





20th CORE COURSE OF SAFIR: REGULATORY EXPERIENCE IN INFRASTRUCTURE SECTORS (February 21 - 23, 2022)

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 13 participants (the list of participants has been reproduced in [Exhibit I](#) in the report), comprised of a ten-session online programme to be undertaken by IIMA and IIMA selected guest faculty/experts (February 21 - 23, 2022)



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 as below:

- IIMA has designed and delivered the 18th Core Course for the SAFIR participants in January 2020. The programme undertaken was a 3 day classroom programme and participants also were taken for field visits to EMC SCADA Center established by the Uttar Gujarat Vij Company Limited (UGVCL) in Gandhinagar, Sardar Sarovar Project (SSP) and a cultural visit to the Statue of Unity at Kevadia, Gujarat
- 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
- Several programmes for GETRI and GUVNL were designed and delivered on leadership and change management

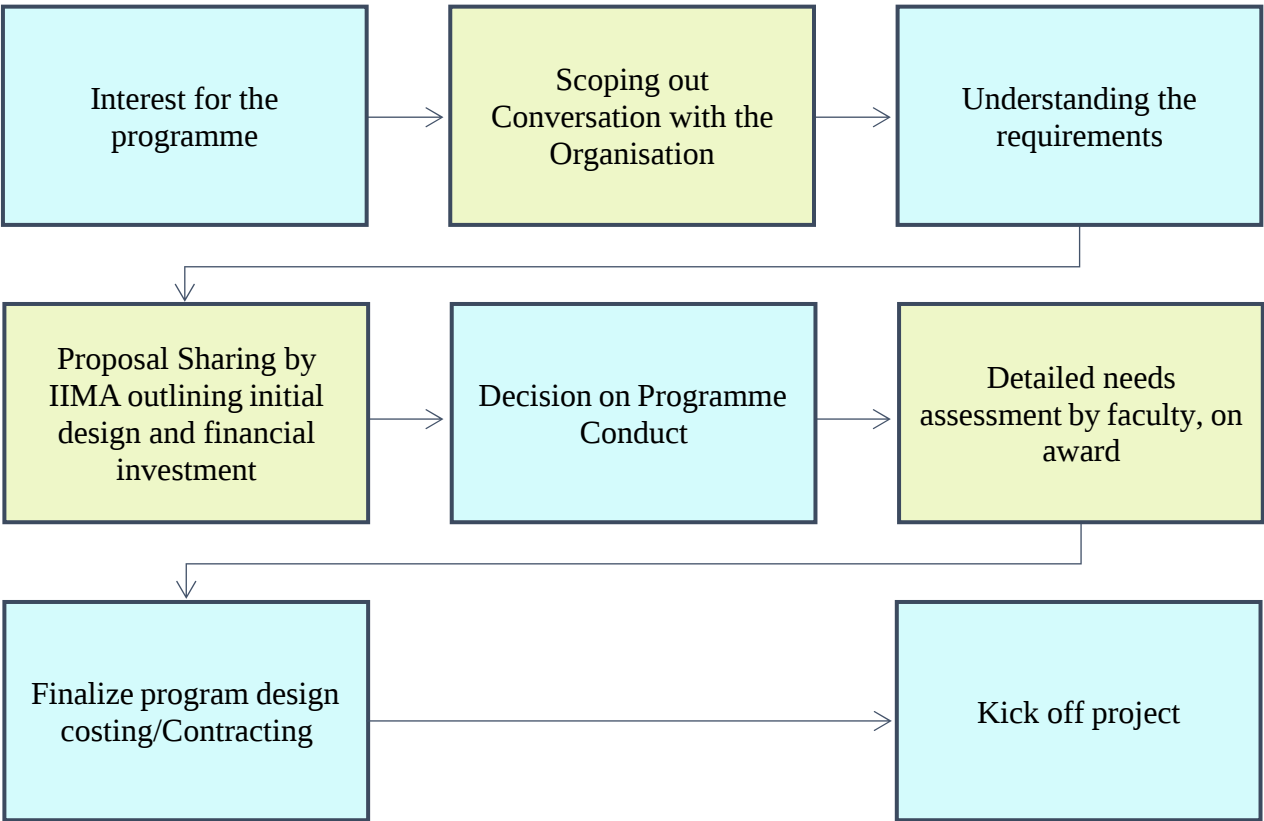


- IIMA has also designed and delivered programmes for Power Market Leadership in collaboration with the Power Exchange India Limited (PXIL). The main objective of the programmes offered was to jointly develop, arrange and offer various Training and Capacity Building programmes related to the power sector and to train the officers from the various utility companies on electricity trading.
- 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

