





21st CORE COURSE OF SAFIR: REGULATORY EXPERIENCE IN INFRASTRUCTURE SECTORS (June 5 - 7, 2023)

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 has been reproduced in **Exhibit I** in the report), comprised of a ten-sessions programme to be undertaken by IIMA and IIMA selected guest faculty/experts (June 5 -7, 2023).



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:

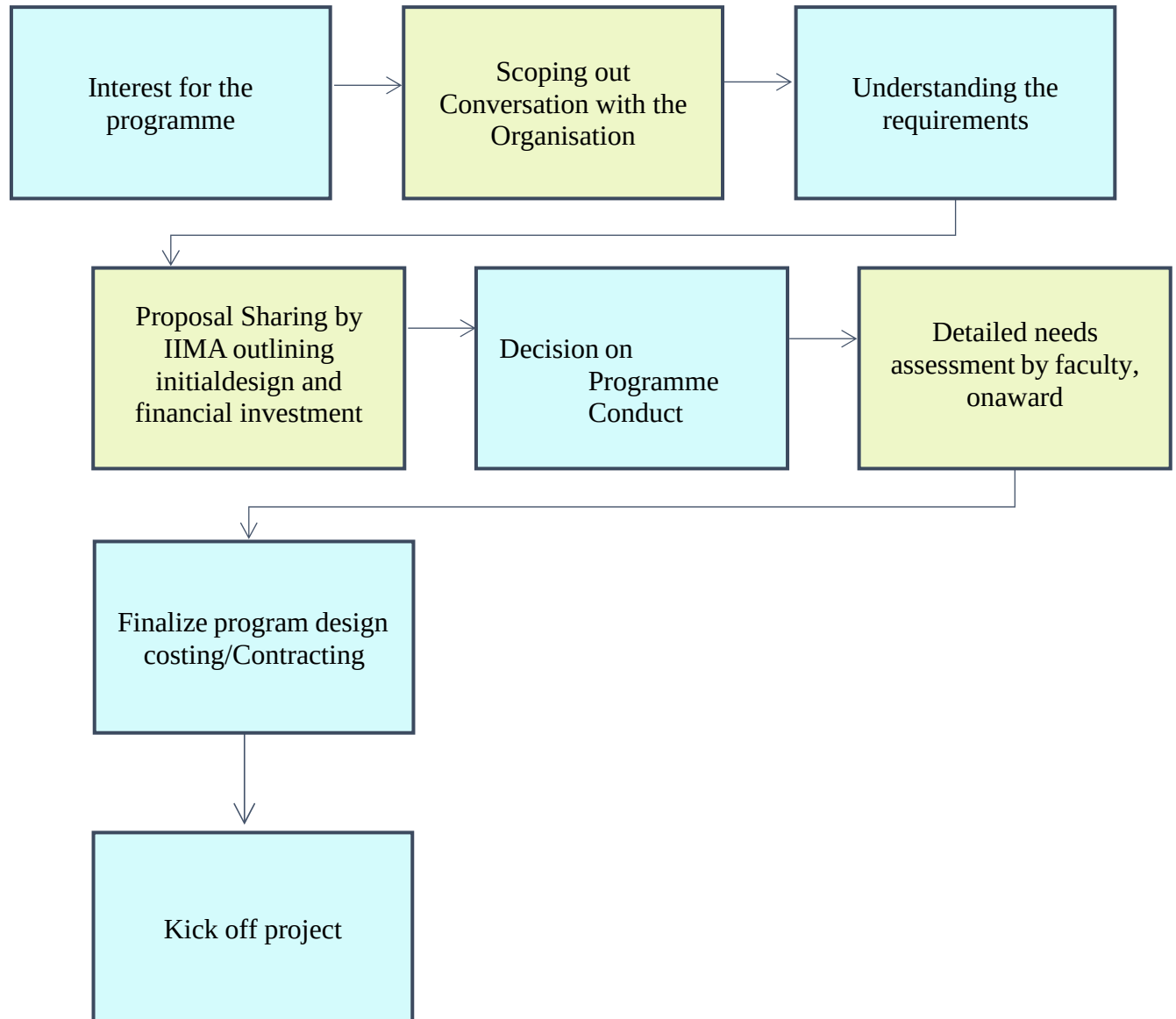
- IIMA has designed and delivered the 20th Core Course for the SAFIR participants in February 2022. The programme undertaken was a 3-day (10 online classroom sessions) programme and participants.
- IIMA has designed and delivered the programme for NHPC in March 2019 on Power Regulations and Economics. 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



