

Annual Report

2011 - 2012



Lal Bahadur Shastri National Academy of Administration

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CHAPTER 1

INTRODUCTION

On April 15, 1958 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 set up in 1959 and was called the 'National Academy of Administration'. Its status was that 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" and in July 1973, the word "National" was added and the Academy is now known as the "Lal Bahadur Shastri National Academy of Administration". The prestigious "Charleville Hotel" built around 1870, provided the location and initial infrastructure for the Academy. There have been subsequent expansions. Several new buildings have been constructed and others acquired over the years.

The Lal Bahadur Shastri National Academy of Administration 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.

Genesis & Growth

15th April, 1958	Announcement in the Lok Sabha by the Home Minister
13th April, 1959	First batch of 115 officers started training in Metcalfe House
1st September, 1959	Academy started in Mussoorie
1969	Sandwich Pattern of - Phase-I - District Training - Phase-2 started, 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, 1977	Academy functioned under Cabinet Secretariat Affairs Department
October, 1972	Name of "Lal Bahadur Shastri" added in the earlier name "Academy of Administration"
July, 1973	The word "National" was added and it became the "Lal Bahadur Shastri National Academy of Administration"
April, 1977 to March, 1985	Academy was under the Home Ministry
April, 1985 till date	Academy began functioning under Ministry of Personnel, Public Grievances & Pensions
1988	NICTU established
3.11.1992	Karamshila building inaugurated
1995	Softrain (now part of TRPC) established
9.8.1996	Dhruvshila & Kalindi Guest House inaugurated
2007	Mid Career Training Programmes started
2011	Gyanshila Building for MCTP alongwith Silverwood & Valley View Hostels started functioning

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	Joint Director:- The following officers have been posted as Joint Directors of the Academy:	
Shri A.N. Jha, ICS	01.09.1959 to 30.09.1962	Name	Duration
Shri S.K. Datta, ICS	13.08.1963 to 02.07. 1965	Shri J.C. Agarwal	19.06.1965 to 07.01.1967
Shri M.G. Pimputkar, ICS	04.09. 1965 to 29.04.1968	Shri T.N. Chaturvedi	27.07.1967 to 09.02.1971
Shri K.K. Das, ICS	12.07.1968 to 24.02.1969	Shri S.S. Bisen	01.04.1971 to 09.09.1972
Shri D.D. Sathe, ICS	19.03.1969 to 11.05.1973	Shri M. Gopalakrishnan	20.09.1972 to 05.12.1973
Shri Rajeshwar Prasad, IAS	11.05.1973 to 11.04.1977	Shri H.S. Dubey	03.03.1974 to 18.12.1976
Shri B.C. Mathur, IAS	17.05.1977 to 23.07.1977	Shri S.R. Adige	12.05.1977 to 07.01.1980
Shri G.C.L. Joneja, IAS	23.07.1977 to 30.06.1980	Shri S.C. Vaish	07.01.1980 to 07.07.1983
Shri P.S. Appu, IAS	02.08.1980 to 01.03.1982	Shri S. Parthasarathy	18.05.1984 to 10.09.1987
Shri I.C. Puri, IAS	16.06.1982 to 11.10.1982	Shri Lalit Mathur	10.09.1987 to 01.06.1991
Shri R.K. Shastri, IAS	09.11.1982 to 27.02.1984	Dr. V.K. Agnihotri	31.08.1992 to 26.04.1998
Shri K. Ramanujam, IAS	27.02.1984 to 24.02.1985	Shri Binod Kumar	27.04.1998 to 28.06.2002
Shri R.N. Chopra, IAS	06.06. 1985 to 29.04.1988	Shri Rudhra Gangadharan	23.11.2004 to 06.04.2006
Shri B.N. Yugandhar, IAS	26.05.1988 to 25.01.1993	Shri Padamvir Singh	12.03.2007 to 02.02.2009
Shri N.C. Saxena, IAS	25.05.1993 to 06.10.1996	Shri P.K. Gera	24.05.2010 to 20.05.2012
Shri B.S. Baswan, IAS	06.10.1996 to 08.11.2000	Shri Sanjeev Chopra	09.09.2010 till date
Shri Wajahat Habibullah, IAS	08.11.2000 to 13.01.2003		
Shri Binod Kumar, IAS	20.01.2003 to 15.10. 2004		
Shri D.S. Mathur, IAS	29.10.2004 to 06.04.2006		
Shri Rudhra Gangadharan, IAS	06.04.2006 to 20.9.2009		
Shri Padamvir Singh, IAS	2.9.2009 to 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 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, programmes, 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. To ensure that our academic curriculum is relevant, it is periodically reviewed and updated. This is done through the mechanism of consultations with the state governments, feedback of the participants and the recommendations of the committees set up by government for the purpose. The representatives of the various departments of the central government 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, several new methodologies are also used. 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.

Field visits:

- Trek to the Himalayas -In conditions of difficult terrain, unpredictable 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.
- Visit to villages in backward districts to understand the problems and the 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 attitude and values expected in public service. 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, attitudes and values to intelligent young persons, 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 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, the officer trainees are encouraged to participate in diverse social activities.

In every major course, officer trainees are encouraged to donate blood. Health camps and disability detection camps have been organized regularly for urban and rural poor of Mussoorie. 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 been tried out.

In order to promote an all round development of the personality, a great deal of emphasis is placed on outdoor events. Besides treks in the Himalayas, physical training, cross-country run, yoga, horse riding, river rafting, para-gliding, rock climbing, archery 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 organize events in the evenings, for the benefit of officer-trainees.

Promoting 'Esprit-de-Corps'

All officer trainees in the All India Services begin their careers from the Lal Bahadur Shastri National Academy of Administration

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

- Lesson by both in-house and guest faculty.
- Panel discussion to promote appreciation of divergent opinions and views.
- Case studies.
- Films.
- Group discussion.
- Simulation exercise.
- Seminars.
- Moot Court and Mock Trial.
- Order and judgment writing practice.
- Practical demonstration.
- Problem solving exercises.
- Report Writing (Term Paper)



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 2011-12 a total of 19 courses/ workshops/ seminars were conducted. A total number of 1272 participants attended. The table shows the distribution of trainees in various courses during 2011-12.

Distribution of Participants/Trainees in various courses during 2011-12	
Name of the Course	Participants 2011-12
Foundation Course (Main)	263
IAS Phase-I	134
IAS Phase-II	122
IAS Phase-III	107
IAS Phase-IV (5th round)	101
IAS Phase-IV (6th round)	105
IAS Phase-V	85
Induction Courses	32
Joint Civil Military Training Programme	66
Ethical Issues in Today's Administration	31
Joint Training Programme for IAS, IPS & IFS (Law & Order, TQM)	59
Others Workshop/Seminars/ Conferences	169
TOTAL	1272



CHAPTER 2

TRAINING PROGRAMMES DURING 2011-12

Name of Course/Campus	Schedule	Course Team	No. of Participants		
			M	F	Total
IAS Professional Course Phase-I (2010)	13th Dec., 2010 10th June, 2011	S/ Shri Dr. M. Kaur Dwivedi Dushyant Narijala Ranjana Chopra Dr. Prem Singh Nidhi Sharma	92	42	134
Mid Career Training Programme (Phase-IV) for IAS Officers(1991,92,93,94, 95 batches) 5th round	18th April., - 10th June, 2011	Sanjeev Chopra Gaurav Dwivedi Jaspreet Talwar	77	24	101
10th Conference of Heads of ATIs	19th - 20th May, 2011	Dr. Prem Singh	20	06	26
16th Joint Civil-Military Training Programme on "National Security"	06th - 17th June, 2011	Dr. S.H. Khan Dr. M. Kaur Dwivedi Dr. (Prof.) A.S. Ramachandra	36	01	37
IAS Professional Course Phase-II (2009 Batch)	15th June – 19th August, 2011	Ms. Jaspreet Talwar Gaurav Dwivedi Moana Bhagabati Rajesh Arya	89	33	122
Mid Career Training Programme (Phase-III) for IAS Officers	20th June – 12th August, 2011	Gaurav Dwivedi Alok Kumar Dr. Prem Singh	86	21	107
Joint Training Programme on "Gender Issues"	18th - 22nd July, 2011	Roli Singh	21	11	32
17th Joint Civil-Military Training Programme on "National Security"	08th - 19th August, 2011	Jaspreet Talwar Jayant Singh Nidhi Sharma	29	0	29
Mid Career Training Programme (Phase-IV) for IAS Officers(1991,92,93,94, 95 batches) 6th round	22nd August, - 14th October, 2011	Sanjeev Chopra Gaurav Dwivedi Jaspreet Talwar	77	24	101
16th Training Programme on "Ethical Issues in Today's Administration"	23rd - 27th August, 2011	Nidhi Sharma Jayant Singh Dr. Garima Yadav	28	03	31
86th Foundation Course for members of All India Services and Central Services (Group "A")	29th August – 09th December, 2011	Tejveer Singh Ms. Ranjana Chopra Jayant Singh Nidhi Sharma	215	48	263
Joint Training Programme on Law and Order	5th - 9th September, 2011	Dushyant Narijala	18	01	19
109th Induction Training Programme for Officers promoted/select list to IAS from SCS	19th Sept. - 11th November, 2011	Jaspreet Talwar Ashish Vachchani Dr. (Prof.) A.S. Ramachandra Prof. Puneet Mohan	27	05	32
Retreat of the IAS Officers of 1961 Batch	21st - 22nd September, 2011	Nidhi Sharma Ranjana Chopra Ashish Vachchani	59	02	61
Training of Trainers on PPP	21st – 22nd September, 2011	Nidhi Sharma	08	05	13
Mid Career Training Programme (Phase-V) for IAS Officers	09th October - 11th November, 2011	P.K. Gera Alok Kumar Dr. M. Kaur Dwivedi	76	09	85
13th Conference of Heads of Central Training Institutes	10th - 11th October, 2011	Ranjana Chopra	20	06	26
Joint Training Programme on "TQM"	21st - 25th November, 2011	Dr. S.H.Khan	38	02	40
Health Module Workshop	3rd – 4th Nov., 2011	Ranjana Chopra	09	04	13
Total:			1025	247	1272



CHAPTER 3

COURSES AND ACTIVITIES HIGHLIGHTS

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

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 and also the Indian Foreign Service and various Central Services (Group – 'A'). It is now run once a year and is 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. 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.

86th Foundation Course

(29th August, 2011 to 09th December, 2011)

Course Coordinator

Tejveer Singh

Associate Course Coordinators

Ranjana Chopra

Jayant Singh

Nidhi Sharma

Programme inaugurated by

Shri Vinod Rai, IAS, CAG

Comptroller and Auditor General of India

Programme valedictory address by

Shri Satyananda Mishra, IAS (Retd.)

Chief Information Commission, New Delhi

Programme meant for /Target group

Fresh recruits of All India Services, Royal Bhutan Civil Service

Composition of Group

Total Participants = 263

(Male-215; Female-48)

Highlights of the Programme

The 86th Foundation Course attempted to create a batch identity for the 263 strong batch of young officer trainees who came together on the 29th August, 2011 for this 15 week long programme which culminated on 9th December, 2011. 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 walks of public life, apart from the in-house faculty of the Academy.

The core areas for academic inputs are prescribed in the syllabus, these include- Economics, Public Administration, Management, Political Theory & Constitution of India, Indian History & Culture and Law. In addition to theoretical classroom inputs, the training relied on learning by doing and developing a spirit of cooperation, book reviews, organising fetes, India Day, athletics meet, etc. The highlights of the Foundation Course remembered most by the officer trainees were the nine day Himalayan Trek, a week long Village Visit, the India Day Celebrations, Athletic Meet, the AK Sinha Memorial one-act play, the cultural programmes and the Fete. Cultural activities by the officer trainees were a source of enhanced bonding and camaraderie amongst the officer trainees. They also organised and participated in debates, wrote essays on topical subjects and organised a variety of activities through clubs and societies. The officer trainees also participated in Shramdaan by cleaning up the Academy and planting trees outside the

Academy. The Academy places a premium 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.

The trainees underwent academic assessment in the six major subject areas by mid-term assessments and a final examination at the end of the course. The pedagogic techniques emphasized interactive learning through discussions, management games, informal quizzes etc. The underlying spirit of the Foundation Course is to develop those qualities of the head and the heart which would be required in a career in public service and the Foundation Course lays the foundation by providing an 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 also have the option of learning other languages from among the options available in the Academy.

Eminent individuals of a variety of fields of endeavour were invited to share their experiences and thoughts with the officer trainees. The Internal Faculty and the Guest Speakers were consistently rated very highly by the officer trainees in the daily feedback. Some of the prominent guest speakers of the course included Prof. Anil Gupta, Professor, Indian Institute of Management, Ahmedabad, Dr. Ajoy Kumar, Former IPS Officer & Member, Lok Sabha, Delhi, Shri B.S. Baswan, IAS (Retd.) Director, IIPA, New Delhi, Dr. B.K. Gairola, Director General, NIC, New Delhi, Dr. B.N. Goswami, Former Professor of Fine Arts, Punjab University, Chandigarh, Professor Bharat Karnad, Centre for Policy Research, New Delhi, Ambassador K.C. Singh, IFS (Retd.), Former Secretary, Ministry of External Affairs, GOI, New Delhi, Shri G.K. Pillai, IAS (Retd.), Former Home Secretary, Govt. of India, New Delhi, Dr. G. Mohan Gopal, Director, Rajiv Gandhi Institute for Contemporary Studies, New Delhi, Shri Harsh Mander, IAS (Retd.), Member of National Advisory Council, New Delhi, Prof. K.M. Pathi, Indian Institute of Information Technology, New Delhi, Shri K. Raju, IAS, Joint Secretary, National Advisory Council, New Delhi, Shri K. Vijay Kumar, IPS, Director General, Central Reserve Police Force (CRPF), New Delhi, Ms. Madhu Kishwar, Founder Editor, Manushi, New Delhi, Ms. Mahua Pal, Accountant General, Uttarakhand, Dehradun, Ms. Malavika Sarukkai, Leading Exponent of Bharatnatyam Dance, Maj. Gen. Raymond J., Noronha, GOC, 8 Mountain Division, Shri Najeeb Jung, IAS(Retd.), Vice-Chancellor, Jamia Millia Islamia, New Delhi, Shri Nikhil Dey, MKSS, Devdungri, Rajasmand District, Rajasthan, Smt. Preneet Kaur, Hon'ble Union Minister of State for External Affairs, New Delhi, Mrs. Priyo Lall, Head of the Special Education, RAPHEL, Dehradun, Shri Rajeev Chawla, IAS, Secretary to Government, Revenue Department, (Bhoomi & UPOR), Secretariat, Bangalore, Shri Ranjan Dwivedi, IPS, ADGP, Lucknow (UP), Shri R.S. Dalal, DGP, Haryana, Shri Rajindra Kumar, Deputy Director, Competition Commission of India, New Delhi, Mrs. Rina Mitra, Addl. Director/ IGP Wildlife Crime Control Board, New Delhi, Shri R. Vineet Krishna, IAS, PS to Union Minister for Rural Development, New Delhi, Shri R.S. Pandey, IAS (Retd.), GOI Representative for Naga Peace Talks, New Delhi, Shri Sandeep Khanna, Country Manager, Downstream One, Shell India, Gurgaon, Shri Sandeep Dikshit, Member Lok Sabha, New Delhi, Shri Sanjay Singhal, IPS, DIG, ITBP, Dehradun, Shri Shekhar Gupta, Editor-in-Chief, The Indian Express, New Delhi, Justice S.N. Dhingra, (Retd.) Member, Competition Commission, New Delhi, Prof. Sebastian Morris, Indian Institute of Management, Ahmedabad, Ms. Sunita Narain, Director, Centre for Science and Environment, New Delhi, Shri Vinod Rai, IAS (Retd.), Comptroller and Auditor General of India, New Delhi, Shri V.K. Bahuguna, IFS, Director General, Indian Council of Forestry Research & Education, Dehradun and Fr. V.M. Thomas, Director, Youth Mission, DBYES, Guwahati (Assam).

