

Evaluation of the Scheme "Domestic Funding of Foreign Training"

Project Coordinator
Dr. Amit Kumar Singh

Draft Report



Sponsored to
Department of Personnel and Training
Government of India, New Delhi



Sponsored by
Indian Institute of Public Administration
IP Estate, New Delhi

Evaluation of the Scheme on Domestic Funding of Foreign Training

Project Coordinator
Dr. Amit Kumar Singh



Sponsored to
Department of Personnel and Training
Government of India, New Delhi



Conducted by
Indian Institute of Public Administration
IP Estate, New Delhi


Acknowledgement

The Evaluation Study of the Domestic Funding of Foreign Training would not have completed without great help and support of people who had contributed their time in different ways. First and foremost, we wish to express our sincere gratitude to Department of Personnel and Training, Govt. of India, for entrusting this work to us. I would like to record my gratitude for Mr. Shri Prakash Dube (Former Director), Mr. Manoj Gupta (Under Secretary) Mr. Jitesh Gupta (Section Officer) and other officers of DFFT division for their cooperation.

I would like to place on record my deep gratitude and appreciation for the constant guidance and encouragement of Shri S. N. Tripathi, IAS, Director General, IIPA. His deep insights and discussion has helped us in improving our work continuously. We are also thankful to Shri Amitabh Ranjan, Registrar, IIPA who took keen interest and provided all support for early completion of the study. We are grateful to administrative, library and accounts sections of IIPA for their cooperation and valuable contributions to the evaluation study. Without whose kind help the project would not have been completed.

I am grateful to the members of the study team for effective and timely support. Particularly I am thankful to Mr. Barun Barnawal who has worked tirelessly and efficiently at all stages of this project. I hope that the evaluation study report would meet all the requirements envisaged in the terms of reference of the study and a useful document for the Department of Personnel and Training.

Date: 28-12-2020
Place: New Delhi



Amit Kumar Singh

Contents

	Page
<i>Acknowledgement</i>	i
<i>Content</i>	ii-iii
<i>List of Tables</i>	iv-v
<i>List of Figures</i>	vi
Executive Summary	vii - xi
Chapter I Introduction	1 - 13
1.1 Introduction	
1.2 Background of the DFFT Scheme	
1.2.1 Long-Term Programmes	
1.2.2 Short-term Programmes	
1.3 Eligibility Criteria	
1.4 Expenditure made under the DFFT Scheme	
1.5 Scope of the work	
1.6 Methodology	
1.7 Data Collection and Sampling Plan	
1.8 Scope and Limitation of the Study	
Chapter II Perception of DFFT beneficiaries and Data Analysis	14 - 34
2.1 Gender Profile of Respondents:	
2.2 Age Group	
2.3 Service Profile of Officers:	
2.4 Long-Term Training Programs Attended	
2.5 Short-Term Training Programs Attended	
2.6 Last Training Program Attended	
2.7 Year of Training Programme	
2.8 Preferred Countries (Institutes/Universities for the Participants	
2.9 Preferred Mode of Last Training Programme	
2.10 Funding for the Training Program Attended	
2.11 General Feedback of the training programme	
2.12 Facilities and amenities during training	
2.13 Learning Experience	
2.14 Training for Group B & C officials	

2.15	Efficacy of Short-term training	
2.16	Opinion on long duration of Face to face Long Term Training Programme:	
2.17	Importance of Online or blended training program	
2.18	Outcome of DFFT courses	
2.19	Post training evaluation form submission	
2.20	Preference about training method	
2.21	Eligibility criteria for nominating officers for training programmes	
2.22	Satisfaction with the present eligibility criteria/conditions of DFFT	
Chapter 3.	Conclusions and Suggestions	35 - 40
3.1	Findings	
3.2	Recommendations	
Annexure I	Eligibility Criteria for courses where nominations are made by DoPT	42 - 49
Annexure II	Interview Schedule	50 - 56

List of Tables

Table No.	Title	Page
1.1	Number of nominated officers for different courses und DFFT scheme	3
1.2	The categories of programmes for invitation of nominations	5
1.3	List of Long-Term Programmes offered under DFFT Scheme for 2019-20	6
1.4	List of short-term programmes offered under the DFFT Scheme for 2019-20	7
1.5	Details of expenditure on Domestic Funding of Foreign Training during Last 3 years	10
1.6	Sample Size and Distribution	13
2.1	Gender Profile of Officers Attended Foreign Training	14
2.2	Age Profile of Officers Attended Foreign Training	14
2.3	Service Profile of Officers Attended Foreign Training	15
2.4	Number of Long-Term Training Programs Attended	16
2.5	Number of Short-Term Training Programs Attended During 2015-20	17
2.6	Details of Last Training Program Attended	17
2.7	Year-Wise Last Training Program Attended	18
2.8	Mode of Last Training Program Attended	20
2.9	Type of Funding for the Training Program Attended	20
2.10	Tuition Fee Paid for the Last Training Program Attended	21
2.11	Amount of Partial Funding for the Training Program Attended	21
2.12	Source of Rest Partial Funding for the Training Program Attended	22
2.13	General Feedback of the training programme attended	22
2.14	Extent of satisfaction pertaining to facilities and amenities during training	23
2.15	Rating of Learning Experience Pertaining to Training Program Attended Learning Experience	24
2.16	Whether DFFT programmes are restricted to the senior officers (Group A)	26
2.17	Opinion regarding expansion of systematic training initiatives to Group B & C officials	26
2.18	Short-term training is as productive as long-term training	27
2.19	Face to face Long Term learning takes valuable time off your service	27
2.20	Efficacy of Online or Blended Training Program	28
2.21	Success level of the course outcome as per the opinion of Participants	29
2.22	After attending foreign training programme any document submitted	30
2.23	Post training document submission	30
2.24	Post training teaching	31
2.25	Effective mode of training programme	31

2.26	Present weightage criteria for nominating and selecting the officials	32
2.27	Necessary changes sought for regulating and selecting officers for DFFT	33
2.28	Level of satisfaction with the present eligibility criteria/conditions of DFFT	34

List of Figures

Figure No.	Title	Page
Fig 1:	Destinations of DFFT Participants	18
Fig 2.2	Short-term Programmes at Harvard & Cambridge University funded by DFFT	19
Fig 2.3	Long-term Programmes at Harvard & Cambridge University funded by DFFT	19

Executive Summary

The Domestic Funding of Foreign Training (DFFT) Scheme is one of the most important schemes of Department of Personnel and Training. This scheme was introduced by the Government of India in the year 2001 with an objective to upgrade the knowledge & skills of the Government officers as well as to provide exposure to international best practices by deputing them to different long and short-term training programmes abroad aimed to nominate officers for training programmes abroad. Initially these programmes were funded by bilateral or multilateral assistance. However, over the years, this assistance had come down. Hence, the Government of India decided to provide international exposure to their officers by deputing them to different long term and short-term training programmes. Now the Training Division of Department of Personnel (DoPT) sponsors the long term and short-term training programmes for officers at Foreign Institutions under the scheme. The entire cost of participation for the officers in both the training programmes is borne by the Training Division of Department of Personnel (DoPT), except certain pre-departure expenses.

The scheme envisages to upgrade the knowledge & skills of the senior Government officers as well as to provide exposure to international best practices by deputing them to different long and short-term training programmes abroad. The eligible and interested officer applies for different long and short-term training programmes abroad. Generally, financial support is being extended to officers, who secure admission for a study programme in the foreign universities/institutions, which figure in the list of top 100 universities/institutions across the world. The categorization of long-term and short-term programs is broadly divided on the basis of their duration. As per the data obtained from annual reports of DoPT, during the year 2019-20, the Department has spent 40.49 crores on sponsoring 305 participants under DFFT scheme. During 2018-19 this expenditure was about 60 crores covering around 348 participants.

Now on the recommendation of NITI Aayog, DoPT has decided to carry out an end-term third party evaluation of DFFT scheme to establish overall output and outcomes with results of the evaluation compared to the results at baseline. In view of the above IIPA has conducted this study.

Objectives of the study

The main purpose of this study is to undertake a comprehensive evaluation of the performance of Domestic Funding of Foreign Training (DFFT) schemes. The objectives of the study are to:

1. To evaluate the performance of the Domestic Funding of Foreign Training (DFFT) Scheme.
2. To examine to what extent have the objectives, benefits and impact of the scheme have achieved; and
3. To assess the scope for continuation of the scheme and suggest the strategies to make the scheme more effective.

Methodology

The study is an empirical research based on both primary and secondary data. The primary data has been collected with the help of set of questionnaire administered to various officers. The secondary data has been gathered from annual reports, notifications, circulars and data furnished by the DoPT. The entire study was be divided into sequentially arranged functional components like schedule construction, staff-recruitment, secondary research, schedule construction, pilot study, primary data collection, data analysis and report writing.

Data Collection and Sampling Plan

Since the officers are spread over various Cadre, Department, Services and States/UTs /locations, therefore, IIPA research team did not stick to any State/UT. Selection of sample for this study followed a purposive random sampling method. In the first stage of the sampling process, five years beneficiaries list was taken from the DoPT. Then

interview schedule was sent to more than 1500 officers with the consultation the DoPT, keeping in mind of the concentration of trainee officer's Cadre, Posting, Location, Departments, Services, and etc.

The survey for the study has been carried out through the 'Survey CTO - real time data generation application. Initially face-to-face interview was planed; however due to Corona Virus Pandemic and the nationwide lock down, personal interaction with the officers could not happen. However, few officers were contacted thorough phone calls, email and WhattsApp.

Initially the target sample size was surveying of 175 officers. However, research team received responses from 252 officers of the various grades, cadre and service that will give a wider perspective about scheme.

Table 1.6: Sample Size and Distribution

State/UT	No.	State/UT	No.
New Delhi	115	Mizoram	3
Maharashtra	22	Karnataka	2
Gujarat	15	Meghalaya	2
Uttar Pradesh	14	Telangana	2
Madhya Pradesh	11	West Bengal	2
Tamil Nadu	8	Abroad	2
Himachal Pradesh	6	Andaman Nicobar	1
Rajasthan	6	Assam	1
Uttarakhand	6	Bihar	1
Jammu & Kashmir	5	Kerala	1
Odisha	5	Nagaland	1
Punjab	5	Sikkim	1
Chhattisgarh	3	Tripura	1
Haryana	3	Lakshdeep	1
Jharkhand	3	Andhra Pradesh	1
Manipur	3	Total	252

Scope and Limitation of the Study

Due to Covid 19 situation, we had to rely on electronic survey for data collection and face to face interaction could not possible.

Findings and Suggestions

The present study has analyzed the various facets of DFFT scheme by highlighting its objectives, and the roles and responsibilities of different stakeholders. Based on the analysis the major findings of the study and suggestions are as follows:

Findings

- The overall sanction of funds from DoPT to DFFT scheme is above 50 percent to their training budget from 2017-18 to 2019-20.
- During 2019-20, the Department has spent Rs. 40.49 crores for sponsoring 305 participants under DFFT scheme. It is 55.6 % of DoPT's total expenditure on training and capacity building.
- Out of the total 252 officers surveyed, the number of female officers was only 17 percent.
- 53.2 percent of the total officers were found to be between the age group of 41 to 50 years and 40.9 percent of officers belong to the age group above 50.
- Data reveals that officers from the Indian Administrative Service were sent abroad maximum number of time (46.03%) followed by Indian Telecom Service (9.13 %) and Indian Revenue Service (6.35%) respectively.
- 56.75% officers in the survey have not attended any long term Training Programme.
- 42% of the officers have attended at least one Long-Term Training Programme in his/her entire carrier.
- 1.19% officers have attended two Long-Term Training Programmes.
- 71.43% officers have attended at least one Short-Term Training Programme in their entire carrier.
- Almost 25% of the officers have attended more than two short term training Programme.
- About 90% of the officers were nominated by Department of Personnel & Training (DoPT). However, 9.9% officers have attended foreign training Programmemes under direct admission and 0.4% attended MACS Programmeme at IACA respectively.

- More than 51.59% of the officers of DFFT Scheme attended training Programmes at the Institutions/Universities of USA, followed by Europe (28.97%).
- IAS officers were nominated for the bulk of the training Programmes at USA and European Institutes/Universities. Out of the total 116 respondents, 57 % IAS officers have gone to USA's Institutes/Universities, 33% went to the European Institutes/Universities and only 10% have went to other Institutes.
- Mostly IAS officers (80%) were nominated for the top universities like Harvard, Cambridge.
- 92.34% of the officers got full funding from the department and only 7.66 % got partial funding
- 78 officers have spent Less than 8 lakhs for attending the foreign training programmes. Almost 18% respondents have informed that more than 25 lakhs were spent by the Department on their training Programme. Eight to twenty-five lakhs of expenditure was made on 14 % officers under DFFT scheme.
- 10 officers have spent their own money to cover the partial funding and 6 officers have said that their partial funding was met by Training Institute and some other agencies.
- 90% of the respondent agreed with the excellence of various facets of foreign training.
- 80.24% of the officers have said that they got ample opportunities to interact / participate with other fellow participants.
- 76.21% said that their knowledge or skills have improved by attending the course.
- 74.6% strongly agreed that the trainers were well prepared and able to answer questions.
- 71.77 % strongly believed that the exercises, case studies and field visits during the training Programme were helpful and relevant. According to 70.56 % of them the quality of the pedagogy was excellent.
- More than three fourth of the respondents were either fully satisfied or satisfied to large extent with the facilities and amenities at the university/institutes.