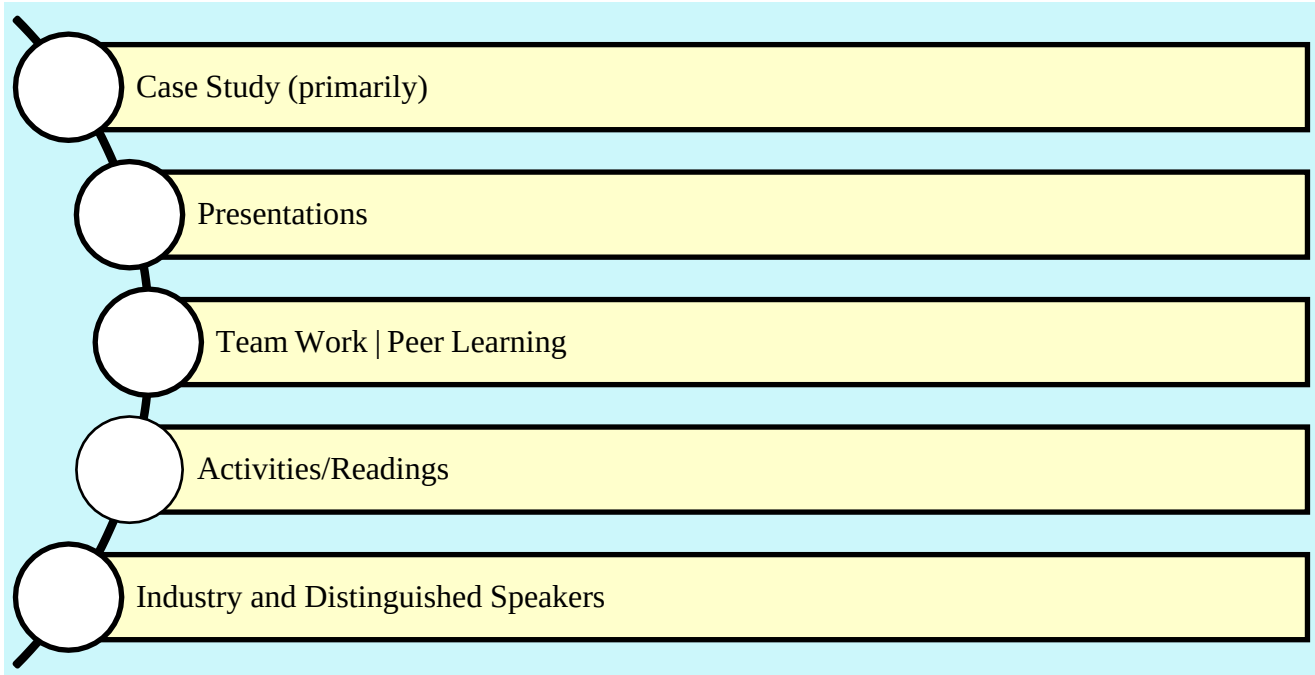
- IIMA has also designed and delivered programmes for Power Market Leadership in collaboration with the Power Exchange India Limited (PXIL). The main objective of the programmes offered was to jointly develop, arrange and offer various Training and Capacity Building programmes related to the power sector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

