



South Asia Forum For Infrastructure Regulation

## Report on the 17th SAFIR Core Course on Infrastructure Regulation (2019)

5th – 8th April 2019

Venue: Savoy Suits, IMT Manesar,  
Gurugram



Indian Institute of  
Corporate Affairs  
*Partners in Knowledge. Governance. Transformation.*

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# 1. Summary of the Programme

The School of Competition Law & Market Regulation, IICA organized a residential Four-day Training Programme “SAFIR 17<sup>th</sup> Core Course” for officers from various regulatory bodies and other SAFIR members at Savoy Suites, Manesar between 5<sup>th</sup> April 2019 to 8<sup>th</sup> April 2019. A total of sixteen (16) participants attended the training course which, in addition to several classroom sessions, involved study tours to the newly established grid-scale energy storage system, Power System Operation Corporation (POSOCO) and e-court at CERC.

Over the course of four days, the training programme included various specialized sessions that involved distinguished regulators, senior functionaries from various infrastructure sectors (power, communication, transport and renewable energy), policymakers, administrators, lawyers, academicians, and experts in the area of policy regulation. All the sessions were tailor made with resource persons providing economic perspective, while discussing the legal and regulatory/ compliance related issues. The sessions aimed at providing a balanced, cross disciplinary and holistic coverage of the issues.



## **2. About the Programme**

2.1 The 17<sup>th</sup> SAFIR Core Course: Infrastructure Regulation Training Programme for Regulatory Officers (2019) was organized by Indian Institute of Corporate Affairs (Ministry of Corporate Affairs) between 5<sup>th</sup> April 2019 to 8<sup>th</sup> April 2019 at Savoy Suites, Manesar (Dist. Gurugram).

2.2 The training programme focused upon discussion on infrastructure regulation of various sectors – power, telecommunications, energy, transport and renewable energy. The programme witnessed participation from officers of various regulatory bodies from India and abroad (List of participants at Annexure – I). The programme enabled the regulators and policymakers to determine the regulatory, legal and commercial challenges involved in various sectors. Such an expansive knowledge will allow the regulators to better equip themselves for future challenges and adopt effective policies catering the consumer welfare in the economy.

2.3 One of the primary aims of the training programme was to achieve greater understanding of the market regulation of infrastructure sector. The programme encapsulated the regulatory challenges in infrastructure sector and its impact on the functioning of major sectors (energy, telecommunication and transport). The programme focussed upon equipping the senior officials with expansive knowledge and skills to enable them to assess the future issues that will evolve in the field of infrastructure regulation.

### **3. Objectives of the Programme**

3.1 The objective of the programme was to provide the officials an experience to learn problem-solving techniques complemented by a wide exchange of ideas and experiences. This programme enabled the officials interact freely with a distinguished set of experts from power, telecom, transport and renewable energy sectors. This interaction aimed to enhance the economic, technical, and policy skills required for managing sustainable regulatory system of various infrastructure sectors.

## **4. Pedagogy and Structure of Programme**

4.1 The programme was tailor made to address specific knowledge and skill needs of the Infrastructure Regulatory policy advisors and officials. In order to achieve the desired objective, the programme was designed to actively engage and involve the participants in the sessions by invoking discussions based on preparatory materials provided to the participants before the programme. The participants were required to prepare and discuss on the issues and themes covered in the preparatory study materials.

4.2 The programme threw light on some peculiar issues revolving around the current infrastructure regulatory regime. The programme in particular addressed the emerging issues in power, telecom, renewable energy and transport sector and focused on the need to develop a robust competition & regulatory policy in this regard to cater the future challenges burgeoning in this area.

4.3 The programme was conducted over duration of four days involving a study tour of one day. A mixed approach involving indoor and outdoor teaching methods were involved to bring out discussions, experiences and ideas from the participants in the most rejuvenating and effective manner.

- a. Short breaks in between sessions as well as meal times provided additional opportunities for participants to share expertise and experiences with one another.
- b. The training was conducted with the help of in-person interaction with resource persons as well as virtual interaction with select experts.

