

Introduction

The Lal Bahadur Shastri National Academy of Administration, Mussoorie, India is the apex training institution in the country for the members of the civil services. Its foremost task is to impart training to members of the Indian Civil Services in a common Foundation Course for the All India Services and the Central Services Group-A as-well-as professional training to regular recruits of the Indian Administrative Service (IAS). The Academy also conducts in-service training courses for middle to senior level members of the IAS and officers promoted to the IAS from the state civil services. It offers a range of specialised inputs for a diverse clientele. Individuals, Non-Governmental Organisations, the corporate sector, and Governments both within India and abroad are offered customised courses, which cater to their research and training requirements.

Brief History

It was on April 15, 1958 that the then Home Minister announced in the Lok Sabha, a proposal to set up a National Academy of Administration where training in foundational and fundamental subjects would be given to all the recruits of the senior grades of service. The Ministry of Home Affairs decided to amalgamate the IAS Training School, Delhi and the IAS Staff College, Shimla to form a National Academy of Administration at Mussoorie. The Academy started in Mussoorie, a hill station at a height of a little over 2000 metres just 35 Km. by road from the railhead at Dehradun. The Academy was housed in the prestigious 'Charleville Hotel' built around 1870. This provided the location and initial infrastructure for the Academy. There have been subsequent expansions. Several new buildings have been constructed and others acquired over the years.

Name & Title

Initially the Academy was called the 'National Academy of Administration'. Its status was an 'Attached Office' of the Government of India under the Ministry of Home Affairs. (GOI, MHA's letter No. 29/47/59-AIS (I) dated 26/12/59). In October 1972, its name was changed to 'Lal Bahadur Shastri Academy of

Administration' (GoI Notification No. 32/102/72-Trg. Dt. 13.11.72). In July 1973, the word 'NATIONAL' was added and the Academy is now known as the 'Lal Bahadur Shastri National Academy of Administration'. (GOI Notification No. 32/102/72-Trg.. (Vol.I&II) dated 5.7.73).

Heads of the Academy

Director: Since the inception of the Academy the following officers have been posted as Director of the Academy:

| Sl. No. | Name | Duration |
|----------------|------------------------------|--------------------------|
| 1. | Shri A.N. Jha, ICS | 01.09.1959 to 30.09.1962 |
| 2. | Shri S.K. Datta, ICS | 13.08.1963 to 02.07.1965 |
| 3. | Shri M.G. Pimputkar, ICS | 04.09.1965 to 28.04.1968 |
| 4. | Shri K.K. Das, ICS | 12.07.1968 to 24.02.1969 |
| 5. | Shri D.D. Sathe, ICS | 19.03.1969 to 11.05.1973 |
| 6. | Shri Rajeshwar Prasad, IAS | 11.05.1973 to 11.04.1977 |
| 7. | Shri B.C. Mathur, IAS | 17.05.1977 to 23.07.1977 |
| 8. | Shri G.C.L. Joneja, IAS | 23.07.1977 to 30.06.1980 |
| 9. | Shri P.S. Appu, IAS | 02.08.1980 to 01.03.1982 |
| 10. | Shri I.C. Puri, IAS | 16.06.1982 to 11.10.1982 |
| 11. | Shri R.K. Shastri, IAS | 09.11.1982 to 27.02.1984 |
| 12. | Shri K. Ramanujam, IAS | 27.02.1984 to 24.02.1985 |
| 13. | Shri R.N. Chopra, IAS | 06.06.1985 to 29.04.1988 |
| 14. | Shri B.N. Yugandhar, IAS | 26.05.1988 to 25.01.1993 |
| 15. | Shri N.C. Saxena, IAS | 25.05.1993 to 06.10.1996 |
| 16. | Shri B.S. Baswan, IAS | 06.10.1996 to 08.11.2000 |
| 17. | Shri Wajahat Habibullah, IAS | 08.11.2000 to 13.01.2003 |
| 18. | Shri Binod Kumar, IAS | 20.1.2003 to till date |

Special Director: Since the inception of the Academy the following officers have been posted as Special Director of the Academy:

| Sl. No. | Name | Duration |
|----------------|----------------------|------------------------|
| 1. | Shri Binod Kumar IAS | 28.6.2002 to 20.1.2003 |

Joint Director: – The following officers have been posted as Joint Director of the Academy:

| Sl. No. | Name | Duration |
|----------------|------------------------|--------------------------|
| 1. | Shri J.C. Agarwal | 19.06.1965 to 07.01.1967 |
| 2. | Shri T.N. Chaturvedi | 27.07.1967 to 09.02.1971 |
| 3. | Shri S.S. Bisen | 01.04.1971 to 09.09.1972 |
| 4. | Shri M. Gopalakrishnan | 20.09.1972 to 05.12.1973 |
| 5. | Shri H.S. Dubey | 03.03.1974 to 18.12.1976 |
| 6. | Shri S.R. Adige | 12.05.1977 to 07.01.1980 |
| 7. | Shri S.C. Vaish | 07.01.1980 to 07.07.1983 |
| 8. | Shri S. Parthasarathy | 18.05.1984 to 10.09.1987 |
| 9. | Shri Lalit Mathur | 10.09.1987 to 01.06.1991 |
| 10. | Dr. V.K. Agnihotri | 31.08.1992 to 26.04.1998 |
| 11. | Shri Binod Kumar | 27.04.1998 to 28.6.2002 |

Campus

The Academy is spread over three sprawling campuses: Charleville, Glenmire and Indira Bhawan. Each has its own specific orientation. Charleville caters to induction-level training as well as customised courses, Glenmire houses the National Institute of Administrative Research (NIAR), a Research & Development wing of the Academy and the Indira Bhawan campus offers facilities for in-service training, other specialised courses, programmes, workshops and seminars. The courses run on the main campus are the Foundation Course, the IAS Professional Course Phase-I and the IAS Professional Course Phase-II.

Strategy for Training

The effort of the Academy is to help create a bureaucracy that commands respect by performance rather than through position. We interpret the Constitutional mandate for civil servants as one that promotes empathy for the underprivileged, commitment to the unity and integrity of the nation; a promise to uphold integrity and impeccable character in a manner that they appear as role models for the large number of subordinates working with them and for society at large; a respect for all castes, creeds, religions; and, a professional competence that makes the battle against poverty the ultimate objective of every civil servant. At a time when nations are going global in the processes of liberalisation and economic reforms, it is our endeavour to make young civil servants realise the need of upholding enlightened national interest in their interface with the world at large. We also try to learn from the experiences of bureaucracies that have helped in the achievement of economic progress, growth with equity, and human wellbeing in other countries.

Courses

A brief outline of various courses is given as under:

The Foundational Course is essentially knowledge centered; the professional programmes are fundamentally skill oriented and the In-Service courses are mainly directed towards enhancement of policy formulation capabilities for assuming senior positions in Government.

Foundation Course (15 weeks)

This course is meant for members of the All India Services, the Indian Administrative Service, the Indian Police Service, the Indian Forest Service and the various Central Services (Group - 'A'). It is run twice a year: The winter one from September to December and the Summer one from March to June. The course aims at imparting a basic understanding of the constitutional, political, socio-economic and legal framework of the country; and also fostering greater coordination among the members of the different public services by building *esprit-de-corps* and cultivating a spirit of co-operation and inter-dependence. We endeavour to make the Officer Trainees professional in their approach and aware of the challenges and opportunities within the civil service. As the Officer Trainees are new entrants in the Government, we seek to familiarise them with the environment of political, economic, social and administrative issues, through a well-defined syllabus.

IAS Professional Course, Phase-I (24 weeks)

After completion of the Foundation course, the IAS Officer Trainees undergo the Professional Course Phase-I. This aims to develop and hone their professional skills in handling the large range of responsibilities that an officer shoulders within the first ten years of service. The course seeks to strengthen the understanding of the environment in which an IAS Officer has to function. It helps to develop values, ideals and attributes desirable in an officer belonging to the IAS. Emphasis is laid on the understanding of public systems and their management, together with grounding in Public Administration, Law, Economics and Computer Applications. During Phase-I, the IAS Officer Trainees are sent on a winter study tour-cum-Bharat Darshan comprising of a number of attachments

such as; the three Armed Forces, the public sector, the private sector, municipal bodies, voluntary agencies and Non Government Organisations. The winter study tour ends with an attachment with the Bureau of Parliamentary Studies and Training (BPST) where the Officer Trainees get an opportunity to meet parliamentarians and various other dignitaries in the Capital.

These attachments give the officers an opportunity to experience the diverse mosaic of our country. They also get an opportunity to see and understand closely the functioning of various organisations. Thereafter, the officers go through to a regimen of classroom training. It is here that professional inputs in Public Administration, Management, Law, Computer and Economics are given in accordance with the syllabi approved by the Government of India. On completion of the Phase-I course, the Officer Trainees are sent for one year district training.

District Training (52 weeks)

Through this training the Officer Trainees learn about the various facets of administration at the district level. During this period they remain under the direct control of the District Collector and the State Government and get an opportunity to have first hand knowledge of the work of the Collector/ District Magistrate and various other institutions in the state government. They may also get an opportunity of holding independent charge as Tehsildar/Mamlatdar, Sub Divisional Magistrate, Block Development Officer, District Development Officer, Chief Executive Officer of Municipality etc. The Officer Trainees are required to carry out a few assignments given by the Academy, based on field studies in the District. The Counsellors nominated by the Academy for the various cadres remain in touch with the Officer Trainees through correspondence, field visits to their districts and contact with their Collectors.

IAS Professional Course, Phase-II (6 weeks)

While theoretical concepts are sought to be imparted in the Foundation and Phase-I courses, ground level realities are studied during the district training. The Phase-II is the time to share experience gathered across the country, as all the Officer Trainees return to the Academy from different districts in India. The course content of Phase-II is designed for consolidating the learning and assimilating the district experiences gained by the Officer Trainees over one year in the field during attachments in the state and at district level with the theoretical constructs taught earlier. It gives an opportunity to Officer Trainees to re-examine the field realities vis-à-vis theoretical inputs provided in the

Academy. The Phase-II course specifically aims to provide an opportunity to trainees to reflect on their district training so as to understand the issues involved in administration. This gives them an awareness of problems and situations they will face in the initial years of their career.

In-Service Courses

The Academy conducts one or more of the three slotted courses for in-service training of IAS Officers who have put in a number of years in the IAS. Three different courses are conducted for:

- i. IAS officers with 17-20 years of seniority,
- ii. IAS Officers of 10-16 years seniority and;
- iii. IAS officers of 6-9 years seniority.

Induction courses are conducted for officers on the select list or promoted to the IAS. The aims of the in-service courses are to update levels of knowledge, skills and information and to provide opportunities for exchange of ideas, views and experiences with people who have developed expertise in different sectors of national development. Considerable focus is given to new managerial thoughts, techniques, and skills as well as to frontier areas of technology and its management. There is an emphasis on giving the induction course participants an all-India perspective. In addition, one-week vertical integration courses are also conducted on specific themes.

Seminar / Workshops

A number of seminars/ workshops are organised in specific subject areas. Experts/academicians are invited to participate and interact with the participants of various courses. In addition, the Academy also conducts courses in training methodology to upgrade and sharpen the skills of its faculty, as well as the faculty of various Central and State Training Institutions.

Professionalism

We believe that the voyage of public service is a hazardous one. It is for the civil servants to make a clear choice if they want to live with respect, dignity and honour. We highlight accountability in the eyes of the people and in one's own self-esteem as the greatest badge of honour. The ability to work effectively depends on professional abilities and a commitment to constitutional values. As a country, we implement one of the largest rural employment programs and our effort is to professionally equip the civil servants to seek support from the Panchayati Raj Institutions and facilitate

participation of the people. Motivating subordinates is a critical area for all administrators and our effort is to equip them with competencies that can provide such leadership. The use of Participatory Rural Appraisal techniques to seek participation of people and the use of participatory training methodologies in motivating field functionaries are some innovations that have been tried out.

Attachments with the Army, Navy and the Air Force expose the young administrators to the defence related issues and give them a close view of functioning of our security forces in forward areas. A National Security Essay Competition is also held in collaboration with the Army.

Personality Development

In order to promote an all round development of the personality, a great deal of emphasis is placed on outdoor events. Besides treks in the Himalayas, physical training, cross-country run, Yoga, horse riding, river rafting, para gliding and pistol shooting are some of the activities that the Officer Trainees engage themselves in. Exposure to public speaking, theatre workshops, motor mechanics, gardening, photography and music appreciation are other co-curricular activities offered to the young administrators. An opportunity to learn games from coaches of the Sports Authority of India is also provided.

Curriculum

To ensure that our academic curriculum is relevant, it is periodically reviewed and updated. This is done through the mechanism of consultations with the State Governments, feedback of course participants and the recommendations of the Standing Syllabus Review Committee. The representatives of the Central Government department are also consulted from time to time. The conventional classroom lecture methodology being not the most effective mode to make an impact on attitudes and values of trainees, we have adopted several new methodologies. Most courses operate on a modular structure, whereby relevant themes are chosen and dealt with in a consolidated fashion to ensure that all aspects relating to them are addressed.

A module consists of all or some of the following methodologies:-

1. Lectures by both in-house and guest faculty.
2. Panel discussion – to promote divergence of opinions and views.
3. Case study.

4. Film.
5. Group discussion.
6. Simulation exercise.
7. Seminar.
8. Moot Court and Mock Trial.
9. Order and judgement writing practice.
10. Practical demonstration.
11. Problem solving exercise.
12. Report Writing (Term Paper, Syndicate Paper)
13. Team Work.
14. Field visit:
 - a. Trek to the Himalayas – In conditions of adversity, bad weather, insufficient accommodation and limited access to food items, the true mettle of the Officer Trainee is tested. This brings out the best and worst in them.
 - b. Visit to villages in backward districts to understand the problems and the true realities of village life.

Some of the training modules under application are:-

- Government and Public Order
- Social Welfare: Administrative interventions
- Gender Issues
- Computers
- Skills for Effective Administrators
- Team Building
- District Planning
- Policy issues in Forestry
- Management
- Food Security
- Economic Reforms and the poor
- Agriculture and tenancy
- Indian History and Culture
- Political Economy
- Project Management
- Law

- Panchayati Raj
- Ethics and Values
- Human Rights
- World Trade Organisation
- Intellectual Property Rights
- Total Quality Management
- Co-operatives
- Public Policy Process

Values

LBSNAA seeks to impart to civil servants exemplary attitudes and values expected in public services. 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 positively influence in the brief period available to us, the attitudes and values of intelligent young persons in their mid-twenties, coming from a wide variety of backgrounds, is a daunting task.

It is generally argued that for public service one needs integrity, moral courage, empathy with and respect for the underprivileged, and freedom from any sectarian prejudices based on religion, region, caste, class or gender. But today, it is precisely these very values that are under siege..

To nurture these values, the Officer Trainees are encouraged to participate in diverse social activities. They are given responsibilities for improving the Lalita Shastri Balwadi School, where LKG/UKG & Class-I are conducted at a concessional rate for the children of the employees and the public. In the school nearly 100 children are enrolled. The problem of solid waste management has also been addressed by them in close coordination with NGOs working in Mussoorie. Employees and their families have been taught to segregate waste. Plastic waste is collected and sent for re-cycling to Dehradun. The rag pickers too earn a living out of this. Waste generated through fused bulbs, tubes and other paper waste generated by the Academy is sent for recycling.

Another effective method has been the use of theatre, which includes street theatre to demonstrate and discuss values. Renowned street theatre groups have been invited to stage plays on communalism, corruption and other topical concerns. These have been well received.

In every major course, Officer Trainees are encouraged to donate blood. A regular health camp is organised for urban and rural poor

of Mussoorie on every Thursday. We have found that the young officer trainees have responded very favourably to these measures, and their innate idealism has been strengthened and reinforced.

Interaction with Senior Officers

The Academy has a tradition of inviting senior IAS officers to interact with the Officer Trainees in the Phase-II programme. It gives the Officer Trainees an insight into the challenges to be faced by them in the days ahead. The young recruits discuss the complexities of Government functioning and the important issues facing bureaucracy.

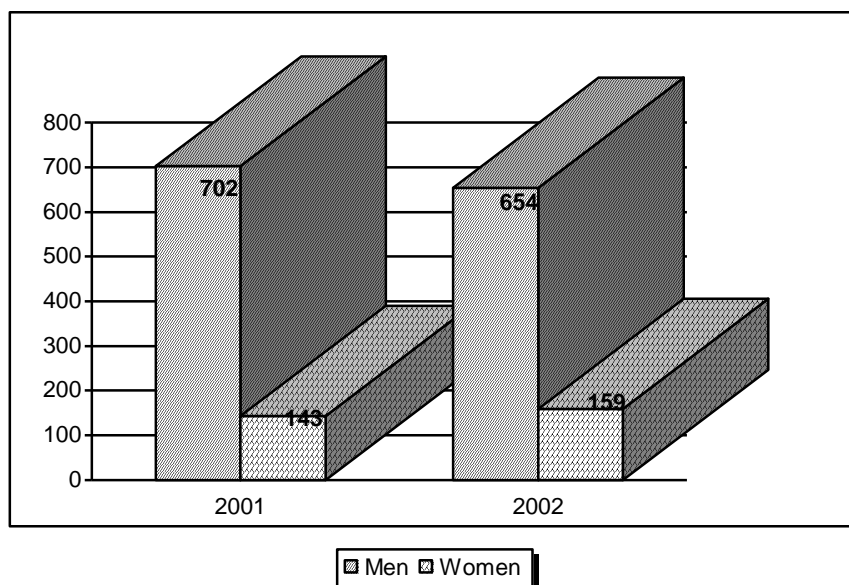
For the last six years, the Academy has been inviting IAS officers who joined the service fifty years ago to a 'Retreat' for discussion on topical issues relevant to Government today. The participants prepare recommendations for the government in the form of Reports and Papers.

The Academy Spirit

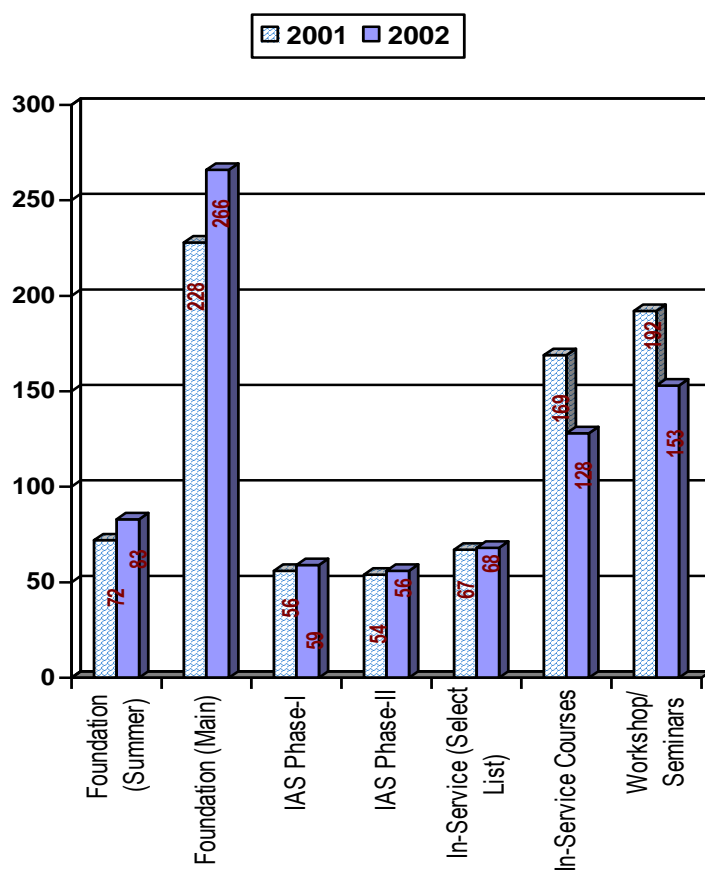
All Officer Trainees in the All India Services and Central Services Group-'A' begin their careers from the Lal Bahadur Shastri National Academy of Administration at Mussoorie. This is their first experience of government. As a result, this institution provides a bonding between young officers from different civil services. The Academy thus, furthers a creation of brotherhood among the officers who look back to this institution with nostalgia. A striking feature of the Academy, apart from its state of the art infrastructure, is its quaint blend of the new and the old.

The Participants

During the year a total of 19 courses/ workshops/ seminars were conducted. A total number of 813 participants attended. The table below shows the distribution of trainees in various courses during 2001 and 2002. Comparison of Men & Women participants/trainees in 2001 and 2002 is given below:



Distribution of Participants/Trainees in various courses during 2001 and 2002



Faculties

Faculty of Public Administration and Social Management

There is a conscious attempt in the Academy to attract faculty from various services and backgrounds so that they bring with them the knowledge of the latest development in their respective field. The subject of Public Administration forms a key input in all the training courses organised in the Academy. The faculty of Public Administration and Social Management plays an important role in all the training courses. Since most of the faculty members are here on deputation, there is a constant updating of knowledge and information, particularly from the field.

The Joint Director heads the Public Administration faculty. The Public Administration Faculty has a strength of 13, comprising 12 Deputy Directors and 01 Professor of Public Administration.

Apart from their responsibilities in imparting training on subject specific inputs, and organizing and coordinating training courses and programmes, the members of the Public Administration faculty also carry out different administrative tasks within the Academy like Personnel, Estates, Supplies & Stores, Accounts, Finance & Budget, Library, Dispensary, Computers and Outdoor activities.

Faculty of Management

Considering the ever-increasing need to educate the administrators in management concepts, tools and techniques, an independent faculty of Management was created in 1989. There is now emphasis on management techniques successfully adopted in the private sector and equally applicable in government. The Management Faculty attempts at applying management concepts in the context of the government. This context is defined not only with respect to the administration in the secretariat of the various State Governments and Union Government but also with respect to administration in smaller administrative units, DRDAs and development programmes.

The course content in Management is designed keeping in mind the training needs of the participants. Accordingly, the emphasis during the Foundation Course is 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 are trained in the basic skills of financial management, Project Management, Management of Development and Social Marketing. In addition, modules on communication Skills, MIS and Monitoring of Social Sector Programmes are conducted.

During the In-service training programmes, the Management Faculty conducted specially developed and designed sessions on 'Total Quality Management in Government' and 'New Public Management'. It has been networking with other leading institutes to upgrade the course contents and pedagogy of these sessions.

The Faculty of Management was co-ordinated by Shri Manoj Ahuja. Management inputs were also given by Smt. Gita Mishra, Shri Sundeep K. Nayak, Shri M.H. Khan, Smt. B.V. Umadevi, Shri B.V.R. Subrahmanyam and Smt. Arti Ahuja besides eminent guest faculty.

Faculty of Law

Law is an important input to the trainee officers in all the courses. The Law input aims at not only imparting the requisite knowledge and skill but also in building the right kind of attitude leading to the commitment and conviction for the Rule of Law, Principles of Natural Justice and Human rights.

In the Foundation courses we give a general idea about the Law and legal concepts like Rule of Law, Natural Justice and Judicial system etc. The input not only covers the substantive law relating to Contracts and Torts and Penal Law but also covers the procedural Law both in the Civil and Criminal spheres. A general outline is also given in regard to the Law of Evidence. In the Professional Courses the emphasis is given more on "doing" rather than on "knowing". The Officer Trainees of the Professional Course are imparted the skills and techniques as to how they should function as a Court and handle legal and administrative matters more particularly when such matters are judicial or quasi-judicial in nature. Both substantive and procedural laws are covered in depth. Some skill oriented sessions in the form of Order Writing Exercises, Mock Trial and Moot Court etc. are also held. In the In-service courses the emphasis is more on interaction and imparting skills aimed at professional excellence in legal matters besides the contemporary issues like Human Rights and Judicial Activism.

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The Law faculty was coordinated by Shri L.C. Singhi, Deputy Director and subsequently Shri R.S. Dalal, Prof. of Political Theory & Constitutional Law, the faculty included:-

Shri S.K. Nandy, Profesor in Law (Left on 12-6-2002)

Ms. A. Krishna Kumari, Professor in Law (Left on 15-7-2002)

Shri Dibyajyoti De, Professor of Law (Joined on 6.3.2003)

Mr. S Sajith, Reader in Law.

During the year, the academic input in `Law" was covered as under:-

| Sl. No. | Courses | Total Number of Session | Number of Session by Guest Faculty |
|---------|---|-------------------------|------------------------------------|
| 1. | 71 st Foundation course | 38 | 03 |
| 2. | 72 nd Foundation Course | 35 | 04 |
| 3. | IAS Phase-I (2001 Batch) | 51 | 03 |
| 4. | IAS Phase-II (2000 Batch) | 20 | 01 |
| 5. | 90 th Induction Training Programme | 07 | 0 |
| 6. | 91 st Induction Training Programme | 09 | 0 |

Faculty of Economics

Smt. Arti Ahuja coordinated the faculty of Economics. For the 70th Foundation Course, the feedback received for the previous courses was analysed and based on the feedback, it was decided to lay more emphasis on practical aspects of economics as compared to theory. Accordingly, the syllabus was so designed as to give more practical knowledge of current economic areas to the Officer Trainees. Session plan was divided in two broad areas: firstly, economic theory comprising of Micro and Macro Economic Theory including Growth Theory and the second stream for Indian Economy where a number of areas like poverty, globalisation, agriculture, industry etc. were covered, apart from other areas of Indian Economy. Expertise of in-house faculty was utilised to the fullest possible extent in taking sessions. Wherever required, guest speakers having expertise in the area were called for taking classes.