- Maximum satisfaction was found with Class room facilities as 85.08% respondents were fully satisfied.
- Overall, the participants have given high rating to learning experience pertaining to training Programme attended.
- 63.3 % of the respondents were highly satisfied with knowledge and concepts covered in the training Programmes.
- The learning experience relating to problem solving was well received by the participants as almost 60% of the officers indicating very high satisfaction.
- 56.85% of the respondents opined that sophisticated and advanced capacity building opportunities under DFFT at national as well as international level is primarily restricted to the senior officers (Group A) in all the civil services.
- 40.73 percent of the respondents said that expansion of systematic training initiatives to Group B & C officials is essential.
- 52.42 % believe that only selective officers assigned with specific tasks may need training/ capacity building to execute their duties and responsibilities more efficiently.
- 63.71% agreed that Short-term training is as productive as long-term training Programmes.
- 25.81% of the respondent believes that face to face Long Term learning takes valuable time off their service.
- Out of total 252 officers only 64 officers have shared their opinion about the necessity of online or blended training Programme.
- 53.63 % of the respondents strongly agreed that the outcome of the courses was extremely successful and they were as per their expectations. About 41.33 % of the respondents considered training Programmes very successful and 5.24% agreed that the outcome of the course was successful to some extent.
- 69.35 % of the DFFT participants have submitted their post training documents. Rests of the officers have failed to submit the requisite documents.
- Only 13 participants of the long term course have submitted their Case Study and only 43 participants have agreed that they have submitted their Theme Paper.

- Similarly only 140 participants out of total 248 surveyed participants have submitted their feedback form.
- Only 10.08% of the officers have confirmed about their involvement in post training teaching at any Central Training Institute, Administrative Training Institutes or in-service training Programmes.
- In case of officer's preference about the different approach used for training, 85.6% of the participants strongly agreed that the face to face training is most effective.
- In case of online training only 7.2 % of the participants strongly believed that it is most effective method of training Programme.
- As far as present weightage criteria for nominating and selecting the officials is concerned, about half (50.81 %) of the participants are not satisfied with the present weightage criteria.
- While nomination officers for DFFT training, the respondents opined that Officer's present Roles and responsibilities (63.49%), Officer's competencies including skills (72.22%) and officer's experience should be given more priority.
- Submission of ACR/APAR grading pertaining to the last five years as a criteria got maximum support of the respondents as almost 75 % of them strongly agreed with this eligibility condition.

Suggestions

The present study found this scheme successful to a large extent in providing opportunities for officers to learn new skills, strategies in the field of leadership, policy planning, economic policy designing, negotiations persuasion strategies etc. in some of the leading institutions of the world. **Therefore the study recommends for continuation of the scheme with certain modifications so that more and more civil servants can have opportunity to learn best practices of different countries with differing models of development and governance.**

- The DFFT Scheme in its present form is providing specialized training and foreign exposure to a limited number of civil servants. The nomination of participants is too less in face to face training programmes as compared to the amount of money spent by DoPT for DFFT Scheme. Therefore, there is a need to

explore other modes of training so that more and more officers can get exposure to specialized training and foreign exposure.

- The amount that DoPT is currently spending on overall training component is very low and stagnated for the last few years. Considering the large number of civil servants in India, government should allot more money for training & capacity building of their officers.
- The selection process for training programmes under the DFFT Scheme is highly skewed in favour of the IAS. In the study it has been found that even the specialized training programmes did not get nominations from the relevant service officers. Therefore, every service may be given an equal opportunity to send their officers to need based courses.
- Given the nature and pace of change in governance, the role and responsibility of government officials is becoming more and more complex. Now better skilled officers are needed for efficient and maximum governance. Therefore it is imperative to improve the ability and competency of the officials and for that more and more officers should be trained to upgrade their skill and knowledge based on **their job Roles, Activities and Competencies**.
- The study finds that DFFT funding has been mainly confined to the higher civil services. Therefore, there is a need to open the scheme for other services and it may no longer be required to limit it to merely Group 'A' officers. The scope for its expansion to Group 'B' and 'C' officers may be explored for efficient governance. This will enable the officers from other services to have the opportunity for national/international exposure to develop in-depth competencies in a range of subjects/areas or specific specialized subjects required for their current or future job profiles.
- **Digital technology needs to be used to enlarge the reach of DFFT training.** During the current technology age, the online training and to some extent blended training with limited face to face training can be imparted to a large number of officers simultaneously. The online or blended course will offer more flexible learning opportunities to a large number of officers. Hence, officers may be encouraged to opt for online or blended learning mode for the long term courses too. Blended Training is successfully being imparted to participants of the 46th APPPA at IIPA, New Delhi.

- At present government is spending lots of money and time on the short term training/courses. There is a need to expand the scope, coverage and outreach of the short term international universities courses/training programmes. They shall be made available on the platform.
- For enhancement of skills and knowledge every employee may mandatorily undergo one online training programme every year which should be followed by a stringent evaluation to assess the learning outcomes of the individual. In this regard, recently launched Integrated Government Online Training Programme (iGOT) may provide a single point access to bouquet of training programmes to government servants. Foreign universities, like Harvard, Cambridge, University of California Berkeley, and the Australia and New Zealand School of Government may be asked to collaborate with iGOT platform to launch their online courses.
- It was found that most of the officers who have attended DFFT course in the past have not attached themselves as guest faculty at the Central Training Institutes, the Administrative Training Institutes and in-service training programs. It may be made mandatory that after DFFT training officers must associate themselves with Administrative Training Institutes or other training institutions to share their expertise for the benefit of others.
- A large number of officers have not submitted their feedback forms, a case study and a theme paper after returning from training programmes. In such cases, the payment of arrival allowance for officers attending long term courses may be stopped till they have submitted such documents.
- As per the data many of the officers posted in their respective cadre and also the officers from state services have gone abroad for training under DFFT scheme. The respective cadre and state governments may be advised to provide additional fund for their officer's foreign training.

Chapter I

Introduction

1.1. Introduction:

The effectiveness of the governance is crucial to the development of country and every well-governed country needs a highly professional civil service to meet the needs of public policy formulation and public management. Several countries have recognized this need and invested significant resources in upgrading the quality of their public service personnel. In India, the civil service system is the backbone of the administrative machinery of the country. They play an extremely important role in the administration, policy formulation and implementation, and in taking the country forward towards progress and development. The civil servants in India discharge its functions and duty through a number of Central and State Government Ministries, Department and Organisations in accordance with the policy directions given by the respective government. Basically, the obligation of the civil services is to route the administration of India. In recent decades, given the numerous challenges of development, governance, changes in technology and the external environment, the role of civil service officer has transformed. In such state of affairs it is Government's responsibility to help the civil servants to acquire new knowledge and skills, which they do not possess, but are needed for them to improve their administrative output - quantitatively and qualitatively.

National Training Policy, 2012 envisages specialized training to civil service officers. The capacity building of the civil servants is of utmost importance for an efficient and effective administration. Training at regular intervals in their career will improve the functioning of the civil servants and make them align their goals with the broader goals of the Government. The Domestic Funding of Foreign Training (DFFT) is one such step towards this direction. The scheme envisages to upgrade the knowledge & skills of the Government officers as well as to provide exposure to international best practices by

deputing them to different long and short-term training programmes abroad. Under this scheme, officers belonging to IAS, SCS, CSS, CSSS and also those officers of other Group 'A' services, who hold posts on deputation under the Central Staffing Scheme, are deputed for training for various short and long-term programmes abroad. Under the DFFT scheme, an annual circular is issued by DoPT in September/ October every year for training programmes to be organized in the following year. The eligible and interested officers can apply for different long and short-term training programmes abroad. Generally, financial support is being extended to officers, who secure admission for a study programme in the foreign universities/institutions, which figure in the list of top 100 universities/institutions as per the THE (Times Higher Education World University) Ranking, published each year (Source - DoPT). The categorization of long-term and short-term programs is broadly divided on the basis of their duration.

The duration of long term program is more than six months but upto one year. The long-term programmes are mainly in the fields of public policy, public management and public administration. In case of short-term program, duration is upto six months. The areas covered under the short-term programmes are leadership, executive development, fiscal decentralization, tax analysis & revenue forecasting, project management, corruption & anti-corruption, health sector reforms, public administration, infrastructure, public finance management, environmental policy, *etc.* Basically, these foreign training courses fill a crucial gap in the training system. It provides opportunities for officers to gain exposure to the latest thinking on different subjects in some of the leading institutions of the world. It exposes them to experiences and best practices of different countries with differing models of development and governance. Since 2001, the scheme of Domestic Funding for Foreign Training (DFFT) has become the main source under which officers are now sent for foreign training.

The entire cost of participation of officers in training programmes under the DFFT Scheme is met by the Government of India. As per the scheme, officers can also avail partial funding for pursuing higher studies if they secure admission in universities/

colleges abroad on their own. Since 2001, the DFFT Scheme has become the main source under which officers are now sent for foreign training. Since last few years Department is sending around 300 officers abroad to attend programmes of varying duration. Programme-wise break-up of the trained officers who have been sent abroad during 2014-20 is given in table 1.1.

Table: 1.1: Number of nominated officers for different courses und DFFT scheme.

Year	Long Term	Short Term	Partial Funding Assistance	Total
2014-15	42	281	7	330
2015-16	35	228	11	274
2016-17	21	295	8	324
2017-18	37	316	11	364
2018-19	32	300	16	348
2019-20	45	247	13	305

Source: DoPT Annual Reports

As per the annual reports of DoPT, upto February 2015, 42 officers under long term foreign training programmes, 281 officers under short term foreign training programmes and 7 officers under Partial Funding Assistance were approved for grant under DFFT Scheme. During the financial year 2015-16, 35 officers were nominated for long term foreign training programs and 247 officers were nominated under short-term foreign training programs. Further, 11 officers have also been granted partial funding assistance under the DFFT Scheme. In 2016-17, upto January 2017, 21 officers were nominated for long term foreign training programs and 262 officers were nominated under short-term foreign training programs. Further, 8 officers have also been granted partial funding assistance under the DFFT Scheme. During the remaining period of 2016-17, 33 officers were slotted to go in Short Term programs under DFFT scheme. During the financial year 2017-18 (as on 31/01/2018), 37 officers were nominated for long term foreign training programs and 316 officers were nominated under short term foreign training programs. Further, 11 officers have also been granted partial funding assistance under the DFFT Scheme. During the remaining period of 2017-18, 09 officers

were likely to be deputed in Short Term programs under DFFT scheme. In 2018-19, 32 officers were nominated for long term foreign training programs and 300 officers were nominated under short term foreign training programs. Further, 16 officers have also been granted partial funding assistance under the DFFT Scheme. During the financial year 2019-20, 45 officers were nominated for long term foreign training programs and 247 officers were nominated under short-term foreign training programs.

Now on the recommendation of NITI Aayog, DoPT has decided to carry out an end-term third party evaluation of DFFT scheme to establish overall output and outcomes with results of the evaluation compared to the results at baseline. In view of the above IIPA has conducted this study.

1.2. Background of the DFFT Scheme

The Domestic Funding of Foreign Training (DFFT) Scheme was introduced by the Government of India in the year 2001. This scheme was initiated with an objective to upgrade the knowledge & skills of the Government officers as well as to provide exposure to international best practices by deputing them to different long and short-term training programmes abroad aimed to nominate officers for training programmes abroad. Initially these programmes were funded by bilateral or multilateral assistance. However, over the years, this assistance had come down. Hence, the Government of India decided to provide international exposure to their officers by deputing them to different long term and short-term training programmes. Now the Training Division of Department of Personnel (DoPT) sponsors the long term and short-term training programmes for officers at Foreign Institutions under the scheme. The entire cost of participation for the officers in both the training programmes is borne by the Training Division of Department of Personnel (DoPT), except certain pre-departure expenses.