- c. The programme was envisioned to enable the participants to line nest with a wholesome and rich collection of knowledge revolving around the issues discussed session wise in the programme. The participants gave a brief presentation about their key takeaways at the conclusion of the technical session.
- d. The programme was desired to capture all the discussions with resource persons and takeaways from the participants in the form of a record document that covered all the challenges lying ahead for infrastructure sector to regulate in the coming years and their predict approach or solution to deal with them.

## **5. Proceedings of the Programme**

5.1 Total number of sixteen (16) participants attended twelve (12) in-class sessions over a course of four (4) days on subjects relating to:

- Infrastructure Challenges in South Asian Countries
- Infusing Competition in Various Sectors
- Emerging Trends in Dispute Resolution Mechanism
- Challenges and Opportunities in The Infrastructure Sectors- Telecom, Transport, Power, Nuclear And Solar Energy.
- Analysing the Antitrust Issues in Infrastructure Sectors in India
- Future of Infrastructure Sector: Digital Transformation Of Infrastructure Sector including Smart Cities
- Financing Infrastructure
- Bankruptcy and Insolvency in Power Sector
- New Challenges and Possible Solutions in Power Sector

5.2 Additionally, visits were organized for all the participants of 17<sup>th</sup> SAFIR Core Course to:

- Visit to Grid-scale Energy Storage System Participants visited the 10 MW project located at Tata Power Delhi Distribution Ltd's sub-station at Rohini. The grid-scale energy storage system has been operationalized with an aim to provide grid stabilisation, enhance reliability and protect critical facilities for 2 million consumers served by the company. This is India's first grid-scale battery-based energy storage system.
- Power System Operation Corporation Limited (POSOCO), New Delhi to understand the functioning of the grid in India
- CERC E-Court to understand the functioning of the e-court facility

5.3 Further, a cultural visit to Sultanpur National Park was also organized for all the attendees of 17<sup>th</sup> SAFIR Core Course.

The detailed agenda is attached and marked as Annexure-II



**Shri P.K.Pujari, Chairperson, CERC (centre) giving the inaugural speech, Dr Sameer Sharma, DG&CEO also addressed the participants**



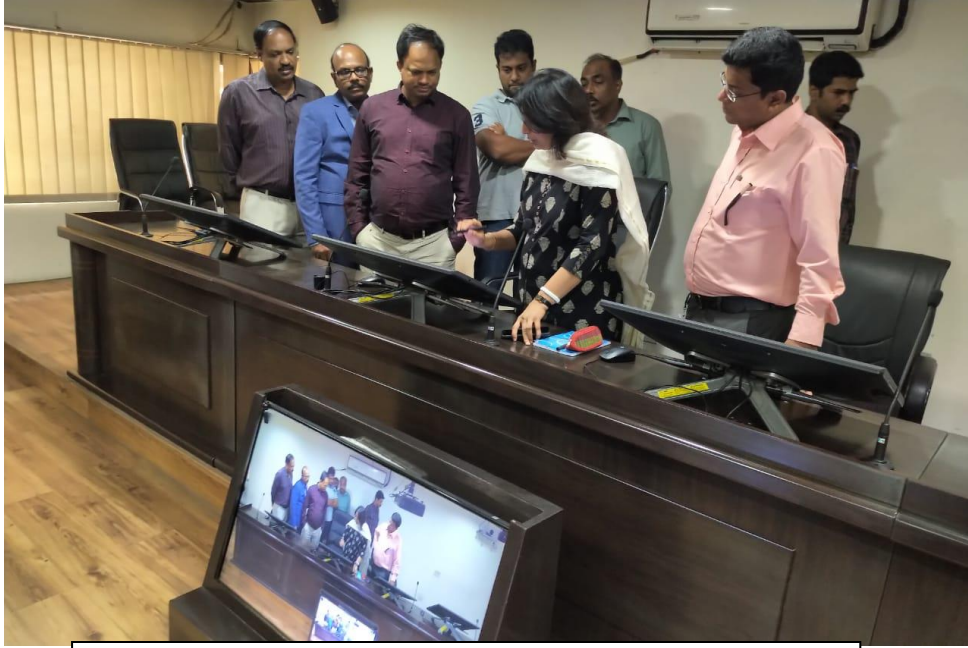
**All the Participants of 17<sup>th</sup> SAFIR Core Course attending one of the sessions in the Conference Room of Savoy Suites, Manesar**



