

An Introduction

The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie under Ministry of Personnel, Public Grievances & Pensions (Department of Personnel & Training) is the premier training institute for the civil services in India. It is headed by the Director, who is an officer of the level of 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 to 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 Administrative Service. The Academy also conducts 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. Alongside, 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 is that of an 'Attached Office' of the Government of India under the Ministry of Home Affairs. In October 1972, it 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.

CHRONOLOGY

1958	Announcement in the Lok Sabha by the Union Home Minister Pandit Govind Ballabh Pant to setup the National Academy of Administration.
1959	Academy established in Mussoorie along with Director's Office, Language Block (later renamed Charleville after renovation), Sardar Patel Hall (SPH) and Happy Valley Guest House.
1960	A common FC for IAS, IFS and other Central Services was introduced.
1969	Sandwich Pattern of training introduced in the Academy which included Phase-I, District Training in the respective State Cadres followed by Phase-II.

1970	Academy functioned under the Ministry of Home Affairs from the date of inception till 1970, again from 1977 to 1985.
1970-1977	Academy functioned under Cabinet Secretariat.
1972	Name changed to “Lal Bahadur Shastri Academy of Administration”.
1973	Subsequently, the word “National” was added and it became “Lal Bahadur Shastri National Academy of Administration”.
1975-1978	Ganga, Kaveri and Narmada hostels constructed.
1984	In May, 1984, a portion of the Campus which housed the Officers' Mess, the Libray, VIP Guest House, Director's Residence etc., was destroyed in a fire accident.
1985	Academy began functioning under the Ministry of Personnel, Public Grievances & Pensions, Government of India.
1988	NIC Training Unit established.
1989	Centre for Rural Studies (initially called the Land Reform Unit) established.
1991	In October, 1991, the Uttarkashi earthquake severely damaged the Ladies' Block and the G.B. Pant Block, and on these two sites, 'Dhruvshila' and 'Kalindi Guest House' came up.
1991	Sampoornanand Auditorium constructed by UP Government and named after the 2nd Chief Minister of the State.
1992	Karamshila Building was inaugurated by the then Vice President of India Shri K.R. Narayanan.
1995	National Gender Centre, a registered society under Societies Registration Act-1860, was setup.
1996	Kalindi Bhavan inaugurated by the then Union Minister of State for Personnel, Public Grievances, Pensions and Parliamentary Affairs Shri S.R. Balasubramaniam.
1996	Dhruvshila Bhavan inaugurated by the then Minister of State, Personnel, Public Grievances, Pensions and Parliamentary Affairs Shri S.R. Balasubramaniam.
2004	Hospital Block inaugurated by the then Minister of Home Affairs Shri Shivraj V. Patil.

2004	Centre for Disaster Management inaugurated.
2010	Gyanshila Building operationalised. Silverwood Executive Hostel was inaugurated.
2012	Mahanadi Executive Hostel was inaugurated.
2014	National Centre for Leadership Development & Competency Assessment (NCLDCA) a registered society under Societies Registration Act-1860, was setup.
2015	Aadharshila Block inaugurated by Minister of State for Personnel, Public Grievances and Pensions Dr. Jitendra Singh.
2016	Originally established as Centre for Cooperatives & Rural Development in 1995, it was renamed as Centre for Public Systems Management (CPSM).
2017	Prime Minister Shri Narendra Modi laid the foundation stones of the new hostel at Monastery Estate; Horse stables and residences for the horse-riding establishment; and 400m Synthetic Track at Polo ground.
2018	The state of the art Chanakya Hall was inaugurated.

Training Programmes during 2017-18

The table shows the distribution of trainees in various courses during 2017-18. Highlights of the courses are given in Chapter-3.

Sl. No.	Name of Course	Coordinator Shri/Ms.	Schedule	No. of participants		
				M	F	Total
INDUCTION TRAINING PROGRAM FOR NEWLY RECRUITED AIS AND CENTRAL SERVICES (GROUP-A)						
1.	IAS Professional Course Phase- I (2016 Batch)	C. Sridhar	12-12-2016 to 12-5-2017 (22 weeks)	143	37	180
2.	IAS Professional Course Phase-II (2015 Batch)	Thulasi Maddineni	22-5-2017 to 30-6-2017 (06 weeks)	125	61	186
3.	92 nd Foundation Course for newly recruited officers of All India Services and Civil Services (Group-A) (2017 Batch)	C. Sridhar	28-8-2017 to 08-12-2017 (15 weeks)	268	101	369
4.	IAS Professional Course Phase- I (2017 Batch)	Aswathy S.	11-12-2017 to 11-5-2017 (22 weeks)	132	49	181
MID-CAREER TRAINING PROGRAM FOR IAS						
5.	11 th Round of Phase-III of Mid-Career Training Programme for IAS Officers of 7-9 years seniority	Aswathy S.	10-4-2017 to 5-5-2017 (4 weeks)	96	11	107
6.	12 th Round of Phase-IV of Mid-Career Training Programme for IAS Officers of 14-16 years seniority	Rajesh Arya	5-6-2017 to 30-6-2017 (4 weeks)	62	13	75
7.	12 th Round of Phase-V of Mid-Career Training Programme for IAS Officers of 26-28 years seniority	Upma Chawdhry	25-9-2017 to 13-10-2017 (3 weeks)	76	7	83
8.	12 th Round of Phase-III of Mid-Career Training Programme for IAS Officers of 7-9 years seniority	Arti Ahuja	20-11-2017 to 15-12-2017 (4 weeks)	70	15	85
INDUCTION TRAINING PROGRAM FOR IAS PROMOTED FROM SCS						
9.	119 th Induction Training Program for Officers promoted from SCS/Select list to IAS	M.H. Khan	03-7-2017 to 11-8-2017 (6 weeks)	64	1	65
SHORT TERM COURSES/SEMINAR/WORKSHOP/OTHERS IN LBSNAA						
10.	Golden Jubilee Reunion of 1967 Batch	Alok Mishra	26-5-2017 to 27-5-2017 (2 days)	81	10	91

11.	District Disaster Management Plan:	CDM	19-2-2018 to 20-2-2018 (2 days)	12	5	17
12.	Incident Response System	CDM	8-3-2018 to 9-3-2018 (2 days)	17	6	23
13.	Training of Trainers for “Gender Responsive Governance - an Orientation Course”	NGC	10-7-2017 to 15-7-2017 (5 days)	9	13	22
14.	Training of Trainers on Gender Responsive Governance- an Orientation Course for Administrative & Central Training Institutions	NGC	11-9-2017 to 15-9-2017 (5 days)	12	21	33
15.	Training of Trainers- (Phase II) an Advanced Course on Gender Responsive Governance	NGC	13-11-2017 to 17-11-2017 (5 days)	25	17	42
16.	Workshop for State Commissions for Women	NGC	12-3-2018 to 14-3-2018 (3 days)	1	29	30
17.	Training of Trainers on “Case Study Writing and Teaching Method”	CPSM	8-1-2018 to 12-1-2018 (5 days)	20	15	35
18.	Training of Trainers on “Ambassadors of Evidence” from 13-15 January, 2018 Total: 23 (Male: 14; Female: 9)	CPSM	13-1-2018 to 15-1-2018 (3 days)	14	9	23

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 of formulation capabilities for assuming senior position in government.

1. 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, initially 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. 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.

Thereafter, 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 Trainers 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.

1(a) IAS Professional Course Phase-I (2016-18 Batch)

(13th December 2016 to 12th May, 2017)

Programme meant for / Target Group	Professional Course for newly recruited IAS
Course Coordinator	Shri C. Sridhar, Deputy Director (Sr.)
Associate Course Coordinator (s)	Shri M.H. Khan, Deputy Director (Sr.) Ms. Thulasi Maddineni, Deputy Director Shri R. Ravishankar, Deputy Director Dr. Sunita Rani, Professor.
Valedictory Address by	Dr. Jitendra Singh, Minister of State, Personnel, Public Grievances and Pensions, Government of India, New Delhi
Total No. of Participants	180 (Male-143, Female-37)

Details of participants of IAS Phase-I (2016-18 Batch) is attached in Annexure- 3

Course Aims

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

Course 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

The IAS Officer Trainees of the 2016 batch (total 181 including 03 Officers Trainees from Royal Bhutan Civil Service) underwent the IAS Professional Course Phase-I from December 12, 2016 to May 12, 2017. This course aims at developing professional skills in handling a wide range of responsibilities that an officer shoulders within the first ten years of service. Emphasis is laid on understanding public systems and their management, together with a grounding in Public Administration, Law, Economics, Management and Computer applications. During the first part of Phase-I, the Officer Trainees were sent on a 7 weeks Winter Study Tour (Bharat Darshan) comprising of attachments with the three Armed Forces, Public Sector, Private Sector Units, Municipal Bodies, Civil Society Organisations and civil administration in challenging areas, etc. Special focus visits to places with traditional and modern water conservation practices were organised After completion of IAS Phase-I, they

were relieved on May 12, 2017 for their District Training as part of IAS Professional Course Phase-II.

The 22-week IAS Professional Course, Phase-I for the 2016 batch, commenced on 13th December 2016 and concluded on 12th May, 2017. It had two main components:

- Winter Study Tour (from 7th January, 2017 to 24th February 2017)
- On-campus training inputs (from 6th March 2017 till 12th May, 2017)

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

The Phase-I was 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 Happy Valley ground. The evenings were dedicated to programmes by Clubs and Societies including cultural programmes.

Academic Inputs

The on-campus academic training commenced on 6th March 2017. 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 were 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 the trainees during the Course. They exposed the Officer Trainees to alternative perspectives and diversity of opinion, which are necessary for making any considered decision.

As an IAS Officer, an Officer Trainee has to become thorough in the language of the cadre to which they are allotted. Statutory language examinations were held during the Phase I programme. Officer Trainees, who were 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.

The ICT module for Phase-I had been designed specifically to familiarize the Officer Trainees with Information Technology 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. Other participants were on Winter Study Tour (WST): Group Presentations, Individual WST Diary and Travelogue.

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 an integral part of the Course.



Extra-Curricular Activities: Officers with interests and hobbies apart from the official work are better equipped to handle the stress that the profession 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 (31st March, 2017 to 2nd April, 2017). 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.

Modules: The thematic modules such as IAS in Perspective - District Administration, Rural Development & Agriculture, Land Administration, Municipal Administration, Social Sector: Education, Social Sector: Health, Public Finance, Water Management, Social Security, Election Module, e-Governance & Media, Law & Order, Disaster Management, Forest & Environment & Climate Change and Innovation Conference were organized during the course.

Course Coordinator's Report

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.

Eminent Guest Speakers

- Shri Ravi Shankar Prasad, Hon'ble Minister of Law & Justice and Electronics & Information Technology, Government of India, New Delhi.
- Dr. Jitendra Singh, Minister of State, Personnel, Public Grievances and Pensions, Government of India, New Delhi
- Shri Anil Swarup, IAS, Secretary, Department of Education & Literacy, Government of India, New Delhi
- Shri Hukum Singh Meena, IAS, Joint Secretary (LR), Land Regulation Division Department of LR, Govt. of India , Ministry of Rural Development, New Delhi
- Shri Manoj Rajan, IAS, Additional Secretary (Marketing Reforms), Cooperation Department, & CEO & MD, REMSL, Government of Karnataka, Bengaluru, Karnataka
- Shri Sanjay Bhoosreddy, IAS, Joint Secretary (AP&F), Ministry of Agriculture and Farmers, Welfare Department of Animal Husbandry, Dairying and Fisheries, Govt. of India, New Delhi.
- Shri Alok Kumar, IAS, Adviser, Administration / Health / FR / Nutrition/ WCD/ Industry), Niti Aayog, New Delhi
- Ms. Aparajita Sarangi, IAS, Joint Secretary, MGNREGA (Department of Rural Development), Ministry of Rural Development, Government of India, New Delhi.
- Shri Rajesh Bhushan, IAS, JS (RC/CVO) & DG, NRRDA, Ministry of Rural Development, Department of Rural Development, Government of India, New Delhi.
- Shri Pratyaya Amrit, IAS, Principal Secretary, Energy Department, Government of Bihar, Patna, Bihar
- Shri R. K. Singh, Ex-Home Secretary and Hon'ble Member of Parliament, New Delhi.
- Shri Devender Singh, Ex Additional Secretary (DS), Lok Sabha Secretariat, New Delhi
- Shri Prasanna Kumar Pincha, Former Chief Commissioner for Persons with Disabilities, Ministry of Social Justice & Empowerment, New Delhi

- Shri Rajendra Singh, Chairman, Tarun Bharat Sangh, District Alwar, Rajasthan
- Dr. Mohd. Ariz Ahmed, IAS, Member (Finance), Central Ground Water Board, M/o Water Resources, River Development & Ganga Rejuvenation, Government of India, New Delhi
- Shri Amitabh Prasad, OSD to Hon'ble Minister of State, I/c for Coal, Government of India, New Delhi
- Shri A. P. M. Mohd. Hanish, IAS, Chairman and Managing Director, Government of Kerala, Kerala
- Ms. Priyanka Basu Ingty, IAS, Secretary, Tea Board, Kolkata, West Bengal
- Dr. K. Rajeswara Rao, IAS, Joint Secretary, Government of India, Ministry of Health and Family Welfare, New Delhi
- Shri Nanda Kumar, IAS, Secretary, School Education Department, Government of Maharashtra, Mumbai
- Shri Nana Patekar, Actor & Social Activist.
- Shri Ramaswami N, IAS, Inspector General of Registration and Controller of Stamps, Pune, Maharashtra
- Dr. A. Santhosh Mathew, IAS, Additional Secretary (Skills/IT), Govt. of India, Ministry of Rural, Development, Department of Rural Development, New Delhi.
- Shri Sanjeev Chopra, IAS, Additional Chief Secretary, Government of West Bengal, Agriculture Department, Howrah, West Bengal
- Shri Yuvaraj N., IAS, Private Secretary to Minister for Information and Broadcasting, Ministry of Information and Broadcasting, Government of India, New Delhi
- Ms. Arti Dogra, IAS, Managing Director, Jodhpur Discom, Government of Rajasthan, Jodhpur, Rajasthan
- Shri Abhishek Krishna, IAS, Commissioner, Nashik Municipal Commissioner, Nashik, Maharashtra
- Shri Vijay Nehra, IAS, Vice Chairman & MD, Gujarat State Road Transport Corporation, Government of Gujarat, Ahmedabad, Gujarat
- Shri Tukaram Mundhe, IAS, Municipal Commissioner, Nave Mumbai Municipal Corporation, Nave Mumbai, Maharashtra
- Dr. Aditya Dahiya, IAS, Commissioner, Municipal Corporation of Karnal, Government of Haryana, Karnal, Haryana
- Dr. Dinesh Arora, IAS, Executive Director, REC Ltd., Chief Executive Officer, RECPDCL, Rural Electrification Corporation Ltd., New Delhi
- Shri Amit Dhaka, IAS, Managing Director, Government of Punjab, Punjab Small Industries & Export, Corporation, Dept. of Industries, Chandigarh (Punjab).

- Shri Aunjaneya Kumar Singh, IAS, District Magistrate, Bulandshahr, Uttar Pradesh
- Shri Adesh T., IAS, District Collector, District Bhagalpur, Bihar
- Shri Anjaneyulu Dodde, IAS, Deputy Commissioner, District Dhanbad, Jharkhand
- Shri Subramanyam J. V.N., IAS, Deputy Commissioner, Goalpara, Assam
- Shri Bishnu Charan Mallick, IAS, District Collector, Jodhpur, Rajasthan
- Shri Manoj Kumar Singh, IAS, Collector and District Magistrate, District, Jehanabad, Bihar
- Shri S. A. Murugesan, IAS, District Magistrate, District Haridwar, Uttarakhand
- Shri R. Lakshmanan, IAS, Additional Chief Electoral Officer, Government of Bihar, Patna, Bihar
- Shri Nantha Kumar K, IAS, District Collector, Perambalure, Tamil Nadu
- Shri Prashant M. Wadnere, IAS, District Collector, District Tiruvannamalai, TN
- Shri Pravin Kumar, IAS, Collector, District Vishakapatnam, Andhra Pradesh
- Shri Babu A, IAS, Collector & District Magistrate, Krishna District, Andhra Pradesh.
- Ms. Aishvarya Singh, IAS, District Collector, Land Revenue and Disaster Management, Department, Govt. of Sikkim, Sikkim.
- Shri Virendra Mittal, Deputy Commissioner, Govt. of Assam, Jorhat (Assam).
- Ms. Nidhi Sharma, IRS, Additional Director of Income Tax, Directorate of Human Resource Development, New Delhi
- Shri Sonal Agnihotri, IPS, Sr. Superintendent of Police, CBI, Special Unit, New Delhi
- Dr. Akun Sabharwal, IPS, DIG, Hyderabad Range, Hyderabad, Telangana
- Shri Balamurugan D., IAS, CEO, Bihar Rural Livelihoods Promotion Society, Govt. of Bihar, Patna (Bihar).
- Dr. Prem Singh, IAS, Private Secretary to the Vice Chairman of Niti Aayog, Government of India, New Delhi
- Shri M. N. Vidyashankar, IAS (Retd.), President, India Electronics & Semiconductor Association, Bangalore, Karnataka
- Shri Pravesh Sharma, IAS (Retd.), Former Managing Director, SFAC, Visiting Senior, Research Fellow, ICRIER, New Delhi
- Gyanendra D. Badgaiyan, IAS (Retd.) Director General, National Centre for Good Governance, New Delhi
- Dr. V. Bhaskar, IAS (Retd.), Secunderabad, Andhra Pradesh
- Dr. Satish B. Agnihotri, IAS (Retd.), Former Secretary, Ministry of New and Renewable Energy, Government of India, New Delhi

- Shri C. Ashokvardhan, IAS (Retd.), Former Member, Board of Revenue, Patna, Bihar
- Shri S.K. Das, IAS (Retd.), GRAAM, Mysore (Karnataka).
- Shri Bhagyesh Vyas, Senior Manager, Financial Inclusion of Government Project NPCI, Mumbai, Maharashtra
- Shri Vinod Bothale, Sci/Engr 'H' and Group Director, Geoportal & Web, GIS Services, NRSC, Hyderabad, Andhra Pradesh
- Shri Shreekant Gupta, Professor, Department of Economics, Delhi School of Economics, University of Delhi, New Delhi
- Dr. Ashwin Mahalingam, Assistant Professor, Department of Civil Engineering, Building Technology and Construction Management Division, IIT Madras, Chennai, Tamil Nadu
- Shri Debashis Ghosh, Sr. Vice President, IDFC, Bangaluru, Karnataka
- Dr. Sandeep Shastri, Pro Vice Chancellor, Jain University, National Coordination, Bangaluru
- Ms. Shantha Sinha, Professor, Department of Political Science, Hyderabad Central University, Hyderabad, Telangana
- Shri Ved Arya, Founder & CEO, SRIJAN, New Delhi
- Shri D. S. Chaskar, Director, National Water Academy, Pune, Maharashtra
- Ms. Sharon Barnhardt Phd (Harvard), Faculty, Indian Institute of Management, Ahmedabad
- Prof. Pavan Mamidi, Business Policy, Faculty, IIM Ahmedabad, Gujarat
- Shri Iqbal Dhaliwal, Deputy Director, J-PAL Scientific Director, J-PAL South Asia, New, Delhi
- Shri R. K. Kakani, XLRI Xavier School of Management, Jamshedpur
- Dr. Amar KJR Nayak, Professor, Strategic Management, Xavier Institute of Management, , Bhubaneswar, Odisha
- Dr. John Oommen, Deputy Medical Superintendent, Christian Hospital Bissam, Cuttack Rayagada District, Odisha
- Dr. Abhay Bang, Founder, SEARCH (Society for Education, Action and Research in Community Health), Post & District Gadchiroli, Maharashtra
- Dr. Darez Ahamed, IAS, The Mission Director, National Health Mission, Tamil Nadu
- Shri Madhav Chavan, Founder, Pratham Education Foundation, New Delhi
- Shri Sushil Ramola, CEO, B-ABLE, Basix Academy for Building Lifelong Employability Ltd. New Delhi.

