Executive Education
INDIAN INSTITUTE of MANAGEMENT AHMEDABAD
विद्याविनियोगाद्विकास:



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22nd CORE COURSE OF SAFIR: REGULATORY EXPERIENCE IN INFRASTRUCTURE SECTORS

(March 10 - 12, 2025)

The Indian Institute of Management Ahmedabad (IIMA), India's premier management institute, was approached by 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). We have also asked for support from Gujarat Electricity Regulatory Commission (GERC) on behalf of the Central Electricity Regulatory Commission (CERC) for the conduct of a industry visit for the said programme.

The programme, attended by a total of **35** 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 (March 10-12, 2025).

ABOUT THE PROGRAMME AND PROGRAMME OBJECTIVES

IIMA has been designing and conducting customized 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 21st Core Course for the SAFIR participants during June 5-7, 2023. The programme undertaken was a 3-day (10 classroom teaching 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 ofthe 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.

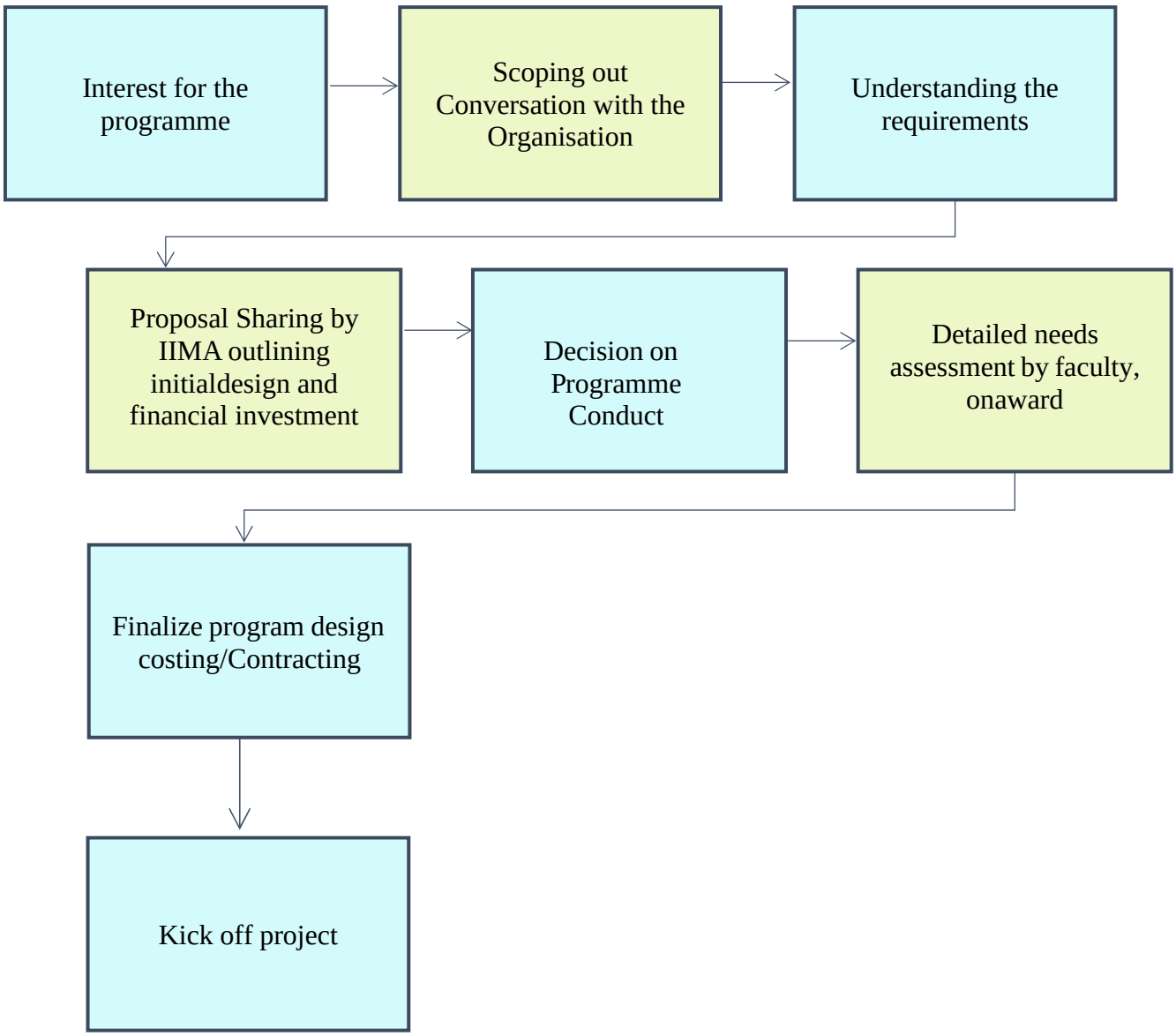
- Several programmes for various electricity companies in Punjab, Rajasthan, MP and Gujarat for senior managers on the topics of leadership for change in the context of reform