In 2002-03, the Training Division of Department of Personnel has started sponsoring the scheme of Partial Funding of Foreign Study as a component of the Plan Scheme of Domestic Funding of Foreign Training (DFFT). Under this scheme officers can also avail

partial funding for pursuing higher studies if they secure admission in universities/colleges abroad on their own. However condition is that the foreign study programmes should be in an area that is directly related to officers' work assignment in the government. This, however, needn't be linked only to officers' present assignment but also be linked to possible future assignments. Funding for the programmes may be considered for Post-Graduation, Ph. D. and all regular MBA courses being undertaken by Group 'A' officers. Under this scheme, the Government of India provides limited financial assistance to all Group 'A' officers who secure admission on their own in reputed universities and in programs relevant to their present or possible future job context. The foreign programmes are useful and attending those in classrooms of the top universities like Harvard, Cambridge and Oxford give them "an unparalleled exposure and ethos of the prestigious universities".

The different training programs are broadly of the following kinds on the basis of their duration: Kind of Program Duration

- i. **Short Term Program:** The programs whose duration is upto six (6) months
- ii. **Long Term Programs:** The programs whose duration is more than six (5) months but upto one (1) year.

Each year, the training division, Department of Personnel and Training, Government of India invites applications and nominations for the next financial year for the following three/four categories of programmes conducted under DFFT scheme:

Table 1.2: The categories of programmes for invitation of nominations

Category	Nominations
Category I	Courses where nominations are made by DoPT
Category II	Courses under direct admission
Category III	MACS & IMACC programmes at IACA
Category IV	Thematic programmes on selection basis

1.2.1. Long-Term Programmes

Long Term Programmes are the training and study programs whose duration is more than six months but upto one year. The long-term programmes are mainly in the fields of public policy, public management, public administration, etc. Every year DoPT releases the circular about the specific programmes mentioning the name of programmes along with the name of University/Institution which offers the programmes. Further, financial support is extended to officers, who secure admission for a study programme in the foreign universities and institutions, which figure in the list of top 100 universities and institutions as per the THE (Times Higher Education-World University) Ranking published each year. For the year 2019-20, about 22 long term programmes were offered by the following University/Institution (Table 1.3).

Table 1.3: List of Long-Term Programmes offered under DFFT Scheme for 2019-20

Sl. No	Name of University/Institution	Name of the Programme
1.	University of California, Berkeley, USA	Executives' Master of Public Affairs (EMPA)
2.	IDS, Sussex, UK	MA Development Studies
3.	LKY, NUS, Singapore	Master in Public Administration (MPA)
4.	KCL, UK	MA South Asia and Global Security
5.	KCL, UK	MSc Public Policy & Management
6.	UCL, UK	MPA Public Administration and Management
7.	Syracuse University, USA	Executive Master of Public Administration
8.	Duke University, USA	Master of International Development Policy (MIDP)
9.	Carnegie Mellon University, Adelaide, Australia	Master of Science in Public Policy and Management (Digital Transformation and Analytics Specialisation)
10.	Carnegie Mellon University, Adelaide, Australia	Master of Science in Information Technology (Information Technology Management)
11.	Carnegie Mellon University, Adelaide, Australia	Master of Science in Information Technology (Information Security Specialisation)
12.	Carnegie Mellon University, Adelaide, Australia	Advanced Certificate in Business Intelligence and Data Analytics
13.	ISS, Hague, Netherlands	MA in Development Studies

14.	Australian University, Australia	national Canberra,	Executive Masters in Public Policy (EMPP)
15.	International Corruption Austria	Anti-Academy,	International Master in Anti-Corruption Compliance and Collective Action (IMACC)
16.	International Corruption Austria	Anti-Academy,	Master in Anti-Corruption Studies
17.	UCL, U.K.		MSc Infrastructure Investment and Finance
18.	UCL, UK		MA Education, Gender and International Development
19.	UCL, UK		MSc Development Administration and Planning
20.	Harvard, USA		MC-MPA (Mason program)
21.	John Hopkins, USA		Master in Public Health
22.	Oxford University, U.K.		Master of Public Policy

1.2.2. Short Term programmes: These programmes are the customized training programs whose duration is upto six months. The themes for the short-term programmes are leadership, executive development, fiscal decentralization, tax analysis & revenue forecasting, project management, corruption & anti-corruption, health sector reforms, public administration, public finance management, infrastructure and PPP, training of trainers, advance competencies for trainers, environmental policy issues, negotiations for public leaders etc. The following table 1.4 show short-term programmes offered under the DFFT Scheme for 2019-20.

Table 1.4: List of short-term programmes offered under the DFFT Scheme for 2019-20

Sl. No	Name of University/Institution	Name of the Programme
1.	University of California, Berkeley, USA	Certificate Programme in Public Policy
2.	University of California, Berkeley, USA	Ethics and Governance
3.	University of California, Berkeley, USA	Negotiations for Public Leaders
4.	Cambridge University, UK	Leadership and Strategic Thinking

5.	ENA, Paris	Management in the Public Administration
6.	ENA, Paris	Fighting Corruption
7.	ENA, Paris	Local Government
8.	LKY, NUS, Singapore	Essentials of Policy Development
9.	OPM, USA	Building Coalitions, the art of Successful Collaboration
10.	OPM, USA	Executive Development: Leading Change
11.	ANZSOG, Australia	Advance Leadership Program
12.	Syracuse University, USA	Certificate programme in Public Administration
13.	Harvard University, USA	Implementing Public Policy
14.	Harvard University, USA	Infrastructure in a Market Economy: Public-Private Partnership in a changing World
15.	Harvard University, USA	Senior Managers in Government
16.	Harvard University, USA	Leading Successful Program using Evidence to Assess Effectiveness
17.	Harvard University, USA	Leadership for 21 st Century: Chaos, Conflict and Courage
18.	Harvard University, USA	Creating Collaborative Solutions Innovations in Governance
19.	Harvard University, USA	Leadership Decision Making
20.	Harvard University, USA	Emerging Leaders
21.	Harvard University, USA	Applying behavioural Insights to the design of Public Policy
22.	University of Chicago, USA	Financial analysis for non-financial managers
23.	University of Chicago, USA	The advanced strategy program: building and implementing growth strategies
24.	University of Chicago, USA	Attracting Global Investment
25.	University of Chicago, USA	Machine Learning and Public Policy
26.	University of Chicago, USA	Policy analysis and impact evaluation
27.	University of Chicago, USA	Leading evidence-based decisions (Washington Campus)
28.	University of Chicago, USA	Marketing Analytics to Drive Growth (earlier Big Data and Marketing Analytics)
29.	Duke University, USA	Project Appraisal and Risk Management
30.	Duke University, USA	Tax Analysis and Revenue Forecasting
31.	Duke University, USA	Budgeting & Financial Management in Public Sector
32.	Duke University, USA	Fiscal Decentralization and Local Governance
33.	Carnegie Mellon University, Adelaide, Australia	Graduate Certificate in Business Intelligence and Data Analytics

1.3. Eligibility Criteria

DoPT has formulated very detailed eligibility criteria for funding under the DFFT Scheme, separately for all above mentioned four categories of programmes. It is mandatory for the officers to apply 'online' for the training programmes. Ministry has developed software to generate the eligibility list, followed by a merit list. Based on data available through these lists, a duly constituted Committee recommends officers for long-term and short-term training programmes taking into account the relevance and suitability factors and takes approval of the competent authority. In brief, the eligibility criteria considers the Rank and Service of the officers, age limits, different weightage criteria for long term and short term course, Cooling-off condition, Debarment, Undertaking of officers, feedback, Officers serving under Central Staffing Scheme and Other conditions.

The detailed eligibility criteria for nomination of officers in different courses for FY 2018-19 are indicated in **Annexure I**.

1.4. Expenditure made under the DFFT Scheme:

AS per the data obtained from annual reports of DoPT, during the year 2019-20, the Department has spent 40.49 crores on sponsoring 305 participants under DFFT scheme. During 2018-19 this expenditure was about 60 crores covering around 348 participants. If you look at the Table 1.5 it can be seen that more than half of the annual training budget of DoPT is being spent on DFFT scheme and only 305 officers were sent abroad under the scheme in 2019 at a cost of Rs 40.49 crores Cr.

It is important to note that, the Training Division of the DoPT also implements "Training for All" scheme. Under the scheme DoPT provides support to State Administrative Training Institutes to impart training to all rungs of Civil Services starting from the lowest and cutting-edge to the highest in policy making. Purpose of this scheme is to develop management skills and knowledge in different areas for senior and middle level officers of State Govt. /State Public Sector Undertakings and State

autonomous bodies. During the Financial Year 2018-19, out of 603 sponsored courses, 439 courses have actually been conducted and 12527 participants have been trained under this Scheme. Similarly as on 31st March, 2020, the ATIs have conducted 537 programmes, covering around 17,000 employees.

**Table 1.5:
Details of Budget Provision on Domestic Funding of Foreign Training during the
Last 3 years**

Name of the Programme and Scheme	2017-18		2018-19		2019-20	
	Actual	%	Actual	%	Actual	%
Training for All	9.25	14.5	26	22.4	15	20.6
Domestic Funding for Foreign Training	39.36	61.7	60	51.6	40.49	55.6
Others	15.18	23.8	30.2	26.0	17.37	23.8
Total	63.79	100.0	116.2	100.0	72.86	100.0

The Table 1.5 describes about the total sanction and disbursement of DoPT's training fund to the different Schemes in the last three years. It is important to note that the overall sanction of fund from DoPT to DFFT is constantly more than 50 percent from 2017-18 to 2019-20. Data also reveals that spending of training funds on 'Training for All' scheme was very low as compare to the number of trained officers. Only 20.6 percent of the funds allocated to TFA scheme (Table 1.5). During 2017-18, the sanction figure to DFFT scheme was crossed 61 percent figure. Essentially, spending more than half of the annual training budget of DoPT of merely to send 300 officers abroad to attend programmes of varying duration is really a matter of concern.

Therefore there is need for a major revamp and redesigning of the training capacity building programmes under the DoPT's training strategies especially of the DFFT scheme. The government needs to use other mode of training and they should focus on

to “use technology to keep pace with the changing times”. The widespread use of the internet and the revolution in information and communication technology (ICT) have led to new methods of teaching and learning, such as blended learning and e-learning. Blended and e-learning can access to quality training, education skill based learning by allowing more and more officers at the cutting edge The online and blended course allows government as well as officers to have training through videoconferencing from abroad, getting foreign trainers from the top universities to India or sending a few officers for foreign training and using them to train others in India. Looking at the huge expenses incurred to sending officers to top foreign universities Department should think about the online and blended programmes which has huge potential to cover even Group ‘B’ and ‘C’ level officers

1.5. Scope of the Work

The main aim of the evaluation is to undertake a comprehensive evaluation of the performance of Domestic Funding of Foreign Training (DFFT) schemes. The objectives of the study are to:

4. To evaluate the performance of the Domestic Funding of Foreign Training (DFFT) Scheme.
5. To examine to what extent have the objectives, benefits and impact of the scheme have achieved; and
6. To assess the scope for continuation of the scheme and suggest the strategies to make the scheme more effective.

1.6. Methodology

The study is an empirical research based on both primary and secondary data. The primary data has been collected with the help of set of questionnaire administered to various officers. The secondary data has been gathered from annual reports, notifications, circulars and data furnished by the DoPT. The entire study was be divided into sequentially arranged functional components like schedule construction, staff-

recruitment, secondary research, schedule construction, pilot study, primary data collection, data analysis and report writing.

The information regarding efficacy of scheme has been gathered through primary surveys by using structured and mostly closed-ended questionnaire, specially designed for the purpose of the proposed study (**Annexure II**). Initially pilot survey was done and selected officers were contacted to get their feedback on interview schedule. After the pilot survey, required changes were incorporated in the final schedules. Questionnaires for the study were directly administered to the officers who have been benefited from this scheme.

1.7 Data Collection and Sampling Plan

Since the officers are spread over various Cadre, Department, Services and States/UTs /locations, therefore, IIPA research team did not stick to any State/UT. Selection of sample for this study followed a purposive random sampling method. In the first stage of the sampling process, five years beneficiaries list was taken from the DoPT. Then interview schedule was sent to more than 1500 officers with the consultation the DoPT, keeping in mind of the concentration of trainee officer's Cadre, Posting, Location, Departments, Services, and etc.

The survey for the study has been carried out through the 'Survey CTO - real time data generation application. Initially face-to-face interview was planed; however due to Corona Virus Pandemic and the nationwide lock down, personal interaction with the officers could not happen. However, few officers were contacted thorough phone calls, email and WhattsApp.

Initially the target sample size was surveying of 175 officers. However, research team received responses from 252 officers of the various grades, cadre and service that will give a wider perspective about scheme.

Data gathered through the questionnaire was saved in excel sheets. The responses and entries were scrutinized and categorized in themes and sub-themes. The data so collected was analysed using statistical software like Excel and SPSS. The research results have been presented in the form of graph, map and Table in chapter 2. Finally, data has been interpreted and the research results presented in the form of graph, map and Table. The data so analysed and the findings are presented in the report.