- Dr. Preeti Vajpeyi, Head of Architecture Department in Indira Gandhi Delhi Technical, University for Women, Government of NCT of Delhi, New Delhi
- Shri Kabir Vajpeyi, Principal Architect, Vinyas, Centre for Architectural Research 7 Design, New Delhi
- Shri Devesh Kapur, Director, Centre for Advanced Study of India, University of Pennsylvania.
- Shri Gautam Bhan, Lead Academics and Research, Indian Institute for Human Settlements, Bangaluru, Karnataka
- Ms. Rohini Pande, Professor of Public Policy at the Harvard, Kennedy School of Government, Cambridge.
- Shri Neeraj Trivedi, Senior Research and Training Manager, Evidence for Policy Design, India.
- Dr. Kiran Seth, Founder, SPICMACAY, New Delhi.
- A P Hota, MD & CEO, NPCI, Mumbai
- Ajay Bhausan Pandey, IAS , CEO, Unique Identification, Authority of India, Govt. of India. New Delhi
- Alejandro Ganimian, Education Post-doctoral Fellow, J-Pal Delhi
- Anand Kumar, Founder Ramanujan School of Mathematics Patna
- Anil K Gupta, Professor, Indian Institute of Management, Ahmedabad
- Anurag Tewari, IAS Commissioner Food and Civil Supplies, Govt. of Karnataka
- Aparna Krishnan, Project Director, GoTN J-Pal Delhi
- B V Sivaramakrishnan, President & CEO, IKP Trust, IITM Research Park, A1, 10th Floor, Kanagam Village, Tharanmani, Chennai-600113(TN)
- Burak Eskici, Post-doctoral Fellow, J-Pal, New Delhi
- C S Ghosh, Managing Director Bandhan Bank, Kolkata
- Chanchal Yadav, IAS , NDMC
- Gen Bipin Rawat , UYSM, AVSM, YSM SM, VSM , Chief of Army Staff, Government of India, New Delhi.
- Harikishore S, IAS Executive Director, Kutumbashree
- M V Padma Srivastava, MBBS, MD , DM FAMS, AIIMS, New Delhi
- Madan Padaki, CEO, Ruban Bridge & Trustee, Head Held High Foundation, Bangalore
- Manas Satpathy, Executive Director, PRADAN, New Delhi

- Mridula Sinha, IAS, Director General State Institute of Rural Development, Jharkhand
- Pankaj Jain, Gyan Shala, 42, Tapovan Society, Above Band of Baroda Ambavadi, Ahmedabad
- Popat Rao Panwar, Sarpanch Hiware Bazar Ahmednagar
- Pravesh Sharma, IAS (Rtd.), Former Managing Director, SFAC, Visiting Senior Research Fellow, ICRIER, New Delhi
- Shrikar Keshav Pardeshi, IAS, Director, Prime Minister's Office, New Delhi
- Shrutika Sabarwal, J-Pal, New Delhi
- Shubhra Mittal, J-Pal, New Delhi
- Sonam Wangchuck, Architect Ice Stupa Ladakh\
- Suren Sista, Professor, Marketing IIM , Kolkata
- Swati Bedekar, The Vatsalya Foundation Mumbai, Maharashtra
- Varun Seth, Founder & CEO KETTO Mumbai
- Vineet Chawdhry, IAS , Advisor to Chief Minister, Himachal Pradesh

2. District Training of 2016 Batch (53 Weeks)

The objective behind district training is to expose the Officer Trainees to the entire range of activities at the district level. All the States have their own training schedules and accordingly, the time devoted to various attachments of training may differ. But, during these attachments, Officer Trainees get to become familiar with the functioning of the Collectorate, procedures for Revenue Administration, Development and Police Administration, Court Work and the working of other district-level departments. Although the duration of attachment and the nature of duties assigned may vary from State to State, it is useful for the Officer Trainees to obtain an exposure to the following functions during their field training.

- Attachments with different offices in the District
- Independent Charge to Officer Trainees
- Attachment with State Training Institute
- Attachment with State Secretariat

The Officer Trainees should get an opportunity to understand the following issues during their attachment with each Department/unit.

- Organizational structure, roles and responsibilities in the Department.
- Basic understanding of Acts and Rules governing the Department.

- Office procedures – understanding a file, methods of noting/ drafting, preparation of office orders and movement of file.
- Budgeting and Audit – understanding the procedure and sequence of resource allocation, guidelines for expenditure, financial powers vested with officials and audit.
- System of programme implementation, monitoring and report.
- Shortcomings or problems if any

During district training, the Officer Trainees also get to undergo the following assignments;

- Drafting of Demi-Official (DO) Letters
- Village Study Assignment
- Creating at least one Open Defecation Free (ODF) village
- Dissertation
- Grass root Innovation in Program and Policies
- Court Work Assignments
- Language Assignments

3. IAS Professional Course, Phase-II (6 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 of the learning and assimilation of 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.

3(a) IAS Professional Course Phase-II (2015-17 batch)

(22nd May, 2017 to 30th June, 2017)

Programme meant for / Target group	Newly recruited IAS Officer Trainees
Course Coordinator	Ms. Thulasi Maddineni, Deputy Director
Associate Course Coordinator(s)	Ms. Aswathy S, Deputy Director (Sr.) Shri Vidya Bhushan, Deputy Director Shri Suren Sista, Professor
Valedictory Address by	Shri S. Ramaswami, Chief Secretary to Govt. of Uttarakhand
Total No. of Participants	186 (Male- 125 ; Female-61)

Details of participants of IAS Phase-II (2015-17 Batch) is attached in Annexure- 4

Course 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 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 Design

The IAS Professional Course Phase-II seeks to draw out and make the OT's realize their 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 is on equipping the Officer Trainees with basic knowledge of administrative theory, elementary skills, and an overview of government schemes and programmes. In 54-weeks district training, the Officer Trainees experienced the functioning of various facets of district administration at the cutting edge and gained invaluable experience. Their suggestions on the design and structure of Phase-II were solicited and the inputs received formed the basis of the programme design. There was a focus on incorporating sessions, discussions and seminars mainly on gap areas identified by the group, while in the field.

Foreign Study Tour

The Course also entailed a one-week Foreign Study in parallel to South Korea and London, in half groups. The South Korea visit was organized in partnership with the Civil Services College, South Korea and focused on classroom sessions on key aspects of the South Korea experience followed by site visits focusing more on service delivery. The Miracle on Han River, as Korea's growth story is euphemistically referred to, showcased the transformation of Korea from an under-developed country to a developed country. The London visit was organized for the first time in partnership with Civil Services College, London which is focusing on developing the capacity of officer trainees.

Course Coordinator's Report

The Phase-II program which commenced on 22nd May, 2017 saw many changes from past. These changes were incorporated based on the feedback received from the earlier Phase II programs and also due to the JNU Masters in Public Management programme. To enable the Officer Trainees to learn from each other, every OT was required to submit a PPT of their leanings in topics of their choice. Also it was ensured that none of the topics of presentation in the class were repeated.

The Officer Trainees secured a thorough knowledge of how to be effective officers in the field by way of interaction with some of the best officers of the country during the course of the training. They interacted with DMs, CEO (ZP), and Municipal Commissioners. The effective SDO seminar was conducted, which provided focused interaction with some of the immediate senior colleagues of the Officer Trainees. As a part of this program half the batch was sent to Singapore for a one week foreign study tour and the other half went to Seoul, South Korea. The study tour was organised by the Civil Service College, Singapore and by Korean Development Institute, Seoul. The program was a balanced 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 a trip to Deval Sarai or river rafting the batch displayed high levels of enthusiasm. As mentioned, the primary emphasis of this Course is on interactive learning through experience sharing and analysis. Instead of having presentations of PPTs by all, only certain themes and topics were selected for presentation which would feed into the objective of the session, as discussion drivers. The presentation sessions were moderated by faculty members and/or external resource persons who would then take the sessions forward. This was the first batch to receive the JNU degree of Masters in Public Management for which they submitted a dissertation, which was evaluated by external evaluators.

The assessment of the officer trainees was based on the dissertation, FST report, class interaction and participation in course activities during and outside class room. Needless the attitude, discipline and general conduct also formed the basis of Director's assessment in Phase-II.

The course was designed to include topics that are meaningful, relevant, and applicable in the first 8 years of their service. After the training the Officer Trainees proceeded to report in Delhi for their Assistant Secretary ship.

Eminent Guest Speakers

- Dr. S. B. Agnihotri, IAS (Rtd), Professor CTARA and Head Centre of Policy Studies – IIT, Mumbai
- Dr. T. Vijay Kumar, IAS (Rtd), Advisor to Government of Andhra Pradesh, Deptt of Agriculture, Vice Chairman, Raythu Sadhikara Samstha Andhra Pradesh
- Ms. Meera Shankar, IFS, Former Indian Ambassador to USA
- Dr. P.M. Nair, IPS (Rtd), Chair Professor Tata Institute of Social Sciences, Mumbai & Former DGP National Disaster Response Force New Delhi

- Raidu D.V., Advisor, Farm Livelihoods, NRLM, Ministry of Rural Development, Government of India, Hotel Samrat ,New Delhi
- Shri P. K. Mohanty, Former DG CBEC & Advisor to Government of India
- Shri Jugal Mohapatra, IAS (Rtd), Bhubaneswar Orissa
- Ms. Rajwant Sandhu, Former Member CAT Chandigarh
- Shri Anil Swarup, IAS Secretary to the Govt. of India Department of School Education & Literacy, Ministry of Human Resource Development New Delhi
- Shri Ajay Seth, IAS Addl. Chief Secretary, Deptt. of Primary & Secondary Education, Govt. of Karnataka, Bengaluru
- Shri S. Ramasamy, IAS Chief Secretary, Government of Uttarakhand Dehradun
- Ms. Deepti Gaur Mukarjee, IAS Secretary (Education), Govt. of Madhya Pradesh Bhopal
- Ms. Kavita Singh, IAS Managing Director Chandigarh Industrial Tourism Development Corporation LTD. Chandigarh
- Shri Jayesh Ranjan, IAS Secretary Govt. of Andhra Pradesh Deptt. of IT, Electronics, & Communication Hyderabad
- Shri J. S. Mathur, IAS Secretary Government of India, Ministry of Panchayati Raj New Delhi
- Ms. Preeti Sudan, IAS Secretary to the Government of India Department of Food & Public Distributing Ministry of Consumer Affairs, Food & Public Distribution New Delhi
- Shri Rohan Chand Thakur, IAS Deputy Commissioner, District Shimla Himachal Pradesh
- Shri Saurabh Jain, IAS Director (SBM-I), Swachh Bharat Mission Division Ministry of Urban Development New Delhi
- Shri G. Veerapandiyan, IAS, Collector District Anantapur Andhra Pradesh
- Shri P. Narahari, IAS, Collector & DM, District Indore Madhya Pradesh
- Shri Vikas Gupta, IAS, Chief Administrator Govt. of Haryana HUDA, Panchkula Haryana
- Shri Deepak Agarwal, IAS Divisional Commissioner Saharanpur Uttar Pradesh
- Dr. Aditya Dahiya, IAS Commissioner Municipal Corporation Karnala Haryana
- Shri Pankaj Kumar Pandey, IAS Karnataka Cadre Session in place of Saravana Sir.
- Shri Sanjay Agarwal, IAS District Magistrate District Patna Bihar

- Shri Naveen Jain, IAS, Mission Director NHM & Secretary to Government of Rajasthan, Department of Medical, Health & Family Welfare Jaipur Rajasthan
- Dr. Bagadi Gautham, IAS Deputy Commissioner, District Raichur Karnataka
- Dr. Mahammed Ariz Ahammed, IAS Mission Director, National Water Mission & Member (Finance), Central Ground Water Board, Ministry of Water Resources New Delhi
- Shri Nitesh Patil, IAS Chief Executive Officer Chitdurga Karnataka
- Ms. Nidhi Choudhari, IAS, Chief Executive Officer, Zilla Parishad, Palghar Maharashtra
- Shri Avinash Lavania, IAS District Magistrate Hoshangabad Madhya Pradesh
- Shri Vijay Kiran Anand, IAS Director (SBM) Department of Panchayati Raj, Government of Uttar Pradesh Lucknow
- Shri K. Nanthakumar, IAS District Magistrate District Perambalur Tamil Nadu
- Shri Rai Mahimapat Ray, IAS Deputy Commissioner Bokaro Jharkhand
- Shri Nitish Kumar, IAS Additional Commissioner (Cooperative) Government of Uttar Pradesh
- Shri Nitin Singh Bhadauria, IAS Mission Director NRGH Government of Uttarakhand
- Shri Sushil Kumar Patel, IAS Deputy Commissioner Mokocchung Nagaland
- Dr. Anjalee Prakash Chairperson, Learning Links Foundation New Delhi
- Ms. Shatarupa Dasgupta Partner Learning Links Foundation New Delhi
- Shri Nikhil Tandon Professor & Head, AIIMS New Delhi
- Shri Gautam Bhan Sr. Consultant IIHS Bangalore
- Dr. Gyanendra D. Badgaiyan, Director General, NCGG New Delhi
- Shri Naresh Bhardwaj Ex-Deputy Director (Faculty) ISTM New Delhi
- Shri Mahabir Singh Kasana Advocate, Master Trainer, Legal and HR Expert, Delhi
- Dr. Abhay Bang Director Society for Education, Action & Research in Community Health, Gadchiroli Maharashtra
- Shri Devendra Khandait Country Lead-State Health Policy, India Country Office, Bill & Melinda Gates Foundation New Delhi
- Dr. Rajendra Singh Chairman Tarun Bharat Sangh Alwar - Rajasthan
- Dr. Amar K.J.R. Nayak Professor Strategic Management Xavier Institute of Management, Bhubaneswar, Odisha
- Alby John Varhees, IAS Sub Collector, Devakottai, District-Sivaganga, Tamil Nadu

- Avi Prasad, IAS, Sub Collector Barnagar, Ujjain, Madhya Pradesh
- Isawando Laloo, IAS , SDO (Civil, Amlarem Sub Division, District-West Jaintia Hills,Meghalaya
- Jalaj Sharma, IAS, SDM Jalgaon District Jalgaon Maharashtra
- Jaspreet Talwar, IAS, Secretary to Government of Punjab Drinking Water and Sanitation Department Chadigarh
- Jitendra Jorwal, IAS, SDM, Hoshiarpur Punjab
- Johny Tom Varghese, IAS, SDM , Cuddalore Tamil Nadu
- Kundan Kumar, IAS, SDM, Bhanupratappur, District-Uttar Bastar Kanker Chattisgarh
- Mrutyunjay Sarangi, IAS, Member A Central Administrative Tribunal Bombay Bench Mumbai Maharashtra
- Neilenthang Telien, Deputy Commissioner,Officer of the Deputy Commissioner, Kakching (Manipur)
- Nipun Jindal, IAS, SDM, Shimla Rampur, District-Shimal Himachal Pradesh
- Parth Gupta, IAS, Additional Commissioner,Faridabad Muncipal Corporation, Faridabad (Haryana)
- Qummer UL Zamah Choudhary, IAS, SDM, Girwa Sub Division, Udaipur Rajasthan
- Sakshi Sawhney, IAS ,SDM, Bhatinda Punjab
- Saloni Sidana, IAS . Sub Collector, Mehgaon, Bhind Madhya Pradesh
- Sarita Yadav, IAS, SDO (Civil), Office of the Deputy Commissioner, Parn District, Nagaland\
- Selvamani R, IAS Chief Executive Officer, Zilla Panchayat, Bidar Karnataka.\
- Shruti Ojha, IAS, Commissioner, Greater Warangal Muncipal Corporation, Warangal Andra Pradesh
- Sriram V, IAS , Sub Collector, Devikulam District-Idduki Kerala
- Swadha Dev, IAS, Sub Collector, Bonei, Sundargarh Odisha
- Vineet Kumar, IAS, SDM, Dehradun Uttarakhand

4. Foundation Course (15 Weeks)

This course is meant for members of the All India Services such as 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 being conducted once a year and is usually organized from 28th August, 2017 to 08th December, 2017. As the Officer Trainees

are new entrants in the Government, the Academy seek to familiarize them with environment of political, economic, social and administrative issues, through a well-defined syllabus.

4(a) 92nd Foundation Course (28th August, 2017 to 08th December, 2017)

Programme meant for / Target Group	Newly recruited All India Services and various Central Service (Group- `A`) Officers [including Royal Bhutan Services]
Course Coordinator	Shri C. Sridhar, Deputy Director (Sr.)
Associate Course Coordinator(s)	Shri Rajesh Arya, Professor Ms. Aswathy Sivadas, Deputy Director Shri R. Ravishankar, Deputy Director Ms. Alankrita Singh, Deputy Director Dr. Sunita Rani, Professor
Course Inaugurated by	Ms. Smriti Zubin Irani Hon'ble Minister, Textiles & Information & Broadcasting
Valedictory Address by	Dr. Krishan Kant Paul Hon'ble Governor of Uttarakhand
Total No. of Participants	369 (Male- 266; Female- 103)

Details of participants of 92nd Foundation Course is attached in Annexure- 5

Course Aim

The 92nd Foundation Course aimed at developing officer like qualities and attitude in the 369 young officer trainees. One of the prime aims of the Foundation Course was to inculcate the spirit of *esprit 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 Civil Services, as a part of the 92nd Foundation Course. The course spanned over a period of 15 weeks - starting from 28th August 2016 and concluding on the 08th of December, 2016. 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*.

Course Design

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.

Academic Inputs

In this course, academic inputs were given in Public Administration, Management and Behavioral Science, Law, Basic Economics for Administrators, Political Concept and Constitutional Law, Indian History and Culture as well as languages.

