

Annual Report
2025-2026
(1st April, 2025 to 31st March, 2026)



**LAL BAHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION,
MUSSOORIE, UTTARAKHAND**

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INTRODUCTION

1. Introduction

The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, is Government of India's premier institution for the training of higher civil services in the country.

1 (i) History of the Academy

On April 15, 1958, the then Union Home Minister Pandit Govind Ballabh Pant announced in the Lok Sabha, that the Government would set up a National Academy of Administration, where training would be given to all the recruits of the Civil Services. The Ministry of Home Affairs also decided to amalgamate the IAS Training School, Delhi and the IAS Staff College, Shimla to form a National Academy of Administration to be set up in Mussoorie's Charleville Estate. On the first day of September, 1959 curtains were drawn on the training in Metcalfe House. Union Home Minister Pandit Govind Ballabh Pant was instrumental in effecting this shift to Mussoorie.

The Charleville Hotel was built in 1854 by General Wilkinson on the grounds of Chajauli Estate, a part of the abutting Chajauli Patti. The grounds of Happy Valley were acquired in 1904 by the brewer V.A. Mackinnon.

The main building of the erstwhile Charleville complex was destroyed in a fire in 1984. However, its old architecture can still be seen in some of the buildings inside the main campus of the Academy. The Ladies' Block and the G.B. Pant Block were damaged in the earthquake of 1991 and on these two sites, the two new buildings viz. 'Dhruvshila' and 'Kalindi Guest House' came up. A part of the "Happy Valley Club" extending right below the Charleville Hotel, now belongs to the Academy. This has the horse-riding ground, the shooting range and the sports club. The racecourse and polo ground are the later additions to the academy premises. It is used for housing the horse-riding establishment and conducting various sports events.

In October 1972, the name of the Academy was changed to "Lal Bahadur Shastri Academy of Administration" and in July 1973 the word "National" was added to it. The Academy is now known as the "Lal Bahadur Shastri National Academy of Administration" (LBSNAA). There have been subsequent expansions and several new buildings have been constructed and others acquired over the years.

1 (ii) Academy Mission

Mission

“We seek to promote good governance by providing quality training towards building a professional and responsive civil service in a caring, ethical and transparent framework.”

Core Values



Serve the Underprivileged

“Be humane in your approach while dealing with people; be the voice of the underprivileged and be proactive in addressing any injustice against them. You can achieve success in this Specialize if you act with integrity, respect, professionalism and collaboration”.

Integrity

“Be consistent in your thoughts, words and actions which will make you trustworthy. Have courage of conviction and always speak the truth to even the most powerful, without fear. Never ever tolerate any degree of corruption, be it in cash, kind or intellectual honesty”.

Respect

“Embrace diversity of caste, religion, colour, gender, age, language, region, ideology and socio-economic status. Reach out to all with humility and empathy. Be emotionally stable; grow with confidence and without arrogance”.

Professionalism

“Be judicious and apolitical in your approach; be professional and completely committed to your job with a bias for action and results; and continuously pursue improvement and excellence”.

Collaboration

“Collaborate in thoughts and actions by engaging deeply with all to evolve consensus. Encourage others, promote team spirit and be open to learning from others. Take initiative and own responsibility”.



“योगः कर्मसु कौशलम् ”
(Excellence in Action
)

Our Motto

“ शीलं परमं भूषणम् ”
(Character is the Utmost Virtue)

Mission Karmayogi



To forge Karmayogis out of Civil Servants, by transforming them to be;

- Creative & Constructive,
- Imaginative & Innovative,
- Proactive & Polite,
- Professional & Progressive,
- Energetic & Enabling,
- Transparent & Tech Enabled

To make citizen centric and future ready civil service with right attitude, skills and knowledge aligned to vision of New India;

To develop key core competencies i.e. Domain (Right Knowledge), Functional (Right Skills), Behavioural (Right Attitudes).

Administration

2 (i) Faculty & Administration in the Academy (as on 31.03.2026)

Designation	Name - Shri/Ms.
Director	Sriram Taranikanti
Joint Director	Sowjanya
Joint Director	Udit Agrawal
Deputy Director (Sr.)	Dr. Bagadi Gautham
Deputy Director (Sr.)	Priyanka Das
Professor of Economics	Ritika Narula
Deputy Director (Sr.)	Ganesh Shankar Mishra
Deputy Director (Sr.)	Shanmuga Priya Mishra
Deputy Director (Sr.)	D Mahesh Kumar
Deputy Director (Sr.)	Deep Jagdip Contractor
Deputy Director (Sr.)	Shweta Teotia
Deputy Director (Sr.)	Rajesh Meena
Deputy Director (Sr.)	Dr. Anupam Talwar
Deputy Director	Aswathi S
Deputy Director	Prem Kumar V R
Professor of Economics	Arvind Kumar
Reader in Law	Dr. Sachiv Kumar
Reader in Hindi	Dr. Bhawana Porwal
Prof. of Pol. Theory and Const. Law	Romeo Vincent Tete
Assistant Director	Gautam Thapliyal
Assistant Director	Ankita Dhanda
Assistant Director	Aakanksha Kulshrestha
Asstt. Professor of Hindi	Sarfaraz Hussain Khan
Principal Library & Information Officer	Siva Prasad Senapati
Sr. Medical Officer	Dr. Mayank Badola

Designation	Name - Shri/Ms.
Medical Officer	Dr. Yalla Sai Vamsi Krishna Reddy
Principal Private Secretary	Vijendra Singh Rana
Senior Private Secretary	Ashish Kumar Patel
Senior Private Secretary	Laxmi Prasad
Senior Private Secretary	M. K. Tyagi
Private Secretary	Sunil Negi
Private Secretary	Neeraj Kumar
Private Secretary	Darshani
Private Secretary	Tarun Kumar Sharma
Asstt. Library & Information Officer	S. K. Bharti
Asstt. Library & Information Officer	Rajender Bist
Asstt. Library & Information Officer	Bhupinder Kaur
Administrative Officer	Pawan Kumar Pal
Administrative Officer	Mukesh Kumar Garg
Administrative Officer	Prashant Kumar
Administrative Officer	Rakesh Chandra
Asstt. Administrative Officer	Naresh Kumar Gupta
Asstt. Administrative Officer	C.S Subburaj
Asstt. Administrative Officer	Pramila Bahuguna
Asstt. Administrative Officer	D. C. Lohani
Asstt. Administrative Officer	Arvind Goyal
Asstt. Administrative Officer	Nishant Joshi
Asstt. Administrative Officer	Raj Kumar Shod
Riding Instructor	Ris Maj Nirnanjan Ohlyan
Riding Instructor	Joginder Singh

Designation	Name - Shri/Ms.
Asstt. Riding Instructor	Sangram Singh

Major Sections of the Academy (as on 31.03.2026)

Name of the Section	Broad scope of work
Administration	➤ Appointment of Professors, Readers, Assistant Professors, Promotion of Non-Gazetted and Gazetted Group 'B' officers. ➤ Correspondence for service matters of probationers. ➤ Assessment report of Foundation course, Phase-I and Phase-II probationers. ➤ Leave and Personnel matters of Probationers of Foundation Course, Phase-I, Phase-II. ➤ Preparation of pension papers of Gazetted and Non-Gazetted Staff members. ➤ Training of LBSNAA Faculty and Staff Development etc.
Accounts	➤ Preparation & disbursement of monthly salary of LBSNAA officials, Settlement of employee claims like CEA, Medical, TA /DA & LTC ➤ Bill processing for payment related to vendors / suppliers after due verification ➤ Timely uploading of NPS contribution/ monthly TDS (Income Tax) quarterly & TDS (GST) monthly ➤ Preparation of budget report (BE & RE) & periodic monitoring ➤ Reconciliation of Budget monthly basis with bank statement & submission of certificate in this regard to PAO, DPAR New Delhi ➤ Demand raised by LBSNAA to State Govt/ Service against expenditure made by LBSNAA training of Officers Trainees during FC/Phase-I, Phase-II

Name of the Section	Broad scope of work
Controller of Examinations	➤ Various works related to preparation for conducting Examinations for Officer Trainees of FC, Phase-I, Phase-II, to distribute format for examination to concerned faculty coordinator and collect information etc. ➤ Coordination with Jawaharlal Nehru University, Delhi regarding Masters degree and Diploma for the Officer Trainees ➤ Coordination with Executive Diploma Programme (in Law), conducted by National Law University, Delhi
Computer Centre	➤ Coordination for Installation and System Integration of all new components in the Academy ➤ Provide Desktop/Laptop Computer Distribution/Installation & Inventory control etc.
Estates	➤ Works related to maintenance work with CPWD, NGO issues. ➤ Various civil and electrical requirements for repair, maintenance, Shramdan staff and OTs, Swachata Action plan implementation in the Academy, solar system implementation. ➤ Maintenance of hostel and housekeeping, laundry, horticulture related works. ➤ Allocation of residences to faculty, staff, and others as per time to time requirement etc.
Library	➤ Acquisition, ordering, receiving and accessioning of Books & Audio-Visual materials, Data entry of the purchased titles in the Library Software KOHA ➤ Classification of the Books as per DDC classification Scheme, cataloguing books, assigning key words, Barcoding and RFID tagging, Preparation of Bibliographies and lists & Shelving

Name of the Section	Broad scope of work
	➤ Subscription of Periodicals, Journals, e-resources and Magazines and their yearly renewals, Mapping in MyLOFT remote access platform for off campus and in-campus access of the resources ➤ Maintenance & User Account Management of KOHA & RFID system including AMC ➤ Circulation and maintenance of the Self-check-out and Book drops, Management of unit libraries of hostels and lounges, Exhibitions and Books Fairs ➤ Display & Circulation of daily news and New arrivals
TRPC	➤ Preparation and issue of Training Calendar. ➤ Duties concerning constitution and working of the Board of Studies. ➤ Conducting Training Need Analysis in collaboration with other institutions. ➤ Preparation of Annual Reports, Development of Case Studies ➤ Correspondence with DoPT and other Institutions. ➤ All work relating to publication of Academy Journal - The Administrator ➤ All works and correspondence relating to the meeting of Administrative Training Institutes (ATIs) & Central Training Institutes (CTIs). ➤ Conduct of ACM meetings. ➤ Works related to MoUs with various organisations.

Name of the Section	Broad scope of work
Training Induction	➤ All work related to Foundation Course, Phase-I, District Training, ASP & Phase-II. ➤ Himalayan & Short Treks, India Day Celebration/ Exhibitions etc., Kevadia Visit. ➤ Custodian of OTs' individual/personal files. ➤ Preparation of Course Manual (FC, Phase I & Phase II)
Raj Bhasha	➤ भारत सरकार, राजभाषा विभाग द्वारा निर्धारित कार्यक्रम के अनुरूप, 'क', 'ख' तथा 'ग' क्षेत्रों के साथ हिंदी पत्राचार सुनिश्चित करना । ➤ प्रभारी, राजभाषा की अध्यक्षता में प्रत्येक तिमाही में राजभाषा कार्यान्वयन समिति की बैठकों का आयोजन करना तथा विभिन्न अनुभागों में राजभाषा हिंदी में किए जा रहे कार्य की समीक्षा करना ।
Protocol	➤ All works related to Deployment of Govt. Vehicles/Taxis in various courses.
Store & Supply	➤ Custody, Issue and Maintenance of Dead Stock items, equipment and Condemnation of Un-serviceable items. ➤ All types of purchases related to the courses /Academy etc.
Security Section	➤ Visit to the Academy by various schools / institutions / delegation. ➤ Custody of Parcels of Officer Trainees/Participants. ➤ Issue of Identity Cards for Participants of all courses including staff. ➤ Security of Academy Premises.
Training MCTP	➤ Matters related to Mid-Career Training Programmes (MCTP) i.e. IAS Phases III, Phase-IV, Phase-V,

Name of the Section	Broad scope of work
	➤ JCM and Common Mid-Career Training Programme. ➤ All aspects of the training courses, including logistics, travels, outdoor activities, inviting nominations, correspondence with DoPT, State Government/Government of India/CCAs etc.

2 (ii) Financial Statement of LBSNAA

Budget allocation of LBSNAA is made under “Demand No. 074 – Ministry of Personnel, Public Grievances & Pensions”. The provision includes establishment-related expenditure under Non-Scheme (Revenue). The budget allocation is made for various core activities of the Academy, including training programmes such as the Foundation Course, Mid-Career Training Programmes, etc.

Infrastructure-related expenditure was provided under Scheme (Revenue) and Scheme (Capital) for improvement of infrastructure and upgradation of essential facilities at LBSNAA. However, the Scheme for “Improvement of Infrastructure and Upgradation of Essential Facilities at LBSNAA” has been discontinued with effect from FY 2026–27. Consequently, no budget allocation has been made under Scheme (Revenue) and Scheme (Capital) from FY 2026–27 onwards, and the expenditure on such activities is being met from the relevant regular budget heads of the Academy.

The details of actual expenditure for FY 2022–23 to FY 2025–26 and budget allocation for FY 2026–27 are as under:

(Figure in thousands)

Sl. No.	Non-Scheme (Revenue) Establishment (0204)	Actual Expenditure				Budget Allocation
		2022-23	2023-24	2024-25	2025-26	2026-27
1	Salaries	1,22,600	1,19,649	1,20,578	1,25,228	1,35,000
2	Wages	46,000	71,067	95,598	99,602	1,00,000
3	Rewards	-	1,646	1,002	919	1,000
4	Medical	7,000	6,779	8,893	8,076	9,000
5	Allowances	-	67,191	81,587	94,845	1,00,000
6	LTC	-	1,559	2,107	1,400	2,500
7	Training Expenses	-	1,246	16	1,000	2,000
8	Domestic TA	5,400	5,770	7,460	8,747	9,000
9	Foreign TA	-	0	290	0	500
10	Office Expense	1,08,845	87,491	1,25,242	1,16,414	1,30,000

Sl. No.	Non-Scheme (Revenue) Establishment (0204)	Actual Expenditure				Budget Allocation
		2022-23	2023-24	2024-25	2025-26	2026-27
11	Rent, Rates & Taxes	1,998	2,979	1,383	2,179	3,500
12	Printing & Publications	644	633	451	350	1,700
13	Rents for others	-	716	152	0	1,000
14	Other Admin Expenses	290	-	-	-	-
15	Digital Equipment	-	1,817	423	1,630	2,500
16	Fuel and Lubricants	-	9,616	4,775	9,984	10,000
17	Minor Civil & Electric works	2,500	2,723	1,595	0	11,000
18	Professional Services	2,49,664	2,64,342	87,889	14,715	15,000
19	Repair & Maintenance	-	2,666	697	933	8,800
20	Grants-in-Aids	500	500	500	500	500
21	Bank & Agency charges	-	521	0	180	500
22	Other Revenue Expenditure	3,767	4,954	4,415	1,563	7,500
	Total	5,49,208	6,53,865	5,45,053	4,88,265	5,51,000

(Figure in thousands)

Sl. No.	Canteen(0205)	Actual Expenditure				Budget Allocation
		2022-23	2023-24	2024-25	2025-26	2026-27
1	Salaries Canteen	2,847	125	0	1,690	2,800
2	Medical Canteen	199	116	296	16	350
3	Allowance Canteen	-	73	0	1,318	1,200
4	LTC Canteen	-	8	0	0	50
	Total	3,046	322	296	3,024	4,400

(Figure in thousands)

Sl. No.	Swachhta Action Plan(0296)	Actual Expenditure				Budget Allocation
		2022-23	2023-24	2024-25	2025-26	2026-27
1	Swachhta Action Plan	451	728	596	742	800
	Total	451	728	596	742	800

(Figure in thousands)

Sl. No.	MCTP (0206)	Actual Expenditure				Budget Allocation
		2022-23	2023-24	2024-25	2025-26	2026-27
1	Professional Service	59,994	1,14,488	80,244	79,658	80,000
	Total	59,994	1,14,488	80,244	79,658	80,000

(Figure in thousands)

Sl. No.	Induction Training programme (0207)	Actual Expenditure				Budget Allocation
		2022-23	2023-24	2024-25	2025-26	2026-27
1	Professional Service	-	-	1,25,341	1,68,242	1,25,000
	Total	-	-	1,25,341	1,68,242	1,25,000

(Figure in thousands)

Sl. No.	Domain Specific Training Programme (0208)	Actual Expenditure				Budget Allocation
		2022-23	2023-24	2024-25	2025-26	2026-27
1	Professional Service	-	-	13,513	19,415	20,000
	Total	-	-	13,513	19,415	20,000

(Figure in thousands)

Sl. No.	Scheme Capital (4059)	Actual Expenditure				Budget Allocation
		2022-23	2023-24	2024-25	2025-26	2026-27
1	Information, Computer, Telecommunication Equipment (ICT)	375	8,330	1,24,999	39,300	-
2	Buildings & Structures		1,77,814	1,69,990	2,99,960	-
3	Furniture and Fixtures		7,484	3,932	297	-

4	Other Fixed Assets		6,673	8,278	5,666	-
5	Land		0	6,98,395	0	-
	Total	375	2,00,301	10,05,594	3,45,223	-

(Figure in thousands)

Sl. No.	Capital (4070)	Actual Expenditure				Budget Allocation
		2022-23	2023-24	2024-25	2025-26	2026-27
1	Motor Vehicles	-	230	0	984	3,000
2	Machinery & Equipment	-	14,100	13,770	14,812	11,500
3	ICT	-	1,871	21,019	24,775	34,000
4	Furniture & Fixture	-	13,826	12,592	8,873	10,000
5	Building and structure	-	-	-	-	1,06,000
6	Others fixed assets	-	-	-	-	5,900
7	Land	-	-	-	-	100
	Total	-	30,027	47,381	49,444	1,70,500

(Figure in thousands)

Sl. No.	Scheme Revenue(2070)	Actual Expenditure				Budget Allocation
		2022-23	2023-24	2024-25	2025-26	2026-27
1	Office Expense	173	63,633	78,183	49,911	-
2	Minor Civil & Electric Works		30,000	40,359	64,959	-
3	Repair & Maintenance		32,650	49,608	50,764	-
4	Other Revenue Expenditure		52,995	37,385	10,435	-
	Total	173	1,79,278	2,05,535	1,76,069	-

2 (iii) NIC Training Unit (NICTU)

The NIC Training Unit (NICTU) continues to play a pivotal role at the Lal Bahadur Shastri National Administration Academy (LBSNAA) Academy in (a.) strengthening digital competencies and ICT infrastructure, (b.) promoting technology-enabled governance, designing, and (c.) designing & delivering customized, skills-based training programmes on various aspects of Information and Communication Technology (ICT), as per LBSNAA's requirements.

Training delivered by NICTU focused on data-driven decision-making and the effective use of collaborative, productivity-enhancing digital tools at the field level. Participants received hands-on, case-studies-based training in Data Analytics using Artificial Intelligence and Machine Learning (AI/ML), Generative AI, Business Intelligence tools, Data Visualization, Data Summarization, e-Office, Office Productivity Tools, e-Governance initiatives and IT-enabled governance practices at the Central, State, District, and sub-district levels.

NICTU coordinated and collaborated with course coordinators, CISO and Deputy Director Senior Incharge of Technology/ IT sector at LBSNAA, and also with DG NIC, IIM Bangalore, Income Tax Department, Railways, IBM, and many others. This was done to address LBSNAA's ICT requirements and to facilitate distinguished Subject Matter Experts (SMEs) as guest speakers for LBSNAA's training programmes.

The beneficiaries of NICTU's training interventions at LBSNAA Mussoorie campus, included:

- Induction-level and Mid-Career Training Programme participants from various Civil Services, mainly IAS officers of different levels of seniority;
- Functional-level officers such as District Magistrates;
- Officials of the Rajya Sabha Secretariat;
- Research Associates, Teaching Associates, and staff of the Academy.

Beyond LBSNAA and as its ICT faculty, NICTU team delivered specialized sessions for the training programmes of the following premier training institutions: -

1. YASHADA, Pune, for officials of State Administrative Training Institutes and the Rajya Sabha Secretariat;
2. National Academy of Customs, Indirect Taxes and Narcotics, Andhra Pradesh, for participants of the 2024 Special Foundation Course;
3. National Communications Academy-Finance, New Delhi, for participants of the 2024 Special Foundation Course.
4. Mahatma Gandhi State Institute of Public Administration (MGSIPA), Chandigarh for participants of the 2024 Special Foundation Course.
5. Sardar Patel Institute of Public Administration (SPIPA), Ahmedabad for participants of the 2024 Special Foundation Course.

6. Dr. MCR Human Resource Development Institute, Hyderabad for participants of the 2023 Special Foundation Course.
7. Pandit Deendayal Upadhyay Centre for Training and Research in Financial Administration, Dehradun for participants of Foundation Course for Uttarakhand PCS Officer Trainees.

NICTU played a key role in the successful design and implementation of a Wekan-based Project Management Solution and a PrivateGPT-powered Chatbot Platform at LBSNAA and for the Government of Maharashtra. NICTU coordinated with the NITI Aayog for the establishment and inauguration of the Viksit Bharat Strategy Room (VBSR) at DigiTAG Arena, LBSNAA. The facility integrates a large digital visualization wall, advanced analytics, and AI-powered chatbot capabilities to support strategic decision-making, policy analysis, and collaborative learning.

NICTU successfully implemented the eSAM application for Asset management, and coordinated the rollout of the Swagatam application for visitor's management at the Academy. It coordinated and arranged continuous support for the resolution of network, e-mail, and ICT-related issues, ensuring reliable digital services in alignment with the Academy's operational and technological requirements.

NICTU developed a suite of Analytical Data Dashboards that have empowered the Academy's top management with real-time insights for optimized resource allocation and operational efficiency. These dashboards support functions such as vehicle utilization monitoring and hostel occupancy management. The solutions were demonstrated to training programme participants as examples of data-driven governance and were also showcased to the Government of Uttarakhand for potential adoption and wider implementation.



2 (iv) Gandhi Smriti Library

The Academy has a well-stocked and fully computerized library, known as the Gandhi Smriti Library, situated amidst scenic surroundings that offer a panoramic view of the majestic Himalayas and a serene sense of harmony with nature. The library houses a rich collection of books, journals, reports, electronic resources, and multimedia materials to support the academic, training, and research needs of officers, officer trainees, faculty members, and staff. The complete online catalogue of the library is accessible at <https://gsl.lbsnaa.gov.in>

The books and CDs/DVDs are RFID-enabled. A self-service issue/return kiosk is installed near the circulation counter, enabling users to issue, renew, and return books independently. In addition, RFID-enabled book return drop kiosks are located at the entrances of the Karmashila and Gyanshila buildings, allowing users to return books without visiting the library. This facility is available 24×7, ensuring convenient and seamless access to library services.

Gyanlok Collection

This section houses a collection covering economic, social religious, philosophical, cultural and political history of India and the world, old Gazetteers, manuals, Guide-books, yearly reference works, census material, official reports, reserve bank surveys and other reports, Administrative reports and histories, constitutional and parliamentary papers and compilation in book form of day-to-day historical events.

Library Collections

The Gandhi Smriti Library is a treasure trove of knowledge resources, housing approximately 1.86 lakh documents, including 1,76,962 books, 9,497 bound volumes of journals, and 64 Braille books. The library also maintains a rich multimedia collection comprising 8,496 CDs/DVDs, including lecture recordings, documentaries, and educational films. In addition, the library provides access to 7,927 digitized rare and old books, preserving valuable scholarly and historical resources for future generations.

To support the academic, training, and research requirements of officers, officer trainees, faculty members, and staff, the library subscribes to a wide range of print and electronic resources. These include nearly 2,500 Kindle edition eBooks, 12 electronic databases, 34 e-journals and e-magazines, 18 print newspapers, 62 print magazines, and 61 print journals published by leading national and international publishers.

Establishment of Special Galleries:

The following thematic collections/galleries were established:

- Gandhiana Section: In this section, a total 980 books on and By Mahatma Gandhi are covered.
- Hon'ble President's Collection: 359 Books (Books written by and on various Presidents of India).
- Hon'ble Prime Minister's Collection: 737 Books (Books written by and on various Prime Ministers of India).
- Great Leader's Collection: 485 Books (Books written by and on various Eminent Personalities).
- Rabindranath Tagore Collection: 140 Books (Books written by and on Rabindranath Tagore).
- Bharat Ratna Awardees: 241 Books (Books written by and on Bharat Ratna Awardees).
- Jnanpith and Sahitya Akademi Gallery: In this gallery, a total 792 Books are covered.
- Established 10 Sector: 1269 Books are covered in different sectors.

- Making of the Nation: The Library collected 3280 books written by civil servants/on civil services placed as separate section.

Mini libraries were established during 2025-26 at Alumni Centre, Monastery Hostel, Monastery Estate – JCM Lounge, Kanchenjunga, Namcha Barwa, Nanda Devi, Stok Kangri, Indira Bhawan Library, DIG-FAC, Sardar Patel Learning Centre, Medical Centre Library, Sports Complex

During the year, the Gandhi Smriti Library enriched its collection by adding approximately 3,998 books, comprising 1,039 Hindi books and 2,959 English and other language books. The newly acquired titles cover a wide range of subjects, including public administration, governance, economics, law, management, history, literature, and emerging areas of contemporary relevance. In addition, the Library procured 4 Kindle devices loaded with more than 2,500 e-books, providing users with convenient access to a diverse range of digital reading materials.

The library subscribes to the following E-resources

➤ EBSCO's

- Business Source Complete: database providing a full text contents of more than 3000 journals/journal articles, covering disciplines of business, including marketing, management, management information systems, production & operations management, accounting, finance and economics.
- Econlit with Full Text: database providing full-text articles in all fields of economics, including capital markets, country studies, econometrics, economic forecasting, environmental economics, government regulations, labour economics, monetary theory, urban economics and much more.
- Political Science Complete: database provides more than 340 full-text reference books and monographs and more than 44,000 full-text conference papers, which includes those from the International Political Science Association.
- SocIndex: is a comprehensive sociology research database. It has nearly 900 full-text journals and contains informative abstracts for more than 1,500 core journals dating to 1895.

➤ IndiaStat: IndiaStat is a comprehensive socio-economic statistical database that provides access to authentic and up-to-date data on India. It serves as a valuable reference source for researchers, policymakers, administrators, academicians, and students by offering statistical information collected from various government departments, ministries, commissions, and official publications.

➤ JSTOR is a leading digital library providing access to more than 2,800 scholarly journals from leading academic publishers and research institutions worldwide. It covers subjects such as public administration, political science, economics, history, law, education, and social sciences.

➤ Indianjournals.com: (Business, Economics and Management) covering more than 33 Indian academic journals and research publications in the fields of Business,

Economics and Management.

- Manupatra: A comprehensive legal database providing access to Indian and international case laws, statutes, regulations, notifications, legal articles, and commentaries.
- SCC Online: A premier legal research database covering judgments of the Supreme Court, High Courts, Tribunals, and Commissions, along with statutory materials, international legal resources, and foreign jurisdictions.
- EPWRF India Time Series: EPWRF India Time Series is a comprehensive statistical database providing access to 33 modules covering a wide range of economic, financial, industrial, agricultural, infrastructure, social, and environmental indicators of India.
- EBC Reader: EBC Reader is a comprehensive digital legal library that provides access to about 1,100 legal e-books and volumes, including commentaries, manuals, bare acts, law journals, digests, dictionaries, and reference materials published by Eastern Book Company.
- LiveLaw: LiveLaw is a leading legal news and information portal that provides comprehensive coverage of the Supreme Court, High Courts, Tribunals, legislative developments, and significant legal issues.
- Bar and Bench: Bar and Bench is a leading legal news and analysis platform that covers developments in the judiciary, legal profession, law firms, legislation, and public policy.
- CaseMine: CaseMine is an AI-powered legal research database that provides access to millions of judgments, statutes, legal documents, and case laws..
- Magzter: Magzter is a digital magazine and newspaper platform that provides access to about 10,000 magazines and newspapers across the world in multiple languages.