Given IIMA's vast experience in the sector, the research expertise and the deep knowledge of the sector by the faculty, besides the fact that IIMA has also conducted the Core Courses for SAFIR including the last programme (which was highly appreciated by the participants), 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 programme being an online one, the sessions would have to be spaced out and the sessions would need to be curated for the programme module. The focus of the programme was on policy and regulatory challenges in Power, Transportation, Electricity, Telecom and Urban issues

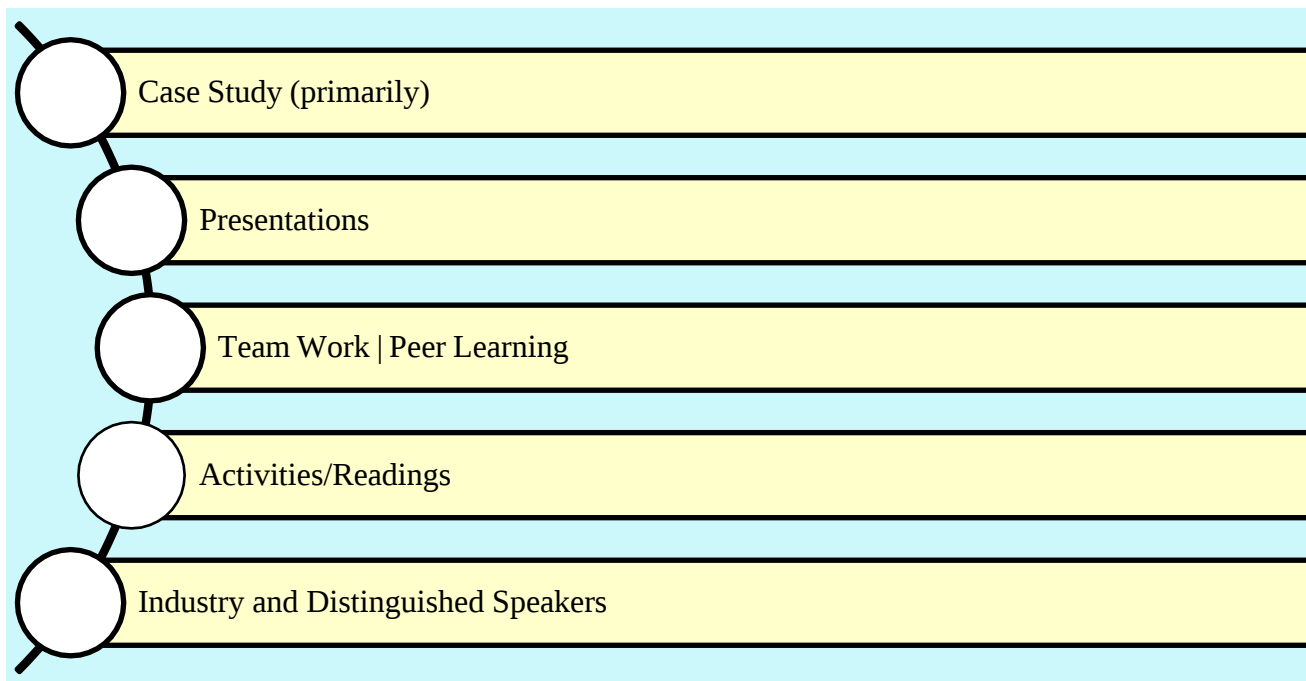


CURATION AN DESIGN PROCESS FOR THE PROGRAMME CUSTOMISATION





PEDAGOGY



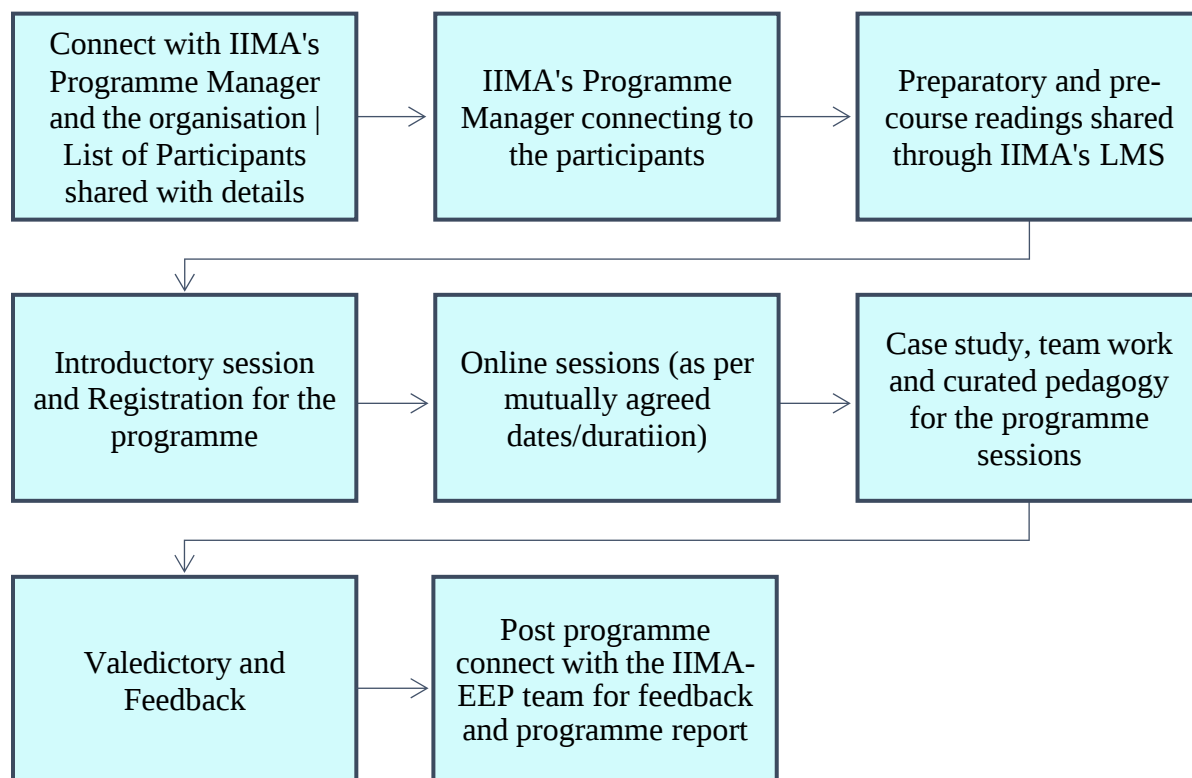
IIMA leverages the Case Method – an immersive participant centered learning process – as the dominant pedagogical approach in all our learning programmes. Pioneered by Harvard Business School, in the case method, participants learn as much as through discussions with peers as from the instructors.

*The choice of the pedagogy is determined by the objective of the module/ session with many sessions being case based, and some especially those related to personal development being games or role play based. The **pedagogical methods and materials** used during the programme besides case studies could be lectures, group discussions, presentations, exercises, videotapes. 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.*



Executive education programs can be instrumental in changing the way participants work and their output quality. Enriching experiences accredit the participants to come back with more than a few aspects that help them evolve into a better professional. Many programmes benefit where the participants are able to meet industry experts and understand the market and the global scenario. The participants then are better prepared to visualize the organisation requirements while leveraging their own knowledge and skills for the betterment of their career. During the course of the programme design, IIMA, basis the programme requirement, design needs and the training needs analysis; built in this aspect for the programme delivery to source faculty (internal and guest) for the sessions.