In addition, co-curricular inputs were also given by way of Outdoor activities (Physical Training; Yoga classes and Horse Riding), Cultural activities, Extra-curricular modules.

Officer Trainees are encouraged to call on their counselors and other Faculty Members and meet them informally at their residence. These informal meetings are considered an important part of the community life at the Academy Officer Trainees.

A number of medals and trophies were awarded to the Officer Trainees who excel in various activities in the Academy.

The main activities organized during the Foundation Courses were:

- **Trekking:** The objective of trek is to inculcate the spirit of adventure and to strengthen Esprit de corps in the Officer Trainees. The trek is also a significant learning experience in group dynamics, interpersonal relations, courage, endurance and love and respect for nature.
- **Village Visit Programme:** Officer Trainees spent one week in selected villages in Uttar Pradesh, Bihar, Madhya Pradesh and Rajasthan in groups of 5-6. Here they were sensitized to the empirical realities of rural India, through a structured study of a village. A special feature of the village visit this year was organization of ‘Swachatta Diwas’ in each of the selected villages when the trainees raised awareness about the cleanliness mission of the Government and also undertook cleanliness drives in the villages along with the residents. The Officer Trainees also undertook an awareness drive on ‘Financial Inclusion’.
- **Extra-Curricular Activities** are conducted in the afternoons and evenings in order to impart skills other than purely academic to the trainees in recognition of the need for an officer to have diverse interests and a well-rounded personality. Primarily, these include celebration of India Day, AK Sinha One-Act Play Competition, Cross Country Run, Athletic Meet and Blood Donation Camp.

- The Honorable Prime Minister of India Shri Narendra Modi visited the Academy on 26-27th October 2017 and had informal interaction with the Officer Trainees and Faculty in groups. Two special institutional events – Chintan and Manthan were organized, in which the Officer Trainees presented their ideas and notions of governance for a New India to the Hon'ble Prime Minister. The Officer Trainees also joined the Hon'ble Prime Minister for a community dinner and breakfast at the Officer's Mess. Prime Minister Modi addressed the Officer Trainees with a basket of messages, to enable them to bring a positive change in the paradigm of administration.

Course Coordinator's Report

The journey of 92nd Foundation course began 369 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 randomly grouped on different attributes such as gender, service and region while working on different assignments.

While they learnt the basics of ethics, etiquette, and leadership in class, they also battled bad weather and deadly leeches during short treks to Kempty Fall, Benog Hill and Lal Tibba. They scaled the more arduous heights of Roopkund and Rupin Pass amongst other trekking locations. While they were learning the details of Law, Public Administration and Economics amongst various other disciplines, they toiled late at night to bring alive to the stage the culture and traditions of the nation during the India Day Celebrations. The ICT lab sessions honed their skills in new age information technology while a visit to the villages provided a reality check on administration at ground zero.

Eminent Guest Speakers

- Hon'ble Prime Minister of India Shri Narendra Modi
- Shri Rajnath Singh, Hon'ble Home Minister Government of India New Delhi
- Hon'ble Justice Shri Madan B. Lokur, Judge, Supreme Court of India, New Delhi.
- Dr. K. K. Paul, Hon'ble Governor, Government of Uttarakhand
- Ms. Smriti Zubin Irani, Hon'ble Minister Textile and Information & Broadcasting. Government of India
- Shri Najib Shah, Former Chairman, Central Board of Excise & Customs, Bengaluru , Karnataka
- Shri Amarjeet Sinha, IAS, Secretary, Government of India, Department of Rural Development, Ministry of Rural Development, New Delhi.
- Dr. Rajiv Kumar, Vice Chairman, NITI Aayog, Govt. of India, New Delhi.
- Dr. D. Subbarao Former Governor of Reserve Bank of India
- Shri Amitabh Prasad, PS to Hon'ble Minister of Railway Government of India Ministry of Railway New Delhi

- Shri Anil Swarup, IAS Secretary Government of India Department of School Education & Literacy New Delhi
- Shri T.R. Raghunandan, Advisor, Centre for Policy Research, New Delhi.
- Dr. Jagdish Kishwan, Chief Policy Advisor, Wildlife Trust of India, New Delhi.
- Shri Pavan Kumar Varma, National General Secretary & National Spokesman (Janta Dal United), New Delhi.
- Shri Wajahat Habibullah, Former Chairperson, National Commission for Minorities, New Delhi.
- Lt. Gen. Shri Syed Ata Hasnain PVSM, UYSM, AVSM, SM (BAR), VSM (BAR), Gurgaon(Haryana).
- Wg. Cdr A.K. Srinivas, Founder Director AIPER Consulting Hyderabad Andhra Pradesh
- Shri Padamvir Singh, Director General Atal Bihari Vajpayee Institute of Good Governance and Policy Analysis Bhopal Madhya Pradesh
- Shri Prem Singh, Joint Director Rajbhasha, Flat No. 1585 A, Sector B, Pocket-1, Basant Kunj, New Delhi-110070
- Dr. Gyandendra D. Badgaiyan, Director General, NCGG, New Delhi.
- Dr. A.K. Padhee, IAS, Director, Country Relations and Business Affairs, ICRISAT, New Delhi.
- Shri Pankaj Kumar Singh, IPS, Additional Director General of Police, CID (Crime Branch), Govt. of Rajasthan, Jaipur (Rajasthan).
- Shri Ravi Mittal, IAS Additional Secretary Government of India Ministry of finance Department of Financial Services New Delhi
- Sh. R. Lakshmanan, IAS Managing Director, North Bihar Power Distribution Co. Ltd., Government of Bihar, Patna (Bihar).
- Ms. K. Ganga, IA & AS Deputy Comptroller & Auditor General Office of the Comptroller and Auditor General of India New Delhi
- Dr. S. C. Gairola, IFS Director General Indian Council of Forestry Research and Education Dehradun Uttarakhand
- Shri Nipun Vinayak, IAS Commissioner Small Savings and State Lotteries, Government of Maharashtra Mumbai
- Shri Amir Subhani, IAS Principal Secretary General Administration Department, Government of Bihar Patna – Bihar
- Shri Ashok Lavasa, IAS Secretary (Exp.) & Finance Secretary, Government of India Ministry of Finance, Department of Expenditure New Delhi.

- Shri Rajesh Aggarwal, IAS Joint Secretary Government of India Ministry of Tribal Affairs New Delhi
- Shri Sandep Verma, IAS 'Principal Secretary Department of Science and Technology Government of Rajasthan Jaipur Rajasthan
- Sr. Prabhakaran, IFS Deputy Conservator of Forests Koppal Division Karnataka
- Shri V. Srinivas, IAS Chairman Rajasthan Tax Board and Board of Revenue for Rajasthan Ajmer Rajasthan
- Dr. Prem Singh, IAS Private Secretary to vice Chairman Niti Aayog New Delhi
- Shri Tejveer Singh, IAS Special Principal Secretary to the Hon'ble CM, Punjab Secretary, Information and Public Relations, Secretary, Civil Aviation, Government of Punjab, Chandigarh
- Shri Gautam Bhan, Lead, Academics & Research, Indian Institute for Human Settlements, New Delhi.
- Shri Naresh Bhardwaj Under Secretary (Vigilance) Ministry of Urban Development Government of India New Delhi
- Shri Ajay Shah Professor National Institute of Public Finance Policy New Delhi
- Prof. Dr. R. Venkata Rao Vice – Chancellor National Law School Bangaluru
- Shri Jaya Prakash Narayan, Founder, Loksatta Party, Hyderabad, Andhra Pradesh
- Shri Surinder S. Jodhka, Centre for the Study of Social Systems, School of Social Sciences, Jawaharlal Nehru University, New Delhi
- Prof. Arun Kumar, Malcolm S. Adiseshiah Chair Professor, Institute of Social Sciences, Vasant Kunj, New Delhi.
- Shri K. S. Samarendra Nath Former Director Government of India Ministry of Steel and Former Joint Director (Financial Management) ISTM, DoPT New Delhi
- Shri Shakti Sinha Director Nehru Memorial Museum and Library New Delhi
- Dr. Krishna Menon Professor School of Human Studies, Ambedkar University New Delhi
- Prof. B. N. Goswamy Art Historian Chandigarh
- Shri M. Rajivlochan Professor Department of History Punjab University Chandigarh
- Shri Anton Musgrave Senior Partner Future World International
- Shri Santosh Desai MD & CEO of Tururbrands Future Brands Ltd. New Delhi
- Shri Ravindra Kumar Special Secretary Commercial Tax Department Govt. of Uttar Pradesh Lucknow
- Shri C. V. L. Srinivas CEO Group M International Business Park Mumbai

- Shri Ajay Gudavarthy Associate Professor Centre for Political Studies, School of Social Sciences, Jawaharlal Nehru University New Delhi
- Prof. Himanshu Rai Professor Human Resource Management Institute of Management Lucknow Uttar Pradesh
- Shri T. D. Dhariyal Commissioner for Persons with Disabilities Government of NCT of Delhi New Delhi
- Dr. Sruti Mohapatra Founder Swabhiyan Bhubaneswar Odisha
- Prof. Dr. Faizan Mustafa, Vice Chairman NALSAR University of Law Hyderabad Andhra Pradesh
- Ms. Vrinda Grover Advocate Supreme Court of India New Delhi
- Shri Jayant Singh Joint Secretary National Security Council Regulation New Delhi



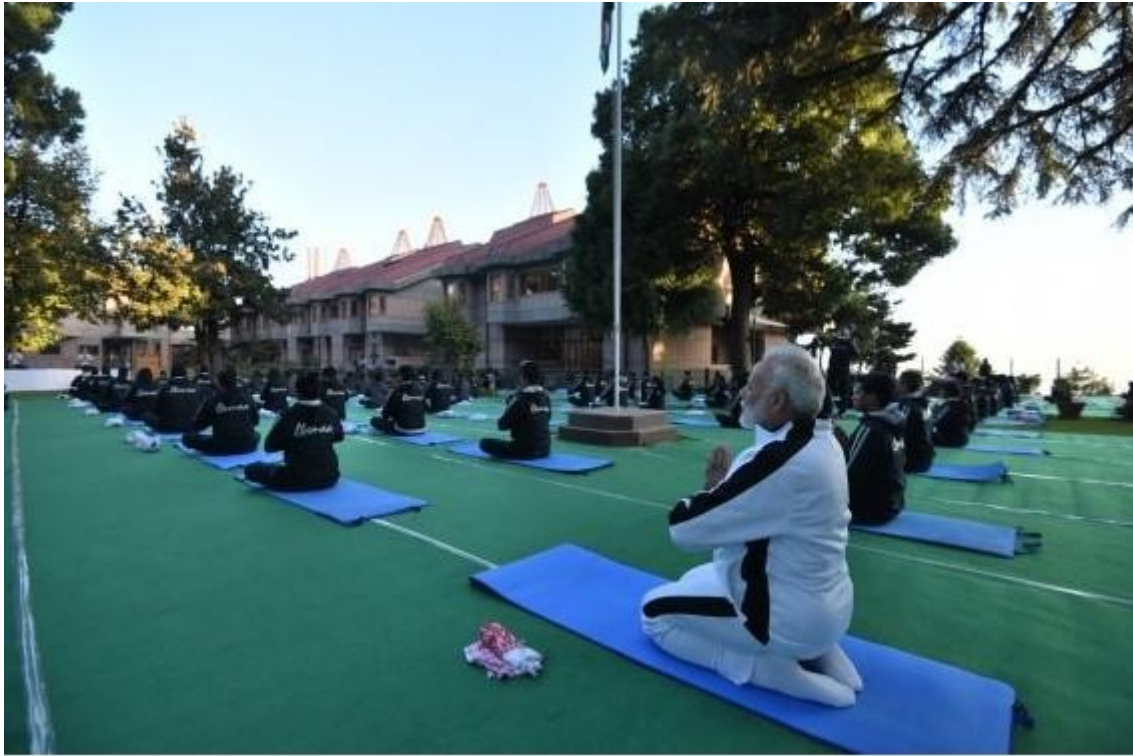
92nd Foundation Course -Inaugural Ceremony



Yoga at the Academy on International Yoga Day on June 21, 2017



Prime Minister Shri Narendra Modi addressing Officer Trainees at LBSNAA



92nd Foundation Course - Yoga with Hon'ble Prime Minister



92nd Foundation Course- Cross-Country Race



92nd Foundation Course - Officer Trainees in Shramdan



92nd Foundation Course-Athletic Meet

5. Mid-Career Training Program for IAS Officers

The issue of mandatory and structured mid-career training for IAS Officers was formalized with the introduction of the Mid-Career Training Programme (MCTP) in 2007. The objective of MCTP was to equip officers to handle the next, higher level of responsibilities at certain identified stages of their careers; broadly when they were primarily working in the field (7-9 years), at the policy formulation stage (15-18 years) and inter-sectoral policy formulation and implementation stage (27-28 years). These three stages were named Phase III, IV and V respectively. In the first three- year cycle, these programmes were outsourced by the Ministry to international/ national institutions of repute. However, since 2010, the mandate for the design and delivery of the programme has been devolved by the Government to the Academy. The MCT Programme was reviewed by Government and the durations were shortened. The revised programme is as follows: Phase III (4 weeks); Phase IV (4 weeks including 1 week Foreign Study Tour) and Phase V (3 weeks).

5(a) IAS Phase-III (11th Round) of Mid-Career Training Programme (10th April, 2017 to 5th May, 2017)

Programme meant for / Target group	IAS officers in seniority of 7-9 years (Batches represent- 2003, 2004, 2005, 2006, 2007, 2008, 2009)
Course Coordinator	Ms. Aswathy S., Deputy Director (Sr.)
Associate Course Coordinator	Shri Rajesh Arya, Alok Mishra, Deputy Director (Sr.)
Inaugural address by	Shri B.S. Baswan, IAS (Retd.) Former Secretary to GoI
Valedictory Address by	Ms. Upma Chawdhry, IAS Director, LBSNAA
Total No. of Participants	Total Participants-107 [Male-87: Female-20]

Details of participants of IAS Phase-III (11th Round) is attached in Annexure- 6.

Course 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.

Course Objectives

- 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;

- To learn about efficient service delivery in specific sectors from experiences across States.

Course Design

- Reflections, Project Appraisal & Negotiation
- Public Private Partnerships, Leadership & Communication
- Public Service Delivery, Leadership and Change Management, Project Management, Operations, Technology as a driver in service delivery, Monitoring & Evaluation, Health & Education
- Sectoral focus on Rural Development, Water and Sanitation, Agriculture, Urban Administration, Public Finance Management.

Academic Input

The major part of the programme was focused on project and programme evaluation with ample scope for discussions and learning about varied domains that Officers of IAS deal with. Theoretical inputs were supplemented with exercises and case-based discussions. Deliberate emphasis was laid on peer learning from within the participation and from guest faculties, to stimulate new ideas and through in order to course innovative approach in the participants.

Course Coordinator's Report

The 11th round of Phase-III training programme conducting from 10th April to 05th May, was designed to provide necessary skills and knowledge required for an officer making a transition from field posting. The framework included inputs on project appraisal, leadership, negotiation and sectorial inputs aimed at updating the officers with recent developments in their fields. The course was well revived and appreciated by the participants.

Eminent Guest Speakers

- Prof. D.N.S. Dhakal, Senior Fellow, Duke Centre for International Development, Durham.
- Dr. Prem Singh, IAS, PS to Vice Chairman, Niti Aayog, New Delhi.
- Dr. Ashwin Mahalingam, Assistant Professor, Indian Institute of Technology, Madras.
- Shri Debashis Ghosh, Sr. Vice President, IDFC Ltd., Bangalore.
- Shri Vivek Aggarwal, IAS, Secretary to Hon'ble Chief Minister of Madhya Pradesh, Bhopal.
- Shri S.K. Agarwal, Sr. Vice President, SBI Capital Markets Ltd., New Delhi.
- Shri Arvind Mayaram, IAS (Retd), Former Finance Secretary to Government of India, New Delhi.
- Ms. Sharmila Chavaly, IAS, Joint Secretary to Government of India, Department of Economic Affairs, New Delhi.

- Shri K. Venkatesh, Chief Executive & Managing Director, L&T Infrastructure Development, Chennai.
- Dr. Gyanendra D. Badgaiyan, IAS(Retd), Director General, National Centre for Good Governance, New Delhi.
- Ms. Ranjana Chopra, IAS, Commissioner-cum-Secretary to Government of Odisha, Bhubaneswar.
- Shri Nishant Warwade, IAS, Collector and District Magistrate, Bhopal.
- Shri Jayesh Ranjan, IAS, Principal Secretary to Govt. of Telangana, Department of IT, Electronics and Communication, Telangana.
- Shri R.K. Kakani, Faculty, XLRI, Jamshedpur.
- Dr. Amar KJR Nayak, Professor of Strategy and NABARD Chair, Xavier Institute of Management, Bhubaneswar.
- Shri R. Rajeshwar Upadhyaya, CEO, Par Excellence Leadership Solutions Pvt. Ltd., Mumbai.
- Shri Himanshu Rai, Professor, Indian Institute of Management, Lucknow.
- Shri P.M. Nair, IPS (Retd), Chair Professor, Tata Institute of Social Sciences, Mumbai.
- Shri Rakesh Thukral, Managing Director, Edelman India, Gurgaon.
- Shri Amit Narayan, Executive Vice President, Edelman India, Gurgaon.
- Ms. P. Amudha, IAS, Secretary to Government of Tamil Nadu, Labour and Employment Department, Chennai.
- Dr. Praveen Gedam, IAS, Transport Commissioner, Government of Maharashtra, Mumbai.
- Shri Prashant Goyal, IAS, Joint Secretary (Budget) to Government of India, Ministry of Finance, New Delhi.
- Ms. Nidhi Sharma, IRS, Addl. Director of Income Tax, Directorate of Human Resource Development, New Delhi.
- Ms. Rina Ray, IAS, Addl. Secretary to Government of India, Department of School Education & Literacy, New Delhi.
- Ms. Pooja Kulkarni, IAS, State Project Director, Sarva Shiksha Abhiyan, Government of Tamil Nadu, Chennai.
- Shri Kunal Khemnar, IAS, Chief Executive Officer, Zilla Parishad, Kohlapur, Maharashtra.
- Ms. Vini Mahajan, IAS, Addl. Chief Secretary to Government of Punjab, Housing and Urban Department, Chandigarh.

