

# Annual Report

## 2015 - 2016



LBSNAA

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Lal Bahadur National Academy of Administration , Mussoorie

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# ACADEMY'S MISSION & CORE VALUES

## Mission

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

## Core Values



### Serve the Underprivileged

"Be humane in your approach while dealing with people; be the voice of the underprivileged and be proactive in addressing any injustice against them. You can achieve success in this endeavor if you act with integrity, respect, professionalism and collaboration".

### Integrity

"Be consistent in your thoughts, words and actions which will make you trustworthy. Have courage of conviction and always speak the truth to even the most powerful, without fear. Never ever tolerate any degree of corruption, be it in cash, kind or intellectual".

### Respect

"Embrace diversity of caste, religion, colour, gender, age, language, region, ideology and socio-economic status. Reach out to all with humility and empathy. Be emotionally stable; grow with confidence and without arrogance".

### Professionalism

"Be judicious and apolitical in your approach; be professional and completely committed to your job with a bias for action and results; and continuously pursue improvement and excellence".

### Collaboration

"Collaborate in thoughts and actions by engaging deeply with all to evolve consensus. Encourage others, promote team spirit and be open to learning from others. Take initiative and own responsibility".

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# CHAPTER 1



## INTRODUCTION

### The LBSNAA

The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie is the premier training institute for the eminent civil services in India. LBSNAA is a subordinate office of the Department of Personnel & Training, Government of India. It is headed by a Director, who is an officer of the level of Additional Secretary/ Joint Secretary to the Government of India.

LBSNAA conducts various training modules for civil servants posted at different ranks. A common Foundation Course is held for the young entrants of the All India Services and other Central Services. This is followed by a professional training of the recruits of the Indian Administrative Service (IAS) and members of the Royal Bhutan. The Academy also conducts in-service and Mid-Career Training Program (MCTP) for members of the IAS and Induction Training program for officers promoted to the IAS from the State Civil Services. Along side workshops and seminars on policy issues are also conducted at the academy at regular intervals.

### Genesis & Growth

On April 15, 1958 the then Home Minister announced in the Lok Sabha a proposal to set up a National Academy of Administration where all the recruits of the senior civil services were to be given training in administration. The Ministry of Home Affairs decided to merge the IAS Training School, Delhi and the IAS Staff College, Shimla to form the 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 renamed as "Lal Bahadur Shastri Academy of Administration" and in July 1973, the word "National" was added and today the Academy is known as the "Lal Bahadur Shastri National Academy of Administration".

15 <sup>th</sup> April, 1958	Announcement in the Lok Sabha by the Home Minister.
13 <sup>th</sup> April, 1959	First batch of 115 officers began training in Metcalfe House, New Delhi.
1 <sup>st</sup> September, 1959	Academy established in Mussoorie.
1969	Sandwich Pattern of training introduced in the Academy-Phase-I; District Training (in the respective State Cadres) followed by Phase-II on campus training initiated. Before this, the training included Foundation Course followed by 8 months of professional training.
Since inception till 31.8.1970	Academy functioned under the ministry of Home Affairs.
1.9.1970 to April, 1977	Academy functioned under Cabinet Secretariat Affairs Department.
October, 1972	Name of "Lal Bahadur Shastri" as a prefix to "Academy of Administration".

July, 1973	Subsequently, the word "National" was added and it became "Lal Bahadur Shastri National Academy of Administration".
April, 1977 to March, 1985	Academy was functioning under the Ministry of Home Affairs.
April, 1985 till date	Academy began functioning under the Ministry of Personnel, Public Grievances & Pensions, Government of India.
1988	NIC Training Unit established.
1989	National Gender Centre-a registered society under societies registration Act-1961
1989	Centre for Rural Studies established.
2004	Centre for Disaster Management established.
3 <sup>rd</sup> November, 1992	Karamshila Building was inaugurated by the then Vice President of India Hon'ble Shri K.R. Narayanan
9 <sup>th</sup> August, 1996	Kalindi Bhavan inaugurated by the then Minister of State, Personnel, Public Grievances, Pensions and Parliamentary Affairs Hon'ble Shri S.R. Balasubramanian
9 <sup>th</sup> August, 1996	Dhruvshila Bhavan inaugurated by the then Minister of State, Personnel, Public Grievances, Pensions and Parliamentary Affairs Hon'ble Shri S.R. Balasubramanian
8 <sup>th</sup> September, 2004	Hospital Block inaugurated by the then Minister of Home Affairs Hon'ble Shri Shiraj V. Patil
29 <sup>th</sup> June, 2015	Aadharshila Block inaugurated by Minister of State for Personnel, Public Grievances and Pensions Hon'ble Dr. Jitendra Singh

## Training Methodology

The effort of the Academy is to help create a bureaucracy that commands respect by performance rather than through position. To ensure that the academic curriculum is relevant, it is periodically reviewed and updated. This is done through the mechanism of consultation with the state governments, feedback of the participants and the recommendations of the committees set up by government for the purpose. Various departments of the central government are also consulted from time to time. Several new methodologies are used as the conventional classroom teaching methodology is not always the most effective mode to make an impact on attitudes and values of trainees. 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 are addressed.

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

- Lessons by both in-house and guest faculty
- Panel discussion to promote appreciation of divergent opinions and views
- Case Studies
- Films
- Group Discussions
- Simulation Exercise
- Seminars
- Moot Court and Mock Trial
- Order and Judgement Writing Practice



- Practical Demonstration
- Problem Solving Exercises
- Report Writing (Term Paper)
- Group Work

### Field visits

Trek to the Himalayas- During such treks the Officer Trainees face conditions of difficult terrain, unpredictable weather, insufficient accommodation and limited access to food items, as a result the true mettle of the Officer Trainees is tested. This brings out the best and worst in them.

Visit to villages in backward districts- These visits facilitate the Officer Trainees' understanding of the problems and the realities of village life. Through these field visits and interaction with the beneficiaries, Action research on impact of government programmes on the society is also taken up.

### Promoting 'Esprit-de-Corps'

All the officer trainees of the All India Services and Central Services Group-'A' begin their careers with a training at Lal Bahadur Shastri National Academy of Administration at Mussoorie. This is usually their first experience of the government sector. As a result, this institution facilitates 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.

### Campus

A striking feature of the Academy, apart from its state of the art infrastructure, is its unique blend of new and old. The prestigious "Charleville Hotel" built around 1870, provides the location and the initial infrastructure of the Academy. There have been subsequent expansions. Several new buildings have been constructed and others acquired over the years. 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 customised courses. Glenmire housed the erstwhile National Institute of Administrative Research (NIAR), and the Indira Bhawan campus offers facilities for in-service training, other specialised courses, programs, workshops and seminars. Further details of Academy's infrastructure are attached in Annexure-1.

### Heads of LBSNAA

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. List of Directors and Joint Directors of the Academy since the inception of the Academy are attached in Annexure-2. List of Officers of the Academy is attached in Annexure-3.

# CHAPTER 2



## TRAINING PROGRAMME DURING 2015-16

During the financial year 2015-16, in addition to conferences/ workshops organised by various research units of LBSNAA, a total of 07 professional training programs were conducted. A total number of 1346 participants attended the courses. The table shows the distribution of trainees in various courses during 2015-16. Highlights of courses is given in Chapter-3.

Sl. No.	Name of Courses	Coordinator	Schedule	No. of Participants		
				M	F	Total
INDUCTION COURSES						
1.	IAS Professional Course Phase- I (2014-16 Batch)	Smt. Jaspreet Talwar	15 <sup>th</sup> December, 2014 to 12 <sup>th</sup> June, 2015	127	56	183
2.	IAS Professional Course Phase-II (2013-15 Batch)	Smt. Roli Singh	29 <sup>th</sup> June, 2015 to 21 <sup>st</sup> August, 2015	127	50	177
3.	90 <sup>th</sup> Foundational Course for eligible members of All India Services and Central Services (Group “A”) recruited in 2015	Smt. Nidhi Sharma	7 <sup>th</sup> September, 2015 to 18 <sup>th</sup> December, 2015	249	104	353
4	117 <sup>th</sup> Induction Training Programme for officers promoted from SCS/select list to IAS	Dushyant Nariale	27 <sup>th</sup> July, 2015 to 4 <sup>th</sup> September, 2015	67	08	75
MID CAREER TRAINING PROGRAM						
5.	9 <sup>th</sup> Mid-Career Training Programme, Phase-III for IAS Officers	Dr. Prem Singh	1 <sup>st</sup> June, 2015 to 17 <sup>th</sup> July, 2015	92	20	112
6.	10 <sup>th</sup> Mid-Career Training Programme, Phase-IV for IAS Officers	Shri Tejveer Singh	6 <sup>th</sup> April, 2015 to 22 <sup>nd</sup> May, 2015	46	16	62
7.	9 <sup>th</sup> Mid-Career Training Programme, Phase-V for IAS Officers	Shri Rajeev Kapoor	11 <sup>th</sup> October, 2015 to 6 <sup>th</sup> November, 2015	84	13	97
WORKSHOP/ SEMINAR AND OTHERS						
8.	Golden Jubilee Retreat for the 1965 batch	Shri Abhishek Swami	25 <sup>th</sup> May, 2014 to 26 <sup>th</sup> May, 2014	82	06	88
9.	Training of Trainers program on Violence against Women and child	National Gender Centre	24 <sup>th</sup> August, 2015 to 28 <sup>th</sup> August, 2015	14	25	39

10.	Conclave on Gender & Child Right Issues	National Gender Centre	28 <sup>th</sup> January, 2016 to 30 <sup>th</sup> January, 2016	28	52	80
11.	The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Right) Act 2006 for academicians, social activists, senior bureaucrats, senior forest officials, and concerned citizens	Centre for Rural Studies	20 <sup>th</sup> April, 2015 to 21 <sup>st</sup> April, 2015	15	06	21
12	Journey Towards Land Titling for academicians, social activists, senior bureaucrats, senior forest officials, and concerned citizens	Centre for Rural Studies	23 <sup>rd</sup> April, 2015 to 24 <sup>th</sup> April, 2015	20	02	22
13	Capacity Building of Urban Local Bodies on Urban Climate Change Resilience	Centre for Disaster Management	24 <sup>th</sup> August, 2015 to 26 <sup>th</sup> August, 2015	16	02	18
14.	Case Writing and Teaching Workshop	Training Research & Publication Cell	4 <sup>th</sup> January, 2016 to 8 <sup>th</sup> January, 2016	13	06	19
			<b>Total</b>	<b>980</b>	<b>366</b>	<b>1346</b>

In addition to above, following Six weeks Induction Training Programmes for Officers of State Civil Services who have been inducted to IAS (promotion/ selection) to clear backlog has been organised under leadership of LBSNAA.

Institute	Duration	No. of Participants
LBSNAA, Mussoorie	27-7-2015 to 4-9-2015	75
ATI West Bengal	3-8-2015 to 11-9-2015	60
ATI, Mysore	17-8-2015 to 25-9-2015	54
IMG, Kerala	7-9-2015 to 16-10-2015	42
ATI West Bengal	16-11-2015 to 24-12-2015	40
ATI Mysore	23-11-2015 to 2-1-2016	50
IMG, Kerala	9-11-2015 to 18-12-2015	30

Under the leadership of LBSNAA, backlog of officers who have not completed their mandatory training was organised to clear the backlog as follows.

Institute	No. of Participants
MCRHRD, Hyderabad	64
HIPA Gurgaon	77



# CHAPTER 3

## COURSES AND ACTIVITIES -HIGHLIGHTS

A number of courses are conducted at 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

This course is meant for members of the All India Services: the Indian Administration 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 organized from September to December. As the Officer Trainees are new entrants in the government, we seek to familiarize them with environment of political, economic, social and administrative issues, through a well-defined syllabus.

#### 90<sup>th</sup> Foundation Course

(7<sup>th</sup> September, 2015 to 18<sup>th</sup> December, 2015)

<b>Programme meant for / Target Group</b>	Fresh recruits of All India Services, Royal Bhutan Services
<b>Course Coordinator</b>	Smt. Nidhi Sharma, Deputy Director (Sr.)
<b>Associate Course Coordinator(s)</b>	Smt. Jaspreet Talwar, Joint Director Shri Jayant Singh, Deputy Director (Sr.) Shri C. Sridhar, Deputy Director (Sr.) Smt. Aswathy S., Deputy Director Smt. Thulasi Maddineni, Deputy Director
<b>Course Inaugurated by</b>	Shri Sanjay Kothari, IAS Secretary to the Govt. of India Ministry of Personnel, PG & Pensions
<b>Valedictory Address by</b>	Shri D. R. Mehta, IAS (Retd.) Former Chairman, SEBI
<b>Total No. of Participants</b>	353 (Male- 249; Female- 104)

*Details of participants of 90<sup>th</sup> Foundation Course are attached in Annexure- 4*

#### Aim

The 90<sup>th</sup> Foundation Course aimed at developing officer like qualities and attitude in the 353 young officer trainees. One of the prime aim of the Foundation Course was to inculcate the spirit of spirit de corps in the officer trainees attached to different services of the country. The academy also facilitated the training of the officer trainees of the Royal Bhutan Services, as a part of the 90<sup>th</sup> Foundation Course. The course spanned over a period of 15 weeks,

starting from 7<sup>th</sup> September 2015 and concluding on the 18<sup>th</sup> of December, 2015. The training is a mixture of academic inputs and co-curricular activities which is 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.

## Course Objectives

- To orient Officer Trainees to the administrative, social, economic and political environment in the country.
- To make Officer Trainees aware of the challenges and opportunities within the Civil Services.
- To promote overall development of personality traits i.e. intellectual, moral, physical and aesthetic of the Officer Trainees.
- To foster greater coordination among the members of different Civil Services by building esprit de corps.

## Design of Course

The Foundation Course marks the transition from the academic world of the college and university to the structured system of government. For most of the course participants, the course was their first introduction to the process of governance, and the role of the government in a society. The course is designed in a manner to achieve the objectives outlined by arranging a combination of academic, outdoor, extra-curricular and co-curricular activities. The Academy intends to equip each of the Officer Trainees with a core set of values, skills and knowledge that helps them in their respective careers. They are given training inputs useful in understanding the basic concepts of governance and rules and regulations, necessary for effective performance in the government sector.

## Course Coordinator Report

The journey of 90th Foundation course began 353 Officer Trainees hailing from different services along with officer trainees from Bhutan. To enable the Officer trainees to acquire officer like qualities and attitudes and inculcate the spirit of esprit de corps, they were grouped, regrouped and randomised on variables such as gender, service and region to work on challenging assignments against two common adversaries- one being time and the other - the Course Team.

While they learnt the basics of ethics, etiquette, and leadership in class they also battled bad weather and deadly leaches during short treks to Kempty Fall, Benog Hill and Lal Tibba along with the more arduous heights of Roopkund and Rupin Pass amongst others. While they were learning the depths of Law, Public Administration and Economics amongst various other disciplines, they toiled late at night to bring alive to this stage the culture and traditions of the microcosm that is Bhaarat-during the India Day Celebrations. The ICT lab sessions honed their skills in new age information technology while a visit to India's villages provided a reality check on administration at ground zero.

## Eminent Guest Speakers

- Shri K. Vijaykumar, IPS (Retd.), Senior Security Advisor, Ministry of Home Affairs, New Delhi.
- Shri Prem Singh, Joint Director (Retd.), Official Language, New Delhi.
- Dr. Gyanendra D. Badgaiyan, Former Chief Economist, UNDP
- Shri Shekhar Gupta, Editorial Advisor, India Today Group, New Delhi.
- Ms. Gurpreet Mahajan, Professor, Centre for Political Studies School of Social Sciences, Jawaharlal Nehru University, New Delhi.
- Dr. Neera Chandhoke, Professor, Political Science, Delhi University, Delhi.
- Ms. Malvika Maheshwari, Assistant Professor of Political Science Ashoka University, Sonapat Haryana
- Dr. Mustafa Faizan, Vice Chancellor, NALSAR, University of Law, Hyderabad, Hyderabad.
- Ms. Anuradha Dalmia, Director, NIVH, Dehradun, Uttarakhand.
- Dr. Kanika T. Bhal, Professor & Head, Department of Management Studies, IIT, New Delhi.
- Shri E.S.L. Narasimhan, Hon'ble Governor of Andhra Pradesh & Telangana

- Shri T. R. Raghunandan, Advisor, Accountability Initiative, Centre for Policy Research, New Delhi.
- Shri Gilles Verniers, Assistant Professor of Political Science Ashoka University, Sonapat, Haryana.
- Prof. Arun Kumar, JNU, New Delhi.
- Shri Madhav Khosla, Faculty, Department of Government Harvard University
- Shri A.K. Srinivas (Retd.), Project Director, E-Gov-AP, ULB Project Implementation, Program Management Specialist-RKVY Project Hyderabad.
- Shri Ramanathan S., Unishire Victory Palace, Bangalore.
- Dr. Shefali S. Dash, Deputy Director General, NIC New Delhi
- Dr. Shalini Rajneesh, IAS, Principal Secretary, Backwards Classes Welfare Department and District Incharge Secretary, Tumakuru, Bangalore, Karnataka.
- Prof. M.P. Singh, New Delhi.
- Shri A.S. Kiran Kumar, Chairman, ISRO and Space Commission & Secretary to the Government of India New Delhi.
- Dr. Susan Thomas, Indira Gandhi Institute of Development Research Goregaon, Mumbai.
- Ms. Renuka Sane, Visiting Assistant Professor, Indian Statistical Institute, New Delhi.
- Shri Amarjeet Sinha, IAS, Additional Secretary to the Government of India Ministry of Rural Development New Delhi.
- Dr. Nipun Vinayak, IAS, Director, Ministry of Drinking Water & Sanitation Department of Swachh Bharat Mission, New Delhi.
- Dr. Kiran Karnik, Former President, NASSCOM
- Mr. Dilip Simeon, AMAN Public Charitable Trust, New Delhi.
- Mr. Joseph D'Cruz, Programme Analyst, UNDP, New Delhi.
- Shri Jagdish Khattar, Carnation, Noida.
- Shri Nikhil Dey, Mazdoor Kisan Shakti Sangathan, Udaipur Rajasthan.
- Shri Jayant Sinha, Hon'ble Minister of State for Finance, Govt. of India.
- Shri Kiren Rijju, Hon'ble Minister of State for Home Affairs, Govt. Of India.
- Shri Abhijeet Das Gupta, Professor & Head, Delhi School of Economics New Delhi.
- Shri K.P. Shashidharan, IA & AS, Director General of Audit Central, Bandra East, Mumbai.
- Dt. T.R. Raina, MD (Path), Administrator, Swami Vivekanada Charity Hospital & Ex. Prof. & Head, PG Department of Tranfusion Medicine, Govt. of Jammu
- Prof. Ashok Gulati, Infosys Chair Professor for Agriculture, ICRIER New Delhi.
- Mr. Terry Moran, Former Cabinet Secretary, Govt. of Australia.
- Prof. Biju Varkkey, IIM, Vastrapur Ahmedabad.
- Lt. Gen. S.A. Hasnain (Retd) PVSM, UYM, AVSM, SM (Bar), VSM (Bar) Gurgaon, Haryana.
- Ms. Rajeswari Sengupta Assistant Professor, Indira Gandhi Institute of Development Research, Mumbai.
- Prof. Ajay Shah, National Institute of Public Finance Policy, New Delhi.
- Shri Bharat Karnad, Professor, Centre for Policy Research New Delhi.
- Prof. Josh Felman, Assistant Director, IMF
- Shri Pratap Bhanu Mehta, President, Centre for Policy Research New Delhi.
- Shri Vinod Kumar, Director, Indira Gandhi National Forest Academy, Dehradun.
- Shri Najib Shah, Chairman, Central Board of Excise and Custom, New Delhi.
- Dr. Himanshu Rai, Dean, MISB Bocconi, Mumbai.
- Ambassador Pradeep Kapur, School of Public Policy, University of Maryland, Washington.
- Shri Anil Kumar Sinha, Director, Central Bureau of Investigation, New Delhi.

- Shri Gulshan Rai, National Cyber Security Coordinator, NSCS, New Delhi.
- Shri Gautam Bhan, Senior Consultant, IIHS, Bangalore.