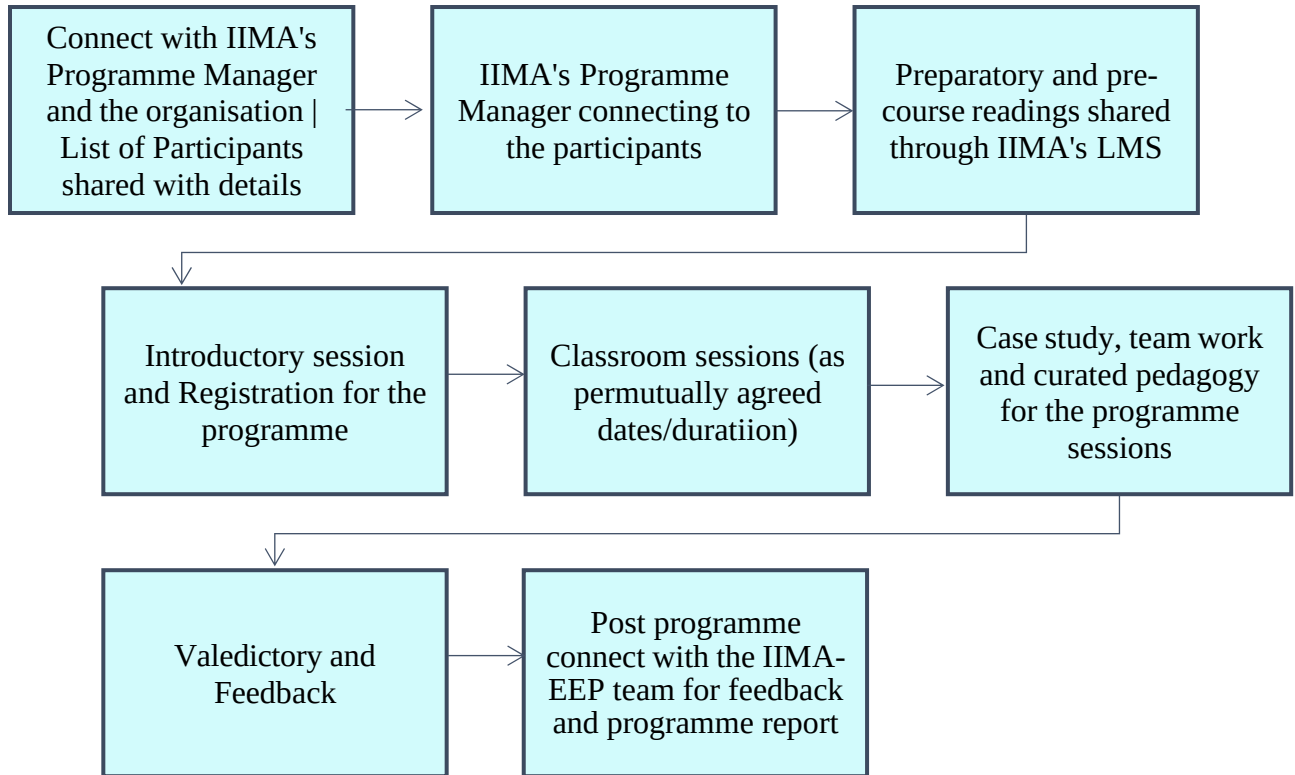
*The choice of the pedagogy is determined by the objective of the module/ session with many sessions being case based, and some especially those related to personal development being games or role play based. The **pedagogical methods and materials** used during the programme besides case studies could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

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 ofrepute)
- Training by IIMA full time faculty
- Interdisciplinary expertise of faculty | Management insights backed by deepresearch capabilities
- Expertise of delivering complex programmes for diverse clientele
- Planned training schedule

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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).

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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 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)

Raghuram is Professor (Emeritus) at the Gujarat Maritime University, Gandhinagar and at the Chanaka University, Bengaluru. He is a Distinguished Visiting Faculty of the Gati Shakti Vishwavidyalaya, Vadodara, 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), at IIMA, Vice-Chancellor of the Indian Maritime University, and Indian Railways Chair Professor at IIMA.

He specializes in infrastructure and transport systems, 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. He is continuing to serve on the Governing Board of a few academic institutions and corporates.

Raghuram has a Ph.D. from Northwestern University, USA; a Post Graduate Diploma in Management from IIM Ahmedabad; and a BTech from IIT, Madras."



