

## 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.

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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        | 20.01.2003 to continue   |

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, religion; 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 centred; 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 to foster 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 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 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 to the Bureau of Parliamentary Studies and Training (BPST) where 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 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 gives 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.

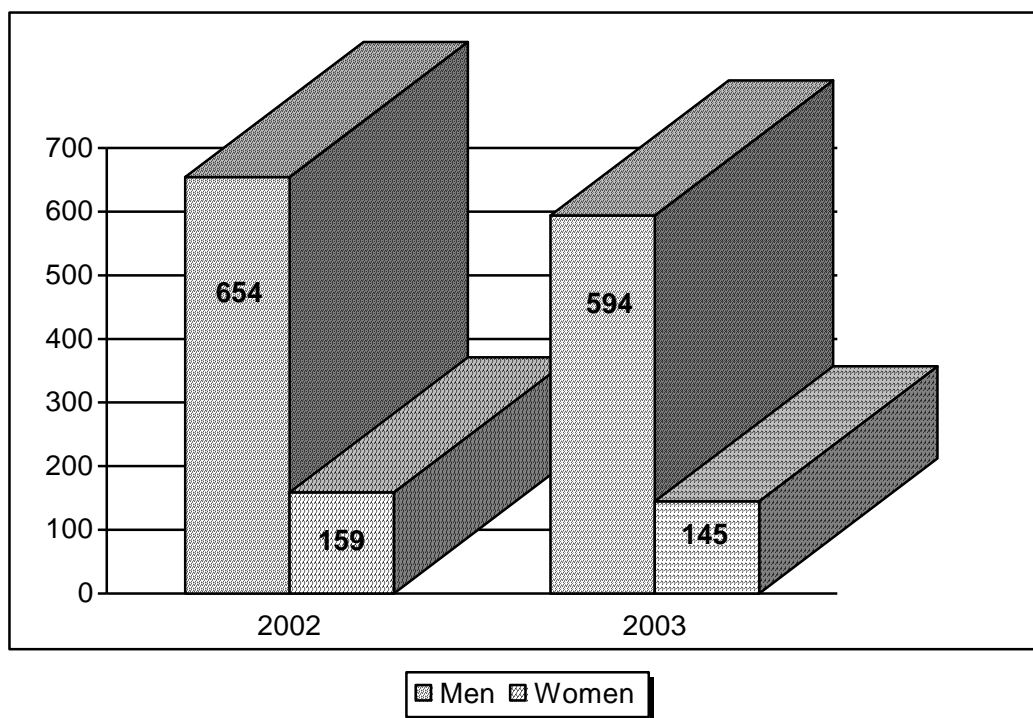
For the last six years, the Academy has been inviting IAS officers who joined the service fifty years ago to a 'Retreat' for discussion on topical issues relevant to Government today. The participants prepare recommendations for the government in the form of Reports and Papers.

## **The Academy Spirit**

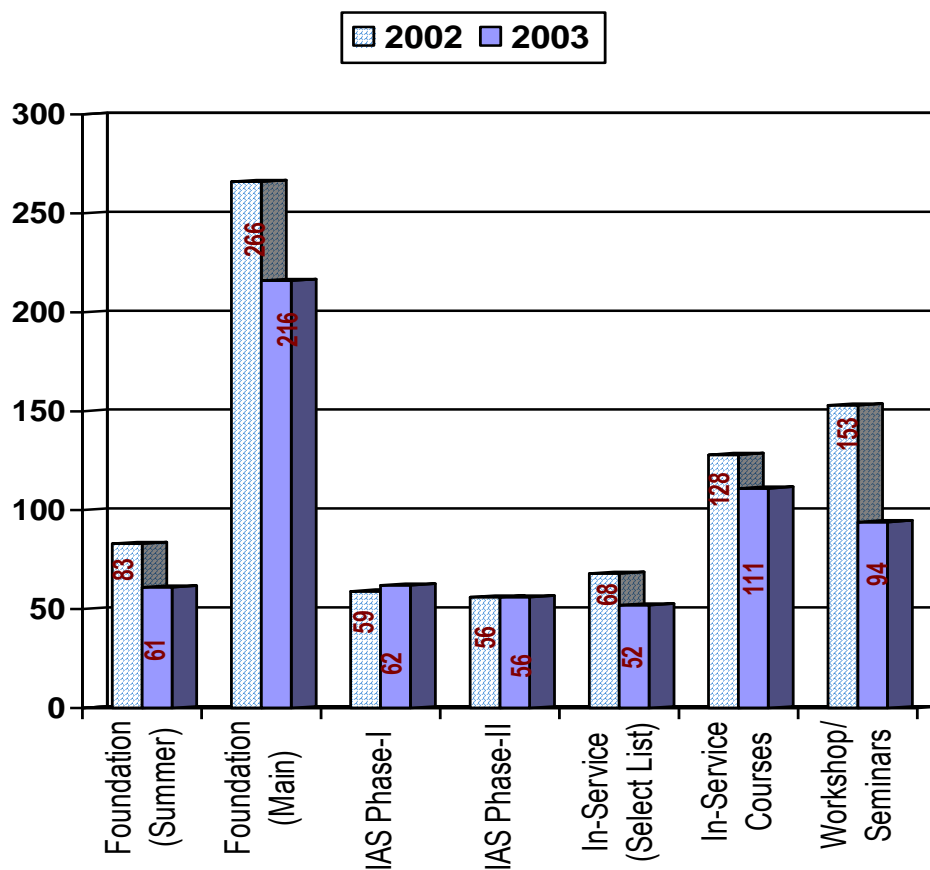
All Officer Trainees in the All India Services and Central Services Group-'A' begin their careers from the Lal Bahadur Shastri National Academy of Administration at Mussoorie. This is their first experience of government. As a result, this institution provides a bonding between young officers from different 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**

The table below shows the distribution of trainees in various courses during 2002 and 2003. Comparison of Men & Women participants/trainees in 2002 and 2003 is also given below:



Distribution of Participants/Trainees in various courses during 2002 and 2003



## **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 is the Coordinator of Public Administration Faculty but the post is vacant since January, 2003.

The Public Administration Faculty has a strength of 10 Deputy Directors. The names of the faculty are as follows :

1. Ms. Rajni S. Sibal, Deputy Director (Sr.)
2. Ms. Vasudha Mishra, Deputy Director (Sr.)
3. Shri Rajiv Ranjan Mishra, Deputy Director (Sr.)
4. Shri T.K. Manoj Kumar, Deputy Director (Sr.)
5. Shri M.H. Khan, Deputy Director (Sr.)
6. Shri Mukesh Puri, Deputy Director (Sr.)
7. Shri S. Krishnan, Deputy Director (Sr.)
8. Shri Chinrajiv Choudhari, , Deputy Director (Sr.)
9. Shri Manoj Ahuja, Deputy Director
10. Ms. Arti Ahuja, Deputy Director

Apart from their responsibilities in imparting training on subject specific inputs and organising and coordinating training courses and programmes, the members of the Public Administration faculty also carry out different administrative tasks within the Academy like, Establishment, Estates, Supplies & Stores, Accounts, Finance & Budget, Library, Dispensary, Computers, Electronic and Maintenance, Protocol, 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, development programmes and projects.

The course content with respect to 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 organizational behaviour, statistical methods of data analysis, project management and financial 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 development and designed sessions on "Total Quality Management in Government", "New Public Management" and "Project & Financial Management". It has been networking with other leading institutes to upgrade the course contents and pedagogy of these sessions.

A workshop on 'Revision of Syllabus of Management' for the Foundation Course, IAS Phase-I and IAS Phase – II held on 30th – 31st October, 2003.

The Faculty of Management was co-ordinated by Shri Manoj Ahuja. Management inputs were also given by Shri M.H. Khan, Shri Rajiv Ranjan Mishra; Shri T.K. Manoj Kumar 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

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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.

Law faculty was coordinated by Shri Dibyajyoti De, Professor of Law and the faculty included; Shri Dibyajyoti De, Professor of law (joined on 6.3.2003) Shri S. Sajith, Reader in law.

During the year, academic inputs in 'Law' were given by Shri Dibyajyoti De, Shri R.S. Dalal, Shri A.S. Ramachandra, and Shri S.Sajith besides eminent guest faculty.

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.      | 73rd Foundation course  | 35                      | 00                                 |
| 2.      | 74th Foundation Course  | 49                      | 05                                 |
| 3.      | IAS Phase-I (2002-2004 Batch)   | 27                      | 20                                 |
| 4.      | IAS Phase-II (2001-2003 Batch)  | 10                      | 00                                 |
| 5.      | Training Programme for IAS Officers of 10-16 years service                          | 02                      | 00                                 |
| 6.      | 92nd Induction Training Programme for officers promoted/select list to IAS from SCS | 07                      | 04                                 |
| 7.      | 93rd Induction Training Programme for officers promoted/select list to IAS from SCS | 20                      | 03                                 |
| 8.      | 94th Induction Training Programme for officers promoted/select list to IAS from SCS | 14                      | 02                                 |
| 9.      | Training programme for IAS Officers of 6-9 years' service                           | 06                      | 01                                 |
| 5.      | 90 <sup>th</sup> Induction Training Programme                                       | 07                      | 0                                  |
| 6.      | 91 <sup>st</sup> Induction Training Programme                                       | 09                      | 0                                  |

## Faculty of Economics

The basic objective of teaching Economics in the Academy is to acquaint officers with the concepts of Economics and their application in administration. The intention is to equip participants with the essential knowledge of the tools needed to appreciate the impact of economics in real life situations. Considering that economic issues have occupied a very important place in the public administration, a deeper understanding of the subject can help to improve the quality of governance.

During the year, the compilation of articles circulated to the participants in different courses was revised thoroughly keeping in view the latest trends in Indian economy such as impact of globalization, the large and growing foreign currency reserves the precarious condition of state finance etc. New relevant readings were added in the compilation from time to time.

The traditional system of evaluation the Foundation Course was substantially overhauled. Instead of having a final examination, concurrent evaluation was introduced and as many as four exams were held during the 74 Foundation Course. In these exams different methodologies such as objective type test, report writing and essay type question were tried and the feedback from the OTs was very positive. In courses other than Foundation Course stress was placed on practical aspects of Economics as compared to mere theory. Issues like poverty, globalization, changing nature of Indian Economy etc. were highlighted. Expertise of in-house faculty was utilized to the fullest extent and a large number of eminent guest speakers were also called for disseminating knowledge in the area of their expertise. Shri Mukesh Puri coordinated the faculty of Economics with assistance from Mrs. Arti Ahuja.

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

The major activity of the faculty this year was the revision of the syllabus for Indian History and Culture taught in the Foundation Course. A workshop was organized to undertake the revision of the syllabus on Indian History and Culture as a follow up on the decision of the Standing Syllabus Review Committee taken in its Fifth Meeting held on July 6, 2002 directing all the Faculty Co-ordinators to develop a detailed syllabus or curriculum for the subject in each of the courses conducted by the Academy on August 1 & 2, 2003. 15 historians and history teachers were invited for the workshop and 9 were able to attend. The workshop was also attended by some serving officers and members of the

Academy Faculty. A list of the participants is enclosed. A background note was circulated to the participants in advance, along with the existing syllabus for Indian History and Culture in the Foundation Course, the Syllabus for the papers on General Studies in the Civil Services Examination and a list of readings currently circulated to the officer trainees. After detailed deliberations, the workshop suggested extensive revision of the syllabus. A detailed report on the workshop along with the proposed syllabus was submitted to the Training Research and Development Cell. The revised syllabus was then adopted for the 74<sup>th</sup> Foundation Course. The delivery of Indian History and Culture inputs in the 74<sup>th</sup> Foundation Course was based on the new syllabus. As decided in the workshop, in view of the vast area to be covered under History and Indian Culture during the Foundation Course, a few lectures were combined with self-preparation. Shri Wajahat Habibullah took sessions on the "Overview of Indian History" and relevance of the study of history for Civil Servants. Renowned historians were also invited to deliver lectures to the Officer Trainees. Lecture-cum-demonstrations were also extensively used to enable the Officer Trainees were able to imbibe and get a feel of Indian Culture and Art History. A number of lecture-cum-demonstrations on classical dance forms, theatre, folk dances etc were held. 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.



**List of Participants in Workshop**

| Sr. No. | Name & Address of the Participants  |
|---------|---|
| 1.      | Dr Rajiv Lochan<br>Reader in History,<br>Department of History,<br>Punjab University,<br>Chandigarh.  |
| 2.      | Dr. N.R. Farooqui<br>Department of Medieval<br>and Modern History<br>University of Allahabad,<br>Allahabad - 211 002<br>Uttar Pradesh   |
| 3.      | Dr. Upinder Singh,<br>Department of History,<br>St. Stephen's College,<br>New Delhi - 110007  |
| 4.      | Shri P.S. Dwivedi,<br>Formerly of the Department of History,<br>St Stephen's College and Agra College<br>13/404, East End Apartments,<br>Mayur Vihar, Phase-I (Extension)<br>Delhi - 110092 |
| 5.      | Dr. Aditya Pratap Deo,<br>Department of History,<br>St. Stephen's College,<br>New Delhi - 110007  |
| 6.      | Dr. Vijaya Ramaswamy,<br>Associate Professor,<br>Centre for Historical Studies,<br>School of Social Sciences,<br>J.N.U.<br>New Delhi-110067   |
| 7.      | Dr Indivar Kamtekar<br>Centre for Historical Studies<br>Jawaharlal Nehru University<br>DELHI - 110 067  |
| 8.      | Ms. Nonica Datta<br>Department of History<br>Miranda House<br>University of Delhi   |
| 9.      | Dr, Sanjay Sharma<br>Department of History<br>Dr Zakir Hussain College<br>University of Delhi   |
| 10.     | Ms Meeta Rajiv Lochan, IAS (1990, RR- Maharashtra)<br>Administrator, PGI, Chandigarh  |
| 11.     | Shri Tejvir Singh, IAS (1994, RR- Punjab),<br>Deputy Commissioner, Patiala  |

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

In the Foundation 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.

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 coordinated by Shri R.S. Dalal, Professor of Political Theory and Constitutional Law. The faculty also 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 R.S. Dalal, Professor of Political Theory and Constitutional Law.

### **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 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 use of audio devices in the language laboratory.

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All members of the language faculty prepared and evaluated written response sheets in response to the Distance Learning programme for 2002 batch. Apart from the written assignments an audio-cassette assignment was introduced in the district training module. 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. The faculty was coordinated by Dr. Prem Shankar and assisted by Shri Mukesh Puri.

### Faculty of Computers and Information Systems (NICTU)

NIC Training Unit, LBS National Academy Mussoorie provides Communication and 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 2003.

| Sr. No. | Course/duration  | Sessions    | Participants | Topics   |
|---------|--|-------------|--------------|--|
| 1       | 73rd Foundation Course (15Weeks)   | 20 X 2 = 40 | 62           | Introduction to computers, Internet, E-mail, Typing Tutor, Windows 95, Word 97, Excel 97, PowerPoint 97, Income Tax calculation using Excel, Statistical Analysis using Excel.   |
| 2       | IAS Professional Course Phase-I (2002 Batch) (24 Weeks)                  | 25 X 2 = 50 | 62           | Data analysis using Excel, Database Management, MS-Access, Client/Server Applications, Geographical Information Systems & GISNIC, Project Management, Communication Technology   |
| 3.      | IAS Professional Course Phase-II (2001 Batch) (6 Weeks)                  | 14 X 2 = 28 | 56           | Revision on Excel, Access, Handling Multiple tables using Access, Data analysis using Excel, Tenancy Database, Communication Technology, Issues related to purchase of computer HW and S/W, E-Governance Module.                                     |
| 4.      | 74 <sup>th</sup> Foundation Course (16Weeks)                             | 20 X 4 = 80 | 215          | Introduction to computers, Windows 95, Typing Tutor, Word 97, PowerPoint 97, Excel 97, Internet/E-mail, Income Tax Calculation using Excel, Statistical Analysis using Excel, Correlation and Regression Analysis using Excel, Work Flow Automation. |
| 5.      | 92 <sup>nd</sup> Induction Training Programme for IAS Officers (8 weeks) | 20          | 18           | Introduction to computers, Windows 95, Typing Tutor, Word 97, PowerPoint 97, Excel 97, Internet/E-mail.  |

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|     |   |    |    |   |
|-----|---|----|----|---|
| 6.  | Training Programme for IAS officers of 6-9 years Service (2 Weeks)                    | 6  | 30 | Financial Management using Excel, Project Management.   |
| 7.  | 93 <sup>rd</sup> Induction Training Programme for IAS Officers (8 weeks)              | 18 | 20 | Introduction to computers, Windows 95, Typing Tutor, Word 97, PowerPoint 97, Excel 97, Internet/E-mail. |
| 8.  | Training Programme for IAS officers of 6-9 years Service (2 Weeks)                    | 6  | 32 | Financial Management using Excel, Project Management.   |
| 9.  | 94 <sup>th</sup> 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. | 13 <sup>th</sup> Training Programme for IAS officers of 10-16 years Service (2 Weeks) | 4  | 21 | Basics of computer, Communication Technology..  |
| 11. | 14 <sup>th</sup> Training Programme for IAS officers of 10-16 years Service (2 Weeks) | 4  | 18 | Basics of computer, Communication Technology  |

### Methodology :

- Lecture-cum-Demonstrations
- Hands-on
- Case Studies
- Class and Take Home Assignments
- Presentations by the participants

Dr. Vandana Sharma, Senior Technical Director, NIC Delhi; Dr. Rakesh Goel, Senior Technical Director, NIC Uttaranchal State Unit; Sh. Ajoy Roy, Senior systems Analyst, NIC Delhi and Shri Ajay Pathak, Senior systems Analyst, NIC Delhi addressed the participants in various courses.

