Event Report

16th SAFIR Core Course on Infrastructure Regulation

April 24-28, 2017
Jaipur, Rajasthan
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**Inaugural Session**

**Rationale for Reforming and Regulating Infrastructure Sectors**

Inaugural Session of the 16th SAFIR Core Course introduced the participants on the significance of reforming and regulating infrastructure sector in South Asia. The Session was chaired by Dr Geeta Gouri, Former Member, Competition Commission of India; Bipul Chatterjee, Executive Director, CUTS International and Udai S Mehta, Deputy Executive Director, CUTS International.

**Highlights**

- Despite various initiatives taken in India towards infrastructure development, the sector is marred by challenges of market failure as well as governance failure and challenges persist due to the classical principal agent problems, which calls for optimal regulation for this sector.

- There is a dire need to attract investments in India’s infrastructure sector and approach the development agenda in a holistic manner. Regulatory and policy uncertainties need to be reduced to make the sector attractive for investments. Regulatory Impact Assessment (cost and benefits analysis) of policies and regulations (*ex ante–ex post*) is the way forward in this regard.

- One needs to understand the rationale for regulating a sector. In case of natural monopoly, regulation mostly is required due to absence of competition in the market. A few examples of natural monopoly include the wire business in electricity sector, pipeline business in natural gas sector, etc.

- In case of a natural monopoly, the government mostly takes charge of service provision as a natural monopolistic sector is a public good. The government’s efficiency in running infrastructure services (public sector) has always been a major concern in India. Thus, the need to involve the private sector was felt. The private sector, however, has a tendency to maximise its profits and further in a Public-Private Partnership (PPP) model, the risk management between various entities plays a key role.
Session I
Why Regulate? Ownership and Regulation

The Session's objective was to understand changing structures and vistas of infrastructure regulation in India with emphasis on electricity sector. This session was conducted by **Dr Geeta Gouri, Former Member, Competition Commission of India**.

Highlights

- While studying regulatory governance, one needs to understand the distinction between the role of sector regulator and competition regulator.

- Sector regulators mostly act on an *ex-ante* approach and less of an *ex-post* approach. The need to regulate emerges due to existence of principal agent wherein challenges such as information asymmetry persist.

- The functions of a sector regulator are to unbundle and bring about efficiency and competition in the sector. Protecting competition is not the domain of a sector regulator, but that of a competition regulator.

- Regulators must be well-versed with cost curves and marginal cost of firms in the sector. This will ensure appropriate tariff setting.

- In infrastructure sectors, price of a commodity equals the marginal cost. However, when predatory pricing is practiced, price is lesser than marginal cost. Further, in case of Unscheduled Interchange (UI), the concept of marginal cost and price get distorted.

- A clear mismatch exists between the supply and demand estimates in electricity sector. Thus, there is a need for Central Electricity Regulatory Commission (CERC) to change the guidelines for market operation in this sector. Also, one of the major functions of State Electricity Regulatory Commissions (SERCs) should be to forecast demand more appropriately.

- Determination of retail tariff should be left to market mechanisms. Mechanisms like lifeline tariff and direct benefit transfer subsidy are unsustainable for the sector. Also, the deserved are deprived of required subsidy.

- Under Section 60 of Electricity Act 2003, each distribution licensee has to be given a separate tariff, while in reality various distribution licensees in different states cross-subsidise their costs amongst themselves and are able to share common tariffs.
The nature of regulation has to change – time constraint and functional constraint indicate a shift from sector regulation to market functioning with only minimal directions that are technical and not on pricing.

**Ice Breaker Session**

This post-lunch session’s objective was to involve all participants in a group exercise, so that they get to know each other well and was conducted by Amit Gordon, Director, CUTS International.

**Session II**

**Overview of Good Regulatory Practices**

This session’s objective was to provide a brief overview of good regulatory practices adopted by various countries across South Asia/the world, regulatory impact assessment, regulatory guillotine, centralised register of formalities, improving public consultation and transparency, independent review of red tape by a central body etc. along with highlighting the benefits of such good regulatory practices. This session was conducted by Sumant Prashant, Legal Consultant, National Institute for Public Finance and Policy (NIPFP).

**Highlights**

- Currently, most countries refer to the best practices laid down by Organisation for Economic Cooperation and Development (OECD) that has defined internationally recognised processes, systems, tools and methods for enhancing the quality of regulations.

