



## 1. INTRODUCTION

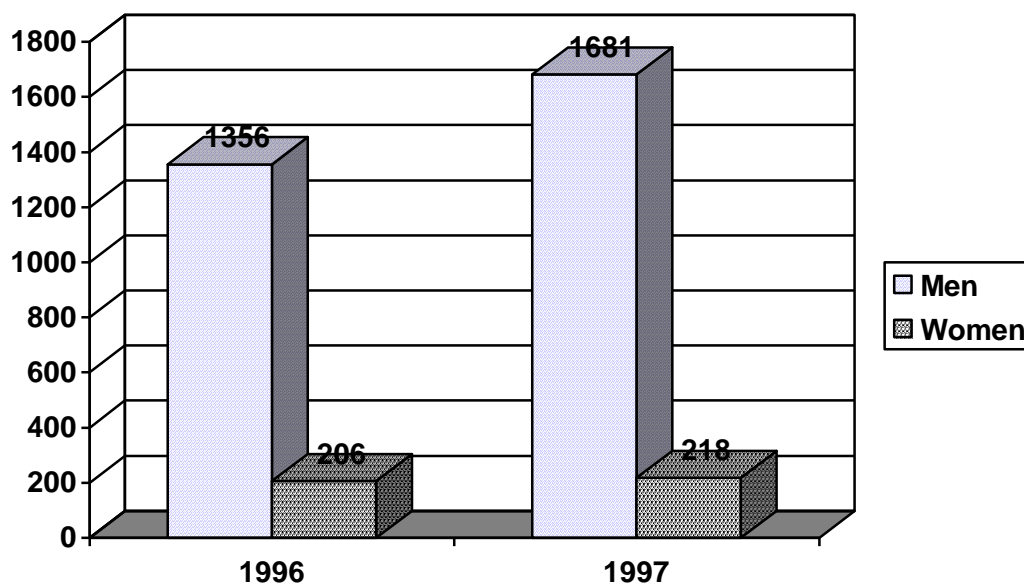
*The Lal Bahadur Shastri National Academy of Administration, Mussoorie, India is the premier training institution in the country for the members of the civil services. Its primary task is to impart induction level training to members of All India Services and Central Services (Group 'A') in a common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

### The Trainee

During the year a total of 55 courses/ workshops/ seminars/specialised courses were conducted. 1899 participants attended. This is against 1562 participants in 48 courses/ workshops/ seminars/ specialised courses organised during 1996. The table projects the distribution of trainees in various courses during 1996 and 1997.

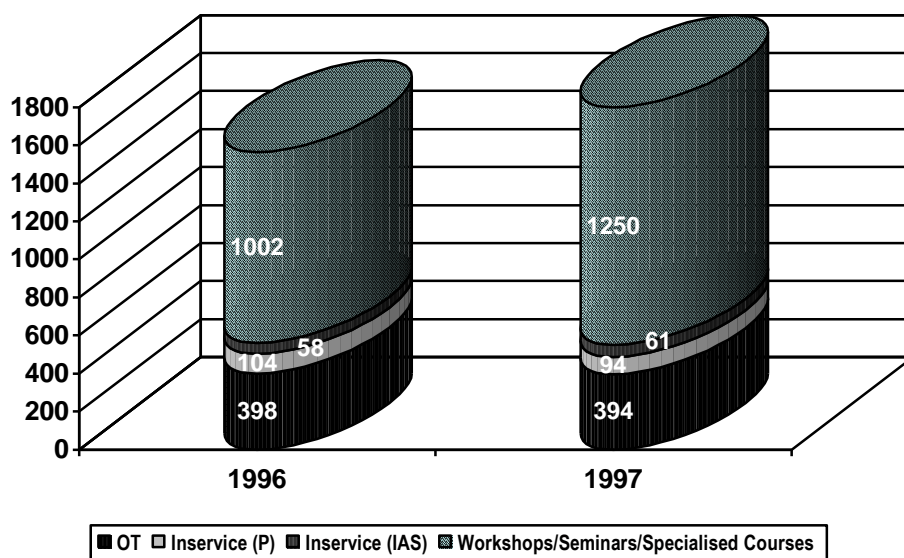
Out of 1899 participants, who attended courses/ workshops/ seminars/ specialised courses conducted by the Academy during 1997, 218 were women. The comparison chart shows the representation of women participants during the year 1996 and 1997.

**Comparison of Men & Women Trainees in 1996 & 1997**





**Distribution of Trainees in various courses during 1996  
& 1997**



## Faculty Development

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

## Academy Journal, "The Administrator"

The editorial policy of "The Administrator" is to focus on issues which are of contemporary relevance and significance in the domain of public policy and practice. "The Administrator" is either thematic in content, as a result of which we have special issues, which covered a wide variety of subject of general interest.

The four issues of "The Administrator" published during 1997 were as under:

1. Special Issue on Dalits (*January-March, 1997*)
2. Judicial Activism : Its implication for Public Administration (*April-June 1997*)
3. Learning from the People (*July-September 1997*)



## Introduction

### 4. General (October-December 1997)

During 1997 the composition of the Editorial Board of "The Administrator" has been as follows:-

Name	Designation	Status
Shri B.S. Baswan	Director	Chairperson
Dr. V.K. Agnihotri	Joint Director	Member
Smt. Sarojini G. Thakur	Dy. Director (Sr.)	Editor (Till 14 <sup>th</sup> Aug. 1997)
Dr. P. Banerji	Professor	Editor (From 15 <sup>th</sup> Sept. 1997)
Shri Amarjeet Sinha	Dy. Director	Member (Till 27 <sup>th</sup> Oct. 1997)
Shri B.K. Sinha	Vice Chairman-cum-Co-ordinator LRU	Member
Dr. H. Ramachandran	Executive Director, NSDART	Member

## Medical Facilities

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

Some of the activities of the dispensary were, a camp was organised for National Polio Eradication Programme on 7th December, 1997, a health camp for Rickshaw Pullers, a blood donation camp, talks on National Health Programmes and related topics like AIDS, first aid classes and the National Family Planning Programme

## Academy Spirit

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



## 2. FACULTIES

### 2.1 Faculty of Public Administration and Social Management

#### Faculty

Excluding the Joint Director, the Public Administration faculty has strength of 10, comprising 9 Deputy Directors, and One Professor of Social Management. During the year, Shri K.N. Kumar joined the faculty in August, and Shri. Sundeep K. Nayak in November, 1997. Shri Ashok Thakur and Shri Amarjeet Sinha left during the year after completing their tenure.

#### Methodology

Most of the inputs are structured in a modular fashion to allow for flexibility. Relevant themes are chosen and dealt with in a consolidated fashion so that all aspects relating to them are covered comprehensively. A module may include all or some of the following methodologies :

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

The skills and knowledge required by a professional civil servant are relatively easier to impart and these have traditionally been the strength of the Academy. However, to make an impact on the attitudes and values of intelligent young men and women in their mid-twenties or older, drawn from a wide variety of backgrounds and experiences, in their brief stay at the Academy, is a much more formidable task.

There is a general consensus about the attitudes and values required for public service. These are integrity, moral courage, empathy with and respect for the underprivileged, and freedom from any sectarian prejudices based on religion,



region, caste, class or gender. However, it is precisely these values that are under strain and threat today in our society. It would be futile to expect that a recruitment system, which tests academic merit and capacity for hard work, would throw up young people unaffected by this malaise. Conventional classroom lecture methodology is not considered suitable for changing their attitudes and values. We have, therefore, innovated with several new methodologies, and achieved significant success.

## **Training Programmes and Workshops**

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

1. LXIII Foundational Course
2. IAS Professional Course Phase I (1996-1998 Batch)
3. IAS Professional Course Phase II (1995-1997 Batch)
4. VI Training Programme for IAS Officers (6 to 9 years service)
5. XVII Training programme for IAS Officers (17-20 years service)
6. VI Training Programme for IAS Officers (10-16 years service)
7. Training of Trainers Programme under Gender Planning Training Project
8. LXXV Training Programme for IAS Officers (Select List)
9. LXXVI Training Programme for IAS Officers (Select List)
10. LXXVII Training Programme for IAS Officers (Select List)
11. Liberalisation : Its Impact on Public Administration
12. A three-month course on Economic Reforms and Poverty Reduction conducted in the four countries of India, Malaysia, Singapore and UK in Collaboration with the IDS at the University of Sussex.
13. Public management and poverty reduction in a market economy: Lessons from India in collaboration with the IDS Sussex.
14. Training Modules on TQM in Training Institutions in collaboration with Cranfield University, UK.

## **Other Activities**

The members of the Public Administration faculty shoulder diverse administrative responsibilities. They also counsel IAS Officer Trainees allotted to different cadres as also the officer trainees of the Foundational Course. In addition, V. K. Agnihotri, G.P. Joshi, Ms. Vijay Laxmi Joshi, Amarjeet Sinha, Shri Rajeev Kapoor, A. Santhosh Mathew, Sanjeev Chopra, K.N. Kumar and Shri Chandan Sinha



participated in the activities of various research units in their capacities as Chairman/Project Co-ordinators/members.

## **2.2 Faculty of Management**

### **Faculty**

The Faculty of Management was co-ordinated by Shri Rajeev Kapoor and included Shri Sanjeev Chopra.

### ***Course content***

The course content was designed keeping in mind the training needs of the participants. Accordingly, the emphasis during the foundational Course was on exposing the participants to basic concepts in the area of organisational behaviour, statistical methods of data analysis and Project Management. During the Phase-I of the IAS Professional Course, Officer Trainees were given options to choose two modules out of Financial Management, Project Management, Social Marketing and Management of Agri-business co-operatives. In addition, modules on Communication skills, MIS and Monitoring of Social Sector programmes were conducted on a compulsory basis. During the Phase-II of the IAS Professional Course, apart from coverage of topics like Public Sector Management and Team Building a three day workshop on 'Blueprint for Success' was conducted by Shri Shiv Khera. The workshop was found to be very useful by the officer trainees. The management faculty has developed new sessions on Total Quality Management which were conducted during the In-service training programmes. The faculty also co-ordinated two Management Development Programmes, for the senior executives of State Handloom Corporations and Apex Societies which was sponsored by The Development Commissioner (Handlooms), GOI and NHDC.

The faculty of management has been networking with other leading institutes to upgrade the course contents and pedagogy. Faculty of The Indian Institute of Management, Ahmedabad has been assisting the academy in co-ordinating modules on MIS and Project Appraisal and faculty from ASCI, Hyderabad conducted the module on Social marketing.

## **2.3 Faculty of Law**

Law was an important input in each of the major courses. The relevancy of Law inputs for the effective functioning of the Administration was readily recognised by all concerned including the Officer-trainees.



## **63rd Foundational Course**

As usual, law inputs were given with emphasis on its social justice component. The thrust was to create in the Officer-trainees an interest in and curiosity for law. The results were encouraging. The Officer-trainees, by and large, became friendly to law and perceived Law to be an interesting subject and an instrument for social engineering.

### **Phase-I for IAS (1996-98 batch)**

The Phase-I programme of the IAS Professional Course for 1996-98 batch, was skill-oriented. Law training was given a distinct potency and a practical slant. The end of the Course evaluation report drawn up by the Course Co-ordinator, Phase-I, speaks volumes in favour of the quality of law training. The participants overwhelmingly gave the highest grading to law inputs and adjudged the reading material on Law to be the best.

### **Phase-II for IAS (1995-97 batch)**

Officer-trainees endeavoured to find solutions to the practical problems they had faced in the field during district training. Therefore "How to do" acquired significance in the scheme of law training. The cases tried by the officer-trainees, in exercise of their powers as Executive Magistrates, Special Judicial Magistrates and Revenue Authorities during their one year tenure in the districts, came up for critical analysis and fruitful discussion.

## **In-Service Courses**

Legal Reforms in the wake of New Economic Policy, Judicial Review of Administrative Actions, Contempt of Courts, Liabilities of the Government and its servants, Public Services under the Constitution of India, alternative mechanism for adjudication, recent rulings of the Supreme Court of India bearing on Public Administration and the like were the topics debated and deliberated upon. Judicial activism and the role of Civil Services figured prominently in the course of such discussions.

Professor D. Banerjee addressed a Group of senior medical officers on medico-legal issues and gave them practical tips as to performance of their duties as enjoined by the laws of the land.

## **Methodologies**

While lecture method could not be discarded altogether, emphasis was laid on participation and involvement of the Officer-trainees. Case-Studies were a



dominant methodology adopted by the Law Faculty. Problem solving, order-writing and judgement writing exercises were conducted. Moot Courts were held by the Officer-Trainees under the guidance of the Law Faculty. Panel discussions were also organised.

## **Inculcation of Values**

Adequate attention was paid to the value part of training. Inculcation of values was a common factor running through all courses, although its contents varied, depending upon the level and seniority of the participants. The values enshrined in the Constitution of India and laid down in the laws of the land such as secularism, rule of law, social justice, gender equality, respect for human rights, integrity of character, impartiality of behaviour and political neutrality were highlighted and sought to be inculcated and/or fortified in the Officer-trainees.

## **Multi-dimensional functions of the Law Faculty**

Apart from teaching, Law Faculty was engaged in research in areas as indicated below:-

Prof. D. Banerjea	-	Social Justice
Prof. H.B. Das	-	Correctional Service
Dr. A. Subrahmanyam	-	Human Rights
Shri V. Vijaykumar	-	Tribal Customary Laws

All the aforesaid four members of the Law Faculty had undertaken jointly a research project on “**Socio-Legal Challenges of Panchayati Raj System in the Liberalised Economy**” and they were engaged in doing field work and collecting empirical data.

Prof. D. Banerjea, Co-ordinator, Faculty of Law, worked on the Source Book related to "Social Justice". He, completed and updated the book titled "Powers and Functions of the Police".

Prof. I.J. Malhotra (since transferred out of the Academy) had authored certain valuable books in Hindi, touching upon legal issues related to Women and Children.

Law Faculty developed a good number of Monographs and case-studies bearing on Administrative Law, Criminal Law and Constitutional Law.

Members of the Law Faculty functioned as Counsellors and also as Staff Associates in respect of three Project Groups. They also rendered legal advice to different administrative units within the Academy, whenever asked for. They were also associated with the Society for Contemporary Affairs and Society for Social





Service and took active part in organising manifold activities.

Law Faculty edited the special issue of “**Administrator**” on **Judicial Activism**.

Professor D. Banerjea was the Controller of Examination throughout the year and in that capacity, he discharged multifarious functions connected with various examinations and also dealt with evaluation of the performances of the trainees.

Professor D. Banerjea also acted as the Convenor of the Grievance Redressal Committee.

Prof. D. Banerjea and Prof. H.B. Das participated in the International Conference on “**Global Health Laws**” at New Delhi from 5th to 8th December, 1997.

Ms. Monica Kharola functioned as Research Associate. She rendered useful support to the Faculty of Law in advancement of training and research. She also worked in the fields of Co-operatives and Land Reforms and assisted in the preparation of reports related thereto.

## **2.4 Faculty of Economics**

Two new faculty members joined the Faculty of Economics this year. Prof. H.C. Pokhriyal joined on 26.2.1997 and Prof. P. Banerji took charge on 1.4.1997. With this the strength of the Faculty rose from zero to two.

For the first two months of 1997 Prof. A. Santhosh Mathew continued as the Co-ordinator of the Economics Faculty. Thereafter, Shri G.P. Joshi took charge and continued as Co-ordinator till September, 1997. Presently Prof. P. Banerji is looking after this responsibility.

### **Course Inputs**

- i. The following were the inputs in Phase-I (1996 Batch)

National Income Accounting; Balance of Payment, Balance of Trade; Trade Deficit; Monetary Policy and Fiscal Policy; theory of Production; Consumers' Surplus and Producer's Surplus; Cost Curves and Revenue Curves; Types of Markets; Budget 1997-98; Decentralised Planning; Industrial Promotion and Infrastructure; Growth and Development (Some basic issues);

- ii. In the Foundational Course (1997 Batch) the Course Contents were revised keeping in view the recommendations of the Ramesh-Lahiri-Patnaik Committee and the diverse training needs of OTs of various services. The inputs included:



Indian Economy-Introductory Overview of the Transition Process; Colonial Legacy; State and Development Planning; Leading Issues in Indian Economic Development: Growth, Investment, Efficiency, Equity and Poverty; Budget and fiscal Policy, Money and Monetary Policy, Financial Sector, External Balance and Policy, Overview of sectoral Development.

The training methodology included lectures, discussions, group exercises, computer based inputs and role play. Training materials and background reading materials were provided in English and in Hindi.

## **Faculty Activities**

Prof. H.C. Pokhriyal attended the National Workshop on Training and Development held at UPAA, Nainital and another workshop on Participatory Management organised by IIM, Lucknow. The faculty also helped other training programmes with inputs like Economic Reforms, Decentralised Planning, Participatory Learning Methods (PRA) and exaction game. They were also invited to other national academies as guest speakers. The faculty was involved in research activities like the evaluation of Bihar Education Project and UNICEF funded project on Decentralisation and Devolution.

## **2.5 Faculty of History and Indian Culture**

In view of the vast expanse of the syllabus that is to be covered under the syllabus of History and Indian Culture during the Foundational Course, this year the effort was made to combine a few lectures with self preparation for the examination. A question bank of 30 questions was formulated at the beginning of the course and circulated to all the Officer Trainees. This bank spanned Indian History from the Indus Valley to Independence and also included questions on various aspects of Indian Culture.

During the course this was supplemented by inputs primarily on the various cultural aspects. This included lecture demonstrations on various aspects of Indian Classical Music and Dance.

