

1. INTRODUCTION

The Lal Bahadur Shastri National Academy of Administration, Mussoorie, India is the premier training institution in the country for the members of the civil services. Its primary task is to impart induction level training to members of All India Services and Central Services (Group 'A') in a Common Foundational Course, and to provide professional training to the regular recruits to the Indian Administrative Service. The Academy also conducts in-service training courses for middle to senior ranking members of the Indian Administrative Service, and for officers recently selected or promoted to the Indian Administrative Service from the various State services. In addition, workshops/seminars and research is conducted in issues relevant to public policy and in training methodology.

The Trainee

During the year a total of 32 courses/ workshops/ seminars were conducted. 1022 participants attended against 1234 in 35 courses/workshops/seminars/specialised courses organised during 1994. Table projects the distribution of trainees in various courses during 1994 and 1995.

Out of 1022 participants, who attended courses/workshops/seminars/specialised courses conducted by the Academy during 1995, 94 were women. There was marginal improvement in the representation of women participants, compared to 1994 as shown in Table.

GRAPH TO BE ADDED

Faculty Development

The Academy has a systematic process on an institutional basis to upgrade and update the skills, knowledge and the instructional techniques of its faculty. The faculty members are deputed to reputed institutions both in the country and abroad. In addition, a number of workshops on different subjects including training methodology are held from time to time. Details of such activities are in Chapter - IV.

Academy Journal, "The Administrator"

The editorial policy of "The Administrator" is to focus on issues which are of contemporary relevance and significance in the domain of public policy and practice. "The Administrator" is either thematic in content, as a result of which we have special issues, which covered a wide variety of subjects of general interest. This year, special issues, on Gender came out just prior to the International Conference at Beijing. The Administrator also covered two areas, "which have subjects of much attention in India-economic reforms and sustainable development." Apart from papers on these subjects the Administrator also has book reviews and has recently also included accounts of field visits and video reviews:

The four issues of "The Administrator" published during 1995 are as under:

1.	Special issue on Economic Reforms Theme Editor Shri H. Ramachandran	January-March, 1995
2.	Special issue on Sustainable Development theme Editor Shri Amarjeet Sinha	April-June, 1995
3.	Looking forwards, Looking back Special Issue on Gender and Development Theme Editor Smt. Sarojini G. Thakur	July-September, 1995
4.	General Issue Editor Smt. Sarojini G. Thakur	October-December, 1995

During 1995 the composition of the Editorial Board of "The Administrator" has been as follows:-

Sl. No.	Name	Designation	Status
1.	Dr. N.C. Saxena	Director	Chairman
2.	Dr. V.K. Agnihotri	Joint Director	Member
3.	Smt. Sarojini G. Thakur	Deputy Director (Sr.)	Member
4.	Shri Atendra Sen	Professor	Member (Till July, 1995)
5.	Shri Harsh Mander	Professor	Member
6.	Dr. V.K. Gupta	Professor	Member (Till September, 1995)

7.	Shri Amarjeet Sinha	Dy. Director	Member
8.	Dr. P.S. Dutta	Professor	Editor (Till September, 1995)
9.	Smt. Sarojini G. Thakur	Dy. Director (Sr.)	Editor (From December, 1995)

Recreation

The trainees are encouraged to lead a rich and varied campus life. They organise themselves into a number of clubs and societies which provide them with different forums to give expression to their known and latent talents. The following clubs and societies were active during the year:

1.	Adventure Sports Club	8.	Management Circle
2.	Alumni Association	9.	Nature Lovers' Club
3.	Computer Society	10.	Officers' Club
4.	Film society	11.	Officers' Mess
5.	Fine Arts Association	12.	Rifle and Archery Club
6.	Hobbies Club	13.	Society for Contemporary Affairs
7.	House Journal Society	14.	Society for Social Services

The details of activities of these Societies/Clubs during 1996 is in Chapter VIII.

Medical Facilities

The dispensary provides out patient care to all officer trainees, faculty, staff and their families. Emergency care is provided round the clock. Referral facilities are made available at the Military Hospital Dehradun, District Doon Hospital, Coronation Hospital at Dehradun and St. Mary's Hospital at Mussoorie.

A camp was organised for National Polio Eradication Programme on 9th December, 1995. A health camp for Rickshaw Pullers was also organised on the same day.

A Blood donation camp was arranged with the help of the "Indian Red Cross Society, New Delhi".

Talk on National Health Programmes and other related topics like AIDS and Plague were delivered to the faculty members, employees and their families.

First Aid classes were conducted for officer trainees of LXI Foundational Course by Doctors and staff of dispensary

Other Facilities

Charleville has got a post office in the Academy's own premises which caters to the Academy and the neighbourhood. The State Bank of India has an evening branch at the gate of the Academy. In addition, a Kendriya Bhandar, a barber shop, a tailor shop and a bakery meets the daily needs of the inmates and visitors to the Academy.

Academy Spirit

A striking feature of the Academy, apart from its infrastructure, is its quaint mixture of the new and the old. It is this very spirit of the Academy which is personified by the officer trainees and all those who work in the Academy, trying to uphold values of integrity, commitment and idealism. It is perhaps this spirit of the Academy that each one carries out of the Academy as he or she leaves its august portals to step into the vastness, that is India.

2. FACULTIES

2.1 FACULTY OF PUBLIC ADMINISTRATION AND SOCIAL MANAGEMENT

Faculty

Excluding the Joint Director, the Public Administration faculty has a strength of 10, comprising of 8 Deputy Directors, one Professor of Public Administration and one Professor of Social Management. During the year, Shri Sanjeev Chopra joined the faculty on 18th December, 1995.

Training Content

Training inputs are designed primarily on the basis of course objectives. The broad air of the inputs provided by the Public Administration faculty is development of trainees into sensitised,

confident and professional administrators with values and attitudes appropriate to the task of nation building.

Methodology

Most of the inputs are conducted on a modular structure. According to this relevant themes are chosen and dealt with in a consolidated fashion so that all aspects relating to them are dealt with comprehensively. A module may consist of all or some of the following methodologies :

- i) Lectures by both in-house and guest faculty
- ii) Panel discussions
- iii) Case studies
- iv) Film discussions
- v) Group discussions
- vi) Field visits
- vii) Simulation exercises

The inputs of Public Administration include also a number of measures to build among civil servant the attitudes and values appropriate for public service. The skills and knowledge required by a professional civil servant are relatively easier to impart, and these have traditionally been the strength of the Academy. However, to impinge positively in the brief period available to us for training, on the attitudes and values of intelligent young men and women in their mid-twenties or older, drawn from a wide variety of backgrounds and experiences, is a much more formidable task.

There is a high consensus about the attitudes and values required for public service. These are integrity, moral courage, empathy with and respect for the underprivileged, and freedom from any sectarian prejudices based on religion, region, caste, class or gender. However, it is precisely these values that are under the greatest siege and threat today in the wider society, particularly in the light of turbulent conflicts and upheavals of the last decade in our country. It would be futile to expect that a recruitment system which tests academic merit and capacity for hard work would throw up young people unaffected by this malaise's of the wider society. It was clear to us that conventional classroom lecture methodology would be the most inappropriate to make an impact on these attitude and values. We have, therefore, innovated with several new methodologies, and achieved significant success. For instance, carefully selected films were screened. Sometimes these were followed with discussions with the director. Thus, for instance, Anand patwardhan and Saeed Mirza have been regularly visiting the Academy and the screening of their films on sensitive subjects like communalism, have been followed up with passionate and introspective debate. A related methodology has been to use theatre, including street theatre. Well known progressive street theatre groups like SAHMAT and NISHANT have been invited to stage plays on communalism, corruption, Oppression by bureaucratic functionaries and so on, and these have been well received. Habib tanvir's landmark play on humanism and secularism "Jis Lahore Nahin Dekhya Wo Janmya Nahin" is also regularly staged. SAHMAT was also invited to put up their exhibitions against communalism.

Carefully selected case studies, such as on communal riots, corruption, intolerance of democratic dissent etc. have been found to be effective, because these are read by trainees and then debated in small groups. We have also invited as role models outstanding young officers who have unimpeachable records in terms of integrity, moral coverage and secular values. The academy has also recently broken new ground by encouraging as part of its training methodology the officer-trainees to intervene directly with the outside community. Thus for the first time, officer trainees related to the problems of the hand-rickshaw pullers in Mussoorie and developed a programme for their rehabilitation in more humane occupations, and will implement this project during the present season. They were given responsibility for and responded with sincerity and commitment for intervention for improving the balwadi and school, for providing alternate livelihoods to mess employee's families, for planning night shelters and afforestation and environmental improvement in Mussoorie and so on. When strapped for funds for some social interventions, there are some groups which have voluntarily pooled their own money for this purpose. An unprecedented health camp for the urban poor of Mussoorie was organised in which over 600 people were examined and many major illnesses diagnosed. We have found that the young officer trainees have responded extremely favourably to these measures, and their natural idealism has stood strengthened and reinforced.

Training Programmes and Workshops

The Public Administration faculty was associated in organising the following training programmes and workshops:-

1. IAS Professional Course Phase-I
2. Training Programme on Micro Level Planning for Sustainable Development.
3. IV Training Programme for IAS Officers (6-9 years service)
4. Pilot Module under gender planning training project.
5. XV Training programme for IAS Officers (17-20 years service)
6. IV Training programme for IAS Officers (10-16 years service)
7. IAS Professional Course Phase-Ii
8. Workshop on the Revision of Instructional Materials in Seven Languages.
9. LXIX Training Programme for IAS Officers (Select List)
10. Effective Communication Skills
11. Negotiations with Computer Professionals.
12. LXI Foundational Course.
13. Regional Seminar on Hill Area Development.

Other Activities

The members of the Public Administration faculty looked after different administrative responsibilities like Establishment, Estates, Supplies and Services, Accounts, Finance and Budget, Library, Computers and Outdoor activities. They also shouldered the responsibility as counsellor for IAS Officer Trainees allotted to different cadres, besides being Counsellors for the officer trainees of the Foundational Course. In addition, Dr. V.K. Agnihotri, Shri Padamvir Singh, Shri Amarjeet Sinha, Shri P.M. V. Siromony, Prof. A. Santhosh Mathew, Shri Sanjeev Chopra

and Prof. Harsh Mander participated in the activities of research units in the capacities as Chairman/Project Coordinators/members.

2.2 FACULTY OF MANAGEMENT

Pedagogy

Emphasis is on "Participatory Learning" and "Learning through experience sharing". Accordingly more than 75% of the academic input was provided through case studies, group exercises and assignments, seminars and interactive sessions with practising successful administrative officers. As an administrator's major role is "Co-ordination", Group assignments and presentation were an important part of all the programmes as they provide opportunities to the officers to hone their skills in the areas of team building, providing leadership and in oral and written communication.

Course Inputs

The Syllabi for the various courses was reviewed and revised during the year keeping in mind the feedback of officer trainees and the current policy initiatives of liberalisation of the economy. Thus for the FC and Phase-I inputs in operations Management in the services sector, Management Information Systems at District Level, Role of District Administration in Promotion of entrepreneurship were introduced. During the Phase-I Officer trainees also spent time with

select/public/private units and a Stock Exchange to gain insight into their functioning. During In-service Courses basic concepts and techniques, as covered during Foundational Course, were covered. For course for officers of 10-16 and 17-20 years seniority, the emphasis was on Strategic Management and Policy Analysis. These topics were mostly covered by Guest Faculty. We propose to undertake field studies and research in these areas and to develop expertise with a view to impart inputs to the trainees as well as to create sound information base which may help policy makers in the government.

Miscellaneous

The Management faculty was co-ordinated by Shri Ranjan Dwivedi and later on by Shri Padamvir Singh during the year. Shri K.K. Sharma, Shri S.,K. Ghosh and Shri Brij Pal Singh assisted the Co-ordinator in imparting academic inputs. Management faculty has been networking with other training institutions in order to keep abreast of the latest developments. Faculty of Indian Institute of management, Ahmedabad has been assisting the Academy in providing inputs to the Professional Course trainees. Academy faculty has also been providing training support to other reputed institutions such as Management Development Institute Gurgaon, Defence Institute of Work Studies, Mussoorie, and HCM Rajasthan Institute of Public Administration, Jaipur

2.3 FACULTY OF LAW

Aspects of Law Training

The Foundational Course was basically knowledge-centred. It was essentially designed to expose the trainees to the basic concepts and general principles of Law. Adequate care was, however, taken to ensure that law was not perceived to be a pure social science of an abstract nature. That law could be and should be applied as an instrument of social change, progress and development was emphasised, citing concrete examples.

During Phase-I Training programme, the thrust was more on development of skills. Skills, simply speaking, means, application of knowledge to solve real life situations.

When the officer-trainees came back to the Academy for Phase-II programme, Law training became substantially practice-oriented. How to organise court work, how to conduct adjudicatory proceedings, how to manage man and material, how to write out judgements and such other practical were the focus of training.

During the district training, the IAS Probationers were required, as an integral part of their training programme, to hold trials involving offences and to conduct inquiries under the Cr.P.C. in exercise of the powers of Special Judicial Magistrate and Executive Magistrate, respectively, conferred upon them by the competent Authorities. The judgements and the orders delived by them were examined by the members of the Law faculty, (from the copies furnished to the Academy) with a view not only to assessing the quality of their judicial work but also to giving them practical guidance for betterment.

In-service programmes attempts: To keep the participants abreast of the recent developments in the realm of law, human rights jurisprudence, emerging legal notions and contemporary trends of judicial thoughts.

Methodology

- i) Lecture with emphasis on participation and involvement of the officer-trainees
- ii) Case Studies
- iii) Problem-solving exercises
- iv) Order-writing and Judgement-writing exercises, followed by discussion and supply of model orders.
- v) Participative dialogue and interaction
- vi) Moot Courts
- vii) Mock Trials
- viii) Integrated Modular form
- ix) Field study related to legal issues.
- x) Panel discussion were used.

Inculcation and Fortification of Values

Increase of knowledge by itself is not enough, unless it is accompanied by increase in wisdom. Similarly, if skills are not backed by values, they are likely to lead to undesirable results. Hence, great emphasis was laid on the value part of the training. The task was certainly not easy, yet it was undertaken in right spirit by the members of the Faculty of Law along with their colleagues in other Faculties. The values, specially those enshrined in the Constitution and the laws of India such as - Secularism, Rule of Law, Social justice, Respect for Human rights, Protective Discrimination in favour of the down-trodden,

under-privileged and disadvantaged, integrity of character, impartiality of behaviour and political neutrality were given adequate attention. In that context, a good number of cases involving IAS and IPS Officers recently decided by the Supreme Court, were referred to and discussed. Case-studies, based on the facts of some contemporary Supreme Court decisions, were conducted by the Law faculty, Mention may be made of the following:-

- a) Case study entitled "Main Zille Ka Raja Hun" - Administration and Human Right in Jhabua, M.P. - by Ms. Amita Baviskar.
- b) Case Study entitled "Three Police Officers of Haryana Jailed" - by Prof. D. Banerjea
- c) Case Study on "A Senior IAS Officer Jailed for Contempt of Court" By Prof. D. Banerjea.

