



19th CORE COURSE OF SAFIR: REGULATORY EXPERIENCE IN INFRASTRUCTURE SECTORS (27, 28 and 30 March, 2021)

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 **16** 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 (27, 28 and 30 March, 2021)

ABOUT THE PROGRAMME AND PROGRAMME OBJECTIVES

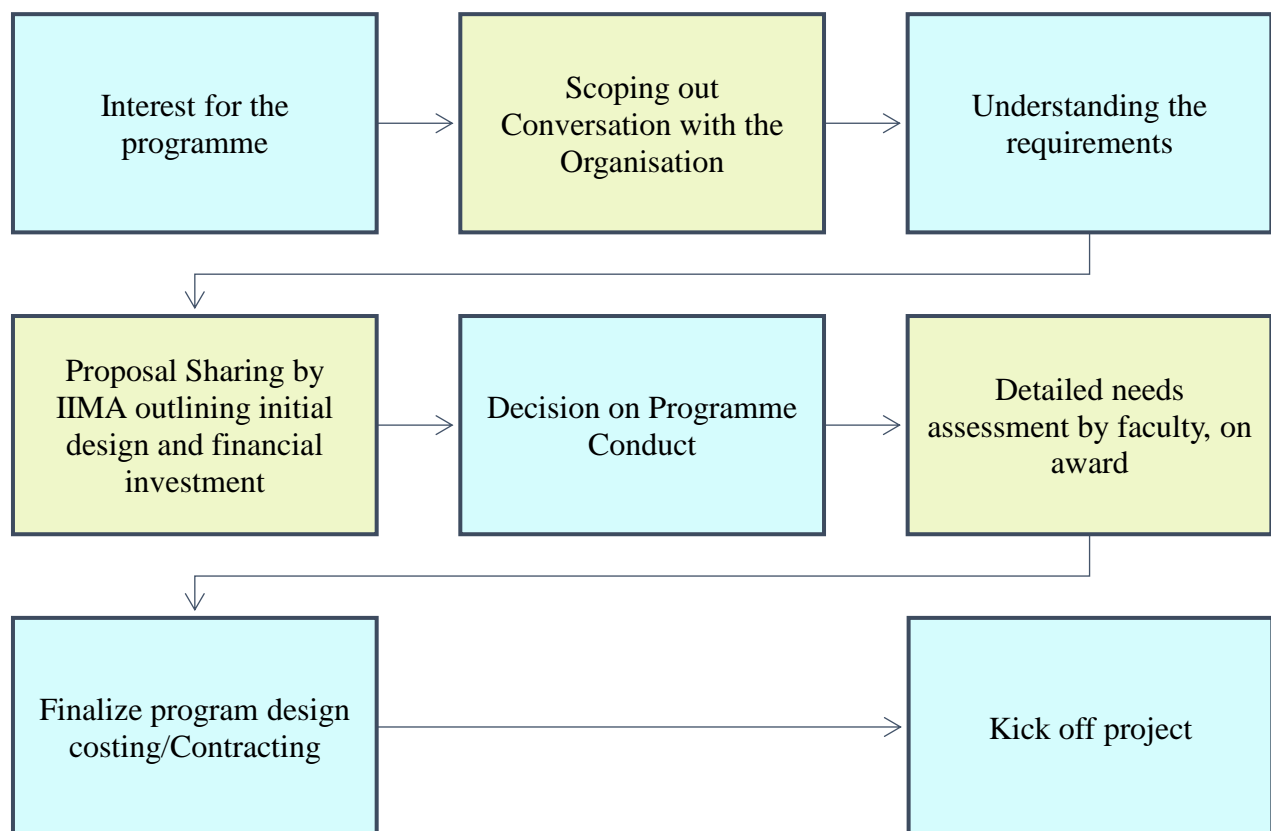
IIMA has been designing and conducting customised executive programmes for governments (including foreign), large public sector undertakings, large and small private corporates both domestic and international, multilateral agencies, parastatals like regulatory bodies, on a wide variety of topics besides 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