ONLINE PROGRAMME CONDUCT





HIGHLIGHTS OF THE PROGRAMMEs

- Reputed and aspirational brand with global ranking
- Decades long experience
- Commitment to high quality
- Curated Approach and contemporary curriculum
- Engaging method of instruction (case method)
- Curated readings and cases for the sessions
- 100+ Internationally renowned and well-trained faculty (all PhDs from institutes of repute)
- Training by IIMA full time faculty
- Interdisciplinary expertise of faculty | Management insights backed by deep research capabilities
- Expertise of delivering complex programmes for diverse clientele
- Planned training schedule



FACULTY PROFILES

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



Prof Ajay Pandey

Fellow (IIM, Ahmedabad), BE (Roorkee)

Faculty Chair for the Programme

Prof. Ajay Pandey is currently on the IIMA Board of Governors as the Chairman's Nominee. He has been Chair and Professor of Finance & Accounting area at Indian Institute of Management, Ahmedabad. He has also 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 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 EnergyPolicy, 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)*

Raghuram is a Distinguished Visiting Faculty and Principal Academic Advisor of the National Rail and Transportation Institute of the Ministry of Railways. He has been Director, IIM Bangalore, from February 2017 to July 2020. Prior to that, he was Professor and Chairperson of the Public Systems Group at IIMA. He has been Dean (Faculty), IIMA, Vice-Chancellor of the Indian Maritime University and Indian Railways Chair Professor at IIMA.

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 been part of various government policy making and advisory committees.

Raghuram has a BTech from IIT, Madras; a Post Graduate 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

Currently the Senior Professor, Goa Institute of Management (after superannuating from IIMA).

Prof Morris has been Professor. Member of the Economics, and Public Systems Areas in IIMA. 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. He was the recipient of the Ford Foundation Post-Doctoral Fellowship in International Economics. Won the EXIM Bank's International Trade Research Award.

He has 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.



He 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.



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PROGRAMME SCHEDULE

The programme outline has been given below. Detailed schedule of the programme is given as **Exhibit II** in the report.

Session Day/Date	Session 1 10:20 - 11:35	Session 2 11:55 - 13:10	Session 3 14:30 - 15:45	Session 4 16:05 - 17:20
Day 1 Monday Feb 21	Electricity Market Design and Transition to Market Ajay Pandey	Distribution Reforms and Other Sectoral Challenges Ajay Pandey	Regulatory and Policy Challenges in Transportation (Railways) G. Raghuram	
Day 2 Tuesday Feb 22	International Experience on RE Policies and Regulations Anish Sugathan	Reading Time	Regulatory and Policy Challenges in Transportation (Airports & Ports) G. Raghuram	
Day 3 Wednesday Feb 23	Direct Benefit Transfer (DBT) in lieu of Price Subsidy Sebastian Morris		Lessons of Telecom Sector Reform for other Infrastructure Sector Rekha Jain	

- Programme Inauguration & Introduction on Day 1: February 21, 2022 (Monday) at 9:45 hrs



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FEEDBACK, OBSERVATIONS AND SUGGESTIONS FOR FUTURE PROGRAMMES

Formal feedback of the programme is given below as [Exhibit III](#) 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.

- It should now be held in other countries like Pakistan and speakers should be from other SAARC countries as well. I was looking forward to the planned group discussion, but it didn't happen. The context of discussion and examples were predominately Indian centric. Therefore, I couldn't relate or truly learn from it. For instance, I must google each institution which was referred to by the speakers in abbreviations to better understand what they do and what problems these institutions are facing which the speakers want to highlight. With few exceptions not everyone used power points to make their point come across. On overall basis it was a good initiative.
- If offline/in campus, it could be a three full day training. However, for online course it would be better if the training is of half day for four or five days.
- Thank you so much for the wonderful course. Would like to participate in other similar courses and would love to be in touch with all the Speakers and Participants though Mail or Phone.
- Excellent faculty.
- It was an excellent experience of being the part of this training. hope for attending it physically also.



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Exhibit I: Full List of Participants (who attended the course)

Sr. no.	Name (Shri/Smt)	Contact Details
1	Amit Khare	Joint Director Madhya Pradesh Electricity Regulatory Commission (MPERC) India M: 9406902151 E: amit190767@yahoo.co.in
2	D. S. Pathania	Dy. Chief (Finance) Central Electricity Regulatory Commission (CERC) India M: 8800106621 E: pathaniads.cag@gov.in
3	Harshit Sharma	Manager Commercial National Thermal Power Corporation Ltd. India M: 7500762814 E: harshitsharma@ntpc.co.in
4	Jigme Dorji	Executive Engineer Bhutan Electricity Authority Bhutan M: 975 2 327317 E: jigme_dorji@bea.gov.bt
5	Krishananth Shivanesarajah	Deputy Director Public Utilities Commission of Sri Lanka (PUCSL) Sri Lanka M: 009 4779900344 E: krishananths@pucsl.gov.lk
6	Md. Mufasherul Hasan	Asstt. Director (Power) Bangladesh Energy Regulatory Commission (BERC) Bangladesh M: 88 01779174719 E: sajjib.prince@gmail.com