- Shri Manoj Jhalani, IAS, Joint Secretary to Government of India, Ministry of Health and Family Welfare, New Delhi.
- Dr. Vishwajeet Kumar, CEO & Scientist, Community Empowerment Lab, Lucknow.
- Dr. Ayyaj Tamboli, IAS, Collector, Bijapur, Chhattisgarh.
- Dr. K.P. Krishnan, IAS, Secretary to Government of India, Ministry of Skill Development and Entrepreneurship, New Delhi.
- Shri Rajesh Agrawal, IAS, Joint Secretary to Government of India, Ministry of Skill Development and Entrepreneurship, New Delhi.
- Shri Sanjay Singh, IAS, Commissioner-cum-Secretary, Skill Development and Technical Education, Govt of Odisha, Bhubaneswar.
- Shri Dipak Kumar Singh, IAS, Principal Secretary to Government of Bihar, Patna.
- Shri G.D. Lohani, IRS, Commissioner Central Excise Faridabad-II, Faridabad.
- Ms. Ashwini Lal, Director, Department of Economic Affairs, Government of India, New Delhi.
- Shri Babu A., IAS, Collector and District Magistrate, Krishna District, Andhra Pradesh.
- Shri Aman Sharma, Director (GeM), Director General Supplies and Disposal (DGS&D), New Delhi.
- Prof. Ajay Shah, National Institute of Public Finance and Policy, New Delhi.
- Lt. Gen. Syed Ata Hasnain, (Retd), PVSM, UYM, AVSM, SM(Bar), VSM(Bar), Gurgaon.
- Shri Amarjeet Sinha, IAS, Secretary to Government of India, Ministry of Rural Development, New Delhi.
- Prof. Aprajit Mahajan, Department of Agricultural and Resource Economics, UC Berkeley, USA.
- Shri S. Krishnan, IAS, Principal Secretary to Government of Tamil Nadu, Planning Department, Chennai.
- Ms. Vrinda Sarup, IAS (Retd.), Former Secretary to Government of India, New Delhi.
- Shri Rajendra Singh, Chairman, Tarun Bharat Sangh, Alwar, Rajasthan.
- Ms. Meera Shankar, IFS (Retd), Former Indian Ambassador to USA, New Delhi.
- Shri Parmeshwaran Iyer, IAS, Secretary to Government of India, Ministry of Drinking Water & Sanitation, New Delhi.
- Dr. Krishan Kumar, IAS, Vice Chairman, Bhubaneswar Development Authority, Bhubaneswar.

- Shri Srikanth Viswanathan, CEO, Janaagraha Centre for Citizenship and Democracy, Bangalore.
- Shri Sandeep Verma, IAS, Principal Secretary to Government of Rajasthan, Jaipur.
- Dr. Gyanendra Badgaiyan, IAS (Retd), Director General, National Centre for Good Governance, New Delhi.
- Dr. Bharat Sharma, Scientist Emeritus (Water Resources), International Water Management Institute, New Delhi.
- Shri G.K. Pillai, IAS (Retd), Former Union Home Secretary, New Delhi.
- Shri T.V. Somanathan, IAS, Joint Secretary to Government of India, PMO, New Delhi.
- Shri Sanjay R Bhoosreddy, IAS, Chief Vigilance Officer, MMTC Limited, New Delhi
- Dr. Ajay Shah, Professor, National Institute of Public Finance & Policy, New Delhi,
- Dr. Gyanendra D. Badgaiyan, Former Director General, National Centre for Good Governance.
- Shri Ashwini Chhatre, Senior Research Fellow, Bharti Institute of Public Policy and visiting Professor, Economics and Public Policy, Indian School of Business
- Shri Najib Shah, Former Chairman, Central Board of Excise & Customs, Bengaluru
- Shri Manivannan P, Secretary, Dept of Information & Public Relations and Chief Project Officer
- Shri Gautam Bhan, Lead- Academic and Research, Indian Institute fo Human Settlements (IIHS)
- Shri G. Prakash, Commissioner, Muncipal Administration Chennai
- Ms. Kavita Wankhade, Senior Lead- Practice, Indian Instiute for Human Settlements (IIHS)
- Ms. Shreya Gadepalli, Regional Director South Asia, Insitute for Transportation and Development Policy (ITDP)
- Ms. Mona K Khandhar , Commissioner of Rural Development & Secretary to Govt., Panchayat, Rural Housing & Rural Development Department Gujarat
- Shri Swastik Harish, Indian Institute for Human Settlements (IIHS) Banglore)
- Shri Amarjeet Sinha, Secretary to Governance of India, Ministry of Rural Development
- Amb. Pavan K Varma, National General Secretary & National Spokesman, (Janta Dal United)
- Shri T.R. Raghunandan, IAS (Retd.)

- Justice Shri Madan B. Lokur, Judge, supreme Court of India
- Prof. D.N.S. Dhakal, Senior Fellow, Duke Centre for International Development
- Dr. Prem Singh, Secretary-cum-commissioner, (Housing & Urban Development; Minorities; and OBSs & SCs)
- Shri Himanshu Rai, Professor, IIM Lucknow,
- Mr. Manish Sabharwal, CEO, Team Lease Service Ltd.
- Shri O.P. Agrawal, CEO, World Resource Institute
- Shri Ashwin Mahalingam, Assistant Professor, IIT Madras
- Shri Sandeep Verma, Principal Secretary of Government of Rajasthan, Public Health Engineering and Ground Water Department
- Shri S. Krishan, Principal Secretary to Government of Tamil Nadu, Housing Department
- Shri Shailesh Pathak, CEO, L&T Infrastructure Development Projects Ltd.
- Shri T.V. Somanathan, Principal Secretary to Government of Tamil Nadu
- Shri Anil Swarup, Secretary to Government of India, Department of School Education and Literacy
- Shri Kiren Rijiju, Hon'ble Union Minister of State for Home Affairs Government of India.

5(b) Phase-III (12th Round) of Mid-Career Training Programme

(20th November, 2017 to 15th December, 2017)

Programme meant for / Target group	IAS officers in seniority of 7-9 years (Batches represent- 2003, 2004, 2005, 2006, 2007, 2008, 2009)
Course Coordinator	Ms. Arti Ahuja, Joint Director
Associate Course Coordinator	Shri Rajesh Arya, Professor Ms. Thulasi Maddineni, Deputy Director (Sr.) Ms. Hitashi Lomash, Professor
Inaugural address by	Shri Trivendra Singh Rawat Chief Minister, Uttarakhand
Valedictory Address by	Ms. Radha Singh, Former Secretary to Government of India
Total No. of Participants	Total Participants-85 [Male-68: Female-17]

Details of participants of IAS Phase-III (12th Round) are attached in Annexure- 7.

Course 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.

Course Objectives

- 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;
- To learn about efficient service delivery in specific sectors from experiences across States.

Course Design

- Reflections, Project Appraisal & Negotiation
- Public Private Partnerships, Leadership & Communication
- Public Service Delivery, Leadership and Change Management, Project Management, Operations, Technology as a driver in service delivery, Monitoring & Evaluation, Health & Education
- Sectoral focus on Rural Development, Water and Sanitation, Agriculture, Urban Administration, Public Finance Management.

Academic Input

The major part of the programme was focused on project and programme evaluation with ample scope for discussions and learning about varied domains that Officers of IAS deal with. Theoretical inputs were supplemented with exercises and case-based discussions. Deliberate emphasis was laid on peer learning from within the participation and from guest faculties, to stimulate new ideas and through in order to course innovative approach in the participants

Course Coordinator's Report

This Phase-III program was modified to give wider and broader tools to the participants with a focus on excellence in implementation. The input in Reflections, Public Policy, Leadership, Urban Development, Negotiation, Public Private Partnership, and IAS in Perspective was received very well. The module on Negotiation was delivered in-house. The modules run by in-house faculty were received very well by the participants. The evaluation was quite rigorous involving project appraisal, case study, case study presentation 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

- Dr. Ajay Shah, Professor, National Institute of Public Finance & Policy, New Delhi.
- Dr. Gyanendra D. Badgaiyan, Former Director General, National Centre for Good Governance.

- Shri Ashwini Chhatre, Senior Research Fellow, Bharti Institute of Public Policy and Visiting Professor, Economics and Public Policy, Indian School of Business, Hyderabad.
- Shri Najib Shah, Former Chairman, Central Board of Excise & Customs, Bengaluru, Karnataka.
- Shri Manivannan P., IAS, Secretary, Dept of Information & Public Relations and Chief Project Officer, Karnataka.
- Shri Gautam Bhan, Lead – Academic and Research, Indian Institute for Human Settlements (IIHS) Bangalore.
- Shri G. Prakash, Commissioner, Municipal Administration, Chennai.
- Ms. Kavita Wankhade, Senior Lead – Practice, Indian Institute for Human Settlements (IIHS) Bangalore.
- Ms. Shreya Gadepalli, Regional Director South Asia, Institute for Transportation and Development Policy (ITDP), Chennai.
- Ms. Mona K Khandhar, IAS, Commissioner of Rural Development & Secretary to Govt., Panchayat, Rural Housing & Rural Development Department, Gujarat.
- Shri Swastik Harish, Indian Institute for Human Settlements (IIHS) Bangalore.
- Shri Amarjeet Sinha, IAS, Secretary to Government of India, Ministry of Rural Development, New Delhi.
- Amb. Pavan K Varma, IFS (Retd), National General Secretary & National Spokesman, (Janta Dal United), New Delhi.
- Shri T. R. Raghunandan, Advisor, Accountability Initiative, Centre for Policy Research, New Delhi.
- Justice Shri Madan B. Lokur, Judge, Supreme Court of India.
- Prof. D.N.S. Dhakal, Senior Fellow, Duke Centre for International Development, Durham.
- Dr. Prem Singh, IAS, Secretary-cum- Commissioner, (Housing & Urban Development; Minorities; and OBCs & SCs), Manipur.
- Shri Himanshu Rai, Professor, Indian Institute of Management, Lucknow.
- Mr. Manish Sabharwal, CEO, Team Lease Service Ltd. Mumbai.
- Shri O.P. Agarwal, IAS (Retd.) CEO, World Resources Institute, New Delhi.
- Shri Ashwin Mahalingam, Assistant Professor, IIT Madras, Chennai.
- Shri Ajay Sahni, Executive Director, Institute for Conflict Management, New Delhi.
- Shri Sandeep Verma, IAS, Principal Secretary to Government of Rajasthan, Public Health Engineering and Ground Water Department, Jaipur.

- Shri S. Krishnan, IAS, Principal Secretary to Government of Tamil Nadu, Housing Department, Chennai.
- Shri Shailesh Pathak, CEO, L&T Infrastructure Development Projects Ltd., Chennai.
- Shri T.V. Somanathan, IAS, Principal Secretary to Government of Tamil Nadu, Chennai.
- Shri Anil Swarup, IAS, Secretary to Government of India, Department of School Education and Literacy, New Delhi.
- Shri Kiren Rijiju, Hon'ble Union Minister of State for Home Affairs Government of India.

6. Phase-IV (12th Round) of Mid-Career Training Programme

(5th June, 2017 to 30th June, 2017)

Programme meant for / Target Group	IAS officers in seniority of 14-16 years (Batches represent- 1992, 1993, 1994, 1996, 1997, 1998, 1999, 2000, 2001, 2002 Batches)
Course Coordinator	Prof. Rajesh Arya
Associate Course Coordinator (s)	Shri C. Sridhar, Deputy Director (Sr.) Ms. Aswahty S, Deputy Director (Sr.)
Course Inaugurated by	Shri T.S.R.Subramanian, Former Cabinet Secretary
Valedictory Address by	Ambassador Navtej Sarna, Indian Ambassador to the US
Total No. of Participants	75 (Male-58; Female-17)

Details of participants of IAS Phase-IV (12th Round) is attached in Annexure- 8

Course Aim

To equip officers who have completed 15 to 18 years of service for effective transition to policy formulation and better implementation.

Course Objectives

- Appreciate the role of political economy and institutions in public policy and governance;
- Understand the process of public policy formulation, analysis, implementation and evaluation;
- Apply tools of policy analysis to better understand and solve policy problems; and
- Strengthen individual leadership and negotiation skills.

Week-wise design of the Course

Course Design: Broadly the course included the following thematic areas:

Week 1 Reflections, Policy Making in India, Rationale for Public Policy, Policy

	Analysis, Political Economy, Ethics, Media & Negotiation Module
Week 2	Policy Implementation, Health, Leadership
Week 3	Policy Evaluation and Syndicate Work, Regulation, Application of policy framework across key sectors, Indo-US Relations
Week 4	Foreign Study Tour

Academic Input

The objective of the course was achieved through a mix of lectures, case studies, discussions, individual assignments and syndicate work. The focus was on understanding public policy in India, enhancing the hard and soft skills of the participants, providing policy updates in key sectors and reflecting on emerging trends that may shape the world of the IAS in the future. As in the past, there was also an overseas component by way of a foreign study tour.

Foreign Study Tour

Participants were taken abroad for a one-week Foreign Study Tour to USA organized in partnership with the Maxwell School of Citizenship and Public Affairs, Syracuse University, USA. The Foreign Study Tour of Phase IV has been envisioned as an integral part of the overall course design and seeks to link the learnings in the domestic component with global experiences. Inputs in this five-day programme included:

- Emerging global trends impacting governance, including technology as driver of change.
- The praxis of Public Policy in the developed world viz formulation, communication, implementation and evaluation etc.
- Policy and Program Design experience from developed countries including incentive compatibility.
- Insights from Behavioural Economics such as Nudge Units, etc.
- New Public Management Reform of Civil Service including agencification and international experience
- Regulation—achieving regulatory compliance and regulatory accountability
- Learning from international good practices—policy experience of Urban, Education and health sectors
- Attachments with relevant agencies and interaction with policy makers and experts

The Study Tour comprised classroom sessions at the Maxwell School as well as site visits and interaction with practitioners and enabled the participants to consolidate learnings and acquire better appreciation of processes of governance in the host country. Logistical arrangements were made by the Consulate General of India, New York.

Course Coordinator's Remarks

Phase IV was designed to focus on public policy formulation and better implementation: first three weeks at the Academy from June 05 to 23, concluding with a one-week Foreign Study Tour from June 26 to 30.

The program sought to equip the participants with skills and attitude of continuous learning for an impactful career in public service in a rapidly changing environment. It focused not on knowledge, but on insights; and not on sectoral inputs, but on policy process. It sought to bridge the gap between praxis and academics and impart key skills: Leadership, Negotiation, EPoD (evidence-based policy design).

Class room sessions during the program included rationale for and different aspects of public policy, political economy, market failure and regulation, PPP, Indo-US relations, Housing and Health policy, Workshops on negotiation skills, leadership, and Evidence based policy design. Jobs being Most potent public policy challenge today, the program included a 2.5 day Symposium on Jobs, Ease of Business, and Entrepreneurship. FST provided the participants with a structured exposure to policy formulation and implementation in USA.

In addition to mandatory morning activity every day, the program had over 120 hours of class room inputs including pre-dinner talks. It also included cultural programs, Shramdan at 05:30 on two days in and around Academy, cross country, sports and games with younger officers, Social service work, etc. The participants wrote a case study, syndicate report and took a policy exam.

Eminent Guest Speakers

- Shri T.S.R. Subramanian, IAS (Retd.), Former Cabinet Secretary.
- Shri P.K. Basu, IAS (Retd.), Former Member, Central Administrative Tribunal (CAT), New Delhi.
- Dr. Gyanendra D. Badgaiyan, Former Chief Economist, UNDP & DG, National Centre for Good Governance.
- Shri Tejveer Singh, IAS, Special Principal Secretary to CM, Government of Punjab, Chandigarh.
- Shri. Pravesh Sharma, IAS (Retd.), Former Managing Director, SFAC, Visiting Senior Research Fellow, ICRIER, New Delhi.
- Shri Pavan Mamidi, Principal Investigator for Law, Sociology, and Management and the Director of International Research Collaborations for the Centre for Experimental Social Sciences (CESS) Nuffield – FLAME University.
- Shri Shekhar Gupta, Editorial Advisor, India Today Group.
- Shri. Sanjeev Chopra, IAS, Principal Secretary, Govt of Orissa.
- Ms. Nidhi Sharma, IRS, Additional Director of Income Tax, Directorate of Human Resource Development, New Delhi.
- Dr. Prem Singh, IAS, Private Secretary to Vice Chairman, Niti Aayog.
- Shri Jayant Singh, IRTS, Joint Secretary, National Security Council.
- Shri Praveen Pardeshi, Principal Secretary to CM, Maharashtra.
- Shri Vivek Dahejia, Professor of Economics, Carleton University.

- Dr. Vaidehi Tandel, Junior Fellow, IDFC Institute.
- Dr Rajiv Kumar, Director, Central Board of RBI & Founder Director, Pahle India Foundation.
- Shri Reuben Abraham, CEO and Senior Fellow, IDFC Institute, Mumbai.
- Shri Sanjay Kumar, Principal Secretary to CM, Jharkhand.
- Shri Manish Sabharwal, CEO, Team Lease Service Ltd. Mumbai.
- Shri Anil Padmanabhan, Executive Editor, MINT.
- Shri Partha Mukhopadhyay, Senior Fellow, Centre for Policy Research, Chanakyapuri, New Delhi.
- Dr. Gyanendra D. Badgaiyan, former Chief Economist, UNDP & DG, NCGG

7. Phase-V (11th Round) of Mid-Career Training Programme

(25th September, 2017 to 13th October, 2017)

Programme meant for / Target Group	IAS officers in seniority of 26-28 years (Batches represent - 1985, 1986, 1987, 1988, 1989, 1990)
Course Coordinator	Ms. Upma Chawdhry, IAS, Director
Associate Course Coordinator	Ms. Arti Ahuja, Joint Director Shri Rajesh Arya, Professor Shri Alok Mishra, Deputy Director (Sr.)
Course Inaugurated by	Hon'ble Shri N. Chandrababu Naidu Chief Minister of Andhra Pradesh
Valedictory Address by	Shri Amitabh Kant, CEO NITI Aayog
Total No. of Participants	Total -82 [Male- 68; Female- 14]

Details of participants Of 12th Round of MCTP is attached in Annexure- 9

Course Aim

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

Course Objectives

- Develop a sound appreciation of strategic management in government to cope with future challenges;
- Understand the nuances of public policy, ethics and regulation relevant for policy formulation and implementation;
- Appreciate the policy challenges facing the government in key sectors and their inter-relationships; and
- Acquire better understanding of leadership and negotiation skills.

Course Design

- Inputs on Governance Challenges, Agriculture, Education Policy, Health Policy, Internal Security Challenges, Urbanization, Programme Implementation, Module on Negotiation, Climate Change.
- Inputs on Public Policy, Normative Ethics, Policy Evaluation, Urbanization, Skills and Employability, Module on GST, Leadership, Strategic Thinking for Future.
- Module on Regulation, Module on Strategic Management in Government (by IIM Ahmedabad), HR Strategies in Government.

Course Coordinator's Report

The Phase V Programme for IAS officers of 28-30 years of seniority was designed and delivered by the Academy without any Foreign Study Component (FST). The programme was revamped based on the feedback of previous programme and Training Needs Assessment conducted by the Academy. A key component of the course design was intense discussion amongst the course team members on various topics, besides allocation of specific responsibility to each course team member for coordinating the assigned modules. While the focus on Public Policy formulation and strategy was retained, there was a conscious attempt to make the programme more broad-based.