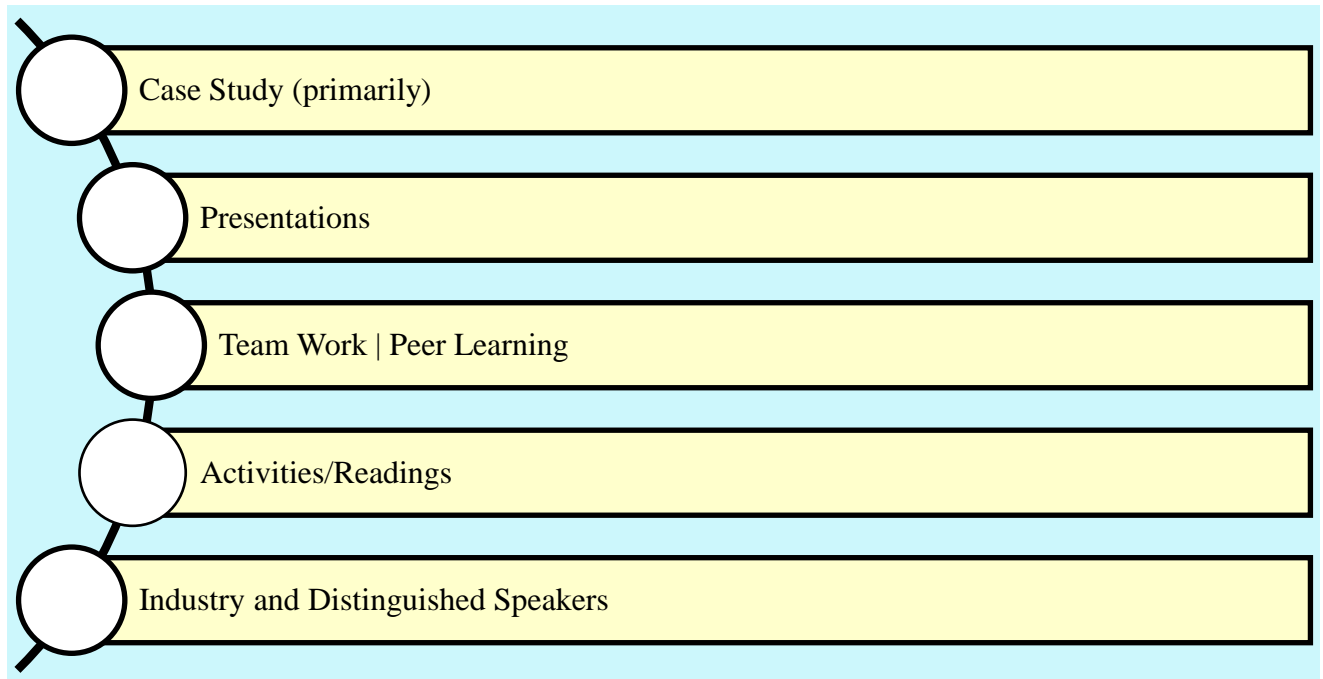
- IIMA has also designed and delivered programmes for Power Market Leadership in collaboration with the Power Exchange India Limited (PXIL). The main objective of the programmes offered was to jointly develop, arrange and offer various Training and Capacity Building programmes related to the power sector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