Table 1.6: Sample Size and Distribution

State/UT	No.	State/UT	No.
New Delhi	115	Mizoram	3
Maharashtra	22	Karnataka	2
Gujarat	15	Meghalaya	2
Uttar Pradesh	14	Telangana	2
Madhya Pradesh	11	West Bengal	2
Tamil Nadu	8	Abroad	2
Himachal Pradesh	6	Andaman Nicobar	1
Rajasthan	6	Assam	1
Uttarakhand	6	Bihar	1
Jammu & Kashmir	5	Kerala	1
Odisha	5	Nagaland	1
Punjab	5	Sikkim	1
Chhattisgarh	3	Tripura	1
Haryana	3	Lakshdeep	1
Jharkhand	3	Andhra Pradesh	1
Manipur	3	Total	252

1.8 Scope and Limitation of the Study

Due to Covid 19 situation, we had to rely on electronic survey for data collection and face to face interaction could not possible.

CHAPTER II

Perception of DFFT beneficiaries and Data Analysis

To evaluate the DFFT scheme, IIPA research team contacted more than 1500 officers through e-mail and phone calls however, a total of 252 officers from different services; Indian Administrative Service, Central Secretariat Service, State Civil Services, Central Secretariat Stenographers (Gazetted) and such officers of the other two All India Services, viz, Indian Police Service and Indian Forest Service and other organized Group 'A' Central Civil Services, responded in this study.

2.1. Gender Profile of the Respondents

Table 2.1 depicts gender profile of the officers who attended foreign training programmes under Domestic Funding of Foreign Training (DFFT) scheme during 2011-2020. Out of the total 252 officers surveyed, 83 percent or 209 were males and 43 were females. Female officers made up 17 percent of the surveyed officers.

Table 2.1: Gender Profile of Officers who Attended Foreign Training

Sex	Number of Officers	Percentage
Male	209	83.00
Female	43	17.00
Total	252	100.00

2.2 Age Group

Majority of the respondent officers (53.2 %) were found to be between the age group of 41 to 50 years. Another 40.9 percent of officers of the total belong to the age group above 50, followed by 6% below 40 age group bracket.

Table 2.2: Age Profile of Officers Attended Foreign Training

Age Group (in Years)	Number of Officers	Percentage
30-40	15	6.0
41-50	134	53.2
> 51	103	40.9
Total	252	100.0

2.3 Service Profile of the Officers

Looking at the service profile of the officers who have attended foreign training, it can be said that the officers from the Indian Administrative Service were sent abroad maximum number of time (46.03 %) to attend foreign training programmes followed by Indian Telecom Service (9.13 %) and Indian Revenue Service (6.35%) respectively (Table 2.3). It seems that the selection process for training programmes under the DFFT Scheme is highly skewed in favour of the IAS. Among the State Services, officers from Maharashtra Civil Service have got maximum opportunity (4.36 %) for foreign training. It is worth mentioning that officers from different railway services got minimum opportunity for foreign training and study programs during this period.

Table 2.3: Service Profile of the Officers who attended Foreign Training

Service	Number of Officers	Percentage (%)
Indian Administrative Service (IAS)	116	46.03
Indian Telecom Service	23	9.13
Indian Revenue Service (IT) and Indian Revenue Service (C&CE)	16	6.35
Maharashtra Civil Service	11	4.36
Central Secretariat Service (CSS)	10	3.97
Indian Ordnance Factory Services (IOFS)	10	3.97
Indian Forest Service	9	3.57
Indian Police Service (IPS)	4	1.59
Indian Audit & Accounts Service (IAAS)	4	1.59
Indian Defence Accounts Service (IDAS)	4	1.59
Indian Postal Service (IPoS)	4	1.59
Jammu & Kashmir Civil Service	4	1.59
Indian Railway Accounts Service (IRAS)	4	1.59
Indian Statistical Service (ISS)	3	1.19
Rajasthan Administrative Service (RAS)	3	1.19
Indian Civil Accounts Service (ICAS)	2	0.79
Indian Defence Estates Service (IDES)	2	0.79
Indian Trade Service (ITS)	2	0.79
Mizoram Civil Service	2	0.79
Uttar Pradesh Civil Service	2	0.79
Indian Economic Service	2	0.79

Indian Railway Service of Mechanical Engineers (IRSME)	2	0.79
DANICS	1	0.4
Central Power Engineering Services	1	0.4
Indian Post & Telecommunications Accounts & Finance Services (IP&TAFS)	1	0.4
Indian Information Service (IIS)	1	0.4
IC&CES	1	0.4
Assam Civil Service	1	0.4
Odisha Civil Service	1	0.4
Sikkim Civil Service	1	0.4
Gujarat Civil Service	1	0.4
Madhya Pradesh Civil Service	1	0.4
Indian Railway Personnel Service (IRPS)	1	0.4
The Indian Railway Service of Electrical Engineers (IRSEE)	1	0.4
The Indian Railway Service of Signal Engineers (IRSSE)	1	0.4
Total	252	100

2.4 Long-Term Training Programs Attended

During the study, officers were asked how often they went abroad to study during their service period. They were asked to provide information about the different types of foreign training which they have attended, like short-term and long-term.

It was found that not all officers who have contacted have undergone long-term foreign training. As may be seen in table 2.4, about 56.75 % of the officers in the survey have not attended any long term Training Program (Table 2.4). There are 42% officers who attended at least one Long-Term Training Program in his/her entire carrier. Apart from that 1.19% officers have attended two Long-Term Training Programmes.

Table 2.4: Number of Long-Term Training Programs attended by Officers

Training Programs Attended	Number of Officers	Percentage
0	143	56.75
1	106	42.06
2	3	1.19
Total	252	100.00

2.5 Short-Term Training Programs Attended

Similarly, 71.43 % surveyed officers have attended at least one Short-Term Training Program in their entire carrier. However, it appears that more than one fourth officers (28.47%) have not attended any short term foreign training programme (Table 2.5). 46.43 percent officers have attended at least one training program, 17.86% have attended two short term training program and about 5 % have attended at least three short term training programmes at foreign university/institute. Interestingly, there were five officers who have attended more than three short term training programmes in their carrier.

Table 2.5: Short-Term Training Programmes attended by Officers during 2015-20

Training Programs Attended	Number of Officers	Percentage
0	72	28.57
1	117	46.43
2	45	17.86
3	13	5.16
4	4	1.59
5	1	0.40
Total	252	100.00

2.6 Last Training Program Attended

Table 2.6 depicts the categories of last training programme attended. About 90% of the officers were nominated by Department of Personnel & Training (DoPT). Nearly 10 % officers attended foreign training programmes under the Direct Admission category and less than 0.5% attended MACS and IACA Programme.

Table 2.6: Details of Last Training Programmes Attended by Officers

Category	Nominated by DOPT	Direct Admission	MACS Programme at IACA	Total
Long Term	70.2	28.6	1.2	100.0
Short Term	99.4	0.1	0.0	100.0
All	89.7	9.9	0.4	100.0

2.7 Year of last Training Programme attended

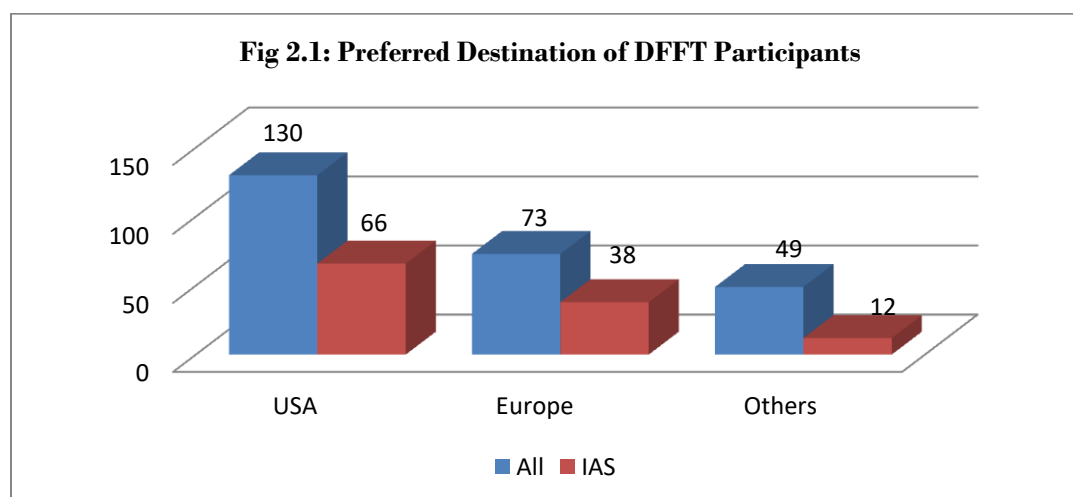
Table 2.7 depicts the year of last attended training programmes. About 97 % officers were nominated by Department of Personnel & Training (DoPT) for DFFT training during 2011-2020. Nearly 3% and less than 1% officers attended foreign training programmes under direct admission and MACS Programme at IACA respectively.

Table 2.7: Year of Last Training Program Attended

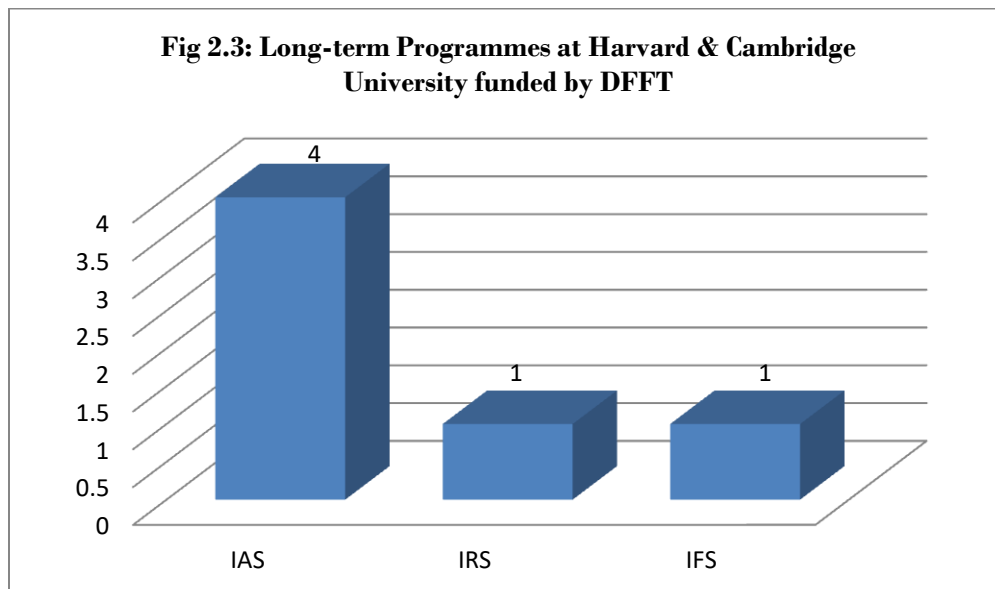
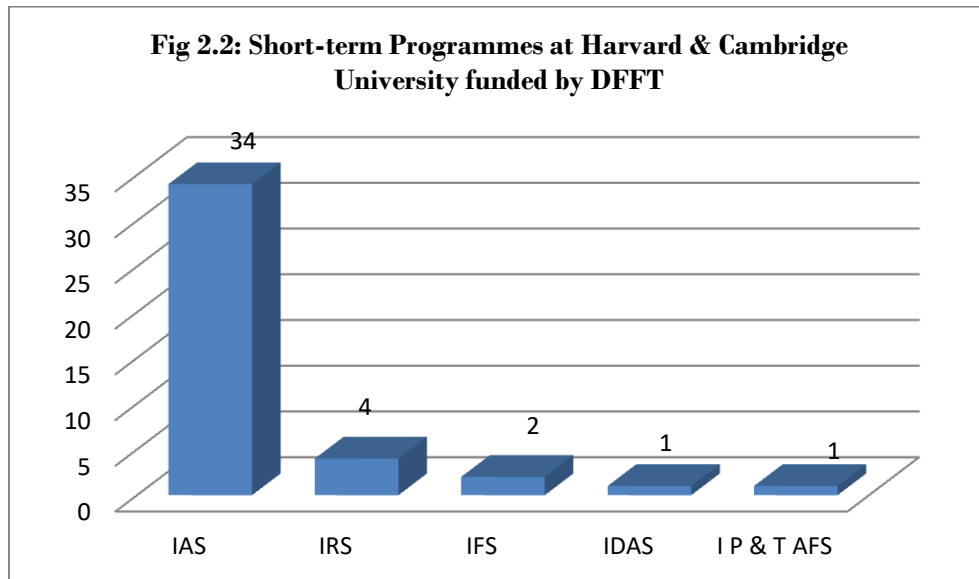
Year	Number of Officers	Percentage
1995-2010	7	2.8
2011-2020	241	97.2
No Response	4	1.6
Total	252	2.8

2.8 Preferred Countries (Institutes/Universities) by the Officers

According to survey, it was found that, more than 51% of the officers of DFFT Scheme attended the training programmes at the Institutions/Universities of USA, followed by Europe (28.97%). Rests of the participants have chosen other Countries of Asia, Australia and other continents. It was found that a large number of IAS officers were nominated for the training programmes at the USA and European Institutes/Universities. Out of the total 116 respondents, 57 % IAS officers have gone to USA's Institutes/Universities, 33% went to the European Institutes/Universities and only 10% have went to other Institutes.