Remote Access Software

- MyLOFT (My Library on Fingertips): MyLOFT is a remote access platform that enables Officers, Officer's Trainees, Alumni and other users to seamlessly access subscribed e-resources from anywhere, at any time. The platform supports off-campus access, personalized reading lists, alerts, annotations, and collaborative research, thereby extending library services beyond the physical campus. During April 2025 to March 2026, 1253 Number of members registered.

2 (v) Medical Centre

The Medical Centre at the Lal Bahadur Shastri National Academy of Administration (LBSNAA) provides comprehensive healthcare services to Officer Trainees, participants of training programmes, faculty members, staff, and their dependents. The Centre offers outpatient (OPD) services and round-the-clock emergency medical care to ensure timely medical assistance.

To strengthen healthcare delivery and address the growing medical needs of the Academy community, three Medical Officers were engaged on a contractual basis during the year, supplementing the services of two regular Medical Officers. Specialist consultations in Orthopaedics, Gynaecology, Paediatrics, Ophthalmology, and Psychiatry were also available.

The Centre is equipped with essential diagnostic facilities, including Electrocardiography (ECG), laboratory services, X-ray, and physiotherapy. A fully functional Dental Unit provides preventive and curative dental care, including restorative procedures, root canal treatment, scaling and polishing, extractions, and other routine dental services.

Patients requiring advanced investigations or specialized treatment are referred to CGHS-empanelled hospitals and diagnostic centres in Mussoorie and Dehradun. Telemedicine services, provided in collaboration with AIIMS Rishikesh, facilitate access to specialist consultations and ensure continuity of care.

During 2025–26, the Medical Centre actively promoted preventive healthcare through awareness programmes conducted during the Foundation Course and Phase I and Phase II training programmes. Sessions on mental health, stress management, lifestyle disorders, and preventive healthcare were organized regularly. The Centre also conducted blood donation camps and health camps as part of its community outreach initiatives.

During the year, more than 25,000 patients availed OPD services at the Medical Centre. Of these, approximately 1,900 patients received indoor patient (IPD) care for short-term observation and treatment, including around 1,700 Officer Trainees and programme participants.

Regular health check-ups and screening programmes were conducted for Officer Trainees, faculty members, and staff to facilitate early detection and management of health conditions. An eye screening and consultation camp was organized, and fortnightly ophthalmology consultation services were arranged in collaboration with a reputed eye hospital in Dehradun.

Major Health Camps and Programmes Conducted During 2025–26

Sl. No.	Programme / Camp	Beneficiaries / Outcome
1	Blood Donation Camp (June 2025)	59 voluntary blood donors participated.
2	Trauma Management Training for Medical Centre Staff	30 staff members attended the programme.
3	Blood Donation Camp for the 100th Foundation Course	136 donors participated, including 121 Officer Trainees.
4	Health Awareness and Screening Camp for Kendriya Vidyalaya Students	Approximately 200 students were examined and screened.

Sl. No.	Programme / Camp	Beneficiaries / Outcome
5	Liver Fibrosis Screening Camp	272 beneficiaries were screened.
6	Eye Screening and Consultation Camp	355 patients received screening and consultation services.
7	Gynaecology Health Camp	58 patients received specialist consultation and examination.

The Medical Centre continues to play a vital role in promoting the health and well-being of the Academy community through quality healthcare services, specialist support, preventive health initiatives, and community outreach activities. The Centre remains committed to ensuring a healthy, safe, and productive environment for all stakeholders of the Academy.

Ayush Wellness Centre:

The Ayurveda Wellness Centre at LBSNAA, operates in collaboration with the All India Institute of Ayurveda (AIIA), New Delhi, with the objective of promoting preventive, promotive, and holistic healthcare. The Centre provides a range of Ayurveda-based healthcare services, including Outpatient Department (OPD) consultations, Panchakarma therapies, telemedicine facilities, lifestyle counseling, and yoga consultations.

During the reporting period, the Centre provided OPD services to 1,843 patients and conducted 2,791 Panchakarma procedures. In addition, seven Ayurveda outreach camps were organized in villages surrounding Mussoorie, benefiting 547 patients. These initiatives have contributed significantly to extending the reach of Ayurveda-based healthcare services and promoting community well-being in the region.

2 (vi) Rajbhasha Anubhaag

भारत सरकार के कार्यालयों में संघ की राजभाषा नीति का अनुपालन सुनिश्चित करने के लिए, लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी में राजभाषा अनुभाग की स्थापना की गई। यह अनुभाग, निदेशक के समग्र मार्गदर्शन तथा पर्यवेक्षण में कार्य करता है। राजभाषा नीति के उद्देश्य के अनुरूप सरकारी कामकाज में हिंदी के अधिकाधिक प्रयोग को बढ़ावा देने के लिए राजभाषा अनुभाग निरंतर प्रयासरत है। अनुभाग अकादमी में विभिन्न अनुभागों से संबंधित अनुवाद अर्थात् दस्तावेजों का हिंदी अनुवाद, मुहर, नामपट्ट, बैनर, विजिटिंग कार्ड इत्यादि को नियमित रूप से हिंदी में उपलब्ध कराने का कार्य भी संपन्न करता है। इसके अलावा भारत सरकार की राजभाषा नीति के कार्यान्वयन से संबंधित कार्य भी किए जाते हैं। इस अनुभाग द्वारा विचाराधीन वर्ष 2025-26 के दौरान मुख्यतः निम्नलिखित कार्य किए गए:

भारत सरकार, राजभाषा विभाग द्वारा वर्ष 2025-26 के लिए निर्धारित कार्यक्रम के अनुरूप, 'क', 'ख' तथा 'ग' क्षेत्रों के साथ हिंदी पत्राचार सुनिश्चित किया गया। तदनुसार, अकादमी द्वारा 'क' क्षेत्र के साथ 90.17%, 'ख' क्षेत्र के साथ 88.46% और 'ग' क्षेत्र के साथ 73.34% पत्राचार हिंदी में किया गया। राजभाषा अधिनियम की धारा 3 (3) के अंतर्गत जारी किए जाने वाले सभी दस्तावेजों को द्विभाषी रूप

में जारी किया गया। विचाराधीन वर्ष के दौरान, अनुभाग द्वारा अकादमी के पुस्तकालय में हिंदी के प्रचार-प्रसार को बढ़ावा देने के उद्देश्य से हिंदी पुस्तकों की खरीद के लिए सुझाव दिया गया।

संघ की राजभाषा नीति का सम्यक एवं समुचित अनुपालन सुनिश्चित करने और हिंदी के प्रयोग की स्थिति का जायजा लेने हेतु कार्मिक और प्रशिक्षण विभाग द्वारा दिनांक 03 और 04 अप्रैल 2025 को लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी का राजभाषा संबंधी निरीक्षण किया गया।

दिनांक 08 मई, 2025 को संसदीय राजभाषा समिति की पहली उप समिति द्वारा लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी का निरीक्षण किया गया तथा निरीक्षण के उपरांत अकादमी को राजभाषा कार्यान्वयन हेतु उत्कृष्ट प्रमाण-पत्र प्रदान किया गया।



संसदीय राजभाषा समिति से उत्कृष्ट प्रमाण-पत्र प्राप्त करते हुए निदेशक, अकादमी एवं संकाय सदस्य

संसदीय राजभाषा समिति की निरीक्षण रिपोर्ट में कार्यसाधक ज्ञान प्राप्त कार्मिकों को कार्यशाला एवं प्रशिक्षण के माध्यम से हिंदी में प्रवीण बनाने के लिए अकादमी का ध्यान आकर्षित किया गया। इस बिंदु पर अनुवर्ती कार्रवाई हेतु हिंदी भाषा संकाय सदस्यों एवं राजभाषा अनुभाग द्वारा दिनांक 03 सितंबर, 2025 को अकादमी में भाषा कार्यशाला का आयोजन किया गया।

दिनांक 04 सितंबर, 2025 को लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी, मसूरी में ‘**राजभाषा एवं इसके विकास में तकनीक का योगदान**’ विषय पर राजभाषा सम्मेलन का आयोजन किया गया। इस सम्मेलन में अकादमी के कार्मिकों की सक्रिय प्रतिभागिता रही।

राजभाषा विभाग, गृह मंत्रालय के निर्देशानुसार राजभाषा नीति के कार्यान्वयन हेतु उत्साहवर्धक वातावरण तैयार करने के लिए प्रतिवर्ष हिंदी दिवस/सप्ताह/पखवाड़ा आयोजित किया जाता है। इस वर्ष भी अकादमी में दिनांक 14 सितंबर से 29 सितंबर, 2025 तक ‘**दो सप्ताह हिंदी के नाम**’

कार्यक्रम आयोजित किया गया। इस दौरान राजभाषा अनुभाग द्वारा अकादमी के समस्त अधिकारियों/कर्मचारियों/टीए/आरएफ/संविदा कर्मिकों के लिए विभिन्न प्रतियोगिताएं जैसे हिंदी निबंध लेखन, हिंदी काव्य रचना, चित्र आधारित कहानी लेखन, हिंदी टिप्पण एवं आलेखन, हिंदी श्रुतलेखन, राजभाषा नीति संबंधी सामान्य ज्ञान प्रतियोगिता, यूनिकोड के माध्यम से हिंदी टंकण, प्रशासनिक वाक्यांश तथा पारिभाषिक शब्दावली ज्ञान प्रतियोगिता और आधारभूत हिंदी व्याकरण ज्ञान प्रतियोगिताएं आयोजित कराई गईं।

100वें आधारिक पाठ्यक्रम (फाउंडेशन कोर्स) के प्रशिक्षु अधिकारियों ने हिंदी एवं क्षेत्रीय भाषा के प्रचार-प्रसार को बढ़ावा देने के लिए हिंदी एवं क्षेत्रीय भाषा पखवाड़ा कार्यक्रम के दौरान विभिन्न प्रतियोगिताओं का आयोजन किया। इन प्रतियोगिताओं में ट्रेजर हंट, निबंध, काव्य पाठ, ओपन माइक तथा प्रश्नोत्तरी शामिल रहीं। कंचनजंघा हाउस के प्रशिक्षु अधिकारियों ने यह आयोजन राहुल सांकृत्यायन भाषा मंच के माध्यम से किया।

अकादमी की पत्रिका 'सृजन' के 13वें अंक का प्रकाशन किया गया। पत्रिका में अकादमी परिवार के सदस्यों के लेख/रचनाओं को स्थान मिला तथा पत्रिका का प्रकाशन कार्य सफलतापूर्वक संपादित किया गया। 100वां आधारिक पाठ्यक्रम की यादों को संजोने एवं विविधता में एकता की भावना को आत्मसात करते हुए, 'सृजन:100वां आधारिक पाठ्यक्रम-विशेषांक' का प्रकाशन किया गया।



माननीय रक्षा मंत्री, श्री राजनाथ सिंह के कर-कमलों द्वारा 100वें फाउंडेशन कोर्स सृजन विशेषांक का विमोचन

राजभाषा हिंदी की उत्तरोत्तर प्रगति का जायजा लेने हेतु राजभाषा विभाग, गृह मंत्रालय, क्षेत्रीय कार्यान्वयन कार्यालय (उत्तरी क्षेत्र-2), गाजियाबाद द्वारा दिनांक 27 अक्टूबर, 2025 को लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी, मसूरी का राजभाषा संबंधी निरीक्षण किया गया।

समीक्षाधीन वर्ष 2025-26 में कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय की हिंदी सलाहकार समिति की 15वीं बैठक दिनांक 28 अप्रैल, 2025 तथा 16वीं बैठक दिनांक 01 दिसंबर, 2025 को सिविल सेवा

अधिकारी संस्थान, कस्तूरबा गांधी मार्ग, नई दिल्ली में आयोजित की गई। यह दोनों बैठकें कार्मिक, लोक शिकायत तथा पेंशन राज्य मंत्री डॉ. जितेंद्र सिंह की अध्यक्षता में आयोजित की गई।

अकादमी केंद्रीय प्रशिक्षण संस्थान होने के कारण सरकारी काम-काज में राजभाषा हिंदी के प्रयोग के अलावा प्रशिक्षण में भी विशेष रूप से हिंदी के प्रयोग पर बल दिया जाता है। भारत सरकार की राजभाषा नीति के अनुसार, अखिल भारतीय सिविल सेवा तथा केंद्रीय सेवाओं के अधिकारियों को हिंदी भाषा का प्रशिक्षण प्रदान किया जाता है।

इस प्रशिक्षण के अंतर्गत सर्वप्रथम फाउंडेशन पाठ्यक्रम में प्रवेश के उपरान्त प्रशिक्षु अधिकारियों के हिंदी के कार्यसाधक ज्ञान की जांच करने के लिए हिंदी प्रवीणता परीक्षा आयोजित की जाती है। परीक्षा परिणाम के आधार पर प्रशिक्षु अधिकारियों को बेसिक और हायर ग्रुप में बांटकर सामान्य और व्यावहारिक हिंदी पढ़ाई जाती है।

भारतीय प्रशासनिक सेवा फेज-I के सभी संवर्ग के अधिकारियों को अपना कार्यालयीन काम-काज करने के लिए हिंदी का ज्ञान अपेक्षित है। उनको अपने दैनंदिन कार्यकलाप यथा टिप्पण एवं प्रारूप लेखन, पत्राचार, जन संबोधन, कार्यान्वयन, बैठक लेना आदि अन्य कार्य हिंदी भाषा में करने होते हैं। साथ ही केंद्रशासित प्रदेश (AGMUT) के प्रशिक्षु अधिकारियों को भी अनिवार्य रूप से प्रशासनिक हिंदी पढ़ाई जाती है। जिन प्रशिक्षु अधिकारियों ने फाउंडेशन कोर्स में बेसिक स्तर पर हिंदी सीखी थी, उन्हें हिंदी संवर्ग मिलने पर नियमित भाषा कक्षाओं के अलावा आवश्यकतानुसार सुधारात्मक कक्षाओं के माध्यम से सामान्य तथा प्रशासनिक हिंदी में प्रशिक्षित किया जाता है।

फेज-I में गैर हिंदी भाषी संवर्ग के प्रशिक्षु अधिकारियों को भी राजभाषा नीति के अनुपालनार्थ प्रयोजनमूलक तथा कार्यालयीन हिंदी सिखाई जाती है। भाषा संकाय क्षेत्रीय/संवर्ग भाषाओं को सिखाने के लिए माध्यम के रूप में हिंदी भाषा का अधिकतम प्रयोग करते हैं। भा. प्र. से. फेज-I के सभी प्रशिक्षु अधिकारियों को हिंदी की परीक्षा पास करना अनिवार्य होता है।

हिंदी भाषा में प्रवीणता प्राप्त करने हेतु उन्हें विभिन्न टूल्स, सॉफ्टवेयर, पुस्तिकाएं आदि की जानकारी दी जाती है। अभ्यास पाठ्यसामग्री प्रदान की जाती है। उनकी काउंसलिंग भी की जाती है। इसके अतिरिक्त रॉयल भूटान सेवा के प्रशिक्षु अधिकारियों को भी व्यावहारिक बोलचाल की हिंदी का ज्ञान प्रदान किया जाता है। उनकी रुचि एवं आवश्यकता के अनुसार, सुधारात्मक कक्षाएं भी आयोजित की जाती हैं।

इस प्रकार अकादमी अपने प्रशासनिक और प्रशिक्षण, दोनों क्षेत्रों में हिंदी के प्रचार-प्रसार के लिए निरंतर प्रयासरत है।

2 (vii) Estates

Brief of Academy Infrastructure:

- Total Land Area – 218.57 Acre
- Total built-up area of LBSNAA – 10,74,935 Sqft
- Total built-up area of common facilities (Excluding hostels, residences & guest houses)- 4,31,078 Sqft

- Total built-up area of hostels- 2,97,772 Sqft
- Total built-up area of residences & guest houses- 3,46,085 Sqft
- Residences for Faculty and Staff-- 376
- 11 Hostels with 422 Rooms
- 03 Auditoriums, 07 Lecture Halls, 16 Seminar Halls, 06 Conference Rooms
- Guest house, special accommodation etc. with 74 Rooms.

Roles & Responsibilities in respect of above:-

Core Responsibilities

The Estate Section is responsible for the management, maintenance, and upkeep of the Academy's extensive estate comprising various residential, administrative, institutional, and other properties located across complexes such as Charleville, Indira Bhawan, and Happy Valley. The Section oversees the effective utilization and upkeep of estate assets, coordinates maintenance and repair works, and ensures proper management of residential and official premises.

The major responsibilities of the Section include:

- **Estate Management:** Maintaining and managing the Academy's residential, office, hostel, and other estate properties and ensuring their proper utilization and upkeep.
 - **Maintenance & Repairs:** Coordinating and monitoring routine and periodic maintenance, repair, renovation, and upkeep works of buildings and other estate infrastructure.
 - **Residential Property Management:** Managing residential accommodation and other estate facilities, including allotment, occupation, vacation, and maintenance of residential premises as per applicable rules.
 - **Infrastructure & Utility Management:** Overseeing essential estate-related infrastructure and services, including water supply, sanitation, electrical works, drainage, roads, pathways, and other common facilities.
 - **Asset Management:** Maintaining proper records and physical oversight of estate assets and ensuring their preservation, upkeep, and appropriate utilization.
 - **Prevention of Unauthorized Occupation:** Monitoring estate properties to identify instances of unauthorized occupation or encroachment and taking appropriate action in accordance with applicable rules and procedures.
- Through these activities, the Estate Section contributes to the systematic management, preservation, and efficient utilization of the Academy's physical infrastructure and government assets.

Core Maintenance & Operational Mandates

The Section serves as the custodian of the academy's infrastructure, balancing the preservation of heritage assets with modern facilities management to support officer trainees and faculty.

1. Asset Preservation & Upkeep

- **Condition Monitoring:** Conducting routine inspections of campus buildings, faculty housing, and trainee hostels.
- **Routine Repairs:** Managing day-to-day plumbing, electrical, carpentry, and masonry issues across the campus.
- **Renovation Oversight:** Planning and executing structural upgrades to modernize facilities while preserving historic architecture.

2. Occupant & Resident Relations

- **Allotment Management:** Coordinating the smooth check-in and check-out of officer trainees, faculty, and visiting dignitaries.
- **Grievance Redressal:** Operating a centralized helpdesk or ticketing system to resolve resident facility complaints quickly.
- **Utility Administration:** Ensuring uninterrupted water supply, heating systems, and electricity.

Core Documentation Domains

The Section manages a central repository of records to track asset conditions, occupancy status, and legal compliance across all academy properties.

- **Maintenance Logs:** Documenting routine service records, structural repair histories, safety inspection results, and equipment servicing schedules for all blocks.
- **Tenant Records:** Managing allotment histories, license fee recoveries, inventory checklists, and check-in/check-out logs for faculty, staff, and officer trainees.
- **Legal Documents:** Safeguarding land deeds, boundary maps, municipal approvals, encroachment notices, and compliance certificates related to estate operations.

Core Portfolios under Occupant Relations

The Section at LBSNAA serves as the primary touch point for institutional hospitality, with a customer-centric approach to ensure high occupant satisfaction for trainees and guest faculty.

1. Allotment

- **Staff Quarters:** Allotting residential units to faculty and staff based on eligibility and the LBSNAA Allotment of Government Residences Rules.

- Hostels & Guest Houses: Coordinating with course coordinators to map incoming Officer Trainees (OTs) and VIP dignitaries to executive suites and hostel wings (e.g., Ganga, Narmada, and Kaveri hostels).
- Commercial Shops: Managing lease agreements, renewals, and rentals for utility shops that serve the campus community.

2. Conflict Resolution & Feedback Framework

- Warden Liaison: Holding structured weekly or bi-weekly meetings with hostel wardens to address trainee grievances regarding mess food, heating, or room maintenance.
- Staff Association Meetings: Engaging with Resident Welfare Associations (RWAs) to discuss colony-wide infrastructure needs, safety concerns, or community spaces.

Core Environmental Mandates

The Section drives environmental sustainability and strict sanitation standards across the entire academy campus and its surrounding boundaries. They manage resources efficiently, execute waste management protocols, and institutionalise cleanliness through formal Standard Operating Procedures (SOPs).

- Resource Efficiency: Implementing energy-saving measures and water-efficient practices across all academy buildings.
- Waste Management: Segregating, collecting, and safely disposing of campus waste in coordination with the local Mussoorie municipality.
- Peripheral Cleanliness: Maintaining sanitation drives within the campus gates and along the outer public boundaries.
- Swachhhta Education: Organizing awareness campaigns to educate staff, officer trainees, visitors, and the public on cleanliness.
- SOP Creation: Structuring formal, step-by-step Standard Operating Procedures for daily sanitation and eco-friendly practices.
- Workload-Driven Scheduling System

The Section optimizes manpower management by matching staff schedules with peak activity hours, enforcing rigorous cleaning protocols, and maintaining professional hospitality standards across the academy.

- Peak-Time Allocation: Deploying maximum staff to dining halls, restrooms, and academic blocks immediately following lectures, meals, and breaks.
- Regular Cleaning: Scheduling daily, continuous maintenance for high-traffic zones like the Gyanshila and Sampooranand Auditoriums.
- Deep Cleaning Shifts: Assigning dedicated night or weekend crews for intensive carpet shampooing, floor polishing, and window washing.
- Special Request Desk: Maintaining an on-call, agile response team to quickly resolve urgent room or hostel maintenance requests from residents and guests.

Implementation Matrix for Message Dissemination

The Section systematically implements these three unique communication steps to institutionalize infrastructure care and Swachhhta protocols across all stakeholders.

- 1. Visual SOP Broadcasts (Large Digital Screens)
 - Dynamic Media Loop: Converting dense, technical Standard Operating Procedures into highly visual, bilingual (Hindi/English) PowerPoint presentations.
 - Public Strategic Placement: Broadcasting safety, waste segregation, and civic-duty slides on weatherproof outdoor LED screens at campus entrance gates and peripheral roads for the general public and municipality workers.
 - Internal Strategic Placement: Running continuous informational loops on digital kiosks inside the Gyanshila administrative block, hostel receptions, and officer messes to capture visitor attention.
- 2. Institutional Capacity Building (Staff Training)
 - Office Staff Briefings: Conducting periodic workshops for administrative personnel on digital documentation, asset tracking, and eco-compliance reporting protocols.
 - Housekeeping Empowerment: Running practical, hands-on training sessions for sanitation crews regarding resource conservation, correct chemical dilution ratios, and public space maintenance standards.
- 3. Curriculum Integration (Trainees & Course Participants)
 - Induction Inputs: Delivering dedicated sessions on public asset maintenance, water-use efficiency, and zero-waste campus policies during the Foundation Course and Phase-I training.
 - Experiential Learning: Engaging officer trainees directly in campus and peripheral cleanliness drives to foster a practical, infrastructure-first mind-set before they depart to their respective field cadres.

2 (viii) Officers' Mess

Activities

The Officers' Mess in the premises of Lal Bahadur Shastri National Academy of Administration, Mussoorie, is an organisation to meet the requirements of the Officer Trainees and officers regarding messing and to develop managerial and organisational skills amongst them. It is a place where cultures, traditions, practices and beliefs converge through a variety of cuisines. This institution endlessly fosters and nurtures the spirit of universal brotherhood and fraternity amongst the participants of various courses. The Mess has a mandate to achieve the highest standards in terms of decorum, conduct and services. Every officer trainee is an integral part of this institution.

The Officers' Mess is run by a Mess Committee. The members of the mess committee are from amongst the officer trainees. The mess committee consists of a President, a Secretary, a Treasurer and five other members, who take upon themselves the duty to boost the underlying philosophy of esprit-de-corps.

The Mess Committee functions under the overall guidance and supervision of the Director's Nominee of the Officers' Mess. The Mess is assisted by a full time Manager (Operations), Manager (Accounts), Store Keeper, and Supervisors. The strength of this institution are the employees of the Officers' Mess which include cooks, helpers, table bearers, room bearers, sweepers and dishwashers.

Officers' Mess caters to about 700 people at the Karamshila, Gyanshila, Monastery Estate, Kalindi VIP Guest House and Indira Bhawan Mess premises. The Mess serves a variety of cuisines from and across the corners of this nation for the participants. The Mess also offers its services through its cost centers : -

1. A.N. Jha Plaza Cafe,
2. Home Turf Cafeteria,
3. Sports Cafeteria

The Office Bearers of the Officers' Mess during the calendar year 2025-26 are as follows:-

IAS Phase I (2024 Batch)

Director's Nominee: Ritika Narula, Professor of Economics

Associate Director's Nominee: Sachiv Kumar, Reader in Law

- | | |
|--------------------------|--------------------------|
| ● Oishee Mandal | President Mess Committee |
| ● Mukilan R. | Secretary |
| ● Subhadarshini M. | Treasurer |
| ● Ayan Jain | Member Mess Committee |
| ● Carolyn Chingthianmawi | Member Mess Committee |
| ● Kinley Tshering | Member Mess Committee |
| ● Krishna Joshi | Member Mess Committee |
| ● Arjun Gupta | Member Mess Committee |

IAS Phase II (2023 Batch)

Director's Nominee: Ritika Narula, Professor of Economics

Associate Director's Nominee: Sachiv Kumar, Reader in Law

- | | |
|---------------------------|--------------------------|
| ● Pawar Swapnil Jagannath | President Mess Committee |
| ● Kritika Goyal | Secretary |
| ● Dikhsita Joshi | Treasurer |
| ● Swati Sharma | Member Mess Committee |
| ● Kasturi Panda | Member Mess Committee |
| ● G V S Pavandatta | Member Mess Committee |

100th Foundation Course

Director's Nominee: Ritika Narula, Professor of Economics

Associate Director's Nominee: Sachiv Kumar, Reader in Law

- Sahars Kumar President Mess Committee
 - Gokul R. K. Secretary
 - Vikas Yadav Treasurer
 - Tamilarasi R. Member Mess Committee
 - Priya Member Mess Committee
 - Ganga Gopi Member Mess Committee
 - Cheruku Avanash Reddy Member Mess Committee
 - Rajat Kumar Rai Member Mess Committee
- IAS Phase I (2025 Batch)

Director's Nominee: Ritika Narula, Professor of Economics

Associate Director's Nominee: Sachiv Kumar, Reader in Law

- Sidharth Pokharna President Mess Committee
- Anju Secretary
- Patil Krushna Babruwan Treasurer
- Himanshu Bhaskar Member Mess Committee
- Tashi Tenzin Member Mess Committee

Key Initiatives and Activities performed by Officers' Mess: -

- 1) Extensive Services: Catering to the needs of approximately 700 officer trainees enrolled in the 100th Foundation Course, we extended our services both within and beyond the confines of the Mess, as per the requirements of the course.
- 2) MCT Programmes: - The Officers' Mess fulfils the catering needs of participants of Mid Career Training Programmes like Phase-III, Phase-IV, Phase-V, CMCTP, Induction Training Program and Joint Civil Military Training Programme ensuring smooth conduct of these programmes.
- 3) Nutritionally Tailored Menus: The Officers' Mess meticulously crafted menus prioritizing the nutritional needs of Officer Trainees & officers, promoting their overall health and well-being.
- 4) Celebratory Events: From Bharat Divas Zonal days to commemorations of various festivals of India, the Officers' Mess organised a spectrum of events to celebrate diversity and foster cultural exchange.
- 5) Regional Culinary Showcase: Embracing the rich tapestry of India's culinary heritage, Officer Trainees were introduced to the regional cuisines of our diverse states. Additionally, the Officers' Mess catered to the celebration of diverse festive occasions such as Onam, Ugadi, Eid, Lohri, and Makar Sankranti, fostering inclusivity and cultural harmony.