PEDAGOGY

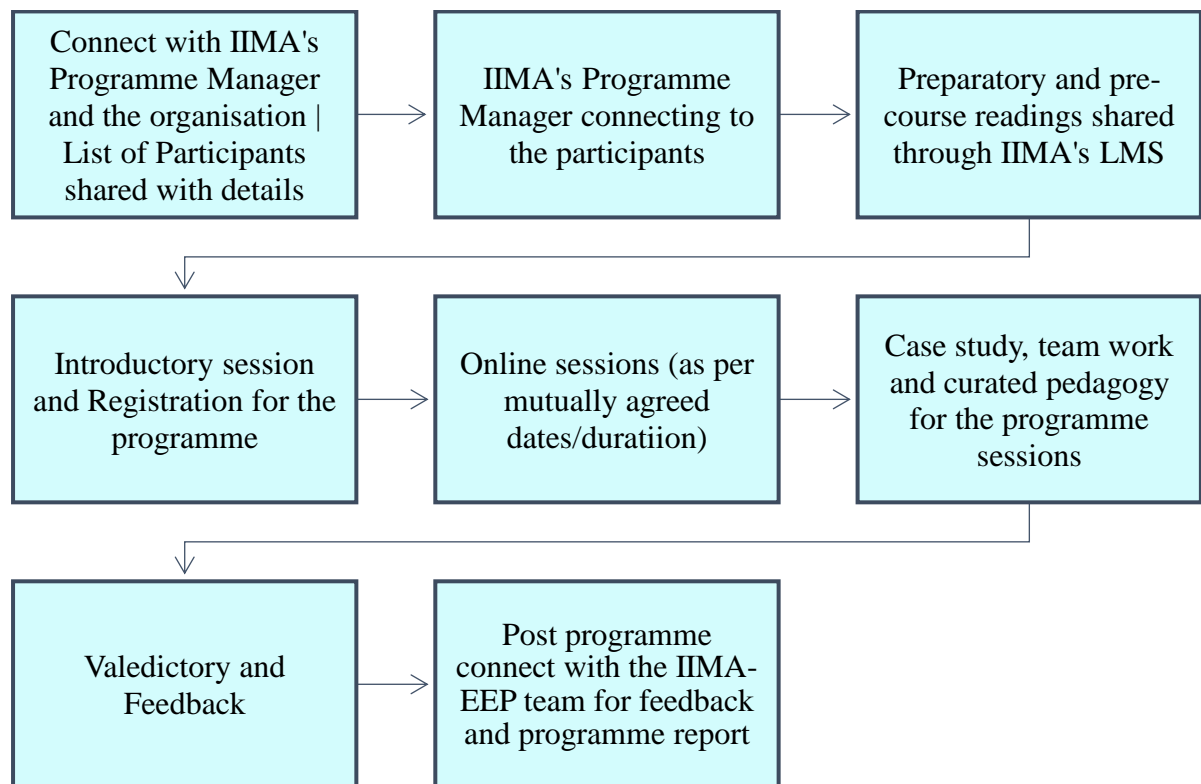


IIMA leverages the Case Method – an immersive participant centered learning process – as the dominant pedagogical approach in all our learning programmes. Pioneered by Harvard Business School, in the case method, participants learn as much as through discussions with peers as from the instructors.

*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
- Co-designing the learning journey with Vedanta
- 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 is 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.

PROGRAMME SCHEDULE

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

Indian Institute of Management, Ahmedabad 19th Core Course of SAFIR: Regulatory Experience in Infrastructure Sectors 27, 28, 30 March, 2021				
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 Saturday March 27	9.30 to 9.40: Programme Inauguration: Faculty Chair 09.40 – 09:45 Chairman- CERC (Mr. Anand Kumar)- Inaugural Speech 09:45- 09:50 Chairman- GERC- (Mr. P.K. Pujari) Welcome Address 09:50 - 10:15 Participants Introduction			
Day 1 Saturday March 27	Direct Subsidies in Infrastructure: The Key to Reform of Infrastructure Sebastian Morris		International Experience on RE Policies and Regulations Anish Sugathan	Reading Time

Session Day/Date	Session 1 08:45-10:00	Session 2 10:20-11:35	Session 3 11:55-13:10	Session 4 14:30-15:45
Day 2 Sunday March 28	Electricity Market Design and Transition to Market Ajay Pandey (Faculty Chair)	Distribution Reforms and Proposed Amendments in the Act Ajay Pandey (Faculty Chair)	Regulatory and Policy Challenges in Transportation (Airports & Ports) G. Raghuram	
Day 3 Tuesday March 30	Regulatory and Policy Challenges in Transportation (Railways) G. Raghuram	Lessons of Telecom Sector Reform for other Infrastructure Sector Rekha Jain	Break	Feedback & Valediction
March 30 Feedback & Valediction	02.30 – 02:40: Valedictory Address by Chairman CERC & Secretary CERC (Sanoj Kumar Jha) 02:40 - 02:50: Programme Feedback 02:50- 03:15: Programme Valediction			

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.

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

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

Sr #	Name	Organization's Details
1	Dr. Abha Yadav	Associate Professor Indian Institute of Corporate Affairs M: 9868386938 Email: abhaiica@gmail.com
2.	Mr. Abhishek Rohila	Deputy Chief (Engg.) Central Electricity Regulatory Commission M:9643439120 Email:cerc.abhishek@gmail.com
3.	Mr. Ankit Kumar	Asstt. Chief (Engg.) Central Electricity Regulatory Commission M:9953314380 Email:ankitkumar43@gmail.com
4.	Mr. AVSSCSM Sarma	Deputy Director(Law) Andhra Pradesh ERC M:9949509013 Email:dd.law@aperc.in
5.	Ms. Chethani Senanayake	Asstt. Director (Legal) Public Utilities Commission of Sri Lanka M:0094 11 2392607 Email:chethanis@pucsl.gov.lk
6.	Md. Rezaul Hoque	Assistant Director (Petroleum) Bangladesh ERC M:- 01923244586 Email: reza_07_buet@yahoo.com