## **2.6 Faculty of Political Theory and Constitutional Law**

The subjects Political Theory and Constitutional Law are amongst the core-subjects prescribed for the Foundational Course and IAS Professional Course. Both are intrinsically interdisciplinary embracing substantive problem areas of civic society. Apart from an analytical framework both subjects offer a moral language in which to describe and judge political phenomena.



## Course Inputs

In the Foundational Course, the main objective is to give an overview of "Indian Political System to enable trainees to comprehend the basic constitutional values, Institutional setups and power relations between different groups". Topics like the Paradoxes of Indian Democracy, National Integration in a Multy-Cultural Society, and India in the International System, are discussed in detail. Further, with a view to sensitize the probationers in the realm of religious tolerance and to make them aware of the cancer of communalism, sessions on "Secularism and Communalism" were continued from last year. The core topic of the Political Theory i.e. "Power and Authority" was deliberated with great verve and vigour.

During IAS Professional Course, Phase-I, the emphasis of the discussions focused on the underlying causes and processes of our political dynamics. Topics like "Public Protest and Parliamentary Democracy", "Agrarian Unrest", 'Student Unrest' and 'Caste and Communal Unrest', were discussed in length. Probationers are also sensitised to the perennial importance of 'civil Liberties' Human Rights in India'. A new topic, i.e. 'Political Stability' was discussed in great length.

In the In-service Courses conducted for the IAS Officers promoted or on the Select List, topics like (i) Politics of Development (ii) Political Environment in India and (iii) Gender Issues and Development, were covered. Prof. M. Muthuswamy was the Course Co-ordinator for 75<sup>th</sup> Induction Programme for IAS Officers conducted at Indira Bhawan Campus.

## Faculty Development

Prof. M. Muthuswamy, Faculty Co-ordinator attended the seminar on 'Social Justice' at the Centre for Social Studies, Surat, Gujarat in January, 1997. He has also completed a course in Rajya Bhasha conducted by the Central Hindi Directorate, Ministry of Home Affairs, Government of India.

## Other Activities

Prof. M. Muthuswamy was the Co-ordinator from the Academy for The Conference of Nodal Officers (Scheduled Caste and Scheduled Tribes) from different State Government and Ministry of Welfare, Government of India.

## 2.7 Faculty of Languages

The Faculty of Languages continued its work in the sphere of material development. Faculty members prepared teaching materials in respective Languages for the Officer Trainees. The work of translation was also given due importance and now most of the Case Studies are available in Hindi.



The New Language Laboratory has been fully commissioned and being used in our training courses. The language classes continued to be very well received by officer trainees.

## **Publications**

Following publications were brought out by the faculty members:

### **(a) Dr. M.M. Mishra**

1. 'Ek Bhale Admi Ki Dahad', Anuvrat (1), Jan, 1997.
2. 'Sab Se Bada Intellectual', Anuvrat (1), May, 1997.
3. 'Itihas Ka Anda', Anuvrat (1), July, 1997.
4. 'Lokonmukh Adhyatma Chetna ke Krant Drashta Parivrajak', Anuvrat(2), Sept, 1997.
5. Swarg Aur Tel', Anuvrat(2), Oct, 1997.

### **Recognition**

Literary bio-data included in reputed reference books.

- i. Hindi Sahityakar Sandarbh Kosh.
- ii. Who is who of Indian- Writers, Sahitya Akadmi, Delhi (*Revised*)

### **(b) Smt. Manjulika Singh**

1. She has submitted her thesis titled "Rahul Sankrityayan Ke Darshnik Vichar" to the Garhwal University.
2. "Desh Ki Ekta Aur Akhandata Ki Bhasha Hindi" in Bhasha Bharti.
3. "Hindi Ek Samarth Bhasha" in Ispat Bharti.

### **(c) Dr. Tuman Singh**

1. "Shankshepan Aur Pallavan" from Prabhat Prakashan, New Delhi-2, 1997.
2. Scrutinised the Hindi translation of the book titled "Prashashakon ke Liye Prabhavi Karya Kaushal Vidhi", edited by Dr V.K. Agnihotri, published by Vikas, New Delhi-4, 1997.
3. Translated one article for National Literacy Resource Centre, LBSNAA which has been published in 1997 under the caption "Saksharta Aye Saikil Par Savar"
4. Published one research paper titled "Rajbhasha Hindi: Sandarbha Aur Bhavishya" in the Bhasha Bharati, Vol-6, No. 10, pp 27-38., April 1997.



**(d) Dr. M.R. Unnithan**

1. Co-author of "Test and Evaluation of Malayalam" published by Director, CIIL, Mysore.

**(e) Smt. Alka A. Kulkarni**

1. 'Muster Role Bistar Gole' (Translation) in 'Arthat' (Gujrati Magazine) April, 1997 Ahmedabad.
2. 'Jagtu Gond Ki Jamin' (Translation) in 'Arthat' (Gujarati Magazine) May 1997, Ahmedabad.
3. 'Ekli Hu' Story in Gujarat Samachar Ravi Puri. 7.6.97, Ahmedabad.
4. 'Paryavarn aur Hum' in Himachal Times. 18.10.1997, Mussoorie.

## **2.8 Faculty of Computers and Information Systems**

NICTU had two additions to its faculty during the period. Shri Mahabir Prasad and Shri Anurag Srivastava joined as Programmers. They were earlier working at NIC Headquarters, New Delhi in the same capacity. The faculty now has two Principal Systems Analysts, one Senior Systems Analyst, two Systems Analysts and three Programmers.

### **Newly Introduced Hardware and Facilities**

NIC Training Unit recently received 40 Nos. of Pentium based Desktop machines with SVGA colour monitors and 5 Nos. of UnixWare servers for DOS, WINDOWS, UNIX and Multimedia based training sessions. The unit is also equipped with one LCD Projection System. Existing 45 Nos. of 486 SX systems with SVGA colour monitors have been upgraded to Pentium machines. NICTU also possesses one Pentium based NetWare server and four 80386 based ATs. The ATs with multi-lingual(GIST) card will be installed in the Language Block for the use of the language faculty. All the machines in NICTU Lab are connected through LAN using the Pentium machine as a Novell NetWare 4.1 server. Internet can be accessed from all the machines in NICTU Lab through the ACADNET's micro earth station linked to the ERNET.

### **Newly Introduced Topics**

District Information Systems of NIC(DISNIC), General Information System Terminal (GISTNIC) and NICNET were introduced during Phase-I (1996 Batch).

Case Studies based on District Assignments were given to group of OTs for presentation and discussion during Phase-I.



## *Faculties*

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Exercises based on District software were introduced during Phase-II(1995 Batch). A panel discussion was organised for the Phase-II officer trainees to discuss the Role of NIC in District Administration.



### **3. HIGHLIGHTS OF COURSES, SEMINARS AND WORKSHOPS ETC.**

#### **3.1 IAS Professional Course Phase - I 1996-98 Batch (21<sup>st</sup> December, 1996 to 6<sup>th</sup> June, 1997)**

The IAS Professional Course, Phase-I commenced on 21st December, 1996 which included Winter Study-cum-Bharat Darshan Tour from 22.12.1996 to 28.2.1997. 80 IAS Probationers attended which included 11 women and 1 officer from Royal Bhutan Civil Service. The course ended on 6th June, 1997.

As in the previous years the course was broadly divided into two parts:-

1. Winter Study-cum-Bharat Darshan Tour and
2. The Academic Inputs

For the Winter Study cum-Bharat Darshan Tour, officer trainees were divided into 8 groups for attachment with various Army/Navy Units, Tribal/Voluntary Agency attachment, Public/Private undertakings and Bharat Darshan. The attachment with private/Joint sector unit was introduced due to the change in economic policy of the Government of India. The Officer-trainees were attached with Bureau of Parliamentary Studies and Training, New Delhi from 24.2.1997 to 28.2.1997.

The training methodology adopted were lectures/case studies/management exercise. In addition, the officer trainees were required to write state paper on subjects of particular relevance and interest which they presented in counsellor group meetings. Project groups were required to prepare reports in areas of relevance for the administrators. The project topics broadly concerned new challenges facing the Public Administration. These were presented before the full house.

Counselling was an important attribute of this course. The counsellor group meetings were held normally every week.

Curricular and extra curricular activities also formed an important component, as it was considered that an all round personality of an officer and his/her breath of interest were of basic importance for effectiveness. Apart from the outdoor, PT/Riding etc. various cultural programmes and other activities were organised through the chain of clubs and societies. In addition Zonal days were organised in which exhibition, games, food and cultural programme pertaining to a particular zone were highlighted.



## *Highlights of Courses, Seminars and Workshops Etc.*

Some of the eminent persons invited to interact with the officer trainees during the course, included Shri P.S.A. Sundaram, Additional Secretary, DoPT, New Delhi, Dr. N.C. Saxena, Secretary, Minorities Commission, Shri Rajendra Singh, Chairman, NTPC, New Delhi, Shri Anoop Pujari, PS to Minister of Law, Govt. of India, New Delhi, Dr. Jamshed J. Irani, Managing Director, TISCO, Jamshedpur, Shri Swaran Singh, MD, Tamil Nadu Slum Clearance Board, Chennai, Shri P.C. Halder, Joint Director, IB, New Delhi, Shri N.N. Vohra, Executive Director, India International Centre, New Delhi, Shri R.V. Vaidyanathan Ayyar, Additional Secretary, Ministry of Human Resource, Shri N.K. Singh, Revenue Secretary, Ministry of Finance, New Delhi, Shri L. Man Singh, M.D. Gujarat Industrial Investment Corporation, Ahmedabad, Dr. M.S. Gill, Chief Election Commissioner of India, New Delhi, Shri Tejinder Khanna, Lt. Governor of Delhi, Shri Bhure Lal, Central Vigilance Commissioner, New Delhi.

Shri B.S. Baswan, Director, of the Academy inaugurated and delivered the valedictory addresses.

Shri Amarjeet Singh, Deputy Director (Sr.) was the Course Co-ordinator, Shri Rajeev Kapoor, Deputy Director, Mrs. V. Joshi, Deputy Director (Sr.) and Shri Gautam Mukherjee, Head, NICTU, were the Associate Course Co-ordinators..

### **3.2 Land Reforms : Agenda For Ninth Plan (18<sup>th</sup> to 19<sup>th</sup> January, 1997)**

Course Co-ordinator	:	Shri B.K. Sinha
Asso. Co-ordinator	:	Shri Girish Kumar
No. of participants	:	Total - 60      Male - 60      Female - 0
Date	:	18th to 19th January, 1997
Administrative Backup	:	Land Reforms Unit & NIRD
Inaugural	:	Hon'ble Shri K. Yarranaidu
Valedictory	:	Hon'ble Shri S.K. Mishra

### **3.3 Training Programme For IAS Officers (6-9 Years Service) (17<sup>th</sup> February to 7<sup>th</sup> March, 1997)**

Course Co-ordinator	:	Shri G.P. Joshi, Deputy Director (Sr.)
A.C.Cs	:	Shri Sanjeev Chopra, Deputy Director Shri Chandan Sinha, Deputy Director (Jr.)
Dates	:	17 February to 7 March, 1997
No. of Participants	:	Total - 18      Male - 15      Female - 3

In view of the experience of the participants, the course was designed to provide them with ample opportunity for experience sharing. The course was marked by high standard of the presentations made by the participants on such diverse topics





as Foreign Investments Towards a Global Regime, Public Sector Reforms, The Role of NGOs/Voluntary Sector in Government and The Impact of 73rd and 74th Amendment on the Nature of Governance. Some of the Guest Speakers were:

Shri Sumit Bose, IAS, Secretary to Govt. of Bhopal, E-2, Academy of Administration, Bhopal (M.P.), Shri Sanjeev S. Ahluwalia, IAS, Senior Fellow, Tata Energy Research Institute, New Delhi, TERI, Darbari Seth Block Habitat Place Lodhi Road New Delhi -110003, Shri S. Sunder, Secretary, Govt. of India, Ministry of Surface Transport, New Delhi, Shri Aruna Roy, Mazdoor Kisan Shakti Sangathan, Devungari, P.O. Barar, Tehsli Bhim, Sangathan, Rajsamand District, Rajasthan and Prof. Shekhar Singh, IIPA, New Delhi

### **3.4 Public Management And Poverty Reduction In A Market Economy : A Training Programme Under The Colombo Plan (10<sup>th</sup> to 27<sup>th</sup> March, 1997)**

The IDS Sussex has been conducting courses on Public Management and Poverty Reduction over the last many years for Civil Servants from India. For the first time it is proposed to organise a part of this course in India, at the Lal Bahadur Shastri National Academy of Administration, Mussoorie from 10<sup>th</sup> to 27<sup>th</sup> March, 1997. This is besides the study tour in Malaysia and Singapore and the UK module at IDS Sussex, UK.

15 senior IAS Officers including one women attended the programme. In addition to the resource persons from the Academy, experts from other academic institutions and government were invited to make effective use of their expertise in the training programme. Guest speakers included Prof. Michael Lipton and Dr. Mark Robinson, IDS Sussex, UK, Dr. Robin Burgus, London School of Economics, Dr. N.J. Kurian, Adviser (FR), Planning Commission, Prof. Amitava Mukherjee, ACTIONAID, Bangalore, Dr. N.C. Saxena, Secretary, National Commission for Minorities.

Shri A. Santhosh Mathew was the Course Director of India module.

### **3.5 Source Book On Gender Workshop (8<sup>th</sup> to 10<sup>th</sup> April, 1997)**

A "Writing Workshop for Source Book on Gender" was held on April 8 to 10, 1997 at the Indira Bhawan Campus, Lal Bhadur Shastri National Academy of Administration, Mussoorie. The purpose of organising the workshop was to finalise the structure and content of the proposed Source Book on Gender.

The total number of participants were 30. Mrs. Sarojini G. Thakur was the Co-ordinator of this Workshop.



### **3.6 Regional Workshop on "Adult Numeracy & Folk Mathematics" (12<sup>th</sup> to 14<sup>th</sup> April, 1997)**

Course Co-ordinator : Dr. Anita Rampal  
No. of participants : Total -12 Male - 08 Female - 04  
Date : 12<sup>th</sup> to 14<sup>th</sup> April, 1997

### **3.7 Orientation Workshop on "Saksharta Samvaad" for Resource Persons and District Literacy Teams of Rajasthan (24<sup>th</sup> to 25<sup>th</sup> April, 1997)**

Course Co-ordinator : Dr. Anita Rampal  
No. of participants : Total -56 Male - 44 Female - 12  
Administrative Backup : NLRC  
Date : 24<sup>th</sup> to 25<sup>th</sup> April, 1997

### **3.8 Orientation Workshop on "Saksharta Samvaad" for Resource Persons and District Literacy Teams of Rajasthan (27<sup>th</sup> to 28<sup>th</sup> April, 1997)**

Course Co-ordinator : Dr. Anita Rampal  
No. of participants : Total -67 Male - 63 Female - 04  
Administrative Backup : NLRC  
Date : 27<sup>th</sup> to 28<sup>th</sup> April, 1997

### **3.9 Seminar on HRD & The Fifth Central Pay Commision (7<sup>th</sup> to 8<sup>th</sup> May, 1997)**

Course Co-ordinator : V.K. Agnihotri  
Asso. Co-ordinator : Amarjeet Sinha  
No. of participants : Total -27 Male - 25 Female - 02  
Date : 7th May to 8th May, 1997

A two-day seminar was conducted at the Academy. This seminar was sponsored by Ministry of Personnel, Public Grievances & Pensions, Department of Personnel (Govt. of India) and United Development Programme in collaboration with LBSNAA, Mussoorie. The aim of the seminar was to discuss the issues emerging from the recommendation of the fifth central pay commission.



### **3.10 Training Programme For IAS Officers (17-20 Years Service) (12<sup>th</sup> to 30<sup>th</sup> May, 1997)**

Course Co-ordinator	:	Shri B.S. Baswan, Director
A.C.Cs	:	Ms S.G. Thakur, Deputy Director (Sr.) Shri Sanjeev Chopra, Deputy Director
Date's	:	May 12, 1997 to May 30, 1997
No. of participants	:	Total - 22      Male - 20      Female - 2

### **3.11 Workshop On Gender Development And Urban Slums (19<sup>th</sup> to 21<sup>st</sup> May, 1997)**

A Workshop on Gender Development & Urban Slums, sponsored by the Urban Poverty Office, was held from 19th to 21st May, 97 at Lal Bhadur Shastri National Academy of Administration, Mussoorie and inaugurated by Shri B.S. Baswan, Director. The participants were from the Urban Poverty Office. The Total number of participants were 15. Mrs. Sarojini G. Thakur was the Co-ordinator of this Workshop.

### **3.12 14<sup>th</sup> Professional Course For Foreign Diplomats (23<sup>rd</sup> to 25<sup>th</sup> May, 1997)**

Course Co-ordinator	:	Shri B.K. Sinha
Asso. Co-ordinator	:	Shri Sanjeev Chopra
No. of participants	:	Total - 31      Male - 27      Female - 4
Date	:	23rd to 25th May, 1997
Administrative Backup	:	Land Reforms Unit
Valedictory	:	Shri B.S. Baswan

### **3.13 Development Administration : Emerging Issues (25<sup>th</sup> to 30<sup>th</sup> May, 1997)**

Course Co-ordinator	:	Shri Sanjeev Chopra
Asso. Co-ordinator	:	Shri H.C. Pokhriyal
No. of participants	:	Total - 22      Male - 21      Female - 1
Date	:	25 <sup>th</sup> to 30 <sup>th</sup> May, 1997

This one week Programme was conducted for Indian Forest Service officers at the request of Indira Gandhi National Forest Academy at the LBS National Academy of Administration. The programme covered the following subjects:

- i. All India Services: Constitutional Provisions.