Prof Rekha Jain
PhD (IIT, Delhi)

Prof Rekha Jain is Senior Visiting Professor, Indian Council for Research on International Economic Relations (ICRIER). She is a member of the Board of Punjab National Bank, Gujarat Gas and Guj Info Pro Ltd. She was on the Board of TCIL from 2016-2019.

She has been faculty, Indian Institute of Management Ahmedabad, since 1985 and the Executive Chair of IIMA-IDEA Telecom Centre of Excellence since its inception in 2008. She held these positions until her superannuation in December 2019. Her research and teaching interest are in the ICT Strategy and Management, Impact Assessment, and Public Private Partnerships (PPPs), telecom sector (policy and regulation), rural telecom deployments, and e- governance.

She has been a member of several national telecom and IT policy committees, and has consulted with many leading national and international organizations in her areas of interest. She has published more than 50 papers and reports in refereed and high quality journals and publications.

Besides the private sector, she has worked extensively with the government and the public sector in several projects of national importance. Her areas of work include the App Economy, Internet Deployment in Rural Areas, Economic Value of Unlicensed Bands, Revival and Restructuring of BSNL, Internet Governance Framework for India, Manpower Development for the Software Sector, Strategic Options for Media Lab Asia, Social Impact of Mobile Phones, Impact of Rural Infrastructure Development Fund on Rural Roads in Gujarat and Monitoring and Evaluation System for Pradhan Mantri Gram Sadak Yojana.



She has worked with both international and domestic organizations, including the World Bank, Ford Foundation, DFID, Commonwealth Telecommunications Organization, IDRC, Department of Telecommunications, NASSCOM, Department of Post, Sixth Pay Commission, Tata Consultancy Services, Facebook, Department of Electronics and IT, etc.

She has designed, developed and delivered several training programs for senior officers in the private sector and the government including Airtel, Alcatel, Department of Telecommunications, BSNL, Department of Posts, Indian Railways, Andhra Pradesh Government (CIO on e-governance), Gujarat Government, World Bank, and e-governance for political executives. She has developed more than 50 case studies.

She had held several administrative positions at IIMA including the Chair, Post Graduate Program, Fellow Program, Placement, and Computer Services.

She had taught a variety of courses, both at the Post Graduate and Doctoral level including in Executive Education programs. These have been in the area of Strategies for the Internet Economy, MIS, Strategic Management of Information Systems, Management of Software Projects and Enterprises, Infrastructure Development and PPPs (co-teach), Managing Telecom Enterprises, E- governance.

She was awarded senior Fulbright Fellowship on Telecom Regulation in 1997-98 and was Visiting Scholar, Fundacao Dom Cabral, Brazil, May 2011 – June 15, 2011.

She has a Ph.D. from the Indian Institute of Technology, Department of Computer Science & Engineering, New Delhi (1985), M.Phil. from the Department of Computer Science, Jawaharlal Nehru University, NU, New Delhi (1977-79), M.Sc. Physics from Delhi University (1976).



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.

Sessions	Session 1	Session 2	Session 3	Session 4
Day/Date	08:45 to 10:00	10:20 to 11:35	11:55 to 13:10	14:30 to 15:45
Day 1 June 05,2023 Monday	Inauguration and Introduction	Overview of Energy Sector and International Regulatory Experience Anish Sugathan	Direct Subsidies in Infrastructures: The Key to Reform of Infrastructure Sebastian Morris	
Day 2 June 06, 2023 Tuesday	Regulatory and Policy Challenges in Transportation (Railways)	Regulatory and Policy Challenge Transportation (Airports & Ports) G.Raghuram	International Experience on Energy Transition and Regulations Anish Sugathan	Electricity Market Design and Transition to Market Ajay Pandey
Day 3 June 07, 2023 Thursday	Electricity Market Design and Transition to Market Ajay Pandey	Lessons of Telecom Sector Reform for other Infrastructure Sector Rekha Jain	Feedback and Valediction from 11:35 Onwards	



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.