Sr #	Name	Organization's Details
7.	Mr. J.Prabhakaran	Deputy Director (Engineering) Tamil Nadu ERC M:94439-06282 Email:dde2tnerc@gmail.com
8.	Ms. Nooreen Anwar	Jr. Law Officer Delhi ERC M:7838739186 Email:jlo2@derc.gov.in
9.	Mr. Radha Krishna Tripathy	Senior Fellow CUTS Institute for Regulation and Competition M:96509 97482 Email:rkt@circ.in
10.	Mr. Rajender Tewari	Asstt. Chief (Law) Central Electricity Regulatory Commission M:8800661432 Email:rktewari@cercind.gov.in
11.	Mr. Rajendra Prasad Nayak	Secretary Cum-Law Officer Jharkhand SERC M:8210878913 Email:Secretary@jserc.org
12.	Dr. Ram Prasad Dhital	Member Nepal ERC M:977-1-4543390 Email:ram.dhital@erc.gov.in

Sr #	Name	Organization's Details
13.	Mr.Umakanta Panda	Secretary Cum-Law Officer Telangana SERC M:8332968806 Email:ukpanda2009@gmail.com
14.	Mr. V.S Rana	Asstt. Chief (Engg.) Central Electricity Regulatory Commission M:8588841123 Email:vsrana@cercind.gov.in
15.	Mr.Vikas Hastir	Assistant Director (Tech) Himachal Pradesh ERC M:94180-80842 Email:adtech.hperc@hp.gov.in
16.	Mr. Vineet Parashar	Research Associate JERC (Goa & Uts) M:8178850995 Email:vineet.jercuts@gov.in

Discussion Groups of the participants formed for the programme

Group 1		
Name	Email	Mobile No.
Mr. Abhishek Rohila	cerc.abhishek@gmail.com	9643439120
Ms. Chethani Senanayake	chethanis@pucsl.gov.lk	0094 11 2392607
Dr. Ram Prasad Dhital	ram.dhital@erc.gov.in rpdhital123@gmail.com	977-1-4543390
Mr. Vikas Hastir	adtech.hperc@hp.gov.in	94180-80842

Group 2		
Name	Email	Mobile No.
Md. Rezaul Hoque	reza_07_buet@yahoo.com	-
Mr. Radha Krishna Tripathy	rkt@circ.in	96509 97482
Mr. Vineet Parashar	Vineet.jercuts@gov.in	8178850995

Group 3		
Name	Email	Mobile No.
Dr. Abha Yadav	abhaiica@gmail.com	9868386938
Mr. Ankit Kumar	ankitkumar43@gmail.com	9953314380
Mr. J.Prabhakaran	dde2tnerc@gmail.com	94439-06282
Mr. Rajender Tewari	rktewari@cercind.gov.in	8800661432
Mr.Umakanta Panda	ukpanda2009@gmail.com	8332968806 9849727381

Group 4		
Name	Email	Mobile No.
Mr. AVSSCSM Sarma	dd.law@aperc.in	9949509013
Ms. Nooreen Anwar	jlo2@derc.gov.in	7838739186
Mr. Rajendra Prasad Nayak	Secretary@jserc.org	8210878913
Mr.V.S Rana	vsrana@cercind.gov.in	8588841123

Exhibit II: Detailed Schedule of the Programme at IIMA

19th Core Course of SAFIR: Regulatory Experience in Infrastructure Sectors

March 27, 28 & 30, 2021

Day by Day Schedule

<i>Session Timings</i>			
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	Saturday	March 27, 2021
09:30 am onward Programme Faculty	Programme Inauguration & Introduction	
Sessions 1 & 2 Sebastian Morris	Topic	Direct Subsidies in Infrastructures: The Key to Reform of Infrastructure
	Readings	<p>1. Morris, Sebastian; "Infrastructure Reform Requires Switch to Direct Subsidies" The Financial Express, 30th Sept, 2004</p> <p>2. Morris, Sebastian; "Reforming the Oil Sector" Indian Institute of Management Ahmedabad</p>

Session 3
Anish Sugathan

Topic

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

International Experience on RE Policies and Regulations

Readings

1. Renewable Energy Policies in a Time of Transition.
2. How Can Indian Power Plants Cost-Effectively Meet the New Sulfur emission Standards? Policy Evaluation using Marginal Abatement Cost-Curves.