- These best practices help in systematic implementation of public consultation and stakeholder engagement, along with ensuring effective impact analysis of government proposals before their implementation to ensure efficient project delivery.

- A good regulator may be defined as one who ensures transparency and accountability, while being independent in decision-making. An ideal and impactful regulator would be effective if formed under a quasi-judicial structure.

- One of the key regulatory practices is the ‘Regulatory Guillotine’ and international experience with this approach has been positive. Korea successfully used the guillotine approach as part of its Three Year Economic Innovation Plan (March 2014-February 2017) to rapidly review and eliminate thousands of unnecessary and outdated business regulations that reduced regulatory costs by 50 percent and rapidly increased foreign direct investments.
FDIs in the country. It is about time that South Asian countries also start considering this approach while formulating their regulatory reforms strategy.

- Three key functions of the regulator are legislative – to issue regulations and guidelines; executive – to take care of permissions, approvals, investigations, impose financial penalties; and quasi-judicial – guided by Administrative Law Officers who determine legality and issue penalties to defaulters backed by reasoned decision.

- In Bangladesh, quasi-judicial function of regulators is not strict in nature. Judges are not party to the decision and are not repeated in case of multiple hearings. The country is in the process of setting up a separate tribunal in the Energy Commission. Executive versus the quasi-judicial functions of a regulator are a power-game and hence may not be an impartial process. Access to internet significantly hampers public consultation process in Bangladesh as outreach is reduced, resulting in a futile feedback process.

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**Day II**

**Session III & IV**

**RIA Concepts and Choosing the Analytical Methods**

This objective of these Sessions was to understand the concept of Regulatory Impact Assessment (RIA), where key points of deliberation were – what, why, how, who and when to regulate. The session was conducted by Amol Kulkarni, Senior Policy Analyst, CUTS International.

**Highlights**

- *General Perception of Participants*: The general perception of the participants was the word ‘analysis’ suited more in the electricity regulatory sector as the subject demands *ex-ante* measures to avoid certain unforeseen situations in the larger view of energy security of the nation and availability of affordable and uninterrupted supply of electricity to end-consumers. This requires an in-depth knowledge of the electricity sector and what type of regulation is suitable for addressing the problem.

- *Regulatory Process in India*: Electricity sector in India is regulated as per the mandate of Electricity Act, 2003. The objective of regulating this complicated sector is to keep a check on certain vital parameters, such as demand pattern, smart grid implementation, complying with renewable energy purchase
obligations (RPO) etc. This ensures quality supply of electricity at an affordable rate to end-consumers and longevity of the power system. Moreover, since the electricity market is oligopoly in nature, regulations are required to check unfair practices and prevent information asymmetry in the sector.

- **Regulatory Process in Sri Lanka:** The first step is to identify problems at ground level and presenting the same before a consultation panel for drafting suitable regulations. A public hearing is convened to take inputs from relevant stakeholders. Thereafter, a final draft is presented to Cabinet members for their approval. Once approved, the draft becomes a regulation for the specified time period. A steering committee is appointed to determine and administer the milestones to be achieved as per the regulation.

- **Regulatory Process in Bangladesh:** Regulators first determine the need for demand by studying the load patterns. This is followed by preparing a draft regulation, which is circulated for public comments. After completion of public consultation process and further review and deliberation, the draft is amended. The final draft is then sent to Ministry of Public Administration (MOAP) and Ministry of Law, Justice, and Parliamentary Affairs. Once approved by both the Ministries, the regulation is implemented.

- **Group-case Study Exercise:** A group-case study exercise was conducted with participants, where the recent incident of deboarding a passenger from United Airlines in the US was discussed at length and reactions from participants were sought on the regulatory perspective. Participants unanimously agreed that a greater degree of transparency is required for end-consumers’ benefits so as to understand the regulations and consequences end-consumers might face in certain cases.

- **Conclusion:** In the concluding session, it was agreed that Regulatory Commissions play a vital role in the energy sector as the sector is dominated by only a handful of players and they help in maintaining transparency in the regulatory process.

**Ice Breaker Session**

The objective of the post-lunch Ice Breaker Session was to involve all the participants in a group exercise, so that they get to know each other well. This session and was conducted by **Amit Gordon**.
Day II & III

Session V & VI
Understanding the Problem Right: Actor Mapping Approach

This Session was a group-activity workshop (divided in two sections) conducted by Sruthi Krishnan and Bharath M Pallavalli from Fields of View, Bangalore.