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Sr. no.	Name (Shri/Smt)	Contact Details
7	Dr. Naveen Sirohi	Associate Professor Indian Institute of Corporate Affairs (IICA), Manesar India M: 9818855826 E: prof.sirohi@gmail.com
8	Navonil Datta	Director (Finance) West Bengal Electricity Regulatory Commission (WBERC) India M: 9434384942 E: dirfin-wberc@gov.in
9	P. Rajanikanth Reddy	Dy. Director (Planning & Power Procurement) Andhra Pradesh Electricity Regulatory Commission (APEREC) India E: dd.ppp@aperc.in
10	Raamish Tauseef	Secretary Bihar Electricity Regulatory Commission (BERC) India M: 9934323964 E: secretaryberc@bihar.gov.in
11	Salman Rehman	Additional Director (Tariff) National Electric Power Regulatory Authority (NEPRA), Islamabad, Pakistan E: salman@nepra.org.pk
12	Surobin Roy	Economics Advisor Chhattisgarh State Regulatory Commission (CSERC) India M: 9926304645 E: surobin_99@yahoo.com
13	Vikas Hastir	Joint Director (Technical) Himachal Pradesh Electricity Regulatory Commission (HPERC) India M: 9418080842 E: adtech.hperc@hp.gov.in



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Discussion Groups of the participants formed for the programme

Group 1		
Name	Email	Mobile
Amit Khare	amit190767@yahoo.co.in	9406902151
Jigme Dorji	jigme_dorji@bea.gov.bt	975 2 327317
Navonil Datta	dirfin-wberc@gov.in	9434384942

Group 2		
Name	Email	Mobile
D. S. Pathania	pathaniads.cag@gov.in	8800106621
Krishananth Shivanesarajah	krishananths@pucsl.gov.lk	009 4779900344
P. Rajanikanth Reddy	dd.ppp@aperc.in	NA
Salman Rehman	salman@nepara.org.pk	NA
Surobin Roy	surobin_99@yahoo.com	9926304645

Group 3		
Name	Email	Mobile
Harshit Sharma	harshitsharma@ntpc.co.in	7500762814
Md. Mufasherul Hasan	sajib.prince@gmail.com	88 01779174719
Dr. Naveen Sirohi	prof.sirohi@gmail.com	9818855826
Raamish Tauseef	secretaryberc@bihar.gov.in	9934323964
Vikas Hastir	adtech.hperc@hp.gov.in	9418080842



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Exhibit II: Detailed Schedule of the Programme at IIMA

20th Core Course of SAFIR: Regulatory Experience in Infrastructure Sectors February 21 - 23, 2022

Day by Day Schedule

Session Timings			
Session 1	10:20 – 11:35	Break	11:35 – 11:55
Session 2	11:55 – 13:10	Break	13:10 – 14:00
Session 3	14:30 – 15:45	Break	15:45 – 16:05
Session 4	16:05 – 17:20	-	-

Day 1	Monday	February 21, 2022
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09:45 am Onward

Programme Faculty

Inauguration & Introduction

Session 1
Ajay Pandey

Topic

Electricity Market Design and Transition to Market

Session 2
Ajay Pandey

Topic

Distribution Reforms and Other Sectoral Challenges

Session 3
G. Raghuram

Topic

Regulatory and Policy Challenges in Transportation (Railways)

Reading

A Critique of the Initiative for Public-Private Partnership in Passenger Train Operations



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Day 2		Tuesday	February 22, 2022
Session 1 Anish Sugathan	Topic Readings	International Experience on RE Policies and Regulations 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.	
Session 2	Reading Time		
Sessions 3 & 4 G. Raghuram	Topic Case Readings	Regulatory and Policy Challenges in Transportation (Airports & Ports) AAI Bidding for Bhogapuram Airport: From Authority to Bidder 1) 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. 2) Raghuram, G., & Udayakumar, P. D. (2015). Effect of tariff regulation in major port container terminals: The case of Jawaharlal Nehru port trust. 3) 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.	