### IAS PROFESSIONAL COURSE, PHASE-I (26 WEEKS)

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 attachments with the three armed forces, the public sector, the private sector, municipal bodies, voluntary agencies, tribal areas, e-governance sector and the Non-Government Organisations. Attachment with the armed forces also serves the purpose of better appreciation of their role. Training with the Bureau of Parliamentary Studies and Training is also organised, where the Officer Trainees also on the constitutional authorities.

These attachments give 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 organisations. Hereafter, the officers go through a regime of classroom training. It is here that professional inputs of Public Administration, Management, Law, Computers and Economic are given to the Officer Trainees in accordance with the syllabi approved by the Government of India. On completion of the Phase-I course, the Officer Trainees are sent for one year district training.

#### IAS Professional Course Phase-I (2014-16 Batch)

(15<sup>th</sup> December 2014 to 12<sup>th</sup> June, 2015)

<b>Programme meant for / Target Group</b>	Professional Course for newly recruited IAS officer
<b>Course Coordinator</b>	Smt. Jaspreet Talwar, Joint Director
<b>Associate Course Coordinator (s)</b>	Smt. Roli Singh, Deputy Director (Senior); Smt. Nidhi Sharma Deputy Director (Senior); Shri. Saurabh Jain, Deputy Director; Smt. Sunita Rani, Professor.
<b>Total No. of Participants</b>	183 (Male- 127; Female- 56)

*Details of participants of IAS Phase-I (2014-16 Batch) are attached in Annexure- 5.*

#### Aim

- Equip Officer Trainees with the knowledge skills and attitudes to become effective civil servants
- To create learning experiences with regard to ethical and developmental administration

#### Objectives

- Acquire a pan-India perspective of emerging socio-economic, and politico-legal trends; an understanding of the emerging role of the IAS and its shared administrative responsibilities with other services.
- Acquire knowledge and skills needed to discharge administrative responsibilities in the first decade of career in the following areas:
  - Law and legal instruments
  - Administrative rules, procedures and programme guidelines
  - Modern management tools, and
  - Economic analysis



- Demonstrate proficiency in the regional language of the allotted State to better appreciate its administrative and cultural ethos.
- Acquire an understanding on the cultural and socio-economic background of the allotted State
- Demonstrate effective written/ oral communication skills both in interpersonal and organizational context
- Exhibit right values and attitudes
- Maintain physical fitness
- Adhere to the spirit of 'Sheelam Param Bhushanam'

## Course Design and Content

The Course design of the Phase I programme was consciously liberal in spirit and content. While seeking to provide the Office Trainees with ample space to study, learn, play and enjoy, it strives to build in them the complex matrix of knowledge, skills and attitudes, which would enable them to shoulder future responsibilities that are staggering and complex, both in scope and dimension.

The 26-week IAS Professional Course, Phase-I for the 2014 batch, commenced on 15<sup>th</sup> December 2014 and concluded on 12<sup>th</sup> June, 2015. It had two main components:

- Winter Study Tour & BPST (nine weeks - commencing on 20<sup>th</sup> December 2014 to 20<sup>st</sup> February 2015)
- On-campus training inputs commencing on 2<sup>nd</sup> March 2015 till 12<sup>th</sup> June 2015

The Phase I is a full time training programme with an eclectic mix of curricular and extra-curricular activities. A typical day commenced at 0630 hours with physical exercises at the Polo ground. The evenings were dedicated to programmes by Clubs and Societies including cultural programmes.

## Academic Inputs

The on-campus academic training commences on 2<sup>nd</sup> March 2015. While the syllabus prescribed under "The Indian Administrative Service (Officer Trainees' Final Examination) Regulations, 1955" is the basic framework, suitable modifications have been made to adapt it to the changing training needs of IAS Officers. Inputs was given in the faculties of Law, Public Administration, Political Science & Constitution and Management & Economics. The Public Administration modules were structured around thematic inputs covering varied domains that IAS Officers have to deal with. These were interspersed with sessions in Languages and ICT.

The training methodology being adopted in this Course constituted a mix of lectures, case discussions, seminars, panel discussions, order writing exercises, moot courts and mock trials, management games and role plays, group exercises, films, field and outdoor visits, among others. Several experts and eminent persons from diverse backgrounds were invited to address during the Course. These exposed the Officer Trainees to alternative perspectives and diversity of opinion, which were necessary for making any considered decision.

As an IAS Officer, Officer Trainees had to become thorough in the language of the State of allotment. Statutory language examinations were held during the Phase I programme. Officer Trainees, who already familiar with the cadre language were provided advanced instruction in administrative usage of the language and were also required to undertake alternative modules and activities. Office Trainees were required to present their State Paper in the cadre language, while the hard copy of this assignment can be submitted in English. The ICT module for Phase-I had been designed specifically to familiarize the Officer Trainees with computing environment in districts, concepts/issues involved in computerizing a system, latest trends in technology, web design, client/server computing, e-governance and so on. The idea behind this input is not to make Officer Trainees "computer-professionals", but to acquaint them with the capabilities of technology in their real life working environments.

**Assessed Academic Tasks** The course also incorporated elements of self-study based learning into its design through a Book Review and the State Term Paper that was presented in the regional language of the allocated cadre in



the Counsellor Group Meeting; Winter Study Tour (WST): Group Presentations, Individual WST Diary and Travelogue; participation in Outdoor activities; participation in Extra-curricular activities.

Outdoor Activities Career in the IAS is often sedentary and tension-filled. Sound physical and mental health is an essential pre-requisite for an Officer of the Service. In the Phase I programme, Officer Trainees were encouraged to cultivate and sustain the habit of regular physical exercises. The morning Physical Training is compulsory. Physical exercises and outdoor activities are integral part of the Course.

Extra-Curricular Activities Officers with interests and hobbies beyond just the official work are better equipped to handle the stress that the job creates. In the Phase I programme, Officer Trainees were encouraged to develop passion for creative activities through extra-curricular modules.

Zonal Days Officer Trainees organised Zonal Days during the Phase I programme. The purpose of organizing a Zonal Day is to acquaint the Officer Trainees with the culture and cuisine of their allocated cadres. The constitution of groups for each zone would be based on the State of allotment.

Inter-Services Meet The clubs & societies also organized an Inter-Services Officer Trainees meet in the month of April 11<sup>th</sup> to 14<sup>th</sup> April, 2015). This meet involved academic and extra-curricular competitive events which provided an opportunity for Officer Trainees to interact with their batch-mates from the other services and help foster greater camaraderie and esprit-de-corps among the different services.

Innovation Conference An innovation conference was organized in the last week of the course wherein the best practices & innovations made in the field were shared with Officer Trainees by the officers who have carried out those innovations.

Module The thematic module District Administration; Land Administration; Rural Development; Decentralization; Agriculture & PDS; Media; Leadership Module; Office Management; Social Sector (Health); Social Sector (Education); Social Security; E-Governance & BPR; Public Finance; Municipal Administration; Infrastructure & Engineering Skills for Administrators; Environment, Forest & Climate Change; Law & Order; Disaster Management Strategies; Ethics & Anti-Corruption Strategies; Election and Innovation Conference were organized during the course.

Awards for Meritorious Performance The prizes and medals were awarded for outstanding performance by the IAS Officer trainee in Academic and extra-curricular activities during the Professional Course Phase-I

## Course Coordinator Report

The Course was structured around three broad components which included 16-weeks of on-campus, classroom-based inputs and assessment; 8-weeks of Winter Study Tour and a week-long training on parliamentary practices and procedures. In the 26-weeks, this Course had clocked approximately 300 hours of classroom inputs in which following sessions were covered; 144 sessions of public administration, 30 sessions of law, 20 sessions of Language, 45 sessions of Management, 30 sessions on Economics, and 10 on ICT. The Winter Study Tour broadly entailed attachments with the three Armed Forces, leading public sector undertakings, corporate sector, NGOs, district administration, island administration and administration in Left Wing Extremism and Insurgency-affected areas. The Trainees were required to record their experiences and observations in the form of diary and a travelogue. On completion of the Winter Study Tour, the Officer Trainees called on and interacted with Constitutional dignitaries during their attachment with the Bureau of Parliamentary Studies and Training. These included the His Excellency the President of India, H.E. the Vice President of India, the Hon'ble Prime Minister of India, Hon'ble Minister of State for Personnel and several other distinguished parliamentarians. Interactions with the Cabinet Secretary and select Secretaries to the Government of India were the high points of the BPST attachment. The pedagogical tools used included case studies, group work presentations in seminars, order writing and role plays.

The activities outside the classes were quite energetic in different Clubs and Societies. While the Officers Club distinguished itself by organizing various tournaments, the Rifle and Archery Club put up an impressive display of shooting. River rafting was organized under the aegis of the Adventure Sports Club. Society for Contemporary Affairs remained active organizing discussions, Cadre Cafe and many other events. The Management Circle kept the officer trainees engaged through a variety of mind games while the Fine Arts Association organized salsa dancing and regular musical evenings. The House Journal Society brought out an actively subscribed blog while the Computer Society assisted the officer trainees in laptop repairs and installed anti-virus software. The Social Service Society did a commendable job in organizing regular Thursday medical clinics and counselling sessions in nearby schools. The officer trainees showcased their multifarious talents through the organisation of the 4 Zonal Days.

The course also introduced the use of MOOC learning and flipped classroom through the MIT course on development economics. Participants were exposed to some of the instructional inputs that are being imparted in some of the world's best academic institutions. It also hosted the second Inter-Services Meet, Sangam, in April. Sangam saw participation by other central training institutions and Officer Trainees drawn from academies other than LBSNAA across a host of competitive events.

### Eminent Guest Speakers

- Shri Umesh Sinha, IAS, Deputy Election Commissioner, Election Commission of India, New Delhi
- Ms. Sowjanya, IAS, Director, Swajal Project, The Institution of Engineers, Dehradun
- Shri S. A. Murugesan, IAS, Mela Adhikari, Ardkumbh Mela, Government of Uttarakhand, Haridwar
- Shri Sachin R. Jadhav, IAS, District Magistrate, District Angul, Orissa,
- Shri Nagarajan M, IAS, District Development Officer, Government of Gujarat, Sabarkantha, Gujarat
- Shri Sanjay Dube, IAS, Divisional Commissioner, Indore Division, Madhya Pradesh
- Ms. Arti Dogra, IAS, Managing Director, Jodhpur Power Corporation, New Power House, Jodhpur
- Dr. K. Seeta Prabhu, Tata Chair Professor. Tata Institute of Social Sciences, Mumbai
- Shri Aunjaneya Kumar Singh, IAS, Special Secretary, Government of Uttar Pradesh, Irrigation & Water Resources Department, Lucknow
- Ms. Sarita Nagpal, Principal Adviser, Confederation of Indian Industry, Gurgaon Office, Gurgaon
- Shri Snehil Kumar, Total Quality Management Counsellor, Confederation of Indian Industry (CII)
- Shri Krishan Kumar, IAS, Vice Chairman, Bhubaneshwar Development Authority, Bhubaneshwar, Orissa
- Shri Kumar Ravi, IAS, District Magistrate, District Darbhanga, Bihar
- Shri P. Velrasu, IAS, Special Commissioner, Sales Tax, Government of Maharashtra, Mumbai
- Shri Ashish Gupta, IPS, Joint Secretary, NATGRID, New Delhi
- Shri Rajesh Das, IPS, Additional Director General of Police, Social Justice & Human Rights, Chennai
- Shri Amit Satija, IAS, Additional CEO/Director (Revenue), Delhi Jal Board, New Delhi
- Dr. M. Sajjad Hassan, Research Fellow, Centre for Equity Studies, Aman Biradari, New Delhi
- Shri Sandeep Verma, IAS, Deputy Director, General, UIDAI, New Delhi
- Ms. Sonali Ghosh, Scientist E, UNESCO C2C on World Heritage Site, Management and Training for Asia and the Pacific, Wildlife Institute of India, Dehradun
- Prof. E. Somanathan, Economics and Planning Unit, Indian Statistical Institute, New Delhi
- Prof. Himanshu Rai, Dean MISB, Bocconi, Mumbai, Maharashtra
- Shri Kabir Vajpeyi, Principal Architect, VINYAS, Centre for Architectural Research & Design, New Delhi
- Shri Pawan Kumar Sharma, IAS, Additional Commissioner, North Delhi Municipal Commissioner, New Delhi
- Shri Amlanjyoti Goswami, Head Legar and Regulation, Indian Institute of Human Settlements, Bangalore
- Dr. Devinder Singh, Professor, Department of Laws, Punjab University, Chandigarh
- Shri P. Umanath, IAS, Additional Secretary, Finance Department, Government of Tamilnadu, Chennai

- Hon'ble Chief Minister, Andhra Pradesh,
- Shri Ramanathan Somasundaram, SG-02, Unishire Victory Palace, Guttahalli, Bangalore
- Shri S. Rasheed Basha, Project Manager, NISG, New Delhi
- Shri S. Chockalingam, Divisional Commissioner, Pune
- Shri Anurag Bajpai, Director, Ministry of Minority Affairs, New Delhi
- Shri E. Sridharan, Academy Director, University of Pennsylvania Institute for the Advanced Study of India (UPIAS), New Delhi
- Shri Manoj Jhalani, IAS, Joint Secretary, Department of Health & Family Welfare, New Delhi
- Dr. Achyuta Samanta, Founder KIIT/KISS, KIIT University, Bhubaneshwar, Orissa
- Dr. Manohar Agnani, IAS, Commissioner, Food, Civil Supplies & Consumer Protection, Bhopal
- Dr. Nikhil J. Gupta, IPS, Deputy Director (Administration & Sr. Courses), SVPNPA, Hyderabad
- Shri Jayesh Ranjan, IAS, Vice Charman & MD, Telangana State Industrial Infrastructure Corporation, Hyderabad
- Shri Manivannan P., Managing Director, Karnataka State Highways Improvement Project, Bangaluru
- Shri Akun Sabharwal, Director & Controller, Drug Administration, Telangana, Andhra Pradesh
- Shri Sanjay Bahadur, IRS, Director, Regional Training Institute, Mumbai
- Prof. Ram Kumar Kakani, Associate Professor, XLRI School of Business, C.H. Area (East), Jamshedpur-831035
- Shri Nishant Warwade, IAS, Collector, District Bhopal, Madhya Pradesh
- Shri Manik Sarkar, CM, Tripura
- Dr. Amar KJR Nayak, Professor, Strategic Management, Xavier Institute of Management Bhubaneshwar, Odisha
- Prof. Vijay Paul Sharma, Centre for Management in Agriculture (CMA), IIM, Ahmedabad
- Mr. John Floretta, Deputy, JPAL, MIT
- Shri Sanjeev Chopra, IAS, Joint Secretary, Department of Agriculture & Cooperation
- Shri Mahendra Jain, IAS, Additional Chief Secretary, Government of Karnataka, Bangaluru
- Dr. A. Santhosh Mathew, IAS, Joint Secretary, Government of India, Department of Rural Development, Ministry of Rural Development, New Delhi
- Smt. Sowjanya, IAS, Director, Project Management Unit, Swajal Project, Dehradun, Uttarakhand
- Ms. Manju Rajpal, IAS, Director, Rural Connectivity, IC/ICE/RTI, Department of Rural Development, Government of India, New Delhi
- Dr. Dinesh Arora, IAS, Executive Director, Rural Electrification Corporation Ltd., New Delhi
- Shri Ranjeet Nirguni, Member, Zilla Parishad, Samastipur, Bihar
- Shri Suyash Rai, Senior Consultant, NIPFP, New Delhi
- Shri B.K. Sinha, IAS (Retd.), Former Secretary to Government of India & Member Administration, Central Administrative Tribunal, New Delhi
- Shri O. P. Choudhary, IAS, District Magistrate, Janjgir - Champa, Chhattisgarh
- Ms. Nivedita P. Haran, IAS (Retd), Former Additional Chief Secretary, Government of Kerala
- Shri Raj Shekhar, IAS, District Magistrate, District Lucknow, Uttar Pradesh
- Ms. Jacintha Lazarus, IAS, Deputy Commissioner, District Senapati, Manipur
- Smt. Rajni Sekhri Sibal, IAS, Joint Secretary (C&DD), Government of India, Department of Animal Husbandry Dairying and Fisheries, Ministry of Agriculture, New Delhi
- Dr. Arvind Mayaram, IAS, Secretary, Government of India, Ministry of Minority Affairs, New Delhi
- Prof. Rohini Somanathan, Delhi School of Economics, University of Delhi, New Delhi
- Shri Vivek Pratap Singh, IAS, Commissioner, Municipal Commission, Chandigarh
- Dr. Neerja Pandey, Associate Professor, IIM, Lucknow
- Shri Gautam Bhan, Senior Consultant, Indian Institute of Human Settlements, Bangalore
- Ms. Neerja Pande, Associate Professor, IIM, Lucknow, (Noida Campus)

- Shri Saurabh Narain, Accountant General, Government of Uttarakhand, Dehradun
- Shri Jawed Khan, SRO, Centre for Budget and Governance Accountability, New Delhi
- Wg. Cdr. A. K. Srinivas (Retd.), Programme Manager Specialist, ICIS Project, WRD, Government of Maharashtra, Pune
- Shri Abhijit Banerjee, Professor, JPAL, MIT
- Shri Piyush Gupta, Associate Vice President, NISG, New Delhi
- Shri Prasanna Kumar Pincha, Former Chief Commissioner for Persons with Disabilities, New Delhi
- Dr. G. Vani Mohan, IAS, Commissioner & Director of Municipal Administration, Andhra Pradesh
- Dr. Bhupinder Aulakh, MD, MPH, Country Representative, Future group, Gurgaon
- Shri Sridhar C, IAS, State Project Director, Bihar Education Project Council, Patna, Bihar
- Dr. J. B. G. Tilak, Professor & Head, Department of Educational Finance, NUEPA, New Delhi
- Dr. Darez Ahamed, IAS, District Collector, Perambalur, Tamil Nadu
- Shri A. P. M. Mohd Hanish, IAS, Secretary (LSGD-UA), Government of Kerala, Thiruvananthapuram, Kerala
- Shri Sonal Agnihotri, IPS, SP, CBI, East Zone, Kolkata, West Bengal
- Shri Rajesh Arya, IPS, Director, DoPT, New Delhi
- Dr. Amar KJR Nayak, Professor, Xavier Institute of Management, Bhubaneswar
- Shri Pankaj Sethi, Centre for Creative Leadership, Gurgaon, Haryana
- Prof. Anil Kumar Gupta, IIM, Ahmedabad, Gujarat
- Shri Pravesh Sharma, Managing Director, Small Farmer's Agribusiness Consortium, Department of Agriculture & Cooperation, New Delhi
- Ms. Jayati Sarkar, Professor, Indira Gandhi Institute of Development Research, New Delhi
- Shri Iqbal Dhaliwal, Director, JPAL, MIT,
- Shri Sridhar C, IAS, Project Director, Bihar Education Project Council, Patna, Bihar
- Shri Gaurav Dwivedi, IAS, Mission Director (e-governance), Ministry of Communication & Technology, New Delhi
- Prof. Amit Mookerjee, IIM, Lucknow (Noida Campus), Noida
- Shri S. M. Vijayanand, IAS, Secretary, Government of India, Ministry of Panchayati Raj, New Delhi
- Shri T. R. Raghunandan, IAS (Retd), Bangalore, Karnataka
- Dr. Priyanka Shukla, IAS, Chief Executive Officer, Zilla Panchayat, Rajnandgaon, Chhattisgarh
- Shri D. R. Patil, Ex. MLA, District Gadag, Karnataka
- Dr. Ved Arya, CEO, Self Reliant Initiatives through Joint Action (SRIJAN), New Delhi
- Shri Shubho Roy, Senior Consultant, NIPFP, New Delhi
- Dr. C. Ashokvardhan, IAS (Retd), Member, 05th State Finance Commission, Patna, Bihar
- Shri V. Ponnuraj, IAS, Private Secretary to Minister of Law & Justice, Ministry of Law & Justice, New Delhi
- Shri Rajinder Kumar, IAS, Collector, District Surat, Gujarat
- Shri Amit Kr. Agrawal, IAS, Deputy Commissioner, Faridabad, Haryana
- Dr. Shahid Iqbal Choudhary, IAS, Deputy Commissioner, District Kathua, Jammu & Kashmir

### **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 role of the Collector/District Magistrate and various and various other institutions of the state government. They may also get an opportunity of holding independent charge as various field level functionaries. Along with this the officer trainees carry out assignments given by the Academy, based on field studies in the district.