Highlights

• The first section of the workshop was to identify problem areas from a regulator's perspective that included issues like information asymmetry, monopoly of DISCOMs, increased AT&C loss; inefficient billing and political influence in the functioning of commissions and mapping these problems to relevant actors responsible as functionaries and stakeholders.

• The second section of the workshop was to identify tangible and intangible resources that these actors have at their disposal for overcoming identified problems from the previous session. Each group was then asked to present a 10-year roadmap solution that will enhance internal and external regulatory environment. Some important recommendations identified are as following:

  o Increased awareness of public through print media
  o Setting up a training centre for citizen groups
  o Separate regulatory service cadres for better understanding of the sector and improved performance of the commission
  o Discussion forums for inter-state regulatory issues.

• The session concluded with some fruitful suggestions and recommendations shared by the participants for better performance of the sector. These are as following:

  o A clear Renewable Energy Certificate (REC) policy to provide security against market fluctuations
  o Financial incentives to Distribution Companies (DISCOMs) for better performance
  o Introduction of Information and Communication Technology (ICT) for effective load forecasting and efficient load flow analysis
  o Insulation of Regulatory Commissions from political influence
Day III

Session VII & VIII

Competition Impact Assessment: Significance & Concepts

The session objective was to highlight how regulatory and policy distortions can potentially impact competition in the marketplace. Furthermore, the session highlighted importance of assessing regulations through the lens of competition in order to check policy distortions and anticompetitive outcomes across the sectors. The session was conducted by Saket Sharma, Associate Fellow, CUTS Institute for Regulation & Competition.

Highlights

- Healthy competition is worth protecting as it is the lifeblood of commerce. It increases likelihood of efficiencies and innovations, drives cost savings and consumer choice, improves quality of product/service, promotes fairness and openness leading to public trust.

- Regulatory barriers and distortions to competition must be eliminated as they negatively impact market dynamics and inhibit natural growth of the economy.

- Hence, it is important to conduct competition impact assessment to see whether regulations restrict or promote competition in the sector. This evaluation helps identify policy alternatives that do not restrict competition, but still meet the envisaged policy objectives.

- There are several tools devised for policymakers and regulators to conduct such an analysis. For instance, Competition Assessment Toolkit of OECD and CUTS Competition Impact Assessment Toolkit (CUTS CIAT).

- One important concern which participants highlighted was with regard to the possible inconsistency in functions between Competition Commission of India (CCI) and specialised sector regulators. Jurisdictional issues were hotly debated but consensus remained that regulators and CCI must act in a collaborative fashion to tackle policy induced distortions as well as anticompetitive conduct.

- The Session ended with a case study wherein participants had to use the CUTS CIAT to solve the case. This was a team exercise and turned out to be highly productive and interactive. It was useful for the participants be able to apply the theoretical knowledge in a practical manner.
Visit to Chowki Dhani

This was a recreational trip organised for all the participants where they visited the Jaipur's most popular village resort – Chowki Dhani for dinner, outing and to explore the rich culture of Rajasthan.

Day IV

Session IX

Incentive Regulation and Regulatory Design: Approach for Infrastructure and Utility Regulation in Developing Countries

The Session’s objective was to understand behavioural aspects of regulation and the need to strategise appropriate incentives to change the behaviour of actors in the sector. The Session was conducted by Sachin Warghade, Assistant Professor, Tata Institute of Social Sciences.

Highlights

- Effective regulation involves regulating the behaviour of stakeholders rather than just data-monitoring. Due to lack of this approach, last mile regulatory issues persist. The need to regulate behaviour of actors has to also bring in change of behaviour through appropriate incentives.

- A simple exercise on ‘How to Cut a Cake’ can help in understanding that actors take decisions as per information available and the hidden incentives that they may draw using this information. It can depict the behaviour of actors in a market and methods for a regulator to strategise regulations by changing existing incentive structures. Analogies may be drawn between this cake cutting exercise and real world situations. One such analogy reflects that when utilities have information about costs, they tend to devise games and strategies to hide information from other actors, delay processes, provide more information than required in order to hide actual information, share wrong information etc.