**Highlights of Courses, Seminars and Workshops****IAS Professional Course Phase-I (2002-2004 Batch)****(13th December, 2002 to 30th May, 2003)**

|                               |  |
|-------------------------------|--|
| Duration                      | 13 <sup>th</sup> December, 2002 to 30 <sup>th</sup> May, 2003                              |
| Course Coordinator            | Shri S. Krishnan   |
| Associate Course Coordinators | Shri M.H. Khan<br>Smt. Arti Ahuja  |
| Inaugurated by                | Shri Binod Kumar,<br>Director, LBSNAA, Mussoorie   |
| Valedictory by                | His Excellency, the Governor of Uttaranchal<br>Shri Sudarshan Agarwal                      |
| Composition of Group          | Total : 62 including 2 Officers of the Royal Bhutan Civil Service (Male : 49; Female : 13) |

| Participants from the State of | Male      | Female    | No. of Participants |
|--------------------------------|-----------|-----------|---------------------|
| AGMUT                          | 2         | 1         | 3                   |
| Andhra Pradesh                 | 3         | -         | 3                   |
| Assam-Meghalaya                | 2         | -         | 2                   |
| Royal Bhutan Civil Service     | 2         | -         | 2                   |
| Bihar                          | 2         | 1         | 3                   |
| Chattishgarh                   | 2         | -         | 2                   |
| Gujarat                        | 3         | -         | 3                   |
| Haryana                        | 2         | -         | 2                   |
| Himachal Pradesh               | 1         | -         | 1                   |
| Jammu & Kashmir                | 1         | -         | 1                   |
| Jharkhand                      | 1         | -         | 1                   |
| Karnataka                      | -         | 3         | 3                   |
| Kerala                         | 2         | -         | 2                   |
| Madhya Pradesh                 | 3         | -         | 3                   |
| Maharashtra                    | 4         | -         | 4                   |
| Manipur-Tripura                | 5         | 2         | 7                   |
| Nagaland                       | 1         | -         | 1                   |
| Orissa                         | 1         | 1         | 2                   |
| Punjab                         | 1         | 1         | 2                   |
| Rajasthan                      | 2         | -         | 2                   |
| Sikkim                         | -         | 1         | 1                   |
| Tamil Nadu                     | 1         | 2         | 3                   |
| Uttaranchal                    | 2         | -         | 2                   |
| Uttar Pradesh                  | 4         | -         | 4                   |
| West Bengal                    | 2         | 1         | 3                   |
| <b>Total</b>                   | <b>49</b> | <b>13</b> | <b>62</b>           |

**Course highlights**

The 24-week Phase-I course is primarily aimed at developing the requisite skills, knowledge base and appropriate attitudes amongst the officer trainees related to the jobs they would hold in the first decade of service. The course is divided into two parts. The 8-week Winter Study Tour (Bharat Darshan), commenced immediately on completion of the Foundation Course, and is intended to give the officer trainees an all India perspective and comprises attachments with the Armed Forces, civil administration in insurgency affected areas, non governmental organizations, private and public sector units, government organizations which have effectively applied information and communication technology, urban local bodies and in tribal villages. A mid-Course break of two weeks including a weeklong Bureau of Parliamentary Studies and Training (BPST) attachment was also included in the course.

The 16-week Academic Module held on campus covered the prescribed syllabi through cross disciplinary modules in 323 sessions of about 400 hours of teaching. This year the course objectives which had been continued unchanged for a long time were extensively revised in keeping with the emerging training needs. The training methodology adopted included field visits, case studies, seminars, syndicate work, small group discussions and exercises. Extensive reading material on each of the modules was also circulated. A dual online feedback mechanism of Daily and Weekly Feedback was followed. The course end feedback of the course was also very high. A detailed course report was also brought out, copies of which are available in the library for reference.

During the BPST attachment the Officer Trainees called on H.E. the President of India, the Vice President of India, the Prime Minister, Deputy Prime Minister, Speaker of the Lok Sabha, Leader of the Opposition and the Minister of State for Personnel. There were a large number of guest speakers invited during the course including serving and retired members of the service, academicians, ministers, and other public personalities. Prominent guest speakers included Shri P. Shankar, IAS (Retd.), Central Vigilance Commissioner, CVC, New Delhi; Shri Ashok Saikia, IAS, Addl. Secretary, PM Office, New Delhi; Shri B.K. Sinha, IAS, Director, ATI, Patna; Shri Chaman Lal, IPS (Retd.), Special Rapporteur, NHRC, New Delhi; Dr. Bhagirath Prasad, IAS, Principal Secretary, SC, ST & Backward Classes & Monitoring Welfare Department, Govt. of M.P., Bhopal; Dr. Bhupinder Singh, IAS, Member, National Commission of Scheduled Areas & Scheduled Tribes, New Delhi; Shri Crispino Lobo, Programme Coordinator, Watershed

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Organisation Trust (WOTR), Ahmednagar; Dr. Bharat Singh, Professor Emeritus, Centre for Water Resources, Roorkee; Shri Ramaswamy R. Iyer, Former Secretary, Department of Water Resources, Govt. of India; Prof. D. Banerjea, Head & Sr. Research Fellow, School of Criminal Justice & Administration, W.B. National Open University of Judicial Sciences, Kolkata; Shri L.C. Amarnathan, IPS, Director, Bureau of Police Research & Development, New Delhi; Justice V.S. Malimath, Chairman, Committee on Reforms of Criminal Justice System, Govt. of India, M/o Home Affairs, Bangalore; Shri B.N. Yugandhar, IAS (Retd.), Former Secretary to the Prime Minister; Shri S.R. Shankaran, IAS (Retd.), Former Secretary, Rural Development, Govt. of India; Shri Snehashish Gangopadhyay, Director (IDF), Confederation of Indian Industries, Gurgaon; Dr. N.J. Kurian, Advisor (FR), Planning Commission, Govt. of India; Dr. Ramanath Jha, IAS, Regional Advisor, Urban Management Programme, South Asia and Pacific; Shri Ravi Shankar Prasad, Hon'ble Minister of State for Information & Broadcasting (Independent Charge); Shri Chandan Datta, Programme Director, Society for Participatory Research in Asia (PRIA), New Delhi; Professor Trilochan Sastry, IIM, Bangalore; Dr. R. Kavita Rao, Fellow, National Institute of Public Finance & Policy, New Delhi; and Shri L. Mansingh, IAS, Director General, Govt. of India, M/o Commerce & Industry, Directorate of Foreign Trade, New Delhi.

During the course, two modules in Management were conducted by Indian Institute of Management (Ahmedabad) and Xavier Labour Research Institute, Jamshedpur on Project Appraisal and Management and Group Processes and Communication respectively.

### 73rd Foundation Course for members of All India Services and Central Services (Group- `A')

(24th March, 2003 to 4th July, 2003)

|                        |  |
|------------------------|--|
| Duration               | 24th March to 4th July, 2003   |
| Course Coordinator     | Professor R.s. Dalal   |
| Associate Coordinators | Shri Manoj Ahuja, Deputy Director<br>Shri S. Sajit, Reader of Law<br>Smt. B.V. Uma Devi, Deputy Director |
| Inaugurated by         | Director, LBS NAA, Mussoorie   |
| Valedictory by         | Shri Ranjit S. Mooshahary, IPS<br>Director General National Security Guard                               |
| Composition of Group   | Male : 50 ; Female - 11  |

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| Service/ State | Male      | Female    | Total     |
|----------------|-----------|-----------|-----------|
| CBI            | 04        | 00        | 04        |
| ICAS           | 04        | 00        | 06        |
| ICCES          | 05        | 00        | 05        |
| IDAS           | 01        | 01        | 02        |
| IDES           | 01        | 00        | 01        |
| IES            | 02        | 01        | 03        |
| IIS            | 00        | 02        | 02        |
| IOFS           | 03        | 00        | 03        |
| IPoS           | 01        | 00        | 01        |
| IPS            | 02        | 00        | 02        |
| IRPF           | 09        | 01        | 10        |
| IRPS           | 03        | 00        | 03        |
| IRTS           | 10        | 02        | 12        |
| ISS            | 05        | 03        | 08        |
| OTH            | 00        | 01        | 01        |
| <b>Total</b>   | <b>50</b> | <b>11</b> | <b>61</b> |

### Course Activities:

During the course there were 61 sessions in Public Administration, 26 sessions in Law, 28 sessions in Management, 24 sessions in Economics, 17 session in Computers, 11 sessions in Political Concepts and Constitution of India, 12 sessions in History and 22 sessions in Hindi/Regional Language, Faculty in the Academy as well as eminent Guest Speakers i.e. Fr. V.M.Thomas, Shri Wajahat Habibullah, Shri K. Praveen, Shri Amod Kanth, Shri Swami Agnivesh, Ms. Menka Gandhi, Shri Meenakshi Passi, Shri Mark Tully, Shri Ravi Shankar Prasad, Shri D.K. Arya, Shri Ajai Raj Sharma, Shri P.C.Hota and Shri Rajeshwar Prasad conducted the above sessions during 73rd F.C.

### Main Activities of the Course.

Village Visit Programme: A 10-day village visits programme to the district Tamil Nadu, Orissa, Rajasthan and Madhya Pradesh 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: Co-curricular Modules on "Sketching & Painting", Photography, coaching in Football, Volley Ball, Tennis, Badminton Squash, Basketball, Effective Public Speaking etc. were conducted during the course.

A.K.Sinha One Act Play Competition: The A.K.Sinha One Act Competition was organized on 24th June 2003.



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Athletic Meet was organized on 14<sup>th</sup> May, 2003 in which the officer trainees participated with the passions of Olympic Champions.

Blood Donation Camp was organised on 23<sup>rd</sup> June, 2003

Modules: Modules on Disability, Rock Climbing Course at ITBP Range, Mussoorie and Dispersal of Unruly Mob by RAF (CRPF).

Apart from the above symposium on L.M. Singhvi Essay Competition was also conducted. 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 rule 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.

### IAS Professional Course, Phase - II (2001-2003 Batch) (16<sup>th</sup> June, 2003 to 25<sup>th</sup> July, 2003)

|                        |   |
|------------------------|---|
| Duration               | 16 <sup>th</sup> June, 2003 to 25 <sup>th</sup> July, 2003                                    |
| Course Coordinator     | Shri M.H. Khan, Deputy Director (Sr)  |
| Associate Coordinators | Shri S. Krishnan, Deputy Director (Sr)<br>Smt. Arti Ahuja, Deputy Director                    |
| Inaugurated by         | Shri Binod Kumar,<br>Director, LBSNAA   |
| Valedictory by         | Shri P. Shankar,<br>Chief Vigilance Commissioner  |
| Composition of Group   | Total : 56 including 2 Officers of the Royal<br>Bhutan Civil Service (Male : 41; Female : 15) |

| Participants from the State of | Male | Female | No. of Participants |
|--------------------------------|------|--------|---------------------|
| AGMUT                          | 1    | 1      | 2                   |
| Andhra Pradesh                 | 1    | 3      | 4                   |
| Assam-Meghalaya                | 1    | 1      | 2                   |
| Royal Bhutan Civil Service     | 1    | 1      | 2                   |
| Bihar                          | 3    | -      | 3                   |
| Chattishgarh                   | -    | 1      | 1                   |
| Gujarat                        | 1    | -      | 1                   |
| Haryana                        | 3    | -      | 3                   |
| Himachal Pradesh               | 1    | 1      | 2                   |
| Jammu & Kashmir                | 1    | -      | 1                   |
| Jharkhand                      | 1    | -      | 1                   |
| Karnataka                      | 2    | 1      | 3                   |
| Kerala                         | 1    | -      | 1                   |
| Madhya Pradesh                 | 2    | -      | 2                   |

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|                 |           |           |           |
|-----------------|-----------|-----------|-----------|
| Maharashtra     | 3         | 1         | 4         |
| Manipur-Tripura | 3         | 1         | 4         |
| Nagaland        | -         | 1         | 1         |
| Orissa          | 1         | 1         | 2         |
| Punjab          | 2         | -         | 2         |
| Rajasthan       | 2         | -         | 2         |
| Sikkim          | -         | 1         | 1         |
| Tamil Nadu      | 4         | -         | 4         |
| Uttaranchal     | 1         | -         | 1         |
| Uttar Pradesh   | 3         | -         | 3         |
| West Bengal     | 3         | 1         | 4         |
| <b>Total</b>    | <b>41</b> | <b>15</b> | <b>56</b> |

### 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 Wajahat Habibullah, IAS, Secretary, Consumer Affairs, Govt. of India, New Delhi; Shri L. Venkateshwarlu, IAS, Collector, Gautam Budh Nagar (Noida), U.P.; Ms. Jayanti Ravi, IAS, Commissioner, Mid-day Meals & Schools, Govt. of Gujarat, Gandhinagar; Shri C. Hanumantha Rao, Head, Farm Inputs, ITC Ltd., Secunderabad (A.P.); Shri Sanjay Bhoosreddy, IAS, Special Secretary, Housing & Urban Planning, Govt. of U.P., Lucknow; Shri S.K. Nayak, IAS, PS to Chairman, National Commission for Youth, New Delhi; Shri Yatindra Kumar, IAS, Additional Secretary, Tourism, Govt. of Uttaranchal, Dehra Dun; Shri Kumar Alok, IAS, Deputy Secretary, Deptt. of Drinking Water Supply, Govt. of India, New Delhi; Dr. Rakesh Goel, Sr. Technical Director, State Informatics Office, Uttaranchal State Unit, Dehra Dun; Shri Keshav Desiraju, IAS, Joint Secretary (AT & A), DoPT, New Delhi; Shri Javed Ahmad, IPS, DIG (Railways), Lucknow; Shri S.S. Bloeria, IAS, Chief Secretary, Jammu & Kashmir; Shri Chaman Lal, IPS (Retd.), Special Rapporteur, National Human Rights Commission, New Delhi; Shri N. Masood, IAS, Joint Secretary, M/o Agriculture & Cooperation, New Delhi; Shri R.V. Pillai, IAS (Retd.), Former Secretary-General, National Human Rights Commission, New Delhi; Shri S.C. Sen, Joint Director, ISTM, New Delhi; Shri S. Akbar, General Manager, NABARD, Dehra Dun; Shri S.S. Sandhu, IAS, Vice-Chairman, MDDA, Dehra Dun; Shri Sanjeev Srivastava, Indian Correspondent for BBC News; Shri Arvind Mohan, Political Editor, Dainik Hindustan; Shri P. Shankar, Chief Vigilance Commissioner.

Seminar on "Human Rights" and Modules on "E-governance"; "Law and Order"; "National Security"; "Disaster Management"; "North-East Issues"; "Human Rights Issues"; "Weapon Training"; "Noting

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and Drafting"; "Media Management" were also held. Similarly, two days "Effective SDO's Seminar" (22-23 July, 2003) was also held in which young officers from the field were also invited to share their experiences.