### **IAS PROFESSIONAL COURSE, PHASE-II (8 WEEKS)**

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; Phase-II is the time to share experience gathered across the country

when all the officer trainees return to the Academy from different districts of India. The course content of Phase-II is designed for consolidation the learning and assimilating the district experiences gained by the Officer Trainees over a year in the state at the 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 (2013-15 batch)

(29<sup>th</sup> June, 2015 to 21<sup>st</sup> August, 2015)

<b>Programme meant for / Target group</b>	IAS Officer Trainees
<b>Course Coordinator</b>	Smt. Roli Singh, Deputy Director (Sr.)
<b>Associate Course Coordinator(s)</b>	Smt. Jaspreet Talwar, Joint Director Shri M.H. Khan Dy. Director Shri R. Ravishankar, Dy. Director
<b>Inaugural Function</b>	Dr. Jitendra Singh, Hon'ble Minister of State (PP) Ministry of Personnel, Public Grievances and Pension
<b>Valedictory Address by</b>	Shri Rajeev Kapoor, Director
<b>Total No. of Participants</b>	177 (Male- 127; Female-50)

*Details of participants of IAS Phase-II (2013-15 Batch) are attached in Annexure- 6.*

### Aim

The IAS Professional Course Phase-II imparts rigorous training to the IAS Officer Trainees in a wide range of subjects to enable them to handle varied assignments that the officer typically holds in the first decade of service.

### Course Design

The IAS Professional Course Phase-II seeks to draw out and make you realize your potential in terms of attitude, knowledge and skills. The design of this course is very different from the Foundation Course and IAS Professional Course Phase-I where the focus was on equipping you with basic knowledge of administrative theory, elementary skills, and an overview of government schemes and programmes. In the past 54-weeks, you have experienced the functioning of various facets of district administration at the cutting edge and gained invaluable experience. Your suggestions on the design and structure of Phase-II were solicited and the inputs received have formed the basis of the programme design. There has been a focus on incorporating sessions, discussions and seminars mainly on gap areas identified by the group, while in the field.

### Objectives

Provide a structured approach for intense reflection and analysis of individual and collective experiences gained during the district training.

- Emphasis on practical inputs on office and human resource management.
- Offer theoretical and practical sessions in political economy, public service delivery systems, and law.
- Hone administrative, managerial, and ICT skills.
- Demonstrate proficiency in the regional language of the cadre.
- Acquire and exhibit progressive values and attitudes for leadership role.
- Exposure to the best national and international practices.

- Maintain good health and high levels of physical fitness.
- Develop camaraderie and unity within the batch through an active campus life.

## Course Coordinators Report

The Phase-II program which commenced on 29<sup>th</sup> of June saw many changes from past. These changes were incorporated based on the feedback received from the earlier Phase II programs and also a detailed feedback sought from past few batches. One such change was the revised format of Law and DAP presentations. To avoid repetition Select OTs were now required to make presentation on specific themes instead of mandatorily having each and every OT give DAP presentation in the class. The Course team also introduced concepts of development economics arranged around five broad themes of the PDS, Health, Education, Rural Development and Institutions. This module was based on the MIT course on Challenges of Global Poverty.

The four seminars on Effective SDOs, Effective CEO/ZP, Effective MC and Effective DM were conducted to provide a focused interaction with some of the immediate senior colleagues of the OTs. As a part of this program the OTs were sent to Singapore for a one week foreign study tour. The study tour was organised by the Civil Service College, Singapore and was a healthy mix of academic inputs and field visits. The group displayed great keenness outside the classroom and the evenings and weekends were abuzz with activity. Be it trek to Lal Tibba and Nag Tibba, cycle expedition to Dhanuolti, Iftar Party, creating an ever- lasting collage the Home Turf Officer Trainees displayed high levels of enthusiasm. The Course Team is extremely happy to inform that the Management Circle has created a portal for the batch to stay connected and also to disseminate useful information within the batch. They have also created a portal called GOVLAB a link to the 'Best Governance Practices'. This contains the innovations presented during a conference earlier this year and all the innovations presented to the batch during FC, Phase-I and Phase-II.

As mentioned, the primary emphasis of this Course is on interactive learning through experience sharing and analysis. Instead of having presentations of assignments by all, only certain themes and topics would be selected for presentation which would feed into the objective of the session, as discussion drivers. Therefore analytical notes, district assignment law assignments and village study assignment, which are selected would be presented. The OTs would be informed in advance for preparing their respective presentations.

The assessment of the officer trainees would be based on the quality of submission class interaction and participation in course activities during and outside class room. Needless to say your attitude, discipline and general conduct would also form the basis of Director's assessment in Phase-II. The presentation sessions will be moderated by faculty members and/or external resource persons.

We have designed this Course to include topics that are meaningful, relevant, and applicable in your immediate work situations after completion of training. There will be inputs in Public Administration relevant to field administrators, Law, ICT and Language The subject content draws beyond what you have learnt in the earlier phases of your training. In this training program, we would seek to consolidate the gains made by you so far and facilitate further learning. Some specific sessions on soft skills like regulation, leadership & communication have been included based on the TNA responses.

Main focus was given on Term Paper, FST Paper; Rapporteur Work, Languages and Physical Physical Exercise and Horse-Riding; Adventure Sports and extra -curricular activities and Foreign Exposure Visit.

## Eminent Guest Speakers

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Shri Satyanda Mishra, IAS (Retd.)</li> <li>• Dr. Arvind Mayaram, IAS</li> <li>• Shri Anil Swarup, IAS</li> <li>• Shri K.C. Verma, IPS</li> <li>• Shri Krishna Kunal IAS</li> </ul> | <ul style="list-style-type: none"> <li>• Shri Himanshu Rai Dean</li> <li>• Shri K. Nathakumar, IAS</li> <li>• Shri Vijay Kiran Anand, DM, Ferozabad, UP</li> <li>• Dr. Manohar Agnani</li> <li>• Shri Rajesh Prabhakar Patil, IAS</li> <li>• Shri Surendra Singh, IAS</li> <li>• Shri Eric Dodge, EPoD</li> </ul> |
|---|---|



- Shri Nagarajan S, IAS
- Shri Jugal Kishore Mohapatra, IAS
- Dr. Darez Ahamed, IAS
- Shri Omprakash Choudhary, IAS
- Shri Vikas Gothalwa, IAS
- Shri Raghuraj M. Rajendran, IAS
- Shri Gaurav Uppal, IAS
- Dr. T. Sundaraman Professor
- Shri N. G. Ravikumar, IAS
- Dr. C. Ashokvardhan, IAS
- Shri T.P. Singh, IAS
- Shri Vinod K. Agarwal
- Shri Munish Moudgil, IAS
- Dr. Rajender Kumar, IAS
- Dr. Najeeb Jung, Hon'ble Lt. Governor of Delhi, New Delhi
- Shri O.P. Singh, IPS
- Ms. Mamta Kundra
- Shri M.S. Kasana
- Shri K.S. Samarendra Nath
- Shri Santosh Kumar Mishra, IAS
- Maj. Gen. V.K. Datta
- Dr. N. Yuvraj, IAS
- Shri Amitabh Datta (Retd.) Additional Member, Railway Board
- Shri Syed Abid Raheed Shah, IAS
- Ms Malini Shankar
- Dr. P.K. Champati Ray
- Shri Ashok Lavasa, IAS
- Mr. Christophe Jaffelot
- Shri Mrutyunjay Sarangi
- Shri Vishesh Gharpale, IAS
- Shri Srikanth Viswanathan
- Smt. D. Thara, IAS
- Shri Somnath Sen
- Ms. Kavita Wankhade
- Ms. Neha Sami
- Shri Manivannan P., IAS
- Shri Vijay Nehra, IAS
- Dr. K. Vijayakarhikeyan, IAS
- Shri Sridhar Cherukuri

### 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 7-9 years, 15-18 years and 27-30 years of service respectively. Attending the MCT programme is a mandatory requirement for further promotions at certain stages in an officer's career. Further, the GoI, in its notification dated 20<sup>th</sup> March 2007, had amended the IAS (Pay) Rules, 1954 so as to link the career progression of IAS Officers at various levels to the successful completion of the relevant phase of the MCT Program. 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.

#### PHASE-III (9<sup>th</sup> Round) of Mid-Career Training Programme

(1<sup>st</sup> June, 2015 to 17<sup>th</sup> July, 2015)

<b>Programme meant for / Target group</b>	IAS officer in seniority of 7-9 years (Batches represent - 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007)
<b>Course Coordinator</b>	Dr. Prem Singh, Deputy Director Senior
<b>Associate Course Coordinator</b>	Shri Jayant Singh, Deputy Director Senior Shri Saurabh Jain, Deputy Director
<b>Valedictory Address by</b>	Shri J.K. Mohapatra, Secretary to the Government of India, Ministry of Rural Development
<b>Total No. of Participants</b>	Total Participants-112 [Male-92: Female-20] (including 1 residual participant)

*Details of participants of IAS Phase-III (9<sup>th</sup> Round) are attached in Annexure- 7.*

## Aim

To equip officers who have completed seven to nine years of service to shoulder multifarious and varied responsibilities at the forefront of field administration.

## Objectives

- To appreciate contemporary developments in political economy at the national and global level
- To equip officers with tools, skills and knowledge that will help them achieve 'excellence in implementation' of programs.
- To design and implement BPR in Government and leveraging IT to improve public service delivery
- To strengthen communication, inter-personal and team-building skills and appreciate the centrality of values in governance.
- Week-wise design of the Course (should provide a schematic overview of main academic inputs)

## Course Design

- Governance: The Big Picture, Cost Benefit Analysis, PPPs, Procurement, Decision Science and Leadership
- Project Management, BPR in Government & Leveraging IT for Service Delivery, Creating and Leading High Performance Teams and TQM in Government
- Foreign Exposure Visit to South Korea in Collaboration with Korea Development Institute.
- Negotiations, Public Finance, Anti-corruption Strategies & Ethics in Administration and Monitoring & Evaluation.
- Municipal Administration and Urban Development; and Implementation Issue in Social Sector Programs.
- Foreign Study visit was organised in collaboration with the Korea Development Institute (KDI) Seoul.

## Course Coordinators Report

This Phase-III program was modified to give wider and broader tools to the participants with a focus on "Excellence in Implementation". The program reduced the inputs on Project Appraisal and PPPs without compromising on the learning outcomes by reducing excel component. The additional inputs in Decision Science, Project Management, BPR in Government & Use of IT for Service Delivery; TQM in Govt. were included in form of modules. The inputs were received very well. The course also introduced 2 day module on 'Negotiation Strategies' which was delivered in-house and was received very well. The modules run by in-house faculty were received much better by the participants. The evaluation was very rigorous involving quizzes, paper writing and class participation and was done in an objective and structured manner. Overall the program was received very well in spite of being quite technical, rigorous and highly demanding.

## Eminent Guest Speakers

- Prof. Renuka Sane, Visiting Faculty, Indian Statistical Institute, Delhi
- Dr. KP Krishnan, IAS, Additional Secretary, Department of Land Resources, Ministry of Rural Development, Government of India, New Delhi
- Prof. Ajay Shah, Professor, National Institute for Public Finance & Policy, New Delhi
- Dr. Charity Troyer Moore, Director, Evidence for Policy Design, Harvard Kennedy School, Cambridge, USA
- Mr. Theodore Svaranos, Research Fellow, Evidence for Policy Design, Harvard Kennedy School, Cambridge, USA
- Dr. Pratap Bhanu Mehta, President & Chief Executive, Centre for Policy Research, New Delhi
- Dr. Arvind Subramanian, Chief Economic Advisor, Ministry of Finance, Government of India, New Delhi
- Mr. Anil Swarup, IAS, Secretary to Government of India, Ministry of Coal, New Delhi
- Mr. Theodore Svaranos, Research Fellow, Evidence for Policy Design, Harvard Kennedy School, Cambridge, USA
- Dr. Dean Spears, RICE, Lucknow



- Prof. Rohini Pande, Mohammed Kamal Professor of Public Policy, Harvard Kennedy School, Cambridge, USA
- Dr. Jishnu Das, Senior Economist, World Bank and Visiting Fellow, Centre for Policy Research, New Delhi
- Prof. R Sudarshan, Dean, Jindal School of Government & Public Policy, Sonapat (Haryana)
- Mr. Shashi Shekhar, CEO, NITI Digital
- Prof. Prem Pangotra, Professor of Public Systems, IIM Ahmedabad (Gujarat)
- Mr. K.L. Sharma, Joint Secretary to Government of India, Ministry of Health & Family Welfare, New Delhi
- Mr. Shekhar Gupta, Vice-Chairman, India Today Group, New Delhi
- Shri Amarjeet Sinha, IAS, Additional Secretary & Mission Director, NRLM, Ministry of Rural Development, New Delhi
- Prof. Abhijit Banerjee, Ford Foundation Professor of International Economics, Massachusetts Institute of Technology, Boston (USA) & Director J-PAL
- Smt. Shalini Rajneesh, IAS, Principal Secretary, Government of Karnataka, Bengaluru
- Shri N. Chandrababu Naidu, Hon'ble Chief Minister, Government of Andhra Pradesh, Hyderabad
- Shri Rajiv Kumar, IAS, Additional Secretary & Establishment Officer, DoPT, Government of India, New Delhi
- Smt. Vini Mahajan, IAS, Principal Secretary (Finance), Government of Punjab, Chandigarh
- Shri Arvind Shrivastava, IAS, Secretary (Finance), Government of Karnataka, Bengaluru
- Shri Sumit Bose, IAS (Retd.), Former Finance Secretary, Government of India and Member, Expenditure Management Commission
- Dr. Hasamukh Adhia, IAS, Secretary, Department of Financial Services, Government of India, New Delhi
- Shri Ravinder, IAS, Director, Department of Industrial Policy & Promotion, Government of India, New Delhi
- Dr. Arbind Prasad, Director General, FICCI, New Delhi
- Shri Aromar Revi, Director, Indian Institute for Human Settlements, Bengaluru
- Shri Sathish Selvakumar, Faculty, Indian Institute for Human Settlements, Bengaluru
- Shri Somnath Sen, Faculty, Indian Institute for Human Settlements, Bengaluru
- Smt. Kavita Wankhede, Faculty, Indian Institute for Human Settlements, Bengaluru
- Shri Deepak Sanan, IAS, Additional Chief Secretary, Animal Husbandry, Government of Himachal Pradesh, Simla
- Dr. Gautam Bhan, Faculty, Indian Institute for Human Settlements, Bengaluru
- Shri Swastik Harish, Faculty, Indian Institute for Human Settlements, Bengaluru
- Shri J.S Deepak, IAS, Additional Secretary, Department of Commerce, Government of India, New Delhi
- Dr. Sameer Sharma, Joint Secretary (Smart Cities), Ministry of Urban Development, Government of India, New Delhi
- Shri Amlan Goswami, Faculty, Indian Institute for Human Settlements, Bengaluru
- Dr. Sudeshna Mitra, Faculty, Indian Institute for Human Settlements, Bengaluru
- Smt. Sindhushree Khullar, IAS (Retd.), CEO, NITI Aayog, New Delhi
- Shri Sanjay Bahadur, IRS, Commissioner Income Tax & Director Regional Training Institute, Mumbai
- Shri Rajesh Arya, IPS, Inspector General of Police, Government of Rajasthan, Jaipur
- Shri Mohammed Hanish, IAS, Secretary, Government of Kerala, Thiruvananthapuram
- Shri Arun Goyal, IAS, Principal Secretary to Government of Goa, Panaji
- Shri Praveer Sinha, CEO, New Delhi Power Limited (Tata Power), New Delhi
- Shri U.N. Panjari, IAS (Retd.), Chairman, Bihar State Electricity Regulatory Commission, Patna
- Shri Sandeep Verma, IAS, DDG, UIDAI, New Delhi
- Shri Suresh P Prabhu, Hon'ble Union Railways Minister, New Delhi
- Shri Arvind Mayaram, IAS, Secretary to Government of India, Ministry of Minority Affairs, New Delhi
- Shri K Jayakishan, CEO, iDeck, Mumbai
- Shri S.K. Agarwal, Vice President, SBI Capital Markets, New Delhi
- Shri A Balasubramanian, Senior Counsel, Jyoti Sagar & Associates, Chennai
- Dr. Ashwin Mahalingam, Asst. Professor, IIT Chennai
- Shri Vivek Aggarwal, IAS, Secretary to Chief Minister, Government of Madhya Pradesh, Bhopal

- Shri K Venkatesh, CEO & Managing Director, L&T Infratech, Chennai
- Mr. Rajesh Aggarwal, IAS, Joint Secretary to Government of India, Department of Financial Services, New Delhi
- Mr. Rajendra Kumar, IAS, Joint Secretary to Government of India, DeITY, New Delhi
- Dr. Arun Wakhlu, Executive Chairman, Pragati Leadership, Pune
- Prof. Ashok Gulati, Infosys Chair Professor of Agriculture, ICRIER, New Delhi
- Dr. Shweta Saini, Consultant, ICRIER, New Delhi
- Prof. K Srinath Reddy, Chairman, Public Health Foundation of India, New Delhi
- Mr. Manoj Jhalani, IAS, Joint Secretary to Government of India, Ministry of Health & Family Welfare, New Delhi
- Dr. Vishwajeet Kumar, CEO & Founder, Community Empowerment Labs, Shivgarh, Uttar Pradesh
- Prof. Karthik Muralidharan, Associate Professor of Economics, University of California, San Diego, USA
- Mrs. Radha Chauhan, IAS, Deputy Director General, UIDAI, New Delhi
- Prof. Rajan Welukar, Vice-Chancellor, Mumbai University, Mumbai
- Dr. Sukhbir Singh Sandhu, IAS, Joint Secretary to Government of India, Department of Higher Education, New Delhi
- Mr. Manish Sabharwal, CEO & Founder, Team Lease, Bengaluru
- Mr. TSR Subramanian, IAS (Retd.), Former Cabinet Secretary to Government of India, NOIDA
- Mr. Shantanu Consul, IAS (Retd.), Former Secretary to Government of India, Department of Personnel & Training, Bengaluru

## PHASE-IV (10<sup>th</sup> Round) of Mid-Career Training Programme

(6<sup>th</sup> April, 2015 to 22<sup>nd</sup> May, 2015)

<b>Programme meant for / Target Group</b>	IAS officer in seniority of 15-18 years (Batches represent - 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000)
<b>Course Coordinator</b>	Shri Tejveer Singh, Joint Director
<b>Associate Course Coordinator (s)</b>	Shri Dushyant Nariala, Joint Director Shri Jayant Singh, Deputy Director Senior
<b>Course Inaugurated by</b>	Dr. Krishan Kant Paul, Hon'ble Governor of Uttaralhand
<b>Valedictory Address by</b>	Hon'ble Shri M. Venkaiah Nadu, Union Minister of Urban Development, Housing & Urban Poverty Alleviation & Parliamentary Affair's
<b>Total No. of Participants</b>	62 (Male-46; Female-16)

*Details of participants of IAS Phase-IV (10th Round) are attached in Annexure- 8.*

## Aim

- To equip officers who have completed fifteen to eighteen years of service for effective transition to policy formulation and better implementation.

## Objectives

- Appreciate contemporary developments in political economy at the global and national level,
- Understand the process of public policy formulation, analysis and evaluation,
- Enhance domain knowledge in the context of public policy,
- Strengthen leadership and negotiation skills, and,

## Course Design

- Policy Analysis
- Smart Policy Design & Policy Formulation
- Public Service Delivery & Foreign Study Tour to Canada and France
- Public Finance, Urban Sector and Leadership
- Infrastructure & PPPs, and Negotiation
- Health, Education & Sectorial updates

## Design of Foreign Study Tour

Participants of the Phase IV course were taken abroad for a ten day Foreign Study Tour. This was organized in two groups, i.e. half the group will visit Canada and the other half will visit France. The objective of the study tour was to provide a first-hand appreciation of the growth and development of the country of destination and to also afford an opportunity to obtain an overview of the country's policies and development strategies in various sectors and to examine the feasibility of their application in the Indian context.