View of TATA Power DDL, Power House, Rohini, New Delhi from the top



Participants of 17<sup>th</sup> SAFIR Core Course attending Power System Operation Corporation Limited (POSOCO), New-Delhi



**Participants at the Industrial Visit to CERC E-Court**



**Participants engaging in a Roundtable with Infrastructure Regulators at CERC's Conference Hall**  
**Dr MK Iyer, Member, CERC (Center), Shri Satpal Garg, Member, PNGRB (right) and Dr Sangeeta Verma, Member, CCI (Left)**



**Participants of 17<sup>th</sup> SAFIR Core Course having a cultural visit to Sultanpur National Park**

## 6. Feedback

6.1 ***Summary of Feedback:*** Participants of 17<sup>th</sup> SAFIR Core Course were requested to provide their feedback for the programme. The attendees were given feedback forms along with questions so they could leave individual responses with respect to the training programme. The feedback forms included names of resource persons along with their respective sessions and the participants were asked to rate the quality of each session out of five (5).

6.2 Out of the total sixteen (16) sessions concluded in four (4) days which included a visit to POSOCO and CERC E-Court, the average rating by each participant is calculated to be 4/5. Few sessions such as the inaugural session, industrial visit to POSOCO and Roundtable with infrastructure regulators at CERC were given an average rating of 5/5 by participants.

6.3 Participants were also asked to provide their valuable feedback in response to the facilities relating to accommodation and meals during their four days stay in Manesar. The participants rated the quality of accommodation as 4/5 and the quality of meals provided during the stay as 5/5 respectively.

**Note:** A detailed list of feedback provided by all the participants has been attached and marked as Annexure-III.

## **7. Suggestions for Future Programme**

7.1 We also requested all the attendees of the training programme to provide their valuable suggestions, if any, for any future training courses to follow. The following suggestions were offered:

- i. resource persons from regulatory bodies of other South-Asian countries may be invited to conduct few sessions. This will enable participants from other member countries to discuss issues plaguing their respective nation in much more detail.
- ii. A number of participants also stressed upon the tightly scheduled sessions and suggested to hold such courses for five (5) days, instead of four (4) days, which would enable more time to a particular session and enable better exchange of dialogue.
- iii. Another vital suggestion given away by a participant was to include a briefing session for each of the infrastructure regulatory authority. This would enable all the participants from various regulatory bodies to understand the issues and practices followed by the other regulatory bodies and the services rendered by them in a much more holistic manner.
- iv. Inclusion of data analytics in regulatory work and more case studies were two important suggestions rendered by the participants.

## Annexure – I

### List of Participants

**17th SAFIR Core Course**  
**Duration: 5th to 8th April 2019**

| S.N | Name of Participants           | Organization Name and Designation                                                          |
|-----|--------------------------------|--------------------------------------------------------------------------------------------|
| 1.  | Shri Sivaprasad P V            | Kerala State Electricity Regulatory Commission<br>Director (Technical)                     |
| 2.  | Shri Manish Shrivastava        | MPERC<br>Deputy Director                                                                   |
| 3.  | Shri Rajesh Dangi              | JERC<br>Director (Engg)                                                                    |
| 4.  | Shri R.K. Mehta                | Delhi Electricity Regulatory Commission<br>Executive Director (Law)                        |
| 5.  | Shri D. Ramanaiah Setty        | Andhra Pradesh ERC<br>Deputy Director (Tariff Engg.)                                       |
| 6.  | Shri Surendra Singh            | Chhattisgarh SERC<br>Joint Director (Tariff)                                               |
| 7.  | Shri. Ambati Ramesh            | Tariff Authority For Major Ports (TAMP)<br>Deputy Director                                 |
| 8.  | Ms. Nahid Afroze               | Bangladesh Energy Regulatory Commission<br>Assistant Director                              |
| 9.  | Shri Sherub Gyeltshen          | Bhutan Electricity Authority<br>Chief Administration, Finance & Hr                         |
| 10. | Shri Hemang U. Joshi           | Gujarat Electricity Regulatory Commission<br>Account Officer                               |
| 11. | Shri Hasanka Kamburugamuwa     | Public Utilities Commission of Sri Lanka<br>Assistant Director                             |
| 12. | Shri W.M.N. Jagath Wijayaratne | Telecommunications Regulatory Commission of Sri Lanka<br>Senior Telecommunications Officer |
| 13. | Shri Radhakrishna Tripathy     | CUTS Institute For Regulation and Competition<br>Senior Fellow                             |
| 14. | Shri Gagan Diwan               | Central Electricity Regulatory Commission<br>Assistant Chief- Economics                    |
| 15. | Shri Tanay Tarany              | Forum Of Regulators/CERC<br>Research Associate                                             |
| 16. | Shri Satinder Kumar Jain       | Punjab SERC, Chandigarh<br>Consultant                                                      |