### 74th Foundation Course for members of All India Services and Central Services (Group- `A')

(1st September, 03 to 12th December, 2003)

|                              |  |
|------------------------------|--|
| Duration                     | 01st September to 12th December, 2003  |
| Course Coordinator           | Shri Manoj Ahuja, Deputy Director  |
| Associate Course Coordinator | Mrs.Vasudha Mishra, Deputy Director (Sr.)<br>Shri M.H.Khan, Deputy Director (Sr.)<br>Shri Chiranjiv Choudhary, Deputy Director |
| Inaugurated by               | Shri N.Gopalaswami,<br>Home Secretary, Govt. of India,<br>New Delhi  |
| Valedictory by               | Shri S.H.Mohan, IPS (Retd.)  |
| Composition of Group         | Male: 164      Female: 52  |

| Services/States | Male | Female | Total |
|-----------------|------|--------|-------|
| CISF            | 0    | 1      | 1     |
| IAAS            | 4    | 2      | 6     |
| IAS             | 48   | 22     | 70    |
| IFoS            | 24   | 6      | 30    |
| IFS             | 10   | 0      | 10    |
| IIS             | 7    | 1      | 8     |
| IpoS            | 3    | 3      | 6     |
| IPS             | 34   | 5      | 39    |
| IRAS            | 6    | 1      | 7     |
| IRPS            | 1    | 1      | 2     |
| IRS             | 16   | 11     | 27    |
| IRTS            | 4    | 0      | 4     |
| PTFAS           | 1    | 0      | 1     |
| RBCS            | 2    | 0      | 2     |
| Total           | 164  | 52     | 216   |

**Course Activities:** During the 74<sup>th</sup> F.C. the following sessions were taken on different subjects:

| Subject                                      | No. of Sessions |
|--|-----------------|
| Public Administration                        | 72              |
| Law  | 35              |
| Management                                   | 36              |
| Economics                                    | 27              |
| Computers                                    | 15              |
| Political Concepts and Constitution of India | 20              |
| History                                      | 9               |

**Faculty/Guest Speakers:** All the Faculty Members of the Academy had been taking classes on the different subjects and the following eminent Guest Speakers were called to teach the Officer Trainees of the 74<sup>th</sup> Foundation Course: Fr. V.M.Thomas, Shri K.N.Kumar, Shri P.Shankar, Shri Wajahat Habibullah, Shri S.K.Nayak, Shri Jean Dreze, Shri S.K.Ghosh, Shri Bidyut Chakrabarty, Shri Mahesh Rangarajan, Shri N.Vittal, Shri Anil K. Gupta, Swami Aginvesh, Shri Rajiv Lochan, Dr. Abid Hussain, Dr. Anand P. Gupta, Shri Pradip Baijal, Dr. Pushpa M. Bhargava, Shri Kanwal Sibal, Prof. Pranab Banerji, Prof. C.H.Hanumantha Rao, Prof. Mushirul Hasan, Ms. Madhu Kishwar, Shri P.C.Hota, Prof. Balveer Arora, Shri A.S.Bhal, Shri L.Mansingh, Shri Rakesh Goel, Shri Subir Mallick, Ms. Gurveen S. Choppy, Shri R. Naresh, Shri Kiran Karnik,, Shri Ashok Dohare, Shri J.F.Ribeiro, Shri Javed Abidi, Shri V.K.Kapoor, Dr. Vijaya Ramaswamy, Dr. S.C.Srivastava, Maj. Gen. H.S.Panag, Prof Tasneem suhrahwardy, Shri Chandi Prasad Bhatt, Justice J.S.Verma, Ms. Arundhati Ghose, Shri Ashok Lahri, Dr.Arindam Choudhuri, Shri Doris Long, Ms. Aruna Roy and Shri Rajeshwar Prasad conducted the sessions during 74<sup>th</sup> F.C.

**Important Events of the Course:**

*Village Visit Programme:* A 10-day village visit programme to the villages of Uttar Pradesh, West Bengal, Maharashtra, Jharkhand and Andhra Pradesh 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:* Co-curricular Modules on Coaching in Football, Volleyball, Tennis, Badminton, Basketball, Yoga etc. were conducted during the course.

*A.K.Sinha One Act Play Competition:* The A.K.Sinha One Act Competition was organized on 22nd and 24th November 2003. A resource person from NSD, Delhi guided the Officer Trainees.

*Zonal Days:* Zonal Days were organized on 29th November and 07th December 2003.

*Athletic Meet:* Athletic Meet was organized on 15th & 16th November 2003.

*Fete* was organized on 19th October 2003.

*Blood Donation Camp* was organized on 21st November 2003.

*Cross Country Run* was organized on 06th December 2003.

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*Modules:* Modules on Disability, Negotiation and Conflict Resolution, Understanding financial statement, Working with groups, Ethics and Governance, Sensitization Module: Towards a Sensitive Work Culture.

Apart from the above, symposium on National Security and Essay competition were also conducted. Lt. Gen H.S.Panag presided over the Army Symposium and competition. Cultural Programmes of Various Zones were also organised during the course including troupes from Uzbekistan facilitated by ICCR, Delhi.

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 inputs 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 service, and for bringing about all round personality development of the officer trainees.

### **92nd Induction Training Programme**

**[For the Officers promoted to IAS or on select list of the State]**

**(3rd March to 25th April 2003)**

|                       |   |
|-----------------------|---|
| Duration              | 3rd March to 25th April, 2003   |
| Course Coordinator    | Shri M.H. Khan, Deputy Director (Senior)                                |
| Associate Coordinator | Shri A.S. Ramachandra, Reader   |
| Inaugurated by        | BY Course Team  |
| Valedictory by        | Shri Rajeshwar Prasad, IAS (Retd), Former Director, LBS NAA, Mussoorie. |
| Composition of Group  | Male- 16 ; Female-02  |

| Service/ State  | Male | Female | Total |
|-----------------|------|--------|-------|
| Andhra Pradesh  | 03   | 02     | 05    |
| Gujarat         | 02   | 00     | 02    |
| Karnataka       | 02   | 00     | 02    |
| Maharashtra     | 04   | 00     | 04    |
| Manipur-Tripura | 02   | 00     | 02    |
| Rajasthan       | 01   | 00     | 01    |
| Tamil Nadu      | 01   | 00     | 01    |
| Uttar Pradesh   | 01   | 00     | 01    |
| Total           | 16   | 02     | 18    |

### ***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, 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 Chaman Lal, IPS (Retd), Special Rapporteur, National Human Rights Commission, New Delhi; Shri S. Akbar, General Magistrate, Dehradun; Smt Radha Raturi, District Magistrate, Dehradun; Lt.

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Gen. T.S. Shergill, PVSM, Commandant, Indian Military Academy, Dehradun; Shri P.M.V. Siromony, IAS, Sr. Adviser, Disaster Management, New Delhi; Smt. Shashi Mishra, IAS, Additional Secretary, DARE, Govt. of India, New Delhi; Shri Sanjeev Chopra, IAS, Secretary, Govt. of Uttaranchal, Dehradun; Smt. Rajni S. Sibal, IAS, Special Secretary, Govt. of Haryana; Shri K. Praveen Kumar, IAS, Joint Secretary (IT), Govt. of A.P., Hyderabad; Shri Naseeruddin Shah, Eminent Actor, Mumbai; Shri Jagdish Sagar, IAS, CMD, Delhi Tranco Ltd., New Delhi; Shri S.K. Nandy, District & Sessions Judge, Hoogly; Shri Jayant Ravi, IAS, Commissioner of Midday Meals & Schools, Govt. of Gujarat, Gandhi Nagar, Gujarat; Shri Jayant Keshav Natu, Director, Swajpal Project Dehradun; Shri M.A. Sattar, Director, National commission for SCs & STs, New Delhi; Shri M.A. Raza, Commandant (Admn.), ITBP, Mussoorie; Shri D. Banerjee, Head and Senior Research Fellow, School of Criminal Justice and Administration, West Bengal National University of Judicial Sciences, Aranya Bhawan, Salt Lake, Kolkata; Shri S.R. Sankaran, IAS (Retd.), Former Secretary, Rural Development Govt. of India; Shri B.N. Yugandhar, IAS (Retd.), Former Secretary to the PM; Shri Shakeel Ahmed, IAS (Bihar 1973); Shri Rajeshwar Prasad, IAS (Retd.), Former Director, LBS NAA.

### 93rd Induction Training Programme (For the Officers promoted to IAS or on select list of the State)

(19th May to 11 July, 2003)

|                       |   |
|-----------------------|---|
| Duration              | 19th May to 11th July, 2003                       |
| Course Coordinator    | Shri Mukesh Puri, Deputy Director (Senior)        |
| Associate Coordinator | Shri A.S. Ramachandra, Reader                     |
| Inaugurated by        | Shri Binod Kumar,<br>Director, LBS NAA, Mussoorie |
| Valedictory by        | Shri Binod Kumar,<br>Director, LBS NAA, Mussoorie |
| Composition of Group  | Male- 19 ; Female-01                              |

| Service/State   | Male | Female | Total |
|-----------------|------|--------|-------|
| AGMUT           | 1    | 0      | 1     |
| Andhra Pradesh  | 3    | 0      | 3     |
| Assam Meghalaya | 1    | 0      | 1     |
| Jammu & Kashmir | 2    | 0      | 2     |
| Maharashtra     | 3    | 0      | 3     |
| Manipur-Tripura | 2    | 0      | 2     |
| Nagaland        | 4    | 1      | 5     |
| Orissa          | 1    | 0      | 1     |
| West Bengal     | 2    | 0      | 2     |
| Total           | 19   | 1      | 20    |

## Course Objectives

The course aims at:

1. Development of an 'esprit de corps' among officers,
2. Understanding of the role of the participants as an officer of the Indian Administrative Service within the framework of the Constitution,
3. Identification of key elements in the New Public Management.
4. Appreciation of the responsibilities of IAS officers in the field and at policy levels, and
5. Acquisition of IT skills.

**Main Theme:** The theme of the course is 'Yoga Karmasu Kaushlam'.

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

**Eminent guest speakers** like Shri Shwetabh Suman, IRS, Additional Commissioner (Income Tax), Dehradun; Shri S.S.



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Sandhu, IAS, Vice – Chairman, MDDA, Dehradun; Shri P.C. Hota, IAS, Chairman, UPSC, New Delhi; Shri Chaman Lal, IPS, Special Rapporteur, National Human Rights Commission, New Delhi; Shri Sanjeev Chopra, IAS, Secretary, Rural Development & Horticulture, Govt. of Uttaranchal, Dehradun; Shri Kulbir Krishan, IPS, Senior Fellow, Institute for Defence Studies and Analysis, New Delhi; Shri S.K. Nayak, IAS, PS to Chairman, Youth Commission, New Delhi; Shri Rajeshwar Prasad, IAS (Retd.)

Shri T.K. Manoj, IAS, Director, Ministry of Health, New Delhi; Shri Parag Gupta, IAS, Additional Secretary & MD, SIDC, Govt. of Uttaranchal, Dehradun; Dr. H.S. Anand, IAS, Director, HIPA, Gurgaon; Shri Jagdish Sagar, IAS, Chairman and Managing Director, Delhi Power Supply Co. Ltd., Shakti Sadan, New Delhi; Shri P.M.V. Siromony, IAS, Resident Commissioner, Kerala Bhawan, N. Delhi; Shri P.K. Gera, IAS, Director, Ministry of Textiles, Udyog Bhawan, New Delhi; Shri Wajahat Habibullah, IAS, Secretary, Ministry of Consumer Affairs, Food and Public Distribution, Dept. of Consumer Affairs, New Delhi; Smt. Shashi Mishra, IAS, Additional Secretary, Govt. of India, Department of Agriculture, Research & Education, Krishi Bhawan, New Delhi; Dr. Nitin Kareer, IAS, Inspector General of Registration & Controller of Stamps, Pune – 411 001 (Maharashtra); Shri Ajay Jain, IAS, Collector, Ranga Reddy District, Hyderabad (A.P.) Shri S.S. Bloeria, IAS Chief Secretary, Govt. of J&K, Jammu; Shri R.P. Gupta, IAS, Managing Director, Gujarat Agro Industry Corporation, Ahmedabad;

### Training Programme for IAS Officers of 6-9 years of seniority

**(21st July, 2003 to 1st August, 2003)**

|                       |  |
|-----------------------|--|
| Duration              | 21 <sup>st</sup> July, 2003 to 1st August, 2003  |
| Course Coordinator    | Ms Arti Ahuja, Deputy Director   |
| Associate Coordinator | Ms Rajni S. Sibal, Deputy Director (Sr)<br>Shri Chiranji Chaudhary, Deputy Director (Sr) |
| Composition of Group  | Male- 22 ; Female-07   |

| Service/ State   | Male      | Female    | Total     |
|------------------|-----------|-----------|-----------|
| AGMUT            | 04        | 02        | 06        |
| Assam-Meghalaya  | 02        | 00        | 02        |
| Chattishgarh     | 01        | 02        | 03        |
| Himachal Pradesh | 00        | 01        | 01        |
| Maharashtra      | 01        | 00        | 01        |
| Manipur-Tripura  | 01        | 00        | 01        |
| Nagaland         | 01        | 00        | 01        |
| Orissa           | 01        | 00        | 01        |
| Punjab           | 00        | 01        | 01        |
| Tamil Nadu       | 05        | 00        | 05        |
| Uttar Pradesh    | 04        | 01        | 05        |
| Uttaranchal      | 01        | 00        | 01        |
| West Bengal      | 01        | 00        | 01        |
| <b>Total</b>     | <b>22</b> | <b>07</b> | <b>29</b> |

### Course Objectives

1. Role of governance in a changing milieu with special emphasis on:
2. Developing an innovative and problem solving approach through case studies and experience sharing;
3. Promoting administrative effectiveness through leadership and team building;
4. Ensuring cost effective management of financial resources and
5. Ethics, empathy and responsiveness.

The aim was to create an atmosphere in which participatory learning takes place a churning of the experiences, the knowledge and the skills of the participants through sharing and discussion.

Topics covered were

- i. Globalisation and the Indian Economy
- ii. Interdepartmental Coordination
- iii. Human Rights and Administration
- iv. Right to food
- v. Experience sharing with Phase-II
- vi. Urban Administration
- vii. Economic Reforms and Administration
- viii. Contempt of Court
- ix. Issues in Health

- x. Project Management
- xi. Social values in Administration
- xii. New Issues in Education
- xiii. BPS
- xiv. Public Private Partnerships
- xv. IT Applications in Government
- xvi. Total Quality Management in Government
- xvii. Issues in the Agriculture Sector
- xviii. WTO and District Administration
- xix. Disaster Management
- xx. Strategic Planning
- xxi. State Budget
- xxii. Case Study
- xxiii. Leadership in Administration

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 speaker like Shri Amarjeet Sinha, Education Adviser, DFID, New Delhi; Shri EAS Sharma, Principal, Administrative Staff College of India, Hyderabad, Shri Jean Dreze, Economist, New Delhi; Shri M.N. Venkatachalia, Former Chief Justice of India, Bangalore; Shri M. Ramsekhar, Joint Secretary (Vigilance), Govt. of Haryana, Chandigarh; Shri S.S. Sandhu, Vice Chairman, MDDA, Dehradun, Uttaranchal; Shri O.P. Agarwal, Joint Secretary (Trg.) DoPT, New Delhi; Dr. Vijaya Katti, Chairperson, MDP, Indian Institute of Foreign Trade, New Delhi.

## 13th Training Programme for IAS Officers of 10-16 years of seniority.

(4th August, 03 to 15th August, 2003)

|                       |   |
|-----------------------|---|
| Duration              | 4th August, 03 to 15th August, 2003   |
| Course Coordinator    | Ms. Rajni S. Sibal, Deputy Director (Sr)  |
| Associate Coordinator | Shri Mukesh Puri, IAS Deputy Director (Sr)<br>Shri A.S. Ramachanra, Reader        |
| Inaugurated by        | Shri Wajahat Habibullah,<br>Secretary, Ministry of Consumer Affairs,<br>New Delhi |
| Valedictory by        | Shri Rajeshwar Prasad, IAS (Retd.)  |
| Composition of Group  | Male- 19 ; Female-02  |

| Service/ State   | Male      | Female    | Total     |
|------------------|-----------|-----------|-----------|
| AGMUT            | 01        | 00        | 01        |
| Andhra Pradesh   | 06        | 00        | 06        |
| Haryana          | 01        | 00        | 01        |
| Himachal Pradesh | 01        | 00        | 01        |
| Karnataka        | 02        | 00        | 02        |
| Madhya Pradesh   | 01        | 00        | 01        |
| Maharashtra      | 01        | 01        | 02        |
| Manipur-Tripura  | 02        | 00        | 02        |
| Punjab           | 02        | 00        | 02        |
| Uttar Pradesh    | 01        | 01        | 02        |
| West Bengal      | 01        | 00        | 01        |
| <b>Total</b>     | <b>19</b> | <b>02</b> | <b>21</b> |

### Course Objective and Aims:

Role of governance in a changing milieu with special emphasis on:

- (i) Exposure to recent trends of governance in a changing socio-economic scenario;
- (ii) Promoting administrative effectiveness.
- (iii) Ensuring cost effective management of financial resources;
- (iv) Promoting a more responsive and sensitive government.
- (v) Physical conditioning.

### Course Activity/Course Inputs:

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

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Guest Speakers in the course were Shri Wajahat Habibullah, IAS, Secretary, Ministry of Consumer Affairs, New Delhi; Shri Sundeep K. Nayak, IAS, PS to Chairman, National Youth Commission, New Delhi; Shri P. Panneervel, IAS, Secretary, Higher Education, Govt of Gujarat, Gandhinagar; Shri B.V.R. Subrahmanyam, IAS, Director, Ministry of Commerce, New Delhi; Ms. Anuradha Gupta, IAS, MD, Haryana Sugar Federation, Chandigarh; Ms. Ena Singh, Deputy Representative, United Nations Population Fund, New Delhi; Dr. A. Kumar, Lead Partner, Satyam Foundation, Secunderabad; Dr. Rakesh Goel, Sr. Technical Director, NIC Uttaranchal State Unit, Dehradun; Shri A. Bhattacharya, IAS, Joint Secretary, Ministry of Disinvestment, Government of India, New Delhi; Shri V.K. Sibal, IAS (Retd.), Member, Punjab Human Rights Commission, Chandigarh; Shri Chandi Prasad Bhatt, Dasoli Gram Swarajya Mandal, Chamoli; Shri Jyoti Randhava, C-152, Tower – 2, Ridgewood Estate, DLF Phase –IV, Gurgaon, Haryana; Shri Rajeshwar Prasad, IAS (Retd.), EC Road, Dehradun.