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Day 3		Wednesday	February 23, 2022
Sessions 1 & 2 Sebastian Morris	Topic	Direct Subsidies in Infrastructures: The Key to Reform of Infrastructure	
	Readings	1) Morris, Sebastian; “Infrastructure Reform Requires Switch to Direct Subsidies” The Financial Express, 30th Sept, 2004 2) Morris, Sebastian; “Reforming the Oil Sector” Indian Institute of Management Ahmedabad 3) Morris, Sebastian (2007), “Water Endowments Need to Replace Tariff Subsidies in Irrigation”, Extracted from Morris, Sebastian (2007), “Pricing, regulation and Financing Strategies”, Chapter 9, in Briscoe, John and RPS Malik (Ed.), Country Water Resources Strategy for India – Development, Management and Strategies, Oxford University Press and the World Bank	
Session 3 Rekha Jain	Topic	Lessons of Telecom Sector Reform for other Infrastructure Sector	
Feedback and Valedictory			



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Exhibit III: Formal Feedback Analysis of the Programme

Feedback Analysis of the 20th Core Course of SAFIR: Regulatory Experience in Infrastructure Sectors (February 21 – 23, 2022)

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

- Expectation was to get exposed to divergent views of experts on the topics of the program. Yes, they were met.
- I was expecting a broad view of the Regulations existing in major infrastructure sectors. Yes, I did get to know about the same during the programme.
- Please see my comments below.
- My expectation was to get insight of Regulatory frameworks of other sectors like Railways, telecom, Airports, Ports etc.
- I personally feel such program may continue to once in every month. Yes, it is meet the expectance.
- To learn about the regulatory aspects from electricity and other sectors. Yes, though the interactive discussions through these three days, I got an insight of regulatory aspects and need for further changes and challenges being faced by different sectors.
- Yes, the programme has been very insightful and meaningful in understanding as to what is happening in around.
- Good program. should be organized on regular basis.
- Yes, SAFIR provides us to learn from other sector experiences and view of participants from other countries, which are helpful for making decisions as regulators.
- Yes. It was successfully met.
- Yes
- Yes



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

- Core object of regulation, designing and drafting.
- 1. The idea regarding subsidy to agricultural sector and way forward. 2. Regarding new sulfur emission standards as applicable to India Power Plants. 3. Regarding privatization of telecom sector and how it relates to Energy sector.
- 1. PPP could be one option to solve a governance problem. 2. You probably need regulator when there is an inherent conflict of interests at play. 3. Revenue based sharing mechanism could be more effective than profit sharing mechanism as the later may involve gold-plating of asset by investor.
- We are moving from tariff regime to Markets, so the regulations should also be framed to regulate accordingly. Independence of Regulator is essential for having a transparent order. Subsidies should only be provided through DBT and not through tariffs.
- 1. Direct subsidy transfer. 2. Role of regulator need further define elaborately. 3. Understanding the changes taken place in other infrastructure sector.
- 1. Role and Importance of Regulators and Regulatory Aspects. 2. Learning from other sectors (both success and Failure)
- Could understand better about (1) PPP (2) DBT and (3) Electricity Market and Tariff structure.
- Derivatives in electricity futures and options. telecom revenue sharing modals including spectrum charges and license fees.
- 1. Flexibility in regulations with a foresight of change in technology. 2. If we want to open a sector for private sector, there should be a prudence in the conditions of contracts etc. 3. In the benefit of consumer sector should not be run with conservative thinking only.
- Creative solutions in PPP Need to look at the bigger picture (rather than lopsided approach) in policy formulation Integrated thinking.
- Regulatory frameworks; 1. Railways 2. Telecom. 3. Renewable energy.
- I think it will help to apply around my work.



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

5 Excellent	4 V. Good	3 Good	2 Average	1 Poor	Average
05	07	--	--	--	4.42

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

- Quality faculties.
- Learned Speakers across platforms who did not only provide academic but practical inputs as well to whom all the participants can relate to.
- The depth of speaker's knowledge about their respective fields.
- Learned faculty members. Could learn a lot about different sectors/regulators in just three days.
- The lecture on direct subsidy transfer is appealing much to me.
- Getting insight from various sectors and learning from experience from participants from various background.
- The faculty.
- Resource persons.
- participation of attendees.
- Faculty/Experts.
- Clearness, subjective and intrusive.
- The more sectors that SAFIR Covered.