Faculty of History and Indian Culture

In view of the vast expanse of the syllabus that is to be covered under History and Indian Culture during the Foundational Course, this year the effort was to combine a few lectures with self-preparation. The readings on different topics were completely revised under the guidance of the Director Shri Wajahat Habibullah. Shri Habibullah also took personal interest in this area

by taking sessions on the "Overview of Indian History" and relevance of the study of history for Civil Servants. Renowned historians from the University of Delhi and Jawaharlal Nehru University were invited to deliver lectures to the Officer Trainees. A question bank was also formulated and circulated to all the Officer Trainees. This spanned Indian History from the Indus Valley civilisation era to the Independence and also included questions on various aspects of the Indian Culture. Lecture-cum-demonstrations were also extensively used so that the Officer Trainees were able to imbibe and get a feel of Indian Culture and Art History. A number of lecture-cum-demonstrations on Kathak, Bharatanatyam and other classical dance forms, lectures on Indian Theatre and sessions on Music Appreciation were organised. Apart from this the Ministry of Culture, Government of India arranged visits of groups from different Zonal Cultural Centres.

We are happy to note that Indian Council for Cultural Relations has put the Academy on its itinerary for all their shows and entertainment programmes of international troupes. As a result we had programmes of folk dances of Hungary, a puppet show from Uzbekistan etc.

The Faculty of History was co-ordinated by Shri S. Krishnan and Shri M.H. Khan was the associate coordinator. The faculty profited from the guidance of the Director, Shri Wajahat Habibullah.

Faculty of Political Concepts and the Constitution of India

The subject of Political Concepts and Constitution, is one of the core-subjects, prescribed for the Foundational Course, and, the IAS Professional Course. The subject is inter-disciplinary, embracing substantive problem areas of civil society.

In the Foundational Course, the main objective is to give an overview of the Indian political system, to enable the trainees to understand the basic Constitutional Values, the Institutional Context, and, the power relations among different groups. Topics, such as, Judicial Review of Administrative Action, Civil Services under the Constitution, Minorities under the Constitution, and, Constitutional Provisions for National Integration, etc., were covered.

During the IAS Professional Course (Phase-I), the emphasis is on the underlying causes and processes of political dynamics. Topics such as, Union-State Relations in India, the Working of Parliamentary Democracy in India and Caste Conflicts, etc, were discussed at length. Trainees were also sensitised to the importance of Civil Liberties and Human Rights in India.

During the year, the faculty of Political Concepts and the Constitution of India, was co-ordinated by Shri Ajoy Chaudhuri. Shri L.C. Singhi, Deputy Director, helped in this task and subsequently the faculty was coordinated by Shri R.S. Dalal, Professor of Political Theory & Constitutional Law. The faculty includes A.S. Ramachandra, Reader in Political Theory and Constitutional Law.

Faculty of National Security Affairs

The faculty of National Security Affairs was coordinated by Shri Sundeep K. Nayak, Deputy Director (Senior). Prof. R.S. Dalal was associate coordinator. The Course Coordinators of the Foundation Course; IAS Professional Course, Phase-I; and the Induction Training Programme were the members of the faculty.

Faculty of Hindi & Regional Languages

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

Mere lecturing is not the proper tool for language teaching. Discussions, Seminars, Video films and Audio-tapes were some instruments which the faculty often used. A good number of drills and exercises were used in the classes in order to make the Officer Trainees have a good command over the language. They were also required to learn through classes scheduled in the language laboratory.

All the members of the language faculty prepared and evaluated five response sheets in response to the District Training Distance Learning programme of 2002 batch. The self instructional material was used for all languages in a distance learning mode. Apart from Indian languages, French is taught in the Academy by a French Instructor.

Development of Training Materials

The following instructional materials were finalised and brought out:

Kulkarni, Alka (2002)- Swadhyaya a Gujarati Reader

Nandan, Arshad (2002)- Punjabe Muhavare

Nandan, Arshad (2002)- Basic Lesson in Punjabi

Nandan, Arshad (2002)- A list of Basic vocabulary in Urdu

Tripathy, S.K. (2002)- Script Book in Oriya
Tripathy, S.K. (2002)- Pictorial glossary in Bangla
Singha, K.B. (2002)- Let's Learn Manipuri Part-I
Singha, K.B. (2002)- Spoken Assamese Part-I
Singha, K.B. (2002)- The Basic Structure of Assamese Grammar
Nawrekar, Bhawna (2002)- Hindi Ke Sarvnamaka Vyavharik Prayog
Shanker, Prem (2002)- Chattishgarhi Ki kriyaon Ka Vyavharik Roop
Shanker, Prem (2002)- Hindi Kriyaon Ka Vyavharik Swaroop
Shanker, Prem (2002)- Audio-Video 15 Lesson with tape
Shanker Prem (2002)- Vyavharik Sabda Malayen
Shanker, Prem (2002)- Adult Education Glossary
Shanker, Prem (2002)- Administrative Phrases
Shanker, Prem (2002)- Legal Glossary
Shanker, Prem (2002)- Translation Exercises
Shanker, Prem (2002)- Official Language Policy.

Faculty Development Programmes

All the members of Language Faculty participated in the Review Committee Meeting based upon curriculum, methodology and content of Language Teaching Programme for Officer Trainees from 7th October to 11th October, 2002.

Five of the Language Faculty members attended programme conducted in their respective language centres during Winter Study Tour.

Ms. Bhawana Nawrekar attended Direct Trainer Skill Course from 26th August to 30th August, 2002 at RCVP Noronha Academy of Administration, Bhopal

Faculty of Hindi and Regional Languages is co-ordinated by Dr. Prem Shanker. The other members of faculty are Dr. M.R. Unnithan, Dr. Tuman Singh, Smt. Alka A. Kulkarni, Shri A. Nallasamy, Shri Arshad M. Nandan, Shri K. Brijbhashi Singha, Shri S.K. Tripathy and Ms. Bhawana P. Nawrekar. Apart from the above languages, Nagamese, Nepali and French are being taught by the guest faculties.

Faculty of Computers and Information Systems (NICTU)

NIC Training Unit, LBS National Academy Mussoorie provides Information Technology related training to the officers of All India Services during all the training programmes conducted at the Academy. The following courses were conducted during the training calendar of 2002.

| Sr. No | Course/duration | Sessions | Participants | Topics |
|--------|---|-------------|--------------|---|
| 1 | 71 st oundation Course (15Weeks) | 24 X 2 = 48 | 84 | Introduction to computers, Internet, E-mail, Typing Tutor, Windows 95, Word 97, Excel 97, PowerPoint 97, Statistical Analysis using Excel. |
| 2 | IAS Professional Course Phase-I (2001 Batch) (24 Weeks) | 25 X 2 = 50 | 59 | Data analysis using Excel, Database Management, MS-Access, Client/Server Applications, Geographical Information Systems & GISNIC, Project Management, Land Record S/W (Bhoomi), Collectorate 2000, Management Information System, Systems Analysis and Design, Database Design; Project Management. |
| 3. | IAS Professional Course Phase-II (2000 Batch) (6 Weeks) | 15 X 2 = 30 | 54 | Revision on Excel, Access, Handling Multiple tables using Access, Data analysis using Excel, Project Management, Communication Technology, Issues related to purchase of computer HW and S/W, E-Governance seminar. |
| 4. | 72 nd Foundation Course (16Weeks) | 16 X 4 = 64 | 266 | Introduction to computers, Windows 95, Typing Tutor, Word 97, PowerPoint 97, Excel 97, Internet/E-mail, |

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| | | | | |
|-----|--|----|----|---|
| | | | | Work Flow Automation; Basocs of Networking. |
| 5. | 89 th Induction Training Programme for IAS Officers (8 weeks) | 20 | 22 | Introduction to computers, Windows 95, Typing Tutor, Word 97, PowerPoint 97, Excel 97, Internet/E-mail. |
| 6. | Training Programme for IAS officers of 6-9 years Service (2 Weeks) | 2 | 15 | Project Management. |
| 7. | 90 th Induction Training Programme for IAS Officers (8 weeks) | 22 | 33 | Introduction to computers, Windows 95, Typing Tutor, Word 97, PowerPoint 97, Excel 97, Internet/E-mail. |
| 8. | 22 nd Training Programme for IAS officers of 17 to 20 years Service (2 Weeks) | 2 | 17 | Web based learning using CD. |
| 9. | 91 st Induction Training Programme for IAS Officers (8 weeks) | 18 | 14 | Introduction to computers, Windows 95, Typing Tutor, Word 97, PowerPoint 97, Excel 97, Internet/E-mail. |
| 10. | Training Programme for IAS officers of 6-9 years Service (2 Weeks) | 2 | 27 | Project Management. |

Methodology

- Lecture-cum-Demonstrations
- Hands on Computer Sessions
- Case Studies
- Class and Take Home Assignments
- Presentations by the participants
- Web based learning using CD

The faculty is coordinated by Shri Montosh Chakraborty. As and when needed, specialists in different subject were called as guest faculty.

Highlights of Courses, Seminars and Workshops

IAS Professional Course, Phase – I (2001-2003 Batch) (14th December, 2001 to 31st May, 2002)

| | |
|------------------------|---|
| Duration | 14 th December 2001 to 31 st May, 2002 |
| Course Coordinator | Shri S. Krishnan Deputy Director |
| Associate Coordinators | Shri M.H. Khan Deputy Director (Senior) Ms. Arti Ahuja Deputy Director |
| Inaugurated by | Shri Wajahat Habibullah Director, LBSNAA |
| Valedictory by | Shri Wajahat Habibullah, Director, LBSNAA |
| Composition of Group | Male : 41; Female –18 |

| Cadre | Male | Female | Total |
|----------------------------|-------------|---------------|--------------|
| AGMUT | 01 | 01 | 02 |
| Andhra Pradesh | 01 | 03 | 04 |
| Assam-Meghalaya | 01 | 01 | 02 |
| Royal Bhutan Civil Service | 01 | 01 | 02 |
| Bihar | 03 | 00 | 03 |
| Chattishgarh | 01 | 01 | 01 |
| Gujarat | 01 | 00 | 02 |
| Haryana | 03 | 00 | 03 |
| Himachal Pradesh | 01 | 01 | 02 |
| Jammu & Kashmir | 01 | 00 | 01 |
| Jharkhand | 01 | 00 | 01 |
| Karnataka | 02 | 01 | 03 |
| Kerala | 01 | 00 | 01 |
| Madhya Pradesh | 02 | 00 | 02 |
| Maharashtra | 03 | 02 | 05 |
| Manipur-Tripura | 03 | 01 | 04 |
| Nagaland | 01 | 01 | 01 |
| Orissa | 01 | 01 | 02 |
| Punjab | 02 | 00 | 02 |
| Rajasthan | 02 | 00 | 02 |
| Sikkim | 00 | 01 | 01 |
| Tamil Nadu | 04 | 00 | 04 |
| Uttaranchal | 01 | 00 | 01 |

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|--------------------------------|-----------|-----------|-----------|
| Uttar Pradesh | 03 | 01 | 04 |
| West Bengal | 03 | 01 | 04 |
| Total | 41 | 18 | 59 |

Course Activities

The 24-week Phase-I course is divided into two parts. The 10-week Winter Study Tour (Bharat Darshan), which commenced immediately on completion of the Foundation Course, is for familiarisation and attachments with select Institutions including the Armed Forces, Naval Attachment with the Western Naval Command at Mumbai. The 14-week In-Mussoorie Module covered the prescribed syllabi in 329 sessions. A dual online feedback mechanism of daily and weekly feedback was followed. The Officer Trainees interacted with eminent persons like Shri Rajeshwar Prasad, IAS (Retd.), Dr. Lakshmidhar Mishra, IAS (Retd.), Sr. Advisor, Fundamental Principles and Rights at Work, International Labour Organisation; Dr. R. Chidambaram, DAE-Homi Bhabha Chair Professor & Principal Scientific Adviser to GOI, Bhabha Atomic Centre, Mumbai; Shri Saroj Jha, IAS, Team Leader, UNDP, UN House, Bhubaneswar; Ms. Leena Mehendale, IAS; Ms. Madhu Kishwar, Editor, MANUSHI, New Delhi; Shri R.C.M. Reddy, IAS, Member-Secretary, Textile Committee, M/o Textiles, GOI, Mumbai; Shri K.C. Saha, IAS, Chief Vigilance Officer, MTNL, New Delhi; Shri S.B. Agnihotri, IAS, Consultant, UNICEF, Kolkata; Dr. Madhav Godbole, IAS (Retd.), Former Home Secretary, GOI; Shri S.S. Meenakshisundaram, IAS, Additional Secretary, GOI, Deptt. of Space, Bangalore; Shri S.M. Vijayanand, IAS, Member-Secretary, State Planning Board, Thiruvananthapuram; Shri N.R. Krishnan, IAS (Retd.), Former Secretary, Environment & Forests, GOI; Shri Jagdish Sagar, IAS, Chairman, Delhi Vidhyut Board, New Delhi; Shri A.P. Sinha, IAS, Principal Secretary, Co-operation and Textiles Deptt., Mumbai; Prof. M.S. Sriram, Centre for Management in Agriculture, IIM, Ahmedabad; Dr. Mangala Rai, Dy. Director General, ICAR, New Delhi; Shri K.P.S. Gill, IPS (Retd.), Former DGP, New Delhi; Shri K.R. Venugopal, IAS (Retd.), Former Secretary to the Prime Minister, (Special Rapporteur), NHRC, Hyderabad; Shri Sajjad Hussain, IAS, Secretary to the Chief Minister, Imphal; Dr. Jean Dreze, Professor, Delhi School of Economics; Shri V.N. Rai, IPS, Addl. Director (Vigilance), U.P. Vigilance Commission, Lucknow; Shri Naresh Chandra, IAS (Retd.), Former Cabinet Secretary & Former Ambassador of India to the United States of America.

71st Foundation Course for members of All India Services and Central Services (Group- `A') (4th March, 2002 to 14th June, 2002)

| | |
|------------------------|--|
| Duration | 4 th March to 14 th June 2002 |
| Course Coordinator | Shri L.C. Singhi |
| Associate Coordinators | Mrs. B.V. Uma Devi Shri Manoj Ahuja |
| Inaugurated by | Dr. R. Chidambaram, DAE-Homi Bhabha Chair Professor & Principal Scientific Adviser to Govt. of India, Bhabha Atomic Research Centre, Mumbai |
| Valedictory by | Shri S.K. Singh, Former Foreign Secretary to the Govt. of India New Delhi |
| Composition of Group | Male : 65 ; Female – 18 |

| Service/ State | Male | Female | Total |
|---|-----------|-----------|-----------|
| Indian Civil Accounts Service | 01 | 01 | 02 |
| Indian Customs and Central Excise Service | 06 | 00 | 06 |
| Indian Defence Estate Service | 01 | 00 | 01 |
| Indian Economic Service | 10 | 04 | 14 |
| Indian Forest Service | 01 | 00 | 01 |
| Indian P & T Finance and Accounts Service | 04 | 01 | 05 |
| Indian Police Service | 08 | 02 | 10 |
| Indian Postal Service | 07 | 01 | 08 |
| Indian Railway Traffic Service | 06 | 00 | 06 |
| Indian Railway Personnel Service | 02 | 00 | 02 |
| Indian Railway Protection Force Service | 01 | 00 | 01 |
| Indian Statistical Service | 18 | 09 | 27 |
| Total | 65 | 18 | 83 |

Academic Input

Public Administration

The input in "Public Administration" was covered in 69 sessions. The eminent guest speakers who were invited include Shri P. Chidambaram, Shri Rajeshwar Prasad, Shri Madhav Godbole, Shri S.S. Meenakshisundaram, Shri S.K. Agnihotri, Shri K.P.S. Gill, Shri K. Saigal, Shri P.K. Dutta, Shri S.B. Agnihotri, Ms. Aruna Roy, Shri O.P. Agarwal, Shri B.K. Goswami, Prof. Kanti Bajpai, Prof. Amitabh Motto, Shri A.P. Sinha, Shri K.N. Kumar, Ms. Madhu Kishwar, Dr. R.R. Navalgund, Shri H.B. Das and Shri B.K. Goswami.

Law

In Law 38 sessions were taken to cover the input. Most of the sessions were covered by the in-house faculty. The guest speakers

were Dr. A. Subrahmanyam, Shri Sumant Bharadwaj and Shri Amitav.

Political concepts and Constitution of India

In Political concepts and Constitution of India, 22 sessions were held. The eminent guests were Shri Sanjay Srivastava, Dr. H.N. Kalita, Shri Chaman Lal, Shri R.C. Iyer and Prof. D. Banerjea.

Management and Behavioural Science

In Management the input was covered in 35 sessions. Fr. V.M. Thomas, Shri E. Sreedharan were invited as guest speakers to cover the management inputs. The major input was however, covered by the in-house faculty.

Basic Economics for Administrators

In Economics 32 sessions were held. The eminent guests were Shri S.S. Bhal, Shri Atul Sinha, Shri C.N.S. Nair, Shri U.S. Bhatia, Prof. Jean Dreze, Shri Pratyush Sinha and Shri Manoranjan Kumar

History

In History 10 sessions were held. Most of the sessions were covered by the guest faculty which included Shri Rajiv Yadav, Ms. Tasneem Suhrawardy and Prof. P.S. Dwivedi

Computer

In Computer 18 sessions were covered and all were taken by the in-house faculty.

Syndicate Group Work

In addition to the academic input the following topics were covered through Syndicate Studies:-

1. E-Governance
2. Population as a Resource
3. Total Quality Management in Government
4. Maintenance of Internal Security
5. Right to Education as a Fundamental Right
6. Liberalisation- What Next?
7. A Comparative Study of the Development Indicators for the Northern and Southern State of India
8. Union- State Relations under the Constitution of India.

Main Activities of the Course

Village Visit Programme: A 11 day village visit programme to the four district in different states viz Assam (Jorhat), Jharkhand (Saraikela), Karnataka (Karwar) and West Bengal (Coochbehar) was organised.

Trek: The officer trainees undertook a nine days trek to Himalayas. The objective of trek was to inculcate the spirit of adventure and to strengthen the *Espirit de Corps* in the Officer Trainees.

Extra-Curricular Activities: Some co-curricular modules on "Public Speaking", "Photography", "Gardening", "Sketching/Painting", "Tennis Coaching", "Music (Tabla/ Guitar/ Vocal)", and Badminton coaching were organised.

A.K. Sinha One Act Play Competition: The A.K. Sinha One Act Play Competition was organised on 22-5-2002.

IAS Professional Course, Phase - II (2000-2002 Batch) (17th June to 26th July, 2002)

| | |
|------------------------|---|
| Duration | 17 th June 2002 to 26 th July 2002 |
| Course Co-ordinator | Shri M.H. Khan |
| Associate Co-ordinator | Smt. Arti Ahuja Shri Manoj Ahuja |
| Inaugurated by | Shri Arun Jaitly, Union Minister of Law, Justice and Company Affairs, New Delhi |
| Valedictory | Shri T.R. Prasad Cabinet Secretary, New Delhi |
| Composition of Group | Male : 47 ; Female- 09 |

| Cadre | Male | Female | Total |
|----------------------------|------|--------|-------|
| AGMUT | 01 | 01 | 02 |
| Andhra Pradesh | 03 | 00 | 03 |
| Assam-Meghalaya | 03 | 00 | 03 |
| Royal Bhutan Civil Service | 00 | 01 | 01 |
| Bihar | 04 | 01 | 05 |
| Gujarat | 03 | 00 | 03 |
| Haryana | 02 | 00 | 02 |
| Karnataka | 02 | 01 | 03 |
| Kerala | 01 | 00 | 01 |
| Madhya Pradesh | 04 | 00 | 04 |
| Maharashtra | 02 | 01 | 03 |
| Manipur-Tripura | 03 | 00 | 03 |
| Nagaland | 01 | 00 | 01 |
| Orissa | 02 | 01 | 03 |
| Punjab | 02 | 00 | 02 |
| Rajasthan | 01 | 01 | 02 |
| Sikkim | 01 | 00 | 01 |

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| | | | |
|---------------|-----------|-----------|-----------|
| Tamil Nadu | 04 | 00 | 04 |
| Uttar Pradesh | 06 | 01 | 07 |
| West Bengal | 02 | 01 | 02 |
| Total | 47 | 09 | 56 |

Course highlights

During the IAS Phase-II the emphasis is on interactive learning & sharing of experiences. Officer Trainees presented District Assignments and other reports during the Course. The mechanism of online Weekly Feedback was followed. Apart from the syllabus covered by internal faculty some of the eminent persons invited to interact with the Officer Trainees were Shri Arun Jaitley, Union Minister of Law, Justice and Company Affairs, New Delhi; Dr. V.K. Agnihotri, OSD, 12th Finance Commission, New Delhi; Shri K.C. Verma, Joint Director, GOI, Intelligence Bureau, New Delhi; Shri Chaman Lal, IPS (Retd.), Special Rapporteur, NHRC, New Delhi; Shri H.C. Jain, Commissioner, Income Tax (Appeals), Dehra Dun; Ms. Vasundhara Raje, Hon'ble MoS (PP), GOI, New Delhi; Shri L. Mansingh, IAS, Additional Secretary to GOI, M/o Commerce, New Delhi; Shri Walter North, Head, USAID, New Delhi; Shri K.M. Sahni, IAS, Director-General, Bureau of Indian Standards, New Delhi; Shri Gopalakrishnan, IAS, Secretary to CM, Madhya Pradesh; Shri P.K. Hota, IAS, Vice-Chairman, DDA, New Delhi; Shri Amarjeet Sinha, IAS, Education Adviser, DFID, New Delhi; Shri Rajeev Chawla, Additional Secretary (Revenue Deptt.), Bangalore;

Seminars on "Panchayati Raj"; "E-Governance"; "Human Rights"; and Modules on "Urban Issues"; "Social Sector"; "Elections"; "Engineering Skills for Effective Administrators"; "Public Grievances Redressal"; "Team Building" were also held. Similarly, two days "Effective SDO's Seminar" (23-24 July, 2002) was also held in which young officers from the field were also invited to share their experiences.

72nd Foundational Course [for newly recruited members of All India Services and Central Services (Group-`A')] (2nd September to 13th December, 2002)

| | |
|------------------------|--|
| Duration | 2nd September to 13 th December 2002 |
| Course Coordinator | Shri Manoj Ahuja Deputy Director |
| Associate Coordinators | Smt. Gita Mishra Deputy Director (Senior) Smt. B.V. Uma Devi Deputy Director Shri S. Krishnan Deputy Director Smt. Arti Ahuja Deputy Director |
| Inaugurated by | H.E. Shri Arvind Dave, Governor of Arunachal Pradesh |
| Valedictory by | Shri J.N. Dixit Former Foreign Secretary, Govt. of India New Delhi |
| Composition of Group | Male : 196; Female –70 |

| Service/ States | Male | Female | Total |
|---|------------|-----------|------------|
| Central Industrial Security Force | 02 | 03 | 05 |
| Indian Administrative Service | 46 | 13 | 59 |
| Indian Audit and Accounts Service | 07 | 03 | 10 |
| Indian Civil Accounts Service | 02 | 02 | 04 |
| Indian Customs and Central Excise Service | 11 | 05 | 16 |
| Indian Defence Accounts Service | 05 | 01 | 06 |
| Indian Defence Estates Service | 01 | 00 | 01 |
| Indian Foreign Service | 14 | 02 | 16 |
| Indian Forest Service | 20 | 05 | 25 |
| Indian Information Service | 02 | 03 | 05 |
| Indian Ordinance Factory Service | 06 | 04 | 10 |
| Indian P&T Finance Accounts Service | 01 | 01 | 02 |
| Indian Police Service | 30 | 06 | 36 |
| Indian Postal Service | 02 | 02 | 04 |
| Indian Railway Accounts Service | 10 | 03 | 13 |
| Indian Railway Personnel Service | 01 | 02 | 03 |
| Indian Railway Traffic Service | 07 | 01 | 08 |
| Indian Revenue Service | 25 | 12 | 37 |
| Indian Trade Services | 02 | 00 | 02 |
| Royal Bhutan Civil Service | 02 | 00 | 02 |
| Royal Bhutan Forest Service | 01 | 01 | 02 |
| Total | 196 | 70 | 266 |

Course Activities

During the Course there were 86 sessions in Public Administration, 35 sessions in Law, 13 sessions in Political Concepts and Constitution of India, 29 Sessions on Management and Behavioral

Sciences, 34 sessions in Economics, 28 sessions in Computers, 16 sessions on Computer, 25 sessions in Hindi and 38 History, Faculty in the Academy as well as eminent Guest speakers i.e Mrs. Shiela Dixit, Chief Minister of Delhi, Shri E. Sreedharan, Shri N. Vittal, Mr. Jean Dreze, Dr. Raja Ramana, Swami Agnivesh, Shri P.S. Krishnan, Shri Y.V. Deveshwar, Mrs. Kiran Bedi, and Shri Siddharth Sriram, conducted the above sessions during 72nd F.C.

