



No.T-16011(13)/2/2012-TRGMCTP
Dated: 28th February, 2023

Sowjanya
Joint Director &
Course Coordinator Phase-V

Sub: 14th Round of Mid-Career Training Program (MCTP) Phase-V for IAS Officers (10th to 28th April, 2023)

Dear Participant,

The Academy welcomes you to the 14th round of MCTP Phase-V. The aim of the program is to offer an opportunity to the participants to equip themselves for effective policy formulation in an era of fast changing technological advances and consequential organizational transformation that are necessary to be adopted. I write to familiarize you with some of the key components of the program.

1. **Joining:** The Inaugural Ceremony of the program is likely to be held on the 9th April, 2023 by an important dignitary and hence you are requested to arrive at the Academy latest by the evening of 8th April to complete registration formalities and settle down. As per the Academy policy, no joining will be allowed thereafter.

2. **Please ensure the following before you depart for Mussooire:**

- i. **Confirmation of Nomination:** Please ensure that you have received confirmation of your nomination in the program. For confirmation, we adopt the following process:
 - a. While more than **173** participants have registered for this program, the nomination will be treated as **valid** only if it is backed by the permission of concerned Government/cadre authority. Please ensure that such permission is delivered to us in time.
 - b. On receipt of permission of Government, a confirmatory letter is sent on your registered Mobile. This is followed by a Nomination Acceptance letter on your email. In case you have not received SMS/letter, kindly contact 09411103535 or 0135-2222365 in TRG-MCTP.
 - c. In case you have not been permitted yet to attend this training by your Government, you may please follow it up with your controlling authority.
 - d. The Academy can accommodate a maximum of about **125 participants** in this program. Therefore, the confirmation of participation will be on a **first-come-first-served basis** in order of the receipt of permission of the Controlling Authority/ Government concerned.
 - e. You are required to submit a **policy note** as part of the programme. Guidelines for the policy note are attached at **Annexure-1**. Please ensure that the policy notes are submitted by **3rd April, 2023**. Those who do not submit the same by 3rd April, 2023 will not be allowed to join the programme.

- ii. **Communication with the Academy:** The Academy manages its training activities through the web portal: 'Gyan' for which your login credentials (i.e. username and password) are being sent. Kindly log into 'Gyan' and verify your personal details. We have entered these details based on NIC data and there may be some discrepancy. Please correct the same after log in. Also, you may be required to submit certain documents on the portal. In case of any clarification, you may communicate with Course Team at:
 - a. Smt. Anandhi : anandhi.ias07@nic.in; +91 9414066060
 - b. Shri Nand Kumarum: nand.kumarum@nic.in; +91 8989011707
 - c. Course Management Section: Training MCTP: trg4.lbsnaa@nic.in
 - iii. **Making appropriate arrangements for your official or personal engagements:** This is a **No-Leave course** and any absence would require repetition of the program. Therefore, suitable arrangements for any pressing official or personal engagement(s) may be done before joining the program. In case your presence is mandatory at any event, you may like to consider that and join the course next year.
 - iv. **Ceremonial and Formal Dress:** The Academy follows a general dress code i.e. full sleeve formal shirt with neckties, and formal trousers for gentlemen officers; and saree or formal salwar-kameez or western business suit for lady officers. In addition, a formal dress i.e. lounge suit and saree is recommended for events like inauguration, valediction, group photograph etc. Ceremonial dress may also be required for certain occasions.
 - v. **Woolens and personal items:**
 - a. You may carry light woolen clothes with you due to fluctuation in temperature.
 - b. Please carry sufficient stock in case you are taking any prescribed medicines. Telemedicine facilities with AIIMS, Rishikesh is also available in the academy.
 - c. In case you have any serious medical condition, kindly inform us in advance.
 - d. The hilly terrain of Mussoorie would require you to do some climbing. Besides, there will be morning exercises. Please carry appropriate walking shoes and apparel.
 - e. You are also advised to carry tablets/laptops for preparing presentations etc.
3. During your stay at the Academy, your **accommodation** will be at the Main Academy campus. We have arranged the following to make your stay comfortable:
- i) You would be allotted rooms on single occupancy basis.
 - ii) **Families would only be allowed during the period from 24th to 28th April, 2023.** Your co-operation is expected in this regard to avoid any embarrassment to you or the academy. Even during this period when families are allowed, we will not be able to provide extra room. The IAS Phase-I will also be in residence at the Academy at that time.
 - iii) You are advised not to bring any domestic help, attendant or gunman and no separate room would be provided for the accompanying attendant(s).

4. The Course will include a variety of pedagogical methods. The content has been designed to afford a good peer learning opportunity. A typical day will run in the following manner:

- i.) Your presence will be **mandatory** at Happy Valley Sports complex at 0615 hrs. on weekdays. Participants will be free to do any physical activity including Yoga, Games, Zumba, Gymnasium etc. The fitness programme is self-guided, but you are encouraged to make best use of it, as those who have done it before reaped benefits from this programme. Fitness assessment tests of the participants, to know the baseline would be done on the 9th of April.
- ii.) Classroom Sessions will be from 0930 to 1630 hrs. on weekdays. In addition, there may be some pre-dinner sessions e.g. Movies, Video Conferences, Cultural Programs etc., as also sessions on weekends as per course requirements.
- iii.) Recreational activities such as short treks, sports matches, adventure sports etc. will be organized on weekends by the Academy.
- iv.) A visit to T-hub innovation centre in Hyderabad is scheduled from 13th to 15th of April tentatively as exposure visit.