2.4 FACULTY OF ECONOMICS

Of the sanctioned posts of 3 professors, 1 reader and 2 assistant professor, the Faculty of Economics this year had the following members:

1. Shri Atindra Sen, Professor and Co-ordinator
2. Dr. Brij Pal Singh, Professor of Economics
3. Shri Praveen Kumar Jha, Assistant Professor

Course Inputs

The course inputs for this foundational course were revised to match with the New Economic Policies of the country. Emphasis was laid on topics like Markets and Market Failures, Government Intervention and Government Failures and Lesson

from the Asian Tigers. A panel discussion of three sessions was organised for the Officer trainees to share views on the Economics Reforms. Some sessions were also devoted to the study of important economic issues like State and Equity, Economics of Land and Agriculture, Rural Urban Migration and rural Informal Sector. Important topics of Management Science were also taken up by the Economics Faculty. Under this the topics of Statistical concepts for Administrators, Micro Studies in Social Science and Social Cost benefit Analysis was taken up. In the sessions dealing with Welfare, Equity and Poverty Issues the Economic Faculty was concerned with the topics on Social welfare, Equity and their Measurement, Aspects and Dimensions of Poverty in India and Employment and Poverty Alleviation. The Professional Training of the IAS Officers requires not only theory of Economics but practical working of the different aspects of the economy and different programmes of the Government in the light of general economic principles. Hence topics on Rural Development, Land Reform, Agriculture and Watershed Development, Rural Industrialisation, Forest Land, Food Security, Literacy and Universal elementary Education (UEE) were the course material of the Economic Faculty.

Under the sandwich pattern, the Phase-II of the professional course provides an opportunity to the Officer Trainees to make presentations on 'field experience' in their respective districts of training. The most valuable and exciting of them all is the 'Socio-economic survey of a Village', followed by 'Tribal and 'Land Reform' Assignments. Some Optional Assignments were also taken up relating to Project management. The presentations of the Socio-economic Surveys' for the Phase-II 9193 batch) was

co-ordinated by Professor Brij Pal Singh, Preparation of Integrated Projects (IP) under the Optional Assignment was co-ordinated by Professor Atinder Sen.

Other Highlights

Professor Brij Pal Singh of the Economic Faculty along with the other faculties, has been organising 'Green Revolution Game' for the different courses run at the Academy. The Game's primary aim is to sensitise the trainees to the rural economy and decision making by farmers under uncertainties.

Professor Atindra Sen remained the co-ordinator of the Economics Faculty.

Professor Brij Pal Singh, was the Counsellor for Punjab Cadre, IAS Officer Trainees.

Administrative and Other Functions

Dr. Brij Pal Singh has been serving as Director's Nominee for Society for Social Service, Director's Nominee for Employees Welfare Fund, Administrator for Lalita Shastri Balwadi. He is the elected president of the Upbhokta Shakari Samiti. He is Co-ordinator of the Village Study Unit. Professor Atindra Sen has been the Member Secretary of the National research and Resource Centre (NRRC) LBSNAA.

2.5 FACULTY OF HISTORY AND INDIAN CULTURE

There was a significant shift in the nature of inputs provided under the broad rubric of History and Indian Culture during the Foundational Course. The main premise of the course was that Ots were already aware of a broad and general outline of history and that, hterefore, it was important to demonstrate the manner in which the interpretation of history was of significance to issues that are of contemporary relevance. Simultaneously it attempted to expose the officer trainees to the richness and diversity of our cultural heritage and to create a sense of curiosity and interest in these areas. In view of the above objectives, it was decided that we would discuss the nature of inputs with Indian National trust of Art and Culture Heritage (INTACH) and ask them to coordinate this module for us. The central theme of the module was the issue of cultural identity and within this broad rubic we covered a wide range of subjects. The detailed content of the module is outline below.

- Creative Learning for Change by Feisal Alkazi
- Other Past Unwritten Histories by Shahid Amin
- People Wildlife Debate by M. Rangarajan
- Conflict and Assimilation Medieval Indian by Satish Chandra
- Simple Societies Identify Construction by S. Ratnagar
- The painter's World by B.N. Goswamy
- Archetypes & Stereotypes in Indian Cinema by Ravi Vasudevan
- Architecture Identity and Power by AGK Menon
- Tradition in Transition by Rajeev Sethi
- Simple Societies Identity Construction by S. Ratnagar
- Conflict & Assimilation medieval Indian by Satish Chandra

Performances

- Karnatic Flute Recital by G. Raghuraman
- Dance tradition by Navtej Singh Johar
- Dem Dence Idioms by Madhavi Mudgal
- Hindustani Sangeet by Madhup Mudgal

There were many eminent historians such as Dr. Shahid Amin, Prof of History, Delhi University, Delhi; Dr. Satish Chandra, Prof Emeritus of History, JNU, New Delhi Dr. Mahesh Rangarajan, Fellow Nehru Memorial Museum, New Delhi who participated in the module. Art Historian/Critics such as Shri B.N. Goswamy, Shri Ravi Vasudevan, Fellow, Nehru Memorial Museum, New Delhi; Mr. AGK Menon, Renowned Delhi Based Architect and Shri Rajeev Sethi, Renowned Designer who has had a lot to do with the projection of Indian Culture both in the country and abroad. In the recital and culture performance there was an attempt to expose the Ots to both Karnataka and Hisdustani forms of music and dance.

2.6 FACULTY OF POLITICAL THEORY AND CONSTITUTIONAL LAW

The subjects Political theory and Constitutional Law are amongst the core-subjects prescribed for the Foundational Course and IAS Professional Courses. Both are intrinsically inter-disciplinary embracing substantive problem areas of civic society. Apart from an analytical framework both subjects offer a moral language in which to describe and judge political phenomena. An in-depth study of these subjects offer a new angle of vision, a new way of seeing or understanding the apparently contradictory but essentially complementary ideals of liberty and order. It is the

endeavour of the faculty of Political Theory and Constitutional Law to address these issues and make the administrators aware of the challenges and ethos of our plural, democratic, secular and federal polity.

Course Inputs

In the Foundational Course, the main objective is to give an overview of 'Indian Political System' to enable trainees to comprehend the basic Constitutional values, Institutional set-ups, and power, relations between different groups. With a view to sensitize the officer-trainees in the realm of religious tolerance and to make them aware of the cancer of communalism, sessions on the topic "Secularism and Communalism" were continued from last year and covered in great depth during this year.

Important and relevant topics like "Human Rights", "Minorities Rights", and Reservations in Public service" were dealt with both in Political theory as well as in the Constitution of India.

During IAS Professional Course, Phase-I, the emphasis of the discussions focused on the underlying causes and processes of our political dynamics. Topics like "Public Protest and Parliamentary Democracy", "Agrarian Unrest", "Student Unrest", and "Caste and Communal Unrest", were discussed in length. Officer-trainees are also sensitized to the perennial importance of "Civil Liberties/Human rights in India". Further, the symbiotic relationship between the Political Process and Development Process was brought out in the lecture on the topic "Politics of Development".

Faculty Development

Professor M. Muthuswamy, Faculty Coordinator, attended a Course on "Advanced Professional Programme in Public Administration" from 3rd July, 1995 to 30th March, 1996. He was awarded master's Diploma in Public Administration by Indian Institute of Public Administration and M.Phil. Degree in Social Science's from Punjab University.

2.7 FACULTY OF LANGUAGES

In the Academy, the officer trainees learn the languages of their respective cadres during their professional training. Besides Hindi, the Academy provides facilities for imparting training in twelve modern Indian languages specified in the VIII schedule of the Constitution.

Mere lecturing is not the proper tool for language teaching. Discussions, seminars, video films were some instruments which the faculty often used. A good number of Drills and exercises were used in the classes in order to make the Officer Trainees have a good Command over the language, they were required to learn. Classes were also scheduled in the language laboratory.

Development of Training Materials

The following reading materials were brought out:

1. Kulkarni, Alka (195) Vahivati Gujarati, Mussoorie, LBSNAA.

2. Roy, Manjushree (1995) Oriya Introductory Reader, Mussoorie, LBSNAA
3. Unnithan, M.R. (1995) Malyalam as a Second Language, Mussoorie, LBSNAA
4. Nandan, Arshad (1995) Punjabi Reader, Mussoorie, LBSNAA
5. Singha, K.B. (1995) Spoken Assemese, Vol.I, Mussoorie, LBSNAA
6. Singh, Manjulika (1996) Hindi Reader, Mussoorie, LBSNAA
7. Singh, Manjulika (1995) Samples of Different Handwritings, Mussoorie, LBSNAA
8. Nallasamy, A (1995) Tamil Script : Reading & Writing; Tamil Script for Adult Learners.

IN-HOUSE PUBLICATIONS

1. Kulkarni, Alka (1995) Naam, a story. In Bhasha Bhaarti, Vol. VII, No. 8, Mussoorie, LBSNAA
2. Roy, Manjushree (1995) Kalpna, a story. In Bhasha Bharati, Vol. VII, No. 8, Mussoorie, LBSNAA
3. Singh, Manjulika (1995) Hindi Aur Marathi roop Rachana, an article. In Bhasha Bharati, Vol. VII, No. 8 Mussoorie, LBSNAA
4. Singh, Tuman (1995) Bharat ke uttari-Poorvee Kshetra Ki Bhashik Aur Sanskritik Sthitiyan, an article, In Academy Sandesh, Dec. 1995, Mussoorie, LBSNAA

OTHER PUBLICATIONS

1. Kulkarni, Alka (1995) Vachan a story. In Gujarati Samachar, July 22, 1995, ahmedabad.
2. Arshad, Nandan (1995) Sach, a story. In Daily Ajit, Punjab

3. Singh, Tuman (1995) Anuvad parakhi Dr. Harivansh Rai `bachchan', an article. In Ispat Bhasha Bharati Vol. 16, No. 47 pp 53-60
4. Singh Manjulika (1995) Hindi Ke Prabal Sarnarthak Rahul Sankrityayan, an article. In Ispat Bhasha Bharati, Vol. 16 No. 47 pp-26-38
5. Shanker, Prem (1995) Apni Shatabdi Se Upekshit, a collection of poems. Bulandshahar, Ananya Prakashan

Faculty Development Programmes

Smt. Manjulika singh, Dr. M.R. Unnithan, Dr. (Smt.) Manjushree Roy, Shri K.B. Singha participated in the workshop on Exaction Game.

All the members of the Language Faculty participated in the workshop on revision of the Instructional material held at the Academy w.e.f. July 3, 1995 July 7, 1995. Some of the revised books have been published and others are in the process.

RESEARCH PROJECTS

1. Smt. Manjulika Singh has been working on a research project for her Ph.D. thesis since January, 1994 and it has almost reached the final stage.
2. Smt. Alka Kulkarni has been working on a research project for her Ph.D. thesis since February, 1995. The topic is "The Kernal Studies of some Gujarati Novels During 1981-1990.

Highlights of the Year

A computerised Language Lab, consisting of 16 booths, has been commissioned in the new auditorium Sampornanand Auditorium in 1995.

2.8 FACULTY OF COMPUTER AND INFORMATION SYSTEMS

The NIC Training unit has seen some changes in its faculty during the year. Dr. Ahmad Cameron, Head NICTU has been promoted to technical Director and transferred to NIC Arunachal Pradesh State Unit, Itanagar in November, 1995. Dr. Goutam Mukherjee, Principal System analyst took over as Head, NICTU. Shri Himvijay Kant, Systems Engineer expired on 3rd July, 1995 in a tragic bus accident. Three programmers, Shri Manu Tewari, Shri Bhupesh Bisht and Shri Pankaj Agarwal left the organisation while Shri Piyush Srivastava Joined as system Analyst. Mr. Manish Walia has been promoted to programmer. The faculty now has one Principal Systems Analyst, one Senior Systems Analyst, two Systems Analysts and one programmer.

Newly Introduced Hardware and Facilities

This year, the NICTU Computer Laboratory became equipped with 45 Nos. of 486 SX systems with SVGA colour monitors to act as standalone DOS stations for DOS and WINDOWS based training sessions. NICTU also possesses one 486 DX machine and five 80386 based ATs for UNIX related training programmes.

Newly Introduced Topics

1. MS-Windows and other Windows based packages, such as MS-WORD, MS-EXCEL and MS-PowerPoint were introduced during Foundational Course.
2. PACT (Practical Application of Computer Training) was introduced during Phase-II in which officer trainees were assigned live projects and they were asked to analyse, design and implement the system in various sections of the Academy under the guidance of faculty.

Guest Speakers

The following guest speakers from NIC HQ addressed the participants in various courses:

1. Dr., N. Sheshagiri, Special Secretary and Director General, NIC
2. Dr. N. Vijayaditya, Dy. Director General, NIC
3. Shri S.P. Rastogi, Sr. Technical Director, NIC
4. Dr. Y.K. Sharma, Sr. Technical Director, NIC

Training/Workshops/Conferences

Shri M. Chakraborty and Mr. Pawan Joshi attended a five day training programme on GRAM GIS software conducted by NRRC, LBSNAA, Mussoorie, Dr. Ahmad Cameron and Shri Manu Tewari attended a three day workshop on INTERNET conducted by National Informatics Centre, New Delhi

Addition to Software Library

Following software were added to the NICTU software library:

- MS-DOS 6.22
- MS-WINDOWS 3.1
- MS-WINDOWS for WORKGROUP 3.11
- Perfect Office
- Oracle 7.0

Other Activities

A gold medal was instituted in the memory of late Shri Himvijay Kant for securing highest marks in computer module examination during Foundational Course. This year the award was won by Shri Ashutosh Jindal.

3. HIGHLIGHTS OF COURSES, SEMINARS AND WORKSHOPS ETC.

3.1 TRAINING OF TRAINERS COURSE ON DECENTRALISED PLANNING & PANCHAYATI RAJ INSTITUTIONS

Four Training of Trainers Course on Decentralized Planning & Panchayati Raj Institutions were conducted during 1995 from 14th to 25th January, 1995; 24th July to 3rd August, 1995; 4th September to 15th September, 1996; and 9th October to 20th October, 1995 respectively. Seventy four participants attended the programme. Besides the in-house faculty the guest speakers included Shri S.K. Chand IAS (Retd.) Dr. R. Saran, Department of Economics, Ranchi University, ranchi; Shri Y.B. Prasad, Dr. Satpaty; Dr. Ashok Sinha; Col. S. Baxi and Dr. B. Prasad and Smt. Sushma Singh, Jt. Secretary, Ministry of Rural Development, New Delhi and Shri S.K. Ghosh, Under Secretary, DoPT, New Delhi. Dr. H. Ramachandran was the course coordinator in three programmes whereas Dr. H.C. Pokhriyal was Course Coordinator in the fourth programme and Dr. Anil Kumar Dimri was the Associate Course Coordinator in all the Programmes. The course on training of trainers in Decentralised Planning & Panchayati Raj Institutions (17th - 25th January , 1995) was organised at Sri Krishna Institute of Public Administration, Ranchi (Bihar) and Shri Nagendra Prasad was the local Coordinator.

