Annual
Report

2007

L B S N A A

Lal Bahadur Shastri National Academy of Administration
Mussoorie-248 179 INDIA

Vision Statement

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

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 Bhedbhed 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

Contents

Chapter - 1

About Us : Name & Title

Initially the Academy was called the 'National Academy of Administration' Its status was of an 'Attached Office' of the Government of India under the Ministry of Home Affairs. In October 1972, its name was changed to "Lal Bahadur Shastri Academy of Administration". In July 1973, the word "National" was added and the Academy is now known as the " Lal Bahadur Shastri National Academy of Administration ". 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 would be given to all the recruits of the senior civil services. 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 was started in Mussoorie, a hill station at a height of about 6580 feet, just 35 Km. by road from the railhead at Dehradun, Uttaranchal and 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 years1

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. It imparts training to members of the Indian Civil Services in a common Foundation Course for the All India Services and the Central Service Group-A; and 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 induction level training for officers promoted to the IAS from the state civil services. It offers a range of specialized inputs for a diverse clientele. Individuals, Non-Government Organizations, the corporate sector, and Governments both within India and abroad are offered customized courses, which cater to their research and training requirements.

Genesis & Growth

15th April, 1958	Announcement for setting up Academy in Lok Sabha by the then Home Minister
13th April, 1959	First batch of 115 officers started in Metcalfe House
1st September, 1959	Academy started in Mussoorie
1969	Sandwich Pattern of Phase-I- District Training- Phase-2. Before that the training was Foundation Course followed by 8 months continuous professional training
Since inception till 31-8-1970	Academy functioned under Home Ministry
1-9-1970 to April, 77	Academy functioned under Cabinet Secretariat Affairs
October 1972	The name of "Lal Bahadur Shastri" added in the earlier name "Academy of Administration"
July- 73	The word "National" was added and the Academy is now called the " Lal Bahadur Shastri National Academy of Administration"
April, 77 to March, 1985	Academy was under the Home Ministry
17-12-84	The Indra Bhawan Campus was given name of Ex- Prime Minister which is now called as "Indira Bhawan Campus"
April, 85 till date	Academy began functioning under Ministry of Personnel, Public Grievances & Pensions
1988	NICTU established
1989	NSDART known as (NIAR) is made a Society under Societies Registration Act
3-11-92	Karamshila Building was Inaugurated
1995	Softrain now known as Publication Cell was established in 1995
9-8-1996	Dhruvshila & Kalindi Guest House Inaugurated
	"Knowledge of Computer" has been prescribed as one of the qualifying test (50 marks) from 1994-96 batch onwards.
2007	Mid Career Training Programmes of Phase III and IV started.

Our Fosters

Director : An officer of the rank of Additional Secretary of Government of India heads the Academy. The Academy has had illustrious members of the service heading it. The following officers have held this position since the inception of the Academy:

Name	Duration
Shri A.N. Jha, ICS	01.09.1959 to 30.09.1962
Shri S.K. Datta, ICS	13.08.1963 to 02.07. 1965
Shri M.G. Pimputkar, ICS	04.09. 1965 to 29.04.1968
Shri K.K. Das, ICS	12.07.1968 to 24.02.1969
Shri D.D. Sathe, ICS	19.03.1969 to 11.05.1973
Shri Rajeshwar Prasad, IAS	11.05.1973 to 11.04.1977
Shri B.C. Mathur, IAS	17.05.1977 to 23.07.1977
Shri G.C.L. Joneja, IAS	23.07.1977 to 30.06.1980
Shri P.S. Appu, IAS	02.08.1980 to 01.03.1982
Shri I.C. Puri, IAS	16.06.1982 to 11.10.1982
Shri R.K. Shastri, IAS	09.11.1982 to 27.02.1984
Shri K. Ramanujam, IAS	27.02.1984 to 24.02.1985
Shri R.N. Chopra, IAS	06.06. 1985 to 29.04. 1988
Shri B.N. Yugandhar, IAS	26.05.1988 to 25.01.1993
Shri N.C. Saxena, IAS	25.05.1993 to 06.10.1996
Shri B.S. Baswan, IAS	06.10.1996 to 08.11.2000
Shri Wajahat Habibullah, IAS	08.11.2000 to 13.01.2003
Shri Binod Kumar, IAS	20.1.2003 to 15.10. 2004
Shri D.S. Mathur, IAS	29.10.2004 to 6.4.2006
Shri Rudhra Gangadharan	6.4.2006 to till date

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

Name	Duration
Shri J.C. Agarwal	19.06.1965 to 07.01.1967
Shri T.N. Chaturvedi	27.07.1967 to 09.02.1971
Shri S.S. Bisen	01.04.1971 to 09.09.1972
Shri M. Gopalakrishnan	20.09.1972 to 05.12.1973
Shri H.S. Dubey	03.03.1974 to 18.12.1976
Shri S.R. Adige	12.05.1977 to 07.01.1980
Shri S.C. Vaish	07.01.1980 to 07.07.1983
Shri S. Parthasarathy	18.05.1984 to 10.09.1987
Shri Lalit Mathur	10.09.1987 to 01.06.1991
Dr. V.K. Agnihotri	31.08.1992 to 26.04.1998
Shri Binod Kumar	27.04.1998 to 28.6.2002
Shri Rudhra Gangadharan	23.11.2004 to 6.4.2006
Shri Padamvir Singh	12.3.2007 till date

Campus

The Academy is spread over three sprawling campuses: Charleville, Glenmire and Indira Bhawan. Each has its own specific orientation. Charleville caters to training of fresh entrants as well as the customized 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 specialized courses, programes, workshops and seminars.

Training - Learning Strategy

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 the 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 the society at large; a respect for all castes, creeds, religions; and, a professional competence that makes the battle against poverty the ultimate objective of every civil servant. At a time when nations are going global in the processes of liberalization and economic reforms, it is our endeavour to make young civil servants realize the need for upholding our 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.

To ensure that our academic curriculum is relevant, it is periodically reviewed and updated, through a mechanism of consultations with the State Governments, feedback of the participants and the recommendations of the committees formulated by government for the purpose. The representatives of Central Government departments are also consulted from time to time. The conventional classroom teaching methodology is not always the most effective mode to make an impact on attitudes and values of trainees. Hence we have evolved and adopted several new methodologies. Most courses operate on a modular structure, whereby relevant themes are chosen and dealt with, in a consolidated manner to ensure that all aspects relating to them are addressed.

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

- Lessons by both in-house and guest faculty.
- Panel discussions to promote appreciation of diverget opinions and views.

- Case study.
- Films.
- Group discussion.
- Simulation exercise.
- Seminars.
- Moot Court and Mock Trail.
- Order and judgement writing practice.
- Practical demonstration.
- Problem solving exercises.
- Report Writing (Term Paper, Syndicate Paper)
- Group Work.

Field visit :

i) Trek to the Himalayas - In conditions of adversity, bad weather, insufficient accommodation and limited access to food items, the true mettle of the Officer Trainees is tested. This brings out the best and worst in them.

ii) Visit to villages in backward districts to understand the problems and the true realities of village life.

Action research on impact of government programmes on the citizens, through field visits and interaction with the beneficiaries is also taken up.

Promoting Values

LBSNAA seeks to impart to the young 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 to be efficient and effective, integrity, moral courage, empathy with the respect for the underprivileged and freedom from any sectarian prejudices based on religion, region, caste, class or gender are sine qua non. But today, it is precisely these very values that are under siege.

To nurture these values, our Officer-Trainees are encouraged to participate in diverse social activities. They are given responsibility for improving the Lalita Shastri Balwadi School, where Nursery, LKG & UKG classes are conducted at a concessional rate for the children of the employees and the public. The problem of solid waste management has also been addressed by the officer trainees in close co-ordination with NGOs working in Mussoorie. Officer-Trainees have also been taking evening coaching/tutoring classes for the under-privileged children of the area.

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.

Our Faith and Beliefs

We believe that the voyage of public service is a challenging one. It is for the civil servants to make a clear choice if they want to live with respect, dignity and honour. We highlight accountability in

the eyes of the people and in one's own self-esteem as the greatest badge of honour. The ability to work effectively depends on professional abilities and a commitment to constitutional values. As a country, we implement one of the largest rural employment programs and our effort is to professionally equip the civil servants to seek support from the Panchayati Raj Institutions and facilitate participation of the people. Motivating subordinates is a critical area for all administrators and our effort is to equip them with competencies that can provide such leadership. The use of Participatory Rural Appraisal techniques to seek participation of people and the use of participatory training methodologies in motivating field functionaries are some innovations that have also been tried out.

In order to promote an all round development of 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, rock climbing and pistol shooting are some of the activities that the Officer Trainees engage themselves in. Exposure to public speaking, theatre workshops, group discussion, motor mechanics, gardening, photography and music appreciation are other co-curricular activities offered to the young administrators. The sports complex provides facilities for all games. An opportunity to learn games from coaches of the Sports Authority of India is also provided.

The officer-trainees are also encouraged to perform in cultural and extra curricular activities through various clubs and societies of which the officer-trainees themselves are members and office-bearers. These club and societies organise events in the evenings, for the benefit of officer-trainees.

Promoting 'Esprit-de-Corps'

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 usually 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 camaraderie 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 unique blend of the new and the old.

The Participants

During the financial year 2007-08 a total of 17 courses/ workshops/ seminars were conducted. A total number of 1028 participants attended. The table shows the distribution of trainees in various courses during 2006 and 2007-08.

Distribution of Participants/Trainees in various courses during 2006 and 2007-08		
Name of the Course	Participants in year (2006)	Participants in year (2007-08)
Foundation Course (Summer)	35	NIL
Foundation Course (Main)	280	307
IAS Phase-I	93	90
IAS Phase-II	91	93
IAS Phsae-III	NIL	118
IAS Phase-IV	NIL	106
Induction Courses	64	65
Joint Civil Military Training Programme	40	40
Ethical Issues in Today's Administration	28	23
Others Workshop/Seminars/Conferences	165	186
TOTAL	**796**	**1028**

Comparison of Men & Women participants/trainees in 2006-07 and 2007-08 is given below:

Distribution of Participants/Trainees in various Workshop/ Seminars/ Conference conducted by its Research Units during 2007-08

Men Women

Name of the Course	Participants in year (2007-08)
Centre for Rural Studies	93
Centre for Cooperative & Rural Development	44
Centre for Disaster Management	317
National Centre for Gender Training Planning & Research	76
National Institute for Administrative Research	1272
TOTAL	1802

Chapter - 2

Training Programmes during 2007

S. No.	Name of Course/Campus	Schedule	Course Team S/ Shri	No. of Participants		
				M	F	Total
1	IAS Professional Course Phase-I (2006-2008 Batch)	11th Dec, 06 to 08th June, 07	Arti Ahuja Yatendra Kumar Dr. B. Ashok	67	23	90
2.	IAS Professional Course Phase-II (2005-2007 Batch)	18th June, 07 to 10th August, 07	Yatendra Kumar Ranjana Chopra Sudip Ahluwalia	79	17	93
3.	Mid Career Training Programme (Phase-III) for IAS Officers(1998-1999) batch	11th June, 07 to 3rd August, 07	T.K. Manoj Kumar Sanjeev Chopra Alok Kumar Dr. Kalpana Dube A.D. Chakravarti	109	09	118
4.	Mid Career Training Programme (Phase-IV) for IAS Officers(1991) batch	23rd April, 07 to 25th May, 07 30th Sept.07 to 11th October, 07 (Foreign Visit)	T.K. Manoj Kumar Sanjeev Chopra Alok Kumar Dr. Kalpana Dube A.D. Chakravarti	96	10	106
5.	81st Foundational Course for eligible members of All India Services and Central Services (Group `A')	19th August, 07 to 30th Nov, 07	Dr. S.H. Khan, Ranjana Chopra, Dr. B. Ashok, A. D. Chakravarti	232	75	307
6.	102nd Induction Training Programme for Officers promoted/select list to IAS from SCS	19th February, 07 to 13th April, 07	Dr. S.H. Khan A.D. Chakravarti Dr. Kalpana Dube Prof. G. Kameshwari	28	03	31
7.	103rd Induction Training Programme for Officers promoted/select list to IAS from SCS	10th Sept, 07 to 2nd Nov, 07	Dr. Kalpana Dube Alok Kumar AS Ramachandra	30	4	34

S. No.	Name of Course/Campus	Schedule	Course Team S/ Shri	No. of Participants		
				M	F	Total
8.	8th Training Programme for Joint Civil-Military on National Security	12th Auguest, 07 to 24th August, 07	Dr. S.H. Khan Dr. Kalpana Dube AS Ramachandra	20	0	20
9.	9th Training Programme for Joint Civil-Military on National Security	12th Nov, 07 to 23rd Nov, 07	Alok Kumar Dr. S.H. Khan Rajesh Arya	19	1	20
10.	12th Programme on "Ethical Issues in Today's Administration"	23rd August, 07 to 31st August, 07	Alok kumar AS Ramachandran	20	3	23
11.	Retreat of the IAS Officers of 1957 Batch	18th Sept, 07 to 19th Sept, 07	Dr. Kalpana Dube Alok Kumar Ranjana Chopra	26	1	27
12.	5th Conference of Heads of Central Training Institutes	1st Nov, 07 to 2nd Nov, 07	Dr. B. Ashok	12	4	16
13.	6th Conference of Heads of ATI and State Training Coordinators at LBS NAA	15th Nov, 07 to 16th Nov, 07	Sanjeev Chopra	19	6	25
14.	TQM Training Programme on "Improvement of District Hospitals"	24th July, 07 to 28th July, 07	Dr. S.H. Khan	28	4	32
15.	Regional Conference on Excellence in "Public Service Delivery"	27th July, 07 to 28th July, 07	Ranjana Chopra	31	7	38
16.	Direct Trainer Skills Course	11th Feb., 08 to 15th February, 08	Sanjeev Chopra	15	1	16
17.	Implementation of TQM in office Management	12th March, 08 to 14th March, 08	Dr. S.H. Khan	29	3	32
	Total			856	172	1028

Chapter - 3

Course & Activities Highlights

A number of courses are conducted in the Academy every year. Among that the Foundational Course is essentially knowledge centred; the professional programs are fundamentally skill oriented and the In-Service Courses are mainly directed towards enhancement of policy formulation capabilities for assuming senior positions in Government.

A brief outline of various courses is given as under:

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, The Indian Foreign Service and the various Central Services (Group- 'A'). It is now run only once a year, since 2007 called Winter Foundation Course usually organised from September to December. 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 cooperation 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 familiarize them with the environment of political, economic, social and administrative issues, through a well-defined syllabus.

The 81st Foundation Course was conducted during 2007, details of which is given below.

81st Foundation Course

(19th August, 2007 to 30th November, 2007)

Course Coordinator	Shri Aakash Deep Chakravarti
Associate Course Coordinator	Dr. S.H. Khan, Mrs. Ranjana Chopra, Dr. B. Ashok,
Programme Inaugurated by	Shri Satyanand Mishra, Secretary (Personnel),DoPT. New Delhi
Programme Valedictory address by	Director, LBSNAA, Mussoorie
Programme meant for /Target group	Fresh recruits of All India Services, Group 'A' Central Civil Services, Royal Bhutan Civil Service
Composition of Group	Total Participants = 306 (Male-230; Female-76)

Highlights of the Programme

The 81st Foundation Course attempted to create a batch identity for the 306 strong batch of young officer trainees who came together on the 19th August, 2007 for this 15 week long programme which culminated on 30th November, 2007. The training was a harmonious blend of academic inputs and co-curricular activities which was accomplished through a judicious mix of trainers and speakers drawn from all works of public life and leaders in their chosen profession apart from the in-house faculty of the Academy. The core areas for academic inputs were: Economics, Public Administration, Management, Political Theory and Constitution of India, Indian History and Culture and Law. The highlights of the Foundation Course which are remembered most by the officer trainees were the nine day Himalayan Trek, a week long Village Visit, the India Day Celebrations, Athletic Meet and the Fete.

The trainees underwent mid term academic assessment in the six major subject areas followed by an examination at the end of the course. There is a lot of emphasis on proper conduct and discipline in the Academy and this was reinforced consistently to adequately equip them to face the demanding life that a career in civil service involves. Cultural activities by the officer trainees became a source of enhanced bonding and camaraderie amongst the officer trainees. Amongst the pedagogic techniques used, a lot of emphasis was placed on the case study method. Role models were also called upon to talk to the officer trainees. The Guest Speakers were consistently rated very highly by the officer trainees in the weekly feedback. The underlying spirit of the Foundation Course is to develop those qualities of the head and the heart which would be required a long career in public service and it is here, that this Course provides the enabling environment for the officer trainees to develop into mature and confident officers.

Officer trainees are also given a fairly rigorous training in language. Trainees who do not have sufficient proficiency in Hindi have to attend Hindi classes; officers of the All India Services, the IAS, IPS and the IFS have to pick up the languages of their state cadres.