- 6) **Distinguished Hospitality:** The Officers' Mess organised special meals and high-teas for dignitaries and distinguished guests. This included catering for significant events such as inaugural high-tea, special dinners, valedictory lunches, and the Director's high-tea during various courses.
- 7) **Adventure Provisioning:** Offering packaged meals for treks, the Officers' Mess facilitated memorable outdoor experiences while ensuring sustenance and vitality for our adventurous participants.
- 8) **VIP Hospitality:** The dedicated employees of Officers' Mess demonstrated exceptional professionalism and upheld the highest standards of hospitality while delivering services to speakers and VIP guests at the prestigious Kalindi Guest House.
- 9) **Domain Specific Training Program:** Meeting the culinary requirements of In-Service Training programmes at the Indira Bhawan Mess, the Officers' Mess ensures seamless conduct of these IST programmes as well.
- 10) **Educational Endeavours:** Organising essential ECM classes during Foundation Course and IAS Phase-I courses, Officers' Mess contributed to the holistic development of our officer trainees, fostering leadership and management skills.

2 (ix) Departmental Canteen

The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, has been running a well-organized Departmental Canteen under its administrative control at its main campus to meet the welfare needs of its staff and faculty. Departmental Canteen, LBSNAA, caters for approx. 500-600 people on daily basis and provides a variety of food items, breakfast, lunch, snacks, tea, coffee & beverages etc. The primary objective of the Departmental Canteen, LBSNAA, is to provide hygienically prepared nutritious, affordable & quality food at highly reasonable subsidized rates to boost the morale, productivity, and physical well-being of the officers and officials. The departmental canteen at LBSNAA, has consistently maintained proper hygiene, cleanliness and food safety standards consistently. Departmental Canteen has provided special services at various conferences, courses, occasions, and festivals also in addition to its regular operations. The canteen has included a millet based diet and also served traditional regional cuisine on specific days. Departmental Canteen has played a crucial role in enhancing employee engagement, well-being and organizational culture. It has consistently demonstrated its support & capability to provide exceptional services to employees, faculty, officer's trainees, participants and distinguished guests during VVIP visits. In conclusion, the departmental canteen, LBSNAA, plays a vital role in supporting Academy staff by providing accessible and affordable meals in a comfortable environment. It contributes significantly to the overall efficiency and welfare of the staff.

2 (x) Alumni Association

The Alumni Association of Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, functions in accordance with the Alumni Charter and is committed to fostering the values of unity, service, excellence, and integrity among its members. The Association is led by the Director of LBSNAA, supported by the Director's nominee. At

present, the Association comprises more than 15,114 members, forming a robust and growing network of public service professionals.

The Academy engages alumni as adjunct faculty members as may be required whose contributions also significantly enriches the training and learning experience for current officer trainees. Alumni contribute to various teaching modules across diverse cohorts, reinforcing institutional memory while promoting innovation in pedagogy and professional development. Their involvement helps enhance training delivery, provides valuable feedback, supports the augmentation of library resources, and facilitates meaningful field visits.

In addition to pedagogical involvement, alumni are also invited at regular intervals for structured training programs and thematic interactions, where they serve as guest speakers, mentors, or discussion leaders. The Academy also hosts reunions of both serving and retired officers, to celebrate camaraderie, reflect on public service experiences and strengthen the bond between alumni and the Academy.

In the year 2025, the Academy successfully hosted two major alumni reunions:

- The Reunion of the 1985 Batch was organized from 28th to 30th April, 2025, and was attended by 108 officers.
- The Golden Jubilee of the 1976 Batch was held from 6th to 8th May, 2025 with the participation of 157 officers.
- The Golden Jubilee of the 1975 Batch was held from 12th to 14th July, 2025 with the participation of 91 officers.

These events served as vibrant platforms for reconnecting, sharing experiences and reinforcing the ethos of public service.

The Alumni Association continues to play a vital role in nurturing a lifelong relationship between the Academy and its alumni, thereby extending LBSNAA's influence and legacy far beyond its campus.

2 (xi) Outdoors Section

During the year 2025–2026, the Outdoors Section conducted a wide range of activities across the Foundation Course, Phase I, Phase II, the Mid-Career Training Programmes (Phase III, Phase IV, and Phase V), the JCM, the Induction Training Programme, CMCTP, SFC (Special Foundation Course), and the In-service Training Programmes.

Composition of Outdoors Section

- Composition of the Faculty: 01 Deputy Director & I/C Outdoor
- Composition of the Staff: 01 APTI, 01 RI, 01 ARI, 01 LDC, 01 MTS
- Composition of Asst. Coaches: 06 Coaches

Objectives

The objectives of the Outdoors Section for the period under review were as follows:

- To provide all members of HVSC, including Officer Trainees of induction-level training programmes such as Foundation Course, Phase I, and Phase II, Course Participants of Mid-Career Training Programmes namely Phase III, Phase IV, Phase V, and CMCTP, flagship courses such as JCM and the IST Programmes, as well as faculty members of the Academy, with access to a wide range of outdoor and indoor sports and recreational activities.
- To provide broad avenues through which Officer Trainees and Course Participants could focus not only on health and overall confidence, but also develop stronger leadership qualities and the ability to work effectively as part of a team.
- To organise, from time to time, events such as treks, sports meets, athletics meets, and Cross Country events.
- To keep all sports facilities in a state of readiness throughout the year.
- To introduce the latest sports and recreational activities to Officer Trainees and Course Participants, in keeping with evolving trends in fitness and recreation.

Facilities

In pursuit of these objectives, the Section maintained the following facilities during the year:

- The Section maintained an extensive range of outdoor facilities, including Lawn Tennis, Basketball, Volleyball, Cricket, Football, Hiking, Athletics Events, Athletics Track, Cycle Track, Rock Climbing, and an Open Gymnasium. These facilities also included a Riding Establishment with 19 horses, through which Officer Trainees and interested officers from various courses were imparted training in the basic skills.
- Indoor facilities were equally comprehensive, comprising Billiards, Carom, Swimming, Chess, Snooker, Table Tennis, Squash, Foosball, Badminton, and Zumba. In addition to these facilities, trained instructors in Yoga and Meditation were engaged to bring a calming and holistic dimension to the training regimen. A well-equipped Gymnasium, operational throughout the year, further supported this focus on all-round fitness.
- Beyond physical training, the Section placed equal emphasis on mental well-being. Specialised wellness and mindfulness sessions were conducted during the training programmes, including the Art of Living programme with Sudarshan Kriya (meditation), aimed at promoting stress management and holistic development. Heartfulness Meditation programmes were also conducted for participants of the Mid-Career Training Programmes, reinforcing the Academy's emphasis on emotional resilience and mindfulness.

Activities

- During the year under review, the Outdoors Section organised a wide range of sporting and adventure activities across training programmes. For the 100th Foundation Course, the Section hosted an Athletics Meet, Sports Meet & Cross Country Run, fostering teamwork and healthy competition among participants.
- Regular practice sessions were conducted in a range of sports, including Volleyball, Football, Basketball, Table Tennis, Lawn Tennis, Squash, Badminton, Cricket, Swimming, and Chess, and Inter-House competitions were held in each of these sports. These sessions were extended across the Foundation Course, Phase I, Phase II, the Mid-Career Training Programmes, JCM, In-service Training Programmes, and even the Reunion batches. Beyond structured sport, Phase I and Phase II participants were also introduced to Rock Climbing, contributing to their physical conditioning and building confidence at an early stage of training.
- To further cultivate a spirit of adventure and resilience among Officer Trainees, the Section organised a series of Adventure Sports activities. For the 100th Foundation Course batch in particular, this included short treks to locations such as Lal Tibba, George Everest, Kempty Fall, and Lake Mist, along with opportunities for Rock Climbing and River Rafting. Similar adventure activities were extended to participants of Phase I, Phase II, the Mid-Career Training Programmes, and JCM. Short treks were also organised for the Reunion Batches, reflecting the Section's continued efforts to keep even its alumni engaged with the Academy's culture of fitness and adventure.

2 (xii) Society for Social Service

The Society for Social Service (SSS) at LBSNAA is a Director's Nominee, Associate Nominee, Officer Trainee and Accountant-run organization committed to promoting a culture of social responsibility and community engagement among Officer Trainees. It aims to empower the future leaders of India to actively participate in social causes and contribute to the betterment of society. It is engaged in carrying out various activities for community engagement and undertakes several initiatives to take care of the workers of the academy and the residents of the local community.

Report on the Activities of the Society for Social Services- Phase II (2023 Batch): The Office Bearers of the Society for Social Service during the calendar year 2025-26 are as follows: -

Director Nominee: Shri Premkumar V.R.

Directors Associate Nominee: Dr. Bhawana Porwal

Accountant: Ms. Preeti Rawat Bhandari

Secretary: Ms. Madhushree

Members: Shri Arvind Hanglam, Shri Arya VM, Shri L. Nelson, Ms. Garima Lohia, Dr Anjali, Ms Anjali Sharma

The Social Service Society of the 2023 Phase II Batch undertook various initiatives during its term, aimed at community engagement, youth empowerment, and mobilization of support for social causes. The following is a summary of key activities conducted:

1. Blood Donation Camp in Collaboration with Medical Centre

On 14th June 2025, on the occasion of World Blood Donor Day, the Society collaborated with the LBSNAA Medical Centre to organize a Blood Donation Camp. The Social Service Society played an instrumental role in the planning, coordination, and publicity of the event. Maximum participation was solicited from officer trainees and staff, contributing to a successful turnout and a vital healthcare initiative. Blood collection was carried out by trained experts from the Government Doon Medical College, Dehradun, and will be distributed to those in need.

2. Career Counselling for Meritorious Girl Students from Kendriya Vidyalaya

A career counselling session was organized for high-performing girl students from Kendriya Vidyalaya. The session aimed to guide the students in making informed choices regarding graduation subject selection and college preferences. The group shared a wide range of academic interests, including graphic design, law, geography, and commerce. A significant part of the discussion revolved around the challenges they face in convincing their families to support their aspirations, especially in non-traditional fields.

Many of the students expressed apprehension about leaving Dehradun for higher education, particularly regarding navigating life in cities like Delhi. The officer trainees addressed these concerns and provided practical advice, thoughtful guidance and encouragement, drawing from their own journeys. Additionally, the interaction helped the Society gain insights into the socio-economic backgrounds of the students, enabling the identification of candidates who could benefit from potential sponsorship and long-term support.

3. Handicraft Exhibition by SHG Sashakt

The Society facilitated an exhibition of handicrafts created by the Self-Help Group (SHG) Sashakt. Sashakt is an initiative of the Social Service Society aimed at mobilizing women in and around Mussoorie and equipping them with livelihood skills such as stitching, embroidery, paper crafts, jewellery making, and beautician work to help them achieve economic independence.

Over the years, Academy staff/ contractual staff spouses, local women & girls of Mussoorie have been associated with the group, acquiring various skills. Sashakt runs a stitching centre and a beauty parlour, where women/girls receive hands-on training. While some continue to work within the group, others have gone on to start their own enterprises, contributing to a growing network of women-led microenterprises.

The exhibition, held at the Gyanshila foyer on 8th July 2025, was designed as an interactive session with the women members of the SHG to understand their experiences with livelihood training, the challenges they face, and the potential for expanding market linkages. It also provided officer trainees with valuable insights into the functioning of the SHG and an opportunity to offer constructive suggestions and encouragement.

4. Merit-Based Scholarship Initiative

The Society announced scholarships inviting applications from the students who have fulfilled the prescribed criteria being from the underprivileged backgrounds. Around 70 applications were received after a careful evaluation/ examination which was conducted based on academic performance and economic need. Following the assessment, 56 students were found eligible for yearly scholarships. This initiative aims to support the children of contractual and outsourced employees of the Academy, many of whom struggle to finance their children's education. Through this effort, the Society seeks to ensure that no student is forced to discontinue their studies due to financial hardship, thereby promoting educational continuity and equity.

5. Awareness and Fundraising Campaign

To ensure the sustainability of its initiatives, the Society actively publicized its objectives and past activities across various training programme batches, including the Induction Training Programme and the Phase IV & Phase- III Mid-Career Training Programme. These presentations were designed to attract potential sponsors and donors by showcasing success stories and emphasizing the long-term impact of sustained support.

Conclusion

Beyond mobilizing support, these efforts served as a valuable learning experience for the officer trainees, deepening their understanding of grassroots challenges and the transformative potential of even small acts of support. Engaging with the community, identifying needs, and designing meaningful interventions instilled a deeper sense of responsibility and empathy. Through the Social Service Society, the trainees were reminded that public service begins with giving back to the people around us, and that sustainable change often starts with simple, compassionate action.

2 (xiii) Security Section

The Security Section is responsible for the issuance of identity cards and passes to Officers, Officer Trainees, participants of various courses, seminars and workshops, and employees of the Academy and its various centres. It facilitates and coordinates visits by various Government institutions, schools, including participants and accompanying faculty/officials, and makes necessary arrangements for their smooth and secure entry, movement and exit within the Academy premises. The Section also facilitates the entry and exit of VVIPs, guest faculty and other authorized visitors and regulates the entry and exit of visitors to ensure effective access control. It issues vehicle passes to Officers and employees, as well as passes to the family members of course participants. In addition, the Security Section monitors CCTV cameras to enhance the safety and security of the Academy and coordinates with ITBP personnel deployed at various security check posts. The Section is also responsible for maintaining orderly parking arrangements within the Academy premises, making necessary security arrangements for the celebration of National Festivals, including flag-hoisting ceremonies, and maintaining records and safe custody of parcels received for Officer Trainees and participants.

Details of the visits during the period from 01.04.2025 to 31.03.2026, the Security Section facilitated visits of various government institutions, training academies, educational institutions and other organisations to the Academy.

SI. No.	Name of Visiting Institution
1.	Visit of 25 participants of 8th Capacity Building Programme for the Civil Servants of Sri Lanka on 27.04.2025
2.	Visit of 25 Participants of 1st Capacity Building Programme for the Civil Servant of Malaysia on 27.04.2025
3.	Visit of 30 Chief Administrative Officers of DRDO, ITM, Musoorie on 30.04.2025

4.	Visit of 470 Cadets of IMA along with officers of IMA on 10.05.2025 and 11.05.2025
5.	Visit of 32 Participants of Training Programme of 37th CBP for the Senior Civil Servants of Maldives on 29.06.2025
6.	Visit of 40 participants of 10th Capacity Building Programme for the Civil Servants of Sri Lanka on 06.07.2025
7.	Visit of 24 participants of Advance Leadership development Programme for Officers of Administrative Service of Sikkim on 10.07.2025
8.	Visit of 40 participants of 11th Capacity Building Programme for the Civil Servants of Sri Lanka on 03.08.2025
9.	85 Corporates along with mayor& Chairman Municipal Corporation Committee of Surat. Gujarat on 06.08.2025
10.	Visit of 32 Participants of 2nd Capacity Building Programme for the Civil Servant of Malasia on 10.08.2025
11.	Visit of 30 Participants of Capacity Building Programme on Public Poilcy and Governance for Civil Servants of Madagascar on 06.09.2025
12.	Visit of 79 Participants of Training Programme for Newly Recruited Official of Ohisha Administrative Service on 16.09.2025
13.	Visit of 45 Officer's Trainees of Gujarat Forest Ranger College, Rajpipla, Gujarat on 26.09.2025
14.	Visit of 40 participants of 12th Capacity Building Programme for the Civil Servants of Sri Lanka on 28.09.2025
15.	Visit of 45 students alongwith teachers of Indira Gandhi National Tribal University, Amarkantak, Madhya Pradesh on 09.10.2025
16.	Visit of 40 participants of 13th Capacity Building Programme for the Civil Servants of Sri Lanka on 01.11.2025
17.	Visit of 20 participants of civil servants of African Region on 07.12.2025
18.	Visit of 25 Students and 05 teachers of 12th Battalion the Bihar Regiment on 09.12.2025
19.	Visit of 160 students and 12 teachers from Army Public School, Samba (J&K) on 07.12.2025
20.	Visit of 194 students and 06 staff of Tamil Nadu Agriculture University, Tamil Nadu on 14.12.2025
21.	Visit of 34 Participants of 39th Capacity Buildnig Programme on Health for the Civil Servants of Maldives on 14.12.2025

22.	Visit of 23 Participants of 4th Mid Career Training Programme on Public Policy and Governance for Civil Servant of South-East Asian and IQR Countries on 10.01.2026
23.	Visit of 40 participants of 14th Capacity Building Programme for the Civil Servants of Sri Lanka on 25.01.2026
24.	Visit of 30 Participants of 3rd Capacity Building Programme for the Civil Servant of Malaysia on 08.02.2026
25.	Visit of 40 participants of 15th Capacity Building Programme for the Civil Servants of Sri Lanka on 15.03.2026

Academic Activities: Induction Training Programmes

3. Academic Activities: Induction Training Programme

3 (i) IAS Professional Course Phase-I (2024 Batch) (2nd December, 2024 to 18th April, 2025)

Programme meant for / Target Group	Professional Course for newly recruited IAS officers
Course Coordinator	Dr. Bagadi Gautham, Deputy Director (Sr.)
Associate Course Coordinator (s)	Mrs. Ritika Narula, Professor Shri D Mahesh, Deputy Director (Sr.) Shri Rajesh Meena, Deputy Director Shri Chandrasekar S, Deputy Director Dr. Sachiv Kumar, Reader Shri Gautam Thapliyal
Valedictory Address by	Shri Gajendra Singh Shekhawat, Hon'ble Union Minister for Tourism and Culture
Total No. of Participants	187 (184 & 03 from RBCS) (Male- 111; Female-76)

Course Aims

The Academy aims to make the young IAS Officer Trainees as real Karmayogis by inculcating the leadership qualities so as to make them Creative & Constructive, Imaginative and Innovative, Proactive & Polite, Professional & Progressive, Energetic & Enabling, Transparent & Tech-Enabled along with the knowledge, skills and attitudes to become effective civil servants to create learning experiences regarding ethical and developmental administration.

Course Objectives

- i. Acquire a pan-India perspective of emerging socio-economic, and politico-legal trends; an understanding of the emerging role of the IAS and its shared administrative responsibilities with other services.
- ii. Acquire knowledge and skills needed to discharge administrative responsibilities in the first decade of career in the following areas:
 - Law and legal instruments
 - Administrative rules, procedures and programme guidelines
 - Modern management tools, and
 - Economic analysis
- iii. Demonstrate proficiency in the regional language of the allotted State to better appreciate its administrative and cultural ethos.
- iv. Acquire an understanding on the cultural and socio-economic background of the allotted State

- v. Demonstrate effective written/ oral communication skills both in interpersonal and organizational context
- vi. Exhibit right values and attitudes
- vii. Maintain physical fitness

Course Overview & Design

The Course design of the Phase-I programme was consciously liberal in spirit and content of the Mission Karmayogi. While seeking to provide the Officer Trainees with ample space to study, learn, experience, it strives to impart key competencies i.e Domain Knowledge (Right Knowledge), Behavioral (Right Attitude) and Functional (Right skills) which would enable them to shoulder future responsibilities and to tackle not only the day to day working challenges but also the unforeseen and emergent crisis effectively. The 20-week IAS Professional Course, Phase-I for the 2024 batch, commenced on 2nd December, 2024 and concluded on 18th April, 2025. It had two main components:

- a. Winter Study Tour cum Bharat Darshan (from 27th December, 2024 to 7th February, 2025)
- b. On-campus training inputs part 01 (from 2nd December, 2024 to 27th December 2024)
- c. On-campus training inputs part 02 (from 17th February, 2025 to 18th April, 2025)

The Phase-I course is a full time training programme with an eclectic mix of curricular and extracurricular activities. A typical day commenced at 0630 hours with physical exercises at the Happy Valley ground. The evenings were dedicated to programmes by Clubs and Societies including cultural programmes.

Batch Profile: IAS Professional Course Phase-1 (2024-25)

- This year's iteration has 184 IAS officer trainees (OTs), and 03 RBCS trainees who are currently undergoing training at the Lal Bahadur Shastri National Academy of Administration.
- The batch profile of IAS Phase-1 officer trainees reflects diversity in terms of subject discipline, average age-distribution, social and gender diversity.
 - a) Gender Diversity- Out of 187 OTs, 59% are male and 41% Female.
 - b) Average Age- The average age of this batch of OTs ranges between 27-29.
 - c) Subject wise discipline- The discipline of OTs include engineering background, humanities social & science, pure science, medicine, law, engineering & management and commerce.

Pedagogy & Academic Inputs

- i. The IAS Professional Course Phase-1 is tailored to teach skills essential for civil services, covering domains, functions, and behavior. Further, an attempt has been made such that much of the learning is experiential and peer-facilitated instead of solely being classroom based.

- ii. Classroom sessions are structured and aligned with hands-on sessions or field visits as per the module requirement. For instance, in the Health & WCD module, Officer Trainees visited CHC, PHC, District Hospitals in Dehradun to get a first hand experience of Health & WCD infrastructure, their functioning, and implementation of Health & WCD different schemes.
- iii. The on-campus academic training commenced on 02nd December 2024 and concluded on 18th April 2025. While the syllabus prescribed under ‘The Indian Administrative Service (Officer Trainees’ Final Examination) Regulations, 1955’ is the basic framework, suitable modifications have been made to adapt it to the changing training needs of IAS Officers.
- iv. The IAS Professional Course Phase–I, a meticulously crafted program spanning 20 weeks, was not just confined to the weekdays alone; it stretched beyond, into select weekends and a testament to our collective commitment and the flexibility of our esteemed guests. This period was an amalgamation of rigorous learning, personal growth, and professional development, structured through 23 meticulously designed modules, each aimed at equipping us with the knowledge and skills essential for the challenges and responsibilities of public service.
- v. Beyond the structured modules, the course was enriched by tutor groups and ECM sessions, fostering an environment of mutual learning and shared experiences. These interactions were not just about acquiring knowledge but about building a community of future leaders, committed to the service of our nation. The module details week wise is as follows:

Module Details

Sl. No.	Name of Module
1.	Agriculture
2.	Communication and Media
3.	Deconstruction
4.	Disaster Management
5.	Economics
6.	Education
7.	Election
8.	Ethics
9.	Financial Management & Procurement
10.	Forest & Environment
11.	Health & Nutrition
12.	Human Resource Management
13.	ICT
14.	Industry/Entrepreneurship
15.	Infrastructure & Engineering
16.	Land Revenue Administration
17.	Language (Including Exam Session)
18.	Law

Sl. No.	Name of Module
19.	Public Policy
20.	Public Administration
21.	Research Methodology
22.	Rural Development
23.	Counsellor Group Meetings
24.	ECM

Inputs were given in the faculties of Law, Public Administration, Political Science & Constitution and Management & Economics. The Public Administration modules were structured around thematic inputs covering varied domains that IAS Officers have to deal with. These were interspersed with sessions in Languages and ICT.

Since, the Phase-I Professional Course is based on the principle of Knowledge Continuum, the Course has been devised in such a manner so that it acts as the next level of continuum following the Foundation Course. This Course gives emphasis on acquiring all the core competencies prescribed by the Mission Karmayogi i.e. Functional (Right Skills), Domain Knowledge (Right knowledge) and Behavioural (Right attitude).

Modules Design & Description - The 20-week program is structured into three main components:

- 1) Pre-Winter Study Tour (4 Weeks)
- 2) (Winter Study Tour) (7 Weeks including one week block leave)
- 3) Post-Winter Study Tour (9 Weeks)

Mission Karmayogi aims to develop ideal civil servants with qualities like creativity, proactiveness, professionalism, transparency, and innovation through a course that integrates domain knowledge, functional skills, and behavioral training. This approach prepares administrative leaders to effectively serve the nation and its citizens. Accordingly, the course has been so structured that domain, functional and behavioral inputs are woven into the course design. The details of the academic module is as follows:

Pre- Winter Study Tour Academic Module

- a. The 2024 batch began with an extensive week-long Deconstruction module, during which senior officials from both field and secretariat levels shared insights into prospects, challenges, and experiences related to various thematic areas.

In terms of domain skills, the module covers:

- a) Law- Basic of order writing, Indian Evidence Act, Skit and Order Writing on Cr.P.C, Search & Seizure & Inquest & Unnatural Death, Succession Act, Transfer of Property Act & Essential Commodity Act 1955.
- b) Urban Development- Urban Governance & Planning, Urban Housing & Urban Transportation, Municipal Financing, Solid Waste Management, & Urban Infrastructure projects.

- c) Health & WCD- National Health Mission, Maternal & Child Health, Pradhan Mantri Jan Arogya Yojana (PM-JAY). Human Resource in Public Health, Procurement for Health Poshan Abhiyan & Mission Shakti.
- d) Financial Management and Procurement- Project Management, Structure of Finance, Project Cashflows, Budgeting Govt Accounts, Capital Budgeting, Project Review Monitoring & Public Procurement.
- e) Data Science and Machine Learning (DAML)-Use of DAML in Public Service Delivery and Optimization for Public Policy, applying statistical concepts to regulation, quantitative techniques covering statistics, and tools of data visualization.
- f) National Security- The Role of Critical Technologies in Safeguarding Nations, CAPFs' Key Role in National Resilience, Safeguarding Borders through Maritime Security & Countering Extremism: Strategies for Addressing LWE in National Defense.

In terms of functional input of what has already been imparted to the OTs in the foundational course of (14 weeks) such as basics of excel, advanced excel, SQL, Power BI, a lot of emphasis has been given in Phase-1 training on quantitative techniques covering statistics and research methodology, using data science and machine learning for effective decision making and to expedite public service delivery.

In terms of behavioral skill, modules on leadership, ethics and communication have been custom curated for the cohort to impart behavioral skill sets that assume crucial significance in positions of leadership and coordination.

2). Winter Study Tour (WST)

The IAS Phase-1 training course features off campus & experiential learnings in the form of the Winter Study Tour (WST) spanning for six weeks followed by one week village visits, covering various attachments listed below. This gives Officer Trainees an opportunity to experience the diversity of our country and to see and understand closely the functioning of numerous organizations. The Officer Trainees are divided into groups of about 18-20 each with each Officer Trainee traversing nearly 20,000 kilometers across the length and breadth of the country.

- a) Defense (Army, Airforce and Navy)- Jammu Sector, Srinagar Sector, III and IV Corps
- b) Island - Andaman & Nicobar and Lakshadweep
- c) Private Sector- Maruti Suzuki Plant, T-Hub, Reliance PetroChemical, Tata motors & Infosys.
- d) Public Sector Units (PSUs)- ONGC, NTPC, HAL, BHEL, & Bhilai Steel Plant (SAIL)
- e) Large Public Trusts- Mata Vaishno Devi Shrine Board, Golden Temple, Kashi Vishwanath Temple & Mahakal Public Trust, Ujjain (MP)
- f) NGOs- Akshaya Patra Foundation, Gramya Vikash Mancha, Ramkrishna Mission Institute, (WB Pradhan & Bill & Melinda Gates Foundation/ Sehgal Foundation
- g) Forest & Environment- Kanha National Park, Sundarban National Park, Gir National Park, Tadoba Tiger Reserve National Park & Namdapha National Park.
- h) Ports/Port Trust- Visakhapatnam Port Trust, Shyama Prasad Mookerjee Port Trust, Kolkata, Jawaharlal Nehru Port Trust, Cochin Port Trust & Kandla Port Trust

- i) Urban - Smart City Project at Amritsar, Bhopal, Raipur & Varanasi, Namami Gange Projects & Minjur Seawater Desalination Plant & Metropolitan Water Supply Sewerage Board, BMC and Agra Development Authority.
- j) Big Infrastructure Project- Bangalore Metropolitan Transport Corporation, Lucknow Metro, New Pamban Rail Bridge & Kamuthi Solar Power Project, Tumkur Mega food Park, & Indore Bus Rapid Transit System BRTS.
- k) Institutes of National Importance/Scientific Establishments- National Remote Sensing Centre (ISRO), Tata Institute of Fundamental Research, ICMR- Vector Control Research Centre, ISRO National Institute of Oceanography, The Indian Council of Agricultural Research (ICAR)& Kalpakkam Nuclear Plant

Before the Winter Study Tour, experts/practitioners/senior officers from various attachments were invited to deliver a session to give broad overview of each attachments so as prepare them to understand the functioning of attachments, their role & responsibilities and document the key learnings which then will be used as repository of knowledge sharing for future batches.