- The games referred in this session were strategic interactions among self-interested entities in response to action-situations. Interactions among the regulator, service providers, consumers, political principals may be termed as games.

- Strategising takes place mainly due to problems associated with principal-agent behaviour. The dynamics of principal (regulator)-agent (regulated) depend upon
information, resources, role and authority one has. Since the agent has an opportunity to hide information from the principal, regulatory constraints emerge for regulator which makes enforcement control difficult. The regulatory constraints might take the form of information asymmetry, political demands, uncertainties etc.

- In the electricity sector, regulator needs to control perverse incentives to utilities under the Rate of Return/Cost Plus Regulation. The perverse incentives drawn by utilities due to existing problems with Cost Plus Regulation are:
  - Profits depend on the amount of capital and other costs allowed by regulator
  - Utility firm is not the residual claimant of efficiency gains
  - There are incentives to increase costs and thus utilities indulge into activities, such as gold plating, shifting of costs from unregulated to regulated businesses, etc.
  - Cost regulation mechanisms (tariff reviews/ hearings) are expensive; prudence review might discourage innovation and lead to underinvestment
  - Earnings are constrained by regulatory reviews, reduced risk taking and investment attitude

- Thus, for effective regulation, a regulator needs to introduce incentive structures that make the regulated entity play games as per regulatory objectives, i.e. by setting the rules of the game. The regulator needs to re-design the incentive structures and design ‘incentive-compatible’ regulatory frameworks.

- In electricity sector, a few mechanisms of redesigning incentive structures could be:
  - Allowing firms to retain the efficiency cost
  - Dissociating tariff from cost review (following Price Cap regulation method)
  - Allowing a regulatory lag of few years between subsequent tariff reviews for utilities to make cost savings

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**Session X**

**Role of Regulators in Ensuring Sustainable Development**

The Session’s objective was to entail discussions and deliberations on Sustainability, Relevance of Sustainability to Regulators, Key Sustainability Aspects for Regulators: energy efficiency and renewable energy, resource efficiency and waste management, social inclusiveness, etc. Also, the role of regulators in promoting sustainable
development was defined, and how to build sustainable development concepts as an integral part of regulatory mechanisms. The session was conducted by Surya Prakash Chandak, Professor Emeritus, BIMTECH.

**Highlights**

- The concept of sustainable development formed the basis of United Nations Conference on Environment and Development (UNCED) held in Rio de Janeiro in 1992. This was the first time the term ‘sustainable’ used ‘in the modern sense’ was as part of the Club of Rome, in 1972. However, the term was popularised 15 years later in 1987 with Bruntland Report’s publication of ‘Our Common Future’. The report defined sustainable development as: "development, which meets the present needs of the without compromising the ability of future generations to meet their own needs". Although many changes and modifications took place in the definition, also many new terms were coined, such as carbon neutral growth, green economy or blue economy; the basic notion of the term remained the same.

- The eight principle issues related to sustainable development and the way they are linked to the roles of electricity regulators were highlighted like: population and human resources; industrialisation; food security; species and ecosystems; planned urbanisation, managing the commons; energy security; and environmental degradation. We extract the natural resources; we produce goods; we use it and throw the rest, losing valuable energy in the process. This model needs to be changed. Sustainable Development Goals (SDGs) were also identified as the problem. Goal 12 specifically targets to ensure sustainable consumption and production patterns. As developing countries lack technical, financial and human resource capacity, the goal envisages assisting developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.

- Participants expressed their opinions concerning the need to adopt sustainable development and it has been accepted that sustainable development should be the way to go ahead. It was highlighted that with present rate of consumption, electricity production can sustain for another 12 years and going beyond, sourcing coal requirement from another mine would be required. Energy security has appeared as a big challenge for governments all over the world. Energy being the basic need and also the driver of growth for an emerging country like India, where demand is ever increasing, procuring enough coal and gas for days to come remains a challenge.

- One of the ways to address the challenge of resource procurement is to turn towards renewable energy (RE). However, adding more renewable in the energy
mix will drive the cost of electricity higher and will become unsustainable for the end-consumers. Although, with the improvement in technology while the price of renewable energy is reducing, it is still unaffordable for majority of consumers and hence, unviable for mass-transition by current governments.