The programme design was based on a module based approach, involving distinguished faculty and practitioners, drawn both from India and abroad, representing international institutions, private sector, government, media and NGOs. The modules included those on public sector impact, public policy praxis, strategic thinking for future, leadership, negotiation, systems approach to decision-making, communication in the 21st century, regulation, industry competitiveness, innovation, stakeholder management, urbanization, internal security and relevance of civil services.

Each Participant also wrote a Policy paper and presented in small groups. The Policy Papers were evaluated by a panel of experts. The best 20 papers were shared with NITI Aayog as well as concerned Ministries. Awards were given to the three best papers.

Eminent Guest Speakers

- Shri N. Chandrababu Naidu, Hon'ble Chief Minister, Andhra Pradesh.
- Shri Arvind Subramanian, Chief Economic Advisor, Ministry of Finance, Delhi.
- Dr. Gulshan Rai, National Cyber Security Coordinator, Prime Minister's Office, New Delhi.
- Mr. Amitabh Kant, IAS, CEO, Niti Aayog, New Delhi.
- Prof. Anton Musgrave, Senior Partner-Future World International, South Africa.
- Shri Pratap Bhanu Mehta, Vice Chancellor, Ashoka University, Sonapat.
- Shri Kevin Balm, Director of Participative Technologies in Melbourne & Thailand.
- Shri Santosh Desai, Managing Director & CEO, Future Brands Ltd, New Delhi.
- Dr. Pawan Kumar Goenka, Managing Director, Mahindra & Mahindra Ltd., Mumbai.

- Shri Satya Sheel, Managing Director, Metro Valley Business Park (P) Ltd., Delhi.
- Ms. Vanaja Sarna, Chairperson, Central Board of Excise & Custom, New Delhi.
- Shri Upender Gupta, Commissioner (GST), Central Board of Excise & Custom, New Delhi.
- Shri CVL Srinivas, CEO, South Asia, Group M, Mumbai.
- Ms. Neelam Kapur, Principal Director General, Directorate of Field Publicity, New Delhi.
- Mr. Adrian Brown, Executive Director, Centre for Public Impact.
- Sir Michael Barber, Senior Advisor, BCG London.
- Mr. Janmajeya Sinha, Chairman , BCG Asia Pacific.
- Mr. John D. Blomquist, Lead Economist and India Program Lead for Human Development, World Bank.
- Mr. Ajai Sahni, Ex Director, Institute of Conflict Management.
- Mr. Sonam Wangchuck, Ice Stupa, Architect.
- Mr. Gautam Bhan, Senior Consultant, IIHM, Bangalore.
- Mr. Aromar Revi, Director, Indian Institute for Human Settlements (IIHS).
- Mr. Park Tau, President, UCLG, Johannesburg, South Africa.
- Mr. Junaid Ahmad, World Bank Country Director, India.
- Mr. Devdutt Patnaik, Author.
- Mr. P.C. Parakh, IAS [Retd].
- Prof. Gurbinder Bahara, Consultant, C to C Organisational Development.
- Ms. Rujuta Diwekar, Nutrition Expert, Mumbai.
- Mr. Yves Morieux, Senior Partner, Managing Director and BCG Fellow, Boston Consulting Group, Washington, District Of Columbia.
- Prof. Himanshu Rai, Indian Institute of Management, Lucknow, Uttar Pradesh.
- Mr. Manish Sabharwal, CEO, Team Lease Service Ltd. Mumbai.
- Ambassador Shyam Saran, IFS (Retd.), Former Foreign Secretary, New Delhi.
- Dr. Ajay Shah, National Institute of Public Finance & Policy, New Delhi.
- Mr. Anil Swarup, IAS, Secretary, Department of School Education & Literacy, Ministry of Human Resource Development, New Delhi.
- Mr. S.K. Das, IAS (Retd.), Adviser, Grassroots Research and Advocacy Movement, (GRAAM), Bangalore.

- Mr. Ashok Lavasa, Secretary (Exp.) & Finance Secretary, Government of India.
- Dr. Nachiket Mor, Country Head, Bill and Melinda Gates Foundation, New Delhi.
- Dr. M.K. Bhan, National Science Professor, IIT, New Delhi
- Dr. Gyanendra D. Badgaiyan, Director General, National Centre for Good Governance
- Shri Pranjoy Guha Thakurta, Member, Press Council of India,

8. Induction Training for Officers of the State Civil Services Promoted to IAS (6 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.

8(a) 119th Induction Training Programme for IAS Officers

(3rd July, 2017 to 13th August, 2017)

Programme meant for / Target group	Officers from State Civil Service who have been inducted (Promotion/Select List) into IAS
Course Coordinator	Shri M.H. Khan, Deputy Director Sr.
Associate Course Coordinator	Shri Alok Mishra, Deputy Director Sr. Ms. Thulasi Maddineni, Deputy Director Ms. Alankrita Singh, Deputy Director
Inaugural address by	Shri Sudhir Krishna, IAS (Retd.) Former Secretary to Government of India.
Valedictory Address by	Ms. Upma Chawdhry, IAS Director, LBSNAA, Mussoorie
Total No. of Participants	Total -62 [Male- 54; Female- 08]

Details of participants in 119th Induction Training Programme is attached in Annexure-10

Course Aim

- Better understand the all India nature of Administrative services and develop an All India perspective on the working of public administration and macro-economy of the country.

- Be better equipped to handle their assignments with the knowledge of latest policies and programmes in various sectors as well as learnings from experiences of the fellow participants
- Be able to apply the principles of collaborative working and leadership and negotiations in their work setting.

Course Objectives

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, inputs on Rural and Agriculture sector, Macro-Economics, Water Management, Handling Media, E-Governance, and Foreign Policy etc. In the second week the focus was on Urban Development, Swachh Bharat, Public Institutions Role, Use of GIS, Financial Management, Public Private Partnerships and a full day interactive module on Leadership, besides a highly enriching session with Hon'ble Finance Minister Government of India, Sh. Arun Jaitley. In the third week the focus was on Climate Change, Health Sector, Education Sector, Skill India, Public Procurement, Overview of GST, Project Management and Cost Benefit Analysis, inputs on Law, an interactive session on National Security and a full day highly engrossing module on Negotiation. While in the fourth week the focus was on Disaster Management, NITI Ayog initiatives, Market Failure, Make in India, Sexual Harassment, RTI, Forest Laws, Law & Order, and the participants were asked to do Problem Solving Exercise and make presentations.

Domestic and Foreign Study Tour

As an integral and important part of the programme the participants undertook a 2 weeks Field Study Tour involving visits and attachments with government and non-government institutions and organizations in India followed by study tour to Seoul, South Korea. The idea was not only to learn theoretically about administrative structures and processes but also observe the society and community as a whole to help appreciate diversity and ways of doing things differently. This will help them expand their mental horizons and provide the necessary mental flexibility and openness which an administrator must possess.

Outbound programmes comprise attachments with local bodies, NGOs and institutions of repute in the various parts of the country. This is followed by a five-day visit to Seoul, South Korea consisting of attachments with the health and education institutions, traffic management, policing, visit to heritage and cultural sites, transport management and institutions of urban management.

Course Coordinator's Report

The Academy organizes Induction Training Programme for officers promoted to the IAS from the state civil services. The aim of these courses is to update levels of knowledge, skills and information and to provide opportunities for exchange of ideas, views and experiences with people who have developed expertise in different sectors of national development. The

underlying focus of the course is to provide the Induction Course participants an all-India perspective. The 119th edition of the Induction Training Programme had 62 participants from AGMUT, Assam- Meghalaya, Gujarat, Madhya Pradesh, Maharashtra, Manipur-Tripura, , Punjab, UP and West Bengal, and was held from July 03, to August 11, 2017. The programme aimed at training and sensitizing officers from the state services for the next level of governance and administration. The course included a Study Tour within India and to Seoul, South Korea to familiarize participants with successful interventions in various areas of governance. Participants were evaluated by means of a mid-term exam, policy memo and presentations and an overall assessment based upon peer review, discipline and participation in the programme.

Eminent Guest Speakers

- Shri Sudhir Krishna, IAS (Retd.), Ex. Secretary Urban Development, GOI.
- Shri Tejveer Singh, IAS, Principal Secretary to Chief Minister, Govt. of Punjab, Chandigarh.
- Shri S. Harikishore, IAS, Executive Director, Kudumbashree State Mission Office, 2nd Floor, TRIDA Building, Chalakkuzhy Road, Medical College P.O., Trivandrum.
- Ms. Pratima Verma, Addition Mission Director, BPSMS, Bihar Secretariat, Patna.
- Shri A. Santosh Mathew, IAS, Chairperson, National Council for Teacher Education, Hans Bhawan, Wing II, 1, Bahadur Shah Zafar Marg, New Delhi.
- Dr. B. Rajendra, Joint Secretary Department of Agriculture Cooperation & Farmers Welfare Krishi Bhavan, Dr. Rajendra Prasad Road, New Delhi 110 00.
- Shri Rajendra Singh, Chairman, Tarun Bharat Sangh, Village – Bheekampura – Kishori, Block-Thanagazi, Alwar.
- Shri Manasvi Kumar, IAS Punjab (On Study Leave)
- Shri G.D. Badgaiyan, IAS (Retd.), Director General, National Centre for Good Governance, New Delhi.
- Shri Padamvir Singh, IAS (Rtd) Director General, Atal Behari Vajpayee Institute of Good Governance, Sushasan Bhavan, Bhadbada Chouraha, TT Nagar, Bhopal.
- Shri Narsimhan Raju, IAS (Rtd) CEO, National Institute for Smart Government 5th Floor and 6th Floor , Rear Wing Mahanagar Door Sanchar Sadan 9 CGO Complex Lodhi Road, New Delhi.
- Shri Jayant Prasad, IFS (Rtd) Director General, Institute for Defence Studies and Analyses 1, Development Enclave, New Delhi.
- Shri Ajay Kumar, IAS, Additional Secretary, M.O. Information Technology, New Delhi.
- Shri Anil Nair, Deputy Head, Advocacy and Reforms, Janaagraha Centre for Citizenship and Democracy, 4th Floor, UNI Building, Thimmaiah Road, Vasanth Nagar, Bengaluru.

- Shri Devesh Kapur, Professor Political Science University of Pennsylvania USA.
- Ms. Arti Dogra, IAS, JD VVNL, Jodhpur.
- Mr. Debashis Ghosh, IDEC, Bangalore.
- Shri Dinesh Arora, IAS, Executive Director, Rural Electrification Corporation Ltd., New Delhi.
- Mr. P.G. Diwakar, Scientific Secretary, ISRO Bengaluru.
- Mr. Shravan Hardikar, IAS, Municipal Commissioner, Pune.
- Shri G.P. Upadhyay, IAS, Additional Chief Secretary, Govt. of Sikkim, Gangtok.
- Dr. M. Govinda Rao, Member, Fourteenth Finance Commission, Emeritus Professor, National Institute of Public Finance and Policy, New Delhi.
- Mr. Anand Sharma, Deputy Director General Of Meteorology RMC, IMD, New Delhi.
- Mr. Vineet Chawdhry, IAS, Principal Advisor RPG, G.O. H.P. Shimla.
- Shri R. Subrahmanyam, IAS, Additional Secretary (TE), MHRD Govt of India.
- Dr. S. Sabahat Azim, IAS (Retd.), Founder and CEO Glocal Health Care Systems Pvt. Ltd., Kolkata.
- Shri Jishnu Barua, IAS, Joint Secetary, Ministry of DoPT, New Delhi.
- Mr. Manoj Jhalani, IAS, Joint Secretary (Policy), Ministry of Health & Family Welfare Nirman Bhawan, New Delhi.
- Professor K.M. Pathi, IIIT Delhi, New Delhi.
- Dr. Prem Singh, IAS. Private Secretary to Vice Chairman, Niti Aayog, New Delhi.
- Lt Gen Syed Ata Hasnain, (Retd.), PVSM, UYM, AVSM, SM(Bar), VSM (Bar), A-402, Bestech Park View Spa, Sector – 47, Near Medanta Hospital, Gurgaon, Haryana.
- Shri Rajesh Agrawal, IAS, Joint Secretary, M.O. Skill Development, New Delhi.
- Shri Mayank Bisht, IDAS, Director, DGS&D, M.O. Commerce, New Delhi.
- Shri Gaurav Sharma, DGS&D, M.O. Commerce, New Delhi.
- Alok Kumar, IAS, Advisor, Room no 204, Yojna Bhavan NITI Aayog, New Delhi-110001
- Shri Deepak Agarwal, IAS, Commissioner, Saharanpur.
- Shri Akashdeep Chakravarty, Post Master General, Dibrugarh, Assam.
- Dr. Gyanendra D. Badgaiyan, Former Chief Economist, UNDP & DG, NCGG.
- Shri Shailender Singh, IAS, Joint Secretary, GoI.



119th Induction Training Programme for SCS- Validitory Ceremony

9. Short Term Program (Courses/ Seminar/ Workshop/ Others)

The Academy annually conducts short duration courses (ranging from one to two weeks) on a variety of subjects such as Joint Civil-Military Course on National Security, Courses on Gender, Disaster Management, etc.

9(a) Golden Jubilee Reunion of 1967 Batch of Officers

Program Coordinator	Shri Alok Mishra
Total Participants	Total 91 (Male: 81; Female-10)
Date	26 th May 2017 to 27 th May, 2017

The Academy organizes a reunion every year for Officers who joined the service 50 years ago. The first was held in 1997, the Golden Jubilee Year of the new 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-three days to share their rich experience with the faculty and Officer Trainees. The Golden Jubilee Reunion for 88 officers of the 1967 batch (from various civil services who underwent FOUNDATION COURSE at the Academy) was organized on May 26-27, 2017. The Reunion commenced with the inaugural ceremony on May 30, followed by a group photograph in the A.N. Jha Plaza. The participants were taken for a walk around the Academy campus before lunch and post-lunch there was a two hour interaction with the Officer Trainees of the Phase-II 2015-17. The participants also had a session in small groups wherein they deliberated on issues of importance for the civil services in the present context before the Reunion come to a close with the valedictory ceremony on May 27, 2017.

Clubs and Societies

All round development of the personality of the Officer Trainees is the prime objective of training in the Academy. Various indoor and outdoor activities are organized by Officer Trainees through Clubs and Societies. These are run by the Officer Trainees themselves under the overall guidance of Director's Nominees. Activities of the Clubs and Societies provide an excellent medium to the Officer Trainees for their self-expression and development. Officer Trainees through their creative innovations, conduct activities which are not only entertaining but also enrich the Academy's campus life. All the Officer Trainees are expected to actively participate and make optimal use of the facilities. The Officer bearers of Clubs and Societies are elected by the Officer Trainees themselves but the activities of Clubs and Societies are run with the cooperation and assistance of all the Officer Trainees. The Director's Nominee/ Associate Director's Nominees provide necessary guidance and assistance in running of the Clubs and Societies and in organizing activities undertaken by them. The Faculty Members and their families are invited to join the Officer Trainees in all such activities. For running their activities the Clubs and Societies are provided with annual and bi-annual grants-in-aid apart from the fund which they receive through membership fees. The participation in the activities of the Clubs and Societies is evaluated at the end of the Course as part of the Director's assessment. A brief outline in respect of the objectives and activities of each of the Clubs and Societies is given below.

(A) *The Adventure Sports Club*

- Composition of the Committee: 1 Secretary and 3 Members
- Director's Nominee: Ms. Sunita Rani, Professor

Objectives

- To inculcate the spirit of adventure amongst the Officer Trainees by organizing various adventure sports activities.
- To organize periodically, adventure sports activities like cross country run, horse riding show, river rafting, mountaineering, rock-climbing, hang-gliding, para-sailing etc.

Highlights of activities

During the year the Adventure sports club organised River Rafting and Bungee jumping (Rishikesh), Short Trek to George Everest, Short Trek to Kemtury Fall, Short Trek to Benog Hills, Short Trek to Lal Tibba, artificial and natural rock climbing at ITBP Academy, A day long practice at HAI, Mussorie, and one and half day trek to Chakrata.

(B) The Computer Society

- Composition of the Committee: 1 Secretary and 3 Members
- Director's Nominee: Shri Raghuraj M Rajendran, Deputy Director

Objectives

- Promoting computer knowledge and skill among the Officer Trainees in an informal and friendly way.
- To create interest and awareness among the Officer Trainees by organizing various activities like on line games, computer quiz, presentation and other competitions.
- To motivate IT expert Officer Trainees to develop useful software/coding for Officer Trainees as well as the Academy during their training.
- To extend IT support to other clubs and societies for organizing events like India Day, Fete etc.

Activities

The main activities of the Computer Society have been;

- Organizing computer tutorial sessions outside the regular classroom sessions to benefit Officer Trainees who require extra assistance.
- Providing multimedia facility for the Officer Trainees.
- To propagate the latest facilities/ services/ software available on the Internet or otherwise.
- To organize such competitions, presentations etc which generate and promote interest in computers and its areas of application.
- Preparing a CD on the course activities and a directory of the trainees.

Highlights of activities

Activities organised during the year 2017-18 by the Computer Society, LBSNAA

- During IAS Professional Course Phase I (2016 Batch) - "Computer Competition" was organized for Officer Trainees
- During 92nd Foundation Course - "Counter Gaming Event" was organized for Officer Trainees

(C) *The Fine Arts Association*

- Composition of the Committee: 1 Secretary and 5 Members
- Director's Nominee: Ms. Alankirta Singh, Deputy Director

Objectives

The Fine Arts Association engages the officer trainees through a wide variety of cultural programmes in which group participation is given priority. The programmes organised by the association generate 'esprit de corps' amongst the officer trainees and break the barriers of

region and language. The cultural programmes give an opportunity to several officer trainees to explore their creative side.

Activities

- Cultural evenings on CGM basis were organized by the Officer Trainees to showcase their artistic talents
- The society also directed plays under AK Sinha Memorial One Act Play which gave them an opportunity to express themselves. The society also conducted Karaoke nights, DJ nights quite regularly.

Highlights of activities

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 sprit 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 extracurricular 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.

(D) The Film Society

- Composition of the Committee: 1 Secretary and 2 Members
- Director's Nominee: Ms. Thulasi Maddineni, Deputy Director

Objectives

- To promote the study of the films as an art and a social force.
- To maintain necessary laboratory, library and equipment connected with films.
- To exhibit films, both feature and documentary.
- To establish and maintain liaison with national and international film societies.
- To efficiently manage the Academy's equipment, laboratory, fund and staff connected with films placed at Society's disposal.
- To introduce the Officer Trainees to cinema as an art form and a powerful means of mass communication.

Activities

- During 2017-18, 13 movies on various themes including social issues were screened for the officer-trainees of the Foundation Course, IAS Professional Course, Phase-I,II) and participants of Mid Career Training Pprogram. The movies screened covered a wide canvass catering to diverse interests of the audience.