- This core course training is very short. It should be 4 to 5 days instead of 3 days. Experienced professionals who are in the responsibility just now should be invited as the resource persons.
- Of all the Core course arranged and which I attended, this 21st core course at IIM Ahmedabad was the best in all Terms! Thanks, and appreciate the entire team of IIMA and SAFIR.
- Kindly provide more time for each session.
- Excellent.

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

Sr. no.	Name (Shri/Smt)	Contact Details
1	C. Veeramani	TNERC Secretary M:9444430044 E:veeramani5561@gmail.com
2	Kamlesh Dilliwar	CSERC, Raipur Director (Engg.) M:9302490883 E:kamlesh.dilliwar@gmail.com
3	Manoj Kumar Sharma	NTPC Ltd AGM (Commercial) & STA to Director (Finance) M:9560996068 E:manojsharma@ntpc.co.in
4	R N Ghali	Central Electricity Regulatory Commission Asst Chief (Engg.) M:98115 55001 E:ramcerc@gmail.com
5	Sachin Kumar	Central Electricity Regulatory Commission Assistant Secretary (P&A) M:98715 71921 E:asstsecy@cercind.gov.in
6	Sanjay Kumar Baghel	MPERC, Bhopal Director (RE) M:7880006375 E:sanjaykbaghel@gmail.com

Sr. no.	Name (Shri/Smt)	Contact Details
7	Sarmakumar C.S.	Kerala State ERC Consultant (Engineering) M: 9447413153 E: csskumar60@gmail.com
8	Anuradha H. Sharma	Tariff Authority for Major Ports (TAMP) Director M: 9869726766 E: director1@tariffauthority.gov.in
9	Ashish Kumar	Delhi ERC Dy. Secretary M: 9999327520 E: ds@derc.gov.in
10	Sanjeev S. Bhaunt	Central Electricity Regulatory Commission Asstt. Chief (Engg.) M: 94370 17824 E: sanjeevbhaunt@gmail.com
11	Ashok Kumar Jagadev	Odisha ERC Joint Director (Tariff-Economist) M: 9437411884 / 7978429475 E: akjagadev1964@gmail.com
12	Gokarna Raj Pantha	Electricity Regulatory Commission, Nepal Secretary M: 9851083447 E: gokarnapantha@gmail.com
13	Khalilur Rahman Khan	Bangladesh Energy Regulatory Commission Secretary M: 88018358 04359 E: khandulal55@gmail.com,secy@berc.org.bd

Sr. no.	Name (Shri/Smt)	Contact Details
14	Naveen Sirohi	Indian Institute of Corporate affairs(IICA) Associate Professor M: 9818855826 E: naveen.sirohi@iica.in
15	Rakesh Arya	Central Electricity Regulatory Commission Asstt. Chief (Fin.) M: 98682 40800 E: rakesh.arya@cercind.gov.in
16	S. R. Pandey	Gujarat ERC Member M: 9427006188 E: membert@gercin.org
17	Sh. J.K. Vaid	Punjab State ERC Director/Tariff M: 9646110002 E: directortariffpsercchd@gmail.com
18	Thinley Nobrbu	Electricity Regulatory Authority ofBhutan Monitoring Engineer M: 975 17430478 E: thinley_norbu@bea.gov.bt / tnorbu946@gmail.com
19	Vineet Mall	Uttarakhand ERC Assistant Director (Costing & Licensing) M: 7088001237 E: ad-cl.uerc@uk.gov.in

Discussion Groups of the participants formed for the programme

Group 1		
Name	Email	Mobile
C. Veeramani	veeramani5561@gmail.com	9444430044
Ashok Kumar Jagadev	akjagadev1964@gmail.com	9437411884
Rakesh Arya	rakesh.arya@cercind.gov.in	98682 40800
Vineet Mall	ad-cl.uerc@uk.gov.in	7088001237

Group 2		
Name	Email	Mobile
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Anuradha H. Sharma	director1@tariffauthority.gov.in	9869726766
Gokarna Raj Pantha	<u>gokarnapantha@gmail.com</u>	9851083447
S. R. Pandey	membert@gercin.org	9427006188

Group 3		
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Sh. J.K. Vaid	directortariffpsercchd@gmail.com	9646110002