The Foreign Study Tour to Canada organized in association with the Institute for Public Administration in Canada (IPAC). IPAC is an association of civil servants and public policy professionals in Canada charged with the responsibility of propagating the best practices in the area of governance and public policy. It regularly hosts mid career training programmes for a large number of civil servants from different parts of the world. The study tour was involved visits to Ottawa and Toronto besides short-duration site visits around Toronto.

The Foreign Study Tour to France was organized in association with Sciences Po, Paris which is a leading international research university with a strong academic base in public policy and governance. Sessions will involve instruction, exercises by Sciences Po faculty as well as practitioners from the Government. A short trip to Brussels to the European Commission was also organized as part of the Study Tour.

## Eminent Guest Speakers

- Prof. Renuka Sane, Visiting Faculty, Indian Statistical Institute, Delhi
- Dr. KP Krishnan, IAS, Additional Secretary, Department of Land Resources, Ministry of Rural Development, Government of India, New Delhi
- Prof. Ajay Shah, Professor, National Institute for Public Finance & Policy, New Delhi
- Dr. Charity Troyer Moore, Director, Evidence for Policy Design, Harvard Kennedy School, Cambridge, USA
- Mr. Theodore Svaranos, Research Fellow, Evidence for Policy Design, Harvard Kennedy School, Cambridge, USA
- Dr. Pratap Bhanu Mehta, President & Chief Executive, Centre for Policy Research, New Delhi
- Dr. Arvind Subramanian, Chief Economic Advisor, Ministry of Finance, Government of India, New Delhi
- Mr. Anil Swarup, IAS, Secretary to Government of India, Ministry of Coal, New Delhi
- Mr. Theodore Svaranos, Research Fellow, Evidence for Policy Design, Harvard Kennedy School, Cambridge, USA
- Dr. Dean Spears, RICE, Lucknow, Prof. Rohini Pande, Mohammed Kamal Professor of Public Policy, Harvard Kennedy School, Cambridge, USA
- Dr. Jishnu Das, Senior Economist, World Bank and Visiting Fellow, Centre for Policy Research, New Delhi
- Prof. R Sudarshan, Dean, Jindal School of Government & Public Policy, Sonapat (Haryana)
- Mr. Shashi Shekhar, CEO, NITI Digital
- Prof. Prem Pangotra, Professor of Public Systems, IIM Ahmedabad (Gujarat)
- Mr. K.L. Sharma, Joint Secretary to Government of India, Ministry of Health & Family Welfare, New Delhi
- Mr. Shekhar Gupta, Vice-Chairman, India Today Group, New Delhi
- Shri Amarjeet Sinha, IAS, Additional Secretary & Mission Director, NRLM, Ministry of Rural Development, New Delhi

- Prof. Abhijit Banerjee, Ford Foundation Professor of International Economics, Massachusetts Institute of Technology, Boston (USA) & Director J-PAL
- Smt. Shalini Rajneesh, IAS, Principal Secretary, Government of Karnataka, Bengaluru
- Shri N. Chandrababu Naidu, Hon'ble Chief Minister, Government of Andhra Pradesh, Hyderabad
- Shri Rajiv Kumar, IAS, Additional Secretary & Establishment Officer, DoPT, Government of India, New Delhi
- Smt. Vini Mahajan, IAS, Principal Secretary (Finance), Government of Punjab, Chandigarh
- Shri Arvind Shrivastava, IAS, Secretary (Finance), Government of Karnataka, Bengaluru
- Shri Sumit Bose, IAS (Retd.), Former Finance Secretary, Government of India and Member, Expenditure Management Commission
- Dr. Hasamukh Adhia, IAS, Secretary, Department of Financial Services, Government of India, New Delhi
- Shri Ravinder, IAS, Director, Department of Industrial Policy & Promotion, Government of India, New Delhi
- Dr. Arbind Prasad, Director General, FICCI, New Delhi, Shri Aromar Revi, Director, Indian Institute for Human Settlements, Bengaluru
- Shri Sathish Selvakumar, Faculty, Indian Institute for Human Settlements, Bengaluru
- Shri Somnath Sen, Faculty, Indian Institute for Human Settlements, Bengaluru
- Smt. Kavita Wankhede, Faculty, Indian Institute for Human Settlements, Bengaluru
- Shri Deepak Sanan, IAS, Additional Chief Secretary, Animal Husbandry, Government of Himachal Pradesh, Simla
- Dr. Gautam Bhan, Faculty, Indian Institute for Human Settlements, Bengaluru
- Shri Swastik Harish, Faculty, Indian Institute for Human Settlements, Bengaluru
- Shri J.S Deepak, IAS, Additional Secretary, Department of Commerce, Government of India, New Delhi
- Dr. Sameer Sharma, Joint Secretary (Smart Cities), Ministry of Urban Development, Government of India, New Delhi
- Shri Amlan Goswami, Faculty, Indian Institute for Human Settlements, Bengaluru
- Dr. Sudeshna Mitra, Faculty, Indian Institute for Human Settlements, Bengaluru
- Smt. Sindhushree Khullar, IAS (Retd.), CEO, NITI Aayog, New Delhi
- Shri Sanjay Bahadur, IRS, Commissioner Income Tax & Director Regional Training Institute, Mumbai
- Shri Rajesh Arya, IPS, Inspector General of Police, Government of Rajasthan, Jaipur
- Shri Mohammed Hanish, IAS, Secretary, Government of Kerala, Thiruvananthapuram
- Shri Arun Goyal, IAS, Principal Secretary to Government of Goa, Panaji
- Shri Praveer Sinha, CEO, New Delhi Power Limited (Tata Power), New Delhi
- Shri U.N. Panjari, IAS (Retd.), Chairman, Bihar State Electricity Regulatory Commission, Patna
- Shri Sandeep Verma, IAS, DDG, UIDAI, New Delhi
- Shri Suresh P. Prabhu, Hon'ble Union Railways Minister, New Delhi
- Shri Arvind Mayaram, IAS, Secretary to Government of India, Ministry of Minority Affairs, New Delhi
- Shri K Jayakishan, CEO, iDeck, Mumbai,
- Shri S.K. Agarwal, Vice President, SBI Capital Markets, New Delhi
- Shri A Balasubramanian, Senior Counsel, Jyoti Sagar & Associates, Chennai
- Dr. Ashwin Mahalingam, Asst. Professor, IIT Chennai
- Shri Vivek Aggarwal, IAS, Secretary to Chief Minister, Government of Madhya Pradesh, Bhopal
- Shri K Venkatesh, CEO & Managing Director, L&T Infratech, Chennai
- Mr. Rajesh Aggarwal, IAS, Joint Secretary to Government of India, Department of Financial Services, New Delhi
- Mr. Rajendra Kumar, IAS, Joint Secretary to Government of India, DeITY, New Delhi
- Dr. Arun Wakhlu, Executive Chairman, Pragati Leadership, Pune
- Prof. Ashok Gulati, Infosys Chair Professor of Agriculture, ICRIER, New Delhi
- Dr. Shweta Saini, Consultant, ICRIER, New Delhi

- Prof. K Srinath Reddy, Chairman, Public Health Foundation of India, New Delhi
- Mr. Manoj Jhalani, IAS, Joint Secretary to Government of India, Ministry of Health & Family Welfare, New Delhi
- Dr. Vishwajeet Kumar, CEO & Founder, Community Empowerment Labs, Shivgarh, Uttar Pradesh
- Prof. Karthik Muralidharan, Associate Professor of Economics, University of California, San Diego, USA
- Mrs. Radha Chauhan, IAS, Deputy Director General, UIDAI, New Delhi
- Prof. Rajan Welukar, Vice-Chancellor, Mumbai University, Mumbai
- Dr. Sukhbir Singh Sandhu, IAS, Joint Secretary to Government of India, Department of Higher Education, New Delhi
- Mr. Manish Sabharwal, CEO & Founder, Team Lease, Bengaluru
- Mr. TSR Subramanian, IAS (Retd.), Former Cabinet Secretary to Government of India, NOIDA
- Mr. Shantanu Consul, IAS (Retd.), Former Secretary to Government of India, Department of Personnel & Training, Bengaluru

## PHASE-V (9<sup>th</sup> Round) of Mid-Career Training Programme

(12<sup>th</sup> October to 6<sup>th</sup> November, 2015)

<b>Programme meant for / Target Group</b>	IAS officer in seniority of 26-28 years (Batches represent - 1983, 1984, 1985, 1986, 1987, 1988)
<b>Course Coordinator</b>	Shri Rajeev Kapoor, Director
<b>Associate Course Coordinator (s)</b>	Shri Tejveer Singh, Joint Director Smt. Jaspreet Talwar, Joint Director Shri Jayant Singh, Deputy Director (Sr.) Shri C. Sridhar, Deputy Director
<b>Course Inaugurated by</b>	Hon'ble Prime Minister of India
<b>Valedictory Address by</b>	Shri Rahul Khullar, IAS (Retd), Former Chairman TRAI
<b>Total No. of Participants</b>	Total-97 [Male- 84; Female- 13]

*Details of participants of 9<sup>th</sup> Round of MCTP of IAS (Phase V) Program are attached in Annexure- 9.*

## Aim

To equip officers who have completed twenty-six to twenty-eight years of service for effective transition to strategy formulation and its implementation.

## Objectives

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

## Course Design

- Inputs on Governance, Political Economy, Economic Development, Public Finance, Foreign Policy, Trade, Environment, Energy, etc.
- Thematic Foreign Study Tour in cohorts of 25-30 to Australia, China, South Africa, and USA.
- Reflections on the Foreign Study Tour and learning for India, Role of State & Markets, Seminar on Inclusive Growth, Policy issues and key challenges in Urban Sector, Challenges in National Security, Regulation and regulatory reform, and Strategic thinking in Government.

## Design of Foreign Study Tour

The Foreign Study Tour of the Phase V course was organised in Week 2 from October 19<sup>th</sup> to 23<sup>rd</sup>. This was organised thematically in smaller cohorts of 25-30 officers each in four countries. The inputs was comprise interactive lecture sessions by eminent resource persons, interactions with policymakers and practitioners and site visits

- Australia: The Study Tour to Australia will focus on the theme of Modernising Government. This will be organised in partnership with Crawford School of Public Policy, Australian National University, Canberra.
- South Africa: The Study Tour to South Africa will focus on the theme of Urbanisation in BRICS. This will be organised in partnership with Indian Institute of Human Settlements, Bangalore and African Centre of Cities, University of Cape Town at Johannesburg and Cape Town
- China: The Study Tour to China will focus on understanding China's rapid socio-economic development. This will be organised in partnership with Chinese Executive Leadership Academy, Pudong, Shanghai.
- United States of America: The Study Tour to USA will focus on the theme of Homeland Security to learn of the experience of United States in dealing with issues related to internal security. This will be organised in partnership with Brookings Institution, Washington, DC.

## Eminent Guest Speakers

- Shri BK Chaturvedi, IAS (Retd.), Former Cabinet Secretary and former Member, Planning Commission
- Shri Manish Sabharwal, Founder Team Lease, Bangalore
- Justice B.N. Srikrishna, Former Judge, Supreme Court of India
- Shri Prakash Javadekar, Hon'ble Union Minister of State (I/C), MoE&F, New Delhi
- Dr. Rathin Roy, Director, NIPFP New Delhi and Member, 7th Pay Commission
- Shri Amitabh Kant, IAS, Secretary, Department of Industrial Policy & Promotion, Government of India, New Delhi
- Shri Harshpati Singhania, Vice-Chairman & Managing Director, JK Paper
- Prof. Arvind Panagariya, Hon'ble Vice Chairman, NITI Aayog, New Delhi
- Mr. Hamish McDonald, Minister, Australian High Commission, New Delhi
- Shri N.N. Vohra, IAS (Retd.), Hon'ble Governor of Jammu & Kashmir
- Shri S. Rajgopalan, Managing Director, Educational Initiatives Pvt. Ltd. Ahmedabad
- Dr. Ramesh Chand, Member NITI Aayog, New Delhi
- Shri J.S. Deepak, IAS, Secretary, Department of Electronics & IT, Government of India, New Delhi
- Dr. N.C. Saxena, IAS (Retd.), Advisor UNDP India, New Delhi
- Shri Amarjeet Sinha, IAS, Additional Secretary to the GoI, Ministry of Rural Development, New Delhi
- Shri K. Vijay Kumar, IPS (Retd.) Senior Security Advisor, Ministry of Home Affairs, New Delhi
- Prof. Pramod Mantravadi, Indian School of Business, Hyderabad
- Dr. KP Krishnan, IAS, Additional Secretary to GoI, Department of Land Resources, New Delhi
- Shri R.S. Sharma, IAS (Retd.), Chairman, The Telecom Regulatory Authority of India, New Delhi
- Shri Aromar Revi Director, IIHS, Bangalore
- Dr. Bimal Patel, President, CEPT University, Ahmedabad
- Dr. Sameer Sharma, Additional Secretary to GoI, Ministry of Urban Development, New Delhi
- Shri Shekhar Gupta, Former Editor-in-Chief, The Indian Express Group
- Prof. Michael Cohen, Director, New School, New York
- Prof. Rahul Mukherji, Associate Professor, National University of Singapore
- Shri Arun Jaitley, Hon'ble Union Finance Minister
- Shri Rajiv Kumar, IAS, Establishment Officer to Government of India, DoPT
- Shri Sunil Kant Munjal, Joint Managing Director, Hero Motocorp
- Smt. Naina Lal Kidwai, India Head, HSBC Group, New Delhi
- Shri Aromar Revi, Director, Indian Institute of Human Settlements, Bangalore



- Dr. Partha Mukhopadhyay, Senior Fellow, Centre for Policy Research, New Delhi
- Prof. Ajay Shah, National Institute of Public Finance & Policy, New Delhi
- Dr. Sanjay Pradhan, Vice President, The World Bank, Washington DC, USA Dr. Sanjay Pradhan, Vice President, The World Bank, Washington DC, USA
- Shri Vijay Mahajan, Chairman & Founder, BASIX Group, New Delhi
- Dr. Nachiket Mor, Chairman, Sughavazhvu Healthcare IKP Centre for Technologies in Public Health, Chennai
- Dr. Jean Dreze, Development Economist & Honorary Chair Professor, Allahabad University
- Shri Gopal Pillai, IAS (Retd.) Former Union Home Secretary, New Delhi
- Dr. Partha Mukhopadhyay, Senior Fellow, Centre for Policy Research, New Delhi
- Shri Satyananda Mishra, IAS (Retd.), Former Chief Information Commissioner, New Delhi
- Dr. Ila Patnaik, Principal Economic Adviser, Ministry of Finance, New Delhi
- Dr. Subir Gokaran, Director of Research, Brookings India, New Delhi
- Dr. Gautam Bhan, IIHS, Bangalore
- Shri Sreeram Ananthasavanam, IBM Industry Executive (Government & Education), Smarter Cities, Dubai (UAE)
- Shri Rahul Khullar, IAS (Retd), Former Chairman TRAI, New Delhi
- Shri Gurcharan Das, Eminent Thinker and Writer, New Delhi
- Shri J.S Deepak, IAS, Secretary, Department of Electronics & IT, Government of India, New Delhi
- Shri Vikram S Mehta, Chairman, Brookings India, New Delhi
- Shri Jayant Sinha, Hon'ble Union Minister of State, Finance
- Dr. Arvind Gupta, IFS (Retd.), Deputy National Security Advisor & Secretary (NSCS)
- Dr. A. Didar Singh, IAS (Retd.), Secretary General, FICCI, New Delhi
- Shri Jayant Dasgupta, IAS (Retd.), Former Ambassador of India to WTO
- Dr. KP Krishnan, IAS, Additional Secretary, Department of Land Resources, Government of India, New Delhi
- Shri Pradeep Kumar Rawat, IFS, Joint Secretary (East Asia), MEA, New Delhi
- Shri Laveesh Bhandari, Founder Director of Indicus, Gurgaon
- Prof. N.V. Varghese, Director, Centre for Policy Research in Higher Education, New Delhi
- Prof. Somnath Ghosh, Dean, Academics Indian Institute of Management, Kashipur
- Mr. Joseph D'Cruz, Regional Team Leader Asia-Pacific on Sustainable Development, UNDP, Bangkok
- Dr. Kiran Karnik, Former President, NASSCOM, New Delhi
- Shri Ashok Prasad, IPS, Secretary, Internal Security, Ministry of Home Affairs, New Delhi
- Prof. Anton Musgrave, Senior Partner - Future World International, South Africa
- Shri Devendra Chaudhary, IAS, Secretary to the Government of India, DAR & PG, New Delhi
- Prof. Ajay Shah, National Institute of Public Finance & Policy, New Delhi
- Shri Gireesh B. Pradhan, IAS (Retd.), Chairman & Chief Executive, CERC, New Delhi
- Shri Sathish Selvakumar, IIHS, Bangalore
- Dr. Ashwin Mahalingam, Faculty, IIT Madras, Chennai

### **INDUCTION TRAINING FOR OFFICERS OF STATE CIVIL SERVICE (8 WEEKS)**

Induction courses are conducted for officers on a select list of various states or officers promoted to the Indian Administrative Service from the State Civil Services. The aim of these courses is to update levels of knowledge, skills and to provide opportunities for exchange of ideas, views and experiences with people who have developed expertise in different sectors of national development. Considerable focus is given to new managerial thoughts, techniques and skills as well as to the frontier areas of technology and its management. There is an emphasis on imparting an All-India perspective to its participants. The officers are also taken on a tour of premier institutions in the country to expose them to the pan india character of the service.

## 117<sup>th</sup> Induction Training Programme for IAS Officers

(27<sup>th</sup> July to 4<sup>th</sup> September, 2015)

<b>Programme meant for / Target group</b>	Officers from State Civil Service who have been inducted (Promotion/ Select List) into IAS
<b>Course Coordinator</b>	Shri Dushyant Nariala, Joint Director
<b>Associate Course Coordinator(s)</b>	Shri Abhishek Swami, Deputy Director (Sr.) & Mrs. Thulasi Maddineni, Deputy Director
<b>Course Inaugurated by</b>	Shri Indu Kumar Pande, IAS (Retd.), Dehradun
<b>Valedictory Address by</b>	Shri Devendra Chaudhary, IAS, Secretary, Department of Administrative Reforms & Public Grievances, Ministry of Personnel, Public Grievances & Pensions, New Delhi
<b>Total No. of Participants</b>	Total -75 [Male- 67; Female- 08] (including 6 residual participants)

*Details of participants of 117<sup>th</sup> Induction Training Program are attached in Annexure- 10.*

### Aim

- The course aims to provide an all-India perspective on governance and administration and to develop a sense of awareness and responsibility for working at the next level in the various echelons at the state and central governments through:
- To acquire & update interdisciplinary knowledge & skills to function effectively as administrators.
- To acquire a pan Indian perspective on administrative issues & governance challenges through exchange of experiences, ideas & views.
- To equip the participants with new Information Communication Technology skills and managerial techniques.

The pedagogy that was adopted to meet the course objectives included lectures and discussion, case studies, panel discussions, hands on computer training, experience sharing presentations, films and discussions, management games, group work and field visits.

### Design of the Course

In the first week the focus was on giving a perspective about the Indian Administrative Service, Project Appraisal, Energy and Social Sectors. In the second week the focus was on Public Finance, Understanding Financial Statements, Disaster Management, e-Governance: Use of Technology to Improve Public Finances and Public Private Partnerships. In the third week the focus was on Public Procurement, Project Management, Data Analysis & Interpretation, Financial Matters and Understanding RTI while in the fourth week the focus was on Handling Media, National Security, Globalisation, Swachh Bharat Abhiyan, Dilemmas in Public Policy and the participants were asked to do Problem Solving Exercise and make presentations.

### Design of Foreign Study Tour

As a part of the programme the participants undertook a 2 weeks Field Study Tour involving visits and attachments with various government and non-government institutions and organisations in India followed by an overseas visit to Sri Lanka. The idea was not only to have theoretical learning about administrative structures and processes but also to be able observe the society and community as a whole so as to be able help appreciate a diverse and varied ways of



doing things. This approach helps them expand their mental horizons and provide a necessary mental flexibility and openness which an administrator must possess.