Some of the prominent guest speakers of the course include Shri Satyanand Mishra, Secretary (Personnel); Shri Naveen Jindal, MP(LS) and Executive Vice Chairman & MD, Jindal Steel & Power Limited, Chattishgarh; Shri Wajahat Habibullah, Chief Information Commissioner, Prof. Mool Chand Sharma, Vice Chairman, University Grant Commission (UGC), Prof. Satish Chandra, Secretary, Society for Indian Ocean Studies; Shri M.K. Narayanan, National Security Advisor to the Prime Minister; Justice B.N. Srikrishna, Ret.d Judge Supreme Court of India; Shri G.K. Pillai, Secretary (Commerce); Justice Madan B. Lokur, Judge, Delhi High Court; and Shri R.S. Dalal, DG (Police) Govt. of Haryana.

The LBSNAA has, over the years, evolved a very effective package of mentoring and co-curricular activities. Mentoring is done through counsellors, who are senior faculty members of the academy and possess sufficient experience in government service. Some of the important co-curricular activities included compulsory physical training sessions, which were conducted every morning, outdoor sessions of games as well as short treks in and around Mussoorie.

It would not be possible to take the trainees directly to the people always in a course of this duration, but the Course , as in the past, made provisions for a one week visit to selected villages across the country, where Officer Trainees lived with the village community, conducted surveys and were sensitized to the lives and aspirations of the people. They could therefore make their own assessment of the effect of government programmes on the people what has been done and what remains to be done.

A brief profile of the probationers of the 81st Foundation Course is attached as Annexure- 7.

IAS Professional Course, Phase- I (26 Weeks)

After completion of the Foundation Course, the IAS Officer Trainees undergo the Professional Course Phase-I. This aims to develop and hone their professional skills in handling the large range of responsibilities that an officer shoulders within the first ten years of service. The course seeks

to strengthen the understanding of the environment in which an IAS Officer has to function. It helps to develop values, ideals and attributes desirable in an officer belonging to the Indian Administrative Service. 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 also sent on a Winter Study Tour comprising of attachments with the three armed forces, the public sector, the private sector, municipal bodies, voluntary agencies, tribal areas, e-governance and Non Government Organizations. Attachment with the armed forces also serves the purpose of better appreciation of other roll. Training with the Bureau of Parliamentary Studies and Training is also organized, where the Officer Trainees also call on the constitutional authorities.

These attachments give the officer-trainees an opportunity to experience the diverse mosaic of our country. They also get an opportunity to see and understand closely the functioning of various organizations. Thereafter, the officers go through a regimen of classroom training. It is here that professional inputs in Public Administration, Management, Law, Computers and Economic 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.

IAS Professional Course Phase-I (2006-08 Batch)

(11th December 2006 to 8th June, 2007

Course Coordinator	Ms. Arti Ahuja,
Associate Course Coordinators	Dr. B. Ashok, Shri Yatendra Kumar,
Programme Valedictory address by	Shri Pratyush Sinha, Central Vigilance Commissioner, GOI, New Delhi.
Composition of Group	Total : 90 including 2 Officers of the Royal Bhutan Civil Service (Male : 67 ; Female : 23)

Course highlights

The 26-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 9-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. 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, action research project schemes/initiatives, 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 the President of India, and the Prime Minister of India. 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 of the course included Shri Satyananda Mishra, EO & Addl. Secretary, M.O.P&G, GOI, New Delhi, Ms. Meena Gupta, IAS, Secretary, M.O. Tribal Affairs, New Delhi, Ms. K. Sujatha Rao, IAS, Addl. Secretary & DG, M.O. Health and Family Welfare, New Delhi, T. Vijayakumar, IAS, CEO, Society for Elimination of Rural Poverty, Hyderabad, Shri Tushar A. Gandhi, Managing Trustee, Mahatma Gandhi Foundation, Mumbai, Shri Nachiket Mor, Deputy Managing Director, ICICI Bank, Mumbai, Shri Rao Inderjit Singh, Hon'ble Minister of State for Defence, New Delhi, Justice Y.K. Sabharwal, Former Chief Justice of India, New Delhi, Justice Rajindar Sachar, Former Chief Justice of India, New Delhi and Shri Pratyush Sinha, Central Vigilance Commissioner, New Delhi.

A brief profile of the participants of this course is attached as Annexure- 3.

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 various field level functionaries. The Officer Trainees are required to carry out 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 (8 Weeks)

3.7 While theoretical concepts are sought to be imparted in the Foundation and Phase-I courses and ground level realities are studied during the district training; the Phase-II is the time to share experience gathered across the country when 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. It gives an opportunity to Officer Trainees to re-examine the field realities vis-a-vis the theoretical constructs provided earlier in the Academy. The Phase-II course specifically aims to provide an opportunity to the 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.

IAS Professional Course Phase-II (2005-07 Batch)

(18th June to 10th August, 2007)

Course Coordinator	Shri Yatendra Kumar,
Associate Coordinators	Ms. Ranjana Chopra, Shri Sudip Ahluwalia,
Programme Valedictory address by	Shri K.M. Chandrasekhar, IAS Cabinet Secretary, GOI, New Delhi.
Composition of Group	Total : 93 including 3 Officer of the Royal Bhutan Civil Service (Male : 79; Female : 14)

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. Seminars were conducted on "Health Sector Issues", "Drinking Water & Sanitation", "Issues in Implementation of NREGA", "Elementary Education", Module on "E-Governance in Land Record Management and Sustaining E-Governance Projects", "Total Quality Management", "Disaster Management", "Handling Communal Violence", A two day "Effective SDO's Seminar" (6-8 August, 2007) was held in which young officers from the field were invited to share their experiences.

Prominent guest speakers of the course include Shri Sudhir Kumar, IAS, OSD to Minister for Railways; Smt. Santha Sheela Nair, IAS, Secretary, Ministry of Rural Development; Shri Rajender Singh, Tarun Bharat Sangh, Rajasthan; Shri Tarun Sridhar, IAS, Secretary, Town and Country Planning, Govt. of Himachal Pradesh, Shimla; Dr. Subas Pani, IAS, Secretary to GoI, Ministry of Rural Development; Shri R.S. Pandey, IAS, Secretary to GoI, Ministry of Steel; Shri Ashok Dohare, IPS, IG (Fire Services), Bhopal; Ms. Rita Sinha, IAS, Secretary to GoI, Central Information Commission, New Delhi; Dr. P.K. Mohanty, IAS, Joint Secretary to GoI, Ministry of Housing and Urban Poverty, New Delhi; Shri N. Gopalaswami, IAS, Chief Election Commissioner; Shri M.M. Pallam Raju, Hon'ble Minister of State for Defence, New Delhi; Shri B.J. Panda, Hon'ble Member of Parliament, Rajya Sabha, New Delhi and Shri K.M. Chandrasekhar, Cabinet Secretary, GOI, New Delhi.

A brief profile of the participants of this course is attached as *Annexure-4*.

Mid Career Training Programme for IAS Officers

The Prime Minister has approved a mandatory Mid-Career Training Programme, consisting of Phase-III, IV and V for IAS Officers of various years of experience. The Phase-IV & III of the mandatory MCT programme are meant for IAS Officers who have put in 14-16 years and 7-9 years of service respectively. Attending the MCT programme is a mandatory requirement for further promotions at certain stages in an officer's career and hence, it is in the interest of the officers to attend the MCT programme. Further, the GoI, in itsd notification dated 20th March 2007, had amended the IAS (PAY) Rules, 1954 so as to link the career progression of IAS Officers at various levels to the successful completion of the relevant phase of the MCT programme. Subsequently, the Government has amended the IAS (PAY) Rules 2007 to appoint IAS officers to `Super Time Scale' on completion of 14 years of service instead of appointing them to the said scale on the completion of 16 years of service. The main focus of the programme is to build "next level competency" of the officers. The Phase-III programme is of 08 weeks duration and is conducted jointly by TERI School of Advanced Studies and Duke Centre for International Development Duke University. Due to some technical reasons, the programme was conducted by Duke Centre in association with LBSNAA. The major focus of the programme is on project formulation and appraisal besides perspective building.

IAS Professional Course Phase-IV (1991- Batch)

(22nd April to 25th May, 2007)

LBSNAA Course Team	Shri T.K.Manoj Kumar Shri Sanjeev Chopra Shri Alok Kumar Dr. Kalpana Dube Shri Aakash Deep Chakravarty
On behalf of Maxwell School of Syracuse University, USA and IIM Bangalore, the programme was run and coordinated by	Shri Chiranjib Sen Dr. R.V. Vaidyanatha Ayyar Mr. William Sullivan Mr. Daniel Nelson Mr. L. Schroeder
Programme Inaugurated by	Shri Suresh Pachauri Hon'ble Minister of State for Personnel & Public Grievances

Programme Valedictory address by	None
Programme meant for/ Target group	IAS Officer of 1991 Batch
Composition of Group	Total Participants : 107 Male: 96 Female: 11

Objective of the programme

The main objective of the training programme was to support officers to make the transition from programme management to becoming effective and responsive policy formulators and implementers. The programme aimed to build strategic management and leadership skills, and also enhanced their competence to address the political economy (global, national and state level) of policy processes. This was done through:

- Consolidating and drawing lessons from their own past programme and project experiences
- Deepening understanding of global, national and state level policy environments
- Providing detailed sector-specific knowledge, concepts and tools, management methods; and Policy perspectives

Prominent speakers of the course are Shri Gopal Naik, L. Prasad; C. Gerard; Y. Hou. J. Roy. A. Suraj. A. Damodaran; T. Sastry; V. Moorthy; S. Mukjherji; V. Nagadevara; M. Robbins; Niraja G. Jayal; B. Chellaney; S. Roy; Gita Sen; Van Slyke; R.K. Bandi; Roberts; N. Reddy; Aradhana Aggarwal; G. Shainesh; Talmiz Ahmad; Krishnamurthy; J. Tooley; R. Gowda; George Abonyi; S. Raghunath; M.S. Sriram; R. Sarin; G. Krishnana; Sekhar Singh and Sailesh Pathak.

A brief profile of the participants of this course is attached as Annexure- 5.

IAS Professional Course Phase-III (1998-99 Batch)

(11th June to 3rd August, 2007)

LBSNAA Course Team	Shri T.K.Manoj Kumar, Shri Sanjeev Chopra Shri Alok Kumar, Dr. Kalpana Dube Shri Aakash Deep Chakravarty
On behalf of Duke University , the programme was run by	Dr. G.P. Shukla, Prof. Grham Glandey, Prof. Joseph Tham, Shri Brij Kishore
Programme Inaugurated by	Shri Veerappy Moily, Chairman of the Administrative Reforms Commission
Programme valedictory speech by	None
Programme meant for/Target group Composition of Group	I.A.S. Officer of 1998-99 Batch 118 (Male: 109 Female : 9)

Objective of the programme

Objective of this very first course was supporting officers for moving effectively from the phase of field level implementation to the phase of programme formulation and implementation by

- consolidating and culling out lessons from collective experience of field level implementation;
- developing perspectives, concepts, methods and skills for programme formulation and implementation; building mindsets and skills for focusing on service quality and citizen-oriented approaches.

Prominent guest speakers of the course include S/Shri DNS Dhakal; Robert Voetch; Cecilio Adornal; T.R. Raghunandan; P.K. Mohanty; James Manor; Aniruch Krishna; Jean Dreze; A. Vaidyanathan; Ramesh Ramanathan; R. Ramaseshan; Aruna Roy; Amrit Ahuja; Subu Goparaju and Amarjit Sinha.

A brief profile of the participants of this course is attached as *Annexure- 6*.

Induction Training Courses

Induction courses are conducted for officers on the select list of the states or promoted to the IAS. The aim of the in-service courses is 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. The officers are also taken on a tour of premieur institutions in the country to expose them to the pan India character of the service. In addition, one-week vertical integration courses on issues such as Total Quality Management, Ethics in Administration etc. are also conducted.

102nd Induction Training Programme for officers promoted to IAS from the State Civil Service

(19th February, 2007 to 13th April, 2007)

Course Co-ordinator	Dr. S.H. Khan,
Associate Course Coordintor	Aakash Deep Chakravari, Dr. Kalpana Dube Prof. G. Kameshwari
Programme inaugurated by	Shri Wazahat Habubulla, IAS Chief Information Commissioner, Govt. of India, New Delhi
Programme Valedictory address by	Dr. Sudarshan Aggarwal, Hon'ble Governor of Uttarakhand
Programme meant for/Target Group	For IAS officers promoted to IAS from the State Civil Services)
Composition of group	No. of Participants Male - 28 ; Female- 03

Objective of the programme

- Development of 'esprit de corps' among officers
- Understanding the role 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
- Acquisition of IT skills
- Exposure to various growinsectors of the economy

Course Highlights

- Topics relating to Public Administration, Management, Economics, Law and Constitution, Computer and E-governance were covered during the course.
- Two week Bharat Darshan to various parts including Andaman and Lakshwadeep.
- Experience Sharing Presentations.
- Visit to IMA and FRI, Delhi Metro, Public Sector Undertakings, NGOs and Calling on the Constitutional authorities.

Prominent guest speakers of the course include Brig. S.H. Kulkarni, Sub-Area Commander, Dehra Dun; Swami Agnivesh, Chairperson of Bandhua Mukti Morcha (Bonded Labour Liberation Front), New Delhi; Dr. S.S. Sandhu, Secretary to Government of Uttarakhand; and Shri Prashanta Das, Chief General Manager, National Bank for Agriculture and Rural Development, Dehra Dun.

A brief profile of the participants of this course is attached as *Annexure- 8*.

103rd Induction Training Programme for Officers promoted to IAS from the State Civil Services

(10th September to 2nd November, 2007)

Course Coordinator	Dr. Kalpana Dube
Associate Copurse Coordinator	Shri Alok Kumar, Prof. A.S. Ramachandra,
Programme inaugurated	Shri Rudhra Gangadharan, Director
Programme Valedictory address by	Shri Rudhra Gangadharan, Director
Programme meant for /Target Group	For IAS officers promoted to IAS from the State Civil Services)
Composition of Group	34 (Male - 30; Female 04)

Objective of the programme

The course aims at assisting the participants in developing their knowledge and skills to facilitate the development process currently underway in the country. Attitudinal transformation needed for applying the skills in practice is also attempted during the course. An exposure to the multicultural and multi-ethnic fabric of the country is given through the two week long Bharat Darshan.

- To understand the role of the Indian Administrative Service officer within the framework of the Constitution
- To develop an all India perspective for issues related to Governance and Administration
- To promote perspective building in significant social sectors and other emerging administrative issues
- To strengthen skills in areas considered crucial for an IAS Officer

Course Highlights

- Topics relating to Public Administration, Management, Economics, Law and Constitution, Computer and E-governance were covered during the course.
- Two week Bharat Darshan to various parts including Andaman and Lakshwadeep.
- Experience Sharing Presentations.
- Joint sessions with the Foundation Course.
- VVIP Call on and other special visits like Delhi-Metro and BPO outfit at Gurgaon.
- Computer lab sessions, panel discussions, presentations by participants,
- Field visits to Chandigarh, Amritsar, Wagah Border, Haridwar and Badrinath.

The Trainers consisted of both internal and guest faculty specializing in various subjects. Special emphasis was laid on panel discussions and experience sharing presentations to expose the participants to different views in the respective areas. The participants were also exposed to Yoga in the morning and they also put up a cultural show towards the end of the course. They also assessed themselves in the Experience Sharing Presentations put up by their colleagues and selected the 3 best ESPs which were awarded during the valedictory function.

The internal faculty covered the core areas of Law, Public Administration and Management as well as the Computer Sessions. In addition, eminent guest speakers of the course were Shri G.K. Pillai, Secretary (Commerce); Shri Madhukar Singha, Director High Education; Dr. S.S. Sandhu, MD Punjab Infrastructure; Shri K.T. Chacko, Director IIFT, New Delhi; Justice B.N. Srikrishna, Chairman, 6th Pay Commission; Shri Sundeep K. Nayak, MD, J&K Power Corporation, J&K; Shri Chaman Lal, Member, NHRC, New Delhi, Prof. Shekhar Singh, Convenor, National Campaign for People's Right to Information; Shri L.C. Singhi, Director, CIC, New Delhi and Shri Amit Agarwal, Director, Prime Minister's Office, New Delhi.

A brief profile of the participants of this course is attached as *Annexure-9*.

Joint Civil Military Course

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

The LBS NAA has carried out primary survey among middle to senior level officers belonging to the IAS, the IPS, the IFS, the Central Para Military Forces, the Army, the Air Force and the Navy to research on the Civil-Military interface. Almost all the respondents were to the opinion that Joint Civil-Military training program should be conducted to equip the professional managers better perform their roles in national security management. To optimize the training duration, content and to ensure wider participation of the services, it was felt that the LBS NAA should endeavour to run a two-week training program on National Security for civil and military officials in partnership with other training institutions

A Consultation Workshop on National Security was convened by the LBSNAA in April, 2002. The participants in the workshop came-up with a curriculum for a joint civil-military training programme. It can be seen at Annex-A. The consultation workshop also recommended the following:

i) A Taskforce should go into various aspects of the curriculum developed in the workshop. Training modules based on the curriculum should be firmed up.

ii) Suitable resource persons for delivering different components of the syllabus should be identified.

iii) Before pilot run of a joint training programme, a validation workshop of resource persons should be held.

iv) DoPT and other Ministries should be approached for provision of funds.

v) LBSNAA should act as a nodal organization for development of training modules on National Security for adaptation by other residential training institutions of the Armed Forces, Para-Military Forces and the State level Administrative Training Institutions (ATIs).