3). Post-Winter Study Tour Academic Module- The following modules are covered post Winter Study Tour (WST)

- a) Education- The System and Structure of Education, New Education Policy, Innovation at Schools, NIPUN Bharat (Foundational Learning), Quality of Primary Education- Role of Third Party.
- b) Industry & Engineering- Infrastructure Projects and making Detailed Project Reports (DPR), Roads, State Highway Projects, Rural Roads under PM Gram Sadak Yojana, Field Inspections and visits to MGNREGA sites were arranged as part of experiential learning.
- c) Rural Development and Panchayati Raj (RDPR)- Risk Management - PMFBY, Enhancing Rural Livelihoods through Watershed Approach, MSP and Procurement Operations, Jal Jeevan Mission, Irrigation Management, Watershed Development and River Rejuvenation through MGNREGA.
- d) Agriculture- Promoting Value Chain in Agriculture, Role of FPOs, Digital Technology in Management of Agriculture, Role of Horticulture in promoting nutrition, income and ecology, Doubling Farmers Income.
- e) Land Revenue & Administration - Land Management, Integration of Land Records with Registration, SVAMITVA, Digital India Land Records Modernization Programme (DILRMP), Land Survey Techniques & Hands-on training on Land Survey.
- f) Economics - Macro-Prudential Policies: Design and Tools, State Finances in India, Public Debt Sustainability, Tools for Monitoring & Evaluation and its field application & External Sector, Capital Flows and their Management
- g) District Administration- Overview of District Administration, Law & Order, Interaction with Public Representatives, Field Level Case Studies, District Training

As an integral component of the curriculum, the aforementioned module incorporates field visits and hands-on training in sectors including education, infrastructure & engineering, and forest & environment. For instance, in the *Infrastructure & Engineering module*, the Officer Trainees visited different districts of Uttarakhand to understand the rural development work related to MGNREGA to:

- a) Understand different categories of work such Watershed, Irrigation and Flood management, Agricultural and Livestock related works, Fisheries and works etc.
- b) How to do field inspection
- c) Process of sanctioning work in MGNREGA etc and key deliverables.

These excursions gave the Officer Trainees (OTs) the invaluable opportunity to immerse themselves in the intricacies of administrative operations, witness firsthand the diverse array of tasks undertaken at the grassroots level, and gain insight into the challenges inherent in these domains. Modules of relevance to the IAS such as Rural Management & Rural Entrepreneurship, overview of District Administration, Health & Nutrition, Agriculture, Education, Energy, Women & Child Development, Research Methodology, and so on are added to the Course to provide a synoptic view of the field along with inputs from reputed universities and institutions. An addition this year is the hands-on learning for certain developmental modules like health, urban development, etc., wherein the trainees are expected to go to the field for a day and learn by immersing themselves in the immediate environment.

Special emphasis was given on the physical fitness of the Officer Trainees as well as on their extracurricular development. There was compulsory morning physical activity and sports/horse riding in the evening. The Officer Trainees were nudged to adopt and excel in one of the sports so that it could remain with them forever. They were regularly exposed to adventure activities such as trekking, river rafting, and various other adventure sports on weekends. Similarly, the Officer Trainees were expected to perform cultural activities representing the art and culture of various states of India, apart from attending cultural evenings by celebrated artists. They had the opportunity to learn and develop lifelong interests in enriching activities such as music, painting, photography, etc. Various societies and clubs were nudged to organize their activities to nurture and enliven the Academy atmosphere with debates, quizzes, competitions, and discussions.

Training Post IAS Professional Course Phase-1:

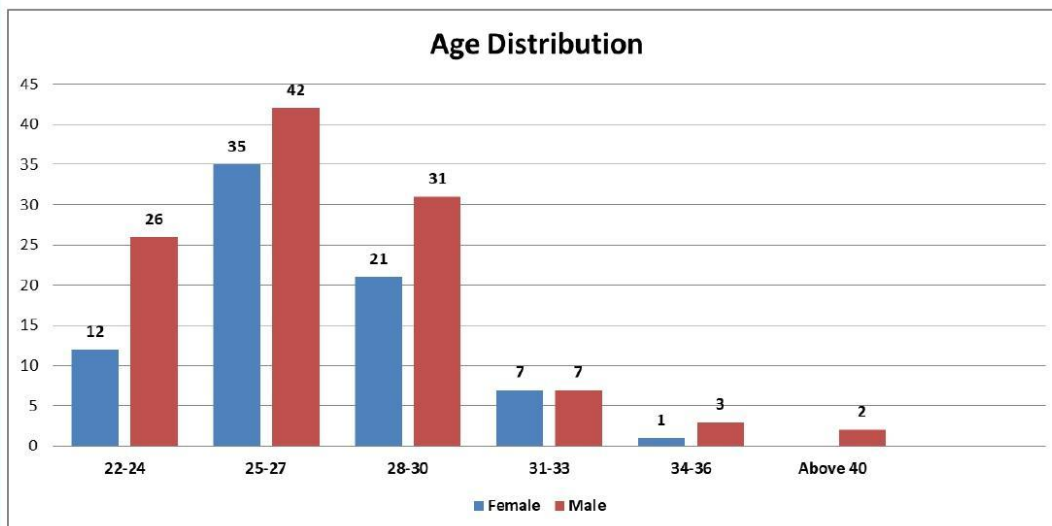
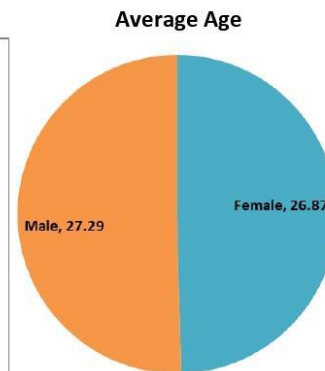
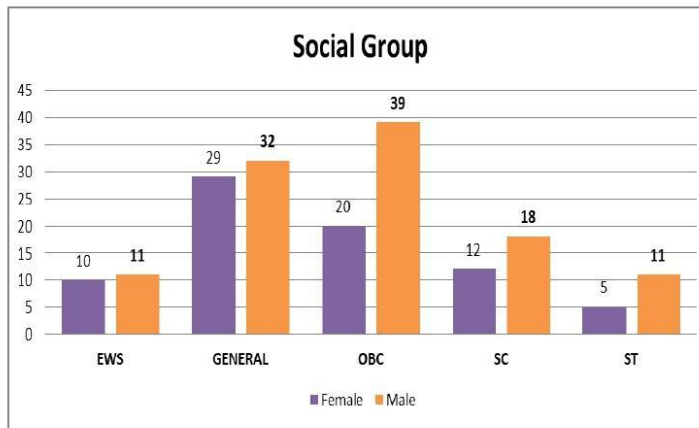
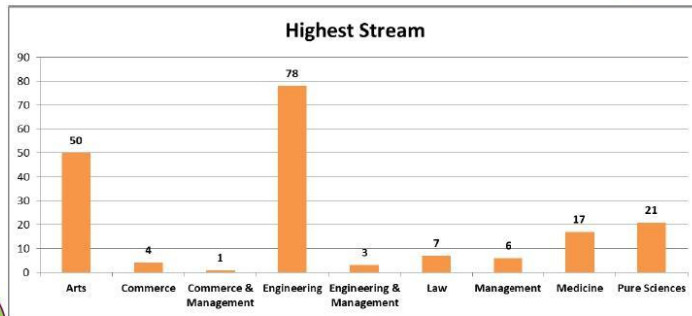
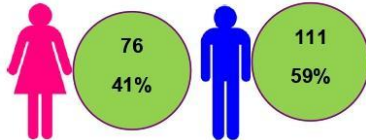
After completing IAS Professional Course Phase-1, the officer trainees will be undergoing a 52 weeks intensive District Training at different Administrative Training Institute (ATI) in their respective state. The Officer trainees have got their Districts attachments for District Training and an elaborate 52 weeks schedule where they will get exposure on Structure and culture of governance, Sectors and Themes, Management and Regulation, Learning by doing, Macro-picture at the state level, District Administration – the Office of

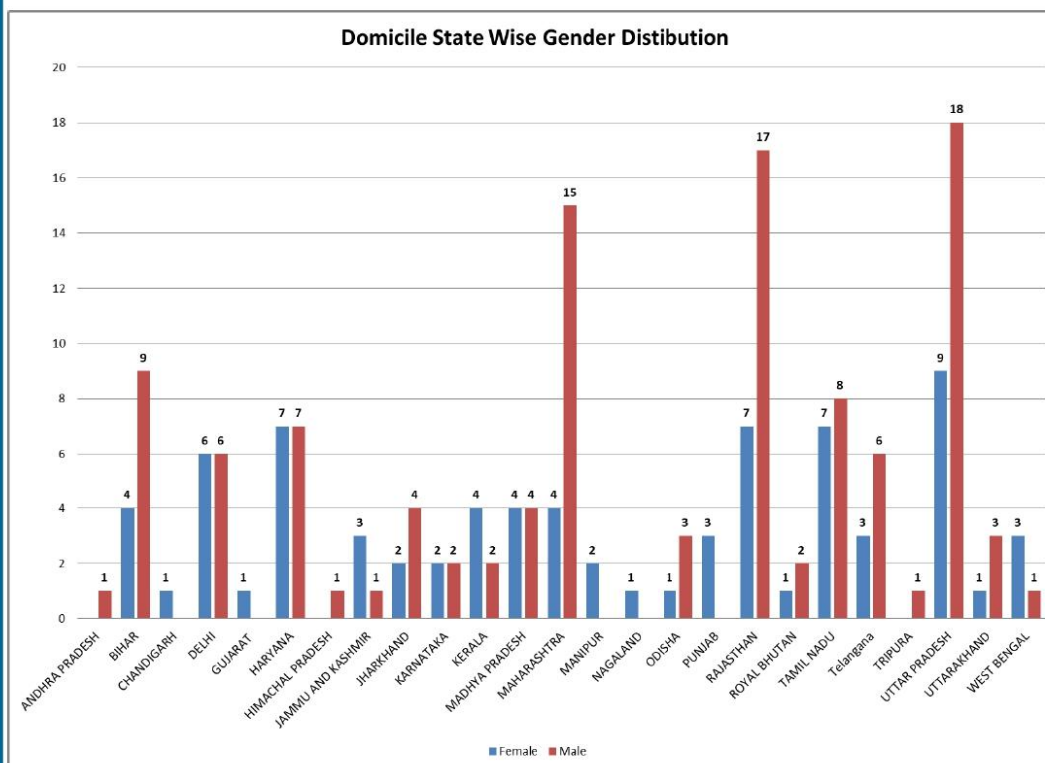
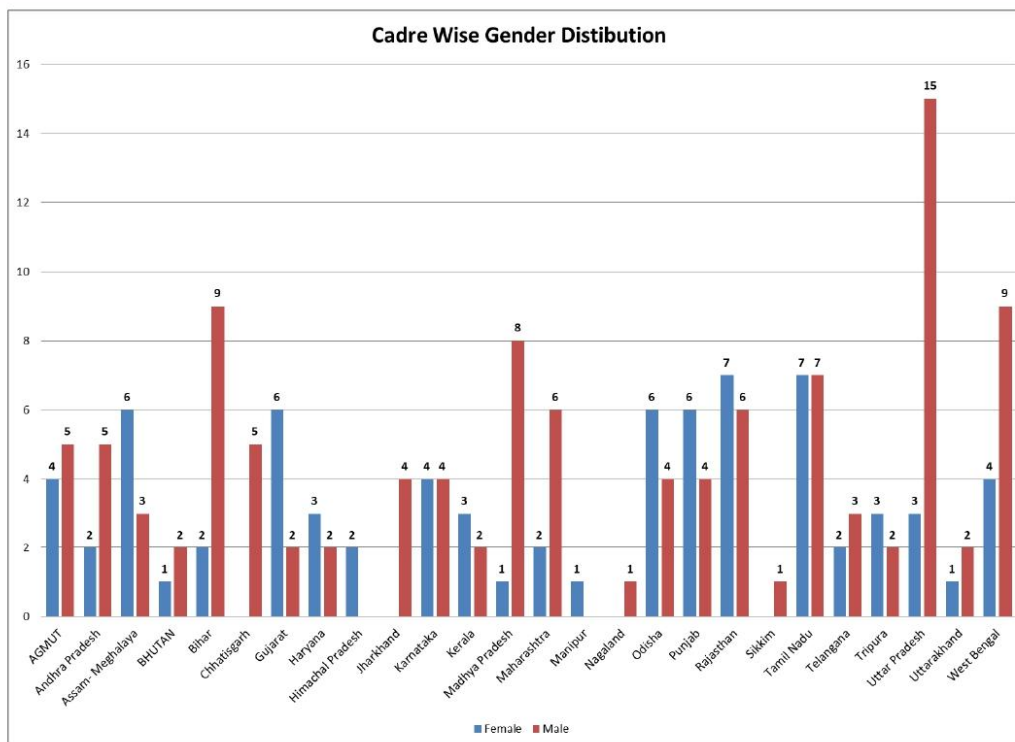
Collector/District Magistrate, Urban Governance – Municipal Corporation, Understanding design and delivery of beneficiary oriented schemes – cutting across departments.

This will be followed by an 8 weeks Assistant Secretary Program (ASP) where officer trainees will be attached with ministries and departments in Government of India as Assistant Secretary and get orientation about the functioning of Govt of India.

Post completion of Assistant Secretaryship Program (ASP), the officer trainees will undergo 8 weeks of IAS Professional Course Phase- II at the Lal Bahadur Shastri National Academy of Administration where they will be giving their presentation on district training of 52 Weeks and writing their dissertation.

IAS Officer Trainees:	184
RBCS Officer Trainees:	03
Total	187





Participants in IAS Phase-I (2024 Batch)

Participants from the State of	Male	Female	Participants
AGMUT	05	04	09
Andhra Pradesh	05	02	07
Assam-Meghalaya	03	06	09
Bihar	09	02	11
Chhattisgarh	05	00	05
Gujarat	02	06	08
Haryana	02	03	05
Himachal Pradesh	00	02	02
Jharkhand	04	00	04
Karnataka	04	04	08
Kerala	02	03	05
Madhya Pradesh	08	02	10
Maharashtra	06	02	08
Manipur	00	01	01
Nagaland	01	00	01
Odisha	04	06	10
Punjab	04	06	10
Rajasthan	06	07	13
Royal Bhutan Civil Service	02	01	03
Sikkim	01	00	01
Tamil Nadu	07	07	14
Tripura	02	02	04
Telangana	03	02	05
Uttar Pradesh	15	03	18
Uttarakhand	02	01	03

West Bengal	09	04	13
Total	111	76	187

3 (ii) Assistant Secretary Programme 2023-25 Batch

Duration - 07.04.2025 to 30.05.2025

The Assistant Secretary Programme (ASP), introduced as per the vision of the Hon'ble Prime Minister, is an integral component of the two-year induction training of Indian Administrative Service (IAS) Officer Trainees. The programme aims to provide early-career officers with structured exposure to the functioning of the Government of India, thereby equipping them with a national perspective and a deeper understanding of policy formulation and inter-ministerial coordination.

Over the past 8 weeks, 179 IAS Officer Trainees from the 2023 batch, participated in the Assistant Secretary Programme through 46 Ministries and Departments. This programme, a crucial part of their 2-year induction training, has been meticulously designed to offer these young officers a profound understanding of the Government of India's functioning, thereby equipping them with the knowledge and skills necessary to become effective leaders and Change Agents in their cadre states.

The objective of this programme is to familiarize young officer trainees with the operations of the Government of India, providing them with a national perspective and an appreciation of the diverse policies that shape our nation. The hands-on training and exposure to flagship schemes, coupled with the practical experience gained through desk attachments and the preparation of ministry wise solution to the key problem statements, have provided these officers with invaluable insights that will undoubtedly benefit them in their future roles.

Throughout this programme, the Officer Trainees engaged in various modules, including an orientation to Government of India functioning, ministry/department exposure, inter-sectoral exposure, and meetings with dignitaries. They had exposure to significant institutions like the National Investigation Agency, the Intelligence Bureau, the Indian Institute of Public Administration. These experiences have not only broadened their understanding but also fostered a spirit of collaboration and coordination that is essential for effective governance.

The Officer Trainees also had the privilege to call on the Honorable President, Prime Minister, Minister of State (PP), Election Commission of India and interaction with Lok Sabha Speaker during Parliament visit. On 07th April 2025 the officers also interacted with the Principal Secretary to the Hon'ble Prime Minister.

Additionally, the visits to Parliament, Raj Ghat, and the Prime Minister's Museum (PM Sangrahalaya) offered them a deeper appreciation of our nation's democratic heritage and the monumental contributions of our leaders.

A significant aspect of the programme was the peer learning sessions. The first session

focused on intra-sectoral peer learning with the objective of promoting the exchange of knowledge among IAS Officer Trainees regarding the organizational framework of the Ministry/Department they are assigned to, flagship schemes, budget, coordination with different ministries/departments and States, and the linkage of their district training experience with that of their Ministries/Departments and key institutions.

The informal interactions, such as the cricket match between Assistant Secretary XI and Cabinet Secretary XI held on 17.05.2025 at Delhi, have further strengthened the bonds among the senior and junior officers, promoting camaraderie. The preparation of ministry wise “solution to the key problem statements” prepared by Officer Trainees were presented to their respective Secretaries.

The Assistant Secretary Programme 2023 batch has prepared the officers to take on greater responsibilities and challenges in their cadre states. They are now equipped with a broader macro perspective and the ability to implement policies effectively, ensuring better inter-sectoral coordination and de-siloization.

Assistant Secretary Programme – Modules		
Sl. No	Module	Topic / Activity
1	Orientation	Introduction to Government of India Functioning
2	Ministry/Department Exposure	Ministry / Department Exposure
		Exposure to Flagship Schemes
		KYM module on i-got
		Desk Attachments (at various hierarchical levels)
		Hands-on training on e-office through i-got
		Attending meetings
		Handling files/ noting as per work allocation order
		Preparation of analytical note
		Study and assist in preparing Cabinet Notes
		Exposure to parliamentary committee matters
		Visits to organizations within the ministries/departments (within Delhi)
3	Inter-sectoral Exposure	Attending inter-departmental meetings
		Visits to other important ministries/offices

		Briefing on other inter-related ministries
		Peer learning from other colleagues
		Preparing notes for peer learning
4	Meeting with Dignitaries	Meeting with 1. President 2. PM 3. MOS 4. Cab-Sec 5. PS to PM
5	Capital Immersion	Visits to important places/monuments: 1. Parliament 2. PM Museum 3. Rajghat 4. PM Sangrahalaya
		Informal interactions over weekends
6	Hands-on Experience	4 weeks full-fledged charge
7	De-briefing & Valediction	Interaction with Secretary
		Valediction Ceremony

3 (iii) IAS Professional Course Phase-II (2023 Batch)

Target group	IAS Officer Trainees, after District Training
Course Coordinator	Ms. Shanmuga Priya Mishra, Deputy Director (Sr.)
Associate Course Coordinator(s)	Ms. Priyanka Das, Deputy Director (Sr.)
	Ms. Shweta Teotia, Deputy Director (Sr.)
	Shri D. Mahesh Kumar, Deputy Director (Sr.)
	Dr. Anupam Talwar, Deputy Director
	Shri Arvind Kumar, Professor
	Ms. Ankita Dhanda, Assistant Director
Valedictory Address by	Shri Shaktikanta Das, Principal Secretary-2 to the Prime Minister of India
Total No. of Participants	184 Officer Trainees (181 IAS Officer Trainees and 3 Officer Trainees from Royal Bhutan Civil Services)

The course, which ran from June 2 to July 25, 2025, at the Lal Bahadur Shastri National Academy of Administration (LBSNAA), was designed to equip 182 Officer Trainees (OTs) with essential administrative skills and professional acumen for their initial years in service. We focused on developing core competencies mandated by Mission Karmayogi, emphasising the virtues of Anonymity, Ability, and Austerity. The course structure was built around five essential pillars: Getting Things Done, Basic Toolkit for Administrators, Bridging the Knowledge Gap, Experience Sharing Workshops, and Transforming Trainees to Officers.

A key feature of the training was the emphasis on practical exposure. Officer trainees participated in field visits & desk inspections, and prepared detailed reports and presentations. They also engaged in community-focused exercises addressing local issues such as sanitation, solid waste management, and traffic congestion.

The curriculum covered a diverse range of topics, including public procurement, financial management, interpersonal relations, DIY IT tools, and governance basics. We incorporated modules on ethics, law and order, disaster management, and community engagement. Experience-sharing workshops by senior IAS officers provided valuable insights into field postings and administrative decision-making.

We introduced a comprehensive series of seminars, conferences, and specialized modules during Phase-II. This included collaborations with administrators to enhance practical governance training, including Sub-Divisional Magistrates (SDMs), Collectors, Deputy Secretaries, and Managing Directors of Public Sector Units (PSUs). These sessions provided trainees with insights into real-world challenges, strategies in governance, focusing on challenges faced in sub-divisional offices, and where District Magistrates shared experiences on crisis management and developmental initiatives.

There were special sessions for interaction with officers from other All India Services (police and forest). Officer Trainees engaged in peer learning by making presentations on their case studies, court work assignments, and dissertations. There were also several OT-led panel discussions on subjects like emotional wellbeing, vibrant villages programme, conduct of elections, managing mega events and role of young administrators in aspirational district development.

New modules were introduced, including Media Management Simulation Module, Hands-on Procurement Module, Pitch Deck Competitions and Confluence of Chaos (a simulation of Complex Administrative Scenarios and High-Stakes Decision Making). The course team also engaged in a detailed deconstruction session of learnings from District Training, and for the first time, had a one-to-one debriefing with each OT in the last week, providing personalised feedback and best wishes for their future career.

Our comprehensive lecture series covered a wide range of topics crucial for effective administration and governance. Distinguished speakers from diverse fields, including senior IAS officers and subject experts, shared their knowledge and practical insights. Language classes during Phase-II were reintroduced to consolidate their learning of the same during district training.

The IAS Phase-II course for the 2023 batch was a transformative journey that equipped the Officer Trainees with the skills, values, and knowledge necessary for their careers in public service. As they step into their roles as public servants, we are confident that the lessons and experiences from this course will guide them in their pursuit of effective and impactful governance.

Evaluation

The evaluation process was intensive, emphasizing active learning through presentations, debates, and discussions on contemporary issues. We incorporated peer grading, individual

projects, group activities, physical and extracurricular activities to arrive at a holistic assessment of the probationers. Language assessment was also included this time. Open book quizzes and tests were also part of the course activities, but were used for formative purposes rather than summative assessments.

Physical Fitness and the Outdoors

Physical fitness was a crucial component of the course. OTs participated in morning physical training, and had access to activities such as Zumba, Yoga, Horse Riding, and Swimming, based on the options selected by them. Special focus was given to the requirements of Divyangjan. By the end of the Course, trainees had imbibed the values associated with sports and physical fitness, such as discipline, team spirit, and camaraderie.

Valedictory Session

The valedictory address was delivered by Shri Shaktikanta Das, Principal Secretary-2 to the Prime Minister of India.

Valedictory of IAS Phase II (2023 Batch)



Participants in IAS Phase – II (2023 Batch)

Participants from the State of	Participants
AGMUT	15
Andhra Pradesh	7
Assam Meghalaya	10
Chhattisgarh	4

Participants from the State of	Participants
Gujarat	8
Himachal Pradesh	2
Jharkhand	5
Kerala	7
Madhya Pradesh	10
Nagaland	1
Telangana	6
Rajasthan	10
Bihar	11
Haryana	7
Karnataka	3
Maharashtra	10
Manipur	2
Odisha	9
Punjab	5
RBCS	3
Sikkim	1
Tamil Nadu	12
Tripura	3
Uttar Pradesh	19
Uttarakhand	2

Participants from the State of	Participants
West Bengal	10
Total	182

3 (iv) 100th Foundation Course (25th August, 2025 to 28th November, 2025)

Programme meant for / Target group	Newly recruited All India Services and various Central Service (Group- `A`) Officers [including Royal Bhutan Services]
Course Coordinator	Ms. Aswathi S., Deputy Director
Associate Course Coordinator(s)	Ms. Priyanka Das, Deputy Director (Sr.) Ms. Ritika Narula, Professor Ms. Shanmuga Priya Mishra, Deputy Director (Sr.) Ms. Shweta Teotia, Deputy Director (Sr.) Ms. Deep Jagdeep Contractor, Deputy Director (Sr.) Mr. Rajesh Meena, Deputy Director Mr. Chandrasekar S, Deputy Director Mr. Premkumar V R, Deputy Director Mr. Arvind Kumar, Professor, Mr. Gautam Thapliyal, Assistant Director Ms. Ankita Dhanda, Assistant Director Mr. Romeo Vincent Tete, Professor Ms. Aakanksha Kulshrestha, Assistant Director Mr. Sachiv Kumar, Reader
Course Inaugurated by	Shri. Sriram Taranikanti, Director, LBSNAA
Valedictory Address by	Shri Rajnath Singh, Hon'ble Defence Minister
Total Participants	Total- 660 (Gentlemen- 458; Ladies- 202)

The Foundation Course stands as the flagship training program for All India Services, Central Civil Services, and Royal Bhutan Services. This flagship program provides a unified platform to instill the core values, knowledge, and competencies essential for public service, marking the critical transition from private individuals to public servants dedicated to serving the nation and its people.

The 100th Foundation Course, conducted from 25th August to 28th November 2025, brought together 660 Officer Trainees from 19 services, including 16 from the Indian Union

and 3 from the Royal Bhutan Services. Designed to foster new learning experiences, this 14-week program provided immersive exposure to both urban and rural India while celebrating resilience, diversity, and the richness of our heritage. More than an introduction to the life and responsibilities of a civil servant, the course served as a journey of self-discovery, learning, and a deepened commitment to the nation. It was formally inaugurated on 25th August 2025 by Shri Sriram Taranikanti, Director of LBSNAA, and concluded on 29th November 2025 with the Valedictory Ceremony, graced by the Hon'ble Defence Minister, Shri Rajnath Singh.

As the Officer Trainees are new entrants in the Government, the Academy seeks to familiarize them with the environment of political, economic, social and administrative issues, through well-defined modules. With a dynamic blend of academic rigor and experiential learning, the course focused on fostering resilience, teamwork, and an appreciation for diversity. Key highlights included an immersive Field Study Research Programme to understand grassroots governance, cultural events that celebrated India's rich heritage, and the Himalayan Study Tour, which offered a deeper understanding of the challenges faced in remote regions. The program also featured a visit to the Statue of Unity at Kevadia, a powerful symbol of national unity and visionary leadership.

1. Course Aim

The 100th Foundation Course was designed to transform 660 Officer Trainees from the All India Services, Central Civil Services, and Royal Bhutan Services into ethical, capable, and citizen-centric civil servants. The course sought to instill officer-like qualities, a deep commitment to public service, and a sense of esprit-de-corps, fostering collaboration and mutual respect among participants from diverse backgrounds.

What distinguished the 100th Foundation Course was its innovative approach, seamlessly blending academic rigor with experiential learning. Guided by the principles of Mission Karmayogi, the course contained various specialized modules, expanded the scope of the Field Study and Research Programme (FSRP), and emphasized sustainability, de-siloization, and citizen-centric governance.

In addition to rigorous academics, the course incorporated vibrant cultural events like Bharat Diwas and Amritotsav, a transformative Himalayan Study Tour, and enhanced physical fitness regimens with structured activities and regular assessments. This holistic training framework prepared Officer Trainees to navigate the complexities of governance while fostering a shared commitment to India's unity, diversity, and progress.

2. Course Objectives

- To orient Officer Trainees to the administrative, social, economic and political environment of the country.
- To promote overall development of personality traits of the Officer Trainees. i.e. intellectual, moral, physical and aesthetic.
- To foster greater coordination among the members of different Civil Services by building esprit-de-corps.

- To provide exposure to the best possible teaching material and resource persons to facilitate the Trainee's professional, intellectual and emotional growth.
- To provide the Trainee with an environment that encourages enquiry and freedom of thought, yet imbued with discipline, to foster intellectual growth and all-round development.