Main Activities of the Course.

Village Visit Programme: A 11 day village visit programme to the districts of Kerala, Haryana, Uttranchal, Madhya Pradesh, Gujarat, Bihar was Organised.

Trek: The officer trainees undertook a nine-day trek to Himalayas. The objective of trek was to inculcate the spirit of adventure and to strengthen the esprit de corps in the Officer Trainees.

Extra Curricular Activities: 12 Co-curricular modules on "Photography, Public Speaking, Painting & Sketching, Spoken English, Music (Guitar, Tabla, Drums, Vocal), Coaching in Badminton, Tennis etc were conducted during the course.

A.K.Sinha One Act Play Competition: The A.K. Sinha One Act Competition was organized on 19-20 November 2002.

Zonal Days: Zonal Days were organized on 30th November and 12th December 2002 and Athletic Meet was organized on 24th and 25th November 2002.

FETE was organized on 20th October 2002.

Modules: Modules on Administrative Accountability, self-awareness, Disability, PRA and Social Sector were conducted.

Apart from the above symposium on National Security and Essay competition were also conducted. Lt. Gen. V.G. Patankar presided over the Army Symposium and competition. Gen. V.P. Malik also visited and spoke on National Security. Dr. R. Chidambaram addressed the Officer-Trainees on Science and Technology in India. For the first time, Martyrs day on 21st October was observed. The occasion marked a tribute to those officers in uniformed services who have laid down their lives for public service.

The Foundation Course is a transition Course from the Academic world of the college to the structured system of government. The course endeavored to provide appropriate training programmes which will be useful in understanding the basic concepts of governance; the rules and regulations which are necessary for effective performance in government, the personality traits and attitudes required for effective leadership and delivery of

government services, and for bringing about all round personality development of the Officer Trainees.

89th Induction Training Programme **[For the Officers promoted to IAS or on** **select list of the State]** **(4th March to 26th April 2002)**

| | |
|-----------------------|---|
| Duration | 4 th March to 26 th April, 2002 |
| Course Coordinator | Shri Sundeep K. Nayak, IAS Deputy Director (Senior) |
| Associate Coordinator | Shri M.H. Khan, IAS Deputy Director (Senior) |
| Inaugurated by | Padma Vibhushan Dr. R. Chidambaram, DAE- Homi Bhabha Chair Professor at BARC & Principal Scientific Adviser to Govt. of India, New Delhi |
| Valedictory by | Shri Wajahat Habibullah Director, LBSNAA |
| Composition of Group | Male- 20 ; Female-02 |

| Service/ State | Male | Female | Total |
|-----------------------|-------------|---------------|--------------|
| Andhra Pradesh | 03 | 01 | 04 |
| Haryana | 06 | 00 | 06 |
| Karnataka | 02 | 00 | 02 |
| Kerala | 01 | 01 | 02 |
| Maharashtra | 02 | 0 | 02 |
| Manipur-Tripura | 02 | 0 | 02 |
| Orissa | 01 | 0 | 01 |
| Tamilnadu | 01 | 0 | 01 |
| Uttar Pradesh | 01 | 0 | 01 |
| West Bengal | 01 | 0 | 01 |
| Total | 20 | 02 | 22 |

Course Objectives

The course aims at:

- Develop an 'esprit de corps' among officers,
- Understanding of the role of the participants as an officer of the Indian Administrative Service within the framework of the Constitution,
- Identification of key elements in the new Public Management,
- Appreciation of the responsibilities of IAS officers in the field and at policy levels, and
- Acquisition of IT skills.

Main Theme : The theme of the course is 'Yoga Karmasu Kaushalam' or 'Yoga is skills in action'.

Methodology

- Case Studies
- Panel Discussions
- Seminars
- Group Work
- Lecture and discussion
- Hands on Computer Sessions
- Experience Sharing Presentations
- Films

Course Activity/ Course Inputs

Lecture-cum-discussion sessions, computer lab sessions, case-study, panel discussions, films and presentations by participants, field visit and Yoga etc.

Eminent guest speakers like Fr. V.M. Thomas, Director, Youth Mission, DBYES, Don Bosco Campus, Guwahati, Assam; Shri K.N. Kumar, IAS, Director, National Centre for Values and Ethics, Krishi Bhawan, New Delhi; Shri Ashok Kumar, IAS (Retd.), Chairman, Finance Commission for Union Territories, New Delhi; Ms. Bhamathi, IAS, Gender Adviser, UNFPA, New Delhi; Dr. Ravi Verma, Population Council, South Asia, New Delhi; Mr. Nandita Chatterjee, IAS, W.H.O., New Delhi; Shri Pankaj Jain, Joint Secretary, Ministry of Urban Areas & Employment, Nirman Bhawan, New Delhi; Dr. K.P. Kaushik, Associate Professor, NIFM, Faridabad; Prof. Leela Visaria, Institute of Economic Growth, Delhi University, New Delhi; Shri Chandi Charan Dey, Rama Krishna Mission, Loka Siksha Parishad, Medinapur, West Bengal; Shri Kulbir Krishan, IPS, Sr. Fellow, IDSA, New Delhi; Shri Amitabh Tripathi, IFS, Additional Secretary, Ministry of External Affairs, New Delhi; Shri T.R. Meena, IAS, Director Planning Commission, New Delhi; Shri B.B. Vyas, IAS, Asstt. Resident Representative (Programmes), UNDP, Lodi Estate, New Delhi; Shri A.P. Sinha, IAS, Principal Secretary, Urban Development, Mumbai; Shri Mudit Kumar Singh, IFOS, Associate Professor, IVFRE, Dehradun; Shri Pratyush Sinha, IAS, Additional Secretary, Ministry of Agriculture, New Delhi; Ms. Nandita Das, Film Actress and Shri A.K. Sachan, Director, Ministry of Power, New Delhi took sessions in the course.

6th program on "Ethical Issues in Today's Administration" (20-24 May, 2002)

| | |
|------------------------|--|
| Duration | 20 th May, 2002 to 24 th May, 2002 |
| Course Coordinator | Smt. Gita Mishra |
| Associate Coordinators | Smt. Arti Ahuja |
| Inaugurated by | Shri N. Vittal, Centre Vigilance Commissioner Satarkta Bhawan, G.P.O., New Delhi |
| Valedictory by | Shri Wajahat Habibullah Director, LBSNAA, Mussoorie |
| Composition of Group | Male :17; Female – 04 |

| Service/ States | Male | Female | Total |
|-----------------|-----------|-----------|-----------|
| AGMUT | 00 | 02 | 02 |
| Andhra pradesh | 03 | 02 | 05 |
| Chhatishgarh | 02 | 00 | 02 |
| Haryana | 01 | 00 | 01 |
| Jammu & Kashmir | 02 | 00 | 02 |
| Maharashtra | 01 | 00 | 01 |
| Madhya Pradesh | 03 | 00 | 03 |
| Punjab | 02 | 00 | 02 |
| Rajasthan | 02 | 00 | 02 |
| Tamil Nadu | 01 | 00 | 01 |
| Total | 17 | 04 | 21 |

Course Objectives and Aim

- Expose the participants to the basic principles of Ethics/ Moral Philosophy;
- Tease them into thinking about the values that underpin the framing and implementation of public policy; and
- Expose them to the ethical frameworks that policy makers use to resolve sticky public policy issues.

The aim was to create an atmosphere in which participatory learning takes place. A churning of the considerable experience and knowledge of the participants through sharing and debate would not only achieve the stated objectives of the course but also achieve vertical integration of the group.

The Trainers consisted of both internal and guest faculty. Special emphasis was laid on panel discussions, experience sharing and group discussions to expose the participants to different views in the respective areas. The faculty engaged in the course were Shri N. Vittal, Chief Vigilance Commissioner, Central Vigilance Commission, Government of India; Prof. Shekhar Singh, Indian Institute of Public Administration; Ms. Shashi Mishra, Secretary, ICAR; Shri Rajiv Takru, MD, Gujarat Urban Development Company

Limited; Shri R.C. Iyer, Uplokayukt, Government of Maharashtra; Shri K.N. Kumar, Director, National Centre for Values and Ethics, ICAR; Ms. Madhu Kishwar, Editor, Manushi; Shri Wajahat Habibullah, Director, LBSNAA; Shri Binod Kumar, Joint Director, LBSNAA; Smt. Gita Mishra, Deputy Director (Senior), LBSNAA; and Smt. Arti Ahuja, Deputy Director, LBSNAA

90th Induction Training Programme [For the Officers promoted to IAS or on select list of the State] (1st July, 2002 to 23rd August, 2002)

| | |
|-----------------------|---|
| Duration | 1 st July, 2002 to 23 rd August, 2002 |
| Course Coordinator | Shri Sundeep K. Nayak, IAS Deputy Director (Senior) |
| Associate Coordinator | Shri L.C. Singhi, IAS Deputy Director |
| Inaugurated by | Shri Wajahat Habibullah, Director, LBSNAA |
| Valedictory by | Shri Wajahat Habibullah Director, LBSNAA |
| Composition of Group | Male- 29 ; Female-03 |

| Service/ State | Male | Female | Total |
|-----------------------|-------------|---------------|--------------|
| AGMUT | 02 | 00 | 02 |
| Andhra Pradesh | 05 | 02 | 07 |
| Assam- Meghalaya | 02 | 00 | 02 |
| Haryana | 04 | 01 | 05 |
| Himachal Pradesh | 02 | 00 | 02 |
| Jammu & Kashmir | 04 | 00 | 04 |
| Karnataka | 01 | 00 | 01 |
| Maharashtra | 02 | 00 | 02 |
| Manipur-Tripura | 03 | 00 | 03 |
| Rajasthan | 01 | 00 | 01 |
| Uttar Pradesh | 02 | 00 | 02 |
| West Bengal | 01 | 00 | 01 |
| Total | 29 | 03 | 32 |

Course Objectives

The course aims at:

- Develop an '*esprit de corps*' among officers,
- Understanding of the role of the participants as an officer of the Indian Administrative Service within the framework of the Constitution,
- Identification of key elements in the New Public Management,
- Appreciation of the responsibilities of IAS officers in the field and at policy levels, and

- Acquisition of IT skills.

Main Theme : The theme of the course is 'Yoga Karmasu Kaushalam' or 'Yoga is skills in action'.

Methodology

- Case Studies
- Panel Discussions
- Seminars
- Group Work
- Lecture and discussion
- Hands on Computer Sessions
- Experience Sharing Presentations
- Films

Course Activity/ Course Inputs

Lecture-cum-discussion sessions, computer lab sessions, case-study, panel discussions, films and presentations by participants, field visit and Yoga etc.

Eminent guest speakers like Fr. V.M. Thomas, Director, Youth Mission, DBYES, Don Bosco Campus, Guwahati, Assam; Shri K.M. Sahni, IAS, Director General, BIS, New Delhi; Shri Walter North, Head, USAID, New Delhi; Shri C.K. Sinha, Joint Secretary, Cabinet Secretariat, Dr. Jayant Kesar Natu, Director, SWAJAL, Uttaranchal; Dr. K.P. Kaushik, Associate Professor, NIFM, Faridabad, Shri K.P. Geethakrishnan, IAS(Retd.), Former Secretary, GOI, Shri S.K. Ghosh, NIFM, Faridabad, Smt. Shashi Mishra, IAS, Additional Secretary, DARE, GOI; Ms. Sumita Ganguly, UNICEF, 73, Lodi Estate, New Delhi; Dr. N.C. Saxena, IAS, New Delhi; Dr. Bidyut Mohanty, Institute of Social Sciences, New Delhi; Dr. Manoranjan Mohanty, Prof. of Political Science, Delhi University, New Delhi; Lt. Gen. T.S. Shergill, PVSM, Commandant, IMA, Dehradun; Shri Jagdish Sagar, Chairman, Delhi Vidyut Board, Shakti Bhawan, New Delhi; Dr. Ashley Tellis, Sr. Adviser to US Ambassador to India, New Delhi; Shri Chaman Lal, IPS (Retd), Special Rapporteur, National Human Rights Commission, New Delhi; Dr. G.S.C. Ayyangar, Director. The Singareni Collieries Company Ltd., Andhra Pradesh; Dr. H.S. Anand, DG, HIPA, Gurgaon; Shri J.C. Pant, Former Health Secretary, GOI; Shri P.M.V. Siromony, Sr. Disaster Management Advisor, Red Cross Building, New Delhi; Shri P.G.D. Chakraborty, Joint Secretary, DoWCD, New Delhi

Two week Training Programme for IAS Officers of 6-9 years of seniority (26th August, 2002 to 6th September, 2002)

| | |
|------------------------|---|
| Duration | 26 th August, 2002 to 6 th September, 2002 |
| Course Coordinator | Smt. Arti Ahuja, IAS Deputy Director |
| Associate Coordinators | Shri M.H. Khan, IAS Deputy Director (Senior) |
| Inaugurated by | Shri Binod Kumar, IAS Special Director, LBSNAA |
| Valedictory by | Shri Manmohan Singh, Member of Parliament & Leader of Opposition in Rajya Sabha, New Delhi |
| Composition of Group | Male- 12; Female-03 |

| Service/ State | Male | Female | Total |
|-----------------------|-------------|---------------|--------------|
| AGMUT | 01 | 00 | 01 |
| Andhra Pradesh | 02 | 00 | 02 |
| Gujarat | 02 | 01 | 03 |
| Haryana | 00 | 01 | 01 |
| Madhya Pradesh | 00 | 01 | 01 |
| Maharashtra | 02 | 00 | 02 |
| Manipur-Tripura | 01 | 00 | 01 |
| Rajasthan | 01 | 00 | 01 |
| Tamilnadu | 01 | 00 | 01 |
| West Bengal | 02 | 00 | 02 |
| Total | 12 | 03 | 15 |

Course Objectives and Aim

Role of governance in a changing millieu with special emphasis on (a) developing an innovative and problem solving approach through case studies and experience sharing; (b) Promoting administrative effectiveness through leadership and team building; (c) Ensuring cost effective management of financial resources; and (d) Ethics, empathy and responsiveness.

The aim is to create an atmosphere in which participatory learning takes place. A churning of the considerable experience, the knowledge and the skills of the participants through sharing and discussion.

Topics covered

1. IAS in Perspective
2. Leadership Profiling
3. WTO & Impact on India
4. Module on Internal Security

5. Project Management
6. State Finances
7. Disaster Management
8. IPRs
9. Issues in Health Sector
10. New Public Management
11. HDI
12. E-Governance Issues
13. Management Games
14. Personal Finances
15. New Issues in Education
16. Group ethics
17. Urban Issues Seminar
18. Right to Food
19. Transactional Analysis
20. Economic Reforms- Impact on District Administration
21. Social Justice for the disadvantaged.

The participants were expected to work in a group so that the collective knowledge and experience of the participants can be converted into a report which has relevance in an area of administration. Eminent guest speakers like Shri Anil Sinha, Member Secretary, National Centre for Disaster Management, IIPA, New Delhi; Dr. G. Ramana, Health, Nutrition & Population Group, World Bank, New Delhi; Shri P.M.V. Siromony, Sr. Disaster Management Advisor, Red Cross Society, New Delhi; Shri Rajiv Ranjan, Director, Ministry of Commerce & Industry, DIPP, New Delhi; Shri Sanjoy K. Bagchi, IAS (Retd.), Bhopal; Shri U.S. Bhatia, Principal Resident Commissioner, G.O. Orissa, New Delhi; Shri Avdhesh P. Sinha, Principal Secretary, Co-operation & Textile Deptt., Mantralaya, Mumbai; Prof. Jean Dreze, Department of Economic, Delhi School of Economics, University of Delhi; Shri J. Satyanarayana, Secretary, Department of Informational Technology & Communication, Hyderabad; Shri Jagdish Sagar, Managing Director & Chairman, Delhi Vidyut Board, New Delhi; Shri K. Jayakumar Additional Secretary, UPSC, New Delhi; Shri M. Ramsekhar, Deputy Commissioner, Chandigarh; Dr. Manmohan Singh, MP and Leader of Opposition, Rajya Sabha, New Delhi; Shri Ramnath Jha, Regional Advisor, Urban Management Programme, All India Institute of Local Self govt. New Delhi and Ms. Sarita

Prasad, Additional Secretary, Ministry of social Justice & empowerment, New Delhi.

22nd Training Programme for IAS Officers of 17-20 years seniority (9th September, 2002 to 20th September, 2002)

| | |
|------------------------|--|
| Duration | 9 th September, 2002 to 20 th September, 2002 |
| Course Coordinator | Shri Wajahat Habibullah, IAS Director, LBSNAA |
| Associate Coordinators | Shri B.V.R. Subrahmanyam, IAS Deputy Director (Senior) Shri Mukesh Puri, IAS Deputy Director (Senior) |
| Inaugurated by | Shri Wajahat Habibullah, IAS Director, LBSNAA |
| Valedictory by | Shri Wajahat Habibullah, IAS Director, LBSNAA |
| Composition of Group | Male- 15; Female-02 |

| Service/ State | Male | Female | Total |
|-----------------------|-------------|---------------|--------------|
| AGMUT | 00 | 01 | 01 |
| Andhra Pradesh | 01 | 00 | 01 |
| Assam-Meghalaya | 01 | 00 | 01 |
| Gujarat | 03 | 00 | 03 |
| Himachal | 01 | 00 | 01 |
| Jharkhand | 01 | 00 | 01 |
| Kerala | 01 | 00 | 01 |
| Madhya Pradesh | 02 | 00 | 02 |
| Manipur-Tripura | 01 | 00 | 01 |
| Rajasthan | 00 | 01 | 01 |
| Tamilnadu | 01 | 00 | 01 |
| Uttaranchal | 01 | 00 | 01 |
| Uttar Pradesh | 01 | 00 | 01 |
| West Bengal | 01 | 00 | 01 |
| Total | 15 | 02 | 17 |

Course Objectives

The main objective of the course was to understand some of the factors driving the performance of the Indian economy. The course theme was "Transforming the Indian Economy" and within this theme, the attempt was to:

- To enable participants to analysis government policy in a selected area with a view to understanding policy objectives and the process of policy formulation.
- To enable the understanding of the social, economic, political environment related to that policy.

- To provide an opportunity to critically examine the implementation of that policy and the extent to which the objectives have been served.
- To enable exploration and analysis of possible alternative approaches.

Course Activity/ Inputs

Lecture-cum-discussion session, case-studies, panel discussions, presentations by participants, field visit and yoga etc.

Inputs were provided by internal faculty and eminent guest faculty which includes Shri P.S. Jha, Times of India, New Delhi; Shri S.N. Menon, Additional Secretary, Ministry of Commerce & Industries; Shri L.V. Saptharishi, Additional Secretary, Ministry of Commerce & Industries; Dr. KBL Mathur, Economic, Economic Adviser (Banking), Department of Banking and Insurance; Dr. Rajan Katoch, Joint Secretary, Planning Commission, New Delhi; Shri Nalni Jayal, Environmentalist, Dehradun; Shri Chandi Prasad Bhatt, Dasholi Gram Swaraj Mandal, Sarvodaya kendra, Gopeshwar, Chamoli Garhwal; Shri Dinesh Mohan, Professor, IIT, New Delhi; Shri G. Haldea, NCAER, New Delhi; Shri Prannoy Roy, NDTV, New Delhi; Shri Jean Dreze, Professor, Delhi School of Economics, Delhi; Shri Vinod C. Vaish, Secretary, Telecommunications, New Delhi; Shri N. Rangachary, Chairman, IRDA, New Delhi; Shri S.R. Rao, Chairman, Visakhapatnam Port Trust, Visakhapatnam; Shri Ramnath Jha, Regional Adviser (South Asia), All India Institute of Local Self-Government, New Delhi; Shri Sanjeev Chopra, Secretary, Panchayati Raj, Rural Development & Horticulture, Govt. of Uttaranchal, Dehradun; Shri Anil Swarup, Chairman, APEDA, New Delhi; Shri Yusuf Khan, Chairman, J&K Bank, Srinagar, Shri Pushp Bhargava, Centre for Molecular Biology, Hyderabad, Shri Yogesh Chandra, IAS (Retd.), DG, WTTC, New Delhi; Shri Jagdish Sagar, Chairman, Delhi Vidyut Board, Delhi; Shri D.K. Roy, IRS (Retd.), Ex-Chairman, Orissa Electricity Regulatory commission, Bhubaneswar and Shri Pradip Baijal, Secretary, Disinvestment, New Delhi.

7th program on "Ethical Issues in Today's Administration" (16-20 September, 2002)

| | |
|------------------------|--|
| Duration | 16 th September 2002 to 20 th September 2002 |
| Course Coordinator | Smt. Arti Ahuja, IAS Deputy Director |
| Associate Coordinators | Smt. Gita Mishra, IRPS Deputy Director (Senior) |
| Inaugurated by | Shri Wajahat Habibullah, IAS Director, LBSNAA, Mussoorie |
| Valedictory by | Shri Wajahat Habibullah Director, LBSNAA, Mussoorie |
| Composition of Group | Male :29; Female – 10 |

| Service/ States | Male | Female | Total |
|-----------------|-----------|-----------|-----------|
| Andhra pradesh | 05 | 00 | 05 |
| Bihar | 01 | 00 | 01 |
| Gujarat | 00 | 01 | 01 |
| Haryana | 04 | 01 | 05 |
| Jammu & Kashmir | 01 | 00 | 01 |
| Karnataka | 01 | 02 | 03 |
| Madhya Pradesh | 02 | 04 | 06 |
| Maharashtra | 02 | 01 | 03 |
| Orissa | 01 | 00 | 01 |
| Punjab | 01 | 00 | 01 |
| Rajasthan | 04 | 00 | 04 |
| Tamil Nadu | 05 | 01 | 06 |
| West Bengal | 02 | 00 | 02 |
| Total | 29 | 10 | 39 |

Course highlights

The objectives of the programme was to expose the participants to the basic principles of ethics/moral philosophy; tune them into thinking about the values that underpin the framing and implementation of public policy; and expose them to the ethical framework that policy makers use to resolve sticky public policy issues. The aim was to create an atmosphere in which participatory learning takes place. A churning of the considerable experience and knowledge of the participants through sharing and debate not only achieved the stated objectives of the course but also achieved vertical integration of the group. The broad focus and the thrust areas were on ethics in today's Administration, Basic Ethical Principles, Values for Administrators and Integrity in Government. Methodology adopted was case studies, Experience Sharing, Group Work and Presentation by participants. Ethical Perspectives, Ethics or Nothing, Identity & Action were the topics shortlisted for discussion.

The Trainers consisted of both internal and guest faculty. Special emphasis was laid on panel discussions, experience sharing and

Group discussions to expose the participants to different views in the respective areas.

The faculty engaged in the course were Shri N. Vittal, Chief Vigilance Commissioner, Central Vigilance Commission, Government of India; Prof. Shekhar Singh, Indian Institute of Public Administration; Ms. Shashi Mishra, Secretary, ICAR; Shri Rajiv Takru, MD, Gujarat Urban Development Company Limited; Shri R.C. Iyer, Uplokayukt, Government of Maharashtra; Shri K.N. Kumar, Director, National Centre for Values and Ethics, ICAR; Ms. Madhu Kishwar, Editor, Manushi; Shri Wajahat Habibullah, Director, LBSNAA; Shri Binod Kumar, Joint Director, LBSNAA; Smt. Gita Mishra, Deputy Director (Senior), LBSNAA; and Smt. Arti Ahuja, Deputy Director, LBSNAA.

Two week Training Programme for IAS Officers of 6-9 years of seniority (30th September, 2002 to 11th October, 2002)

| | |
|------------------------|---|
| Duration | 30 th September, 2002 to 11 th October, 2002 |
| Course Coordinator | Smt. Arti Ahuja, IAS Deputy Director |
| Associate Coordinators | Smt. B.V. Uma Devi, IFS Deputy Director Shri M.H. Khan, IAS Deputy Director (Senior) |
| Inaugurated by | Shri Wajahat Habibullah, IAS Director, LBSNAA |
| Valedictory by | Shri N. Vittal, IAS (Retd.) Ex-Chief Vigilance Commissioner, New Delhi |
| Composition of Group | Male- 22; Female-05 |

| Service/ State | Male | Female | Total |
|-----------------------|-------------|---------------|--------------|
| AGMUT | 01 | 00 | 01 |
| Bihar | 01 | 00 | 01 |
| Chattisgarh | 00 | 01 | 01 |
| Gujarat | 03 | 01 | 04 |
| Himachal Pradesh | 01 | 00 | 01 |
| Karnataka | 04 | 00 | 04 |
| Madhya Pradesh | 04 | 02 | 06 |
| Maharashtra | 02 | 01 | 03 |
| Nagaland | 01 | 00 | 01 |
| Rajasthan | 02 | 00 | 02 |
| Tamilnadu | 02 | 00 | 02 |
| West Bengal | 01 | 00 | 01 |
| Total | 22 | 05 | 27 |

Course Objectives

Role of governance in a changing milieu with special emphasis on (a) developing an innovative and problem solving approach through case studies and experience sharing; (b) Promoting administrative effectiveness through leadership and team building; (c) Ensuring cost effective management of financial resources; and (d) Ethics, empathy and responsiveness.