3.2 MICRO-PLANNING FOR SUSTAINABLE DEVELOPMENT (13TH TO 24TH FEBRUARY, 1995)

A two week training programme on Micro-Planning for Sustainable Development was jointly organised by the Centre for Micro Planning and Regional Studies and the Centre for Sustainable Development from 13th to 24th February, 1995. The programme aimed at acquainting the participants with the concepts of sustainable development planning, assessing the sustainability level of existing micro-level planning, establishing the relationship of people, particularly women with sustainable development issues, evolving a viable framework for linking the government, NGOs, Private organisations and the people for managing sustainable development programmes, acquiring the skills and techniques for monitoring sustainability and identifying appropriate technology and institutional packages for sustainable development. The course was attended by 12 participants from Central and State government departments and the Administrative training Institutes. The Department of personnel and training, Government of India sponsored the course. Shri PMV Siromony was the coordinator and Smt. Nira Ramachandran was the associate co-ordinator.

3.3 TRAINING COURSES ON SUPERVISION OF DPEP

Three training courses on Supervision of District Primary Education Programme were conducted from 22nd February to 2nd March; 24th to 30th May, 1995 and 30th October to 4th November, 1995. Fifty three participants attended the programme. The

course content and design were structured in such a way that by the end of course participants were able to (I) understand the developments in the context of universalization of elementary education with emphasis on the shifts in the education policy; (ii) identify the scope of functional differentiation and decentralisation in implementing local strategies and plans for achieving DPEP goals; (iii) analyse the issues pertaining to primary education and understand the functional linkages of DPEP; (iv) develop analytical and descriptive skills pertaining to identification and analysis of significant parameters of DPEP; and (v) supervise the programme and prepare an effective aide memoir. The guest speakers who interacted with participants included Ms. Inge Eichner, Education Programme Coordinator, European Commission, New Delhi; Dr. Kuldeep Mathur, Director, NIEPA, Dr. Sajitha Basheer, New Delhi; Ms. Seema Khorana, Department of Education, Ministry of Human resource Development, New Delhi, Dr. C.S. Nagaraju, Associate Professor, Institute of Social and Economic Change, bangalore; Shri Adrian Verspoor, World bank, New Delhi; Dr. R.V. Vaidyanatha Ayyar, Jt. Secretary, Department of Education, Ministry of Human Resource Development, New Delhi; Shri J.P. Prakash, Dy. Secretary, Department of Education, Ministry of Human Resource Development, New Delhi, Shri D.N. Lal, Chief Development Officer, Saharanpur and Shri V. Natarajan, Consultant, Educational Consultants Ltd. New Delhi.

Dr. V.K. Agnihotri, Jt. Director, LBSNAA, Mussoorie and Dr. H. Ramachandran, Professor & Faculty Coordinator, CEMPRES were the Course Coordinators.

3.4 WORKSHOP TO DISCUSS THE MANUAL ON DECENTRALISED PLANNING UNDER FAO PROJECT (28TH AND 29TH FEBRUARY, 1995)

The Centre for Micro-Planning & Regional Studies, LBSNAA, Mussoorie in collaboration with seven other institutions prepared a manual on District Planning (two volumes - Planners and Trainers Guide) under FAO project. A two day workshop was organised on 28th and 29th February, 1995 to discuss the relevance of the manual for District Planning in India. About 20 participants attended the workshop. The participants were mainly from ATIs. Two consultants from University of Birmingham (UK) also attended the workshop. Ms. Maria G. Quieti representative of FAO, Rome also attended the workshop. The participants of workshop were divided into four groups to review the volumes. In the workshop it was agreed upon that the manual will be used as training manual for decentralised planning courses throughout the country. Ms. Renuka Chdambara, Dy. Secretary, Department of Personnel & Training, Government of India informed the group that DoPT sponsored programmes on Decentralised Planning could be conducted as per the frame work suggested in the manual.

Prof. H. Ramachandran was the coordinator and Dr. H.C.Pokhriyal, Reader was Associate Coordinator

3.5 WORKSHOP ON CHILDREN IN INDIA (13TH TO 15TH MARCH, 1995)

A three day workshop on Interventions for the Child was organised in the month of March, 1995 from 13th to 15th. 20

Persons participated in the workshop. Problems relating to children were discussed in the context of district specific strategies. A book entitled "Rallying round the Child" was developed during the course of this workshop. The book is a compendium on issues relating to children and discussing some successful strategies in meeting various needs of the children. The workshop was funded by the Department of Women and Child, Government of India, New Delhi. The workshop provided an opportunity to the Members of Academy's Faculty to interact with experts on issues relating to children. Two films on Child Labour and Female Infanticide were also shown to the participants during the course. Special reports were prepared on themes like The Girl Child, Child Labour and Education of Unprivileged Groups. Shri Amarjeet Sinha was the coordinator and Prof. A. Santhosh Mathew was the Associate Coordinator for this Workshop.

3.6 TWENTY SEVENTH REGIONAL SCIENCE CONFERENCE (20TH AND 21ST MARCH, 1995)

Twenty Seventh Regional Science Conference was organised from 20 to 21st March, 1995 by the Centre for Micro-Planning & Regional Studies in collaboration with Regional Science Association of India. The main theme of the conference was Liberalisation and decentralisation. The main theme was further divided into sub-themes namely conceptual issues, impact of liberalisation on regional economies, impact on environment and implications for sustainable development. Forty participants (34 external and six internal faculty members) participated in the Conference. The participants were mainly from Universities, research and training institutions and government organisations.

Thirteen states were represented in the Conference and 20 papers were presented and discussed in detail in different technical sessions.

Dr. V.K. Agnihotri, Jt. Director inaugurated the Conference and delivered the inaugural address. Those who chaired the sessions included Dr. H.Ramachandran, Professor & Faculty Coordinator, CEMPRES; Prof. Pamela Shurmer Smith, Visiting Faculty in CEMPRES; Prof. B. Satyanarayan, Chairman & Coordinator, Department of Economics, Osmania University, Hyderabad; Prof. P.K. Chaubey, G.B. Pant Institute of Social Science Institute, Allahabad, Prof. A.N. Bose, President, Regional Science Association delivered valedictory address.

Dr. H.C. Pokhriyal, Reader, CEMPRES was the Organising Secretary of the Conference.

3.7 GENDER PLANNING TRAINING PROGRAMME (3RD APRIL TO 5TH MAY, 1995)

A five weeks Gender Planning Training Programme was held at the Academy from 3rd April to 5th May, 1995. 26 Participants including 8 women from Central and State Governments officers attended. Dr. N.C. Saxena, Director delivered the inaugural address. The main aim of the GPTP is to establish gender issues as a priority concern in development initiatives. It seeks to focus on the need not only to reduce the inequalities between men and women, but also to stress the importance for greater equity and within this framework highlights the crucial importance of training in bringing about change. It aims at building up a sustainable national gender training resource but also to impact

on planning and policy formulation as its long term objectives. Some of the eminent persons invited to interact with the participants included, Ms. Butalia Urvarshi, Founder Publisher, Kali for women, New Delhi, Ms. Meera Chatterjee, Women in Development Officer, World Bank, New Delhi, Shri S.S. Meenakshisundaram, Principal Secretary to Govt. rural Development & Panchayati Raj, Deptt. New Delhi, Shri S. Chakrabarty, DIG Police, aurangabad, Ms. N. Kabeer, Institute of Development Studies, University of Sussex, England, Ms. Ramya, Subhramanian, India based member, Bombay

Smt. Sarojini G. Thakur, Dy. Director (Sr.) was the coordinator and Shri Amarjeet Sinha was the Associate Coordinator.

3.8 TRAINING PROGRAMME FOR IAS OFFICERS (17-20 YEARS SERVICE) (8TH TO 26TH MAY, 1995)

The training programme for IAS Officers (17-20 years service) was conducted from 8th to 26th May, 1995. 21 participants including 4 women attended the programme. The eminent guest speakers who interacted with the participants included Shri J.L. Bajaj, Chairman, ARDCC, Lucknow, Shri M.S. Ahluwalia, Finance Secretary, Ministry of Finance, New Delhi, Shir V. Vijayaditya, Dy. Director General NIC New Delhi, Shri P.S. Appu, IAS (Retd.)

3.9 TRAINING PROGRAMME FOR IAS OFFICERS (10-16 YEARS SERVICE (5TH TO 23RD JUNE, 1995)

24 participants including one woman attended. Dr P.C. Hota, Secretary, Ministry of Personnel, Public Grievances and Pensions delivered the inaugural address and Dr. N.C. Saxena, Director, LBSNAA, Mussoorie delivered the valedictory address. The aim of the course was to familiarise the participants who are likely to take positions at senior levels in Government of India and State Governments in the next few years - with thronging reforms process particularly its impact on various sectors and to orient them to the role expected of them. The main theme was Structural Adjustment with a Human Face. The eminent guest speakers who interacted with the participants included Shri M.B. Khosla, Formerly Member, Railway Board, Shir Rajiv talwar, PS to Minister for Surface Transport, Government of India, Dr. Seshagiri, Director General, NIC, Shri J.L. Bajaj, chairman, ARDCC, Lucknow, Shri S.S. Meenakshi Sundaram, Principal Secretary to Chief Minister, Karnataka.

Dr. V.K. Agnihotri, Joint Director was the Course Director and Shri Padamvir Singh, Dy. Director (Sr.) and Prof. H. Ramachandran were the Associate Course Director.

3.10 IAS PROFESSIONAL COURSE PHAE-II 1993-94 BATCH (12TH JUNE TO 11TH AUGUST, 1995)

The IAS Professional Course Phase-II was organised from 12th June, 1995 to 11th August, 1995 headed by Shri Ashok Thakur, Shri PMV Siromony and Shri Amarjeet Sinha were the Associate Course Co-ordinators. A total of 80 Officer Trainees of the Indian Administrative Service participated, which included 1 officers from Royal Bhutan Civil Service.

The Course Design was based on following aims and objective

1. The Course aimed at making the OTs self-sufficient, confident and effective officers, in particular for the posts that they would hold during the first 6 to 8 years of their career, such as those of Sub Divisional Officer, Project Director DRDP/ITDP, Additional Collector, Municipal Commissioner, Executive Officer of a Zila Parishad, ED/MD of a Public Sector Undertaking, Collector etc.
2. The basic goal of Phase-II was to develop the competence and confidence in the officer trainees to shoulder and discharge effectively the responsibilities reposed upon them in the first few years of their service. To achieve this goal, the following objectives were set for this Course.
 - * To provide the OTs with an opportunity to reflect on their district training and to develop and deepen their understanding of issues involved in administration;
 - * To develop in the OTs analytical, written and communications skills;
 - * To consolidate the basic knowledge of the OTs relating to procedures in civil, criminal and revenue laws keeping in mind their job requirements as presiding officers of courts;

- * To consolidate the working knowledge of the probationers in computer application for field administration;
- * To make the OTs capable of discharging their duties in the official language of the State/Cadre to which they are allotted.
- * To develop camaraderie and unity within the service through an active campus life;
- * To keep the OTs in a good physical shape.

Strategy and Methodology

The objectives of the Course, listed above, were in conformity with the broad objectives of the entire 2-year probationary training. However, the contents and methodology of training in this Course were different from those in the Foundational Course, Phase-I of the professional course and the 52 week field training. In the Foundational Course the thrust was on interaction among OTs of various services. In Phase-I the emphasis was on theoretical inputs and in field training. With this background training of the OTs, the Phase-II was based largely on experience sharing by the Officer Trainees. The internal faculty as well as the guest faculty were utilised primarily as Co-ordinators and/or resource persons to moderate the perspective wherever such interventions were needed. The Course drew considerably on the learning arrived at in the proceeding phases of training, especially the 52 week field training.

- Participative methods of learning through presentations, group-work, panel discussions, case studies, and exercises;

- Limited lecture sessions;
- Discussions over the assignment written during the field training, including the order written and evidence recorded by the OT as presiding officer of a court;
- Self-learning through extensive use of the Academy Library, TRD Cell, Computer Centre, Language Laboratory and such other facilities;
- Practical application of computer task (PACT) in the various branches of the Academy;
- Thematic films, followed by discussion;
- Counsellor Group Meetings;
- Close interaction between faculty and the Ots, both formally and informally;
- Physical training;
- Sports and Extra curricular activities;

At the end of the course a group of 12 Ots went on a fortnight long high altitude trek to the Zaskar Valley in Laddakh Crossing atleast 6 passes each around 14,000 to 17,000 ft. The passing out/Valedictory Function, was conducted in a formal and dignified manner. This was achieved by an oath-taking ceremony in which the 1970 batch IAS officers were called to participate and requested to distribute the Silver Plaques to each of the Ots symbolising the continuity of the Service and LBSNAA

3.11 NATIONAL WORKSHOP ON ROLE AND FUNCTIONS OF STATE FINANCE COMMISSIONS (1ST AND 2ND JULY, 1995)

A two day National workshop on Role and Functions of State Finance Commissions was organised on 1st and 2nd July, 1995. Sixty participants representing 10 State Finance Commissions, officers from Ministeries and Government departments and experts from research organisation participated in the workshop. The workshop was coordinated by Dr. H. Ramachandran, Dr. raja J. Chelliah in his opening observations, underlined the imense importance of the work of the SFCs and pointed out that on financial devolution could either have positive or harmful impact depending on the nature, degree and pace of devolution proposed by the commissions. Those who presented the papers included Shri Vinay Sharma, State Finance Commission, Gujarat, Shri R.S. Bisla, Chairman, State Finance Commission, Haryana , Shir P.M. Ibrahim, Chairman State Finance Commission, Kerala, Shri M.P. Bhatt, SFC, Madhya Pradesh, Shri J.P. Gupta, SFC, Punjab, Shri T. Srivasan, SFC, Rajasthan, Shri Armugum, SFC, Tamil Nadu, Shri O.P. Aggarwal, SFC, Uttar Pradesh and Shri Srinivasa Murthy, Government of Karnataka.

Those who chaired the sessions included Dr. Raja J. Chelliah, Shri K.K. Bhatnagar, Shir V. ramachandran and Shri D.M. Sukthankar.

3.12 REVISION OF INSTRUCTIONAL MATERIAL IN SEVEN LANGUAGES (3RD TO 7TH JULY, 1995)

The workshop on Revision of Instructional Materials in seven Languages was conducted at the Academy from 3rd to 7th July, 1995. The objective of the workshop was to revise existing

reading materials of all the languages taught at the Academy. Six persons participated in the workshop. The members of the Language faculty of the Academy participated in the workshop as co-resource persons. Reading materials of the following languages have been prepared during the workshop as co-resource persons. Reading materials of the following languages have been prepared during the workshop (I) Hindi (ii) malyalam (iii) Telugu (iv) Punjabi (v) Manipuri (vi) Oriya (vii) Punjabi (viii) Marathi. Some of the materials have been published and being used in the classes. Remaining materials are in the process of being published.