3. Course Design

The 100th Foundation Course, a transformative training program was structured with a modular framework to develop the functional and behavioural competencies required for effective public administration. Spanning diverse modules, it combines academic rigor, practical exposure, and experiential learning to holistically prepare Officer Trainees.

Key aspects of the course include:

- **Modular Framework:** The course focuses on developing the functional and behavioral competencies of the OTs, integrating classroom sessions, field immersions, and peer learning for comprehensive development.
- **Balanced Learning Approach:** Combines academic rigor with modules on Public Administration, Economics, Law, Ethics, and Information Technology, and experiential learning through immersive fieldwork, including village stays and urban governance exposure.
- **Mission Karmayogi Alignment:** Aligned with the vision of Viksit Bharat @2047, the course focuses on de-siloization to promote cross-service collaboration, enhancing efficiency and integrated governance. It also prioritizes sustainability, ensuring long-term environmental and social impact, fostering a future-ready civil service committed to India's development goals.
- **Citizen-Centric Governance:** It emphasizes Janbhagidari (public participation), efficient grievance redressal, effective public communication, and the strategic use of social media as a governance tool. Aligned with the vision of Atmanirbhar Bharat, it aims to enhance transparency, empower citizens, and build a self-reliant, responsive, and innovative governance framework.
- **Physical and Mental Resilience:** Daily physical activities, including Yoga, PT, Swimming, and Unarmed Combat (Krav Maga), along with outdoor programs such as local treks and Himalayan expeditions, enhance endurance, resilience, and teamwork while fostering overall physical and mental well-being.
- **Skill Enrichment:** Includes training in negotiation, financial and project management, IT tools for administrative efficiency, leadership development, and emotional intelligence.
- **Cultural and Collaborative Activities:** Events such as Bharat Diwas, Athletics Meet, and cultural evenings celebrate diversity and foster camaraderie among Officer Trainees.

Out of the 14 weeks of the Foundation Course, nearly four weeks are dedicated to experiential learning beyond the Academy premises, contributing to a total of 230 hours of Field Immersion. This includes the Himalayan Study Tour — restructured to incorporate a 3-day attachment with the Armed/Paramilitary Forces for enhanced security insights, a 3-day high-altitude trek fostering team-building and nature immersion, and a 3-day Vibrant Village Visit Programme offering exposure to governance and livelihood models in India's

border regions. Additionally, the Field Study and Research Programme spans seven days, immersing Officer Trainees in aspirational, tribal, and heritage districts, while Aarambh 7.0, held in Ekta Nagar (Kevadia), serves as a leadership and policy conclave featuring mentorship from senior policymakers and domain experts.

The academic component of the course includes 310 hours of on-campus sessions, with modules such as Viksit Bharat Talks reinforcing key governance themes. Officer Trainees also engaged in writing Viksit Bharat essays, which were fragmented across various sectors, exploring strategies for India's inclusive growth and development by 2047. Existing modules like Human Resource Management and Office Procedure have been revamped to enhance relevance and applicability. These structured learning experiences not only strengthen intellectual and analytical capabilities but also instill endurance, empathy, and a whole-of-government approach, aligning with Mission Karmayogi and the vision of Atmanirbhar Bharat.

Academic Inputs were given on various modules

- | | | |
|--|--------------------------------------|---|
| ● Human Resource Management | ● Ethics | ● Law |
| ● National Security | ● Basic Economics for Administrators | ● Urban Module |
| ● Financial and Project Management | ● Office Procedure | ● Deconstruction |
| ● Social Media and Communication | ● Negotiation Skills | ● Citizen-Centric Governance and Good Governance |
| ● ICT | ● Field Study & Research Programme | ● Aarambh 7.0 |
| ● Leadership and Personality Development | ● One Act Play | ● Tutor Group sessions |
| ● ECM Module (Extra-Curricular Module) | ● India Day | ● House Group meetings |
| ● Viksit Bharat Talks | ● Amritotsav | ● Himalayan Trek & Attachments with CAPF/Vibrant Villages |
| | ● Cultural programs | |
| | ● Athletics Meet | |
| | ● Cross Country | |
| | ● Local Treks | |

4. The main activities organized during the Foundation Course were:

The 100th Foundation Course incorporated a diverse range of activities beyond the classroom to provide Officer Trainees with transformative experiences, fostering physical endurance, cultural appreciation, leadership skills, and community engagement. These activities complemented the modular framework of the course, ensuring holistic development. Below are the key highlights:

1. Physical Assessment by SAI Team (21/08/2025 to 24/08/2025): The Physical Assessment conducted by the Sports Authority of India was a cornerstone of the 100th Foundation Course's fitness journey. The initial assessment on 21/08/2025 evaluated the

baseline fitness levels of Officer Trainees (OTs), providing a roadmap for their physical development during the course.

The mandatory morning fitness sessions held at the Polo Ground, activities such as Physical Training (PT), Yoga, Aerobics, Zumba, Unarmed Combat (Krav Maga) and life-saving skills like Swimming played a crucial role in developing discipline, endurance, and mental resilience among the OTs. By the end of the course, many OTs not only achieved their fitness goals but also gained a deeper understanding of how physical well-being contributes to effective public service.

2. **One Act Play (12/09/2025):** The One Act Play, held as part of the 100th Foundation course, provided Officer Trainees with a platform to showcase their dramatic talents, teamwork, and cultural expression. It fostered public speaking skills, camaraderie, and cultural appreciation, making it a memorable highlight of the course.

3. **Himalayan Study Tour (27/09/2025 - 07/10/2025):** The Himalayan Study Tour in the 100th Foundation Course spanning 11 days, was designed to provide Officer Trainees with exposure to high-altitude operational environments, vibrant/ border villages, and team-building experiences. It comprises:

- Attachment with Armed/Paramilitary Forces (3 Days)
- Vibrant Village Visit Programme (3 Days)
- High-Altitude Trek for Team Building & Nature Immersion (3 Days)

This study tour aims to build well-rounded officers prepared for governance and administrative challenges.

4. **Bharat Diwas (18/10/2025 - 19/10/2025):** The Bharat Diwas celebration was a vibrant two-day event brimming with energy and excitement, showcasing India's rich cultural diversity. Officer Trainees enthusiastically represented their states through traditional attire, folk dances, and regional cuisine. This lively event instilled a deep sense of pride in India's heritage and brought the Officer Trainees closer together, leaving an enduring impression as one of the most memorable moments of the 100th Foundation Course.

5. **Amritotsav (05/11/2025):** The Amritotsav/ Fete event, held on November 5, 2025, celebrated India's remarkable journey of growth and development. Shri Sriram Taranikanti, Director of LBSNAA, inaugurated the "Amritotsav Mela," gracing the occasion with his presence. This vibrant cultural and patriotic event featured performances, exhibitions, and interactive sessions, showcasing the nation's achievements and milestones.

6. **Sports Meet (21/11/2025 - 22/11/2025):** The Sports Meet transformed the serene campus into a vibrant hub of competitive energy and team spirit. It was inaugurated by Shri K. Sanjay Murthy, IAS (Retd.), Comptroller and Auditor General of India (CAG) and featured a diverse array of events, including track and field competitions, Cricket, Basketball, Volleyball, and other team sports. Officer Trainees displayed their athletic skills, with each event fostering camaraderie and teamwork.

7. **Aarambh 7.0 (25/10/2025 - 01/11/2025):** Aarambh 7.0, held at Ekta Nagar, Gujarat, was a flagship event focusing on the theme "Reimagining Governance". The highlight of the programme was the inspiring address and interaction with the Honourable Prime Minister, who shared invaluable insights on leadership, nation-building, and the path towards a Viksit Bharat. The Officer Trainees also participated in the grand Ekta Divas/Unity Day celebrations on Sardar Patel's birth anniversary, paying tribute to his monumental contribution to national unity and reinforcing the core values of integration and nationhood. The event was further enriched by addresses from several eminent guest speakers, including:

- Shri P. K. Mishra, Principal Secretary to the Hon'ble Prime Minister of India
- Shri T V Somanathan, Cabinet Secretary, Government of India
- Dr. V. Narayanan, Chairman, ISRO
- Shri Praveen Sood, Director, CBI
- Ms. Rachna Shah, Secretary, DoPT
- Shri Mukesh Puri, IAS (Retd.), Chairman, Sardar Sarovar Narmada Nigam Ltd.

8. **Cross Country Run (22/10/2025):** The Cross Country Run was a high-energy and challenging event that tested the physical endurance and mental resilience of Officer Trainees. As a house event, it encouraged healthy competition, teamwork, and a sense of camaraderie among participants.

9. **Field Study and Research Programme (FSRP) (08/11/2025 - 16/11/2025):** The Field Study and Research Programme (FSRP), conducted across 55 districts in 12 states, provided Officer Trainees with hands-on exposure to rural and urban governance. During the 3-4 days of rural immersion, OTs explored grassroots institutions like Panchayats, SHGs, and FPOs, assessed citizen-centric services like e-governance and DBT, and identified opportunities in renewable energy and entrepreneurship. The urban component, spanning 1-2 days, focused on slum development, waste management, and urban poverty. Using participatory tools such as Transect Walks, FGDs (Focus Group Discussions), and socio-economic mapping, OTs engage with local leaders and communities to understand governance challenges and best practices. It concluded with presentations and films judged on creativity, content, and practical utility, adding a competitive and reflective aspect to the program.

10. **Athletics Meet (11/10/2025):** The Athletics Meet inaugurated by Ms. Deepa Malik, Paralympic Silver Medallist marked a grand culmination of the physical activities in the 100th Foundation Course. Events included sprints, relays, long-distance races, and other competitive sports. It was not just a test of physical endurance but also a celebration of the spirit of sportsmanship, fostering unity and mutual encouragement among the diverse group of OTs.

11. **Viksit Bharat Talks:** As part of the 100th Foundation Course, eminent speakers from various fields including thinkers, public intellectuals, sportspersons, Padma Awardees, business leaders, and public figures, delivered talks on diverse national and global issues. The Viksit Bharat Talks serve as a platform for intellectual discourse and encourage critical thinking among Officer Trainees. Some of the key speakers include:

- Shri Sanjay Malhotra, IAS, Governor, Reserve Bank of India, Mumbai.
- Shri K. Sanjay Murthy, IAS (Retd.), Comptroller and Auditor General of India (CAG), New Delhi.
- Shri BVR Subrahmanyam, Chief Executive Officer, Niti Aayog, New Delhi.
- Mr. V. Anantha Nageswaran, Chief Economic Adviser, Department of Economic Affairs, Ministry of Finance, Government of India.
- Shri Ajay Seth, IAS (Retd.), Chairman, Insurance Regulatory and Development Authority of India (IRDAI), Hyderabad
- Shri Pullela Gopichand, Chief National Coach of the Indian National Badminton Team and former Indian badminton player.
- Shri Parameswaran Iyer, IAS(R), Executive Director EDS12, World Bank Group.
- Ms. Chetna Gala Sinha, Founder and Chairperson, Mann Deshi Foundation & Mann Deshi Mahila Sahakari Bank.
- Shri Vikrant Massey, Actor.

5. Guest Speakers for the 100th Foundation Course

Apart from the address by Shri Narendra Modi, Hon'ble Prime Minister of India, Shri Rajnath Singh, Hon'ble Defence Minister of India, Shri Kiren Rijiju, Union Minister of Parliamentary Affairs of India and Dr. Jitendra Singh, Hon'ble MoS(PP), the 100th Foundation Course had multiple eminent speakers to address the Officer Trainees.

6. Participants in 100th Foundation Course (Service wise Break-up)

Service	Male	Female	Grand Total
Indian Administrative Service	118	62	180
Indian Audit And Accounts Service	04	08	12
Indian Civil Accounts Service	05	07	12
Indian Corporate Law Service	02	01	03
Indian Defence Accounts Service	04	05	09
Indian Defence Estate Service	03	00	03
Indian Foreign Service	30	16	46
Indian Forest Services	53	14	67

Service	Male	Female	Grand Total
Indian Information Services	04	01	05
Indian Police Service	70	18	88
Indian Postal Service	02	01	03
Indian Railway Management Service	46	10	56
Indian Post & Telecommunication Accounts and Financial Services	01	00	01
Indian Revenue Service (Customs And Central Excise)	36	15	51
Indian Revenue Service (IT)	67	43	110
Indian Trade Services	03	00	03
Royal Bhutan Civil Services	03	00	03
Royal Bhutan Forest Services	02	00	02
Royal Bhutan Police Services	05	01	06
Grand Total	458	202	660

3 (v) Special Foundation Courses

Through continuous interface and collaborative efforts between LBSNAA and multiple Administrative Training Institutes and Central Training Institutes, Special Foundation Courses (SFC) were conducted off-campus, for those who missed participation in Foundation Courses held at the Academy Campus. The duration of SFC was varied depending on the service durations and experience of the participants to curate maximum relevance and uniformity in the range of exposure during SFC for the respective cohorts. It was, however, ensured that the entire curriculum of Foundation Course, including field visits, and extracurricular activities like cultural events and emphasis on sports and fitness were incorporated in these off-campus courses as well.

Sl. No.	Institution/Venue	Duration	Period	No. of Officer Trainees	Batch/Services
1.	National Academy of Customs, Indirect Taxes and Narcotics (NACIN), Palasamudram	12 weeks	8 September–5 December 2025	74	Civil Services Examination–2023
2.	National Communications Academy–Finance (NCA-F)	12 weeks	15 September–6 December 2025	176	2024 Batch of All India and Central Civil Services
3.	Dr. Marri Channa Reddy Human Resource Development Institute of Telangana (Dr. MCR HRDIT), Hyderabad	10 weeks	13 October–19 December 2025	203	Officer Trainees from 15 Services
4.	Mahatma Gandhi State Institute of Public Administration (MGSIPA), Chandigarh	10 weeks	3 November 2025–9 January 2026	32	2021 Batch
5.	Sardar Patel Institute of Public Administration (SPIPA)	10 weeks	10 November 2025–16 January 2026	81	All India Services and Central Civil Services

Academic Activities: Mid-Career Training Programmes

4 (i) 22nd Round of MCTP Phase-III

Name of Course	22 nd Round of MCTP Phase-III		
Duration	May 12 th to June 06 th , 2025		
Name of Course Coordinator	Shri Ganesh Shankar Mishra		
Names of other members of Course team	Shri Bagadi Gautham, Shri Rajesh Meena Bujeta, Dr. (Ms). Anupam Talwar and Ms. Ankita Dhanda		
Number of participants	Total 84	Male 60	Female 24
Batches represented	2010, 2011, 2012, 2013, 2014, 2015, 2016 & 2017 Batches		
Course inaugurated by	Shri Sriram Taranikanti, Director, LBSNAA		
Valedictory Address by	Shri Shivraj Singh Chouhan, Hon'ble Union Minister of Agriculture & Farmers' Welfare and Rural Development		

Aim

To equip officers with necessary skill – sets to serve at middle management for effective transition from District Administration to Head of Department with focus on Excellence in implementation and Citizen Centricity, to move towards a developed nation.

Course Objectives

- Opportunity to develop core strength in various sectors of governance and bridge the knowledge gaps in usage of technology in their respective domains.
- To strive for efficient service delivery and learning from experiences across the country.
- To strengthen communication, interpersonal and team building skills and appreciate the centrality of values in governance.

Week-wise design of the Course

Course Design

The Phase III course was broadly organized around the following themes:

1. Transforming Field officers to HODs
2. Bridging the Gap
3. Experience Sharing & Peer Learning
4. Sectoral Inputs for Viksit Bharat
5. Self-Development

Details of the Participants

Cadre-wise Breakup				Batch-wise Breakup			
Cadre	Female	Male	Grand Total	Batch	Female	Male	Grand Total
AGMUT	2	4	6	2010	1	7	8
Andhra Pradesh	2	3	5	2011		8	8
Assam-Meghalaya		5	5	2012	3	5	8
Bihar		1	1	2013	4	8	12
Chhattisgarh	4	6	10	2014	3	8	11
Himachal Pradesh	1	2	3	2015	5	13	18
Karnataka	2	1	3	2016	4	4	8
Madhya Pradesh	4	7	11	2017	4	7	11
Maharashtra	2	4	6	Grand Total	24	60	84
Manipur		6	6				
Odisha		2	2				
Rajasthan	1	3	4				
Tamil Nadu	1	3	4				
Tripura		1	1				
Uttar Pradesh	5	10	15				
West Bengal		2	2				
Grand Total	24	60	84				

4 (II) 23rd Round of MCTP Phase-III

Name of Course	23 rd Round of MCTP Phase-III		
Duration	July 21 st to August 16 th , 2025		
Name of Course Coordinator	Shri Rajesh Meena Bujeta		
Names of other members of Course team	Dr. Bagadi Gautham, Shri Ganesh Shankar Mishra , Ms. Deep Jagdip Contractor and Ms. Bhawana Porwal		
Number of participants	Total 75	Male 60	Female 15
Batches represented	2010, 2011, 2012, 2013, 2014, 2015, 2016 & 2017 Batches		
Course inaugurated by	Shri Sriram Taranikanti, Director, LBSNAA		
Valedictory Address by	Shri Anand Bardhan, Chief Secretary to the Government of Uttarakhand		

Aim

To equip officers with necessary skill – sets to serve at middle management for effective transition from District Administration to Head of Department with focus on Excellence in implementation and Citizen Centricity, to move towards a developed nation.

Course Objectives

- Opportunity to develop core strength in various sectors of governance and bridge the knowledge gaps in usage of technology in their respective domains.
- To strive for efficient service delivery and learning from experiences across the country.
- To strengthen communication, interpersonal and team building skills and appreciate the centrality of values in governance.

Week-wise design of the Course

Course Design

The Phase III course will be broadly organized around the following themes:

Public Policy, Finance and Economy, Infrastructure, Rule of Law, Resource and Power, Negotiation and EI, Peer-to Peer Learning (Presentation), Security and Foreign Affairs, Governance, Public Procurement, Agri & RD, Technology, Project Monitoring, Project Management, Commerce and Industry, Social Sector, Welfare, Group Work, Managing Personal Finances, Office Productivity tools, and Sectoral Presentation.

Details of the Participants

Cadre-wise Breakup			
Cadre	Female	Male	Grand Total
AGMUT	3	5	8
Andhra Pradesh		9	9
Assam-Meghalaya		2	2
Bihar		1	1
Chhattisgarh		4	4
Haryana	1		1
Karnataka		3	3
Kerala	1	3	4
Madhya Pradesh	3	5	8
Maharashtra		4	4
Manipur	1	2	3
Nagaland		1	1
Odisha	1	2	3
Punjab	1	5	6
Rajasthan	1	2	3
Tamil Nadu	1	1	2
Telangana	1	3	4
Uttar Pradesh	1	8	9
Grand Total	15	60	75

Batch-wise Breakup			
Batch	Female	Male	Grand Total
2010	3	6	9
2011		6	6
2012	1	14	15
2013	6	7	13
2014	1	8	9
2015	2	10	12
2016	2	8	10
2017		1	1
Grand Total	15	60	75

4 (iii) 24th Round of MCTP Phase-III

Name of Course	24th Round of IAS Phase-III (MCTP)		
Duration	05 th to 30 th January, 2026		
Name of Course Coordinator	Ms. Shweta Teotia		
Names of other members of Course team	Shri Shelesh Nawal, Ms. Shanmuga Priya Mishra, Dr. Anupam Talwar, Shri Romeo Vincent Tete and Shri Gautam Thapliyal		
Number of participants	Total 69	Male 49	Female 20
Batches represented	2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017 & 2018 Batches		
Course inaugurated by	Shri Sriram Taranikanti, Director, Lal Bahadur Shastri National Academy of Administration		
Valedictory Address by	Shri Acharya Devvrat, Honourable Governor of Gujarat and Maharashtra		

Aim

To equip officers with necessary skill sets to serve at middle management for effective transition from District Administration to Head of Department, with focus on Excellence in Implementation and Citizen Centricity, to move towards a developed nation.

Course Objectives

- Opportunity to develop core strength in various sectors of governance and bridge the knowledge gaps in usage of technology in their respective domains.
- To strive for efficient service delivery and learning from experiences across the country.
- To strengthen communication, interpersonal and team building skills and appreciate the centrality of values in governance.

Week-wise design of the Course

The Phase III course will be broadly organized around the following themes:

Social, Infrastructure, Governance, Technology, Rural and Agriculture, Leadership, Security and Foreign Affairs, Finance and Economy, Peer-to-Peer Learning, Welfare, Governance, Negotiation and EI, Experience sharing and Peer learning, Commerce and Industry, Resource, Resources.

Details of the Participants

Cadre-wise Breakup			
Cadre	Female	Male	Grand Total
AGMUT		3	3
Andhra Pradesh	1	7	8
Bihar	2	5	7
Chhattisgarh		2	2
Gujarat	1	1	2
Haryana		3	3
Himachal Pradesh	1	1	2
Jharkhand	2	2	4
Karnataka		1	1
Madhya Pradesh	3	13	16
Maharashtra	1		1
Manipur	1	1	2
Nagaland		2	2
Odisha	1	2	3
Punjab	2	2	4
Rajasthan	2		2
Telangana	1	1	2
Uttar Pradesh	1		1
Uttarakhand	1	3	4
Grand Total	20	49	69

Batch-wise Breakup			
Batch	Female	Male	Grand Total
2010	1		1
2011		2	2
2012	2	3	5
2013	4	5	9
2014	1	4	5
2015	4	8	12
2016	3	10	13
2017	2	11	13
2018	3	6	9
Grand Total	20	49	69

4 (iv) 20th Round of MCTP Phase-IV

Name of Course	20 th Round of Phase-IV (MCTP)
Duration (Specify Dates)	16 th June to 11 th July, 2025
Name of Course Coordinator	Shri Udit Agrawal
Names of other members of Course team	Mrs. Ritika Narula, Shri Ganesh Shankar Mishra, Shri Prem Kumar V R and Shri Romeo Vincent Tete
Number of participants	Total 52 (Male 39, Female 13)
Batches which participated	Officers of 2002, 2004, 2005, 2006, 2007, 2008, 2009, 2010 and 2011 Batches
Course inaugurated by	Shri Sriram Taranikanti, Director, LBSNAA
Valedictory Address by	Dr. Mansukh Mandaviya, Hon'ble Union Minister of Labour & Employment and Youth Affairs & Sports

Aim

- To equip officers who have completed 14 to 16 years in service with skills to enable them to be effective policy makers, align their work in lines with Mission Karmayogi.
- To promote an understanding of the aspirations of the people and to achieve it through Jan Bhagidhari, to move towards a developed nation (Viksit Bharat).
- To understand the evolving nature of governance given the technological advances and to bring about its diffusion and adoption in all their efforts in their respective departments by providing resilient leadership.

Deliverables

- Develop Advanced Policy-Making Skills: Equip officers with advanced policy-making skills, focusing on strategic thinking and evidence-based decision-making, to enhance their effectiveness as senior leaders.
- Align Officer Training with Mission Karmayogi Objectives: Ensure all training and professional development aligns with the principles of Mission Karmayogi, emphasizing continual learning, competency, and a citizen-centric approach to governance.
- Promote Civic Engagement: Foster a deep understanding of citizen aspirations and actively promote public participation (Jan Bhagidhari) in the policy-making process to

ensure policies reflect the needs and wants of the community.

- Cultivate a Vision for National Development: Train officers to craft policies and strategies that contribute directly to national development goals, translating the aspirations of the people into actionable government initiatives.
- Adapt Governance to Technological Change: Educate officers on the latest technological advancements relevant to their fields and train them to integrate these technologies into their daily operations and policy frameworks.
- To appreciate the policy challenges and ecosystem facing the government in key sectors and their inter-relationship.
- To acquire a better understanding of leadership and negotiation skills.
- To have a deeper understanding of thematic issues in the context of infrastructure, procurement, regulation, human resource development and economy.
- To pay attention to the inner engineering and personal well being so as to contribute meaningfully to the greater goal.

Broad Themes of the Course:

India in the Global perspective, Policy Making & Strategic Thinking, Infrastructure-Physical and Digital, The Indian Economy and its Growth and Development Strategy, Finance, Financing & Resource Mobilization, Leadership and Challenges of Exponential Change, Arts, Sports and Culture and Well Being.

4 (v) 16th Round of MCTP Phase-V

Name of Course	16 th Round of Phase-V (MCTP)
Duration (Specify Dates)	07 th – 25 th April, 2025
Name of Course Coordinator	Ms. Sowjanya
Names of other members of Course team	Dr. Bagadi Gautham, Ms. Shweta Teotia and Shri Gautam Thapliyal
Number of participants	Total 39 (Male -32, Female- 07)
Batches which participated	Officers of 1993, 1994, 1995, 1996, 1997 and 1998 Batches
Course inaugurated by	Dr. P. K. Mishra, Principal Secretary to the Hon'ble Prime Minister of India
Valedictory Address by	Dr. T. V. Somanathan, Cabinet Secretary, Government of India

Aim

- To equip officers who have completed 26 to 28 years in service with skills to enable them to handle senior leadership positions and change management in lines with Mission Karmayogi.
- To promote an understanding of the impending challenges in governance, given the rapid changes in technology along with required piloting of organizational transformation in order to suit the vision of the country.
- To give an overall perspective of different sectors of economy and the strategic changes and roadmap needed for taking the country to the status of a developed economy.

Course Objectives

- Develop a sound appreciation of strategic management in government to cope with future challenges;
- Understand the nuances of public policy, ethics and regulation relevant for policy formulation and implementation;
- Appreciate the policy challenges and ecosystem facing the government in key sectors and their inter-relationship;
- Acquire better understanding of leadership and negotiation skills
- To Analyse and formulate policy and programs in a selected area/sector and to bring a transformatory change needed for comprehensive development.
- Have deeper understanding of thematic issues in the context of infrastructure, regulation, human resource development and economy,
- Broadening perspectives for high positions.

Course Design

The Course design focuses on strategic management in government along with public policy and regulation. There has also been a conscious attempt to make the programme more broad-based and subsume various inputs in its fold which may be of immediate relevance to the participants. Accordingly, domain inputs on fiscal and monetary policy, investment tools like INVIT, PPPs, infrastructure, power sector, urban governance, transportation, foreign policy, regulation and human resources development have been incorporated. Further, behavioral inputs on leadership and negotiation skills and functional inputs on digital technology and data analytics have been woven into the course content.

Following are the broad components of the course:

- Leadership and Personality Development
- Governance and Policy Making

- Technology and Change Management
- International Perspectives in Public Policy
- Indian Economy and Globalisation
- Human Development Sectors
- Infrastructure Sectors
- Regulation
- Wellbeing

Course Coordinator's remarks

The Phase V MCTP has been successfully completed, which was scheduled from 7th to 25th April 2025. Phase V was designed with the objective of equipping officers with a strategic vision and broadening their understanding of emerging national and global challenges in governance, policy making, and leadership. The programme aimed at sharpening their ability to influence, lead, and implement transformational initiatives in their respective domains.

A strong emphasis was laid on Leadership and Personality Development, where officers were encouraged to reflect on their leadership style, decision-making capabilities, and ability to adapt in a rapidly evolving policy environment. Sessions on strategic thinking, negotiation, and influencing set the context for the rest of the course. The Governance and Policy Making sector explored state capacity, space sector, rural development through technology, financing public infrastructure, and cultural approaches to governance. The Technology and Change Management sessions focused on India's digital public infrastructure, exponential technologies, telecom innovation, cybersecurity, and emerging tech for achieving the goals of Viksit Bharat. The discussions encouraged officers to lead change using cutting-edge tools and digital-first strategies.

International Perspectives in Public Policy provided a global context to national decision-making. Topics such as foreign policy priorities, strategic autonomy in defence, public transport systems, and comparative policy analysis across countries helped officers evaluate global best practices for application within the Indian framework. The sessions on the Indian Economy and Globalisation covered a wide range of topics including macroeconomic policy, the role of the GIFT IFSC in global finance, the evolving banking ecosystem, India's industrial strategy, and economic policymaking during Amrit Kaal. These sessions enabled participants to contextualize domestic growth strategies within a global economic environment.

