Rekha Jain was faculty and the Executive Chair of the IIMA-IDEA Telecom Centre of Excellence, Indian Institute of Management, Ahmedabad until December 2019. She has consulted with several national and international organizations in the area of Telecom Policy and ICT Strategy. Her research and teaching interest are in telecom policy and regulation, rural telecom, ICT Strategy and Management, and Information System Implementation. She has also worked on leadership issues for Women in IT.

Her recent focus of work has been on Infrastructure Development and Public Private Partnerships. She has several publications in national and international journals and is an editorial board member of Journal of Global Information Management (JGIM) and Board Member of several professional organizations. She has been and continues to be a member of several national level committees in the telecom and IT sectors.

She has worked with both international and domestic organizations, including World Bank, DFID, Commonwealth Telecommunications Organization, IDRC, Department of Telecommunications, NASSCOM, Department of Post, Sixth Pay Commission, TCS, Department of IT, etc. She has administrative experience in working in various key positions at IIMA. From 1997-2007, she was head of the Centre for Telecom Policy Studies. She was Chair of the Post Graduate Programme from 2010-2012, Chair of the Doctoral Program (2006-2008) and Placements (2002-2005). She worked in State Bank of India for a year during 1976-1977.

She has a Ph. D. from the Indian Institute of Technology, Department of Computer Science & Engineering, New Delhi (1985), M. Phil (1977-79): Department of Computer Science, JNU, New Delhi, M. Sc. (1976), Physics: Delhi University. She was awarded senior Fulbright Fellowship on Telecom Regulation in 1997-98.


Prof Sebastian Morris

Fellow (IIM, Calcutta); MSc (Int.) (Phys.), IIT, Bombay

Professor. Member of the Economics, and Public Systems Areas. His interests include international trade and investment, industrial development, macroeconomics, economic history, public sector, infrastructure, small firms, electricity reforms, regulation, PPPs, land markets, and the Indian economy. Was recipient of the Ford Foundation Post-Doctoral Fellowship in International Economics. Won the EXIM Bank's International Trade Research Award.

Earlier worked as Associate Professor at Institute of Public Enterprise, Hyderabad, and Senior Correspondent for Business India (magazine), visiting fellow at University of Pennsylvania, and ICCR Chair Professor at Copenhagen Business School (Asia Research Centre). Was co-chair of the IIMA-Harvard Kennedy School Phase V programmes for senior government officials. Founding Chair of the PGP-PMP of IIMA, and the Centre for Infrastructure Policy and Regulation at IIMA. Has been the editor of the India Infrastructure Reports 2001, 2002, 2003 and 2004, covering the themes Market Structure and Regulation, Governance Issues for Commercialization, Public Expenditure Allocation and Accountability, and Ensuring Value for Money. Other books include the Growth and Transformation of Small Firms in India . Has led several team research efforts. Has been member of several expert committees of the Government of India, and state governments. Has also consulted for international and national organisations besides government and served on several expert committees of the government of India. He is currently a member of the board of governors GETCO, IITCOE and People Can Services Ltd.

PROGRAMME SCHEDULE

The programme outline has been given below. Detailed schedule of the programme is given as [Exhibit III](#) in the report.

Indian Institute of Management, Ahmedabad 18th Core Course of SAFIR: Regulatory Experience in Infrastructure Sectors January 20 - 22, 2020 Venue: Class Room 2, First Floor, IMDC, New Campus				
Session Day/Date	Session 1 08:45-10:00	Session 2 10:20-11:35	Session 3 11:55-13:10	Session 4 14:30-15:45
Day 1 Monday January 20	Registration, Inauguration and Introduction (Welcome & Inaugural address by Secy, GERC)	Direct Benefit Transfer (DBT) in lieu of Price Subsidy Sebastian Morris	Overview of Energy Sector and International Regulatory Experience Anish Sugathan	International Experience on RE Policies and Regulations Anish Sugathan
Day 2 Tuesday January 21	Electricity Market Design and Transition to Market Ajay Pandey	Distribution Reforms and Proposed Amendments in the Act Ajay Pandey	Direct Benefit Transfer (DBT) in lieu of Price Subsidy (Contd...) Sebastian Morris	Reading Time