Day 2	Sunday	March 28, 2021
Session 1 Ajay Pandey	<i>Topic</i>	Electricity Market Design and Transition to Market
Session 2 Ajay Pandey	<i>Topic</i>	Distribution Reforms and Proposed Amendments in the Act
Sessions 3 & 4 G. Raghuram	<i>Topic</i>	Regulatory and Policy Challenges in Transportation (Airports & Ports)
	<i>Case</i>	AAI Bidding for Bhogapuram Airport: From Authority to Bidder
	<i>Readings</i>	<p>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.</p> <p>2. Raghuram, G., & Udayakumar, P. D. (2015). Effect of tariff regulation in major port container terminals: The case of Jawaharlal Nehru port trust.</p> <p>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.</p>

Day 3	Tuesday	March 30, 2021
Session 1 G. Raghuram	<i>Topic</i>	Regulatory and Policy Challenges in Transportation (Railways)
	<i>Reading</i>	A critique of the initiative for public-private partnership in passenger train operations
Session 2 Rekha Jain	<i>Topic</i>	Lessons of Telecom Sector Reform for Infrastructure Sector
Session 3	Feedback and Valedictory	

Exhibit III: Formal Feedback Analysis of the Programme

Feedback Analysis of the 19th Core Course of SAFIR: Regulatory Experience in Infrastructure Sectors (March 27, 28 & 30 2021)

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

- My expectation was learning from this course regarding regulatory matters. This course was met my query quite successfully.
- Expectation was to know more about sectors other than power particularly in Regulation sector.
- I expected inputs for electricity regulatory aspects; Partly met.
- A know how of infrastructure Sectors in India- History, issues and regulatory process and some case studies. Yes, my expectations were met from this Programme.
- My expectations were to learn about cross sectoral practices that are being followed all over India in different infrastructure sectors. Expectations were met.
- This being a cross border cross sector programme... I was looking forward to getting an idea of problems faced and their resolution by the Regulators... was very enlightening.
- My expectations were to learn about regulation in other sectors. Yes, they met successfully.
- To obtain knowledge in Electricity Regulatory in sector. Yes. very much successful!

- My expectations were to get cross learning perspectives that could be applied to energy sector and based on case study programs. they were met partially as learnings by sharing experiences would have been great but due to pandemic and online mode, that was not fulfilled.
 - Yes, Concepts and the material presented will definitely be incorporated into my day to day working.
 - Yes, very enriching programme.
 - To understand the basic concepts of infrastructure regulation. Partly yes.
 - Yes.
- 2. Please mention below three ideas you have learnt and would like to apply in the area of your work**
- Three Ideas have learned from this course were: 1. Subsidies always not perfect and should think about negative effects of cross subsidies. 2. Authority may become a successful bidder. 3. Renewable energy will be main source of electricity in 2050.
 - 1. The very first takeaway is that capacity building of an individual is most important. 2. From 2nd day program take away for me is the importance of clarity in bidding or agreement stage. 3. Lastly, importance of economic approach for Regulations (being from Engineering background).
 - 1. Power sector - independent licensee status in other countries. 2. The issues remaining unanswered in power reforms. 3. Consensus from all that no reforms could take off unless and until independent regulators are really made independent.
 - 1. Endowment theory of Cross Subsidy. 2. Regulatory process of major ports in India. 3. Regulatory conflict- case study of AAI.

- 1) Price based subsidy leads to price distortions and is not good for economic development of nation as a whole. 2) Competition for the market and Competition in the market. 3) Market failure and natural monopoly leads to formation of a regulator. These learning will keep me enlightened while framing draft regulations and framing draft tariff orders.
- Cross sector regulations may be the norm of the future. Would love to gain insights into the field. Prof. Rekha Jain's lecture on Topic "Lessons of Telecom Sector Reform for other Infrastructure Sector" was enticing and her reference to providing broadband internet through electrical lines was fascinating.
- Came to know about regulatory practices in Telecom, Ports and Power Sector.
- 1. new ideas of business models from airports, railways and port sector through PPP mode. 2. Various concepts regarding power tariffs and treatment of cross subsidy. 3. The net zero model and how India could have its stand.
- Suggested amendments to the Electricity Act.
- Learnt a lot about the Telecom sector. Teaching pedagogy through the case study method. Tendering nuances were explained very well.
- Cost recovery, procurement of infra projects like railway and airport and Indian power scenario and electricity market design as we are electricity regulator in Nepal, we would like to apply the best cases/models from the Indian central and state electricity regulators.
- Factors affecting pricing Different methods of pricing Dynamics of Power Sector.