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

The Director, LBSNAA constituted a Taskforce headed by Shri N.N. Vohra, IAS (Rtd.). The Taskforce made valuable recommendations which have been accepted by the LBSNAA. The recommendations of the Taskforce have also been shared with all the concerned Ministries and Institutions. 10 Joint Civil-Military Training Programmes have been conducted so far.

8th Joint Civil-Military Training Programme on National Security

(12th to 24th August, 2007)

Course Coordinator	Dr. S.H. Khan
Associate Copurse Coordinator	Dr. Kalpana Dube, Prof. A.S. Ramachandra
Programme inaugurated by	Shri Shekahr Dutt ,SM Deputy National Security Advisor, National Security Council Secretariat,
Programme Valedictory address by	Shri Wajahat Habibullah, Chief Information Commissioner, Central Information Commission, New Delhi
Programme meant for /Target Group	For IAS/IFS/IPS/IRTS/IDAS/IDS & Indian Army, Indian Nevy,Indian Air Force, IB, Cost Guard, Cabinet Secretariat etc.
Composition of Group	20 (Male - 20; Female Nil)

Objectives of the Programme

To increase awareness of the different dimensions and elements of National Security as well as threats to such security;

i) to familiarize them with challenges to management of National Security, emerging external security environment, impact of globalization and internal security environment etc.;

ii) to provide an opportunity for the participants to interact and exchange ideas on the subject; and

iii) to expose them to the imperatives of civil-military interface at state, division and district level.

To optimize the training duration, content and to ensure wider participation of the services, it was felt that the LBSNAA should endeavour to run a two-week training programme on National Security for civil and military officials in partnership with other training institutions attached to the MHA, the MEA, the MoD, the NSCS, the Intelligence Bureau, the Cabinet Secretariat and the JNU, during the year, two course's on Joint Civil Military Training were conducted.

The proximate objective of this programme is to meet the perceived gaps in knowledge, skill and attitude in respect of comprehensive national security through appropriate training inputs.

Academic Input's during the course

- Overview of National Security
- National Security Scenario
- Nuclear Security
- Energy Security
- Bio-terrorism
- Economic Security

Prominent guest speakers of the course includes Shri Shekhar Dutt, SM, Deputy National Security Adviser, New Delhi; Shri C.K. Sinha, Additional Secretary, Cabinet Secretariat; Shri Sudhir Nath, Director of Enforcement; Cmde (Retd.) C. Uday Bhaskar, Institute of Defence Studies and Analyses; Shri Wajahat Habibullah, Chief Information Commissioner, Central Information Commission, Lt. Gen. Gautam Dutt, Chief of Staff, Central Command; Dr. Gulshan Rai, Director, Indian Computer Emergency Response Team, Department of Information Technology; Shri Ajit Lal, Joint Director, Intelligence Bureau, New Delhi; Ms. Leela K. Ponappa, Deputy National Security Adviser, National Security Council Secretariat, New Delhi; Shri G. Balachandran, Visiting Fellow, The Institute of Defence Studies and Analyses;

A brief profile of the participants of this course is attached as *Annexure-10*.

9th Joint Civil Military Training Programme on National Security

(12th to 23rd November, 2007)

Course Coordinator	Shri Alok Kumar
Associate Copurse Coordinator	Dr. S.H.Khan, Shri Rajesh Arya
Programme inaugurated	Shri Shekhar Dutt,SM Deputy National Security Advisor, National Security Council Secretariat
Programme Valedictory address by	Shri Narendra Sisodia, Director IDSA
Programme meant for /Target Group	For IAS/IFS/IPS/IRTS/IDAS/IDS & Indian Army, Indian Nevy,Indian Air Force ,IB,Cost Gurad, Cabinet Secretariat etc.
Composition of Group	20 (Male - 19; Female 01)

Objective of the progarmme

- Challenges to management of National Security, emerging external security environment, impact of globalization and internal security environment, etc.
- To provide an opportunity for the participants to interact and exchange ideas on the subject
- Imperatives of Civil-Military Interface at state, division and district level.

Academic Input during the course

i) National Security

ii) Urban Terrorism

iii) Military : Army, Navy & Airforce

iv) Briefing on Scenario Planning & Presentation

v) Nuclear Security

vi) Criminal Justice Administration System in India

vii) Information Security

viii) Environmental Security

ix) Ethics in Administration

x) Economic Security

xi) Panel Discussion on Naxalism & Development and Communalism

xii) Internal Security

xiii) Indo China Relations

xiv) Management of Police

xv) Energy Security

xvi) Defence Challenges for Next two Decades

Prominent guest speakers of the course include Shri Shekhar Dutt, SM, DySA, Shri A.P.Sinha, Shri C.K.Sinha, Shri Ashok Dohare, Shri Anand Sharma, Shri V.N.Rai, Wing Cadr. Ajey Lele, Shri Sudhir Nath, Shri Giridhari Nayak, Air Cdr (Retd.) Jasjit Singh, AVSM, VrC, VM, Shri Ajit Lal.

A brief profile of the participants of this course is attached as *Annexure-11*.

Courses on Ethical Issues in Today's Administration

The Academy conducts one to two courses of one-week duration each, every year on the theme "Ethical issues in Today's Administration". The course is open to officers of various levels of seniority. Ethics in government is a nascent area in the country, and so far the academy has conducted nine courses. Each course had gained incrementally in terms of the methodology and the content. The basic issues dealt with are regarding ethical dilemmas in the government. Critical dilemmas are those that the officers face when they have to chose between one right and another, as opposed to choosing between one right and one wrong, where the dilemma may not exist. The course tries to study and explore the various dimensions that go into making choices.

The objective of the programme is thus; to expose the participants to the basic principles of Ethics/Moral Philosophy; tease them into thinking about the values that underpin the framing and implementation of public policy; and expose them to the ethical frameworks that policy makers use to resolve sticky public policy issues. The aim is to create an atmosphere in which participatory learning takes place. A churning of the considerable experience and knowledge of the participants through sharing and debate is encouraged not only to achieve the stated objectives of the course but also to bring about a vertical integration of the group.

In order to achieve the objectives, the emphasis in the course remains on participatory learning. The various topics covered by various courses so far are as following:

The framework of ethics: What are ethics, what is meant by human welfare, human justice and human dignity; What are the different types of imperatives that lead actions; Ethics and Administration: What are the social and administrative predicaments, discussion through case studies on systemic insensitivity, non performance, patronage, lawlessness and injustice, corruption, institutional rot, apathy, cynicism and demoralization; Values and Ethics- the Indian perspective: Discussion on the meaning of religion, levels of human personality, tools and mechanisms for remaining connected to our core personality; Values for Public Policy makers: Exploring the values required for policy makers as seen from the perspective of the civil society. Discussion focuses on how the policies can be harm those they are meant to help, unless all stakeholders are involved; Values and ethics and the repercussions for civil servants: This session is usually taken by the CVC, where the rules pertaining to this issue are elaborated and instances are also given from government.

Apart from the sessions for class room presentations, exercises, case studies and films, a considerable portion of the course revolves around experience sharing by the participants. It has been found that the participants want to vent their feelings and thoughts which they may not be able to do in their positions, for various reasons. The course provides a forum for letting off steam and getting an understanding response. In their informal as well as formal feedback, many participants have claimed to be benefited and getting positively charged as a result of experience sharing. This also enables generation of discussion and finding of new solutions which may not be obvious to the person involved in the dilemma. Nearly 3-4 sessions are kept for experience sharing.

The participants also work in small groups and bring out group reports i.e. papers on various moral and ethical dilemmas confronting administration. The group reports are presented in a plenary session before all the participants.

12th Ethical Issues in Today's Administration

(27th to 31st August, 2007)

Course Coordinator	Shri Alok Kumar
Associate Course Coordinator	Prof. A.S. Ramachandra
Programme inaugurated by	H.E. Sudarshan Agarwal, Hon'ble Governor of Uttrakhand
Programme Valedictory address by	Shri Rahul Sarin
Programme meant for /Target Group	Various level officers of state
Composition of Group	20 (Male - 20; Female 3)

Objective of the progarmme

- Expose the participants to the basic principles of Ethics/Moral Philosophy.
- Persuade 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.

Academic Input of the course

i)   Role of Lokayukta

ii)   Role of Judiciary and Promoting Ethics

iii)   Ethics & Morality

iv)   Film.: Parable of Sadhu

v)   Spirituality and Ethics

vi)   Panel Discussion: Ethics and 2nd Administrative Reforms Commission

vii)   Imperatives for Reduction of Opportunities in Corruption while Designing Policy

viii)   Politics and Ethics: The Way Forward

ix)   Ethics and Values

x)   Ethics in Administration

xi)   Case Studies

xii)   Experience Sharing

xiii)   Lecture Sessions/ Group Work

Prominent guest officers of the course include Hon'ble Justice N. Santosh Hagde; Justice Madan B. Lokur; Shri G.C.Nanda; Swami Yogaswarupanandaji; Shri V.Ramachandran; Shri M.N.Buch; Shri B.S.Baswan; and Shri Navin Jindal.

Seminar/ Workshops

A number of seminars/workshops are organized 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.

Conference of Heads of Central Training Institutes

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

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

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

- To promote esprit de corps among the probationers of different services, emphasizing the interdependence of various services as part of the higher civil services;
- To motivate probationers towards developing certain basic professional, administrative and human values;
- To impart a basic understanding of the constitutional, political, social, economic, legal, historical, cultural and administrative framework within which the services function.

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

Based on the feedback, we deemed it appropriate to hold a conference of heads of the national training institutions at Mussoorie. Conference of Heads of Central Training Institutes (CTIs) has been hosted by the LBSNAA since 2002.

6th Conference of Heads of Central Training Institutes

(1st to 2nd November, 2007)

Coordinator	Dr. B. Ashok
Total Participants	16 (Male-12 ; Female-04)

The Sixth Conference of the CTIs for the year 2007 was held on November 1-2, 2007. This Conference also holds deliberations on ways to enhance the importance of the Foundation Course in the career growth of the Officer Trainees.

Invitation to Heads of 20 Central Training Institutes were issued by the Lal Bahadur Shastri National Academy of Administration, Mussoorie and in addition to participation of the Joint Secretary (Training) and in-house faculty of LBSNAA, 13 participants from 12 Institutes participated in the conference.

Since the conference provides a common platform for exchange of ideas and suggestions regarding the Foundation Course and other training issues concerning the new entrants to various civil services, it is hoped that the training institutes would effectively network and collaborate with each other for increasing the efficacy of their training programmes, towards which end, this conference becomes a valuable medium, for exchange of ideas and pooling of resources

6th Conference of Heads of State Administrative Training Institutes

(15th to 16th November, 2007)

Coordinator	Shri Sanjeev Chopra,
Total Participants	25 (Male-19 ; Female-06)

The Department of Personnel and Training vide its sanction order No. 12017/11/96-TNP(S) dated the 13th December, 2000 constituted a Standing Syllabus Review Committee to examine the syllabus of the IAS Training and suggest changes that should be made in the course contents for increasing the professional capabilities of civil servants. In the fourth meeting of the Standing Syllabus Review Committee, it was decided that there should be an annual conference of ATIs and State Coordinators at LBSNAA to streamline regularly the respective pattern of district training and other training related matters. This would assist in several ways for better exchange of information on the totality of training and strengthen professionalism in the district level training.

The objective of this conference is to follow-up the action taken on resolutions made in last meetings as well as to discuss issues of mutual interest which would facilitate all round improvement in the training imparted to the IAS Officers.

Department of Personnel & Training had constitute a Committee on 29th March, 2005 under the chairmanship of Dr. R.V. Vaidyanatha Ayyar, IAS (Retd.) to revisit the syllabus for the induction training of IAS Officers. The recommendations of this committee with particular reference to the structuring of district training were discussed in detail. Besides, the recommendations of the Rajinder Sachar Committee with regard to the sensitization of govt. functionaries to the difficulties faced by the Muslim Community were also discussed in the conference.

Interaction with Senior Officers

The Academy has a tradition of inviting senior IAS officers to interact with the Officer Trainees in the Phase-I and Phase-II programmes. 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.

From 1997 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 Retreat for the 1957 batch was conducted this year on 18th -19th September, 2007.

Retreat for the IAS Officers of 1957 Batch

(18th to 19th September, 2007)

Coordinator	Dr. Kalpana Dube
Associate Coordinators	Ranjana Chopra, Alok Kumar
Composition of Group	27 (Male-26 ; Female-01)

The Retreat of the IAS Officers of 1957 Batch was the eleventh in the series organized by the Academy. The first was held in 1997, in the Golden Jubilee Year of Independent India, wherein ICS and the IAS Officers, who were in service at the time of Independence, were invited. This year officers of the 1957 Batch of the IAS were invited on 18th - 19th September, 2007. In all twenty-seven officers attended the Retreat. A large number of them were accompanied by their spouses. The seniors were extremely contemporary in their approach and provided valuable insights into the changing environment and complexities of the administration, during the discussions held on the first day of the Retreat (September 18). The recommendations given by the groups have been found to very useful.

In the evening of September 18, 2007 a cultural programme (Kathak performance by Dr. Kumkum Dhar and her troupe) was organized followed by a dinner in the Kalindi Lawns also attended by the Director, LBSNAA and members of the Academic Council. On the next day, an event on 'Holistic Living' was organized at Jaypee Resorts followed by the Valedictory function.

Chapter - 4

Our Extended Arms

NIC Training Unit

NIC Training Unit, LBS National Academy of Administration, 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 2007.

Sr.No.	Course/Duration	Sessions	Topics
1.	IAS Professional Course Phase - I (2006 - 08 Batch) (26 Weeks)	22 X 2 = 44	What - if - analysis using Excel, Data analysis using Excel, ,Project Appraisal using MS Excel and Financial Appraisal using MS Excel, Database Management, MS - Access and Programming using MS Access
3.	IAS Professional Course Phase-II (2005 - 07 Batch) (08 Weeks)	14 X 2 = 28	Working with multiple sheets in Excel, Data Analysis using Excel, What - if- analysis using Excel, Client Server Technology, MS Outlook, Mobile Synchronization with PC and Web Page Design.
4.	81st Foundation Course (15Weeks)	19 X 8 = 152	Introduction to computers, Windows(XP) O. S., Typing Tutor, Internet/E - mail & Work Flow Automation, MS Word, MS PowerPoint, MS Excel, Income Tax Calculation using Excel, Correlation and Regression exercises using EXCEL.
5.	102nd Induction Training P rogramme for IAS Officers (8 weeks)	20	Introduction to computers, Internet & E - mail, Typing Tutor, Windows(XP) O. S., MS Word, MS Excel, MS Power Point and Communication Technology.

SNo.	Course/Duration	Sessions	Topics
6.	103rd Induction Training Programme for IAS Officers (8 weeks)	20	Int roduction to computers, Internet & E - mail, Typing Tutor, Windows(XP) O. S., MS Word, MS Excel and MS PowerPoint.
7.	1st IAS Professional Course Phase IV For IAS Officers of 14 -16 Years Service (08 weeks)	17	Introduction to computers, Interne t & E - mail, Typing Tutor, Windows(XP) O. S., MS Word, MS Excel, MS PowerPoint, Absolute and relative cell referencing, User defined formula and in - built function in MS Excel, What - if Analysis, Descriptive Statistics and Graphical Analysis, Survey Analysi s, Sensitivity Analysis and Regression Analysis.
8.	1st IAS Professional Course Phase III For IAS Officers of 107 -09 Years Service (08 weeks)	10	Introduction to MS Excel, Absolute and relative cell referencing, User defined formula and in-bu ilt function in MS Excel, What - if Analysis, Descriptive Statistics and Graphical Analysis, Survey Analysis, Sensitivity Analysis and Regression Analysis.
9.	ICT Training for ITBP Officers (01 week - 02 Training Programmes)	12X2 = 24	Introduction to computers, Internet & E - mail, Windows(XP) O. S., MS Word, MS Excel MS PowerPoint, MS Access, Sensitivity Analysis and Regression Analysis.

Methodology

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

Course Material Prepared

- Learning MS Access
- 19 Units for E-Governance and Computer Literacy paper of MA in Public Policy through IGNOU, New Delhi for IAS Professional Course Phase I and Phase II

New Hardware and software

- 10 Nos. of Desktop Systems C2
- 01 No. of Laptop System C1 (Model 6710S)
- 03 Web Camera
- 01 Digital Camera
- 01 Multi Function Device 43 PPM (Model HP MFP)
- 01 Document Camera
- Red Hat Enterprise -Linux Standard Media
- MS Windows Server 2003
- MS Office Professional 2007
- MS Visual Studio Professional 2005
- MS SQL Server Std. Edition 2005

Dr. Rakesh Goel, Senior Technical Director, NIC Uttarakhand State Unit addressed the participants in various courses:

Training Research & Development Cell

A number of people and delegation visit the Academy every year. This is a mutual learning exercise, and the visitors as well as the Academy benefit from such interactions. Some of the visits that were co-ordinated by Training Research and Development Cell during the year were.