Group 3		
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R N Ghali	ramcerc@gmail.com	98115 55001



Exhibit II: Detailed Schedule of the Programme at IIMA

21st Core Course of SAFIR: Regulatory Experience in Infrastructure Sectors June 5-7, 2023

Day-By-Day Schedule

Session Timings			
Session 1	08.45- 10.00	10.00 – 10.20	Tea/Coffee
Session 2	10.20 - 11.35	11.35 - 11.55	Tea/Coffee
Session 3	11.55 - 13.10	13.10 - 14.00	Lunch
Session 4	14.30 - 15.45	15.45 - 16.05	Tea/Coffee
Session 5	16:05-17.20	20.00-21.00	Dinner

Venue: SR-2 Classroom, IMDC Block, IIM New campus

Day 1	Monday	June 5, 2023
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08.45-10.00
Programme Faculty

Registration, Inauguration, Introduction

Session 2
Anish Sugathan

Topic **Overview of Energy Sector and
International Regulatory
Experience**

Readings
1. Rethinking Power Sector Reform
In the Developing World, World Bank
Report. Chapter-4: What Has Been Done to
Restructure Utilities and Improve
Governance?
2. Policy and Regulation of Energy Transition.

Sessions 3 & 4
Sebastian Morris

Topic **Direct Subsidies in Infrastructures: The Key
to Reform of Infrastructure**

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**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

20:00 hrs onwards Networking Dinner at CR-2 Lawns

Day 2		Tuesday	June 6,2023
Session1 G.Raghuram	Topic	Regulatory and Policy Challenges in Transportation (Railways)	
	Reading	A Critique of the Initiative for Public-Private Partnership in Passenger Train Operations	
10:00 am Group Photograph			

Session 2
G.Raghuram

Topic **Regulatory and Policy Challenges Transportation (Airports & Ports)**

Case AAI Bidding for Bhogapuram Airport From Authority to Bidder

Readings 1) In the matter of determination of Aeronautical Tariffs in respect to 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 portcontainer 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 TerminalBids in Jawaharlal Nehru Port Trust”, Transportation Research Procedia,Elsevier

Session 3
Anish Sugathan

Topic **International Experience on Energy Transition and Regulations**

Readings 1. Rethinking Power Sector Reform In the Developing World, World Bank Report. Chapter-4: What Has Been Done to Restructure Utilities and Improve Governance?
2. Policy and Regulation of Energy Transition.

Session 4
Ajay Pandey

Topic **Electricity Market Design and Transition to Market**

Pre -Read Material Link

<https://openknowledge.worldbank.org/server/api/core/bitstreams/843a6199-7c4c-4bf1-b7ed-4a7521ac1c5e/content>



16:00 hrs Onwards Campus Tour

Day 3	Wednesday	June 7, 2023
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Session 1 Ajay Pandey	Topic	Electricity Market Design and Transition to Market
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Pre -Read Material Link

<https://openknowledge.worldbank.org/server/api/core/bitstreams/843a6199-7c4c-4bf1-b7ed-4a7521ac1c5e/content>

Session 2 Rekha Jain	Topic	Lessons of Telecom Sector Reform for other Infrastructure Sector
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Feedback and Valediction from 11:35 am Onwards

Early Lunch 12:00 hrs Onwards

12:45 hrs Industrial Visit to Adani Mundra Port.



Exhibit III: Formal Feedback Analysis of the Programme

Feedback Analysis of the 20th Core Course of SAFIR: Regulatory Experience in Infrastructure Sectors (June 5 – 7, 2023)