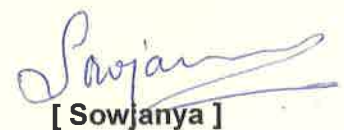
5. Under Mission Karmayogi with the emphasis given to continuous learning, academy has adopted a blended model in mid-course training programmes, which includes both components of physical and digital learning. As a part of this you are requested to complete a course in iGotkarmyogi platform too. The academy also offers curated digital learning courses and encourages you to take up these courses under continuous digital learning framework as a part of the course, on reimbursement basis. The course should be completed within one year of the completion of the Phase-V programme.

6. Various components of the Course have been designed to excite your intellectual curiosity; to provide structured spaces to reflect and situate your wide experience in a larger context; to help learn from experts and peers; and lastly, to rejuvenate and to prepare for an exciting next phase of your leadership journey.

Once again, we welcome you to the program and to LBSNAA, and look forward to seeing you here.

with warm regards,

Yours sincerely,


[Sowjanya]

All Phase-V participants

Guidelines for the Policy Paper: Phase-V

The Officers attending the Phase-V Programme are required to write a Policy Paper as part of the Course. **Policy papers** are critical analyses of an important economic or a social issue or problem that involves the research and development of a defensible plan (policy proposal) for solving the problem and formulating workable strategies for implementing the plan.

General Guidelines

1. The Policy Paper will need to analyze a potential policy that could be adopted and implemented at the level of central/state government.
2. The topic chosen should preferably be related to your present assignment so that it may be considered for adoption and implementation once you return to your respective positions upon completion of Phase-V.
3. Writing the policy paper will require an understanding of the issues related to the policy, a well-articulated formulation of the proposed policy and a thorough discussion of the intricacies of how that policy might be adopted and eventually implemented.
4. It may be kept in mind that the topic chosen is not so broad and general that the entire exercise becomes non-actionable.
5. The Policy Paper should be between 2000 and 2500 words long (excluding Annexures and References but including footnotes).
6. The Paper is required to be mailed to the Academy at trg4.lbsnaa@nic.in on or before 3rd April, 2013.
7. All participants are also expected to present their Policy Paper during the course of the programme in sub-groups during Sessions slotted for such presentations, the details of which would be included in the Sessional Plan.
8. You may follow the Harvard style¹ on citations and referencing. As per the Academic Policy of LBSNAA, the soft copy of your write-up will be submitted on www.turnitin.com. While evaluating your Policy Paper, the Similarity Report of the www.turnitin.com would be taken into consideration. As a measure of precaution against charges of plagiarism, please use quotation marks on all cited materials and ensure that the sources of all cited materials are listed in your bibliography.

Indicative Template of the Policy Paper

An indicative template for writing the Paper is given below. You may or may not follow the template *in toto* but you may bear in mind all the aspects mentioned therein and apply the ones felt relevant to the issue at hand.

- I. Title
- II. Contents
- III. Executive Summary
The Executive Summary distils the essence of the Policy Paper thus providing a brief overview. The Summary is normally written the last.
- IV. Outline of the Policy Problem or Problem Description
The purpose of this Section is to provide the reader with background information about the issue and analyse the specific issues related to the problem. It includes:
 - a. A statement of the problem
 - b. Current symptoms of the problem
 - c. Consideration of the underlying basic causes of the problem

¹ Refer http://www.scientific-journals.co.uk/web_documents/quote_unquote.pdf OR http://libguides.scu.edu.au/ld.php?content_id=31222394

- V. Review of current Policy
The purpose of this Section is to analyse the current policies/programs that deal with the problem.
- a. Current policy/framework: provisions; objectives; impact
 - b. Major flaws/limitations of current frameworks
 - c. Support/opposition for current framework
- VI. Policy Alternatives and Evaluation
The purpose of this Section is to analyse two or three alternative solutions to the problem. For each alternative solution, analyse its strengths and weaknesses.
- a. Description of alternatives to the current policy
 - b. Alternatives may include:
 - i) Alternative arrangements for implementation of current policy (e.g., alternative service delivery arrangements)
 - ii) Changes in current policy (includes creation of new policy where one had previously not existed)
 - c. Assessment of strengths and weaknesses of alternatives
 - d. Support for and opposition to alternatives
- VII. Recommendation of a Policy Alternative :
The purpose of this Section is to formulate an effective policy proposal for the problem you are addressing and demonstrate that your proposal is practical and feasible.
- a. Specific policy recommendations proposed to solve the problem
 - b. How does your policy proposal solve the problem better than the current policy or any of the alternatives?
 - c. How is the alternative policy likely to fare vis-à-vis the stated objectives?
 - d. Examine the political and administrative feasibility of the policies recommended.
- VIII. Conclusion
IX. Annexures
X. Supporting documentation
XI. References/Bibliography

Evaluation of the Policy Paper

The Policy Papers will be evaluated by external evaluators. The best 20 papers will be shared with NITI Ayog as well as concerned Ministries. The three best papers will be awarded by the Academy. We would also like to publish the top papers in the Academy Journal "The Administrator".