Dignitary/ Delegation	Dates
8 Members of HR and Training Policy Committee from the Govt. of India, Department of Space, Banglore	18th January, 2007
12 members of the Second In-service Training programme for Mizoram Civil Service Officers organised by IIPA New Delhi	18th to 19th February, 2007
5 members delegation of United States Forest Services Officers and USAID/India delegation accompanied by an officer of Disaster Management Support Project, New Delhi	15th to 16th March, 2007
5 members delegation with a representative of Ministry of External Affairs chaired by Dr. Ahmed Moshahed (who was the rank of Cabinet Minister) of Independent Administrative Reform and Civil Service Commission (IARCSC) of Afghanistan	28th February to 1st March, 2007
A 12 members team from ISTM, (course participants on Advance Management Service) New Delhi	17th March, 2007
H.E. Mr. David Malone, Canadian High Commissioner	10th April, 2007
Shri Anand Sharma (1976:MP)	18th July, 2007
Participants of 9th Training Course on Professional Development in Management, Public Health and Health Sector Reforms for District Madical Officers	2nd August, 2007
Participants of Professional Skill Upgradation Course (PSUC) for the Indian Forest Service Officers from Indira Gandhi National Forest Academy, Dehradun	16th August, 2007
Participants of 33rd Advanced Professional Programme in Public Administration(APPA) orgnised by IIPA New Delhi	7th to 8th September, 2007
16 participants of Management Development Programme for Local Development Officers (LDOs) Govt. of Nepal being organized in IIPA New Delhi	18th to 19th December, 2007
17 participants of Management Development Programme for Local Development Officers (LDOs) Govt. of Nepal being organized in IIPA New Delhi	22nd to 23rd January, 2008
17 participants of Management Development Programme for Local Development Officers (LDOs) Govt. of Nepal being organized in IIPA New Delhi	5th to 6th February, 2008
31 participants alongwith 4 faculty members of special training programme on Night/Day Vision Devices being organized by Ordnance Factories Institute of Learning, Dehradun	28th February, 2008
Mr. W.M. Bandusena, Acting Director & Mr. W.A. Jayasundara, Addl. Acting Director from SLIDA, Govt. of Srilanka, Colombo	10th to 12th March, 2008

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 organized 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.

Name of Officer and Designation (S/Shri)	Institute/ Place/Country & Period of visit	visited Purpose/Object of the visit
Dr. B. Ashok, Deputy Director	Indian Institute of Management Ahmedabad (21st -22nd Fabruary, 2007)	Attended a Training Programme on Strategic Financial Management for General Managers- Module-II
Shri A.S. Khullar Professor of Economics	I.I.F.T. New Delhi (15th -19th January, 2007)	Advance course on WTO "Economic for Public Administrators"
Smt. R.S. Sibal Deputy Director Senior	I.I.F.T. New Delhi (15th -19th January, 2007)	Advance course on WTO ""Economic for Public Administrators"
Dr. Kalpana Dube Deputy Director Senior	University of Texas, Austin, USA (21st 22nd January, 2007)	Under exchange of faculty programme deputed for training

National Institute of Administrative Research

National Institute of Administrative Research (NIAR) is a Society established in 1995 (Registration No. 758 dated 14.10.1996) and promoted by Lal Bahadur Shastri National Academy of Administration (LBSNAA). The Society is conducting research & training programmes on governance issues. The areas of competence of the Institute are primary and elementary education, decentralized participatory planning at district and block level, capacity building of Panchayati Raj Institutions, Geographical Information Systems, Poverty and Rural Development, Participatory Learning and Action', rural livelihoods, literacy, health, agrarian issues, cooperatives and public sector management.

In the past, the activities of the NIAR have included research studies, organization of theme oriented training programmes and workshops, and preparation of case studies. The NIAR has undertaken research and consultancy on four broad themes:-

- Reforms pertaining to Management of the Economy and Public Administration
- Planning, Implementation, Appraisal and Supervision of Social Sector Projects and Programmes.
- Decentralized Planning and Panchayati Raj Institutions.
- Environmental Issues.

The activities of the Society include research studies, consultancy services, organization of theme oriented training programmes and workshops, and preparation of case studies. Important activities of institute are given below:-

Training programmes on "Sarva Shiksha Abhiyan" sponsored by MHRD

NIAR has been conducting training on primary education and participatory planning sponsored by Department of Elementary Education & Literacy, Ministry of Human Resource Development (MHRD), Government of India and other state governments since 1995. This year MHRD has assigned the institute to undertake capacity building programmes for the CRC/BRC and VEC functionaries in the Northeastern states and Union Territories in addition to SSA Planning Process and Formulation of AWP&B and training programmes on AWP&B. So far we have successfully conducted 37 programmes in the NE and UT.

In all these training programmes, the urgent need for continuous capacity building support was identified by the state level officers along with political executives who are managing elementary education in the respective states. It was very prominently highlighted that the marginalities in these areas can be very effectively tackled by improving human capabilities through effective and efficient community owned elementary education.

Management Development Programmes

NIAR started the Management Development Programmes (MDPs) in 1998 and since then has conducted several programmes for senior officers of client organizations like National Handloom Development Corporation, Khadi and Village Industries Commission, CAPART, Coal India, New Delhi Municipal Corporation, IPGCL/PPCL, Delhi Jal Board and Ministry of Rural Development.

Research Projects

Evaluation of Continuous and Comprehensive Evaluation Study in Uttaranchal for two districts

This study analyzed the effectiveness of continuous and comprehensive evaluation programme on quality of education cognitive and co-cognitive. The study is comparative in nature, covering two districts one CCE implementing district Bageshwar and another non-CCE district Rudraprayag practicing conventional evaluation system. About 100 schools, 50 from each district and about 1000 students in class IV and class I have been taken as sample. The main finding of the study is that comprehensive evaluation has a favourable impact on quality. On the basis of this finding of this study the State Project Director (SPD) SSA Uttarakhand is contemplating to implement the CCE programme in primary schools of all the districts of Uttarakhand.

Baseline Social Assessment Study of all the seventeen districts in Punjab

This study intends to analyze the status of elementary education in all the seventeen districts of Punjab. Both qualitative and quantitative tools are being used to assess the situation of access, enrolment, retention and quality (achievement level), along with the perception of various stakeholders and community participation in elementary education. The gender, social and rural/urban components are being given adequate attention in this study. About 715 schools spread in seventeen districts have been taken in sample of the study. The analysis of data collected from the field has been completed and has been submitted to SPO, SSA Punjab. The district wise research reports are being generated. The main finding of the study are the state of Punjab has made considerable progress in the enrollment of children in 6-14 years of age group however there are some hard to reach group like migratory labour, rag pickers etc. whose children to some extent are still out of school. The quality of education especially learnings in mathematics needs to be improved substantially. The study has also underline the need to streamline the functioning of village education development committees and has also emphasized on the necessity of capacity building of block and cluster resource centres to provide academic support to teachers.

Geographical Information System for Nagaland Government

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

Comparative Assessment of Para Teachers and Regular teachers in four districts of Uttarakhand.

This study intends to have a comparative assessment of the effectiveness of the regular teacher and para teacher on the quality of education being imparted in the primary schools, alternative schools and education guarantee centres of the district. The study is sponsored by State Project Officer, SSA, Uttarakhand.

Baseline Society Assessment Study of Gujjar, Bakerwal and Gaddi Communities in five districts of J&K.

This study intends to analyze the problems of elementary education in the wider socio-economic setting of the tribal communities Gujjar, Bakerwal and Gaddi in the state of J&K. This study is a benchmark study to assess the status of the elementary education in these communities.

Monitoring Institution for Uttarakhand SSA (All the 13 districts)

The institute has been entrusted by MHRD to provide monitoring support to SSA Uttarakhand. The institute provides feedback on the status of SSA to MHRD on six monthly basis by sample visit to elementary schools and their service area in the state of Uttarakhand.

- **Proposed Research Activities**
- Baseline Social Assessment Study of J&K
- Impact Assessment Study of SSA and Communalization (Nagaland)
- Preparing out of school children profile, data compilation and analysis in Uttarakhand
- Child Labour Practices
- Baseline Social Assessment Study of Lakshadweep

Highlights

- On the basis of the quality outputs and findings of the Baseline Social Assessment Study of seven districts of Uttarakhand, other states approached us to conduct similar studies.

- Keeping the quality work of the institute in view, State Project Office, SSA, Government of Uttarakhand has entrusted a number of research studies to the institute.

- On the basis of the findings of the study "Evaluation of Continuous and Comprehensive Evaluation" the State Project Office (SPO) SSA Uttarakhand is contemplating to implement the CCE programme in all primary schools of the state.

- The institute has been identified as monitoring institute under SSA by MHRD, Government of India for Uttarakhand.

- The institute has been identified as one of the centers of conducting training & capacity building for the stakeholders of National Rural Health Mission by Ministry of Health a& Family Welfare, Govt. of India.

Centre for Co-operatives and Rural Development

Centre for Co-operatives and Rural Development (CCRD) has been functioning in the Academy since September, 1995. CCRD is engaged in conducting research in co-operative sector, studying the difficulties faced by the rural poor in organizing themselves into co-ops and successful interventions by Co-operatives and Rural Development Institutions in poverty reduction, to impart training in the areas of co-operatives and rural development to officers of the IAS and other Class-I Services, organizing Training Programmes on capacity building of Self Help Groups and providing support to the National Institute of Administrative Research (NIAR) and other research units of the Academy. Shri Sanjeev Chopra, IAS was the Coordinator-cum-Vice Chairman of CCRD during the period. The following programmes were organised during the period:

Exposure Programme on Micro-Finance & SHGs

(8th to 10th January, 2007)

Course Team	Shri A.S. Khullar, IAS
Programme Inaugurated by	Shri Alban Couto, IAS (Retd.), Chairman, Goa Finance Committee and the Advisor to the Govt. of Goa
Programme Valedictory address by	Shri J.P. Singh, IAS, Chief Secretary, Govt. of Goa
Programe meant for/Target group Officers of 3-8 years of seniority	To impart training on Micro-Finance & SHGs to IAS
Composition of Group	24 (Male : 15 ; Female:05)

Exposure Programme on Micro-Finance and Self-Help Groups for IAS and district officers organized from 8.1.2007 to 10.1.2007 at Panaji (Goa)). 24 participants of IAS and District level officers from eight states such as Maharashtra, Gujarat, MP, Goa, Kerala, Tamil Nadu, Karnataka and Andhra Pradesh participated in the programme. They were imparted important inputs on various issues relating to Micro-Credit and Self Help Group. One day field visit was also organized to interact with the SHGs and bankers.

Eminent resource persons of the course were Shri Subhash Shirodkar, Hon'ble Minister, Rural Development, Panchayati Raj, Women and Child Welfare Development and Training, Govt. of Goa, Shri A. Ramanathan, CGM, Shri K.M. Rao, GM, Shri K. Jindal, from NABARD, Mumbai, Smt. Usha Sharma, IAS, Secretary, Industries, Govt. of Rajasthan, Jaipur. Shri A.S. Khullar, IAS, Vice chairman of the Centre also addressed to the participants.

Exposure Programme on Micro-Finance & SHGs

(24th to 26th October, 2007)

Course Team	Shri Sanjeev Chopra
Programme Inaugurated by	Shri Padamvir Singh, Joint Director
Programme Valedictory address by	Shri Rudhra Gangadharan, Director
Programe meant for/Target group	To impart training on Micro-Finance & SHGs to IAS Officers of 3-8 years of seniority
Composition of Group	20 (Male : 15 ; Female:05)

Objective of the Programme

CCRD is engaged in conducting research in co-operative sector, studying in the difficulties faced by the rural poor in organizing themselves into co-ops and successful interventions by Co-operatives and Rural Development Institutions in poverty reduction, to impart training in the areas of co-operatives and rural development to officers of the IAS and other Class-I Services, organising Training Programms on Self Help Groups and Micro Finance.

Prominent guest speakers of the course includes Shri A. Ramanathan, CGM, NABARD, Mumbai, Dr. Sudha Kothari, Director, Chaitanya,Women's Training and Resource Centre, Pune, Mrs. Vijaylaxmi Das, CEO, Friends of Women's World Banking, Ahmedabad and Shri T. Vijay Kumar, IAS, CEO, Society for Elimination of Rural Poverty, HUDA- Hyderabad (AP).

Centre for Rural Studies

The Centre for Rural Studies, Lal Bahadur Shastri National Academy of Administration (LBS NAA) was set up by the Ministry of Rural Development, Government of India for the concurrent evaluation of land reform policies implemented by the states on the basis of inputs provided by the Officer Trainees who are undergoing district training programme. In addition to this task of concurrent evaluation of poverty alleviation schemes was also entrusted to the Centre. Over the years, the Centre has widened its activities involving conducting research studies, training programmes and policy suggestions. On the basis of excellent performances of the Centre, the Ministry of Rural Development has sanctioned the continuation of the Centre from 1989 till the end of 10th five year plan. This is expected that the Centre will continue to establish itself as a resource centre on land reforms in near future.

Centre for Rural studies is compiling useful data on the status of implementation of Land Reforms and Rural Poverty Alleviation Programmes in various states of the country. More than the data generation, one of the important activities carried out by the Centre is to sensitize IAS Officer Trainees to the issues and problems related to Rural Poverty and Land Reforms. This sensitization along with the exposure to ground level realities has had a beneficial impact on the implementation Poverty Alleviation Programmes and Land Reforms Laws when Officer Trainees take charge of positions of responsibilities in their respective states.

The activities of the Centre for Rural Studies for the Year 2007 are broadly mentioned under different sections as follows:

Foundation Course

One of the principal objectives of the Centre is to organize the Village Study Programme for the Officer Trainees of Foundation Course. A Handbook on village visit and participatory learning and action (PLA) techniques manual is prepared by the CRS and the Officer Trainees are imparted training on these techniques. The Officer Trainees of 81st Foundational Course visited 59 villages of eleven districts. States visited were Andhra Pradesh, Bihar, Chhattisgarh, Gujarat, Jharkhand, Madhya Pradesh, Maharashtra, Orissa, Rajasthan, Uttar Pradesh and West Bengal to study the ground realities of rural life using Participatory Learning and Action (PLA) techniques. The visit was held between 20th October to 28th October, 2007. Total 59 village visit group reports were submitted to the Centre for evaluation and documentation.

Village Study Assignments for IAS Phase-II Probationers

The Officer Trainees of the Indian Administrative Service are required to spend a part of their district training in the village. They are required to undertake a detailed study of socio-economic conditions and land reforms prevailing therein in one particular village of their respective districts. The Officer Trainees use the methodology prepared by the Centre for Rural Studies and the semi-structured interview schedule constructed theme wise. For the IAS (Phase-II) Officer Trainees of the batch 2007-09, the Centre has prepared an interview schedule for collecting information for the village Study Assignment. This assignment forms a major part of the District Training Assignment. It involves submission of two Reports namely Socio-economic and Land Reforms of a selected village.

Publications

Title of the Publication	Editor	Publisher
Contract Farming and Tenancy Reforms Entangled Without Tether	R.S. Deshpande	Concept Publishing Company, New Delhi
Attacking Rural Poverty through Farm Productivtiy	C. Ashokavardhan	CRS
Credit market in Tribal Areas: A Study of Jharkhand	Harishwar Dayal, Ramasharay singh, Subhranshu Tripathy	CRS
Evaluation of Computerization of Land Records in Tamil Nadu	M. Thangaraj	CRS
Evaluation of Computerization of Land Records in Rajasthan	T.K. Manoj Kumar A.P. Singh	CRS

Contract Farming, Tenancy Laws and Land Reforms in the Era of Globalization

(15th to 16th March, 2007)

Workshop Coordinator	Shri. T.K. Manoj Kumar
Programme Inaugurated by	Shri V. S. Sampath, IAS, Director General, National Institute of Rural Development, Hyderabad
Programme Valedictory address by	Shri. Rudhra Gangadharan
Programme meant for / Target group	Administrators, researchers, academicians and civil society members.
Composition of Group	24 (Male-20; Female-4)

Objective of the Programme

To discuss the issues related to land tenancy and contract farming and come out with policy recommendations for the DoLR, MoRD, GoI.

Prominent guest speakers of the program includes Shri V. S. Sampath, Dr. S. M. Jaamdar, Principle Secretary, Karnataka, Dr. P. K. Agrawal, Revenue Secretary, West Bengal, Prof. K. G. Iyer & Dr. Walter Fernandes

Poverty, Unemployment and Rural Development Programmes

(6th to 7th April, 2007)

Workshop Coordinator	Shri. T.K. Manoj Kumar,
Programme Inaugurated by	Shri Padamvir Singh, IAS, Joint Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie
Programme Valedictory address by	Shri T.K. Manoj Kumar
Programme meant for / Target group and members of civil society	Administrators, academicians, researchers,
Composition of Group	31 (Male-28; Female-3)

Objective of the Programme

To discuss on the issue of Poverty, Unemployment and Rural Development Programmes

Prominent guest speakers of the program include Dr. Abusaleh Shariff, Shri B. K. Sinha, Dr. C. Ashokvardhan and Dr. K. G. Iyer.