## *Highlights of Courses, Seminars and Workshops Etc.*

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- ii. Development Administration: Role of All India Service.
- iii. The Planning Process: Review of the 5 Year Plans.
- iv. Participatory Planning.
- v. Rural Development Programme: Monitoring and Evaluation.
- vi. Indian Judicial System, including Separation of Powers.
- vii. PRIs - Interface with DA/NGOs/Coops.
- viii. Development Administration and Marginal Groups: Dalits/ OBCs/ SCs/ STs/ Women.
- ix. Indian Political System: Emerging Issues.

The highlight of this programme was the visit of officers to different villages in Dehradun district and the preparation of reports on villages using PRA techniques.

The valedictory address was given by Dr. Anil Berry, Chief, Watershed Development Programme, Dehradun. The course was inaugurated by Shri B.S. Baswan.

### **3.14 Round Table Conference (2<sup>nd</sup> to 4<sup>th</sup> June, 1997)**

No. of Participants : Total - 49 Male - 49 Female - 0

A successful Round Table Conference was organised at the LBSNAA from 2<sup>nd</sup> to 4<sup>th</sup> June, 1997 'Towards a New Public Administration: Learning from International Experience'. This Round Table Conference was sponsored by Commonwealth and UNDP and hosted by the Academy on the request of Department of Personnel and Administrative Reforms and Public Grievances.

In all 49 participants were participated in the conference out of which there were 24 foreign delegates, 2 UNDP officers, and 23 Indian participants. The hon'ble Minister of State for Personnel and Public Grievance and Pension Shri S.R. Balasubramoniyam inaugurated the conference. Some of the other prominent participants were the South African Minister of Public Service and Administration, Mr. Zola Skweyiya, the Cabinet Secretary of Bangladesh Mr. Ataul Haq, the Cabinet Secretary of Sri Lanka Mr.D. Wijesinghe, Mr. T.S.R. Subramanian, Cabinet Secretary of India, Tan Sri Dato Ahmad Sarji, Ex-Chief Secretary of Malaysia and President of Commonwealth Association for Public Administration and Management (CAPAM), Shri V.K. Shunglu, Controller and Auditor General of India, Ms. Turkia Ould Daddah, Director General, IIAS, Belgium, Dr. Mohan Kaul, Director of MTSD Common Wealth Secretariat, Mr. Desire De Saedeleer, Director General, Institute de Formation de l' Administration Belgium, Shri Arvind Verma, Secretary, DoPT Government. of India, Dr. M.S. Rajajee, Chief Secretary, Andhra Pradesh, Mr. Mehta, Chief Secretary Rajasthan, Shri R.S. Verma Chief Secretary



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Hyderabad and Dr. P.S.A. Sundram, Additional Secretary, Department of Administrative Reforms and Public Grievances.

During the stay at the Academy the delegates acquainted themselves with the Academy and its activities. A special cultural show was organised by the Officer Trainees of the Academy in honour of the delegates.

### **3.15 VI In-service Training Programme For IAS Officers Of 10-16 Years Seniority (2<sup>nd</sup> to 20<sup>th</sup> June, 1997)**

Course Co-ordinator	:	Shri V.K. Agnihotri, Joint Director
A.C.Cs	:	Prof. H.Ramachandran, Executive Director, NSDART, LBSNAA Shri B.K. Sinha, Co-ordinator, Land Reforms Unit
Inauguration	:	Shri S.V. Giri, Chief Vigilance Commissioner, Govt. of India, New Delhi
Valedictory	:	Shri B.S. Baswan, Director, LBSNAA, Mussoorie.
For whom	:	IAS Officers of 10-16 years of seniority
No. of Participants	:	Total - 24      Male - 21      Female - 3

To familiarise the participants - who are likely to take positions at senior levels in Government of India and State Governments in the next few years - with the ongoing reforms process, particularly its impact on various sectors and to orient them to the role expected of them.

The focus of the course was on ongoing structural changes in the economic policies of the government and the changing focus of economic management in government. In addition, selected management techniques and computer applications were introduced within this framework.

### **3.16 Retreat On Administration In India : Past, Present And Future (9<sup>th</sup> to 11<sup>th</sup> June, 1997)**

A Retreat on Administration in India : Past, Present and Future sponsored by the Department of Personnel and Training organised in the Academy from 9<sup>th</sup> to 11<sup>th</sup> June, 1997. The retreat was formally inaugurated by Shri S.R. Balasubramoniyam, Minister of State for Personnel, Public Grievances, Pensions and Parliamentary Affairs, Government of India on 9<sup>th</sup> June. The proceedings began with a welcome address by Shri Arvind Varma, Secretary, Department of Personnel and Training. Dr. P.S.A. Sundaram, Additional Secretary, Department of Administrative Reforms, Government of India proposed a vote of thanks. The valedictory address



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delivered by Shri Indrajit Gupta, Union Home Minister on 10<sup>th</sup> June, 1997.

42 senior ICS/IAS (Retd.) officers attended the retreat. Shri C.S. Venkatachar, ICS (Retd.), the oldest surviving member of the ICS, who could not attend the retreat due to ill health, was honoured on 10<sup>th</sup> January, 1998 at his residence at a simple and private ceremony by Shri B.K. Bhattacharya, Chief Secretary to the Government of Karnataka accompanied by Dr. V.K. Agnihotri, Joint Director, LBSNAA.

Shri B.S. Baswan was the Co-ordinator and Shri A.Santhosh Mathew was the Associate Co-ordinator of the retreat.

### **3.17 Workshop On NGOs (23<sup>rd</sup> to 24<sup>th</sup> June, 1997)**

Course Co-ordinator	:	Shri B.K. Sinha
Asso. Coordinator	:	Shri Girish Kumar
No. of participants	:	Total - 38      Male - 33      Female - 5
Date	:	23rd to 24th June, 1997
Administrative Backup	:	Land Reforms Unit
Inaugural	:	Shri Amarjeet Sinha, Deputy Director, LBSNAA
Valedictory	:	Dr. V.K. Agnihotri, Joint Director, LBSNAA

### **3.18 IAS Professional Course, Phase-II (16<sup>th</sup> June to 14<sup>th</sup> August, 1997)**

The IAS Professional Course Phase-II commenced on 16<sup>th</sup> June and concluded on 14<sup>th</sup> August, 1997. 83 IAS Officer Trainees attended which included 16 lady officer trainees and 1 Royal Bhutan Civil Service.

Shri K. Padmanabhaia, Home Secretary gave inaugural address and Shri N. Vittal, Chairman, Public Sector Enterprises Selection Board gave valedictory address.

The eminent persons invited to interact with the officer trainees during the course are as under:

1. Shri P.C. Hota, Hon'ble Member, UPSC
2. Lt. Gen. K.M. Seth, PVSM, AVSM Adjutant. General
3. Justice J.S. Verma, Hon'ble Chief Justice of India
4. Shri B.V.P. Rao, IAS, Secretary (Power), Assam Government
5. Shri K.S. Sharma, IAS, Director General Doordarsan, New Delhi
6. Ms. Nalini Singh, Journalist
7. Shri R. Basu, IAS, Chief Executive Star TV



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8. Shri Sharad Pradhan, State Bureau Chief, Sunday Magazine, Lucknow
9. Shri Ong Keng Yong, High Commissioner of Singapore, New Delhi
10. Shri D.N. Gautam, IPS, DIG, ITBP
11. Shri Shiv Kehra, Qualified Learning System, New Delhi
12. Shri Trinath Misra, Director, SVPNPA, Hyderabad
13. Shri S.C. Zamir, Hon'ble Chief Minister, Nagaland
14. Hon'ble Chief Minister, Mizoram
15. HE Mr. Claude Blanchemaison, Ambassador of France
16. Shri S.A.T. Rizve, Secretary National Commission of Minority, New Delhi
17. Shri Harsh Mander, Commissioner, Bilaspur, M.P.
18. Justice S.C. Mathur, Retd. Ex-Chairman, CAT
19. Shri Parvesh Diwan, Principal Secretary to Government, J&K
20. Shri Bimal Jallan, Member Secretary, Planning Commission, New Delhi
21. Swami J. Manadaja Maharaj, Ramakrishan Ashram, Dehra Dun
22. Shri Bimal Kumar, Special Secretary to Governor, Government of Nagaland

### **3.19 75<sup>th</sup> Induction Training Programme For IAS Officers (Promoted Or On The Select List) (7<sup>th</sup> July to 8<sup>th</sup> August, 1997)**

Course Co-ordinator	:	Shri D. Banerjee, Co-ordinator, Law Faculty
A.C.Cs	:	Shri M. Muthuswamy, Co-ordinator, Political Theory & Constitutional Law and Shri Sanjeev Chopra, Deputy Director
Inauguration	:	Shri Lal Thanhawala, Hon'ble Chief Minister of Mizoram
Valedictory	:	Shri B.S. Baswan, Director, LBSNAA, Mussoorie.
For whom/No.	:	IAS Officers (Promoted or on the Select List)
No. of Participants	:	Total - 36      Male - 35      Female - 01

#### ***Aim of the Course***

To provide understanding of the All India context and to develop expertise as modern administrator and prepare the participants for their new roles as members of the Indian Administrative Service through the following sub-objectives:

1. To provide an All India Perspective of the administrative duties of the higher



- civil services.
2. To provide an overview of the New Economic Policy, and its impact on the people.
  3. To sensitise the participants to emerging issues in governance especially the interface with local bodies, judiciary and the public.
  4. To develop additional skills for public management.
  5. To expose the participants to the latest developments in the following areas e.g. education, co-operatives, gender issues and social sector intervention.

### **3.20 Seminar On Gender And The Civil Services (23<sup>rd</sup> July, 1997)**

No. of Participants : Total - 45 Male - 30 Female - 15

During the year a small questionnaire based research was conducted on Gender and the Civil Service through the Department of Personnel & Training which has now stand published, as a part of the on-going United Nations Development Programme Project on "Capacity Building for Civil Service, Administrative Reforms & Training in the Centre and the States"- "Women's Issues in Civil Services", by the LBSNAA, Mussoorie.

A one day validation Seminar was held on July 23, 1997 at India International Centre under the Chairmanship of Dr. P. S. A. Sundaram Additional Secretary (AR&T) by Department of Administrative Reforms & Public Grievances in collaboration with LBSNAA, Mussoorie. The total number of participants were 45 and out of these 30 were Male and 15 were Female. This survey seeks to examine the ways in which the men and women within the civil services perceive gender issues in their own lives and careers, the manner in which they impact on the organisation in which they are working and the extent to which the bureaucracy itself is engendered.

Mrs. Sarojini G. Thakur was the Co-ordinator of this Workshop.





### **3.21 Seminar on "The Significance of Literacy for Economic and Social Development" (4<sup>th</sup> August, 1997)**

Course Co-ordinator	:	Dr. Anita Rampal
No. of participants	:	IAS Course Phase-II Officer Trainees
		Total - 83      Male - 67      Female - 16
Administrative Backup	:	NLRC
Date	:	4 <sup>th</sup> August, 1997

### **3.22 One Week Training Programme On Liberalisation And Its Impact On Public Administration (18<sup>th</sup> to 22<sup>nd</sup> August, 1997)**

Course Co-ordinator	:	Shri B.S. Baswan, Director
A.C.Cs	:	Shri A.S. Mathew, Prof. of Social Management, Shri G.P. Joshi, Deputy Director (Sr.) & Shri K.N. Kumar, Deputy Director
Inauguration	:	Shri P.G. Mankad, Secretary, ID & PE, Department of Industrial Policy, Promotion & Industrial Development, New Delhi
Valedictory	:	Shri N. Vittal, Chairman, Public Enterprises Selection Board, New Delhi
For whom/No.	:	IAS Officers; 26 participants
No. of Participants	:	Total - 26      Male - 23      Female - 3

### **3.23 15<sup>th</sup> Professional Course For Foreign Diplomats (25<sup>th</sup> to 28<sup>th</sup> August, 1997)**

Course Co-ordinator	:	Shri B.K. Sinha
Asso. Coordinator	:	Shri Sanjeev Chopra
No. of participants	:	Total - 18      Male - 11      Female - 7
Date	:	25th to 28th August, 1997
Administrative Backup	:	Land Reforms Unit
Valedictory	:	Shri B.S. Baswan

### **3.24 63<sup>rd</sup> Foundational Course (8<sup>th</sup> September to 19<sup>th</sup> December, 1997)**

The 63rd Foundational Course was a course of 15 weeks duration starting from the 8th September, 1997 and ending on the 19th December, 1997. Course authorities



## *Highlights of Courses, Seminars and Workshops Etc.*

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consisted of the following: Mrs. Vijay Laxmi Joshi, Course Co-ordinator, Shri Sanjeev Chopra, Shri K.N. Kumar, Shri Chandan Sinha and Dr. H.C. Pokhriyal, Associate Course Co-ordinators. The total number of Officer Trainees were 263 from nine different services, break-up of which is as below:

1.	Indian Administrative Service	76
2.	Indian Foreign Service	13
3.	Indian Police Service	78
4.	Indian Forest Service	65
5.	Indian Custom and Central Excise Service	19
6.	Indian Audit and Accounts Service	11
7.	Indian Revenue Service	03
8.	Central Trade Service	03
9.	Central Bureau of Investigation Service	04

Of these 231 were males and 32 females. A large number of events were conducted during the Course namely (i) a Ten Days Trek in the Himalayas, (ii) P. Srinivas Memorial Lecture related to Environment, (iii) A Play of the Sri Ram Centre, Delhi "Jis Lahore Nahi Dekhya Wo Janmya Nahi", (iv) A one day Module on Classical Music Appreciation. (v) One day Module on Security matters, (vi) Village Visit of 12 days (vii) and the Sardar Vallabhbhai Patel Memorial Lecture on the Future of the Civil Service. A large number of guests from various fields had come to address the Officer Trainees. Some of the eminent guests included: Shri G.C. Saxena, IPS (Retd) and Ex-Governor, J&K, who inaugurated the Course, Shri Rajeshwar Prasad, IAS(Retd), Shri Salman Haider, Shri S.R. Maheshwari, Shri Chandi Prasad Bhatt, Shri Mani Shankar Iyer, Shri Shekhar Singh, Ms. Aruna Roy, Shri Rajesh Pilot, MP, Shri Asghar Ali Engineer, Shri S. Sathish Chandran Nair, Shri S.R. Rao, Municipal Commissioner, Surat, Swami Agniwesh, Shri T.N. Kaul, and Maj. Gen. R. Karthikeyan.

In their four months stint at Mussoorie an attempt was made to mould the Officer Trainees into rounded personalities.

An emphasis was laid on Computers in a big way and they had to learn atleast 10 software packages in Computers during their stay here. They also had to pass a typing test with a speed to 20 W.P.M.

The Officer Trainees ran many Clubs and Societies of the Academy such as, the Adventure Sports Club, Alumni Association, Computer Society, Film Society, Fine Arts Association, Hobbies Club, House Journal Society, Management Circle, Nature Lovers' Club, Officers' Club, Officers' Mess, Rifle and Archery Club, Society for Contemporary Affairs and Society for Social Services etc. entirely by



themselves.

The Course Authorities were assisted by Training-I Section consisting of Mr. M.R. Garg, Mr. S.K. Singh, Mr. J.P. Bahuguna, Mr. Gyan Chandra and Mr. Pawan Kumar Pal.

The course Valedictory was held on 19th December, 1997 wherein Prof. Y.K. Alagh gave the Valedictory address.

### **3.25 76<sup>th</sup> Induction Training Programme For IAS Officers (Promoted Or On The Select List) (15<sup>th</sup> September to 17<sup>th</sup> October, 1997)**

Course Co-ordinator	:	Shri G.P. Joshi, Deputy Director (Sr.)
A.C.Cs	:	Shri Amarjeet Sinha, Deputy Director (Sr.), Shri Pranab Banerjee, Prof. of Economics and Shri A. Subrahmanyam, Reader in Law
Inauguration	:	Shri V. Lakshmi Ratan, Additional Secretary to Government of India, Department of Personnel and Training, North Block, New Delhi - 110 001 Hon'ble Chief Minister of Mizoram
Valedictory	:	Shri S. Sunder, 10 Amaltas Marg, DLF Phase-I, Gurgaon, Haryana
No. of Participants	:	Total - 33      Male - 32      Female - 1

To provide understanding of the All India context and to develop expertise as modern administrators and prepare the participants for their new roles as members of the Indian Administrative Service and to equip him to face the emerging challenges of administration by aiming at the following sub-objectives:

1. To provide an All India Perspective of the administrative duties of the higher civil services.
2. To provide an overview of the New Economic Policy, and its impact on the people.
3. To sensitise the participants to emerging issues in governance especially the interface with local bodies, judiciary and the public.
4. To develop additional skills for public management.
5. To expose the participants to the latest developments in the social sectors.



***Course Activity/Course Inputs:***

Lecture-cum- discussion (interactive) sessions, computer lab sessions, case-studies, panel discussions, film and presentations by participants, modules, field visit and Yoga etc.