- Conducted song competition, Contest for short film on trek and quiz during 92nd Foundation Course.
- Produced a Corporate Film of 20 minutes on the Academy.

(E) The Hobbies Club

- Composition of the Committee: 1 Secretary and 4 Members
- Director's Nominee: Shri Vidhya Bhushan, Deputy Director.

Objectives

- To develop, promote and popularize interest to various hobbies such as Photography, Painting, Philately, Plant Collection and
- Quizzes based on films and songs etc.
- To arrange talks, discussions, exhibitions etc. to inculcate interests in the hobbies and encourage the Officer Trainees to learn and be proficient in them.
- To serve as a forum for exchange of views
- To provide necessary facilities including materials and equipments to pursue hobbies.

Highlights of the Activities

To meet its objectives the Hobbies Club carried out the following activities during the year:

- Rangoli Competition,
- Super Chef Competition
- SBM Ideathon Poster Competition
- Flower Carpeting
- Photography Competition
- Cooking Competition
- Foosball Competition
- Photography Competition
- Card Stacking game and WST Photography Competition

(F) The House Journal Society

- Composition of the Executive Committee: 1 Secretary and 4 Members
- Director's Nominee: Shri Alok Mishra, Deputy Director (Sr.)

Objectives

- To promote literary activities through creative writing.
- To provide a forum for free expression and interaction with one another.
- To develop an aptitude for editing and other aspects of journalism.

Activities

The House Journal Society compiled the monthly newsletter, 'The Academy'. 'The Academy' captures the various training activities/workshops undertaken by the Academy and its associated centres. It also provided a platform to the Officer Trainees and the alumni to showcase their creative and literary skills. Further, the House Journal Society also put together a Batch Picture Directory at the end of the courses. The Society also organizes a number of short story and poetry competitions as well as events.

Highlights of activities

- Organized Literary Festival
- Publication of the monthly Newsletter – “The Academy”
- Publication of 92nd Foundation Course “Memoir”
- Publication of “Tales of India” on Bharat Darshan
- Publication of “Buzz” magazine.
- Conducted “Ideathon on Swacch Bharat Mission”
- Conducted “Travelogue contest” and creative writing completion.

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 Officer trainee and the alumni to showcase their creative and literary skills. Except for a few hard copies, during the 92nd Foundation Course, the newsletter was sent to all concerned by e-mail. The Editorial Team for the Phase-I, designed the newsletter in-house. A small number of copies were printed in-house and it was distributed, mainly, by email.

During the 92nd Foundation Course, the House Journal Society organized the “Literary Festival”, wherein prominent writers from Civil Services were invited. On this occasion, a book fair was also organized, displaying mainly the fiction but also the non-fiction books. During the IAS Phase-I and Phase-II various activities like Creative writing, Travelogue contest were conducted to explore upon the ideas and writing skills.

The Editorial Team of the House Journal Society also put together, for the first time, a book named “Tales of India” with stories/poems/photographs from their Bharat Darshan.

Further the House Journal Society also put together a Batch Picture Directory named “Memoir” at the end of the 92nd Foundation Course.

(G) The Management Circle

- Composition of the Committee: 1 Secretary and 4 Members
- Director’s Nominee: Ms. Hitashi Lomash, Professor

Objectives

- To promote and study recent developments in major functional areas of management.

- To serve as a forum to exchange information and notes on managerial issues.
- To provide a forum for sensitization and self-awareness through experimental learning.
- To provide opportunities to undertake management exercises and to play management games.
- To organize lectures and seminars on managerial problems relating to organizations.
- To establish and maintain liaison with national and international management associations.

Activities

Management Circle focused on making “Management” more practical and application oriented even as it was based on the theoretical foundations laid in the classrooms. A variety of activities were organized where the Officer Trainees could apply their management skills. The major activities during the FOUNDATION COURSE and scheduled activities for Phase-I included

- Ideathon on swachh bharat where innovative ideas were selected to promote cleanliness at school level,
- Model united nations event,
- Best management ideas seen during winter study tour,
- Management games focussing on promoting leadership, team building etc.,
- Panel discussions on sensitive topics such as trans genders, sheroes etc.,
- Online B-games – with computer society.

Highlights of activities

The club organized “**Model UNITED NATIONS Event**” on 26th October, 2017. A total of 24 teams participated in the prelims round, which was a written write up on the current events of international importance. Post the written round a resolution was passed in the model United Nations assembly in which all the teams presented their stand. Prizes were given to the best write up teams and overall best performer team at the end of the event.

(H) The Nature Lovers’ Club

- Composition of the Committee: Secretary-1 and Members-3
- Director’s Nominee: Ms. Alankrita Singh, Deputy Director

Objectives

- To encourage love for nature in its various forms in order to conserve it.
- To heighten awareness amongst its members to the necessity of restoring the ecological balance.

- To organize outdoor activities (including nature observation tours, hikes & treks) as well as talks, (both outdoors and indoors), and cinema shows, slide shows, exhibitions.
- To educate members about legal provisions regarding ecology; what steps they can take as administrators to aid restoration of the ecological balance; and what steps should be taken into punish violators of the law.

Highlights of activities

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:

- Cyclothon 2.0 – in association with Officers Club, 20 officer trainees and one faculty, cycled to Kempty Falls from academy and back.
- Organic Holi – Nature Lovers Club appealed to all officer trainees to use organic colors for Holi and Officers Club organized Holi celebration with organic colours
- Aesthetic Administrator Photoshoot Competition – photography competition based on five different themes during the Bharat Darshan study tour.
- Photography Exhibition – Photographs of Winners of Photography Competition of Aesthetic Administrator Photoshoot Competition were displayed in Karmshila foyer.
- Roommate for Officer trainees – Nature Lovers Club distributed potted plants to interested Officer Trainees and the token amount collected was contributed to Social Service Society
- Message on TV screens in LBSNAA on World Forest Day
- Letter to Noodles companies – to save Himalayas from plastic waste, Nature Lovers Club send a signature campaign of 181 Officer Trainees to CEOs of major noodle manufacturers to replace their plastic covers with reusable plastic containers
- Request to Authors at Literary Fest – we requested all the authors who visited LBSNAA for Lit Fest 2018 to support the Officer Trainees signature campaign to the noodle manufacturers.
- Weekend @ IGNFA – a trip to IGNFA for bird watching, cycling, visit to CASPOS, Herbarium, Museum, along with officer trainees and research scholars of IGNFA.
- Food Wastage Photography Exhibition – an exhibition on food wastage theme was displayed in Karmshila Foyer
- Naming of Planted trees in Indira Bhawan – Nature Lovers Club made nameplates of all the officer trainees who planted trees on 11.12.2017, the first day of Phase 1.
- Feedback on how to make LBSNAA more eco- friendly was taken from officer trainees, with their suggestions, observations and ideas.

The following activities were planned. However, due to paucity of time, we had to postpone them for the next phase and for the next office bearers.

- Star Gazing from LBSNAA campus by inviting amateur astronomers
- Dress code of officer trainees – on special days like earth day, water day, to wear similar colour dress by all Officer Trainees and support the cause
- Printing Nature Lovers Club T-shirts with save the nature messages on them
- Memento to guest speakers – to look for quality natural products to replace or supplement mementos given to guest speakers in our academy, by contacting various handicrafts organisations across India
- Screening of movies based on environment theme
- Best out of waste – competition for creating artifacts from waste in the campus
- Earth hour competition
- Exhibition of natural products from the handicrafts organisations across India
- Graffiti painting on one of the wall in Mussoorie town, by involving school children and officer trainees
- Bird watching in Mussoorie and LBSNAA campus
- An App for birds of Mussoorie for which matter in the form of PDF
- Waste Management in LBSNAA – a walkthrough of how our academy is managing both dry and wet waste disposal from the source to the end point of where it goes.
- Distribution of waste bins – for dry and wet waste - to the office staff of LBSNAA, who stays within the campus behind the main building to promote waste segregation
- Visit to Rajaji National Park – stay at night, visit to park next day and come back
- Nature Lovers Club– We Love, We Care, We Act!
- Photography Competition and exhibition was organised containing photographs of Bharat Darshan and Winter Study Tour.
- An Afforestation programme was organised, to plant 250 seedlings of local species.
- Naming the trees inside the campus was organised by placing the name tags on the trees.
- 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 was organised.

(J) The Officers' Club

- Composition of the Committee: 1 Chairman, 1 Secretary and 6 members
- Director's Nominee: Shri Rajesh Arya, Professor

Objectives

- To serve as a centre for social and recreational activities.
- To organize sports activities and recreational pursuits for the members.
- To promote and provide facilities for indoor and outdoor games.
- To select and coach the teams of the club in various games and for the Athletics Meet on behalf of the Academy and participate in Meets within and outside the Academy.
- To organize periodical Sports Meet and tournaments within the Academy.
- To organize sports quiz, talks, films etc. relating to the club's spheres, in cooperation with other clubs and societies in the Academy.

Activities

- Open tournaments of various games like Badminton, Tennis, Table Tennis, Chess, Squash, Snooker, Carom etc. were organised during the course.
- Lecture Group wise tournaments in Volleyball, Football, Basketball and Cricket were organised during the course.
- Athletic Meet & Cross-Country Run organisation.

Highlights of activities

The officers' club provides outdoor & indoor games facilities to participants of training programmes held in the Academy, faculty and members 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, in the following disciplines.

- Badminton– men's singles; women's singles; 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 Trainee also organised team games in the following events:

- Football
- Volley ball

- 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 MCTP 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.

92nd 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 basketball, cricket were also organised during the course.
- Athletes meet was also organised for the Officer Trainees of the 92nd Foundation Course at polo ground
- A cross country run was also organised for the Officer Trainees of 92nd Foundation Course and members of the faculty.

(K) The Officers' Mess

- Composition of the Committee: 1 President, 1 Secretary, 1 Treasurer and 5 Members
- Director's Nominee: Shri Vidya Bhushan, Deputy Director

Objectives

The Officers' Mess in the premises of 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 officer trainees. The Mess has a mandate to achieve the highest standards in terms of decorum, conduct and services. Every officer trainee is an integral part of this institution.

The Officers' Mess is run by the officer trainees. The members of the mess committee are from amongst the officer trainees. 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, are 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 for the participants. Officers' Mess also offers its services through its cost centers:-

- A.N. Jha Plaza Cafe,
- Home Turf Cafeteria,
- Souvenir Shop, LBSNAA

Major Activities

- Implementation of e-office working in Officers' Mess.
- A training of all Mess staff; Chef, Cooks, Supervisors and Bearers were conducted during December 2017 at The Savoy, Mussoorie, Dehradun and Food Craft Institute, Hoshiarpur, Punjab.
- Implementation of the Digital transaction card/application for cashless transaction in the Academy to provide excellent services to its clients.
- Successfully hosted the visit of Hon'ble Prime Minister of India
- Renovation of mess furniture, equipments.
- A wall has been created for the President of India and Prime Minister of India.
- Improved the quality of crockery being used.
- Upgradation of kitchen equipments. (Electric tea dispenser, Electric chafing dishes etc)
- Inclusion of new items in the Souvenir Shop.
- Organize the Zonal days, India Day and Fete.
- Regional cuisines were introduced.
- Various competition were held among the officer trainees and faculty like, cooking, baking, Gulgappa eating competition etc.

The Officers' Mess has, as always, been instrumental in adding life, colour and flavour in all academic and non-academic activities of the Academy.



(L) The Rifle and Archery Club

- Composition of the Committee: 1 Secretary and 3 members
- Director's Nominee: Ms. Sunita Rani, Professor

Objectives

- To train the members of the Club in efficient handling of firearms and bows and arrows.
- To encourage and promote the art and science of marksmanship among the members as a healthy sport.
- To organize periodic shooting competitions for teams and/or individuals and to offer prizes.
- To sponsor/ organize recreational programmes in both hunting and shooting.
- To provide facilities for range and outdoor shooting with following six weapons: 12-Bore Rifle, Small Bore Rifle, Pistol and Revolver, Air Rifle and Bow & Arrows
- Such other items of marksmanship as may be thought fit by the Director's Nominee.

Activities

- Shooting activity (Mini Range)
- Archery Activity at Happy Valley Ground.

Highlights of activities

- 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, and 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. After the practise sessions, competitions were held for rifle and archery for in men and women category.

(M) *The Society for Contemporary Affairs*

- Composition of the Committee: 1 Secretary and 4 Members
- Director's Nominee: Shri C Sridhar, Deputy Director (Sr.).

Objectives

- To provide a forum for discussion, debate and study of all matters of general interest including current affairs, science and technology and subjects of topical interest.
- To provide a forum for all general activities of interest to officers at the Academy not taken up specifically by other Clubs and Societies.

Activities

- Quiz competition was conducted by the Officer Trainees of IAS Phase-I (2016 Batch) on 9th May, 2017.
- Quiz competition and "Big Fight" debate were conducted by the Officer Trainees of IAS Phase-II (2015 Batch) on 27th June, 2017
- Jingles competition as part of the SBM (Swaksh Bharat Mission) Ideathon was conducted by the Officer Trainees of 92nd Foundation Course on 27-28 October, 2017.
- Quiz Competition was also conducted during Inter-Service Meet from 31.03.2017 to 02.04.17.

(N) *The Society for Social Services*

- Composition of the Committee: 1 Secretary and 4 Members
- Director's Nominee: Ms. Aswathy S., Deputy Director (Sr.)

Objectives

- To undertake the several initiatives to take care of the workers of the Academy as well as the residents of the local community.

Activities

- Regular **tuition classes** by the Officer Trainees for underprivileged students of various schools nearby.
- **Regular Health Camp** – Health clinic and check-ups weekly with provision of free medicines.
- The Society runs the **Balwadi** since early 1970 named after Late Lalita Shastri.
- **Children's Park** – A Children's Park is managed by the society.

- **Tailoring Centre** – A Tailoring Centre is run by the Society to train the women of nearby area.
- The Social Service Society is running a free **Homeopathy dispensary** where there is a regular visiting doctor. In addition, Society also bears the cost of health expenses of needy persons.

Highlights of activities

The Society for Social Services comprises of elected members from the batch of Officer Trainees, led by a Director's nominee. Once constituted, voluntary contributions are invited from the Officer Trainees in different areas of the Society's work, and different committees formed.

The Society carries out the following work on a routine basis:

- **Tuition classes** are conducted on a regular basis every evening in the Community Centre for students from 3rd - 12th class.
- **Weekly allopathic** clinics are conducted every Thursday for the people. The doctor Officer trainees volunteer for the same. Some blood tests and medicines are provided free of cost.
- **Running of Lalita Shastri Balwadi School:** The Society for Social Services runs an in-house Balwadi for the children of staff and workers of the Academy. As the Lalita Shastri Balwadi is run by society, we have been covering school fees of all deserving students regularly.
- **Free Homeopathic Dispensary:** The society also runs a free Homeopathic Dispensary for the staff and residents of the locality.
- **Blood Donation Camp:** Nearly 90 units of blood were collected during the FOUNDATION COURSE.

Apart from these regular events, the following initiatives were also undertaken:

- **Scholarships** worth Rupees 4 lakhs were distributed for pursuit of education. Fees worth Rupees 1.17 lakhs of this was given as fees for under-privileged Balwadi students.
- **Upgradation of infrastructure** and painting of walls was undertaken in Balwadi, along with distribution of track suits for the children.
- A **workshop for EPF** was conducted for awareness of the workers in the academy. It helped them gain information and solve problems regarding their own accounts.
- **Career counselling workshops** were also taken up in various schools so as to make students aware about the various opportunities they can access.
- **Fund for the society was raised** proactively, especially from the various participants in various courses at LBSNAA. A sum of nearly 5 lakhs was raised.

- Painting and Rangoli competition was conducted for the students of both Balwadi and Community Centre on **Children's day** along with activities of music and dance.



Training Support

(A) 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 2017:

IAS Professional Course Phase-I (2016-18 Batch) :	Sessions 13x2 = 26	Participants 181
Activities What-if-analysis uses Excel, Descriptive Statistics and Graphical Analysis using MS Excel, Survey Analysis, Time, Value and Money, Capital Budgeting, Introduction to Database Management System, Multiple Table with Primary Key, Application Utility using MS Access, Tenancy database, Introduction to MS Project, Project Appraisal with Management Faculty.		
Phase-III Mid-Career Training Programmes (May 2017 & November 2017)	Sessions 8+8=16	Participants 107+76=183
Activities Financial Management (Time Value of Money, PV, FV, PMT, IRR, NPV), Project Appraisal (Financial and Investment Criteria, Constructing Project Cash Flows, Case Studies – Small and Large).		
92nd Foundation Course (15 Weeks)	Sessions 16X4 = 64	Participants 369
Activities Word Processing Basics using MS Word, Effective Document Management, Special Publication Features for Quality work, Boiler Plate Features to Minimise Time & Efforts, Generating Table of Contents and Indexing, Document Sharing and Security, Presentation Basics, Visual Tools of Enhancement of Presentation, Customization of Presentation, Object Animation, Spread sheet Basics, Absolute and Relative Cell Referencing and User Defined Formula Vs in-built functions, Project Management, Regression Analysis, Data Analysis, Pivot Table, Digital Signature, e-Sign, Regional Languages scripts using Unicode, Mobile apps (Data sharing, Social Media Apps, Data Security etc.)		

119th Induction Training Programme for IAS Officers	Sessions 08	Participants 62
Activities Word Processing Basics, Effective Document Management, Special Publication Features for Quality work, Boiler Plate Features to Minimize Time & Efforts, Presentation Basics, Visual Tools of Enhancement of Presentation, Customization of Presentation, Object Animation, 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 Questionnaire for National Gender Centre, LBSNAA, Mussoorie.
- Customization of Online Examination Software.
- Online Feedback System on Time Allocation Exercise for Senior IAS Officers.

(B) Gandhi Smriti Library

The Academy has a well-stocked library. It is located in scenic 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 computerized 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 and at Gyanshilla building in the main campus. Library users can use this facility for returning the books without coming to the library. This service is available 24x7.



Library Collections: The Gandhi Smriti library is a treasure chest of resources containing over 1,89,485 documents, including books- 1,62,134, bound volumes of journals- 8679, audio

cassettes-2109, video-cassettes- 1708 and CDs/DVDs- 7996 (contain lecture recordings, documentaries, movies (English, Hindi, Regional) and digital rare and old books - 6259 began from 19th Century.

The Library subscribes to Newspapers (30), Magazines (84), Foreign Journals (10), Indian Journals (84) and e-Journals (28), published by various National and International Organizations/Institutions.

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.

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, labour 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.

EBSCO's SocIndex with Full Text: 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.

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.

Supreme Court Cases (SSC Online) : a legal database which covers legal cases etc. from Supreme Court, all High Courts, Tribunals and Commissions, Statutory material and many foreign jurisdiction and International material.