## Annexure – II

### Agenda

**17<sup>th</sup> SAFIR Core Course  
Infrastructure Regulation Training Programme  
For Regulatory Officers (2019)**

**Organized by  
INDIAN INSTITUTE OF CORPORATE AFFAIRS**

**Venue:** Savoy Suites, Manesar

**Dates:** 5 - 8 April 2019

**Day 1 (Friday, 5 April 2019)**

| Session | Time                |  | Broad Topic/ Sub Topic                                                                                                                                                                                                                                                                                                                                                      | Details of Session                                                                                                                                      |
|---------|---------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | 10:00 AM – 11:00 AM |  | <p><b><u>Inaugural Session</u></b></p> <p><i>About the Course:</i> Dr. Navneet Sharma (Head, School of Competition Law&amp; Market Regulation, IICA)</p> <p><i>Address by:</i> Dr. Sameer Sharma (DG&amp; CEO, IICA)</p> <p><i>Inaugural Speech by:</i> Shri P.K.Pujari (Chairperson, CERC)</p> <p><i>Vote of Thanks:</i> <b>Shri Sanoj Kumar Jha (Secretary, CERC)</b></p> | <p>➤ <i>This session aims to briefly understand the purpose of the programme, discussion of expected outcomes and introduction of the schedule.</i></p> |
|         | 11:00 AM – 11:30 AM |  | Tea                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                         |

|                     |                     |  |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                 |
|---------------------|---------------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2                   | 11:30 AM – 01:00 PM |  | <p><b>Session I:</b><br/><b>Infrastructure Challenges in South Asian Countries</b></p> <p><i>Resource Person-</i></p> <p>➤ <b>Mr. Jogendra Bahera, Adviser (Power Market), CERC</b></p>                              | <p><i>This session gives an overview on the growing trend of infrastructure sharing amongst various countries</i></p> <p>➤ <i>Discussion of the regulatory challenges</i></p> <ul style="list-style-type: none"> <li>• <b>Cross-Border Regulatory Coordination</b></li> <li>• <b>Tariff and Non-Tariff Market Barriers.</b></li> </ul> <p>➤</p> |
| 01.00 PM – 02.00 PM |                     |  | <b>Lunch</b>                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                 |
| 3                   | 02:00 PM- 02:45 PM  |  | <p><b>Session II:</b><br/><b>How to infuse competition in various sectors?</b></p> <p><i>Resource Person-</i></p> <p>➤ <b>Dr. Navneet Sharma (Head, School of Competition Law &amp; Market Regulation, IICA)</b></p> | <p>➤ <i>Examples of policy/ law induced competition distortions</i></p> <p>➤ <i>Publicly financed arrangement-to-PPP Structure</i></p> <p>➤ <i>Liberalising FDI guidelines</i></p> <p>➤ <i>Reduce entry barriers for domestic private companies</i></p>                                                                                         |
| 4                   | 02:45 PM – 04:00 PM |  | <p><b>Session III: Emerging Trends in Dispute Resolution Mechanism</b></p> <p><i>Resource Person-</i></p> <p>➤ <b>Mr. Amit Kapur, Managing Partner, J Sagar Associates</b></p>                                       | <p>➤ <i>Speedier Dispute Resolution</i></p> <p>➤ <i>Use of ADR Mechanism for fast-track process</i></p> <p>➤ <i>Rethinking Dispute Resolution Mechanism in PPP in Infrastructure Sector</i></p>                                                                                                                                                 |
|                     | 04:00 PM – 04.15 PM |  | <b>Tea</b>                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                 |
|                     | 4.15 PM- 5.15 PM    |  | <p><b>Session IV:</b><br/><b>How to infuse competition in various sectors?</b></p>                                                                                                                                   | <p>➤ <i>Examples of policy/ law induced competition distortions</i></p>                                                                                                                                                                                                                                                                         |