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 extensive experience in government service. Some of the important co-curricular activities included compulsory morning physical training sessions, games as well as short treks in and around Mussoorie. Officer Trainees were also encouraged to learn new skills through the Extra-Curricular modules which offered an array of 13 activities ranging from language to fine arts, sports to skills such as HAM radio and photography.

It would not be possible to take the trainees directly to the people always in a course of this duration, but the course made provision for a one week visit to selected villages in neighbouring states, where Officer Trainees lived with the village community, conducted field studies and surveys, and were sensitized to the lives and aspirations of the people. They made their own assessment of the effect of government programmes on the people – what has been done and what remains to be done.

To sum up, the Foundation Course was a fitting start to a challenging and exciting career in public service. A brief profile of the probationers of the 86th Foundation Course is attached as Annex-9.

IAS Professional Course, Phase- I (26 Weeks)

(13th Dec., 2010 to 10th June, 2011)

After completion of the Foundation Course, the IAS Officer Trainees undergo the Professional Course Phase-I. This course seeks to strengthen the understanding of the environment in which an IAS Officer has to function. Emphasis is laid on understanding of public systems and their management. During Phase-I, the IAS officer trainees are sent on a Winter Study Tour comprising of

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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.

Course Team	Dr. Maninder Kaur Dwivedi Course Co-ordinator
Associate Course Coordinators	Dushyant Nariale Dr. Maninder Kaur Dwivedi, Ashish Vachhani, Rajesh Arya
Programme meant for/Target Composition of Group	IAS officer trainees Group Total : 120, including 3 Officers of the Royal Bhutan Civil Service (Male : 89 ; Female : 31)
Valedictory address by	Shri Padamvir Singh, Director, LBSNAA

Focus on modular and outbound training

The course was delivered in a structured modular fashion reflecting the priorities regarding content and the need to explore each theme in depth. This improved the ownership to the course and increased faculty interest in concurrent evaluation and other formalities. Law, Languages, Economics (Quantitative skills) and ICT sessions were slotted throughout the course, except for the week involving outbound training or stand alone modules. The course involved at least four new out of campus trainings and visits which the entire batch got in addition to the WST and many shorter ones organized under respective HOPE group coordinator's initiative.

Selflearning

The course stressed a great deal on the individual effort of the participant to assimilate, research , compile , retrieve and present both in written and oral forms. The course reading materials were circulated after careful compilation of the material. A catalogued set of all publications distributed in the course is made available in the library.

Frequent language testing

The Language instruction constitutes a most critical leg of the state specific training and the course team received clear instructions to fortify this aspect. The faculty held active sessions and conducted a three stage testing of language proficiency which gave considerable confidence to the officer trainees moving to a new language along with a new state. The results show remarkable progress which will be augmented during their stay in the respective state. The course also insisted on the state paper the officer trainees wrote to be presented for a few minutes to the Counselor in the language of the state allotted so that they have confidence in translating their own work into the new language.

Focus on discipline and attendance

The course retained an excellent attendance and discipline standard. The course achieved average attendance of 95% for PT and class room sessions. The general rating in terms of conduct and discipline of the 2009 batch of IAS was very positive.

A brief profile of the probationers of the IAS Phase-I (2010 - 2012 batch) is attached as Annex-3

District Training (52 Weeks)

During this training the officer trainees learn about the various facets of administration at the district level. They remain under the direct control of the District Collector and the State Government and get an opportunity to have firsthand 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) (15th June – 19th August, 2011)

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 state at the 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 (8 Weeks)

Title of the course/Seminar/Workshop/Conference	IAS Phase-II (2009 Batch)
Duration & Date	10 Week, 15.6.2011 to 19.8.2011
Course Coordinator	Ranjana Chopra
Associate Course Coordinators	Dushyant Nariala Roli Singh
Introduction of the course	Academy Main Course for IAS Officers
Programme meant for / Target Group	IAS Professional Course Phase-II for IAS Officer Trainees
Composition of Group	Total : 122 including 3 Officers of the Royal Bhutan Civil Service (Male : 89 ; Female : 33)
Valedictory address by	Padamvir Singh, Director LBSNAA

List of Guest Speakers of IAS Professional Course Phase- II (2009 Batch)

1. Dr. I. V. Subba Rao, Addl. Secretary and Establishment Officer, DoPT, New Delhi
2. Shri Sandeep Khanna, Country Manager, Downstream - I, SHEEL, India
3. Shri Sanjay Dube, CEO, MP Rural Road & Housing Development Authority, Bhopal
4. Shri J. Radhakrishnan, Assistant Country Director and Unit Head, Disaster Management, Ministry of Home Affairs UNDP India, Tamil Nadu
5. Rajendra Ratnoo, IAS, District Collector, Kanyakumari, Tamilnadu
6. Ms. Abha Shukla, Secretary, Bureau of Energy Efficiency, Ministry of Power, GOI, New Delhi
7. Ms. Madhu P. Kishwar, Sr. Fellow, Centre for the Study of Developing Societies, New Delhi
8. Shri Manoj Kumar Chhabra, IG / Director, BPR & D, New Delhi
9. Sh. Sumit Patni, Project Manager, NIC HQ, Delhi
10. Shri K. Raju, JS, National Advisory Council, Prime Minister's Office, New Delhi
11. Shri Vivek Aggarwal, Secretary to CM & MD, MP Road Development Corporation, Bhopal
12. Shri Chanchal Kumar, Secretary to Chief Minister, Chief Minister Secretariat, Bihar
13. Shri Shekhar Gupta, Editor-in-Chief, The Indian Express, New Delhi
14. Shri Raj Shekhar, DM, Lucknow, UP
15. Shri R. Vineel Krishna, PS to Minister, Ministry of Rural Development, GOI, New Delhi
16. Shri Chanan Ram, Director (PR), DoPT, New Delhi
17. Shri Lav Aggarwal, District Collector, Maharani Peta, Visakhapatnam
18. Shri Shikhar Aggarwal, Director, Department of Revenue, Govt. of India, New Delhi
19. Shri Rajiv Rai, Director, CS, Welfare, DoPT, New Delhi
20. Shri K. C. Singh, Foreign Secretary (Retd.), GOI, New Delhi
21. Smt. Savita Kulkarni, Consultant, Ministry of Rural Development, GOI, New Delhi
22. Shri Gurcharan Das, an author, management guru and public intellectual

A brief profile of the probationers of the IAS Phase-II (2009-2011 batch) is attached as Annex - 4

Mid Career Training Programme for IAS Officers

The Phase- III, IV and V of the mandatory MCT programme are meant for IAS Officers who have put in 6-9 years, 14-16 years and 26-28 years of service respectively. Attending the MCT programme is a mandatory requirement for further promotions at certain stages in an officer's career. The main focus of the programme is to build “next level competency” of the officers. The Phase-III and Phase IV programmes were of 08 weeks duration each and Phase V was of 5 weeks duration.

IAS Professional Course Phase-III (2011)

(20th June to 12th August, 2011)

Title of the Course	Phase III of Mid Career Training Programme of IAS Officers
Duration & Date	June 20 to August 12, 2011(8 Week) Foreign Study Tour – Singapore and Malaysia, July 11 to July 23, 2011(2 Week)
Course Team of the Academy	The Course was conducted at the Academy. Shri Gaurav Dwivedi, Deputy Director Course Coordinator Shri Alok Kumar DDS, Associate Course Coordinators (ACC) Dr. Prem Singh, DD, ACC

Introduction of the Course	<p>The programme aims to prepare the officers for upcoming assignments in the areas of public policy formulation and analysis. Project Appraisal and PPP were the main themes of the Program. Public management and leadership also constituted its key elements.</p> <p>It also seeks to update their knowledge in the major domains of governance.</p>
Programme meant for /Target Group	Participants drawn from IAS Officers of 1998, 1999, 2000,2001, 2002 and 2003 Batches.
Composition of Group-Service represented and male/female break up	<p>Total Participants - 107 IAS Officers-</p> <p>Male – 86 Female – 21</p> <p>SLAS Participants - 4</p> <p>Residual Participant - 1</p>
Programme Inaugurated by	Shri Padamvir Singh, Director, LBSNAA
Valedictory address by	Ms. Annapurna Dixit, "Central Information Commissioner"

Objective of the Program

The main objective of the training program was to help officers to make the transition from field level functionaries & program managers to becoming effective and responsive policy formulators and implementers. The programme aimed to build skills in Project Appraisal and PPP, strategic management and leadership skills of the participants and also enhanced their competence to address the political economy. This was done through:

- Consolidating and drawing lessons from their own past programme and project experiences.
- Modules in Project Appraisal and PPP
- Deepening understanding of global, national and state level policy environments.
- Providing detailed sector-specific knowledge, concepts and tools, as well as policy perspectives.

By the end of the course, the participants were able to:

- Appreciate contemporary development in political economy at the global and national level,
- Understand the intricacies of preparing a viable PPP and acquire skills in Project Appraisal
- Understand the process of public policy formulation, analysis and evaluation
- Enhance domain knowledge in the context of the process of public policy
- Strengthen leadership and negotiation skills, and
- Appreciate the centrality of values in governance.

Course Design

- Week 1 – Perspective Building
- Week 2 & 3 – Public Policy Module
- Week 4 & 5 – Foreign Exposure visit to Singapore and Malaysia, in collaboration with Lee Kuan Yew School of public Policy, at the National university of Singapore.

Week 6 – Education, Health, Rural Development and Agriculture

Week 7 – Urban Development, Infrastructure, National Security and Governance issues.

Week 8 – Environmental issues, Energy, Media, Presentations.

Faculty

The Course was delivered mainly by the internal faculty from Academy, faculty drawn from reputed academicians, practitioners and eminent guest speakers comprising senior leaders, economists, both serving and retired civil servants and well-acclaimed domain experts. The Academy faculty delivered about 50% of the total teaching inputs besides taking other course-related sessions.

Academy Faculty:-

Shri Padamvir Singh, Shri Kush Verma, Shri Prem Kumar Gera, Shri Sanjeev Chopra, Shri Gaurav Dwivedi, Dr. Gyanendra D. Badgaiyan, Shri Alok Kumar, Shri Ashish Vachhani, Dr. Prem Singh, Dr. Maninder K. Dwivedi,

Guest Speakers:-

Shri Sanjay Dube, Shri Arvind Mayaram, Shri Sandeep Verma, Shri Prataya Amrit, Ms. Ashwini Bhide, Shri R.S. Sharma, Shri Madhav Chavan, Shri S. Sivakumar, Shri Paranjay Guha Thakurta, Shri T. Vijay Kumar, Dr. T. Sundaraman, Dr. Dinesh Aror, Shri Biraj Patnaik, Shri Rajendra Kumar, Shri M.Ramachandran, Ms. Ireena Vittal, Shri Azim Premji, Shri T.K. Sanyal, Prof. V. Srinivasa Chary, Shri T.K. Pandey, Shri Vivek Agarwal, Shri Ajit K. Doval, Dr. N.C. Saxena, Shri S. Raman, Dr. Arvind Kumar, Dr. Sabu M George, Shri Prabhat Kumar, Shri Ritwick Dutta, Ms. Sudha Pillai, Shri G.K. Pillai, Ms. Baroness Royall of Blaisdon, Shri Shekhar Gupta, Shri K.P. Krishnan, Shri Srivatsa Krishna, Mr. Allan Henderson, Ms. Nidhi Tewari, Shri Ravi Bangar, Shri I. Prabhakar Rao, Ms. Anumita Roychoudhary

End-of–Course Feedback

The weighted average of the overall End-of-Course Feedback given by participants about the course (based upon its usefulness, training experience, etc) was 91.71%.

The Program was delivered mainly by the internal faculty which included two weeks of Project Appraisal and one week of PPP module. This initiative saved substantial funds for the government and helped in capacity building of the Academy. The modules delivered by the internal faculty were received very well by the participants, as is evident in the comparative feedback details given above.

A brief profile of the Participants of the IAS Phase-III (2011) is attached as Annex-5

IAS Professional Course Phase-IV (2011) 5th round

(18th April to 10th June 2011)

Title of the Course	Phase IV of Mid Career Training Programme of IAS Officers
Duration & Date	April 18 to June 10, 2011(8 Week) Foreign Study Tour – South Korea 8 to May 21, 2011 (2 Week)
Course Team of the Academy	The Course was conducted at the Academy in Mussoorie. Shri Sanjeev Chopra, Joint Director Course Coordinator Shri Gaurav Dwivedi & Smt. Jaspreet Talwar, Deputy Directors (Senior) – Associate Course Coordinators.
Introduction of the Course	The programme aims to prepare the officers for upcoming assignments in the areas of public policy formulation and analysis. Accordingly policy analysis. Policy implementation and praxis. Public management and leadership constitute its key elements. It also seeks to update their knowledge in the major domains of governance.
Programme meant for /Target Group	Participants drawn from IAS Officers of 1991,1992,1993,1994,1995 Batches.