Outbound programmes comprise attachments with local bodies, NGOs and institutions of repute in various parts of the country. This is followed by a five-day visit to Sri Lanka consisting of attachments with health and education institutions and municipalities.

## Course Coordinators Report

The 117<sup>th</sup> Induction Training Programme was the biggest batch in last many years. For the first time, structured experience sharing was used as the discussion driver of the sessions. The Course ended with interaction with the MOS(PP) Dr. Jitendra Singh in New Delhi.

## Eminent Guest Speakers

- Shri Indu Kumar Pande, IAS (Retd.), Ex Chief Secretary Uttarakhand
- Shri Alok, Secretary (Revenue), Government of Rajasthan, Jaipur (Rajasthan)
- Shri Avinash Champawat, Registrar, Co-operative, Govt. of Chhattisgarh, Raipur
- Shri Santosh Rai, Scientist-'D' (Petrology & Geochemistry Group), Wadia Institute of Himalayan Geology, 33 GMS Road, Dehradun
- Maj. Gen. V.K. Datta, AVSM, SM\*\*, VSM\*\* (Retd.),
- Shri Srikanth Viswanathan, Coordinator, Advocacy and Reforms Research and Insights
- Shri P. Manivannan, IAS, Managing Director, Karnataka Urban Water Supply and Drainage Board, #6, Jalabhavan, 1<sup>st</sup> Stage, 1<sup>st</sup> Phase, BTM Layout, Bannerghatta Road, Bangalore
- Shri K.G. Verma, Joint Secretary (Retd.), Department of Personnel & Training, GOI, New Delhi
- Ms. Vartika Nanda, Head, Department of Journalism, Lady Shri Ram College, Delhi University, Delhi
- Shri S.D. Muni, Professor Emeritus, Jawaharlal Nehru University, New Delhi
- Shri Devendra Chaudhary, IAS, Secretary, Government of India, Department of Administrative Reforms & Public Grievances, Ministry of Personnel, PG & Pensions, New Delhi
- Dr. B. Rajender, Joint Secretary (PP), Minister for Water Resources, River Development and Ganga Rejuvenation, Government of India, New Delhi
- Shri Devi Prasad, IES (Retd.)
- Dr. Sameer Saran, Scientist / Engineer - SF, Geo Informatics Department, Indian Institute of Remote Sensing (IIRS), 4, Kalidas Road, Dehradun
- Dr. N. Yuvaraj, Collector & District Magistrate, District Collector's Office, Maharani Peta, Visakhapatnam
- Dr. C.V. Ananda Bose, 1/13, Shantiniketan, Diplomatic Enclave, New Delhi
- Shri Vijay Nehra, IAS, Municipal Commissioner, Rajkot Municipal Corporation, Rajkot
- Shri Somnath Sen, IHS, Bangalore City Campus No.197/36, 2<sup>nd</sup> Main Road, Sadashivangar, Bangalore
- Prof. S. Tharappan, Director, College for Leadership and Human Resource Development, AIM INSIGHTS, The HRD Group, Valencia Circle, Mangalore, Karnataka
- Dr. Raj Agrawal, Director, All India Management Association (AIMA-CME), Management House, 14, Institutional Area, Lodhi Road, New Delhi
- Dr. G.D. Badgaiyan, IAS (Retd.), New Delhi
- Shri Kumar V. Pratap, Economic Adviser, Ministry of Urban Development, Government of India, New Delhi
- Shri V. Bhaskar, IAS, Former Special Chief Secretary, Finance Dept. Govt. of AP, Hyderabad
- Dr. Adapa Karthik, Addl. Secretary (Home), Government of Punjab, Chandigarh
- Shri Syed Abid Rasheed Shah, SDM Srinagar, J & K Coordinating Officer for Relief & Rehabilitation NGO Activities & Post Flood Rehabilitation

- Shri Vinay Thakur, Director (Projects), National e-Governance Division (NeGD), Department of Electronics & Information Technology (DeitY), GoI, New Delhi
- Shri V.P. Singh, IAS, Secretary, Vigilance Department, Government of Punjab, Chandigarh
- Ms. Kavita Wankhede, IAS, Bangalore City Campus No. 197/36 2<sup>nd</sup> Main Road, Sadashivangar, Bangalore
- Shri Alok Kumar, IAS, Additional Secretary, (HUA/ Health/ Industry Divn.), Govt. of India, 4/1, Type-6A, MS Flats, Shahjhan Road, New Delhi
- Dr. K. Saleem Ali, IPS (Retd.), Chairman and Managing Director, The Watch Guard, 1st floor Agni Business Centre, 46/24 K.B.Dasan Road, Alwarpet, Chennai
- Ms. P. Amudha, IAS, Labour Commissioner, Government of Tamil Nadu, Chennai

## GOLDEN JUBILEE REUNION OF 1965 BATCH OF OFFICERS

(25<sup>th</sup> May to 26<sup>th</sup> May, 2015)

<b>Course Coordinator</b>	Shri Abhishek Swami, Deputy Director
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The Academy organises a retreat every year for Officers who have served for 50 years. First such reunion was held in 1997, which was also the Golden Jubilee Year of the nation, where the ICS and IAS Officers, who were in service at the time of independence, participated. Since then, the retired officers are called every year for a period of two days to share their rich experience with the faculty and Officer Trainees. Senior officers are extremely contemporary in their approach and provide valuable insights into the changing environment of the administration. Between formal sessions on critical issues of governance, reflections on the IAS and the civil services, interactive sessions with the officer trainees undergoing the Foundation Course, reminiscences and tours of the Academy campus also take place.

This year the Golden Jubilee Reunion of the 1965 Batch took place on the 25<sup>th</sup> and 26<sup>th</sup> of May, 2015. The reunion was attended by 82 Male and 6 Female officers of the batch.

# CHAPTER 4

## ASSOCIATE CENTRES/ 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 2015:

Sl.No.	Course/Duration	Sessions	Participants	Topics
1.	IAS Professional Course Phase-I (2014-16 Batch) (26 weeks)	25x4 = 100	181	What-if-analysis using Excel, Descriptive Statistics and Graphical Analysis using MS Excel, Survey Analysis, Time, Value and Money, Capital Budgeting, Introduction to MS Access, Multiple Table with Single Primary Key, Application Utility using MS Access, Tenancy database, Introduction to MS Project, Project Appraisal with Management Faculty.
2.	IAS Professional Course Phase-II (2013-15 Batch) (8 Weeks)	4 x 2 = 12	175	Population Pyramid Analysis with MS Excel, Descriptive Statistics and Graphical Analysis, Survey Analysis, Microsoft Project, Public Grievances Monitoring using MS Access.
3.	9 <sup>th</sup> Mid-Career Training Programme for IAS Officers (Phase - III)	20	100	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.
4.	90 <sup>th</sup> Foundation Course (15 Weeks)	20X4= 80	353	Word Processing Basics using MS Word, Effective Document Management using MS Word, Special Publication Features for Quality work, Boiler Plate Features in MS Word to Minimise Time & Efforts,

Sl.No.	Course/Duration	Sessions	Participants	Topics
				Generating Table of Contents and Indexing (Basic and Advance) in MS Word, Document Sharing and Security issues (Basic and Advance), Presentation Basics using Power Point, Visual Tools of Enhancement of Presentation using Power Point, Customiation of Presentation using Power Point, Object Animation using Power Pint, Spread sheet Basics, Absolute and Relative Cell Referencing and User Defined Formula Vs in-built functions, Income Tax Calculation using MS Excel, Regression Analysis using MS Excel, Data Analysis using MS Excel.
5.	117 <sup>th</sup> Induction Training Programme for IAS Officers (6 weeks)	15	73	Word Processing Basics using MS Word, Effective Document Management using MS Word, Special Publication Features for Quality work, Boiler Plate Features in MS Word to Minimise Time & Efforts, Presentation Basics using Power Point, Visual Tools of Enhancement of Presentation using Power Point, Customiation of Presentation using Power Point, Object Animation using Power Pint, Spread sheet Basics, Absolute and Relative Cell Referencing and User Defined Formula Vs in-built functions.

### Methodology Adopted

- Lecture-cum-Demonstrations
- Hands-on
- Presentations by the participants
- Case Study

### Software Development

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

- Online Examination Module
- Modules were developed to conduct complex management games for participants.
- Online marks management system.

### Other Activities

- Successfully conducted an online entry level test for 353 probationers of 90<sup>th</sup> Foundation Course of Academy.
- Successfully conducted online examination for the participants of 117<sup>th</sup> Induction training programmes.
- Successfully conducted online examination for the participants of IAS Professional Course Phase-I (Batch 2014) for Public Administration, Law, Management, Economics and Political Concepts & Constitution of India.

- Successfully conducted three online Examinations for 353 officer trainees of 90<sup>th</sup> Foundation Course for Public Administration, Law, Management, Economics and Political Concepts & Constitution of India.
- The questions bank for all the online examinations was prepared as per the requirement of Controller of Examination.
- The result analysis for all the online examinations was done as per the requirement of Controller of Examination.
- Data Analysis of Officers Mess Account was done as per the requirement of the Academy.
- Data Analysis of parallel Induction Programmes was done as per the requirement of DOPT & the Academy.
- Prepared Data Analysis Module for Quantitative Analysis in collaboration with Management Faculty.

A training programme was conducted on “E-Office and Computer Skills” on 3<sup>rd</sup> February 2015 for 40 officials of the academy. The content of the training was E-Office, advanced features of MS Word, MS Power point and MS Excel.

### Staff Development

A customised Management Development Programme for National Informatics Centre at Indian Institute of Management (IIM) Indore from 17<sup>th</sup> August 2015 to 21<sup>st</sup> August 2015 was attended as part of Skill Development Program.

### CENTRE FOR DISASTER MANAGEMENT

Centre for Disaster Management (CDM), LBSNAA is a capacity building and research centre functioning under the umbrella of LBSNAA, Mussoorie. Apart from conducting training programmes the Centre has been involved in formulation of national strategy for adaptation of the global best practices to suit Indian conditions in the field of disaster management.

### Training Courses

#### Capacity Building of Urban Local Bodies on Urban Climate Change Resilience

(24<sup>th</sup> August, 2015 to 26<sup>th</sup> August, 2015)

<b>Programme meant for / Target group</b>	Officers from Urban Local Bodies of 6 cities of Northern India
<b>Course Coordinator</b>	Shri Saurabh Jain, Deputy Director & Director, CDM
<b>Associate Course Coordinator(s)</b>	Shri Abhinav Walia, Research Officer, CDM
<b>Course inaugurated by</b>	Shri Tejveer Singh, Joint Director, LBSNAA
<b>Valedictory Address by</b>	Shri Tejveer Singh, Joint Director, LBSNAA
<b>Total No. of Participants</b>	Total: 18 (Male: 16; Female : 02)

### Objective of the Program

Objective of the program Capacity Building of Urban Local Bodies on Urban Climate Change Resilience.

### Prominent Guest Speakers

1. Shri C.Sridhar, Deputy Director (Sr.), LBSNAA
2. Shri Peeyoush Routela, Executive Director, DMMC
3. Prof. Usha Raghupathi, NIUA
4. Dr. Shymala Mani, NIUA

## Other Activities of the Centre

Sessions of Disaster Management were scheduled in IAS Professional Course (Phase-I) 2014-2016 Batch on 25<sup>th</sup> May to 29<sup>th</sup> May, 2015 as follows:

Sl. No.	Topic of the Session
1.	Disaster Mitigation and Management Plan - Shri A.K. Singh
2.	Management of Flood and Draught in District - Shri Kumar Ravi
3.	Dealing with Man Made Disaster - Shri P. Velrasu
4.	Dealing with Man Made Disaster - Shri P. Velrasu

Sessions of Disaster Management were scheduled in IAS Professional Course (Phase-II) 2013-2015 Batch on 3<sup>rd</sup> August to 7<sup>th</sup> August, 2015 as follows:

Sl. No.	Topic of the Session
1.	Role of Media in Disaster Management - Ms. Malini Shankar
2.	Application of ICT/ GIS in Disaster Management - Shri P.K. Campati Ray
3.	Handling of Disaster Hud Hud Cyclone - Shri N. Yuvraj
4.	Handling of Disaster in Jammu Kashmir Flood - Shri Syed Abid Rasheed Shah
5.	Disaster of Nepal Earthquake - Shri O.P. Singh

Sessions of Disaster Management were scheduled in 117<sup>th</sup> Induction Training Program on 3<sup>rd</sup> August to 7<sup>th</sup> August, 2015 as follows:

Sl. No.	Topic of the Session
1.	Main streaming Climate Change in Development - Shri Santosh K. Rai
2.	Handling of Disaster in Jammu Kashmir Flood - Shri Syed Abid Rasheed Shah
3.	Handling of Disaster Hud Hud Cyclone - Shri N. Yuvraj
4.	Disaster Management Experience from field - Major General V.K. Dutta

Sessions of Disaster Management were scheduled in 90<sup>th</sup> Foundation Course on 23<sup>rd</sup> October, 2015 as follows:

Sl. No.	Topic of the Session
1.	Disaster Management in country - Shri Saurabh Jain/ Shri Abhinav Walia
2.	Disaster Management in country - Shri Saurabh Jain/ Shri Abhinav Walia

## RESEARCH ARTICLES PUBLISHED IN NATIONAL / INTERNATIONAL JOURNALS DURING 2015-16

### Publications of the Centre

- Disaster Response and Management Volume 3 Number 1 ISSN 2347-2553
- Disaster Governance in India Series 3 ISBN 978-81-928670-2-1
- Course modules on above mentioned courses
- Case Studies on various Disaster Management

## CENTRE FOR RURAL STUDIES

The Centre for Rural Studies (CRS) is considered as one of the research Centres of the Academy. The Land Reforms Unit (LRU) started in 1989 and its merger with the Village Study Unit (VSU) has created CRS. Since its inception, the Ministry of Rural Development (MoRD), Government of India has been a patron. Broadly, land administration and rural development are the work areas of the Centre. CRS is registered as a Society under the Society Registration Act, 1860 since 30 April 2015.

The Centre performs mainly four functions: (i) sensitises the officer trainees (OTs) of the Indian Administrative Service (IAS), broadly on land Administration and Rural Development, by exposing them to ground realities, providing tools for field research and evaluation of their work during phase IV of the their training; (ii) conducts research studies of different genre and disseminate knowledge gained in form of publications; (iii) organises at least two national level workshops for regular exchange of views on land administration and rural development with academicians, administrators, activists and concerned citizens; and (iv) co-publishing international Journal of Land and Rural Studies (JLRS) with SAGE Publications.

### Activities

#### Training Courses

The CRS is involved in training programs of the Academy during the FC and IAS Professional Courses. In the current year the CRS undertook following training activities:

#### IAS Professional Course Phase-I

CRS is actively working on two modules—Land Administration Module and Rural Development Module. The Modules were delivered as per the design approved by the Academic Counselling Members (ACM) for 179 IAS Officer Trainees of 2014 batch.

#### Village Study Assignment for IAS Professional Course Phase-II

This assignment forms a major part of the District Training Assignment for the IAS OTs. The Centre had received 163 Socio-economic and 158 Land reforms reports from the IAS OTs of 2013–2015 batch for evaluation.

These reports are scrutinised for best reporting on existing situation, socio-economic and political analysis and poverty alleviation initiatives. The data/papers are compiled, edited and published as edited volumes on Socio-Economic Profile of Rural India. Until now four series of these volumes are published. The Centre is working on the fifth series; two volumes (Eastern and Northern India) of this series are in press at present.

#### Village Visit Programme-90<sup>th</sup> Foundation Course

The Village Visit Programme comprises of three activities: classroom inputs, field visits, and evaluation of reports of the OTs. They were organised in the last week of October, 3<sup>rd</sup> to 10<sup>th</sup> November, and in the third week of November 2015 respectively.

- Participatory Learning and Action (PLA) techniques were introduced to the OTs as inputs for the field visit. Mainly, six themes were covered during the field visit: poverty, education, health, panchayati raj institutions, Swachhh Bharat Abhiyan, and financial inclusion. The OTs organised various events for Swachhh Bharat Abhiyan and financial inclusion, such as administered pledge of Swachhh Bharat to villagers and students, conducted public rallies, village level meetings, performed street plays and songs etc. and conveyed message of cleanliness and hygiene as well as importance of saving and insurance through banking. They spread awareness about Prime Minister Jan Dhan Yojana (PMJDY) and insurance scheme.
- Total 59 sub-groups were formed; each sub-group stayed in a village. Total 12 districts in the States of Himachal Pradesh and Uttar Pradesh were visited by the OTs for this programme.



- Each sub-group presented individual and group based reports on six themes. Based on evaluation, the Centre distributed Gold, Silver and Bronze Medals.

## RESEARCH AND PUBLICATION

- The research carried out by the Centre are based on two approaches-the Centre proposes issues for research and seeks approval and funds from the Department of Land Resources (DoLR), Ministry of Rural Development; and sometimes the DoLR assigns special research studies to the Centre. During 2015-2016, the Centre focused on clearing pendency of research studies.

The following **research studies were completed**, specially assigned by the DoLR:

- Identifying Existing Capacities of the States and Development of Timeframe to Execute the National Land Records Moderniation Program (NLRMP): An Appraisal of Madhya Pradesh
- Documentation of Best Practices in Land Records Management in India:
- Integration of the Land Records & Registration in Goa
- Mee-Sewa Project in Andhra Pradesh
- Survey by ETS & GPS in Gujarat and reconciliation of the newly generated data with the legacy data
- Computeriation of Registration by Hardware on Hire Method in Bihar
- Innovative methodologies in improving Citizen Services in SROs in Delhi & it impact on the citizens

The following research studies will be completed before 31 March 2016.

- Gender Issues in Land Ownership: Reviewing of Existing Land Laws
- Identifying Existing Capacities of the States and Development of Timeframe to Execute the National Land Records Moderniation Program (NLRMP): An Appraisal of Rajasthan
- Identifying Existing Capacities of the States and Development of Timeframe to Execute the National Land Records Moderniation Program (NLRMP): An Appraisal of Assam
- Moderniation of WAKF property records in Bihar, Kerala and West Bengal
- Revisiting the Status with the Implementation of National Land Records Moderniation Programme
- Hand Book on Modern Cadastral Survey in India

## Publications

The following publications were brought out by the Centre. Some are published by publishing houses while the other are published as internal publications of the CRS:

- Land and Livelihood Initiatives in India: Learning from Andhra Pradesh, Bihar, Karnataka, Odisha and West Bengal (Manek Publications)
- Homestead Land and Livelihood Initiatives in India (Manek Publications)
- Tenancy Laws and Practices: Emerging Issues (Manek Publications)
- Conclusive Land Titling System: A Need for Reforms in Land Administration (Manek Publications)
- Contract Farming: Protecting Interests of Small and Marginal Farmers in India (Manek Publications)
- Identifying Existing Capacities of the States and Development of Timeframe to Execute the National Land Records Moderniation Program (NLRMP): An Appraisal of State of Maharashtra and West Bengal (CRS internal publication)
- Documentation of Best Practices in Land Records Management in India (CRS internal publication):
- Integration of Bhoomi and Kaveri: A case study on Land Records Management System in Karnataka
- Documentation of the Urban Property Ownership Record (UPOR): Karnataka
- Computeriation of Registration and Innovative methodologies used in Payment of Registration Fees and Stamp Duty in Maharashtra
- Digitiation of Cadastral Maps and its Integration with textural data in West Bengal



- HRSI Survey in Haryana and its impact on the citizens
- Proceedings of the Workshop on “The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Right) Act 2006” (CRS internal publication).

### **Forthcoming Publications**

- Journey Towards Land Titling (Shipra Publications, New Delhi)
- Gender Issues in Land Ownership: Reviewing of Existing Land Laws
- Identifying Existing Capacities of the States and Development of Timeframe to Execute the National Land Records Moderniation Program (NLRMP): An Appraisal of States of Rajasthan and Assam
- Moderniation of WAKF property records in Bihar, Kerala and West Bengal
- Revisiting the Status with the Implementation of National Land Records Moderniation Programme
- Hand Book on Modern Cadastral Survey in India

### **WORKSHOPS/ SEMINARS**

Two workshops were conducted in April 2015:

#### **The Scheduled Tribes and other Traditional Forest Dwellers (Recognition of Forest Right) Act 2006**

Total 26 persons participated in the workshop from different walks of life-academicians, social activists, senior bureaucrats, senior forest officials, and concerned citizens. The proceeding of the workshop is published by the Centre as internal publication. A set of policy recommendations were submitted to the DoLR for necessary policy change and follow up actions for effective implementation of the Forest Rights Act, 2006.