### 14th Training Programme for IAS Officers of 10-16 years of seniority.

**(18th August, 03 to 29th August, 2003)**

|                       |   |               |              |  |
|-----------------------|---|---------------|--------------|--|
| Duration              | 18th August, 03 to 29th August, 2003  |               |              |  |
| Course Coordinator    | Ms. Rajni S. Sibal, Deputy Director (Sr)                                    |               |              |  |
| Associate Coordinator | Shri M.H. Khan, IAS Deputy Director (Sr)<br>Ms. Arti Ahuja, Deputy Director |               |              |  |
| Inaugurated by        | Shri Rajeshwar Prasad, IAS (Retd.)  |               |              |  |
| Valedictory by        | Shri Sudershan Agarwal,<br>His Excellency the Governor of Uttaranchal.      |               |              |  |
| Composition of Group  | Male- 13 ; Female-02  |               |              |  |
| <b>Service/ State</b> | <b>Male</b>   | <b>Female</b> | <b>Total</b> |  |
| Assam-Meghalaya       | 01  | 00            | 01           |  |
| Andhra Pradesh        | 02  | 00            | 02           |  |
| Haryana               | 02  | 00            | 02           |  |
| Karnataka             | 02  | 00            | 02           |  |
| Madhya Pradesh        | 01  | 02            | 03           |  |
| Maharashtra           | 02  | 00            | 02           |  |
| Manipur-Tripura       | 01  | 00            | 01           |  |
| Punjab                | 01  | 00            | 01           |  |
| Tamil Nadu            | 01  | 00            | 01           |  |
| <b>Total</b>          | <b>13</b>   | <b>02</b>     | <b>15</b>    |  |

Course Activity/Course Inputs:

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

Guest Speakers were Shri Rajeshwar Prasad, IAS (Retd.), 54 E.C. Road, Dehradun; Dr. Anand Gupta, IAS, Director, Economic Management Institute, New Delhi; Shri S.S. Sandhu, IAS, Vice-Chairman, M.D.D.A., Dehradun; Shri H.S. Anand, Director, Haryana Institute of Public Administration, Gurgaon, Haryana; Shri Sanjeev Chopra, Secretary, Panchayati Raj, Government of Uttaranchal, Dehradun; Shri Chaman Lal, IPS (Retd.), Special Rapporteur, National Human Rights Commission, New Delhi; Shri I.M.G. Khan, Chief General Manager (Business Development), Malcha Marg Post Office Complex, New Delhi; Dt. Rakesh Goel, Sr. Technical Director, NIC, Uttaranchal State Unit, Secretariat, Dehradun; Ms. Feroza Mehrotra, Deputy Regional Programme Director, United Nations Development Fund for Women (UNIFEM), South Asia Regional Office, New Delhi; Ms. Sunita Dhar, UNIFEM, New Delhi; Shri Vivek Mehrotra, IAS, Joint Secretary (Administration, Bilateral Cooperation), Ministry of Finance, Department of Economic Affairs, New Delhi; Shri Anil Razdan, IAS, Chairman, Haryana Power Generation Corporation, Financial Commissioner & Principal Secretary, PWD, Chandigarh; Shri Pradeep Baijal, Chairman, Telephone Regulatory Authority of India, New Delhi; Ms. Kiran Aggarwal, IAS (Retd.), Former Secretary to the Govt. of India, Flat No. 281, 8<sup>th</sup> Floor, Tower, Mayur Vihar, Phase-I, New Delhi; Pawan Gupta, SIDH, Mussoorie; Anuradha Joshi, SIDH, Mussoorie.

### 8th program on "Ethical Issues in Today's Administration"

(1st-5th September, 2003)

|                        |   |                        |
|------------------------|---|------------------------|
| Duration               | 1st-5th September, 2003   |                        |
| Course Coordinator     | Ms. Arti Ahuja, IAS Deputy Director   |                        |
| Associate Coordinators | Shri T.K. Manoj Kumar, Deputy Director (Sr)<br>Shri Chiranjiv Choudhary, Deputy Director (Sr) |                        |
| Valedictory by         | Valedictory address by the Course Team  |                        |
| Composition of Group   | Male : 25; Female : 03  |                        |
|                        | Service/ States   | Number of Participants |
|                        | Assam-Meghalaya   | 01                     |
|                        | Andhra pradesh  | 05                     |
|                        | AGMUT   | 6                      |
|                        | Haryana   | 02                     |
|                        | Karnataka   | 02                     |
|                        | Madhya Pradesh  | 2                      |
|                        | Maharashtra   | 01                     |

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|               |           |
|---------------|-----------|
| Rajasthan     | 02        |
| Orissa        | 01        |
| Tamil Nadu    | 04        |
| Uttar Pradesh | 01        |
| West Bengal   | 01        |
| <b>Total</b>  | <b>28</b> |

### ***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.

### **Methodology:**

- Case studies
- Best Practices Sharing
- Lecture sessions

### **The Course Details:**

The programme included 18 session of training inputs spread over 05 working days.

### **Course Highlights:**

- Introduction to Ethics
- Ethics in Administration
- Ethical Perspectives
- Experience Sharing
- Social Values in Administration
- Values for Public Policy Makers
- Values: An Indian Perspective
- Group work & Presentation
- Corruption in Administration

### **Reading Materials:**

Course materials (Ethical Issues in Today's Administration Volume-I, Volume-II, Volume-III, Volume-IV ) distributed to the participants on the date of joining the course and at end of course a CD also distributed to participants.

The faculty engaged in the course were Prof. Shekhar Singh, Indian Institute of Public Administration, New Delhi; Shri N. Vittal,

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Former Chief Vigilance Commissioner, Chief Vigilance Commission, Govt. of India, New Delhi; Shri Rajiv Takru, M.D., Gujarat Urban Development, Company Ltd., Gandhinagar; Ms. Madhu Kishwar, Manushi, New Delhi; Mrs. Shashi Mishra, Secretary, ICAR, New Delhi; Shri P. Shankar, Chief Vigilance Commissioner, Govt. of India, New Delhi.

### Training Programme for IAS Officers of 6-9 years of seniority

(8th-19th September, 2003)

|                       |   |             |               |              |
|-----------------------|---|-------------|---------------|--------------|
| Duration              | 8th-19 September, 2003  |             |               |              |
| Course Coordinator    | Ms Arti Ahuja, Deputy Director  |             |               |              |
| Associate Coordinator | Shri T.K. Manoj Kumar, Deputy Director (Sr)<br>Shri Chiranjiv Choudhary, Deputy Director (Sr) |             |               |              |
| Inaugurated by        | Course Team   |             |               |              |
| Valedictory by        | Course Team   |             |               |              |
| Composition of Group  | Male- 27 ; Female-04  |             |               |              |
|                       | <b>Service/ State</b>   | <b>Male</b> | <b>Female</b> | <b>Total</b> |
|                       | Assam-Meghalaya   | 01          | 00            | 01           |
|                       | Bihar   | 01          | 00            | 01           |
|                       | Madhya Pradesh  | 04          | 00            | 04           |
|                       | Haryana   | 01          | 00            | 01           |
|                       | Karnataka   | 03          | 00            | 03           |
|                       | Maharashtra   | 04          | 00            | 04           |
|                       | Orissa  | 02          | 02            | 04           |
|                       | Punjab  | 01          | 01            | 02           |
|                       | Rajasthan   | 03          | 00            | 03           |
|                       | Tamil Nadu  | 05          | 00            | 05           |
|                       | Uttar Pradesh   | 01          | 00            | 01           |
|                       | West Bengal   | 01          | 01            | 02           |
|                       | <b>Total</b>  | <b>27</b>   | <b>04</b>     | <b>31</b>    |

#### Aim of the Course:

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.

#### Broad focus of the Thrust area:

1. HDI
2. National Security



3. TQM in Government
4. Siege of Hazratbal Shrine-Ethical Issues
5. Public Policy Formulation- Case Study of Health Sector
6. Management of Government Finances
7. Experience sharing
8. Negotiation and Conflict Resolution
9. Understanding Financial Statements and Appraisal of Projects
10. MS Projects, NICTU
11. Social Values in Administration
12. WTO
13. Procurements
14. Team Building
15. Urban Administration
16. Public Private Partnership
17. Strategic Planning
18. International Marketing
19. Right to Food
20. Poverty Alleviation Programme
21. E- Governance

**Course Activity/Course Inputs:**

Lecture-cum-discussion sessions, Computer lab sessions, Case-studies, Panel discussions, Presentations by participants etc.

**Guest Speakers**

Shri Wajahat Habibullah, Secretary, Ministry of Consumer Affairs, Food, Public Distribution, Department of Consumer Affairs, New Delhi; Shri Sundeep Nayak, PS to Chairman, National Commission for youth, Ministry of Youth Affairs and Sports, New Delhi; Shri Jean Dreze, Economist, New Delhi; Shri O.P. Agarwal, Joint Secretary (Training) DoPT, New Delhi; Shri Ramanath Jha,

Advisor, Urban Management Programme, All India Institute of Local Self Government, New Delhi; Shri S.S. Sandhu, Vice Chairman, DDA, Dehradun, Uttaranchal; Shri Anand Gupta, Director, Economic Management Institute, New Delhi.

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### 94th Induction Training Programme [For the Officers promoted to IAS or on select list of the State]

(22nd September to 14th November, 2003)

|                       |   |      |        |       |
|-----------------------|---|------|--------|-------|
| Duration              | 22nd September to 14th November, 2003   |      |        |       |
| Course Coordinator    | Shri R.S. Dalal, Professor  |      |        |       |
| Associate Coordinator | Shri T.K. Manoj Kumar, Deputy Director (Sr)<br>Shri M.H. Khan, Deputy Director (Sr)     |      |        |       |
| Inaugurated by        | Shri Binod Kumar, Director, LBSNAA  |      |        |       |
| Valedictory by        | Dr. Vallabhbahi Kathiria, Hon'ble Union Minister of State of Human Resource Development |      |        |       |
| Composition of Group  | Male- 11 ; Female-03  |      |        |       |
|                       | Service/ State  | Male | Female | Total |
|                       | AGMUT   | 01   | 00     | 01    |
|                       | Assam- Meghalaya  | 00   | 01     | 01    |
|                       | Gujarat   | 02   | 00     | 02    |
|                       | Jammu and Kashmir   | 01   | 01     | 02    |
|                       | Haryana   | 00   | 01     | 01    |
|                       | Madhya Pradesh  | 02   | 00     | 02    |
|                       | Maharashtra   | 04   | 00     | 04    |
|                       | Manipur-Tripura   | 01   | 00     | 01    |
|                       | Total   | 11   | 03     | 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.
- Exposure to various growing sectors of the economy.

**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 Shri Jean Dreze, Economist, New Delhi; Shri Mahesh Rangarajan, Mayur Vihar, Delhi; Shri P.C. Hota, IAS, Former Chairman, UPSC, New Delhi; Shri S.K. Ghosh, Associate Professor of HRD & Management, NIFM, Faridabad; Shri Vijai Vardhan, IAS, Secretary to Governor, Govt. of Haryana, Chandigarh; Shri Sanjeev Chopra, IAS, Secretary, Industry, Govt. of Uttaranchal, Dehradun; Shri Rajeshwar Prasad, IAS (Retd.), Former Director, LBS NA; Ms. Sharda Murlidharan, IAS, director of Collegiate Education, Govt. of Kerala; Dr. V.Venu, IAS, Deputy Secretary, Department of Tourism, Govt. of India, New Delhi; Shri P.K. Gera, IAS, Director, Ministry of Textile, Govt. of India, New Delhi; Prof. Ganesh Saili, Professor, MPG College, Mussoorie; Shri N. Vittal, IAS (Retd.), Former Chief Vigilance Commissioner; Shri Kalyan Rudra, IPS (Retd.), Former DG of Police, Haryana; Prof. Anil K. Gupta, IIM, Vastrapur, Ahmedabad; Lt. Gen. H.B. Kala, PVSM, AVSM, SC, Dehradun; Shri N. Krishnan, Additional Director, C-DAC, Trivandrum; Dr. H.C. Pokhriyal, Executive Director, NAIR, LBS NAA; Shri S.K Das, Member, Central Water Commission and Additional Secretary, Govt. of India, New Delhi; Shri Venkatesan Umasankar, IAS, Administrator, HUDA, Hisar; Shri Amitabh Bhattacharya, IAS, Member Secretary, Disinvestment Commission, New Delhi; Dr. Anand P. Gupta, Director, Economic Management Institute, New Delhi; Shri R.K. Khanna, Director (EIA), Central Water Commission, New Delhi; Shri V. Saithanyamurthy, Director (IM), Central Water Commission, New Delhi; Shri Vivek Mehrotra, IAS, Joint Secretary, Ministry of finance, New Delhi; Shri Rajiv Takru, IAS, Managing Director, Gujarat State Civil Supplies Corporation, Gandhinagar; Shri Shwetabh Suman, IRS, Additional Commissioner, Income Tax, Dehradun; Dr. W.R. Reddy, IAS, Director, DoPT, Govt. of India, New Delhi; Dr. Vallabhbbhai Kathiria, Hon'ble Union Minister of State for Human Resource Development.

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### 2nd Joint Civil-Military Training Programme on National Security

(23rd November to 5th December, 2003)

|                        |   |
|------------------------|---|
| Duration               | 23rd November to 5th December, 2003   |
| Course Coordinator     | Prof. R.S. Dalal  |
| Associate Coordinators | Shri T.K. Manoj Kumar, Deputy Director (Sr.)<br>Shri M.H. Khan, Deputy Director (Sr.) |
| Inaugurated by         | Shri Kalyan Rudra, IPS (Retd.)  |
| Valedictory by         | Shri A.K. Doval, Special Director,<br>Intelligence Bureau                             |
| Composition of Group   | 25 (Total) Male- 25; Female-00  |

**The various issues including** - National Security Scenario, Intelligence, Military, Police, Information Security, Case Study "Yankee Doodle", Open Source Information Analysis, Group Study & Presentation, Challenges in J&K, Internal Security Management, Economic Security, Book Review, LIC, Insurgency, Terrorism, National Security were discussed and deliberated at length. Groups were formed and each group submitted its reports.

**The Guest Speakers of the programmes included** - Shri Kalyan Rudra, IPS (Retd.); Shri N. Narsimhan, Former Secretary, R&W; Air Chief Marshal (Retd.) S.K. Mehra; Shri D.K. Arya, IPS (Retd.); Air Commodore Jasjit Singh, Director, CSIS; Shri Arvind Gupta, IFS; Gen. (Retd.) V.P. Malik, AVSM, PVSM; Gr. Capt. V.V. Bandopadhyay; Shri Rana Banerji; Shri S.K. Nayak; Lt. Gen. G.S. Negi, AVSM, PVSM; Maj. Gen. (Retd.) Vinod Saighal; Shri TCAS Raghavan; Shri S.R. Mehra, IPS; Lt. Gen. (Retd.) H.B. Kala; Shri R.K. Khandelwal, IPS (Retd.); and Shri A.K. Doval, Special Director, Intelligence Bureau.

### 15th Training Programme for IAS Officers of 10-16 years of seniority

(8th December to 19th December, 2003)

|                        |  |
|------------------------|--|
| Duration               | 8th December to 19th December, 2003                              |
| Course Coordinator     | Ms. Rajni S. Sibal, Deputy Director (Sr.)                        |
| Associate Coordinators | Ms. Arti Ahuja, Deputy Director<br>Shri A.S. Ramachanran, Reader |
| Inaugurated by         | Shri Binod Kumar, Director, LBSNAA                               |

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|                       |                                    |               |              |  |
|-----------------------|------------------------------------|---------------|--------------|--|
| Valedictory by        | Shri Rajeshwar Prasad, IAS (Retd.) |               |              |  |
| Composition of Group  | Male- 12; Female-00                |               |              |  |
| <b>Service/ State</b> | <b>Male</b>                        | <b>Female</b> | <b>Total</b> |  |
| Andhra Pradesh        | 02                                 | 00            | 02           |  |
| Chhattisgarh          | 01                                 | 00            | 01           |  |
| Gujarat               | 01                                 | 00            | 01           |  |
| Jharkhand             | 01                                 | 00            | 01           |  |
| Karnataka             | 01                                 | 00            | 01           |  |
| Maharashtra           | 02                                 | 00            | 02           |  |
| Orissa                | 02                                 | 00            | 02           |  |
| Tamil Nadu            | 01                                 | 00            | 01           |  |
| Uttaranchal           | 01                                 | 00            | 01           |  |
| <b>Total</b>          | <b>12</b>                          | <b>00</b>     | <b>12</b>    |  |

### Course Objective and Aims:

Role of governance in a changing milieu with special emphasis on :

- a. Exposure to recent trends of governance in a changing socio-economic scenario;
- b. Promoting administrative effectiveness.
- c. Ensuring cost effective management of financial resources;
- d. Promoting a more responsive and sensitive government.
- e. Physical conditioning.

### Course Activity/Course Inputs:

Lecture-cum-discussion sessions, Panel discussions, Presentations by participants, Field visit and P.T. etc.