Session Day/Date	Session 1 08:45-10:00	Session 2 10:20-11:35	Session 3 11:55-13:10	Session 4 14:30-15:45
Day 3 Wednesday January 22	Regulatory and Policy Challenges in Transportation G. Raghuram		Lessons of Telecom Sector Reform for other Infrastructure Sector Rekha Jain	Feedback & Valediction (Valedictory Address by Chairman, GERC)
Day 4 Thursday January 23	Infrastructural Development in Gujarat			
Visit Outside (Sardar Sarovar Project_				
Please Note:				
• Group Photograph on Day 1 • Campus Tour on Day 1 • Outside Visit to EMC SCADA Center at Gandhinagar • Outside Dinner on Day 2 • Recreational Visit to Statue of Unity, Kevadia District, Gujarat				
: January 20, 2020 (Monday) at 10:00 hrs : January 20, 2020 (Monday) at 16:05 hrs. onwards : January 21, 2020 (Tuesday) at 16.05 hours onwards : January 21, 2019 (Tuesday) at 20:00 hrs. onwards : January 23, 2019 (Thursday) at 08.45 hrs. onwards				

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FEEDBACK, OBSERVATIONS AND SUGGESTIONS FOR FUTURE PROGRAMMES

Formal feedback of the programme is given below as **Exhibit IV** in the report. From the debriefing session undertaken at IIMA, during the valediction the following emerged which may be kept in mind while designing the program next time.

- The duration of IIM module could be increased to about 4-5 days looking from the point of view its usefulness and depth of issues involved using appropriate case studies.
- An international experience for the participants would make the global knowledge of concepts more impactful. This can be woven into the programme design and IIMA can arrange the visit with an international partner university. Alternatively, as a part of structuring the programme, a possibility could be explored to arrange the sessions from international experts in India for the interaction in the context of Indian power sector environment followed by the foreign visit, as per requirements .



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Exhibit I: List of Participants who attended the Programme at IIMA

Sr No	Name	Organization's Details
1.	Mr. A.U. Adhvaryu	Deputy Director Gujrat ERC (M): 9898290860 Email: adhvaryu@gercin.org
2.	Mr. Amit Khare	Joint Director(RE) Madhya Pradesh ERC (M): 9406902151 Email: amit190767@yahoo.co.in
3.	Mr. Ashok Sharma	Dy. Director Rajasthan ERC (M): 9602103354 Email: aashokaji@gmail.com
4.	Mrs. Dedunu Kushani Perera	Development Officer Telecom Regulatory Commission of Sri Lanka (M): 773689810 Email: dedunu@trc.gov.lk
5.	Mr. Devender Sharma	Joint Director Himachal Pradesh ERC (M): 09816237852 09418134072 Email: devsharmasdo@gmail.com
6.	Mr. Dileepa Karunaratne	Assistant Director Public Utilities Commission of Sri Lanka (M): 0094770126251 0094112392607 Email: dileepak@pucsl.gov.lk



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Sr No	Name	Organization's Details
7.	Mr. Jojo Joseph	Research Associate (Engineering) JERC Goa Uts (M): 7042308232 Email: jo.joseph0000@gmail.com
8.	Mr. Kaustav Rajpandit	Joint Advisor (Engg.) West Bengal ERC (M): 8336900728 Email: kaustavrajpandit@gmail.com
9.	Mr. Man Bahadur Budha	Accounts Officer Electricity Regulatory Commission of Nepal (M): 9841436293 Email: mbbudha@yahoo.com
10.	Mr. Nishit Kumer	Deputy Director (Law) Bangladesh Energy Regulatory Commission (M): 8801914306013; 88028189491 Email: nkumer.berc@gmail.com
11.	Ms. Panchamrita Sharma	Consultant Assam ERC (M): 9678007226 Email: panchamrita@yahoo.com
12.	Mr. Rinchen Dorji	Senior Licensing Engineer (Civil) Bhutan Electricity Authority (M): 00975-17178867 Email: rinche7@gmail.com
13.	Mr. S.P. Shukla	Director (Engg.) Chhattisgarh SERC (M): 9425227884 Email: cserc.sec.cg@nic.in