Shri Padamvir Singh was the coordinator.

3.13 69TH INDUCTION TRAINING PROGRAMME FOR IAS OFFICERS (PROMOTED OR ON THE SELECT LIST) (3RD JULY TO 4TH AUGUST, 1995)

The 69th Induction Training Programme for IAS Officers (Promoted or on the Select List) was held from 3rd July to 4th August, 1995. 28 participants including one lady attended.

The aim of the course was to provide an understanding about the All India context and to develop expertise as modern administrators. The main theme was "Economic reforms and the Poor". Some of the eminent persons invited to interact included Shri J.L. Bajaj, Chairman, ARDCC, Lucknow, shri V Vijayaditya, Deputy Director General, NIC, Shri Sudeep banerjee and Prof. Chiranjib Sen, IIM Bangalore.

Dr. Atindra Sen, Prof of Economics was the Course Director, Shri P.K. Jha and Dr. Ahmad Cameron were associate Course Director.

3.14 MODULE ON INDUSTRIAL AND GROUP DYNAMICS (14TH AND 15TH AUGUST, 1995)

The module on Industrial and Group Dynamic was held at the Academy on 14th and 15th August, 1995. 14 participants from Titan Industries attended.

Shri K.K. Sharma was the coordinator.

3.15 EFFECTIVE COMMUNICATION SKILLS (18TH TO 22ND AUGUST, 1995)

A five day module on Effective Communication Skills was conducted for the senior and middle level officers of Government, Public Sector from 18th to 22nd August, 1995. The objective of this course were:

- Identify factors responsible for distortions in communication;
- Identify and apply the factors that enhance presentation skills;
- Conduct effective meetings;
- Improve report writing skills; and
- Use and apply visual aids, computer, power point etc. to make effective presentations.

This course was attended by 19 people from difference areas. Shri K.K. Sharma was the coordinator.

3.16 LIBERALISATION - ITS IMPACT ON PUBLIC ADMINISTRATION (28TH TO 1ST SEPTEMBER, 1995)

A training programme on Liberalisation - Its Impact on Public Administration was conducted from 28th to 1st September, 1995. 24 participants including one lady attended. The aim of the course was to equip Civil Servants at various levels for proper and speedy implementation of the liberalisation of new economic policies of governments. Eminent speakers who interacted included Shri J.L. Bajaj, Dr. G.S. Bhall, JNU, Dr. V. Ramachandran, IIFT, Shri Rajeev Talwar, Secretary to Transport Minister, Ministry of Transport.

Dr. V.K. Aginohotri, Joint Director was the Coordinator and Prof. H. Ramachandra was the Associate Coordinator.

3.17 61ST FOUNDATIONAL COURSE (4TH SEPTEMBER TO 15TH DECEMBER, 1995)

The 61st Foundational Course was held from 4th September to 15th December, 1995. A total of 231 officer trainees participated, of whom 76 were from the Indian Administrative Service, 9 from the Indian Foreign Service, 69 from the Indian Police service, 76 from the Indian Forest Service and 1 from the Royal Bhutan Civil Service. The Foundational Course was designed to provide the officer trainees their first introduction to the ethos and

values of higher civil services especially values of integrity, humanism, service and professionalism. It aimed to introduce the officer trainees to various aspects of Indian social reality, especially the problems of the most vulnerable sections. And finally, it aimed at building comradeship, an esprit de corps among officers of various services, a perception that although their specific roles may be different, they are partners in the wider enterprise of public service.

Academic inputs were provided through six subject streams viz: Public Administration, Law, Basic Economics for Administrators, Management and Behavioural Sciences, Indian History and Culture and Political Concepts and Constitution of India. In addition, a major emphasis is put on hands on Computer work. Both lecture and participative methodologies are used, with a preference for the latter. A major strength of this Foundational Course was that it encouraged the officer trainees to make small but significant social interventions in defined sectors in the surrounding community, both within and outside the campus. This has done a great deal to help build among the trainees awareness and concern for the underprivileged. The sincerity and commitment with which the officer trainees have intervened for improving the balwadi and school, for providing alternate livelihoods to mess employee's families, for planning night shelters and intervening in nearby villages, and afforestation and environmental improvement Mussoorie and so on, have all been extremely significant. When strapped for funds for some social interventions, there are some groups which have voluntarily pooled their own money for this purpose. For the first time, this batch organised an evening of thanks-giving,

Shukriyana, for the room and mess employees, cleaning staff, rooms from the horse stables, and other class IV staff and their families. As they served them food and cleaned the dishes after they left, it was with a spirit of genuine respect and affection for the working employees. An unprecedented health camp for the urban poor of Mussoorie was organised in which over 600 people were examined and many major illnesses diagnosed. And 48 years after India's Independence and 36 years after the Academy came into existence in Mussoorie, the officer trainees worked hard to bring an end to the system of slavery of hand pulled rickshaws in Mussoorie.

The course design also placed significant emphasis on structured, elective, extra and co-curricular modules. The objective was to widen horizons and open new windows for the officer trainees and to offer training opportunities to gain some proficiency in depth in some areas of their choice outside the work. The modules that were offered range from theatre and film making, cinema appreciation, skills with one's hands in automobile repair, painting, cooking, first-aid, media and communication, etc. In the module on personal life skills; officer trainees were given the opportunity to introspect and prepare themselves for harmonising their personal lives with their official lives. As in previous years, the course included two important external programmes, viz. The village study programme and the trek. The villages that were visited were located in 16 districts of UP (Tehri-Garhwal, Chamoli, Mirzapur), MP (Sidhi, West Nimar (Khargone), Jhabua, Raigarh, Gwalio), Bihar (Palamau, Purnia, West Singhbhum, Nawada, Khagaria, madhubani) and Rajasthan (Banswara, Rajasmand). The officer trainees also undertook a 9

days trek in Himalayas which was a major learning experience in interpersonal relations, humanism, courage, endurance and love and respect for nature.

3.18 REGIONAL SEMINAR ON HILL AREA DEVELOPMENT (6TH TO 8TH SEPTEMBER, 1995)

The Regional Seminar on Hill Area Development was held at the Academy from 6th to 8th September, 1995. This seminar was funded by ODA with the main purpose of looking into the issues and problems in hill areas and providing an opportunity to practising bureaucrats, academicians, NGOs, environmentalists, foresters and planners to share these concerns and to come up with concrete recommendations. The seminar was attended by 19 participants from all of the hill states of the country. Broadly speaking the areas dealt were forestry problems of migratory graziers, land use planning, horticulture, sustainable tourism, role of NGOs, shifting cultivation and social capability in sustainable development. The areas reflected in these papers were the hill districts of Uttar Pradesh, Himachal Pradesh and the North-Eastern states of Arunachal Pradesh and Meghalaya in particular.

Shri Ashok Thakur was the coordinator and Smt. Sarojini G. Thakur was the Associate Coordinator.

3.19 70TH INDUCTION TRAINING PROGRAMME FOR IAS OFFICERS (PROMOTED OR ON

THE SELECT LIST) 11TH SEPTEMBER TO 13TH OCTOBER, 1995)

The 70th Induction Training Programme for IAS Officers (Promoted or on the Select List) was held from 11th September to 13th October, 1995. 35 participants including two women attended. The main theme was "Reforms in Government and Professionalisation of the Civil Services". The broad focus of the thrust area were All India Perspective, skills for public management, accountability and the human element in administrations, organisational design and processes of state intervention, skill for Effective Administrators and Bharat Darshan.

Some of the eminent persons invited to interact Prof. Shekhar Singh, IIPA, Prof. B.B. Bhattacharya, JNU and Major Gen. M.L. Mandan, Director, DITM, Mussoorie.

Shri Padamvir Singh, Dy. Director (Sr.) was the Course Director and Smt. Nira Ramachandran was the Associate Course Director.

3.20 EXACTION GAME (19TH OCTOBER TO 21ST OCTOBER, 1995)

The Exaction Game was held at the Academy from 19th to 21st october, 1995. 12 participants including 4 women from Central and State Governments officers attended.

Prof. Brijpal Singh was the Coordinator.

3.21 71ST INDUCTION TRAINING PROGRAMME FOR IAS OFFICERS (PROMOTED OR ON THE SELECT LIST) (6TH NOVEMBER TO 8TH DECEMBER, 1995)

The 71st Induction Training Programme for IAS Officers (Promoted or on the select list) was held from 6th November 8th December, 1995. 20 participants including two women attended. The aim of the course was to provide understanding of the All India context and to develop expertise as modern administrator. The main theme was "Changes and Challenges in Government".

Shri N.D. Jayal, IAS (Retd.) delivered the inaugural address and Shri Rajeshwar Prasad, IAS (Retd.) delivered the valedictory address. Some of the eminent persons invited to interact included Shri Rajeshwar Prasad, IAS (Retd.), Shri N.N. Vohra, India International Centre, New Delhi and Shir Amodh Kant, Addl. Commissioner of Police HQ, New Delhi.

Shri Ashok Thakur, Deputy Director (Sr.) was the course Director and Smt. Nira Ramachandran was the Associate Course Director.

3.22 TRAINING COURSE ON PLANNING & IMPLEMENTATION OF DPEP

Four training courses on Planning & Implementation of DPEP were conducted from 16th to 22nd November, 1995; 24th to 30th November, 1995; 14th to 20th December, 1995; and 15th to 21st December, 1995 respectively. Seventy six participants from

Haryana, Maharashtra, Tamilnadu, MP and Kerala attended these programmes. The course content and design were structured in such a way that by the end of course participants were able to (I) understand the developments in the context of universalization of elementary education with emphasis on the shifts in the education policy; (ii) identify the scope of functional differentiation and decentralisation in implementing local strategies and plans for achieving DPEP goals; (iii) analyse the issues pertaining to primary education and understand the functional linkages of DPEP; (iv) develop analytical and descriptive skills pertaining to identification, analysis, sequencing and scheduling of significant parameters of DPEP; and (v) analyse the basic data pertaining to the DPEP Annual Work Plan and budgeting. The eminent guest speakers who interacted with participants included Dr. I.D. Gupta, reader, regional College of Education, Bhopal; Dr. C.S.Nagaraju, Associate Professor, ISEC, Bangalore; Shri S. Mendiratta, Dy. Secretary, Ministry of Rual Development, New Delhi, Dr. Sanjay Chahande, State Project Director (DPEP), Government of Maharashtra, Bombay; Ms. Inge Eichner, Education Programme Coordinator, European Commission, New Delhi.

3.23 IAS PROFESSIONAL COURSE PHASE-I 91994-95 BATCH) (17TH DECEMBER, 1994 TO 2ND JUNE, 1995)

The IAS Professional Course Phase-I was organised from 17th December, 1994 to 2nd June, 1995. A total of 80 officer trainees of the Indian Administrative Service participated, which included 20 women officer trainees. The course design was based

on the conviction, firstly that the Indian Administrative Service is above all a public service, with enormous potential and opportunities to reach out and make a difference to the lives of ordinary people in our country, especially the rural and urban poor. It calls upon the administrator to display exceptional qualities of integrity and moral courage, empathy and compassion, leadership, justice and impartiality, rationality and freedom from prejudice, and commitment to goals of development, equity and social justice. However, along with these attitudes, the administrator must develop a deep and abiding professional competence, to shoulder responsibilities that are staggering in scope and complex in dimension. This professionalism requires knowledge of the country and its people, of social, political and economic processes and problems, and of the content and implications of various alternate government policies and programmes. And finally it requires a wide range of skills on the part of the administrator, professional, organisational and interpersonal, relevant to a field career as a development professional, a law and order professional and a facilitator of growth with equity and people's action. It was this complex matrix of attitudes, knowledge and skills that are required by effective public servants that the course design sought to reinforce or contribute to the process of building. The course design was also founded on the belief that the qualities of humanism which we seek to build or reinforce in our officer trainees are aided if he or she develops a multifaceted and fully rounded personality, and a wide range of interests also separate from his or her work. This would also ensure in the future that the officer does not derive his or her self-esteem and satisfaction exclusively from work and also tide over with

equanimity phases of unimportant postings. Therefore, the course design provided opportunities for in-depth familiarisation with many extra-curricular interests of the trainees choice, ranging from theatre, cinema, games, adventure sports, working with one's hands, video film making, first aid, philosophy, writing and so on.

The IAS Phase-I commenced, as it does every year with the winter study tour-cum-Bharat Darshan. This was organised this year in two parts, from 20th December, 1994 to 10th february, 1995 and 27th march, 1995 to 31st March, 1995, a total of 57 days. A novel feature of the tour this year was the three days attachment, organised for the first time, with urban NGOs working with marginalised groups such as street children, commercial sex workers and destitute etc. as well as in urban slums. Rural NGO/tribal attachment was organised for the first time in the North-East (Ramakrishna Mission, Itanagar). The most important point of departure was that for the first time a joint law and order module was organised for IAS and IPS officer trainees at the end of the first phase of Bharat Darshan at National Police Academy, Hyderabad. This year, an important departure was made in syndicate group work. In addition to academic subjects, hands on project work involving important interventions in life inside and outside the Academy were introduced, an officer trainees were offered a choice of subject. This proved a major success of the course. Officer trainees effectively intervened in taking the first step in breaking down the century old in human practice of hand pulled rickshaws. They did this by building a personal relationship of trust with the rickshaw pullers, working on alternative technical designs for

cycle rickshaws and processing of their bank loans. Officer trainees built awareness in Mussoorie against environmental degradation from plastics. Housing and night shelters for rickshaw pullers, hammaals and mess workers were planned, as well as a cooperative. Literacy activities were also commenced on the campus. Officer trainees also made an incisive analysis of cost effectiveness of the Academy.

3.24 DECEMBER, 1996)

A five day module on Effective Communication Skills was conducted for the senior and middle level officers of Government, Public Sector from 21st to 25th December, 1995. The objective of this course were:

- Identify factors responsible for distortions in communication;
- Identify and apply the factors that enhance presentation skills;
- Conduct effective meetings;
- Improve report writing skills; and
- Use and apply visual aids, computer, power point etc. to make effective presentations.

This course was attended by 21 people from different areas. Shri K.K. Sharma was the coordinator.

4. TRAINING AND RESEARCH UNITS

4.1 CENTRE FOR COOPERATIVES AND RURAL DEVELOPMENT (CCRD)

The Centre for Co-operatives and Rural Development (CCRD) was established at the LBS National Academy of Administration, Mussoorie in September 1995 to support the training and research activities in the areas of co-operative and rural development areas.