Composition of Group-Service represented and male/female break up	Total Participants - 101 IAS Officers- Male – 77 Female – 24 SLAS Participants - 4 Residual Participants - 7
Programme Inaugurated by	Shri Montek Singh Ahluwalia, Deputy Chairman, Planning commission
Valedictory address by	Ms. Alka Sirohi, Secretary (Personnel)

Objective of the Program, academic input details and guest faculty

The main objective of the training program was to help officers to make the transition from field level functionaries & program managers to becoming effective and responsive policy formulators and implementers. The programme aimed to build skills in Project Appraisal and PPP, strategic management and leadership skills of the participants and also enhanced their competence to address the political economy. This was done through:

- Consolidating and drawing lessons from their own past programme and project experiences.
- Modules in Project Appraisal and PPP
- Deepening understanding of global, national and state level policy environments.
- Providing detailed sector-specific knowledge, concepts and tools, as well as policy perspectives.

By the end of the course, the participants were able to:

- Appreciate contemporary development in political economy at the global and national level,
- Understand the intricacies of preparing a viable PPP and acquire skills in Project Appraisal
- Understand the process of public policy formulation, analysis and evaluation
- Enhance domain knowledge in the context of the process of public policy
- Strengthen leadership and negotiation skills, and
- Appreciate the centrality of values in governance.

Course Design

- Week 1 – Perspective Building
- Week 2 & 3 – Public Policy Module
- Week 4 & 5 – Foreign Study Tour to south Korea (in collaboration with Korea Development institute, Seoul)
- Week 6 – Electives (Health; Rural Development, Decentralization and Agriculture; and urban Development)
- Week 7 – Electives (Education; Infrastructure and PPP; and Public finance)
- Week 8 – National Security; e-governance; Public service Delivery and Presentation of Policy Papers.

Faculty

The Course was delivered mainly by the internal faculty from Academy, faculty drawn from reputed academicians, practitioners and eminent guest speakers comprising senior leaders, economists, both serving and retired civil servants and well-acclaimed domain experts. The Academy faculty delivered about 50% of the total teaching inputs besides taking other course-related sessions.

Academy Faculty:-

Shri Padamvir Singh, Shri Kush Verma, Shri Prem Kumar Gera, Shri Sanjeev Chopra, Shri Gaurav Dwivedi, Dr. Gyanendra D. Badgaiyan, Shri Alok Kumar, Shri Ashish Vachhani, Dr. Prem Singh, Dr. Maninder K. Dwivedi,

Guest Speakers:-

Shri Sanjay Dube, Shri Arvind Mayaram, Shri Sandeep Verma, Shri Prataya Amrit, Ms. Ashwini Bhide, Shri R.S. Sharma, Shri Madhav Chavan, Shri S. Sivakumar, Shri Paranjy Guha Thakurta, Shri T. Vijay Kumar, Dr. T. Sundaraman, Dr. Dinesh Aror, Shri Biraj Patnaik, Shri Rajendra Kumar, Shri M.Ramachandran, Ms. Ireena Vittal, Shri Azim Premji, Shri T.K. Sanyal, Prof. V. Srinivasa Chary, Shri T.K. Pandey, Shri Vivek Agarwal, Shri Ajit K. Doval, Dr. N.C. Saxena, Shri S. Raman, Dr. Arvind Kumar, Dr. Sabu M George, Shri Prabhat Kumar, Shri Ritwick Dutta, Ms. Sudha Pillai, Shri G.K. Pillai, Ms. Baroness Royall of Blaisdon, Shri Shekhar Gupta, Shri K.P. Krishnan, Shri Srivatsa Krishna, Mr. Allan Henderson, Ms. Nidhi Tewari, Shri Ravi Bangar, Shri I. Prabhakar Rao, Ms. Anumita Roychoudhary

Exclusive of Course briefings, review of Classroom Exercises, Experience Sharing Presentations & Public Policy Presentation, feedback sessions, etc taken by Academy Faculty.

End-of–Course Feedback

The weighted average of the overall End-of-Course Feedback given by participants about the course (based upon its usefulness, training experience, etc) was 91.71%.

The Program was delivered mainly by the internal faculty which included two weeks of Project Appraisal and one week of PPP module. This initiative saved substantial funds for the government and helped in capacity building of the Academy. The modules delivered by the internal faculty were received very well by the participants, as is evident in the comparative feedback details given above.

A brief profile of the Participants of the IAS Phase-III (2011) is attached as Annex-5

IAS Professional Course Phase-IV (2011) 5th round (18th April to 10th June 2011)

Title of the Course	Phase-IV of Mid Career Training Programme for the IAS Officers
Duration & Date	August 22nd to October 14th, 2011 (8 Week) Foreign Study Tour – Canada from 10th to 23rd September, 2011 (2 Week)
Course Team of the Academy	The Course was conducted at the Academy in Mussoorie. Shri Alok Kumar, Deputy Director & Course Coordinator Shri Dushyant Nariala, Gaurav Dwivedi, Dr. Prem Singh- Associate Course Coordinators.
Course Objectives	The programme aims to prepare the officers for upcoming assignments in the areas of public policy formulation and analysis. Accordingly policy analysis, policy implementation, public management and leadership constitute its key elements. It also seeks to update their knowledge in the major domains of governance.
Programme participants	Participants drawn from IAS Officers of 1991, 1992, 1993, 1994, 1995, 1996 Batches.
Composition of Group-Service represented and male/female break up	Total Participants - 105 Officers Male – 88 Female – 16 Residual Participants - 1 SLAS Participants - 4
Programme Inaugurated by	Shri R.C. Misra, Secretary, DAR&PG, GoI.
Valedictory address by	H.E. Smt. Margaret Alva, Governor of Uttarakhand.

Objective of the Programme, inputs and eminent guest faculty

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. The programme aimed to build strategic management and leadership skills of the participants and also enhance their competence to address the public policy issues. 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, as well as policy perspectives.

Course Design

- Week 1 – Perspective building
- Week 2 & 3 – Public Policy Module by the Academy faculty and IIM, Ahmadabad covering India's current economic strategy, issues in policy formulation and implementation
- Week 4 & 5 – Foreign Study Tour to Toronto Canada (in collaboration with Institute of Public Administration, Canada)
- Week 6 – Electives (Health; Rural Development, Decentralization and Agriculture; and urban Development)
- Week 7 – Electives (Education; Infrastructure and PPP; and Public finance)
- Week 8 – National Security; e-governance; Public Service Delivery and presentation of policy papers.

Faculty

The Course was delivered through a combination of internal Academy faculty, faculty drawn from reputed academicians and experts from IIM Ahmedabad, National Institute of Public Finance & Policy, New Delhi and eminent guest speakers comprising senior leaders, economists, both serving and retired civil servants and well-acclaimed domain experts. The Academy faculty delivered over 15% of the total teaching inputs besides taking other course-related sessions.

Academy Faculty:

Shri Padamvir Singh, Shri Kush Verma, Shri Sanjeev Chopra, Shri Alok Kumar, Dr. Gyanendra D. Badgaiyan, Dr. Prem Singh.

Guest Speakers:

Shri R.C. Misra, Prof. Goran Hyedn, Shri Pratap Bhanu Mehta, Ms. Yamini Aiyer, Prof. Pranab Bardhan, Shri Jayprakash Narayan, Shri TR Raghunandan, Prof. Marianne Bertrand, Shri A.M. Tiwari, Shri Anil Swarup, Shri Umesh Sinha, Shri RVV Ayyar, Shri Paranjay Guha Thakurta, Shri Aaron Rosland, Shri JS Deepak, Shri Navroz Dubhash, Shri K.P. Krishnan, Shri K.L. Sharma, Shri Vikram K Chand, Dr. C.V. Madhukar, Dr. Saumitra Chaudhuri, Dr. Narendra Jadhav, Shri Vinod Raina, Shri Bimal Patel, Dr. Sanjeev Chopra, Ms. Anita Rampal, Ms. Suman Sahai, Shri Vineet Joshi, Shri Rajeev Chawla, Ms. Isher Judge Ahluwalia, Prof. Swapan Kumar Datta, R.P. Sisodia, Shri Ramanath Jha, Shri Ashok Gulati, Sachid Madan, Ms. Gouri Gupta, Shri B.S. Sokhi, Shri Hasamukh Adhiya, Shri R Lakhani, Shri K.Raju, Shri Dileep Ranjekar, Shri Ashish Karamchandani, Shri Nikhil Dey, Shri A. Thomas, Shri Gautam Chatterjee, Shri Dilip Chenoy, Shri Kabir Vajpayi, Prof. Mukesh P. Mathur, Shri S.M. Vijayanand, Shri Pawan Agarwal, Prof. V. Srinivas Chary, Shri Deep Joshi, Prof. Anil K. Gupta, Shri Ravi Kant, Mr. B. Wilson, Prof. KS Chalam, Shri Subir Shukla, Shri I. P. Gautam, Ms. K. Sandhya Rani, Ms S. Aparna, Shri S.S. Kshatriya, Shri Partha Mukhopadhyay, Ms. K. Sujatha Rao, Shri Azim Premji, Dr. Ravi Narayan, Shri Govind Mohan, Dr. Amitabh Kant, Shri Cherian Thomas, Dr. Suneeta Singh, Dr. T. Sunderraman, Shri M Verappa Moily, Shri K.C. Singh, Dr. Sabahat Azim, Shri Pradeep Singh, Shri Manoj Gopal Krishnan, Ms. Indirani Gupta, Shri Sandeep Verma, Dr. Arun Kumar Panda, Dr. Girija Vaidyanathan, Prof. Bharat Karnad, Shri Vijay Kelkar, Shri K Chandramouili, Shri K Chandramouili, Shri M. Ramachandran, Shri J.L. Bajaj, Shri Indu K Pandey, Shri Anil Razdan, Dr. Rahul Khullar, Shri B.S. Baswan, Shri Ajay Mathur, Shri Sam Pitroda, Shri Ajay Makan, Shri K.R. Sriram, Shri Gopal Pillai, Ms. Suchitra Pyare Lal.

IIM Ahmadabad

Prof (s). Sebastian Morris, Prof. Ajay Pandey, Prof. G. Raghuram, Prof. Rekha Jain, Prof. Neharika Vohra, Prof. Deepti Bhatnagar, Prof. Prem Pangotra, Prof. Ravindra Dholakia, Prof. Jayant Verma, J Pal, Shri Iqbal Dhaliwal, Prof. Mariannc Beltrand, Ms Neha Singh Shri Abhijit Banerjee, Ms Apaina Krishna.

National Institute of Public Finance

Dr. Sudipto Mundle, Dr. Ajay Shah, Dr. Ila Patnaik, Dr. N. R. Bhanumurthy, Dr. Pinkai Chakraborty, Dr. Kavita Rao, Shri M. Govinda Rao, Dr. Arunish Chawla

End-of-Course Feedback

The weighted average of the overall End-of-Course Feedback given by participants about the course (based upon its usefulness, training experience, etc) was 89.87%.

A brief profile of the Participants of the IAS Phase-IV (2011, round6) is attached as Annex-7

IAS Professional Course Phase-V (2011), 5th round

(10th October to 11th November 2011)

Title of the Course	- Phase V of Mid Career Training Programme of IAS Officers
Duration & Date	- October 10 to November 11, 2011(5 Week)
	- Foreign Study Tour – Columbia University, New York, USA. 10 October to October, 21, 2011 (2 Week)
	- The Course was conducted at the Academy in Mussoorie.
Course Team of the Academy	- Shri Prem Kumar Gera, Joint Director & Course Coordinator
	- Shri Gyanendra D. Badgaiyan, Prem Singh, Deputy Directors – Associate Course Coordinators.
Introduction of the Course	- The programme aims to prepare the officers for upcoming assignments in the areas of public policy formulation and analysis. Accordingly policy analysis. Policy implementation and praxis. Public management and leadership constitute its key elements.
	- It also seeks to update their knowledge in the major domains of governance.
Programme meant for /Target Group	- Participants drawn from IAS Officers of 1980, 1981, 1982, 1983, 1984 Batches.
Composition of Group-Service represented and male/female break up For conference format only	- Male – 76 Female – 09
	- SLAS Participants - 2
	- Total Participants - 85 IAS Officers
	- Residual Participants - 2
Programme Inaugurated by	- Dr. C. Rangarajan
Valedictory address by	- Rahul Khullar

Objective of the Programme, inputs and eminent guest faculty

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 of the participants and also enhanced their competence to address the political economy. 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, as well as policy perspectives.

By the end of the course, the participants were able to:

- Develop a global and national perspective in order to formulate sector strategies to meet future challenges
- Understand the importance of inter sectoral policy design and implementation
- Provide effective leadership in their work environment
- Learn from the experiences of their colleagues and
- Reinforce service networks essential for policy formulation and implementation

Course Design

- Week 1 & 2 – Global Perspective on Governance; by the Columbia University, New York, USA
- Week 3, 4 & 5 – India's evolving policy environment and current policy challenges. The learning will be facilitated through a mix of talks by experts, policy clinics run by participants and strategy papers written by participants.

Faculty

The Course was delivered through a combination of internal Academy faculty, faculty drawn from reputed academicians, experts and eminent guest speakers comprising senior leaders, economists, both serving and retired civil servants and well-acclaimed domain experts. The Academy faculty delivered over 10% of the total teaching inputs besides taking other course-related sessions.

Academy Faculty:

Shri Padamvir Singh,

Guest Speakers:

Dr. C. Rangarajan, Shri Yashwant Sinha, Shri Shyam Saran, Ms. Madhu Kishwar, Shri Anil Swarup, Shri Bharat Ramaswami, Ms. Nandini Sundar, Dr. Rajiv Kumar, Dr. Leela Visaria, Shri B.S. Baswan, Shri Chandra Bhan Prasad, Ms. Sunita Narain, Shri Prajapati Trivedi, Shri K. Padmanabhaiah, Shri Shyamal Ghosh, Dr. Partha Mukhopadhyay, Shri Bimal Patel, Prof. Anil K. Gupta, Shri Vijay Kelkar, Shri Brijeshwar Singh, Shri Arun Maira, Shri Hasmukh Adhia, Dr. Parth J. Shah, Prof. Tarun Khanna, Smt. Rekha Gupta, Shri K.R. Sriram, Shri Arun Jaitley, Shri Manish Sabharwal, Smt. Sudha Pillai, Shri G.K. Pillai, Asim Das Gupta, Dr. Arun Kumar, Dr. P.K. Mishra, Prof. K. Srinath Reddy, Shri Shivraj Singh Chouhan, Shri I. Prabhakara Rao, Smt. Sudha Mahalingam, Smt. Sheila Dikshit, Dr. Raman Singh, Shri Y.V.Reddy, Shri Rahul Khullar, Smt. Sindhushree Khullar, Shri Rahul Khullar,

End-of–Course Feedback

The weighted average of the overall End-of-Course Feedback given by participants about the course (based upon its usefulness, training experience, etc) was 83.77%.