- Several programmes for GETRI and GUVNL were designed and delivered on leadership and change management

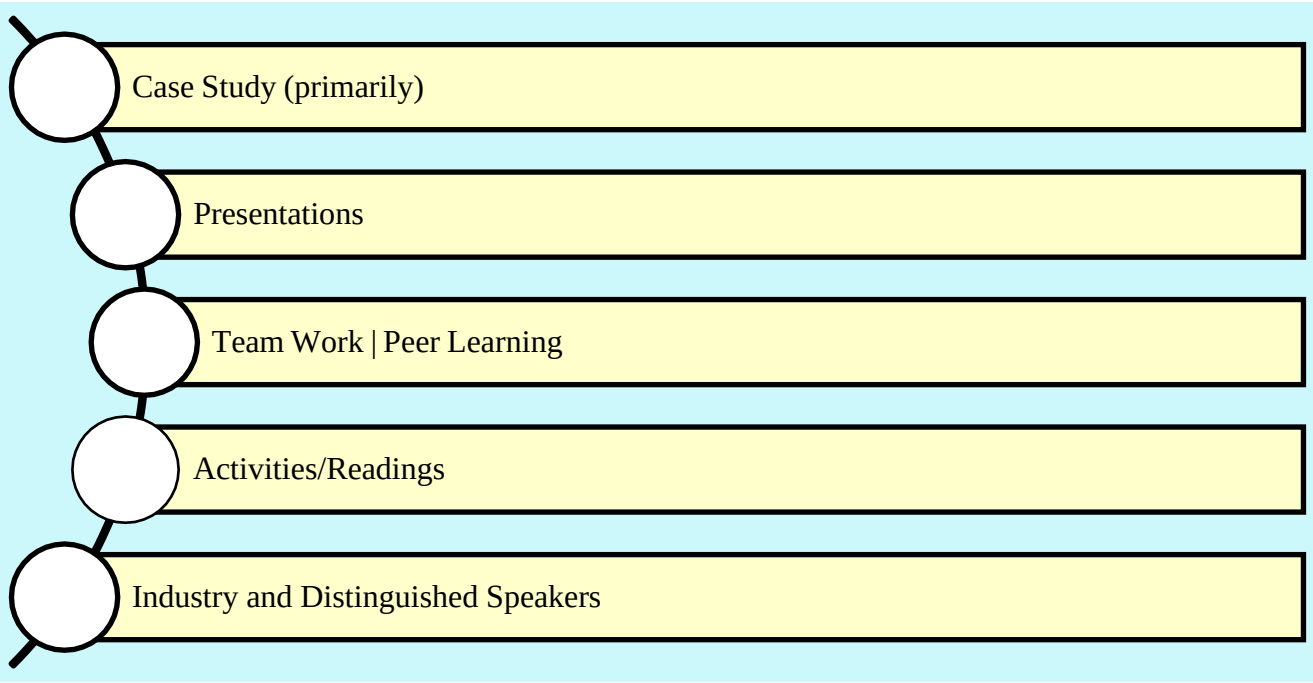
- IIMA has also designed and delivered programmes for Power Market Leadership in collaboration with the Power Exchange India Limited (PXIL). The main objective of the programmes offered was to jointly develop, arrange and offer various Training and Capacity Building programmes related to the power sector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

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 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