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

- Yes
- I expected to gain Basic insight knowledge of the Regulatory Framework of the Infrastructure Sectors in India and international experience. As per the program structure, the above-mentioned expectation was met and gain a good knowledge of the regulatory framework in India among the infrastructure sectors.
- The regulatory core course training's contents are very useful for the newly established regulatory bodies. I was very excited to attend the training program when we received the invitation letter with training outlines by SAFIR. There was no doubt that IIMA is one of the best Management Institute in India and even in the world. My expectation was that this is only Management Institute and might be lacking engineering and regulatory experience. I became happy after joining the classes and mostly satisfied while coming to the completion of the training to get the highly knowledgeable resource persons with engineering background. Another unexpected event of the training is the industrial visit of Mundra Port, Thermal Power Plant and Solar Panel Manufacturing. I really enjoyed learning about such a huge port, thermal power plant by Adani Group and Solar Panel manufacturing. I have been working for more than 27 years in the energy sector. This industrial visit made me more energized in my life. I have to give thanks to the organizer in this regard. The subsidy issue, energy market design and learning the experience from road and telecom were my expectation from the training which I got it. In my opinion, the training program was successfully conducted meeting my expectation.
- Deeper insight in other regulatory sectors, challenges faced, corrective actions taken by revision and reforms, internationally best reforms and policies in electricity, road, airport, power, renewable power. Lessons learnt from experience in each sector and take away from them. Yes, overall, the sessions covered these aspects and met my expectations.
- Yes, I am very satisfied with the course contents of the training, and it has met with the expectations i had coming here.

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

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- 1. Reassess the Cost-Plus approach while determining the Tariff in Future. 2. Focus on resource adequacy considering the variable Renewable Energy Sources (vRE). 3. To seek the Possibility of usage of the upcoming transmission tower of the state for telecommunication for proper use of existing resources.
- 1. The transfer of subsidies for direct benefit of needy people. The price subsidy is not the solution at final though we are practicing all in the world. It should be redesigned from a different angle. 2. There are different electricity market designs in practice. The generators want a long term PPA and assurance of market whereas buyers want to buy at spot market in the cheap price. The market should be designed in between these two aspects. 3. There are regulators working in addition to the government entities. There should not be the duplication and encroachment of power to each other.
- 1. Policies to be carefully and explicitly drafted after thorough analysis of relevant areas and understanding of expectations from concerned stakeholders 2. Pricing policy to be win win for generator, transmission supplier, distributor, and consumer. There should be scope to amend contracts in defined scenarios by prescription of clause in contract 3. Ensure clauses to incentivize PPP to improve performance by proper monitoring mechanism. Ensure they upgrade with technological advancement.
- I have learnt about regulating monopoly of power, need for competitive bidding and how to promote private participation in the power system.
- Benefits of energy deregulation. Regulatory framework for energy sector Electricity market design.

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

- 1. Topic selection and content of the sessions. 2. Sequencing of Sessions. 3. Experienced Professors. 4. Practical/real-life problem discussions.
- 1. The selection of the organizer (IIMA in cooperation with GERC) having such a wonderful knowledge of management, regulatory and engineering. 2. The relevant resource persons with faculty and and past faculty. 3. Selection of field visit giving new knowledge.
- Very well planned and well-coordinated program with excellent faculty having wide and updated knowledge in the areas of delivery. Faculty encouraged active participation and discussion. The food was superb, rooms were comfortable, all the support team were very cooperative. All the efforts to arrange visit to Mundra at Adani Port and Power plant is



appreciated as it provides the experience at the ground level and have better understanding on operations.

- The major strengths of the programme were its training providers who had rich experience and lots of knowledge and were able to answer every question pitched by the participants. They provided examples and case studies which made the learning easier and more practical. The friendliness and willingness to answer every question was fully appreciated.
- Well-structured course.