### List of Guest Speakers:

Shri V.K. Kapoor, IPS, ADGP (Retd.), Panchkula; Dr. Anand Gupta, IAS, Dh.D. (University of Florida), Director, Economic Management Institute, New Delhi; Justice G.S. Singhvi, Punjab & Haryana High Court, Sector 1, Chandigarh; Dr. Rakesh Goel, Sr. Technical Director, Uttaranchal State NIC Unit, Dehradun; Shri S. Sundar, Distinguished Fellow, TERI, New Delhi; Ms. Sureena Rajan, ILO, New Delhi; Ms. Anuradha Gupta, IAS, Secretary to Govt. of Haryana. Finance Department, Chandigarh; Ms. Ena Singh, United Nations Population Fund, New Delhi; Shri Sanjeev Chopra, Secretary (Industry), Govt. of Uttaranchal. Dehradun; Dr. Ajoy Kumar, President, AHRI, Mumbai; Shri Vivek Mehrotra, IAS, JS, Department of Company Affairs, Ministry of Finance, New Delhi; Justice J.S. Verma, Former Chief Justice of India, H. NO. 43, Sector 15 – A, New Delhi; 14. Shri Amitabh Bhattacharya, IAS, Member Secretary, Disinvestment Commission, New Delhi;

15.Smt. B.V. Uma Devi, IFS, Assistant Inspector General of Forests, Ministry of Environment & Forests, New Delhi; Shri B.V.R. Subrahmanyam; Shri Rajeshwar Prasad, IAS (Retd.), 54 EC Road, Dehradun.

### **Workshop on IT based access to Government**

The Academy is focusing on E-governance initiative for bringing transparency and accountability in Government and also improving service delivery to citizens. Keeping in view the need to expose the IAS Officer Trainees to the latest happenings in this field, a workshop for IT based access to government information was held on June 20, 2003 at LBSNAA, Mussoorie. Resource persons were invited from six district across the country where IT based access to government information based projects in under implementation/has been implemented as well as from other such institute like Gyandoot Project of Dhar District in Madhya Pradesh. Approximate 60 Officer Trainees of IAS Phase-II Professional Course attended the one day workshop.

### **Administration in India: Past, Present and Future- Retreat of 1953 batch officers**

**(24<sup>th</sup> to 25<sup>th</sup> June, 2003)**

|                       |                                       |
|-----------------------|---------------------------------------|
| Duration              | 24th-25th June, 2003                  |
| Coordinator           | Shri M.H. Khan, Deputy Director (Sr.) |
| Associate Coordinator | Smt. Arti Ahuja, Deputy Director      |
| Composition of Group  | Male : 8 ; Female : 02                |

| Service/ State   | Male      | Female    | Total     |
|------------------|-----------|-----------|-----------|
| Andhra Pradesh   | 01        | 00        | 01        |
| Assam            | 00        | 01        | 01        |
| Karnataka/Mysore | 01        | 00        | 01        |
| Madhya Pradesh   | 01        | 00        | 01        |
| Orissa           | 01        | 00        | 01        |
| Rajasthan        | 01        | 00        | 01        |
| Uttar Pradesh    | 01        | 01        | 02        |
| Punjab           | 01        | 00        | 01        |
| West Bengal      | 01        | 00        | 01        |
| <b>Total</b>     | <b>08</b> | <b>02</b> | <b>10</b> |

### **Objective and Aims**

The Retreat of the IAS Officers of 1953 batch was the seventh 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 1953 batch were invited to benefit us with their views on 24-25 June, 2003. Ten officers attended the Retreat. In addition few spouses & Ms. Medha Dubhashi D/O Mr. Padmakar R. Dubhashi also graced the occasion. 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*

The discussion was organised on sub-topics such as external threat, internal threat, religious divide and naxalism. Various delegates put their valuable points on these crucial issues. Strategic, intelligence and tactical issues were also discussed. It was also mentioned that Good Governance is very much related to National Security. The session was chaired by Mr. C.G. Somiah.

### *Civil Service Reforms*

The discussion was organised on various sub-topics such as Interface with Politicians, Liberalisation Process and Reforms, Poverty, Redressal of Public Grievances and Control of Corruption, Role Models, Ethics and Values and also Role of Academy. All the participants expressed their views based on their vast experience for bringing reforms and new initiatives in Civil Service.

### *Interaction with IAS Officer Trainees of 2001 Batch*

The Officer Trainees of 2001 Batch were fortunate to have interaction with the senior colleagues of the service during Retreat. The Officer Trainees and the participants were clubbed into different groups based on similar cadres. Various issues such as qualities of a Civil Servant, Working in Different Areas, Corruption, Dealing with Politicians, Dealing with Media, Stress Management, Time Management and Career Prospects were discussed in detail.

*Good Governance*

The session was chaired by Mr. Mani Narayanswami. The concept of Good Governance was discussed in detail. The Perspective of a Common Man, Need for Transparent Administration, Human and Sensitive Administration, Right to Information and Accountability and Socio-economic factors were some of the issues which were discussed in this session.

*Corruption : Causes and Control*

Ms. Kusum Lata Mittal chaired the session. She mentioned that corruption at the administrative level tends to directly affect the citizens more and hence becomes a crucial issue. Various sub-topics such as Bureaucratic Corruption, Political Corruption, Crime and Politics, Lokpal Bill and Control of Corruption were discussed for controlling corruption at the administrative level the group suggested following measures:-

- reducing age of recruitment into Civil Service;
- specified job duties;
- reducing delays in inquiry process; and
- appropriate and quick punishment

**Conclusion**

Deliberations in the Retreat were very important and useful. All the participants highly appreciated the design of the Retreat as well as other logistic arrangements. The proceeding of the Retreat were also finalised, edited, printed and later on sent to all participants, Chief Secretaries of State Governments, State ATIs and also to Department of Personnel and Training.

**2nd Conference of Heads of Administrative Training Institutes  
(17th-18th July, 2003)**

|                      |                                   |
|----------------------|-----------------------------------|
| Duration             | 17th-18th July, 2003              |
| Coordinator          | Ms. Arti Ahuja<br>Deputy Director |
| Composition of Group | Male- 20 ; Female-02              |



The 2<sup>nd</sup> Conference of Heads of ATIs and State Training Coordinators was held at LBSNAA to the objective of the conference is to build on the foundation of the first meeting and follow-up on the action resolutions made therein. The draft training programme for the 52 week district training of IAS Probationers will be discussed and finalized with the ATIs. Other issues will be coordination between LBSNAA and ATIs in the proposed Phase III and Incident Command System programmes, delineating clear responsibilities to the Collectors imparting training and recommending a mechanism to ensure the sustained interest of line departments in the district training attachments of probationers.

The Academy prepares a District Training Manual at the end of Phase I to the probationers embarking on district training to their respective cadres.

## 2nd Conference of Heads of Central Training Institutions (15th September to 16th September, 2003)

|                       |  |
|-----------------------|--|
| Duration              | 15 <sup>th</sup> to 16 <sup>th</sup> September, 2003 |
| Course Coordinator    | Smt. Arti Ahuja                                      |
| Associate Coordinator | Shri Rajiv Ranjan Mishra                             |
| Inaugurated by        | Shri Binod Kumar,<br>Director, LBSNAA, Mussoorie     |
| Valedictory by        | Shri Binod Kumar,<br>Director, LBSNAA, Mussoorie     |
| Composition of Group  | Total : 14 (Male : 12; Female : 02)                  |

| Participants from the State of | Male | Female | No. of Participants |
|--------------------------------|------|--------|---------------------|
| Andhra Pradesh                 | 1    | -      | 1                   |
| Delhi                          | 6    | -      | 6                   |
| Gujarat                        | 1    | -      | 1                   |
| Haryana                        | -    | 1      | 1                   |
| Himachal Pradesh               | 1    | -      | 1                   |
| Maharashtra                    | 2    | -      | 2                   |
| Uttaranchal                    | 1    | -      | 1                   |
| Uttar Pradesh                  | -    | 1      | 1                   |
| Total                          | 12   | 2      | 14                  |

### Course highlights

The 2<sup>nd</sup> Conference of Heads of **Central Training Institutes** was held at LBSNAA, Mussoorie on 15<sup>th</sup> & 16<sup>th</sup> September, 2003. In the Conference, the following points were discussed:

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- Review of Action Taken on Proceedings of 1<sup>st</sup> Conference of Heads of CTIs held on 21<sup>st</sup> & 22<sup>nd</sup> October, 2002.
- Revised Syllabus of Foundation Course.
- Proposed Mechanism of Feedback from CTI's.
- Weightage given to Foundation Course by different Services.
- Resource Sharing among CTIs.

The broad areas of concern and the suggestions given by the participants were as given below:

1. To send a proposal to DoPT regarding weightage given to F.C. Exams for (a) Confirmation in service & (b) Inter-se seniority.
2. Professional Courses of different services will be revised keeping in mind the revised Foundation Course Syllabus.
3. All Central Training Institutes will give feedback on Foundation Course to LBSNAA after debriefing with the OT's.
4. It was decided that all the Central Training Institutes will send the details of their Alumni Associations to other Institutes to promote the spirit of shared responsibility in governance.
5. It was decided that suggestions made regarding Foundation Course Syllabus will be incorporated.
6. All Central Training Institutes should join in Faculty Development Programmes of DoPT.
7. An effort should be made by all the Central Training Institutes to share their resource persons for teaching in another Institutes.
8. The conference of the Heads of Central Training Institutes should be organised every year. The host institutes may rotate depending upon volunteers. In case there are no volunteers, LBSNAA will be the host. The conference will not only look at the F.C., but also deliberate upon issues of common interest such as sharing of resource persons and materials, development of training modules, joint training of faculty, faculty development policy, etc. The feedback from the conference can go to the concerned quarters such as the DoPT and the Cadre Controlling Authorities.
9. It was decided that the National Database of Trainers being developed by DoPT can be adopted by all the Central Training Institutes. DoPT will circulate format to all Institutes

for their modification. (b) DoPT will indicate contact Institute in database instead of feedback.

10. It was felt that a Panel of Resource Persons comprising of retired professionals can be maintained. It was decided that each Institute can develop expertise on one subject/area.

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 Ashish Gupta, IPS, Assistant Director, SVP NPA, Hyderabad; Dr. B.P. Sanjay, IIS, IIMC, New Delhi; Shri A.C. Kulshreshta, ISS, Addl. Director General (Trg.), Central Statistical Organisation, M/o Statistics & Programme Implementation, Govt. of India, New Delhi; Shri A.N. Chatterjee, IA&AS, Director General, National Academy of Audit & Accounts, Shimla; Shri R.K. Das, IDES, Director, National Institute of Defense Estates Management, M/o Defence, New Delhi; Ms. Indu Gupta, IPoS, Addl. Director, Postal Staff College India, Ghaziabad; Shri Pramod Uniyal, IRTS, Deputy Director General, Railway Staff College, M/o Railways, Govt. of India, Vadodara; Shri G.V. Sivakumar, IOFS, Principal Director, Ordinance Factories Staff College, M/o Defence, Govt. of India, Nagpur; Shri R.K. Upadhyaya, IFoS, Professor, IGNFA, F.R.I., Dehra Dun; Shri Shailendra Handa, Addl. Director General, NADT, Nagpur; Shri A.K. Pandey, IFS, Joint Secretary, Foreign Service Institute - Indian Trainees (FSI-IT), M/o External Affairs, New Delhi; Shri K.B.S. Chopra, Addl. Controller General of Accounts, Govt. of India, M/o Finance, Deptt. of Expenditure, New Delhi; Shri O.P. Agrawal, IAS, Joint Secretary (Trg. Div.), DoPT, M/o P.P.G. & Pensions, New Delhi; Ms. Praveen Talha, Director General, National Academy of Customs Excise & Narcotics, Faridabad; Shri Binod Kumar, Director, LBSNAA; Shri Rajiv Ranjan Mishra, Deputy Director (Sr.), LBSNAA; Shri S. Krishnan, Deputy Director (Sr.), LBSNAA; Shri Manoj Ahuja, Deputy Director, LBSNAA; and Smt. Arti Ahuja, Deputy Director, LBSNAA.

## 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 have been dubbed 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 sponsored/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.

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Smt Arti Ahuja, Deputy Director (w.e.f. 18.4.2003) headed the Training Research and Development Cell, and Smt. Vasudha Mishra, Deputy Director (Sr.) functioned as Alternate Coordinator.

### Activities

The TRD Cell handled the Following activities:

1. Workshop on IT based access to Government organised on 20<sup>th</sup> June, 2003. This workshop was co-ordinated by Shri Manoj Ahuja, Deputy Director.
2. A Retreat for the officers of 1953 Batch Officer was organised from 24-25 June 2003, which was Co-ordinated by Shri M.H. Khan, Deputy Director (Sr.) and Mrs. Arti Ahuja, Deputy Director.
3. 2<sup>nd</sup> Conference of Heads of ATIs/State Training Institutes from 17-18 July, 2003 was co-ordinated by Mrs. Arti Ahuja, Deputy Director
4. Workshop Revision of Syllabus on Indian History and Culture for the Foundation Course from 1-2 August, 20-03 was Co-ordinated by Shri S. Krishnan, Deputy Director (Sr.)
5. 6<sup>th</sup> Meeting of Committee to Review In-service Training of IAS Officer was held from 11&12 August, 2003 at Department of Personnel and Training, New Delhi.
6. 6<sup>th</sup> Meeting of Standing Syllabus Review Committee held on 13 August, 2003 at Department of Personnel and Training, New Delhi.
7. 1<sup>st</sup> Meeting of Sub-group constituted to work out the detailed curriculum and logistics of the Phase-III of the "IAS In-service Programme for IAS Officers" was held on 9<sup>th</sup> September, 2003.
8. 2<sup>nd</sup> Conference of Heads of Central Training Institutions from 15-16 September, 2003 was Co-ordinated by Mrs. Arti Ahuja, Deputy Director
9. Workshop Revision of Management Syllabus for Foundation Course, IAS Professional Course Phase-I, Phase-II & Phase III was Co-ordinated by Shri Manoj Ahuja, Deputy Director.

### Visit

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. A two member's delegation from Honable Chief Justice of Bhutan and one officer of UPSC, New Delhi visited the Academy from 21-24 February, 2003.

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2. An interaction with Shri C.R. Raghunath, Additional Director, Electronics & Radar Development Establishment, Bangalore from 26-27 February, 2003.
3. A team of Twenty seven participants of the International Training Programme on "Urban Infrastructure Planning and Management" organised by HASMI, New Delhi visited the Academy on 8<sup>th</sup> March, 2003.
4. Mr. Bastelica, Director, ENA , Paris and Ms. Marrie Gonard French Ambassey, New Delhi visited the Academy from 27-28 March, 2003.
5. A study team of the Public Accounts Committee from Lok Sabha Secretariat, New Delhi visited the Academy 28<sup>th</sup> March, 2003
6. An interaction with Shri B.N. Mathur, Director, National Academy of Agricultural Research Management, Hyderabad on 16<sup>th</sup> April, 2003
7. An interaction a-team of twenty-one participants and 2 faculty of the Higher Command Course, SER-06 from BSF Academy, Tekanpur, Gwalior visited the Academy on 8<sup>th</sup> May, 2003
8. Interaction Session organized by Mr. Patrick Beck from ENA Paris during 19.6.2003 to 22.6.2003 at LBSNAA for Selection of candidates for the Programme (7 1/1 month duration) at ENA, Paris Commencing in December, 2003 three participants of the deferent institutes.
9. A team of Nineteen Officers of the 1986 batch of Forest Service, from IGNFA, visited the Academy on 18<sup>th</sup> September, 2003.
10. Mr. Francois Massoulie, First Secretary at the European Commission Delegation, New Delhi visited the Academy from 1-2 September 2003.
11. Two Senior Officers of the Intelligence Bureau's Central Training School, New Delhi visited the Academy on 8<sup>th</sup> October, 2003.
12. A team of fifty Students and five Staff Members from Department of Public Administration, Presidency College, Chennai visited the Academy on 8<sup>th</sup> October, 2003
13. A team of twenty Officers from the Ordinance Factory, Dehradun visited the Academy on 4<sup>th</sup> November, 2003.
14. Shri Lok Ranjan, Additional Commissioner, from UP Trade Tax, Research Training and Computerization visited the Academy on 30<sup>th</sup> October, 2003

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- 15.A study tour of twenty one participant of "Financial Management in Government" organised by ISTM, New Delhi, visited the Academy on 10<sup>th</sup> November, 2003.
- 16.A study tour of twenty one members Dy. Superintendent of Police, are undergoing basic training at Police Training College, Chennai visited the Academy on 22<sup>nd</sup> November, 2003.
- 17.An Eleven members team of the Foundational Course Trainees from HP Institute of Public Administration, Shimla visited on 3<sup>rd</sup> December, 2003.
- 18.A study tour of fourteen participant of "Induction Training Programme for Personal Assistants" organised by ISTM, New Delhi, visited the Academy on 5<sup>th</sup> December, 2003.
- 19.Hon'ble Shri A.V. Haridasan, Vice Chairman, CAT, Ernakulam Bench visited the Academy from 9-10 December, 2003

### 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. Following faculty members were deputed for training, attending workshops, seminars and for exploring possibilities for collaboration both in India and abroad under faculty development plan.