### **3.26 Academy : Then And Now (10<sup>th</sup> October, 1997)**

Academy : Then and Now held on 10<sup>th</sup> October, 1997 in the Academy to honour the employees of the Academy who were in service before 30 June, 1960 and the members of the NGOs Association Executive Committee, Members of JCM, NGO's representative on Grievances Committee and Deptt. Canteen. This formed part of the Golden Jubilee celebrations of India's Independence, in the Academy. Hon'ble Chief Minister of Assam Shri Prafulla Kumar Mahanta was the Chief Guest for the inaugural function and other attended were Shri B.S. Baswan, Director, Shri P.M.V. Siromony, Deputy Director (Sr.), Shri Nanak Chand, President, NGO's. Shri Rajeshwar Prasad, Ex-Director of the Academy was also invited in this occasion.

36 participants attended the programme. During the programme the delegates and certain employees of the Academy were divided into two groups (A and B) for the purpose of holding discussions and making recommendations on two specified themes:-

1. Shri P.M.V. Siromony, Dr. Tuman Singh, S/Shri Chandrasekhar, K.N. Fulera, Nanak Chand and S.P. S. Rawat were associated with Group -A. The theme assigned to them was अकादमी प्रशासन में गुणवत्ता
2. Prof. D. Banerjea, Dr. M.M. Mishra and Shri V.P. Chamoli were associated with Group -B. The theme assigned to them was कर्मचारियों का कल्याण और उसके मापदण्डों का निर्धारण

Shri A. Santhosh Mathew was the Coordinator of the programme.

### **3.27 Brainstorming Workshop on "Strategies for Post Literacy & Continuing Education Programmes" in Dumka (28<sup>th</sup> to 29<sup>th</sup> October, 1997)**

Course Co-ordinator	:	Dr. Anita Rampal
No. of participants	:	Total -138    Male - 138    Female - 00
Administrative Backup	:	NLRC & Zila Saksharta Samiti, Dumka (Bihar)
Date	:	28 <sup>th</sup> to 29 <sup>th</sup> October, 1997



### **3.28 77<sup>th</sup> Induction Training Programme For IAS Officers (Promoted Or On The Select List) (10<sup>th</sup> November to 12<sup>th</sup> December, 1997)**

Course Co-ordinator	:	Shri Rajeev Kapoor, Deputy Director
A.C.Cs	:	Shri P. Michael V. Siromony, Dy. Director (Sr.) and Shri A. Subrahmanyam, Reader in Law
Inauguration	:	Shri R.K. Dar, IAS (Retd.), Senior Emeritus Fellow, NSDART, LBSNAA
Valedictory	:	Shri Rajeshwar Prasad, IAS Rtd., Ex-Director, LBSNAA
No. of Participants	:	Total - 25      Male - 24      Female - 1

#### ***Aim of the Course***

To provide understanding of the All India context and to develop expertise as modern administrator by preparing the participant for a new role as a member of the Indian Administrative Service and to equip him to face the emerging challenges of administration by aiming at the following sub-objectives:

- i. to provide an all-India perspective of the administrative duties of the higher civil services.
- ii. to sensitise the participants to the emerging issues in governance.
- iii. to develop additional skills for public systems management.
- iv. to expose the participants to the latest developments in the thrust areas of administration.

***For details of NSDART Programmes please see Chapter - 8.***



## **4. TRAINING AND RESEARCH UNITS**

### **4.1 Centre for Cooperatives and Rural Development (CCRD)**

‘Co-operatives: Policy Environment and Management’. This one week DoPT sponsored training programme was held from 16-20 June 1997. Participants were members of the Indian Administrative Service, who had put in 10-30 years of service.

Resource persons included Shri B.D. Sharma, Chief Executive, NCUI, Prof. B.S. Bavisakar, Professor of Sociology (Retd), Delhi University, Shri B.S. Viswanathan, President, NCUI, Shri KM Chadha, Joint Secretary (Co-op), Prof. SK Datta, Sr. Professor, IIMA, Ms. Shashi Rajgopalan, Secretary, CDF, Shri W.U. Herath, HRD Advisor, ICA.

The inaugural address was delivered by Shri LC Jain, former member of Planning Commission, and the Valedictory address by Shri G.K. Sharma, former Chief of ICA (ROAP).

Shri Sanjeev Chopra, Deputy Director was the Course Co-ordinator, and Prof. H.C. Pokhriyal was the Associate Course Co-ordinator of the Programme.

### **The SAARC Consultation on Co-operative Policy**

This Consultation was organised with support from ILO COOPNET/COOPREFORM Programme, National Co-operative Union of India, and SAARC Division, Ministry of External Affairs, Government of India, organised (from 28 September to 1 October 1997) at LBS National Academy of Administration, Mussoorie.

Participants included Secretaries of (Coop/Agriculture)/Registrars of Co-operative Societies from Bangladesh, Bhutan, Nepal, and Sri Lanka, Chairpersons/Managing Directors of CDAs (Co-operative Development Agencies), Chairpersons/Chief Executives of Apex Co-operatives of SAARC Countries, Director, SAARC and representatives from multilateral agencies (FAO,ILO,ICA, UNDP)



## **4.2 Centre for Sustainable Development (CSD)**

The Centre for Sustainable Development was established in May , 1994 with the primary objective of sensitising administrators to sustainable development issues, so that the country's developmental aspirations do not jeopardise the quality of life of future generations. The CSD is funded by SIDA. The emphasis is on learning from experiences and developing a system which is more sensitive to people's needs.

The CSD organised a 2-day workshop on "Learning from People's Experiences" on 27 and 28 October, 1997. The workshop was sponsored by the Ministry of Rural Areas and Employment (Department of Rural Development), Govt. of India. The specific areas covered in this workshop were: Agricultural practices; Water Resource Management; Health; Education; Community Empowerment, Forestry and Environment.

Fifteen Participants from different parts of the country as well as some Faculty Members of the Academy have participated in the workshop. The workshop was inaugurated by Shri B.S.Baswan, Director (Chairman, CSD) of the Academy.

### **New Co-ordinator**

Shri Amarjeet Sinha, the Vice-Chairman of Centre for Sustainable Development left the Academy to join as Director in the Department of Education, Ministry of Human Resource Development, Government of India. Shri K.N. Kumar, Deputy Director has taken over from him as Vice-Chairman of the Centre for Sustainable Development.

### **Publications During The Year 1997-98**

1. Sinha, Ajay, (Ed.), Essays on issues of Sustainability-CSD paper series- III LBSNAA, Mussoorie, 1997.
2. Sinha, Ajay, (Ed.), Essays on issues of Sustainability-CSD paper series- IV, LBSNAA, Mussoorie, 1997.
3. Jean Dre'ze, Naresh Sharma, & Peter Lanjouw, Essays on issues of Sustainability-CSD paper series- V, LBSNAA, Mussoorie, 1997.
4. Pushpendra, (Ed.), Special Issue of The Administrator on "Child Labour & Education". LBSNAA, Mussoorie, 1997.
5. Sinha, Amarjeet, Primary Schooling in India, SOFTRAIN, LBSNAA, Mussoorie, 1997.



### **4.3 Centre for Micro-Planning and Regional Studies (CEMPRES)**

During February, 1997 the Activities of the CEMPRES were divided between the original Centre for Micro Planning and Regional Studies as also the newly formed Society called NSDART. Consequent to this division a large number of activities which were hitherto conducted by the CEMPRES were transferred to the newly formed Society and CEMPRES continued doing all its ongoing activities namely, (a) running of Training of Trainers Programme (DoPT sponsored) (b) Completion of Typology Project.

During 1997 three Training of Trainers Programmes had been fixed. An attempt was made, since the participants were not easily available, to tie-up with certain institutions who are dealing with Decentralised Planning so that the course could be run efficiently. One Institute with which tie-up was made as the State Institute of Rural Development, Lucknow and consequently the 18th Training of Trainers Programme for Panchayati Raj Institutions with Special Emphasis on Decentralised Planning from 19th May to 29th May, 1997 was arranged. Smt. Vijay Laxmi Joshi, Deputy Director (Sr.) and Co-ordinator, CEMPRES was the Course Co-ordinator and Dr. H.C. Pokhriyal, Professor of Economics was the Associate Course Co-ordinator.

The 20th Training of Trainers Programme which is slotted from the 18 August to 29 August, 1997 shall also be run by the same Course Co-ordinators and herein a request has been made to the Institutions with whom the tie-up has been made to give a cross section of participants from not just the Government Sector but the NGOs to make the training more relevant.

As far as the Typology Project is concerned, though the project was to be finalised by March, 1997 however the Analysis of data and the writing of report was still ongoing when the project came to CEMPRS. The CEMPRES staff is hopeful to be able to complete this project by October, 1997.

In the mean time the CEMPRES has also received two other Projects from the Ministry of Women and Child Welfare and the second by the State Institute of Rural Development, Lucknow for further training programmes to be conducted for their Trainers.

A third project is regarding an Action Project on preparation of a Manual on the Duties and Responsibilities of District Officers and elected representatives after the 73rd Amendment. All these three Projects are at their planning stage. In the meantime CEMPRES has been allocated funds to the tune of Rs. 1 crores for conducting Department of Personnel and Training programmes in the Ninth Plan.





## 4.4 Centre for Development of Software for Training of Administrators (SOFTRAIN)

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

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

Dr. V.K. Agnihotri, Joint Director	<i>Chairman</i>
Shri Chandan Sinha, Deputy Director (Jr.)	<i>Co-ordinator</i>
Prof. A. Santhosh Mathew	<i>Member</i>
Shri K.N. Kumar, Deputy Director	<i>Member</i>

### Activities

SOFTRAIN has undertaken a project (to set up a film-making unit in the Academy) for developing of films for training purposes alongwith the development and publication of a series of Source Books and Case Studies for district officers on different aspects of district administration. In the first stage, we have undertaken a project for preparation of source books on Forestry, Social Welfare, Public Health, Literacy and Primary Education, Rural Development, Disaster Management, Financial Administration, Sustainable Development, Agriculture, Public Distribution System, Social Justice Legislation, Rural Livelihoods, and Law and Order.

So far following Source Books Case and Video films have been produced :

1. Skills for Effective Administrators by Dr. V.K. Agnihotri Published by Vikas Publishing House Pvt. Ltd., New Delhi. (1st and 2nd Editions)
2. Faculty Manual by Dr. V.K. Agnihotri, SOFTRAIN, LBSNAA, Mussoorie, 1995(Revised edition 1996)
3. Financial Administration in Government by K.K. Sharma Published by Vikas Publishing House Pvt. Ltd., New Delhi, 1996
4. An Agenda for Caring: Interventions for Marginalised Groups by Vidya Rao and Harsh Mander
5. Reaching Health to the Poor: Source Book on District Health Management by T. Sundararaman, Harsh Mander, R. Srinivasa Murthy and Alok Shukla



6. The State, The Citizen and Justice: *Readings in Public Administration* (Volume-I -VI), Edited by Smita Gupta: SOFTRAIN, LBSNAA, 1996
7. Dimensions of New Economic Policy (two volumes) - by Dr. V.K. Agnihotri and Dr. H. Ramachandran
8. Primary Schooling in India - by Amarjeet Sinha., published by Vikas Publishing House, New Delhi
9. Prashaskon Ke Liye Prabhavi Karya Kaushal Vidhi (Hindi edition of the book "Skills for Effective Administrators" by Dr. V.K. Agnihotri, Published by Vikas Publishing House, New Delhi.
10. Case Adhyaen (Case Studies in Hindi), SOFTRAIN, LBSNAA
11. Video film on "Unheard Voices : Story of Rikshaw pullers of Mussoorie"
12. Video film on "Kuch Thaharte Kadam"
13. Video film on "A Nation in Exile : Story of Tibetan Refugees"
14. God made us thus.
15. Should I be born India this land?

## **Details of on-going Projects**

### **Source Books**

1. Executive Magistrates - By Prof. D. Banerjea (Volume I and II) (under print)
2. State Reports on "Socio-Economic Analysis of Rural India(in 5 Volumes) (Under Print)
3. Promoting Livelihood for Rural Poor - A. S.Mathew(Co-ordinator)
4. Disaster Management - Smt. Vijay Laxmi Joshi (Co-ordinator)
5. Forestry - Dr. N.C. Saxena and P. Michael Siromany(Co-ordinators)
6. Social Justice - Prof. D. Banerjea (Co-ordinator)
7. Noting, drafting and letter writing - Dr. V.K. Agnihotri and K.K. Sharma
8. Typology of Districts
9. Right to Information - Chandan Sinha (Co-ordinator)
10. Law and Order - Sanjeev Chopra (Co-ordinator)
11. Case Studies on important issues in the context of Economic Reforms and



Structural Adjustment Policies of the Government.

### **Video Films**

#### **1. Video Films on Panchayati Raj**

- i. Interface of Panchayati Raj Representatives with the bureaucracy
- ii. Devolution of Powers and Finances to Panchayati Raj Bodies

#### **2. Video Film on “Corruption and Leakages in Rural Development Works and their Control”**

## **4.5 Gender Studies Unit (GSU)**

The Gender Studies Unit (GSU) has grown out of the activities that were initially funded through the Gender Planning Training Project (GPTP). [The GPTP has, however, come to an end in December, 1996]. The Gender Studies Unit has been established in 1996 as a precursor to the National Gender Centre and since then has been actively engaged in the area of gender sensitisation through its various Research and Training activities. Its activities were initiated by Sarojini Ganju Thakur, IAS till August 1997 and after that Mrs. Vijay Laxmi Joshi, IAS, Deputy Director (Sr.) has taken over as Co-ordinator, Gender Studies Unit. In April, 1997 Ms. Anjali Chauhan has joined as a Research Associate and the unit is assisted by Mr. Vikram Singh on part time basis.

### **Activities of Gender Studies Unit**

**Establishment of the Unit as a Resource Centre :-** Preliminary steps were taken for the establishment of a Resource Centre which involved identification of training materials on various facets of Gender Development and a Programme to catalogue the various articles, films etc.

**GPTP News Letter :-** With a view to create a network across States Institutions and participants, a Quarterly Newsletter was initiated to enable various partners of the project to keep in touch with the multifarious activities of individuals and training institutions. It also endeavours to reflect some interesting gender related news items. From 1997 it is now a half-yearly Newsletter.

**Source Book on Gender (ongoing) :-** This book examines a variety of administrative problems and interventions through the “Gender Lens”. The First section of the book introduces administrators to the basic concept of gender, followed by a section on removing obstacles to gender equality. Further sections concentrate on women’s health, violence against women, and a focus on the way that poverty is gendered, and from that perspective how to engender economic



development. The source book also examines the various roads to “empowering” women to a position of viable, autonomous decision-making and control. Education, literacy, knowledge of the law and human rights could be vital steps to achieving this goal.

**Film for Gender Training :-** A film "Aadha Aasman" a training video on "Women's Access to Health" care which has been made under the aegis of the Gender Planning Training Project is due to be screened in the auditorium of British High Council in January 98, for which the Gender Studies Unit is funding the publicity money.

**Spring Board Training Programme :-** Spring Board Women's Developing Programme, launched by SCOPE is conducting 4 workshops for the LBSNAA women's employee forum called "VANI" on 26th Nov, 12th Dec and two in 1998. This In-house training programme is about personal development and gaining a better understanding for yourself. The aim is to give women the information and skills to take control of their lives. This training programme emphasis on Confidence building, Conflict resolution, Self awareness, Problem solving, Self-expression, Job change, Motivation, Balancing home and work, Managing your image, Assertiveness, Setting goals. This In-house training programme is funded by Gender Studies Unit.

## **4.6 Land Reforms Unit (LRU)**

Shri B. K. Sinha took over as the Co-ordinator of Land Reforms Unit (LRU) with effect from Nov. 1996. Dr. V. K. Agnihotri continued to remain as the Chairman of LRU. One of the major highlights of the LRU during the current year have been its inclusion in the Ninth Five Year Plan Period. The Ministry of Rural Areas and Employment restored its complete faith in the academic leadership of the LRU and felt that the LRU should continue in the broader interest of the land reforms.

In the current year the LRU was actively engaged in various research activities. Some of the major activities undertaken are as follows:

1. The Ministry of Rural Areas and Employment had given a project on 'Computerisation of Land Records in Morena District' in the year 1993. The work on the project was initiated in the current year right from construction of questionnaire to data collection and the report is ready for submission.
2. The LRU had engineered several Action Research Projects on Implementation of Land Reforms in the districts of West Champaran, Rohtas (Bihar), Bandha, Sonebhadra (U.P.) & Koraput, Kalahandi (Orissa). The Reports were submitted to the Ministry for further action.
3. The Ministry of Rural Areas and Employment also from time to time have been entrusting the LRU to prepare case studies and articles concerning the issue



related to the land reforms. Recently the LRU submitted two research articles on 'Land Alienation in Tribal Areas of Bihar' and 'Land issues in Bihar: Operation of Land Mafia'. The LRU also submitted a proposal on 'Suggestions for Agrarian Reforms' to the Ministry.

4. The LRU is also working on a research project on **Property Rights of Women in India: An Analytical Study of Land Rights** and funded by the Ministry of Rural Areas and Employment. The LRU brought out a report on *Status of Women under the land laws: Rajasthan* in the current year.

### **Workshops:**

1. A workshop on **Agenda for the Ninth Plan** was organised at Hyderabad from 18-19th Jan., 1997.
2. A series of workshops on NGO's involved in the Land Reform Issues in U.P., were held at LBSNAA( 23-24 June, 1997), Banda (27-28 September, 1997) Lakhimpur Kheri (15-16 November, 1997) and Varanasi (19-21 December, 1997)

### **Publications**

During the current year following publications were brought about:

1. Jha, P.K., Agricultural Labour in India, Vikas Publication House, New Delhi, 1997
2. Krishna, Sudhir & Tyabji, Adil, Land Reforms in India-Vol. 4 (Karnataka), Sage Publication, New Delhi, 1997
3. Behuria, N.C., Land Reforms Legislation in India, Vikas Publication House, New Delhi, 1997.
4. LRU, Action Research Projects: Reports from the fields, 1997
5. LRU, Damned and the Left Out, Sage Publication (in press), 1997

The Land Reforms Volumes of States such as Uttar Pradesh, Tamil Nadu, Orissa, Gujarat, Maharashtra, Madhya Pradesh, and Dalit, are being processed by guest editors.