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Sr No	Name	Organization's Details
14.	Mr. S.K. Jain	Joint Director/Regulations) Punjab SERC (M): 9646118103 Email: secretarypsercchd@gmail.com
15.	Mr. Saktipada Mishra	Joint Director (Engg.) Odisha ERC (M): 9437205154 Email: sakteepada04@yahoo.com
16.	Mr. Sarabjeet Singh Dhingra	Joint Director (Distribution) Uttar Pradesh ERC (M): 9654891985 Email: sarabjeet@uperc.org
17.	Mr. Neeraj Singh Gautam	Joint Director (Engg.) Delhi ERC (M): 8130585111 Email: neerajsinghgautam@gmail.com
18.	Ms. Sonia Sangwan	Deputy Director (Economics) Haryana ERC (M): 9416568470 Email: sonia.sangwan9@gmail.com
19.	Mr. Umakanta Panda	Secretary Telangana SERC (M): 8332968806/ 9849727381 Email: ukpanda2009@gmail.com



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Exhibit II: Various Programmes Undertaken by IIMA for the Power and Energy Sector

- IIMA has designed and delivered the programme for NHPC in March 2019 on Power Regulations and Economics. This was undertaken as a 5 classroom day programme on campus.
- Several regulators programme for the Chairpersons, Members and Directors of the State Electricity Regulatory Commissions. This was in two modules. Module I was the domestic component undertaken at IIMA while Module II was with an international partner university.
- Several programmes for various electricity companies in Punjab, Rajasthan, MP and Gujarat for senior managers on the topics of leadership for change in the context of reform
- IIMA has also designed and delivered programmes for Power Market Leadership in collaboration with the Power Exchange India Limited (PXIL). The main objective of the programmes offered was to jointly develop, arrange and offer various Training and Capacity Building programmes related to the power sector and to train the officers from the various utility companies on electricity trading.
- Several programmes for GETRI and GUVNL were designed and delivered on leadership and change management
- Several Advanced Leadership programmes have been designed and delivered for the General Managers of NTPC
- IIMA is handholding NSB for design and delivery of the PGDM(e) programme which includes twelve months of classroom teaching and three months of project work. A significant part of the curriculum is delivered by professors from IIMA. The PGDM(E) programme has been designed for working professionals to add value to their career and prepare visionary leaders for energy sector and the first batch of the programme would be graduating soon



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Exhibit III: Detailed Schedule of the Programme at IIMA

18th Core Course of SAFIR: Regulatory Experience in Infrastructure Sectors

January 20 - 22, 2020

Day by Day Schedule

<i>Session Timings</i>			
Session 1	08:45 – 10:00	Tea/Coffee	10:00 – 10:20
Session 2	10:20 – 11:35	Tea/Coffee	11:35 – 11:55
Session 3	11:55 – 13:10	Lunch	13:10 – 14:00
Session 4	14:30 – 15:45	Tea/Coffee	15:45 – 16:05
Session 5	16:05 – 17:20	Dinner	20:00 – 21:00

Venue: Class Room 02, First Floor, IMDC Block, New Campus

Day 1	Monday	January 20, 2020
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Session 1

Registration, Inauguration & Introduction

Programme Faculty

10:00 – 10:20

Group Photograph and Tea/Coffee

Session 2

*Topic***Direct Benefit Transfer (DBT) in lieu of Price Subsidy**

Sebastian Morris

Session 2

*Topic***Overview of Energy Sector and**



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Anish Sugathan

*Reading***International Regulatory Experience**

Indian Energy Policy Review 2020

Session 4

Anish Sugathan

*Topic***International Experience on RE Policies and Regulations***Readings*

1. Renewable Energy Policies in a Time of Transition.

2. How Can Indian Power Plants Cost- Effectively Meet the new Sulfur Emission Standards? Policy Evaluation using Marginal Abatement Cost-Curves.

16:05 onwards

Campus Visit

(Please assemble near IMDC Reception by 16:05 Hrs)

Day 2	Tuesday	January 21, 2020
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Session 1
Ajay Pandey*Topic***Electricity Market Design and Transition to Market**Session 2
Ajay Pandey*Topic***Distribution Reforms and Proposed Amendments in the Act**Session 3
Sebastian Morris*Topic***Direct Benefit Transfer (DBT) in lieu of Price Subsidy (Conti.)**