Globalization, Agrarian Crisis and Farmers' Suicides

(23rd to 24th November, 2007)

Workshop Coordinator	Shri Yatendra Kumar
Programme Inaugurated by	Shri Padamvir Singh, IAS Joint Director
Programme Valedictory address by	Shri Rudhra Gangadharan, IAS, Director
Programme meant for / Target group	Administrators, academicians, researchers, activist from civil society and farmers leader
Composition of Group	38 (Male-28; Female-10)

Objective of the Programme

To discuss on the issues of Globalization, Agrarian Crisis and Farmers' Suicides and draw policy recommendations for the MoRD, GoI.

Prominent guest speakers of the program includes Prof. R.S. Deshpande, ISEC, Banglore, Ms. Meeta Rajivlochan, Dr. K. G. Iyer, Ms. Neelima Deshmukh, T. Prabhakar Reddy.

Centre for Disaster Management

Ministry of Home Affairs, Govt. of India has set up Centre for Disaster Management in LBS National Academy of Administration, Mussoorie for acting as a nodal institution for imparting training on various aspects of Disaster Management with a special focus on Incident Command System. The Centre has been conducting a number of training programs and has also been formulating the national strategy for adaptation of the global best practices to suit Indian conditions. The Centre for Disaster Management has collaborations with United States Department of Agriculture-Forest Services under GOI-USAID Disaster Management Support Program. It has also taken up the task of setting up and initiating training at regional training centers in the country. The Centre is involved in training IAS officers at induction as well as in-service level in the field of disaster management, use of ICT, HAM radio, action research projects, documentation of best practices, development of films, conducting seminars, case studies, teaching materials etc.

The CDM has been registered under the Societies Act 1860 and in the process of expanding its activities.

The Centre for Disaster Management LBSNAA, Mussoorie was set up to undertake the following activities:

i) Adaptation of the Incident Command System to suit Indian conditions.

ii) Preparation of Operational Manuals incorporating Incident Command System principles.

iii) Training of IAS and Group-A service officers and In-service Officers in all aspects of Disaster Management and exposure to Incident Command System.

iv) Conduct of National Level Training of Trainers (ToT) programmes for the Incident Command System.

v) To coordinate with identified regional and state training institutes for training of field staff in Incident Command System.

vi) To undertake documentation and development of case studies/other training materials relating to Disaster Management.

As per the consultations between Govt. of India and Govt. of United States represented by their lead department for ICS i.e. United States Forest Services (USFS), a detailed calendar for the project has been finalised covering the process of transfer of knowledge regarding new management system, adaptation, TOT & other related areas. The calendar of events so prepared is also part of the official document of the Govt. of India. The LBSNAA has already started the process of training of Core group and resource persons from different states. The activities are continuing as per the calendar developed after mutual consultations. The official document of MHA entitled Incident Command System gives further details of the scheme including training plan & calendar.

The abstract of training programmes conducted during January to December, 2007 are given below:

Incident Command System Exercise on Disaster Management for the IAS, Phase-I (2006 batch)

(16th to 17th April, 2007)

Course Team	Dr. B. Ashok Shri Indrajit Pal Shri N.V. Joseph
Programme Inaugurated by	- NA
Programme valedictory address by	- NA
Programme meant for / Target group	Phase I IAS Probationers
Composition of Group	90 in 4 Groups (Male-66; Female-24)

Objective of the Programme

First hand exposure to Incident Command System.

Academic Input provided during the course

Introductory level Incident Command System (ICS) A tool for managing disaster, lectures and group exercises.

Training Programme in HAM Radio for the IAS, Phase-I (2006 batch)

(23rd April to 25th May, 2007)

Course Team	Dr. B. Ashok Shri Indrajit Pal Shri N.V. Joseph
Programme Inaugurated by	- NA
Programme Valedictory address by	- NA
Programme meant for / Target group	IAS Probationers of Phase-I
Composition of Group	25 (Male-18; Female-7)

Objective of the Programme

Preparation for Grade II ASOL license examination

Academic Input provided during the course

Exposure to basic electronics theory for radio technology, HAM radio operation and Morse code.

Prominent guest of the program was Dr. C.K. Dixit.

Incident Command System Simulation Exercise Training Programme

(14th to 18th May, 2007)

Course Team	Dr. B. Ashok Shri Indrajit Pal Shri N.V. Joseph
Programme Inaugurated by	Shri Rudhra Gangadharan, Director, LBSNAA
Programme Valedictory address by	Shri Padamvir Singh, Joint Director, LBSNAA
Programme meant for / Target group	ICS Trainers from LBSNAA, ATIs and other National institutes
Composition of Group	19 (Male-18; Female-1)

Objective of the Programme

Training of Trainers for Disaster Management Simulation exercise

Academic Input provided during the course

Different types of Simulation techniques formulation and hands on practice under the supervision of USFS specialists.

Prominent guest speakers of the programme includes Mr. Mark E. Rooney, Mr. Joseph M. Ribar, Mr. Jerome P MacDonald, Mr. David A. Curry, Mr. Gerry A. Day, Mr. Ron Knowles, Mr. Wayne Kleckner, Ms. Deanne Shulman, Ms. Sue McIntyre.

Brainstorming Workshop (MHA, USAID, USFS)

(19th May, 2007)

Course Team	Dr. B. Ashok Shri Indrajit Pal Shri N.V. Joseph
Programme Inaugurated by	Shri Rudhra Gangadharan, Director, LBSNAA
Programme Valedictory address by	Shri Rudhra Gangadharan, Director, LBSNAA
Programme meant for / Target group	LBSNAA, USAID, MHA and Core group member of ICS trainers in India
Composition of Group	23 (Male-21; Female2)

Objective of the Programme

To develop a roadmap for ICS programme and in India.

Academic Input provided during the course

Presentations and proposals from various members.

Prominent guest speakers of the programme includes Mr. Gerry A. Day, Mr. Ron Knowles, Mr. Wayne Kleckner, Ms. Deanne Shulman, Ms. Sue McIntyre, Shri Shambhu Singh, Dr. M. Bhasker Rao, Col. AKS Parmar, Shri Ashwini Kumar, Dr. Piyoosh Rautela, Shri Deba Prasad Misra, Mr. N.M. Prusty, Mr. Ravish Sharma, Shri N.S. Napalchayal, Mr. K. Satyavan, Shri Jitendra Roy.

Scientists and Administrators' Interface Training Programme

(25th to 29th June, 2007)

Course Team	Dr. B. Ashok Shri Indrajit Pal Shri N.V. Joseph
Programme Inaugurated by	Prof. V.S. Ramamurthy,Chairman, Board of Governors, IIT, Delhi.
Programme Valedictory address by	Shri G. Madhavan Nair, Chairman, ISRO, Bangalore
Programme meant for / Target group	Scientists and Administrators from Govt. establishments.
Composition of Group	21 (Male-19; Female-2)

Objective of the Programme

Developing a bridge between Scientists and Administrators.

Academic Input provided during the course

Lectures by Eminent Scientists and Field Administrators.

Prominent guest speakers of the programme includes Shri Sanjeev Nair; Shri Anuj Sinha; Dr. C.V. Ananda Bose; Dr. Narender Singh; Dr. V.K. Dadhwal; Mr. G. Madhavan Nair; Dr. K. Mohandas; Prof. Arun K. Saraf;, Dr. Anil B. Suraj; and Dr. Madhav Govind/.

Certified Incident Managers' Programme 07/01

(6th to 14th August, 2007)

Course Team	Dr. B. Ashok Shri Indrajit Pal Shri N.V. Joseph
Programme Inaugurated by	Ms Arti Ahuja, Deputy Director (Sr.), LBSNAA
Programme Valedictory address by	Shri Rudhra Gangadharan, Director, LBSNAA
Programme meant for / Target group	Scientists and Corporate managers handling industrial Safety, securities and disasters.
Composition of Group	18 (Male-17 ; Female-01)

Objective of the Programme

First hand exposure to ICS

Academic Input provided during the course

Introductory level Incident Command System (ICS) A tool for managing disaster and lectures by eminent scientists related to disaster.

Prominent guest speakers of the programme includes Dr. M. Bhasker Rao; Col AKS Parmar; Prof. Chandan Ghosh; Prof. D.K. Paul; Dr. Vikram Gupta; and Shri C.K. Dikshit.

A ½ day module on Disaster Management for the Participants of 103rd Induction Training Programme for IAS (Promoted or on select list)

(9th October 2007)

Course Team	Dr. B. Ashok
Programme Inaugurated by	- NA
Programme Valedictory address by	- NA
Programme meant for / Target group	IAS officers
Composition of Group	34 (Male-30; Female-4)

Objective of the Programme

Introductory level disaster management

Academic Input provided during the course

Lectures on Disaster Management in Indian context

Training Programme in HAM Radio for the All India and Allied Civil Services of 81st Foundation Course)

(3rd September to 15th November, 2007)

Course Team	Dr. B. Ashok
Programme Inaugurated by	- NA
Programme Valedictory address by	- NA
Programme meant for / Target group	Officer Trainee of 81st Foundation Course
Composition of Group	46 (Male-40 ; Female-6)

Objective of the Programme

Preparation to Grade II ASOL license Examination.

Academic Input provided during the course

Exposure to basic electronics theory for radio technology, HAM radio operation and Morse code.

Certified Incident Managers' Programme 07/02

(3rd to 8th December, 2007)

Course Team	Dr. B. Ashok Shri Indrajit Pal Shri N.V. Joseph
Programme Inaugurated by	Dr. B. Ashok
Programme Valedictory address by	Dr. B. Ashok
Programme meant for / Target group	Civil servants, Govt. of J&K.
Composition of Group	18 (Male-18; Female-00)

Objective of the Programme

First hand exposure to ICS

Academic Input provided during the course

Introductory level Incident Command System (ICS) A tool for managing disaster and lectures by eminent scientists related to disaster.

Prominent guest speakers of the programme include Dr. M. Bhasker Rao, Prof. D.K. Paul, Shri Rajesh Arya, Dr. Mayank Badola

Science for Rural Societies Programme

(18th to 29th February, 2008)

Course Team	Shri Rajesh Arya Shri Indrajit Pal Shri N.V. Joseph
Programme Inaugurated by	Shri Rudhra Gangadharan, IAS Director, LBSNAA
Programme Valedictory address by	Shri Padamvir Singh, IAS Joint Director, LBSNAA
Programme meant for / Target group	Civil servants, Scientist & Technologist
Composition of Group	23 (Male-23; Female-0)

Objective of the Programme

The main thrust of the programme was the PLA and preparation of Reports on return from the villages and presentation of the same

Academic Input provided during the course

The participants were given theoretical exposure to the PLA by Dr. HC Pokhriyal, Director, Open School, Delhi University, Delhi. The participants were divided into three sub-groups and visited villages in District Haridwar and Vikasnagar (District Dehradun) with the help of the District Administration.

Prominent guest speakers of the programme includes Shri T. Vijay Kumar, IAS, CEO, Society for Elimination of Rural Poverty, Hyderabad; Shri Niten Chandra, IAS, Director, Ministry of Rural Development, New Delhi; Prof. H.C. Pokhriyal, Executive Director, School of Open Learning University of Delhi, Delhi; Shri Jai Singh Shekhawat, District Programme Manager, NRHM, Jalore (Raj); Shri Chandi Prasad Bhatt, Sarvodya Kendra, Gopeshwar, Distt. Chamoli;

Other activities of the Centre

i) A debate was organized on 10th Oct.' 2007 for Officer Trainees of 81st FC in which 16 Officers trainees took part.

ii) Guided the officer trainees on their village visit programme for study of community Based Disaster Preparedness and other govt. initiatives in this regard.

iii) Drafting of "District Disaster Response Manual" in collaboration with National Disaster Management (NDMA) integrating Incident Command System (ICS) is underway.

iv) Setting up of a model Emergency Operating Centre with the support of MHA/USDMS Project for training purpose is underway.

v) Case study Volume-III on Disaster Management (under preparation)

National Centre for Gender Training Planning & Research

The National Centre for Gender Training, Planning and Research was established in 1998.

- **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. The centre tries not to present Gender Studies as the Studies of Women in isolation but the study of interaction of various variables that exist within the society and effect the processes within it.

- **Our Vision and Mission**

  Our mission is to work with a global network of partners to:

  ➤ Develop dynamic ideas and analysis on the gender issues that shape our world

  ➤ Use authoritative research, innovative teaching and cutting-edge communications to influence key audiences in order to achieve our vision

- **Approach:**- 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. Centre is trying to bring change in the perception through courses, training programmes, research work, brainstorming sessions, panel discussion etc.

- **Main Focus areas are:-**
  ➤ Gender Impact Assessment & Women's Empowerment
  ➤ Gender Sensitization
  ➤ Women & Work

- ➤ Gender Discrimination & Child Issues
- ➤ Gender Based Violence
- ➤ Women's Right to Health

- **Strategy** :- 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, PhaseI, Phase-II. Apart from this the training is imparted to the officers of middle to senior level members of the IAS and officers promoted to the IAS from the state civil services attending in-service programmes. The centre has been conducting Training for Trainers programmes in various gender issues to upgrade the skills of trainers.

- The centre has effectively established gender planning as a planning tradition in its own right, establishing a bridge between women's needs and planning process. By identifying the

- The objectives are :

  ➤ To develop an understanding of child issues like health ,education etc to enhance sensitivity to the concept of gender and gender issues,

  ➤ To develop an understanding empowerment of women and girls and how gender impacts on these,

  ➤ To develop skills in analyzing child programmes from a gender perspective and,

  ➤ To translate the gender analysis into programmatic interventions.

  ➤ To help the participants to devise strategies for gender sensitive programmes

The idea is to organize workshops, seminars, conduct research work, Document information on Child related issues and dissemination of knowledge. The main aim is ;-

to sensitise the trainers about child related discriminatory issues and analyze the reasons for difference and;

to analyze and examine the differential access to children

to devise strategies for gender sensitive programmes for children

- **Action Research Project :-**

  The Action Research project was done by the Officer Trainees of Phase I with the help of the facilitator. The focus of the report was on the process by which a scheme is designed and implemented. The report traced the process by which the scheme objectives and resources were worked out, and transmitted from the State to the sub-State levels and the actual implementation at the field level in terms of measurable impact. The strengths of scheme/programmes were analyzed and positive experiences recounted. Participation and involvement of Stake holders including NGO's and the community were studied. Areas for improvement and suggested interventions for improving the programme were also covered. The key learning elements of this project were to understand the importance of processes in implementation of programmes and the possibility of replicating processes that worked and avoiding pitfalls that were revealed in the course of the study. The ARP's resulted in the writing of the a detailed report. The groups were divided into 8-9 members each and were given a particular scheme for study. The study areas were located within Dehradun and Tehri Garhwal Districts of Uttarakhand.

The following courses were conducted during the year 2007:-

Workshop on "Integrated District Approach"

(16th to 18th April, 2007)

Course Team	Dr. N.C. Saxena, Shri Tejinder Sandhu and Mrs. Arti Ahuja
Programme Inaugurated by	Shri Tejinder Sandhu UNICEF and Mrs. Kalpana Dube
Programme Valedictory address by	Shri Tejinder Sandhu and Mrs. Kalpana Dube
Programme meant for / Target group	Officers of Indian Administrative Services (IAS) working for the "Integrated District Approach"
Composition of Group	36 (Male-29; Female-7)

Objective of the Programme

- To share experiences among districts implementing the GoI- UNICEF Integrated District Programmmes.
- To review programmes on different indicators related to women and Children.
- To develop work plans for 2007-2008.

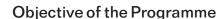### Academic Input during the course

- Overview to the situation of Women and children in India
- Presentation results from the integrated districts
- Case study I from district promoting children
- Building Knowledge I: Presentation on district finances Study Purulia
- Case study II: establishing Accountability systems
- Case Study II (continued): establishing Accountability Systems
- Sanitation Report Card
- Building Knowledge II: Presentation on ICDS Bihar
- Targeting the excluded examples from the districts
- Working with NGOs a review of lessons learnt
- Lessons learnt
- Developing response plans and linking to district planning process.
- Developing a future agenda.

Prominent guest speakers of the program includes Mr. Ces Adorna, UNICEF; Dr. N.C. Saxena, IAS (Retd.); Shri Tejinder Sandhu; Suman Singh; Shri R.G. Mitra; Shri Kumar Alok; Shri Tapas Datta; Shri Gopi Menon.

Conference on "Mainstreaming Gender Issues"

(11th to 14th December, 2007)

Course Team	Dr. N.C. Saxena Shri Tejinder Sandhu Mrs. Ranjana Chopra
Programme Inaugurated by	Shri Tejinder Sandhu
Programme valedictory speech by	Dr. N.C. Saxena and Mrs. Ranjana Chopra
Programme meant for / Target group	Officers of Civil Services working and committed in the social sector
Composition of Group	17 (Male-10; Female-7)

Objective of the Programme

- To develop an understanding of issues related to children's growth and development, including but not limited to the impact of policies in health education, water and sanitation and child development.
- To develop an understanding of the issues concerning empowerment of women and girls and how gender impacts on these.
- To develop an understanding of the key constraints impending child development in India and identifying solutions.
- To develop skills in analyzing child programmes from a gender perspective and to translate the gender analysis into programmatic interventions.