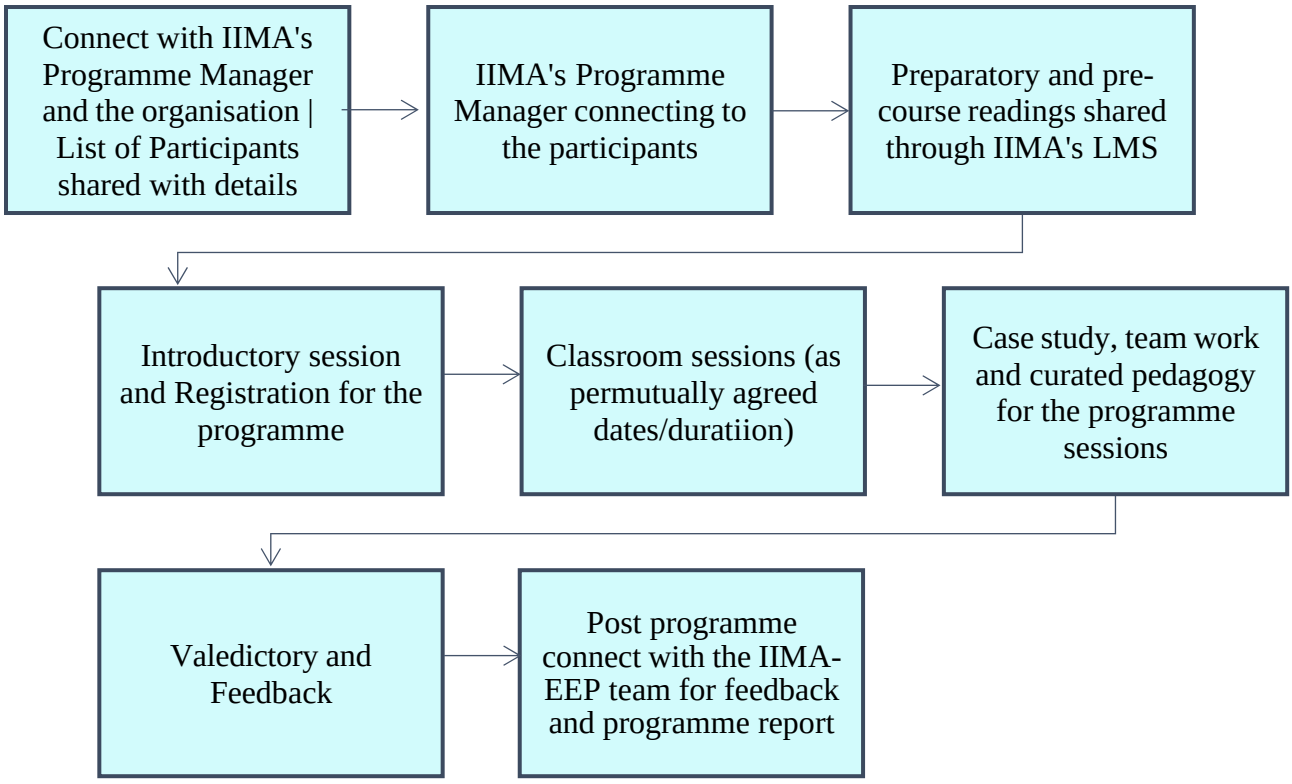


IIMA leverages the Case Method – an immersive participant centered learning process – as the dominant pedagogical approach in all our learning programmes. Pioneered by HarvardBusiness School, in the case method, participants learn as much as through discussionswith peers as from the instructors.

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 undertand 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

FACULTY PROFILES



Prof. Ajay Pandey
Fellow (IIM, Ahmedabad), BE (Roorkee)

Prof. Ajay Pandey is currently Professor of Finance & Accounting area at the Indian Institute of Management, Ahmedabad and has over 25 years' experience in teaching, training and consultancy. 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. Outside financial economics and corporate finance, his interests include electricity tariff regulations, sectoral reforms, public procurement, land use and other public policy issues in the context of infrastructure sectors. He has written or developed cases on issues related to land markets, natural resource allocation, public procurement, risk allocation in PPPs and regulatory disputes.

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Guest Faculty



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)

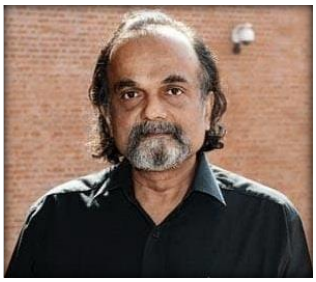
Rekha Jain was faculty and the Executive Chair of the IIMA-IDEA Telecom Centre of Excellence, Indian Institute of Management, Ahmedabad until December 2019. She has consulted with several national and international organizations in the area of Telecom Policy and ICT Strategy. Her research and teaching 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.

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 . 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.

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	Session 5 16:05 - 17:20
Day 1 Monday March 10	**Registration and Introduction**	Direct Subsidies in Infrastructures: The Key to Reform of Infrastructure **Sebastian Morris**		Overview of Energy Sector and International Experience **Ajay Pandey**	**Campus Tour**
Day 2 Tuesday March 11	**Reading Time**	Lessons of Telecom Sector Reform for Other Infrastructure Sectors **Rekha Jain**		Electricity Market Design and Transition to Market **Ajay Pandey**	
Day 3 Wednesday March 12	Regulatory and Policy Challenges in Transportation (Railways) **G Raghuram**	Regulatory and Policy Challenges Transportation (Airports & Ports) **G Raghuram**	Debriefing, Feedback and Valedictory **Ajay Pandey**	**14:30 Hrs. Onwards**: Visit to GIFT City, Gandhinagar (We will be back at the campus before 20:00 Hrs.)	

Group Photograph: March 10, 2025 (Monday) at 10:00 Hrs.

Outside Dinner: March 11, 2025 (Tuesday) at 20:00 Hrs. onwards at ITC Restaurant

Visit to Modhera: March 13, 2025 (Thursday) at 07:00 Hrs. onwards. We will be back at the campus at 13:00 Hrs. (Approx).

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.

- May please provide more focus on energy sector of India as group is related to power sector and ideas to bring good practices to power sector.
- Overall, it was a very good experience. I would like to attend more programmes at IIMA.
- The scheduling of the programme may be during the mid or start of the financial year. End of FY is too hectic for participants to devote time.
- I would like to thank all the IIMA officials who organized this training programme for their well coordination.