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

5 Excellent	4 V. Good	3 Good	2 Average	1 Poor	Average
09	02	02	--	--	4.54

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

- Resourceful and nice presentation of trainers.
- The esteemed world class faculty from IIM and also experience of experts from various organizations from abroad as well.
- High Calibre of faculties.
- Knowledge sharing from highly experience expert Professors, fair opinions.
- Qualified mentors and instructor's expert in their respective field and of course the name of the institution and case studies.
- Cross sector nature which shall be required in future.
- Experienced faculty as well as participants.
- Academicians, experiences from professors, unbiased views.
- The eminent professors.
- Well organized and excellent lectures.

- Excellent choice of faculty.
- Experienced and highly competent faculty.
- Way of Presentation.

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

- No comments.
- Just sharing of PPT prior the session would have helped better (may be its online course).
- We need recorded version of every session for later reference.
- Time duration.
- May include more sectors.
- Online mode is little distracting; offline mode would have been more effective.
- We could add more thematic areas like SDG, business models and private participation.
- We can concentrate more on the Power Sector particularly legal issues arising. adding more about electricity regulator.
- Assignments can be shared with the participants.
- Case study and more interaction.
- Real Life cases.

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

		5 <i>Excellent</i>	4 <i>Very Good</i>	3 <i>Good</i>	2 <i>Fair</i>	1 <i>Poor</i>	<i>Average</i>
1	Design and the selection of the topics	07	04	02	--	--	4.38
2	Relevance of cases/exercises used	06	05	02	--	--	4.31
3	Professional usefulness/relevance	07	06	--	--	--	4.54
4	Composition of the faculty mix	06	06	01	--	--	4.38
5	Effectiveness of Study Groups	07	02	03	--	01	4.08

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. Sebastian Morris Topic: Direct Subsidies in Infrastructures: The Key to Reform of Infrastructure	2	4.46	4.69	4.85	4.69
2	Prof. Anish Sugathan Topic: International Experience on RE Policies and Regulations	1	4.46	4.54	4.62	4.62
3	Prof. Ajay Pandey Topic: Electricity Market Design and Transition to Market	1	4.62	4.62	4.69	4.69
4	Prof. Ajay Pandey Topic: Distribution Reforms and Proposed Amendments in the Act	1	4.54	4.62	4.62	4.62
5	Prof. G. Raghuram Topic: Regulatory and Policy Challenges in Transportation (Airports & Ports) Case: AAI Bidding for Bhogapuram Airport: From Authority to Bidder	2	4.62	4.46	4.77	4.69

No.	Module/Topic	No of sessions	(5= Excellent, 4= V. Good, 3=Good, 2=Average, 1=Poor)			
			Usefulness of the Teaching Material	No.	Module/Topic	No of sessions
6	Prof. G. Raghuram Topic: Regulatory and Policy Challenges in Transportation (Railways)	1	4.46	4.54	4.69	4.54
7	Prof. Rekha Jain Topic: Lessons of Telecom Sector Reform for other Infrastructure Sector	1	4.31	4.38	4.46	4.31

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	01	--	--	4.46
Tech Platform- Ease of Use	09	03	01	--	--	4.62
Connectivity	06	05	02	--	--	4.31
Audio Quality in Zoom	08	03	01	01	--	4.38
Video Quality in Zoom	07	04	02	--	--	4.38

9. Any Connectivity Issues faced in Zoom Platform.

- Face some connectivity problem from my side in last session.
- It was great experience hearing such immense faculties online issues may from any side because of connectivity. It was getting better connected when the video is off.
- I had low audio sometimes; intermittent audio especially on the 3rd day.
- No
- Faced issues with my hardware... no issues with Zoom.
- My own internet issues only.
- No
- No
- No
- None
- None

Any Other Comments / Suggestions:

- Just sharing of PPT prior the session would have helped better (may be its online course).
- All ppt. to be shared. All recorded version of the session to be shared.
- It would have been great if was a physical program. However, online presentations were equally good and beautifully managed.
- Would look forward to attend physical sessions in the future... better learning outcome...

- Cross learning experience was missing.
- I highly appreciate the handwork done by all the eminent professors and SAFIR. Well done.
- Congratulations for all of you!
- It would be much beneficial if the lecture recordings could be shared with the participants for academic purposes.
- None