#### **Journey Towards Land Titling**

- Total 22 persons participated in the workshop from different walks of life-academicians, social activists, senior bureaucrats, senior forest officials, and concerned citizens. A set of policy recommendations were submitted to the DoLR for necessary policy change and follow up actions for effective implementation of the Forest Rights Act, 2006.
- An edited volume on Journey towards Land Titling is under progress for publication based on the research papers presented in the workshop. This will be published in March 2016.

#### **Journal of Land and Rural Studies (Co-publishing with SAGE Publications)**

This is a bi-annual, refereed, international journal (Print 2321-0249 and Online ISSN: 2321-7464). It carries the following sections: special articles, articles, policy brief, working paper and book reviews. Two issues were published in the year 2015–2016.

- Journal of Land and Rural Studies, volume 3, Issue 1 (July, 2015)
- Journal of Land and Rural Studies, Volume 4, Issue 1 (January, 2016), Special issue on land acquisition, rehabilitation and resettlement in India
- En bloc manuscript of the July 2016 (Volume 4, Issue 2) will be submitted on 1 March 2016.

#### **NATIONAL LAND RECORD MODERNISATION PROGRAMME (NLRMP) CELL**

NLRMP is a part of Centre for Rural Studies. The Cell is equipped with electronic total stations (ETS), global positioning systems (GPS), scanners and printers with necessary software. The OTs are provided training on Survey & Settlement Operations-facilitated practical training in handholding exercises of land survey with old traditional methodologies and modern technologies. The officials from the local Land Revenue Departments and Survey of India, Dehradun provide the necessary support for this training.

## NATIONAL GENDER CENTRE

The National Centre for Gender Training, Planning and Research, (National Gender Centre) was established in 1993 and got registered as a society under the Societies Act 1860 in 1998. NGC is a capacity building centre which functions as a part of LBSNAA, Mussoorie.

Our mission is to work with a global network of partners and to mainstream gender and child rights issues in policy, programme formulation and implementation in Government so as to establish gender and child rights issues as a priority concern in government and to ensure equitable development of men and women. The Centre delivers gender training through courses and sensitisation inputs to the Officer Trainee's of All India Services and Central Services at the Academy.

Apart from the regular Academy courses the Centre is also associated with bilateral agencies such as DoPT, MWCD, NCW, NCPDR, UNICEF and UN-Women etc. in conducting theme specific training programmes and conferences, to institutionalise gender and child rights perspectives in governance.

**Name of Executive Director:-** Ms. Aswathy S, IAS

National Gender Centre, LBSNAA, had organised a five day training of trainers programme on "Violence Against Women & Children" in collaboration with UNICEF, New Delhi, from 24 -28 August, 2015. The aim of this programme is to develop a core group of trainers in different states so as to enhance their capacity as trainers on the issue of VAW and children. These trainers would be exposed to concepts of gender and VAW, provisions in recent legislations for prevention of VAW and children (acts such as POCSO, DV Act, Juvenile Justice Bill, trafficking of women and children etc.) and learnings from these programmes can effectively be used by them in their own training institutions or workplace. The total number of states -16 (Maharashtra, Madhya Pradesh, Rajasthan, Chhattisgarh, Uttar Pradesh, Uttarakhand, Tamil Nadu, Himachal Pradesh, Goa, Haryana, Karnataka, Kerala, Assam, Nagaland, Meghalaya and Tripura).

### Training of Trainers on Violence against Women and Children

(24<sup>th</sup> August to 28<sup>th</sup> August, 2015)

<b>Course Coordinator</b>	Ms. Roli Singh, IAS, Deputy Director Senior
<b>Associate Course Coordinator(s)</b>	Ms. Anjali Chauhan
<b>Course Inaugurated by</b>	Ms. Sarjaini G Thakur, IAS (Retd.)
<b>Valedictory Address by</b>	Ms. Roli Singh, IAS, Deputy Director Senior
<b>Total No. of participants</b>	39 (Male:14; Female:25)

### Aim and Objective of program

The aim of this programme was to develop a core group of trainers on the issue of violence against women and children. These trainers would be exposed to concepts of gender, provisions in recent legislations for prevention of VAW and children (acts such as Protection of Children from Sexual Offences, Domestic Violence Act, Juvenile Justice Act, trafficking of women and children etc.). Learnings from these programmes can effectively be used by them in their own training institutions or workplace.

### Objectives

- to familiarise participants with the concepts of gender and violence against women
- to develop an understanding of recent legislation on VAW and children, POCSO, DV Act, sexual harassment, trafficking of women and children, Juvenile Justice Amendment Bill etc.

- to share strategies for prevention and protection of victims of violence against women and children and effective multisectoral response from various agencies of government to such cases
- to share and exchange good practices of various states of the country.
- to equip the participants with appropriate resource materials to conduct relevant trainings at their institutes.
- to develop an action plan for training within the state

### Eminent Guest Speakers

- Mrs. Sarojini G Thakur, (Rtd. IAS), Chairperson, H.P. Private Educational Institution, Regulatory Commission, Majitha House, Shimla-171002
- Ms. Flavia Agnes, Director, MAJLIS (NGO), A-2/4 Golden Valley, Kalina, Mumbai-98
- Ms. Audrey D Mello, Programme Director, Majlis Legal Centre, A-2/4 Golden Valley, Kalina, Mumbai-98
- Ms Sunita Dhar, Director 5, JAGORI, B-114, Shivalik Malviya Nagar, New Delhi-1100117
- Ms. Soniya Choudhary, B-88, Suriya Enclave, G.T. Road Ghaziabad, Uttar Pradesh
- Shri. Ashish Shukla, F-171, 1<sup>st</sup> Floor, Lakshmi Nagar, Delhi-92
- Dr P.M. Nair, IPS (Rtd.), Flat 23, Floor 12, Belvenre Govt Flats, Bhulabhai Desai Road (BD Road), Mumbai- 400 020
- Mrs. Rajni S Sibal, IAS, Joint Secretary, CNDD, Room No 245 Deptt of Animal Husbandry Dairying and Fisheries, Ministry of Agriculture, New Delhi-110001
- Shri. Ravi Kumar Verma, Regional Director, International Centre For Research on Women, C – 59, South Ext, Part II, New Delhi, India – 110049
- Dr. Vartika Nanda, Head of the Department (Journalism), Lady Shri Ram College, Lajpat Nagar-IV, New Delhi – 110024
- Ms. Tannistha Datta, Child Protection Specialist, Child Protection Section, India Country Office UNICEF, 73 Lodi Estate, New Delhi 110003, India



Inaugural and Valedictory of the program



## Policy Conclave on Gender Equality & Child Rights; Sharing Knowledge and developing an agenda for action

(28<sup>th</sup> January to 30<sup>th</sup> January, 2016)

<b>Course Coordinator</b>	Ms. Roli Singh, IAS and; Ms. Aswathy S. IAS
<b>Associate Course Coordinator(s)</b>	Ms. Anjali Chauhan
<b>Course Inaugurated by</b>	Dr. Gita Sen, Director, Public Health Foundation of India
<b>Valedictory Address by</b>	Mr. Rajeev Kapoor, Ms. Sarojini G Thakur, Ms. Stuti Kacker, Dr Gyanendra Badgaiyaan
<b>Total No. of participants</b>	80 (Male:28; Female:52)

A Policy Conclave on “Gender Equality and Child Rights: Sharing Knowledge & Developing an Agenda for Action”, was held on 28-30 January 2016 at LBSNAA. Organised by the National Gender Centre, LBSNAA with the support of UN Women Office for India, Bhutan, Maldives & Sri Lanka and UNICEF India Country Office. The Conclave was attended by more than 120 participants, including representatives from Government of India, 18 state governments, members of State Commissions for Women and State Commissions for Protection of Child Rights, members of the academia, NGO representatives; development practitioners and retired IAS officers.

### Aim and Objective of program

The broad objective of the Conclave was to impact on, and feed into gender and child-sensitive policies at the national and state level. The eynote address was delivered by Dr. Gita Sen, Professor & Director, Ramalingaswami Centre on Equity & Social Determinants of Health, Public Health Foundation of India (PHFI) on “Economic Growth, Development and Gender Equality”. The programme included plenary sessions on (i) Policy Approaches & Challenges in Realising Gender Equality and Child Rights (ii) Patriarchy, Masculinity and Intersecting Identities (iii) Learning from Good

Practices and (iv) Delivering Gender and Child Sensitive Outcomes: A Governance Perspective. Specific thematic issues were also focused on in parallel sessions: Violence Against Women & Children and Trafficking of Women & Children; Health & Nutrition; Gender and Employment; and Gender, Children and Social Protection

## Eminent Speakers

- Shri Shankar Aggarwal, IAS, Secretary, Ministry of Labour & Employment, Shram Shakti Bhawan, Rafi Marg, New Delhi-110001
- Ms. Stuti Kacker, Chairperson, National Commission for Protection of Child Rights, 5th Floor, Chanderlok Building, 36 Janpath, New Delhi-110001
- Dr. Gita Sen, Distinguished Professor & Director, Ramalingaswami Centre on Equity & Social Determinants of Health Public Health Foundation of India, # 63 (3rd Floor), 9<sup>th</sup> Main, 14<sup>th</sup> Cross, Indiranagar, Bangalore -560038
- Mr. Louis - Georges Arsenaault, UNICEF Representative, 73 Lodi Estate, New Delhi – 110 003
- Dr P. M. Nair, IPS (Retd.), Chair Professor, TISS, Flat 23, Floor 12, Belvedere Govt Flats, Bhulabhai Desai Road (BD Road), Mumbai- 400 020
- Ms Sarojini Ganju Thakur, IAS (Rtd), Chairperson, H.P. Private Educational Institution, Regulatory Commission, Majitha House, Shimla-171002
- Ms. Sarada Muraleedharan Gomathi, IAS, Joint Secretary, Ministry of Panchayati Raj, Krishi Bhawan, Dr. Rajendra Prasad Road, New Delhi- 110001
- Ms. Flavia Agnes, Director, MAJLIS (NGO), A-2/4 Golden Valley, Kalina, Mumbai-98
- Dr. Satish B Agnihotri, IAS (Retd.), 93, New Moti Bagh, New Delhi-110023
- Ms. Antara Lahiri, Social Policy Specialist, UNICEF India. United Nations Children's Fund, UNICEF House, 73 Lodi Estate, New Delhi 110003
- Ms. Indira Jaising, Director, Women's Rights Initiative, Lawyers Collective, 63/2 (G.F) Masjid Road, Bhogal-Jangpura, New Delhi-110014
- Dr. Gyanendra Badgaiyan, Director General, National Centre for Good Governance, Department of Personnel and Training, New Delhi
- Ms. Yamini Mishra, UN-Women Office for India, Bhutan, Maldives & Sri Lanka, C-83, Defence Colony, New Delhi-110024



Inaugural and Valedictory of the program



Conclave  
on  
Gender Equality and Child Rights  
Sharing knowledge and developing an agenda for action  
28-30, January, 2016



# CHAPTER 5



## CLUBS AND SOCIETIES

All round development of the personality of the Officer Trainees is the prime objective of training in the Academy. The trainees in the Academy are, therefore encouraged to lead a rich and varied campus life. They organise themselves into a member of Clubs and Societies which provide them with different forum to give expression to their creative potential. Each of the Clubs/Societies has a well laid down set of objectives. To optimise the learning from these Clubs/Societies and ensure achievement of the objectives, faculty members are designated as Directors' Nominee. At the end of the course, the Officer Trainees are evaluated for their participation in the activities of various Clubs and Societies as part of Director's Assessment in different main campus courses.

### Adventure Sports Club

During the year the Adventure sports club organised River Rafting (Rishikesh), Track to George Everest, Short Track to Kempt Valley, Short Track to Benoy Hills Short Track to Lal Tibbal Short Track to Nag Manadir, and Flying Fox and Bungee Jumping for the participants of various courses.

### Computer Society

The following activities were organised during the year 2015-16 by the Computer Society, LBSNAA, Mussoorie :

- During IAS Professional Course Phase I (2014-16 Batch), an On-Line Computer Gaming Contest was conducted for Officer Trainees.
- During IAS Professional Course Phase II (2013-15 Batch), following activities were conducted for officer trainees :
- Extra classes were taken on MS Excel, MS Word, and MS Power Point etc.
- A computer quiz was conducted on 19.08.2014 for the officer trainees.
- The maintenance of OT server was done by the computer society.

### Fine Arts Association

The Fine Arts Association bonded the Officer Trainees through a wide variety of cultural programmes in which group participation was prioritised. 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 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 organised successfully during the Foundation Course.

### Film Society

- The Film Society - 90<sup>th</sup> FC has been actively screening movies, both officially at the Nehru Auditorium as well as at the Fourth Floor Ganga OT Lounge.
- The movies screened include Babel (Oscar Week), Gangs of Wasseypur I (Bollywood Week), Andaz Apna Apna (Comedy Week) and Jab Din Chale Na Raat Chale (Movies by Civil Servants).



- Many film loving OTs also enjoyed watching The Crow (Indie), Ugramm (Kannada), Exorcism of Emilie Rose (Horror), Insidious (Horror), Mad Max: Fury Road (Action) and Mission Impossible Rogue Nation (Thriller) among other films at the Fourth Floor Ganga OT Lounge, amidst the busy schedule of the Foundation Course.
- In most cases, a movie poll was conducted to ensure a democratic way of screening those movies which people want to watch

## Hobbies Club

The Hobbies Club was run by the elected body of the Officer Trainees of 90th Foundation Course and IAS Professional Course Phase-I (2014-16 Batch).

- The Office Bearers of Hobbies Club supervised the different activities of the Club under the guidance of Director's Nominee.
- The Hobbies Club aimed at encouraging Officer Trainees to develop different Hobbies. During the year 2015-16, the Hobbies Club carried out the following activities:
  - Designing a Sculpture Competition
  - Painting Competition
  - Photography Competition along with photography exhibition
  - Inter-services Meet
  - Antakshri

## House Journal Society

The House Journal Society consists of one Secretary and three members. The Secretary of the House Journal Society is the coordinator of all the activities of the Society in consultation with the Director's Nominee for House Journal Society.

- Publication of the monthly Newsletter - "The Academy"
- Publication of 90th Foundation Course Memoir
- A new initiative- ABHIVYAKTI: A collection of poems composed by Officer Trainees
- Short Story competition
- Poetry competition

The House Journal Society coordinates the compilation of the monthly newsletter 'The Academy'. The Academy captures the various training activities/ workshops undertaken by the Academy and its associated centres. It also provides a platform for the Officers Trainees and the alumni to showcase their creative and literary skills. Further the House Journal Society also puts together a Batch Picture Directory at the end of various courses.

## Management Circle

Management Circle is a popular and active society of the officer trainees. During the period under reference, following events have been conducted by it in the main courses.

During Phase I Inter Services Meet 'Sangam' was organised and for it, Management Circle had conducted these events

- Ice Breaking
- Management Games
- Contributed an amount to the Course Authority for the event
- Only one event - Quiz "Clockwork Lemon: Part Deux" was organised.
- Case Study Competition was organised.

## Nature Lovers' Club

Nature Lovers' Club is a very active and popular club of the Officer Trainees. During the period the following activities have been organised by the Club.

***I.A.S. Professional Course Phase –I (2014-16 Batch)***

- Photography Competition and exhibition was organised containing photographs of Bharat Darshan and Winter Study Tour.
- Donations to Society for Social Services for social activities.
- Inter Services Meet was organised during the course and NLC had contributed an amount for arrangement of the meet.

***IAS Professional Course Phase II (2013-15 Batch)***

- An Afforestation programme was organised, 200 seedlings of local species were planted by 30 officer trainees.
- Naming the trees inside the campus was organised by placing the name tags on the trees.

**Foundation Course**

- Photography Competition and Exhibition in collaboration with Hobbies Club was organised.
- Photography workshop by Canon India was organised
- A Cycling expedition from Dhanaulti to Mussoorie of 28 kms was organised.

Quiz Competition on Nature, Forest, Environment and Climate change has been organised.

**Officers' Club**

The officers' club provides outdoor & indoor games facilities to its members. Officer Trainees participants of in service courses Phase V, phase IV and Phase III, facilities & member of the staff. The outdoor facilities include Tennis, Basketball, Volley ball, cricket, football etc. The indoor games facilities include Billiards, Carom, Chess, Bridge Snooker, Table Tennis, Squash and Badminton. The club has well equipped Gymnasium operating throughout the year. The club organised a number of activities. The course wise details are given below:

***IAS Professional Course Phase-I***

A. Matches were organised between officer trainees of the Phase-I, 2009 Batch, in the following disciplines.

- Badminton- men's single, women's single, mixed doubles and men's doubles.
- Tennis- men's single, men's doubles, mixed doubles.
- Carom- Men's singles, men's doubles, mixed doubles.
- Chess- Men's Singles
- Squash- Men's Singles
- Billiards- Men's Singles
- Snooker- Men's Singles

B. Besides the above matches Officer Trainees also organised team games in the following events:

- Football
- Volleyball
- Cricket

C. The officers' club organised the matches between the team of officer trainees & faculty in badminton.

D. The Club organised the cricket match between the team of officer trainees & participants of Phase IV course.

***IAS Professional Course Phase-II***

During Phase II matches were organised in Badminton, Tennis and Table Tennis etc.

The Officers' Club has also organised the matches between the Team of Officer Trainees & Faculty in Badminton and also organised cricket match between the team of Officer Trainees & participants of Phase-III course.

***90<sup>th</sup> Foundation course***

Open tournaments of various games like Badminton, Tennis, Table Tennis, Chess, Squash, Snooker, Carom etc. were organised during the course.

Lecture Group wise tournament volley ball, football and basket ball, cricket were also organised during the course.

Athletes meet was also organised for the Officer Trainees of the 90<sup>th</sup> Foundation Course at polo ground.

A cross country run was also organised for the officer trainees of 90<sup>th</sup> FC and members of the facility.

During professional course phase-I and Phase-II and 90<sup>th</sup> FC the club also organised the coaching for Tennis, Badminton, basket ball, squash table tennis and billiards.

### **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 an Elected/ Nominated Secretary and three members.

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 for handling the usage of the above mentioned Arms. Firing session of 22 Rifle, 38 Revolver & 5.56 INSAS Rifle were organised.

### **Society for Contemporary Affairs**

The Society provides a forum for discussion, debate and study of all matters of general interest, including current affairs, science and technology and subjects of topical interest. The field of operation assigned to this Society is quite large, because all activities of general nature, which are not specifically provided for under the constitution of other Societies and Clubs, fall within its ambit. The Society for Contemporary Affairs organised a large number of competitions and events during the year.

### **Officers' Mess**

The Officers' Mess in the premises of the Lal Bahadur Shastri National Academy of Administration, Mussoorie, is a sacred institution. It is a place where cultures, traditions, practices and beliefs converge through a variety of cuisines. This institution endlessly fosters and nurtures the spirit of universal brotherhood and fraternity amongst the probationers. The Mess has a mandate to achieve the highest standards in terms of decorum, conduct and services. Every probationer is an integral part of this institution.

The Officers' Mess is run by the probationers. The members of the mess committee are from amongst the probationers. The mess committee consists of a President, a Secretary, a Treasurer and five other members, who take upon themselves the unquestioned duty to boost the underlying philosophy of esprit-de-corps.

The Mess Committee functions under the overall guidance and supervision of the Director's Nominee of the Officers' Mess. The Mess is assisted by a full time Mess Manager, Accountant, Store Keeper, and Supervisors. The strength of this institution is the employees of the Officers' Mess which include cooks, helpers, table bearers, room bearers, sweepers and, dishwashers.

Officers' Mess caters to about 500 people at the Karamshila, Gyanshila and Indira Bhawan Mess premises. The Officers' Mess serves (prepared in house) a variety of cuisines from and across the corners of this nation to the participants. Officers' Mess offers its services at A.N. Jha Plaza Café, Officer Trainee's Hostels and Sports Complex, in Happy Valley. Officers' Mess also extends its services through Mess Bakery.