The Centre has identified the following objectives:

- * To undertake research in the area of co-operatives, especially the interface with RD Institutions like the DRDAs, Line departments and Panchayati Raj Institutions.
- * To study the difficulties faced by the rural poor in organising themselves into coops' or self help groups, and suggest remedial policy steps to State Governments and the Registrars of Cooperative Societies.
- * To study the successful interventions by co-operatives and Rural Development Institutions in the poverty reduction programmes of the government and the voluntary groups and NGOs.
- * To develop case studies, teaching aids, and field visit programmes to impart training in the area of co-operatives and rural development to the officers of the IAS and other

Class I services who attend the Foundation Course and the Professional Courses at the Academy.

- * To offer courses in the above areas to other In-service Training Programmes organised at the Academy from time to time, and
- * To provide support to the National Research and Resource Centre of the Academy, and other research centres like the CSD, CEMPRES, SOFTRAIN, Village Study Unit, Land Reform Unit, Centre for Gender Studies and the Centre for Social Justice in their interdisciplinary research and teaching inputs.

MONOGRAPHS

- Dairy Development: The path ahead : This monograph on the comparative study of dairying under OF and Non-OF model was commissioned by the Centre. The report was prepared by Shri G.K. Sharma, Former Managing Director of the MP Milk Federation.
- Positive Stroks: This is a quarterly News Letter of the Centre. The main objective of this publication is to highlight positive experience and interventions of Co-operatives and Rural Development agencies in developed function of Rural Development Project.
- CCRD Update : This is bi-monthly documentation from the Centre brings together news, views and reviews and the signs concerning co-operatives and rural development. The theme covered in CCRD Update include Sugar, Fertiliser, handlooms, Agro Product, Cotton Coffee, Housing, Dairy

Development, Agro-based Industries, Cooperative banks, NABARD, Rural Women, Credit & Savings, Liberalisation.

4.2 CENTRE FOR SUSTAINABLE DEVELOPMENT (CSD)

The Centre for Sustainable Development is a training cum research unit which aims to sensitise administrators to Sustainable Development issues through various environment friendly training modules, experience sharing and case studies; and to also undertake research activities for developing paradigms in the concerned area. The Centre is being funded by SIDA.

Training and Workshops

The Centre organised a workshop on "*Sustainable Development in the Hill Areas*" in the Academy from 6-8 September 1995. The Centre proposes to conduct a workshop in June, 1996 on 'Status of Primary Schooling in India' in which noted academicians and researchers of National and International repute would be invited to prepare a complete agenda and plan of action related to primary schooling with the fund support from SOFTRAIN. A 5 day training programme on 'Sustainable Cities for Urban Managers' is proposed for June 1996, in collaboration with the CEMPRES and fund support from the Ministry of Urban Affairs.

1. RESEARCH ACTIVITIES

The Centre under the collaborative project with Indian Social Institute and Centre for Development Economics, New Delhi is conducting a field survey on primary schooling in the Hindi speaking states of UP, MP, HP, Rajasthan and Bihar which aims to probe the status of primary schooling in Northern India and the report would be ready by June 96. Subsequently, similar endeavour would be undertaken in Southern India.

The Centre is working on state specific 'Status of Education in Villages' as reflected in the socio-economic surveys conducted by the Officer Trainees. Presently, the report on Tamil Nadu is ready for draft comments.

The Centre brings out a CSD Paper Series that shares the field experiences of the districts and the copies are circulated to the district level functionaries.

Publications

The Centre proposes to bring out a series of publications on various issues pertaining to sustainable development. However, a list of publications brought out recently by the Centre are as follows:

1. Saxena, N.C. (1995), Forests, People and Profit: New equations for Sustainability, Natraj Publication.
2. Saxena, N.C. (1995), Joint Forest management : empowering the people or another development bandwagon? (Draft Paper), Centre for Sustainable Development, LBSNAA, Mussoorie

3. Saxena, N.C. (1995), Towards Sustainable Forestry in the UP Hills, Centre for Sustainable Development, LBSNAA, Mussoorie
4. Saxena, N.C. (1995), The Indian Forest Service (Draft paper), Centre for Sustainable Development, LBSNAA Mussoorie
5. Sinha, A (1995), Rallying Round the Child, Centre for Sustainable Development, LBSNAA Mussoorie
6. Sinha, A. (1995) Understanding sustainable Initiatives, Centre for Sustainable Development, LBSNAA Mussoorie
7. Pandey, Deep Narayan (1996), Beyond vanishing woods: Participatory survival options for wild life, forests and people (Published by Himanshu), Centre for Sustainable Development, LBSNAA
8. Sinha, A (1996), Forest Tales, Down to Earth, Feb 24, 1996
9. Sinha, A & Sinha, aa.k. (1996) Primary Schooling in North India : A field investigation, Centre for Sustainable Development, LBSNAA, Mussoorie
10. Ramachandran, N. (1995), How sustainable is Our Food Security?, Centre for Sustainable Development, LBSNAA, Mussoorie
11. Ramachandran, N. (1995), Is the PDS Redundant?, Centre for Sustainable Development, LBSNAA, Mussoorie
12. Chaturvedi, R & Sinha A.K. (1995), Film reviews - Series -I, Centre for Sustainable Development, LBSNAA, Mussoorie
Essays on Issues of Sustainability, CSD Paper Series I (For internal circulation), Centre for Sustainable Development, LBSNAA, Mussoorie
Essays on Issues of Sustainability, CSD Paper Series II (For internal circulation), Centre for Sustainable Development, LBSNAA, Mussoorie

Sinha A.K. (1996), Livelihood, Sustenance and Common Property Resource : A few Case Studies (Un-published), Centre for Sustainable Development, LBSNAA, Mussoorie

Faculty Development Programmes

Shri Amarjeet Sinha attended a training programme on "Participatory Rural Appraisal" Organised at NIRD, Hyderabad from 3rd February, 1996-8th February, 1996.

Shri Pushendra participated in the course on "Effective Communication Skills" held at the Academy from 18th December, 1995 - 24th December, 1995

Faculty and Members of the Centre

Sl. No.	Name	Designation
1.	Dr. N.C. Saxena, Director	Chairman
2.	Shri Amarjeet Sinha, Deputy Director	Vice-Chairman-cum-Coordinator
3.	Shri Pushendra Kumar Singh	Consultant
4.	Shri Ajay Sinha	Research Associate
5.	Shri K.S. Barthwal	Consultant

4.3 CENTRE FOR MICRO-PLANNING AND REGIONAL STUDIES (CEMPRES)

The Study Group on training for District Planning of the Planning Commission, Government of India, New Delhi (1989), recommended that LBSNAA has to be developed into a principal

training Centre for training the officers of higher civil services in India in the area of Decentralised Planning, New Delhi. To enlarge its scope and operations, the unit was renamed as the Centre for Micro-Planning and Regional Studies (CEMPRES) in October, 1992.

Training Programme

The Centre has organised: (1) four Training Programme on Decentralised Planning and Panchayati Raj Institutions, (2) four Training Course on Supervision of District Primary Education Programme, (3) four Training Courses on Planning and Implementation of District Primary Education Programme. About 240 participants were trained in the above training programmes.

Workshops

The Centre has organised three Workshops during the calendar year. Decentralised Planning Workshop was organised in February, 1995. Participants of the Workshop included the faculty members/faculty heads of the ATIs besides participants from IGNOU. District Planning Manual prepared by Academy in collaboration with FAO, Rome was adopted as Planning Guide for Decentralised Planning Courses sponsored by DOPT.

The Twenty Seventh Regional Science Congress was organised from 20th to 21st March, 1995. The main theme of the workshop was "Liberalisation and Decentralisation". Forty participants from Universities, IITs and Training Institutions participated in

the Workshop. Eighteen papers were presented and discussed in the workshop.

A workshop on Role and Functions of State Finance Commission was organised from 1st to 2nd July 1995. About 80 participants from different states participated in the workshop. The participants also presented status paper of their states.

Research Activities

A Study to develop typology of districts in India based on large number of district parameters has been undertaken by the Centre. Analysis using GIS for UP is complete and awaiting publication. Under Gandhi Block Scheme, Integrated Area Development Plan for Chakrata Block was prepared by the Centre for UP State Government.

Publications

Planning Manual prepared in collaboration with FAO, Rome was published by FAO, Rome. Based on Workshop on New Economic Policy organised by the Centre, book entitled Dimensions of New Economic Policy is being published by concept in two volumes. Besides, these a number of articles were published by the faculty of the Centre in various professional journals.

4.4 CENTRE FOR DEVELOPMENT OF SOFTWARE FOR TRAINING OF ADMINISTRATORS (SOFTRAIN)

A Centre for the Development of Software for Training of Administrators (SOFTRAIN) has been set up at Lal Bahadur Shastri National Academy of Administration, Mussoorie, not only for creation, but also collection and dissemination of appropriate training software.

The Core Group has been constituted which consists of the following:

1. Dr. V.K. Agnihotri - Chairman
Joint Director
2. Prof. Harsh Mander - Vice Chairman & Coordinator
Prof. Of Public Admn.
3. Smt. Sarojini G. Thakur - Member
Deputy Director(Sr.)
4. Prof. A. Santhosh Mathew - Member
Prof. Of Social Management

Activities of Softrain

The SOFTRAIN has undertaken a major project for preparing a series of Source Books for district officers on different aspects of district administration. In the first stage, we have undertaken a project for preparation of source books on forestry, Social Welfare, Public Health, Literacy and Primary Education, Rural Development, Disaster Management, Financial Management,

Sustainable Development, Agriculture, Public Distribution System and Social Justice Legislation.

Many books of the series of Source Books are under active progress and will be ready for publication shortly. The Source Book on Financial Management by Shri. K.K. Sharma is with the publisher.

The SOFTRAIN has already published the following Source books during the year 1995.

1. Skills for Effective Administrators. Edited by Dr. V.K. Agnihotri, Joint Director
2. Faculty Manual. Edited by Dr. V.K. Agnihotri and Shri S.K. Ghosh

A Hindi translation of the book "Skills for Effective Administrators" - Edited by Dr. V.K. Agnihotri has been done and the manuscript is being sent for printing to the Publishers.

A volume of Case Studies and readings in Public Administration is under preparation. Revised edition of the book "Skills for Effective Administrators" edited by Dr. V.K. Agnihotri is under print and will be available for sale shortly.

In addition, two video films entitled "A Nation in Exile" and "Unheard Voices" were made by the officer-trainees under the guidance of professionals during the year 1995.

Some case studies have also been translated into Hindi and a volume of such case studies will be brought out shortly.

4.5 LAND REFORMS UNIT (LRU)

The Land Reforms Unit during the period under reference was functioning under the Chairmanship of Prof. Harsh Mander, Professor of Public Administration and Social Management. Dr. P.S. Datta was coordinator of the Unit up to November 1995. The Unit is supported by a Senior Computer Programmer, Assistant Professor, Research Associate, Data entry operator and other clerical staff. The chairman and the professor actively associated themselves in the Phase-I and Phase-II courses of the IAS Officer Trainees and the Foundational Courses for Group A Central Services as also in various in-service and Induction Courses to cover the areas of land systems and land reforms through lectures, exercises and group discussions.

The other activities undertaken by the Land Reforms Unit during the year under report are as follows:

Reports

The Land Reforms Unit has already published All India Reports on the basis of empirical study of implementation of land reforms. A third such report is under preparation.

Reports of Seminars/Workshops

A Workshop on Dynamics and Implications of Agrarian revolution in Punjab and Haryana (January 16-18, 1995) was organised at Chandigarh. A Workshop on Land Reforms: Agenda for North-East (April 03-05, 1995) was organised at Guwahati.

In order to widely disseminate the findings of these Workshops/Seminars, Land Reforms Unit has entered into an agreement with SAGE Publications, New Delhi, on the publication of a series of State-specific Volumes on Land Reforms. Volumes on Bihar and Rajasthan have already been published. During the year under review, the following were engaged as guest editors for the following volumes :

1. Uttar Pradesh Dr. Ravi Srivastava
2. Tamil Nadu Professor Nirmal Sengupta
3. Gujarat/Maharashtra Dr. Ghanshyam Shah
4. Dalit Dr. Ghanshyam Shah
5. Punjab & Haryana Professor Suchcha Singh Gill

Other Publications

Land Reforms Unit has also entered into an agreement with VIKAS Publishers for publication of occasional volumes on Agrarian Relations. During the year under reference, the following manuscripts have been prepared for publication by VIKAS.

1. Land Reforms Legislation in India: A Comparative Study By Shri N.C. Saxena
2. Land Reforms in India: A Survey of Policy, Legislation and Implementation by Shri P.S. Appu
3. Changing Condition of Agriculture Labour in India: A Case Study in Bihar by Dr. Praveen Jha

Action Research Programme

As a follow up of the empirical study, Action Research Programmes are initiated by the Unit in the districts of Banda, Sonbhadra and Saharanpur in Uttar Pradesh, West Champaran

and Rohtas in Bihar. Voluntary organisations are engaged in the activity and are funded by the Unit from the special grant received for the programme. The programme would be extended to other states in due course of time.

Core Group

To adopt an inter-disciplinary approach and to draw the rich expertise available at the academy, a core group has been formed and its present members are listed in table. It meets frequently to decide and to review the Action Plan and training functions of the Unit.

CORE GROUP OF THE LAND REFORMS UNIT DURING 1995

S.No.	Name	Status in the Unit	Faculty Represented
1.	Shri Harsh Mander	Chairman	Public Administration and Social
2.	Prof. D. Banerjea	Member	Law
3.	Prof. Brij Pal Singh	Member	Economics
4.	Shri Padamvir Singh	Member	Public Administration
5.	Shri Ashok Thakur	Member	Public Administration
6.	Shri Amarjeet Sinha	Member	Public Administration
7.	Dr. P.S. Dutta	Coordinator	Land Refroms

			Unit (upto Nov, 1995)
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Training Attended

The staff of the LRU attended the following training programmes during the period.

Shri P.R.Harikrishnan attended a Training Programme on "UNIX SHELL PROGRAMMING AND SYSTEM ADMINISTRATION" conducted by CMC Limited, Bombay during April 10-21, 1995.

Shri Ramesh Kothari attended "E-mail, On-line and Internet Information Superhighway" from June 5-10, 1995 at Dehradun.

List of Faculty

D. Bandyopadhyay, IAS (Retd.) Professor Emeritus

P.S. Appu, IAS (Retd.) Professor Emeritus

S.R. Sankaran, IAS (Retd.) Professor Emeritus

Dr. P.S. Datta Professor & Coordinator

P.R. Harikrishnan Sr. Programmer

Chandana Bhattacharjee Assistant Professor

Gorki Chakraborty Research Associate

4.6 TRAINING RESEARCH AND DEVELOPMENT CELL (TRDC)

During the year Prof. A. Santhosh Mathew was the Coordinator of the Training, Research and Development Cell.