Academic Input provided during the course

- Social Sector Issues
- Presentation on Child Development Index
- NRHM
- Sachar committee
- Participation & delivery in 17 Integrated Districts
- Sanitation
- Female Feoticide and sex ratios
- Elementary Education
- Emerging water issues in India
- Malnourishment, hunger & ICDS
- HIV & AIDS

Prominent speakers of the programme includes Dr. N.C. Saxena ; Shri Amarjeet Sinha; Shri Arvind Kumar; Shri Kumar Alok; Shri G.T. Menon; Shri Laveesh Bhandari; Shri R.G. Mitra ; Zoya Hasan and Sabu George .

Workshop on "National Rural Employment Guarantee Act"

(17th to 19th July, 2007)

Course Team	Dr. N.C. Saxena, Shri Tejinder Sandhu Mr. Jean Dreze, Ms. Kiran Bhatty, Mrs. Arti Ahuja
Programme Inaugurated by	Shri Padamvir Singh, Joint Director and Mrs. Arti Ahuja
Programme Valedictory address by	Mrs. Arti Ahuja
Programme meant for / Target group	Officers of Indian Administration Services (IAS) working for the National Rural Employment Guarantee Act (NREGA)
Composition of Group	23 (Male-21; Female-2)

Objective of the Programme

- To share the experiences across the country regarding implementation of NREGA;
- To analyze the impact that the programme has had on women's employment wages ,and measures for children; and
- To come out with a concrete action plan for the future.

Academic Input provided during the course

- NREGA: Two Year On
- Gender Aspects and Impact on Children

- Experience in District. Open Sharing
- Experience in Districts Open Sharing
- NREGA philosophy and Present Status The State Experience
- NREGA : Field Evidence
- Work Measurement and Wage Payments
- Transparency and Accountability
- Planning of Workers and Productive Aspects
- Wrap up of issues and way Ahead

Prominent guest speakers of the programme includes Ms. Kiran Bhatty; Dr. N.C. Saxena; Mr. Jean Dreze; Shri Nikhil Dey; Ms.Aruna Roy; Ms. Amita Sharma; Shri K. Raju; Ms. Neera Burra and Shri Niranjan Arya.

Total Quality Management Cell

To bring the concept of Total Quality Management in the Academy activities, the Academy undertakes a number of activities. These 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 being covered in the various training courses like Foundation Courses, IAS Phase-I and In-service Courses.

Relevance of the Concept of Quality in Government

- PDCA
- 5 `S'
- Process Management
- Benchmarking
- Problem solving techniques
- Excellence Model
- Some topics like System Thinking,
- Six Sigma Concepts

These inputs have been extremely useful and of practical value to the participants and are being used to make changes int he functioning of some offices leading to better service and better quality.

On 12th April 2007 a one day workshop on Implementation of TQM in the Academy was conducted. Shri Padamvir Singh, Joint Director has conducted workshop for faculty and the staff members of the Academy. As an outcome of this workshop daily TQM evening meetings under the chairmanship of Joint Director are conducted in which faculty and sectional heads participate to implement quality in every branch. Besides this, TQM Cell has also conducted a 5 day training programme on "Improvement of District Hospitals Functioning" from 24th to 28th July 2007. 32 participants from 6 states have participated. The objective was to develop skills to identify problems & solve them systematically, understand and articulate concepts of TQM, expose them to best practices in Hospital Management and finally facilitate them to develop and apply a road map for improvement of District hospitals. The contents of training programme were Concepts of TQM, Identification of Key Issues, Use of 5 Steps, Discovery Process for Problem Solving, World Bank Assistance on District Hospitals etc. The main speakers were Shri Padamvir Singh, Joint Director, LBSNAA, Dr. Sarita Nagpal, Principal Councellor & Head, CII, Shri Snehil Kumar, EKJUT, Jaipur, Dr. Preeti Kudesia, Senior Public Health Specialist, World Bank New Delhi, Dr. S. Aravind Administrator, Aravind Eye Hospital & Postgraduate Institute of Ophthalmology, Madurai, Surg Rear Admiral (Dr.) V.K. Singh and Shri Sanjeev Dutta from CII, Bangalore.

Advanced topics like System Thinking, Six Sigma are being covered in the various training courses like Foundation Courses, IAS Phase-I and In-service Courses. The TQM Cell has also targeted to publish a half yearly journal "Service Quality" by January 2008. The first half yearly journal "Service Quality" was launched by Dr. V.K. Aghihotri, IAS (Retd.) Secretary General, Rajya Sabha, New Delhi on 23rd February, 2008 at India International Centre, New Delhi. Two more training programmes are proposed to be conducted in the year 2008 for the Government officers.

Training Programme on TQM "Improvement in Functioning of District Hospitals"

(24th to 28th July, 2007)

Workshop Coordinator	Dr. S.H. Khan
Programme Inaugurated by	Shri Padamvir Singh, Joint Director
Programme Valedictory address by	Shri Padamvir Singh, Joint Director
Programme meant for / Target group	- Chief Medical Officers/Medical Superintendents
	- Collectors
	- District Health Managers
	- NGOs Representatives
Composition of Group	32

A 5 Day Training Programme on "**Total Quality Management: Improvement of District Hospitals**" was conducted from 24th July 2007 to 28th July 2007. Total 32 participants from 6 States viz. Chattisgarh, Karnataka, Madhya Pradesh, Orissa, Tamil Nadu and Uttarakhand have participated in the training programme.

Methodology

Both plenary and group discussions were used. Based on the above inputs/exercises the participants were asked to develop a road map for improvement of their hospitals. The participants presented the report on the last day of the training programme before a panel of experts.

Objective of the Programme

The objectives of the training programme are aimed at:

- developing skills in participants to identify problems and solve them systematically;
- to understand and articulate concepts of TQM;
- to expose them to best practices in hospital management; and
- to facilitate them to develop and apply a road map for improvement of district hospitals.

The aim of the training programme was to train health teams of the states for Quality improvement, by in house improvements and better delivery of health services to the general public.

Academic Input provided during the course

To achieve the objectives of the course following topics were covered during the course:-

- ☞ Concepts of TQM
- ☞ Identification of Key Issues, Use of 5 Steps, Discovery Process for Problem Solving

- Presentation and Discussion by Six Groups
- World Bank Assistance on District Hospitals : National Level
- Best Practices on Hospital Management
- District Hospital Administration : Issues and Challenges
- Case Study of Hospital
- District Hospital Initiatives of Government of India & various State Governments & Opportunities
- Health Care Quality Standards
- OPD, Polyclinic, Registration, Emergency Services and Disaster Management: Lesson-1
- ICU, OT, Hospital acquired Infection and Bio-waste Management: Lesson-II
- Group Exercise Lessons I & II
- Hospital Laboratory Radiology Lesson-III
- Hospital Information System; Patient's Rights, Human Resource Development, Continuous Quality Improvement (Health Care Excellence Model & 5 S etc.
- Group Discussion-Lessons-III & IV
- Inputs for Development of Road Map
- Finalisation of Road and Presentation by Participants
- Panel Discussion/Question & Answer

Workshop on "Implementation of TQM in Office Management"

(12th to 14th March, 2008)

Workshop Coordinator	Dr. S.H. Khan,
Programme Inaugurated by	Shri Padamvir Singh, Joint Director
Programme Valedictory address by	Shri R. Gangadharan, Director
Programme meant for / Target group	Government Servants working for the TQM in office management
Composition of Group	16 (Male-13; Female-3)

Quality as a concept has been widely used in the private sector for improving the performance of the organization. In the initial years, it was applied to the manufacturing sector and spread to the service sector. The concept of total quality management was introduced in the year 1920 when the statistical approach was first used in quality control in factories in America. This concept was later introduced to corporate managers in Japan in 1950 at a time when the country was gearing itself for industrial development. This concept further got impetus in the 1980s with the increasing awareness world wide about improving quality. These changes have directly affected the views and attitudes of managers both in public and private sectors on quality management. Attention was shifted to TQM which could assist them in achieving excellence.

TQM is system for continuous improvement a continued process that involves the whole organization and is customer driven. This process is aimed at creating a culture of excellence in any organization. TQM enables organizations to achieve quality in all its operational aspects. The objective of TQM is to provide stakeholders satisfaction.

Training is a basic pre-requisite for achieving success in TQM. This is because the implementation of TQM requires the support and participation of skilled and knowledgeable workers.

TQM is a management system which is based on certain values/ beliefs. An organization planning to undertake change must believe in and practice the following beliefs:-

- People are the untapped resource
- Those who are doing the work are in the best position to improve.
- Continuous improvement is the key to success
- Prevention as opposed to correction
- Values drive behaviour.

Objective of the Programme

The key objective of this training programme is to provide a forum for deliberation and discussing the basic concepts of total quality management/quality particularly with reference to the government Offices at the level of District. The programme will focus mainly on problem areas & evolution of quality concepts with modernized and latest tools regarding improvement of Office function. At the end of the course, the participants should be able to achieve following objectives:-

- Developing skills to identify problems & solve them systematically
- Understand the primary functions of office management
- Develop managerial skills and competencies needed for office management
- Enhance knowledge in modern office management systems and procedures
- Able to articulate the concepts of TQM
- Get exposed to 3 best practices in Hospital Management
- Able to develop a Road-Map for improvement of a hospital
- Able to apply the developed Road-Map

Academic Input provided during the course

- PDCA
- 7 Steps problem solving process,
- 5 S,
- PDCA & 7 QC,
- TQM Tools,

Publication Cell

The main functions of the publication cell are creation, collection and dissemination of appropriate training software and to publish Academy's prestigious biannual Journal "The Administrator". It also develops background teaching materials in various areas of public administration, 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 Sanjeev Chopra, Deputy Director (Sr.) is the Incharge of the publication cell and Editor of the Journal "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:-

a) Identify the areas in which study is to be undertaken to prepare the Software;

b) Identify Resource Persons to undertake the development of the Software;

c) Establish linkages with national and international institutions having specialisation in particular areas, for exchange of information;

d) Commission studies for providing an analytical framework on the basis of the information and data collected;

e) Suggest measures, strategy and methodology for tackling the problems identified;

f) Identification and purchase of suitable training films;

g) Publish the Source Books/Case Studies and other Books relating to training;

h) Market the Software produced;

i) Develop modules for Training of Trainers in Public Management;

j) Commission studies to assess the impact of training; and

k) Experiment with alternate training methodology, including micro-community interventions.

Types of Training Software

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

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 or reprinted** :-

i) Book on "Faculty Manual" edited by Shri V.K. Agnihotri & Shri S.K.Ghosh **(reprinted)**

ii) Book on "Case Studies in Governance" edited by Shri T.K. Manoj Kumar **(Published)**

iii) Source book on "Forest Issues for Non-Forest Officers" by Shri V. Ramakantha & Ms. B.V. Uma Devi. **(Under process)**

Training Material

The Publication Cell has helped in developing the Reading material for participants of in-service courses of Indira Bhawan.

Academy biannual 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. 49 Issue No. 1 and Vol.49 Issue No. 2 is 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.

Following are the Case Studies which are completed in 2007-08.

1. A Case Study on "Shri Mata Vaishnavi Devi Shrine Board" by Shri Rohit Kansal.

2. A Case Study on Implementation of National Rural Employment Guarantee Act in Dungarpur, Rajasthan by Manju Rajpal

3. Resettlement and Rehabilitation Process in the Tehri Dam Project: The Cases of Sobhat Singh & Sheikh Ali by T.K. Manoj Kumar, & Dr. Saroj Arora, SRO

4. Public-Private Partnership Financing in the Power Sector through Project Finance by Dr. Pawan Singh

5. Development of an Integrated Industrial Estate at Ramganj, Uttarakhand in PPP Mode by Alok Kumar

6. Tendering Pitfalls-A Case Study by Rajiv Bansal

7. The Ferokke Grama Panchayat Water Supply Project by Dr. B.Ashok

8. An Impossible Election: A Case Study by Rohit Kansal

9. Bhojshala Dispute : A Case Study by Sanjay Dube

10. A Case Study on "Taking Care of Nuts and Bolts : Importance of Design Issues in rural water supply schemes by Meeta and Rajivlochan.

11. Selling False Hope : The Fallibility of a bureaucrat by Mukhmeet S. Bhatia

12. Farmers Suicide: A Dilemma before the Administration by Rajivlochan

13. Managing the Conversion of Outlays into Outcomes : A Case Study by Anand P. Gupta

The Case Studies which under process or consideration are as follows:

1. A Case Study on "A Report on the successful implementation of Mid-day meal scheme in District Bathinda" by Shri. Rahul Bhandari, Dy. Commissioner, Bathinda.

2. Bringing the Guilty to Book : A Case from a Rural Employment Programme by M. Bhatia

3. ANKUR Project : A Case Study of Replication of Home based Newborn Care.- Dr. Dileep V Mavalankar.

4. Anti-Encroachment Drive in Palton Bazaar, Dehradun- by Puneet Kansal,

5. Micro-Management in Elections by R.Balakrishnan

6. The Rule of Law- Paradox- A.K.Barnwal

Chapter - 5

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 and societies during the year were as follows:-

The Adventure Sports Club

During 2007 the Adventure Sports Club organised the following activities.

IAS professional Course Phase-I (2006-2008 batch)

i) One days River Rafting was organised for the OTs of IAS Professional Course Phase -I (2006-2008 Batch) on 1.4.2007 in which 15 Ots & 12 members of faculty & Guest Participated.

ii) A short trek to Lal Tibba w also organised for the participants of IAS Phase-IV Mid Career Trg. Programme on 6.5.2007.

IAS professional Course Phase-II (2005-2007 batch)

i) A Short Trek to Dhanolti-Surkanada Devi Temple was organised for the IAS Professional Course Phase II (2005-2007 Batch) on 30.6.2007

ii) A Short trek to Nag Tibba was also organised from 6.8.2007 to 8.8.82007 in which 7 OTs participated.

iii) A Short Trek to Sir George Everest& Cloud end was also Organized for OTs of IAS Professional Course Phase II (2005-2007 Batch) and IAS Phase III participants

81st Foundation Course

i) A short Trek to Kampty Fall, Lal Tibba & Binog Hill were organised for the OTs of the 81st F.C. before they go on main trek.

ii) River rafting were also organised for the OTs of the 81st F.C. on 14th & 15th October, 2007 in which 174 Officer's Trainees participated.

iii) Para Sailing was also organised for the OTs on 14 October, 2007 in which 46 OTs participated.

The Alumni Association

The Alumni Association was active in creating the alumni corner on the Academy Web Site. On 21st October, the Association took up the task of honouring the martyrs by putting up their photographs in the Ground Floor of Dhruvshilla. The work of creating the databases of the Alumni is underway. The Database will be put up on the web as soon as the Database is complete. The Alumni card has been issued to the Officer Trainees of 80th Foundation Course.

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 step to expose the Officer Trainees to new technologies and concepts in Information Technology and E-Governance. During the Year 2007 the following programmes were organized by the Computer Society:

- During the 81st Foundation Course, IAS Phase I (2006 batch) & IAS Professional Course Phase-II (2005-2007 Batch) the Computer Society has prepared a CD on the Various Activities of the Course.

- During the 81st Foundation Course the Computer Society has organized the following programmes for the Officer Trainees:

  ➤ Creative Power Point Presentation by Officer Trainees on 23rd October, 2007 for which cash prizes were given.

  ➤ The Society will prepare a Course CD.

  ➤ The Society also made a movie capturing the various events held during the 81st Foundation Course.

  ➤ The Society has created a billboard for Officer Trainees of 81st Foundation Course on LBSNAA website.

The Film Society

The Film Society is one of the most vibrant societies in the Academy. During 2006, more than 40 movies on various themes including social issues were screened for the Officer-trainees of the Foundation Courses, IAS Professional Course Phase-I & Phase-II. The movies screened covered a wide canvass catering to diverse interests of all officer-trainees. The Film Society also purchased as may as 31 English, Hindi and other Regional Language VCDs/DVDs.

Dr. S.H. Khan, Deputy Director has been nominated as Director's Nominee on Film Society, and Dr. B. Ashok, Deputy Director is the Associate Director's Nominee on the Film Society during the year.

The Hobbies Club

The Hobbies Club undertook the various activities during the year, 2007 to develop, promote and popularize interest in various hobbies such as Photography, paining, Philately, Plant Collection and Quizzes based on films and songs etc. It also function to serve as a forum for exchange of views and provided necessary facilities, including materials and equipments, to pursue hobbies among the Officer Trainees and other participants of training in the Academy.

The Fine Arts Association

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

The cultural progremmes gave an opportunity to several Officer Trainees to explore their creative side. Apart from this the Fine Arts Association was actively involved in organising the programmes of various visiting artists and groups. Fine Arts Association also organised extra curricular modules for Indian Vocal Music, Spanish Guitar and Drums.

Late Shri A.K. Sinha Memorial One Act Play Competition was organized successfully during the Foundation Courses.

Smt Ranjana Chopra, Deputy Director is the Director's Nominee of the Association during the year.

The House Journal Society

The House Journal Society consists of one Secretary and three members run at LBSNAA. The Secretary of the House Journal Society is the coordinator of the all the activities of the Society. Objectives of the House Journal Society are:-

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

Activities:-

In order to preserve the memories of the batch the Society is getting a directory of the Officer Trainees entitled" REFLECTIONS" for the 81st Foundational Course.

The Management Circle

In the year 2007 three main courses - IAS Professional Course Phase-I, IAS Professional Course Phase-II and 81st Foundation Course in the main campus of the Academy were run. The Management Circle organized the following events.