Mostly IAS officers were nominated for the top universities like Harvard, Cambridge. As per the data, about 43 officers went to these two institutions for short term programmes and out of which 34 were from Indian Administrative Service. Only few non-IAS officers were nominated to attend training programmes at these two prestigious Institutions. The same trends have been found true for even the long-term training programmes funded by the DFFT Scheme (Fig 2.3)



2.9 Preferred Mode of Last Training Programme

As per the survey result about 90 % officers attended face to face training programmes. Merely 9% officers attended blended mode of training programmes. Interestingly only 1% officers have preferred online mode of training programmes under DFFT scheme.

Table 2.8: Mode of Last Training Program Attended

	Mode of Training Program attended			
	Online	Face to Face	Blended	Total
Long	2.4	78.6	19	100
Short	3	95.3	4.1	100
All	1.2	89.7	9.1	100

2.10 Funding for the Training Programmes attended by Officers

Every year Department of Personal and Training provides funding for various long term, short term training and educational programs at Foreign Universities/Institutes. Through the circular, applications/ nominations are invited from the suitable officers for undergoing long/short-term training programmes. The entire cost of participation of officers in training programmes under the scheme is met by the Training Division of DoPT, except certain pre-departure expenses. The responses received from the officers as shown in table 2.9 shows that 92.34% of the officers got full funding from the department and only 7.66 % got partial funding from the DoPT.

Table 2.9: Type of Funding for the Training Programmes attended by Officers

Type of Funding for the Training Program Attended	Number of Officers	Percentage
Full	229	92.34
Partial	19	7.66
Total	248	100.00

Out of the total 252 respondents, 138 officers did not replied about the tuition fee paid for the training programme under the DFFT scheme. Among the 114 respondents, 78 officers have spent Less than 8 lakhs for attending the foreign training programmes.

Eight to twenty-five lakhs of expenditure was made on 14 % officers under DFFT scheme. Almost 18 % respondents have informed that more than 25 lakhs were spent by the Department on their training Programme (Table 2.10). It indicates that DoPT is spending significantly on its officer's training.

Table 2.10: Tuition Fee Paid for the Last Training Programmes attended

Tuition Fee Paid for the Last Training Programme Attended (in Rs.)	Number of Officers	Percentage
Less than 8 lakhs	78	68.42
8 lakhs-25 lakhs	16	14.04
25 lakhs-82 lakhs	20	17.54
Total	114	100.00
No Response	138	

Data also indicates that at least 6 officers have availed financial assistance of Rs 16 lakh. under the Partial Funding component for pursuing higher studies in programmes. Similarly 13 officers have spent more than 22 lakhs through Partial Funding.

Table 2.11: Amount of Partial Funding for the Training Programme Attended

Amount	Number of Officers Availed Partial Funding	Percentage
Less than 22 lakhs	6	31.58
22 lakhs- 42 lakhs	13	68.42
Total	19	100.00

Under this scheme, Government of India provides limited financial assistance to such officers who secure admission on their own in reputed universities and in programs relevant to their present or future job context. Rest of the funding is either born by the participants or funded by the Training Institute. In this study, 16 officers have divulged information about their partial funding. As per the data 10 officers have spent their own money to cover the partial funding and 6 officers said that their partial funding was met by the Training Institute and some other agencies (Table 2.12).

Table 2.12: Source of remaining Partial Funding of the Training Programmes Attended

Source of Rest Partial Funding	Number of Officers Aailed Funding	Percentage
Self	10	62.50
Training Institute	3	18.75
Other	3	18.75
Total	16	100.00

2.11 General Feedback of the Training Programme

Officers were asked to give general feedback on various facets of the foreign training like linkage of the training programmes with its objectives, current job profile, practicability, pedagogy, training material provided, trainers competency, level of interaction between the faculty/speakers and trainees, about training facilities, infrastructure etc.

Table 2.13 General Feedback of the Training Programme Attended

S. No.	Particulars	Strongly Agree	Agree	Disagree	Strongly Disagree	Not relevant to this course
1	The objectives of the training are met	72.98	25.81	1.21		
2	Modules are relevant to the current and future job role	62.1	35.48	2.02		0.4
3	The course was practical and easy to apply	65.73	31.45	2.02		0.81
4	The content of the course was well organized and easy to follow	69.76	28.63	1.61		
5	The quality of the pedagogy was excellent	70.56	28.63	0.81		
6	Training materials were easily accessible on website of the Training Institution	68.15	25.81	4.84		1.21
7	The trainers were well prepared and able to answer any questions	74.6	24.19	1.21		
8	There were sufficient opportunities during the course for interaction/ participation	80.24	18.55	0.81	0.4	
9	The exercises, case studies, field visits were helpful and relevant	71.77	24.19	3.23		0.81
10	Knowledge or skills have improved by taking the course	76.21	22.58			1.21
11	Would recommend this course to other officers	76.61	21.37	1.61	0.4	

The response received on individual items is positive towards training programmes. Almost 90% of the respondent agreed with the excellence of various facets of foreign training (Table 2.13). Most of the participants (80.24%) agreed on the fact that they got

opportunities to interact / participate with other fellow participants. 76.21% said that their knowledge or skills have improved by attending the course. 74.6% strongly agreed that the trainers were well prepared and able to answer any questions. Similarly 72.98 % think that the objectives of the training were met. 71.77 % strongly believed that the exercises, case studies, field visits during the training programme were helpful and relevant. According to 70.56% of the participants, the quality of the pedagogy was excellent. However, only 62.1 % of the respondents said that the modules were relevant to their current and future job role. 65.73 % of the participants believed that the course was practical and easy to apply.

2.12 Facilities and Amenities during the Training

A well equipped training centre with adequate infrastructure logistics facilities, especially for long term training programmes is essential to achieve desired training outcomes and objectives. Generally infrastructure facilities at the university includes accommodation, food quality and service, library, classrooms, computer centres interaction rooms, etc. Responses on the infrastructure facilities of foreign university/institutes were sought from the participant officers. Table 2.14 discuss about the quality of infrastructure during the training programmes.

Table 2.14: Extent of satisfaction pertaining to the Facilities and Amenities during the Training

S. No.	Particulars	Fully Satisfied	Satisfied to a large extent	Satisfied to a limited extent	Not satisfied at all
1	Administrative support at Institute	75	21.77	2.42	0.81
2	Residential accommodation	60.48	25.4	10.89	3.23
3	Food quality and service	50	35.48	11.29	3.23
4	Class room facilities	85.08	14.12	0.4	0.4
5	Library facility	68.15	23.79	5.24	2.82
6	Computer facilities	72.98	21.37	4.84	0.81
7	Quality of facilities such as sports, gym, laundry, swimming pool, etc	48.39	31.05	14.11	6.45

There are varying opinions about the various facilities and amenities in the Training Institutes. More than three fourth of the respondents were either fully satisfied or

satisfied to large extent with the facilities and amenities at the university/institutes. Maximum satisfaction was found with class room facilities as 85.08 % respondents were fully satisfied. 72.98% of the officers were fully satisfied with computer facilities. Library facility is an essential part of any training centre or academic institute as a knowledge repository of any organization/ department. Responses received indicate that 68.15% of the respondents were fully satisfied with library facility and 60.48 % were fully satisfied with the residential accommodation. In case of sports, gym, laundry, swimming pool, etc only 48.39 % officers were fully satisfied with the arrangement and almost 20 % have shown their limited satisfaction with this facility. Similarly, only 50 % of the respondent officers were fully satisfied with the Food quality and other services.

2.13 Learning Experience

Training is a systematic learning event in which participants gain from the depth of information and experience that is imparted to them by the subject expert/trainer. The objective of any training programme is to methodically impart required knowledge, skills, behaviour and even to bring changes in the attitudes of the employees in order to bridge their competency gaps, so that it results in an improvement of the overall performance and service delivery of the organization.

Overall, the participants have given high rating for the learning experience pertaining to the training program attended. Participants were asked to assess the overall knowledge of concepts covered during training. It is found that 63.3 % of the respondents were highly satisfied with the knowledge and concepts covered in the training programmes and another 32.67% gave high rating for the same (Table 2.15). The questions related to the impact of the training on improving leadership qualities have also been rated very high by 59.67% participants. The learning experience relating to problem solving was well received by the participants who rated the classes as either very high (58.46%) or high (36.3 %). In case of changes in the citizen-centric behavior, 53.3 % and for usage of information and communication technology (ICT) in daily work

(52.82 %) responder were highly satisfied. Very High degree of improvement were also found for the improvement in soft skills (51.61%), understanding of job role (50 %). It can be concluded that at the end of training programmes, more than 90 percent of the respondents have improved their overall knowledge in the different managerial skills.

Table 2.15: Rating of Learning Experience Pertaining to the Training Program Attended

S. No	Particulars	Rating (5 Very High to 1 = Very Low)				
		Very High	High	Average	Low	Very Low
1.	Overall knowledge of concepts covered in training	63.3.	32.67	4.03		
2.	Soft skills	51.61	39.92	7.66	0.81	
3.	Managing Conflict	45.16	45.16	8.06	0.4	1.22
4.	Leadership qualities	59.67	34.27	4.84	0.4	0.82
5.	Effective Decision Making	57.25	37.1	5.25	0.4	
6.	Problem Solving	58.46	36.3	4.84	0.4	
7.	Citizen Centric Behavior	53.63	35.88	9.68		0.81
8.	Understanding of job role	50	40.33	7.66	1.61	0.4
9.	Knowledge of E-Governance	43.55	36.69	16.13	2.42	1.21
10.	Usage of Information and Communication Technology (ICT) in daily work	52.82	33.87	10.48	2.02	0.81

2.14 Training for Group B & C officials

The Group B and C Officials form the tail end of the Secretariat Hierarchy. They are at every level and are highly motivated and capable. Many a time the proposals/ ideas formally are initiated here. It is erroneous to presume that all the best and most able Government servants are only in Group A. Opening up such training to Group B and C may help identify individuals who can contribute more than is otherwise expected of them due to the afore mentioned parochial attitudes. Therefore they are very important part of the government apparatus. It is important that they should also be exposed and aware of the international scenario and contemporary policies.

As per the surveyed data, 56.85% respondents opined that the sophisticated and advanced capacity building opportunities under DFFT at national as well as

international level is primarily restricted to the senior officers (Group A) in all the civil services. Rest of the 43.15% respondent did not agreed with this fact (Table 2.16).

Table 2.16: Whether DFFT programmes are restricted to the senior officers (Group A)

Response	Number of Officers	Percentage
Yes	141	56.85
No	107	43.15
Total	248	100.00

Officers participated in the survey agreed with the importance of capacity building of Group B and C officers and accordingly 40.73 percent of the respondent believes that expansion of systematic training initiatives to all Group B & C officials is essential. However, 52.42 % responded said that only selective officers assigned with specific tasks may need training/ capacity building to execute their duties and responsibilities more efficiently (Table 2.17). Rest of the 6.85% respondent believes that there is no need for expansion of systematic training initiatives to Group B & C officials.

Table 2.17: Opinion regarding expansion of systematic training initiatives to Group B & C officials

Opinion	Number of Officers	Percentage
Essential for all	101	40.73
Essential for selective officers	130	52.42
Not required	17	6.85
Total	248	100.00

2.15 Efficacy of Short-term Training

Under the DFFT scheme officers get chance to get themselves enrolled in the short-term programmes on the topics like - leadership, executive development, fiscal decentralization, tax analysis & revenue forecasting, project management, corruption & anti-corruption, environmental policy issues etc. Basically these Short Term programmes of a week or more are related to very specific area. Therefore, the opinion / views of officers were taken to analyse the efficacy and productivity of the short term courses. Responses received depicted in table 2.18 indicate that majority of respondents (63.71%) agreed that short-term training is as productive as long-term training

programmes (Table 2.18). However, 36.29% respondent said that the short-term training is not effective as long-term training programmes for the officers.