Major Activities:

- Implementation of Swachh Bharat Abhiyan in letter and spirit.
- Documentation of all activities/training/skill development of the staff/employees.
- Introduction of Biometric attendance system.
- Organisation of "Open house" for grievance redressal.

## Society for Social Services

Society for Social Service (SSS) is engaged in carrying out various activities for the enhancement of quality of life of as many individuals as possible. It has addressed to various issues pertaining to education and health sectors such as generating awareness, organising health clinics, etc. It is an in-house society of LBSNAA, Mussoorie which comprises of an elected group of Officer Trainees reconstituted every year. Under the guidance of the Director, LBSNAA and the Director's nominee, the Society is instrumental in undertaking several initiatives to take care of not only the workers of the academy, but also the residents of the local community.

Continuing the tradition and charting new territories, Society for Social Service (SSS) for Officer Trainees of the batch of 2015 undertook the following key initiatives and programs:

**Running of Lalita Shastri Balwari School and Free Homeopathic Dispensary:** The Society for Social Services runs an in-house Balwadi for the children of staff and workers of the Academy. It also runs a free Homeopathic Dispensary for the staff and residents of the locality.

**Blood Donation Camp:** The Society for Social Services in coordination with Doon Hospital, Dehradun organised a Blood Donation Camp in LBSNAA wherein 114 people donated blood.

**Weekly Health Clinic:** A weekly health clinic was organised on every Thursday in the Community Centre. On an average 50 patients suffering from common ailments were examined each week. In a span of three months about 500 patients took the benefit of this facility.

**Uniform Distribution:** The society observed that the main reason of low attendance in schools was lack of proper warm clothing with the students. Keeping the above in mind the society took up the initiatives.

**Scholarship Distribution:** The Society distributed scholarships of Rs. 112910 to students.

**Imparting IT Skills:** The basic computer skills were imparted to the students of classes III to V by the Officer Trainees from the 2015 batch.

**Books and Stationery Distribution:** The society also provided free books and stationery to all students of the Lalita Shastri Balwari School.

**Extending financial assistance:** The Society provided financial assistance of Rs. 20,200 to the mess workers to meet medical expenses and contributed Rs. 42,200 as fee waiver for primary students based on the economic conditions of their family. In addition, 1,00,000 was contributed towards higher education of needy students.

Apart from this the Society scaled up the previous efforts and the following initiatives were taken:-

- **Career Counselling:** The Society took up career counselling to create awareness among the students of classes IX to XII about the various opportunities they can access. This year Kendriya Vidyalaya, CJM Hampton Court, Central School for Tibetans were covered.
- **Anti-Smoking Session:** An anti-smoking session was conducted in Central School for Tibetans, Mussoorie.
- **Support Infrastructure to Schools:** The Balwari School physical infrastructure was approved. The flooring of the School was re-done and funds for purchasing of utensils for Mid-day meal scheme and a camera were procured.
- **Raising of Fund:** For raising funds, the Society encouraged voluntary donations from the 2015 batch. A generous contribution resulted in a corpus of Rs. 97,800. This was done through designing and distribution of a pamphlets and issue of receipts for funds collected.
- **Health Camp:** The Society conducted health check-up camps in the Balwari and Primary School at the main gate of the Academy. More than 100 students were checked and provided medicines.



## CHAPTER 6

### ACADEMY RESOURCES

#### Gandhi Smriti Library

The Academy has a well-stocked library. It is located in ascenic surroundings which gives it a panoramic view of the majestic Himalayas and an eternal sense of togetherness with the nature. The library is aptly named after Mahatma Gandhi as the "Gandhi Smriti Library". The library is computerised and the complete catalogue of the library is accessible online.

The books/CDs/DVDs are RFID tagged and a RFID self-issue/return kiosk is installed at the library counter for issuing, renewing and returning of books by the users without using the library circulation counter. RFID Book drop kiosks are placed at the entry of the Karmshila building in the main campus and at Indira Bhawan Campus. Library users can use this facility for returning the books without coming to the library. This service is available 24x7.

**Library Resources:** The Gandhi Smriti library is a treasure chest of resources containing over 1.65 lakhs RFID tagged books and bound volumes of journals; about 8000 CD/DVDs; it receives about 250 periodicals and popular magazines published by various National and International organisations/ Institutions; 38 National and Regional newspapers and has a subscription of 7 online resources.

#### The Library subscribes to the following e-resources

**EBSCO's Business Source Complete:** database providing a collection of bibliographic and full text contents of more than 3000 journals/journal articles, covering disciplines of business, including marketing, management, management information systems, production & operations management, accounting, finance and economics.

**JSTOR Online:** a digital archive of scholarly journals in anthropology, Asian Afro American studies, ecology, economics, education, finance, general science, history, literature, mathematics, music, philosophy, political science, sociology, and statistics.

**India Stats: Online Statistical Database** covering comprehensive compilation of secondary level socio-economic statistical data about India and its States.

**Manupatra:** a legal database which covers legal cases, legal research and articles on law from India and also US, UK, Sri Lanka, Bangladesh and Pakistan.

In September 2015 the library added the following databases:

**EBSCO's EconLit with Full Text.** This resource provides links to full-text articles in all fields of economics, including capital markets, country studies, econometrics, economic forecasting, environmental economics, government regulations, labor economics, monetary theory, urban economics and much more.

**EBSCO's Political Science Complete:** Provides extensive coverage of global political topics with a worldwide focus, reflecting the globalisation of contemporary political discourse. It provides more than 340 full-text reference books and monographs and more than 44,000 full-text conference papers, which includes those from the International Political Science Association.

This database is the world's most comprehensive and highest-quality sociology research database. It has nearly 900 full-text journals and contains informative abstracts for more than 1,500 core coverage journals dating as far back as 1895. In addition, it provides data mined from nearly 420 priority coverage journals and nearly 3,000 selective coverage journals.

The Library has also subscribed **Remote authentication & access Service (Ezproxy)** for accessing the above e-resources irrespective of the location w.e.f. 16<sup>th</sup> December, 2015. **EZproxy** is a service which allows access to e-resources subscribed by the library for users while they are off campus.

In addition, the library releases the following publications for the ready reference every month:

- News Alert-a Weekly Bulletin
- Editorials : A Compendium - a Weekly Bulletin
- Samiksha- A Monthly Bulletin (Book Review)
- Abstracts on Specific Topics - A Monthly Bulletin
- Current Contents - A Monthly Bulletin

The library has added about 3364 books including 735 bound volumes of periodicals and 502 CD/DVDS during January 2015 to December 2015.

## Staff Development

Two Professionals namely Shri Rajender Singh Bist and Shri Pawan Kumar were deputed to attend the Advanced Training Programme on ICT Applications for Libraries, held from 07<sup>th</sup> September, 2015 to 27<sup>th</sup> September, 2015 at Information and Library Network Centre (INFLIBNET), Gandhinagar (Gujarat).

## Financial Statement

Budget allocation of LBSNAA is made under "Demand No.64-Ministry of Personnel, Public Grievances & Pensions". The provision includes establishment related expenditure under Non-Plan (Revenue).Infrastructure related expenditure is provided under Plan (Revenue) and Plan (Capital). The budget allocation is made for various core activities of the Academy that include training programme such as the Foundation Course, Refresher Courses, Mid-Career Training Programmes etc. Allocation are made under Plan (Capital) and Plan Revenue) for improvement of Infrastructure and upgradation of essential facilities at LBSNAA.

The details of actual expenditure for 2013-14, 2014-15 & 2015-16 and allocation for current year 2016-17 is as under.

(Figure in thousands)

S.No.	Non-Plan (Revenue)	Actual Expenditure			Budget Allocation
		2013-14	2014-15	2015-16	2016-17
1.	Salaries	109972	125188	131432	148780
2.	Wages	7989	9879	10071	14000
3.	Overtime allowance	106	110	74	300
4.	Medical Treatment	2600	5399	5477	5000
5.	Domestic travel expenses	2500	4115	3850	4000
6.	Foreign travel expenses	163	137	67	600
7.	Office expenses	49911	57371	51574	80100
8.	Rent, rates & taxes	1320	1325	1281	1425
9.	Publication	100	31	226	350
10.	Other administrative expenses	60	154	135	165
11.	Minor works	-	135	600	500
12.	Professional services	59725	48602	49401	75300
13.	Grant-in-aid	450	485	500	500
14.	Other Charges	4000	2344	862	4800
<b>Departmental Canteen</b>					
15.	Salaries	1595	2093	1947	2550
16.	Overtime allowances	1	0	8	50
17.	Medical treatment	135	58	57	200
<b>Information Technology</b>					
18.	Other Charges (Inf. Tech)	450	599	558	660
<b>Mid Career Training Programme</b>					
19.	Professional Services	159457	159858	131525	20500
<b>Total (Non-Plan)</b>		<b>400534</b>	<b>417883</b>	<b>389649</b>	<b>539780</b>
20.	Plan (Revenue)	181165	103898	148500	150000
21.	Plan (Capital)	294830	231605	211600	160000



## राजभाषा

भारत सरकार के कार्यालयों में भारत संघ की राजभाषा नीति का अनुपालन सुनिश्चित करने के लिए, सरकार द्वारा निर्धारित राजभाषा नीति का अनुपालन सुनिश्चित किया जाना अपेक्षित है। अतः राजभाषा नीति के कार्यान्वयन हेतु अकादमी में वर्ष 1986 में राजभाषा अनुभाग की स्थापना की गई। यह अनुभाग, निदेशक एवं प्रभारी प्रशासन के समग्र मार्गदर्शन तथा पर्यवेक्षण में कार्य करता है। इस अनुभाग द्वारा विचाराधीन वर्ष के दौरान मुख्यतः निम्नलिखित कार्य सम्पन्न किए गए—

- भारत सरकार, राजभाषा विभाग द्वारा वर्ष 2015-16 के लिए निर्धारित कार्यक्रम के अनुरूप “क” “ख” और “ग” क्षेत्रों के साथ हिंदी पत्राचार सुनिश्चित किया जा रहा है। तदनुसार, अकादमी द्वारा “क” एवं “ख” क्षेत्रों के साथ लगभग .....प्रतिशत और “ग” क्षेत्र के साथ लगभग .....प्रतिशत पत्राचार हिंदी 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। विचाराधीन वर्ष के दौरान, यह अकादमी, हिंदी पुस्तकों, सीडी, डीवीडी आदि की खरीद के लिए .....प्रतिशत राशि व्यय कर राजभाषा विभाग द्वारा निर्धारित 50 प्रतिशत बजट के व्यय के लक्ष्य को प्राप्त करने के लिए प्रयासरत रहा है। अकादमी के निदेशक/संयुक्त निदेशक एवं प्रभारी प्रशासन की अध्यक्षता में प्रति माह मासिक समीक्षा बैठक तथा हर तिमाही राजभाषा कार्यान्वयन समिति की बैठकों का आयोजन कर अकादमी के विभिन्न अनुभागों में राजभाषा हिंदी में किए जा रहे कार्यों की समीक्षा की जाती है तथा यथोचित मार्गदर्शन किया जाता है।
- लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी, मसूरी में दिनांक 10 सितंबर से 15 सितंबर, 2015 तक हिंदी पखवाड़े का आयोजन किया गया। इस उपलक्ष्य में, अकादमी स्टाफ एवं अकादमी से संबद्ध इकाइयों के स्टाफ तथा अधिकारी प्रशिक्षणार्थियों के लिए राजभाषा नीति से संबंधित सामान्य ज्ञान, तीन वर्गों के लिए अलग-अलग हिंदी निबंध लेखन, श्रुत लेखन तथा हिंदी काव्य रचना प्रतियोगिताएं आयोजित की गईं।
- हिंदी पखवाड़े के दौरान आयोजित विभिन्न प्रतियोगिताओं के विजेता प्रतिभागियों को हिंदी दिवस के अवसर पर दिनांक 15 सितंबर, 2015 को आयोजित पुरस्कार वितरण समारोह में पुरस्कृत किया गया। इस समारोह के मुख्य अतिथि अकादमी के निदेशक, श्री राजीव कपूर थे। कार्यक्रम की अध्यक्षता श्रीमती रोली सिंह, उपनिदेशक (वरि.) द्वारा किया गया तथा कार्यक्रम का संचालन, सहायक निदेशक (राजभाषा) श्री नन्दन सिंह दुग्ताल ने किया। समारोह में अकादमी के वरिष्ठ अधिकारी एवं स्टाफ सम्मिलित हुए। इस समारोह में, विभिन्न प्रतियोगिताओं के विजेता प्रतिभागियों के साथ ही, वार्षिक टिप्पण तथा मसौदा लेखन प्रोत्साहन योजना- 2014-15 के प्रतिभागियों को भी पुरस्कृत किया गया। इस तरह, इस समारोह में कुल 29 प्रतिभागियों को, निदेशक महोदय ने प्रशस्ति पत्र, नकद धनराशि तथा स्टेशनरी के वाउचर पुरस्कार स्वरूप प्रदान किए।
- निदेशक महोदय ने इस अवसर पर अकादमी की पत्रिका के तृतीय अंग “सृजन” का विमोचन किया। इस समारोह में अकादमी के संयुक्त निदेशक, श्री दुष्यंत नरियाला ने अपने विचार व्यक्त किए तथा निर्धारित लक्ष्य को ध्यान में रखते हुए राजभाषा हिंदी के प्रगामी प्रयोग को बढ़ाने की दिशा में किए जा रहे प्रयासों से अवगत कराया। अंत में, निदेशक महोदय ने सभी संकाय सदस्यों, अधिकारी एवं अकादमी स्टाफ का आभार प्रकट करते हुए, सभी से अकादमी में हिंदी के प्रयोग को और अधिक बढ़ाने का आह्वान किया।
- इस वर्ष हिंदी के प्रगामी प्रयोग को बढ़ाने के लिए गठित संसदीय राजभाषा समिति ने अकादमी में राजभाषा नीति के अनुपालन की दिशा में किए गए कार्यों को निरीक्षण किया। यह समिति ऐ उच्च अधिकार प्राप्त समिति है। समिति ने राजभाषा नीति के कई बिन्दुओं पर अकादमी का ध्यान आकर्षित किया तथा इन बिन्दुओं पर यथाशीघ्र कार्यवाही करने का निदेश दिया जिसे अकादमी ने तय समय सीमा से पहले कार्यवाही कर संसदीय राजभाषा समिति को अपनी अनुपालन रिपोर्ट भेज दी है।
- अधिकारी प्रशिक्षणार्थियों को आवश्यकतानुसार समय-समय पर उपलब्ध कराई जाने वाली प्रशासनिक सामग्री तथा- पत्रों, परिपत्रों, सूचनाओं, निविदा सूचनाओं, वार्षिक रिपोर्ट, प्रश्न पत्रों इत्यादि के अनुवाद के अतिरिक्त, राजभाषा अनुभाग ने विभिन्न पाठ्यक्रमों, आधारिक पाठ्यक्रम के लिए पाठ्यक्रम पुस्तिका तथा मानक पत्रों के प्रारूप का अनुवाद संपन्न किया।



## TRAINING RESEARCH & PUBLICATION CELL

A number of people and delegations visit the Academy every year to see the function. 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 & Development Cell during the year were:

### Dignitaries/Delegations

- Visit of a team of judicial Officers from Delhi Judicial Academy (High Court of Delhi) on 10/04/2015
- Visit of a team of Army Cadet College (ACC) wing, Indian Military Academy (IMA) Dehradun on 18/04/2015
- Visit of H.E. Begum Ismat Ara Sadique, State Minister of Public Administration, Bangladesh on 05/05/2015
- Visit of a delegation for CELAP China on 21/05/2015 to 23/05/2015
- Visit of the Director of Colombia Global Centers/South Asia from Mumbai on 05/06/2015
- Visit of the participants of Management Development Program for Senior Officers of Lok Sabha Secretariat organized by National Centre for Good Governance on 17<sup>th</sup> June, 2015
- Visit of the participants of Training Programme on Public Policy and Governance of the Officers of Odiah Administrative Service organized by National Centre for Good Governance on 17<sup>th</sup> June, 2015
- Visit of the 13 member delegation of Hindustan Petroleum Corporation, New Delhi on 03/07/2015
- Visit of a Committee XIII (Social Service) of the Kerala Legislative Assembly on 08/08/2015
- Visit of participants of Special Training for Deputy Commissioners organized by National Centre for Good Governance, Mussoorie on 24/08/2015
- Visit of the Dean at Indian Railway Institute of Civil Engineering, Pune on 03/09/2015
- Visit of a team of Officer trainees from Haryana Institute of Public Administration, Gurgaon on 05/09/2015
- Visit of a 20 members of the Committee-II (Land Revenue and Devaswom) of Kerala Legislative Assembly on 09/09/2015
- Visit of a team from Sardar Patel Institute of Public Administration Ahmedabad on 15/09/2015
- Visit of participants of International Training Program for Administrator of Bangladesh organized by National Centre for Good Governance, Mussoorie on 15/09/2015
- Visit of a team of youth from J& K under the Sadbhavana Mission of the Indian Army to foster national integration among the youth of Jammu & Kashmir on 04/10/2015
- Visit of Officer Trainees from SSB Academy Srinagar on 06/10/2015
- Visit of a delegation from State Institute of Educational Management & Training from Dehradun on 07/10/2015
- Visit of participants of International Training Program for Administrator of Bangladesh organized by National Centre for Good Governance, Mussoorie on 05/10/2015
- Visit of a team of Army Cadet College (ACC) wing, Indian Military Academy (IMA) Dehradun on 10/10/2015
- Visit of Department Related Parliamentary Standing Committee, New Delhi on 05/11/2015
- Visit of Union Public Service Commission Expert Committee, New Delhi (15-17/11/2011)
- Visit of students from Jammu & Kashmir under Sadbhavna Group (25/11/2015)
- Visit of participants of Advanced Work Study Course (Indian Army), Institute of Technology Management (DRDO), Landour cantt. Mussoorie on 16/12/2015
- Visit of Participants of Mid-Career Training Programme in Field Administration for Civil Servants of Bangladesh being organised by National Centre for Good Governance, Mussoorie on 28-12-2015
- Participants of Mid-day Meal workshop conducted by Ministry of Human Resource & Development and organised by State Project Office, Mid-day Meal Cell, Nanoorkheda, Dehradun (21-1-2016)

### Faculty Development

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

reputed institutions both within and outside the country. 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.