## **Faculty and Staff of the LRU**

*S/Shri*

1. B.K. Sinha, *Co-ordinator-Cum-Vice-Chairman*
2. Girish Kumar, *Senior Research Officer (resigned)*
3. Puspendra Kumar, *Consultant*
4. P.R. Harikrishanan, *Senior Programmer (left)*
5. Ms. S.K. Bagga, *Programmer*
6. Ms. Monica Kharola, *Research Associate*
7. Ramesh Kothari, *Data Entry Operator*
8. M.K. Uniyal, *Stenographer*
9. Deepak Kumar, *LDC*
10. S.S. Kharola, *LDC*
11. Suresh Kumar, *Peon (DW)*

## **4.7 National Literacy Resource Centre (NLRC)**

The National Literacy Resource Centre was set up a year back to support and strengthen the literacy initiatives in the country, with a special focus on the more challenging states of the Hindi heartland. The proposal for NLRC submitted by the Director of the Academy in 1994 had stated that “people’s campaigns for mass literacy have a very significant potential for conscientisation and empowerment of the rural poor. However, it is necessary to prevent the campaign from being reduced to a conventional government programme implemented through the agency of the bureaucracy, rather than through a vibrant partnership with the people.” The NLRC was meant to reinforce the people’s character of the programme through trainings and orientation of district leaders conducting the campaigns, as well as sensitisation of future administrators and officers, to act as an effective ‘facilitators of people’s action.’

In the orientation workshops for district functionaries engaged in the literacy campaigns it addresses a wide range of persons - the District Magistrate, who is the Chairperson of the Zilla Saksharta Samiti, its Secretary, activists as well as panchayat representatives - so that the orientation is not just DM-centred but can focus on the ‘district team’ as a basic unit. Such workshops have already been conducted for all districts of Uttar Pradesh and Rajasthan. Each workshop was for two days duration and was meant to include ‘perspective-based’ lectures and discussions, case study presentations of successful Literacy Campaigns, as well as group work for district-specific action plans.



The NLRC has undertaken specific case studies to document and critically analyse the processes adopted during the implementation of the campaign in some districts. Such detailed process documentation is generally not available in the country, and would also help to serve as future training material for the courses and workshops conducted at the Academy.

## **Workshops And Training Programmes**

1. There has been a long felt need to strengthen the numeracy component of the literacy campaign and some districts of the southern states had initiated a discussion in this area. A Regional Numeracy Workshop was conducted at the Institute of Mathematical Sciences, Madras from 12th to 14th April, 1997, to review and revise the present curriculum for numeracy, incorporating elements of folk mathematics, in order to make it more contextualised and effective. Roughly twenty persons, including academicians, activists and key resource persons engaged in the literacy campaigns of the southern region participated in the workshop. A handbook entitled 'Numeracy Counts Too', which reviews the approach to teaching numeracy to adult learners taking into account their everyday practices and indigenous knowledge (as well as the available research from different countries), is currently under preparation.
2. Two "Saksharta Samvaad" Orientation Workshops were conducted in April, 1997, for all districts of Rajasthan. District Teams were invited including the Collector and other active functionaries of the Zilla Saksharta Samiti along with the Panchayat representative. Resource persons from different parts of the country made presentations and helped conduct discussions in small groups.
3. A one day "Saksharata Samvaad" - an Interactive Session on the Literacy Campaigns in India was conducted for the IAS Officer Trainees (Phase-I) on 5th June, 1997. Case presentations using a film and a discussion with resource persons was organised. K.Raju the ex-DM of Nellore discussed critical aspects of the women's anti-arrack campaign, which was closely linked to the TLC of the district. The Director, NLRC, and a team from the SRC, Bhopal, conducted a session on 'Cultural Mobilisation through the Literacy Jatha'.

A Cultural Evening - "Ek Shaam Saksharta Ke Naam" was also held by the team from State Resource Centre, Bhopal, for the Officer Trainees, members of the faculty and staff, along with their families.

4. A two day module on 'Literacy and Education' for Phase II Officer Trainees of the IAS on July 1-2, during which they made presentations based on their district training projects
5. A lecture on 'The significance of Literacy for Economic and social Development' on Aug.4 by Prof. Jean Dreze, Centre for Development Economics, Delhi School Of Economics, for the Phase II IAS Course on



6. A Two-day brainstorming workshop on “Strategies for Post-Literacy and Continuing Education Programmes” was also conducted on October 28-29, 1997 at Dumka (Bihar) in collaboration with the ZSS. More than 100 persons participated in the workshop.
7. A two-day programme for the module on Social Sector Reforms - “Literacy and Human Development” was conducted for the OTs of the 63rd Foundational Course on 11th and 12th November 1997. Presentations were made by Dr. Anita Rampal, Director (NLRC), Shri Sanjiv Singh, SP, Bhopal, Shri Swami Singh, DM, Birbhum, and the Literacy Jatha team from ‘Abhivyakti’ SRC, Bhopal.
8. A session on District Literacy Campaigns was held for the 76th Induction Training Programme for IAS Officers on 15th Oct. 97, during which four participants made presentations based on their own experiences followed by a discussion on critical issues related to adult learning and training in the implementation of the campaign.
9. Two sessions on the Total Literacy Campaigns and Elementary Education in India were conducted on 9th December, 1997, for the participants of the 77th Induction Training Programme for IAS Officers (promoted or on the Select List), during which, besides two lectures, one participant made a presentation of his own Post-Literacy Campaign.

## **Publications**

This year the Centre has brought out the following publications in Hindi:

- Saaksharta Samvaad : Rajasthan Saaksharta Karmiyon Ki Karyashala - a Report of the Rajasthan workshops held in April 1997.
- Saaksharta Aayee Cycle Par Sawaar - based on the Puddukottai campaign, from the book ‘Literacy and Empowerment’ by V.B. Athreya and Sheela Rani Chunkath.
- Zile Ki, Apni Zubani : Kuchch Saphal Saaksharta Abhiyaan (eds.) Rakesh Gairola and Anita Rampal - A book based on six district case presentations made here by the then District Collectors.





## **4.8 Training, Research and Development Cell (TRDC)**

During the year 1997 the TRDC was co-ordinated by the Prof. A. Santhosh Mathew, with the following strength:

**Name S/Shri**

Bhagwati Prasad Rudola

Om Prakash

Rakesh Chandra (Joined in June, 1997)

Dinesh Chandra Lohani (relieved from TRDC in July, 1997)

Raja Ram Nautiyal

### **Activities**

TRDC co-ordinated the following activities during the year.

1. Maintenance of Audio Library consists of 800 Audio cassettes.
2. Database about the feedback of both the In-house and Guest Faculty was updated.
3. Visit of Mr. Sharan Jagpal, Prof of Marketing at the Faculty of Management, Rutgers, University and Adjunct Professor at Graduate School of Business Columbia University to the Academy on 7-4-97 for a discussion on "Strategic Decision Making under uncertainty".
4. Shri K.K. Anand, Senior Programme Manager, USIS, New Delhi visited on 7<sup>th</sup> April, 1997 to discuss collaboration.
5. A team led by Shri S.K. Joypaul, Director, MIPAM, Mauritius visited the Academy on 21-22 April, 1997.
6. Mr. Shiv Khera, Qualified Learning System, C-6/4, Vasant Vihar New Delhi visited the Academy on 11-13 July, 1997 to conduct a workshop on blue print for success for IAS Phase-II.
7. Mr. R. Chandran, Traditional Rieki Master, Independent Teacher of Reiki, visited the Academy on 19-8-97 and talked to faculty and staff.
8. Mr. C. Bijlani, Railway Staff College, Vadodara visited the Academy on 12-11-97 to discuss and conduct the Foundational Course.
9. His Holiness the Dalai Lama visited the Academy on 22-11-97 to interact with the members of the faculty.
10. Australian Delegation, visited the Academy to discuss collaboration.



## *Training and Research Units*

11. A Team of Indo-British experts led by Dr. Clive visited.
12. A Team of J&K Institute of Administration came to study the working of the Academy.

The following faculty members, as shown in below, were deputed to participate in the courses/workshops/seminars organized in the country:

P.R. Harikrishnan	Seminar on Information and System Security in the Computing Environment.	NIIT Ltd. New Delhi	15-16 July, 97
Alok Pandey	Seminar on Information and System Security in the Computing Environment.	NIIT Ltd. New Delhi	15-16 July, 97
Prof. D. Banerjea	Second Orientation course on SC/ST/OBC Reservation in Govt. and Public Sector	IIPA, New Delhi	3-5 Sept. 97
Mohd. Aslam	1997 International Domino Technical Workshop Tour	Lotus Notes, Group, Tata Consultancy, New Delhi	19 Aug. 97
Dr. H.C. Pokhriyal	National Seminar on Training and Development practices and prospects in public sector enterprises	Institute of Applied Manpower Research, New Delhi	13-14 Sept. 97
R.S. Ahuja	Development Programmes for PS's and PA's	National Productivity Council, Bhubneshwar	23-26 Sept. 97
J. B. Saini	Development Programmes for PS's and PA's	National Productivity Council, Bhubneshwar	23-26 Sept. 97
V. P. Chamoli	Development Programmes for PS's and PA's	National Productivity Council, Bhubneshwar	23-26 Sept. 97
Dr. H.C. Pokhriyal	Programme on Self Management in a learning Organisation, Indian Insights	Indian Institute of Management, Lucknow	24-26 Sept. 97



Om Prakash	43 <sup>rd</sup> All India Library Conference, Chandigarh	Punjab University Library, Chandigarh	5-8 Nov. 97
Malkit Singh	43 <sup>rd</sup> All India Library Conference, Chandigarh	Punjab University Library, Chandigarh	5-8 Nov. 97
Rajender Singh	43 <sup>rd</sup> All India Library Conference, Chandigarh	Punjab University Library, Chandigarh	5-8 Nov. 97
Pawan Joshi	DTS Course, Bhopal		
Prof. D. Banerjea Prof. H.B. Das	International Conference on Global Health Law	The Indian Law Institute, New Delhi	5-12 Dec. 97

## Faculty Seminars

The TRDC endeavours to expose the faculty to the scholars/administrators in the various areas of specialisation. The list of scholars who shared their experiences/expertise with the faculty is shown in Table.

Name S/Shri	Topic	Date
Lall Chand Singhi Dy. Commissioner-Dhubri Assam	Recent Trends of Judicial Activism & its impact on Public Administration.	30-07-97
Binod Kumar Spl. Secretary to the Govt. of Nagaland	Changes in the NorthEast in the last 25 years.	11-08-97
Sanjay Panigrahi Assistant General Manager, Zone-I Gujarat Co-operative Milk marketing Federation Limited, 1210, New Delhi	Implementation of Total Quality Management in AMUL	15-12-97
Dr. R. Srinivasa Murthy Head of Deptt. Deptt. Of Psychiatry, National Institute of Mental Health and Neuro Sciences, Bangalore	Stress Management and its impact on the members of the IAS	18-12-97

## Visit Sponsored by TRDC to Abroad

The following faculty members were deputed abroad.

1. Shri Chandan Sinha for the System Mapping & Experimental Analysis for Development Planning & Public Policy - A UNDP Workshop for Instructor and



- Policy Makers at Bangkok.
2. Shri Rajeev Kapoor, Shri Gyan Joshi visited Cramfield University, UK for a course on TQM.
  3. Shri B.S. Baswan, Director visited China, Hongkong and UK as part of GOI mission.
  4. A. Santosh Mathew visited Costa Rica as part of the LEAD programme of the Centre for Research in Environment.
  5. Dr. V.K. Agnihotri visited University of Cranfield to evaluate the TQM course organised by them.

## **Publications**

During the period, the TRDC co-ordinated the production of the following publications:-

- i. The Annual Report of the Academy for the year 1996.
- ii. Training Calendar, 1997
- iii. Academy Brochure
- iv. Reading Material/Proceeding/Address book of the retreat "Administration in India: Past, Present and Future.
- v. IAS Civil List, 97 for DoPT, Govt. of India.

## **4.9 Village Study Unit (VSU)**

The Village Study Unit (VSU) was started as a sub-committee of the Faculty of the Lal Bahadur Shastri National Academy of Administration (LBSNAA) representing different disciplines in the year 1990 to help and organise village visit and village study programmes organised for Officer Trainees during Foundational and District Training courses respectively. Dr. Neela Mukherjee of the Economics faculty was appointed as its first Co-ordinator. The VSU was also intended then to evaluate socio-economic studies done by IAS Officer Trainees during their district training.

### ***The Prime Objectives of the Village Study Unit are:***

- To help and organise scientifically Village Visit Programmes of Foundation course and provide necessary academic inputs to achieve twin objectives of sensitising young Officer Trainees with the village realities and also to generate relevant data base for future research.
- To look after the design, supervision and evaluation of socio-economic assignments conducted by Officer Trainees during their district training.



- To foster research in the field of village studies based on the data generated during the process of village visit and district training and prepare state and national level reports for wider dissemination and public action.

## **Projects Completed and Outcome**

The VSU has been entrusted with the task of undertaking “Rural Development Programmes” by the Ministry of Rural Areas and Employment vide letter No. 11018/12/93-Policy dated 10th June 1994. This project is based on socio-economic assignments conducted by the IAS Officer Trainees during their district training. This project entails analysis, evaluation and publication of the socio-economic studies exclusively focusing on Poverty Alleviation Programmes. In the year 1997-98, we submitted the first report on Concurrent Evaluation of Poverty Alleviation Programmes to the Ministry. Report based on the assignments submitted by the OTs of 1995-97 batch is in progress.

## **Publications During the Year 1997-98**

1. Sinha, Amarjeet & Sinha, Ajay, Concurrent Evaluation of Poverty Alleviation Programmes (Sept.-Dec. 1995), Vol. I & II, Village Study Unit, LBSNAA, Mussoorie, 1997.
2. Sinha, Ajay (ed.), Themes in the Study of Rural Society: Some Observation, Village Study Unit, LBSNAA, Mussoorie, 1997.
3. Sinha, Amarjeet & Sinha, Ajay, Panchayats and the Poor in India: Some Village Studies, Village Study Unit, LBSNAA, Mussoorie, 1997.
4. Sinha, Amarjeet & Sinha, Ajay, The State of Primary Education in India: Some Issues, Village Study Unit, LBSNAA, Mussoorie, 1997.
5. Sinha, Amarjeet & Sinha, Ajay, Cases of Untouchability in Selected Villages of India, Village Study Unit, LBSNAA, Mussoorie, 1997

## ***Faculty and the Staff:***

Prof. B.K. Sinha:	Co-ordinator
Shri Ajay Sinha:	Research Officer
Ms. Shakuntala Bist:	LDC



## **Publications During the Year 1997-98**

1. Sinha, Amarjeet & Sinha, Ajay, Concurrent Evaluation of Poverty Alleviation Programmes (Sept.-Dec. 1995), Vol. I & II, Village Study Unit, LBSNAA, Mussoorie, 1997.
2. Sinha, Ajay (ed.), Themes in the Study of Rural Society: Some Observation, Village Study Unit, LBSNAA, Mussoorie, 1997.
3. Sinha, Amarjeet & Sinha, Ajay, Panchayats and the Poor in India: Some Village Studies, Village Study Unit, LBSNAA, Mussoorie, 1997.



## 5. GANDHI SMRITI LIBRARY

The Lal Bahadur Shastri National Academy of Administration houses the Gandhi Smriti Library, one of the most prestigious, computerised and well equipped libraries in the country. The Library is named the 'Gandhi Smriti Library' after the name of the Father of the Nation and a separate collection of documents on and by Mahatma Gandhi is maintained in a section called Gandhiana. At present there are more than 1000 publications in this collection.

**Library Resources:** The library is a treasure chest of resources containing

- Books & Reports
- Journals/Newsletters
- National Newspapers
- Regional Newspapers
- Regional magazines
- Audio Cassettes
- Video Cassettes
- CD-ROMs
- Maps
- Floppy disks

It has more than 1.5 Lakh documents, including bound volumes of Journals, 255 Audio Cassettes as also 912 Video Cassettes. The Library has added 3000 documents, 12 audio cassettes and 60 Video Cassettes during the period under report.

In addition, the Library receives 14 News letters published by various National and International Organisations/Institutions on complimentary basis

**Library Services:** The library offers the following services

- Lending services
- Reference services
- Bibliography and documentation services
- News paper clipping services



- Current awareness services
- Photo copying services
- Literature search services

## **Computerisation**

The Library has installed the new version of the Techlib/plus software courtesy NIC, Delhi. It is maintaining two databases - one for information on books, reports, audio cassettes, video cassettes, CDs and other - for newspapers and journal articles. The Library database is now available on LAN. The most significant event in computerisation in the Library was automation of its circulation system which was started on the 1st day of the Foundational Course (8th September, 1997). All the publications meant for circulation were bar coded and bibliographical information put into the data bases. This year Library has brought out two brochures on library's activities & services as well a book mark for users.

## **Professional Development**

To keep the Library staff abreast with the latest development in the field, staff members were deputed for attending the ILA conference as well as training programmes at Chandigarh and NIC, Delhi. This year for deciding policy matters and smooth functioning of the Library, two committees were constituted/reconstituted, the LRDC and the Library Executive Committee.