20:00 hrs onwards

Social Get-together and Dinner



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Day 3	Wednesday	January 22, 2020
Sessions 1 & 2 G. Raghuram	<i>Topic</i> Regulatory and Policy Challenges in Transportation <i>Case</i> <i>Readings</i> AAI Bidding for Bhogapuram Airport: From Authority to Bidder 1. Raghuram, G, Prashanth, Udayakumar & Richa, Prajapati, (2016), "Effect of Legal Issues in Infrastructure Development: The Case of Container Terminal Bids in Jawaharlal Nehru Port Trust", Transportation Research Procedia, Elsevier. 2. Raghuram, G., & Udayakumar, P. D. (2015). Effect of tariff regulation in major port container terminals: The case of Jawaharlal Nehru port trust. 3. In the matter of determination of Aeronautical Tariffs in respect of Visakhapatnam Airport for the first control period (1.4.2018 – 31.3.2023), File No. AERA/20010/AAI-Visakhapatnam/CP- II/2016-17, Order No. 38/2018-19.	
Session 3 Rekha Jain	<i>Topic</i> Lessons of Telecom Sector Reform for Other Infrastructure Sector	
Session 4	Feedback and Valedictory	



Exhibit IV: Formal Feedback Analysis of the Programme

Feedback Analysis of the 18th Core Course of SAFIR: Regulatory Experience in
Infrastructure Sectors (January 20-22, 2020)

1. What were your expectations from this programme? Were they met successfully?

- Getting an exposure of regulatory perform and its inclusion as well as the issues, challenges and positive solutions with respect to infrastructure sector.
- My main expectation from the program was to learn the failures of the regulators in discharging their duties to bring down the tariff despite supply power and other areas where regulators should exercise their minds to deliver goods. Both the expectations are addressed during the training.
- My expectations were met to a certain extent, as all expectations perhaps cannot be met in a short program of 3 days. I wanted to know more about the latest developments in RE and other section of power sector.
- I wanted to learn the present challenges in the energy sector and the future role of the regulators for addressing those challenges effectively. And I found the program very useful in sense.
- I wanted to learn the present challenges in the energy sector and the future role of the regulators for addressing those challenges effectively. And I found the program very useful in a sense of that the faculty who has addressed are having vast experience in the field and a very good academic knowledge, which are really useful and we learnt a lot in IIM Ahmedabad. The whole experience is very satisfactory and amazing.
- Related to electricity regulatory class expected as well as I got knowledge of communication, port railways also. Thanks for it.
- Before coming to this program, I was sure that this is going to be an effective program but its beyond my imagination as it was not only focus other regulatory subjects. Very useful.
- Expectations of exposure to regulatory practices of regulatory national / international level. Met successfully.
- Things to consider by regulators. Yes.



- To understand the other infrastructure areas and their challenges and this program deliver my expectations.
- Telecom regulatory. Yes.
- My expectations were to get an understanding of regulatory processes or subcontracting was met. It exceeded my expectations.
- My expectations were basically to know about the recent activities going to happen in India and internally especially selected to regulatory and power sector challenges faced.
- 1. My expectations were addressing of the core issues affecting the power sector. Most of the relevant issues were discussed upon as well as issues of others sector like water, telecom was also discussed. 2. Expectations were largely met but a proper solution to the agricultural cross subsidy and increased in power purchase cost remains consider. 3. Hopefully in the coming years we would be able to find a good solution.
- I came expecting to learn the landscape of electricity regulations and its limitations in India and the program almost covered all the topics I was hoping for.
- Although it was known that all infrastructural areas will be addressed, power was expected to be at the core. It was met effectively.
- It was beyond our expectations. A perfectly well designed and managed program. It was excellent and we are grateful and privileged to learn here.
- What regulator should be done. Regulation is a position that protect the consumer's right. I have learnt from the course how to protect consumer's right effectively.

2. Please mention below three ideas you have learnt and would like to apply in the area of your work

- 1. Setting the rules of the game that jive with the objective. 2. Alternative designs of bidding that can be met in the sector. 3. Subsidy always transformed for the connection change.
- 1. To work to reduce cross subsidies as far as possible. 2. To work for regular audits of investments, power purchase etc. 3. To work for suitable amendments in regulations so that consumers get the 24*7 power.