- Weekly Online Quiz competition was organized and the winners were given prizes.
- Inter Services Quiz was organized jointly by Management Circle, Society for Contemporary Affairs and Hobbies Club.
- Dumb Charade function was organized.
- The Management Circle and Society for Contemporary Affairs jointly organized the events -
  - i) Pot pourri
  - ii) Mad Ad
  - iii) Ship Wreck
  - iv) Who'm I

Treasure Hunt programme was also organised by Management Circle.

The Nature Lovers Club

Nature Lovers' Club is a very popular club of the officer trainees in the Academy. During the year 2007 three main courses, namely IAS Professional Course Phase-I, IAS Professional Course Phase-II and 81st Foundation Course were run in the main campus and following activities were organized by the Club.

- i) On the occasion of Dr. B.R. Ambedkar's Birthday i.e. on 14.4.2007 a Poster Competition was organized for the children of the Academy staff. A national award winning film "Dr.Baba Saheb Ambedkar... Untold Truth" was also screened on this occasion.
- ii) On memory of 1857's freedom fighters of the nation, the Club organized a "Photo Competition" near Officers' Mess.
- iii) Plantation was organized near Kalindi Guesthouse and the site is named as "Smriti Vatika" on the memory of freedom fighters.
- iv) A trip to Chila, Rajaji National Park was organized.
- v) Another plantation drive was organized near Happy Valley grounds. T-shirts were distributed to Officer Trainees, Mess Staff, Malis, Daily wage workers of the Academy.

- vi) A Photography Competition "Wild shots" was organized.
- viii) Desk Calendar 2008 containing the photographs of the winners of photography competition was printed and distributed to officer trainees, faculty members and staff of the Academy.

The Officers' Club

The Officers' Club provides outdoor & indoor games facilities to its members who include the Officer Trainees, belonging to the All India Services and Central Services, participants of In-service courses, Faculty & members of the Staff. The outdoor facilities include Tennis, Basket Ball, Volley Ball, Cricket, Football, Hockey etc. 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:

- 14.4.2007: On "Ambedkar Jayanti" Officers' Club organizded a sports events for the children and distributed prizes.
- 30.4.2007: On "Sports Day" officers" Club organized some funny sports events at Happy Valley Sports Complex.

IAS Professional Course Phase-I (2006-2008 Batch)

- Matches were organised between IAS Phase-I (2006-2008 batch) OTs and Faculty members of the Academy in various disciplines.
- Besides these OTs also organised open tournaments in different games. A large number of OTs, Faculty and staff members participated in these tournaments.
- The Officer's Club also organised coaching camp for the OTs of Phase-I in the following games
  - a) Badminton
  - b) Tennis
  - c) Volley Ball
  - d) Billiards.
- During Phase-I, matches were also organised with the participants of the In-service courses (Indira Bhawan Complex) in Badminton, Tennis & Table Tennis etc.

IAS Professional Course Phase-II (2005-2007 Batch)

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

81st Foundation Course

- Lecture Group wise tournament in Foot ball, Volly ball & Basket ball, were organised during the course.
- Open tournaments of various games like Badminton, Tennis, Table Tennis, Squash, Billiards, Carrom & Chess etc were also organised during course.
- Athletic Meet was also organised on 18th -19th November, 2007 for the OTs of the 81st F.C., at Polo ground.
- A Cross-Country Run was also organised for the OTs of 81st F.C. and members of the faculty on 25th November, 2007.
- During the 81st Foundation Course, the Club organised the coaching camp for Un-Armed Combat with the assistance of instructor from I.T.B.P.

The Club has also acquired sports items such as Tennis, Badminton & Squash Rackets etc. in order to improve the sports facilities. Membership Charge (Monthly) for the Officers Trainee and faculty members is Rs. 75/- & Rs. 100/- per month respectively.

The Officers' Mess

Officers' Mess has been given a different look by new flooring and new equipments (especially the Dish Wash Area) and complete re-furbishing of the Kitchen Area with new kitchen equipments. All these works were accomplished towards the end of March 2006. High standards of hygiene and overall cleanliness and good food quality are now being emphasized upon in keeping with the new, improved ambience. Waiters and bearers have been provided with two sets of uniform each, regular medical examinations of all mess workers is ensured apart from monthly testing of potability of water filters installed in the mess area. The Tea/Coffee vending machines are popular with Officer Trainees and are being supervised for effective operation and maintenance. Proposal with reference to enhancement of Mess Subsidy as well as extra financial assistance to the Officers' Mess is under consideration of the Administration as well as the DoPT. Continuous measures would need to be put in place to ensure the quality of food as well as the standards of table service, room service in the guest houses and effective functioning of the cafeteria area. In addition to the Mess services, Laundromat facility is also extended to the Officer Trainees to look after their requirements for washing clothes and this has also been very well received by the Officer Trainees. Further integration of house keeping of guest rooms, catering and Mess services is being contemplated during 2007 for better supervision and control.

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 Mahender Singh, 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. Firing session of .22 Rifle & .38 Revolver and 9 MM Pistol were organised for the OTs of IAS Professional Course Phase I (2006-08 Batch), IAS Phase-II (2005-07 Batch), IAS Professional Course Phase-III and 81st Foundational Course as under:-

	Date	Course
.22 Rifle Shooting	24.6.2007	IAS Phase-II & Phase-III Course
	12-13 July,07	IAS Phase-II
	31.10.07 & 1,2 & 3 Nov., 2007	81st Foundal Course
	14-15th Nov.2007	81st Foundational Course
.38 Revolver Shooting	24.6.2007	IAS Phase-II & Phase-III Course
	26.7.2007	IAS Phase-II
	26-27th Nov.2007	81st Foundational Course
9 MM Pistol Shooting	24.6.2007	IAS Phase-II & Phase-III Course
	26.7.2007	IAS Phase-II

The Club also possesses an automatic Rifle & a light machine gun which presented by Lt. Gen. J.S. Arora in 1972.

The Society for Contemporary Affairs

The Society for Contemporary Affairs- write-up of activities undertaken April, 2007 to date.

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 organized a large number of competitions and events during the year 2007. The following activities have been organized during this period.

- Daily online Quiz competition was conducted OTs of IAS Phase-I (2006 Batch) .
- "Civil Service Quiz, 2007" on 21.05.2007 was conducted by IAS Phase-I (06 Batch), Where civil service Probationers from other training institutes also joined in.
- Conducted a Triathlon by the name of "Pot Pourri" competition on 26.07.2007 by the OTs of IAS Phase-II (2005 Batch)
- A quiz competition was conducted on 12.09.2007 by the OTs of 81st F.C. 2007
- A Mega Quiz contest was conducted on 4.10.2007 by the OTs of 81st F.C. 2007.
- Secretary Contemporary Affairs hosted two day literary first "Bacchanalia" on 15th & 16th October with the OTs of 81st FC.

The Society for Social Services

The Society for Social Service plays very important role in carrying out various welfare activities on behalf of Lal Bahadur Shastri National Academy of Administration. During the year under report we conducted the following activities:

Weekly Health Camp continued to be organised for the Rickshaw Pullers and Manual workers of Mussoorie who are suffering from TB. For this the medicine was provided by the society Dr. Sunil Senan provided voluntary medical support for treatment. The camp is being organized every Thursday and 40-45 patients are getting treatment free of cost including the medicine. The Rajiv Gandhi Foundation, New Delhi is providing financial help to the Camp.

The society for Social Services has conducted Blood donation camp during the 81st Foundational Courses. Officer Trainees have participated in the Activity and response was enthusiastic.

The society is also running a Balwadi near Happy Valley Ground. The Salary of the teachers is provided from the fund of Social Service Society. The society is also providing all infrastructure facility and mid day meal to children. The Society for Social Services has distributed the prizes on 15th August, 2007 to the wards of the Academy's Group C & D employees and the students in the Balwadi who have secured Ist and IInd position in their class. The Society celebrated Children day in the Lalita Shastri Balwadi on 14th November, 2007. Various sports activities as well as debate competition was conducted. Prizes as well as gifts were provided to the students in the Balwadi. Lunches to the students were provided under Mid-day meal programme being run in the Balwadi.

A homeopathic dispensary is run by society with help of Dr. N.P. Uniyal. Only nominal cost is charged from patients to maintain the daily maintenance costs of the practice.

The Gala event of the FC- Fete was organized on 11.11.2007 by the society. This was memorable moment for everybody. The various Counsellor groups put their stall for one entry and one-skill game item and everybody was involved in this process from morning to late evening. The Society for Social Service has conducted the FETE and officer trainees have participated enthusiastically and the aim was achieved. To ensure maximum involvement of Officer Trainees (Counsellor group wise) the society kept two prizes for Best decoration of the stall. The winner groups were given cash prizes and certificates.

The Society also run a sewing Centre for training of sewing and cuttings and designing of the cloths for the Academy worker's girls as well as for the outsiders also. The Society has conducted free coaching for the students of 10th and 12th class. This activity can better be taken by early action during Foundation Course and the number of students too should be sufficient for this.

The Society continued to have the leadership of Director of the Academy, Shri Rudhra Gangadharan. Dr. B. Ashok, Directors' Nominee on Society for Social Services and Associate Directors nominees Shri A. Nallasamy, Shri Arshad M Nanda and Elected executive committee members of the Society for Social Services (Shri Kolluruveera Raghava Rao - Secretary, Ms. Rakhee Nanda -Member) have contributed and provided guidance and efforts to organized the activities.

Chapter - 6

Other Activities

Activities of Gandhi Smriti Library

Gandhi Smriti Library of the Academy is one of the most modern and well equipped Libraries in the country for catering to the needs of the Indian administrators, research scholars, faculty, participants of various training courses etc.

The housekeeping jobs of the Gandhi Smrity Library are fully computerized by using Library software LIBSYS/LS PREMIA DATABASE. The Library maintains two databases- one for information on books, reports, audio cassettes, video cassettes, CDs and the second one for newspapers and journals, articles. The Library Databases are now available on LAN. The Library OPAC accessed from the URL www.lbsnaa.ernet.in

The Library has more than 1.65 Lakh documents, including bound volumes of journals audio cassettes-2098 and CDs- 1992 are accessed used in training activities. More than 5490 new books were selected during the year 2007.

In addition, the Library acquires around 360 periodicals, published by various National and International Organizations/Institutions, by way of subscription, exchange and gift.

A separate collection of documents on and by Mahatma Gandhi is maintained in a section called "Gandhiana". at present there are more than 1000 publications in this collection.

E-resources :
LBSNAA Library is subscribing two online databases:

Business Source Premier, Produced by EBSCO Publishing. Business Source Premier provides full text for more than 8,800 serials back to 1965 and searchable edited references back as far as 1998. Journal ranking studies reveal that Business Source Premier is the superior to the competition in full text coverage in all disciplines of business including marketing, management, MIS, POM, accounting, finance and economics. Additional full text, non-journal content includes market research reports, industry reports, country reports, company profiles and SWOT analyses.

Ebrary- by Edutech India Pvt. Ltd.- Providing 30,000+E-books on Business, Economics, Computer, Technology, Engineering, life & physical sciences humanities etc.

Book Exhibitions

For collection and development of the Gandhi Smriti Library, LBSNAA organized two "Book Fairs" in the year 2007.

i) 1st Book Fair was organized on 12-14 March, 2007 at Sampurnanand Auditorium Complex. Total 19 leading Book Sellers participated in the Exhibition. Academy faculty/OTs/staff members, Various Government Organizations, Schools, authors, writers from Mussoorie and Dehradun were invited for the Exhibition. The Library Purchase Committee finalized the books worth Rs.27 lakh for the Library.

ii) 2nd book Fair was organized on 06-08 May, 2007. The first day i.e. 6th May the Exhibition held at happy Valley Ground along with flower show "Blooms of the Hills". The 2nd and 3rd day of Exhibition held at Sampurnanand Auditorium. In this Exhibition total 24 leading Book Sellers participated. The Library Purchase Committee finalized the books worth Rs.17 lakh for the Library.

Digitization Project

Rare book of "Gyanlok Collection" of the Library are being digitized by C-DAC Noida to develop electronic database and conservation of books. At present the staff of C-DAC could digitize about 6000 books, covering 30.00 lakh pages.

Professional Development

i) Internal Conference on Digital Library (ICDL 2006) held at India Habitat Center New Delhi- 5 to 8 December, 2006 Attended by - Shri. Rajendra Singh Bist, SLIA, Shri. K.K. Joshi, SMO.

ii) CALIBER 2007- Internal Conference on Automation in Education and Research Institution held at Punjab University Chandigarh from 8th to 10th Feb. 2007 Attended by - Shri. R.K. Arora, ALIO, Shri. Omprakash and Shri. Sucha Singh, SLIA.

iii) EMPI Digital Library National Convention 2007- Roadmap for Modernization of Libraries and Information Centers in Emerging Knowledge Era on March 19th and 20th, 2007 at IIC, Dew Delhi .Attended by - Shri. S K Bharti and Ms. Vikreshwar Dangwal Bhatt, SLIA.

iv) Workshop on Digital Libraries Organized by Tata Enegry Research Institute (TERI) on 10th-13th April, 2007 at India Habitat Center, New Delhi attended by Shri Ramesh Kumar, SLIA.

v) NACLIN 2007- Libraries without boundaries: Reaching the unreachable knowledge era held at India International Centre (IIC) New Delhi, attended by- Ms. V. Patnaik Mohanty, LIO, Shri Ramesh Kumar and Shri. R S Bist, SLIA.

vi) 53rd All India Library Conference of ILA, on Developing Library & Information Resources & Services in the Internet Era, held at Osmaina University, Hyderabad from 13-16th December, 2007, attended by Shri. Malkit Singh and Shri. R M Kewat, SLIA.

vii) 26th All India Conference of IASLIC on Digital Media and Library Information Services, held at Jamia Millia Islamia University, New Delhi from 26-29 December, 2007, attended by the Shri R. S. Bist, SLIA.

Activities of Computer Centre

Providing Laptops to the Officer Trainees and Participants of Phase III & IV: Computer centre has upgraded all the P IV Desktop computers to Laptops. All the Officer Trainees and Participants of Phase III & P IV participants were provided laptops in the hostel rooms.

Up gradation of Printers: We have upgraded the existing printers of all the ACM members to high speed duplex printers and the printers of all the PA have also been upgraded to high speed printers.

Providing P-IV computers to the sectional heads/staff members: The sectional heads of all the sections have been given the P IV computers and in the near future we are going to upgrade the computer of other staff members to P IV computers.

Implementation of work Flow Automation Software from NISG: Computer centre is implementing the work flow automation software; the file movement will be through this automation software. The software will help in starting the less paper office concept in LBSNAA.

Networking of Training Institute project: A new project has been initiated by DOPT in which 31 training institutes from all over India will be connected through MPLS VPN. Out of the total institute 13 Institute are already connected to this network. The preparation of course repository and online examination modules have already implemented and tested by LBSNAA.

Implementation of Wi-Fi network in the campus: Most of the class rooms, conference halls and indoor areas have been provided the Wi-Fi internet connectivity. In the near future we are planning to implement the same concept to the outdoor areas of the campus.