A brief profile of the Participants of the IAS Phase-V (2011) is attached as Annex-8

109th Induction Training Programme for IAS Officers

(19th September to 11th November, 2011)

Title of the Course	109th Induction Training Programme
Duration & Date	September 19th to November 11th, 2011
Course Team	Jaspreet Talwar, Course Coordinator Ashish Vachhani, ACC Dr. A. S. Ramachandra, ACC Prof. Puneet Mohan, ACC
Introduction of the Course	Induction Training Programme for IAS Officers (promoted to the IAS or on the select list).

Programme meant for/Target Group	Officers on the select list of various State Governments upon promotion to the IAS compulsorily undergo the 8-week Induction Training Programme.
Composition of Group-Service represented and male/female break-up	Male - 27 Female – 05 Total – 32
Programme Inaugurated by	Shri Padamvir Singh, IAS Director, LBSNAA, Mussoorie
Valedictory Address by	Shri Padamvir Singh, IAS Director, LBS NAA, Mussoorie

Aim of the Course:

- To acquire & update inter-disciplinary knowledge & skills to function effectively as administrators
- To acquire an all-India perspective to issues through exchange of experiences, ideas & views
- To equip the participants with new Information Technology skills and managerial techniques

The methodology that was adopted to meet the course objectives included lectures, group discussions, group work, experiential learning, hands on computer work, case studies and a 2-week exposure visit to different parts of the country.

The participants were sent to various places for exposure, which included attachments with State and Central Government Organizations, Public Sector Undertakings, Reputed Private Sector, NGOs etc. and also interaction with constitutional authorities and senior officers at various places. Participants also called on Senior Government Functionaries, Minister of State (Personnel) and Secretary (Coordination) Cabinet Secretariat. The study tour would also include a visit to Bhutan, Bangladesh or Sri Lanka.

The prominent guest speakers who addressed the participants include:

1. Dr. Vinod Raina, Bharat Gyan Vigyan Samiti, Delhi University, Delhi.
2. Prof. (Ms) Anita Rampal, Department of Education, Delhi University, Delhi.
3. Shri Rajeev Chawla, Secretary to Government, Govt. of Karnataka, Revenue Department, (Bhoomi & UPOR), Secretariat, Bangalore.
4. Shri Ramanath Jha, CEO & MD Khed Economic Infrastructure Pvt. Ltd. Pune, Maharashtra.
5. Shri K. Raju, Joint Secretary, National Advisory Council, New Delhi.
6. Shri K.L. Sharma, Director, Cabinet Secretariat, New Delhi.
7. Prof. (Ms.) Kavita Rao, NIPFP, New Delhi.
8. Shri K.C. Singh, Former Secretary, MEA & Security Expert, Government of India, New Delhi.
9. Shri K.M. Pathi, Visiting Professor.
10. Prof. Shreekant Gupta, Adjunct Associate Professor & Executive Education Principal (South Asia), LKY School of Public Policy, National University of Singapore.
11. Dr. N. C. Saxena, Member National Advisore Council and member Steering Committee on Women's Agency and Child rights for the 12th Five Year Plan.
12. Ms. Kanchan Dhyuti Maiti, Programme Specialist, Planning, Monitoring and Evaluation, UNICEF, Delhi.
13. Ms. Sudha Murali, Programme Specialist, Child Protection, UNICEF, Delhi.
14. Shri Aniruddha Kulkarni, Child Protection Specialist, UNICEF, Delhi.
15. Thomas George, Programme Manager, UNICEF, India.
16. Shri Suresh Kumar, District Collector, Medak.

17. Dr. Mario Mosquero, Programme Specialist, Communication for Development Section, UNICEF.
18. Shri G.K. Pillai, IAS (Retd.), Former Home Secretary, GOI, New Delhi
19. Cmde S.P.S. Dalai, Founder & Director, Stress Management & Research Institute, New Delhi.
20. Prof. Anil Gupta, IIM, Ahmadabad.
21. Shri K. M. Pathi, Visiting Professor, New Delhi.
22. Shri Kush Verma, Director General, NIAR, LBSNAA.

Brief profile of the participants of 109th Induction Training Programme is attached as Annex-10

JOINT CIVIL-MILITARY TRAINING PROGRAMMES

Objectives, Course Activities and Highlights:

- To increase awareness of the different dimensions and elements of National Security as well as threats to such security;
- To familiarize the participants with 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; and
- To expose them to the imperatives of civil-military interface at State, Division and District level.

The Course inputs cover a wide range from purely military matters to Economic Security, Intelligence, Terrorism and Science & Technology. In addition to lecture sessions, Case Studies, Scenario Planning Exercises and War Games are central to the JCM.

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.

16th Joint Civil-Military Training Programme on National Security

(June 6-17, 2011)

Title of the Course/Seminar/Workshop/Conference	16th Joint Civil Military Training Programme on National Security
Duration & Date	June 6-17, 2011
Course Team	Dr. S.H.Khan, Course Coordinator Dr. Maninder Kaur Dwivedi, ACC Dr. (Prof) A.S. Ramachandra, ACC
Introduction of the Course	The Joint Civil-Military Training Programme on National Security is a flagship course of the Academy. It was introduced in 2002 consequent to the report of the Group of Ministers on reforming the National Security apparatus.
Programme meant for/Target Group	i) Officers of IAS, IPS, IRS, IRTS, IC&CES, IDAS, IB, RAW (Director/Joint Secretary) ii) Officers of Armed forces (Major Gen., Brigadier, Colonel Level) iii) Officers of Para Military Forces (DIG/IG Level) iv) Private Sector
Composition of Group	Total = 37 Male -36 Female -1

Programme inaugurated by	Shri Wajahat Habibullah, Chairperson, National Commission for Minorities, New Delhi
Valedictory address by	Shri Narendra Sisodia, Director General, Institute of Defence Studies and Analysis, 1, Development Enclave (near USI), Rao Tula Ram Marg, New Delhi 110010

Objectives, Course Activities and Highlights:

- To increase awareness of the different dimensions and elements of National Security as well as threats to such security;
- To familiarize the participants with 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; and
- To expose them to the imperatives of civil-military interface at State, Division and District level.

The Course inputs cover a wide range from purely military matters to Economic Security, Intelligence, Terrorism and Science & Technology. In addition to lecture sessions, Case Studies, Scenario Planning Exercises and War Games are central to the JCM.

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.

Guest Speakers:

1. Shri Wajahat Habibullah, Chairperson, National Commission for Minorities,
2. Shri K.C.Singh, Security Expert & Former Secretary in the Ministry of External Affairs, GOI
3. Shri Bharat Karnad, Defence Expert, Research Professor of National Security Studies at the Centre for Policy Research, New Delhi.
4. Shri Sujit Dutta, Mahatma Gandhi Chair, Nelson Mandela Centre for Peace and Conflict Resolution, JMI, Delhi
5. Lt Gen P.K.Kamath, AVSM, YSM, SM, HQ Integrated Defence Staff, Joint Training Committee (JTC), Ministry of Defence, New Delhi.
6. Air Cmde Arjun Subramaniam, AVSM, C/o HQ Integrated Defence Staff, Joint Training Committee (JTC) Ministry of Defence, New Delhi.
7. Rear Admiral A.K. Chawla, NM, HQ Integrated Defence Staff, Joint Training Committee (JTC), Ministry of Defence, New Delhi.
8. Shri Jawed Ashraf, JS { AMS }, MEA, GOI, New Delhi
9. Shri TCA Srinivasa Raghavan, Associate Editor Hindu, Business Line, Delhi
10. AMBASSADOR Chandrashekhar Dasgupta, Distinguished Fellow at TERI; Member of the UN Committee on Economic, Social and Cultural Rights; and Co-Chair of the India – EU Round
11. Wg Cdr Ajey Lele, Senior Fellow, Institute of Defence Studies & Analyses, New Delhi
12. Dr. Namrata Goswami, Associate Fellow, IDSA, 1, Development Enclave (Near USI), Rao Tula Ram Marg, New Delhi – 110010.
13. Shri Nihar Nayak, Associate Fellow, IDSA, 1, Development Enclave (Near USI), Rao Tula Ram Marg, New Delhi – 110010
14. Col. Rajesh Singh, College of Defence Management, Sainikpuri P.O. Secunderabad
15. Col. Rashim Bali, College of Defence Management, Sainikpuri P.O. Secunderabad
16. Ms. Sudha Mahalingam, Former Member, Petroleum and Natural Gas Regulatory Board & Member, National Security Advisory Board of India, New Delhi
17. Padmashri Prof Amitav Mallik, Formerly Member, NSAB, Director, Defence Science Centre

18. Dr. Gulshan Rai, Director General, Government of India, Ministry of Communications and Information Technology, Department of Information Technology, Indian Computer Emergency Response Team (CERT-in), Electronics Niketan, 6, CGO Complex, New Delhi- 110003
19. Shri Girdhari Nayak, Addl DGP, Special Intelligence Branch & Training, Raipur.
20. Shri Ashish Padhi, Director, Cabinet Secretariat, New Delhi
21. Shri James J. Nedumpara, Assistant Professor and Executive Director, Centre for International Trade and Economic Laws Education
22. Shri Narendra Sisodia, Director General, Institute of Defence Studies and Analysis, 1, Development Enclave (near USI), Rao Tula Ram Marg, New Delhi 110010

Brief profile of the participants of 16th Joint Civil-Military Training Programme is attached as Annex-11

17th Joint Civil-Military Training Programme on National Security (August 8-19, 2011)

Title of the Course/Seminar/	17th Joint Civil Military Training Programme on National Security
Workshop/Conference	
Duration & Date	August 8-19, 2011
Course Team	Jaspreet Talwar, Course Coordinator Jayant Singh, ACC Nidhi Sharma, ACC
Introduction of the Course	The Joint Civil-Military Training Programme on National Security is a flagship course of the Academy. It was introduced in 2002 consequent to the report of the Group of Ministers on reforming the National Security apparatus.
Programme meant for/Target Group	i) Officers of IAS, IPS, IRS, IRTS, IC&CES, IDAS, IB, RAW (Director/ Secretary) ii) Officers of Armed force (Major Gen., Brigadier, Colonel Level) iii) Officers of Para Military Forces (DIG/IG Level) iv) Private Sector
Composition of Group—Service represented and male/female breakup	Total = 29 Male 29 Female
-	
Programme inaugurated by	Ms. V. Latha Reddy, IFS, Deputy National Security Advisor, National Security Council Secretariat, New Delhi
Valedictory address by	Shri Padamvir Singh, IAS Director, LBS NAA, Mussoorie

Objectives, Course Activities and Highlights:

- To increase awareness of the different dimensions and elements of National Security as well as threats to such security;
- To familiarize the participants with 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; and
- To expose them to the imperatives of civil-military interface at State, Division and District level.

The Course inputs cover a wide range from purely military matters to Economic Security, Intelligence, Terrorism and Science & Technology. In addition to lecture sessions, Case Studies, Scenario Planning Exercises and War Games are central to the JCM.

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.

Guest Speakers:

- 1 Ms. V. Latha Reddy, IFS, Deputy National Security Advisor, National Security Council Secretariat, New Delhi
- 2 Shri G.K. Pillai, IAS (Retd.), Former Home Secretary, Government of India, New Delhi
- 3 Brig. Arun Sahgal (Retd.), Consultant, Institute of Peace and Conflict Studies, New Delhi
- 4 Shri Shekhar Gupta, Editor in Chief, The Indian Express Ltd., New Delhi
- 5 Lt. Gen. Rameshwar Yadav, Director General, Rashtriya Rifles, Integrated HQ of MOD (Army), New Delhi.
- 6 Dr. R. Rajaraman, Emeritus Professor of Physics, School of Physical Sciences, Jawaharlal Nehru University, New Delhi
- 7 Dr. Moana Bhagabati, Assistant Professor, Madras Institute of development Studies, Chennai.
- 8 Amb. K.C. Singh, Former Ambassador- United Arab Emirates and Iran & Distinguished Fellow, Institute of Peace and Conflict Studies, New Delhi
- 9 Rear Admiral A.R. Karve, Asstt. Chief of Naval Staff (Information Warfare & Operations), New Delhi
- 10 Shri Praveen Mehendru, IPS (Rtd.), Former Special Director, I.B., New Delhi
- 11 Shri Jawed Ashraf, IFS, Joint Secretary (AMS), Ministry of External Affairs, New Delhi
- 12 Shri Sanjeev Singh, IRS, Additional Director, Financial Intelligence Unit- India, New Delhi
- 13 Brig. Gurmeet Kanwal, Director, Centre for Land Warfare Studies, Delhi Cantt.
- 14 Wing Cdr. Ajey Lele, Research Fellow, The Institute for Defence Studies And Analyses, New Delhi
- 15 Ms. Namrata Goswami, Research Fellow, The Institute for Defence Studies And Analyses, New Delhi
- 16 Dr. Nihar Nayak, Associate Fellow, The Institute for Defence Studies and Analyses, New Delhi.
- 17 Capt. Rajesh Singh, Directing Staff, College of Defence Management, Secunderabad
- 18 Col. Rashim Bali, Directing Staff, Faculty of Behavioral Sciences, College of Defence Management, Secunderabad
- 19 Dr. Gulshan Rai, Director General, I-CERT and GC (Cyber Laws Group Formulation & Enforcement Division), Deptt. Of Information Technology, New Delhi
- 20 Air Marshal L.K. Malhotra, DCIDS (Ops), South Block, New Delhi
- 21 Ms. L.K. Ponappa, Former Deputy National Security Adviser, New Delhi
- 22 Prof. Sujit Dutta, Mahatma Gandhi Chair, Nelson Mandela Centre for Peace and Conflict Resolution, Jamia Millia Islamia, New Delhi
- 23 Shri Ajit Lal, Chairman, JIC, Parliament Street, Sardar Patel Bhawan, New Delhi

Brief profile of the participants of 17th Joint Civil-Military Training Programme is attached as Annex-12

Joint Training Programmes for Officers from IAS, IPS and IFS

The Academy conducts one to three courses of one-week duration each, every year on three themes. These courses are open to officers of various levels of seniority.

16th Training Programme on “Ethical Issues in Today's Administration”

(August 23rd -27th, 2011)

Title of the Course	16th Training Programme on “Ethical Issues in Today's Administration”
Duration & Date	23rd to 27th August, 2011
Course Team	Smt. Nidhi Sharma, Course Coordinator Shri Jayant Singh, ACC Dr. Garima Yadav, ACC
Introduction of the Course	Expose the participants to the basic principles of Ethics/Moral philosophy.