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

- I don't find anything except the minor issue of the link sent to join the meeting doesn't work seamlessly. I had to keep trying many times. I didn't face this issue in other training programs.
- The duration of the programme seemed less.
- Non-Indian examples, people familiar with other countries issues such as Pakistan Sri Lanka etc. This would make the course a) more relatable to person like me b) Indian participant can also learn from overseas experience.
- Some more Global perspectives of the Regulators in these fields in major countries may also be provided for having a holistic view.
- A little longer programme schedule and physical mode would have been even better.
- The faculty is excellent and could impart excellently as to what is going on around in many spheres.
- Improvement is a continuous process.
- Should update course material more frequently.
- Not much.
- Role of a regulatory for compliances.

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>	Average
1	Design and the selection of the topics	05	06	01	--	--	4.33
2	Relevance of cases/exercises used	05	05	02	--	--	4.25
3	Professional usefulness/relevance	07	05	--	--	--	4.58
4	Composition of the faculty mix	10	02	--	--	--	4.83
5	Effectiveness of Study Groups	03	05	02	--	01	3.82



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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= 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
1	Prof. Ajay Pandey Electricity Market Design and Transition to Market	1	4.67	4.67	4.67	4.42
2	Prof. Ajay Pandey Distribution Reforms and Other Sectoral Challenges	1	4.67	4.75	4.75	4.58
3	Prof. G. Raghuram Regulatory and Policy Challenges in Transportation (Railways)	1	4.58	4.58	4.67	4.42
4	Prof. Anish Sugathan International Experience on RE Policies and Regulations	1	4.42	4.58	4.67	4.50
5	Prof. G. Raghuram Regulatory and Policy Challenges in Transportation (Airports & Ports) Case: AAI Bidding for Bhogapuram Airport: From Authority to Bidder	2	4.50	4.58	4.58	4.58
6	Prof. Sebastian Morris Direct Benefit Transfer (DBT) in lieu of Price Subsidy	2	4.75	4.75	4.92	4.67
7	Prof. Rekha Jain Lessons of Telecom Sector Reform for other Infrastructure Sector	1	4.42	4.58	4.42	4.42



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8. 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	07	05	--	--	--	4.58
Tech Platform- Ease of Use	05	06	--	01	--	4.25
Connectivity	05	05	01	01	--	4.17
Audio Quality in Zoom	07	05	--	--	--	4.58
Video Quality in Zoom	06	05	--	01	--	4.33

9. Any Connectivity Issues faced in Zoom Platform.

- Had to try repeatedly to get connected.
- Yes, but they were primarily on my end.
- Perhaps at the last session with Madam Rekha but only for a short while.
- No
- No
- No issue with the connectivity, Its Just I received the meeting link quite late because of which I missed the opening address by Hon'ble Chairman, CERC.
- No
- Little bit.
- No
- NA



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Any Other Comments / Suggestions:

- In other program I attended the complication of ID PW were not there. This conventional method of ID / PW is getting outdated now. I just had to click the link sent to my mail. Once I get into platform, the administer checks my identity and allows me to join. That's it. It should be like that -user friendly, with just one step operation. This area needs a re look.
- It should now be held in other countries like Pakistan and speakers should be from other SAARC countries as well. I was looking forward to the planned group discussion, but it didn't happen. The context of discussion and examples were predominately Indian centric. Therefore, I couldn't relate or truly learn from it. For instance, I must google each institution which was referred to by the speakers in abbreviations to better understand what they do and what problems these institutions are facing which the speakers want to highlight. With few exceptions not everyone used power points to make their point come across. On overall basis it was a good initiative.
- If offline/in campus, it could be a three full day training. However, for online course it would be better if the training is of half day for four or five days.
- Thank you so much for the wonderful course. Would like to participate in other similar courses and would love to be in touch with all the Speakers and Participants though Mail or Phone.
- Excellent faculty.
- It was an excellent experience of being the part of this training. hoe for attending it physically also.

We thank you for your time

Wishing you all the best...

Executive Education, Indian Institute of Management, Ahmedabad