Human Development Sectors focused on education, health, climate change, and start-up ecosystems. The need for strengthening public-private synergies, addressing climate concerns, and future-ready education systems was stressed as central to inclusive growth. In Infrastructure, the discussions ranged from power, transport, logistics, and urban planning to the role of public-private partnerships and financing models like InvITs. The future of India's infrastructure was examined from the lens of policy architecture, governance innovation, and technological integration. The Regulation module introduced the economics of regulation, highlighting how sound regulatory frameworks can ensure balanced growth, accountability, and institutional effectiveness across key sectors.

Group presentations under the SGoS (Sectors of Governance Significance) framework were made to the Department of Personnel and Training (DoPT), wherein participants presented their field learnings, innovations, and future pathways across priority sectors. In order to facilitate the sectoral understanding, participants also undertook field visits across five key sectors—Rural and Agriculture, Resources, Security and Foreign Affairs, Infrastructure, and Commerce and Industry. These sector-specific visits provided valuable ground-level insights and practical exposure to the policy challenges and innovations in each domain. The experience deepened the participants’ understanding of inter-sectoral coordination, stakeholder engagement, and on-the-ground implementation.

The course also incorporated a Wellbeing module, which included sessions on health, nutrition, and holistic healing through yoga. Participants were also engaged in sports, meditation, nature walks, and cultural activities to promote overall mental and physical wellness.

4 (vi) 5th Round of CMCTP (2005 Batch)

Name of Course	5 th Common Mid-Career Training Programme
Duration	26 th – 30 th May, 2025
Name of Course Coordinator	Ms. Priyanka Das, Deputy Director (Sr.)
Names of other members of Course team	Mrs. Ritika Narula, Shri Chandrasekar S., Shri Arvind Kumar, Shri Gautam Thapliyal
Number of participants	Total 202 (Male 171; Female 31)
Batches which participated	2005 batch officers from 16 services
Course inaugurated by	Ms. S Radha Chauhan, IAS (Retd.)
Valedictory Address by	Shri Rajiv Kumar, Former Chief Election Commissioner of India

Course Aim & Objectives

The Common Mid-Career Training Programme (MCTP) is designed to unify officers from diverse services who hold key roles at senior levels across various government organizations. Its objective is to foster collaboration and bolster leadership skills. The

programme endeavors to cultivate a strong sense of national pride, purpose, and fellowship among its participants. These leaders are equipped to guide their teams effectively in understanding, developing, and achieving national objectives and ambitions with the following objectives:

- Capacity building for a developed India
- Desiloisation for Enhanced interaction
- Peer to Peer learning
- Creating modern organizations
- Embracing continuous learnings
- Leveraging public private partnerships

Design of the Course

The 5th Round of the CMCTP was structured to provide a forward-looking and integrated learning experience for senior government officers, with emphasis on technological transformation, inclusive development, collaborative leadership, and citizen-centric governance. The programme comprised thematic lectures, discussions, simulation exercises, case studies, and role-play sessions delivered by eminent civil servants, domain experts, and international practitioners, ensuring a balanced blend of conceptual understanding and practical application.

1. **Futuristic Governance: AI and Emerging Technologies:** Focused on the transformative potential of artificial intelligence and related technologies in improving efficiency, transparency, innovation, and evidence-based decision-making in public administration.
2. **Inclusive Development and Last-Mile Service Delivery:** Covered the whole-of-government approach for tribal development along with the use of demographic and gender data to design equitable, data-driven, and socially responsive policies.
3. **Negotiation, Collaboration, and Civil Services Synergy:** Combined the negotiation module, simulation exercises, and case study-based role plays aimed at strengthening conflict resolution, inter-service coordination, teamwork, and collaborative leadership capacities.
4. **Public Health and Disaster-Resilient Governance:** Addressed integrated approaches to universal health coverage under Health for All through All for Health and highlighted collaborative leadership, preparedness, and inter-agency coordination in disaster management.
5. **Citizen-Centric Security, Sustainability, and Conservation:** Explored inter-agency coordination for citizen-centric policing alongside sustainable eco-tourism and forest village relocation lessons from Satpura and Kuno, emphasizing balanced development and environmental stewardship.

6. Strategic Communication and Nation Branding: Focused on effective media engagement, public communication strategies, and narrative building for strengthening the Brand of India at national and global levels.

Thematic Inputs

Day 1- 26th May, 2025

Theme 1 – Futuristic Governance: AI and other emerging technologies

Day 2 – 27th May, 2025

Theme 2 – Reaching the Last Mile: Whole of Government for Tribal Development

Theme 3 – Negotiation Module and Stimulation Exercise

Day 3 – 28th May, 2025

Theme 4- Health for All through All for Health

Theme 5 – Collaborative Leadership for Disaster Management

Theme 6 – Shifting Grounds: The Transformative Power of Demographic and Gender Data in Decision Making

Theme 7 – Case Study and Role Play for Building Synergy in Civil Services

Day 4 – 29th May, 2025

Theme 8- Inter-agency Coordination for Citizen Centric Policing

Theme 9 – Eco-tourism and Forest Village Relocation: Lessons from Satpura and Kuno Story

Theme 10 – Media Engagement: Building Brand of India

Theme 11 – Case Study and Role Play for Building Synergy in Civil Services

4 (vii) 31st Joint Civil-Military Training Programme

(21st April – 02nd May, 2025)

Course Coordinator	Dr. Anupam Talwar, Course Coordinator
Associate Course Coordinator(s)	Shri D. Mahesh Kumar
Programme inaugurated by	Shri Sriram Taranikanti, Director, Lal Bahadur Shastri National Academy of Administration
Valedictory address by	Shri Sriram Taranikanti, Director, Lal Bahadur Shastri National Academy of Administration
Composition of Group–Service represented and male/female breakup	Total = 77 (Male- 67; Female- 10)

Programme meant for/Target Group	All India Services -IAS, IPS, IFoS Central Civil Services- IFS, IRS (C&IT), IRS (IT), IRTS, IDAS, IDES, ITS, IA&AS Paramilitary Organizations- BSF, CRPF, NSG, ITBP, SSB, Assam Rifles, CISF Defence Services- Indian Army, Indian Navy, Indian Air Force, Coast Guard, Integrated Defence HQ, Raksha Sewa Staff College Intelligence-IB, Cabinet Secretariat Other Organizations- CBI, DRDO, IIS, APCS, ARCTRAC, BRO, Indian Telecom Service
Seniority Level	Joint Secretary/Director to the Govt. of India Major General/Brigadier/Colonel in the Armed Forces

The Joint Civil-Military Training Programme on National Security is a flagship course of the Academy. It was initiated in 2003 consequent to the report of the Group of Ministers on reforming the National Security apparatus.

Objectives, Course Activities and Highlights:

- To increase awareness on different dimensions and elements on National Security;
- To familiarize the participants with challenges of managing national security, emerging external security environment, impact of globalization and internal security environment etc.;
- Imperatives of Civil-Military interface at the State, Division, District and field level;
- To provide a forum for the participants to interact and exchange ideas on the subject;
- To develop a shared appreciation of the sectors/ domain areas where there is an active need for Civil- Military interface to resolve issues in national interest; and
- To underline the synergistic effects of working together and build an opinion in the Civil-Military workforce regarding the same.

The 31st JCM had the following six themes: -

- Enhancing Synergy
- Civil-Military Coordination Issues
- Contribution of different domains
- Expectations from each other's domains
- Strategic Level Issues
- Global Perspectives and Practices

Participants in 31st Joint Civil Military Training Programme on National Security

Service wise Break-up

Service	Female	Male	Total
ARTRAC		1	1
Assam Rifles		2	2
BRO		1	1
BSF		1	1
BSNL		1	1
CISF		2	2
CRPF		1	1
IA&AS		2	2
IDAS	1		1
IDES		1	1
IFoS	1		1
Indian Air Force		7	7
Indian Army	1	6	7
Indian Coast Guard		1	1
Indian Navy		4	4
Indian Telecom Service		2	2
IP&T AFS		1	1
IPS		2	2
IRMS	1	5	6
IRS (C&IT)	1	2	3
IRS (IT)	1	1	2
ITBP		2	2
MoPS&W		1	1
National Defence College		1	1
P&T BWS		1	1
SSB	1	2	3
Grand Total	7	50	57

The 31st JCM Training Programme introduced several pioneering, in-house designed initiatives. The "Together in Purpose: Inter-Service Insights" session, a first-of-its-kind peer-learning exercise, used structured small-group discussions, table rotations, and reflection sheets to deepen inter-service understanding, with findings compiled into a dedicated booklet, "Inter-Service Insights: Consultation Edition," released at the Valedictory. Complementing this, anonymised peer-learning and suggestion sessions let participants candidly flag service-specific concerns, while earlier innovations — engagement with CTI/ATI faculty and heads, broadened institutional participation, and dedicated desilisation sessions — were carried forward and strengthened.

The programme's stature was further reflected in its external speaker line-up, drawing eminent speakers and domain experts from across fields, organizations, and services which are stakeholders in national security.

The most anticipated engagement was the interaction with Dr. T. V. Somanathan, Cabinet Secretary, which evolved into a candid, freewheeling discussion covering diverse themes important for national security, underscoring the programme's role in fostering strategic, cross-institutional dialogue at the highest levels.

4 (viii) 127th Induction Training Programme for IAS Officers (05th May – 13th June, 2025)

Induction courses are conducted for officers on a select list of various states or officers promoted to the Indian Administrative Service from the State Civil Services. The aim of these courses is to update levels of knowledge, skills and to provide opportunities for exchange of ideas, views and experiences with people who have developed expertise in different sectors of national development. Considerable focus is given to new managerial thoughts, techniques and skills as well as to the frontier areas of technology and its management. There is an emphasis on imparting an All-India perspective to its participants. The officers are also taken on a tour of premier institutions in the country to expose them to the pan-India character of the service.

Programme meant for/Target group	Officers from State Civil Service who have been inducted (Promotion/Select List) into IAS
Course Coordinator	Shri Shelesh Nawal
Associate Course Coordinator	Mrs. Shweta Teotia and Shri Chandrasekar S
Inaugural address by	Shri Sriram Taranikanti, Director, LBSNAA
Valedictory Address by	Shri Om Birla, Hon'ble Speaker, Lok Sabha
Total Number of Participants	Total – 97 [Male-73; Female-24]

Course Objectives

- To understand the all-India nature of the Indian Administrative Service and develop an all-India perspective on the working of public administration and the macro-economy of the country.
- To be better equipped to handle assignments with the knowledge of latest policies and programmes in various sectors as well as learning from experiences of fellow participants.
- To be able to apply the principles of collaborative working and leadership and negotiations in their work settings.

The pedagogy that was adopted to meet the course objectives included Lecture and Discussion, Case Studies, Heritage/Nature Discourse, Experience Sharing Presentations,

Films and Discussions, Management Games and Group Work.

Course Design

- Week 1** Orientation about fitness, Orientation on the AIS conduct and Discipline rules, Prevention of Corruption Act, Leadership Module, Developing a Green Field Tourism Destination- Learnings from the Statue of Unity, Role of FPOs for boosting Rural Economy, Hands on exercise: Understanding Rural Economy through Narayanpur Express, Connecting territories and creating marvels: The story of Indian Railway, Building a robust education system for Viksit Bharat, Hands on exercise in Education, Learning from the best Practices in Education
- Week 2** Public Private Partnership (PPP), Inter Sectoral Peer Learning: Presentation of Case Studies, State of Indian Economy, Rule of Law: Role of State-I, Rule of Law: Role of State-II, Game theory applicability in Auction/Bid Process, Interaction with the Director, Improving office Productivity using IT Tools, Hands on using GPT Tools, Urban Landscape, Role of Civic authorities in Urban Planning, Renewable Energy for powering Viksit Bharat, Generative AI, Hands on dashboard creation
- Week 3 & Week 4** Study Tour
- Week 5** Entrepreneurial Ecosystem for Viksit Bharat, Women Entrepreneurs as Catalysts for inclusive and sustainable growth, Negotiation for Administrators, Leadership synergy in complex systems, Energy Transition in India- Challenges and way forward, Effective government communications, Generating inclusive growth through bolstering MSME, Sailing towards Viksit Bharat: Transformative role of Shipping, Ports and Water Ways
- Week 6** Interpersonal Coordination among civil services, Holistic approach to Rural Development, Behavioural Economics and Public Policy, Use of Data for improving policy formulation and implementation, Integrating Lifestyle Interventions into Public Health Systems, Data Summarization and visualization, Procurement (1), Procurement (2), Sharpening perspective for organizational excellence, Mission Karmayogi – Capacity Building of Government Employees

The participants were to submit a 1500 word case study on any public problem/dilemma/decision making scenario dealing with a sector faced by them in the course of service.

The participants were evaluated out of 100 marks, 30 of which were Examination MCQ type, 20 for Case Study, 30 for Sectoral presentation, 10 for Peer Learning and 20 for Director's Assessment.

Exposure Visit/Trek

i. Central Vista (New Parliament) & Old Parliament

ii. Visit to PM Sangrahalaya

iii. Visit to Tehri/Rishikesh

iv.Trek to George Everest

v.Trek to Banglow ki Kandi

Study Tour

The course features a 02 week long Study Tour. Participants were grouped in such a way that they get to visit parts of the country they have not served in. The central idea of the Study Tour was to acquaint participants with the larger national issues with attachments with the Army/Air Force/Navy, Paramilitary, Central Public Sector Undertakings and large public sector infrastructure projects.

VVIP Call on

The participants of the Induction Training Programme Call on the Hon'ble President of India on 03rd June, 2025 at Rashtrapati Bhawan, New Delhi.

Course Coordinator's Remarks

Details of the Participants

The 127th Induction Training Programme had participants from 18 different cadres. The break up for the same is as detailed below: -

State	Female	Male	No. of Officers
Assam	1	4	5
Bihar		1	1
Chhattisgarh	4	7	11
Gujarat		4	4
Himachal Pradesh		3	3
Jharkhand	2	4	6
Karnataka		1	1
Kerala	1	5	6
Madhya Pradesh	2	3	5
Maharashtra	7	16	23
Meghalaya		1	1
Nagaland	2	1	3
Odisha	1	2	3
Rajasthan	1	2	3
Sikkim		1	1

State	Female	Male	No. of Officers
Telangana	2		2
Tripura	1	7	8
Uttar Pradesh		6	6
West Bengal		5	5
Grand Total	24	73	97

4 (ix) 128th Induction Training Programme for IAS Officers (02nd February – 13th March, 2026)

Course Objectives

- To promote Experiential Learning of Sectoral best practices for practical workplace application through pedagogical tools such as Lecture and Discussion, Case Studies, Heritage/Nature Discourse, Experience Sharing Presentations, Films and Discussions, Management Games and Group Work.

Programme meant for/Target group	Officers from State Civil Service who have been inducted (Promotion/Select List) into IAS
Course Coordinator	Shri Premkumar V R
Associate Course Coordinator	Shri Shelesh Nawal, Ms. Deep Jagdip Contractor, Ms. Aswathi S. and Shri Arvind Kumar
Inaugural address by	Shri Sriram Taranikanti, Director, LBSNAA
Valedictory Address by	Shri Sriram Taranikanti, Director, LBSNAA
Total Number of Participants	Total – 82 [Male-58; Female-24]

Course Design

Week 1 Focused on Leadership, Dimensions of Contempt of Court, IAS: Dimensions, Opportunities and Challenges, improving office productivity through IT tools, Energy Transition in India, Capacity Building and Indian Knowledge System in Governance, Land Acquisition and related legal provisions, stakeholder engagement, effective monitoring through IT systems, public health, livelihood missions, and the role of district administration in promoting sports.

Week 2 Covered Jal Jeevan Mission, Procurement Principles, Amendments in Criminal Law, Digital Media, Entrepreneurial Governance, ICT, Prevention of Corruption Act, Education, Mission Karmayogi, Negotiation, Skilling in Viksit Bharat, Administrative Law, and challenges in examination management and recruitment.

Week 3 & Week 4 – Study Tour

Week 5 Covered Cooperatives, Gender Budgeting, Agriculture, Sustainable Governance, Strategic Autonomy, Security challenges in the North-East, Port Sector, Behavioural Economics, Consumer Affairs, and institutional synergy for security and governance.

Week 6 Covered convergence of security and administration for development of border areas, climate adaptation, Ethics and Accountability, Public Health, Green Field Tourism, Infrastructure Procurement, District Administration, Disaster Management, Peer Learning, Finance, Renewable Energy, Net Zero, Tribal Welfare, Municipal Finance and Inclusive Urban Governance.

The participants were required to submit a 1500-word case study on a public problem, dilemma or decision-making scenario relating to a sector encountered during their service.

The participants were evaluated out of 100 marks, comprising 20 marks for Examination (MCQ type), 20 marks for Case Study Presentation, 30 marks for Group Presentation of Study Tour, and 30 marks for Director's Assessment.

Exposure Visit/Trek

vi. Central Vista (New Parliament) & Old Parliament

vii. Trek to George Everest

viii. Trek to Banglow ki Kandi

Study Tour

The course featured a two-week Study Tour during which participants visited parts of the country where they had not previously served. The tour aimed to provide exposure to larger national issues through attachments with the Army, Air Force, Navy, Paramilitary forces, Central Public Sector Undertakings and major public-sector infrastructure projects.

VVIP Call on

The participants of the Induction Training Programme called on the Hon'ble President of India on 02nd March, 2026 at Rashtrapati Bhawan, New Delhi.

Details of the Participants

The 128th Induction Training Programme had participants from 12 different cadres. The break up for the same is as detailed below: -

Cadres	Female	Male	No. of Officers
AGMUT	2	14	16
Bihar	2	14	16
Gujarat	1	3	4

Cadres	Female	Male	No. of Officers
Haryana	2	3	5
Himachal Pradesh	1	4	5
Karnataka		1	1
Madhya Pradesh	3	1	4
Maharashtra	5	7	12
Meghalaya	1	1	2
Odisha	6		6
Rajasthan		7	7
Uttar Pradesh	1	3	4
Grand Total	24	58	82

The Evaluation report of Participants is as follows: -

Grade	No. of Participants
A+	04
A	58
B+	19
B	01

Academic Activities: In-Service Training Programme

5. Academic Activities: In-service Training Programme

During FY 2025–26, the Professional Orientation Training (IST) Section organized eighteen programmes covering public finance, infrastructure, digital transformation, rural and urban governance, land management, procurement, criminal law reforms, energy transition, institutional capacity building and alumni engagement. These programmes strengthened the professional competencies of civil servants while supporting national priorities such as Viksit Bharat, Digital India, inclusive growth and good governance.

5 (i) Golden Jubilee – 1974 Batch

Duration: 02nd –04th April, 2025

Participants: 86 (27 Female, 59 Male)

Course Coordinator: Ms. Aakanksha Kulshrestha, Assistant Director

The Golden Jubilee Reunion of the 1974 Batch commemorated fifty years of distinguished public service. The programme enabled alumni to reconnect with the Academy, reflect on their administrative experiences and share valuable leadership lessons, reinforcing LBSNAA's enduring relationship with its alumni.

5 (ii) Reunion – 1985 Batch

Duration: 28th –30th April, 2025

Participants: 108 (12 Female, 96 Male)

Course Coordinator: Sh. Gautam Thapliyal, Assistant Director

The Reunion of the 1985 Batch provided a platform for former Officer Trainees to revisit their journey in public administration, exchange experiences and deliberate upon the evolution of governance over the decades while strengthening institutional bonds with the Academy.

5 (iii) Driving Government Finances for Developed India

Duration: 19th –23rd May, 2025

Participants: 23 (8 Female, 15 Male)

Course Coordinator: Ms. Ritika Narula, Professor.

Associate Course Coordinator: Sh. Gautam Thapliyal (Assistant Director), Ms.

Aakanksha Kulshrestha (Assistant Director)

The programme enhanced participants' understanding of public financial management, fiscal prudence, budgeting, expenditure management and accountability in support of the vision of Viksit Bharat.

5 (iv) 4th Iteration of Capacity Building Programme for Officers of Rajya Sabha Secretariat, Ministries & Departments of GoI

Duration: 27th May–07th June, 2025

Participants: 47 (9 Female, 38 Male)

Course Coordinator: Sh. Romeo Vincent Tete, Professor.

Associate Course Coordinator: Ms. Aakanksha Kulshrestha (Assistant Director), Ms.

Bhawana Porwal (Reader)

Conducted under CPSM, the programme strengthened the institutional capacities of officers through sessions on parliamentary procedures, public policy, legislative support systems, ethics and leadership in governance.

5 (v) Critical Issues of Governance in PRIs and Rural Development

Duration: 09th –13th June, 2025

Participants: 53 (19 Female, 34 Male)

Course Coordinator: Prof. Bagadi Gautham

The programme examined decentralised governance, Panchayati Raj Institutions, rural development initiatives, financial devolution and community participation for strengthening grassroots governance.

5 (vi) Border Economy and Border Development for National Security

Duration: 23rd - 27th June, 2025

Participants: 38 (4 Female, 34 Male)

Course Coordinator: Sh. D. Mahesh Kumar, Deputy Director

Associate Course Coordinator: Dr. Anupam Talwar (Deputy Director), Ms. Aakanksha Kulshrestha (Assistant Director)

The programme explored the strategic importance of border infrastructure, economic development, connectivity and integrated border management in promoting national security and inclusive regional development.

5 (vii) Breaking Barriers, Building Prosperity: Strategies for Women's Economic Inclusion

Duration: 07th –11th July, 2025

Participants: 44 (29 Female, 15 Male)

Course Coordinator: Ms. Deep J. Contractor, Deputy Director

Associate Course Coordinator: Ms. Aakanksha Kulshrestha (Assistant Director)

The programme focused on gender-responsive governance, entrepreneurship, financial inclusion, livelihood promotion and policy interventions to enhance women's economic participation.

5 (viii) Golden Jubilee – 1975 Batch

Duration: 12th –14th July, 2025

Participants: 96 (18 Female, 78 Male)

Course Coordinator: Ms. Ankita Dhanda, Assistant Director

The Golden Jubilee celebrations of the 1975 Batch honoured five decades of public service while fostering interaction between distinguished alumni and the Academy.

5 (ix) Land Acquisition for Infrastructure Projects

Duration: 16th –18th July, 2025

Participants: 66 (7 Female, 59 Male)

Course Coordinator: Prof. Bagadi Gautham

The programme addressed the legal, administrative and social dimensions of land acquisition, rehabilitation, stakeholder consultation and project implementation for infrastructure development.

5 (x) Capacity Building and Sensitization Programme on Criminal Law Reforms in India

Duration: 28th July–01st August, 2025

Participants: 56 (8 Female, 48 Male)

Course Coordinator: Dr. Sachiv Kumar, Reader

The programme familiarised officers with the recent criminal law reforms and their implications for citizen-centric justice delivery and effective implementation.

5 (xi) Generating Inclusive Growth: Role of MSMEs

Duration: 04th –08th August, 2025

Participants: 39 (11 Female, 28 Male)

Course Coordinator: Sh. Chandrasekar S., Deputy Director

Conducted under CPSM, the programme highlighted the role of MSMEs in employment generation, innovation, exports and inclusive economic development.

5 (xii) AI Champions Programme for Digital Transformation

Duration: 18th –22nd August, 2025

Participants: 66 (11 Female, 55 Male)

Course Coordinator: Sh. Ganesh Shankar Mishra, Deputy Director Sr.

Associate Course Coordinator: Ms. Aakanksha Kulshrestha (Assistant Director)

The programme introduced officers to Artificial Intelligence applications in governance, data-driven decision-making, responsible AI and digital public service delivery.

5 (xiii) Procurement and Contract Management for Civil Servants

Duration: 15th –19th December, 2025

Participants: 60 (9 Female, 51 Male)

Course Coordinator: Sh. Ganesh Shankar Mishra, Deputy Director Sr.

Associate Course Coordinator: Sh. Arvind Kumar (Professor), Ms. Aakanksha Kulshrestha (Assistant Director)

The programme strengthened competencies in procurement rules, contract administration, risk management and transparency in public procurement.

5 (xiv)Municipal Governance for Administrators

Duration: 05th –09th January, 2026

Participants: 55 (15 Female, 40 Male)

Course Coordinator: Sh. Rajesh Meena, Deputy Director

Associate Course Coordinator: Dr. Anupam Talwar (Deputy Director)

The programme covered urban governance, municipal finance, planning, citizen services, smart cities and sustainable urban development.

5 (xv) Land Acquisition for Infrastructure Projects (2nd Iteration)

Duration: 11th –13th February, 2026

Participants: 41 (10 Female, 31 Male)

Course Coordinator: Sh. Rajesh Meena, Deputy Director

Associate Course Coordinator: Sh. Arvind Kumar (Professor)

The second iteration reinforced practical approaches to land acquisition, dispute resolution and technology-enabled land administration.

5 (xvi) Building Infrastructure for Viksit Bharat

Duration: 23rd -27th February, 2026

Participants: 34 (7 Female, 27 Male)

Course Coordinator: Sh. Rajesh Meena, Deputy Director

Associate Course Coordinator: Sh. Arvind Kumar (Professor), Ms. Ankita Dhanda (Assistant Director)

The programme examined infrastructure planning, financing, project management and resilient infrastructure as drivers of economic growth.

5 (xvii) Energy Sector: Challenges and Response

Duration: 09th –13th March, 2026

Participants: 43 (3 Female, 40 Male)

Course Coordinator: Ms. Shweta Teotia, Deputy Director Sr.

Associate Course Coordinator: Ms. Ankita Dhanda (Assistant Director)

The programme discussed energy security, renewable energy, power sector reforms and sustainability challenges in India's energy transition.

5 (xviii) AI Champions Programme for Digital Transformation (2nd Edition)

Duration: 16th –20th March, 2026

Participants: 69 (20 Female, 49 Male; including 3 participants who left on the second day)

Course Coordinator: Sh. Ganesh Shankar Mishra, Deputy Director Sr.

Associate Course Coordinator: Sh. Gautam Thapliyal (Assistant Director), Ms. Aakanksha Kulshrestha (Assistant Director)

The second edition provided advanced exposure to generative AI, predictive analytics, cybersecurity and responsible adoption of AI in public administration.

Research Centres in the Academy

Research Centres in the Academy

The centres of the Academy have been established with an aim to provide an avenue for initiating research in key areas of governance both from policy as well as implementation perspectives. The research is supposed to feed into the training curriculum and provide it with fresh insights. These centres (like BNYCRS) are mostly funded either by line ministries, or are self-sustaining like the NGCC and CDM and collaborate with various national and international funding agencies. Various Research Centres have been set up for undertaking action-research on domains linked to Academy's mandate and to feed into training inputs.

6 (i) B.N. Yugandhar Centre for Rural Studies

Vision of the Centre

“Help building and promoting an environment for training, research and policy debate on various issues of land, rural development, agrarian movement, livelihood, gender and panchayati raj.”

Mission of the Centre

“Develop training material and manuals for training of Officer Trainees, conducting research studies, organizing workshops and policy seminars, networking with partner organizations and professionals, ensuring publication of journals, research papers, reports etc. and disseminating research based knowledge with a view to help government agencies for policy initiation or changes and exposing young professionals to socioeconomic realities of the country.”

A Brief Background of the Centre

B N Yugandhar Centre for Rural Studies (BNYCRS), since its establishment in the Lal Bahadur Shastri National Academy of Administration, Mussoorie in the year 1989, has emerged as a leading establishment for training of Officer Trainees (OTs) of the Indian Administrative Service (IAS), conducting Research Studies, Seminars and Workshops for policy recommendations and publications in the areas like Modernisation of Land records, Land Reforms, Agrarian relations and Rural Development. The Centre is bringing out a half-yearly peer reviewed Journal titled as “Journal of Land and Rural Studies”, which is published by Sage Publications-New Delhi and disseminates/shares international research on above mentioned subjects.