Table 2.18: Short-term Training is as productive as long-term training

Short-term training is as productive as long-term training	Number of Officers	Percentage
Yes	158	63.71
No	90	36.29
Total	248	100.00

2.16 Opinion on long duration of Face to face Long Term Training Programme

Government of India provides opportunities to the officers to upgrade their knowledge & and have exposure of international best practices by enrolling in different long-term training programmes abroad. The long-term programmes are mainly in the fields of public policy, public management and public administration etc. The duration of the long term programme is more than six (6) months but upto one (1) year.

However, some school of thought also believes that long duration training is wastes of valuable government resources, as the organization spends lot of money and time on the officers. During the long term training, officers are not able to give their valuable services as the long term training course takes a lot of time. Being away from service for long time can disturb continuity and drive of an officer, which affects the government work and productivity levels. The views of officers were also sought in this regard. The respondent officer's views on the long term trainings are indicated in table 2.19. Only 25.81% of the respondents believe that face to face long term learning takes valuable time off their service (Table 2.19).

Table 2.19: Face to face Long Term learning takes valuable time off your service

Face to face Long Term learning takes valuable time off your service	Number of Officers	Percentage
Yes	64	25.81
No	184	74.19
Total	248	100.00

2.17 Importance of Online or blended training program

Online learning is now an established and growing practice across the world as it offers more flexible learning opportunities. The advances in information communication technology (ICT), the greater use of the internet and its inherent low costs makes online training courses popular and practical day by day. Recently the Department has launched the Integrated Government Online Training Programme (iGOT) to bring together training institutions for providing a single point access to bouquet of training programmes to government servants of the entire hierarchy of Central and State Governments on site and on flexible time.

Though, capacity building is a complex and multi-faceted journey which requires continuous and lifelong engagement with all key stakeholders. Generally it requires face to face teaching as it gives deeper understanding and evolves problem solving approach besides socio-cultural aspects of group learning. However, due to time as well as resources constrains and also to give wider outreach, training programmes once delivered face-to-face shall now be replaced by online activities and discussions.

In view of the above, respondents were asked to specify their opinion with regard to the efficacy of online or blended training programs with a digital backbone to achieve the larger learning and capacity building vision of Government of India. In response to that, only 64 officers responded to this question. Among them, 73.44 % believe that online or blended training programmes may help DoPT in creating a broad training ecosystem across the country.

Table 2.20: Efficacy of Online or Blended Training Program

Response	Number of Officers	Percentage
Yes	47	73.44
No	17	26.56
Total	64	100.00

2.18 Outcome of DFFT Courses

The study tried to gauge the reaction of the participants about the overall quality of the foreign training programmes. It was done to see whether the trained officers found foreign training programmes useful for their work and carrier. Based on the survey, it was found that about 53.63 % of the respondent officers strongly agreed that the outcome of the courses was extremely successful and they were as per their expectations (Table 2.21). About 41.33 % of the officers agreed that the outcome of the course was very successful and 5.24% of the officers agreed that the outcome of the course was successful to some extent.

Table 2.21: Success level of the course outcome as per the opinion of Participants

How successful the course outcome was compared to expectations	Number of Officers	Percentage
Extremely Successful	133	53.63
Very Successful	102	41.13
Successful to some extent	13	5.24
Unsuccessful	-	-
Completely unsuccessful	-	-
Total	248	100.00

2.19 Post Training Evaluation form Submission

As per the scheme, it is mandatory for the officers who have attended long term programmes to submit their feedback about the course, a case study and a theme paper. Similarly, officers attending a short term program have to submit the feedback form. The officers, who do not submit feedback in the prescribed format, after undergoing a course under DFFT, may be restricted in future from applying under the DFFT scheme. Similarly the payment of arrival allowance for officers attending long term courses also shall be released only on submission of the above documents and an undertaking to be available as guest faculty as mentioned above. Regardless of that, only 69.35 % of the DFFT participants have submitted any of the three documents. Rests of the officers have failed to submit the requisite documents (Table 2.22).

Table 2.22: Submission of Documents after attending Foreign Training Programme

Document submitted	Number of Officers	Percentage
Yes	172	69.35
No	76	30.65
Total	248	100.00

In lieu of the programme guidelines, only 13 participants of the long term course submitted their Case Study and only 43 participants have agreed that they have submitted their Theme Paper (Table 2.23). Similarly only 140 participants out of total surveyed 252 participants submitted their feedback form, which is not in line with the scheme guidelines.

Table 2.23: Post Training Document Submission

Any Document submitted	Number of Officers	Percentage
Feedback Form	140	56.45
A Case Study	13	5.2
A Theme Paper	43	17.33
Total	248	

DoPT has recognized the importance of trained officers who can share their learning experiences, skill and best practices with the officers at the cutting edge level. Hence, to utilize the expertise of foreign trained officers, the scheme mandate the trained officers to attach themselves as guest faculty for two years for providing training on the related subject at the Central Training Institutes, the Administrative Training Institutes and in-service training programs on return. Unfortunately, only 10.08% of the officers have confirmed about their involvement in post training teaching at any Central Training Institute, Administrative Training Institutes or in-service training programmes.

Table 2.24: Post Training Teaching

	Number of Officers	Percentage
Yes	25	10.08
No	224	89.92
Total	248	84.70

2.20 Preference about Training Method

This study has tried to examine the officer's preference about the different approach used for training and capacity building programmes. Face-to-face training is the traditional way of training and learning. But now the blended and online training is becoming a powerful teaching and learning technique which redefines the traditional learning practices and provide ample opportunities of learning to larger masses.

Table 2.25: Effective Mode of Training Programme

	Most Effective	Effective	Effective to Some Extent	Not Effective at All
Face to face training	85.6	9.2	2.4	2.8
Online Training	7.2	17.2	31.6	44
Blended training	18.72	35.86	27.89	17.53

It is interesting to note what participants thought about usefulness of the different mode of training programmes. During the survey, it was found that about 85.6% of the participants strongly agreed that the face to face training is most effective and only 5 % of the participants said that this method is effective to some extent or not effective at all (Table 2.25). In case of online training, only 7.2 % of the participants strongly agreed that it is most effective method of training programme, and on the contrary, 75% of the participants opined that this method is not effective mode for training programme. Blended training approach do get some support of the participants as about 55% of the participants believe that the blended training model is effective for training purposes. However, 45 % of the participants still do not agree on the blended mode of training. (Table 2.25)

2.21 Eligibility Criteria for Nominating Officers for Training Programmes

As per the scheme guidelines, there are courses where nominations are made by DoPT. The officers belonging to IAS, CSS and SCS are eligible to undergo foreign training under the Scheme. Officers of the other two All India Services, viz., IPS and IFoS and

those of other organized Group `A' Central Civil Services are eligible under the Scheme only when they are holding posts on deputation under the Central Staffing Scheme.

All the officers have to apply `online' for the training programmes as per the DFFT scheme under which officers have to furnish lot of information. DoPT has developed software which automatically generates an eligibility list followed by a merit list with the help of specific software. After that a duly constituted Committee recommends officers for long-term and short-term training programmes. Committee examines the relevance and suitability factors and takes approval of the competent authority.

Table 2.26: Present Weightage criteria for Nominating and Selecting the Officials

Needs Modification	Number of Officers	Percentage
No modification	122	49.19
Certain modifications	126	50.81
Total	248	100.00

The participants were asked to give their opinion with regard to the DoPT weightage criteria for nominating and selecting the officials. They were asked whether the present eligibility criteria need modification or not. About half (49.19 %) of the participants are satisfied with the present weightage criteria but on the other hand half of them asked for certain modifications.

As per the data (Table 2.25) participants gave highest priority to officers' competencies and skills for nomination to the DFFT courses as about 72.22 percent per cent of the participants strongly agreed with it. Similarly, officer's present roles, responsibilities and their experience also got higher weightage for selecting officers for DFFT courses. On the other hand, for selecting the participants in training program, the age of officers and the cooling-off criterion did not get much importance. Only 31.75 percent officers believed that the present age of officers should be given more priority for nomination in

DFFT training. Similarly, the Cooling of criteria received only the support of 24 percent officers. (Table 2.27).

2.27: Necessary changes sought for Regulating and Selecting Officers for DFFT

S. No.	Selection Criteria	Your Priority		
		High	Low	Nil
a.	Officer's present Roles and responsibilities	63.49	30.16	6.35
b.	Competencies including skills of the Officers	72.22	26.98	0.79
c.	Experience of Officer	65.08	31.75	3.17
d.	Present Age	31.75	51.59	16.66
e.	Cooling Off	23.81	53.97	22.22
f.	Course Filter	46.83	41.27	11.90

2.22 Satisfaction with the Present Eligibility Criteria/Conditions of DFFT

The participants were asked to express their level of satisfaction with the present eligibility criteria/conditions of DFFT based on the various parameters set by the Department. These parameters are given below in the table 2.28. Submission of ACR/APAR grading pertaining to the last five years criteria got maximum support of the respondents as almost 75 % of them strongly agree with this eligibility condition. Similarly, length of service and priority for being close to age bar also got almost 70 % of the participants support as the important eligibility criteria/conditions. It seems participants are not happy with the present age-bar criteria. About 35 % of the participants disagreed with the present age limits for the DFFT training programmes. Similarly, 31 per cent of the participants said that the present condition set for Officers serving under Central Staffing Scheme is not an appropriate criterion to select officers for DFFT training.

Table 2.28: Level of satisfaction with the present eligibility criteria/conditions of DFFT

Selection Criteria	Officers rating				
	Strongly Agree	Agree	Disagree	Strongly Disagree	Not relevant to this course
Foreign Training Deficit (Only for Short Term Courses as per the present DFFT Policy of DOPT)	33.33	27.38	24.6	8.73	5.95
Seniority	34.13	32.54	22.62	7.14	3.57
SC/ST/Women	37.3	28.97	21.43	6.35	5.95
Officers Posted in NE/J&K/Naxal affected areas/PH	30.68	33.07	23.9	5.18	7.17
Age limits	27.31	29.72	23.29	11.65	8.03
Priority for being close to age bar	38.4	33.6	18.4	2.8	6.8
ACR/APAR Grading	42.8	32.4	17.2	3.2	4.4
Completion of specified MOOCS	22	39.6	25.6	5.2	7.6
Length of Services	31.2	40.8	21.6	2.4	4
Cooling -off conditions	26.4	25.6	21.6	16	10.4
Debarment	28	27.6	27.6	9.6	7.2
Conditions set for Officers serving under Central Staffing Scheme	27.77	30.56	25.4	9.13	7.14

Chapter III

Findings and Suggestions

The present study has analyzed the various facets of DFFT scheme by highlighting its objectives, and the roles and responsibilities of different stakeholders. Based on the analysis of various parameters the study reveals that the DFFT scheme of DoPT has been successful to a large extent in providing opportunities to upgrade the knowledge & skills of the Civil Servants. In the previous chapters, the pros and cons of the scheme have been discussed in detail and in this chapter the major findings of the study and suggestions are as follows:

3.1 Findings

- The overall sanction of funds from DoPT to DFFT scheme is above 50 percent to their training budget from 2017-18 to 2019-20.
- During 2019-20, the Department has spent Rs. 40.49 crores for sponsoring 305 participants under DFFT scheme. It is 55.6 % of DoPT's total expenditure on training and capacity building.
- Out of the total 252 officers surveyed, the number of female officers was only 17 percent.
- 53.2 percent of the total officers were found to be between the age group of 41 to 50 years and 40.9 percent of officers belong to the age group above 50.
- Data reveals that officers from the Indian Administrative Service were sent abroad maximum number of time (46.03%) followed by Indian Telecom Service (9.13 %) and Indian Revenue Service (6.35%) respectively.
- 56.75% officers in the survey have not attended any long term Training Programme.
- 42% of the officers have attended at least one Long-Term Training Programme in his/her entire carrier.
- 1.19% officers have attended two Long-Term Training Programmes.
- 71.43% officers have attended at least one Short-Term Training Programme in their entire carrier.

- Almost 25% of the officers have attended more than two short term training Programme.
- About 90% of the officers were nominated by Department of Personnel & Training (DoPT). However, 9.9% officers have attended foreign training Programmes under direct admission and 0.4% attended MACS Programme at IACA respectively.
- More than 51.59% of the officers of DFFT Scheme attended training Programmes at the Institutions/Universities of USA, followed by Europe (28.97%).
- IAS officers were nominated for the bulk of the training Programmes at USA and European Institutes/Universities. Out of the total 116 respondents, 57 % IAS officers have gone to USA's Institutes/Universities, 33% went to the European Institutes/Universities and only 10% have went to other Institutes.
- Mostly IAS officers (80%) were nominated for the top universities like Harvard, Cambridge.
- 92.34% of the officers got full funding from the department and only 7.66 % got partial funding
- 78 officers have spent Less than 8 lakhs for attending the foreign training programmes. Almost 18% respondents have informed that more than 25 lakhs were spent by the Department on their training Programme. Eight to twenty-five lakhs of expenditure was made on 14 % officers under DFFT scheme.
- 10 officers have spent their own money to cover the partial funding and 6 officers have said that their partial funding was met by Training Institute and some other agencies.
- 90% of the respondent agreed with the excellence of various facets of foreign training.
- 80.24% of the officers have said that they got ample opportunities to interact / participate with other fellow participants.
- 76.21% said that their knowledge or skills have improved by attending the course.