J-Gate: J-Gate is an electronic gateway to global e-journal literature. Launched in 2001 by Informatics India Limited, J-Gate provides seamless access to millions of journal articles available online offered by 13,221 Publishers. It presently has a massive database of journal literature, indexed from 46,937 e-journals with links to full text at publisher sites. J-Gate also supports online subscription to journals, electronic document delivery, archiving and other related services.

Ezproxy: Remote authentication & access Service for accessing the above e-resources irrespective of the location. EZproxy is a service which allows remote access to e-resources subscribed by the library for users while they are away from the campus.

Fedgate: FedGate searches through multiple information resources available in the library in real-time through a single search box to present relevant information in a structured format. This robust discovery tool enables students and researchers cut through excess information, thereby increasing productivity. FedGate is an invaluable tool for students, researchers, professionals, and librarians in academic, government, and corporate sectors. It helps them retrieve, analyse, and discover content subscribed by the institution through a single search in relevant order.

LBSNAA Dspace Repository: Library has launched a LBSNAA Dspace Repository, an online archive for collecting, preserving, and disseminating digital copies of the intellectual output of LBSNAA, particularly the course lectures.

Besides, the library has been releasing out the following services for enriching the knowledge of readers on regular basis:

- 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 1400 books, and 500 CD/DVDS during April 2017 to March 2018.

(C) 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-

1. भारत सरकार, राजभाषा विभाग द्वारा वर्ष 2016-17 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” और “ग” क्षेत्रों के साथ 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 निर्धारित 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।

2. लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी, मसूरी में 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।
3. हिंदी पखवाड़े के दौरान आयोजित विभिन्न प्रतियोगिताओं के विजेता प्रतिभागियों को हिंदी दिवस के अवसर पर दिनांक 15 सितंबर, 2016 को आयोजित पुरस्कार वितरण समारोह में पुरस्कृत किया गया। 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-2015-16 के प्रतिभागियों को भी पुरस्कृत किया गया। इस तरह, इस समारोह में कुल 32 प्रतिभागियों को, प्रशस्ति पत्र, नकद धनराशि तथा स्टेशनरी के वाउचर पुरस्कार स्वरूप प्रदान किए।
4. निदेशक महोदय ने इस अवसर पर अकादमी की पत्रिका के तृतीय अंक “सृजन” का विमोचन किया। निदेशक महोदय ने सभी संकाय सदस्यों, अधिकारी एवं अकादमी स्टाफ से अकादमी में हिंदी के प्रयोग को और अधिक बढ़ाने का आह्वान किया।
5. 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 का निरीक्षण किया। यह समिति एक उच्च अधिकार प्राप्त समिति है। समिति ने राजभाषा नीति के कई बिन्दुओं पर अकादमी का ध्यान आकर्षित किया तथा इन बिन्दुओं पर यथाशीघ्र कार्रवाई करने का निदेश दिया जिसे अकादमी ने तय समय सीमा से पहले कार्रवाई कर संसदीय राजभाषा समिति को अपनी अनुपालन रिपोर्ट भेज दी है।
6. अधिकारी प्रशिक्षणार्थियों को आवश्यकतानुसार समय-समय पर उपलब्ध कराई जाने वाली प्रशासनिक सामग्री यथा- 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। इस प्रकार, यह अकादमी अपने प्रशासनिक और प्रशिक्षण, दोनों क्षेत्रों में हिंदी के प्रचार-प्रसार के लिए निरंतर प्रयासरत है।

Research Centres

(A) Centre for Disaster Management (CDM)

Center for Disaster Management (CDM) is a research and training centre, established in the year 2003 under the umbrella of Lal Bahadur Shastri National Academy of Administration. It was registered as a society in 2007 (Reg.No-199/2007-2008 Dt. 26-05-2007). The CDM is a Nodal agency for training in Incident Command System (ICS). The Centre is involved in training/capacity building of officers belonging to the IAS and other Group - A civil services at induction as well as at in-service level in various aspects of disaster and emergency management through Classroom sessions, Case Studies, Experience Sharing Presentation, Panel Discussions, Workshops, Mock Drills, Scenario Building Exercise and Short film/Documentary. Apart from conducting training programmes on Fire Safety, Search and Rescue, IRS, DDMP, School Safety, the centre is involved in various types of documentation/preparation and publication activities in terms of case studies, documentation of best practices, research papers, books and posters in national and international journals and many IEC training modules annually in the area of Disaster and Emergency management and Science and Technology.

CDM has engaged in the provision of consultancy services in disaster management like conducting action research projects and to co-ordinate and organise, sponsor and aid seminars, workshops, study circles, working groups conferences for promoting research in disaster management and also collaborate with various national and international organisations, educational institutions in and outside government, which were engaged in research and training in disaster risk management. Apart from conducting training programs the centre has been involved in formulation of national strategy for adaptation of the global best practices to suit Indian conditions.

CDM is well equipped with GIS Software and conducted a number of activities related to GIS based risk assessment and risk Mapping, Besides this CDM is also providing training on GPS in terms of acquiring field level GPS points and mapping of these points through GIS Software. Centre is also equipped with wireless and HAM radio equipments for robust communication network.

Since 2007 the Centre is also engaged in conducting number of tailor-made training programmes under XI Five Year Plan for the Plan Scheme “National Programme for Training of Scientists & Technologist working in the Govt. Sector” in collaboration with Department of Science & Technology, Govt. of India, New Delhi. Hundreds of scientists and technologists across the country have got exposed to the training environment of premier institute with unique pedagogical approach. The Centre was supported by the ministry of Home affairs since 2012-13. The CDM has been receiving support from NDMA under the

Project entitled “Capacity building of IAS/Central Service Officers on Disaster Management”.

Training Courses

The Disaster Management training for Induction Training, Foundation Course, IAS Professional Course: Phase-I, II, Mid-Career Training Programme: Phase-III, IV, V, and other training programmes on Fire Safety, Search and Rescue, Incident Response System (IRS), District Disaster Management Plan (DDMP), School Safety etc. The following training programmes conducted and planning to be conducted:

***District Disaster Management Plan: (19-20 February 2018) ***

Program Coordinator	Shri C. Sridhar, IAS, Deputy Director (Sr.) & Centre Director, CDM
Program Associate Coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM
Course Inaugurated by	Ms. Arti Ahuja, IAS, Joint Director, LBSNAA
Valedictory Address by	Ms. Arti Ahuja, IAS, Joint Director, LBSNAA
Number of participants	Total: 17 (Male: 12 ; Female: 5)

Objective of the Programme

- The Training Programme on District Disaster Management Plan aims to provide necessary and useful fundamental knowledge and skills of disaster risk management in order to enhance the capabilities of disaster managers, who wish to reduce the impact of disastrous events on communities. The subjects covered in the training programme cut across multi-hazard, multi-level, multi-agency, and multi-disciplinary facets, and address both event-related activities as well as those activities that need to be undertaken on a day-to-day basis prior to the occurrence of disaster events. Participants will be encouraged to develop key skills and adopt proactive attitudes through participation in interactive lectures allowing discourse on a range of key issues.

Prominent guest Speakers

- Ms. Arti Ahuja, IAS, Joint Director, LBSNAA
- Shri C. Sridhar, IAS, Director, CDM & Deputy Director (Sr), LBSNAA
- Prof. V. K. Sharma, Hon’ble Vice- Chairman, Sikkim State Disaster Management Authority
- Dr. V. Bhanumurthy, Associate Director, National Remote Sensing Centre (NRSC), ISRO
- Shri Alok Mishra, IIS, Deputy Director (Sr), LBSNAA
- Shri Aravind Agrawal, IAS, Collector & District Magistrate, Puri district, Odisha

- Anil Kumar Sinha, IAS (Retd.), Sr. Advisor, Mentor & Consultant, International Recovery Platform/UNDP

Incident Response System: (8-9 March 2018)

Program Coordinator	Shri C. Sridhar, IAS, Deputy Director (Sr.) & Centre Director, CDM
Program Associate Coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM
Course Inaugurated by	Shri. R. K Jain, IAS (Retd.), Member, NDMA
Valedictory Address by	Ms. Arti Ahuja, IAS, Joint Director, LBSNAA
Number of participants	Total: 23 (Male: 17 ; Female: 6)

Objective of the Programme

- To give an Introduction to Incident Response System (IRS) for Disaster Management in India and provide an overview of the principles, concepts, practices and features of the Incident Response System (IRS) for Disaster Response Management
- To explain the Incident Response Organisation, Staffing and Incident Facilities and indicate the importance of Incident Resources and Resource Management and equip the participants with the necessary tools and techniques for effectively managing of Disasters
- To enable the participants to understand the main functions of Incident Response system Planning, Operations and Logistics section staff and the importance of Incident Action Plan and provide appropriate directions for actions to meet incident objectives effectively and to discharge Incident Command and Control functions during disaster incidents and
- To explain the need and importance of coordination between various government departments for ensuring effective response to disasters in India.

Eminent Guest Speakers

- Shri R.K.Jain, IAS (Retd.), Hon'ble Member, National Disaster Management Authority
- Ms. Arti Ahuja, IAS, Joint Director, LBSNAA
- Shri C. Sridhar, IAS, Director, CDM & Deputy Director (Sr), LBSNAA
- Col. Vishwas Narhar Supanekar (Retd), Director & Professor, Centre for Disaster Management, YASHADA
- Dr. M. Ariz Ahammed, IAS, Mission Director (NWM) & Member (Finance), CGWB
- Shri Tukaram Mundhe, IAS, Municipal commissioner, Nashik, Maharashtra, India
- Shri Rajendra Ratnoo, IAS, Commissioner, Disaster Management, Tamil Nadu, India

- Shri P.N.Rai, IPS (Retd), Member, Bihar State Disaster Management Authority
- Brig. Kuldeep Singh (Retd), Senior Consultant (ME & IRS), National Disaster Management Authority
- Dr. K.H.V. Durga Rao, Head, FF & HMD, WRG, RSA, National Remote Sensing Centre (NRSC), ISRO

Other activities

Sessions of Disaster management were scheduled in IAS Professional Course (Phase I) 2016 batch on 24-04-2017 to 29-4-2017 as follows

S.no	Name of the Session	Resource Person
1	Disaster Management and Mitigation: Role of District Administration-	Shri C. Sridhar, IAS
2	District Disaster Management Plan-	Shri C. Sridhar, IAS
3	Bhuvan- A Tool for informed decision making-	Shri Vinod M Bothale
4	Dealing with Cyclones-	Shri N. Yuvaraj, IAS
5	Dealing with earthquake and manmade disaster-	Shri Aunjaneya Kumar Singh
6	Management of Floods & Droughts-	Shri Subramanyam V.N

Sessions of Disaster management were scheduled in IAS Professional Course (Phase I) 2016 batch on 12th December, 2016 to 12th May, 2017 as follows

S.no	Name of the Session	Resource Person
1	Role and responsibilities of District Administration in Disaster Management-	Shri C. Sridhar, IAS
2	Incident Response System & District Disaster Management Plan-	Shri C. Sridhar, IAS
3	Uttarakhand disaster of June 2013: Facts and administrative issues -	Shri Piyoosh Rautela
4	Public Nuisance-	Shri C. Sridhar, IAS
5	Kumbhamela, Nashik-	Dr Praveen Gedam
6	School Safety Audit and Hazard-Vulnerability-Capacity-Risk Assessment	Officer Trainees of IAS Phase-I

Sessions of Disaster management were scheduled in IAS Professional Course (Phase II) 2015 batch on 22-05-2017 to 30-06-2017 as follows

S.no	Name of the Session
1	Fire Safety and Search & Rescue Mock drill- C. Sridhar, IAS

Sessions of Disaster management were scheduled in 119th Induction on 03-07- 2017 to 13-08-2017 as follows

S.no	Name of the Session
1	Disaster Management & District Administration- C. Sridhar, IAS
2	Fire Safety Mock Drill

Sessions of Disaster management were scheduled in 92nd Foundation Course (2017 Batch) on 28-08- 2017 to 8-12-2017 as follows

S.no	Name of the Session
1	Disaster Management-Challenges of District Administration- C. Sridhar, IAS
2	Incident Response System & District Disaster Management Plan- C. Sridhar, IAS
3	Fire Safety Mock Drill
4	Trekking Briefing
5	Drone Operation
6	HAM Radio

Research Articles published in National/ International Journals during 2017-18

- Disaster Governance in India Series-4
- Journal on Disaster Response and Management - Volume: 4
- Emergency Handbook
- Course modules and case studies on various disasters for above mentioned Course

(B) Centre for Rural Studies (CRS)

The Centre for Rural Studies (CRS), a research Centres of the Academy was registered as a scientific training and research society under the Indian Societies Registration Act 1860 in 30 April, 2015. Since 1989 Ministry of Rural Development, Government of India have been supporting CRS in its endeavours by providing regular fiancé.

The Centre performs mainly four functions: (i) trains 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 national level workshops for regular exchange of views on land administration and rural development. (iv) publishing international Journal of Land and Rural Studies (JLRS) by SAGE Publications, New Delhi.

During the course of reporting, Shri C. Sridhar, IAS was acted as Centre Director.

Activities

Research

Sl.No.	Title	Status
1.	Modalities of Promotion of Village Level Entrepreneurs through Common Service Centres or Otherwise under Digital India Land Records Modernisation Programme and to assess the employment generation potential (Karnataka and Gujarat)	Draft Report ready.
2.	Impact Assessment of DILRMP of Chhattisgarh & Tamil Nadu	Field work of Chhattisgarh is completed. Data analysis is under progress.
3.	Impact Assessment of DILRMP of Tripura & Puducherry	Field work of Tripura is completed. Data analysis is under progress.
4.	Impact Assessment of DILRMP of Telangana & Andhra Pradesh	Field work is completed. Data analysis is under progress.
5.	Impact Assessment of DILRMP of Odisha & Andaman & Nicobar Islands	Field work of Odisha is completed and data analysis is under progress.
6.	Hand Book on Modern Cadastral Survey in India	Expert committee is formed, under progress.

Training Programme

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

- **IAS Professional Course Phase-I-** CRS is actively works 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 180 IAS Officer Trainees of 2016 batch.
- **Village Study Assignment for IAS Professional Course Phase-II-** This assignment forms a major part of the District Training Assignment for the IAS Officer Trainees. The Centre had received 181 Socio-economic and Land reforms reports from the IAS Officer Trainees of 2015-17 Batch for evaluation. These reports are scrutinised for best reporting on existing situation, socio-economic and political analysis and poverty alleviation initiatives. They are used compiled, edited and published as edited volumes on *Socio-Economic Profile of Rural India*. Until now three series of these volumes are published.
- **Longitudinal Study:** Centre conducted longitudinal study in the 115 villages through IAS Officer Trainees (2016-18 batch). Under this study Centre first identified the previously studies villages by the IAS Officer Trainees since 1990 to 2009. These longitudinal studies mainly devised to observe the pace of development in two or three decades. Various issues likewise poverty, agriculture, education, land reforms, panchayati raj institutions and health are covered and a comparative and analytical picture emerged in the reports of IAS Officer Trainees is basically more useful for the

academicians and planners respectively. The recommendations highlighted in these reports are beneficial for the Ministry for monitoring of its various schemes and planning for new development schemes.

- Village Visit Programme–92nd Foundation Course The Village Visit Programme comprises of three activities: classroom inputs, field visits, and evaluation of reports of the Officer Trainees. For forth coming 92nd FOUNDATION COURSE CRS will have the exercises given below:

i) Pre-Village Visit actions by CRS

- CRS prepared ‘Village Visit Manual’ for the guidance and also introduced reading material in its contents.
- CRS had finalized the 62 villages to conduct the village visit programme.
- CRS had prepared Sub-Groups of IAS Officer Trainees for village visit with a group leader in each group. In a group there were 5 or 6 members and kept also more than one female OT.
- The Officer Trainees of 92nd Foundation Course were trained in the Participatory Learning and Action (PLA) techniques by CRS faculty through class room teachings followed by mock exercises. Village Visit Program was organized by CRS and all the faulty members of CRS were engaged in village visit.

- ii) **Actions during Visit by CRS-** Under the supervision of CRS faculties the Officer Trainees of 92nd Foundation Course had visited in the districts of selected States to conduct village studies at village level. CRS faculties also visited with them in the field and trained them the ground realities of rural life using Participatory Learning and Action (PLA) techniques. Village Visit Reports prepared in the village itself and submitted by Officer Trainees to the CRS.

Total 62 sub-groups were formed; each sub-group stayed a village. Total 12 districts in the states of Rajasthan, Madhya Pradesh, Bihar and Uttar Pradesh were visited by the Officer Trainees for this programme.

- iii) **Post-Village Visit actions by CRS -** Village Visit Reports were evaluated by the Centre for Rural Studies. CRS also conducted issue based presentation of reports and on the basis of performances awarded Gold Medal, Silver Medal and Bronze Medal to the Officer Trainees. These Village Visit Reports are documented in the form of monographs and published subsequently.

Workshops and Seminars

Sl. No.	Title	Scheduled
1.	Land Records Management: Institutional Challenges & Issues	26-27 February,2018
2.	Land Governance: Policy Reforms and Regional Initiatives	5-6 March,2018

Publications

a. Published

Sl. No.	Title	Year
1.	International Journal of Land and Rural Studies (Issues 6.1)	2018
2.	International Journal of Land and Rural Studies (Issues 5.2)	2017
3.	International Journal of Land and Rural Studies (Issues 5.1)	2017
4	Land Reforms in India: Vol. 13: Understanding Women's Land Rights Gender Discrimination in Ownership edited by Prem Chowdhry	2017
5.	Socio-Economic Profile of Rural India, Series-III, Volume-2 edited by Sucha Singh Gill, Varunendra Vikram Singh	2017

b. Forthcoming Publications

Sl. No.	Title	Status
1.	Modalities of Promotion of Village Level Entrepreneurs through Common Service Centres or Otherwise under Digital India Land Records Modernisation Programme and to assess the employment generation potential (Karnataka and Gujarat)	Under Progress

International Journal

This is a half yearly, refereed, international journal (Print 2321-0249 and Online ISSN: 2321-7464). It carries the special articles, articles, policy brief, working paper and book reviews.

January, 2018 issue (6.1)- published.

Up-loading of publications of the Web site

Till date 30 publications are uploaded to facilitate the readers and expand the area of reach.

Other Activities

- i. **Water Management Module** - As per the directions of Hon'ble Prime Minister of India a Water Management Module is developed and also imparted for IAS Professional Course Phase-I (2016 batch). Reading materials and four case studies has been developed.
- ii. **BDO Survey-** The Centre for Rural Studies in collaboration with University of Pennsylvania (Shri Devesh Kapur, Professor Political Science) has conducted a survey of Role of Responsibility of Block Development Officer across the country. The manual of BDO survey is prepared by the CRS. We also facilitated to the Officer Trainees during the module.

(C) DILRMP Cell

DILRMP (earlier NLRMP) Cell is a part of Centre for Rural Studies. The objective of the Cell is to provide quality training on land records modernization to the IAS Officer Trainees. It is equipped with modern survey instruments like; Electronic Total Station, Global Positioning System, GIS ready software, etc. to provide hands on training on survey-settlement operations, and land records computerization.