BNYCRS manages repositories of more than 4000 village study reports of IAS Officer Trainees of various batches and plays a crucial role in documenting, analyzing and disseminating information about Land reforms, Land records modernisation and socio-economic aspects of villages of India. These repositories may contain reports on various aspects of village life, including socio-economic conditions, agriculture, healthcare, education, infrastructure and cultural practices. The centre has conducted more than 60 workshops/seminars as of now to serve several purposes like knowledge sharing, capacity building and policy advocacy. The Centre has published more than 143 publications with respect to Land reforms, Agrarian relations, management of land records and land revenue

administration, modernisation of land records and socio-economic issues. Database management is another key activity of the centre and primary data collected through Officer Trainees and while conducting research studies have been systematically stored for further usage.

BNYCRS is funded and supported by the Department of Land Resources (DoLR), Ministry of Rural Development (MoRD), Government of India. The Centre is spearheaded by the Governing Body comprising Director, LBSNAA as the Chairman and Sr. Officials from LBSNAA, DoLR, MoRD and eminent experts/academicians from the relevant fields as the members.

ACTIVITIES

A. Training Programme

A.1 Activities for IAS Professional Course Phase-I

A.1.1 Land Administration Module

The Centre conducted the Land Administration Module for Officer Trainees of IAS Professional Course Phase-I of 2024 Batch in the month of December-April 2025. The Centre is organising the Land Administration module for the current Phase-I (2025 Batch).



Reading materials on Land module focusing on brief historical perspective of the land systems, land reforms & related policy issues, the land record system of the country, achievements under Digital India Land Records Modernisation Program (DILRMP), issues and challenges of Land acquisition and the key-functions of revenue administration have been prepared.

Under this Module cadre wise sessions on ‘Land Administration in States/ Union Territories – History, Organizational Structure and Modernization of Records’ were held for the IAS Officer Trainees by the Resource Persons from different States of the country.



The Centre coordinated with the Survey of India, Dehradun and District Survey and Settlement Office, Dehradun and organised Hands-on Training sessions on Survey Techniques’ for the IAS Officer Trainees. This programme was focused on demonstrating traditional and modern survey equipment and their usability during revenue surveys.

A.1.2 Agriculture Module

The Centre designed and prepared a three-day 'Agriculture Module' for the IAS Professional Course Phase-I of 2024 Batch. The Module covered the following topics in Agriculture Module:

- Best practice of Horticulture
- Agri-Stack Digital Technology in Management



Agriculture- Government of India's Initiatives

- Input Management (Seed, Fertilizer and Pesticides)- Government Policies and Delivery Public and Private Sector

- Natural Farming
- Risk Management-PMFBY
- Role of FPOs and Promoting Value Chain in Agriculture

A.2 IAS Professional Course Phase-II: District Training

Village Study Assignment (VSA)

The Centre had designed Village Study Assignment (As a part of the District Training Assignment) for the IAS Officer Trainees of the batch 2024-26. The District Training Manual for conducting Village Study Assignment for the IAS OTs of 2024-26 Batch has been revised by including Quality of Land records.

The Centre had received 179 Socio-Economic (SE) and 179 Land Administration (LA) Village study Reports from the IAS OTs of 2023-25 Batch. These reports were evaluated and documented for future references.

A.3 Field Study and Research Programme

Field Study Research Programme (FSRP, earlier known as Village Visit Program) was organised for the Officer Trainees of 100th Foundation Courses across 110 villages in 55 districts of 12 states during 08-16 November 2025 to sensitize the officer trainees on Rural and Urban Development, functioning of Rural and Urban Institutions. The FSRP reports of 80 Villages prepared by the Officer Trainees were evaluated and the best three reports were awarded.

Further an FSRP is organised in collaboration with the National Communications Academy-Finance for the Special Foundation Course during 08-16 November, 2025 for the Officer Trainees in 27 villages of 17 Districts in 8 States.

Then Centre Director of the BNYCRS addressing OTs during
the Briefing Session



B. Workshops/ Training Programmes

Sl. No.	Topic	Conducted	Venue	Number of Participants
1	State-level Workshops on 'Peer Learning of State Officials on Land Records Modernization: Gujarat	23.04.2025	Gandhinagar, Gujarat	46
2	Training cum Workshop on NAKSHA Programme for District Magistrates/ Collectors	06.10.2025 – 07.10.2025	LBSNAA, Mussoorie	48
3	Training cum Workshop on NAKSHA Programme for District Magistrates/ Collectors	27.10.2025 - 28.10.2025	LBSNAA, Mussoorie	59
4	Chintan Shivir Modernization of Revenue Court Case Management System and Glossary of Revenue Terms	31.10.2025 - 01.11.2025	YASHDA, Pune	57
5	Training cum Workshop on NAKSHA for District Collectors/Municipal Commissioners	08.12.2025 - 09.12.2025	LBSNAA, Mussoorie	44
6	Training cum Workshop on NAKSHA for District Collectors/Municipal Commissioners	18.12.2025 - 19.12.2025	AASC, Guwahati	33
7	Training cum Workshop on NAKSHA for District Collectors/Municipal Commissioners	29.01.2026 - 30.01.2026	Mahatma Mandir, Gandhinagar	169
8	Workshop on Process Re-engineering in Registration System	-	LBSNAA, Mussoorie	Date is yet to be finalised by DoLR

Brief description of the Workshop and Training Programmes

State-level Workshops on ‘Peer Learning of State Officials on Land Records Modernization: Gujarat

A one-day Peer Learning Workshop on Land Record Modernization for officials of Gujarat was organized on 23 April 2025 at the Gujarat Institute of Disaster Management (GIDM), Gandhinagar. The programme aimed to strengthen the implementation of the Digital India Land Records Modernization Programme (DILRMP) through knowledge sharing and capacity building of revenue officials. Experts from different states shared best practices on modern record rooms, revenue court management systems and citizen-friendly property registration processes. Sessions also highlighted the use of advanced technologies such as GIS oriented approaches for improving land governance in Gujarat., drones and CORS in land surveys. The workshop provided an interactive platform for officials to discuss challenges, exchange experiences and develop action-



Training cum Workshop on NAKSHA Programme for District Magistrates/Collectors

Two batches of Training cum Workshops on the NAKSHA Programme for District Magistrates and Collectors organised on 6–7 October 2025 and 27–28 October 2025 at LBSNAA, Mussoorie attended by 48 and 59 participants respectively. The programme aimed to build the capacity of district administrators in implementing the NAKSHA initiative, which focuses on modernizing urban land records using advanced geospatial technologies.



The sessions covered the overall workflow of the programme including aerial surveys, feature extraction, ground truthing and grievance redressal mechanisms for finalizing urban land records.



Chintan Shivir Modernization of Revenue Court Case Management System and Glossary of Revenue Terms



Chintan Shivir on the Modernization of the Revenue Court Case Management System (RCCMS) and the Glossary of Revenue Terms (GoRT) was organized by the B. N. Yugandhar Centre for Rural Studies, LBSNAA in collaboration with the YASHADA, Pune from 31.10.2025 to 01.11.2025. The workshop brought together senior officials from the Centre, States and Union Territories to deliberate on

strengthening digital governance in revenue administration. The discussions focused on modernizing revenue court processes through digitization, integration of land records with registration systems and simplification of procedures for faster and more transparent dispute resolution. The programme also examined the development of a standardized, multilingual glossary of revenue terms to improve clarity and interoperability in land records across States. Through technical presentations, group consultations and interactive sessions, participants shared best practices and explored innovative solutions for improving efficiency, transparency and citizen-centric service delivery in land governance.





Training cum Workshop on NAKSHA for District Collectors/Municipal Commissioners

A series of Training cum Workshops on the NAKSHA Programme were organized to strengthen the capacity of District Collectors, Executive Officers and Municipal Commissioners in implementing modern urban land survey and mapping initiatives. The first workshop was conducted at LBSNAA, Mussoorie on 08–09 December 2025 with 44 participants.

The second programme was held at AASC, Guwahati on 18–19 December 2025 with 33 participants, organized in collaboration with the Centre of Excellence on Land Governance (CoELG), Guwahati Centre. The third workshop took place at Mahatma Mandir, Gandhinagar on 29–30 January 2026, with 169



participants, organized in collaboration with the Centre of Excellence in Land Administration and Management, Gujarat. These programmes focused on familiarizing officials with the NAKSHA workflow including aerial surveys, GIS-based mapping, ground truthing and digital land record integration. The workshops also emphasized the role of district and municipal authorities in strengthening urban land governance, improving transparency in land records and enabling better urban planning through advanced geospatial technologies.



C. Research Activities

Sl. No.	Topic	Status
1	Land Governance in North-East States: Status and Impact of Policy Reforms and Regional Initiatives on Customary and Indigenous Laws (VI-th Schedule Areas): Assam	Completed
2	Status of Land Ownership by Women after the enactment of the Hindu Succession (Amendment) Act, 2005 in the states of Rajasthan, West Bengal, Madhya Pradesh and Tamil Nadu	Completed
3	Development of Tailor-Made NAKSHA Training Module for Tehsildars/ Kanungos/ Patwaris	Approach & Methodology and questionnaire prepared. Activities in progress.

D. Assisted Training Programmes

Sl. No.	Topic	Conducted	Venue
1	In-Service Training Programme on “Critical Issues of Governance in PRIs and Rural Development”	09.06.2025 - 13.06.2025	LBSNAA, Mussoorie
2	In-Service Training Programme on “Land Acquisition for Infrastructure Projects”	16.07.2025 - 18.07. 2025	LBSNAA, Mussoorie
3	In-Service Training Programme on “Land Acquisition for Infrastructure Projects”	11.02.2026 - 13.02.2026	LBSNAA, Mussoorie

In-Service Training Programme on “Critical Issues of Governance in PRIs and Rural Development”

The In-Service Training Programme on “Critical Issues of Governance in PRIs & Rural Development” was held from 9–13 June 2025 at the Lal Bahadur Shastri National Academy of Administration, with academic support from the B. N. Yugandhar Centre for Rural Studies. The programme witnessed participation of 53 officers from the All India Services, State Civil Services and allied services.



The training programme had focused on governance challenges in Panchayati Raj Institutions (PRIs), fiscal decentralization, scheme convergence, participatory planning and grassroots leadership. Discussions during the training sessions covered key rural development initiatives, fiscal autonomy of PRIs, peri-urban governance, livelihood promotion and strengthening local institutions through digital

tools and capacity building. The programme aimed to enhance inclusive growth, improve service delivery and deepen grassroots democracy through empowered and accountable rural governance systems.

In-Service Training Programme on “Land Acquisition for Infrastructure Projects”

The In-Service Training Programme on Land Acquisition for Infrastructure Projects was conducted twice at the Lal Bahadur Shastri National Academy of Administration with academic support from the B. N. Yugandhar Centre for Rural Studies. The first programme was held from 16–18 July 2025, bringing together 66 officers from the Revenue and allied departments dealing with infrastructure-related land matters across States.

The second programme was organised from 11–13 February 2026, in which 41 officers from various services participated, primarily working in priority districts handling major infrastructure projects. Both programmes focused on strengthening legal, procedural and administrative capacity under the RFCTLARR Act, 2013, while addressing issues such as Social Impact Assessment, Resettlement & Rehabilitation, litigation management, digitisation and time-bound land acquisition.



E. Publications this year

1.	Journal of Land and Rural Studies (Vol. 14, Issue 1: January 2026)
2.	Journal of Land and Rural Studies (Vol. 13, Issue 2: July 2025)

F. Journal of Land and Rural Studies (JLRS)

Journal of Land and Rural Studies, a peer reviewed journal, is being published bi-annually by Sage Publications India Pvt. Ltd. on behalf of the Centre since 2012. This journal is a member of the Committee on Publication Ethics (COPE). It is available in Print (ISSN: 2321-0249) and Online (ISSN: 2321-7464). The journal's circulation comprises 40 institutional subscriptions and 2242 package subscriptions in 2024, with a 100% renewal rate from 2023 to 2024. In addition the journal recorded 4,536 full-text downloads till June 2025 indicating sustained readership and engagement in India and Abroad.

The Centre has published Volume 14 Issue 1 (January, 2026) and Volume 13 Issue 2 (July, 2025). Details of these are as follows:



Volume 14 Issue 1 (January, 2026)

1. Land Rights in India: Contemporary Legal and Policy Challenges by *Anshu Yadav*
2. Dynamics of Social Tenure to Land—Perspectives of Equal Benefits and Moral Responsibility from Rural India by *Tarun Ghawana and Jaap Zevenbergen*
3. Socio-economic Impacts of Land Acquisition for Dam Construction on Tribal Households in Akole Tehsil by *Shantaram Vitthal Sonawane*
4. Land Management Issues From Rural to Urban Land Use by *Rashi Gupta*
5. Benefits Beyond Higher Net Returns as Factors Facilitating the Scaling-up of the Community Managed Natural Farming in AP by *S. Galab, C. Samba Murty, E. Nagabushana Rao and G. Bhaskara Rao*
6. Data-driven Disposals: Evaluating RCCMS as a Tool for Efficiency in Revenue Courts by *Smriti Mishra*
7. Land Rights and the Impact of Farm Input Subsidies on Poverty Convergence in Malawi by *Martin Limbikani Mwale and Tony Mwenda Kamminga*

Volume 13 Issue 2 (July, 2025)

1. Land Reforms and the Evolution of Section 118 of the Himachal Pradesh Tenancy and Land Reforms Act: A Critical Analysis by *Lalit Jain and Meenu Verma*
2. Status of Tribal Women in the Chota Nagpur Region: An Analytical Study of Life, Livelihood and Land Ownership by *Debanjana Nag*
3. Land and Violence in the Lives of Tribal Women: The Case of Jharkhand by *Shipra Deo and Robert Mitchell*
4. Land Ownership and Socio-economic Dependence on Rubber Plantations: Insights from Smallholder Farmers in Tripura, India by *Prabhakar and Pradyut Bhattacharya*
5. Land Use Pattern, Crop Diversification and Crop Combination Regions: A District-level Study in Rajasthan by *Ravi Kiran and Milap Punia*

6. Land Measurement Bias: Evidence Based on the Validation Exercise of the Area Under Paddy Cultivation in Bhutan Using Three Different Measurement Techniques vis-à-vis Farmer Self-report (FSR), Global Positioning System (GPS) and Google Estimate by *Tobden Tobden, Rinchen Dorji, Sonam Penjor, Mani Kumar Gurung and Thinley Yangzom*

G. ESTABLISHMENT OF CENTRE FOR EXCELLENCE (CoE)

B N Yugandhar Centre for Rural Studies (BNYCRS), Lal Bahadur Shastri National Academy of Administration, Mussoorie, has established a Centre of Excellence under DILRMP as per the direction of the Department of Land Resources, Ministry of Rural Development, Government of India.

G (i) Training programmes of CoE

Sl. No.	Topic	Conducted	Venue	Number of Participants
1	Master Training (1 st Batch) under NAKSHA Programme	02.06.2025-06.06.2025	LBSNAA, Mussoorie	32
2	Master Training (2 nd Batch) under NAKSHA Programme	23.06.2025 – 27.06.2025	LBSNAA, Mussoorie	30

The Master Training under the NAKSHA Programme was conducted by the Centre of Excellence, B. N. Yugandhar Centre for Rural Studies at Lal Bahadur Shastri National Academy of Administration in two batches. The first batch was held from 02.06.2025 to 06.06.2025 with 32 participants and the second batch was conducted from 23.06.2025 to 27.06.2025 with 30 participants.

Further, as per the mandate given by the Department of Land Resources, Ministry of Rural Development, Government of India, activities related to the states of Bihar, Jharkhand, Odisha, Uttar Pradesh, Uttarakhand and West Bengal are being undertaken periodically.



H. OTHER ACTIVITIES

- The National Workshop on Survey/Resurvey under the Digital India Land Records Modernization Programme (DILRMP) was held on 15th–16th May 2025 at Guntur Andhra Pradesh. Shri Snehasis Mishra, Assistant Professor, BNYCRS, participated in the workshop, which reviewed the progress of the Survey/Resurvey component under

DILRMP and encouraged discussions on modern survey technologies, field-level challenges and best practices.

- The National Conference on Land Administration & Disaster Management was held at Mahatma Mandir Convention Centre, Gandhinagar, Gujarat, on 3rd to 4th October 2025. During Panel Session on “Human Resource Planning for Modern Land Administration,” Dr. Subhransu Tripathy, Senior Research Officer, BNY-CRS, Lal Bahadur Shastri National Academy of Administration, participated as a Panel Member and shared his valuable inputs on strengthening human resource planning for modern land administration.
- The National Workshop on Adoption of Modern Technologies in Land Administration in India was organized on 20–21 November 2025 at Manali, Himachal Pradesh. During this workshop, Shri Snehasis Mishra served as a Panel Member in the session on “Enhancing Human Resource Capacity for Technology-led Land Management,” which focused on strengthening institutional and technical capacities in land governance.
- At the National Symposium on LANDSTACK & NAKSHA – National Geospatial Knowledge-based Land Survey of Urban Habitations, held on 3 December 2025 at Hall No. Audi 1, Bharat Mandapam, New Delhi. Shri Snehasis Mishra served as the Moderator for Session 5 titled “End-to-End Demonstration of Web-GIS Platform & Cloud Services.
- Shri Satya Nadella, CEO of Microsoft, visited B N Yugandhar Centre for Rural Studies at LBSNAA, Mussoorie on 8th December, 2025 and interacted with the Centre Director and other faculty members of the BNYCRS.



Visit of Shri Satya Nadella, CEO, Microsoft to BNYCRS

6 (ii) National Gender and Child Centre

In-service Training Programme on Breaking Barriers, Building Prosperity: Strategies for Women’s Economic Inclusion from 07th – 11th Jul 2025 – The National Gender and Child Centre (NGCC), Lal Bahadur Shastri National Academy of Administration (LBSNAA)

organised a five-day In-Service Training Programme on “Breaking Barriers, Building Prosperity: Strategies for Women’s Economic Inclusion” from 7th to 11th July 2025 at LBSNAA, Mussoorie. The programme brought together 41 participants, including senior civil servants, policymakers, academicians, domain experts, and practitioners, to deliberate on strategies for advancing women’s economic inclusion through gender-responsive governance. The programme focused on strengthening female labour force participation, promoting entrepreneurship and financial inclusion, enhancing women’s leadership, improving access to skilling and digital opportunities, creating safe and inclusive workplaces, and leveraging technology and data-driven governance to support women’s economic empowerment.

Session on “Menstrual Hygiene Awareness” on 12th March, 2026 at LBSNAA- On the occasion of International Women’s Day, VANI Group and NGCC, LBSNAA Mussoorie, in collaboration with civil society organisation/non-profit organisation, organized an impactful session on Menstrual Hygiene Awareness, for all women employees of the Academy.

The session aimed to promote awareness on menstrual hygiene & break societal taboos by providing essential knowledge about women’s health. Various emerging menstrual care options were discussed, including sanitary pads, menstrual cups, and other sustainable hygiene products. The programme also included a demonstration of menstrual hygiene materials and the distribution of heat patches to all participants.

The session created a safe and open space for dialogue by encouraging women employees to share their experiences and actively participate in discussions. The initiative received great appreciation from the participants and proved beneficial for the all women employees of LBSNAA.

6 (iii) Centre for Disaster Management

The Centre for Disaster Management (CDM) was established in 2003 by the Ministry of Home Affairs (MHA), Government of India, under the aegis of the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie.

Its foundational and primary objective is the capacity building of the nation in Disaster Risk Reduction (DRR) through strengthening governance, conducting research and training, establishing partnerships, and promoting knowledge sharing. The Centre operates on three core pillars:

- Training – Capacity building of IAS and Group 'A' service officers in disaster mitigation, both at induction level and mid-career stages.
- Research – Undertaking case studies, field investigations, and publication of research outputs.
- Consultancy – Providing technical and policy inputs to government bodies and institutions.

The CDM's vision is to establish itself as a state-of-the-art premier centre in the field of Disaster Risk Reduction.

Programmes/Workshops/Seminars Conducted

The following table presents a summary of all training programmes and workshops conducted by CDM in FY 2025-26:

Sl. No.	Details of the Training Programme/Workshop	Target Group	Date	No. of Participants
1	Training of Trainers (ToT) on “Developing Local Level DRR Strategies and Plans for Urban Risk Reduction”	(IAS/State Civil Service Officers from Urban Development Departments/ Municipal Administration Departments, and Urban Local Bodies (ULBs) & Master Trainers from ATIs and Armed Forces)	22-25 Jul, 2025	43
2	Specialized Training Programme on "Disaster Risk Mitigation in mountainous areas" (State Specific with a focus on disasters such as Earthquake, Landslide, GLOF, Forest Fire, Floods)	To be held in in Srinagar, Jammu & Kashmir for Senior State Civil Service Officers serving in Himalayan, North-East & Western Ghats	11-14 Nov 2025	36
3	Joint Training Programme on “Professionalising disaster risk management at State and district levels”	IAS ,IFS,IPS, Senior State Civil Service Officers & Armed Forces	29-31 Dec 2025	36
4	Building Local Resilience in a Changing Climate	Women Scientists & Technologists working in the Govt. Sector	09-13 Feb 2026	34
			Total	149

Address by the Director, LBSNAA, at the Inaugural Session of the Training of Trainers (ToT) on “Developing Local Level DRR Strategies and Plans for Urban Risk Reduction” for IAS/State Civil Service Officers from Urban Development Departments/ Municipal Administration Departments, and Urban Local Bodies (ULBs) & Master Trainers from ATIs and Armed Forces) Working in the Government Sector, held from 22–25 July 2025.



District Disaster Management Plan (DDMP) Review for Phase-1 Batch 2025

Distribution of Certificate by the Director, LBSNAA at PHASE-1 held on 16 January 2026.



Address by the Director, LBSNAA, at the Inaugural Session of the Joint Training Programme on “Professionalising disaster risk management at State and district levels” held on 29-31 Dec 2025.

Address by the Principal Secretary, DMRR&R, Jammu & Kashmir at the Inaugural Session of the Specialized Training Programme on "Disaster Risk Mitigation in mountainous areas" (State Specific with a focus on disasters such as Earthquake, Landslide, GLOF, Forest Fire, Floods) held on 11-14 Nov 2025.



Address by the Joint Secretary, DST at the Inaugural Session of the Training Programme on “Building Local resilience in a Changing Climate” for the Women Scientists & Technologists working in the Govt. Sector, held on 09 -13 March 2026.



Publications

A. Peer-Reviewed Journals (Disaster: Response and Management)

- Volumes IX, X (2024), XI (2025), XII Issue-1 (2026 in press)

B. Case Study Book Series: Disaster Governance in India

- Series 9, Issues 1-2 (2024), Issue 3 (2025), Issue 4 (2026, in press)

C. Major Case Studies (Research Studies)

- “Disaster Risk Management in High-Altitude Pilgrimage: A Case Study of the Shri Amarnath Ji Yatra” by Jatin Kishore (IAS), Deputy Commissioner Ganderbal, Jammu and Kashmir (Chairman District Disaster Management Authority)
- Agra’s largest rescue operation OPERATION UTANGAN by Aravind Mallappa Bangari, IAS, District Magistrate, Agra, Shivam Kumar, IAS, Assistant Magistrate, Agra

D. Reading and Training Materials

CDM has developed an extensive set of training reading materials including:

- Course Planner; CDM at a Glance
- Readings on Disaster Management for IAS Phase-I Programme
- Disaster Management Reading Material for Foundation Course
- District Disaster Management Planning; Basics of Disaster Management
- Introduction to Incident Command System (1st Edition)
- Source Book on District Disaster Management (2nd Edition)
- Readings and Case Studies on Disaster Management – Volumes I & II
- Safety Skills on Disaster Management; Emergency Handbook
- Reading Materials on IRS, DDMP, DRR, Legal Framework, COVID-19 Public Health Emergency, Role of Technology
- Toolkit on Disaster Risk Reduction for Civil Service Officers of India



Emergency Preparedness and Mock Drills

CDM has conducted a comprehensive series of mock drills during the Induction Training Programme (ITP) in May 2025, at LBSNAA, covering earthquake safety, fire safety, search and rescue operations, and response to terrorist attacks. These drills have sensitized officer trainees and staff, fostering a culture of readiness and resilience within the Academy.



6 (iv) Sardar Patel Leadership Centre



Sardar Patel Leadership Centre was inaugurated on 31st October, 2021 by Hon'ble Union Minister of State Science & Technology; Minister of State Earth Sciences; MoS PMO, Personnel, Public Grievances, Pensions, Atomic Energy and Space, Dr. Jitendra Singh and dedicated this centre to the nation at Lal Bahadur Shastri National Academy of Administration on the occasion of Rashtriya Ekta Diwas, marking the birth anniversary of Sardar Vallabhbhai Patel.

The Centre aims to lay the foundation of capacity building for future generations of Civil Servants so that they learn from the best practices of leadership across the world while at the same time they remain connected with their cultural ethos, values and roots. He added that Good governance needs good leadership skills among the field officers as well as officers at the policymaking level. The Sardar Patel Leadership Centre aims to be a Resource Centre to provide continuous study and learning opportunities to Civil Servants from India.

The objective behind this centre's establishment is to enable a civil servant to constantly remain in touch with Sardar Patel Leadership Center, an entity that can provide them with upgraded skills and guidance for their own personal pathways.

The following leadership modules were conducted during the mentioned courses:

- **17th April, 2025:** A Negotiation module was conducted for the 16th Round of MCTP Phase V. There were 39 participants in total. The objective of this module was to provide inputs on basic negotiation skills to the participants. During this program, the participants learned about the importance of negotiation skills in their professional life as a civil servant, assessment of their own style of conflict resolution, its strength and weaknesses, various types of negotiations and strategies to handle them.
- **6th - 7th May, 2025:** A Leadership module was conducted for the 127th Induction

Training Programme. There were 97 participants in total. The program aimed to enhance their abilities, promote a shift in attitudes, and ultimately improve the delivery of public services. It focused on developing core leadership competencies, including strategic thinking, effective communication, decision-making, team management, and change leadership.

- **21st - 22nd May, 2025:** A Negotiation Module for 22nd Round of MCTP Phase III participants was conducted. There were 84 participants participating in the module. The objective of this module was to provide inputs on basic negotiation skills to the participants. During this program, the participants learned about the importance of negotiation skills in their professional life as a civil servant, assessment of their own style of conflict resolution, its strength and weaknesses, various types of negotiations and strategies to handle them.
- **27th May, 2025:** A Negotiation Module was conducted for 202 participants of the 5th Round of the Common Mid-Career Training Programme (CMCTP). The objective of the module was to strengthen participants' negotiation skills and enhance their ability to manage conflicts and build consensus in administrative settings. The programme highlighted the importance of negotiation in the professional responsibilities of civil servants.
- **28th May, 2025:-** A Leadership module for 22nd Round Phase III participants was conducted. There were 84 participants in this course. The main objective of the module was to build trust within the group, increase the knowledge of experiences that inform different perspectives, let the participants pause and reflect on the journey of life, the experiences they have had and how that may impact them.
- **5th June, 2025:** A Negotiation module was conducted for the 127th Induction Training Program. There were 97 participants in total. Participants assessed their individual conflict resolution styles, identified their strengths and areas for improvement, and gained an understanding of different types of negotiations and practical strategies for handling them effectively.
- **19th June, 2025:** A Negotiation Module was conducted for 52 participants of the 20th Round of the Mid-Career Training Programme (MCTP) Phase IV. The sessions provided insights into the role of negotiation in public administration, enabling participants to evaluate their personal conflict resolution approaches, understand different negotiation styles, and apply appropriate strategies to achieve constructive and mutually beneficial outcomes.
- **25th June & 4th July, 2025:** A Leadership Module was conducted for 52 participants of the 20th Round of the Mid-Career Training Programme (MCTP) Phase IV. The objective of the module was to enhance participants' leadership capabilities and prepare them to effectively lead teams and manage organisational challenges in public service.
- **28th - 29th July, 2025:** A Negotiation Module was conducted for 75 participants of the

23rd Round of the Mid-Career Training Programme (MCTP) Phase III. The objective of the module was to strengthen participants' negotiation skills and enhance their ability to manage conflicts, build consensus, and make effective decisions in complex administrative environments. The programme emphasized the importance of negotiation as a core competency for civil servants.