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

- Everything is good, but only need to improve the transport service for long-route travel.
- 1. The accommodation and logistic support for the participation are also the very important parts of the training program. I did not get any information regarding the airport pick-up before having the flight to Ahmedabad. I might be the first person asking about airport pick-up and drop sending my flight ticket. But when I came to Ahmedabad at around 11:30 pm, there was nobody to pick up me. The police at the airport helped me very nicely to find the transport (car) who was assigned by the organizer for me. I salute that policeman and want to give the answer to those who raise the questions about South Asian police service. In short, the communication gap is the problem and should be improved in the next program. 2. When I came to IIMA at midnight of 4th June, almost 5th June, the AC in my room was not working. I tried to sleep with the Fan and did not complain to the reception that night, but it was too hot in the room. I complained about this matter around 8pm of 5th June, but it was not resolved that day. Again, I complained in the morning of 6th June, also not solved. Thus 2 nights became very difficult for me. I again complained to the reception on the morning of 7th June, as 3rd complaint. Then the problem was solved. This type of problem should be solved immediately after the first complaint received. This might be the simple, unfortunate problem in my case, but care should be taken and should not be repeated this mistake in every case. These types of logistics and accommodation problems can be improved in future.
- In view of commitment by govt of India to reduce carbon print, G20 and emphasis of Govt on green environment, may be next time one session could be on how each sector could contribute towards sustainable environment and greener environment. There could also be a brainstorm session to get ideas from participants in this regard.
- Due to time constraint the training providers were not able to fully complete their course and had to provide selective topics. It would be great to increase the time for the trainers.
- Current market design in the world.

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

		5 Excellent	4 Very Good	3 Good	2 Fair	1 Poor	Average
1	Design and the selection of the topics	05	--	--	--	--	5.00
2	Relevance of cases/exercises used	03	01	--	--	--	4.75
3	Professional usefulness/relevance	05	--	--	--	--	5.00
4	Composition of the faculty mix	05	--	--	--	--	5.00
5	Effectiveness of Study Groups	03	--	--	--	01	4.00
6	Value For Money	04	--	01	--	--	4.60

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

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

Sr. No.	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. Anish Sugathan Topic: Overview of the Energy Sector and International Regulatory Experience: 1. RETHINKING POWER SECTOR REFORM IN THE DEVELOPING WORLD, World Bank Report. Chapter-4: What Has Been Done to Restructure Utilities and Improve Governance? 2. Policy and Regulation of Energy Transition	1	4.60	4.60	4.80	4.60
2	Prof. 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)	2	4.60	5.00	5.00	5.00

Sr. No.	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
	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					
3	Prof. G. Raghuram Topic: Regulatory and Policy Challenges transportation (Railways) Reading: A Critique of the Initiative for Public-Private Partnership in Passenger Train Operations	1	4.60	5.00	5.00	5.00
4	Prof. G. Raghuram Topic Regulatory and Policy Challenges Transportation (Airports & Ports Case: AAI Bidding for Bhogapuram Airport: From Authority to Bidder	1	4.50	4.75	4.75	4.75

Sr. No.	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
	Readings 1) In the matter of determination of Aeronautical Tariffs with respect to Visakhapatnam Airport for the first control period (1.4.2018 – 31.3.2023),File No.AERA/20010/AAI-Visakhapatnam/CP-II/2016-17,Order 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 TerminalBids in Jawaharlal Nehru Port Trust”, Transportation Research Procedia, Elsevier					
5	Prof. Anish Sugathan Topic: International Experience on Energy Transition and Regulations Readings: 1. RETHINKING	1	4.50	4.75	4.75	4.75

Sr. No.	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
	POWER SECTOR REFORM IN THE DEVELOPING WORLD, World Bank Report. Chapter-4: What Has Been Done to Restructure Utilities and Improve Governance? 2. Policy and Regulation of Energy Transition.					
6	Prof. Ajay Pandey Topic: Electricity Market Design and Transition to Market	1	5.00	5.00	5.00	5.00
7	Prof. Ajay Pandey Topic: Electricity Market Design and Transition to Market	1	5.00	5.00	5.00	5.00
8	Prof. Rekha Jain Topic: Lessons of Telecom Sector Reform for Other Infrastructure	1	5.00	5.00	5.00	5.00



7. List below other external training programmes that you may have gone through in the immediate past.

- 3-Months Online program "Electricity Law" organized by DGEF.
- 1. Training to the regulatory body of South Asian countries: Nepal, Bhutan, India, Bangladesh, and Sri Lanka in Vadodara organized by IRADe and GETRI with the cooperation of USAID. 2. Experience sharing of SAPP in Zimbabwe with South Asian countries: Nepal, Bhutan, Bangladesh, and Sri Lanka. This was organized by USEA.
- I went through the reading material provided by IIMA.
- Not attended.
- Regulatory framework by CUTS.