The following activities were performed/handled by the TRDC:-

- i. A database is in operation using the CDS/ISIS package. During the year it was updated. The database now consists of :- 951 Socio-economic Reports, 183 Village Visit Report, 485 Syndicate Reports, 1062 Term Papers and Technical Papers, 244 Case Studies, 545 Assignments, 342 Project Reports, 285 Special Assignments, 48 Study Reports and 252 Reading Material.
- ii. Audio Library consists of 615 Audio cassettes.
- iii. Database about the feedback of both the In-house and Guest Faculty was updated.
- iv. A delegation from the Peoples' Republic of China visited the Academy on 6th and 7th March, 1995 consisting of the following.
 - Prof. Wu Xingtang, Leader and Secretary General, Cafi
 - Ms. Yn Xiadu, Member-cum-English Representative, Staff Member
 - Mr. Dong Yongji, Member-cum-English Representative, Staff Member
 - Ms. Jill Carr-Harris, Executive Director, South-South Solidarity.
- v. 50 teachers and students of Public Administration, Lucknow University, Lucknow visited the Academy on 9th March, 1995
- vi. 21 members team from HUDCO, New Delhi visited the academy on 11th March, 1995.
- vii. Four members delegation headed by Mr. Elijah Mwakio, Chairman, Kenyan Public Service Commission visited the Academy from 25th to 27th April, 1995.

- viii. Ms. Helen Cottam, Senior Institutional Adviser, Overseas Development Administration, London visited the Academy on 22nd and 23rd May, 1995.
- ix. A seven member's delegation from Nepal Public Service Commission visited the Academy on 3rd and 4th August, 1995.
- x. A team from ODA and the Indira Gandhi National Forest Academy, Dehradun visited the Academy on 12th October, 1995 in connection with a forestry evaluation and training project.
- xi. A conference of Heads of State Training Institutions and State Training Coordinators was held in the Academy on 16th and 17th October, 1995. 28 participants attended the conference.
- xii. Shri U.K. Dikshit, Executive Director (HRD), Indian Oil Corporation, Gurgaon, Haryana visited the Academy on 20th October, 1995.
- xiii. The committee on estimates of Kerala Legislative Assembly consisting of Mr. T.K. Ramakrishnan,, MLA, Mr. Knbir, MLA, Mr. Monir, MLA, Mr. Krishnanevty, MLA and five officials headed by Shri P.V. Rajkumar, Dy. Secretary visited the Academy from 22nd to 24th October, 1995.
- xiv. Shri J.P. Pati, Director, ISTM, New Delhi visited the academy from 7th to 9th December, 1995 to study the various facilities available in the Academy.

Other Training Programmes for Faculty Members

A Direct Trainer Skills course was organised for the in-house faculty of Academy from 27th to 31st August, 1995 in the

Academy. Shri S.K. Ghosh, Under Secretary, Ministry of Steel was the course director.

In addition, following faculty members, as shown in Table, were deputed to participate in the courses/workshops/seminars organised in the country:-

FACULTY MEMBERS DEPUTED TO PARTICIPATE IN THE COURSES/ WORKSHOPS/ SEMINARS IN THE COUNTRY

S. No.	Name	Title of the Programme	Institution	Duration
1.	Shri Ranjan Dwivedi, Dy. Director	Computer Networks	Indian Institute of Management, Ahmedabad	9 th to 14 th January, 1995
2.	Shri M. Muthuswamy, Reader	Effective Use of Computers	Indian Institute of Public Administration, New Delhi	30 th Jan. to 11 st Feb, 1995
3.	Shri Atindra Sen, Prof. Of Economics	Workshop to discuss research proposals on the All India Services	Centre for Policy Research, New Delhi	11-13 Jan. 1995
4.	Shri Atindra Sen, Prof. Of Economics	Restructuring India's Economy	Indian Institute of Management,	6-10 th Feb. 1995

			Bangalore	
5.	Shri P.R. Harikrishnan , Sr. Programmer	Unix Shell Programming and System Administrati on	CMC, Bombay	10-21 st April, 1995
6.	Dr. M.S. Rana, Sr. Medical Officer	Application of Industrial Engineering in Hospital Management	National Institute of Industrial Engineering, Bombay	7-11 th August, 1995
7.	Shri M. Muthuswamy , Reader	21 st Advanced Professional programme in Public Administrati on	Indian Institute of Public Administrati on, New Dlehi	3 july to 30 th march, 1995
8.	Shri I.J. Malhotra, Reader	Management of child welfare	Anna Institute of Management, Madras	23-30 October, 1995
9.	Shri Atindra Sen, Prof. Of Economics	Seminar of Are Economic Disparities Widening	Centre for New perspective, New Delhi	12 th Aug. 1995
10.	Shri P.K. Jha, Asstt. Prof. Of	Seminar of Are Economic	Centre for New Perspectives,	12 th Aug. 1995

	Economics	Disparities Widening	New Delhi	
11.	Smt. Sarojini G. Thakur, Dy. Director (Sr.)	VII National Conference of Women Studies	Indian Association of Women's Studies, Jaipur	27 th to 30 th December, 1995
12.	Shri D. Banerjea, Prof. Of law	International Conference on AIDs - Law and Humanity	Indian Law Institute, New Delhi	6 to 10 th December, 1995
13.	Shri I.J. Malhotra, Reader	International Conference on Aids - Law and Humanity	Indian Law Institute, New Delhi	6 to 10 th December, 1995
14.	Shri P.M.V. Siromony, Dy. Director	Training of Trainers Programme of Flood Disaster Management	Indian Institute of Public Administration, New Delhi	26-30 December, 1995
15.	Shri Ashok Thakur, Dy. Director (Sr.)	2 nd Congress of Traditional Sciences and Technologies of India	Anna University, Madras	27 th December, 1995 to 1 st Jan. 1996
16.	Shri	2 nd Congress	Anna	27 th

	Amarjeet Sinha, Dy. Director	of Traditional Sciences and Technologies of India	University, Madras	December, 95 to 1 st Jan. 1996
17.	Shri P.M.V. Siromony, Dy. Director	2 nd Congress of Traditional Sciences and Technologies of India	Anna University, Madras	27 th December, 95 to 1 st Jan. 1996
18.	Ms. Asha Ghosh, Research Associate	2 nd Congress of Traditional Sciences and Technologies of India	Anna University, Madras	27 th December, 95 to 1 st Jan. 1996
19.	Shri A. Santhosh Mathew, Prof. Of Social Management	2 nd Congress of Traditional Sciences and Technologies of India	Anna University, Madras	27 th December, 95 to 1 st Jan. 1996

Faculty Seminars

The following faculty member gave faculty seminar:-

S.No.	Name	Topic	Date
1.	Shri Ashok Thakur, Dy.	Lessons for India from	23 rd june, 1995

	Director (Sr.)	Vietnam	
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The TRD Cell endeavours to expose the faculty to the scholars/administrators in the various areas of specialisation. The list of scholars who shared their experiences/expertise with the faculty is shown in Table.

S. No.	Name	Talk on	Date
1.	Shri Abhay Shankar Prasad, Addl. District and Session Judge, Purnia (Bihar)	--	10 th March, 1995
2.	Shri K.N. Tankha, IAS (Retd.), Ex-Secretary Law and Ex-principal, Kohima Law College	Law related to the Civil Servants in India	18 th April, 1995
3.	Dr. R. Srinivasa Murthy, Prof. Of Psychiatry and Head, Deptt. Of Psychiatry, National Institute of Mental Health and Neurs Sciences, Bangalore	Psychological Profile of Ots and their Psychological Needs	28 th April, 1995

4.	Dr. R. Srinivsa Murthy, Prof. Of Psychiatry and Head, Deptt. Of Psychiatry, National Institute of Mental Health and Neurs Sciences, Bangalore	Personal Life Skills and Psychological Profile of Ots and their Psychological Needs	1 st to 5 th May, 1995
5.	Shri S.K. Panda, Commissioner and Secretary to Government of Tripura	Some experimentals with development of Handloom Handicrafts and Sericulture Industries	6 th July, 1995
6.	Shri harsh Bardhan, Dy. Director, Directorate of Income Tax, New Delhi	Delegated Legislation	24 th July, 1995

Publications

During the period, the TRD Cell brought out the following publications:-

- (i) The Annual Report of the Academy for the year 1994
- (ii) Training Calendar, 1995
- (iii) About the Academy

4.7 VILLAGE STUDY UNIT (VSU)

The Village Study Unit was initially started to organise Village Study Programmes of Foundation Course and evaluate socio-economic studies done by Officer Trainees during their training programmes. But now, after 5 years of its existence, the tasks and challenges assigned to the unit has given a new life and impetus and is currently diversifying itself towards more micro-studies pertaining to rural development.

Village Study Programme

Questionnaires have been designed for the officer-trainees for collecting information during their district training and their village study reports will be now based on household surveys. The data to be generated by the 194 batch of officer-trainees during their district training will be based on rural development programmes. We are also publishing case-studies on rural development programmes carried out by officer-trainees over the last few years.

The unit has been given a funding by the Ministry of Rural Areas and Employment to use the socio-economic survey work of the Officer-Trainees. Faculty members, academicians and administrators were invited to prepare state papers based on these socio-economic studies reports. We propose to bring out these states specific reports based on socio-economic studies for

the last 10 years and secondary reading about the state in the form of separate volumes and negotiations with the publishers are going on. The following reports have been submitted to the unit for the publication so far:

S.No	State	Author	Status
1.	Andhra Pradesh	Shri V.K. Agnihotri	Final Draft Received
2.	Bihar	Shri Amarjeet Sinha	Final Draft Received
3.	Kerala	Shri. P.M.V. Siromony	Final Draft Received
4.	Nagaland	Shri K.K. Sharma	Final Draft Received
5.	West Bengal	Shri M.N. Roy	Final Draft Received
6.	Karnataka	Shri Sudhir Krishna	Final Draft Received
7.	Gujarat	Shri C.N. Ray	Final Draft Received
8.	Manipur-Tripura	Shri C. Ashokvardhan	Final Draft Received

The Ministry of Rural Areas and Employment vide letter no. 11018/12/93-Policy, Dated 10.6.94, has entrusted the unit to provide feedback on Rural Development Programmes based on socio-economic surveys conducted by the Officer trainees during their training programme. In pursuance to this offer the work has begun in full swing and the first draft encompassing best assignments from each state would be ready for comments within

next three months. The final report would be submitted to the Ministry by July 96. The unit proposes to submit the feedback concurrently from next year. Besides publication of the state papers the Unit is working on a volume of case-studies based on officer trainees' reports and also a volume where data would be analysed for the whole year, and for all the states simultaneously. We have explored possibilities of securing collaboration with institutions and individuals in carrying out this task.

FACULTY AND MEMBERS OF THE UNIT

S.No	Name	Designation
1.	Shri Amarjeet Sinha, Dy. Director	Chairman
2.	Shri Subhamoy Baishya	Research Associate

5. LIBRARY

The Academy has one of the most prestigious and well stacked Libraries in the country. It is located in a scenic surroundings in the new building "Karmashila". The north-eastern wing of the building gives a panoramic view of the majestic Himalayas and an eternal sense of togetherness with the nature. The Library is aptly named after Mahatma Gandhi as "Gandhi Smriti Library".

Document Resources - The library has around 1.5 Lakh documents including bound Volumes of Journals. The Library added 3087 publications in its holding during the period under report.

The details of the newspaper, periodicals received in the Library are as - Journals subscribed - 208, Journals received on Exchange basis - 53, Journals received on complimentary basis - 17, National daily Newspapers - 14, Regional daily Newspapers - 24, Popular Magazines - 27, Regional Magazines - 20, Children Magazines - 6, Children Newspaper - 1.

In addition, the Library receive 44 News letters published by various national and international organisations/ institutions on complimentary basis.

Services - Apart from providing lending, reference and photocopying services to the readers, the Library is bringing out 4 current awareness service viz. (i) Current Content Service - fortnightly (ii) List of New Additions - Bi-monthly (iii) Kitab - monthly indexing service of book reviews and (iv) Samayaki - weekly indexing service of newspaper articles.

Press Clippings - Library is maintaining press clippings of selected newspaper articles. Photocopies of the articles are provided to the Faculty and other readers on demand. Around 4000 articles are added annually in this collection.

Bibliography and Documentation Services - Library is providing comprehensive literature search to the readers and preparing selected reading lists on various subjects regularly.

Computerisation - The library is maintaining various Data bases for information retrieval viz. - CAT - on-line catalogue of library

holdings, 3087 records were added during the year in the data base; INSER- data base created for the selective Journals articles, 4214 records were added during the year in the data base; NEWSO- data base created for the newspaper articles, 5753 records were added during the year in the data base; AUDCON - data base for Audio- Cassettes collection and VIDCON- data base for the Video Collection of the Library.

Professional Development- To keep the Library staff abreast with the latest development in the field, staff members were deputed for attending the ILA and IASLIC conference as well as IIM, Lucknow for Library training during the year.

For policy and other Library development matters, Library has a Library Review and Development Committee. The constitution of the Committee is LRDC met twice in April and November, 1995 for discussing various matters.

Sl. No.	Designation	Status
1.	Joint Director	Chairman
2.	Faculty Coordinators	Members
3.	Deputy Director I/c Library	Member-Secretary
4.	Senior Librarian	Convenor

LRDC met twice in April and November, 1995 for discussing various matters.

6. COMPUTER CENTRE

During the year the Computer Centre worked under the guidance of Shri A. Santhosh Mathew, with the following staff members.

S. No.	Name (S/Shri)	Post
1.	P.R. Harikrishnan	Sr. Programmer
2.	Santulan Choubey	Programmer
3.	Ms. Poonam Sinha	Data Entry Operator
4.	Mohd. Aslam	Data Entry Operator
5.	A. Debnath	Data Entry Operator
7.	R.P. Prajapati	Off-Set Machineman
8.	Thakur Singh	Off-Set Machineman
9.	Ram Lal	Sr. Machine Operator
10.	Stabir Singh	Sr. Machine Operator
11.	Kalam Singh	Jr. Machine Operator
12.	Jagdish Singh	Jr. Machine Operator
13.	R.S. Tirthwal	Binder
14.	Ram Kumar Peon	

The highlights of the year was the commissioning of ACADNET. This is a fibre optic local area network (LAN) put in place with the help on UNDP funding. Through this connectivity was provided to all hostels rooms, faculty rooms and administrative sections of LBSNAA.

During the year a VSAT earth station was also commissioned with the help of the INTERNET connectivity was provided to all the nodes. It is now possible for all users to send and receive e-mail as well as surf the World wide Web (WWW).

Computer of faculty members were also upgraded to 486 machines with CD-ROM and multimedia.

7. ACTIVITIES OF CLUBS/SOCIETIES

7.1 ADVENTURE SPORTS CLUB

During 1995 the Adventure Sports Club organised the following activities.

A Mountaineering Expedition to Bunder Punch (6320 Mtrs) was organised from 2nd June, 1995 to 16th June, 1995. In this expedition 12 Officer Trainees of 1994-96 batch and members of the faculty have participated.