- **7th August, 2025:** A Leadership module for 23rd Round of MCTP Phase III participants was conducted. There were 75 participants in this course. The main objective of this module was to provide participants with a clear purpose and road map for the programme; to generate maximum initial engagement, curiosity, and excitement about the programme.
- **15th-16th September, 2025:** The Leadership Module was conducted for the 660 Officer Trainees of the 100th Foundation Course by outside experts and in-house faculty at the Academy. The objective of this module was to expose the trainees to basic leadership skills including understanding of the concept of leadership, impact of role models in our life, how to give effective feedback, role of an officer as a team member, importance of listening and verbal communication etc.
- **17th November, 2025:** The Negotiation Module was conducted for the 660 Officer Trainees of the 100th Foundation Course. The objective of this module was to expose the trainees to basic negotiation skills including understanding of the concept of negotiation, how to negotiate effectively, and role of an officer as a negotiator.
- **8th January, 2026:** A Leadership module for 24th Round of MCTP Phase III participants was conducted. There were 69 participants in this course. The programme focused on developing key leadership competencies, including strategic thinking, effective communication, decision-making, team management, and change leadership. Through interactive sessions and practical discussions, participants enhanced their understanding of self-leadership, adaptive leadership, and collaborative governance, enabling them to lead with integrity, inspire their teams, and deliver effective public service.
- **19th - 21st January, 2026:** A Leadership Module was conducted for 185 participants of the Phase I Training Programme (2025 Batch). The objective of the module was to develop participants' leadership competencies and prepare them to effectively lead teams, manage organisational challenges, and deliver efficient public service.
- **20th - 21st January, 2026:** A Negotiation Module was conducted for 69 participants of the 24th Round of the Mid-Career Training Programme (MCTP) Phase III. The programme emphasized the importance of negotiation as a key competency for civil servants. Participants assessed their individual conflict resolution styles, identified their strengths and areas for improvement, and gained insights into different negotiation approaches and practical strategies for achieving constructive and mutually beneficial outcomes.

- **2nd - 3rd February, 2026:** A Leadership Module was conducted for 82 participants of the 128th Induction Training Programme. The programme focused on essential leadership competencies, including strategic thinking, effective communication, decision-making, team building, and change management. Through interactive discussions and experiential learning activities, participants enhanced their understanding of adaptive leadership, self-awareness, and collaborative approaches to governance.
- **12th February, 2026:** A Negotiation Module was conducted for 82 participants of the 128th Induction Training Programme. The objective of the module was to equip participants with fundamental negotiation skills required for effective communication, conflict resolution, and stakeholder management in public administration. It enabled them to evaluate their individual conflict resolution styles, appreciate different negotiation techniques, and apply practical strategies to achieve effective and mutually beneficial outcomes in diverse administrative situations.

6 (v) Centre for Public System Management (CPSM)

About the CPSM:

The Centre for Public Management System has been established as a Society to take up research and to organize training/capacity building activities for induction level and mid-career civil servants as well as other stakeholders. The Center's core area of interest is efficient and effective management of public systems. Effective and efficient management invariably depends on internal systems and project execution capabilities. Therefore, research and capacity building in Project Management is of utmost importance for furthering the objectives of the centre. Infrastructure projects especially public works are the areas with which IAS Officers at all levels need to grapple. Research and capacity building by specialists having in-depth understanding of the public works management would fill this gap in the training provided by the Academy.

1. Generating Inclusive Growth: Role of MSMEs

Duration: 04th –08th August, 2025

Participants: 39 (11 Female, 28 Male)

Conducted under CPSM, the programme highlighted the role of MSMEs in employment generation, innovation, exports and inclusive economic development.

2. AI Champions Programme for Digital Transformation

Duration: 18th –22nd August, 2025

Participants: 66 (11 Female, 55 Male)

The programme introduced officers to Artificial Intelligence applications in governance, data-driven decision-making, responsible AI and digital public service delivery.

3. AI Champions Programme for Digital Transformation (2nd Edition)

Duration: 16th –20th March, 2026

Participants: 69 (20 Female, 49 Male; including 3 participants who left on the second day)

The second edition provided advanced exposure to generative AI, predictive analytics, cybersecurity and responsible adoption of AI in public administration.

Conferences

7 (i) XXth Conference of Heads of State Administrative Training Institutes (ATIs)

Duration	16 th April – 17 th April, 2025
Programme meant for	Heads and Senior Coordinators of State Administrative Training Institutes (ATIs)
Coordinator	Ms. Shanmuga Priya Mishra, Deputy Director (Sr.)
Associate Coordinator	Ms. Shweta Teotia, Deputy Director (Sr.) Mr. Rajesh Meena, Deputy Director
Conference Inaugurated by	Shri Sriram Taranikanti, Director, LBSNAA
Total Participants	34

The 20th iteration of Conference of Heads of State ATIs at LBSNAA, Mussoorie to discuss various issues related to training of IAS officers in States, their District Training, sharing of best practices and provides a platform for interaction between IAS Officer Trainees and Heads of State ATIs.

Points of discussion

The session commenced with a comprehensive background on the ATI Conference. It was noted that various components of the Induction Training Programme of IAS officer trainees were deliberated upon, including constructive suggestions to enhance its structure and delivery. The duration of the Programme was also reviewed with attention to optimizing its effectiveness.

A significant emphasis was placed on engaging state-level officers—particularly IAS and other senior officers with more than ten years of service—in collaborative efforts with the Academy. Their experience and field-level insights were deemed crucial for enriching the training ecosystem.

The recent initiative in the Academy, of assigning nodal faculty members for specific subjects was highlighted. It was proposed that the effort be replicated at the ATIs to facilitate similar benefits and consistent delivery of relevant academic curriculum.

Sector-specific engagement with ATIs was encouraged. Since last year, the ATIs have also taken on the responsibility of assignment evaluation during district training. In addition, they were urged to provide targeted feedback to Officer Trainees (OTs), identifying areas of improvement, and mentoring them accordingly. Notably, it was recommended that evaluation processes—especially those conducted by District Collectors—be strengthened to ensure meaningful assessment that contributes to improved training outcomes.

The Mid-Career Training Programme (MCTP) in the Academy has been expanded to more than one iteration in a single year to match the backlog building up. ATIs were advised to introspect and assess their institutional capacities, and explore how best these could be leveraged to support training objectives.

Closer monitoring of OTs was proposed, including individual interactions at their districts / places of posting to offer personalised feedback. Specific attachments such as Patwari attachments (including village stays for grassroots exposure) and sector-wise attachments were recommended. ATI faculty were urged to actively contribute to designing these attachments and making sure that OTs get concrete takeaways from them.

Further expectations from ATIs included:

- Deeper involvement in district-level training as an extension of the Academy's outreach.
- Support to DoPT's vision of a comprehensive national training framework through the development of state-level training policies.
- Playing a coordinating role in the ecosystem of state and central training institutions.
- There is a need for expanding the trainer pool, inviting high-quality and diverse speakers. Sectoral engagement was cited as a key mechanism to enrich training content and delivery.
- In the context of Bharat Darshan, a sectoral lens has been attempted. Participants were encouraged not only to share what was presented during visits but also to reflect on their learnings and derive comparative insights. ATIs were asked to assist in identifying relevant locations across ten sectors and sub-sectors, ensuring pan-India exposure.

Conclusion

The Conference saw tremendous enthusiasm and energy, sharing of ideas, questions, and insights from the various participants which had been the true driving force behind this conference. Every session was enriched by the engagement and active collaboration across States. The conference concluded with an appreciative note on the contribution of the State ATIs and the district collectors who orient the OTs to suit their governance needs and policy priorities with great precision, and with the ongoing engagement with LBSNAA going forward.

Participants

1. Shri K. Jayakumar, IAS (Retd) (KL:1978), Director, IMG, Kerala
2. Shri Bhagwati Prasad Pandey, (Retd.) IAS (1983), Director General, Dr. Raghunandan Singh Tolia Uttarakhand Academy of Administration, Uttarakhand
3. Shri Vikram Kapur, IAS (TN:1988), Director General, AASC, Tamil Nadu
4. Shri Anirudh Tewari, IAS (PB: 1990), Director General, MGSIPA, Chandigarh
5. Shri L Venkateshwar Lu, IAS (UP:1991), Director General, UPAAM, Lucknow
6. Shri Gulshan, IRTS (1993) (Retd.), MGSIPA, Chandigarh
7. Shri Sachin Sinha, IAS (MP:1995), Director General, RCVP Noronha Academy of Administration, Bhopal
8. Shri Hareet Shukla, IAS (GJ: 1999), Director General, SPIPA, Ahmedabad
9. Shri T. C. Mahawar, IAS (CG:2000), Director, Chhattisgarh Academy Of Administration, Raipur

10. Dr. Manish Ranjan, IAS (2002), Director General, Shri Krishna Institute of Public Administration, Jharkhand
11. Smt. Riju Gogoi, IAS (AM: 2011), Director of Training, Assam Administrative Staff College, Guwahati
12. Shri Manish Agarwal, IAS (OR:2012), Additional Director General, Gopabandhu Academy Of Administration, Bhubaneswar
13. Sheikh Arshad Ayub, IAS (AGMUT: 2013), Deputy Secretary, DoPT
14. Smt. Rupali Thakur, IAS (HP:2014), Director, Dr. Manmohan Singh Himachal Pradesh Institute of Public Administration, Shimla
15. Smt. Pavneet Kaur, IAS (MH:2014), Deputy Director General, YASHADA, Pune
16. Shri Sunil Kumar Chaudhary, IAS (UP:2014), Additional Director, UPAAM, Lucknow
17. Shri Hindole Datta, IAS (WB:2014), Additional Director, Netaji Subhas Administrative Training Institute, Kolkata
18. Shri Kishore Kumar Datta, DANICS (2015), Head of Office (Administration), Directorate of Training, UTCS, New Delhi
19. Ms. Alka Chaudhary, HCS: 2014, Additional Director, Haryana Institute of Public Administration, Gurugram
20. Shri G. Srinivasulu, Director, APHRDI, Guntur
21. Shri Lala Manoj Kumar Roy, OAS (1991), Deputy Director General, Gopabandhu Academy Of Administration, Bhubaneswar
22. Smt. Rita Lalnunmawii Pachuau, (MCS:2003), Director, Administrative Training Institute, Mizoram
23. Smt. Akunu S. Meyase, IAS (2023), Director, Administrative Training Institute, Nagaland
24. Shri Mahesh Sharma, SSCS (2008), Director, Administrative Training Institute (ATI), Sikkim
25. Shri Anil Verma, IAS (WB:1989), Director General, Netaji Subhas Administrative Training Institute, Kolkata
26. Ms. Rekha Dahiya, Assistant Director, Haryana Institute of Public Administration, Gurugram
27. Dr. Elizabeth Lalmuanpuii Sangliana, Assistant Professor (Sr. Grade), State Institute of Public Administration and Rural Development (SIPARD), Tripura
28. Dr. S. Khurshid Ul Islam, Professor, Jammu And Kashmir Institute Of Management Public Administration And Rural Development (JKIMPARD)
29. Ms. Preeti Kaur, Section Officer, DoPT
30. Shri Geela Ram, Section Officer, DoPT
31. Dr. K. Usha Rani, Sr. Faculty & Centre Head, Dr. MCR HRD Institute of Telangana, Hyderabad
32. Smt. Sadhana A. Pote, KAS, Joint Director (Training), ATI Mysuru
33. Shri Shahuraj More, Deputy Collector & Assistant Professor, YASHADA, Pune
34. Smt. Dimple Baruah, ACS (2015), Joint Director of Training, AASC, Guwahati

7(ii) CTIs Conference – (100th Foundation Course) (18th–19th August 2025)

A Conference with representatives of CTIs was chaired by the Director, LBSNAA, Shri Sriram Taranikanti on 18th-19th August, 2025 at LBSNAA, Mussoorie. The Conference overview was presented by Dr Anupam Talwar, Deputy Director and Conference Coordinator.

In the Inaugural address, the Director LBSNAA underscored the following points:

The Director began his address by warmly welcoming all representatives of the Central Training Institutes (CTIs) and expressing gratitude for their participation. He then set the context by explaining the rationale for holding the CTI Conference during the Foundation Course. He noted that this initiative had been envisioned during the 98th Foundation Course and continued during the 99th. The purpose, he said, was to ensure a smooth baton-passing between the Foundation Course at Mussoorie and the professional training at the service-specific academies. The Director reiterated LBSNAA's commitment to enhancing inter-agency collaboration and sharing of best practices.

Reflecting on the previous year's discussions, he emphasized the importance of inter-institutional cooperation and informal networking. He described recent initiatives at LBSNAA aimed at promoting a whole-of-government approach and breaking silos. such as assigning nodal faculty for sectoral coordination, introducing para-military attachments in the FC, and inviting CTI faculty to Joint Civil–Military (JCM) programmes and Induction/IST modules. He also highlighted role-based IST programmes, faculty nominations for specialized training at other institutions, and attachments to central institutions during District Training and Winter Study Tours. Mentioning innovations such as peer learning exercises on inter-service insights, he underlined how these efforts deepened mutual appreciation among services.

He informed the gathering that these initiatives were being continued in the present FC as well. He added that ICT, financial management, and procurement had also become integral parts of the curriculum, and that a detailed presentation on the 100th FC would follow. Looking ahead, the Director invited ideas on maintaining post-FC linkages between LBSNAA and other CTIs. He suggested mechanisms such as periodic webinars or touchpoints to ensure continuity of learning and requested CTIs to share their own models of engagement.

He also addressed challenges related to large batch sizes and described how LBSNAA was handling these through smaller group interactions. He recommended that CTIs align their training calendars with that of LBSNAA to ensure seamless transition. He welcomed the proposal from NADT to conduct a Special FC in 2026 and expressed gratitude to NACIN and NCAF for their prompt initiative in undertaking such programmes. Towards the close of his address, the Director encouraged CTIs to share their training modules and best practices, reinforcing the idea.

Detailed Presentations by Faculty of Lal Bahadur Shastri National Academy of Administration

1. Course Coordinator Presentation on the 100th Foundation Course (by Ms. Aswathi S)

Ms. Aswathi, as the Course Coordinator, presented an overview of the 100th Foundation Course (FC) highlighting its legacy, objectives, and structure.

2. Shishtachar and Discipline Framework (by Prof. Ritika Narula)

Ms. Ritika Narula, focused on the theme of “Shishtachar” – Officer-like Conduct expected from the probationers. The CTI Head was informed about dress code norms, punctuality, classroom etiquette, hostel conduct, and respect for protocol.

3. Continuous Capacity Building Plan & overview of SFCs at NACIN and NCAF (by DDS Shelesh Nawal)

Mr. Shelesh Nawal, DDS, presented the Continuous Capacity Building and Training Plan for CTIs. He highlighted that about 60% of probationers join the scheduled Foundation Course while nearly 40% seek exemptions for various reasons.

4. Proposed Rationalization of SFCs based on batch seniority by leveraging iGOT (by DDS Ganesh Shankar Mishra)

5. Round table discussion followed by Presentations

Module-Specific Recommendations (from Round Tables)

Table 1: Economics, Law, Finance & Procurement

Table 2: History, Culture, Viksit Bharat Talks, FSRP & ECM

Table 3: Public Administration, HRM, Office Procedures

Table 4: ICT, Data, Governance & National Security

Table 5: HRM & Miscellaneous

Cross-Cutting Themes

1. iGOT vs Physical Training

2. Experiential Learning

3. Culture & Heritage

4. Technology Integration

5. Leadership & Governance

6. Peer Learning

Other points discussed during the CTIs Conference are summarised below:-

A. Policy & Administrative Issues

1. Uniformity in Policies Across CCAs

2. Policy on Leave During Training
3. Clarification of Exemption Policies
4. Communication with DoPT
5. Guidelines on Joining Dates & Leave
6. Psychological and Service Allocation Factors
7. Confirmation on Joining Dates for 2025 Batch
8. Communication Strategy for OTs
9. Data Gaps & Backlog of OTs
10. De-siloization & Inter-Service Insights
11. Shortening FCs for Backlog Batches

Participants List

Sl. No.	Name	Batch / Service	Institute
1.	Madhavi Das, Director General	1991, IP&TAS	NCA-F, New Delhi
2.	Kamal Kapoor, Deputy D G	1994, IP&TAS	NCA-F, New Delhi
3.	Aarti Saxena	2004, IRS	NACIN, Palasamudram
4.	Shiddaramappa Kappattanavar, Addl. Director General	2005, IRS	NADT, Nagpur
5.	Steephen L., Addl. Director General	2007, IRS	NACIN, Palasamudram
6.	Jitendra Singh Tomar, Deputy D G & HOD	2007, ISS	NSSTA, Uttar Pradesh
7.	Monika Gupta	2009, ICLS	ICLSA, Manesar
8.	Archana Gopinath , Joint Director	2010, IPoS	RAKNPA, Ghaziabad
9.	Pranjalya Parth Lathe, Professor	2010, IRTS	IRITM, Lucknow
10.	Shreyas Patel, Joint Director	2010, IDES	NIDEM, New Delhi
11.	Anshu Tandon	2011, ICLS	ICLSA, Manesar
12.	Shailesh Bansal, Director (Training)	2011, IP&TAS	NCA-F, New Delhi
13.	Ajeeta Longjam	2012, IFoS	IGNFA, Dehradun
14.	Satish GuruMurthy	2012, IRS	NACIN, Palasamudram

Sl. No.	Name	Batch / Service	Institute
15.	Amitha A J, Director (Training)	2013, IA&AS	NAAA, Shimla
16.	E. Sai Charan Tejaswi, AD	2014, IPS	SVPNPA, Hyderabad
17.	Dhiraj D Gugale	2014, IDAS	NADFM, Pune
18.	Anil Kumar Pandey, ASC	2014, RPF	JRRPFA, Lucknow
19.	Vijay Kumar, ASC	2019, RPF	JRRPFA, Lucknow
20.	H K Koul, Asst. Account Officer		INGAF, New Delhi
21.	Sanjay Datta, Asst. Account Officer		INGAF, New Delhi

7(iii) CTIs Conference – (100th Foundation Course) (26th–27th November, 2025)

A Conference of representatives of Central Training Institutions (CTIs) was held at the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie on 26th–27th November, 2025, during the ongoing 100th Foundation Course (FC). The Conference was coordinated by the Training Research & Publication (TRP) Cell, LBSNAA.

The Conference was organised in continuation of the institutional practice initiated during the 98th Foundation Course (2023) and carried forward through the 99th Foundation Course (2024) and the Pre-100th FC CTIs Conference (August 2025), with the objective of strengthening coordination between LBSNAA and various CTIs and ensuring a smooth transition of Officer Trainees (OTs) to their respective professional training institutions.

I. Inaugural Session

The session commenced with a Conference Overview by Dr. Anupam Talwar, Deputy Director & Coordinator, who outlined the background, objectives, and expected outcomes of the Conference along with the progress made since the last CTIs conference held in August 2025. She highlighted the significance of holding the CTI Conference during the Foundation Course, particularly the landmark 100th Foundation Course, to reinforce inter-institutional collaboration and continuity in training.

This was followed by a short video presentation on training at LBSNAA, providing the CTI representatives an overview of the Academy's training philosophy, curriculum design, and recent pedagogical innovations.

The Inaugural Address was delivered by Mr. Udit Agrawal, Joint Director, LBSNAA, who underscored the importance of a whole-of-government approach to civil services training. He emphasised the need for alignment between foundational and professional training, sharing of best practices among CTIs, and sustained engagement with Officer Trainees beyond the Foundation Course.

The session concluded with a Vote of Thanks by the Coordinator, followed by the National Anthem. A Group Photograph of all CTI representatives and faculty was taken at the Director's Lawn.

II. Technical Sessions and Interactions

1. Briefing on the 100th Foundation Course and Special Foundation Courses (SFCs)

On the afternoon of 26th November, 2025, a detailed briefing was conducted on the 100th Foundation Course and the evolving framework of Special Foundation Courses (SFCs), including those conducted at NACIN and NCAF. The session highlighted:

- The scale and diversity of the 100th FC, with participation from multiple civil services of India and Bhutan;
- Lessons drawn from earlier CTI conferences that informed the rationalisation and batch-wise structuring of SFCs; and
- The role of CTIs in ensuring continuity, depth, and service-specific orientation in professional training.

2. Interaction of CTI Representatives with Officer Trainees

Dedicated interaction sessions were organised between CTI representatives and Officer Trainees at breakout venues. These sessions enabled Officer Trainees to:

- Gain first-hand insights into the structure, expectations, and ethos of their respective CTIs;
- Seek clarifications on professional training, field attachments, and service-specific competencies; and
- Establish early academic and mentoring linkages with CTI faculty.

CTI representatives, in turn, received valuable feedback on trainee expectations and areas where further orientation or support could be provided.

III. Deliberations and Open House Discussions

1. Discussion on Agenda Points

On 27th November, 2025, structured discussions were held on agenda points circulated in advance. These discussions focused on:

- Strengthening coordination between LBSNAA and CTIs for smoother transitions;
- Alignment of training calendars and sequencing of courses;
- Experiences and learnings from recently conducted batch-wise SFCs; and
- Mechanisms for sustained engagement with Officer Trainees after completion of the Foundation Course.

2. Open House Session

An Open House session provided an opportunity for CTI representatives to raise cross-cutting issues and share best practices. Themes that emerged prominently included:

- Enhancing inter-service understanding and de-siloisation;
- Leveraging technology-enabled learning alongside physical and experiential training;
- Addressing administrative and policy-related challenges affecting training continuity; and
- Strengthening feedback loops between CTIs and LBSNAA.

IV. Closing Session

The Conference concluded with a Closing Ceremony on 27th November, 2025, during which the key takeaways from the deliberations were briefly summarised. The importance of continued dialogue, institutional memory, and collaborative problem-solving among CTIs was reiterated.

V. Overall Outcome

The CTI Conference (26–27 November 2025) reinforced the role of LBSNAA as a nodal institution for foundational training and highlighted the critical contribution of CTIs in shaping competent, ethical, and future-ready civil servants. Building on the momentum generated by earlier CTI conferences, the deliberations further strengthened inter-institutional coordination, promoted sharing of best practices, and deepened engagement between CTIs and Officer Trainees during the 100th Foundation Course.

Participants list

Sl. No.	Name	Batch / Service	Institute
1.	Madhavi Das, Director General	1991, IP&TAS	NCA-F, New Delhi
2.	Sibichen Mathew, Director General	1992, IRS (IT)	NADT, New Delhi
3.	Avtar Singh Sandhu, Director General	1994, ICAS	INGAF, New Delhi
4.	Raj Kumar Srivastava, Dean	1997, IFS	SSIFS, New Delhi
5.	Aarti Saxena, Additional Director General	2004, IRS	NACIN, Palasamudram
6.	Sarita Kumari, Professor (Academics)	2005, IFoS	IGNFA, Dehradun
7.	Rashmi Roja Thushara Nair, Course Director	2009, IIS	IIMC, New Delhi
8.	Archana Gopinath , Joint Director	2010, IPoS	RAKNPA, Ghaziabad

Sl. No.	Name	Batch / Service	Institute
9.	Pranjalya Parth Lathe, Professor	2010, IRTS	IRITM, Lucknow
10.	Shreyas Patel, Joint Director	2010, IDES	NIDEM, New Delhi
11.	Salil Bijur, Course Director	2010, IRS (IT)	NADT, New Delhi
12.	Ajeeta Longjam, Course Director	2012, IFoS	IGNFA, Dehradun
13.	Amitha A J, Director (Training)	2013, IA&AS	NAAA, Shimla
14.	E. Sai Charan Tejaswi, AD (IS-I)	2014, IPS	SVPNPA, Hyderabad
15.	Dhiraj D Gugale, Joint Director	2014, IDAS	NADFM, Pune
16.	Anil Kumar Pandey, ASC	2014, RPF	JRRPFA, Lucknow
17.	M. V. D. Praneeth, Joint Director	2014, IRS (C&IT)	NACIN, Palasamudram
18.	Satish Balakrishnan, Under Secretary	2018, IFS	SSIFS, New Delhi
19.	Narender Nirapure, Under Secretary	2010, CSS	IES Cadre, Department of Economic Affairs

7 (iv) Workshops

Meghalaya Administrative Training Institute (MATI)

The One-Week Training Programme on “Understanding and Strengthening Governance in India’s North-East” was conducted from 1st to 7th February 2026 at the Meghalaya Administrative Training Institute (MATI), Shillong, in collaboration with the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie. The programme aimed to build a strong conceptual and practical understanding of governance in the North-Eastern Region and familiarise participants with its distinctive constitutional arrangements, administrative structures, developmental priorities, security concerns and environmental challenges. It also sought to enable participants to appreciate local realities, strengthen institutional coordination and apply context-sensitive approaches to public administration and service delivery.

The programme brought together newly inducted Officer Trainees/probationers and representatives of Administrative Training Institutes (ATIs), along with faculty and institutional stakeholders involved in the training engagement. The course adopted a multidisciplinary and experiential approach, combining expert lectures, panel discussions, institutional interactions and field visits.

The training covered a wide range of themes relevant to governance in the North-East. Participants gained an understanding of the constitutional and institutional framework of the region, including the distinctive administrative arrangements and regional governance structures. They explored law and order, insurgency, border management, inter-state issues

and district administration, with experienced District Magistrates sharing practical perspectives on maintaining security while ensuring inclusive and last-mile development. They also examined ecology, biodiversity, climate change, natural resource management, urbanisation, infrastructure, revenue administration, labour and employment, linguistic and cultural diversity, rural livelihoods, entrepreneurship, human capital development, connectivity and regional planning. The sessions further introduced participants to the strategic significance of the North-East, the Look East Policy and the role of the North Eastern Council in coordinated regional development.

A major component of the programme was field-based experiential learning. On 4th February 2026, participants visited Shillong Airport Road, Umroi; North Eastern Space Applications Centre (NESAC), Umiam; North Eastern Police Academy (NEPA), Umsaw; and NEIGRIHMS Hospital, Mawdiangdiang. These visits were designed to connect classroom learning with the functioning of critical public institutions and infrastructure. At the airport, participants gained insights into aviation governance, connectivity, safety, inter-agency coordination and infrastructure management in difficult terrain. At NEPA, they understood police training, internal security, civil-police coordination and community-oriented policing. At NEIGRIHMS, the focus was on tertiary healthcare, public health delivery, welfare schemes, medical education and human-resource development.

The programme concluded with field exposure in Guwahati on 7th February 2026, covering the Guwahati Municipal Corporation field site, Inland Water Transport Terminal at Pandu Port, Dispur Secretariat and interactions with the Chief Secretary and DGP of Assam. These visits provided practical insights into urban governance, municipal service delivery, inland waterways, multimodal connectivity, state-level administration, policing and civil-police coordination.

Strategic Leadership and Mentoring

The Strategic Leadership and Mentoring Workshop for District Magistrates/Collectors was organised with the objective of strengthening the District Training component of IAS Officer Trainees. The workshop was designed to enhance the mentoring capabilities of District Magistrates/Collectors supervising Officer Trainees during their district training. It aimed to improve understanding of training expectations and provide an effective platform for peer learning, experience sharing and exchange of best practices among senior district administrators. The programme also sought to ensure effective capacity building of Trainer DMs/Collectors and strengthen institutional support for probationers across States/UTs.

The workshop was conducted at LBSNAA, Mussoorie, on 09–10 June 2025 with 21 participants; UPAAM, Lucknow, on 23 August 2025 with 30 participants; NSATI, Kolkata, on 13–14 September 2025 with 13 participants; ATI, Mysore, on 19 September 2025 with 20 participants; and LBSNAA, Mussoorie, on 09 October 2025 with 7 participants. Thus, a total of 91 participants attended the five sessions.

The programme brought together district-level leadership from diverse States/UTs and provided a common platform to strengthen mentoring, leadership and field-based learning, thereby contributing to a more effective and meaningful District Training experience for the 2024 Batch IAS Officer Trainees.