Composition of Group-Service represented and male/female break-up	IAS	(M) - 13	(F) 01
	IPS	- 08	-
	IFS	- 07	02
	Male -	28	Female – 3
	Total –	31	
Programme meant for/ Target Group	For All India Services (IAS, IPS & IFS)		
Programme inaugurated by	Shri Kush Verma, Director General, NIAR, LBSNAA		
Valedictory address by	Shri Pratyush Sinha, Former Central Vigilance Commissioner		

Objectives, Course Activities and Highlight:

- 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.

The pedagogy that was adopted to meet the course objectives comprised of lectures, panel discussion, experience sharing and case studies.

Guest Speakers:

1. Shri Padamvir Singh, Director, LBS NAA.
2. Shri Tejveer Singh, Deputy Director (Sr.), LBS NAA
3. Shri J S Pandey, DGP, Uttarakhand
4. Shri T.R. Raghunandan, IAS (Retd.) No.1 KPTCL Quarters, Hosakerehalli Main Road, Bangalore.
5. Shri A.N.Roy, IPS (Retd.), 62 Sagar Tarang, Worli Sea Face, Mumbai.
6. Shri K. Dinesh, Co-Founder, Infosys.
7. Dr. Jay Prakash Narayan, Lok Sabha Party, 5-10-180/A & A1 Band, Lane Hill Fort, Hyderabad.
8. Shri Rajiv Takru, IAS, Additional Secretary, Room No-649, A-Wing, Shastri Bhawan, New Delhi.
9. Shri Pratyush Sinha, IAS (Retd.), A-24, Greenwood City, Opp. Sector 45, Gurgaon, Haryana.

1. Joint Training Programme on Law & Order

(5th to 9th September, 2011)

Course Coordinator:	Dushyant Nariala
Associate Coordinator:	Dr. H. S. Khan
	Prof.

Service	No. of Participants
Indian Administrative Officers	09
Indian Police Service	11
Indian Forests Officers	06
Armed Forces /Navy/Air Force	02
Total	29

Speakers:

Shri S.N. Pradhan, IG (SB), Govt. of Jharkhand, Ranchi Jharkhand, Shri N.S. Nigam, District Magistrate, Medinipur, Kolkata (W.B.), Shri K. Durgaprasad, Addl. DG (Trg.) Andhra Pradesh Police Academy, Hyderabad (A.P.), Shri Alok Sharm, DIG, Kumbh Mela (2010) Haridwar (Uttarakhand), Shri Shekhar Gupta, Editor-in-Chief, The India Express Group, New Delhi, Shri G.S. Bhardwaj, Scientist-E, Wildlife Institute of India, Dehradun, Shri Padamvir Singh, Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie.

Other Objectives

- i) Participants participated in co-curricular and extra-curricular activities.
- ii) Yoga Classes were organized on daily basis.

Seminar/ Workshops

A number of seminars/workshops are organized on 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.

Name of the programme: XIIth Conference of Heads of Central Training

Institutions

Duration:	10-11 October, 2011
Number of Delegates / Participants attended:	26 Nos.
Course Coordinator :	Ranjana Chopra

Programme Report:

The programme started with welcome address by Ranjana Chopra, Deputy Director (Sr.), Coordinator of the 12th Conference of the Heads of Central Training Institutes, 10-11th October, 2011, followed by the self introduction by the participants.

Sh. P. K. Gera, Joint Director, LBSNAA addressed the participants with the statistical details of 86th FC.

Sh. Ajay Sawhney, Joint Secretary, DoPT addressed the participants with the following points

- Requirement for conduct of MCTP for CTIs
- Concerned about rules, funding and annual plan of CTIs at per of IIMs
- Domestic Funding for Foreign Training (DFFT) is also discussed

Sh. Padamvir Singh, Director, LBSNAA and chief guest of the programme addressed the August gathering with his innovative ideas and tentative broad layout of activities by the Federation of Training Institutes (FoTI). The mentioned points are as follows:

- Sharing of information about the resources, database of guest faculties or other relevant information of all CTIs
- FoTI may be registered as society so that any government / non-government institutions could be a member of the forum
- Website of the forum may be designed and introduced
- Publication of Newsletter followed by the bi-annual Journal of FoTI
- Requested for membership of FoTI
- TNA may be conducted for finding out the focus area of the training for all CTIs
- In house staffs need to be trained first
- ATR may be put on the web for recall
- Need to propose the agenda for next conference

Discussion on Agenda items

- Introduction of CTI e-mail group / FOTI e-mail group for uploading resource materials
- E-governance initiatives will be benefited by the content of FOTI

- National Knowledge Network (NKN) by NIC / DIT may be applied for CTI for more bandwidth
- Modernization of Language lab at LBSNAA
- Appointment of regular English language faculty
- Feedback system need to be standardized
- Format of feedback form may be shared with other FOTI members
- Star rating of the session may be introduced immediately
- E-library system of all CTIs may be networked through FOTI
- Information on infrastructure and study material for physically challenged officers may be shared and upgraded
- Popularization of IGNOU among the civil servants
- Sharing of contract / rate between the Academic institutions for MCTP
- Disaster management through ICS programme may be introduced for Railways or other transport related services
- E-learning portal has been demonstrated to the forum by Sh. Rajesh Arya
- Introduction of Biometric attendance system and high resolution CCTV at LBSNAA
- Video conference facility up gradation and networking between CTIs
- Discussion on the revision of rate for setting of question paper and answer script checking (specially for the external faculty or retired officers)
- Discussion on enhancement of online training programme
- Uploading of video stream of the class room session in the “YouTube”
- Posting of Hi-tech equipment procurement details in the respective institutional website / FOTI website
- Wiki tools may be tried for LBSNAA
- Availability of memorabilia of all CTIs
- Proposal of XII CTI conference at IRITM, Lucknow during March, 2011

Conference of Heads of State Administrative Training Institutes

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 better exchange of information on the totality of training and strengthen professionalism in the district level training. Following the recommendation of the Standing Syllabus Review Committee, this conference has been organized every year at LBSNAA.

The objective of this conference is to follow-up the action on resolutions taken 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.

10th Conference of Heads of State Administrative Training Institutes (19th – 20th May, 2011)

Academy hosted the 10th Annual Conference with motto "To streamline the pattern of district training with blend of quality for the IAS Phase-I products. The Conference was graced by 26 dignitaries including Heads of ATIs, Principal Secretaries (Trg.), DoPT officers and Academy faculty. The hall mark of the conference were sharing of the Best Practices, resolve to develop a 'Training Model' through self assessment by different ATIs, need to identify the UT specific model, volunteering by RCVP, NAA&M, Bhopal to anchor the media management module, maximize the use of e-networking portal, revival of national training programmes on special thematic subjects, to implement the provisions of National Training Policy, exploring the possibility of attaining 'deemed university' tag by ATIs and boosting the ASTI. The participants were thrilled by the advent of the redolent occasional downpour as some perceived the trip exhilarating joined by their family.

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.

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 the government today. The participants prepare recommendations for the government in the form of reports and papers. The Retreat for the 1961 batch was conducted this year on 15th – 16th September, 2011s.

VISIT OF CANADIAN DELEGATION

A Candian Delegation from the Public Service Commision of Canada laid by Ms. Maria Barrados, President of Public Service Commission of Canada, consisting of two members, Ms. Julia Bentley, Counsellor and Programme Manager (Political and Economic Affairs) Ms. Lucy Laederich visited LBSNAA from 4th to 5th February, 2010. They had meeting with Academic Council Members of LBSNAA.

Golden Retreat for the Batch of 1961

(21-22 September 2011)

1. Coordinator	Nidhi Sharma
2. Associate Coordinators	Ranjana Chopra Ashish Vachhani Shildhar Singh Yadav
3. Composition of Group	59 (Male) 02 (Female)

Celebrating its 50 glorious years of service to the nation, the Academy welcomed the officers of the golden jubilee batch of 1961 to an annual retreat. Sixty one officers of 1961 batch, many of them accompanied by spouses, gathered for the two-day event on 21st and 22nd September 2011. Between formal sessions on critical issues of governance, reflections on the IAS and the civil services, and interactive sessions with the officer trainees undergoing the 86th Foundation Course, members of the batch found time for informal interactions, reminiscences, and tours of the Academy campus. A pictorial exhibition showcasing rare photographs of people, life and times passing through the portals of the Academy and an open-air musical night accompanied by a dinner was organised. A compilation of contributions from the batch: Memoirs of the Batch of 1961 was released by Director, Shri Padamvir Singh at the valedictory session on 22nd September.

This golden retreat was the fourteenth in the series organized by the Academy. The first held in 1997, coincided with the golden jubilee year of Independent India, wherein ICS and IAS Officers, in service at the time of Independence, were invited.



CHAPTER 4

OUR EXTENDED ARMS

NIC Training Unit

NIC Training Unit, Lal Bahadur Shastri National Academy of Administration, Mussoorie provides Information and Communication Technology related training to the officers of All India Services during all the training programmes conducted at the Academy. The following courses and activities were conducted during the training calendar of 2011.

Course /Duration	Sessions	Participants	Topics
IAS Professional Course Phase-I (2010-12 Batch) (26 weeks)	28x2 = 56	134	Whatif Analysis using Excel, Descriptive Statistics (2010-12 Batch) and Graphical Analysis, Survey Analysis, Pivot Table and Pivot Chart, Introduction to MS Access, Dynamic Key Retrieval, Multiple Table with Single Primary Key and Combined Primary Keys, Tenancy database, Introduction to MS Project and Election monitoring using MS Project, Financial Management (PV,FV,PMT,IRR, NPV) using MS Excel. Project Appraisal (Financial and investment criteria, Constructing Project Cash Flows , Case Studies Small and Large) using MS Excel,
IAS Professional Course Phase-II (2009-11 Batch) (8 Weeks)	12 x 2 = 24	122	Power Slide Show using Power Point, Working with Multiple Sheets in Excel, Descriptive Statistics and Graphical Analysis using Excel, Survey Analysis using Excel, Sensitivity Analysis using Excel, Inventory Management using MS Access, Public Grievance Monitoring System using MS Access, Multiple Tables with Primary Key using MS Access, Introduction to GIS Technology, Implementation of e-Office in LBSNAA and MS Project.
5th Mid Career Training Programme for IAS Officers (Phase III)	20	107	Absolute and Relative Cell Addressing, User Defined Formula and In-Built Function, What-if Analysis using MS Excel, Financial Management (Time Value of Money, PV,FV,PMT,IRR, NPV) using MS Excel. Project Appraisal (Financial and investment criteria, Constructing Project Cash Flows, Case Studies Small and Large) using MS Excel,)
5th Mid Career Training Programme for IAS Officers (Phase IV)	06	94	Absolute and relative Cell Addressing, User Defined Formula and In-Built Function, What-if Analysis using MS Excel, Descriptive Statistics, Graphical Analysis. Survey Analysis and Statistical Analysis, Financial statement and Accounting concepts using Excel.
	10	106	Absolute and relative Cell Addressing, User Defined Formula and In-Built Function, What-if Analysis

6th Mid Career Training Programme for IAS Officers (Phase IV)			using MS Excel, Descriptive Statistics, Graphical Analysis. Survey Analysis and Statistical Analysis, Financial statement and Accounting concepts using Excel MS Excel,
	20X 8= 160	263	
86th Foundation Course (15 Weeks)			Introduction to Computers, Windows (XP), Typing Tutor, Internet/E-mail & Work Flow Automation, MS Word (Effective Document Management, Special Publication Features ,Boiler Plate Feature, From Control and Basic Formula Editing),MS PowerPoint (Visual Tools of enhancement of presentation Customization of Presentation, Object Animation) MS Excel, Income Tax Calculation using Excel, Data Analysis using MS Excel, Statistical Analysis using MS Excel, Regression Analysis using MS Excel.
	14	32	
109th Induction Training Programme for IAS Officers (8 weeks)			Introduction to Computer Software and Hardware, Internet & E-mail, Typing Tutor, Work Flow Automation, Windows (XP), MS Word, MS PowerPoint, MS Excel.
	08	20	
ICT Training for ITBP Officers (01 week)			Introduction to Computers, Windows (XP) O. S , MS Word , MS Excel, MS PowerPoint.
	08	26	
Training Programme on PPP in Urban Sector			Absolute and Relative Cell Addressing, User Defined Formula and In-Built Function, What-if Analysis using MS Excel, Project Appraisal and Financial Accounting using case studies.
	60	142	
Capacity Building Training Programme on e-Office in LBSNAA			Introduction to Computer Software and Hardware, Typing Tutor, Typing (Hindi and English) MS Word, MS PowerPoint, MS Excel. E-Office (File Manager, Knowledge Management System, Appointments, Calander)

- (i) During IAS Professional Course Phase I (Batch 2010), a module on Election Monitoring using MS Project was conducted along with Sh. Gaurav Dwivedi, Dy. Dir. (Sr.) Academy, Mussoorie.
- (ii) During IAS Professional Course Phase I (Batch 2010), a module on Financial Management and Project Appraisal using MS Excel was conducted along with Sh. Alok Kumar, Dy. Dir. (Sr.) ,Sh. Gaurav Dwivedi, Dy. Dir. (Sr.), Dr. Prem Singh, Dy. Dir. and Smt. Nidhi Sharma, Dy. Dir of Academy, Mussoorie.

METHODOLOGY:

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

GUEST SPEAKERS

The following guest speakers addressed the participants in various courses:

- Dr. Vandana Sharma, Dy. Director General, NIC HQ, Delhi

- Smt. Suchitra Pyarelal, Technical Director, NIC HQ, Delhi
- Sh. Sumit Patni, Project Manager, E-Office, NIC HQ, Delhi
- Shri Sai Nath, Technical Director, NIC HQ, Delhi
- Sh. Mohit Bhatt, Sr. Programmer, NIC HQ, Delhi

COURSE MATERIAL PREPARED

Extensive write up on the following topics were prepared by NICTU faculty:-

1. MS-Word 2007
2. MS-Power Point 2007
3. MS-Excel 2007

SOFTWARE DEVELOPMENT:

The Following software's were developed as per the requirement of the Academy:

1. Upgradation of Online Registration of Foundation Course Officer Trainees.
2. Online Inventory Management System.

OTHER ACTIVITIES:

1. Provided Technical support in the redesigning of Academy website in collaboration with NICSI.
2. Provided on-job training to all the sections of the academy in e-office. Assessed e-Office implementation and problems faced by the employees of the Academy.
3. NICTU Faculty imparted ICT Training to the children of the staff of the Academy for the course of Diploma in Computer Applications (Duration Six months) organized by Vocational Training Centre (VTC), LBSNAA, Mussoorie. This course was recognized by HILTRON, Uttarakhand and validated by Pant University, Pantnagar (Uttarakhand)
4. The examination paper of e-Governance & Computer Literacy for Master in Public Policy (MPP) from IGNOU was setup and evaluated by NICTU Faculty.
5. Conducted training on Financial Management using MS Excel for the Academy Faculty.