## 6. COMPUTER CENTRE

During the year 1997 the Computer Centre continued to work under the guidance of Shri A. Santhosh Mathew.

The following activities were carried out:

1. A COMPAQ server was added to the server pool which is now serving as Academy's WEB SERVER as well as the Mail Server.
2. Formal inauguration of the Academy's WEB SITE <http://www.lbsnaa.ernet.in> was done by the Hon'ble Home Minister Shri Inderjeet Gupt as part of the Golden Jubilee Celebrations.
3. A Pentium Server was added to the pool to function as Library Server. Each of the books in the Library has been bar-coded. The Issue and Return of the Library has been automated with effect from September 1997 during the 63rd Foundational Course.
4. All Faculty, Sections and Officer Trainees are extended with e-mail facility for mailing internally as well as in the internet. Through this the electronic communication has been started in the academy effectively.
5. A 486 machine was converted to function as a server and a Dial-up Network was established to provide access of Internet to the faculty members from their residences.
6. With the success of the Web Publishing Module in 1996, the same was carried through during the 63rd Foundational Course as well.

### Printing

A total of 84,42,094 pages were printed during the year.



## 7. OFFICIAL LANGUAGE WING

अकादमी का राजभाषा स्कंध संयुक्त निदेशक महोदय के समग्र मार्गदर्शन एवं नियंत्रण में कार्य करता है जो कि अकादमी में राजभाषा अधिकारी तथा अध्यक्ष, राजभाषा कार्यान्वयन समिति के रूप में नामित हैं। वर्ष 1997 के दौरान इस स्कंध के संकाय समन्वयक उपनिदेशक श्री अमरजीत सिन्हा तथा श्रीमती विजयलक्ष्मी जोशी रही। इस समय प्रो. मदन मोहन मिश्र इसके संकाय समन्वयक हैं। इस स्कंध में राजभाषा विभाग, गृह मंत्रालय से तीन कार्मिक सेवारत हैं जिनमें एक सहायक निदेशक (रा.भा.) तथा दो अनुवादक शामिल हैं। साथ ही इस स्कंध को एक अंशकालिक आशुलिपिक तथा एक अवरश्रेणी लिपिक की भी सेवाएं प्राप्त हैं।

इस स्कंध का कार्य जहां एक ओर अकादमी के प्रशासनिक कार्यों में भारत सरकार की राजभाषा नीति को लागू करना रहा है वहीं यह स्कंध हिंदी माध्यम से प्रशिक्षण प्राप्त करने वाले अधिकारी प्रशिक्षणार्थियों को पाठ्यसामग्री हिंदी में उपलब्ध करवाने का भी महत्वपूर्ण कार्य करता है। पाठ्यसामग्री में प्रकरण अध्ययन, मोनोग्राफ, सिंडीकेट रिपोर्ट तथा अन्य प्रशिक्षण संबंधी आलेख शामिल हैं।

विचाराधीन वर्ष में इस स्कंध की उपलब्धियां निम्नवत् रही हैं:-

1. अनुवाद कार्य:- इस स्कंध द्वारा विचाराधीन वर्ष के दौरान लगभग 1200 पृष्ठों का प्रशासनिक तथा 800 पृष्ठों का पाठ्यसामग्री अनुवाद तथा लगभग 2000 पृष्ठों का पुनरीक्षण संपन्न किया गया जिनमें पाठ्यक्रम पुस्तिका, विधि तथा अन्य पाठ्यसामग्री संबंधी आलेखों का अनुवाद शामिल है।

2. प्रशिक्षण कार्य:- विचाराधीन वर्ष के दौरान इस स्कंध द्वारा अकादमी में अधिकारियों/कर्मचारियों के लिए एक हिंदी साफ्टवेयर प्रशिक्षण कार्यक्रम संचालित किया गया। इस प्रशिक्षण में 8 कर्मचारियों ने भाग लिया। हिंदी



साफ्टवेयर प्रशिक्षण के लिए अकादमी से 3 कर्मचारियों को राजभाषा विभाग, गृह मंत्रालय द्वारा प्रायोजित कार्यक्रम में राष्ट्रीय सूचना विज्ञान केन्द्र नई दिल्ली में फरवरी माह के दौरान प्रशिक्षण हेतु भेजा गया।

**3. प्रोत्साहन योजना:-** इस वर्ष हिंदी में उत्कृष्ट कार्य करने वाले 10 कर्मियों को प्रोत्साहन योजना के तहत 2650/- के पुरस्कार प्रदान किए गए।

**4. हिंदी सप्ताह:-** इस वर्ष वर्ष अकादमी में 15-19 सितम्बर तक हिंदी सप्ताह का आयोजन किया गया जिसमें हिंदी टिप्पण एवं मसौदा लेखन, निबंध, तथा वाक् प्रतियोगिताएं आयोजित की गईं। 63 वें आधारीक पाठ्यक्रम के अधिकारी प्रशिक्षणार्थियों के लिए भी हिंदी निबंध तथा वाक् प्रतियोगिता का आयोजन किया गया। केवल अहिंदीभाषी अधिकारियों/कर्मचारियों के लिए हिंदी संबोधन प्रतियोगिता का आयोजन किया गया। इन प्रतियोगिताओं में अकादमी स्टाफ तथा अधिकारी प्रशिक्षणार्थियों ने उत्साहपूर्वक भाग लिया। इसमें 19 विजेता प्रतिभागियों को 5300/- रुपए के नकद पुरस्कार तथा प्रमाण पत्र प्रदान किए गए।

**5. रा.भा.का. समिति की बैठकें:-** वर्ष 1997 के दौरान राजभाषा कार्यान्वयन समिति की कुल तीन बैठकें आयोजित की गईं।

**6. हिंदी साहित्य संगोष्ठी-** विचाराधीन वर्ष के दौरान अप्रैल 1997 में व्यावसायिक पाठ्यक्रम चरण-८ के अधिकारी प्रशिक्षणार्थियों के सहयोग से हिंदी साहित्य संगोष्ठी का आयोजन किया गया। इस साहित्य संगोष्ठी में श्री प्रयाग शुक्ल, डॉ. गिरिजाशंकर त्रिवेदी, डॉ. सुरेश चंद्र शर्मा, डॉ. सुधीर गैरोला, डॉ. मदन राय, डॉ. मुनीराम सकलानी और जय प्रकाश उत्तराखंडी प्रभृति विद्वानों और साहित्यकारों ने भाग लिया। इस आयोजन से अधिकारी कर्मचारियों को हिंदी साहित्य की समृद्ध परम्परा का परिचय प्राप्त हुआ।

**7. नगर राजभाषा कार्यान्वयन समिति, देहरादून की दो बैठकों में श्री शेर सिंह, स.नि. (रा.भा.) द्वारा भाग लिया गया। इस समिति द्वारा दिनांक 3.11.97 से 26.11.97 तक आयोजित बृहत् स्वर्ण जयंती समारोह में अकादमी के**



प्रतिनिधि, श्री शेर सिंह प्रतियोगिता आयोजन समिति के सदस्य भी रहे हैं।

**8. आधारिक पाठ्यक्रम में शिक्षण:-** वर्ष 1996-97 के दौरान श्री शेर सिंह और डॉ. आर.पी. सिंह द्वारा क्रमशः व्यावसायिक तथा आधारिक पाठ्यक्रमों के दौरान अधिकारी प्रशिक्षणार्थियों को हिंदी शिक्षण का कार्य भी किया गया।

**9. संकाय विकास:-** अकादमी का राजभाषा स्कंध अपने सामान्य दायित्वों को पूर्ण करने के साथ ही पाठ्यक्रम संबंधी विभिन्न क्रियाकलापों में भाग लेने के अलावा संकाय विकास के प्रति भी सचेत रहा है:-

- ◆ विचाराधीन वर्ष में डॉ. आर.पी. सिंह, अनुवादक को उनके शोध प्रबंध 'महाकवि स्वयंभूः काव्य सौंदर्य एवं दर्शन' विषय पर हेमवती नन्दन बहुगुणा, गढ़वाल विश्वविद्यालय, श्रीनगर, उत्तर प्रदेश द्वारा पी.एच.डी. की उपाधि प्रदान की गई।
- ◆ श्री दिनेश तिवारी ने केन्द्रीय अनुवाद ब्यूरो, नई दिल्ली से जनवरी-मार्च के दौरान त्रैमासिक अनुवाद प्रशिक्षण प्राप्त किया। इस प्रशिक्षण में उत्कृष्टता हेतु उन्हें स्वर्ण पदक प्रदान किया।

**10. प्रकाशन:-** विचाराधीन वर्ष के दौरान राजभाषा स्कंध की प्रकाशन संबंधी उपलब्धियां निम्नवत् रही:-

- ◆ 'भाषा भारती' का राजभाषा विशेषांक श्री शेर सिंह के संपादन में प्रकाशित किया गया।
- ◆ अकादमी में 63वें आधारिक 'पाठ्यक्रम की पाठ्यक्रम' पुस्तिका राजभाषा स्कंध द्वारा हिंदी में प्रकाशित की गई।
- ◆ 'अतएव' उ.प्र. हिंदी संस्थान, लखनऊ में डॉ. आर.पी. सिंह का शोध आलेख प्रकाशित हुआ।
- ◆ 'अकादमी संदेश' में श्री शेर सिंह की कविता प्रकाशित हुई।



## 8. NATIONAL SOCIETY FOR PROMOTION OF DEVELOPMENT ADMINISTRATION, RESEARCH AND TRAINING (NSDART)

The National Society for Promotion of Development Administration, Research and Training (NSDART) has been conducting and co-ordinating a number of research and evaluation studies and training programmes.

The following professionals have joined the Society during the year:

Dr. S.K. Bhalla  
Dr. Prabhat Ranjan  
Dr. Sadhana Malhotra  
Mr. Chittapriyo Sadhu  
Dr. K.S. Rao  
Mr. Padam Vir Singh, IAS (Sabbatical Programme)

The research projects, carried out and on-going, are as follows:

### **Completed**

1. Schooling of Rural Population - a social assessment of problems, issues and interventions in the districts of Gaya, Chatra, Hazaribagh and Purnia in Bihar
2. State of the Environment and Development Report for the Hindukush Himalaya
3. Training Needs Assessment in DPEP with reference to Planning and Management

### **On-going**

1. Carrying Capacity of Mussoorie Hills
2. Integrated Health Planning at the Block Level
3. A Study on Educational Achievement in Saharanpur District
4. Evaluation of the Bihar Education Project (in the districts of Ranchi, East Singhbhoom, Chatra, Sitamarhi and Muzaffarpur)

The Society conducted three Training Courses on Planning and Implementation of DPEP and seventeen Refresher Courses on Annual Plan Preparation with Special



Emphasis on Data Analysis and Interpretation for the state and district level functionaries of various DPEP states. The purpose of these programmes was to develop skills of planning programme, implementation, data analysis etc. There was also a Course on Appraisal of DPEP plans which trained the higher level DPEP officials as well as the national educational experts on appraising the social sector plans with specific reference to primary education.

Two courses were organised on Management Development for Senior Officers of State Handloom Corporations and Apex Societies, sponsored jointly by the Development Commissioner (Handloom), Govt. of India and the National Handloom Development Corporation. These courses were intended to upgrade the management skills of the officials so as to improve their work efficiency.

There was a course on Management of Urban Development, sponsored by Ministry of Urban Affairs & Employment and Dept. of Personnel and Training, Govt. of India. The participants included the top level administrators in different sectors from all over India. The objective of the programme was to orient the civil servants to changing role of urban areas, more specifically, mega cities and large towns.

One course on Health Care Management and Hospital Administration was organised for medical officers to improve their management and administration skills in health sector, including health care delivery, costing and financing, manpower allocations etc. The Programme was sponsored by Punjab Health Systems Corporations, Chandigarh.

Two Workshops, viz., (i) Experience of Governance and Formulation and (ii) Implementation of Nutrition Programmes, were organised during this year. The first one was a national level workshop, organised with the support of UNDP by a group of officers who belonged to the batch of regular recruits of the IAS of the year 1958. The basic objective was to contribute to the on-going dialogue on governance issues by presenting a report on the workshop. The other workshop was an international event with the objective to review and assess Asian country experience in formulation and implementation of nutrition programmes which could feed into preparation of a manual of operational guidelines for identifying, formulating and implementing food and nutritional programmes.

Apart from the above-mentioned programmes, two more training courses, a base course and a refresher course on District Primary Education Programme, are scheduled in the second half of December this year.



## **9. TQM TRAINING INSTITUTIONS**

Under the aegis of the Ministry of Personnel, Public Grievances and Pensions (Department of Personnel and Training), Government of India, the Department for International Development (DFID), Government of UK, and the British Council Division (BCD), British High Commission, a Project has been developed to initiate Total Quality Management (TQM) practices in certain selected training institutions with a view to enhance the productivity of these institutions. The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie has been assigned the role of the "Lead Institute" to co-ordinate the Indian components of the project including monitoring and implementation of TQM initiatives in various institutes, and promoting good practices through publication and TQM Awareness Seminars. The project also envisages building LBSNAA's capacity as a TQM Research Unit for the civil services. A UK/external training partner is also engaged for the delivery of the out-of-India Module.

At the root of this initiative is the project approach to training which takes the programme beyond the provision of training slots and delivery of training packages. The TQM training project for government training institutes not only aims at developing Action Plans using the knowledge and skills acquired during the training but also provides for monitoring of the implementation of the training programme as well as Actions Plans over the project period. It takes a further leap forward to periodically assess the quality of training institutions on the basis of a pre-determined criteria and develop a system of self-assessment of training quality.

The journey began with an assessment of the quality status of the selected training institutes through a questionnaire as well as field visits. An assessment of the quality needs of the training institutions was also undertaken in order to develop the course design. The first training programme was delivered at the LBSNAA, Mussoorie and the Cranfield University, U.K. between March and May 1997 in which, apart from the Lead Institute, AASC, Guwahati; ISTM, New Delhi; Dr. MCR Institute of Administration, Hyderabad; and YASHADA, Pune nominated two faculty members/training administrators each. After a month and half of the conclusion of the training programme, monitoring visits to these five training institutions were undertaken. It revealed that, in various ways, quality has come to occupy the centre-stage in the agenda of the training institutions and, in addition to the preparation of the Action Plans, several comprehensive as well as ad-hoc measures to improve the quality of training had been initiated. To meet the demand for some additional inputs relating to implementation of TQM practices, a special refresher course was organised for the participants of the first training programme at the LBSNAA from 18 to 22 August, 1997. The Action Plans were assessed by two independent assessors, namely Sri N. Ramnathan, President (TQM and People Development), SRF Limited and Sri Shankar Karpe, Group Manager (TQM), NIIT



Limited, and presented during the First Feedback Workshop organised at the India International Centre on 1 December, 1997. The award for the Best Action Plan was won by the Action Plan of the YASHADA, Pune. Sri Arvind Varma, Secretary to the Government of India, Ministry of Personnel, Public Grievances and Pensions, presented the award and released the inaugural issue of a Newsletter entitled **QUALITY GOVERNMENT**. He also presented a set of 17 books on quality related topics to the Academy on behalf of the DFID and the BCD.





## **10. ACTIVITIES OF CLUBS/SOCIETIES**

### **10.1 Adventure Sports Club**

During 1997 the Adventure Sports Club organised the following activities.

1. In IAS Phase-I a short trek to "Raja ji National Park" for two days was organised in the month of March, 1997 in which four faculty members also participated.
2. A Cycle expedition was organised on 22-3-97 in which Six Officer-Trainees took part.
3. In the month of April, 1997 River Rafting was organised in which 40 Officer-Trainees of IAS Professional Course Phase-I participated.
4. A Para Sailing outing was also organised in the month of May, 1997 in which 8 Officer-Trainees of IAS Phase-I Course participated.
5. In the month of July, 1997 a Four days trek to Valley of Flowers & Hemkund has also been organised for the Officer-Trainees of 1995-97 batch during their Phase-II Course in which 30 Officer-Trainees participated.
6. During 63rd Foundational Course a River Rafting trip was organised on 8th Nov., 1997 in which 28 Officer-Trainees took part.
7. Para Sailing was also organised on 9-11-97 in which 24 Officer-Trainees took part.
8. Coaching Classes of Rollers skating were also organised for the OTs during their Phase-I & 63rd Foundational Course.

Shri S.S. Rana, Physical Training Instructor conducted the activities of the Adventure Sports Club.

Shri Ashok Thakur, Deputy Director [Sr.] was the Director's Nominee and Shri Pawan Kumar Joshi was the Associate Nominee till end of Phase-II Course. In the beginning of 63rd F.C. Shri Chandan Sinha, Deputy Director [Jr.] took over as a Director Nominee on the Adventure sports Club in place of Shri Ashok Thakur who has been transferred in Delhi as Deputy Director General, CAPART. His contribution to the Adventure sports Club has been a lasting one.



## **10.2 Alumni Association**

The Alumni Association published the news letter 'Academy Sandesh', and circulated to all the Alumni of the Lal Bahadur Shastri National Academy of Administration, Mussoorie.

Shri Amarjeet Sinha was the Director's Nominee and Dr. Tuman Singh was the Associate Director's Nominee.

## **10.3 Computer Society**

One attendant with reasonable technical experience was employed from the society to keep the NICTU and OVH Computer Halls open during weekends and till late night every day, to facilitate Officer Trainees of various courses.

During Phase-I '97, the Multimedia Kit was procured from the Society to enrich the knowledge of Officer Trainees on the latest developments in the field of Computers. The best user of this facility was found to be Sri S. Chokalingam, who could connect online to various radio services of the world using Internet.