- It was revealed by a Sri Lankan participant that within 30 years, from being 100 percent hydro, the country has transitioned towards one-fourth of total energy being generated from thermal power plant. This is a reverse trend as with the globe moving towards RE, Sri Lanka is moving towards conventional sources of energy. The situation looks grim as Sri Lanka does not have coal, oil, gas or nuclear resources. At present, they are dependent on Indonesia for coal. But this model is unsustainable and the government is thinking of exploring solar and wind energy that are less capital intensive as compared to larger hydro projects.

- It was agreed that sustainable development is important and consumer awareness is essential in this regard. However, the road towards sustainable energy still seems difficult for many participants. A participant from Bhutan explained that the South Asian region needs to increase its development pace to match other developed countries and then work on energy transition. Explaining and convincing policymakers, especially in the existing bureaucratic structure is also a huge challenge – participant from Bangladesh reiterated.

- As way forward, few tools were discussed, such as conducting a proper Environment Impact Assessment (EIA), introducing payment for environment services (PES) to internalise the negative externalities and improving the ‘polluter pays’ tax concept.

- While some of these tools are already in use in some South Asian countries, implementing these in other countries requires further capacity building and political will. Where every decision depends on interest of voters, unless demand for sustainable development comes from end-consumers, no politician will be willing to invest in creating an environment leading to successful transition towards clean energy.
Day V

Future of Infrastructure Regulation: Gazing into the Crystal Ball

This Session was chaired by George Cheriyan, Director, CUTS International; and Vishwanath Hiremath, Chairman, Rajasthan Electricity Regulatory Commission (RERC) delivered the keynote address.

Highlights

- V Hiremath was invited as keynote speaker to share his views and experiences on the future of infrastructure regulations in South Asia. He shared his experiences and guided the participants on various challenges and difficulties faced by regulators. He said that he was aware of the root cause of the sector and mentioned balancing interests among all stakeholders is a difficult exercise. Regulators have to ensure that while balancing, the sector should also grow. The SAFIR Forum is a unique platform that works in creating a positive environment in South Asia.

- George Cheriyan spoke about the importance of involvement of end-consumers in regulatory decision making. While many regulators have been proactive in ensuring consumer participation, more efforts are required to involve end-consumers in the infrastructure regulatory mechanism to create effective and transparent regulatory process.

Session XI

Electricity Trade in South Asia Region: Role of Regulators

The Session’s objective was to focus on the importance of regional energy trade and role of regulators. The economics of electricity market varies from country to country, although the underlying economic principles governing market behaviour remain the same. To promote trade in South Asia region, the initial step is to: analyse energy markets of these countries; the expected demand in the following 20-30 years; the potential each country has to generate; and export and the scope of exploiting the potential. This Session was conducted by Nitya Nanda, Fellow, The Energy Research Institute of India (TERI).

Highlights

- The Session covered the internal dynamics of India-Bangladesh, India-Bhutan, and India-Nepal energy cooperation and how they have met the energy requirements and also influenced geopolitics of the region.
• The discussion highlighted the failure of India-Pakistan energy cooperation, which has resulted in numerous un-exploited resources and barriers to potential electricity trade. Currently, cross-border electricity trade is taking place through a bilateral mechanism via Bangladesh, Bhutan, India, Nepal (BBIN) Initiative where political negotiations and diplomacy are key drivers of the process.

• Even though a potential cross-border energy market exists in the South Asian region, a broader multilateral energy market is hard to perceive in the immediate future because of various reasons like political instability, lack of grid parity, unpredictable demand supply pattern, etc.

• However, if a future common energy trading market comes into existence, then Regulators will play a vital role in facilitating the same and having a common Regulator might be desired.

Session XIII
Transforming Power: Consumer Protection and Participation in Electricity Regulation

This Session was co-chaired by Dr Ashwini Swain, Executive Director, Centre for Energy, Environment & Resources, New Delhi and Udai S Mehta, Deputy Executive Director, CUTS International that focussed on lack of awareness of consumers and complexities in the functioning of various grievances redressal forums in the electricity sector.

Highlights

• The Session covered various aspects on Consumer Rights and how these were initially covered under the Consumer Protection Act, 1986 which was further embedded in the electricity sector through various provisions of the Electricity Act, 2003.

• The Session also highlighted the significance of Ombudsman, Appellate Tribunal, and Consumer Grievance Redressal Forum in addressing the consumer dissatisfaction and taking correctional measures.