All the members of the expedition took part in a two month rigours training and conditioning with the active involvement of Shri S.S. Rana & Shri Ranjan Dwivedi, Expedition Leader. The expedition was flagged off by the Director of the Academy Dr. N.C. Saxena on 2nd June, 1995. The team after successfully scaling the Bunder Punch, returned back to LBSNAA, Mussoorie on 16th June, 1995. The members who successfully scaled the peak were Dr. Pawan Kotwal, IAS, (J&K), Shri P.S. Sain Sharma, IAS, UP, Shri S.S. Rana, PTI/Dy. Leader of the Expedition and Shri Himalaya Sherpa from NIM, Uttar Kashi.

During Phase II the OTs of 1993 batch undertook a high altitude trekking expedition to the Zaskar Valley. The route taken was Kullu - Manali - Leh - Kargil - Padam - Purnia - Kargyag - Shinkunla Pass (17,500') - Zaskar - Darcha - Manali and back to Mussoorie. 12 OTs & 3 staff members also accompanied this trek. The team left Academy on 12th August and after successfully completing the mission returned back to Mussoorie on 31st August, 1995.

During 1995 the Adventures Sports Club also organised River Rafting, Para Sailing, Cycle Expedition and other nature treks etc. as under:

River Rafting : On 3/3 -4/3/1995, (15 participants) of 1994-96 batch IAS Phase I and on 11/11-12/11/1995 (27 participants) of 61st F.C.

Para Sailing : On 2nd December, 1995 (23 participants) of 61st F.C.

Cycle Expedition : On 22.4.95 (9 participants) of IAS Phase I 1994-96 batch.

Nature Treks : 18/3-19/3/1995 - Chakrata - Deoban - for IAS Phase I 1994-96 batch and Vinog Hills/Kempty Fall/ Aglar River treks for 61st Foundational Course OTs.

Shri S.S. Rana, Physical Training Instructor was responsible for conducting all the adventrue sports activities in the Academy at ground level.

Shri Ashok Thakur, Deputy Director (Sr.) was the director's nominee and Shri Pawan Kumar Joshi was the associate nominee during the period

7.2 THE ALUMNI ASSOCIATION

The Alumni Association supported the publication of a set of sketches of the Officer trainees of the 61st foundation course and also of the officers of the 1993 batch. The association also sponsored the expedition to various passes in Ladakh region undertaken by the IAS officer Trainees of the 1993 batch. The alumni Association brought out two issues of Academy Sandesh during the year and the third issue is expected soon. The membership of the Alumni Association at present is 2395. The Alumni Association organised sports matches between IAS Officer Trainees of the 1995 batch and IAS Officers of 6-9 years seniority who had come to Mussoorie for the three week training programme. Shri Amarjeet Sinha was the director's nominee and Dr. Tuman Singh was the Associate Nominee during the period.

7.3 COMPUTER SOCIETY

The Computer Society along with the NICTU faculty was involved in assisting the OTs with their work on computers. One attendant was employed from the society to keep the NICTU computer Lab, open till late night every day, to facilitate OTs.

Special computers classes were also arranged to help weak OTs in learning computers better.

A stall was put up from Computer Society in FETE `95 to demonstrate the popular fortune-teller package. The money collected in the stall was contributed to the society for social service.

System Engineer, Him Vijay Kant of NICTU died in a tragic bus accident on 3rd July, 1995. The Society contributed to the "Him Vijay Kant Memorial Gold Medal" which was instituted for securing the highest marks in the Computer Module Examination. During the 61st FC, the prize was given to Mr. Ashutosh Jindal.

Dr. Ahmad Cameron was the Director's Nominee upto Nov. 1995. Thereafter Dr. Goutam Mukherjee took over as Director's Nominee. Mr. H.C. Pokhriyal was the Associate Nominee and Mohd. Abubacker Siddique was the Secretary during the 61st FC.

7.4 FILM SOCIETY

The following were the activities of the Society:-

- a. Three professional development film makers, Ms. Jharna Jhaveri, Ms. Suhasini Muley and Shri Anurag Singh, conducted a module on the basic of film making for officer trainees.
- b. With the assistance of funds from SOFTRAIN, the officer trainees along with resources persons Ms. Jharna Jhaveri and Shri Anurag Singh Made two short films: "A Nation in Exile", about Tibetan refugees and "Unheard Voices" : the Rickshaw pullers of Mussoorie.

c. Film appreciation modules were also conducted, and film makers Saeed Mirza, anand Patwardhan and Kavita Chowdhry came with their films for discussion.

Society wishes to thank the maintenance section for its immense cooperation at all stages in providing the equipments and also helping in the recording processes.

The following were the office bearers during the Foundational Course:

Secretary - Shri Shailendra Kumar

Member - Shri Ravindra Naik

Shri Harsh Mander, Prof. Of Public Administration was the Director's Nominee and Shir Arshad Nandan and Shir P.K. Jha were the associate nomineee.

7.5 FINE ARTS ASSOCIATION

During 1995 Professional Course, Phase-I, Phase-II & LXI Foundational Course, Fine Arts Association conducted programmes namely: "PURVAIYA", HOLI NIGHT, JHUM JHUM, DRAVIDAM, JUGALBANDI & ANTAKSHARI CUM FILM QUIZ. The Association also organised vocal concert by Pandit Raghubir Mallick, Bharat Natyam demonstration was conducted by Smt. Sudharani Raghupati and organised Guitar classes for the OTs by Shri Naveen John.

A "Gymnast Troup" from Maharashtra also performed folk art. The fine Art Association also participated in the FETE running some profitable stalls. The A.K. Sinha memorial One Act Play

Competition was also arranged by the Association and prizes were also distributed to the winners. The Association received the award for the best society.

Shri P.M.V. Siromony, Dy. Director and Mrs. Manjushree Roy, Faculty of the languages were the Director and Associate director's Nominee of the Association.

7.6 HOBBIES CLUB

During 1995 the Hobbies Club organised painting and collage module during the IAS Professional Course Phase-I Professional Course phase-II and during LXI Foundational Course. The club also organised photography exhibition on different themes during these courses in addition to the quiz and other competitions. The Club also organised a musical night during LXI Foundational Course and also contributed in organised cooking classes etc.

Shri Padamvir Singh, Deputy Director (Sr.) and Shri A Nallaswamy were the Director's and Associate Nominee of the Club during first half of the year and Shri Ashok Thakur, Dy. Director (Sr.) and Shri A. Nallswamy were the Director's and Associate Nominee of the Club during later half of the year.

7.7 HOUSE JOURNAL SOCIETY

During the IAS Professional Course, Phase-I, 1995 batch, the society published a house journal entitled "CANVAS".

During the Phase-II 1995, the society brought out a beautiful directory "Agaaz" portraying the IAS Officer Trainees of the 1993 batch along with their spouses. For the first time, photographs of some Faculty Members of the Academy were also included into this directory. During the 61st Foundational Course, 1995 the Society brought out the directory of the Officer Trainees entitled "Smriti", comprising names, addresses, photographs and a brief write-up related to each officer trainee.

Like in previous years, society also joined in the FETE alongwith other clubs and societies. The society also conducted some games.

Smt. Sarojini G. Thakur was the Director's Nominee and Dr. Goutam Mukherjee was the Associate Nominee during the year.

7.8 MANAGEMENT CIRCLE

The Management Circle was quite active during the year. Circle organised various events such as Great India Content, Stock Exchange Game and Management Quiz. These events were marked by active participation. For the first time newsletter "Management Update" the Circle brought out containing article on Management.

7.9 NATURE LOVERS CLUB

Professional Course Phase-I : Shri Ashok Thakur and Mrs. Manjulika Singh were the Director's Nominee and the Director's

Associate Nominee respectively. Ms. Sonia Bali (OT) was the Secretary.

1. A group visited Corbett National Park (Forest Deptt. Project Tiger (UP).
2. On 18th and 19th March, 1995 a Nature Trek to Chakrata was organised.
3. In and around Academy campus, with the help of some botanists, Club have named plants stress with the botanical names.
4. Sanitation week organised between May 7 and May 13, 1995. IAS Professional Course Phase-II : Shri Padamvir Singh and Mrs. Manjulika Singh were the Director's Nominee and the Director's Associate Nominee respectively. Ms. Deepti Guram (OT) was appointed as Secretary. Following activities were held:

1. On 14th July, 1995 Medley Competition was organised. Winners were given prizes for Medley Competition.
2. On July 21st, 1995 meeting of "AAPKA" was held in the Conference Hall.

61st Foundational Course : Shri P.M.V. Siromony and Mrs. Manjulika Singh were the Director's Nominee and the Director's Associate Nominee respectively. Shri Ratnakar Jauhari, OT from Indian Forest Service was the Secretary of the Club. Following activities were held:

1. On 20th Sept. Academy award winner film "Born Free" was screened.

2. Photo competition - I on the theme - Nature/Wild life was organised.
3. Photo Competition-II on the Theme - Life in the Academy was organised.
4. Winners were given cash prizes for Photo Competition.
5. NLC put a stall in the FETE organised by Society for Social Services.
6. Meeting of "AAPKA" was held on 26th Oct. in Conference Hall.

7.10 OFFICERS' CLUB

The Officers' Club provides facilities for both outdoor and indoor games for the Officers Trainees/Faculty and members of the Staff. The outdoor facilities include Lawn Tennis, Basket Ball, Cricket, Football, Hockey and Athletics. The indoor games facilities include Billiards, Carrom, Chess, Bridge, Snooker, Table Tennis, Squash and Badminton. There are also facilities for Gymnastics Weightlifting, Cycling and gym for exercise. During the year the club organised a number of activities. Officers Trainees of various courses and faculty members participated in various activities of the club. The course wise detail is given below.

IAS Professional Course Phase-I

1. Officers Trainees of Phase I visited IGNFA, Dehradun to play matches with the Officers Trainees of the Forest Service at Dehradun.

2. Matches were also organised between Officer Trainees and faculty members of the Academy in various disciplines.
3. Besides this, Officers Trainees also organised an open tournament in different games. Large number of Officer Trainees, faculty and staff members participated in these tournaments.
4. Counsellor group wise matches were also organised during the course.
5. The Officer's Club were also organised the coaching camp for the officer trainees of Phase-I in the following games (a) Football (b) Badminton (c) Tennis (d) Volley Ball (e) Basket Ball.

IAS Professional Course Phase-II

1. During Phase-II, matches were organised in Badminton, Tennis and Squash between officer trainees and faculty members of the Academy. Officers trainees participated actively in these matches.
2. The Officer's Club organised coaching camps for the Officer Trainees in the following games with the help of Sports Authority of India (a) Badminton (b) Tennis (c) Kabaddi (d) Basket Ball (e) Volley Ball and (f) Billiards.
3. During Phase- II matches were also organised with the Indian Revenue Service Delhi under the leadership of Chief Commissioner of Incoem Tax, Delhi Zone at LBSNAA in the month of June (29th & 30th, 1995).

4. During Phase-II matches were also organised with the in-service course participants of Indira Bhawan Complex in Badminton and tennis.

LXII Foundational Course

1. During the 61st Foundational Course, the club organised the coaching camps in the following games (a) Tennis (b) Badminton (c) Basket Ball (d) Volley Ball (e) Athletics.
2. The counsellor group wise matches were also held.
3. Officer Trainees of the Foundational course visited IMA Dehradun to play matches with the military cadets.
4. Officer trainees of this course also visited IGNFA Dehradun to play matches with the officers of Forest Service at Dehradun.
5. During the Foundational Course officers Club also organised the Athletics Meet in Polo Ground.
3. Matches were also organised with the Faculty in the Games like Badminton, Squash, Tennis, Table Tennis, Volley Ball and Basket Ball.

7.11 OFFICERS' MESS

The Officers' Mess is run by the Officer Trainees themselves on a contributory basis. The Mess are managed by an elected committee comprising of a President, a Secretary, a Treasurer and five other membes. The Mess has a full time Mess Officer and Accountant and a staff of 39 employees. This organisation, besides meeting the requirements of the officer trainees, helps

develop managerial and organisational skills amongst the office bearers.

Shri Padamvir Singh was the Director's Nominee and Shri R.R. Bharucha was the Associate Nominee during the period.

7.12 RIFLE AND ARCHERY CLUB

Every Officer undergoing training at the Academy is a member of the Club. The executive Committee of the Club consists of one Secretary and three members and organises the activities of the Club with the help of Shri S.S. Rana, PTI and Shri Prithi Singh, APTI. Director's Nominee on this Club oversees the over all organisation and the administrative arrangements of the Club.

The Rifle and Archery Club has . 22 sporting guns, . 38 revolvers, air guns and one . 12 bore SBBI gun. The Club organised practice sessions for the officer trainees and the faculty in the handling and usage of the above mentioned arms. At times, the assistance of the Sr. Superintendent of Police, Dehradun was also taken in handling and managing these practice sessions. For the first time firing session of carbine was also organised during 62nd Foundational Course with the help of SSP., Dehradun. The Club also possesses an automatic Rifle and a light machine gun presented by Lt. Gen. J.S. Arora in 1972.

Shri A. Santhosh Mathew was the Director's Nominee and Dr. M.R. Unnithan was the Associate Nominee during the period.

7.13 SOCIETY FOR CONTEMPORARY AFFAIRS

The officer trainees who were elected to the office of and functioned as secretaries for contemporary affairs during three aforesaid course in 1995 are named below:

- i) Shri Srivatsa krishna, an IAS officer-trainee of AGMUT Cadre during Phase-I.
- ii) Shri Gagandeep Singh Bedi, an IAS officer-trainee of Tamil Nadu Cadre during Phase-II.
- iii) Ms. Jaya R., an FC officer trainee during the 61st foundational course.

The society for Contemporary affairs organised a large number of Competitions and contests during the year. Mention may be made of following:

Inquisitive - an Inter Service Quiz Contest (April 27th, 1995), Potpourri Quiz (26th July, 1995), Extempore Competition (17.7.95), Mock Press Conference (27.9.95), Debate Competitions (14.10.95 and 8.12.95). Inquizitive was a grand success. The representatives were from the Indian Foreign Service, Indian Forest Service, Indian Administrative Service, National Institute of Financial Management, Faridabad and a faculty team. Indian Forest Service got the first prize, NIFM was the second and Faculty team came third. "The Potpourri Quiz was conducted by the Society on 26th July, 1995. There were eight teams and each team consisted of three members. On 12th May, 1995 the Society arranged for a talk by eminent Economist Dr. Montek Singh Ahluwalia, Finance

Secretary to Government of India on the Broad topic "India's Economic Reforms". Society also arranged for providing newspapers to the officer-trainees in their Hostels, free of charge. Shri Natwar Gandhi, a Senior Civil Servant working with Government of USA delivered a talk on "Current trends of Public Administration in USA". It was quite informative, instructive and illuminating. The society lent its support to certain human resources development scheme. It contributed a sum of Rs. 1850/= to "Mahila Swayam Sewi Sansthan" of the Academy. It donated a sum of Rs. 2000/- in promotion of High Altitude trekking expedition programme.