During 63rd Foundational Course, the annual Homi Bhabha Debate on Science, Technology and Environment was organized. The motion this year was "Use of modern technology improves the living standard of common people of India". An Electronic Directory of the Officer Trainees of 63rd FC was developed using Society's Video Blaster Card. Contribution of Sri Pawan Joshi, NICTU Faculty and Sri Sandeep Tambe, OT in this regard is greatly acknowledged.

## **Awards And Prizes**

The Society contributed to the "Him Vijay Kant Memorial Gold Medal" which was instituted for securing the highest marks in the Computer Module Examination. During the 63rd Foundational Course, the prize was secured by (Name to be given after final test). The rolling trophy for the best debater of the Homi Bhabha Debate was awarded to Sri Rajesh Verma.

Dr. Goutam Mukherjee was the Director's Nominee and Sri Chandan Sinha was the Associate Nominee during the year. Sri Karthik Arumugam was the Secretary during the Phase-I '97 and Sri D. Karthikeyan during the 63rd FC.

## **10.4 Film Society**

During the year, the film society screened about 130 films of high merit and artistic value as also those relevant to the training inputs.

During the year the society added 37 new video cassettes and 13 CDs. A view CD



player has also been provided to the society by the Academy.

The following were the office bearers during the Foundational Course:

Secretary Shri Abhinav Kumar  
Member Shir D.K. Patnaik & S. A. Khan

Shri Gyan Joshi Deputy Director (Sr.) was the Director's Nominee and during his absence on long leave Shri P.M.V. Siromony became the Director's Nominee.

Shir I.J. Malhotra was the Associate Nominee till he was relieved from the Academy from 18<sup>th</sup> December, 1997 Shri Sandeep K. Nayak became Associate Nominee.

## **10.5 Fine Arts Association**

During 1997 the Fine Arts Association organised the following programme:-

- a. On the 14 March, 1997 consequent to return from the Bharat Darshan the Culturally oriented batch of IAS Officers put-up a show called 'BASANTUTSAV' in which for the first time a large number of new faces arrived on stage with some lovely skits on the present Socio-Political System.
- b. The First Zonal Day was held wherein the States of East, north-east and North Zones were represented. The Officer Trainees of the IAS Professional Course Phase-I put-up a large number of dances, skits and arranged traditional games of those areas and appeared in the traditional dresses. The Officer Trainees came out in large numbers to make this day a success. The highlight of the day was the Cultural Show called SARGAM. The show ended on the lively tune of the drums of the Bhangra.
- c. The Second Zonal Day was arranged on 20 May, 1997 and the Cultural Function was called the "SAURBHAM". This Zonal Day included the States of South, West and Central India and brought forth the cultural traditions of these States. There was beautifully choreographed show of dresses of each State. The highlight of the Cultural Function in the night was the famous KALBELA dance of Rajasthan.
- d. The Officer Trainees of Phase-I were then requested, at very short notice, to put-up a Cultural Programme for the participants of Round Table Conference that was hosted by the Academy and as usual the Officer Trainees came out in full gear to make the occasion a success on 2nd June, 1997. During the Zonal Day the issue that came out clear was the fact that almost all the Officer Trainees participated in some cultural function or the other.
- e. On the last day of the IAS Professional Course Phase-I i.e. 5th June, 1997 the



## *Activities of Clubs/Societies*

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Officer Trainees put-up their last Cultural Function before they left for their District Training, namely, "VIDAI" which was extremely well received and most touching.

- f. On the 16th June, 1997 the IAS Professional Course Phase-II was inaugurated. A Cultural Function was organised on 28th June, 1997 at the Open air Theatre by the Phase-II Officer Trainees and the talent here was once again witnessed in the form of Group Songs and skits.
- g. In Mid-course the second cultural function of IAS Professional Course, Phase-II was organised followed by a final one on the last day of the programme which had some satirical skits of their two years stay in the Academy and in response on the next day Faculty put up the Faculty Show called Ham Aap Ke Hain Kaun.

Officers of the 1997 batch entered in our portals on the 8th September, 1997 and put up their first Cultural Show at the end of the month. The variety of talent witnessed was amazing in the form of Dance, Songs and skits scripts of which was written by the Officer Trainees themselves.

On the 7th November, 1997 the second Cultural programme was put up by the Officer Trainees for the Officers of 1961 batch which had two long plays 'Frankenstein' and 'Us and Them' that was done by the Officer Trainees of the Theatre Workshop Module. They included some lively songs from the Gidda of Punjab and to the Qawali of Lucknow.

In between two other programmes of solo songs and a Mushaira were also organised by the Association. They had also arranged a Lecture-demonstration of Dr. Shanti Sharma on Classical Music and Sarod of Mr. Nusrat Ali.

Smt. Vijay Laxmi Joshi was the Director's Nominee who was helped by Dr. H.C. Pokhriyal the Associate Director's Nominee on the Fine Arts Association.

## **10.6 Hobbies Club**

During 1997 the Hobbies Club organised painting and collage module during the IAS Professional Course Phase-I Professional Course Phase-II. The Hobbies Club undertook the following activities during the year, 1997.

1. The dark room was made operational for printing black & white photographs.
2. The Club negotiated with studios at Mussoorie for provision of goods and services at OTs at a lower rate. Two studios agreed to print Photographs at Rs. 2.90 per photographs instead of the market rate of Rs. 3.50 film rolls would be available at rates lower than that prevailing in the market. A Kodak Colour Gold Film is available through the Hobbies Club at Rs. 80-00



3. The Hobbies Club organised a photo-competition for the OTs. Arrangements were also made to make photographs available to those OTs who do not own a camera.
4. Shri Ashok Thakur, Deputy Director [Sr.] was the Director's Nominee on the Club till end of Phase-II Course. In the beginning of 63rd F.C. Shri P. Michael V. Siromony, Deputy Director [Sr.] took over from Shri Ashok Thakur who has since been transferred to Delhi. Shri A. Nallaswamy was the Associate Nominee of the Club during the period. Shri S.S. Rana, PTI was the person who was instrumental in the Hobbies Club organising the above activities.

## **10.7 House Journal Society**

During Phase-I 1997, on the eve of the Zonal Day the house journal society brought three issues of fortnightly newsletter "Academy Snippets" and fifteen issue of the Zonal Day newsletters "Jharokha". The secretary of Phase-I 1997 was Ms. Manisha Saxena.

During the Phase-II 1997 the house journal society published a journal entitled "Moments". The secretary of HJS for the Phase-II 1997 was Shri Bisnu Pada Sethi.

During the 63<sup>rd</sup> Foundational Course 1997 the HJS which began with the Academy Yellow Pages brought out a directory called "Spandan" which will revive memories of happy time, shared experience, significant moments, and impressions of the Officer Trainees. It contains comprising names, addresses, photographs and a brief write-up related to each Officer Trainee. The society also brought a fortnightly magazine called "Spice" that records going on in the academy. The secretary of the HJS was Shri Sanjeev Hans.

Like every year, the HJS also joined in the FETE along with other clubs and societies. The society also conducted a peculiar games called "Tambola".

The HJS remembers unforgettable contribution of the previous Director's Nominee of Mrs. Sarojini G. Thakur, who left the Academy during this year. At present, the Director's Nominee is Shri Chandan Sinha.

## **10.8 Management Circle**

During the year, Management Circle organised following activities:

### **"Guess What" Competition**

- What is the Good Word
- Who's that



- Dumb Charades

**Following Films were screened**

- Time Management (Working Hard, Working Smart)
- Self Improvement (Feeling Good)

Shri Chandan Sinha, Deputy Director (Jr.) and Shri P.R. Harikrishnan are the Director's Nominee and Director's Associate Nominee respectively. Shri Purushottam Kumar is the Liaison person.

## **10.9 Nature Lovers' Club**

During the period Nature Lovers' Club was very active. Following main events took place.

1. On the World Environment Day (5th June) "The Green File", a Newsletter of NLC was circulated.
2. Drawing Competition for the children below the age of 10 was organised.
3. Academy Award Winner film "Born Free" was screened.
4. Quiz on Nature was organised. Cash prizes were given to the winner teams of Officer Trainees.
5. Plantation Programme in the Academy premises was organised. Officer Trainees, faculty members and staff members planted saplings during this event.
6. Photography Competition on the theme of nature was organised.
7. Famous environmentalist, founder of the "Chipko" Movement (to hug trees against axeman) and recipient of prestigious Magsaysay Award, Mr. Chandi Prasad Bhatt was invited. A talk was delivered by him. Film and slide show was also organised during his visit.
8. A joint event of Nature Lovers' Club and Hobbies Club namely "Star Gazing" was organised.

Shri P. Michael V. Siromoney, Deputy Director (Sr) was the Director's Nominee and Smt. Manjulika Singh, Associate Professor and Shri U.D. Kukreti, J.E. Horticulture (till August, 1997) were the Director's Associate Nominee. Shri Purushottam Kumar was the liaison person.



## **10.10 Officers' Club**

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

## **10.11 Officers' Mess**

The Officers' Mess is run by the officer trainees themselves on a contributory basis. An elected committee comprising of a President, a Secretary, a Treasurer and five other members manages the affairs of the mess. The Mess has a full time Mess officer and accountant and a staff of 29. Officer trainees are assigned duties as Mess Duty Officer (MDO) by rotation and the MDOs supervise the issue of stocks, preparation and service. This structure not only encourages participation but also provides an opportunity to officer trainees to manage a real organisation. During the year, receipt and issue of stock functions were computerised. In addition, during the 63<sup>rd</sup> FC, a group of OTs worked on a project to initiate improvements in the various aspects of the working of the Mess.

During the year, Shri Rajeev Kapoor was the Director's nominee and Shri K.C. Saroj (till June 1997) and Shri Arshad Nandan (from July, 1997 onwards) were Associate Nominee on the Mess Committee.

## **10.12 Rifle and Archery Club**

The Rifle & Archery Club has .22 Sporting Guns, .38 Revolvers, Air Guns & one.12 Bore SBI Gun. The Club organised practice sessions for the Officer Trainees and the Faculty in the handling and usage of the above mentioned Arms. Assistance of Sr. Superintendent of Police, Dehradun was taken in handling and managing these practice sessions. Firing session of carbine were also organised during IAS Phase-I & II Course with the help of SSP, Dehradun. The Club also possesses an automatic rifle & a light machine gun presented by Lt. Gen. J.S. Arora in 1972.

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



## **10.13 Society For Contemporary Affairs**

1. During March - December, 1997, three training courses were conducted in the main campus in respect of the directly recruited officers of superior Civil Services. It started with Phase I Programme of the IAS Professional Course, followed by the Phase-II Programme of the IAS Professional Course, which was succeeded by the 63rd Foundational Course for All India Services (IAS, IPS, IFS and Indian Foreign Service and other Central Services (Group-A).
2. The officer-trainees, who on being elected, functioned as Secretaries for Contemporary Affairs during the aforesaid three different courses in 1997 are named below :
  - a. Mohd. Mohsin, an IAS Officer-trainee of Karnataka Cadre during Phase-I (1996-98 batch).
  - b. Shri Sachin Sinha, an IAS Officer-trainee of M.P. Cadre during Phase-II.
  - c. Shri Sunil Kumar Barnwal, an IAS officer-trainee during the 63rd Foundational Course.
6. The Society for Contemporary Affairs organized a large number of Competitions and contests during the year 1997. Mention may be made of the following :-
  - a. National Level Debate under the name and title of "Lal Bahadur Shastri National Debate" on 3rd May 1997. The object was to build esprit de corps among members of the various public services and to inculcate feelings that though they belong to different services, they are equal partners in the larger enterprise of service to the people.
  - i. This year 10 teams participated from various Institutions and Academies at the national level. The topic was "Indian Women who have begun to earn International recognition require reservation in Legislatures and Public Services for their Empowerment". The best team prize was won by Shri Chandrajit Singh, IRS and Ms. Susan D. George, IRS, National Academy of Direct Taxes, Nagpur.
  - b. Zonal Quiz (20th April, 1997)
  - c. Three Debate Competitions (7th April, 1997, 28th April, 1997 and 15th October, 1997)
  - d. Two Quiz Competitions (15th May, 1997 and 9th November, 1997)
  - e. Moot Court (25th April, 1997)





## *Activities of Clubs/Societies*

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- f. Two Extempore Speech Competitions (11th May, 1997 and 29th July, 1997)
  - g. Mock Press Conference (4th July, 1997)
7. In all these competitions and contests, the responses from the officer-trainees were very encouraging. Prizes were awarded not only to the officer-trainees who were adjudged as the First, Second and Third but also to a number of participants from the audience, whose interjections were considered bright enough for such recognition.
8. That apart, the Society invited eminent persons to interact with the Officer-trainees, as outlined below :
- a. An informal interaction on 28th June, 1997 with the Ambassador of France, Mr. Zean Clandemadn. The occasion gave interesting insight into the working of bureaucracy in France and helped to appreciate areas of mutual interest between the two countries.
  - b. An informal interaction between Shri Rajeshwer Prasad, Former Director of the Academy.
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- c. A talk on "Ireland Today" by Mr. Jim Flavin, Ambassador of Ireland for India on 24.10.97.
  - d. A discourse on "Principle Centered Leadership - A Spiritual Perspective" by Dr. Krishnan V. Pagalthivarthi, Associate Professor, IIT, Delhi.
9. Prof. D. Banerjea was the Director's Nominee and Prof. H.B. Das was the Associate Nominee on the Society during the year under report. They gave due guidance and full support to the officer-trainees, at the same time taking care to ensure that proper functional autonomy and adequate freedom of action were enjoyed by them, bearing in mind that it is a Society of them, for them and by them.
10. The Society, by its actions and performances, proved itself to be one of the most vigorous and vibrant organs, contributing significantly to enrichment and elevation of the mental faculties of the members of the Academy community.



## **10.14 Society For Social Services**

### **Main Functions of the Society**

Society for Social Services runs Health Camp for T.B patients every Thursday and a Homeopathic Dispensary. It also provides support to Lalita Shastri Balbadi. In addition to this, it runs a “**Crèche**” and Self Service Women Development Centre for the families and children of the staff of the Academy.

### **Activities During 1997**

The Academy **Fete** was organised on 19th October, 1997 in the Happy Valley Grounds. The Officer Trainees of the 63rd Foundational Course took active part in the **Fete** with each Counsellor Group installing one Food Stall and one Game Stall and made a record profit. The Society also instituted two Running Trophies this year to motivate Officer Trainees for the best decorated Stall and for making highest profit Stall during the **Fete**.

As an encouragement in studies prizes were given by the Society on 15th August 1997 to the children upto class X of the Group ‘C’ & ‘D’ employees who have come first and second in their respective classes. 24 children were given prizes for their excellent performance in their classes on the eve of Golden Jubilee Celebration of Indian Independence.

Society has collected rupees one lakh from various sources for the treatment of Shri Jeet Bahadur Thapa son of Shri Dil Bahadur Thapa, a mess employee of the Academy who is about to undergo kidney transplantation.

Society also sold greeting cards with the Academy monogram to mobilise resources for the Society.

Society supports Lalita Shastri Balbadi which runs pre-primary classes consisting 90 children. Smt. Vijayalakshmi Chamoli, Head Mistress, Smt Meena Gera, Smt. Neeru Juyal, Smt. Nic Rakesh Bharatwal, as Asst. teacher, Smt. Mari Devi Aaya are attending in running the school.

Society also runs Self Service Women Development Centre which is providing training in stitching to the families and the children of the staff of the Academy.

Society has constructed for the recreation of the children of Academy staff a “Children’s Park” in the vicinity of Academy and also maintains the same.

A “**Crèche**” has been started by the Society for the benefit of Academy employees.



## *Activities of Clubs/Societies*

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Society also helped in carrying out repair work in Primary School at the Academy gate.

Society approached the Local authorities to visit workers village - Chappankoat, Kingreg Dharamshala, Malin Basti and Vasant Cottage. Because of these efforts, the local authority made arrangement for providing light and water facilities.

Blood Donation Camp with the co-operation of Armed Force Health Unit was organised. A record of 62 units of blood was donated by Officer Trainees. The response by the officers was very encouraging.

### **Health Clinic**

Health Clinic once in a week is run on every Thursday for the Rickshaw-Pullers, Coolies and Labourers of the Mussoorie town. The funds for running the Health Clinic are provided by the Rajiv Gandhi Foundation, New Delhi. Dr. Sunil Senan helps in treatment of the patients. Medicos from Officers Trainees are also assisting the doctor in running the Health Camp. 90 people were identified as T.B patients for whom treatment is being given. Among them, 20 have been completely cured. The details of all the T.B patients under treatment have been computerised and is used for patients tracking and retention. Shri Arshad Nandan, Shri Phuspendra, Shri A.K Debnath and Shri Kirpal are helping in running the clinic.

As the first phase of identification of T.B patients the Society had conducted a Mass Health Screening Camp in August 1997. For this purpose, a team of 15 doctors including C.M.O Dehradun, Dist. T.B officers, Doctors from Civil Hospital, Mussoorie and a team of five technicians with two mobile vans visited the Mazdoor Basties and conducted Spot Health Screening, Sputum Test of 163 Mazdoors.

### **Homeopathic Dispensary**

Society runs a Free Homeopathic Dispensary at the Academy gate for the public and the Academy Staff. It functions for four days in a week. About 60 to 70 people are benefited by the dispensary in a day. Dr. N. P. Oniyal is helping in giving treatment and Smt. Vizma Devi, Sweeper serves in the Dispensary.