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

Sr. no.	Name (Shri/Smt)	Contact Details
1	Mr. Amit Arora	**Designation**: Joint Director (TE) **Organization**: Delhi Electricity Regulatory Commission **Email**: jdte@derc.gov.in **Mobile**: 9650993322
2	Mr. Anindya Pal	**Designation**: Deputy Director (Finance) **Organization**: West Bengal Electricity Regulatory Commission **Email**: anindya.pal123@gmail.com **Mobile**: 9836380494
3	Mr. Ashish Kumar Mudgil	**Designation**: R.A (Engg.) **Organization**: Joint ERC Goa and Uts **Email**: raengg3-jercuts@govcontractor.in **Mobile**: 9053000533
4	Mr. Chandan Kumar Sinha	**Designation**: Sr Manager (Business Development) **Organization**: Indian Energy Exchange Ltd. (IEX) **Email**: chandan.sinha@iexindia.com **Mobile**: 8826887775
5	Mr. Debidas Bandyopadhyay	**Designation**: Consultant (Regulatory Affairs) **Organization**: West Bengal Electricity Regulatory Commission **Email**: debidas1234@gmail.com **Mobile**: 9051264447
6	Mr. Harikrishnan G R	**Designation**: Junior Consultant (Technical) **Organization**: Kerala State Electricity Regulatory Commission **Email**: harikrishnan53559@gmail.com **Mobile**: 8714153559
7	Mr. Himanshu Bansal	**Designation**: Assistant Vice President **Organization**: PTC India **Email**: himanshu.bansal@ptcindia.com **Mobile**: 9650779595

Sr. no.	Name (Shri/Smt)	Contact Details
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9	Mr. Jagdish Chander	**Designation**: Director (Engg.) **Organization**: Joint ERC Goa and Uts **Email**: direngg.jercuts@gov.in **Mobile**: 9910369292
10	Ms. Jijnasa Behera	**Designation**: Research Officer **Organization**: South Asia Forum for Infrastructure Regulation **Email**: jijnasajijnasa@cercind.gov.in **Mobile**: 9778006752
11	Mr. M. Shukri	**Designation**: Assistant Director (Tariff Analysis) **Organization**: Public Utilities Commission of Sri Lanka **Email**: shukrim@pucsl.gov.lk **Mobile**: 94768732334
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23	Mr. Sanjeev Mahato	**Designation**: Assistant Director (Tariff) **Organization**: Jharkhand State Electricity Regulatory Commission **Email**: npti.sanjeev.2012@gmail.com **Mobile**: 9040521988

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25	Mr. Shrey Verma	**Designation**: Assistant Director (Engg.) **Organization**: Chhattisgarh State Electricity Regulatory Commission **Email**: shreyverma17@gmail.com **Mobile**: 9981317866
26	Ms. Sonali Singh	**Designation**: Director **Organization**: Cuts Institute of Regulation and Competition **Email**: sos@circ.in **Mobile**: 9910165511
27	Mr. Sunil Jaisawal	**Designation**: Assistant Vice President **Organization**: PTC India **Email**: sunil.jaisawal@ptcindia.com **Mobile**: 9910043870
28	Mr. Tej Bahadur Gurung	**Designation**: Asst. Tariff Officer **Organization**: Electricity Regulatory Authority (ERA) Bhutan **Email**: tej.gurung@era.gov.bt **Mobile**: 97577702373
29	Mr. Tejas S. Pardmwar	**Designation**: Assistant Manager(Business Devpt) **Organization**: Power Exchange India Ltd. **Email**: tejas.pardamwar@pxil.co.in **Mobile**: 9930412805
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33	Dr. Umakanta Panda	**Designation**: Secretary **Organization**: Madhya Pradesh Electricity Regulatory Commission **Email**: ukpanda2009@gmail.com **Mobile**: 9849727381
34	Mr. Kushal Kumar Bhosikar	**Designation**: Joint Director (PSE) **Organization**: Delhi Electricity Regulatory Commission **Email**: jdpse@derc.gov.in **Mobile**: 9425176926
35	Mr. Raju Ahmed	**Designation**: Assistant Director **Organization**: Bangladesh Electricity Regulatory Commission **Email**: adtarrif2@berc.org.bd **Mobile**: 880 1670-837763

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Discussion Groups of the participants formed for the programme

Group 1		
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Smt. Uma H. M	ddgen.kerc@gmail.com	9845067378

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Mr. Thanigivelu	mthanigivelu@gmail.com	9962495483
Mr. Kushal Kumar Bhosikar	jdpse@derc.gov.in	9425176926

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Mr. Tejas S. Pardmwar	tejas.pardamwar@pxil.co.in	9930412805
Mr. Thiru. L. Rajendrakumar	adsatnerc@gmail.com	9487807299
Mr. Raju Ahmed	adtarrif2@berc.org.bd	880 1670-837763

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Mr. Mayank Gupta	gupta.mayank1710@gmail.com	9873758003
Mr. Sanjeev Mahato	npti.sanjeev.2012@gmail.com	9040521988
Ms. Sonali Singh	sos@circ.in	9910165511
Mr. Amit Arora	jdte@derc.gov.in	9650993322