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- 1. How subsidy be managed. 2. Experience in other regulatory bodies. 3. Share the importance of smart meter / systems in power sector to top losses.
 - 1. To expand our view as a regulator to commodity which we are dealing with a national asset. 2. To work effectively and efficiently for the growth of the sector. 3. Use smart system in the it.
 - I would like to mention that we have learnt a lot in this course but some of the ideas which I think we should surely apply are: 1. To expand our view as regulator to realize that the commodity which we are dealing with is a national asset. 2. To improve the regulations so that they should be impartial and independent. 3. To work effectively and efficiently for the growth of the sector.
 - 1. Use smart system in electricity. 2. National wise policy depends on ERC activity. 3. Feedback to personals working with me.
 - 1. Independent analysis of data / submission. 2. Implementing good practices. 3. Timely decision making.
 - 1. Subsidy aspect. 2. If smart meter criteria in NSGM. 3. Regulatory experience of telecom and airport.
 - 1. Experience of other infrastructure areas. 2. More training for the regulatory staff. 3. Learn from case studies.
 - Regulatory. Tariff. R and D.
 - 1. Examples of regulatory problems on duties. 2. Importance of having proper charts and balances.
 - 1. How to weak independently for the growth of the power sector to a transparent manner. 2. To synchronize the present working and understanding with the latest scenario.
 - 1. Attempt to try and reduce from subsidy. 2. Increase in use of smart meters. 3. Addressing the issues related to power quality.
 - 1. Who or what to regulate in the electricity industry, for e.g. no use regulating non-commercial entities. 2. Competition is necessary. 3. It is not always good to inside. Subsidy sometime effect the quality.
 - 1. Ideas that can be adopted from other areas in power sector. 2. Issues to be comforted in future in power sector. 3. Common issues of all infra / regulators for which common role might be there.
 - 1. Experience of other sector may also be helpful to power sector. 2. Diversified subjects and how to organized design capacity building program. 3. Case



studies would be deliberated for learning and developing decision making skills.

- 1. Overview the energy section in the international prospective. 2. Subsidy issues. 3. Every market design.

3. What is your assessment of the overall effectiveness of the programme?

5 Excellent	4 V. Good	3 Good	2 Average	1 Poor	Average
08	10	--	--	--	4.44

3. What do you think are the major strengths of the programme?

- Experienced faculties and field visits.
- 1. Capacity building. 2. Updating the regulatory framework. 3. Exposing to regulatory affairs and decisions of other infrastructure regulatory.
- 1. Covers regulatory dimensions of different sector like telecom, power and ports etc. 2. Provide insights in to major issues of interests in regulatory sector.
- The faculty and infrastructure.
- The faculty and infrastructure.
- Field visit program.
- It is not only on power reforms but including other topics and activities.
- 1. Sharing of international / national experience on regulation framing. 2. Analysis of case studies related to regulatory decision making.
- 1. Introspective study of power sector. 2. Study of FCD.
- 1. Faculty. 2. Institute.
- Electricity regulations.
- The experienced and understanding faculty. The diversity of participants.
- To have a better understanding a various issues related to infrastructure developed in India and a global land selected to power, telecom and transportation etc.
- 1. Good faculty. 2. Clear ideas about the challenges. However, the solutions still need to be addressed.



- 360° approach to understanding the issues.
- 1. Faculty. 2. Coverage of topics.
- Design of program and execute and activity time excellent.
- To Exchange/share the knowledge in the South East Asian Countries.

5. What do you think are the areas requiring improvement in the programme?

- International experience on regulatory performs should be improved.
- Not much, except to train regulators, for exercising independent audits.
- Latest developments in regulations and market to be covered... not just basics.
- The program is well managed and planned.
- The program is well managed and planned.
- Expand more specialization cause on different topics.
- Don't think so, any.
- Legal issues of EA 2003.
- More depth analysis of the subject is required.
- Telecommunication regulatory are should be improved and minimize the sessions in the training period.
- I think the way to express and transfer the knowledge and concepts is very effective manner. Really impressive. Thanks.
- Solution to core problems of cross subsidy.
- Sector specific case studies.
- Legal aspects. Focus on policy implementation.
- Perfectly well.
- Regulation has the basic power to make regulation and the dispute among utility and consumer. So topics may be incorporated in the program.