Shri Amarjeet Sinha, Deputy Director, Shri P.M.V. Siromony, Deputy Director were Director's nominee and Dr. A. Subrahmanyam, Reader in Law and Shri Arshad Nandan, Language Instructor, were Directors Associate Nominees for the Society for Social Services. Shri Rohit Kumar, Secretary, Ms. Bhupinder Aalakh, Shri Rajvardhan, Shri Sanjay Kumar Singh, Sandeep Kumar were the members for the Society for Social Services during 63rd Foundational Course.



**Appendix -I**

## **LIST OF FACULTY**

<b>Name S/Shri</b>	<b>Designation</b>
B.S. Baswan	Director
V.K. Agnihotri	Joint Director

### **Faculty Of Public Administration And Social Management**

Ashok Thakur	Deputy Director (Sr.) (Relieved on 13.8.97)
G.P. Joshi	Deputy Director (Sr.)
V.L. Joshi	Deputy Director (Sr.)
P. Michael V. Siromony	Deputy Director (Sr.)
Smita Sabhlok	Deputy Director (on leave)
Amarjeet Sinha	Deputy Director (Sr.) (Relieved on 27.10.97)
A. Santhosh Mathew	Professor of Social Management
K.N. Kumar	Deputy Director (Joined on 18.8.97)
Sandeep K. Nayak	Deputy Director (Joined on 26.11.97)
Chandan Sinha	Deputy Director (Jr.)

### **Faculty Of Management**

Sanjeev Sabhlok	Professor (on leave)
Rajeev Kapoor	Deputy Director (Sr.) and Faculty Coordinator
Sanjeev Chopra	Deputy Director

### **Faculty Of Law**

D. Banerjea	Consultant, SOFTRAIN & Coordinator, Law
H.B. Das	Professor
Inder Jeet Malhotra	Professor (Relieved on 16.10.97)
A. Subrahmanyam	Reader (Joined on 21.3.97)
V. Vijaya Kumar	Reader (Joined on 21.4.97)
L.C. Singhi	Professor (Joined on 22.12.1997)



## *List of Faculty*

### **Faculty Of Economics**

Neela Mukherjee	Professor (on E.O.L.)
Pranab Banerji	Professor (Joined on 1.4.97) (Faculty Coordinator)
H.C. Pokhriyal	Professor (Joined on 26.2.97)

### **Faculty Of Indian History And Culture**

Sarojini G. Thakur	Professor (Relieved on 14.8.97)
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### **Faculty Of Political Theory And Constitutional Law**

M. Muthuswamy	Reader
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### **Faculty Of Languages**

M.M. Mishra	Professor and Faculty Coordinator (Joined on 18.9.97)
Prem Shankar	Reader
Manjulika Singh	Assistant Professor
Tuman Singh	Assistant Professor
M.R. Unnithan	Instructor, Malyalam and Kannada
Alka A. Kulkarni	Instructor, Gujarati and Marathi
Manjushree Roy	Instructor, Oriya and Bengali
A. Nallasamy	Instructor, Tamil and Telugu
Arshad Nandan	Instructor, Urdu and Punjabi
K.B. Singha	Instructor, Assamese and Manipuri

### **Training Research And Development Cell**

A. Santhosh Mathew	Professor
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### **Centre For Micro-Planning And Regional Studies**

R.K. Dar	Sr. Emeritus Fellow
H. Ramachandran	Professor (Relieved on 5.3.97)
V.L. Joshi	Faculty Coordinator
G.S. Shastri	Reader (Relieved on 10.2.97)
H.C. Pokhriyal	Reader (Relieved on 25.2.97)
Anil Kumar Dimri	Jr. Research Officer (Relieved on 15.4.97)



## *List of Faculty*

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### **Land Reforms Unit**

D. Bandopadhyay	Sr. Emeritus Fellow
S.R. Sankaran	Professor Emeritus
P.S. Appu	Professor Emeritus
B.K. Sinha	Professor and coordinator

### **National Literacy Resource Centre**

Dr. Anita Rampal (Ms.)	Director (NLRC)
G.N.S. Gurudatt	Research Assistant (relieved on 30.4.1998)
Maninder Jit Kaur (Ms.)	Research Assistant (joined on 24.4.1998)

### **Centre For Sustainable Development**

Amarjeet Sinha	Deputy Director (Sr.) (Relieved on 27.10.97)
K.N. Kumar	Deputy Director and vice chairman (Joined on 18.8.97)

### **National Informatics Centre Training Unit**

Gautam Mukherjee	Principal Systems Analyst & Head
M. Chakraborty	Principal Systems Analyst
P.K. Joshi	Senior Systems Analyst
Manish Walia	Programmer
Sanjay Gupta	Systems Analyst
Piyush Srivastava	Systems Analyst
Mahavir Prasad	Programmer

### **Library**

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

### **Reprographic Unit And Computer Centre**

P.R. Harikrishnan	Consultant and Senior Programmer
Santulan Chaubey	Programmer (on E.O.L.)



## *List of Faculty*

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### **Physical Training**

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

### **Medical**

Dr. Anil Bhatnagar	Chief Medical Officer
Dr. Anita Verma	Lady Medical Officer (Relieved on 27.10.97)

### **Raj Bhasha**

Sher Singh	Hindi Officer
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## Training Programme Conducted During 1997

### Appendix -II

## TRAINING PROGRAMME CONDUCTED DURING 1997

Sl.No	Name of the Course	Venue	Schedule	Co-ordinator/Associate Co-ordinator	No. of participants
1.	IAS Professional Course Phase-I	Main Campus	21.12.1996 to 6.6.1997	Coord. Shri Amarjeet Sinha Asso. Coord. Shri Rajeev Kapoor, Smt. V.L. Joshi, Shri Gautam Mukherjee	80
2.	Land Reforms : Agenda for Ninth Plan	NIRD	18.1.1997 to 19.1.1997	Coord. Shri B.K. Sinha Asso. Coord. Shri Grisih Kumar	60
3.	27 <sup>th</sup> Course on Planning and Implementation of DPEP	NSDART	23.1.1997 to 29.1.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	19
4.	28 <sup>th</sup> Course on Planning and Implementation of DPEP	NSDART	24.1.1997 to 30.1.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	29
5.	Management Development Programme for Senior Officers of State Handloom Corporations and Apex Societies	NSDART	14.2.1997 to 21.2.1997	Coord. Shri Rajeev Kapoor and Shri Sanjeev Chopra	25
6.	Training Programme for IAS Officers (6-9 years service)	IB Campus	17.2.1997 to 7.3.1997	Coord. Shri G.P. Joshi Asso. Coord. Shri Sanjeev Chopra and Shri Chandan Sinha	18
7.	Public Management and Poverty Reduction in a Market Economy : A training programme under the Colombo Plan	IB Campus	10.3.1997 to 27.3.1997	Coord. Shri A. Santhosh Mathew	15
8.	Source Book on Gender Workshop	IB Campus	8.4.1997 to 10.4.1997	Coord. Smt. Sarojini G. Thakur	30
9.	Regional Workshop on Adult Numeracy & Folk Mathematics"	IMS, Chennai	12.4.1997 to 14.4.1997	Coord. Dr. Anita Rampal	12
10.	Management of Urban Development	NSDART	14.4.1997 to 18.4.1997	Coord. Dr. H. Ramachandran	25
11.	Orientation Workshop "Saksharta Samvaad" for Resource Persons and District Literacy Teams of Rajasthan	IB Campus	24.4.1997 to 25.4.1997	Coord. Dr. Anita Rampal	56
12.	Orientation Workshop "Saksharta Samvaad" for Resource Persons and District Literacy Teams of Rajasthan	IB Campus	27.4.1997 to 28.4.1997	Coord. Dr. Anita Rampal	67
13.	Seminar on HRD & The Fifth Pay Commission	Main Campus	7.5.1997 to 8.5.1997	Coord. Dr. V.K. Agnihotri Asso. Coord. Amarjeet Sinha	27



## *Training Programme Conducted During 1997*

14.	Health Care Management and Hospital Administration	NSDART	12.5.1997 to 16.5.1997	Coord. Dr. S. Datta	19
15.	Experience of Governance	NSDART	12.5.1997 to 16.5.1997	Coord. Shri R.K. Dar	38
16.	Training Programme for IAS Officers (17-20 years service)	IB Campus	12.5.1997 to 30.5.1997	Coord. Shri B.S. Baswan Asso. Coord. Smt. Sarojini G. Thakur and Shri Sanjeev Chopra	22
17.	Workshop on Gender Development and Urban Slums	Main Campus	19.5.1997 to 21.5.1997	Coord. Smt. Sarojini G. Thakur	15
18.	6 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	19.5.1997 to 23.5.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	21
19.	14 <sup>th</sup> Professional Course for Foreign Diplomats	Main Campus	23.5.1997 to 25.5.1997	Coord. Shri B.K. Sinha Asso. Coord. Shri Sanjeev Chopra	31
20.	Development Administration : Emerging Issues	Main Campus	25.5.1997 to 30.5.1997	Coord. Shri Sanjeev Chopra Asso. Coord. Prof. H.C. Pokhriyal	22
21.	7 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	26.5.1997 to 30.5.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	16
22.	Round Table Conference	Main Campus	2.6.1997 to 4.6.1997	Coord. Shri Ashok Thakur	49
23.	VI In-service Training Programme IAS Officers (10-16 years service)	IB Campus	2.6.1997 to 20.6.1997	Coord. Dr. V.K. Agnihotri Asso. Coord. Dr. H. Ramachandran and Shri B.K. Sinha	24
24.	Retreat on Administration in India : Past, Present and Future	Main Campus	9.6.1997 to 11.6.1997	Coord. Shri B.S. Baswan Asso. Coord. Shri A. Santhosh Mathew	42
25.	8 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	16.6.1997 to 20.6.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	19
26.	IAS Professional Course Phase-II	Main Campus	16.6.97 to 14.8.1997	Coord. Rajeev Kapoor Asso. Coord.	83
27.	Workshop on NGOs	Main Campus	23.6.1997 to 24.6.1997	Coord. Shri B.K. Sinha Asso. Coord. Shri Girish Kumar	38
28.	9 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	1.7.1997 to 5.7.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	15
29.	75 <sup>th</sup> Induction Training Programme for IAS Officers (Promoted or on the Select List)	IB Campus	7.7.1997 to 8.7.1997	Coord. Shri D. Banerjea Asso. Coord. Shri M. Muthuswamy and Shri Sanjeev Chopra	36
30.	10 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	9.7.1997 to 13.7.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	11



## Training Programme Conducted During 1997

31.	11 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	14.7.1997 to 18.7.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	19
32.	12 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	15.7.1997 to 19.7.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	17
33.	13 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	22.7.1997 to 26.7.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	14
34.	Seminar on Gender and the Civil Services	Main Campus	23.7.1997	Coord. Smt. Sarojini G. Thakur	45
35.	14 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	29.7.1997 to 2.8.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	13
36.	15 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	30.7.1997 to 3.8.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	17
37.	Seminar on "The Significance of Literacy for Economic and Social Development"	Main Campus	4.8.1997	Coord. Dr. Anita Rampal	83
38.	16 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	7.8.1997 to 11.8.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	17
39.	17 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	12.8.1997 to 16.8.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	8
40.	18 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	13.8.1997 to 17.8.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	20
41.	Liberalisation and Its Impact on Public Administration	IB Campus	18.8.1997 to 22.8.1997	Coord. Shri B.S. Baswan Asso. Coord. Shri G.P. Joshi, Shri A. Santhosh Mathew, Shri K.N. Kumar	26
42.	19 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	19.8.1997 to 23.8.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	17
43.	15 <sup>th</sup> Professional Course for Foreign Diplomats	Main Campus	25.8.1997 to 28.8.1997	Coord. Shri B.K. Sinha Asso. Coord. Shri Sanjeev Chopra	18
44.	20 <sup>th</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	25.8.1997 to 29.8.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	19
45.	5 <sup>th</sup> Training Course on Appraisal of DPEP	NSDART	1.9.1997 to 5.9.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	18
46.	Management Development for Senior Officers of State Handloom Corporation and APEX Societies	NSDART	8.9.1997 to 13.9.1997	Coord. Shri Rajeev Kapoor and Shri Sanjeev Chopra	13
47.	63 <sup>rd</sup> Foundational Course	Main Campus	8.9.1997 to 19.12.1997	Coord. Smt. V.L. Joshi Asso. Coord. Shri Sanjeev Chopra, Shri K.N. Kumar, Shri Chandan Sinha and Prof. H.C. Pokhriyal	263



## *Training Programme Conducted During 1997*

48.	21 <sup>st</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	15.9.1997 to 19.9.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	21
49.	76 <sup>th</sup> Induction Training Programme for IAS Officers (Promoted or on the Select List)	IB Campus	15.9.1997 to 17.10.1997	Coord. Shri G.P. Joshi Asso. Coord. Shri Amarjeet Sinha, Shri Pranab Banerjee and Shri A. Subrahmanyam	33
50.	Academy : Then and Now	Main Campus	10.10.1997	Coord. Shri A. Santhosh Mathew	36
51.	Brainstorming Workshop on "Strategies for Post Literacy & Continuing Education Programmes" in Dumka	Dumka	28.10.1997 to 29.10.1997	Coord. Dr. Anita Rampal	138
52.	77 <sup>th</sup> Induction Training Programme for IAS Officers (Promoted or on the Select List)	IB Campus	10.11.1997 to 12.12.1997	Coord. Shri Rajeev Kapoor Asso. Coord. Shri P.M.V. Siromony and Shri A. Subrahmanyam	25
53.	29 <sup>th</sup> Course on Planning and Implementation of DPEP	NSDART	15.11.1997 to 22.11.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	22
54.	22 <sup>nd</sup> Refresher Course on Annual Plan Preparation with special Emphasis on Data Analysis and Interpretation	NSDART	17.11.1997 to 21.11.1997	Coord. Dr. V.K. Agnihotri and Dr. H. Ramachandran	14
55.	International Workshop on Formulation and Implementation of Nutrition Programme	NSDART	25.11.1997 to 27.11.1997	Coord. Dr. H. Ramachandran and Dr. Nira Ramachandran	19



**Appendix -III**

## **PUBLICATIONS**

### **Faculty Of Public Management**

#### **Dr. V.K. Agnihotri**

1. Hindi translation of "Skills for Effective Administrators" (प्रशासकों के लिए प्रभावी कार्य कौशल विधि), Vikas Publishing House for SOFTRAIN.

### **Faculty Of Law**

#### **Prof. D. Banerjea**

2. Readings in Law for 63<sup>rd</sup> Foundational Course
3. Readings in Law in two volumes (Volume I & II) for Phase-I of IAS Professional Course, 1997
4. Background reading material on "Law" for the participants of 76<sup>th</sup> and 77<sup>th</sup> Induction training programme
5. Readings in Law for In-service course for IAS officers (17-20 years service)
6. Powers and Functions of the Executive Magistrate, along with Shri P.K. Bandopadhyay

### **Village Study Unit**

#### **Shri Ajay Sinha**

7. Sinha, Amarjeet and Sinha, Ajay, Concurrent Evaluation of Poverty Alleviation Programme (September-December, 1995), Vol. I and II, 1997
8. Sinha, Ajay (ed.), Themes in the Study of Rural Society : Some Observation, 1997
9. Sinha, Amarjeet and Sinha, Ajay, Panchayats and the Poor in India : Some Village Studies, 1997



## Official Language Wing

श्री शेर सिंह, सहायक निदेशक (रा.भा.)

10. अकादमी की छमाही हिंदी पत्रिका **भाषा भारती** के दसवें अंक का संपादन किया
11. **भाषा भारती** में कई आलेख तथा रचनाएं प्रकाशित हुईं
12. भा.प्र. सेवा चरण-I पाठ्यक्रम के दौरान राष्ट्रीय स्तर की हिंदी संगोष्ठी का आयोजन किया।
13. नगर राजभाषा कार्यान्वयन समिति द्वारा आयोजित भारत की स्वतंत्रता की स्वर्णजयंती आयोजन के दौरान विभिन्न कार्यक्रमों में अकादमी का प्रतिनिधित्व किया।

डॉ. आर.पी. सिंह, अनुवादक

14. हेमवती नन्दन बहुगुणा गढ़वाल विश्वविद्यालय द्वारा डॉ. आर.पी. सिंह को उनके शोध प्रबंध **महाकवि स्वयंभूः काव्य सौंदर्य एवं दर्शन** पर पी.एच.डी. की उपाधि प्रदान की गई।
15. **भाषा भारती** में कई आलेख प्रकाशित
16. विभिन्न संस्थानों/कार्यालयों द्वारा प्रकाशित विभिन्न पत्रिकाओं में आलेख प्रकाशित
17. 63वें आधारिक पाठ्यक्रम की **पाठ्यक्रम पुस्तिका** का हिंदी रूपांतर
18. 63वें आधारिक पाठ्यक्रम की **विधि पुस्तिका** के कई आलेखों का हिंदी रूपांतर

श्री दिनेश चंद्र तिवारी, अनुवादक

19. **भाषा भारती** अंक-10 का सह-संपादन।
20. 63वें आधारिक पाठ्यक्रम की **पाठ्यक्रम पुस्तिका** का हिंदी रूपांतर।
21. 63वें आधारिक पाठ्यक्रम की **विधि पुस्तिका** के कई आलेखों का हिंदी रूपांतर।
22. केन्द्रीय अनुवाद ब्यूरो, गृह मंत्रालय से त्रैमासिक अनुवाद का प्रशिक्षण प्राप्त किया



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