Exhibit II: Detailed Schedule of the Programme at IIMA

22nd Core Course of SAFIR: Regulatory Experience in Infrastructure Sectors
March 10 – 12, 2025

Day by Day Schedule

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

Day 1	**Monday**	**March 10, 2025**

Session 1 — **Registration and Introduction**

10:00 to 10:20 — **Group Photograph followed by Tea/Coffee break**

Sessions 2 & 3
Sebastian Morris

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

Readings

1) Morris, Sebastian; "Infrastructure Reform Requires Switch to Direct Subsidies" The Financial Express, 30th Sept,2004

2) Morris, Sebastian; "Reforming the Oil Sector" Indian Institute of Management Ahmedabad

3) Morris, Sebastian (2007), "Water Endowments Need to Replace Tariff Subsidies in Irrigation", Extracted from Morris, Sebastian (2007), "Pricing, regulation and Financing Strategies", Chapter 9, in Briscoe, John and RPS Malik (Ed.), Country Water Resources Strategy for India – Development Management and Strategies, Oxford University Press and the World Bank

Session 4 Ajay Pandey	**Topic**	**Overview of Energy Sector and International Experience**
	Readings	**1)** World Energy Outlook 2024, Chapter 1, https://www.iea.org/reports/world-energy-outlook-2024 **2)** Rethinking Power Sector Reform in the Developing World, World Bank Report. Chapter 4: What Has Been Done to Restructure Utilities and Improve Governance? https://openknowledge.worldbank.org/bitstream/handle/10986/32335/9781464814426.pdf
Session 5	**Campus Tour**	

Day 2	**Tuesday**	**March 11, 2025**

Session 1	**Reading Time**	
Sessions 2 & 3 Rekha Jain	**Topic**	**Lessons of Telecom Sector Reform for Other Infrastructure Sectors**
Sessions 4 & 5 Ajay Pandey	**Topic**	**Electricity Market Design and Transition to Market**
	Readings	**1)** An Introductory Guide to Electricity Markets Regulated by the Federal Energy Regulatory Commission, USA https://www.ferc.gov/introductory-guide-electricity-markets-regulated-federal-energy-regulatory-commission **2)** Design of a Bid-based Wholesale Energy Market, Ancillary Services and Capacity Market in Chile Consolidated Report prepared June 2024, Chapter 1 &2 https://www.coordinador.cl/wp-content/uploads/2024/07/ECCO_CEN_ENERGY_MARKET_DESIGN_ENG_2024.pdf **3)** Global Evolution of Power Market Designs, 2024, World Bank, Elcin Akcura & Emelly Mutambatsere http://documents1.worldbank.org/curated/en/099821411252439558/pdf/IDU1b5f7d68f1260d1447c1856b18660d4282e6e.pdf

20:00 Hrs. Onwards Outside Dinner at ITC Restaurant

Day 3	Wednesday	March 12, 2025

Session 1 G Raghuram	**Topic**	**Regulatory and Policy Challenges in Transportation (Railways)**
	Readings	**1)** A Critique of the Initiative for Public- Private Partnership in Passenger Train Operations (Published in Vikalpa) **2)** Regulation of Indian Railways
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 port container terminals:The case of Jawaharlal Nehru Port Trust. **3)** Raghuram, G, Prashanth, Udayakumar & Richa, Prajapati, (2016), "Effect of Legal Issues in infrastructure development: The Case of Container Terminal Bids in Jawaharlal Nehru Port Trust", Transportation Research Procedia,Elsevier
Session 3 Ajay Pandey	**Debriefing, Feedback and Valedictory**	
02:30 Onwards	**Visit to GIFT City, Gandhinagar** Please assemble near IMDC Circle. Bus will leave sharp at 02:30 p.m.	

Day 4	Thursday	March 13, 2025

07:00 to 13:00 Hrs.	**Visit to Modhera** Please assemble near IMDC Circle. Bus will leave sharp at 07:00 a.m.

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Exhibit III: Formal Feedback Analysis of the Programme

22nd Core Course of SAFIR: Regulatory Experience in Infrastructure Sectors
March 10 - 12, 2025

(Participant Feedback)

Dear Participant,

We would like to thank you for your participation in the programme and request you to spend some time to provide feedback by responding to the questions below. This will help us continually improve our offering. Please be assured this feedback is anonymous.