|  |  |  |                                                                                                                       |  |
|--|--|--|-----------------------------------------------------------------------------------------------------------------------|--|
|  |  |  | <i>Resource Person-</i><br>➤ <b>Dr. Navneet Sharma (Head, School of Competition Law&amp; Market Regulation, IICA)</b> |  |
|--|--|--|-----------------------------------------------------------------------------------------------------------------------|--|

Venue: Savoy Suites

Day 2 (Saturday, 6 April 2019)

| Session             | Time              | Broad Topic/ Sub Topic                                                                                                                                                                                                                                                                 | Details of Session                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     | 6:30 AM-9:00 AM   | <u>Outbound visit</u>                                                                                                                                                                                                                                                                  | Visit to Sultanpur National Park                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2                   | 09:30 AM-11:00 AM | <p><b>Session V:</b><br/>Overview of challenges and opportunities in the Infrastructure Sectors- Telecom, Transport, Power, Nuclear and Solar Energy.</p> <p><i>Resource Person-</i></p> <ul style="list-style-type: none"> <li>➤ Mr. Ajay Shankar (Former Secretary, DIPP)</li> </ul> | <p><b><u>Power sector:</u></b></p> <ul style="list-style-type: none"> <li>➤ “Electricity for all”</li> <li>➤ “Minimize carbon footprint”</li> </ul> <p><b><u>Transport sector:</u></b></p> <ul style="list-style-type: none"> <li>➤ Infrastructure development and attract investment from private sector and FDI</li> </ul> <p><b><u>Renewable Energy:</u></b></p> <ul style="list-style-type: none"> <li>➤ “National Solar Mission”- Solar cost competitive with fossil-based energy options</li> </ul> <p><b><u>Telecom Sector:</u></b></p> <ul style="list-style-type: none"> <li>➤ Convergence of IT and telecommunications Network Expansion</li> </ul> |
| 11:00 AM – 11:15 AM |                   | Tea                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 3                   | 11:15 AM-01:00 PM | <p><b>Session VI: Analysing the antitrust issues in infrastructure sectors in India</b></p> <p><i>Resource Person-</i></p> <ul style="list-style-type: none"> <li>➤ Mr. Vipul Puri, Dy Director, CCI</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>➤ The session aims to provide competition law enforcement authority’s approach to addressing antitrust issues in infrastructure sectors such as power, telecom, petroleum and natural gas etc</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                               |
| 01:00 PM – 02:00 PM |                   | Lunch                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|                     |                   |                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4                   | 02:00 PM-03:30 PM | <b>Session VII: Case Studies in Power Sector</b><br><i>Resource Person-</i><br>➤ <b>Mr. Vishrov Mukerjee, Partner, J Sagar Associates</b>                                                  | ➤ Energy Watchdog vs CERC : (2017) 14 SCC 80<br>➤ Dharani Sugars and Chemicals vs Union of India: SC judgement dt. 2 <sup>nd</sup> April 2019                                                                                                                                                                                                                              |
| 03:30 PM – 03:45 PM |                   | Tea                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                            |
| 5                   | 3:45 PM – 5:15 PM | <b><u>Session VIII:</u></b><br><b>Future of Infrastructure Sector: Digital Transformation of Infrastructure Sector</b><br><br><b>Resource Person-</b><br>➤ <b>Mr. Vishal Kundra, AECOM</b> | ➤ <i>Improve <b>maintenance and monitoring</b> of plants and allow remote operations</i><br>➤ <i><b>Monitoring of losses</b>, thereby helping reduce operational expenditure</i><br>➤ <i>Use of <b>IoT and cloud-based technology</b> facilitate collaboration with customers, engineering partners and other sub-suppliers working on a project anywhere in the world</i> |