The aim is to create an atmosphere in which participatory learning takes place. A churning of the considerable experience, the knowledge and the skills of the participants through sharing and discussion. The topics covered were IAS in Perspective; Human Development Index; Module on National Security; Emerging issues in Indian Agriculture; Contempt of Court; WTO; IPRs; New Challenges in Health; E-Governance- Relevance and Application; State Finance; Human Rights; Public Private Partnerships; The Delhi Metro Experience; Case Study in Public Policy- Public Transport; Project Management Techniques; Quality in Government; Parable of the Sadhu; Leadership Profiling; Personal Finances; Urban Issues Seminar; Is Liberty, Equality and Fraternity Possible for SC/ ST/ OBCs? How?; An overview of the Indian Economy and; Corruption in Government.

The participants were expected to work in a group so that the collective knowledge and experience of the participants can be converted into a report which has relevance in an area of administration . The input was provided by internal and guest faculty, which includes Shri Ajay Sawhney, Secretary, IT, Govt. of AP, Hyderabad; Ms. Manisha Shridhar, Joint Development Commissioner, Nirman Bhawan, New Delhi; Dr. Preeti Kudesia, Sr. Health Advisor, World Bank, New Delhi; Shri Sanjeev Chopra, Secretary, Rural Development & Panchayati Raj, Govt. of Uttaranchal, Dehradun; Shri Sanjoy K. Bagchi, IAS (Retd.), Bhopal; Justice J.S. Verma, Chairman, National Human Rights Commissioner, New Delhi; Shri E. Sridharan, Chairman and MD, Delhi Metro Corporation Ltd.; Shri O.P. Agarwal, Joint Secretary (Trg.), DoPT, New Delhi; Shri Anil Sinha, Head, National Centre for Disaster Management, IIPA, New Delhi; Shri Sajoj Jha, Team Leader, UNDP, Orissa; Shri A.P. Sinha, Principal Secretary, Textiles, govt. of Maharashtra, Mumbai; Shri M. Ramsekhar, Deputy Commissioner, Chandigarh; Shri S.S. Sandhu, Vice Chairman, MDDA, Uttarachal, Shri P.S. Krishnan, IAS (Retd.) Gurgaon; Shri Manoranjan Kumar, IES, Deputy Advisor, Deptt. Of Economic Affairs and Shri N. Vittal, Ex-Chief Vigilance Commissioner, New Delhi.

23rd Training Programme for IAS Officers of 17-20 years seniority (21st October, 2002 to 1st November, 2002)

| | |
|------------------------|--|
| Duration | 21 st October, 2002 to 1 st November, 2002 |
| Course Coordinator | Shri Wajahat Habibullah, IAS Director, LBSNAA |
| Associate Coordinators | Shri B.V.R. Subrahmanyam, IAS Deputy Director (Senior) Shri Mukesh Puri, IAS Deputy Director (Senior) |
| Inaugurated by | Shri Wajahat Habibullah, IAS Director, LBSNAA |
| Valedictory by | Shri Wajahat Habibullah, IAS Director, LBSNAA |
| Composition of Group | Male- 08; Female-01 |

| Service/ State | Male | Female | Total |
|-----------------------|-------------|---------------|--------------|
| Andhra Pradesh | 01 | 01 | 02 |
| Assam-Meghalaya | 02 | 01 | 03 |
| Gujarat | 02 | 00 | 02 |
| Himachal | 01 | 00 | 01 |
| Jharkhand | 01 | 00 | 01 |
| West Bengal | 01 | 00 | |
| Total | 08 | 01 | 09 |

Course Objectives

The main objective of the course was to understand some of the factors driving the performance of the Indian economy. The course theme was "Transforming the Indian Economy" and within this theme, the attempt was to:

- To enable participants to analyse government policy in a selected area with a view to understanding policy objectives and the process of policy formulation.
- To enable the understanding of the social, economic, political environment related to that policy.
- To provide an opportunity to critically examine the implementation of that policy and the extent to which the objectives have been served.
- To enable exploration and analysis of possible alternative approaches.

Course Activity/ Inputs

Lecture-cum-discussion sessions, case-studies, panel discussions, presentations by participants, field visit and yoga etc.

Inputs were provided by internal faculty and eminent guest faculty.

91st Induction Training Programme [For the Officers promoted to IAS or on select list of the State] (11th November, 2002 to 3rd January, 2003)

| | |
|------------------------|---|
| Duration | 11 th November, 2002 to 3 rd January, 2003 |
| Course Coordinator | Shri Sundeep K. Nayak, IAS Deputy Director (Senior) |
| Associate Coordinators | Shri M.H. Khan, IAS Deputy Director (Senior) Shri A.S. Ramachandra Reader in Political Theory and Constitutional Law |
| Inaugurated by | Shri Wajahat Habibullah, IAS Director, LBSNAA |
| Valedictory by | Shri I.K. Gujral Former Prime Minister New Delhi |
| Composition of Group | Male- 13 ; Female-01 |

| Service/ State | Male | Female | Total |
|------------------|-----------|-----------|-----------|
| AGMUT | 01 | 00 | 01 |
| Andhra Pradesh | 02 | 00 | 02 |
| Bihar | 03 | 00 | 03 |
| Haryana | 01 | 00 | 01 |
| Himachal Pradesh | 00 | 01 | 01 |
| Maharashtra | 03 | 00 | 03 |
| Manipur-Tripura | 01 | 00 | 01 |
| Uttar Pradesh | 02 | 00 | 02 |
| Total | 13 | 01 | 14 |

Course Objectives

The course aims at:

- Develop an '*esprit de corps*' among officers,
- Understanding of the role of the participants as an officer of the Indian Administrative Service within the framework of the Constitution,
- Identification of key elements in the New Public Management,
- Appreciation of the responsibilities of IAS officers in the field and at policy levels, and

- Acquisition of IT skills.

Main Theme : The theme of the course is 'Yoga Karmasu Kaushalam' or 'Yoga is skills in action'.

Methodology

- Case Studies
- Panel Discussions
- Seminars
- Group Work
- Lecture and discussion
- Hands on Computer Sessions
- Experience Sharing Presentations
- Films

Course Activity/ Course Inputs

Lecture-cum-discussion sessions, computer lab sessions, case-study, panel discussions, films and presentations by participants, field visit and Yoga etc. The inputs was provided both by internal and guest faculty, which includes, Ms. Asha Das, IAS (Retd.), Former Secretary, New Delhi; Dr. Anuradha Joshi, co-founder, SIDH, Uttarachal; Dr. Raj Kamal Saxena, RRG Polytechnic for Women, Saharanpur; Fr. V.M. Thomas, Don Bosco, Guwahati, Assam; Dr. A.K. Rath, JS, Deptt. Of Public Enterprises, New Delhi; Smt. Shashi Mishra, Secretary, ICAR, New Delhi, Smt. Rajni Sekhari Sibal, Special Secretary, Govt. of Haryana, Chandigarh; Shri S.N. Pradhan, Member of faculty, SVPNPA, Hyderabad; Ms. Vismita Tej, Deputy commissioner of Income Tax, Hyderabad; Shri Chaman Lal, Rapporteur, National Human Right Commissioner, New Delhi; Prof. Varun Sahni, School of International Studies, JNU, New Delhi; Shri K.C. Verma, Joint Director, Intelligence Bureau, MHA, New Delhi; Prof. Kanti Bajpai, JNU, New Delhi; Air Marshal Vinod Patney (Retd.), New Delhi; Shri Anand Elchuri, Analyst, Hyderabad; Dr. Prasanta Mahapatra, Director, HIS, Hyderabad; Dr. Sarala Gopalan, IAS (Retd.), New Delhi, Ms. Veena Sriram Rao, JS, DoWCD, New Delhi; Shri Jes C. Boye- Moeller, Minister Counsellor, DANIDA, New Delhi; Shri Ashok Lavasa, JS, DEA, New Delhi; Ms. B. Bhamati, Gender Advisor, UNFPA, New Delhi; Dr. Ravi Verma, Population Council of India, New Delhi; Shri Salman Haider, IFS(Retd.), Former Foreign Secretary, New Delhi; Shri P.R. Chari, IAS (Retd.), Director, Institute of Peace and Conflict Studies; Dr. Manoj Joshi, Political Editor & Bureau Chief, Times of India, New Delhi; Shri Vishwas Mehta, Deptt. Of Culture, New

Delhi, Dr. R.S. Beniwal, ITM, Mussoorie; Dr. Sadhana Malhotra, NIAR, Mussoorie; Brig. R. Sharma, DACIDS, Opl Logistics, IDS, MoD, New Delhi; Shri Anil Sinha, Head, NCDM, IIPA, New Delhi; Shri Rohit Kansal, Deputy Commissioner, Jammu; Dr. P.N. Mishra, Former VC, Ahiliya Bai University, Indor; Dr. Satbir Silas Director NATRSS; Dr. G. Wood; Dr. S. Ganguly and former Prime Minister of India Shri I.K. Gujaral.

Consultation Workshop on National Security (8th April, 2002 to 10th April, 2002)

| | |
|------------------------|--|
| Duration | 8 th April to 10 th April, 2002 |
| Coordinator | Shri Sundeep K. Nayak Deputy Director |
| Associate Coordinators | Shri M.H. Khan Deputy Director Smt. Arti Ahuja Deputy Director Shri L.C. Singhi Deputy Director |
| Composition of Group | Male- 33 ; Female-02 |

A consultation workshop on National Security was conducted by the LBSNAA from April 8-10, 2002 at Mussoorie, in which 35 participants participated. The main outcome of the workshop was a curriculum for conduct of a Joint Civil-Military Training Programme on National Security. The curriculum has been developed after due deliberation by various participants representing for conduct of initial training programme on National Security at LBSNAA, Mussoorie. The participants of the proposed training programme will be drawn from the Civil Services, the Armed Forces and the Para-Military Forces in a manner outlined in the agreed curriculum document. It was decided that the number of officers to be contributed by each Ministry/ Organization/Service / Force Headquarters shall be decided by the Director, LBSNAA, Mussoorie in consultation with the respective ministries who will nominate the participants. The LBSNAA will benefit from the development of various training modules for implementation in the Foundation course, IAS Professional Courses, Induction Training Programme and In-Service Training Programmes. It was also felt that the LBSNAA should act as a nodal organization for development of training modules to be adopted by other residential training institutions of the Armed Forces and the Para-Military Forces, and for State level Administrative Training Institutions (ATIs). The underlying aim being to create awareness and appreciation of issues relating to National Security with the overall objective of improving good governance in the country. It was felt that the LBSNAA should approach various ministries and

organizations for funding different components of the proposed Joint Training Programme.

Administration in India: Past, Present and Future- Retreat of 1952 batch officers (6th to 7th June, 2002)

| | |
|------------------------|--|
| Duration | 6 th June, 2002 to 7 th June, 2002 |
| Coordinator | Shri M.H. Khan Deputy Director |
| Associate Coordinators | Smt. Arti Ahuja Deputy Director |
| Composition of Group | Male : 16 ; Female : 00 |

| Service/ State | Male | Female | Total |
|-----------------------|-------------|---------------|--------------|
| Andhra Pradesh | 02 | 00 | 02 |
| Bihar | 01 | 00 | 01 |
| Karnataka/Mysore | 02 | 00 | 02 |
| Kerala | 01 | 00 | 01 |
| Madhya Pradesh | 02 | 00 | 02 |
| Maharashtra | 02 | 00 | 02 |
| Orissa | 01 | 00 | 01 |
| Rajasthan | 01 | 00 | 01 |
| Tamilnadu/ Madras | 01 | 00 | 01 |
| Uttar Pradesh | 01 | 00 | 01 |
| West Bengal | 02 | 00 | 02 |
| Total | 16 | 00 | 16 |

Course Objective and Aims

The Retreat of the IAS Officers of 1952 batch was the sixth in the series organised by the Academy. The first was held in 1997, the Golden Jubilee Year of the new nation, where ICS and the IAS Officers, who were in service at the time of independence, participated.

This year the officers of 1952 batch were invited to benefit us with their views on 6-7 June, 2002. Sixteen officers attended the Retreat. The seniors have been extremely contemporary in their approach and have provided valuable insights into the changing environment of the administration. The following were the issues discussed in the retreat.

National Security: Terrorism & Insurgency

The discussion was organised on the sub topics, basic causes for Terrorism and Insurgency; strengthening of Law Enforcement and Intelligence Agencies; involvement of the People; role of Civil Society; Human Rights Issues; and the role of the Political Parties. The Session was chaired by Shri S. Ramanathan, IAS (Retd.)

National Security: Violence in Society

In the recent past, violence has spread in our society at an alarming rate causing concern to politicians, bureaucrats, non-government organisations and last but not the least, the common man. As a subject of paramount importance, this issue was chosen as a topic for discussion and debate in the two-day workshop held during the Retreat for the 1952 batch of IAS officers.

All the participants deliberated on the causes of violence in our society and came out with some suggestions for curbing the spread of violence.

In his concluding remarks, the Chairman summed up the discussions by emphasising the role of administrators in mitigating violence and suggesting that they should play a proactive role in sensitive areas by becoming extra vigilant and taking adequate measures to promote peace. Emphasis should be on having a responsive administration and with administrators willing to listen to people and their grievances. The government should work in the direction of reducing the societal injustices and economic disparities, which are at the root of the spread of violence in our society today.

Good Governance and Reforms in Civil Services

The discussion was organised on the sub topics, Maintenance of Law and Order; Right to Information; Citizen Charter; Redressal of Public Grievances and Control of Corruption at the cutting edge level; Transfer of Civil Servants; E-governance; Enforcement of Laws; Role Models; Coordination between Executive, Legislature and Judiciary; Training of Officers and Job Description; Reservation; Decentralization and delegation of Powers; Basic Causes for Terrorism and Insurgency; Strengthening of Law Enforcement and Intelligence Agencies and Involvement of the People.

Corruption – Causes & Control

The discussion was organised on the following sub topics, Bureaucratic Corruption; Political corruption; Corporate Corruption; Corruption, Crime and Politics; Control of Corruption

Constitutional Reforms

The discussion was organised on the following sub topics; The position of the Prime Minister; The President of India; Electoral Reforms; Panchayati Raj System; Reservation Policy; The Judiciary; Coalition Government; Bureaucratic Corruption ect.

Retreat of IAS officers of 1952 batch was organised on the theme "Administrative Issues: Past, present and Future". Groups were formed to discuss the following issues:

- IAS and the Present World
- Administration and Ethics
- Challenges before the Services:
- Issues in Capacity Building
- Security Issues in the South Asia: Lessons from the Past, Strategies for the Future; and
- Academy as a Think Tank.

The experienced and the new members of the service discussed these issues in the modern context. After discussions, the groups came up with some specific recommendations. Emphasis was on analysing and rationalising the role of the bureaucrats and the Government machinery as a whole.

Conference of Heads of Administrative Training Institutes and State Training Coordinators (8th July, 2002)

| | |
|----------------------|------------------------------------|
| Duration | 8 th July, 2002 |
| Coordinator | Smt. Arti Ahuja Deputy Director |
| Composition of Group | Male- 22 ; Female-02 |

The Conference of Heads of ATI and State Training Coordinators was held at LBSNAA to discuss the issues related to Coordination of the 52 weeks district training with the ATIs; Coordination of the LBSNAA training curriculum of IAS Officer Trainees with the State governments and ATIs; Reviving the institution of state training coordinators/ merging the function with ATIs ; Delineating clear responsibilities of the Collectors imparting training and recommending a mechanism to ensure the sustained interest of Collectors in the district training; other areas of networking between LBSNAA and the ATIs and between ATIs, including coordination of in-service courses.

The broad areas of concern and suggestions as expressed by the participants were as follows:

- Identification of collectors who will impart training should be done judiciously. The ATIs should brief them about the training requirements and methodology of district training prior to it's commencement.

- The ATIs must play a greater role in the district training of IAS officers, which is not there at present. In order to achieve this, the Director ATI should be nominated as the state training coordinator
- Infrastructure provisions in some ATIs need to be strengthened with GOI support.
- Most states do not have a district manual which hinders standardization and monitoring of the district training.
- Those Officer Trainees who clear language and law exams in the Academy should not be required to appear for them again in the states.
- The ATIs must have a say in the selection of the districts. They should be consulted by the State Governments both for the training districts as well as the subdivisions where they will be posted after their training.
- All ATIs and LBSNAA should exchange modules as well as faculty in order to strengthen teaching and avoid overlaps in the content.
- The DOPT should post the Officer Trainees to the ATIs when they go for district training. Sometimes posts are not created in the district and the Officer Trainees face problems in drawing the salary. This can be obviated by posting Officer Trainees against temporary posts in ATI from where they can draw their salary.
- Discussion on mentors took place. It was not conclusive
- The SVPNPA prescribes a schedule for the IPS Officer Trainees which is followed strictly by the states. LBSNAA should also draw up a model training schedule.
- The Officer Trainees can be asked to send their assignments to the ATIs as well as to the Academy, which can then be monitored/evaluated jointly by them.

The above recommendations were adopted by the Conference as action resolutions

Workshop on Teaching and Writing Public Policy Cases (3rd October to 5th October, 2002)

| | |
|----------------------|---|
| Duration | 3 rd to 5 th October, 2002 |
| Coordinator | Shri Sundeep K. Nayak Deputy Director (Senior) |
| Composition of Group | Male- 21 ; Female-03 |

A workshop on Teaching and Writing Public Policy Cases was organised at LBSNAA on the initiative of and funded by Department of Personnel, Training Division from 3-5 October, 2002. Renowned expert Mr. Jeffrey D. Straussman, Associate Dean and Chair, Department of Public Administration at the Maxwell School of Citizenship and Public Affairs, Syracuse University gave training on effective teaching and writing of public policy cases. Cases on different topics such as leadership; budget preparation; policy implementation; organizational change; organizational conflict and economic development were used. Case writing exercises were also conducted and the participants practiced teaching cases. The workshop ended with discussion on the steps involved in planning and executing cases for education and training programmes.

Conference of Heads of National Training Institutions (21st October, 2002 to 22nd October, 2002)

| | |
|----------------------|---|
| Duration | 21 st & 22 nd October, 2002 |
| Coordinator | Shri Sundeep K. Nayak Deputy Director |
| Composition of Group | Male- 21 ; Female-04 |

The Expenditure Reforms Commission (ERC) in their 10th report (paras 6.9 to 6.11) has recommended the following as far as the Foundation Course at the LBSNAA is concerned:

6.9 The Lal Bahadur Shastri National Academy Of Administration located at Mussoorie in Uttaranchal is primarily an institution for training of entrants to government service through the annual Civil Service Examination conducted by the UPSC. This responsibility is discharged by the Academy by means of a Foundational Course conducted for the bulk of the different services covered by the Civil Services Examination, besides imparting intensive and in-depth training to entrants to the Indian Administrative Service. The Academy also conducts programmes for in-service training of IAS officers, including officers appointed to the IAS from state civil services. As is well known, various services like the IPS, the Indian Revenue Service as well as the different Railway Services have training institutions in the form of National Police Academy at Hyderabad, the National Academy for Direct Taxes at Nagpur and the Railway Staff College at Vadodara. Other services, too, have similar institutions.

6.10 In so far as the Foundational Course for the All India and the Central Services is concerned, the objectives of this course remain broadly as they were formulated in 1982 and as given below:

(a) To promote esprit de corps among the probationers of different services, emphasizing the interdependence of various services as part of the higher civil services;

(b) To motivate probationers towards developing certain basic professional, administrative and human values;

(c) To impart a basic understanding of the constitutional, political, social, economic, legal, historical, cultural and administrative framework within which the services function.

6.11 There is a general perception that services other than the IAS do not lay great store by this programme and tend to think that the training of their probationers really starts only when they enter their exclusive training institutions run by their own services. It has also been pointed out that there is no sense of ownership of this course among the other services. Considering the crucial role that the Foundation Course plays in bringing together officers of different cadres right at the beginning of their careers, it is necessary to remedy the situation without delay. The training institutes run by other services would need to be associated in drawing of the syllabi of the Foundation Course. The senior staff members of these other institutes as also the heads and senior members of the other services should be provided an opportunity for interacting with the probationers through taking part in the conduct of the Foundation Course itself.

Based on the feedback from different institutions, we deemed it appropriate to hold a conference of the heads of the national training institutions at Mussoorie with the prime objective of developing a course content for the Foundation Course so that it becomes more relevant to all the stakeholders and could be recommended to the Standing Syllabus Review Committee appointed by the Government of India. The Conference also deliberated on ways to enhance the importance of the foundation course in the career growth of the Officer Trainees by according formal and equitable weightage to the performance of an OT during the Foundation Course. The discussion in the conference was on issues relating to the course content of the Foundation Course, involvement of different services in course design, sharing of data base of trainees, weightage of Foundation Course training in other professional courses etc. It was also decided to hold such a meeting every year.

First Joint Civil-Military Training on National Security (2nd February, 2003 to 14th February, 2003)

| | |
|------------------------|--|
| Duration | 2nd February, 2003 to 14th February, 2003 |
| Coordinator | Shri Sundeep K. Nayak Deputy Director (Sr.) |
| Associate Coordinators | Shri M.H. Khan Shri A.S. Ramachandran |
| Composition of Group | Male- 27 ; Female-02 |

The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie took preliminary steps to put greater emphasis on teaching of issues related to National Security after the publication of the Group of Ministers recommendations on "Reforming the National Security System" (the GoM Report) in February, 2001. The most audacious terrorist challenge to our democracy on December 13 last year re-emphasized the teaching of the subject, "National Security", in various courses being run by the LBSNAA.

The Academy conducts attachment of IAS Probationers (now called Officer-Trainees) with the Army, the Air Force, and the Navy during their Winter Study Tour. This serves the purpose of better appreciation of the role of the Armed Forces. Of late, modules on National Security are being run for trainees at entry level and in other in-service training programmes for the IAS. The module is of about 2 - 4 hours duration.

The LBSNAA has carried out primary survey among middle to senior level officers belonging to the IAS, the IPS, the IFS, the CPMFs, the Army, the Air Force and the Navy to research on the civil-military interface. Almost all the respondents were of the opinion that joint civil-military training programmes should be conducted to equip the professional managers better perform their roles in national security management. The LBSNAA examined training content, methodology, duration and participants' profile in different training courses on National Security being run in the country. It was found that only two or three such programmes are being run for both civil and military officials. To optimize the training duration, content and to ensure wider participation of the services, it was felt that the LBSNAA should endeavour to run a two-week training programme on National Security for civil and military officials in partnership with other training institutions attached to the MHA, the MEA, the MoD, the NSCS, the Intelligence Bureau, the Cabinet Secretariat and the JNU.

A Consultation Workshop on National Security was convened by the LBSNAA in April, 2002. The participants in the workshop came-up with a curriculum for a joint civil-military training

programme. It can be seen at Annex-A. The consultation workshop also recommended the following:

- i. A Taskforce should go into various aspects of the curriculum developed in the workshop. Training modules based on the curriculum should be firmed up.
- ii. Suitable resource persons for delivering different components of the syllabus should be identified.
- iii. Before pilot run of a joint training programme, a validation workshop of resource persons should be held.
- iv. DoPT and other Ministries should be approached for provision of funds.
- v. LBSNAA should act as a nodal organization for development of training modules on National Security for adaptation by other residential training institutions of the Armed Forces, Para-Military Forces and the State level Administrative Training Institutions (ATIs)

Progress on each of the above recommendations made in the consultation workshop has been satisfactory and is within the time-frame envisaged.

The Director, LBSNAA constituted a Taskforce headed by Shri N.N. Vohra, IAS (Rtd.). The Taskforce made valuable recommendations which have been accepted by the LBSNAA. The recommendations of the Taskforce have also been shared with all the concerned Ministries and Institutions. A list of resource persons was drawn up by the Taskforce in consultation with the NSCS.

The first Joint Civil-Military Training Programme on National Security was conducted by the Lal Bahadur Shastri National Academy of Administration (LBSNAA) from 2-14, February, 2003 at Mussoorie. The list of the participants is placed at Annex-A. The participants of the training programme were drawn from the Civil Services, the Armed Forces and the Para-Military Forces in a manner outlined in the agreed curriculum document. This programme was inaugurated by Shri N.N. Vohra, IAS (Rtd.) and valedictory address was given by Shri Satish Chandra, Deputy Advisor and Secretary, NSCS. The number of participants were 29. Out of them two female participants attended the programme.