FACULTY SKILL DEVELOPMENT

To update the technology skills and knowledge, the NICTU faculty attends the training programs/workshops/seminars organized at NIC HQs., New Delhi and other reputed institutions. The different training/workshops/seminars/conferences attended by the faculty members are as follows:

Faculty Name	Training / Workshop/ Seminar	Duration	Venue
Shri. M. Chakraborty, Sr. Technical Director	1. Academy of ICT essentials on Govt. Leaders 1st National Training of Trainers from 14-16 Feb. 2011.	03 Days	LBSNAA, Mussoorie
	2. Regional Forum on ICT Capacity Building from 24-28 October 2011	05 Days	
	3. 46th CSI 2011 National Annual Convention from 1st Dec. to 3rd Dec. 2011	03 Days	

ACHIEVEMENTS

The weekly on-line feedback and End of Course Evaluation given by the Officer Trainees about ICT modules show the significance of ICT module in various training programs conducted by the Academy during a training calendar year. The feedbacks given by the Officer Trainees for different Courses of ICT modules in the training calendar 2010 are given below:

1. During 86th Foundation Course (Year 2011) NIC Training Unit has received the highest feedback in ICT Module amongst all the subjects covered during the course.
2. During IAS Professional Course Phase II (2009-2011 Batch) NIC Training Unit has received the highest feedback in ICT Module amongst all the subjects covered during the course.
3. During IAS Professional Course Phase I (2010-2012 Batch) NIC Training Unit has received the 2nd Highest feedback in ICT Module amongst all the subjects covered during the course.
4. During 109th Induction Training Programme for Officers promoted / select list to IAS from SCS (Year 2011) NIC Training Unit has received the highest feedback in ICT Module amongst all the subjects covered during the course.
5. During 5th Mid Career Training Programme (Phase-III 2011), the ICT input provided by NICTU and input on Financial Management and Project Appraisal in collaboration with Academy Faculty was well appreciated by the participant as well as by the Academy.

With excellence as its watermarks, NICTU achievements during the course of the year 2011 are just a reflection of the innovative and dynamic approach adopted to impart training to the Officers/Officer Trainees of All India Services. With consistent support and guidance received from NIC HQ, New Delhi and LBS National Academy of Administration, Mussoorie, NICTU has always been spurred on to achieve quintessential success.

Training Research & Publication Cell

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

Dignitary/Delegation	Dates
13 students and one faculty member from Little flower of Social Science & Health, Kozikode	4th April, 2011
29 MLAs from Karnataka Assembly	2nd July, 2011
7 Officers from SSB Academy, Srinagar, Garhwal	26th July, 2011
40 students of Sadbhawana Group from J&K	20th July, 2011
50 Students and two faculty members, Jaipur MBA Group	23rd September, 2011
11 members of Afghan Delegation	28th - 29th September,
2011 Lt. Gen. A.K. Singh, Southern Army Commander	8th October, 2011
30 Students and Six Officers of Sadbhawana Group, J&K	21st November, 2011
15 Post Graduate Students of Bhopal	14th December, 2011
Shri S.S. Pillay, Director General of National Academy of Audit and Accounts, Shimla visited Academy	30th October, 2010
15 Officers from SSB Academy, Srinagar, Garhwal	15th December, 2011
30 Officers and a Group of Sadbhawana Childrens, J&K	28th December, 2011
45 Students and Officers from Sadbhawana Group, J&K	25th January, 2012
80 Students and 10 Teachers from St. Joseph School, Dehradun	4th February, 2012
Visit of Participants from Central Soil and Water Conservation Research & Training Institute, Dehradun	28th February, 2012
Three members of French Delegation	28th - 29th February, 2012
Six members of Ethiopian Delegation	1st - 3rd March, 2012
38 members MGIPA, Punjab	1st - 3rd March, 2012
Three members of delegation from Singapore	21st & 22nd March, 2012
17 Students of M.Tech Engineering from SVPNIT, Surat	30th March, 2012

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	Institute/Place/Date	Purpose/object
Sanjeev Chopra, Joint Director	LBSNAA, 17-23 Decmber 2011	ToT on PPP
Ranjana Chopra, Deputy Director (Sr.)	- do -	
Roli Singh, Deputy Director (Sr.)	- do -	
Jayant Singh, Deputy Director (Sr.)	- do -	
Nidhi Sharma, Deputy Director	- do -	
Mona Bhagawati, Research Fellow	- do -	
Rameshwar Sharma,	- do -	
Poonam Singh Associate Professor (NIAR)	- do -	
Dr. Sunil Kumar Parikh, Social Development Specialist, Jaipur	LBSNAA, 1723 Decmber 2011	ToT on PPP
Sanjeev Chopra, Joint Director	LBSNAA 30 Jan., 3 Feb, 2012	ToT Programme in
Ranjana Chopra, Deputy Director (Sr.)	- do -	Project Appraisal
Roli Singh, Deputy Director (Sr.)	- do -	
Jayant Singh, Deputy Director (Sr.)	- do -	
Tejveer Singh, Deputy Director (Sr.)	- do -	
Jaspreet Talwar, Deputy Director (Sr.)	- do -	
Dr. G.D. Badgaiyan, Professor	- do -	
Ashish Vachhani, Deputy Dirrector (Sr.)	- do -	
Nidhi Sharma, Deputy Director	- do -	
Mona Bhagawati, Research Fellow	- do -	
Dr. Prem Singh, Deputy Director	- do -	
Puneet Mohan, Professor	- do -	
Dr. D.N.S. Dhakal (Resource Person)	LBSNAA 30 Jan., 3 Feb, 2012	ToT Programme in
Senior fellow/DCID ,Duke Univesity Sr. Economist, CRI,MA, USA		Project Appraisal



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

Adventure Sports Club organised the following activities in 2011-12:-

Course	Adventure Activities	No.of OTs	Dates
IAS Professional	(1) River Rafting	27 OTs	05.03.2011
Course	River Rafting	32 OTs	12.03.2011
Phase-I(2010 batch)	Trek to Bhatta fall & Bhatta Village	All OTs	17.03.2011
	George Everest local trek	All OTs	10.07.2011
		15 OTs	25.06.2011
IAS Phase -II	IAS Phase-II Bunzy Jumping	64 OTs	02.07.2011
	(3) Bonje Jumping		
Phase-III	Short Trek		
Phase-III Participants	Trek to Bhatta fall & Bhatta Village	All OTs	05.03.2011
			12.03.2011
Phase-IV	George everest local trek	All OTs	17.03.2011
Phase-IV	Bhadraj Temple & Cloud end	all OTs	April, 2011
Phase-IV	River Rafting	45 participant	25.05.2011
	Short Trek Lal Tibba	64 participant	28.05.2011
Phase-IV	short trek Benog hill	50 participant	June, 2011
Phase-II	River Rafting of MCTP	17 Ots	June, 2011
Phase-II	Bungy Jumping 17 OTs on	43 participate	June, 2011
	1.Short Track George Everest Banglow	40 participate	
	River Rafting	32 OTs	June, 2011
	Bonje Jumping	15 OTs	
86th F.C.			
86th F.C.			3.9.2011
86th F.C.	Short trek	All OTs	10.9.2011
86th F.C.	Binog hill	All Ots	24.9.2011
	1. Short Trek lal Tibba	131 OTs	10.9.2011
	2. Short ttek Benog hill & George	158 OTs	17.9.2011
IRS Participant	Everest Bunglow	177 OTs	24.9.2011
		all OTs	25.9.2011
		55 OTs	25.9.2011
IAS Phase-I 2011	Rock Climbing ITBP Camp Rock area	70 OTs	Oct, 22-23, 2011
Batch	Rock Climbing ITBP Camp, Mussoorie	70 OTs	Nov. 12-13, 2011

and other participants. Ms. Nidhi Sharma, Deputy Director was the Director's Nominee and Ms. Roli Singh was the Alternate Director's Nominee of the club during 2011.

The Fine Arts Association

The Fine Arts Association bonded the officer trainees through a wide 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 and broke the barriers of region and language.

The cultural programmes gave an opportunity to several officer trainees to explore their creative side. The Fine Arts Association was also 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 Course.

The House Journal Society

- The objectives of the House Journal Society are as below:-
- 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:

The Executive committee was constituted with a Secretary and three members during the 86th Foundation Course and IAS Professional Course, Phase-II. During these courses two in house journals were published that showcased the literacy & creative expressions of the Officer Trainees.

The Management Circle

In the year 2011-12 three main courses – 86th Foundation Course, IAS Professional Course Phase-I and IAS Professional Course Phase-II in the main campus of the Academy were run. Following events were organized by the Management Circle.

A Journal was published titled “Good to Great: Ideas, Imagination and Innovation” to commemorate the 86th Foundation Course. The journal has a compilation of articles by both accomplished academics and practitioners as well as officer trainees of the Foundation Course.

- An event “Quizica-2011” was organized jointly with Hobbies Club.
- Articles through electronic mail were published and circulated during Phase-I course.
- Event “Contra-Speak” was organised.
- Academy crossword event was organised.
- During Joint Zonal Day celebration, Management Circle organized 'Treasure Hunt' event in the Kalindi Lawns.

The Nature Lovers Club

Nature Lovers' Club is a very popular club of the officer trainees in the Academy. During the year 2011-12 three main courses, namely 86th Foundation Course, IAS Professional Course Phase-I and IAS Professional Course Phase-II were run in the main campus and the following activities were organized by the Club.

- Tree Plantation Programme on the theme – 'Green Change' was organised. Faculty members also attended the plantation drive for the encouragement of the officer trainees.
- Photo Exhibition, Skit and Nature Quiz in collaboration with the IGNFA, Dehradun was organised. Theme of the Photo Exhibition was Nature, People, Buildings and Flowers.
- Another Photography Competition on the theme Flora and Fauna, Living with Nature and Himalayan Landscape was organised. Cash prizes were given to the winners.

	River Rafting Rishikesh	18 OTs	March 2012
		5.5.2012	5.4.2011
	March-Past & Trking Cloud hill		5.4.2012
			6.4.2012
Phase-IV	1. Bunjying Jumping		5.5.2012
	2. Artificial Wall Climbing		
	3. Flying Fox & Treking		
	4. River Rafting		
	5. George Everest Short trek		

The Alumni Association

The Alumni Association took the lead in creating the alumni corner www.lbsalumni.gov.in on the Academy web site. The task of web site designing was undertaken by the officer trainees themselves with help from the computer section.

The Computer Society

The following activities were executed by the Computer Society during 2011-

Activity Name	Description
File Sharing Server	1. Sharing photos and videos taken during the courses 2. Sharing free and open source softwares
Creating email, twitter and blog accounts	In collaboration with House Journal Society, the articles contributed by the officer trainees were hosted.
Creating video at the end of the FC.	A video was created on the activities of 86th FC in collaboration with Film Society.
Linux and Open Source Software	Classes were taken on Linux and Open Source Softwares by OTs and NICTU Faculty.
Digital Art	Classes were taken by NICTU Faculty on Photoshop and Flash.
Social Networking	Classes on social networking were taken by OTs
Effective use of Internet	Classes on basics of internet, using browser plugins (like Firefox) were taken by OTs
Gaming event	Gaming competition on line or in networked environment were conducted by OTs.
Useful Internet Sites	Sharing of useful internet websites by Computer Society.
Exhibition of IT vendors	IT vendors were invited to display their products (like Laptops, Pen Drives, DVD, Speakers, Data Drive etc) by Computer Society.

The Film Society

During 2011-12, around hundred movies on various themes including social issues were screened for the officer-trainees of the Foundation Course, IAS Professional Course Phase-I,II and participants of the Induction Training Programme. The movies screened covered a wide canvass catering to diverse interests of the audience. A movie by the name "Foundations for Life" was made under the aegis of the Film Society. The film society also purchased around 40 English and Hindi VCDs/DVDs.

The Hobbies Club

The Hobbies Club has conducted various activities during 2011 to promote interest in Hobbies for the trainee officers. This includes General Quiz, Antakshari Competition, Drawing & Painting Competition, Sketching Competition, Face Painting, T-Shirt Painting and Creative Writing Competition. The Clubs has also facilitated and provided necessary materials to the Officer Trainees

The Officers' Club

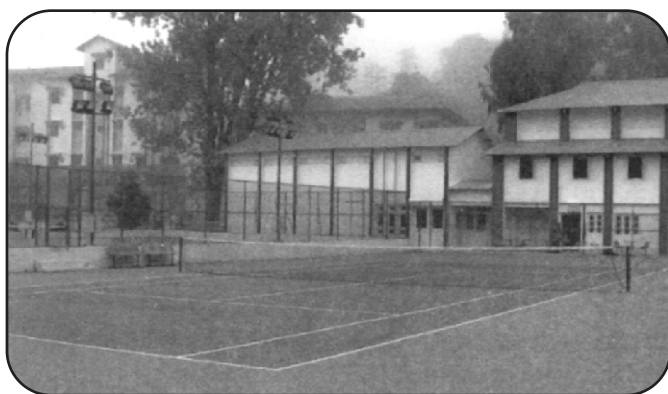
The Officers' Club provides outdoor & indoor games facilities to its members:- Officer Trainees, Participants of In-Service courses, Phase-IV, Phase-III courses, Faculty & members of the Staff. The outdoor facilities include Tennis, Basket Ball, Volley Ball, Cricket, Football, etc. The indoor games facilities include Billiards, Carrom, Chess, Bridge, Snooker, Table-Tennis, Squash and Badminton. The club has well-equipped Gymnasium.

During the year the Club organised a number of activities. The course wise details are given below:

IAS PROFESSIONAL COURSE PHASE-I (2011 Batch)

1. Match were organised between OTs of the IAS Phase-I (2011 batch) in the following disciplines:-

- i. Badminton - Men Singles, Women Singles, Men Doubles, Mixed Doubles.
- ii. Tennis - Men Singles, Men Doubles, Mixed Doubles.



- iii. Table Tennis - Men Singles, Men Doubles, Mixed Doubles, Women Singles.
- iv. Carrom - Men Singles, Men Doubles, Mixed Doubles.
- v. Chess - Men Singles.
- vi. Squash - Men Singles.
- vii. Billiards - Men Singles.
- viii. Snooker - Men Singles.