Venue: Savoy Suites

Day 3 (Sunday, 7 April 2019)

| Session | Time                | Broad Topic/ Sub Topic                                                                                                                                                                                                               | Details of Session                                                                                                                                    |
|---------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | 10:00 AM – 11:15 AM | <b><u>Session IX:</u></b><br>Industrial visit<br>(Departure at 08:00 am)                                                                                                                                                             | ➤ TATA Power DDL, Power House, Robini, New Delhi                                                                                                      |
|         | 11:15 AM -11:30 AM  | Tea                                                                                                                                                                                                                                  |                                                                                                                                                       |
| 2       | 11:30 AM- 01:00 PM  | <b><u>Session X:</u></b><br>Financing Infrastructure<br><br>Resource Person-<br>➤ Mr. G Veera Mahendra, GM, REC                                                                                                                      | ➤ Strengthening SAARC Credit Portfolio<br>➤ Infra financing                                                                                           |
|         | 01:00 PM – 02.00 PM | Lunch                                                                                                                                                                                                                                |                                                                                                                                                       |
| 3       | 02:00 PM – 03:30 PM | <b><u>Session XI:</u></b><br>Bankruptcy and Insolvency in Power Sector<br><br>Resource Persons<br>➤ Mr. Sumant Batra (Chairman, SIPI & Chief Mentor, INSOL India) Professor of Practice, IICA<br>➤ Mr. Dinkar Venkatasubramanian, EY | - Addressing the issue of stressed assets and rising non-performing assets (NPAs)<br><br>- Experience of India in Insolvency and Bankruptcy Code 2016 |
|         | 3.30 PM – 3.45 PM   | Tea/Coffee Break                                                                                                                                                                                                                     |                                                                                                                                                       |
| 4       | 3.45 PM– 5.15 PM    | <b><u>Session XII:</u></b><br>Country presentations by the participants<br>➤ Ms. Rashmi Nair, CERC<br>➤ Dr. Navneet Sharma (Head, School of Competition Law & Market Regulation, IICA)                                               |                                                                                                                                                       |

Venue: New Delhi

Day 4 (Monday, 8 April 2019)

| Session             | Time                  | Broad Topic/ Sub Topic                                                                                                                                                                                      |
|---------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     |                       |                                                                                                                                                                                                             |
| 1                   | 10:00 AM – 12:00 Noon | <b>POSOCO (Industrial Visit)</b><br><i>(Departure at 08:30 AM)</i>                                                                                                                                          |
| 01:00 PM – 01.30 PM |                       | <b>Lunch</b>                                                                                                                                                                                                |
| 2                   | 01:30 PM – 02:15 PM   | <b>CERC E-COURT</b><br><i>Resource Person-</i><br><br>➤ <b>Ms. Vaishali Rana</b>                                                                                                                            |
| 3                   | 2.15 PM– 3.00 PM      | <b><i>New Challenges and Possible Solutions in Power Sector</i></b><br><i>Resource Person-</i><br><br>➤ <b>Mr. SK Chatterjee, Joint Chief (Regulatory Affairs), CERC</b>                                    |
| 3                   | 03:00 PM- 05:00 PM    | <b>Roundtable with Infrastructure Regulators at CERC's Conference Hall</b><br><br>➤ <b>Dr. MK Iyer, Member, CERC</b><br>➤ <b>Mr. Satpal Garg, Member, PNGRB</b><br>➤ <b>Ms. Sangeeta Verma, Member, CCI</b> |