• There are inadequate numbers of consumer grievance redressal forums (CGRF) and only financial complaints are forwarded to CGRFs, whereas service cases like average pricing and faulty metering should also have been forwarded.

• Additionally, lack of consumer awareness results in lawyers’ involvement for mitigation of cases, while on the contrary, the Electricity Act of 2003 does not
mandate involvement of lawyers for the same. Hence, there is a strong need for more consumer awareness and non-government organisations/civil society organisations will play a key role in this area.

- As on date, industry bodies primarily attend public hearings of the Commission and participation from end-consumers and consumer organisations should also be considered.

- Numbers of public forums need to be increased and organised more frequently for quicker adjudication of cases.
Annexure I

Analysis of Participants’ Feedback

The 16th Edition of SAFIR Core Course Training was successfully organised by CUTS International. The 5-day programme included 22 participants from India, Bhutan, Bangladesh and Sri Lanka. The participants were from the electricity sector while one of the participants was from the Ports sector. Expectations of all the participants before the beginning of the training programme have been summarised below in three broader areas:

- Utilise the programme as a Knowledge-sharing platform
- Learn Best Practices and Innovative Ideas for Regulations in Infrastructure Sector
- Understand Consumer Advocacy Issues in Energy Sector

The programme was promoted on social media using hashtag #SAFIR2017 using @CUTSCCIER Twitter and Facebook accounts. Gireesh B Pradhan, Chairman, Central Electricity Regulatory Commission (CERC), Government of India shared his delight by replying to one of the tweets during the opening day of the programme (given below).

Furthermore, feedback forms (Annexure II) were distributed among the participants to capture their experiences, exposure and valuable suggestions during this 5-day programme.
The analysis of the feedback forms is summarised below in three categories:

1. **Overall Feedback**
   - Participants enjoyed the hospitality and quality of the training programme
   - Organisation of the programme was also rated quite high
   - There was scope for improvement in the presentation of the speakers

   ![Overall Feedback Chart]

2. **Faculty Feedback**
   - Conduct and content of Dr Geeta Gouri (Session 1), Nitya Nanda (Session XI) and Surya Prakash Chandak (Session X) were rated the highest.
   - Sumant Prashant (Session II) was rated the lowest.

   ![Faculty Feedback Chart]
3. Session Feedback
   a. “Session I: Why Regulate? Ownership and Regulation” was the highest-rated.
   b. “Session II: Overview of Good Regulatory Practices” was the lowest-rated.
We wish to thank you for your participation in the CUTS & SAFIR 16th Core Course on Infrastructure Regulation. We would appreciate if you could take few minutes to share your feedback on the course with us.

I. **Overall Programme**

Please circle the number that most closely represents your feelings:

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<thead>
<tr>
<th>Qualitative Aspects of Programme</th>
<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
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<td>a) Appropriateness of the programme and contents</td>
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<td>b) Organisation of the programme</td>
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<td>c) Quality of speaker(s)</td>
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<td>d) Quality of programme materials</td>
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<td>e) Interaction</td>
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<td>f) Evaluation of food/refreshment (Quality &amp; Service)</td>
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<td>g) Overall evaluation of programme</td>
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II. **Sessions**

Kindly circle the number that most closely represents the level of interest and usefulness each topic.

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<th>Sessions</th>
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<td>4. Case Study for Participants: Design Alternatives, Identify Costs and Benefits</td>
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<td>6. Designing Futures with Multiple Stakeholders</td>
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<td>8. Competition Impact Assessment: Case Study Exercise</td>
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<td>12. Interactive talk on energy access to last mile</td>
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### III. Faculty

Please circle the number as given in the table below, which closely expresses your views about the faculty:

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
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<tr>
<td>1. Geeta Gouri</td>
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<td>2. Suman Prashant</td>
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<tr>
<td>3. Amol Kulkarni</td>
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<tr>
<td>4. Sruthi Krishnan</td>
<td>5</td>
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<tr>
<td>5. Bharath M Pallavalli</td>
<td>5</td>
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<tr>
<td>6. Saket Sharma</td>
<td>5</td>
<td>4</td>
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<td>1</td>
</tr>
<tr>
<td>7. Sachin Warghade</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>8. S P Chandak</td>
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<td>Designation:</td>
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<tr>
<td>9.</td>
<td>Nitya Nanda</td>
<td>5 Excellent</td>
<td>4 Very Good</td>
<td>3 Good</td>
<td>2 Average</td>
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<tr>
<td>10.</td>
<td>Ashwini Swain</td>
<td>5 Excellent</td>
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<td>11.</td>
<td>Udai S Mehta</td>
<td>5 Excellent</td>
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<td>12.</td>
<td>Amit Gordon</td>
<td>5 Excellent</td>
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<td>3 Good</td>
<td>2 Average</td>
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</table>