2. Besides the above matches OTs have also organised the team games in the following events:

- (i) Foot Ball
- (ii) Volley Ball
- (iii) Cricket

3. The Officers' Club organised the matches between the Team of OTs & Faculty in Badminton.

4. The club organised the LPL league Cricket match between the team of OTs Phase-I & Participants of Phase - IV Course.

IAS PROFESSIONAL COURSE PHASE-II (2009-2011) Batch)

- 1. During Phase-II Mixmatches were organised in Badminton, Tennis, Table-Tennis etc.
- 2. The Officers' Club has also organised the matches between the team of OTs & Faculty in Badminton and also organised the Cricket match between the team of OTs & Participants of Phase-III Course.
- 3. About 25 OTs of Phase-II (2009-2011 batch) 8 participants of Phase-III went to I.G.N.F.A., Dehradun for playing Badminton, Foot ball & Tennis in which Academy Team win the Badminton & lost Foot ball & Tennis.

86th Foundation Course

- i. Open tournaments of various games like Badminton, Tennis, Table Tennis, Chess, Squash, Snooker, Carrom etc. were organised during the course.
- ii. Lecture Group wise tournament in Valley ball, Foot ball and Basket Ball, Cricket were also organised during the course.
- iii. Athletic Meet was also organised on 13.11.2011 to 14.11.2011 for the OTs of the 86th Foundation Course at Polo Ground.
- iv. A Cross-Country Run was also organised for the OTs of 86th F.C. & members of the Faculty on 6th December, 2011.
- v. During Professional Course Phase-I & Phase-II and 86th Foundation Course, the Club also organised the coaching for Tennis, Badminton, Basket ball, Foot ball, Squash, Table Tennis and Billiards.

IAS Phase-I 2011 Batch

During Professional Course Phase-I & Phase-II Course, the Club also organised the coaching for Tennis, Badminton, Basket ball, Foot ball, Squash, Table Tennis and Billiards. Open Tourments of various games like Badminton, Table tennis, Basket Ball, Football, Kabaddi, Ball Vall, Throw ball, Cricket match, Squash Match etc.

1. Badminton Match Faculty V/s MCTP Phase-IV on 30 Aug, 2011
2. Phase-IV MCTP Badminton & Tennis Match V/s IAS Phase-I 2011 batch
3. IAS v/s IFoS 2011 batch Foot ball, Crikcket, Volly ball, Basket ball, Badminton, Tennis
4. March 2012 IRS V/s IAS 2011 batch Volly ball match.
5. 10.3.2012 Basket Ball match IAS v/s IRS.
6. 10..3.2012 Foot ball mach IAS v/s IRS
7. 10.3.2012 Soft ball match Lady Ots IAS v/s IRS Lady OTs 2011 batch.
8. Cricket match IAS v/s IRS
9. 10.3.2012 Badminton match IAS v/s IRS 2011 batch.
10. 11.3.2012 Tug of War IAS v/s IRS
11. Badminton match IAS Phase-I 2011 batch v/s Happy Vally Club, Mussoorie.
12. Cricket LPL Leauge 8 team 26 March to 4th April, 2012.
13. LPL cricket Phase-I 2011 batch v/s Phase-IV from dated 2.5.2012

The Officers' Mess

Officers' Mess has been given an extension in the kitchen area connecting with the New Academy block and the different look by new flooring complete refurbishing of the kitchen area with new kitchen equipments. High standards of hygiene and overall cleanliness and good food quality are now being emphasized. 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 portability of water filters installed in the mess area. The tea/coffee vending machines has been installed in dining hall and are popular with officer trainees and are being supervised for effective operation and maintenance. The Officer' Mess is running the Officer Club Bar 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. The capacity of dining hall has been increase from 300 to 400 persons at a time.

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 Hari.S. Rawat, PTI and Shri S. Anna Durai, APTI. and 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 also possesses an automatic Rifle & a light machine gun which were presented by Lt. Gen. J.S. Arora in 1972. 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 & 5.56 INSAS Rifle were organised for the OTs of IAS Professional Course Phase I (2010 batch) and 86th Foundation Course as under:-

22 Rifle Shooting

Date

12.03.011	IAS Professional Course Phase-I 35 OTs (2010 batch) 22 Rifle Shooting Session.
16.3.2011	Organise Rifle shooting compition on the ITBP shooting Range Mussoorie IAS Phase-I 2010-2011 Batch
26.03.11	IAS Professional Course Phase-I 29 OTs (2010 batch) 22 Rifle Shooting Session.

38 Revolver Shooting

Date

Course

7.4. 2011	IAS Phase-I Firing Session on ITBP firing field Rifle & Archery Club
8.4.2011	Revolver .38 firing practice 40 OTs participants
9.4.2011	9 mm Pistol firing practice IAS Phase - I 2010 batch .39 OTs Participants.
10.4.2011	9 mm Pistol firing Compition IAS Phase-I 2010 batch 26 OTs.
20.4.2011	Archery inauguration & shooting MCTP Phase - IV
24.4.2011	Archery Inougration & shooting IAS Phase-I 2010 Batch.
10.5.2011	IAS Phase-I Archery Shooting Session 80 OTs
to 13.5.2011	Archery Shooting Competition on May, 2010 30 OTs
14th -15th May	Faculty Archery Shooting Compition 30 OTs.
15th May, 2011	Faculty Archery Shooting Compition

5.56 INSAS Rifle Shooting

Date

Course

09.05.2011	IAS Professional Course Phase-I (2010 batch). Shooting Session at ITBP Academy Trg. Centre, Mussoorie
	10.5.2011 IAS Phase-I Archery Shooting Session 80 OTs
to 13.5.2011	Archery Shooting Competition on May, 2010 30 OTs
14th -15th May	Faculty Archery Shooting Compition 30 OTs.
15th May, 2011	Faculty Archery Shooting Compition.
10.10.2011	86th Foundation Course Practice Session.
22.10.2011	86th Foundation Course Session .22 shooting practice (31) OTs Participats.
Nov, 2011	Archery Practice 21 OTs 86th F.C.
26-27.11.2011	Rifle Shooting 24 OTs

The Society for Contemporary Affairs

The following competitions were organized by the Society for Contemporary Affairs during the period April, 2011 to 1st March, 2012.

1. A “Gram Sabha” on Jan Lokpal bill was organized by OTs of IAS Phase-I (2010 Batch) in the first week of April, 2011.
2. Quiz competition was conducted by the OTs of IAS Phase-II 2009 batch on 6th July, 2011.

Quiz competition was conducted by the OTs of 86th F.C. on 21st November, 2011.

The Society for Social Services

The Society for Social Service plays very important role in carrying out various welfare activities on behalf of LBSNAA. During the year under report the society has conducted the following activities:

The Society is running the Lalita Shastri Balwadi in Happy valley where more than 100 no of Children are studying. The society is providing infrastructure facility and mid day meals to the children besides the salaries of teachers & staff Sweets, fruits, Daliya etc is provided to students under mid day meals programme in the Balwadi. The Society celebrated Children's day in the Balwadi on 14th November, 2009. Various sports activities as well as a debate competition were conducted and prizes as well as gifts were distributed to the students in the Balwadi.

A Homeopathic dispensary is being run by the society with the help of Dr. N.P. Uniyal.

The Foundation Course Fete was organized by the Society during the 86th Foundation course. All the counselor groups put up their stall, one each for food items and one each for games. The Counselors, officer trainees and faculty members were involved in making the event successful. The officer trainees participated enthusiastically and the objective of the fete stands achieved.

To ensure maximum involvement of Officer Trainees (Counsellor group wise) two prizes one for best decoration of stall and other of maximum profit earning stall were awarded.

The Society for Social Service also conducted Blood donation camp during the 86th Foundation. The Officer Trainees have participated in the Activity and response was enthusiastically. Health camp for Hepatitis B vaccination for the children was also conducted.

HAM Radio Club

Despite all technological advancement, the amateur radio (HAM) continues to play an important role during any emergency situation. As witnessed during some of the most recent disaster e.g. Orissa super Cyclone, Gujarat earthquake 2001 and Tsunami when all other communication network failed HAM radio provided the only means of communication to carry out rescue and relief operations.

A HAM Radio Club has been established at the Centre for Disaster Management at LBSNAA in the year 2006 to impart training to manage any kind of disaster effectively. The target stakeholders of the center are officer trainees belonging to the All India Services and other Group-A Central Services. Presently the center is providing training on HAM radio to the officer trainees and local volunteers as part of capacity building programme.

HAM Radio in the Academy provides communication support during the Trekking programme of Foundation course trainees to high altitude Himalayan regions for majority of groups. In outdoor and other activities HAM Radio Club provides communication support as and when required.

Ministry of Communication & IT, (DoT) conducts test for the trainees of HAM at Academy for Amateur Station Operators Certificates (ASOC) and licensing of HAM Radio. Year wise breakup of officer's trained in the last 5 years are given below:

high altitude Himalayan regions for majority of groups. In outdoor and other activities HAM Radio Club provides communication support as and when required.

Ministry of Communication & IT, (DoT) conducts test for the trainees of HAM at Academy for Amateur Station Operators Certificates (ASOC) and licensing of HAM Radio. Year wise breakup of officer's trained in the last 5 years are given below:

Year	Trained Officers
2007-08	77
2008-09	31
2009-10	41
2010-11	23
2011-12	22



CHAPTER 6

OTHER ACTIVITIES

Activities & Achievements 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, Faculties, Participants of various training courses etc. In order to make the Gandhi Smriti library well developed and worthy of the Academy, the following objectives are undertaken:

- To collect all the books/ journals/ lectures/ policies/ legal proceedings/ reforms on administration and management
- To provide bibliography, indexing and abstracting services.
- To provide all indexed articles on administrative reforms, civil services reforms, economic reforms, PPP, Good Governance available on internet in form of on- line Information Service.
- To modernize the information system for efficient storage, quick retrieval, and speedy dissemination to target users.
- To strengthen the inter-library linkages by establishment of some public administration libraries and supporting resources/referral libraries.

The records of the Gandhi Smriti Library are fully computerized by using library software LIBSYS 7 DATABASE. The library maintains two databases, one for information on books, reports, audio cassettes, video cassettes, CDs and the another for newspapers and journal's articles. The library databases are now available on LAN. The library OPAC can be accessed from www.lbsnaa.ernet.in.

The Library has more than 1.68 lakh documents, including bound volumes of journals, audio cassettes-2194 and CDs 4794. More than 3000 books are included during the year.

In addition to this, the library acquires around 350 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 1050 publications in this section. Besides, Gyanlok Collections, Academy's Collections and Mussoorie Collections are organized in their separate respective location in the library.

RFID

The Library has installed the RFID (Radio Frequency Identification) system for security and library circulation operations. The self service station is installed near the library counter for self issue/return/renewal of the books and other documents of the library. A RFID book drop has also been placed outside the library, where the user can return the books and other documents beyond the library hours.

E-resources

The library is having collection of E-resources: (Online IP based accessible), which are as under:

- E-journal Database, Business Source Premier, Produced by EBSCO Publishing. Business Source Premier provides full text for more than 2300 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.
- Online Statistical Data published by Indiatat.com of Datanet India Pvt. Ltd.: This is for statistical information of India on following areas: Administrative setup, Agriculture, Banks and financial Institutions, Civil Supplies and Consumer affairs, Cooperatives, Crimes, Education, Health, Housing etc.

- On-Line Database on India Economy The Reserve Bank of India (RBI) has been, historically, generating and compiling a large volume of data on various aspects of the economy. It has a rich tradition of publishing these data in several of its publications. With time, the scope of data released by the Reserve Bank has enlarged and the manner in which the data were released has changed; from print version to electronic and now through the interactive database across the Internet.
- JSTOR online. JSTOR offers a high-quality, interdisciplinary archive to support scholarship and teaching. It includes archives of over one thousand leading academic journals across the humanities, social sciences, and sciences, as well as select monographs and other materials valuable for academic work. The entire corpus is full-text searchable, offers search term highlighting, includes high-quality images, and is interlinked by millions of citations and references.

Book Exhibitions

For Collection Development of the Gandhi Smirti Library, the Academy Library organized various book displays from different Publishers, suppliers and booksellers at Executive Lounge for purchase of books.

Library Services

The Library caters to the reading, research and reference needs of the Officer Trainees, Faculty Members, Staff, Research Associates and participants of the various courses, workshops, seminars etc. run/ organized at the main campus as well as Indira Bhawan and NIAR Campus. Trained and friendly staffs are always available to answer the queries to assist the readers. The following services are available for the users:

- Lending services
- Reference services
- Bibliography & documentation services
- Newspaper clipping services
- Current awareness services
- Reprographic services
- Literature search
- DLSC Solution
- Other Services Provided

The library released out the following publications for the ready reference:

- a. Indexing Services (Monthly)
- b. Abstracting services (Monthly)
- c. Current Contents (Monthly)
- d. List of Additions (Monthly)
- e. News Alert (Weekly)

Digitization project

Rare books of the Library are being digitized by C-DAC, Noida to develop electronic database and conservation of books. The staff of C-DAC could digitize about 6000 books, covering 30.00 Lakh pages in the first phase of the Digitization project. All scanned books are available online in the library portal of the Academy. www.lbsnaa.ernet.in.

Professional development

28th All India Conference on Library Vision 2020 was organized by Allama Iqbal Library, University of Kashmir Srinagar from Oct 10-13, 2011. Mr Om Prakash attended the conference.

VIPs visited

During the year 2011 four VIPs visited the library and put their remarks in the Visitor Register of the Library. All of them impressed with the well-managed and well-equipped library.