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

- To enrich myself in role planed to direct subjecting in the reform at infrastructure. Energy sector idea and international role of electricity. The expectations were met successfully, and I am very happy about it.
- I was expecting to learn on the technical, economic and social intersections of infrastructure and its impact on different sectors of the economy. I believe that for a three-day intensive course, the objective was quite aspirational, and justice was done in disseminating the knowledge across key infrastructure segments.
- My expectation from the program is to have a broad overview of the infrastructure sector at least few of the verticals. Yes, they met successfully.
- My expectation was to get the framework of regulatory in power sector as well as the other areas like telecommunication. All were met successfully.
- I expected to learn about regulatory matters. The expectations are met successfully.
- My expectations from this programme were regulatory compliance by the utilities in the power sector. It was partially met. The programme could have been designed especially for the power sector regulatory.
- To learn about the updates in infrastructure sectors. The course is the recent development in the main infrastructure sectors as well as the development more in the past.
- Expecting an overview of the regulatory framework, the best practices are followed by regulators from another sector. Yes, the programme covers a broad perspective about regulatory practices followed in other sectors.
- My expectations from this programme were to learn more about the infrastructure sector. Yes, my expectations were fully met. I got to learn many new things about the infrastructure sector.
- I was expecting more on the regulatory experience in terms of actual issues faced by other regulatory bodies such as capex, free sides problems and how to solve them. To some extent it was solved but I cannot say it was solved completely.
- Overall, orientation of regulatory framework of infrastructure. The expectation met successfully.
- Getting a brief overview of public policy and regulatory role. The expectations were met.

- The expectations from this program were to learn the principles, application in infrastructure regular, power, telecom and logistics. Basics things to practical examples were covered. Dealing was very good.
- I was expecting to know more about various regulatory functions, working and challenges and I successfully met my expectations.
- Yes, it's an excellent session. All the faculties are taking their lecture very efficiently.
- Overview of regulatory frameworks in the infrastructure sector apart from power sector. Familiarization with few cases.
- Al together the overall training programme was good. However, if some sessions were held by the regulatory authorities of other countries, especially in the power sector, it would be more useful.
- My expectations from this programme were to really get a practical insight into the regulations and challenges across varied infrastructure sectors. They have been very successfully met.
- It was expected that the insights in the regulatory and functioning of the various infrastructure sectors. The sessions conducted here were insightful and the course was successful in imparting its intent.
- To learn updated status on Indian transportation / power sector growth plan. Yes.
- The expectations were to know the thought process or learn from other infrastructure projects or sectors. The expectations were largely met. However, some expectations such as financial expects of projects were not touched understanding that due to short time process.
- Learning and understanding the various sectors like telecom, railways etc. and the programme is up to expectations.
- Understanding market reforms and regulatory frameworks. Challenges faced by regulators. Role of competition in market. Yes, the expectations are met successfully.
- My expectations from this programme were to understand how regulatory reforms or regulatory initiatives of other sectors can be applied in the energy sector. From this programme I get to know regulatory issues in telecom, transport, and ports as well as the effect of direct subsidies.
- Regulatory framework of major infrastructure projects, viz, ports, telecom, power, airport etc. I got brief ideas about regulations / policies. I also wanted to get an idea about regulations / policies in above sectors worldwide.
- We expect that we will learn about infrastructure regulations as this is a new area for me. After completion of this course my expectations were met.
- We expected that there would be discussion and information regarding. The regulatory framework in power sectors, railways, telecom, and airports has been met successfully.
- I wanted to know more about global practices in the energy market such as that of us, empathy and the Nord pool. A global perspective would have helped us a lot in exploring those options in Indian context.
- From this programme, I was expecting skills and knowledge with regulatory experience in the infrastructure sector. Yes, I did it very successfully.
- More about the trends in other status about various issues handled which is due to large penetration of RE into the grid. Action initiated by various status and other countries towards working to supply green power. Is nuclear power penetration required or not. It is yes, why?

- Mainly to gain knowledge about infrastructure and performs in the south Asian countries, and across other infrastructure besides electricity. The similarities peculiarities and take aways to own sector. The expectations have bene somewhat met.
- To get a comprehensive understanding of the core principles with regards to regulatory infrastructure related industries. The delivery programme covered these areas to a satisfactory level.
- Being from an electricity commission, I expect that the programme will deal more with the power sector but after attending the programme it has really widened my knowledge, and I could really understand where the current position of the power sector in comparison to other sector is and how we can go about improving the power sector. Yes, the expectations have been met.
- As the name suggested it was about the overall idea above various major infrastructure sectors like railways, airports, telecom sector and electricity markets etc. The idea of giving the brief about all the infrastructure was met successfully.
- How the regulation reform took overtime. Regulation. Political intemperance and regulation reforms and act over it. Yes, the programme touches in all aspects.

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

- Direct subject role in pricing. How electricity market plays in recent times. Regulatory institutions should have full authority in order to protect the interest of the stakeholders.
- Understanding blanketed regulation and how regulation must be nuanced. Political and economic spillovers of policy action. Understanding the inherent social benefits and costs to infrastructure.
- To understand the issues beforehand, then get into the issue and relook against whole thing to have a holistic view. Time management. System importance i.e., if the system is good an average involvement can be turned into an asset.
- Capacity market. Wholescale market. To recommend how we can subsidy to the distribution sector instead of giving subsidy on variable we can give on fixed charges.
- I have learnt about the pros and cons of the regulatory framework which I wanted to improve my working.
- Regulatory framework in the power sector. Improving quality of power supply.
- The course will help with a better understanding of the day-to-day problem faced with the work.
- Electricity market design and development of electricity markets. Effective implementation of subsidies. Best use of common resources for understanding distribution and wires to increase competition in the electricity sector.
- Importance of regulatory framework in the infrastructure sector. New ideas that may be implemented or discussed in my current working field.
- Over invoking issues in capitalized. Tradability. Free rider problem with public consultation.
- Impact of subsidies in the growing sector. Energy mix and its impact on policy. Logistics and its importance in economy.
- Regulatory uncertainty needs to be avoided. Policy needs to be visionary. Regulation needs to monitor practically to avoid market failures.