- 74.6% strongly agreed that the trainers were well prepared and able to answer questions.
- 71.77 % strongly believed that the exercises, case studies and field visits during the training Programme were helpful and relevant. According to 70.56 % of them the quality of the pedagogy was excellent.
- More than three fourth of the respondents were either fully satisfied or satisfied to large extent with the facilities and amenities at the university/institutes.
- Maximum satisfaction was found with Class room facilities as 85.08% respondents were fully satisfied.
- Overall, the participants have given high rating to learning experience pertaining to training Programme attended.
- 63.3 % of the respondents were highly satisfied with knowledge and concepts covered in the training Programmes.
- The learning experience relating to problem solving was well received by the participants as almost 60% of the officers indicating very high satisfaction.
- 56.85% of the respondents opined that sophisticated and advanced capacity building opportunities under DFFT at national as well as international level is primarily restricted to the senior officers (Group A) in all the civil services.
- 40.73 percent of the respondents said that expansion of systematic training initiatives to Group B & C officials is essential.
- 52.42 % believe that only selective officers assigned with specific tasks may need training/ capacity building to execute their duties and responsibilities more efficiently.
- 63.71% agreed that Short-term training is as productive as long-term training Programmes.
- 25.81% of the respondent believes that face to face Long Term learning takes valuable time off their service.
- Out of total 252 officers only 64 officers have shared their opinion about the necessity of online or blended training Programme.

- 53.63 % of the respondents strongly agreed that the outcome of the courses was extremely successful and they were as per their expectations. About 41.33 % of the respondents considered training Programmes very successful and 5.24% agreed that the outcome of the course was successful to some extent.
- 69.35 % of the DFFT participants have submitted their post training documents. Rests of the officers have failed to submit the requisite documents.
- Only 13 participants of the long term course have submitted their Case Study and only 43 participants have agreed that they have submitted their Theme Paper.
- Similarly only 140 participants out of total 248 surveyed participants have submitted their feedback form.
- Only 10.08% of the officers have confirmed about their involvement in post training teaching at any Central Training Institute, Administrative Training Institutes or in-service training Programmes.
- In case of officer's preference about the different approach used for training, 85.6% of the participants strongly agreed that the face to face training is most effective.
- In case of online training only 7.2 % of the participants strongly believed that it is most effective method of training Programme.
- As far as present weightage criteria for nominating and selecting the officials is concerned, about half (50.81 %) of the participants are not satisfied with the present weightage criteria.
- While nomination officers for DFFT training, the respondents opined that Officer's present Roles and responsibilities (63.49%), Officer's competencies including skills (72.22%) and officer's experience should be given more priority.
- Submission of ACR/APAR grading pertaining to the last five years as a criteria got maximum support of the respondents as almost 75 % of them strongly agreed with this eligibility condition.

3.2 Suggestions

The present study found this scheme successful to a large extent in providing opportunities for officers to learn new skills, strategies in the field of leadership, policy planning, economic policy designing, negotiations persuasion strategies etc. in some of the leading institutions of the world. **Therefore the study recommends for continuation of the scheme with certain modifications so that more and more civil servants can have opportunity to learn best practices of different countries with differing models of development and governance.**

- The DFFT Scheme in its present form is providing specialized training and foreign exposure to a limited number of civil servants. The nomination of participants is too less in face to face training programmes as compared to the amount of money spent by DoPT for DFFT Scheme. Therefore, there is a need to explore other modes of training so that more and more officers can get exposure to specialized training and foreign exposure.
- The amount that DoPT is currently spending on overall training component is very low and stagnated for the last few years. Considering the large number of civil servants in India, government should allot more money for training & capacity building of their officers.
- The selection process for training programmes under the DFFT Scheme is highly skewed in favour of the IAS. In the study it has been found that even the specialized training programmes did not get nominations from the relevant service officers. Therefore, every service may be given an equal opportunity to send their officers to need based courses.
- Given the nature and pace of change in governance, the role and responsibility of government officials is becoming more and more complex. Now better skilled officers are needed for efficient and maximum governance. Therefore it is imperative to improve the ability and competency of the officials and for that more and more officers should be trained to upgrade their skill and knowledge based on their job Roles, Activities and Competencies.
- The study finds that DFFT funding has been mainly confined to the higher civil services. Therefore, there is a need to open the scheme for other services and it may no longer be required to limit it to merely Group 'A' officers. The scope for its expansion to Group 'B' and 'C' officers may be explored for efficient

governance. This will enable the officers from other services to have the opportunity for national/international exposure to develop in-depth competencies in a range of subjects/areas or specific specialized subjects required for their current or future job profiles.

- Digital technology needs to be used to enlarge the reach of DFFT training. During the current technology age, the online training and to some extent blended training with limited face to face training can be imparted to a large number of officers simultaneously. The online or blended course will offer more flexible learning opportunities to a large number of officers. Hence, officers may be encouraged to opt for online or blended learning mode for the long term courses too. Blended Training is successfully being imparted to participants of the 46th APPPA at IIPA, New Delhi.
- At present government is spending lots of money and time on the short term training/courses. There is a need to expand the scope, coverage and outreach of the short term international universities courses/training programmes. They shall be made available on the platform.
- For enhancement of skills and knowledge every employee may mandatorily undergo one online training programme every year which should be followed by a stringent evaluation to assess the learning outcomes of the individual. In this regard, recently launched Integrated Government Online Training Programme (iGOT) may provide a single point access to bouquet of training programmes to government servants. Foreign universities, like Harvard, Cambridge, University of California Berkeley, and the Australia and New Zealand School of Government may be asked to collaborate with iGOT platform to launch their online courses.
- It was found that most of the officers who have attended DFFT course in the past have not attached themselves as guest faculty at the Central Training Institutes, the Administrative Training Institutes and in-service training programs. It may be made mandatory that after DFFT training officers must associate themselves with Administrative Training Institutes or other training institutions to share their expertise for the benefit of others.
- A large number of officers have not submitted their feedback forms, a case study and a theme paper after returning from training programmes. In such cases, the

payment of arrival allowance for officers attending long term courses may be stopped till they have submitted such documents.

- As per the data many of the officers posted in their respective cadre and also the officers from state services have gone abroad for training under DFFT scheme. The respective cadre and state governments may be advised to provide additional fund for their officer's foreign training.

Eligibility Criteria for courses where nominations are made by DoPT

Category I: Courses where nominations are made by DoPT (Programmes are subject to change)

Officers Eligible

- (i) All Indian Administrative Service (IAS) Officers / Group 'A' officers belonging to Central Secretariat Service (CSS), Central Secretariat Stenographer Service (CSSS) and State Civil Service (SCS)
- (ii) Indian Police Service (IPS), Indian Forest Service (IFoS) and Group 'A' Central Civil Service Officers during the tenure of deputation under Central Staffing Scheme of DoPT

Age limits:

- (i) The upper age limit for long term programmes is 48 years as on 1.07.2019.
- (ii) The upper age limit for short-term programmes is 52 years as on 1.07.2019.
- (iii) (iii) There is no age limit for the short-term programmes at Harvard University, University of Chicago, Cambridge University, University of California Berkeley and ANZSOG for officers of Joint Secretary/Additional Secretary/Secretary level (equivalent to postings in GoI). However, the officers applying for these programmes should have minimum 2 years of service left for superannuation at the time of attending the programme.

Weightage criteria

The eligible officers applying under the DFFT Scheme are short-listed by applying weightage criteria which includes parameters such as

For Short term Programmes

Foreign training deficit, Seniority, SC/ST/Women, posted in NE/J&K/Naxal affected areas/PH, priority for being close to age bar, APAR grading and completion of specified MOOCs.

For Long term Programmes

Seniority, SC/ST/Women, posted in NE/J&K/Naxal affected areas/PH, APAR grading and completion of specified MOOCs.

Cooling-off condition:

- i. After attending a foreign training programme of upto one month, there will be a cooling-off period of two years before an officer can be considered again for

another training programme. To illustrate, an officer who completes a short-term programme of upto one month in 2017-18, would be eligible for another programme under the DFFT Scheme only in 2020-27.

- ii. After attending a foreign training programme of more than one month and upto six months, there will be a cooling-off period of three years before an officer can be considered again for another training programme.
- iii. After attending long term training programme (more than six months), an officer would not be eligible for another long-term foreign training programme. However, an officer would become eligible for a short-term programme after a cooling-off of five years.
- iv. Officers who have undergone a long-term domestic programme, viz., IIMB, MDI, TERI, NDC, APPPA, etc. shall not be eligible for any long term foreign programme but would be eligible for short-term training programme after a cooling-off of three years.
- v. In case where an officer has already attended a Job Specific / Project related training abroad from their respective Ministries/State Governments, he/she shall be required to complete a cooling off period as mandated in clauses (i), (ii) and (iii) above, depending on the duration of such training, before he can be considered for training programme under this Scheme.
- vi. The foreign component of any compulsory mid-career training programme undergone by the officer will not be counted for the purpose of 'cooling off'.
- vii. All cooling-off period shall be counted from the end of the financial year in which training is completed.

Debarment:

- i. If an officer does not attend the course or withdraws his request at any stage after getting nominated for a course he/she will be debarred as per provisions. The debarment will be for two years for not attending a short-term training programme and for three years for not attending a long-term training programme.
- ii. Officer who drop out due to official exigencies at the insistence of their ministry/state government/organisation of present employment or otherwise shall not be put in the reserve list on their withdrawal from program.
- iii. The officers who drop out with less than three weeks remaining for the commencement of the programme on the ground of official exigencies (as mentioned in Para 3.6(ii) above) shall be automatically debarred from any training under DFFT for a period of one year.

Undertaking:

An officer has to give an Undertaking that in case of any false information furnished by him/her in the application form, the full expenditure incurred on their training would be recovered from them with penal interest and action under CCS (CCA) Rules/other relevant rules will be initiated against them.

Feedback:

- i. It shall be mandatory for the officers attending long term and short term programmes to give their feedback about the programme attended. The requisite feedback form will be mailed to them separately. (
- ii. The officers nominated for long term courses shall submit a case study, a theme paper and shall be available as guest faculty for two years for providing training on the related subject at the Central Training Institutes, the Administrative Training Institutes and in-service training programs. The payment of arrival allowance for officers attending long term courses shall be released only on submission of the filled up feedback forms, a case study and a theme paper and an undertaking to be available as guest faculty as mentioned above.
- iii. Officers attending a short term program should submit the feedback and an undertaking to be available as guest faculty for two years for providing training on the related subject at the Central Training Institutes, the Administrative Training Institutes and in-service training Programs on return.

Officers serving under Central Staffing Scheme:

- i. The applications for long-term programmes by the officers working under the Central Staffing Scheme will be entertained only if they bear the NOC from EO Division, DOPT. A suitable column to this effect has been inserted in the application form (Annexure II). 3.8 3.9 3.11
- ii. Officers on central deputation (other than IAS/CSS/CSSS/SCS) shall apply only for such short term programs which are fully covered under their tenure of CSS. However, in case their application includes choice for short term courses which conclude beyond their tenure under the Central Staffing Scheme, such will be entertained only if such applications bear the NOC from EO Division DOPT for the extended period of their tenure. It will be the responsibility of the Nodal Officer to obtain the necessary NOC in this regard before forwarding the application.
- iii. The officers whose tenure under the Central Staffing Scheme is due to come to an end within two months prior to the commencement of the long-term training Programme/ or during the course of the long-term training programme, should be nominated by the respective Ministries/ Departments of Govt. of India only after securing the cadre clearance of the respective State Governments/cadre controlling authorities on whose strength the officers are borne.

- iv. In the event of nomination and final selection of such officers for foreign training programmes (referred to in Para 3.8(iii) above), the Ministries/Departments would be required to send a formal proposal for extending the Central Deputation tenure of the officers approved for nomination for training, upto the end of the training, to the Establishment Officer for obtaining the approval of the competent authority so that they could draw their salary from the Central Government during the period of training.
- v. On return from training, such officers (referred to in Para 3.8(iii) above) would revert to their cadre and the Central Ministries/Departments shall not grant any leave in their cases.
- vi. In respect of long-term training programmes, if an officer, at the time of application, is on deputation under the Central Staffing Scheme and subsequently gets reverted to his/her cadre before commencement of the training programme, the officer will still be eligible to participate in the programme provided he/she gets the cadre clearance.
- vii. Similarly, officers subsequently laterally shifted to other organizations by orders of DoPT shall be eligible to retain their nomination under DFFT, provided they furnish no objection from their new organization.