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  |
|--|---|--|
| Shri Manoj Ahuja, IAS<br>Deputy Director               | Marawilla Srilanka<br>3.8.2003 to 11.8.2003 | 5 <sup>th</sup> SAFIR Core Training Programme on "Infrastructure Regulation and Reforms" |
| Mrs. Arti Ahuja, IAS<br>Deputy Director                | Washington<br>8.8.2003 to 25.8.2003         | Study tour in the United States with a focused on Disaster Management Systems            |
| Shri M. H. Khan, IAS<br>Deputy Director (Sr.)          | Washington<br>8.8.2003 to 25.8.2003         | Study tour in the United States with a focused on Disaster Management Systems            |
|  | USA<br>10.2.2004 to 10.3.2004               | Study of University of Texas, Austin, USA  |
| Shri Rajiv Ranjan Mishra, IAS<br>Deputy Director (Sr.) | Washington<br>8.8.2003 to 25.8.2003         | Study tour in the United States with a focused on Disaster Management Systems            |

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|  |                                     |  |
|--|-------------------------------------|--|
| Shri S. Krishnan, IAS<br>Deputy Director (Sr.)         | Washington<br>8.8.2003 to 25.8.2003 | Study tour in the United States with a focused on Disaster Management Systems                              |
| Mrs. R.S. Sibal, IAS<br>Deputy Director (Sr.)          | France<br>1.12.2003 to 5.12.2003    | Under exchange of faculty program for study visit to Ecole Nationale d' Administration, Paris              |
| Prof. R.S. Dalal                                       | France<br>8.12.2003 to 12.12.2003   | Under exchange of faculty program for study visit to Ecole Nationale d' Administration, Paris              |
| Shri Chiranjiv Choudhary, IFS<br>Deputy Director (Sr.) | France<br>8.12.2003 to 12.12.2003   | Under exchange of faculty program for study visit to Ecole Nationale d' Administration, Paris              |
|  | USA<br>10.2.2004 to 10.3.2004       | Study of University of Texas, Austin, USA  |
| Shri L. C. Singhi<br>Deputy Director                   | California<br>1.8.2003 to 31.7.2004 | Masters Course in the Monterey Institute of International Studies (MIIS) Ven Burea St. Monterey California |

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 M.H. Khan<br>Deputy Director                 | Case Teaching Workshop<br>20.1.2003 to 22.1.2003         | HCM Rajasthan Institution of Public Administration, Jaipur |
| Smt R. S. Sibal,<br>Deputy Director (Sr.)         | Case Teaching Workshop<br>30.4.2003 to 2.5.2003          | Indian Institute of Management, Bangalore                  |
| Shri Manoj Ahuja,<br>Deputy Director              | Case Teaching Workshop<br>30.4.2003 to 2.5.2003          | Indian Institute of Management, Bangalore                  |
|   | Evaluation of Training<br>12.5.2003 to 17.5.2003         | Academy of Administration Nainital                         |
| Shri Dibyajyoti De,<br>Prof. of Law               | Direct Trainers Skills<br>21.7.2003 to 25.7.2003         | Assam Administrative Staff College, Guwahati               |
| Dr. M. R Unnithan<br>Reader                       | Design of Training<br>28.7.2003 to 1.8.2003              | Assam Administrative Staff College, Guwahati               |
| Shri S. Sajith,<br>Reader                         | Design of Training<br>4.8.2003 to 8.8.2003               | RCVP Noronaha Academy of Administration, Bhopal            |
| Shri Chiranjiv Choudhary<br>Deputy Director (Sr.) | XVII Annual Research Seminar<br>14.10.2003 to 15.10.2003 | Wildlife Institute of India, Dehradun                      |
| Shri Rajiv Ranjan Mishra<br>Deputy Director (Sr.) | Management Change course<br>17.11.2003 to 21.11.2003     | Administrative Staff College of India, Hyderabad           |
|   | Evaluation of Training<br>1.12.2003 to 5.12.2003         | Dr. MCR HRD Institute of Rural Development, Hyderabad      |
| Mrs. Vasudha Mishra<br>Deputy Director (Sr.)      | Management Change course<br>17.11.2003 to 21.11.2003     | Administrative Staff College of India, Hyderabad           |
|   | Evaluation of Training                                   | Dr. MCR HRD Institute of                                   |



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|  |   |   |
|--|---|---|
|  | 1.12.2003 to 5.12.2003                            | Rural Development,<br>Hyderabad                             |
| Shri T.K. Manoj Kumar<br>Deputy Director (Sr.) | Evaluation of Training<br>8.12.2003 to 12.12.2003 | Dr. MCR HRD Institute of<br>Rural Development,<br>Hyderabad |

## National Institute of Administrative Research

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.

Three days "Exposure Programme on Micro-Finance and Self-Help Group for IAS Officers" [April 10 – 12, 2003] was conducted at Hotel Pinewood, Shillong. This programme was mainly designed for the IAS officers of North-Eastern states. 26 participants of junior / middle level seniority from all N-E states attended the programme. Field visit to nearby areas and interaction with successful SHGs was also scheduled in the programme. Smt. Usha Sharma, IAS, Registrar Cooperative Societies Rajasthan; Dr. Ariz Ahammed, Deputy Commissioner, Tejpur; Ms. Silla Konghay, President Tangkhul Shenao Long, Ukhrul, Manipur and Shri H.R. Dave from NABARD also took part as resource persons and deliberated on important issues.

In July 28 - 30 , 2003 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 New Delhi, Haryana, Himachal Pradesh, Madhya Pradesh, Punjab, Rajasthan, Uttar Pradesh, Jharkhand, Chattisgarh and Uttaranchal. The resource persons of the course were Shri B.S. Suran, mCID, NABARD; Shri Neeraj Sharma, Deputy Director, Chinmaya Tapovan Trust, Sidhabari, Kangra (H.P.); Shri R.C. Pillai, Chairman, Prathama Bank, Moradabad (U.P.); Shri Rais Ahmad, Faculty Member, Aligarh Muslim University, Aligarh (U.P.) and Shri Rajeev Seth, Manager, Planning and Development "MCIC", Prathama Bank, Moradabad (U.P.). 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. The valedictory address was given by Shri S. Akbar, GM, Regional Office, NABARD, Dehradun (Uttaranchal).

Similar programme is scheduled for the IAS officers of North-Eastern states during December, 2003 at Shillong. In addition, a programme for "SHGs in Uttaranchal" is also scheduled to be conducted at Dehradun in December, 2003. Further the proceedings of the exposure programmes conducted at Shillong and at Mussoorie were also edited and printed.

## Centre for Development of Software for Training of Administrators and Journals (SOFTRAIN)

The SOFTRAIN & Journal Section has been renamed as Publication Cell from May, 2003. The main functions of the Publication Cell are creation, collection and dissemination of appropriate training software and to publish a biannual Journal "The Administrator". It also develops background teaching materials in various areas of public management, economics, law, management, computers etc. There is an Editorial Board and a Core Group exists to monitor its activities, which are headed by the Director of the Academy. Shri T.K. Manoj Kumar, Deputy Director (Sr.) is the Incharge of the Cell and Editor of "The Administrator".

### Functions

The work relating to development of training software and to publish "The Administrator" are the core functions of the Cell. The other functions are to :-

- (i) Identify the areas in which study is to be undertaken to prepare the Software;
- (ii) Identify Resource Persons to undertake the development of the Software;
- (iii) Establish linkages with national and international institutions having specialisation in particular areas, for exchange of information;
- (iv) Commission studies for providing an analytical framework on the basis of the information and data collected;
- (v) Suggest measures, strategy and methodology for tackling the problems identified;
- (vi) Identification and purchase of suitable training films;
- (vii) Publish the Source Books/Case Studies and other Books relating to training;
- (viii) Market the Software produced;

- (ix) Develop modules for Training of Trainers in Public Management;
- (x) Commission studies to assess the impact of training; and
- (xi) Experiment with alternate training methodology, including micro-community interventions.

### **Types of Training Software**

The types of training software, the Cell has developed are the following:-

- (i) Source Books;
- (ii) Training Manuals;
- (iii) Case Studies; and
- (iv) Training Films.

#### Source Books and Training Manuals

The Cell has undertaken a major project to prepare a series of source books and training manuals for officers in the field on different aspects of administration. It is our aim that these 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.

During the year the following books are under process or printed:-

1. Executive Magistrate Vol. I & II reprinted.
2. Revised Edition of District Disaster Management by Sh. P. Michael Vetha Siromony (*under process*).
3. Values and Ethics by Ms. Shashi Misra (*under process*).
4. Good Governance in 21st Century by Dr. V.K. Agnihotri (*under process*).
5. Training Manual on CCS Conduct Rules by Sh. B.V.R. Subrahmanyam (*under process*).

### Case Studies

Among the 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 coordinators of in-service courses suggests that this is the most preferred training and learning methodology. 21 case studies have been published so far.

This years position is as under:-

1. Case Study on Private Investment in solid waste management by Prof. Biju Varkkey (*under process*).
2. Out of 41, most of the case studies have been edited and some are being edited, for publication.

### Training Material

The Publication Cell has helped in developing The Hand Book on "Yoga" by Prof. G. Radhakrishnan.

### Academy Journal "The Administrator"

The Administrator is 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. This year we have printed "The Administrator" Vol. 45 Issue Nos. 1 and 2. Vol. 46 issue No. 1 is under process.

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

Keeping in mind the customized courses and the importance of training to be relevant, the LBSNAA is backed up by research centers in various fields. The National Centre for Gender Training, Planning and Research was established in 1998, which aims to mainstream gender in policy, programme formulation and implementation in Government so as to establish gender as a priority concern in government and to ensure the equitable development of men and women. NGC's approach to gender equality has been to ensure that all aspects of its training programme mainstream gender equality issues in design and implementation and monitoring. 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,

**COURSE FOR NATIONAL ACADEMY OF CUSTOMS EXCISE & NARCOTICS, FARIDABAD :-** The National Gender Center conducted the training modules on Gender Issues in February for the officers of Central and State Government. The centre has organized workshops for NACEN, Faridabad for Group "A" Probationers, Senior Level Officers from the Indian Customs, Excise and Narcotics services. The main focus of the workshop was on law on Sexual Harassment, Gender Sensitization, issues related to working women at home and at workplace. The Centre was involved with NACEN in advising, developing gender-training modules, preparing reading material and organizing on gender issues from time to time.

**Workshop on "Integration of Gender Issues into the Existing Syllabi of LBSNAA":-** The Centre has been delivering gender training through courses and sensitization inputs to understand the conceptual and analytical gender relations framework to the regular courses run by the Academy, in the form of "stand-alone modules." In order to give gender issues the necessary attention there is a felt need to shift the focus from running "stand alone modules " on gender specific topics, to integration of gender issues into the existing syllabi and curriculum

of the Academy, which is developed for the Officer Trainees. The workshop was organised on **"Integration of Gender Issues into the Existing syllabi of LBSNAA"** on **14-16 June, 2003, at LBSNAA** Mussoorie, with the aim of developing and designing a **GENDER SENSITIVE** training format, by integrating Gender Issues into the existing syllabi of compulsory programmes being run by the Academy for civil servants. The aim of the workshop was to **MAINSTREAM GENDER** into the existing syllabi of training programmes, run by the Academy (-rather than conduct stand alone modules/training sessions-), with a view to **SENSITISE** Civil Servants and Officer Trainees towards gender issues and to make them **GENDER AWARE**.

**COURSES FOR THE LBSNAA:-** 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.

**1. Sensitization Module Towards A Sensitive Work Culture:-**

A CORE MODULE was designed for the Foundation Course : with a FOCUS on " GENDER" rather than " WOMEN" is an integral part of the redesigned training module. The module, while explaining the CONCEPT of gender implies not looking at "women" and "women's issues" in isolation. Rather it emphasises the need to recognize the different needs of women and men.

2. The Professional courses for the IAS is in two phases, interspersed with District training, in order to achieve the objective, it was examined that as Village Visit works as an excellent sensitization mechanism, there is a need to design a questionnaire for the District training, in order to enable the probationers, to effectively collect the correct data on gender, understand the problems of rural women which will help them to examine the gender differentials in terms of access to health, education etc. **"The Report on Status of Women Empowerment"** was designed as part of the village visit report.

3. 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.



**Interaction With The Heads of Administrative Training Institutes:** - Keeping in mind that networking is a fundamental tool for effective gender mainstreaming. NGC is working in a team – based partnership approach with the State training institutes to undertake the training programmes or projects. Gender training is a strategy to infuse and institutionalize gender concerns within organizations or, to put policy mandates into practice. But significantly gender training not only pulls into focus gender issues it also improves the general way in, which an organization operates. In this role, the centre promotes gender issues through central and regional workshops to share the project experience with the ATI's to ensure quality inputs and promote networking. We tried to update about the work done by our institute regularly so that we can share the experiences of our institute with other ATI's.

While it is also doing research, advising, conducting training programmes and workshops on various issues, and is 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.. This has been accomplished with a high degree of success within the existing and planned projects.

## Centre for Disaster Management

In continuation with the decision of the MHA, Govt. of India for designating LBSNAA as nodal training institution for training in Incident Command System (ICS) and subsequently setting up a Centre for Disaster Management in the Academy, following activities have been in progress.

1. As per decision taken during the debriefing meeting after the study tour to USA on Incident Command System, convened by Joint Secretary, MHA at LBSNAA, a detailed draft proposal for integration of ICS into Indian system of Disaster Management was sent to JS, MHA, vide D.O. letter No. ICS/DDS(RRM)/2003 dated 25.9.2003.
2. A workshop on ICS was conducted at the Academy (13-17 October, 2003) with three US experts and a group of officers from the Academy. The brainstorming sessions and experience sharing and mutual exchange about respective systems of disaster management in USA and India resulted in formulation of future training plan, scenario building exercises, further clarifications on integration of ICS etc.
3. In the meantime a letter (vide D.O. No. 1-8/2002-NDC(II) dated 15.10.2003) has been received from Mr. Pratyush Sinha, Secretary, Border Management, Ministry of Home Affairs, directly and also through JS (Trg.), DoPT on incorporation of capsule course on Disaster Management into training curricula of IAS officers into Foundation, Professional (Phase-I & Phase-II) and Induction Courses. This was discussed and a reply has been sent by the Director, LBSNAA to the Secretary, Border Management Vide D.O.No. ICS/RRM/2003 dated 31.10.2003. A copy was also marked to JS (Trg.), DoPT. The new module shall be introduced from current IAS Professional (Phase-I) Course.
4. The Disaster Management Support Project was formally launched by the Union Home Secretary on 19th January,

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2004 in presence of officials of USAID and UNDP in which ICS training material was handed over formally by Ms. Deanne Shulman, USFS and Project Manager to Mr. Rajiv R. Mishra representing LBSNAA, Mussoorie.

5. The first training programme on Basic/Intermediate ICS was conducted at LBSNA, Mussoorie from 21.1.2004 to 30.1.2004. Profile of participants comprised of seven US Trainers/Resource Persons, seven faculty members ((Deputy Directors) from the LBSNAA and 16 persons from different states. During this period, a conference was also conducted with representative of USAID, USFS and LBSNAA to finalize ICS programme implementation activities.
6. The Conference of States Relief Commissioners/Secretaries is planned in last week of Maqrch 2004.
7. A course on "Basic/Intermediate" is scheduled from March 16-20, 2004.

The first training programme on ICS Planning Section Course is scheduled to start from March 22, 2004.

## Facilities at the LBSNAA

### Gandhi Smriti Library

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

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

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

It has more than 1.5. Lakh documents, including bound volumes of Journals, 1858 Audio Cassettes, 1465 Video Cassettes and 447 Compact Disk. The Library has added 2728 documents, 1543 Audio Cassettes and 420 Video Cassettes during the period under report.

The details of the newspaper, periodicals received in the Library are as-under: Journals subscribed - 143, Journals received on Exchange basis - 60, Journals received on complimentary basis- 30, National daily Newspapers- 17, Regional daily Newspapers - 22, Popular Magazines - 30, Regional Magazines - 12, Children Magazines - 11, Children Newspaper -01.

In addition, the Library receives 24 News letters published by various National and International Organisations/ Institutions on complimentary basis.

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

- Lending services
- Reference services
- Bibliography and documentation services
- News paper clipping services
- Current awareness services
- Photo copying services

- Literature search services

### Computerisation:

Library is fully automated. This year Library switched over to a new Library software i.e. LIBSYS with the help of this software the Library is maintaining different databases for books, reports, audio cassettes, video cassettes, CDs and journal articles. The library database is now available on Academy website, *civilservices.gov.in*

### Professional Development:

To keep the library staff abreast with the latest development in field, staff members were deputed for attending the ILA and ISLIC conference as well as training programmes at Ahmedabad and Delhi (LIBSYS).

### Computer Centre

1. All the sections of LBSNAA where work load is high, high speed network printers have been provided.
2. Previously, the internet connectivity for LBSNAA was from VSNL through a 512 Kbps RF link. During the current year the internet connectivity has been shifted to a more reliable link through optic fiber.
3. Academy is also planning to put up a full network security system with firewall that will include facilities like Internet Management, Bandwidth Management, Network Security, etc.
4. After the passage of the IT bill in the country, LBSNAA has taken steps and started a Project for Automation of Work Flow for electronic processing of documents and minimal use of paper in the Academy.