- Practical application. Implementation. Learn from cohort.
- Lower to the regulatory. Captive market. Public private partnership.
- How to put the data and explain it effectively. Reports published by the IIM shall have to be studied. Study materials, knowledge and ideas given by the faculties.
- Competition should be promoted. Regulatory overnight should be there in place of contract. Leveraging technology to get the right mix of informal for good decision making.
- Market based tariff. Implementation of positive attributes from telecom sector reformation.
- To understand a particular sector, it is important to understand the background and the course of its evaluation. Stay updated with current developments. The legislation is very important.
- Statutory awareness of authority and regulatory perspective. Competitive approach. Critical evaluation of the existing methodology and thinking for effectively.
- Strengthening of regulatory affairs activities and implementation. Issues faced by GOI while implementing PPP model privation of rails. Cost plus based pricing / tariff fixation and allotment of subsidies through DBT.
- Thinks to keep in mind while framing regulation or policy. Future, growth prospects or the future technology changes for better and policy.
- Avoid uncertainty in regulations. Monitor every aspect before framing the regulations. Every sector helps to make regulations.
- Based on ideas for reform in other regulatory sectors, we would like to research ideas to be implemented in the electricity sector. Research on what would be better cost-plus tariff or incentive-based tariff.
- Direct subsidies to electricity consumers. Every market operation. Cross – subsidy.
- Challenges in Railways which need to be studied in the power sector. Competition structure in telecom, ports, gas etc. Challenges bring competition in businesses which are naturally monopolistic.
- My present work profile is different but the ideas I get from the program will implement as per requirement.
- Planning with respect to regulation as one of the key aspects. Detailing of any studies and regulatory alignment for any analysis. Understanding by case studies.
- Natural monopoly requires government intervention or the regulator. How the role of regulator has been important in other infrastructure sectors such as telecom and regulatory. Direct subsidy as an instrument to effectively benefit end use and to stop.
- Direct benefit transfer of subsidy. Same information on the regulatory framework of the telecom sector. Indicates as the PPP mode on the projects.
- Analyzing the case / projects, handled in other states in power sector or another sector. To view on the benefits to the consumer than protecting the connected company / sector. Good things / action taken in other sectors and its applicability.
- Possibility of fixation of infrastructure cost and leaving energy cost to fair play. The possibility of leaving the price to be discovered by market forces. Possibility of private players in the worse off areas.

- Understanding when to regulate a certain industry. The way electricity markets need to be developed. The common feature among infrastructure industries and how to apply lessons from one industry to another.
- There are many ideas that I have learnt are direct subsidies. Implementation of incentive-based tariff instead of cost-plus based tariff. Introducing competition in generation and supply business.
- Sharing of infrastructure in a way or other to optimum utilization of resources available. Minimizing the natural monopoly to bring competition to the market. The sector of public interest should run through a PPP mode.
- Expectation of regulation lags and political interferences and how to tackle with the time. History and case study of past to tackle the problem and be ready for the business environment.

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

5 Excellent	4 V. Good	3 Good	2 Average	1 Poor	**Average**
21	12	02	--	--	**4.54**

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

- Various lessons learned about how regulators should work, the challenges of regulators and how to overcome such industries. The programme covers the various sectors such as the telecom sector, railway etc.
- Academic exports and their domain stronghold help us gain significant in-depth perspectives. Study materials and effective orientation in a limited time frame.
- Gives a broad overview of the infrastructure sector and regulatory affairs of it.
- The different case study presented got the idea.
- Experience faculty were the major strengths of the programme.
- The faculties are experts in their field and the brand IIMA.
- It is very relevant to the current scenarios.
- Well-structured and executed programme.
- The faculty was very good and well versed and were able to solve all the queries.
- Its participants, more emphasis on extremely from experience can also be explained.
- Faculty engagement and topic coverage.
- Experienced faculty helping to connect the dots.
- Planning. The course material was very relevant. Good mix of faculty.
- The major strength of this programme was the faculty and their ideas.
- The programme covers the major portion os the worldwide scenarios. Such details about the worldwide scenario are hard to get and not easy to understand.
- Experienced faculty. Excellent infrastructure. Great coordination. Mix of participants from various domains.
- Excellent professors of coordinators.