Setting up the Video Conferencing facility: The setup for the Video Conferencing facility has been done in the campus. The equipment for this facility has been installed and teste

राजभाषा

भारत सरकार के कार्यालयों में राजभाषा हिंदी का प्रयोग बढ़ाने, भारत संघ की राजभाषा नीति का अनुपालन सुनिश्चित करने और समय—समय पर संसदीय राजभाषा समिति को दिए गए आश्वासनों की पूर्ति की दृष्टि से अकादमी ने निम्नलिखित क्षेत्रों में यथासंभव प्रयास किए हैं—

1. भारत सरकार, राजभाषा विभाग द्वारा वर्ष 2007—08 के लिए निर्धारित कार्यक्रम के अनुरूप, 'क', 'ख' और 'ग' क्षेत्रों के साथ हिंदी पत्राचार सुनिश्चित किया गया। तदनुसार, अकादमी द्वारा 'क', 'ख' तथा 'ग', तीनों ही क्षेत्रों के साथ शत—प्रतिशत पत्राचार हिंदी में किया गया।

2. राजभाषा अधिनियम की धारा 3(3) के अंतर्गत द्विभाषी जारी किए जाने वाले सभी दस्तावेजों को द्विभाषी रूप में जारी किया गया।

3. वार्षिक हिंदी टिप्पण तथा मसौदा लेखन प्रोत्साहन योजना के अंतर्गत कार्मिकों द्वारा हिंदी में किए गए कार्य का, इस निमित्त गठित समिति द्वारा मूल्यांकन कर 11 प्रतिभागियों को क्रमशः प्रथम, द्वितीय, तृतीय और प्रोत्साहन पुरस्कारों हेतु सिफारिश की गई जिन्हें हिंदी दिवस समारोह के अवसर पर पुरस्कार एवं प्रशस्ति पत्र प्रदान किए गए। इस तरह, इसके अंतर्गत कुल 5,300 /—रुपए के पुरस्कार प्रदान किए गए।

4. अकादमी में हिंदी दिवस के उपलक्ष्य में अकादमी स्टाफ के लिए विभिन्न प्रतियोगिताओं यथा — कार्यालय पद्धति की जानकारी, राजभाषा नीति से संबंधित सामान्य जानकारी, हिंदी श्रुतलेख, कार्यालय संबंधी सामान्य जानकारी, हिंदी काव्य—रचना तथा हिंदी निबंध प्रतियोगिता का आयोजन किया गया। इनमें कुल 22 कर्मचारियों को 6,700 /— रुपए के नकद पुरस्कार और साथ में प्रशस्ति—पत्र भी प्रदान किए गए।

5. प्रशासनिक सामग्री यथा— पत्रों, परिपत्रों, सूचनाओं, निविदा सूचनाओं, वार्षिक रिपोर्ट, प्रश्नपत्रों, अनुशासनिक कार्यवाहियों, बैठकों के कायवृत्त इत्यादि के अनुवाद के अतिरिक्त, राजभाषा अनुभाग ने अकादमी में संचालित विभिन्न पाठ्यक्रमों की पाठ्यसामग्री का अनुवाद भी किया।

Annexures

Annex-1
Faculty/Other Officers in the Academy

Faculty S/Shri	Designation
Rudhra Gangadharan	Director
Padamvir Singh	Joint Director
T.K. Manoj Kumar	Deputy Director (Sr.)
Dr. Kalpana Dube	Deputy.Director (Sr.)
Sanjeev Chopra	Deputy Director (Sr.)
Chiranjiv Choudhary	Deputy Director (Sr.)
Manoj Ahuja	Deputy Director (Sr.)
Mrs. Arti Ahuja	Deputy Director (Sr.)
Mrs. Ranjana Chopra	Deputy Director
Dr. S.H. Khan	Deputy Director
Yatindra Kumar	Deputy Director
Dr. B. Ashok	Deputy Director
Rajesh Arya	Deputy Director
A.R. Subrahmanyam	Prof. of Pol. Theory & Const. Law
Dr. . Jyoti Pandey	Prof. of Hindi
Aakashdeep Chakravarti	Reader in Law
Dr. Daljit Kour	Assistant Prof. of Hindi
V. Mittinamath	Language Instructor
Mrs. Alka Kulkarni	Language Instructor
A. Nallaswamy	Language Instructor
Arshad Nandan	Language Instructor
K.B. Singha	Language Instructor
Mrs. Soudamini Bhuyan	Language Instructor
S.S. Rana	P.T.I.
Mahender Singh	Astt. PTI
Balkar Singh	Riding Instructor
Prithvi Singh	Astt. Riding Instructor
M.Chakraborty	Head, NICTU
Azad Singh	Scientist 'B' NICTU
Amarjeet Singh Dutt	Scientific Officer
Dr. A.R. Tamta	Senior Medical Officer
Dr. Mayank Badola	Medical Officer
Shri J.N. Gera	Administrative Officer
Shri N.K. Nautiyal	Administrative Officer (Accounts)
Shri Alok Pandey	Sr. Programmer
Lekshmy Preeti Money	Programmer (Repro)
Mrs. V. Patnaik Mohanty	Asstt. Library & Inf. Officer
Shri R. K. Arora	Asstt. Library & Inf. Officer
Satyabir Singh	Astt. Administrative Officer
Shri J.B. Saini	Senior Private Secretary
K.S. Rawat	Private Secretary

Annex-2
Physical Infrastructure

A.	CLASS/LECTURE/CONFERENCE ROOMS		
	i)	Total number of Classrooms/ lecture rooms	11 No.
	ii)	Total capacity (seating) of all classrooms/ lecture rooms	1184 Seats
	iii)	Auditorium (seating capacity- 478)	01 No.
	iv)	Conference rooms/ halls	02 No.
	v)	Seating capacity of each conference room/ hall	50 No. each
B	OTHER TRAINING EQUIPMENT		
	i)	OHPs	15
	ii)	CRT	06 CRT + 7 LCD
	iii)	Others	07 Slide Projector
C	HOSTEL		
	i)	Ganga Hostel	78
	ii)	Kaveri Hostel	32
	iii)	Narmada Hostel	21
	iii)	Kalindi Guest House	21
	iv)	Happy Valley Block	22
	v)	A.N. Jha Block	06
	vi)	Indira Bhawan Hostels	23
D	Residential Accommodation		
	(i)	For Officers'	34
	(ii)	For staff	297

Annex-3
Participants in IAS Phase-I (2006-08 Batch)

Participants from the State of	Male	Female	No. of Participants
AGMUT	4	1	5
Andhra Pradesh	3	-	3
Assam-Meghalaya	3	1	4
Bihar	4	1	5
Chattishgarh	6	1	7
Gujarat	5	1	6
Haryana	2	1	3
Himachal Pradesh	1	-	1
Jammu & Kashmir	1	1	2
Jharkhand	1	-	1
Karnataka	2	2	4
Kerala	3	-	3
Madhya Pradesh	2	-	2
Maharashtra	4	1	5
Manipur-Tripura	3	1	4
Nagaland	2	-	2
Orissa	-	1	1
Punjab	4	1	5
Rajasthan	3	2	5
Royal Bhutan Civil Service	-	2	2
Sikkim	-	1	1
Tamil Nadu	3	1	4
Uttar Pradesh	5	2	7
Uttarakhand	3	-	3
West Bengal	3	2	5
Total	67	23	90

Annex-4
Participants in IAS Phase-II (2005-07 Batch)

Participants from the State of	Male	Female	No. of Participants
AGMUT	5	1	6
Andhra Pradesh	5	1	6
Assam-Meghalaya	6	--	6
Bihar	6	--	6
Chattishgarh	5	1	6
Gujarat	4	2	6
Haryana	2	-	2
Himachal Pradesh	1	1	2
Jammu & Kashmir	1	--	1
Jharkhand	2	-	2
Karnataka	5	-	5
Kerala	1	-	1
Madhya Pradesh	2	1	3
Maharashtra	5	-	5
Manipur-Tripura	2	2	4
Nagaland	-	-	-
Orissa	2	-	2
Punjab	3	-	3
Rajasthan	3	1	4
Royal Bhutan Civil Service	3	-	3
Sikkim	1	-	1
Tamil Nadu	5	-	5
Uttar Pradesh	4	1	5
Uttaranchal	4	-	4
West Bengal	2	3	5
Total	79	14	93

Annex-5
Participants in IAS Phase-IV (1991 Batch)

States/ Cadre	Male	Female	Total
AGMUT	09	01	10
Assam-Meghalaya	02	--	02
Andhra Pradesh	08	01	09
Bihar	04	--	04
Chhatisgarh	04	--	04
Gujarat	03	01	04
Haryana	07	--	07
Himanchal Pradesh	04	--	04
J&K	01	--	01
Jharkhand	03	--	03
Karnataka	04	02	06
Kerala	02	02	04
Madhya Pradesh	06	01	07
Maharashtra	11	--	11
Manipur-Tripura	03	--	03
Nagaland	02	--	02
Orissa	06	--	06
Punjab	03	01	04
Rajasthan	02	--	02
Tamil Nadu	07	01	08
Uttar Pradesh	04	01	05
West Bengal	01	--	01
Total	96	11	107

Annex-6
Participants in IAS Phase-III (1998-99 Batch)

States/ Cadre	Male	Female	Total
AGMUT	07	--	07
Assam-Meghalaya	02	--	02
1Andhra Pradesh	09	01	10
0Bihar	02	--	02
Chhatisgarh	01	--	01
Gujarat	16	--	16
Haryana	02	--	02
Himanchal Pradesh	01	--	01
Jharkhand	02	02	04
Karnataka	10	--	10
Kerala	01	--	01
Madhya Pradesh	09	02	11
Maharashtra	21	02	23
Manipur-Tripura	02	--	02
Nagaland	01	--	01
Orissa	03	--	03
Punjab	03	--	03
Sikkim	01	--	01
Tamil Nadu	07	--	07
Uttar Pradesh	08	01	09
West Bengal	01	01	02
Total	109	09	118

Annex-7
Participants in 81st Foundation Course

Services/States	Male	Female	Total
IAAS	04	03	07
IAS	64	17	81
ICAS	00	01	01
ICCES	29	06	35
IDAS	07	00	07
IDES	01	00	01
IFoS	08	05	13
IFS	13	03	16
IIS	01	01	02
IPoS	03	00	03
IPS	48	13	61
IRAS	02	00	02
IRS	43	26	69
IRTS	03	00	03
ITS	01	00	01
PTFAS	01	00	01
RBCS	02	00	02
RBFS	02	00	02
Total	232	75	307

Annex-8
Participants in 102nd Induction Training Programme

Service/Cadre	Male	Female	Total
Chattisgarh	3	1	4
Gujarat	4	0	4
Karnataka	6	0	6
Madhya Pradesh	4	1	5
Maharashtra	5	0	5
Manipur	2	0	2
Punjab	1	0	1
Tripura	1	0	1
Uttarakhand	0	1	1
West Bengal	2	0	2
Total	28	3	31

Annex-9
Participants in 103rd Induction Training Programme

Service / State	Male	Female	Total
AGMUT	04	-	04
Assam Meghalaya	04	01	05
Chattisgarh	05	-	05
Gujarat	02	-	02
Haryana	01	-	01
Jammu & Kashmir	01	-	01
Kerala	05	01	06
Madhya Pradesh	03	01	04
Tamil Nadu	02	01	03
Uttarakhand	02	-	02
West Bengal	01	-	01
Grand Total	30	04	34

Annex-10
Participants in 8th Joint Civil Military Program

Indian Administrative Service	:	01
Indian Foreign Service	:	01
Indian Police Service	:	04
Indian Defence Accounts Service	:	01
Integrated Defence Staff	:	01
Indian Railway Traffic Service	:	01
Intelligence Bureau	:	01
Indian Air Force	:	02
Indian Army	:	02
Indian Navy	:	02
Coast Guard	:	01
Cabinet Secretariat	:	01
Media	:	01
Private Sector	:	01
Total	:	**20**

Annex-11
Participants in 9th Joint Civil Military Program

States/ Cadre	Male	Female	Total
Indian Police Service	03	01	04
Indian Foreign Service	01		01
Boarder Security Force	01		01
Indian Coast Guard	01		01
Indian Custom & Central Excise Services	02		02
Indian Revenue Service	01		01
Media	01		01
Intelligence Bureau	01		01
Indian Navy	01		01
Indian Army	04		04
Indian Air Force	02		02
IDAS	01		01
Total	**19**	**01**	**20**

IAS Professional Course Phase - I (2006 Batch)

(11th December, 2006 to 8th June, 2007)

Sitting Left to Right
Antara Acharya, Kavitha Padmanabhan, Arti Dogra, Roopa Roshan, Sujata Sharma, B. Ashok, Sudip Ahuluwalia, Ranjana Chopra, S.H. Khan, Sanjeev Chopra, Arti Ahuja, Rudhra Gangadharan, Padamvir Singh, Alok Kumar, A.S. Ramachandra, Yatendra Kumar, Kalpana Dube, Sheetal Nanda, Gurneet Tej, Shruti Singh, Sonam Deki, Mona Pruthi, Gaki Lhaden

Standing - Ist Row Left to Right
Abhinav, Deependra S. Kushwah, Dharmendra Singh, Gaurav Goyal, P. Dayanand, Brijesh Kumar Sant, Pranjal Yadav, Lalitinkhum a Franktin, Sudhan R., Pradeep K. Agrawal, Manoj Kumar, Ankit Anand, D. Ronald Rose, Tanu Kashyap, Salma K. Fahim, Rashmi Kamal, Ashwini D. Thakare, Laxmi Priya G., Prerna Puri, Sarika Mohan, Shilpa R. Begar, Tanusree Deb Barma, Amit Dhaka, Akshal Gupta, Ajit Kumar, J. Selvakumari, Vipra Bhal

Standing -IInd Row Left to Right
Gorrela Suvarna P. Das, Dhananjay S. Bhadoria, Ashok K., Meena, J. Ganesan, Ulaganathan P., Yeluchuri Ratnakara Rao, C.R. Prasanna, Alex V F Paul Menon V Abhishek Krishna, Kaushal Raj Sharma, Bhuvanesh Yadav, Saugat Biswas, Ashok Kumar, Ajay Kumar, Sudam P. Khade, Abhishek Singh, Chandresh Kumar Yadav, Zuhair Bin Saghir, Daya Nidhan Pandey, Hanish Chhabra, Adesh Titarmare, Abhishek Prakash, Pradeep Kumar Jha, Randhir Kumar

Standing – IIIrd Row Left to Right
Manoj J. Patni, Om Prakash, Brahma Deo Ram Tiwari, Pravin Bakshi, Puru Gupta, Rupesh Kumar Thakur, Biju K., Virendra Singh, Sharad K. Dwivedi, Priyau Mandal, Randeep D., Sandeepkumar R. Punakalkati, Pravin Kumar, Tanmay Chakrabarty, Ravi Bhagat, Manoj Kumar Sahoo, Asheesh Joshi, AjayYadav, Saravana Kumar V. Alok Kumar Pandey, S. Bharathi Dasan, Hrishikesh Bhaskar Yashod, Om Prakash Bakoria, Ravi K. Arora, Jenu Devan

102nd Induction Training Programme for IAS Officers

(19th February to 13th April, 2007)

Sitting (L to R): S. Ajeet Singh Pannu, A.S. Khullar, Aakash Deep Chakravarti, Dr. S.H. Khan, Padamvir Singh, Rudhra Gangadharan, T.K. Manoj Kumar, Dr. G. Kameswari, Snehlata Agarwal, Madhu Khare, Omega U. Toppo, Alok Kumar

Standing I Row (L to R): M.K. Baladevakrishna, N. Sriraman, Praful Harshe, Govindji Prakash Shrivastava, S.R. Brahmane, J. Minj, Dilip Acharya, R.K. Raju, R.R. Jadhav, P.S. Vastrad, R.K. Mathur, D.S. Rajurkar, T.A. Parathasarathy, B.D. Sanap

Standing II Row (L to R): N.S. Bhatnagar, P.K. Rawal, M.V. Pargi, Vikas Vishwasrao Deshmukh, W. Ajit Singh, S.P. Shori, Dilip Kumar Chakraborty, Somesh Kumar Bhattacharya, Philip D. Gabriel, V. Thangzasiam, Rajendra Sharma, M.A. Narmawala, K.R. Niranjan

103rd Induction Training Programme for IAS Officers
(10th September to 2nd November, 2007)

Sitting (L to R) : Shashi Karnawat, R.Vasuki, Mini Antony, Alok Kumar, Rudhra Gangadharan, Dr. Kalpana Dube, V.K.Balakrishnan, H.S Patel, R.C.Pathak, Sonmai Barua, R.A. Khandelwal.

Standing I (L to R) : K.Kholie, S.L.Ratrey, A.K. Agarwal, Debabrata Pal, S.K.Jaiswal, Sameer Pal Srow, Tahang Taggu, S.K.Mishra.. Hage Khoda Shalla, Thakur Ram Singh, Kedar Lal Sharma, Dr.V.K.Baby, P.Ekambaram, Narendra Kumar.

Standing II (L to R) : Swapnanil Barua, Utapalananda Sarmah, Syed Iftikhar Hussain, P.Venugopal, A.T.James, N.Mathivanan, Masaud H.Samoon, A.M.Mankad, Dr.B.S.Anant, A.S.Ramachandra, M.C.Mohandas, Sabbir Hussain .

Eighth Civil-Military Training Programme on National Security
(12th August to 24th August, 2007)

Sitting (L to R): Malay Mishra, Bijoy Chandra Jena, Durgapada Tarenia, Dr. S. H. Khan, Rudhra Gangadharan, Shekhar Dutt, Padamvir Singh, Brig Atul Mehra, A. S. Ramachandra, Dr. Kalpana Dube, Brig (Retd) Ashwani Kumar Bhanot

Standing I Row: (L to R) Rohit Mathur, A. K. Mishra, Capt S. Gadhvi, Commodre (Retd) Mukesh Bhargava, Col. Ajay Seth, Col (Retd) Harjinder Singh, Ashish Bhatia, S. D. Bhanot, R. K. Gupta, Air Cmde Satyendra Kumar

Standing II Row: (L to R) Capt Alok Bhatnagar, Gp Capt V. K. Vij, Rakesh Sehgal, Col T. S. Gill, C. Zorammuana

Ninth Joint Civil Military Training Programme on National Security
(12th November to 23nd November, 2007)

Sitting (L to R) : Surya Kumar, Dr. Anup K.Srivastava, Alok Kumar, N.A. Choudhary (Ms.), Rudhra Gangadharan, Shekhar Dutt, SM, DANA
Rajesh Arya, Pradeep K.Kapur, Brig N.D. Prasad, A.K.Sharma, Air Cmde AK Prasad

Standing I Row (L to R) : Capt. SN Alamanda, Col Jagdeep Singh, Nitish K. Sinha, Col RK Srivastava, SM, T.K.Jajoria, B.B.Mishra
Gp Capt RK Mahendru, Brig APS Pakianathan, Dr. S. H. Khan

Standing ii Row (L to R) : O.P.Meena, Col Pankaj Sahni, Nikunj Garg, Dinkar Gupta, DIG Bikram Keshari Patasahani

6th Conference of Heads of Administrative Training Institutes
(15th to 16th November, 2007)

हिन्दी दिवस समारोह