Prof. D. Banerjea was the Director's Nominee and Prof. I.J. Malhotra was the Associate Nominee on the society during the year under report.

7.14 SOCIETY FOR SOCIAL SERVICES

The Society for Social Services undertook a number of significant activities in the year 1995. The most important set of activities related to the ending of the century-old dehumanising system of hand pulled rickshaws on the streets of Mussoorie, through prolonged negotiation with the winning the faith of the rickshaw pullers, the development of an alternate prototype cycle-rickshaw suitable for the hills, and organising substantial financial assistance from ICICI Bank, Bombay and Rajiv Gandhi Foundation, New Delhi. A major health project was also undertaken to restore the health of the rickshaw pullers, which had been severely ravaged by their hard livelihood and deprived environments. Another significant community intervention

related to a campaign against plastics and for afforestation for the environmental health of the environs of Mussoorie. Within the campus, the officer trainees sought to provide supplementary livelihoods to the families of the mess employees. They also brought about significant improvement in the balwadi and primary school located near the campus.

LIST OF FACULTY

Name S/Shri	Designation
N.C. Saxena	Director
V.K. Agnihotri	Joint Director

Faculty Of Public Administration And Social Management

Padamvir Singh	Deputy Director (Sr.)
Ashok Thakur	Deputy Director (Sr.)
K.K. Sharma	Deputy Director (Sr.)
Ranjan Dwivedi	Deputy Director (Sr.) (Relieved on 19.6.95)
Smita Sabhlok	Deputy Director (Sr.) (Study Leave)
Harsh Mander	Professor
Amarjeet Sinha	Deputy Director (Sr.)
P. Michael V. Siromony	Deputy Director (Sr.)
A. Santhosh Mathew	Professor of Social Management
Sanjeev Chopra	Deputy Director (Joined on 18.12.1995)

Faculty Of Management

Sanjeev Sabhlok	Professor (on leave)
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Faculty Of Law

D. Banerjea	Consultant, SOFTRAIN & Coordinator, Law
V.K. Gupta	Professor
P.K. Bandopadhyay	Assistant Professor (Relieved on 29.5.95)
Inder Jeet Malhotra	Reader
M.L. Gandhi	Reader (Relieved on 31.5.1995)

Faculty Of Economics

Atindra Sen	Professor (Relieved on 23.11.95)
Brijpal Singh	Professor
Neela Mukherjee	Professor
Praveen Jha	Assistant Professor (Relieved on 20.12.1995)

Faculty Of Indian History And Culture

Sarojini G. Thakur	Professor
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Faculty Of Political Theory And Constitutional Law

M. Muthuswamy	Reader
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Faculty Of Languages

Prem Shankar	Reader
Manjulika Singh	Assistant Professor
Tuman Singh	Assistant Professor
M.R. Unnithan	Instructor, Malyalam and Kannada
Alka A. Kulkarni	Instructor, Gujarati and Marathi
Manjushree Roy	Instructor, Oriya and Bengali
A. Nallasamy	Instructor, Tamil and Telugu
Arshad Nandan	Instructor, Urdu and Punjabi
K.B. Singha	Instructor, Assamese and Manipuri

Training Research And Development Cell

S.K. Ghosh	Reader (Relieved on 14.3.1995)
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Centre For Micro-Planning And Regional Studies

R.K. Dar	Sr. Emeritus Fellow
H. Ramachandran	Professor
G.S. Shastri	Reader

Land Reforms Unit

D. Bandopadhyay	Sr. Emeritus Fellow
S.R. Sankaran	Professor Emeritus
P.S. Appu	Professor Emeritus
G. Chakravorty	Research Associate
P.R. Harikrishnan	Sr. Programmer

Centre For Sustainable Development

Nira Ramachandran	Coordinator
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National Informatics Centre Training Unit

Ahmad Cameron	Principal Systems Analyst & Head (Relieved on 28.11.95)
Gautam Mukherjee	Principal Systems Analyst & Head (Since 29.11.95)
M. Chakraborty	Principal Systems Analyst
P.K. Joshi	Senior Systems Analyst
Himvijay Kant	System Engineer (Expired on 3.7.95)
Piyush Srivastava	Systems Analyst (Joined on 17.11.95)
Manu Tiwari	Programmer (Relieved on 11.8.95)
Pankaj Aggarwal	Programmer (Relieved on 23.1.95)
Bhupesh Kumar Bist	Programmer (Relieved on 11.11.95)
Manish Walia	Assistant Programmer

Library

Inder Deo	Principal Library and Information Officer
V. Patnaik	Assistant Library and Information Officer
R.K. Arora	Assistant Library and Information Officer

Reprographic Unit And Computer Centre

P.R. Harikrishnan	Consultant and Senior Programmer
Santulan Chaubey	Programmer

Physical Training

S.S. Rana	PTI
Jai Chand Singh	SAI Volley Ball, Coach
Prithi Singh	Asstt. Physical Training Instructor
Arjun Singh	Riding Instructor
Sukhbir Singh	Riding Instructor
Raj Singh	Asstt. Riding Instructor

Medical

Dr. M.S. Rana	Chief Medical Officer
Dr. Anita Verma	Lady Medical Officer

Raj Bhasha

Sher Singh	Hindi Officer
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S. No.	Name of the Course	Venue	Duration	Schedule	For Whom	Coordinator/ Associate Coordinator	No. of Participants
1.	IAS Professional Course Phase-I	Main Campus	24 weeks	17.12.94 to 2.6.95	IAS Officers Trainees (1994 batch)	CD : Harsh Mander ACD : PMV Siromony, AS Mathew, PK Jha	80
2.	Training of Trainers Course on Decentralised	SKIP A, Ranchi	12 days	14.1.95 to 25.1.95	Experts and State trainers in Decentralise	Coord: H. Ramachandran	23

	Planning and Panchayati raj Institutions				d Planning	Asso Coord: A.K. Dimri	
3.	Micro-Planning for Sustainable Development	Main Campus	12 days	13.2.95 to 24.2.95	Central/State Government officers of Forest and Administrative Departments	Coord: PMV Siromony Asso Coord: Nira Ramachandran	12
4.	Training Course on Supervision of DPEP	IB Campus	9 days	22.2.95 to 2.3.95	All India Service/Group "A" officers/Academicians	Coords VK Agnihotri & H. Ramachandran	22
5.	Workshop to	NRR	2 days	28.2.95	Personnel	Coord : 20	

	discuss the Manual on Decentralised Planning under FAO Project	C		to 29.2.95	involved in policy making, funding and implementation of progress on children	H. Ramachandran Asso Coord : H.C. Pokhriyal	
6.	Workshop on Children in India	IB Campus	3 days	13.3.95 to 15.3.95	All India Service/ Group "A" officers/ academicians	Coord : Amarjeet Sinha Asso Coord: A.S. Mathew	20
7.	Twenty Seventh Regional Science	NRR C	2 days	20.3.95 to 21.3.95	Faculty of ATIs/ NGOs	Coord : H.C. Pokhriyal	40

	Conference						
8.	Gender Planning training Programme	IB Campus	5 weeks	3.4.95 to 5.5.95	IAS officers of 17-20 years service	Coord: Sarojini G. Thakur Asso Coord: Amarjeet Sinha	26
9.	Training Programme for IAS Officers (17-20 years service)	IB Campus	3 weeks	8.5.95 to 26.5.95	IAS officers of 17-20 years service	CD : N.C. Saxena ACD: Atindra Sen	21
10.	Training Course on Supervision of DPEP	NRR C	1 week	24.5.95 to 30.5.95	All India Sevice/ Group "A" officers /	Coords: V.K. Agnihotri & H.	16

					academicians	Ramachandra	
11.	Training Programme for IAS officers (10-16 years service)	IB Campus	3 weeks	5.6.95 to 23.6.95	IAS Officers of 10-16 years service	CD : V.K. Agnihotri ACD: Padamvir Singh, H. Ramachandra	24
12.	IAS Professional Course Phase-II	Main Campus	9 weeks	12.6.95 to 11.8.95	IAS Officer trainees (1993-95 batch)	CD : Ashok Thakur ACD: PMV Siromony, Amarjeet Sinha	80

13.	National Workshop on Role and Functions of State Finance Commissions	Main Campus	2 days	1.7.95 to 2.7.95	All India Service/ Group "A" officers/ academicians	Coord: H. Ramachandran	60
14.	Revision of Instructional Material in seven Languages	Main Campus	5 days	3.7.95 to 7.7.95	Members of the Language Faculty	Coord: Padamvir Singh	6
15.	LXIX Training programme for IAS officers (Select List)	IB Campus	5 weeks	3.7.95 to 4.8.95	IAS Officers (Promoted or on the select list)	CD : Atindra Sen ACD: P.K. Jha, Ahmad Cameron	28
16.	Training of	NRR	11	24.7.95	Experts and	Coord:	17

	Trainers Course on Decentralised Planning and Panchayati Raj Institutions	C	days	to 3.8.95	State trainers in Decentralised Planning	H. Ramachandran Asso Coord : A.K. Dimri	
17.	Module on Industrial and Group Dynamics	Main Campus	2 days	14.8.95 to 15.8.95	Officers of Titan Industries	Coord: K.K.Sharma	14
18.	Effective Communication Skills	IB Campus	1 week	18.8.95 to 22.8.95	Senior and Middle level officers in central/ State govt./ Public sector undertakings	Coord: K.K.Sharma	19
19.	Liberalisation -	IB	1 week	28.8.95	For IAS	Coord:	24

	Its Impact on Public Administration	Cam pus		to 1.9.95	Officers	V.K. Agnihotri Asso. Coord: H. Ramachandran	
20.	LXI Foundational Course	Main Cam pus	15 weeks	4.9.95 to 15.12.95	All India and some Central Services (Group "A") Officer Trainees	CD: Harsh Mander ACD: PMV Siromony, AS Mathew, PK Jha	231
21.	Training of trainers Course on	NRR C	12 days	4.9.95 to 15.9.95	Experts and State trainers in	Coord: H. Ramacha	20

	Decentralised Planning and Panchayati Raj Institutions.				Decentralise d Planning	ndran Asso Coord: A.K. Dimri	
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PUBLICATIONS

FACULTY OF PUBLIC ADMINISTRATION

Dr. N.C. Saxena

1. Forests, people and Profit: New Equations for Sustainability, Natraj Publications, Centre for sustainable Development, LBSNAA.
2. Towards sustainable forestry in UP Hills, Centre for Sustainable Development, LBSNAA
3. Liberalisation at the State Level: A study of Laws affecting forest product markets. In the Administrator, Vol XL No. 1, January-March, 1995.
4. Gender for Forestry in the Administrator, Vol XL No.3, July-September, 1995
5. Forest Policy and Rural Poor in Orissa, Wastelands New Delhi, November, 1995 - January, 1996.

Dr. V.K. Agnihotri

6. Skills for Effective Administrators, VIKAS
7. Public Policy Analysis and Design, Concept
8. Faculty Manual, SOFTRAIN, LBSNAA, Mussoorie (with Shri S.K. Ghosh)
9. A report on the Workshop on New Economic Policy, The Administrator, 40:1, pp. 161-182 (with H. Ramachandran)

FACULTY OF LAW

Prof. D. Banerjea

10. Monitoring Subordinates - D. Banerjea and Swatantra Sekhlon. In in "Skills for Effective Administrators", 1995.
11. Organising Court Work - D. Banerjea and P.S. Kharola. In "Skills for Effective Administrators".
12. Functions of the Coruse Co-ordinator in In-service Courses - D. Banerjea Faculty Manual, SOFTRAIN, 1995, LBSNAA
13. Duties and Responsibilities of the Controller of Examination - D. Banerjea Faculty Manual, SOFTRAIN, 1995, LBSNAA
14. Law of Contract - Book Review. In the Administrator, Vol. 40 No.2, April-June, 1995
15. Introduction to the Law of Partnership, Book Review. In the Administrator, (Vol. 40 No.2 April-June, 1995)

CENTRE FOR MICRO PLANNING AND REGIONAL STUDIES

Dr. H. Ramachandran

16. Theme editor for the special issue on parks and people of the Seminar No. 426 february, 1995.
17. Sharing the Resources (Co-authored with N.C. Saxena and Nira Ramachandran) : Seminar No. 426 February, 1995.
18. Theme Editor for the special issue of the Administrator on economic reforms : January-March, 1995.
19. A report on the Workshop on New Economic Policy (Co-authored with V.K. Agnihotri). The Administrator : January - March, 1995.
20. Issues, Perspectives and Strategies in Decentralised Planning lead paper presented (with Dr. H.C. Pokhriyal) in the National workshop on Decentralised Planning and remote Sensing organised at Remote Sensing Application Centre, Bhopal June 1-3, 1995.

21. State Finance Commission and Financial Devolution at Decentralised level : Major Issues in Fiscal Federalism paper presented (with Dr. H.C. Pokhriyal) in National Workshop on the Role and Functions of State Finance Commissions, sponsored by Planning Commission, July 1-2, 1995.

Dr. H.C. Pokhriyal

22. Analysis of levels of Development in the Rural Himalayas: an Intra-district Micro Level Study of Tehri Garhwal, U.P. (with Pankaj Naithani) in Journal of Rural Development, Vol. 14, No.2 April-June, 1995 pp 157-166
23. Issues, Perspective and Strategies in Decentralised Planning lead paper presented (with Prof. H. Ramachandran) in the National Workshop on Decentralised Planning and Remote Sensing Organised at Remote Sensing Application Centre, Bhopal, Juen 1-3, 1995.
24. State Finance Commission and Financial Devolution at Decentralised Level: Major Issues in Fiscal Federalism paper presented (with Prof. H. Ramachandran) in National Workshop on the Role and Functions of State Finance Commission, sponsored by Planning Commission, July 1-2, 1995.
25. Sustainable Urban Development in the Mountains : A Study of the UP Himalayas, paper presented in the Workshop on sustainable Development in the Hill Areas sponsored by ODA, and Lal Bahadur Shastri National Academy of Administration, Mussoorie, 6-8 September, 1995.
26. Integrated Area Development Plan for Chakrata Block, A five year tribal Development Block Plan formulated (with

CEMPRES team) for Government of Uttar Pradesh, December, 1995.

27. Organising Secretary Report of the 27th All India Regional Science Conference organised by CEMPRES, LBSNAA, Mussoorie and Regional Science Association, Main theme: Liberalisation and Decentralisation, March 20-March 22, 1995
50 delegates participated from all over India.

Dr. Anil K. Dimri

28. Book Review of New Technology and the Workers Response - Micro Electronics by Amiya - K. Bagchi, The Administrator, Vol XL January-March, 1995.
29. Book Review of Conservation in Developing Countries, problem and prospects by J.C. Daniel and J.S.Serrao, Seminar, No. 426, February, 1995.
30. Tourism boom and Policy Alternates: A case Study of Mussoorie (co-authored with R.P. Juyal), Agrarians More, July-September, 1995.
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