- The professors gave amazing insights into the practical aspects, issues and challenges in the best way. They addressed each participant's concerns until resolved and didn't form subjects even if they were off track.
- Programme are delivered by the highly skilled and competent faculty. Faculty has in depth insightfulness to the subject. Sessions are interactive and make it learning from the participants.
- Expertise in subject matter and practical case-based training. Case studies in telecom privilege. Policy related matter implementation and bottleneck faced by authorities.
- The experience of faculty brought with them is unparalleled.
- The experienced faculty.
- The ease of understanding complex topic which I was no aware or have any idea is the major strength of the programme. The faculty members have made the sessions very interesting and fun, and I could greatly complex topic with case.
- The major strength of the program is the faculty choice.
- Insights into various infrastructure programmes. Case studies and dots to understand the process. Positive practices of other sectors can be adopted in relevant sectors.
- Experience faculty and their vast experience on the major strength of the programme.
- Faculty. Course material. Planning of the programme.
- Real life case studies. Outsides perspective on role of regulator in various infrastructure sectors of India and very forward.
- Expertise presentation by the speakers. Good management of the programme from initial to end including all arrangements / stay at campus. Can bring expertise for delivering more about the related sector and also exposure towards other sectors.
- All the sectors are covered with broad based and specific to tariff or unique T&C. Reference context have been taken for India vs South Asian countries in a comparative analysis.
- Expert resource persons. Effective use of real case studies. Programme structure.
- Overview of different sectors.
- The experience, clarity, patience to understand other issues and above all the kind of cooperation and willingness to help import to are the major strengths of the programme.
- High level of knowledge will help to plan not only but also long term.

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

- Extensive topics that require a series of interactions can be spread out over the course of more than a day that would enable the course moderator to cover the desired topic in a more effective and efficient manner.
- Inter regulatory approach as a can be included. Financial structure, being an important part of infrastructure, can be included.
- Reading material may be provided in soft copy.
- Power sector regulation.
- More case studies may be discussed.
- The session on electricity market design and transition to market may be covered in more detail.

- Involve more relevant faculty in the electrical domain. The duration of programme may be increased.
- More topics could have been covered.
- The duration coincides with Holi festive season could have been avoided.
- The duration of the programme shall have to be extended nearly to 5 days.
- May be duration to be increased to a weeklong for detailed and insights discussion.
- Some examples of case study with positive and negative outcomes would bring better understanding of the subjects.
- Can't think of any.
- As some of the sectors discussed here are new to some participants, duration may be more to have more insight into the subjects.
- An updated data bank based on global situations with methods applied to succeed in various sectors towards privation.
- Timing of the programme. Maybe it may not have been scheduled at the end of the financial year.
- The programme should be for a longer duration so that we can learn more. The sessions though interesting are very short.
- Regulations / practices adopted by foreign countries and their relevance in Indian context.
- The timeline for the programme should increase for 3 days to 5 days.
- Some case studies in respect of power infrastructure and regulatory framework would have been detailed.
- Case studies to be discussed in classroom within groups and transforming sessions to be held. Some industry experts' perspective can also share to gain more insights.
- More time on the topics on the course to the trained.
- Challenges in blessing implementation pros and cons. Management of storage system, its viability towards cost and related matters.
- The duration of programme may be increased for each infrastructure sector, with mandate to propose solution on real time basis as per actual scenarios.
- In class group activities on the topics could be included.
- The programme should be more than 3 days. Highlighting improvement at state level. More practical cases should be given.
- The programme should be more towards sector specific so as to attract more participation and involvement internal discussion on a particular issue and finding the best possible duration out of the discussion will increase confidence among the participants.
- All the programmes were good enough for me to learn and increase any expertise.

6. 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	18	16	01	--	--	**4.49**

2	Relevance of cases/exercises used	17	15	03	--	--	**4.40**
3	Professional usefulness/relevance	22	12	01	--	--	**4.60**
4	Composition of the faculty mix	28	06	01	--	--	**4.77**
5	Effectiveness of Study Groups	11	15	07	02	--	**4.00**
6	Value For Money	21	11	02	--	--	**4.56**

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

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

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. Sebastian Morris** **Topic**: Direct Subsidies in Infrastructures: The Key to Reform of Infrastructure	2	**4.65**	**4.71**	**4.79**	**4.68**
2	**Prof. Ajay Pandey** **Topic:** Overview of Energy Sector and International Experience	1	**4.74**	**4.79**	**4.82**	**4.85**
3	**Prof. Rekha Jain** **Topic**: Lessons of Telecom Sector Reform for Other Infrastructure Sectors	2	**4.52**	**4.61**	**4.76**	**4.61**
4	**Prof. Ajay Pandey** **Topic**: Electricity Market Design and Transition to Market	2	**4.85**	**4.79**	**4.85**	**4.85**
5	**Prof. G Raghuram** **Topic**: Regulatory and Policy Challenges in Transportation (Railways)	1	**4.70**	**4.73**	**4.79**	**4.70**
6	**Prof. G Raghuram** **Topic**: Regulatory and Policy Challenges in Transportation (Airports & Ports)	1	**4.67**	**4.67**	**4.79**	**4.64**
7	**Prof. Ajay Pandey** **Topic:** Debriefing, Feedback and Valedictory	1	**4.81**	**4.78**	**4.84**	**4.88**

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