The various issues including - National Security, Police, Challenges of the North East, Intelligence, Military, Military, External Security, formation Security, Case Discussion by Team from CDM Secunderabad, Economic Security, Left Wing Extremism, Case Study: Hazratbal, 1993, Panel Discussion on Governance Issues, Technology & Security, Open Source Analysis, Our Strategic Culture, LIC, Insurgency, Terrorism were discussed and

deliberated at length. Groups were formed and each group submitted its reports.

The Guest Speakers of the programmes included - Shri N.N. Vohra, Shri D.K. Arya, Lt. Gen. T.S. Shergill, Shri J.N. Dixit, Shri S.T. Devare, Shri Arvind Gupta, Brig. V. Chopra, Col. A. Sharma, Shri TCAS Raghvan, Shri S.R. Mehra, Shri W. Habibullah, Dr. Jacob Ninan, Prof. Kanti Bajpai, Maj.Gen. Afsir Karim, Maj. Gen. Ashok Kapur, and Dr. N. Natarajan, Air Vice Marshal (Ret).

Training, Research and Development Cell

Introduction

The Training, Research & Development Cell was set up in December, 1988 to collect, collate and generate material related to training, to identify and support research programmes related to training functions in this Academy. It seeks to identify the training and research needs of faculty members engaged in the task of training. Initially, it was called the 'Policy and Co-ordinating Section' Later, it was renamed Research and Material Development Cell'. A division consisting of RMDC and all the three Training Sections was clubbed together as 'Research Training and Material Development Division'. It was again renamed as 'Training, Research & Development Cell' as it stands today. The Training, Research and Development Cell has the following objectives.

1. To encourage research & to explore the current status of the training material.
2. To identify the gaps in the design and content of current training courses.
3. To anticipate future needs and generate material.
4. To establish exchange relationship with other training and related institutions in the country resulting into the establishment of course material library.
5. To encourage, organise and monitor faculty development, identify their training needs and sponsor/arrange training programmes for faculty members with India and abroad.
6. To act as a repository of all the materials issued by the academy from time to time or received from the DoPT
7. To collect material for preparing 'In-Basket Exercises, Management Games and Instructional Material,.
8. Publication of Academy's Annual Report and Training Calendar of the Programme.

Shri Sundeep K. Nayak, Deputy Director (Senior) headed the Training Research and Development Cell w.e.f. 8.1.2002. Smt. Arti Ahuja, Deputy Director functions as Alternate Coordinator.

Activities

The TRD Cell handled the following activities:

1. 4th Meeting of SSRC held on 9th February, 2002 at SVPNPA, Hyderabad
2. Consultation Workshop on National Security organised from 8-10 April, 2002. This workshop was co-ordinated by Shri Sundeep K. Nayak, Deputy Director Sr. and Associated by Shri M.H. Khan, Deputy Director (Sr.) Mrs. Arti Ahuja, Deputy Director and Shri L.C. Singhi , Deputy Director.
3. A Retreat for the officers of 1952 Batch Officer was organised from 6-7 June 2002, which was Co-ordinated by Shri M.H. Khan, Deputy Director (Sr.) and Mrs. Arti Ahuja, Deputy Director.
4. 5th Meeting Standing Syllabus Review Committee held on 6th July, 2002 at LBS National Academy of Administration Mussoorie
5. Conference of Heads of ATIs/State Training Institutes on 7 July, 2002 was Co-ordinated by Mrs. Arti Ahuja, Deputy Director.
6. Teaching and Writing Public Policy Case Workshop was co-ordinated by Sundeep K. Nayak, Deputy Director (Sr.) from 3-5 October, 2002
7. Conference of Heads of National Training Institutions was co-ordinated by Shri Sundeep K. Nayak, Deputy Director (Sr.) from 21-22 October, 2002

The TRD Cell endeavors to facilitate faculty interaction with scholars/Administrators in various areas of specialisation. The list of eminent/distinguished scholars who shared their experiences/expertise with the faculty were:

1. An interaction with Dr. Lakshmidhar Mishra, Sr. Adviser, Fundamental Principles and Rights at Work, International Labour Organisation, Regional Office for Asia and the Pacific, Bangkok on 4th March, 2002.
2. A team of participants of International Training Programme on Urban Development Management" organised by Human Settlement Management, Institute, New Delhi, visited the Academy from 8-9 March, 2002

3. An Interaction with Mr. L. Mansingh, Additional Secretary and Mr. Walter North, Head of USAID, New Delhi from 10-11 July, 2002.
4. A team of 12 participants of IFS Officers from State Forest Services visited the Academy on 12th of July, 2002
5. An interaction with the functionaries at LBSNAA Mr. Francois Massoulie, First Secretary, Political and Public Affairs at the European Commission delegation in New Delhi on 5th of September, 2002.
6. An interaction with Dr. Manmohan Singh, Leader of Opposition, Rajya Sabha from 4-7 September, 2002
7. A team of twelve participants of the IFS Officers promoted from State Forest Officers visited the Academy on 4th October, 2002.
8. Study tour programme of the Research Sub-Committee of Orissa Legislative Assembly visited the Academy on 21st Oct, 2002
9. A team of Sr. Officers from BSF Tekanpur, Gwalior visited the Academy on 3rd of October 2002.
10. Dr. Michael Dugget, Director General, International Institute of Administrative Science Bruxelles, Belgique visited the Academy from 10-15 November, 2002.
11. A three member's delegation from DFID visited the Academy on 9th of December, 2002.

Faculty Development

There is a systematic process at the Academy to upgrade and update the skills, knowledge and the instructional techniques of its faculty. To achieve this, programs are organised on campus and by deputing faculty members to reputed institutions both within the country and abroad.

The following faculty members were deputed to participate in the workshop/seminars organised outside the country:-

| Name of Officer and designation | Country visited & Period of visit | Purpose/Object of the visit |
|--|--|--|
| Mrs. Arti Ahuja, IAS Deputy Director | Bangkok, Thailand 10.11.2002 to 14.11.2002 | Presentation of paper at 48 th Executive Council meeting of Eastern Regional Organisation for Public Administration (EROPA) and the conference on Governance as Partnership: State Civil Society and Marketing Organisation |
| Shri Mukesh Puri, Deputy Director (Sr.) | France 15.12.2002 to 22.12.2002 | Under exchange of faculty program for study visit to Ecole National Administration, Paris |
| Shri Manoj Ahuja, Deputy Director | USA 9.1.2003 to 15.5.2003 France 15.12.2002 to 22.12.2002 | Study of University of Texas, Austin, USA Under exchange of faculty program for study visit to Ecole National Administration, Paris |
| Shri L. C. Singhi Deputy Director | USA 9.1.2003 to 15.5.2003 | Study of University of Texas, Austin, USA |

The following faculty members were deputed to participate in the workshops/seminars organised within the country:-

| Name & Designation | Title of Course and Duration | Organisation |
|---|---|---|
| Shri S. Sajith, Reader | Reservation in Service for SC,ST, and OBC's 8.5.2002 to 10.5.2002 | Institute of Secretarial Training Management, New Delhi |
| Shri S. Sajith, Reader | Seminar on "Enforcement of Intellectual Property Rights" 9.7.2002 to 12.7.2002 | Ministry of Commerce & Industry, New Delhi. |
| Shri S. Sajith, Reader | Direct Training Skills 29.7.2002 to 2.8.2002 | Assam Administrative Staff College, Guwahati |
| Ms. Bhawna Nawrekar, Language Instructor | Direct Training Skills 26.8.2002 to 30.8.2002 | RCVP Nooranha Academy of Administration, Bhopal |
| Shri A. S. Ramachandra, Reader in Law | Director Training Skills 6.1.2003 to 10.1.2003 | Institute of Secretarial Training Management, New Delhi |
| Smt. B.V. Uma Devi Deputy Director | Technological Innovations and Research Advancements for Application in Joint Forest Management 3.2.2003 to 4.2.2003 | Indian Council of Forestry Research & Education, Ministry of Environment & Forest, Dehradun |
| Prof. R.S. Dalal Pol. Theory of Constitution Law | Reconstruction and Rehabilitation of Disaster Affected Areas 19.2.2003 to 20.2.2003 | Indian Institute of Public Administration, New Delhi |

National Institute of Administrative Research

National Institute of Administrative Research (NIAR) was established as the research and policy wing of the Academy and is eventually envisaged to function as a Government think tank. The areas of competence of the Society are primary and elementary education, decentralized participatory planning at district and block level, Capacity building of Panchayati Raj Institutions, Geographical Information Systems, Participatory Rural Appraisal (PRA) and Participatory Learning and Action (PLA), rural industries, literacy, agrarian issues, cooperatives and public sector management. The Society is also the umbrella organisation under which the research units of the Academy are functioning. These units are:

- Centre for Rural Studies (CRS).
- Centre for Literacy Development (CLD).
- Centre for Cooperative and Rural Development (CCRD).

Objectives:

The objectives and functions for which the Institute is established are:

- i. To initiate research in various aspects of regulatory and developmental administration, public management and public policy with special reference to agrarian issues, co-operatives, decentralisation, sustainable development, rural development, urban development, urban and regional planning, social sector programmes, poverty alleviation and other areas relevant to the training activities of the Lal Bahadur Shastri National Academy of Administration and other institutions in and outside the country;
- ii. To convert the research outputs into training inputs for developing training software for various courses conducted by Government and Non-Government Agencies;

- iii. To coordinate and organise training programmes sponsored by various Government, Non-Government and Multilateral Agencies and develop training modules for the purpose.
- iv. To organise, sponsor and aid seminars, workshops, study circles, working groups and conferences for promoting research;
- v. To interact with other national and international organisations, in and outside Government engaged in research and training in subject areas of mutual interest;
- vi. To institute fellowships and run sabbatical programs.
- vii. To engage in provision of consultancy services in and outside the country.
- viii. To establish and maintain a documentation centre to collect all the relevant and training output as a part of institutional learning.

Recent Initiatives in planning for Elementary Education at District level:

As education is commonly regarded as the basic input required for carrying out any meaningful and sustainable developmental activity, NIAR has accorded paramount importance to the subject of research in educational planning and training. It has been conducting training and coordinating research activities on Elementary Education under the sponsorship of Department of Elementary Education and Literacy, Ministry of Human Resource Development, Government of India and other State Governments. In view of the recent developments such as making Elementary Education a Fundamental Right and devolution of Primary Education to the Panchayats, during 2002-2003 too, the focus of NIAR was on elementary education, to a great extent. In the beginning of the year 2002-2003, it was decided in the sharing workshops with the Government of India and the State Governments that two critical areas need sharper focus in the field of elementary education – the Community Participation and ownership in planning for elementary education and improving the quality of education being imparted to the children. Thus, the thrust areas for the training and research programmes during the year was 'Working with the Community for Universalization of Elementary Education and Quality Issues in Elementary Education'. An effort was made to support the state governments in the capacity building process of their officials engaged in the implementation of the ambitious DPEP-SSA. In the emerging scenario, when the SSA is being implemented in all the districts of India under the constitutional mandate, the role of the district

administrators to formulate and implement community owned quality elementary education district plans is critical. The training output of different programmes conducted by NIAR have been documented and shared with officials of the different regions of India thereby disseminating the good practices across the country. Many of the workshops have been conducted in different parts of the country to provide wider opportunity for participating and sharing of best practices and quality learning.

The year 2002-2003 also saw a major shift in the priority area of NIAR so far as elementary education is concerned. Now, research occupied centrestage. A milestone in this direction was the Baseline Social Assessment Research Studies conducted in seven districts of Uttaranchal. It may be said that in matters of magnitude and methodology these research studies are perhaps unparalleled in the country. It is hoped that the outcome of the various training programmes and research studies would help different states of the country to identify the key problems and issues and accordingly to design appropriate interventions to improve the quality of education which is so vital for improving human capability. Indeed a conscious effort has been made during the last year to use different training and research activities as an integral part of the institutional learning.

Training Modules on Capacity Building of the Panchayati Raj Institutions:

Three comprehensive training of trainers' modules have been developed jointly by Shri Manoj Ahuja, Vice-Chairman and Coordinator, CRS and Dr. H.C. Pokhriyal, NIAR for improving the capacities of the officials and peoples representative of Panchayati Raj Institutions. These three modules are mainly concerned with (1) One-Day Awareness Building Programme, (2) Two-Day Awareness Building Training Module and (3) Six-Day Professional Training Module. The details of the training modules have been documented along with comprehensive guidelines prepared for the trainers to conduct training programmes based on these training modules. The participatory training approach and methodology has been developed and discussed to achieve the objectives of these training modules in a more sustainable manner that will ultimately improve the quality of governance at the district level.

Research Studies Initiated during 2002-2003

Baseline Social Assessment Research Studies concerned with Elementary Education:

Eight Diagnostic Research Studies have been initiated by the NIAR in collaboration with the Uttaranchal State Government and the Government of India to analyze the present status of elementary education prevailing in different districts of the state. In these research studies, which are carried out under Sarva Shiksha Abhiyan (SSA) initiatives, eight diagnostic research reports are under preparation. Apart from these researches, a comprehensive database for all the reports and a set of qualitative and quantitative tools to analyze the status of elementary education are also being prepared. These tools will be used in analyzing the status of elementary education in various districts within the country.

The objective of the Baseline Social Assessment Research Studies is to investigate the social, economic and institutional factors affecting access, enrolment, retention and quality of elementary education in different districts comparing different caste and gender categories. The fundamental issue of decentralized planning for community owned quality elementary education is being analyzed extensively in all the above mentioned studies. The quantitative tools used for these studies include detailed twelve schedules designed to analyze the existing status and perception of all the stakeholders concerned with elementary education planning. The qualitative tools are mainly based on Participatory Rural Appraisal and Participatory Learning and Action approach to understand the existing situation along with documenting the perception of teachers, officials, community members both men and women of different caste categories and importantly the children studying in class V and VII. Besides the qualitative and quantitative tools, fifteen comprehensive data formats have also been designed to collect the secondary information from the records of elementary education and panchayati raj departments.

Efforts are also made in these studies to develop some regression models for analyzing the specific "cause and effect relationship" concerned with elementary education planning. It is expected that the findings of these studies will be helpful to the district development administrators to very precisely design suitable planning interventions under district elementary education plan relevant in the local context. These studies will be taken as the unique initiatives to provide suitable decision support tools based

on rigorous empirical verification of information to the administrators to formulate and implement decentralized planning for human development.

Evaluation Studies in Chhattisgarh State

The Study is sponsored by Education Department, Government of Chhattisgarh. It is an independent external evaluation study done to assess the sustainability of alternative schools set up under the Education Guarantee Scheme in district Raipur. The methodology of the study involved choosing a set of indicators that are crucial for sustainability. A questionnaire was prepared for eliciting information from parents, schools management and children in some selected villages of Raipur. A composite index of sustainability was thus worked out for each school and forty schedules were prepared for coding

Flow of Funds for Major Plan Issues

The study aims to document the various stages of approval and release of funds for specified plan schemes, from their inclusion in the union budget till the funds are received by the field implementing agency and analyse the time-lags involved.

The trends, both scheme wise and state wise has been documented and analyzed in this report and also attempt has been made to highlight areas of policy attention. The study is likely to be completed by July 2003.

Geographical Information System for Nagaland Government

The project is aimed at computerizing of district and village level statistics through preparation of data warehouse on several parameters. The data warehouse is a digital library of data which shows information about the baseline studies. The district has been treated as the basic unit of development. The baseline study focuses on demography, land use/land cover, drainage, water bodies and socio-economic features of the district which are inputs for planning the development of the district. The available data would be related spatially to show the village level spatial variation of these parameters and develop planning and monitoring mechanisms for use by top level decision makers of the district.

Data entry for two districts of Kohima and Dimapur has been completed. The user can perform interactive spatial queries and also modeling for planning.

Manual for Human Rights for District Magistrates

The Manual on Human Rights for District Magistrates, funded by National Human Rights Commission, Delhi focuses on all the areas of human rights considered relevant for the District Officials of India. The eleven chapters to be included in the manual are: 1) Maintenance of Public order/Law and order; 2) Custodial Justice; 3) Insurgency and Terrorism; 4) Socio-economic crisis such as food security, health epidemics; 5) Children; 6) Women; 7) Labour; 8) Dalits; 9) Minorities; 10) Disabled and physically challenged, and 11) Senior citizens.

The chapters are authored by eminent academicians.

NHRC – J & K and North East

The issue of good governance has been in focus in recent times. If human rights are honoured and not violated, certainly the governance will be better and the citizen will be more satisfied. The National Human Rights Commission asked to conduct few research studies on Human Rights issues. The studies initiated were: -

- (i) Insurgency and Human Rights Violations in Jammu & Kashmir and North-East – by Mr. Wajahat Habibullah and Mr. M.H. Khan.
- (ii) Tribal, Environment & Violations of Human Rights – by Ms. B.V. Uma Devi

The objectives of the proposed studies is to document the types and modes of Human Rights Violations, understand and analyze the causes and suggest remedial measures.

Research Design & Methodology

Studies are proposed to be conducted mainly on the basis of following:

- Collection of primary data by conducting the field operation through schedules/ questionnaires/interviews
- Collection of secondary data/ information from various sources such as State Human Rights Commissions, District Authorities and NGOs wherever possible
- Interact with selected human rights agencies purposively to examine their efforts and problems faced by them
- Analysis and interpretation of secondary and primary data
- Preparation and Printing of Final Report

The research study for North-East was conducted at Tripura and the final report is under preparation. The work for research study

at J&K is under progress. Similarly another study for Tribal and Environment is also under progress.

NHRC – Environmental Study

A research study is being undertaken by the Academy funded by the National Human Rights Commission, New Delhi on the above subject. Majority of the tribals in our country depend on the forest areas for their basic needs, such as, fuel, fodder and food. In the recent past due to increase in population their dependency on the forests has increased and this in turn is affecting the condition of the Forests and surrounding environment. A small tribal area in the Dindori District of Madhya Pradesh consisting of ten villages is taken up for Research in this subject to study the impact of the dependency of a particular tribe called Baiga for Livelihood (Right to livelihood) on the forests and its impact on the condition of forests and surrounding environment. This study is being done with the help of an NGO called Bharat Gyan Vigyan Samiti, located in Bhopal which is primarily doing the data collection in 10 villages of the Dindori District.

At present the data collection and analysis of the data is in progress and the final report will be ready by the end of May, 2003.

Evaluation of Institute of Driving Training and Research (IDTR)

NIAR is conducting a study on evaluation of Institute of Driving, Training and Research, a driving and training institute set up as a public private partnership between the Transport Department, Government of NCT of Delhi and Maruti Udyog Limited. The study is an evaluation of organisational effectiveness vis-à-vis the objectives with which it was set up, its strengths and weaknesses and the performance of the management. Based on the recommendations, a blueprint of action for the future would be drawn up.

Research Study on Dynamic of Grade - I enrolment in Bihar:

NIAR has initiated a research study on "Dynamics of Grade - I Enrolment" in Bihar where District Primary Education Programme (DPEP) is being implemented since 1997. It has come to light that the percentage of enrolment in class - I to total enrolment has come down in the government schools. A disturbing trend is that the enrolment of girls and Scheduled Tribe students has also decreased. It is interesting to note that while on the one hand the

trend of enrolment of under age children in class one has been reversed and is on decrease, the enrolment of over age children has increased. The comprehensive study initiated by NIAR may reveal the whole gamut of issues affecting grade - I enrolment. The study will focus on the factors related to school education, children status, the attitude of parents and the approach of teachers. The outcome of the study will provide insight to the project implementators on the positive interventions required to improve the educational scenario in the state.

Brief Summary Of The Workshops/Training Programmes Conducted By NIAR

Workshops/Training Programmes sponsored by Ministry of Human Resource Development, Government of India

During the year 2002-2003, quite a few training programmes and workshops in the realm of elementary education were conducted by NIAR. These were meant for officials of different states engaged in the implementation of District Primary Education Programme and the Sarva Shiksha Abhiyan. The programmes, sponsored by the Department of Elementary Education and Literacy, MHRD, Government of India, were basically aimed at the capacity building of the officials for formulating better decentralized educational plan and effective implementation at the district level. Apart from this, the programmes were also used as a forum and an opportunity for sharing innovative and good practices in the field of education across the country. The thrust areas of the workshops, however, were "Working with the Community for Universalization of Elementary Education and Quality Issues in Elementary Education". A few training modules like VEC functioning and community ownership have also been developed on the basis of the learning coming out of the trainings and workshops.

The list of various workshops/training programmes is given in Table 1.

Management Development Programmes:

NIAR has been conducting Advanced Management Programmes for senior officers of coal India and its subsidiary companies since July 2000. The main emphasis of this programme is on Corporate Governance, Disinvestment, Ethics and Values, Leadership, Succession Planning and Attributes for Board appointees in PSEs. Three such programmes were held during the year.

A three-day programme on “Leadership and Decision Making” was organised at the request of the Central Tibetan Administration for their officials of the rank of Secretary and Additional Secretary. The training needs analysis was done and accordingly the programme focussed on decision making, office management, leadership and finance.

A three day programme on ‘Managing Organisation Effectiveness of NBCFDC Schemes’ was organised for Managing Directors and Senior Officers of the State Channelising agencies. The programme was designed to enhance and develop new competencies in management of National Backward Classes Finance and Development Corporation (NBCFDC) schemes and its impact on beneficiaries. The focus areas were working with NGOs and SHGs, economics of lending, project management and MIS and IT in management of schemes.

U-PROBE

A Brainstorming workshop to deliberate on the implementation of U-PROBE was organised at NIAR. The Department of Science and Technology, Government of India proposes to launch a coordinated project with Department of Education, Uttaranchal government named U-PROBE (Participation of youth in Real time observations to Benefit the Education). This is a pilot project and based on its success, similar programmes would be incorporated throughout the country. The objectives of U-PROBE are:

- i. To promote scientific temper and education amongst the school children through participation in data observations in the field of weather and climate.
- ii. To create awareness about the implications of climate change and environmental degradation amongst the public.
- iii. To bring the Schools, Universities, Research and Development organisations, NGO’s, Government organisations and the grassroot community centres under the same network for exchange of ideas and sharing information for betterment of the environment.
- iv. To collect and archive weather related data for research by institutions of higher learning and conversion of information to useful knowledge.
- v. Other similar issues related to weather, climate and environment.

Community Information Centre (CI(C)

The Ministry of Communication and Information Technology, Government of India has engaged NIAR for advising on content

creation for CIC's setup in the North-Eastern States. The workshops were organised at Kamrup and Agartala to deliberate on the benefits of IT in rural area and to bring the administration nearer to general public through grassroots level application for e-governance. High-end computing facilities with satellite based broadband connectivity available at each of these CICs provided a unique opportunity to build innovative and sustainable community based mechanisms at the village level to exchange and deliver the knowledge.

CIC operators, District level officers, senior government officers, Commissioner and Secretary (IT), NIC officials, SDOs, BDOs and GIS professionals participated in the workshop.