Faculty Name	Training/Workshop/Seminar	Duration	Institute
Jayant Singh	Legal and regulatory Issues in Infrastructure	24 <sup>th</sup> to 28 <sup>th</sup> August, 2015	IIM, Ahmedabad
R. Ravishankar	Land Acquisition, Rehabilitation & Resettlement	17 <sup>th</sup> to 19 <sup>th</sup> June, 2015	NTPC PMI, Noida
Aswathi S.	Village Buddha Programm	12 to 16 June, 2015	Bangalore
Abhishek Swami	Remote Sensing - An Overview for Decision Makers	15 <sup>th</sup> to 18 <sup>th</sup> June, 2015	Indian Institute of Remote Sensing, Dehradun
Sunita Rani	Faculty Development Program in Management	8 <sup>th</sup> June to 26 <sup>th</sup> September, 2015	Indian Institute of Management, Ahmedabad
D.P. Uniyal	Core International program for Development Evaluation	8 <sup>th</sup> to 19 <sup>th</sup> June, 2015	Carlton University, Ottawa, Canada
Sachiv Kumar	Current Developments in the Substantive and Procedural Criminal Laws	1 <sup>st</sup> to 5 <sup>th</sup> June, 2015	National Law University, New Delhi
Tejveer Singh	Participate in Leadership Workshop	27 <sup>th</sup> to 28 <sup>th</sup> May, 2015	GIZ, Germany
D.P. Uniyal	Build Research Capacity in Impact Evaluation	18 <sup>th</sup> to 23 <sup>rd</sup> May, 2015	Institute of Rural Management, Gujarat
Ms. Thulasi Maddinani	Build Research Capacity in Impact Evaluation	18 <sup>th</sup> to 23 <sup>rd</sup> May, 2015	Institute of Rural Management, Gujarat
M.H. Khan	Professional Diploma in Public Procurement	(Online Course Six Month)	CUTS Institute for Regulation & Competition, New Delhi
Sachiv Kumar	National Seminar on Criminology, Crime and the Criminal Justice System: An insight in the Contemporary age of Science and technology	21 <sup>st</sup> to 22 <sup>nd</sup> November, 2015	College of Legal studies, University of Petroleum & Energy Studies, Dehradun
Abhishek Swami	UAV Remote Sensing	5 <sup>th</sup> to 9 <sup>th</sup> October, 2015	Indian Institute of Remote Sensing, Dehradun

Faculty Name	Training/Workshop/Seminar	Duration	Institute
Sachiv Kumar	National Seminar on Access to Justice in India	7 <sup>th</sup> November, 2015	Army Institute of Law, Mohali
Dushyant Nariala	Implementation of Best Practices in Citizen Centric Governance	10 <sup>th</sup> to 11 <sup>th</sup> September, 2015	Vigyan Bhavan, New Delhi
Saurabh Jain	Implementation of Best Practices in Citizen Centric Governance	10 <sup>th</sup> to 11 <sup>th</sup> September, 2015	Vigyan Bhavan, New Delhi
Manashvi Kumar	Retreat at Asia Plateau	19-20 September, 2015	DoPT/UNDP at panchgani, Maharashtra
Ms. Thulasi Maddinani	Monitoring and Evaluation Program	23-25 February, 2016	Institute of Rural Management Anand, Gujarat
Manashvi Kumar	Training of Trainer (ToT) Program	8-12 February, 2016	GIZ, Germany
M.H. Khan	Training of Trainer (ToT) Program	8-12 February, 2016	GIZ, Germany
Azad Singh	Project Formulation and Appraisal (WPFA-07)	23-24 November, 2015	ISTM, New Delhi

### Training Program organised by TRPC

- Training of Trainers (ToT) on Anti-Corruption Strategies for Administration on 5<sup>th</sup> June, 2015
- Training of Trainers (ToT) on Public Private Partnership (PPP) on 31<sup>st</sup> August to 2<sup>nd</sup> September, 2015
- Training Workshop for Case writing and Teaching on 4-8 January, 2016
- One day Orientation Programme on Leadership (with GIZ) on 1<sup>st</sup> February, 2016

### Mutual Cooperation

- MoU between LBSNAA and Indian Institute for Human Settlements, Bengaluru signed on 14<sup>th</sup> July, 2015
- MoU between LBSNAA and MISB Bocconi, Mumbai signed on 25<sup>th</sup> August, 2015

### Publications

Along with organising visits and conducting training sessions for the academy staff, TRPC is also involved in the publication of quarterly journal **“The Administrator”**. LBSNAA has been publishing “The Administrator” since 1961. Over its half a century long existence, the journal has provided a forum for civil servants and academicians to share their knowledge distilled from their experiences in the field. The contributors have been primarily civil servants but not exclusively so. The journal has been privileged by contributions from intellectuals, scholars and eminent public figures who have applied their knowledge in the areas in public administration, public policy etc.

In the year 2015-16, the academy published two issues of the journal. The papers included in these issues covered a variety of themes, such as:

- Public Policy related issues in Agriculture, Health, Climate Change, Education and Land Acquisition Act etc.
- Issues related to Urban planning, Public Private Partnership, Sanitation and Universal Health Coverage etc. and;
- Certain general issues like Corruption, Jan Lokpal Bill, MNREGA, economic crisis etc.



## ANNEXURES

### Annexure 1: Physical Infrastructure

A. CLASS/LECTURE/CONFERENCE ROOMS		Capacity
i.	Ambedkar Hall	180 seats
ii.	Conference Hall (Karamshila)	35 seats
iii.	Govind Ballabh Pant Hall	115 seats
iv.	Homi Bhabha Computer Hall	107 Terminals
v.	Nehru Auditorium	135 seats
vi.	Dr. Sampurnanand Auditorium	472 seats
vii.	Seminar Room-1 to 5 (Gyanshila)	30 (Round Table) each
viii.	Seminar Room-6 & 7 (Gyanshila)	70 seats each
ix.	Seminar Room-8 to 12 (Gyanshila)	20 (Round Table) each
x.	Seminar Room-A & B (Karamshila)	60 seats each
xi.	Tagore Hall	188 seats
xii.	Vivekanand Hall	188 seats
B. HOSTELS		
i)	Brahmaputra Niwas	12 rooms
ii)	Ganga Hostel	78 rooms
ii)	Happy Valley Hostel	26 rooms
iv)	Indira Bhawan Hostel (Old)	23 rooms
v)	Kalindi Visitors' Hostel	21 rooms
vi)	Kaveri Hostel	32 rooms
vii)	Mahanadi Hostel	39 rooms
viii)	Narmada Hostel	22 rooms
ix)	Silverwood Hostel	54 rooms
x)	Valley View Hotel (Indira Bhawan)	48 rooms
C. RESIDENTIAL ACCOMMODATION		
(i)	Type-VII	02 houses
(ii)	Type-V	14 houses
(iii)	Type-IV	24 houses
(iv)	Type-III	57 houses
(v)	Type-II + Type-I	218 houses
(vi)	Total	315 houses

## Annexure 2: Heads of LBSNAA

### Directors of LBSNAA

Sl. No.	Name	Duration
1.	Shri A.N. Jha, ICS	01.09.1959 to 30.09.1962
2.	Shri S.K. Datta, ICS	13.08.1963 to 02.07. 1965
3.	Shri M.G. Pimputkar, ICS	04.09. 1965 to 29.04.1968
4.	Shri K.K. Das, ICS	12.07.1968 to 24.02.1969
5.	Shri D.D. Sathe, ICS	19.03.1969 to 11.05.1973
6.	Shri Rajeshwar Prasad, IAS	11.05.1973 to 11.04.1977
7.	Shri B.C. Mathur, IAS	17.05.1977 to 23.07.1977
8.	Shri G.C.L. Joneja, IAS	23.07.1977 to 30.06.1980
9.	Shri P.S. Appu, IAS	02.08.1980 to 01.03.1982
10.	Shri I.C. Puri, IAS	16.06.1982 to 11.10.1982
11.	Shri R.K. Shastri, IAS	09.11.1982 to 27.02.1984
12.	Shri K. Ramanujam, IAS	27.02.1984 to 24.02.1985
13.	Shri R.N. Chopra, IAS	06.06.1985 to 29.04.1988
14.	Shri B.N. Yugandhar, IAS	26.05.1988 to 25.01.1993
15.	Shri N.C. Saxena, IAS	25.05.1993 to 06.10.1996
16.	Shri B.S. Baswan, IAS	06.10.1996 to 08.11.2000
17.	Shri Wajahat Habibullah, IAS	08.11.2000 to 13.01.2003
18.	Shri Binod Kumar, IAS	20.01.2003 to 15.10. 2004
19.	Shri D.S. Mathur, IAS	29.10.2004 to 06.04.2006
20.	Shri Rudhra Gangadharan, IAS	06.04.2006 to 20.09.2009
21.	Shri Padamvir Singh, IAS	02.09.2009 to 28.02.2014
22.	Shri Rajeev Kapoor, IAS	20.05.2014 to 9-12-2016
23.	Ms. Upma Chawdhry, IAS	11.12.2016 till to date

## Joint Directors of LBSNAA

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

Sl. No.	Name	Duration
1.	Shri J.C. Agarwal	19.06.1965 to 07.01.1967
2.	Shri T.N. Chaturvedi	27.07.1967 to 09.02.1971
3.	Shri S.S. Bisen	01.04.1971 to 09.09.1972
4.	Shri M. Gopalakrishnan	20.09.1972 to 05.12.1973
5.	Shri H.S. Dubey	03.03.1974 to 18.12.1976
6.	Shri S.R. Adige	12.05.1977 to 07.01.1980
7.	Shri S.C. Vaish	07.01.1980 to 07.07.1983
8.	Shri S. Parthasarathy	18.05.1984 to 10.09.1987
9.	Shri Lalit Mathur	10.09.1987 to 01.06.1991
10.	Dr. V.K. Agnihotri	31.08.1992 to 26.04.1998
11.	Shri Binod Kumar	27.04.1998 to 28.06.2002
12.	Shri Rudhra Gangadharan	23.11.2004 to 06.04.2006
13.	Shri Padamvir Singh	12.03.2007 to 02.02.2009
14.	Shri P.K. Gera	24.05.2010 to 20.05.2012
15.	Shri Sanjeev Chopra	09.09.2010 to 05.12.2014
16.	Shri Dushyant Narijala	24.12.2012 to 16.01.2016
17.	Ms. Ranjana Chopra	06.08.2013 to 15.12.2014
18.	Shri Tejveer Singh	06.08.2013 till date
19.	Ms. Jaspreet Talwar	24.10.2014 till date

**Annexure 3: Officers in the Academy**

## Academic Council Members

Sl.	Name	Post Held
1.	Ms. Upma Chawdhry, IAS (HP:83)	Director
2.	Shri Tejveer Singh, IAS (PB:94)	Joint Director
3.	Smt. Jaspreet Talwar, IAS (PB:95)	Joint Director
4.	Shri C. Sridhar, IAS (BH: 01)	Deputy Director (Sr.)
5.	Shri Alok Mishra, IIS (98)	Deputy Director (Sr.)
6.	Shri Manashvi Kumar, IAS (PB:04)	Deputy Director
7.	Shri M H Khan, IDAS (2002)	Deputy Director (Sr.)
8.	Shri R Ravi Shankar, IFoS (KN:03)	Deputy Director
9.	Smt. Thulasi Maddineni, IAS (KN:05)	Deputy Director
10.	Smt. Aswathy S, IAS (OD:03)	Deputy Director
11.	Shri A.S. Ramachandra	Prof. of Political Theory & Constitutional Law
12.	Smt. Sunita Rani	Prof. of Social Management
13.	Prof. Mononita Kundu Das	Prof. of Law
14.	Dr. Suren Sista	Prof. Of Mgmt.
15.	Shri Sachiv Kumar	Reader in Law
16.	Smt. Miranda Das,	Assistant Director
Others		
17.	Dr. Kumudini Nautiyal	Reader in Hindi
18.	Smt. Bhawana Porwal	Asstt. Professor in Hindi
19.	Shri D. C. Tiwari	Hindi Instructor
20.	Smt. Alka Kulkarni	Language Instructor (Gujarati & Marathi)
21.	Shri A. Nallasami	Language Instructor (Tamil & Telgu)
22.	Shri Arshad M. Nandan	Language Instructor (Urdu & Punjabi)
23.	Shri K.Brijbhashi Singha	Language Instructor (Assamese & Manipuri)
24.	Mrs. Saudamini Bhuyan	Language Instructor in Oriya & Bengali
25.	Shri V. Muttinamath	Language Instructor in Mal. & Kannada
26.	Shri Satpal Singh	Riding Instructor
27.	Ris. Chandru Mohan Singh	Physical Training Instructor
28.	ASI Shri Manoj K.	Asstt. PTI



29.	Ris. Major Prithvi Singh	Riding Instructor
30.	Nb. Ris. Jasmail Singh	Asstt. Riding Instructor
31.	Dr. B.S. Kala	Chief Medical Officer (NFSG)
32.	Dr. Ramvir Singh	Chief Medical Officer (NFSG)
33.	Dr. O.P. Verma	Principal Library & Information Officer
34.	Shri Nandan Singh Dugtal	Asstt. Director (Rajbhasha)
35.	Shri Satyabir Singh	Administrative Officer
36.	Shri Ashok K. Dalal	Administrative Officer (Accounts)
37.	Smt. Poonam Sinha	Programmer (Repro)
38.	Shri Malkit Singh	Asstt. Library & Info. Officer
39.	Shri Purshottam Kumar	Private Secretary
40.	Dr. Ashok K. Naharia	Chief Medical Officer (SAG)
41.	Shri S.K. Thapliyal	Asstt. Administrative Officer
42.	Shri Ajay Kumar Sharma	Private Secretary
43.	Shri Balam Singh	Asstt. Administrative Officer
44.	Shri Bikram Singh	Asstt. Administrative Officer

#### Faculty who left LBSNAA during the year

45.	Shri Rajeev Kapoor, IAS	Director	09.12.2016
46.	Shri Dushyant Nariayala, IAS	Joint Director	13.01.2016
47.	Shri Jayant Singh, IRTS	Deputy Director Senior	22.03.2016
48.	Smt. Roli Singh, IAS	Deputy Director Senior	11.01.2016
49.	Dr. Prem Singh, IAS	Deputy Director Senior	01.10.2015
50.	Ms. Nidhi Sharma, ITS	Deputy Director Senior	23.12.2015
51.	Shri Abhishek Swami	Deputy Director Senior	15.10.2015
52.	Shri Saurabh Jain, IAS	Deputy Director	04.01.2016
53.	Prof. Dwarika P. Uniyal	Prof. of Management	29.02.2016

**Annexure 4: Service-wise Participation in 90<sup>th</sup> Foundation Course**

Service	Male	Female	Total
IAS	118	57	175
IC&CES	17	10	27
IDAS	1	1	2
IDES	2	0	2
IfoS	18	1	19
IFS	19	12	31
IIS	1	0	1
IpoS	0	1	1
IPS	35	3	38
IPTAFS	1	0	1
IRAS	0	1	1
IRPF	2	0	2
IRPS	3	2	5
IRS	22	12	34
IRTS	1	2	3
RBCS	3	0	3
RBFS	2	0	2
RBPS	4	2	6
<b>TOTAL</b>	<b>249</b>	<b>104</b>	<b>353</b>

## Annexure 5: Cadre-wise Participation in IAS Phase-I (2014-16)

Cadre/State	Male	Female	Total No. of Participants
AGMUT	6	5	11
ANDHRA PRADESH	6	4	10
Assam-Meghalaya	4	3	7
Bihar	7	2	9
Chhattisgarh	5	2	7
Gujarat	8	2	10
Haryana	4	1	5
Himachal Pradesh	4	0	4
Jammu & Kashmir	3	1	4
Jharkhand	6	1	7
Karnataka	4	3	7
Kerala	3	3	6
Madhya Pradesh	10	3	13
Maharashtra	6	4	10
Manipur-Tripura	4	2	6
Nagaland	3	1	4
Odisha	5	1	6
Punjab	1	5	6
Rajashtan	5	3	8
Royal Bhutan Civil Service	2	1	3
Sikkim	0	1	1
Tamilnadu	8	1	9
Uttar Pradesh	14	3	17
Uttarakhand	2	1	3
West Bengal	7	3	10
<b>Total</b>	<b>127</b>	<b>56</b>	<b>183</b>

**Annexure 6: Cadre-wise Participation in IAS Phase-II (2013-15)**

Cadre/State	Male	Female	Total No. of Participants
AGMUT	5	4	9
ANDHRA PRADESH	6	2	8
Assam- Meghalay	5	2	7
Bihar	7	2	9
Chhattisgarh	6	1	7
Gujarat	5	2	7
Haryana	4	0	4
Himachal Pradesh	3	2	5
Jammu & Kashmir	2	1	3
Jharkhand	5	2	7
Karnataka	6	2	8
Kerala	4	2	6
Madhya Pradesh	12	2	14
Maharashtra	8	1	9
Manipur Tripura	3	0	3
Nagaland	4	0	4
Odisha	3	2	5
Punjab	3	2	5
Rajasthan	8	1	9
Royal Bhutan Civil Service	3	0	3
Sikkim	1	0	1
Tamilnadu	6	3	9
Telengana	2	1	3
Uttar Pradesh	8	9	17
Uttarakhand	2	1	3
West Bengal	6	6	12
<b>Total</b>	<b>127</b>	<b>50</b>	<b>177</b>

## Annexure 7: Cadre-wise Participation in 9<sup>th</sup> Round of IAS Phase-III

Cadre/State	Male	Female	Total
Andhra Pradesh	1	0	1
Assam-Meghalaya	2	0	2
Bihar	6	1	7
Chhatisgarh	8	2	10
Gujarat	9	1	10
Haryana	6	1	7
Himachal Pradesh	0	2	2
Jammu & Kashmir	0	2	2
Jharkhand	6	1	7
Karnataka	2	3	5
Kerala	1	1	2
Madhya Pradesh	8	2	10
Maharashtra	1	0	1
Manipur-Tripura	6	1	7
Telengana	1	0	1
Nagaland	1	0	1
Orissa	1	0	1
Punjab	10	2	12
Rajasthan	1	0	1
Tamilnadu	3	0	3
Union Territory	5	0	5
Uttar Pradesh	11	1	12
Uttarakhand	2	0	2
West Bengal	1	0	1
<b>Total Participants</b>	<b>92</b>	<b>20</b>	<b>112</b>

## Batch wise Profile

Batch	No. of Participants
2000	1
2001	1
2002	14
2003	3
2004	18
2005	43
2006	13
2007	19
<b>Total Participants</b>	<b>112</b>



Group Photo: 9<sup>th</sup> Round of IAS Phase-III (2015)

## Annexure 8: Cadre-wise Participation in 10<sup>th</sup> Round of IAS Phase-IV

Cadre/State	Male	Female	Total
AGMUT	2	1	3
Andhra Pradesh	2	1	3
Assam-Meghalaya	2	0	2
Bihar	2	0	2
Chhatisgarh	2	2	4
Gujarat	4	0	4
Himachal Pradesh	2	2	4
Jammu & Kashmir	1	0	1
Jharkhand	2	0	2
Karnataka	3	1	4
Kerala	2	0	2
Madhya Pradesh	5	2	7
Maharashtra	3	2	5
Manipur-Tripura	3	0	3
Orissa	1	1	2
Punjab	2	1	3
Rajasthan	2	1	3
Tamilnadu	4	1	5
Uttar Pradesh	2	1	3
<b>Total Participants</b>	<b>46</b>	<b>16</b>	<b>62</b>

## Batch wise Profile

Batch	No. of Participants
1993	1
1994	1
1996	1
1997	7
1998	11
1999	17
2000	24
<b>Total Participants</b>	<b>62</b>



Group Photo- 10<sup>th</sup> Round of IAS Phase-IV (2015)

## Annexure 9: Cadre-wise Participation in 9th Round of MCTP of IAS (Phase-V)

Cadre/State	Male	Female	Total
Andhra Pradesh	3	0	3
Assam-Meghalaya	4	0	4
Bihar	7	0	7
Chhatisgarh	2	0	2
Gujarat	5	0	5
Haryana	8	2	10
Himachal Pradesh	2	1	3
Jammu & Kashmir	3	0	3
Jharkhand	1	1	2
Karnataka	5	0	5
Kerala	2	0	2
Madhya Pradesh	10	2	12
Maharashtra	5	1	6
Manipur-Tripura	5	0	5
Telengana	3	2	5
Orissa	1	0	1
Punjab	2	1	3
Rajasthan	0	1	1
Sikkim	2	0	2
Tamilnadu	1	0	1
Union Terrorary	2	1	3
Uttar Pradesh	5	1	6
Uttarakhand	2	0	2
West Bengal	4	0	4
<b>Total Participants</b>	<b>84</b>	<b>13</b>	<b>97</b>

### Batch wise Profile

Batch	No. of Participants
1983	3
1984	3
1985	11
1986	32
1987	37
1988	11
<b>Total Participants</b>	<b>97</b>

### Annexure 10: Cadre-wise Participation in 117<sup>th</sup> Induction Training Program

Cadre/State	Male	Female	Total
Andhra Pradesh	2	1	3
Assam-Meghalaya	2	1	3
Bihar	1	0	1
Gujarat	3	0	3
Haryana	1	0	1
Himachal Pradesh	1	0	1
Karnataka	4	3	7
Madhya Pradesh	9	0	9
Maharashtra	7	0	7
Mizoram	2	0	2
Manipur-Tripura	1	0	1
Orissa	10	0	10
Punjab	4	1	5
Rajasthan	3	0	3
Tamilnadu	4	1	5
Uttarakhand	3	0	3
Uttar Pradesh	6	0	6
West Bengal	4	1	5
<b>Total</b>	<b>67</b>	<b>8</b>	<b>75</b>

### Batch wise Profile

Batch	No.
2000	1
2001	1
2002	4
2003	9
2004	18
2005	5
2006	10
2007	1
2008	7
2009	4
2010	8
2014	2
Batch Not Allotted	5
<b>Total</b>	<b>75</b>



Golden Jubilee Reunion of 1965 batch Officers