### Official Language Wing राजभाषा अनुभाग

With a view to ensure progressive use of Hindi and also to comply with the Official Language policy of the Union, an independent section known as 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 was assisted by Dr. Prem Shanker, Professor & Co-ordinator, Faculty of Hindi and Regional Languages as Officer-In-

charge till October, 2003 and thereafter, Shri Mukesh Puri, Deputy Director (Senior) took charge as Officer-in-charge of the Official Language Section. Also, two Junior Translators from the Central Secretariat Official Language Service, Department of Official Language, New Delhi are looking after the day to day work of 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**

1. Efforts were made to achieve the targets set in the Annual Programme prepared and circulated by the Department of Official Language, Govt. of India for the year 2003-2004. 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 around 65% 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.
2. Work done in Hindi under the Annual Hindi Noting & Drafting Incentive Scheme by the officials was evaluated by a committee constituted for the purpose and accordingly, the prize winners were awarded with the cash and the citation on the occasion of the Hindi Day celebration.
3. A number of competitions in Hindi were organised on the occasion of Hindi Day celebration wherein citation and cash awards were given away by the Director to the prize winners.

### **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 73<sup>rd</sup> & 74<sup>th</sup> Foundation Courses, in addition to the academic inputs in the form of hand outs and lecture notes relating to Public Administration, Law, Indian History & Culture, Management, Ethics, Village Visit, Economics etc.

### **Medical Facilities**

The Dispensary provides out patient care to all the officer-trainees, members of faculty, staff and their families. Emergency care is

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provided round the clock. Referral facilities are made available at St. Mary Hospital, Landour Community Hospital, Doon Hospital and Military Hospital, Dehradun. Some of the activities taken up by the Dispensary, in the year, were:-

1. Blood donation camp was organised with the help of Doon Hospital during summer foundation course on 22/6/2003. Thirty-six donors donated blood.
2. Blood donation camp was organised during the 74th FC with the help of Doon Hospital on 21/11/2003. Eighty donors donated blood on that day.
3. A camp was organised under the National Polio Eradication Programme on 9/11/2003 in the Academy for children below 5 years of the faculty and staff.
4. By regular, routine check-up some tuberculosis patients, epileptic patients were diagnosed and are undergoing treatment.
5. Visiting doctors specialising in different fields, e.g Medicine. Orthopedics, Ophthalmology, Dental medicine, Gynaecology, Pediatrics are rendering their services to all OTs, faculty, guests, staff and their families etc. Besides this, regular check-ups of In-Service participants, Induction Course and Foundation Course were done from time to time.
6. The dispensary rendered service by active participation in trekking, cross-country, athletic meet, fete etc. Classes on First Aid were taken during summer Foundation Course for officer-trainees.
7. Regular health check-up of Balwadi School students was done. The Dispensary doctors attend the Coolie Camps regularly once a week for treatment of coolie patients which is being organised by the Society for Social Service.

### **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:

1. Relevance of the Concept of Quality in Government
2. PDCA
3. 5 'S'
4. Process Management
5. Bench Marking
6. Problem solving techniques
7. Excellence Model.

These inputs have been extremely useful and of practical value by 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 6<sup>th</sup> November 2003. 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.

A one week Workshop on Citizen's Charter for Developing Trainers was conducted from 22 to 26 September, 2003. The workshop was conducted on behalf of Department of Administrative Reforms and Public Grievances (Ministry of Personnel, Public Grievances and Pensions), Government of India. 15 participants from the Central Training Institutions attended the programme.

## 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 2003 the Adventure Sports Club organised the following activities.

1. A short Trek for the OTs of the 73rd F.C. to Sir George Everest Bunglaw was organised on 5th April, 2003.
2. A short trek Trek to LAL Tibba was organised on 14th April, 2003 for the OTs of the IAS Phase-1 (2002-2004 batch)
3. During 73rd FC & IAS Phase-I Para Sailing was organised on 10.5..2003 in which 21 OTs & one Faculty Member participated.
4. Para Sailing was also organised on 14.6.03 for the OTs of the 73rd F.C. in which 18 OTs Participated.
5. River Rafting was organised on 8.4.03 in which total 42 OTs of the 73rd F.C. & IAS Phase-1 & one member of the Faculty participated.
6. A Short Course on Rock-Climbing were also organised on 11th,12th & 13th April, 2003 for the OTs 73rd F.C. with the help of the ITBP.
7. A Short Course on Rock-Climbing were also organised on 22nd & 23rd Nov. 2003 for the OTs 74th F.C. with the help of the ITBP.
8. During the 74th F.C. River Rafting were organised on 11th & 12th Oct 2003 in which 135 OTs & three members of the Faculty were Participated.
9. Para Sailing was organised on 11th & 12th Oct 2003 in which 46 OTs Participated.

### **The Alumni Association**

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.

On 21<sup>st</sup> October 2003, the "Commemoration Day for the Martyrs" was celebrated which was organised by the Alumni Association and honoured those officers who sacrificed their lives in the service for the nation. On this day, the Director also inaugurated a Photo Gallery of the martyrs.

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 & 2002-03 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 and Shri Ajit Joshi, Officer Trainee of the 74<sup>th</sup> Foundation Course was the Coordinator.

### 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 year 2003 the following programmes were organised by the Computer Society:

1. During the 73<sup>rd</sup> Foundation Course, IAS Phase – I and IAS Phase – II the Computer Society has prepared a CD on the various activities of the course.
2. During the 74<sup>th</sup> Foundation Course the Computer Society has organized the following programmes for the Officer Trainees:
  - (a) The Society organized an 'e-painting Competition'.
  - (b) The Society organized a 'Power Talk Competition' to highlight the potential of 'Power Point' package.
  - (c) The Society has organized an IT EXPO providing exposure to latest Computer hardwares, books and

literature, CD ROM Tutorials and also providing an interaction with SBI regarding Computer loans.

- (d) The Society organized classes on Power Point and Linux.
- (e) The Society has prepared a CD capturing the various Cultural Programmes held during the 74<sup>th</sup> Foundation Course and also a CD for Course materials / presentations made during the 74<sup>th</sup> Foundation Course.

Shri Manoj Ahuja and Shri Rajiv Ranjan Mishra were the Director's Nominees for the year 2003.

### The Film Society

The Film Society was one of the most vibrant societies during the year. Approximately 46 movies were screened during the 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 "Ten Commandments", "Ben-Hur", 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 as many as 62 English & Hindi video CDs. The high point of the year was the lecture and interaction of Shri Prakash Jha, Film Director with Officer Trainees of 74<sup>th</sup> Foundational Course on impact of films in the society.

Shri M.H. Khan, Deputy Director (Senior) was the Director's Nominee till July, 2003 and since 17.7.2003 Smt. Vasudha Mishra, Deputy Director (Senior) has taken over the charge. In addition, Shri L.C. Singhi was the Associate Director's Nominee till September, 2003 and thereafter Shri Chiranjiv Choudhary has taken over the charge w.e.f. 24.th November, 2003.

### The Fine Arts Association

The Fine Arts Association organised a variety of cultural programmes in which group participation was given priority. The porgrammes 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 e.g. Turkmenistan, Uzbekistan. During the 74th FC India Day and Kavi Sammelan was also organised by the Fine Arts Association.

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

Mrs Rajni S Sibal was the Director's Nominee of the Society.

### **The Hobbies Club**

The Hobbies Club undertook the following activities during the year, 2003.

1. The Hobbies club organised painting, Collage modules, Weekly Photography Contest, Cacophony Contest, Guitar Classes etc during Professional Course Phase-1, Phase-II & 73rd F.C.
2. The club has arranged the photography module during IAS Professional Course Phase-I, Phase-II, 73rd FC & 74th Foundation Course.
3. The club has also arranged video film making module for the OTs of 73rd & 74th Foundation Course.
4. 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.
5. The Hobbies Club also organised a "Kavya Gosti & Scrabble contest during 74th F.C.

### **House Journal Society**

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

During the 74<sup>th</sup> Foundation Course, the Society published two volumes of an in house magazine "Pratibimb" continuing articles and artwork by various probationers, and reflecting the life in the Academy. This was also supplemented by an informal wall journal "Wall u me" in which several OTs contributed pieces of topical interest. In order to preserve the memories of the batch, the society also brought a directory of probationers entitled "Remembrance".

### The Management Circle

In the year 2003 four major courses were held in the main campus of the Academy namely 73<sup>rd</sup> Foundation Course, IAS Phase-I (2002 Batch), IAS Phase-II Course (2001 Batch) and 74<sup>th</sup> Foundation Course. The members on its executive were elected by the Officer Trainees and nominated by the Director's Nominee. It was very active club that had organized various activities. Some of the important events are as follows:

Shri Naveen Jain, IAS of Rajasthan Cadre had distributed a CD entitled "Shakti" to all the Officer Trainees of Phase-II. The CD was containing the material on Women Empowerment in Rajasthan.

A journal "Anubhav" was published during Phase-II. Articles were written by the Officer Trainees about their experiences during their district training.

Adzap Competition was organised.

Collage Competition was Organised.

Management Circle contributed Rs.1500/- to RAPHAEL a NGO based in Dehradun for mentally challenged people.

Competition "Treasure Hunt" was organised.

During 74<sup>th</sup> Foundation Course, fortnightly E-letter was sent through online. In total 7 issues were sent.

All the above activities were highly appreciated by the Officer Trainees and the faculty members. Cash prizes were given to the winners. Shri Manoj Ahuja was the Director's Nominee.

### **The Nature Lovers' Club**

The Nature Lovers Club is a society for the nature lovers who share interests and concern for environment protection and conservation. The activities organized by the Club includes bird watching, gardening, photography, field visits to areas of ecological and bio-diversity importance; talk by eminent environmentalists, quiz on environment related issues etc. In the year 2003 four major courses were held in the main campus of the Academy namely 73rd Foundation Course, IAS Professional Course Phase-I (2002 Batch), IAS Professional Course Phase-II (2001-2003 Batch) and 74th Foundation Course. The Club is vibrant and had organized many events in consultation with Officer Trainees catering to their taste and interest. Some of them are as follows:

In the surroundings of Riding Ground of the Academy, a successful "Plantation Program" was organized. A large number of Officer Trainees and faculty members planted the saplings to make the place more greener and pleasant.

A "Photography Competition" on the theme of 'Nature' and 'Land and People' was organised in the Officers Mess. The Officer

Trainees of Phase-I had contributed their photographs shot during Bharat Darshan. Prizes were given to the winners.

Another 'Photography Competition' and 'Photo Exhibition' was organised in the Executive Lounge of the Academy. Officer Trainees contributed their photographs on the theme 'Creativity' and 'Nature' shot during Trek of the 74<sup>th</sup> Foundation Course. Prizes were given to the winners in each category.



The Officer Trainees of 74<sup>th</sup> Foundation Course along with the Course Authorities had visited Rajaji National Park which is one of the finest habitats of the majestic Asiatic elephant. Rajaji National Park is the perfect retreat in nature's lap of Uttaranchal.

First time 'E Painting' was introduced by the Nature Lovers Club in the Foundation Course. It had a good response.

The Club had organised the visit of Shri Chandi Prasad Bhatt, a renowned environmentalist who spoke on the topic "Peoples Participation in Environment Conservation". OTs also attended informal after dinner talk by him.

Under the 'Waste Management Programme' the Academy has arranged rag pickers who collect wastes from the Academy premises for segregation. Like every year, the Club has provided uniform to them.

The Officer Trainees of the Foundation Course had visited to RAPHAEL, a NGO in Dehradun for the mentally challenged people. The Club donated Rs.1500/- to this organisation.

Smt. B.V. Uma Devi, Deputy Director was the Director Nominee till June 2003 and from July onwards Shri Chiranjeev Choudhary, Deputy Director is the Director's 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, Cross Country Run. The indoor games facilities include Billiards, Carrom, Chess, Bridge, Snooker, Table Tennis, Squash and Badminton. There are also facilities for 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 (2002 batch) and 73rd F.C. 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 OTs, Faculty and staff members participated in these tournaments.
3. Counsellor Group wise matches were also organised during the course.
4. The Officer's Club were also organised the coaching camp for the OTs of Phase-I in the following games [a] Badminton [b] Tennis [c] Volley Ball [d] Billiards.
5. During Phase-I, matches were also organised with the participants of the In-service course (Indira Bhawan Complex) in Badminton, Lawn Tennis & Table Tennis etc.
6. A Cricket match was also organised with the Indira Gandhi Forest Officers Academy at D.Dun

### IAS PROFESSIONAL COURSE PHASE-II

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

### 73rd Foundation Course

1. Open tournaments for various games like Badminton, Lawn Tennis, Table Tennis, Squash, Billiards etc. were organised during the course.
- 2 During the 74th Foundation Course, the Club organised the coaching camp in the following games:-  
[a] Tennis [b] Badminton [c] volleyball [d] Billiards.
- 3 Matches were also organised with the Faculty in games like Badminton, volleyball, Squash, Tennis, Table Tennis, Basket Ball & Foot Ball etc.
4. Cricket Match Between Group A & B was also organised.
5. A Cross Country Run and Athletic Meet were also organised for the OTs of the 74th F.C. and Members of the faculty.

### 74th Foundation Course

1. A Cricket match between Faculty & OTs of the 74th F.C. was organised.
2. Lecture Group wise tournament in Foot ball, Vally Ball & Basket ball were organised during the course.
3. Open tournaments of various games like Badminton, Lawn Tennis, Table Tennis, Squash, Billiards, Carrom & Chess etc were also organised during course.
4. Athletic Meet was also organised on 15th and 16th November, 2003 for the OTs of the 74th F.C., members of

the faculty and Participants of the In-Service courses at Polo ground.

5. A Cross Country Run was also organised for the OTs 74th F.C. and members of the faculty on 9th December, 2003.
6. During the 74th Foundation Course, the Club organised the coaching camp in the following games.
7. [a]Tennis [b]Badminton [c]Volley Ball [d]Billiards [e]Foot ball.

### **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 Elected/Nominated one Secretary and three members. The Executive Committee organises the activities of the Club with the help of Shri S.S. Rana, CPTI and Shri, Shri Bhagwan, APTI. Director's Nominee on this Club oversees the administrative arrangements of the Club.

The Rifle & Archery Club has twenty .22 Sporting Guns, three .38 Revolvers, Five 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, Dehra Dun were also taken in handling and managing these practice sessions. Firing

session of .22 Rifle & .38 Revolver were also organised during IAS Phase-I , Phase - II, 73rd & 74th Foundation Course. 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 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 2003. It also arranged for interactions with Academicians, Scientists and other Personalities drawn from various fields. The following activities have been organized.:-

- i. Debate on 04.03.2003 on the Topic "Advertising fuels consumerism and Greed"
- ii. Debate on 01.05.2003 on the Topic "Popularity of crickets is stunting the growth of other sports."
- iii. National Inter Institutional Debate on 09.05.2003 on the Topic "Popularity of cricket is stunting the growth of other sports." Fourteen National Training Institutions participated in the function. I.M.A., Dehradun was declared the best team and the prizes were given away by the Director, LBSNAA, Mussoorie
- iv. Shri Rajeshwar Prasad, IAS (Retd.) & former Director of this Academy gave use full tips to 73rd F.C. OTs on "Effective Public Speaking" on 16..06.2003
- v. Invited the opinion of Officer Trainees on the topics of "Utilisation of weekend at LBS NAA and Continuation of reservation in jobs. Best entries were Published in "Pratibimb" a House Journal Society Publication.
- vi. Declination competition was held on 22.9.03
- vii. A quiz competition was held in collaboration with Hobbies Club on 22.10.03

- viii. The society donated Rs. 1500/- to the RAPHAEL, an Institution rendering commendable service to the disabled children.

## **The Society for Social Services**

The Society for Social services undertook the following activities during the year 2003.

**Health Camp** - This weekly Camp was conducted under the guidance of Dr. Sunil Senon. Some patients are undergoing treatment for Tuberculosis. A three year project for continuing the Health Camp was approved by the Prime Minister's Office under which assistance will be provided to the poor and needy patients for medicines, lab tests and other facilities.

The Academy Doctors, Academy Dispensary Unit and volunteers from the LBSNA staff and the trainees provided support. About 30 patients visit the camp every week. A Homeopathic Dispensary headed by Dr. Uniyal is also run by the Society. It is very popular and more than 20 patients visit it every day.

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. 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 included for the students of the Balwadi in which students are provided with fruits, dalia, savia etc. as their mid day meal.

A tailoring Center is run for the girls, to help them develop skills to make them independent. A new electronic machine [for designing, picko etc.] was provided to the Sewing Centre.

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.

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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 Director's Nominee was Shri Mukesh Puri. Shri M. R. Unithan, Shri A. M. Nandan and Shri A. Nallasamy were the Director's Associate Nominee on the Society for Social Service.