Table 1: Brief summary of the workshops and training programmes conducted by NIAR during 2002-2003

| S.N. | Name of the Course and States covered |
|------|---|
| 1. | Workshop on Working with the Community for UEE & Quality Issues in Elementary Education for (a) Nagaland, (b) Maharashtra, (c) Madhya Pradesh, (d) Jharkhand, (e) Chhattisgarh, (f) Assam, (g) Manipur, (h) Uttranchal, (i) New Delhi, (j) Tamil Nadu, (k) Punjab and (l) Andhra Pradesh <i>Venue: NIAR, LBSNAA, Mussoorie from May 24-29, 2002</i> |
| 2. | Four-day Advance Management Programme for Senior Executives of Coal India and its subsidiary companies for (a) Jharkhand, (b) Orissa, (c) Chhattisgarh and (d) Madhya Pradesh <i>Venue: NIAR, LBSNAA, Mussoorie from June 3-6, 2002</i> |
| 3. | Quality Issues in Elementary Education for (a) Maharashtra, (b) Himachal Pradesh, (c) Bihar, (d) Punjab, (e) Rajasthan, (f) Mizoram and (g) Uttaranchal <i>Venue: NIAR, LBSNAA, Mussoorie from July 11-13, 2002</i> |
| 4. | Three-day programme on "Managing Organisation Effectiveness of National Backward Classes Finance & Development Corporation for (a) Andhra Pradesh, (b) Himachal Pradesh, (c) Maharashtra, (d) Orissa, (e) Tamil Nadu, (f) Uttranchal, (g) Assam, (h) Kerala, (i) Manipur and (j) New Delhi <i>Venue: NIAR, LBSNAA, Mussoorie from July 14-17, 2002</i> |
| 5. | Workshop for Development of Quantitative and Qualitative Research tools to analyze Elementary Education <i>Venue: NIAR, LBSNAA, Mussoorie from August 1-2, 2002</i> |
| 6. | Field Testing of Quantitative and Qualitative tools for assessment of Elementary Education <i>Venue: DPO, DPEP/SSA, Pauri Garhwal from August 23-25, 2002</i> |
| 7. | Sharing Workshop on Quantitative and Qualitative tools to assess the status of Elementary Education <i>Venue: NIAR, LBSNAA, Mussoorie from September 10-13, 2002</i> |
| 8. | Four-day Advance Management Programme for Senior Executives of Coal India and its subsidiary companies for (a) Jharkhand, (b) Orissa, (c) Chhattisgarh, (d) Madhya Pradesh and (e) Maharashtra <i>Venue: NIAR, LBSNAA, Mussoorie from September 17-20, 2002</i> |

9. Sharing Workshop on Quantitative and Qualitative tools to assess the status of Elementary Education
Venue: NIAR, LBSNAA, Mussoorie from September 21-24, 2002
10. Consultative Workshop on Community Information Centre (CIC) Project for North-Eastern States (Viz. Arunachal Pradesh, Assam, Meghalaya, Manipur, Mizoram, Tripura and Nagaland)
Venue: DC Office, Kamrup, Assam from September 23-24, 2002
11. Workshop on Working with the Community for UEE & Quality Issues in Elementary Education for Chhattisgarh
Venue: SPO, Raipur October 7-11, 2002
12. Workshop on Working with the Community for UEE & Quality Issues in Elementary Education for North-Eastern States (Viz. Arunachal Pradesh, Assam, Meghalaya, Manipur, Mizoram, Tripura and Nagaland)
Venue: ATI, Guwahati from October 22-26, 2002

Training of Trainers Workshop on Sustainable Energy for (a) Madhya Pradesh, (b) Uttar Pradesh, (c) Orissa, (d) Delhi, (e) Rajasthan, (f) Uttaranchal, (g) Chattisgarh, (h) Punjab, (i) Maharashtra and (j) Gujarat
Venue: NIAR, LBSNAA, Mussoorie from November 13-15, 2002
13. U-Probe a Brainstorming Workshop for (a) New Delhi, (b) Uttaranchal and (c) Uttar Pradesh
Venue: NIAR, LBSNAA, Mussoorie from November 22-23, 2002
14. Workshop on Working with the Community for UEE & Quality Issues in Elementary Education for (a) Haryana, (b) Himachal Pradesh, (c) Uttaranchal, (d) Punjab and (e) Delhi
Venue: NIAR, LBSNAA, Mussoorie from November 25-29, 2002
15. Four-day Advance Management Programme for Senior Executives of Coal India and its subsidiary companies for (a) Jharkhand, (b) Orissa, (c) Madhya Pradesh and (d) Maharashtra
Venue: NIAR, LBSNAA, Mussoorie from December 2-5, 2002
16. Workshop on Working with the Community for UEE & Quality Issues in Elementary Education for (a) Kerala, (b) Karnataka, (c) Andhra Pradesh and (d) Tamil Nadu
Venue: SIRD, ATI Campus, Mysore from December 9-13, 2002
17. Three-day Workshop on Leadership and Decision Making for the Officers of the Central Tibetan Administration for Himachal Pradesh
Venue: NIAR, LBSNAA, Mussoorie from December 18-20, 2002
18. One day Consultative Workshop on Community Information Centre (CIC) Project for North-Eastern States (Viz. Arunachal Pradesh, Assam, Meghalaya, Manipur, Mizoram, Tripura and Nagaland)
Venue: SIPARD, Agartala from January 11, 2003
19. Workshop on Working with the Community for UEE & Quality Issues in Elementary Education for (a) Jharkhand, (b) Bihar, (c) Orissa and (d) West Bengal
Venue: DIET, Ranchi, Jharkhand from January 16-20, 2003

20. Workshop on Working with the Community for UEE & Quality Issues in Elementary Education for (a) Punjab and (b) Haryana
Venue: NIAR, LBSNAA, Mussoorie from March 6-10, 2003
21. Workshop on Working with the Community for UEE & Quality Issues in Elementary Education for (a) Mizoram (b) Meghalaya, (c) Nagaland, (d) Arunachal Pradesh and (e) Manipur
Venue: Zonal Council Hall, Kohima from March 17-21, 2003
22. Workshop on Working with the Community for UEE & Quality Issues in Elementary Education for (a) Delhi, (b) Uttranchal, (c) Uttar Pradesh, (d) West Bengal and (e) Jammu and Kashmir
Venue: NIAR, LBSNAA, Mussoorie from March 27-31, 2003

Research And Training Activities Of The Centres Of NIAR

Centre for Rural Studies (CRS)

CRS is concerned with the research on issues related to land, poverty alleviation programmes, panchayati raj institutions, rural labour and its migration pattern, wage issues, and agrarian movements and gender issues pertaining to all these.

Village Visit Programme 71st, 72nd and 73rd Foundation Course

The Centre in the current year organized Village Visit Programme for the Officers Trainees of 71st, 72nd Foundational Course. In this regard classes for the Officer Trainees were held by the Faculty of the CRS in coordination with Academy Faculty and the Officer Trainees were provided the necessary documents such as Village Visit Manual, Individual Focus based work book, Group Report work book etc.

The officer trainees of 71st FC visited 17 villages of the states of Assam, Karnataka, West Bengal and Jharkhand to study the village realities using PRA techniques during 21st March 2002 to 1st April 2002 and submitted group reports as well as individual focus based reports to CRS for evaluation and documentation.

The officer trainees of 72nd FC visited different villages of Uttranchal, Chattishgarh, Bihar, Kerala and Gujarat states from 1st November 2002 to 10th November 2002 and submitted group reports as well as individual focus based reports to CRS for evaluation and documentation.

Village Study Assignments for IAS Phase-II Probationers

The IAS Phase- II Probationers of the batch 2000-2002 submitted 56 Socio-economic and 56 Land Reforms assignments to the Centre for evaluation. These assignments were evaluated in the Centre and documentation of these assignments has been completed.

On the basis of feedback received from the IAS phase-II probationers, changing rural scenario, Poverty Alleviation Programmes (PAP) etc. the questionnaires for the Village Study Assignments, IAS phase-II Probationers (Batch 2001-03) were completely revamped. Therefore, Village study household software was also newly prepared. For the first time a class was held for the IAS Probationers Phase-II (Batch 2001-2003) regarding the use of household software. The Phase-II Probationers were provided with the necessary material and floppy containing the software for Village Study Assignment.

Development of CRS Website

The personalised CRS web site has also been created and hosted. Access of the website is available through the Academy website i.e. **[www.civilservices.gov.in/ lbsnaa / research/ crs/ index.htm](http://www.civilservices.gov.in/lbsnaa/research/crs/index.htm)**. In this website relevant information pertaining to the Centre's activities, publications, Workshops/Seminars, etc. are available in a very comprehensive manner.

Research, Evaluation and Impact Assessment Studies

The preliminary visit for the study entitled "Impact Assessment of made with concerned authorities of the State Governments for the preliminary Computerisation of Land Records (CoLR) in West Bengal" has been made. This study will commence from the month of May, 2003.

Rural Credit

Contact has been visits of the States of Rajasthan, Haryana and Punjab pertaining to the study entitled "Impact Assessment of Computerisation of Land Records (CoLR)".

The study entitled "Rural Credit in Tribal Areas of Jharkhand: Structure and Pattern" has been taken up jointly by Centre for Rural Studies, LBSNAA, Mussoorie and Institute for Human Development, New Delhi. The questionnaires, literature review and village lists were received by Centre from IHD, New Delhi. Villages of three districts such as Ranchi, Dumka and Palamu have been selected using a sampling technique for the study purpose. Field work and data collection work has commenced.

Gender Discrimination in Land Ownership

A survey based Micro field study on "Gender Discrimination in Land Ownership in the Context of Total Status of Women Empowerment" was conducted in the State of Uttar Pradesh. In this regard, the data collection, tables generation and draft report have been completed. Another micro field study has been proposed to be conducted in the north-eastern region. Resource person from Manipur state has been contacted to facilitate the Micro study.

Resource Persons from 14 states have been invited to write state papers on "Gender Discrimination in Land Ownership in the Context of Total Status of Women Empowerment". Till now draft reports from seven states have already been received.

Workshops/ Seminars

The Centre organized a retreat on "Capacity Building for Decentralized Administration" during 5-7th July, 2002. The participants of this retreat were Union Ministers, MPs, Retired and serving Bureaucrats, Senior Academicians and representatives from various NGOs.

Internal Publications (Articles/Reports)

A Training Module entitled "**Capacity Building of the Panchayati Raj Institutions in Uttranchal State**" prepared by Manoj Ahuja and H.C. Pokhriyal, has been published.

Poverty, Unemployment, Conflict and Development in Rural Bihar (A report based on the Village Visit of 66th Foundational Course) has been published by the Centre.

A paper entitled "**Status of Computerisation of Land Records in India**" prepared by Manoj Ahuja and A.P.Singh has been submitted to Ministry of Rural Development, GOI.

"**Emerging issues in Tenancy**", a research paper prepared by A.P.Singh has been submitted to Ministry of Rural Development, GOI.

A paper entitled "**Consolidation of Holdings in India**" prepared by A.P.Singh has been submitted to Ministry of Rural Development, GOI.

"**Land Alienation and Tribal People's Right**", a paper prepared A.P.Singh has been submitted to Ministry of Rural Development, GOI.

"**Evaluation of Computerisation of Land Records: A study from Gulbarga District**" by Manoj Ahuja and A.P. Singh has been published.

"Land Reforms in Five States of North-East": A report based on Village Study Land Reforms Assignment of IAS Officer Trainees by S. Tripathy (Referee: Dr. Praveen K. Jha).

"Annotated Bibliography on Local Self Governance (Panchayati Raj Institution)": by Nupur Dubey has been published.

Centre For Literacy Development (CLD)

The Centre for Literacy Development (formerly the NLRC) has been conducting sessions for the in-service courses conducted at the NIAR and the Academy, for senior officers of the State and District Education programmes. The issues dealt with were the quality of education, curriculum reform and community participation. The sessions on Literacy and Human Development, especially for the Officer Trainees gave them an opportunity to interact with those directly engaged in social action.

CLD participated in the Consultation on Education For All, jointly conducted by ASPBAE and Nirantar at Delhi on April 4.

Director CLD participated in the International Policy Dialogue on Adult and Continuing Education held at Hyderabad by the Unesco Institute of Education, Hamburg.

Director CLD participated and took a session on 'Curriculum Reforms and Pedagogy' during the National Workshop on 'Working with the Community for UEE and Quality Issues in Elementary Education'. This was meant for State Project Directors and senior officers of the Sarva Shiksha Abhiyan.

A study tour of the districts of Begusarai (Bihar) and Dhanbad (Jharkhand) was made in June with the theatre director and film-maker M.K. Raina, for the CLD documentation of the process of women's empowerment through Kala Jathas and their political participation in the panchayats.

'Nav Vikas Le Sabjan Padhbo: Saksharta Abhiyan Par Sanjha Shodh': CLD has collaborated with 'Books For Change' for the publication of Participatory Research Studies to see the impact of the literacy campaigns in three districts: Mandi (Himachal Pradesh), Begusarai (Bihar) and Durg (Chhattishgarh).

A two-day "National Consultation Seminar on Participatory Research" was organised at National Institute of Public Cooperation and Child Development (NIPCCD) New Delhi on August 16-17, 2002 in collaboration with MACESE, Department of Education, Delhi University, Delhi.

A session on "New Issues in Education", was conducted for the participants of a two week Training Programme for IAS Officers

(6-9Years Seniority) at Lal Bahadur Shastri National Academy of Administration, Mussoorie.

A one-day programme on 'Literacy and Education' was conducted for the 72nd Foundation Course on October 28, 2002. The CLD film "Mukiya Hum Banbau" was screened.

A Kala Jatha Team from Kala Satya Anveshak Samiti, Indore, M.P. presented a 2-hour performance in the afternoon, on October 28, 2002 on the use of folk forms for cultural mobilisation in literacy and other related campaigns.

Centre for Co-operatives and Rural Development (CCRD)

The Centre for Co-operatives and Rural Development (CCRD) is functioning since September 1995. The CCRD is engaged in conducting research in co-operative sector, studying the difficulties faced by the rural poor in organising themselves into co-ops and successful interventions by Co-operatives and Rural Development Institutions in the poverty reduction, to impart training in the area of co-operatives and rural development to officers of the IAS and other Class-I Services, organising Training Programs on Self Help Groups for IAS officers, and providing support to the National Institute of Administrative Research (NIAR) and other research units of the Academy.

In November 11 - 13, 2002 a 3-days "Exposure Programme on Micro-Finance and Self-Help Groups for IAS Officers" was organized at the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie. The participants of this programme were IAS officers of middle / senior level (4 to 12 years of seniority) from Andhra Pradesh, Arunchal Pradesh, Haryana, Himachal Pradesh, Jammu & Kashmir, Madhya Pradesh, Maharashtra, Manipur, Rajasthan, Uttar Pradesh and Uttaranchal. The resource persons of the course were Shri K. Muralidhara Rao, MCID, NABARD, Shri Alok Kumar, Director (AC & BO-I), Department of Economic Affairs, New Delhi and Ms. Usha Sharma, Registrar Cooperatives Societies, Rajasthan. They have taken important inputs on various issues related to Micro-Credit and Self Help Group. One day field visit to interact with the self help groups and bankers was also organized.

Similar programme is scheduled for the IAS officers of North-Eastern states during April, 2003. In addition, few programmes are in pipeline (proposals submitted to IFFCO, Ministry Of Agri. & Coop. Etc.) and financial sanction for the same is awaited from respective organizations.

Centre for Development of Software for Training of Administrators and Journal (SOFTRAIN)

Centre for Development of Training Software for Administrators (SOFTRAIN) was set up in 1995 for the creation, collection and dissemination of appropriate training software. It also develops background teaching materials in various areas of public management, economics, law, management, computers, etc. A Core Group has been constituted to monitor the activities of SOFTRAIN headed by the Joint Director of the Academy. Ms. Arti Ahuja, Deputy Director is the co-ordinator of this centre.

Objectives of SOFTRAIN

The following are the objectives of the Centre:

1. Preparation of training materials;
2. Collection of training materials in the identified areas from various sources and documenting the same;
3. Dissemination of the training materials to the National/Central/State Training Institutions and other Organisations;
4. Conducting Training of Trainers workshops for dissemination of expertise regarding use of the training materials;
5. Marketing of the training materials; and
6. Undertaking studies to assess the impact of training at various levels.

Functions

The Centre for Development of Software for Training of Administrators (SOFTRAIN) is a Project that was implemented during the 9th Five-Year Plan (1997-2001).

The work relating to development of Software is the core function of the Project. The functions of the Centre are to:

1. Identify the areas in which study is to be undertaken to prepare the Software;
2. Identify Resource Persons to undertake the development of the Software;
3. Establish linkages with national and international institutions having specialisation in particular areas, for exchange of information;
4. Undertake field visits by identified faculty members and or the Resource Persons for in-depth study;
5. Commission studies for providing an analytical framework on the basis of the information and data collected;
6. Suggest measures, strategy and methodology for tackling the problems identified;
7. Identification and purchase of suitable training films;
8. Publish the Source Books/Case Studies;
9. Market the Software produced;
10. Commission studies to assess the impact of training; and
11. Develop modules for Training of Trainers in Public Management;
12. Experiment with alternate training methodology, including micro-community interventions.

Types of Training Software

The types of training software, which the Centre has developed are the following:

1. Source Books;
2. Case Studies; and
3. Training Films.

Source Books

Lal Bahadur Shastri National Academy of Administration, Mussoorie, has undertaken a major project to prepare a series of source books for officers in the field on different aspects of administration. It is our aim that the source books should be practical and action oriented in character and they should serve as invaluable reference books for effective interventions by administrators working in the field; the intention is to produce

books that serve as corpus of accumulated knowledge to be drawn up on by administrators in different stages of their career. So far 17 source books and 20 books have been published.

During this year the following source books are under printing & publication:

1. Training Manual on CCS Conduct Rules by Shri B.V.R.Subrahmanyam
2. Judicial Activism by Shri D. Banerjea, V. Vijaykumar, Dr. A.Subhrahmanyam
3. Promoting Livelihood for the Rural Poor by Shri Vijay Mahajan
4. Distinct Disaster Management by Shri P.Michael V.Siromony (Revised Edition)
5. Values in Administration by *Ms.Shashi Mishra*

Case Studies

Among training methodologies currently in use, perhaps the most effective for mid-career professionals is the methodology of case studies. Further, the feedback received from participants and programme co-ordinators of in-service courses suggests that this is the most preferred training and learning methodology. 21 case studies have been published till date. During this year SOFTRAIN has undertaken to publish 35 case studies in various fields.

Training Films

SOFTRAIN also produces Training films on various subjects. Two types of Training films are made: (1) where Officer Trainees with the help of professionals learn film making and make a film; and (2) where films are commissioned and made under the guidance of members of the faculty. The subjects of these films are such that use of the audio-visual medium renders learning almost experiential and easy. 09 films have been produced till date.

Micro-Community Interventions as Training Methodology

In addition to the training software of various kinds indicated above, it is found that in recent years the most effective methodology for sensitising the officer trainees to the problems of the disadvantaged, educating them about their problems, and building a commitment and skills to intervene effectively for social justice, is to encourage them to structure micro community interventions. The kind of interventions that have been

successfully attempted include ending of the system of handpulled rickshaws in Mussoorie, environmental improvement, health interventions for the poor, adoption of a primary school and Balwadi, alternative livelihood for mess employees, etc.

Training Materials

SOFTRAIN has also helped in developing the following training materials so far during this year:

1. Reading in Indian History & Culture, co-ordinated by Shri S.Krishnan (*Revised*)
2. Select Readings for Attachment with Defence Force, co-ordinated by Shri S.Krishnan (*Revised*)
3. IAS in perspective, co-ordinated by Shri S.Krishnan (*Revised*)

Academy Journal 'The Administrator'

During this year the Journal Section is merged with SOFTRAIN. The main objective of '*The Administrator*' would be 'To serve as a platform for research and documentation in the areas of Public Administration, Public Management and Public Policy for practitioners and students of these fields'. At present an editorial board has been constituted with members to monitor the editorial policy to publish the journal headed by the Director of the Academy.

National Centre for Gender Training, Planning and Research (NCGTPR)

The National Centre for Gender Training, Planning and Research (NCGTPR) has been established by the Department of Personnel and Training (DoPT), Government of India in collaboration with the Department for International Development (DFID-INDIA) of the British Government. It is registered under the Societies Registration Act, 1860. The main objectives of the Centre are (I) to mainstream gender in policy / program formulation and implementation in Government so as to establish gender as a priority concern in government and to ensure equitable development of men and women; (ii) to institutionalize gender perspectives in governance, through the provision of direct and indirect support of training efforts at all levels of the government system; (iii) to undertake monitoring and evaluation of training efforts, and gender related development projects and programs being implemented or conducted in both the government and non-government sectors; (iv) to act as a national resource centre where information bearing on gender and development issues can be brought together and accessed by various users primarily by government departments and training institutes, and disseminated to related departments/ institutions in the country and abroad; and (v) to play a conscious advocacy role by feeding insights, lessons and recommendations from training, research and network activities into the appropriate forums in government.

NGC's approach to gender issues is to ensure that all aspects of training programmes mainstream gender equality issues in design, implementation and monitoring of Government policies and programmes. The Centre imparts gender training to the participants of regular courses run by the Academy through lectures, seminars and other sensitization inputs to make them understand the conceptual and analytical gender relations framework. While advising and conducting training programmes and workshops on various gender issues, it also develops gender-training modules and organizes courses for other institutions and clients on demand.

The Centre delivers gender training through courses and sensitization inputs to understand the conceptual and analytical gender relations framework to the regular courses run by the Academy, for the Officer Trainee's of All India Service, and Central Services in the Foundation Course, Phase-I & Phase-II. Apart from this the training is imparted to the officers of middle to senior level members of the IAS and officers promoted to the IAS from the state civil services attending in-service programmes. While it is advising, conducting training programmes and workshops on various issues it is also developing gender training modules and running courses for other institutions and clients like DOWCD, NCEAN, IGNFPA, UNFPA, NCW etc. covering various gender issues. Apart from this the centre plays a conscious advocacy role by periodically conducting Panel Discussions, Essay Competitions for the Officer Trainees and introduces the prizes covering the sensitive issues like violence against women, women's health, sexual harassment at workplace, economic development activities and participation in the political arena etc.

Facilities at LBSNAA

Gandhi Smriti Library

The Gandhi Smriti Library of the Academy is one of the most well equipped libraries in the country. 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.

The Library has more than 1.5 lakh documents, including bound volumes of journals, 1811 audio cassettes, 1955 video cassettes and 351 CDs to be used in training activities.

In addition, the library receives around 360 periodicals, published by various National and international Organisations/ Institutions, by way of subscription, exchange and gift.

Most of the housekeeping jobs of the library are computerized. The library maintains two databases- one for information on books, reports, audio cassettes, video cassettes, CDs and the second one for newspapers and journals' articles. The library databases are now available on LAN.

Computer Centre

The Academy has a total of 440 computers, most of them with Intel Pentium chips. It has a Internet access via VSNL and all the computers in the Academy are networked. A computer is provided in each hostel room for the Officer Trainees to enable them to make full use of Internet facilities and the internal Academy resources for teaching and learning purposes. The Academy has also implemented a project for automation of Workflow with electronic processing of documents and minimal use of paper. The first two phases of the automation process have already been completed including training activities, Officers' Mess, issues relating to personnel administration and accounts have been fully automated. The third phase of this programme is under implementation and many other operations including purchase and issue of store allotment and maintenance of office space and residential accommodation and management of vehicles are being

computerised. During the year, 2002-2003 Computer centre did the following activities

1. All hostels including Ganga, Narmada, Kaveri, AN Jha & Valley View have been provided with new Pentium III 733 Mhz computers with full multimedia capability equipped to get unlimited internet access along with UPS.
2. All the hostel rooms of Indira Bhawan Complex have been provided with Pentium II computers with Internet connection and Multimedia facility.
3. All members of personnel departments have been provided Pentium II computers with full Multimedia facilities.
4. Entire Network of the Academy campus including hostels, NIAR, and Indira Bhawan complex have been upgraded 10 MBPS to 100 MBPS. The network cabling structure has been changed to high speed UTP CAT5 and the connectivity distribution pattern is replaced with High Speed Switches.
5. Academy has redesigned the Web site this year and now the Web site of LBSNAA is hosted by the name of **<http://www.civilservices.gov.in/>** with the following features:
 - An E-mail facility to all IAS Officers.
 - Bulletin board.
 - Discussion Groups.
 - E-groups.

Information on Infrastructure for 2002-03 of Computer centre

| | | |
|-----|--|---|
| I | Total Computers | 440 |
| II | Number of the following Intel Microprocessor based computers | |
| | Intel 386 | 01 |
| | Intel 486 | 54 |
| | Intel Pentium I | 108 |
| | Celeron | 34 |
| | Intel Pentium II | 77 |
| | Intel Pentium III | 145 |
| | Intel Pentium IV | 20 |
| III | Number of Apple computers | 01 |
| IV | Number of other (other than Intel based of Apple) Computers | 03 UNIX Servers 06 Compaq series servers |
| V | Total number and type of Printers | |
| | HP LaserJet 6L | 54 |
| | HP LaserJet 4P | 03 |
| | HP LaserJet 4500N | 04 |
| | HP LaserJet colour | 01 |
| | JP 250 | 20 |

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| | | |
|------|---|---|
| | JP 150 | 06 |
| | Wipro Colour | 06 |
| | HP Deskjet Colour | 08 |
| | DMP 132 | 03 |
| | Apple LaserJet | 01 |
| | HP Desk jet | 01 |
| VI | Number of optical Scanners | 03 |
| VII | Number of CD Writers | 03 |
| VIII | Computer software available in the institute | Windows 3.1,95,98, NT4.0 & 2000,MS-Office 4.2,97, 2000, Netscape, Norton Anti Virus, Techlib, Basisplus, HP_Unix 8.0,Unixware 1.0, ALICE , ORACLE 8.1, WIN 2000 Advanced server |
| IX | Computer linked up in a local area or wide area network | Internet based LAN, Windows NT, Unix & LINUX. |
| X | Institute is connected to the Internet | Yes |
| XI | Nature of connection | VSAT 64 kbps Microwave VSNL 512 kbps |

Official Language Section

With a view to ensure progressive use of Hindi and also to comply with the Official Language policy of the Union, an independent section by name the '**Official Language Section**' came into existence in the Academy in the year 1986. This section functions under the overall guidance and supervision of the Administrative Head, who is assisted by the Professor & Co-ordinator, Faculty of Hindi and Regional Languages as Officer Incharge (Official Language). Besides, two Junior Translators from the Central Secretariat Official Language Service, Department of Official Language, New Delhi also work in the section. During the year, the Official Language Section, with an all-out effort, performed the various jobs under two major heads as follows-

Implementation

- i) Efforts were made to achieve the targets set in the Annual Programme for the year 2001-2002 circulated by the Department of Official Language, Govt. of India. In this direction, target-wise correspondence in Hindi from the Academy with all the three regions was ensured and accordingly 100% correspondence with the regions A & B, and above 90% with the region C was ensured in Hindi. Further, bilingual preparation, publication and circulation of all the items required to be bilingual under Section 3(3) of the Official Languages Act was ensured in toto.
- ii) A meeting of the Director and the then Special Director of the

Academy with the Hon'ble members of the Committee of Parliament on Official Language was facilitated and co-ordinated successfully wherein various measures and steps were discussed to ensure more and more use of Hindi in the Academy in its administrative as well as training arenas.