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## Annexure III

### Feedback Score

| Participant Name          | Inaugural Session | Session I | Session II & III | Session IV | Outbound visit | Session V | Session VI | Session VII | Session VIII | Session IX | Session X | Session XI | Session XII | Session XIII | Session XIV | Session XV | Session XVI | Staying Facilities | Meals | Overall Suggestion         |
|---------------------------|-------------------|-----------|------------------|------------|----------------|-----------|------------|-------------|--------------|------------|-----------|------------|-------------|--------------|-------------|------------|-------------|--------------------|-------|----------------------------|
| Shri Sivaprasad P V       | 4                 | 3         | 4                | 4          | 4              | 4         | 3          | 4           | 3            | 4          | 3         | 3          | 4           | 4            | 3           | 3          |             | 4                  | 3     | Programme was good         |
| Shri Manish Shrivastava   | Not scored        | 5         | 5                | 5          | 5              | 5         | 5          | 3           | 5            | 5          | 3         | 5          | 5           | 5            | 5           | 5          | 5           | 5                  | 5     | Well designed programme    |
| Shri Rajesh Dangi         | 5                 | 5         | 5                | 5          | 5              | 5         | 5          | 5           | 5            | 5          | 5         | 5          | 5           | 5            | 5           | 5          | 5           | 5                  | 5     |                            |
| Shri R.K. Mehta           |                   |           |                  |            |                |           |            |             |              |            |           |            |             |              |             |            |             |                    |       |                            |
| Shri D. RamanaiahSetty    | 5                 | 4         | 5                | 5          | 5              | 4         | 5          | 4           | 4            | 5          | 5         | 5          | 5           | 5            | 5           | 5          | 5           | 5                  | 5     | Well planned               |
| Shri Surendra Singh       | 5                 | 4         | 4                | 5          | 4              | 4         | 5          | 4           | 4            | 4          | 4         | 4          | 4           | 5            | 4           | 4          | 4           | 5                  | 5     |                            |
| Shri. Ambati Ramesh       | 5                 | 4         | 5                | 4          | 4              | 5         | 4          | 3           | 3            | 4          | 3         | 4          | 5           | 5            | 4           | 4          | 5           | 4                  | 4     | Covers general aspect      |
| Ms. Nahid Afroze          | 5                 | 5         | 5                | 5          | 3              | 3         | 4          | 4           | 4            | 5          | 3         | 4          | 4           | 5            | 4           | 4          | 5           | 3                  | 4     | To solve more case studies |
| Shri SherubGyeltshen      | 3                 | 4         | 4                | 3          | 4              | 3         | 3          | 3           | 3            |            | 3         | 4          |             | 5            |             |            |             | 5                  | 5     |                            |
| Shri Hemang U. Joshi      | 4                 | 4         | 4                | 3          | 4              | 4         | 3          | 4           | 4            | 3          | 4         | 3          | 4           | 4            | 4           | 5          | 4           | 4                  | 4     | Good                       |
| Shri HasankaKamburugamuwa | 5                 | 4         | 4                | 4          | 3              | 4         | 4          | 3           | 4            |            | 3         | 4          | 4           | 5            | 4           | 4          | 4           | 5                  | 5     | Tight Schedule             |

|                                |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                                  |
|--------------------------------|-----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|----------------------------------|
| Shri W.M.N. Jagath Wijayaratne | 5   | 4 | 4 | 3 | 2 | 4 | 3 | 3 | 5 | 1 | 3 | 4 | 5 | 3 | 4 | 5 | 4 | 5 | 5 | Focused                          |
| Shri Radhakrishna Tripathy     |     |   |   |   |   | 4 | 4 | 3 | 3 | 5 | 3 | 4 | 3 | 5 | 4 | 4 | 4 | 3 | 4 | Could be more better             |
| Shri Gagan Diwan               | 5   | 5 | 4 | 3 | 5 | 5 | 5 | 2 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |                                  |
| Shri TanayTarany               | 4   | 5 | 4 | 5 | 4 | 3 | 4 | 4 | 3 | 5 | 5 | 4 | 3 | 5 | 4 | 5 | 5 | 4 | 4 | Could be more data analytics     |
| Shri Satinder Kumar Jain       | 4.5 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 4 | 5 | To stress more on infrastructure |
| Finale Rating (Average)        | 5   | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 |                                  |