## Training Programmes of the Year-2003

| Sl N. | Name of Course/Campus  | Schedule             | Course Team   | No. of Participants |    |       |
|-------|--|----------------------|---|---------------------|----|-------|
|       |  |                      |   | M                   | F  | Total |
| 1     | IAS Professional Course Phase-I (2002-2004 Batch)  | 14.12.02 to 30.05.03 | S. Krishnan<br>M.H. Khan<br>Arti Ahuja                          | 49                  | 13 | 62    |
| 2     | 73 <sup>rd</sup> Foundational Course for eligible members of All India Services and Central Services (Group 'A') | 24.03.03 to 04.07.03 | R.S. Dalal<br>B.V. Uma Devi<br>Manoj Ahuja<br>S. Sajith         | 50                  | 11 | 61    |
| 3     | IAS Professional Course Phase-II (2001-2003 Batch)   | 16.06.03 to 25.07.03 | M.H. Khan<br>S. Krishnan<br>Arti Ahuja                          | 41                  | 15 | 56    |
| 4     | 74 <sup>th</sup> Foundational Course for eligible members of All India Services and Central Services (Group 'A') | 01.09.03 to 12.12.03 | Manoj Ahuja<br>Vasudha Mishra<br>MH Khan<br>Chiranjiv Choudhary | 164                 | 52 | 216   |
| 5     | 92nd Induction Training Programme for Officers promoted/select list to IAS from SCS                              | 03.3.03 to 25.4.03   | M.H. Khan<br>A.S. Ramachandran                                  | 16                  | 02 | 18    |
| 6     | 93rd Induction Training Programme for Officers promoted/select list to IAS from SCS                              | 19.5.03 to 11.7.03   | Mukesh Puri<br>A.S. Ramachandran                                | 19                  | 01 | 20    |
| 7     | Training Program for IAS Officers of 6-9 years' service  | 21.07.03 to 01.08.03 | Arti Ahuja<br>Rajni S. Sibal<br>Chiranjiv Choudhary             | 22                  | 07 | 29    |
| 8     | 13 <sup>th</sup> Training Program for IAS Officers of 10-16 years' service                                       | 04/08/03 to 15/08/03 | Rajni S. Sibal<br>Mukesh Puri<br>A.S. Ramachandra               | 19                  | 02 | 21    |
| 9     | 14 <sup>th</sup> Training Program for IAS Officers of 10-16 years' service                                       | 18.08.03 to 29.08.03 | Rajni S. Sibal<br>MH Khan<br>Arti Ahuja                         | 13                  | 02 | 15    |
| 10    | 8 <sup>th</sup> Program on "Ethical Issues in Today's Administration"  | 01.09.03 to 05.09.03 | Arti Ahuja<br>TK Manoj Kumar<br>Chiranjiv Choudhary             | 25                  | 03 | 28    |
| 11    | Training Program for IAS Officers of 6-9 years' service  | 08.09.03 to 19.09.03 | Arti Ahuja<br>TK Manoj Kumar<br>Chiranjiv Choudhary             | 27                  | 04 | 31    |
| 12    | 94 <sup>th</sup> Induction Training Program for IAS Officers promoted/ select list from SCS                      | 22.09.03 to 14.11.03 | R.S. Dalal<br>T.K. Manoj Kumar<br>M.H. Khan                     | 11                  | 03 | 14    |
| 13    | 2nd Joint Civil-Military Training Programme on National Security for IAS, IFS, IPS, IRS, Armed Forces and CPMF   | 23.11.03 to 05.12.03 | R.S. Dalal<br>T.K. Manoj Kumar<br>M.H. Khan                     | 25                  | 00 | 25    |
| 14    | 15 <sup>th</sup> Training Program for IAS Officers of 10-16 years' service                                       | 08.12.03 to 19.12.03 | Rajni S. Sibal<br>Arti Ahuja<br>A.S. Ramachandran               | 12                  | 00 | 12    |
| 15    | Workshop on IT based access to Government  | 20.06.03             | Manoj Ahuja   | 07                  | 01 | 08    |
| 16    | Retreat of the IAS officers of 1953 batch  | 24.06.03 to 25.06.03 | M.H. Khan<br>Arti Ahuja   | 08                  | 02 | 10    |
| 17    | 2 <sup>nd</sup> Conference of Heads of ATI at LBSNAA   | 17.07.03 to 18.07.03 | Arti Ahuja  | 20                  | 02 | 22    |
| 18    | Exposure on Micro-Finance & SHGs for IAS Officers.   | 28.7.03 to 30.07.03  | M.H. Khan   | 22                  | 03 | 25    |
| 19    | 2 <sup>nd</sup> Conference of Heads of Central Training Institutions at LBSNAA                                   | 15.09.03 to 16.09.03 | Arti Ahuja  | 12                  | 02 | 14    |
| 20    | Workshop on Citizen's Charter  | 22.9.03 to 26.9.03   | Rajni S. Sibal  | 13                  | 02 | 15    |

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|    |   |                  |              |     |     |     |
|----|---|------------------|--------------|-----|-----|-----|
| 21 | Gender Discrimination in Land Ownership | 5.2.04 to 6.2.04 | Manoj Ahuja  | 19  | 18  | 37  |
|    |   |                  | <b>Total</b> | 594 | 145 | 739 |



## 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.

**Rajiv Ranjan Mishra, IAS** (AP-1987) B. Tech (Mechanical) from IIT, Kanpur, Worked as Sub collector & SDM- Bhadrachalam, Tenali and Vijaywada. CEO, Zilla Parishad- Vishakhapatnam, Joint Collector- East Godavari District, Deputy Commissioner A (Commercial Taxes), Abid, Hyderabad, Collector & D.M., Medak District PS to MOS (Planning & Programme Implementation), Govt. of India, PS to MOS (Railways), Government of India, General Manager, handicrafts & Handlooms Export Corporation of India, Ministry of Textiles, Govt. of India, He joined LBS NAA as Deputy Director (Sr) on 23rd June, 2003. Languages known are Hindi, English, Telugu & French.

**Vasudha Mishra, IAS** (AP-1987) M.Sc. (Botany) from Delhi University. She was earlier in Nagaland Cadre. Joined AP Cadre in 1991. Worked as a SDO (Civil), Tuensang, Nagaland, Served as Project Director, DRDA, Vizag (A.P.). CEO, Zilla Parishad in East Godavari District, Deputy Secretary and Joint Secretary in Department of School Education, Govt. of A.P., Additional Registrar of Cooperative Societies, Andhra Pradesh, Collector & D.M. West Godavari District, PS to MOS (Home) and MOS (Commerce & Industries), Govt. of India, Joined the LBS NAA, as Deputy Director (Sr.) in June, 2003. Interested in reading & listening to music. Languages known are Hindi, English, Telugu, Nagamese, French.

**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.

**Sundeeep 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.

**T.K. Manoj Kumar, IAS** (87:KERALA) - Joined the IAS in 1987 and was allotted to the Kerala Cadre. He has a Degree from IIT Delhi. The charges, he held in Kerala are as follows:

- i. SDM Kollam - 1989 -90
- ii. SDM Palghat - 1990-91
- iii. GM, DIC Ernakulum -1991-94
- iv. GM, Kerala State Civil Supply Corporation - 1994 -96
- v. District Collector Kannur - 1996-98
- vi. Director of Industries and Commerce - 1998-2000

He was awarded a good service entry by the Government of Kerala during his stint as GM DIC, in 1994 for work done in acquiring land for an Export Promotional Industrial Park in Ernakulam. He went on Central deputation to Government of India as Deputy Secretary in the Ministry of Health and Family Welfare in 2000. Among other things he handled the Central Government Health Scheme (CGHS), the World Bank aided Anti Malaria Control Programme and the National Blindness Control Programme during this assignment. He was sent for long term foreign training by the DoPT to the Asian Institute of Management, Manila to do a Master Degree in Development Management. in 2002, where he was placed on the Deans' list twice. After successful completion of this training, he joined LBSNAA as Deputy Director (Sr.).

His hobbies includes playing squash & tennis and sketching landscapes.

**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.

**Chiranjiv Choudhary, Indian Forest Service** (AP- 1989). After completing 10+2 from Sainik School Tilaiya (Hazaribagh, Jharkhand) did Bachelors degree in Zoology (H) from Hans Raj College, Delhi University and Post Graduation in Anthropology from Department of Anthropology, Delhi University. Worked as Sub DFO

in Karimnagar, DFO in Vishakhapatnam, PD, DRDA in Warangal and Nalgonda districts of Andhra Pradesh. Implemented Adult Literacy Programme in Nalgonda district. Before joining the Academy, worked as Deputy Adviser in the Ministry of Rural Development, on deputation to Government of India, and was handling the rural Self Employment Programme, Swarnjayanti Gram Swarozgar Yojana (SGSY). The main areas of interests are, Microfinance and Self Help Group, Integrated Watershed Development, Participatory Forest Management, integrated development with convergence of benefits of various development schemes, issues related to Tribal development, Forest tribal interface.

**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 Thomas Valley University Slaughter (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 8<sup>th</sup> 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.

**Dr. Pramila Tripathy:** M.B.B.S. (Utk), D.P.H. (Cal), M.I.P.H.A. Joined the Central Health Services in November, 1975. Served as (i) Medical Officer in Central Institute of Psychiatry, Ranchi (ii) Medical Officer in 5 Assam Rifles (iii) Medical Officer in Static-cum-mobile medical unit of a Beedi workers welfare organisation in Angul under Ministry of Labour, Government of India (iv) Senior Medical Officer and Chief Medical Officer in Mobile Medical Unit (L.D. Organisation) under Ministry of Labour till May, 1999. Joined the Academy as Chief Medical officer in July 1999. Her aim in life

is to serve the poor people in remote localities. She is a life member of Indian Medical Association and Indian Public Health Association.

**Dr. B.S. Rawat:** B.Sc. (from Kumaon University) M.B.B.S. (from K.G.M.C. Lucknow). Working experiences 8.7.1985 join in CHS (i) from July 1985 to February, 1989 IVRI Mukteshwar Distt-Nainital as a Medical Officer (ii) from March 1989 to November, 2003 FRI Dehradun as a SMO & CMO (iii) November, 2003 to till date LBS NAA Mussoorie as CMO (NMSG)

**Dr. (Mrs.) Jyoti Pandey:** Regular Academic Career. M.A.(Hindi). Merit with Gold Medal from Digvijaya College, Rajanandgaon, M.P., Pt. Ravi Shankar Shukla University. Completed Ph.D. in 1987 under the guidance of Dr. Ganesh Khare, Principal, Govt. Girls College, Rajanandgaon, M.P. and again succeeded to complete D.Lit from Pt. Ravi Shankar Shukla University in 2001, “छायावादोत्तर-काव्य की विभिन्न प्रवृत्तियाँ और उनका चैतन्यिक पक्ष” the title supervised by Acharya Dr. Ram Moorthi Tripathi and she earned the pride to be the first Lady Candidate awarded the highest degree in the field of Hindi Literature in Chhattishgarh State.

Along with a number of research paper and participation in seminars, co-authored “धातु भैषज्य कल्पना विज्ञान” the only polyglot script in Metallopharmacaeutics with a name in Encyclopaedia Britannica. Till Post-Graduation, participated in almost all the college activities/cultural, extra-curricular with numerous certificates & awards. Have been approved as a Ph.D. Guide from Pt. Ravi Shankar Shukla University and the research scholars working (one Ph.D. thesis has been submitted, 2003) under the guidance till I joined Academy as Prof. of Hindi & Regional Languages on 16<sup>th</sup> Feb, 2004. Before joining the Academy teaching Post-Graduate classes in Govt. Arts and Science College Durg, Chhattishgarh since 1983.

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

**Ganga Prasad Sharma:** M.A.(Hindi), M.Ed. from Lucknow University; Qualified the NET through University Grants Commission. Worked as an Assistant Professor in Shri Bacchu Lal Ram Dulari Degree College, Sitapur (U.P.) during the year 1987-88; as a Research Fellow in Lucknow University in the year 1990 and as a teacher in Residential Jawahar Navoday Vidyalaya in the year 1991. A co-writer of a number of books namely. उभरते स्वर, सप्तपदी, समय की शिला पर, लखनऊ के साहित्यकार। A creative writer; Special areas of interest - Couplet writing, Hindi Ghazals, Book reviews,

critics etc. A recipient of citation from the American Biographical Institution for exemplary contribution towards literary and social activities. Before joining the LBSNAA on 19<sup>th</sup> January, 2004, worked as PGT (Hindi) in the Kendriya Vidyalaya Sangathan.

**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.

**A.S. Dabral:** B.A. joined the Academy on 15th December, 2003 as Administrative Officer(Accounts)

**R.S. Ahuja:** Joined the Academy in November, 1970. Promoted from the post of Private Secretary to Administrative Officer from 1.3. 2004.

**Jagan Nath Gera:** B.Com from Meerut University. Joined Academy on 16.10.1968. Worked as Superintendent, Administration w.e.f. 1.11.2000 to 5.12.2003 presently appointed as Assistant Administrative Officer w.e.f. 5.12.2003

**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.



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**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 President'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 April, 2002 on deputation from the President's Body Gourd.

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

## Physical Infrastructure

|  |                       |
|--|-----------------------|
| Class/lecture/conference rooms   |                       |
| Total number of Classrooms/ lecture rooms                                      | 09 No.                |
| Total capacity (seating) of all classrooms/ lecture rooms                      |                       |
| Conference rooms/ halls  | 1184 Seats            |
| Seating capacity of each conference room/ hall                                 | 02 No.<br>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                   |

## Annual Report 2003

### 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  |  |
| Nature of Connection (i.e. by dial-up modem, or leased line or VSAT)  | Ethernet based LAN,<br>Windows NT, Unix &<br>LINUX<br>VSAT 64 kbps<br>Microwave VSNL 512<br>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 fibber glass<br>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  
better world.



**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 Virmudan  
    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 Bishai  
    Hao Dharmete Dhir, Hao Karomete Bir,  
Hao Unnat Shir – Nahi Bhai  
    Hao Unnat Shir – Naahi Bhay

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

## Annual Report 2003

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**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.      | Rajiv Ranjan Mishra     | Deputy Director (Sr.)              |
| 5.      | Smt. Vasudha Mishra     | Deputy Director (Sr.)              |
| 6.      | T.K. Manoj Kumar        | Deputy Director (Sr.)              |
| 7.      | M.H. Khan               | Deputy Director (Sr.)              |
| 8.      | Mukesh Puri             | Deputy Director (Sr.)              |
| 9.      | S. Krishnan             | Deputy Director (Sr.)              |
| 10.     | Chiranjiv Choudhary     | Deputy Director (Sr.)              |
| 11.     | Manoj Ahuja             | Deputy Director                    |
| 12.     | Smt. Arti Ahuja         | Deputy Director                    |
| 13.     | L.C. Singhi             | Deputy Director                    |
| 14.     | Dibyajyoti De           | Professor                          |
| 15.     | Dr. Prem Shankar        | Professor                          |
| 16.     | Smt. Jyoti Pandey       | Professor                          |
| 17.     | S. Sajith               | Reader                             |
| 18.     | A.S. Ramachandra        | Reader                             |
| 19.     | M.R. Unnithan           | Language Instructor                |
| 20.     | Smt. Alka A. Kulkarni   | Language Instructor                |
| 21.     | S.K. Tripathi           | Language Instructor                |
| 22.     | A. Nallaswamy           | Language Instructor                |
| 23.     | Arshad M. Nandan        | Language Instructor                |
| 24.     | K.B. Singha             | Language Instructor                |
| 25.     | Ms. Bhavana P. Nawrekar | Language Instructor                |
| 26.     | S.S. Rana               | Physical Training Instructor       |
| 27.     | Shri Bhagwan            | Asst. Physical Training Instructor |
| 28.     | Man Singh               | Riding Instructor                  |
| 29.     | Kalyan Singh            | Asst. Riding Instructor            |
| 30.     | M. Chakraborty          | Head, NIC Training Unit            |





## Annual Report 2003



LAL BHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION  
MUSSOORIE 248179

IAS Professional Course Phase-II (2000 Batch)

(17<sup>th</sup> June 2002 to 26<sup>th</sup> July 2002)



|                      |   |
|----------------------|---|
| Sitting              | Sujata Rout, Alaknanda Dayal, Sonali Ponkshe V., P. Hemalatha, Manju Rajpal, Dr. Prem Shankar,  |
| Left to Right        | Manoj Ahuja, M.H. Khan, Dhanalakshmi K., Wajahat Habibullah, Rahul Bojja, Binod Kumar, Arti Ahuja, L.C. Singhi, B.V. Uma Devi, Sonam P. Thaye, S. Krishnan, Mukesh Puri,  |
| Standing - Ist Row   | 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 |
| Left to Right        | Sudhanshu, Ranvir Prasad, Ranjan Kumar, Santosh Kr. Mishra, Sundee K. Nayak, J.P. Bahuguna  |
| Standing - IInd Row  | 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,   |
| Left to Right        | Manish Kr. Verma, Pankaj Agarwal, Anurag Yadav, Amit Gupta, G. Prakash,   |
| Standing - IIIrd Row | 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  |
| Left to Right        | AO, Maneesh Chauhan, Santanu Basu, Pawan Kr. Pal, Raj Kumar, Bikram Singh.  |