- iii) Hindi Diwas was organised wherein citation and cash awards were given away by the Director to the prize winners of the annual Hindi noting & drafting scheme.

Translation

Besides, routine translation of letters, orders, circulars, notices, tender notices, annual report, question papers, disciplinary proceedings, etc., the Official Language Section endeavored to make available the Hindi translation of course manual of the 71st & 72nd Foundation Courses, in addition to the academic inputs in the form of hand outs, lecture notes, etc, relating to Public Administration, Law, Management, Ethics, Village Visit and Economics. Earlier translated texts on Indian History and Culture, Management, Public Administration were compiled, edited and prepared in the book shape.

Medical Facilities

The Academy has a dispensary, which provides out-patient care to all the Officer Trainees, members of the staff and their families. Emergency care is available round the clock. In addition to the two Medical officers in the dispensary, visiting doctors also provide specialized consultancy. Referral facilities are made in the hospitals in Mussoorie and Dehradun. The dispensary is equipped with X-ray, ECG and Laboratory testing facilities and physiotherapy equipment. The Dispensary also organises Blood Donation Camps, tuberculosis Camps for the population around the Academy and regular health check-ups for Balwadi children and the kendriya vidyalaya personnel and children.

Some of activities undertaken by the Dispensary were: -

1. Blood donation camp was organised with the help of Doon hospital during summer Foundation Course on 6th April, 2002. 46 donors donated blood.
2. Blood donation camp was organised with the help of Doon hospital on 12th October 2002. 59 donors donated the blood.

3. Camp was organised under the National Polio Eradication program on 9th February, 9th March and 13th April, 2002 in Academy for children below 5 years age.
4. By regular routine check up's some tuberculosis patients and Epileptic patients were diagnosed and are undergoing treatment
5. Visiting Doctors belonging to specialty cadre e. g. Medicine, Ortho., Eye, Dental, Gynecologist, Pediatrics are rendering their services to all staff, guest, Officer Trainees, faculty and their families etc. Beside this regular check up of in service trainees, induction course and Foundation course were done from time to time.
6. Dispensary renders service by active participation in trekking, cross-country, athletic meet, fete etc. First aid courses were taken during summer Foundation courses for officer trainees.
7. Regular health check up of students of (i) Balwari School and; (ii) Kendriya Vidhyalaya was done. Dispensary Doctors attend the camp regularly once in a week for treatment of coolie, rickshaw pullers and other downtrodden people, which is being organised by Society of Social Service.
8. Dispensary is having facility for x-Rays, E.C.G., physiotherapy unit. Laboratory facilities having complete blood, urine and other chemical tests. Physiotherapy equipment- Short Wave Diathermy, Ultrasonic therapy, Auto traction, Wax Bath and exercise equipment. It caters service round the clock.

Others

Since July 1989, a Kendriya Bhandar is functioning in the Academy premises just outside the main gate under the auspices of Central Government Employees' Consumer Co-operative Society Limited, New Delhi. This provides essential commodities of daily need, quality foodstuffs, and other consumer items at competitive rates. It caters to the needs of the office too. These services are open to members of the public too. The Academy has a post office, which fulfills the needs of the Academy and the adjoining areas. The State Bank of India has a branch at the Academy. In addition, two barbershops, a tailor-shop and a bakery-shop meet the daily needs of the trainees and visitors to the Academy.

Total Quality Management In Training Institutions

The Academy has been recognized as the lead institute for Total Quality Management in Training Institutions. As part of the TQM initiative, the Academy undertakes a number of activities. These include TQM initiatives within the Academy, which involve a number of staff oriented activities and upgrading facilities and utilities within the Academy. In addition, the Academy has brought in TQM concepts as essential inputs in almost all courses conducted in the Academy. TQM have in fact become an integral part of the courses run in the Academy. Some of the significant TQM topics are:

- i. Relevance of the Concept of Quality in Government
- ii. PDCA
- iii. 5 'S'
- iv. Process Management
- v. Benchmarking
- vi. Problem solving techniques
- vii. Excellence Model.

These inputs have been extremely useful and of practical value to the participants and are being used to make changes in the functioning of some offices leading to better service and better quality. Some such applications have also been documented in the half-yearly newsletter, "Quality Government" brought out by the TQM Cell and circulated to all Government of India departments, State Governments and Training Institutions.

To take the message of TQM to a wider audience, the Academy also sponsors a one-day special plenary session on Quality in Government as part of the annual Quality Summit of the Confederation of Indian Industry, New Delhi. This year the summit was held at Bangalore on 16th November 2002. This session was attended by more than 100 senior/middle level civil servants of different State Government, Government of India and PSUs and was found to be very useful. The Government of Karnataka was co-sponsor of the seminar.

DOPT sponsors 8 One-week training programmes on TQM during the year 2002. These programmes were being conducted in various TQM participating ATIs on recommendation of the Academy

Activities of Clubs and Societies

Trainees are encouraged to lead a rich and varied campus life to give expression to their creative potential. To achieve this, they organise themselves into various clubs and societies. The activities of these clubs & societies during the year were as follows:-

The Adventure Sports Club

During 2002, the Adventure Sports Club organised the following activities.

1. A short Trek for the OTs of the IAS Phase-I (2001-2003) batch to Lal Tibba was organised on 23rd February 2002.
2. During 71st FC and IAS Phase-I, Para sailing was organised on 15-4-2002 in which 18 OTs and one Faculty Member participated.
3. River Rafting was organised on 20-5-2002 in which total 29 OTs of the 71st FC, IAS Phase-I and one faculty member participated.
4. During IAS Professional Course, Phase-II, A short trek to Sir George Everest Bungalow, was organised in which OTs & members of the faculty participated.
5. At the end of the IAS Phase-II course a high altitude trekking expedition to Kullu Manali has also been organised in which Six OTs of the IAS Phase-II course took part.
6. During the 72nd Foundation course River Rafting were organised on 26th and 27th October and 16th November 2002 in which 123 OTs participated.
7. Para sailing was also organised on 16th November, 2002 in which 23 OTs and one member of the faculty participated.
8. During the 72nd Foundation course, short trek to Kempt Fall, Lal Tibba and Binog hill were also organised for the OTS and faculty.

The Alumni Association

The Alumni Association in the Academy has taken up the task of becoming a forum for discussion and exchange of views by the alumni of the Academy. A corner for the alumni the Academy website has been introduced. The alumni corner of the website will enable the users having access to host messages, chat on various issues and exchange information, etc. The Association is in the process of sending individual ID and Password for each of the IAS Officers of the States.

A tree has been planted in the Smriti Van of the Academy in memory of late Ms. Sangay Lhaden Shenga, IAS (UT:1992). An enlarged photograph of late Ms. Sangay Lhaden Shenga had already been placed in the OT Lounge.

The Alumni Association had also been bestowed with an Endowment by the directly recruited members of the 1948 batch of the IAS, and an Essay Competition on the subject selected by a Committee of officers is organized every year for IAS Officers on All India basis. With the consent of the members of 1948 Batch, who have established the Endowment Fund, the Essay Competition had also been opened for all Services from the year 2002. The topic for the year 2001-02 is "**What Ails the I.A.S. and Remedies Therefor**" and an award for the best essay is yet to be given. The best essay would be published in the Academy Journal "The Administrator".

Smt. Arti Ahuja, Deputy Director, was the Director's Nominee on the Alumni Association.

The Computer Society

During the year, the Computer Society has been holding various events like quizzes, lectures, classes and tutorials on computers. They have also taken steps to expose the Officer Trainees to new technologies and concepts in Information Technology and E-Governance. During the 72nd Foundation Course specifically the Computer Society organised online quizzes. The Society also arranged classes on Digital Arts for the Officer Trainees.

As a crowning achievement, the Society has brought a CD on 72nd Foundation Course, with 45 minutes of video clippings and photographs.

Shri Manoj Ahuja was the Director's Nominee for the year 2002.

The Film Society

The Film Society was one of the most vibrant societies during the year. Approximately one hundred and twenty movies were screened during the whole year. The movies screened covered a wide canvass and were shown keeping the wide and diverse interests of all officer-trainees in mind. Few of the movies screened are- epic movies like "The Gladiator", socially relevant movie like "Chandni Bar", science fictions like "The Matrix", bollywood block busters such as "Dil Chahta Hai", "Deewar", "Satya", etc. Keeping the trek in mind the Society also showed Vertical Limit in order to acquaint the trainees with the fun of being on the trek. The Film Society also purchased a large number of video CDs of the old classic movies (Hindi). The high point of this was the entire Raj Kapoor's collection, which now form a part of the society collection.

Smt. Gita Mishra was the Directors' Nominee till December, 2002 and later on Shri M.H. Khan held the charge. Shri L.C. Singhi was the Associate Directors' Nominee of the Society.

The Fine Arts Association

The Fine Arts Association was the knitting together of the Officer Trainees through a variety of cultural programmes in which group participation was given priority. The programmes organised by the association generated 'esprit de corps' amongst the Officer Trainees, broke down barriers of region and language.

The cultural programmes gave an opportunity to several Officer Trainees to explore their creative side. Apart from this the FAA was actively involved in organising the programmes of various visiting artists and groups. Ms. Nandita Das provided professional/artistic input. A seven days Folk Artists Camp "Indradhanush-2002" was jointly organised by North Central Zone Cultural Centre, Allahabad and FAA. "Sit and Draw" Painting Competition was also organised by FAA for school children. FAA also organised extra curricular modules for Indian Vocal Music, Spanish Guitar and Drums.

Late Shri A.K. Sinha memorial One Act Play competition were organised successfully during the Foundational Courses.

Shri Sundeep K. Nayak was the Director's Nominee of the Society.

The Hobbies Club

The Hobbies Club undertook the following activities during the year, 2002.

The Hobbies Club organised painting and collage module during the IAS Professional Course Phase-I & II, 71st Foundation Course and 72nd Foundation Course.

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.

House Journal Society

The House Journal Society consists of one Secretary and four members elected by the Officer Trainees of the respective courses. The Secretary of the House Journal Society, is the co-ordinator for all the activities of the Society.

Objectives

- To promote literacy activities through creative writing;
- To provide a forum for free expression and interaction with each other;
- To develop aptitude of editing and other aspects of Journalism; and
- To develop latent artistic talents and cartooning skills.

Activities

The Society publishes an In House Magazine once in every course, consisting of articles on various subjects and general creative writing.

The Management Circle

The major objectives of the Management Circle are to promote and study recent developments in major functional areas of management, to serve as a forum to exchange information and notes on managerial issues, to organise lectures and seminars on managerial problems relating to organisations, to provide opportunities to undertake management exercises and to play management games.

The four major Courses namely 71st Foundation Course, IAS Professional Course Phase-I, IAS Professional Course Phase-II; and 72nd Foundation Course were held in the Main Campus of the Academy. Management Circle took keen interest in organising the programme and, therefore, arranged a variety of events and some of them are as follows.

- Shri Pankaj Grover, a financial expert from Delhi delivered a talk on 'Tax Management'.
- An online game "STOCKINVEST" was organised.
- In coordination with the Computer Society, Management Society had successfully conducted the first online real time AIMA-HT Quiz.
- Sent on-line articles on Presentation Skills, Personal Time Management, Sharpening Writing Skills and Art of Delegation. The articles were highly appreciated by the Officer Trainees.
- Reading material on understanding Balance Sheet, Project Management and Communication Skill were distributed.
- Group Learning's from the Experience of the Organization of the Fete was organized.
- Two Journals were brought out - (i) "Management for Change - Issues in Governance", and (ii) "Management Update".

Advertisement Contest - "Ad Mania" was organised and the following topics were given - Promote "Tourism", Promote "Right of a Girl Child", Promote "Conservation of Environment", Promote "Prohibition of Alcohol/Cigarette/Gutka", Promote "Right to Education", Promote "Family Planning and Welfare"; and Promote "Good Parliamentary Behaviour". The programme was highly appreciated by all.

Rs.2500/- was donated to RAPHAEL, a NGO based in Dehradun which is looking after mentally challenged people.

Shri Manoj Ahuja, Deputy Director is the Director's Nominee and Shri L.C. Singhi, Deputy Director is the Director's Associate Nominee.

The Nature Lovers' Club

The Nature Lovers' Club is one of the most popular clubs of the Officer Trainees in the Academy which organises a variety of activities in various courses for creating awareness amongst the trainees about environment, nature and related subjects such as wildlife and forestry and also contributing to the natural richness. Four main courses i.e. 71st Foundation Course, IAS Phase-I Course, IAS Phase-II Course; and 72nd Foundation Course were held in the main campus of the Academy during the year and it has organised many activities and some of them are as follows:

A slide show on "Wild Life" followed by discussion was organised by Dr. Aditya Chowdhury.

Slogan Competition on the topic "Conservation of Nature" was organised.

A campaign on awareness of "Waste Management" was organised for the residents of Academy. Director Mr. Wajahat Habibullah, faculty members, Officer Trainees, staff members; and their families were present during the campaign.

Field trips to Jim Corbette National Park at Ramnagar and Rajaji National Park located at Chilla were organised.

Module on Gardening was organised for the Officer Trainees and the gardeners of the Horticulture Department of the Academy. Smt. Pratibha Arya, an expert on Gardening was invited for holding this module.

Photography Competition on the occasion of "World Environment Day" was organised on June 5th.

Plantation of different species of trees in Acharya Tulsi Chetna Foundation (Regd.) at Hathi Pao Road was organised. DFO, Mussoorie and the Deputy Director of Rajaji National Park, Officer Trainees and many school children participated in this inspiring and encouraging event.

Another photography exhibition-cum-competition "Trek-Graffix" was organised. The categories of photographs included in the competition were landscapes, flora and fauna & camp life during the trek. The photos were really wonderful and the judges had a tough time to decide the winners.

A General Quiz ' "Anveshan" was conducted. 15 teams participated in the prelims and ultimately out of them 6 teams were in the finals.

Along with the Fine Arts Association a Drawing Competition for the school children of Mussoorie was organised.

Like every year, uniforms were given to the local rag pickers working for the Academy.

Ms. B.V. Uma Devi, Deputy Director is the Director's Nominee and Ms. Alka Kulkarni; and Shri S.S. Rana are the Director's Associate Nominee.

The Officers' Club

The Officers' Club provides outdoor & indoor games facilities to its members who include the Officers Trainees/Faculty & members of the Staff. The outdoor facilities include Lawn Tennis, Basket Ball, Volley Ball, Cricket, Football, Hockey & Athletics. The indoor games facilities include Billiards, Carrom, Chess, Bridge, Snooker, Table Tennis, Squash and Badminton. There are also facilities for

Gymnastics, Weightlifting, Cycling and a modern and well equipped gymnasium. During the year the Club organised a number of activities for the Officer-Trainees of various courses and Faculty members. The course wise details are given below:

IAS Professional Course Phase-I

1. Matches were organised between Ots of the IAS Phase-I and 71st FC and between OTs and Faculty members of the Academy in various disciplines.
2. Besides this, OTs also organised open tournaments in different games. A large number of Officers Trainees, faculty and staff members participated in these tournaments.
3. Counsellor Group wise matches were also organised during the course.
4. The Officer's Club also organised the coaching camp for the OTs of Phase-I in the following games [a] Badminton [b] Tennis [c] Volley Ball [d] Billiards [e] Gymnastic.
5. During Phase-I, matches were also organised for in-service course participants (Indira Bhawan Complex) in Badminton, Lawn Tennis & Table Tennis etc.
6. A cricket match was also organised with the Income Tax Services Officers at Delhi 17.3.2002.

IAS Professional Course Phase-II

1. During Phase-II, matches were organised in Cricket, Badminton, Tennis & Squash between Officer Trainees & Faculty members of the Academy. Officer Trainees participated actively in these matches.
2. During Phase-II matches were also organised for In-Service course participants (Indira Bhawan Complex) in Badminton and Tennis.
3. Officer Trainees & Faculty members also participated in the open Volley Ball, Foot Ball, Badminton, Billiards matches held at IGNFA Dehradun during IAS Phase-II Course.

71st Foundation Course

1. Open tournaments for various games like Badminton, Lawn Tennis, Table Tennis, Squash, Billiard etc. were organised during the course.
2. During the 71st Foundation Course, the Club organised the coaching camp in the following games [a] Tennis [b] Badminton [c] Volley Ball.

3. Matches were also organised with the Faculty in games like Badminton, Volley Ball, Squash, Tennis, Table Tennis, Basket Ball & Foot Ball etc.
4. Cricket Match between Group A & B was also organised in which group "A" was the winner.
5. A Cross Country Run was also organised for the OTs of the 71st FC and members of the Faculty.

72nd Foundation Course

1. A cricket match between Faculty & OTs of the 72nd FC was organised on 17.11.02.
2. Lecture Group wise tournaments in Footbal, Volley Ball and Basket Ball were organised during the course.
3. Open tournaments of various games like Badminton, Lawn Tennis, Table Tennis, Squash, Billiards, Carrom and Chess etc. were also organised during course.
4. Athletic Meet was also organised on 24th and 25th November, 2002 for the OTs of the 72nd FC, members of the faculty and participants of the in-service course at Pologround.
5. A Cross Country Run was also organised for the OTs of 72nd FC and members of the faculty on 2nd December, 2002.
6. During the 72nd Foundation Course, the Club organised the coaching camp in the following games (a) Lawn-Tennis (b) Badminton (c) Volley Ball (d) Gymnastic (e) Gymanastic etc.

The Officers' Mess

The Officer's Mess is run by the Officer Trainees themselves on a contributory basis. An elected committee comprising a President, a Secretary, a Treasurer and five other members manages the affairs of the mess. Officer Trainees are assigned duties as Mess Duty Officer (MDO) by rotation and the MDOs supervise the issue of stocks, preparation of food and service. This structure not only encourages participation but also provides an opportunity to the officer trainees to manage a real organisation. During the year, various VIP dinners, formal dinners, food festival on India Day Celebrations etc. were also organized successfully.

At present Shri M.H. Khan, Deputy Director (Sr.) is the Director's Nominee and Ms. Arti Ahuja, Deputy Director as the Directors' Associate Nominee.

The Rifle and Archery Club

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

The Rifle & Archery Club has .22 Sporting Guns, .38 Revolvers, Air Guns & one.12 Bore SBBL 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 also taken in handling and managing these practice sessions. Firing session of carbine was also organised during IAS Phase-I & II and 71st & 72nd Foundation 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.

The Society for Contemporary Affairs

The Society is designed to provide a forum for discussion, debate and study of all matters of general interest, including current affairs, science and technology and subjects of topical interest. The field of operation assigned to this Society is quite large, because all activities are of general nature, which are not specifically provided for under the constitutions of other Societies and Clubs, fall within its ambit. That being the position, efforts were made to cover manifold areas of interest and to involve the Officer Trainees in various intellectual activities. The Society for Contemporary Affairs organised a large number of competitions and contests during the year 2002. It also arranged for interactions with Academicians, Scientists and other Personalities drawn from various fields. To develop overall personality of OT's the Society also conducted two academic modules on "Spoken English" and "Public Speaking" in this year.

Some of the activities organised are as follows:-

- i. Mr. Francois Massoulie, First Secretary, Political and Public Affairs at the European Commission delegation in New Delhi made a presentation on the activities of European Commission on 5-9-2002.
- ii. Debate on 16-9-2002
- iii. Quiz show by the participants of 90th Induction Training Programme on 22-8-2002

- iv. Best Slogan Competition for Diwali Fete on 20-10-2002
- v. Discussion on Idealism vs. Realism with Ms. Harinder Baweja, Journalist of repute, former columnist of India Today and her team of 25 experts from diverse field on 28th November, 2002.

Shri L.C.Singhi was the Director's Nominee and Dr. M.R.Unnithan was the Associate Nominee on the Society for the year. Shri K.N.Fulera rendered secretarial assistance and ministerial support.

The Society for Social Services

The society for Social Services undertook the following activities during the year-2002-2003.

Health Camp for the Tuberculosis patients. This Camp was conducted under the guidance of Dr. Sunil Senon. At present 26 patients are undergoing treatment for Tuberculosis.

The Academy Doctors, Academy Dispensary Unit, and volunteers from the LBSNAA staff and the trainees provided support. About 30 patients visit the camp every week, and during the peak season (the tourist season when a lot of laborers migrate from the nearby villages) this number is around 40.

During the Foundation Course, officer trainees were actively involved in the programme of the Society. The Lalita Shastri Balwadi is run by the Society, mainly for the wards of the Academy staff. A Tailoring Center is run for the girls, to help them develop skills to make them self-dependent. Keeping in view the demand of the time a new electronic machine (for designing, picko, etc) was provided to the Sewing Centre. Young women from all over Mussoorie have been coming to the Centre regularly. A Homeopathic Dispensary is run by the Society.

A FETE was conducted by the Society during the Foundation Course. It helped in promoting greater interaction between the Officer Trainees, and also gave them an experience of organizing events. This also generated funds for the Society. The Balwadi is also provided with the computers for making the young children aware of Computer and gaining knowlege for primary use of computer. The Society has also provided toys, maps, and many articles, which are useful in making the students of L.S. Balwadi aware and giving them conducive environment to study. A mid day meal programme is also included for the Students of the Balwadi in which students are provided with fruits, Dalia, Savia, etc as their mid day meal.

Two Blood Donation Camps were organized by the Society. This has been a regular feature on the calendar of the Society for the last few years. The Society organized a Sharmdan to inculcate the

feeling of responsibility towards the environment. Both the IAS Phase-I and the Foundation Course officer trainees participated in the noble cause. The Director's Nominee was Mr. Mukesh Puri. Shri M.R. Unithan, A.M. Nandan and Shri A. Nallasamy are the Associate Director's Nominee of the Society for Social Services.