Other conditions:

- i. Officers serving in the Central Government at the level of Additional secretary/secretary may apply for programmes of one week duration only.
- ii. The applications for both long-term and short-term training Programmes must be accompanied by the ACR/APAR grading pertaining to the last five years. To be eligible for consideration for a long-term programme, the officer should have at least 'Very Good' grading in his/her ACRs pertaining to the past 5 years.
- iii. Applications should be complete in all respects.
- iv. Applicant should be clear from Vigilance angle' (i) (ii) 3.L2 3.13 3.L4
- v. The APAR grading/Vigilance clearance in respect of the applicant officers has to be necessarily filled in before finalizing application even if APAR grading/vigilance clearance in respect of officers are available with DOPT. The APAR grading in respect of self can be filled by the applicant officer and must be vetted by Nodal Officer before finalizing the same. The vigilance clearance has to be filled by the Nodal Officer.
- vi. The nodal Officer has to take approval of the competent authority, as per extant guidelines before forwarding the applications.

- vii. Officers applying for short-term training programmes at Harvard University and 5- day courses at University of Chicago, and the customized programmes at Cambridge University, University of California Berkeley and ANZSOG have to furnish details of official foreign visits undertaken during the last three years in the application form.
- viii. Officers applying for long term programs at Australian National University and University College London have to undergo IELTS/TOEFL as specifically required by the universities.
- ix. The officers are advised to see the particular websites of the universities/institutes for any specific pre-conditions related to admission process.
- x. For long term prograrrunes at LKY Singapore and London School of Economics, application of those officers shall be considered who have already applied for these courses in response to this Department's letter of even number dated 20.10.2017.
- xi. An officer shall not apply for a short term training program which he has already attended earlier

Category II: Courses under direct admission

A separate application/sponsorship system has been devised in respect of long term programmes of upto one year duration in the top 20 universities/institutions as per THE (Times Higher Education) or QS world university ranking or top 20 (subject wise) courses as per THE (Times Higher Education) or QS world university ranking provided the university/institution offering such courses comes under top 100 of overall ranking of THE/QS. The interested officers apply directly to the university/institution and undertake admission/selection process as stipulated by the university as a private individual in the following thematic subject areas:

- a. Public policy, public administration/management
- b. Public Finance
- c. Population and demographic studies
- d. Public health and nutrition
- e. Global security

- f. International development
- g. Urban planning/development, city planning
- h. Social Development
- i. Social Protection
- j. Social Innovation
- k. Social Welfare
- l. Economics and Applied Economics
- m. Public Education
- n. Leadership
- o. Transportation
- p. Technology Management
- q. Climate change and environment
- r. Tax administration & revenue forecasting

The conditions of eligibility for the above-mentioned courses shall be same as are applicable to Category-I long term courses. Maximum of two applications for a particular program/course and three applications for a particular university/institution is considered for funding under this category. In case applications more than the above limits are received, funding is provided as per the criteria applicable for Category I long term courses. The maximum amount of tuition fee payable will be the lower of the average of the fee notified by the university/institution for the last three years for the course or the actual fees payable.

The officers applying for these courses must give intimation to the Training Division at the time of application. Once an officer is selected by these Universities, he/she may apply for sponsorship under the DFFT Scheme separately through his controlling authority along with requisite clearances as applicable for Category I, e.g., EO clearance, vigilance clearance, ACR grading, etc.

The officers shall apply for Long Term courses either in under Category I or under Category II. Where an officer applies under both categories for Long Term courses and

an officer gets direct admission as well as gets slotted through nomination, his application under direct admission route shall not be considered and his slotting through nomination route shall only stand. The officers may, however, simultaneously apply for short term programmes.

Category III: MACS & IMACC programmes at IACA

Officers Eligible

(i) All Indian Administrative Service (IAS) Officers / Group 'A' officers belonging to Central Secretariat Service (CSS), Central Secretariat Stenographer Service (CSSS) and State Civil Service (SCS)

(ii) Indian Police Service (IPS), Indian Forest Service (IFoS) and Group 'A' Central Civil Service Officers during the tenure of deputation under Central Staffing Scheme of DoPT

(iii) All Group 'A' officers posted in CBI under the Central Staffing Scheme of Ministry of Home Affairs

(iv) All Group 'A' officers posted in anti-corruption wings of state governments

(v) All Group 'A' officers dealing with anti-corruption or vigilance from the participating services.

Once an officer is selected by International Anti-Corruption Academy (IACA) for the course, officer may apply for sponsorship under the DFFT Scheme through his controlling authority along with requisite clearances, e.g., vigilance clearance, ACR grading, etc. The officers may, simultaneously, apply for other short term / long-term programmes. In case an officer is selected under both the processes, his selection for MACS course will be retained.

Category-IV: Thematic programmes on selection basis

This category of programmes has been introduced for imparting training on thematic core areas concerned with individual Ministries/Departments. The Secretaries of the Ministries/Departments in the Central Government and Chief Secretaries of the State Government will have the opportunity to recommend 1 or 2 officers working in the relevant thematic area for imparting training in the thematic area so that the cohort comes up with actionable responses to the policy challenges faced in these areas.

The pool of officers for the proposed Category IV will be constituted through recommendations made by the Secretaries of the respective Ministries/Departments and Chief Secretaries of the State Governments, subject to the final approval of the recommendations by DoPT. The other term and conditions for these courses will generally be the same as for Category I.

The procedure for nomination for this category of programs shall be carried out separately as and when the programs are finalized and approved by the Committee constituted for selection of the programs and universities.



Evaluation Study on
“Domestic Funding of Foreign Training Scheme”
Questionnaire for Trainees



1. Name of the Trainee.....
2. Age..... 3. Sex (1=Male, 2= Female)
4. Service: 5. Designation.....
6. Cadre (If any).....
7. Department/Ministry/State/UT:
8. Address:

Details of DFFT attended by the Respondent

9. Total No. of Long/Short - Term Training programmes attended till date under the DFFT Scheme by the respondent
 - a. Long Term.....
 - b. Short Term.....

10. Details of last Training Program attended under the DFFT Scheme

Kind of Program	Category of last attended TP	Name and Place of Training/ Study Institution	Thematic Subject area of Training Course	Year of Training	Duration of Training (Week)	Mode of Training (a) Online (b) Face-to-Face (c) Blended
(a) Long (b) Short	I- Nominated by DOPT II- Direct Admission III- MACS Programme at IACA					

11. Funding Details of above Training Program under the DFFT Scheme

Total Tuition Fee Paid for Course (Rs.)	Funding as per DFFT Scheme	Amount of Funding by Government	Rest of Partial Funding paid by	Name of the Institution	Duration of Course Study
	(a) Full (b) Partial	(Rs.) (In case of Partial Funding)	(a) Self (b) Training Institute (c) Other	(If it is Partially funded by Institute)	(in Months)

Feedback of Participants about the attended Training Program

12. General Feedback of the training programme attended (√)

S. No.	Particulars	Strongly Agree	Agree	Disagree	Strongly Disagree	Not relevant to this course
a.	The objectives of the training are met					
b.	Modules are relevant to the current and future job role					
c.	The course was practical and easy to apply					
d.	The content of the course was well organized and easy to follow					
e.	The quality of the pedagogy was excellent					
f.	Training materials were easily accessible on website of the Training Institution					
g.	The trainers were well prepared and able to answer any questions					
h.	There were sufficient opportunities during the course for interaction/ participation					
i.	The exercises, case studies, field visits were helpful and relevant					
j.	Knowledge or skills have improved					

	by taking the course					
k.	Would recommend this course to other officers					

13. To what extent are you satisfied with the following? (√)

S. No	Particulars	Fully Satisfied	Satisfied to a large extent	Satisfied to a limited extent	Not satisfied at all
a.	Administrative support at Institute				
b.	Residential accommodation				
c.	Food quality and service				
d.	Class room facilities				
e.	Library facility				
f.	Computer facilities				
g.	Interaction with the faculty				
h.	Quality of facilities such as sports, gym, laundry, swimming pool, etc				

14. Please rate the learning experience on the following parameters on a scale of 1 to 5

(1= Very low and 5 = Very High)

	Parameter (Rate the following on a scale of 1 to 5)	Give your rating
a.	Overall knowledge of concepts covered in training	
b.	Soft skills	
c.	Managing Conflict	
d.	Leadership qualities	
e.	Effective Decision Making	
f.	Problem Solving	
g.	Citizen Centric Behavior	
h.	Understanding of job role	
i.	Knowledge of E-Governance	
j.	Usage of Information and Communication Technology (ICT) in daily work	

Feedback of Participants about the DFFT Scheme

15. Do you think that sophisticated and advanced capacity building opportunities at national as well as international level is primarily restricted to the senior officers (Group A) in all the civil services?

- a. Yes
- b. No

16. What is your opinion regarding expansion of systematic training initiatives to Group B & C officials?

- a. Essential for all
- b. Essential for selective officers
- c. Not required

17. Is expansion of training to Group B & C officials necessary, please explain the reason?

.....

18. If it is not necessary, please explain the reason.....

.....

19. Do you think short-term training is as productive as long term training?

- (1) Yes (2) No

20. If yes, give the reason.....

.....

21. If No, give the reason.....

.....

22. Level of satisfaction with the present eligibility criteria/conditions of DFFT

S. No	Selection Criteria	Your Response (1= Very low and 5 = Very High)	
		Satisfaction Score (1-5)	If not satisfied, please give your reasons
a.	Foreign Training Deficit (Only for Short Term Courses as per the present DFFT Policy of DOPT)		
b.	Seniority (As per the present DFFT Policy of DOPT)		
c.	SC/ST/Women (As per the present DFFT Policy of DOPT)		
d.	Officers Posted in NE/J&K/Naxal affected areas/PH (As per the present DFFT Policy of DOPT)		

e.	Age limits (As per the present DFFT Policy of DOPT)		
f.	Priority for being close to age bar (Only for Short Term Courses as per the present DFFT Policy of DOPT)		
g.	ACR Grading (As per the present DFFT Policy of DOPT)		
h.	Completion of specified MOOCS		
i.	Length of Service (As per the present DFFT Policy of DOPT)		
j.	Cooling -off conditions (As per the present DFFT Policy of DOPT)		
k.	Debarment (As per the present DFFT Policy of DOPT)		
l.	Mandatory Feedback (As per the present DFFT Policy of DOPT)		
m.	Conditions set for Officers serving under Central Staffing Scheme (As per the present DFFT Policy of DOPT)		

23. In your opinion the present weightage criteria for nominating and selecting the officials needs-

- a. No modification
- b. Certain modifications

24. If it needs modification, which of the following weightage criteria should be given prominence in nominating and selecting the officials for DFFT?

S. No.	Selection Criteria	Your Priority		
		High	Low	Nil
g.	Officer's present Roles and responsibilities (As per the DFFT Policy of DOPT)			
h.	Competencies including skills of the officer (As per the DFFT Policy of DOPT)			
i.	Experience of Officer (As per the DFFT Policy of DOPT)			
j.	Present Age (As per the DFFT Policy of DOPT)			
k.	Cooling Off (As per the DFFT Policy of DOPT)			
l.	Course Filter (As per the DFFT Policy of DOPT)			

25. Keeping in view of the need of continuous augmentation of competencies of civil service officials across the country, what medium of training do you consider more effective?

	Parameter (Rate the following on a scale of 1 to 5)	Give your rating
a.	Face to face training	
b.	Online Training	
c.	Blended training	
d.	All three	

26. Did you feel that face to face Long Term learning takes valuable time off your service?

(a) Yes (b) No

27. If yes, do you think online or blended training program with a digital backbone will achieve the larger learning and capacity building vision of DoPT?

(a) Yes (b) No

28. If yes, give the reason.....

29. If No, give the reason.....

30. Can you describe how successful the course outcome was compared to your expectations?

Extremely Successful	Very Successful	Successful to some extent	Unsuccessful	Completely unsuccessful

31. After attending foreign training programme have you submitted the followings? (Yes/No)

a. Feedback from b. A case study c. A theme paper.....

32. After returning from training have you taken classes on the topics in which you have trained under DFFT scheme at any Central Training Institute, the Administrative Training Institutes or in-service training programmes?

(a) Yes (b) No

33. If yes, which institute/s is/are you associated with as a resource person?

34. What are your major long term gains from the training program?

35. Please identify the Strength of the program as you perceived them?

36. Please identify the weakness of the program as you perceived them?

37. Any other comments/suggestions to improve the effectiveness of the DFFT Scheme?

Name of the respondent

Signature of the respondent