Organisation: __________________________________________

Office Address: _______________________________________

Telephone/Mobile No.: ___________ Fax: ________________

E-mail: _______________________________________________

(Thanks for filling the above Feedback Form)

Signature
### Annexure III

#### List of Participants for 16<sup>TH</sup> SAFIR Core Course Programme

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Designation</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Group 1</strong></td>
</tr>
<tr>
<td>1</td>
<td>Abhishek Moza</td>
<td>Deputy Secretary</td>
<td>Delhi Electricity Regulatory Commission</td>
</tr>
<tr>
<td>2</td>
<td>Abhishek S Makwana</td>
<td>Executive (Technical)</td>
<td>Gujarat Electricity Regulatory Commission</td>
</tr>
<tr>
<td>3</td>
<td>Archana Sahoo</td>
<td>Dy. Director (Tariff-Econ.)</td>
<td>Orissa Electricity Regulatory Commission</td>
</tr>
<tr>
<td>4</td>
<td>S P Shukla</td>
<td>Director (Eng.)</td>
<td>Chattisgarh State Electricity Regulatory Commission</td>
</tr>
<tr>
<td>5</td>
<td>Belayet Hossain</td>
<td>Assistant Director</td>
<td>Bangladesh Energy Regulatory Commission</td>
</tr>
<tr>
<td>6</td>
<td>Manish Shrivastava</td>
<td>Dy. Director (T&amp;D)</td>
<td>Madhya Pradesh Electricity Regulatory Commission</td>
</tr>
</tbody>
</table>

|     |                       |                                    | **Group 2**                                     |
| 7   | Chaman Dlta           | Secretary                          | Himachal Pradesh Electricity Regulatory Commission |
| 8   | Ghan Shyam Verma      | Deputy Director (Technical)         | Rajasthan Electricity Regulatory Commission      |
| 9   | Kamal Kishor          | Assistant Chief - Admin            | Central Electricity Regulatory Commission        |
| 10  | Khandoo               | ICT Officer                        | Bhutan Electricity Authority                     |
| 11  | Malla Srinivasa Rao   | Dy. Director (Tariff)              | Tariff Authority for Major Ports                 |

|     |                       |                                    | **Group 3**                                     |
| 12  | Deepak Pandey         | Director (Finance)                 | Uttrakhand Electricity Regulatory Commission     |
| 13  | Shikha Garg           | Consultant                         | Joint Electricity Regulatory Commission          |
| 14  | Md. Moyazzem Hossain  | Director                           | Bangladesh Energy Regulatory Commission          |
| 15  | P Sharda              | Deputy Director - IT               | Telangana State Electricity Regulatory Commission |
| 16  | Prafulla S Varhade    | Director (EE)                      | Maharashtra Electricity Regulatory Commission     |

<p>|     |                       |                                    | <strong>Group 4</strong>                                     |
| 17  | Mohammad Moshur Rahman| Deputy Director                    | Bangladesh Energy Regulatory Commission          |
| 18  | Rama krishna Chilaka pati | Director (Administration) | AP Electricity Regulatory Commission |
| 19  | Arun Kumar            | Assistant Secretary                | Central Electricity Regulatory Commission        |</p>
<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Designation</th>
<th>Organisation</th>
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<tbody>
<tr>
<td>20</td>
<td>Sameera Adikaram</td>
<td>Assistant Director</td>
<td>Public Utilities Commission of Sri Lanka</td>
</tr>
<tr>
<td>21</td>
<td>Sanjeeb Tamuli</td>
<td>Consultant (Grade-I)</td>
<td>Assam Electricity Regulatory Commission</td>
</tr>
<tr>
<td>22</td>
<td>Sanjeev Kumar Singh</td>
<td>Dy. Director (Accounts)</td>
<td>Bihar Electricity Regulatory Commission</td>
</tr>
</tbody>
</table>
Glimpses