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6. Rate the overall programme design and delivery on the basis of the following

		5 <i>Excellent</i>	4 <i>Very Good</i>	3 <i>Good</i>	2 <i>Fair</i>	1 <i>Poor</i>	<i>Average</i>
1	Design and the selection of the topics	08	09	01	--	--	4.39
2	Relevance of cases/exercises used	07	11	--	--	--	4.39
3	Professional usefulness/relevance	12	06	--	--	--	4.67
4	Composition of the faculty mix	12	05	01	--	--	4.61
5	Effectiveness of Study Groups	06	06	02	01	01	3.94
6	Value For Money	08	03	05	--	--	4.19

7. Rate the overall effectiveness of the sessions on a scale where

5 = *Excellent*; 4 = *Very Good*; 3 = *Good*; 2 = *Fair*; 1 = *Poor*

No.	Module/Topic	No of sessions	(5= <i>Excellent</i> , 4= <i>V. Good</i> , 3= <i>Good</i> , 2= <i>Average</i> , 1= <i>Poor</i>)			
			<i>Usefulness of the Teaching Material</i>	<i>Value of the topic</i>	<i>Effectiveness of the Faculty Delivery</i>	<i>Overall Learning</i>
1	Prof. Sebastian Morris Direct Benefir Transfer (DBT) in Lieu of Proce Subsidy	2	4.53	4.50	4.50	4.44
2	Prof. Anish Sugathan Overview of Energy Sector and International Regulatory Experience	1	4.13	4.12	4.31	4.13



No.	Module/Topic	No of sessions	(5= Excellent, 4= V. Good, 3=Good, 2=Average, 1=Poor)			
			Usefulness of the Teaching Material	Value of the topic	Effectiveness of the Faculty Delivery	Overall Learning
3	Prof. Anish Sugathan International Experience on RE Policies and Regulations	1	4.00	3.75	4.25	3.94
4.	Prof. Ajay Pandey Electricity Market Design and Transition to Market	1	4.50	4.59	4.69	4.44
5.	Prof. Ajay Pandey Distribution Reforms and Proposed Amendments in the Act	1	4.76	4.56	4.69	4.63
6.	Prof. Ajay Pandey Visit to SCADA Center	1	4.67	4.57	4.64	4.60
7.	Prof. G. Raghuram Regulatory and Policy Challenges in Transportation	2	4.76	4.81	4.63	4.56
8.	Prof. Rekha Jain Lessons of Telecom Sector Reform for Other Infrastructure Sector	1	4.65	4.56	4.63	4.50



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No.	Module/Topic	No of sessions	(5= Excellent, 4= V. Good, 3=Good, 2=Average, 1=Poor)			
			Usefulness of the Teaching Material	Value of the topic	Effectiveness of the Faculty Delivery	Overall Learning
9.	Prof. Ajay Pandey Infrastructure Development in Gujarat (Visit to Sardar Sarovar Dam)	1	4.83	4.82	4.73	4.58

9. How did you find the quality of support services? Please rate the services on a five-point scale (by putting a tick mark in the appropriate box) in the table below:-

	5 Excellent	4 Very Good	3 Good	2 Average	1 Poor	Average
Programme Management	15	03	--	--	--	4.83
Reception	12	06	--	--	--	4.67
Classroom	17	01	--	--	--	4.94
Accommodation and Housekeeping	13	04	01	--	--	4.67
Food	10	07	01	--	--	4.50
Airport transfers	12	05	--	--	--	4.71
Recreation	12	02	02	01	--	4.47
Communication (Wi-Fi)	11	05	01	--	--	4.59



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10. List below other external training programmes that you may have gone through in the immediate past. If applicable rate this programme of IIMA in relation to these other programmes. Tick the codes below:

This programme of IIMA is

(5) Much better

(4) Somewhat better (3) About the same

(2) Significantly lower quality

(1) is of poorer quality

<i>Name of the institution that organised the programme and country</i>	<i>Title/Nature of the training programme and approx. dates</i>	<i>Your relative rating</i>
IIT Kanpur	For Capacity Program	5
IIT Kanpur	Training on R Software	5
IIT Kanpur	Economics of Electricity Sector	4
Staff College, Hyderabad	Energy Audit Reducing Distribution Losses	5
IIT Kanpur	CBP	5
SAFIR	Cross Border Tariff	4
ASCI, Hyderabad	Tariffs in Electricity Sector	5
IIT Kanpur	Tariff Framework	4
IIT Kanpur	Resolution	4
SAFIR Jaipur	SAFIR	3

Any Other Comments / Suggestions:

- Please plan program included towards legal issues / aspects in power sector.
- Excellent.