Training Programmes of the Year-2002

| Sl. No | Name of Course/Campus | Schedule | Course Team | No. of Participants | | |
|--------|---|-------------------------|--|---------------------|----|-------|
| | | | | M | F | Total |
| 1. | IAS Professional Course, Phase-I (2001 batch) | 14.12.2001 to 31.5.2002 | S. Krishnan M.H. Khan Arti Ahuja | 41 | 18 | 59 |
| 2. | 71 st Foundational Course for members of All India Services and Central Services (Groups –A) | 4.3.2002 to 14.6.2002 | L.C. Singhi B.V. Uma Devi Manoj Ahuja | 65 | 18 | 83 |
| 3. | IAS Professional Course, Phase-II (2000 batch) | 17.6.2002 to 26.7..2002 | M.H. Khan Arti Ahuja Manoj Ahuja | 47 | 9 | 56 |
| 4. | 72 nd Foundational Course for newly recruited member of All India Services and Central Service (Group 'A') | 3.9.2002 to 13.12.2002 | Manoj Ahuja Gita Mishra BV Uma Devi S. Krishnan Arti Ahuja | 196 | 70 | 266 |
| 5. | 89 th Induction Training Program for Officers of Select List / Promoted from SCS | 4.3.2002 to 26.4.2002 | S.K. Nayak M.H. Khan | 20 | 2 | 22 |
| 6. | 6 th Program on "Ethical Issues in Today's Administration" | 20.5.2002 to 24.5.2002 | Gita Mishra Arti Ahuja | 17 | 4 | 21 |
| 7. | 90 th Induction Training Program for Officers of Select List / Promoted from SCS | 1.7.2002 to 23.8.2002 | S.K. Nayak L.C. Singhi | 29 | 3 | 32 |
| 8. | Training program for IAS Officers of 6-9 years service | 26.8.2002 to 6.9.2002 | Arti Ahuja M.H. Khan | 12 | 3 | 15 |
| 9. | 22 nd Training Program for IAS Officers of 17-20 years service | 9.9.2002 to 20.9.2002 | Wajahat Habibullah BVR Subrahmanyam Mukesh Puri | 15 | 2 | 17 |
| 10. | 7 th Programme on "Ethical Issues in Today's Administration" | 16.9.2002 to 20.9.2002 | Arti Ahuja Gita Mishra | 29 | 10 | 39 |
| 11. | Training program for IAS Officers of 6-9 years service | 30.9.2002 to 11.10.2002 | Arti Ahuja M.H. Khan BV Uma Devi | 22 | 5 | 27 |

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|--------------|---|--------------------------|---|-----|-----|-----|
| 12. | 23 rd Training Program for IAS Officers of 17-20 years service | 21.10.2002 to 01.11.2002 | Wajahat Habibullah BVR Subrahmanyam Mukesh Puri | 8 | 1 | 9 |
| 13. | 91 st Induction Training Program for Officers of Select List / Promoted from SCS | 11.11.2002 to 03.01.2003 | S.K. Nayak M.H. Khan A.S. Ramachandra | 13 | 1 | 14 |
| 14. | Consultaton Workshop on National Security | 8.4.2002 to 10.4.2002 | S.K. Nayak M.H. Khan Arti Ahuja L.C. Singhi | 33 | 2 | 35 |
| 15. | Administration in India: Past, Present and Future- Retureat of 1952 batch IAS Officers | 6.6.2002 to 7.6.2002 | M.H. Khan Arti Ahuja | 16 | 0 | 16 |
| 16. | Conference of Heads of ATIs / State Training Institutes | 5.7.2002 | Arti Ahuja | 22 | 2 | 24 |
| 17. | Workshop on Teaching and Writing Public Policy Cases | 3.10.2002 to 5.10.2002 | S.K. Nayak | 21 | 3 | 24 |
| 18. | Conference of Heads of National Training Institutes | 21.10.2002 to 22.10.2002 | S.K. Nayak | 21 | 4 | 25 |
| 19. | Joint Civil Military Programme | 2.2.03 to 14.2.03 | S.K. Nayak M.H. Khan A.S. Ramachandra | 27 | 2 | 29 |
| TOTAL | | | | 654 | 159 | 813 |



In-service Training Programme for IAS Officers (17-20 Years)
(09 – 20 September, 2002)

Sitting (L to R) : B.V.R. Subrahmanyam, R.S. Poddar, P.K. Parmar, Binod Kumar, B.P. Pandey, Wajahat Habibullah, Seema Bahuguna, Archana Arora, B.P. Singh, Mukesh Puri
Standing, Row (L to R) : D. Sen, H. Marwein, K.K. Singh, L. Krishnan, Paul Antony, Sujit Gulati, Lalit Varma, M.A. Sattar, Arvind Agarwal, Ajay Mittal, R.M. Gonnala



LAL BHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION
MUSOORIE 248179

IAS Professional Course Phase-II (2000 Batch)
(17th June 2002 to 26th July 2002)



Sitting
Left to Right

Sujata Rout, Alaknanda Dayal, Sonali Ponkshe V., P. Hemalatha, Manju Rajpal, Dr. Prem Shankar, Manoj Ahuja, M.H. Khan, Dhanalakshmi K., Wajahat Habibullah, Rahul Bejja, Binod Kumar, Arti Ahuja, L.C. Singhi, B.V. Uma Devi, Sonam P. Thaye, S. Krishnan, Mukesh Puri,

Standing - Ist
Row
Left to Right

Pooja Singhal, Dilraj Kaur, Diwakar Nath Mishra, Anil Meshram, Torawane Milind Shivaram, Nitin Kumar Yadav, Piyush Singh, Shobhit Jain Satbhaya, Debasish Prusty, D. Anandan, N. Saravana Kumar, Vinod R. Rao, Syed Sabhat Azim, Mohd. Ghulam Ali Ansari, Sandeep Yadav, Niranjan Kumar Sudhanshu, Ranvir Prasad, Ranjan Kumar, Santosh Kr. Mishra, Sundeep K. Nayak, J.P. Bahuguna

Standing
IInd Row
Left to Right

Satyabir Singh, Jasram Dhasmana, Rahul Kumar, Frederick Roy, Abhijit Sinha, Prem Singh Meena, S. Solomon Arokiaraj, Jitender Srivastava, S. Suresh Kumar, V. Poonuraj, N. Nawin Sona, Anupam, Manish Kr. Verma, Pankaj Agarwal, Anurag Yadav, Amit Gupta, G. Prakash,

Standing
IIIrd Row
Left to Right

Mahboob Hasan, Purshottam Kumar, V. Karthikeya Pandian, Raj Kumar Dinesh Singh, Rahul Tiwari, Vivek Kumar Porwal, Anand Singh, Prem Singh, Pankaj Kr. Pandey, Deepak Agarwal, Temjenwapang AO, Maneesh Chauhan, Santanu Basu, Pawan Kr. Pal, Raj Kumar, Bikram Singh.

Bio-data of Officers

DIRECTOR

Binod Kumar, IAS (1970: Nagaland); B.Sc. Calcutta University, M. Sc. Magadh University; and LLB (Delhi University); Diploma in Military Science from Defence Services Staff Collage, Wellington (Tamil Nadu); Worked as SDO, Wokha; Dy. Commissioner, Zunheboto; Jt Secretary / Secretary Department of Personnel, Government of Nagaland; Regional Iron Steel Controller, Department of Steel, Government of India; Chief Executive Officer Autonomous Tribal District, Tripura; Home Commissioner, Government of Nagaland; Secretary and General Manager, Damodar Valley Corporation, Ministry of Energy, Govt. of India; Development Commissioner, Nagaland; Secretary to Governor, Nagaland; Joined the LBSNAA as Joint Director on 27.4.1998.

Faculty Members

Ranjeev S. Dalal, IPS (1974: Haryana);: Born on 2-10-1952 at Ludhiana (Punjab). Did his B.A. (English Hons.) from Punjab University, Chandigarh and LLB from Delhi University. Served as SSP.Bhiwani, Gurgaon, Faridabad & Hisar , Sr. Dy. Director at LBSNAA, Mussoorie, DIG/Ambala Range, Ambala, Director, Police Training College, Madhuban, IGP/Vigilance & Security, HSEB, IGP/Gurgaon Rang, Gurgaon, IGP/Telecommunication, Haryana, Professor of Political Theory & Constitutional Law, LBSNAA, Mussoorie. During these 28 years of service, he held with distinction most of the sensitive and coveted assignments in police organization. As District Police Chief, competently commanded four important and sensitive districts for a long period of nearly nine years. While posted as District Police chief, effectively handled a number of challenging law and order situations, political agitations, industrial strife and effectively tackled heinous crime and criminals. He is the recipient of Gold Medal for Law during training at National Police Academy, Hyderabad, President's Police Medal for Gallantry and President's Police Medal for Meritorious Services.. He has proficiency in English, Hindi and Punjabi. Actively led many trekking expeditions in Garhwal Himalayas. The high-point was when he was selected leader of the mountaineering

expedition that scaled Black Peak (21,000 ft.) in Garhwal Himalaya in June 1989. Participated in river rafting in Ganges and rock-climbing course at ITBP Academy, Mussoorie. He is Working President, Indian Amateur Boxing Federation – since May, 2001 and President, Haryana Amateur Boxing Association-since December, 2000.

Rajni S. Sibal, IAS (HAR-1986), M.A. in Economics and Psychology from the Punjab University, Chandigarh. Before joining the Academy she has served as Special Secretary, Government of Haryana. She has worked in various capacities in the Government of Haryana as Director (Employment); Director (Primary Education); Director (Science & Technology) and Joint Secretary (General Administration); D.C. Rewari; M.D. Handloom & M.D.Export Corporation; Joint Secretary (Housing); Director-cum-Joint Secretary, Environment and Joint Secretary (Forest); Deputy Secretary to Government of Haryana (Housing Department); Director (Environment) & Deputy Secretary (Environment and Land Use Board); Additional Director-cum-Deputy Secretary (Women and Child Development); Additional Director, Special Project Cell, Haryana, Chandigarh; Administrator, HUDA, Hissar.

B.V.R. Subrahmanyam, IAS (MP- 1987) An engineer (Delhi) and MBA (London). Interests include Strategic Policy Making, International Finance, Banking, Watershed Management, Primary Education and Health.

Sundeep K Nayak, IAS (J&K- 1988) *Areas of interest:* population & development, quality of care, reproductive health programs, health sector reforms, negotiation and conflict resolution, management of civil military interface for good governance, national security. *Professional career:* Teacher, training coordinator and researcher at LBSNAA since December 1997; between 1994 and 1997 District Magistrate of two districts: Srinagar and Budgam in Kashmir; Additional Secretary to Government of J&K in Department of Works & Public Health, SDM Reasi, Udhampur District; Executive in public sector: ONGC; Executive in private sector: Tata Steel subs. *Academic career:* MAIPS (California), M. Sc. (LSE), M. Sc. Tech (IIT Kharagpur), B. Sc. Hons. (Ravenshaw). *Publications:* Two books. Awards: Governor of J&K Medal for distinguished service, 2001; Prime Minister's First Prize for Women's Empowerment, 1996.

M.H. Khan, IAS (1988: Manipur - Tripura) B.E. (Civil) University of Roorkee, ME (Environmental Engineering) University of Roorkee. Worked as SDO/SDM at Ukhrul (Manipur), Additional Deputy Commissioner at Churachandpur. Addl. Dy. Commissioner Kangpokpi, Deputy Secretary (Revenue), Director State Land Use Board, MD Manipur State Road Transport Corporation, Director of Transport, Director of Tourism, Director of Industries, Deputy

Commissioner / District Magistrate Ukhrul, Joined LBSNAA as Deputy Director on 1.5.98. Working on Co-operative & Human Rights Issues.

Mukesh Puri, IAS, (Guj-1988) B.A. (Economics) in 1984 from SSRC, Delhi University, M.A. (Economics) in 1986 from Delhi School of Economics, M.A. (International Political Economy) in 2001 from University of Tsukuba, Japan. Joined the Indian Administrative Service in 1988 and allotted to the Gujarat Cadre. Prior to joining IAS served for two years in the Unit Trust of India and National Insurance Company. Before joining the LBSNAA was Additional Secretary (Finance) and has also worked Collector and District Magistrate of Sabarkantha and Kutch district. Joined the Academy in June 2002. Presently Coordinator of the Faculty of Economics.

Smt. B.V. Uma Devi, IFS, (MP-1987) Post Graduate in Botany (Delhi University), Worked as DFO in Ratlam, worked in core team on World Bank forestry project for M.P. Interested in watershed management, wildlife issues, bio-diversity and ecology.

S. Krishnan, IAS (Tamil Nadu-1989) belongs to the 1989 batch of the Indian Administrative Service, allotted to the Tamil Nadu Cadre. He has a B.A. (Hons) in History from St. Stephen's College and completed M.A. (Economics) after joining service by distance learning. He has been Sub Collector at Cuddalore, and later District Collector at Virudhunagar for 3 years. He has been Under Secretary, Deputy Secretary and Joint Secretary in the Finance Department of Government of Tamil Nadu for more than 4 years. He has also been in the Education Department as Managing Director of the Tamil Nadu Textbook Corporation and Member Secretary of the Sports Development Authority of Tamil Nadu for about a year. Main interests are Government Finances, District Administration, Elementary Education, Child Labour, Conduct of Elections, Public Distribution System and Law and Order. Other interests include tennis, squash and cricket.

Manoj Ahuja, IAS (Orissa- 1990) B.E. (Mech.) from Thapar Institute of Engineering and Technology, Patiala and MBA, Punjab University, Chandigarh. Served as Sub-Divisional Magistrate, Dharamgarh (Kalahandi), Project Director, DRDA (Koraput) and as District Magistrate (Deogarh). Thereafter worked as Executive Director, IPICOL (State Industrial Development Corporation), Director Handlooms, Textiles and Sericulture, Additional chief Electoral Officer and as Director Special Projects, Panchayati Raj Department.

Smt. Arti Ahuja, IAS (Orissa – 1990) Post graduate in Economics [Gold Medallist] from Punjab University. LLB from Delhi University. Joined the IAS in 1990 and allotted Orissa cadre.

Worked as Sub Collector in Kalahandi, ADM in Koraput, which is a tribal district, and Collector in Jharsuguda which is an industrialized district. Thereafter posted as Project Coordinator, ICDS and MD of Women's Development Corporation. After that, was working as Project Director of World Bank funded Health Systems Development Project, the AIDS Control Project and as Additional Secretary to Govt before joining LBSNAA as Deputy Director.

L. C. Singhi, IAS (Assam-Meghalaya: 1990) Joined the Academy as Professor of Law in December, 1997. He completed his master's degree in Law from Guwahati University in 1984. He has served as a Lecturer of Law in Govt. Law Collage, Guwahati (1984-85) and in BH College (1976-77). Joined the Assam Civil Service in the year 1977 and has worked as SDO, Guwahati, ADC, Sibsagar and Managing Director of the STATFED and as DC Dhubri. He is a recognised user of Thamas Valley University Slaugh (U.K.) in the Direct Trainer's Skill and has worked as a Trainer in the Assam Administrative Staff College as Joint Director.

Dibya Jyoti De: He is member of Higher Judicial Service (West Bengal). Topped the merit list of all successful candidates in LL.B. final examination and also in WBCS (Judicial) 1983 Batch. Did LL.M. from Nagpur University, Nagpur, specialised in Constitutional and Administrative Law. Now appointed as Additional District and Sessions Judge, Katwa, Burdwan. 18 years of experience in Judicial Service in both Civil and Criminal Wings. Awarded medal by the Calcutta University for published work in 1988.

Engaged in Fundamental Legal Research under Calcutta University since 1992. Author of several articles published in Leading Law Journals in India. Author of the following books :

The Constitution of India (in two Volumes) in 2002 published by Asia Law House, Hyderabad.

Interpretation and Enforcement of Fundamental Rights in 2002 by Easter Law House, Calcutta.

New Dimensions of the Constitutional Law, 1991, by Eastern Law House, Calcutta.

Banking Law-Practice and Procedure, 1992 by S C Sarkar and Son, Calcutta.

The Prevention of Food Adulteration act by S C Sarkar and Sons, Calcutta, 1988.

Narcotic Drugs and psychotropic Substances Act, by Wadha and Co. New Delhi and Nagpur, 2003.

Other Books in progress :

- Sessions Trial.

- Criminal Procedure Code (in two volumes)

Revisional work 8th Edition of Dr D D Basu's Commentary on the *Constitution of India* (18 Vol).

Area of Interest :

Constitution and Administrative Law, Criminal Law, Civil Laws and Socio Legal Legislations.

Dr Prem Shanker : (M.A. M.Phil,Ph.D) Taught Hindi Literature at various Universities. Underwent Special Training for Trainers in U.K. 1992. Creative writer. Published eight Books, various poems, Nav Geet and research papers. Awarded Sahitya Mahapadhaya 1994.

Mantosh Chakraborty: M.Sc. , M. Phil., from Delhi University. M. Tech. From IIT Delhi. Joined NICTU LBSNAA in 1990. Working as Principal Systems Analyst.

S. Sajith B.A.L. LL.B. (Kerala University), LL.M (Cochin University), Post-Graduate Diploma in 'Human Rights Law' and in 'Medical Law and Ethics' from National Law School of India University, Bangalore. Worked as Law Teacher for five years in Government Law College, Ernakulam and has experience in handling classes for the Post-Graduate Scholars. Author of a book "Land Laws, Land Reforms, Land Acquisition and Land Ceiling". He has published articles relating to Law in reputed journals and he was also Student Associate Editor of 'Cochin University Law Review'. Enrolled as an Advocate in Bar Council of Kerala and had been practising since January, 1995.

A. S. Rama Chandra, Reader in Political Theory and Constitutional Law He did his LL.B. and LL.M from Sri Krishnadevaraya University, Anantpur, A.P. and M.A. (English) and M.A. (Politics) from Andhra University, A.P. Prior to joining the Academy he has served as teacher of Law and Political Science for twelve years in various Institutions. Areas of Interest are Criminal Law, Statutory Interpretation, Constitutional Law and Administrative Law.

Dr. M.R. Unnithan : Teaches Malayalam & Kannada. Joined Academy in 1980. He did his M.A. & Ph.D. in Malayalam Literature. Published several books and articles. Passed certificate courses in Kannada, Tamil & Linguistics.

Ms Alka A Kulkarni.: Joined the Academy in 1986 as a Language Instructor. M.A., M.Com. and doing Research has written three books.

S.K. Tripathy: Post Graduate in Oriya (Utkal University) and Diploma in Bengali from E.R.L.C. and B.Ed. from Regional College

of Education, Bhubaneswar. Previously, he had an opportunity work from 1986-1993 in the LBSNAA as Language Instructor.

Dr. A. Nallaswamy : M.A. in Linguistics, Joined the Academy in Dec., 1989. He teaches Tamil and Telugu. Writing Grammar for Tribal languages.

Arshad M. Nandan : M.A. (Urdu), M.Phil (Anthrological Linguistics). Working as a Language Instructor (Urdu and Punjabi) in the Academy since 9-8-1990.

K. Brij Bhashi Singha: M.A. (English) Joined the Academy in August 1994. He teaches Assamese and Manipuri.

Ms. Bhavna P. Nawrekar: B.Sc. M.A. (Hindi), B.Ed. from Nagpur University. P.G. Diploma in M.L.T. from Government Medical College Nagpur. P.G. Diploma in Hindia Translation (Bangalore University). Worked in Central School for Tibetans, Mundgod, Karnataka for 4 years. Joined the Academy as Hindi Instructor in September, 2001.

S.S. Rana: Physical Training Instructor, B.A. Garhwal University. Passed Basic, Advance & Artificial Mountaineering Courses with Gr."A". Physical Education Course in Ist Division. Led & participated in several successful Mountaineering Expedition.

Shri Bhagwan: Risaldar in the OPresident's Body Guard. Working as Assistant Physical Instructor in the Academy on deputation since 17 June, 2002.

Man Singh: Joined Academy as Riding Instructor on 10.6.1998 on deputation from the President's Body Guard. He was posted as Riding Instructor at Indian Military Academy, Dehradun before coming to Academy.

Kalyan Singh: Joined the Academy as Assistant Riding Instructor on 8th of April 2002 on deputation from the President's Body Guard.

Om Prakash Pande: Volleyball Coach from the Sports Authority of India.

Faculty/Officers in the Academy

LIST OF FACULTY MEMBERS

| Sl. No. | Faculty S/Shri | Designation |
|---------|-------------------------|------------------------------------|
| 1. | Binod Kumar | Director |
| 2. | R.S. Dalal | Professor |
| 3. | Rajni S. Sibal | Deputy Director (Sr.) |
| 4. | BVR Subrahmanyam | Deputy Director (Sr.) |
| 5. | Sundeep K. Nayak | Deputy Director (Sr.) |
| 6. | M.H. Khan | Deputy Director (Sr.) |
| 7. | Mukesh Puri | Deputy Director (Sr.) |
| 8. | Smt. B.V. Uma Devi | Deputy Director |
| 9. | S. Krishnan | Deputy Director |
| 10. | Manoj Ahuja | Deputy Director |
| 11. | Arti Ahuja | Deputy Director |
| 12. | L.C. Singhi | Deputy Director |
| 13. | Dibyajyoti De | Professor |
| 14. | Dr. Prem Shankar | Professor |
| 15. | M. Chakraborty | Head, NIC Training Unit |
| 16. | S. Sajith | Reader |
| 17. | A.S. Ramachandra | Reader |
| 18. | M.R. Unnithan | Language Instructor |
| 19. | Alka A. Kulkarni | Language Instructor |
| 20. | S.K. Tripathi | Language Instructor |
| 21. | A. Nallaswamy | Language Instructor |
| 22. | Arshad M. Nanda | Language Instructor |
| 23. | K.B. Singha | Language Instructor |
| 24. | Ms. Bhavana P. Nawrekar | Language Instructor |
| 25. | S.S. Rana | Physical Training Instructor |
| 26. | Shri Bhagwan | Asst. Physical Training Instrucotr |
| 27. | Man Singh | Riding Instructor |
| 28. | Kalyan Singh | Asst. Riding Instructor |

Physical Infrastructure

| | |
|--|--------------------|
| Class/lecture/conference rooms | |
| Total number of Classrooms/ lecture rooms | 09 No. |
| Total capacity (seating) of all classrooms/ lecture rooms | 1184 Seats |
| Conference rooms/ halls | 02 No. |
| Seating capacity of each conference room/ hall | 50 No. each |
| Hostel | |
| Ganga Hostel | 78 |
| Kaveri Hostel | 32 |
| Narmada Hostel | 22 |
| Kalindi Guest House | 21 |
| Happy Valley Block | 25 |
| Valley View | 08 |
| A.N. Jha Block | 08 |
| Library | |
| Total number of books | 1,50,000 |
| Number of general reading magazines subscribed | |
| Popular magazine | 30 |
| Regional Magazines | 12 |
| Children Magazines | 11 |
| Number of newspapers subscribed | |
| National daily | 17 |
| Regional daily | 22 |
| Number of journals subscribed | 142 |
| Exchange basis | 60 |
| Complimentary | 20 |
| Library catalogue has been computerized as well as issuance & return of books. | |
| Other Training Equipment: | |
| OHP's | 15 |
| CRT | 06 CRT + 7 LCD |
| Others | 07 Slide Projector |
| Residential accommodation | |
| (i) for officers | 35 |
| (ii) for staff | 295 |

Computers:

| | |
|--|--|
| (i) Total Computer | 420 |
| Number of the following Intel microprocessor based computers | Number |
| Intel 386 | 01 |
| Intel 486 | 54 |
| Intel Pentium I | 108 |
| Celeron | 34 |
| Intel Pentium II | 77 |
| Intel Pentium III | 145 |
| Number of Apple Computer | 01 |
| Number of other (other than Intel based or Apple) computers | 03 UNIX Servers |
| Total number and type of printers | 04 Compaq series servers |
| | Number |
| HP LaserJet 6L | 54 |
| HP LaserJet 4P | 03 |
| HP LaserJet 4500N | 04 |
| HP LaserJet colour | 01 |
| JP 250 | 20 |
| JP 150 | 06 |
| Wipro Colour | 06 |
| HP Deskjet Colour | 08 |
| DMP 132 | 03 |
| Apple LaserJet | 01 |
| HP Desk Jet | 01 |
| Number of optical scanners | 03 |
| Number of CD Writers | 03 |
| Computer software available in the institute are: | |
| Window 3.1 & 95, Ms-office 4.2 & 97 & 2000;; | |
| Netscape, Norton Anti-Virus, Techlib, Basisplus | |
| Windows 95. Windows NT, HP-Unix 8.0, | |
| UnixWare | |
| Computers linked up in a local area or wide area network | Ethernet based LAN, Windows NT, Unix & LINUX |
| Nature of Connection (i.e. by dial-up modem, or leased line or VSAT) | VSAT 64 kbps Microwave VSNL 512 kbps |

Games and Sports facilities

| | |
|---|------------------------------|
| Badminton Halls (Wooden Floor) | 02 |
| Squash Courts (Wooden Floor) | 02 |
| Lawn Tennis Courts (2 Cemented & 1 Synthetic) | 03 |
| Multi-purpose playground | 01 |
| Basket-ball court (Cemented) | 01 (with fiber glass boards) |
| Multi-purpose Hall | 01 |
| State of the Art Gymnasium -cum-Fitness Centre (16 station)] | |

There is a large Polo Ground 1.5 Km. from the main campus and is used for Athletic Meets, Morning PT, Jogging etc. There is also a horse riding ground. Besides the above there are facilities for Indoor games like Carom, Chess, Billiards etc.

Vision Statement:

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

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Academy Song

Hao Dharmete Dheer, Hao Karomete Bir
Hao Unnato Shir – Naahi Bhay.
 Bhuli Bhedabhed Gyan, Hao Sabe Aaguaan
Sathe Aache Bhagwan – Habe Jai
 Raho Dharam Mein Dheer, Raho Karam Mein Bir
Rakho Unnat Shir – Daro Na
 Nana Bhasha, Nana mat, Nana Paridhan
Bibidher Majhe Dekho Milan Mahaan
 Dekhiya Bharte Mahajatir Uthan,
Jag Jaan Manibe Bishshai
 Jag Maan Maanibe Bishshai
Ullittal Urudiyail Sailil Vir mudan
 Talle Nirmindu Niripai Ni
Bhuli Bhedabhed gyan, Hao Sabe Aaguaan
 Sathe Aache Bhagwan – Habe Jai
Waha Dharmate Dhir, Waha Karomete Bir,
 Waha Unnat Shir – Naahi Bhai
Nana Bhasha, Nana mat, Nana Paridhan
 Bibidher Majhe Dekho Milan Mahaan
Dekhiya Bharte Mahajatir Uthan,
 Jag Jaan Manibe Bishshai
Jag Maan Maanibe Bishhai
 Hao Dharmete Dhir, Hao Karomete Bir,
Hao Unnat Shir – Nahi Bhai
 Hao Unnat Shir – Naahi Bhay

Annual Report 2002-2003

This Bengali song is composed by Shri Atul Prasad Sen. The refrain is in three languages - Hindi, Tamil and Marathi. The English translation of the song is given below :

Be firm in your faith, be courageous in action
Keep your head erect - fear not;
Forget all your differences, let all march onward,
God is with us - victory is assured;
Many languages, many creeds, many costumes,
Let there be unity in this diversity,
Watching the rise of the great Indian Nation,
The world will be filled with wonder
The world will be filled with wonder