राजभाषा

भारत सरकार के कार्यालयों में भारत संघ की राजभाषा नीति अनुपालन सुनिश्चित करने के लिए, सरकार द्वारा निर्धारित मानकों के अनुसार हिन्दी पदों का सृजन किया जाना अपेक्षित है। अतः राजभाषा नीति के कार्यान्वयन हेतु अकादमी में वर्ष 1986 में राजभाषा की गई। यह अनुभाग, निदेशक के समग्र मार्गदर्शन तथा पर्यवेक्षण में कार्य करता है। इस अनुभाग द्वारा विचारधीन वर्ष दौरान मुख्यतः निम्नलिखित कार्य संपन्न किए गए—

1. भारत सरकार, राजभाषा द्वारा वर्ष 2011–2012 के लिए निर्धारित कार्यक्रम, 'क', 'ख' और 'ग' क्षेत्रों के साथ हिन्दी पत्राचार सुनिश्चित किया रहा है। तदनुसार, अकादमी द्वारा 'क' एवं 'ख' क्षेत्रों के साथ लगभग 90 प्रतिशत और 'ग' क्षेत्र के साथ लगभग 70 प्रतिशत पत्राचार हिन्दी में किया जा रहा है। राजभाषा अधिनियम की धारा 3(3) के अंतर्गत द्विभाषी जारी किए जाने वाले सभी दस्तावेजों को द्विभाषी रूप में जारी किया गया। विचारधीन वर्ष के दौरान, इस अकादमी ने, हिन्दी पुस्तकों, सीडी, डीवीडी आदि की खरीद के लिए राजभाषा विभाग द्वारा निर्धारित 5 प्रतिशत बजट के व्यय के लक्ष्य को प्राप्त किया है।
2. लाल बहादुर शास्त्री राष्ट्र प्रशासन अकादमी, मसूरी में दिनांक 01 सितम्बर से 14 सितम्बर 2011 तक हिन्दी पखवाड़े आयोजन किया गया। इस उपलक्ष्य में, अकादमी स्टाफ एवं अकादमी से संबंधित इकाईयों के स्टाफ तथा 86वें आधारित पाठ्यक्रम के अधिकारी प्रशिक्षणार्थियों के लिए राजभाषा नीति संबंधित सामान्य ज्ञान, हिन्दी प्रश्नमंच, हिन्दी निबंध लेखन तथा काव्य रचना प्रतियोगिताएं आयोजित की गईं।

हिन्दी हिन्दी पखवाड़े के दौरान आयोजित विभिन्न प्रतियोगिताओं के विजेता प्रतिभागियों को दिनांक 14 सितम्बर, 2011 को आयोजित पुरस्कार वितरण समारोह में पुरस्कार किया गया। इस समारोह के मुख्य अतिथि अकादमी के निदेशक, श्री पदमवीर सिंह तथा विशिष्ट अतिथि अकादमी के संयुक्त निदेशक श्री प्रेम कुमार गेरा थे। कार्यक्रम की अध्यक्षता प्रशासन प्रभारी, श्रीमती रोली सिंह एवं धन्यवाद ज्ञापन राजभाषा प्रभारी, श्री नरियल उपनिदेशक वरिष्ठ द्वारा किया गया। इस कार्यक्रम का संचालन सहायक निदेशक (रा.भा.) श्री नंदन सिंह दुग्ताल ने किया।

इस समारोह में, विभिन्न प्रतियोगिताओं के विजेता प्रतियोगिताओं के साथ ही, वार्षिक टिप्पणी तथा मसौदा लेखन प्रोत्साहन योजन-2010-11 के प्रतियोगियों को, निदेशक एवं संयुक्त निदेशक महोदय ने प्रशस्ति पत्र तथा 11,400/- रूपए के नकद पुरस्कार प्रदान किए।

निदेशक महोदय ने अपने संबोधन में अकादमी में हिन्दी के प्रयोग पर संतोष व्यक्त किया तथा अकादमी में कार्यरत स्टाफ की हिन्दी भाषा की सृजनशीलता को बढ़ावा देने हेतु एक पत्रिका के प्रकाशन की इच्छा व्यक्त की। राजभाषा प्रभारी, दुष्यंत नरियाला, उपनिदेशक वरिष्ठ ने अपने संबोधन में अकादमी के प्रशिक्षण एवं प्रशासनिक क्षेत्र में हिन्दी के बढ़ते प्रयासों से अवगत कराया। अंत में, उन्होंने सभी संकाय सदस्यों, अधिकारी प्रशिक्षणार्थियों एवं अकादमी स्टाफ का आभार प्रकट करते हुए, पुनः सभी से अकादमी में हिन्दी के प्रयोग को और-अधिक बढ़ाने का आह्वान किया।

3. इसके अतिरिक्त, अकादमी के कर्मचारियों में राजभाषा संबंधी नियम, अधिनियम आदि की जानकारी बढ़ाने हेतु सितम्बर, 2011 में एक कार्यशाला का आयोजन किया गया, जिसमें पावर पाइंट प्रस्तुति के माध्यम से डॉ. ओम प्रकाश द्विवेदी ने व्याख्यान दिया। इसी क्रम में अकादमी अधिकारियों एवं अनुभाग प्रमुखों के समक्ष जनवरी, 2012 में मशीनी अनुवाद की उपयोगिता संबंधी पावर एवं ऑनलाइन प्रस्तुति में डॉ. ओम प्रकाश द्विवेदी मंत्र एवं गूगल अनुवाद संसाधनों द्वारा विभिन्न विषयों के हिन्दी अनुवाद को उदाहरण द्वारा प्रदर्शित किया गया।
4. अधिकारी प्रशिक्षणार्थियों को आवश्यकतानुसार समय-समय पदर उपलब्ध कराई जाने वाली प्रशासनिक सामग्री यथा-पत्रों, परिपत्रों, सूचनाओं, निविदा सूचनाओं, वार्षिक रिपोर्ट, प्रश्नपत्रों, अनुशासनिक कार्यवाहियों इत्यादि के अनुवाद के अतिरिक्त, राजभाषा अनुभाग ने पाठ्यक्रमों, आधारिक पाठ्यक्रम के लिए पाठ्यक्रम पुस्तिका तथा 'विधि' पुस्तक, प्रकरण अध्ययन, प्रबंध, आचार-नीति, भारतीय इतिहास और संस्कृति, तथा अर्थशास्त्र संबंधी कक्षा-व्याख्यसनों का अनुवाद संपन्न किया।

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Deputy Director



Nidhi Sharma
Deputy Director



Prof. A.S. Ramachandra
Prof. of Political Theory &
Constitutional

Annexure-1: Faculty/other officers in the Academy

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)/ Gyanshila (seating capacity 150)	02 No.	
iv)	Conference rooms/ halls	03 No.	
v)	Seating capacity of each conference room/ hall	35+24+15 No.s	
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	
vi)	Indira Bhawan Hostels	23	
vii)	Silverwood Hostel	54	
viii)	Valley View Hotel (Indira Bhawan)		4
Ix)	Mahanadi	39	
D. Residential Accommodation			
(i)	For Officers'	38	
(ii)	For staff	319	

Annexure-3: Participants in IAS Phase-I (2010 -12 Batch)

Participants from the State of	Male	Female	No. of Participants
AGMUT	03	02	05
Andhra Pradesh	03	05	08
Assam-Meghalaya	04	02	06
Bihar	08	01	09
Chhattishgarh	04	01	05
Gujarat	03	01	04
Haryana	02	01	03
Himachal Pradesh	02	01	03
Jammu & Kashmir	04	0	04
Jharkhand	04	0	04
Karnataka	04	04	08
Kerala	01	02	03
Madhya Pradesh	09	01	10
Maharashtra	05	02	07
Manipur-Tripura	05	0	05
Nagaland	01	01	02
Orissa	02	03	05
Punjab	02	02	04
Rajasthan	03	01	04
Royal Bhutan Civil Service	02	0	02
Sikkim	01	0	01
Tamil Nadu	04	05	09
Uttar Pradesh	10	02	12
Uttarakhand	01	02	03
West Bengal	04	02	06
Total	92	42	134

Annexure-4: Participants in IAS Phase-II (2009-11 Batch)

Participants from the State of	Male	Female	No. of Participants
AGMUT	2	2	4
Andhra Pradesh	5	-	5
Assam-Meghalaya	4	1	5
Bihar	4	1	5
Chhattishgarh	4	2	6
Gujarat	3	2	5
Haryana	3	-	3
Himachal Pradesh	1	-	1
Jammu & Kashmir	1	1	2
Jharkhand	3	1	4
Karnataka	4	3	7
Kerala	2	1	3
Madhya Pradesh	8	3	11
Maharashtra	5	3	8
Manipur-Tripura	4	-	4
Nagaland	1	1	2
Orissa	4	1	5
Punjab	3	1	4
Rajasthan	-	1	1
Royal Bhutan Civil Service	2	1	3
Sikkim	1	1	2
Tamil Nadu	6	1	7
Uttar Pradesh	11	3	14
Uttarakhand	3	1	4
West Bengal	3	2	5
Air Force	1	-	1
Army	1	-	1
Total	89	33	122

Annexure -5: Participants in IAS Phase-III (2011)
Mid Career Training programme Phase-III, (round-5) 2011

State	Male	Female	Total
Andhra Pradesh	4	1	5
Assam-Meghalaya	4	1	5
Bihar	5	2	7
Chhatisgarh	2	1	3
Gujarat	7	1	8
Haryana	6	0	6
Himachal Pradesh	2	0	2
Jammu & Kashmir	2	1	3
Jharkhand	8	0	8
Karnataka	3	2	5
Kerala	3	0	3
Madhya Pradesh	1	2	3
Maharashtra	9	1	10
Manipur-Tripura	4	1	5
Nagaland	0	0	0
Orissa	4	1	5
Punjab	2	0	2
Rajasthan	1	0	1
Sikkim	0	0	0
Tamilnadu	2	0	2
Union Territory	5	2	7
Uttar Pradesh	2	1	3
Uttarakhand	3	0	3
West Bengal	6	2	8
SLAS Officer	4	0	4
Total Participants	89	19	108

Male	87
Female	21
Total	108

1998	6
1999	16
2000	7
2001	27
2002	21
2003	31
	0
Total Participants	108

Annexure-6: Participants IAS Phase-IV (2011)
Mid Career Training programme Phase-IV,(round-5) 2011

State	Male	Female	Total
Andhra Pradesh	10	2	12
Assam-Meghalaya	4	1	5
Bihar	3	0	3
Chhatisgarh	1	2	3
Gujarat	0	0	0
Haryana	0	0	0
Himachal Pradesh	0	0	0
Jammu & Kashmir	0	0	0
Jharkhand	0	0	0
Karnataka	4	0	4
Kerala	2	1	3
Madhya Pradesh	12	8	20
Maharashtra	12	2	14
Manipur-Tripura	2	0	2
Nagaland	2	0	2
Orissa	3	1	4
Punjab	3	0	3
Rajasthan	4	1	5
Sikkim	0	0	0
Tamilnadu	4	1	5
Union Territory	2	0	2
Uttar Pradesh	3	1	4
Uttarakhand	1	0	1
West Bengal	4	1	5
SLAS Officer	4	0	4
Total Participants	80	21	101

Male	79
Female	22
Total	101

SLAS	4
1991	3
1992	23
1993	30
1994	32
1995	9
1996	0
Total Participants	101

Annexure-7: Participants IAS Phase-IV (2011)
Mid Career Training programme Phase-IV,(round-6) 2011
22-08-2011 to 14-10-2011

State	Male	Female	Total
Madhya Pradesh	6	1	7
Orissa	4	1	5
Tamilnadu	0	2	2
Bihar	3	0	3
Maharashtra	15	3	18
Uttar Pradesh	3	2	5
Nagaland	0	0	0
Andhra Pradesh	7	0	7
Union Terrorary	8	3	11
Kerala	6	2	8
Karnataka	2	1	3
Manipur-Tripura	1	0	1
Rajasthan	4	1	5
West Bengal	4	0	4
Jammu & Kashmir	2	0	2
Himachal Pradesh	1	0	1
Chhatisgarh	2	0	2
Gujarat	4	0	4
Jharkhand	2	0	2
Sikkim	0	0	0
Assam-Meghalaya	5	0	5
Punjab	5	0	5
Haryana	1	0	1
4-SLAS Officer	4	0	4
Total Participants	89	16	105

Male	89
Female	16
Total	105

SLAS	4
RR	72
SCS26	
NON SCS	3
Total	105

Approval	
Yes	105
Total	105

Annexure-9: Participants in 86th Foundation Course

GEN	122
OBC	80
SC	38
ST	24
Total	264

Male	Female	Total
261	48	264

IAS	150
IFS	32
IPS	80
RBCS	2
Total	264

Annexure-8: Participants IAS Phase-V (2011)
Mid Career Training programme Phase-V 2011

State	Male	Female	Total
Andhra Pradesh	7	1	8
Assam-Meghalaya	7	1	8
Bihar	7	1	8
Chhatisgarh	1	0	1
Gujarat	2	0	2
Haryana	3	0	3
Himachal Pradesh	3	1	4
Jammu & Kashmir	0	0	0
Jharkhand	0	0	0
Karnataka	4	1	5
Kerala	5	0	5
Madhya Pradesh	2	1	3
Maharashtra	4	0	4
Manipur-Tripura	1	0	1
Nagaland	0	0	0
Orissa	2	0	2
Punjab	3	0	3
Rajasthan	6	0	6
Sikkim	0	0	0
Tamilnadu	1	0	1
Union Territory	4	3	7
Uttar Pradesh	3	0	3
Uttarakhand	1	0	1
West Bengal	8	0	8
SLAS Officer	2	0	2
Total Participants	76	9	85

Male	76
Female	9
Total	85

Approval	
Yes	85
Total	85

SLAS	2
1980	1
1981	1
1982	16
1983	56
1984	9
Total Participants	85

Annexure-10: Participants in 109th Induction Training Programme

Cadre wise details

CADRE	Male	Female
AGMUT	3	-
Andhra Pradesh	-	1
Chhattisgarh	1	1
Gujarat	1	-
Haryana	3	1
Himachal Pradesh	2	1
Jammu & Kashmir	1	-
Kerala	5	1
Madhya Pradesh	3	-
Maharashtra	1	-
Manipur-Tripura	5	-
Nagaland	2	-
Total	27	5
Grand Total		32

Batch wise Profile of 109th ITP

Batch	No.
1997	1
1998	2
2000	4
2003	2
2004	3
2005	1
2009	1
2010	1
2011	2
Batch Not Allotted	15
Total	32

Annexure-11: Participants in 16th Joint Civil Military Program on National Security

Duration	:	June 6-17, 2011	
Participants Profile	IDAS		01
	CRPF		01
	Indian Administrative Service		06
	Indian Air Force		02
	Indian Army		06
	Indian Cost Guard		01
	IC & CES		01
	Indian Navy		02
	Indian Police Service		04
	Indian Railway Traffic Service		01
	Indian Revenue Service		05
	Intelligence Bureau		01
	ITBP		02
	NSG		01
	RAW		01
	SSB		01
	Private Sector		01
	Total		37

Annexure-12: Participants in 17th Joint Civil Military Program on National Security

Duration	:	8th to 19th August 2011
Participants Profile		
	Indian Administrative Service	03
	Indian Police Service	06
	Indian Revenue Service	02
	IDAS	01
	Intelligence Bureau	01
	IC & CES	01
	Indian Coast Guard	01
	CRPF	01
	Indian Army	02
	Indian Air Force	02
	Indian Navy	02
	BSF	01
	Defence Service Staff College	01
	IDS	01
	ITBP	01
	NSG	01
	Media	01
	Private Sector	01
	Total	29