Activities:

Prepared Land Administration Module for Phase-1; it covers age-old tradition of land administration to contemporary land administration of India. It consisted article and write-up on different land related major issues like; Land Reforms, Tenancy, Land Records Computerization, Local Land Revenue terminology, Land Governance, Land Bank etc.

Provide inputs for Land Administration Module for Phase-1 (2016-17 & 2017-18 Batch).

Conducted practical training on survey and settlement operations with the help of ETS, GPS and GIS software for the Phase-1 in March, 2017.

Faculty of NLRMP Cell actively involved in several projects and publication related works for Centre for Rural Studies.

NLRMP Cell is also involved several other works of the CRS and LBSNAA, like; preparation of 'Urban Slum Survey Questionnaire', mock exercise of 'Swacchh Bharat Mission' and preparation of reading materials of 'Water Conservation and Management' for Phase-1 Officer Trainees.

(D) National Gender Centre (NGC)

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.

The main aim of the Centre is to mainstream gender and child rights issues in policy, programme formulation and implementation in Government and to ensure the equitable development of men, women and children. The Centre is involved in training of civil servants at induction level as well as in service level on gender and child rights through courses and sensitization workshops.

Apart from the regular Academy courses the Centre is also associated with agencies such as, MWCD, NCW, NCPDR, UNICEF, UN-Women, UNDP, UNFPA and civil societies and academic institutes like Jagori, MAJLIS, TISS, etc. in conducting thematic training programmes and conferences.

Name of the Executive Director: Ms. Aswathy S., IAS

Activities undertaken during 2017 - 2018

UN-Women Project "From Opportunities to Capacities: A Multi-Sectoral Approach to Enhancing Gender Responsive Governance" (2016 to 2018): The programme aimed to strengthen capacities of national and sub national governments for gender responsive design and implementation of key schemes and policies, so as to ensure better outcomes for women. This was operationalized by strengthening key capacity development institutions (such as the Administrative Training Institutes (ATI), National Institute for Rural Development & Panchayati Raj (NIRD&PR) and State Institutes for Rural Development & Panchayati Raj (SIRD&PR) to mainstream gender responsive governance in their programmes and curricula.

Training of Trainers for “Gender Responsive Governance - an Orientation Course” from 10 - 15 July, 2017

Program Coordinator	Ms. Aswathy S., IAS & Centre Director
Program Associate Coordinator	Ms. Anjali Chauhan Ms. Navanita Sinha
Number of participants	Total: 22 (Male: 9; Female: 13)
Course inaugurated by	Ms. Upma Chawdhry, IAS, Ms. Sarojini G. Thakur, (IAS Retd.) Ms. Suneeta Dhar ,

Aim

National Gender Centre, LBSNAA, had organized a five days Training of Trainers on “Gender Responsive Governance – an Orientation Course” in collaboration with UN-Women, New Delhi, from 10 – 15 July, 2017 at LBSNAA, Mussoorie. The aim of the programme is to support NIRDs/SIRDSs in the designing training content/curriculum, methodologies as well as in designing of monitoring and evaluation to assess the impact of trainings.

Objectives

- To enhance understanding of gender and development and women’s empowerment approaches for effective and equitable participation of Women in Governance
- To enhance capacities for gender analysis, gender responsive Budgeting and Gender sensitive Monitoring
- To deepen the understanding of the pedagogy of gender training/ gender sensitive learning
- To examine ways by which mainstream governance institutions can be responsive and accountable to gender equality concerns

Eminent Guest Speakers

- Mrs. Sarojini G Thakur, (Rtd. IAS), Sr. Consultant , UN- Women
- Ms. Upma Chawdhry, IAS, Director, LBSNAA
- Ms. Suneeta Dhar, Advisor, Jagori
- Shri S. M Vijayanand, IAS (Retd.)
- Ms.Vrinda Grover, Advocate, Supreme Court of India
- Ms. Sarada G Muraleedharan, IAS , Director General, NIFT
- Ms. Jeemol Unni, Professor, Economics and Public Policy Area, Ahmedabad University
- Ms. MeenuCahhetri, Gram Pradhan, Village Purohitwala
- Ms. Deepa, Former Coordinator, Astitva

- Dr. Ajinder Walia, Assistant Professor, National Institute of Disaster Management (NIDM)



Group Photo of the program

Training of Trainers on Gender Responsive Governance- an Orientation Course for Administrative & Central Training Institutions, from 11th – 15th September, 2017

Program Coordinator	Ms. Aswathy S., IAS & Executive Director
Program Associate Coordinator	Ms. Anjali Chauhan
Course Inaugurated by	Ms. Aswathy S., IAS & Executive Director
Valedictory Address by	Joint Secretary, MoPR, Deputy Secretary, MWCD
Number of participants	Total: 33 (Male: 12 ; Female: 21)

National Gender Centre, LBSNAA, had organized a five days Training of Trainers on Gender Responsive Governance- an Orientation Course for Administrative & Central Training Institutions, in collaboration with Un- Women, New Delhi, from 11th – 15th September, 2017 at Lal Bahadur Shastri National Academy of Administration, Mussoorie.

Aim of the programme

The aim is to support ATIs/CTIs in designing training content/curriculum, gender sensitive methodologies as well as in designing of monitoring and evaluation to assess the impact of trainings.

Objective of programme

- To enhance self-awareness of Gender Equality and Gender Relations
- To enhance understanding of Gender and Development and Women's Empowerment Approaches for effective and equitable participation of Women in Governance

- To enhance capacities for Gender Analysis, Gender Responsive Budgeting and Gender sensitive Monitoring
- To examine ways by which mainstream governance institutions can be responsive and accountable to Gender Equality concerns
- To deepen the understanding of pedagogy of Gender Training/ Gender Sensitive Learning

Eminent Guest Speakers

- Mrs. Sarojini G Thakur, (Rtd. IAS), Sr. Consultant , UN- Women
- Shri K.S. Sethi, Joint Secretary, Ministry of Panchayati Raj
- Ms. Kameshwari Jandhyala, Director, ERU Consultants Private Limited
- Ms. Suneeta Dhar, Advisor, Jagori
- Ms. Vrinda Grover, Advocate, Supreme Court of India
- Ms. Kuntalika Kumbhakar, Pradan
- Ms. Deepa Kaushlam, Project Manager, Samagr Arthik Vikas Pariyojna,
- Mr. Anirban Ghose, Lead team, Transform Rural India (TRI)
- Dr. Sunita Rani, Professor, LBSNAA
- Ms. Kiran Jyoti, Technical Officer- Gender and Social Sectors, SCPRI (MoPR- UNDP Project)
- Ms. Shipra Roy, Deputy Secretary, Ministry of Women & Child Development
- Ms. Sunita Sangar, Senior Consultant, Ministry of Women & Child Development



Group Photo of the program

Training of Trainers- (Phase II) an Advanced Course on Gender Responsive Governance, from 13 -17 November, 2017

Program Coordinator	Ms. Aswathy S., IAS & Centre Director
Program Associate Coordinator	Ms. Anjali Chauhan
Course Inaugurated by	Ms. Arti Ahuja, Joint Director
Valedictory Address by	Mr. Manoj Ahuja, Joint Director, LBSNAA & Mr. Nils Ragnar Kamsvag, Ambassador of Norway to India
Number of participants	Total: 42 (Male: 25 ; Female: 17)

National Gender Centre, LBSNAA, had organized a five days Training of Trainers on Gender Responsive Governance- an Orientation Course for Administrative & Central Training Institutions, in collaboration with Un- Women, New Delhi, from 11th – 15th September, 2017 at Lal Bahadur Shastri National Academy of Administration, Mussoorie.

Aim of the programme

The aim of the programme was to build capacities of the institutions such as National Institute for Rural Development (NIRD), Panchayati Raj and State Institutes for Rural Development (SIRD) and Administrative Training Institutes (ATI). The project covered six states namely, Andhra Pradesh, Karnataka, Madhya Pradesh, Odisha, Rajasthan and Telangana.

Objective of programme:

- To enhance capacities for designing and delivering training on gender responsive governance (in the context of 73rd Constitutional amendment)
- To develop competencies for applying gender analysis to select state and national frameworks, policies, schemes, institutions and programmes
- To enhance understanding of gender-sensitive pedagogical principles and tools for application to on-going trainings
- To familiarise participants with application of gender-responsive budget and gender planning and monitoring/ evaluation frameworks

Eminent Guest Speakers:

- H.E. Mr. Nils Ragnar Kamsvag, Ambassador of Norway to India
- Ms. Sejal Dand, Director, ANANDI
- Ms. Dharmistha Chauhan, UN - Women, Consultant
- Ms. Anita Gurumurthy, Executive Director, IT for Change
- Shri Sibin C. Varghese, Team Coordinator, PRADAN
- Ms. Mamta, CRP, PRADAN

- Shri Ajit K Singh, Lecturer, Central Training Institute (CTI), Department of Rural Development,
- Ms. Undis Vatvedt Singh, Advisor - Political Affairs, Royal Norwegian Embassy New Delhi
- Dr. N.V. Madhuri, Associate Prof & Head , NIRD
- Shri Neeraj Trivedi, Senior Research and Training Manager, Evidence for Policy Design
- Ms. Shreya Singh, Evidence for Policy Design
- Mrs. Sarojini G Thakur, (Rtd. IAS), Sr. Consultant , UN- Women
- Ms. Suneeta Dhar, Advisor, Jagori



Group Photo of the program

Workshop for State Commissions for Women from 12 - 14, March, 2018

Program Coordinator	Ms. Aswathy S., IAS & Centre Director
Program Associate Coordinator	Ms. Anjali Chauhan
Course Inaugurated by	Dr. Satbir Bedi, Member Secretary, NCW
Valedictory Address by	Dr. Satbir Bedi, Member Secretary, NCW
Number of participants	Total: 30 (Male: 01 ; Female: 29)

National Gender Centre, LBSNAA, had organized a three days Workshop for State Commissions for Women, in collaboration with Ministry of Women and Child Development,

New Delhi, from 12 -14 , March, 2018, at Lal Bahadur Shastri National Academy of Administration, Mussoorie.

Aim of the programme

The aim of the programme is to create synergy among State Commissions, orient them about various issues concerning women and discuss challenges in implementation of safeguards enacted for them.

Objective of programme:

- To revisit the role of the District Magistrates / District Collectors as a catalyst in designing and implementation of District Action Plan;
- Exchange of ideas and sharing of best practices to reduce sex selection;
- To enable the participants implement a sustained Social Mobilization model to create an equitable society for the girl child and promote her education; and
- To enable the participants be able to devise a strategy for behavior change communication, to bring a change in the gender biased mindset.

Eminent Guest Speakers:

- Dr. Satbir Bedi, Member Secretary, National Commission for Women.
- Ms. Sarojini Ganju Thakur, IAS (Retd.)
- Ms. Suneeta Dhar, Advisor, Jagori
- Ms. Anjali Chauhan, Associate Professor, NGC, LBSNAA
- Mr. V. S. Yadav, Deputy Secretary, MWCD
- Ms. Madhu Bhushan, Vice President, SIEDS, Bengaluru
- Ms. Shakun Mohini, SIEDS, Bengaluru
- Ms. Suman Nalwa, IPS, Dy. Commissioner of Police Principal, New Delhi
- Ms. Arti Ahuja, IAS , Joint Director, LBSNAA
- Ms. Swati Chauhan Judge, Family Court Pune
- Ms. Ritu Saini, Chhanv, New Delhi.
- Dr. Sanjay Srivastava Professor, Institute of Economic Growth, Delhi University.



Group Photo of the program

(E) Centre for Public System Management (CPSM)

The Centre for Public Management System has been established as a Society to take up research and to organize training/capacity building activities for induction level and mid-career civil servants as well as other stakeholders. The Center's core area of interest is efficient and effective management of public systems. Effective and efficient management invariably depends on internal systems and project execution capabilities. Therefore, research and capacity building in Project Management is of utmost importance for furthering the objectives of the centre. Infrastructure projects specially public works are the areas with which IAS Officers at all levels needs to grapple. Research and capacity building by specialist having in-depth understanding of the public works management would fill this gap in the training provided by the Academy.

Training of Trainers on “Case Study Writing and Teaching Method” from 8 - 12 January, 2018

Program Coordinator	Prof. Rajesh Arya, Director - CPSM
Associate Coordinator	Ms. Riya Anie Cherian, Research Fellow
Course inaugurated by	Ms. Upma Chawdhry, IAS & Shri. Rajesh Arya, Professor
Number of participants	Total: 35 (Male: 20; Female: 15)

Resource Person

- Robert Kent Weaver, Georgetown University and the Brookings Institution

Organising Partners

- LAD, Stanford ; LBSNAA; Department of Personnel and Training, Government of India

Participants

- Faculty of LBSNAA, Mussoorie and of select Central Training Institutions (CTIs)/ State Administrative Training Institutions (ATIs).

Objectives of the ToT

a) Case Teaching

- Move away from lecture method to a more participant-centric and inter active teaching method involving case studies;
- Learn the nuances of case teaching through lectures and discussions interspersed with group activities;
- Discover how learning in a case-oriented classroom takes place;
- Prepare case teaching plans and learn core case teaching strategies including opening and closing approaches for classroom sessions;
- Learn to use alternative “curated” materials such as journal articles, newspaper articles and primary documents in Case teaching.

b) Case Writing

- Develop and refine skills on case writing by incorporating its various aspects such as deciding case theme and learning objectives; materials to incorporate and leave out; and to build participant engagement into the case study;
- Practice the skills learnt and acquired through case development workshop sessions;
- Learn to write multiplayer simulation exercises that may be further developed for role plays in classrooms;
- Get feedback from instructor and peers during the presentation of cases developed; and
- Discuss the issues that arose with respect to case development and develop strategies to address those issues.

Aim of the ToT

This Training of Trainers was designed to develop skills that faculty can use to develop interactive and participant-centered teaching styles and to help the participants develop a case library that they can use in their teaching programmes.

Course Activities, Inputs and Highlights

The first two days involved "how to" lessons on both case teaching and writing, interspersed with activities where the participants work in teams to do things like prepare case teaching plans and class openings that they present to all of the participants. The initial emphasis was on case teaching, since before participants can write a successful case, they must understand how learning in a case-oriented classroom takes place. Discussions were held on several existing cases, combined with a “post-mortem” of what worked and what did not in both the written case and the case discussion. Core teaching strategies were developed including

development of time management plans, whiteboard management plans, how to pose opening questions, “cold-calling” versus “warm calling,” and how to close a case-discussion class with “take-always.”

In-case of case-writing, issues such as how to decide on a case theme and learning objectives, what material should be included and left out (or relegated to appendices), and how to build participant engagement into the way a case is written. Workshop sessions included topics such as how to write multi-player simulation exercises that have students play roles of participants in the policy situation. Participants also spent some time working on cases of their own choosing from the first day of the workshop. On the final day, participants presented preliminary versions of their cases and got feedback from the entire group.

Training of Trainers on “Ambassadors of Evidence” from 13-15 January, 2018

Program Coordinator	Shri Alok Mishra, Deputy Director Senior
Associate Coordinator	Shri Manoj Chilakapaty, Teaching Associate Shri Justin Jose, Teaching Associate
Course inaugurated by	Ms. Upma Chawdhry, IAS and Shri. Rajesh Arya
Number of participants	Total: 23 (Male: 14; Female: 9)

Resource Persons

- Dr. Teddy Svoronos, Ms. Charlotte Tuminelli, John F. Kennedy School of Govt, Harvard University, Mr. Neeraj Trivedi IFMR LEAD and IFMR LEAD Team

Organising Partners

- IFMR LEAD, India and LBSNAA, Department of Personnel and Training, Government of India

Participants

- Faculty of LBSNAA, Mussoorie – 22 and SVPNPA, Hyderabad – 1

Objective of the Program

- a) Learn to use Descriptive Evidence and Impact Evaluations in Policy decision-making
- b) Use of blended learning techniques
 - To develop a common foundation
 - To meet the learners where they are
 - To use class time more wisely
- c) To design an In Class Session using blended learning techniques

Aim of the ToT

This Training of Trainers was designed to introduce the concepts of Descriptive Evidence in Policy decision-making and impact assessment and to help participants develop blended learning techniques and skills that can be used to make the class more inclusive and engaging.

Course Activities, Inputs and Highlights

The three day Training of Trainers on “Ambassadors of Evidence” started with the introduction of blended learning techniques and concepts in order to address the challenges in teaching. This session enabled the participants to develop skills to understand their learners better, create materials that are more relevant and teach classes that are more engaging. This was followed by two digital unit sessions on “Descriptive Evidence” and “Impact Evaluations”. The digital units introduced the participants to key statistical concepts, data visualizations and the relevance of descriptive evidence in policy decision-making and assessing impact through impact evaluation.

The digital units were followed by in-class sessions, which included group exercises where several examples were discussed. The workshop also had a session on “Preparing an in-class session” where the participants in groups discussed and established curricular priorities and planned the pre-class, in-class and post-class learning experience.

The workshop actively engaged the participants in learning techniques of blended learning, making use of evidence and impact assessment.

(F) National Centre for Leadership Development & Competency Assessment (NCLDCA)

National Centre for Leadership Development & Competency Assessment (NCLDCA), a registered Society of LBSNAA was set up on in June 2014 with an objective of capacity building on leadership training within civil services. The 10-member governing body of the society comprise the Director, LBSNAA as Ex-officio chairperson, Joint Director as Vice Chairperson and various faculty/academicians as members.

Foundational objective of NCLDCA:

NCLDCA has spearheaded the UNDP-DoPT initiative to build capacity on leadership in training institutions since 2013 and has successfully designed Basic Leadership Skills (BLS) and Mezzanine Leadership Skills (MLS) experiential leadership modules for young officers and mid-career trainees respectively. The NCLDCA has also created a certified National Pool of Trainers for delivery of these modules. Since 2013, the BLS module has been integral component of the Foundation Course/induction level programs for AIS and Central Civil Services at LBSNAA, MCR HRD and other Academies. The MLS has been implemented in various Phase III/IV programs for IAS officer at LBSNAA and for officers of other services by their respective academies. Initially, the project was jointly handled by NCLDCA and NIAR (National Institute of Administrative Research, another autonomous society of LBSNAA. On upgradation of NIAR into National Centre for Good Governance (NCGG), National Centre for Leadership Development and Competency Assessment (NC-LDCA) took charge of the UNDP-DoPT Project to carry forward the capacity building initiative on leadership assessment and development and all aspects related to development of leadership modules.

Objectives of NCLDCA

- The purpose of the Society/Centre is to undertake research, action research, develop training modules, policy seminars, prepare policy notes, publish research findings, and facilitate the Academy to sensitize and build awareness among the Officer Trainees and officials of the Government on the various perspectives of Leadership Development and Competency Assessment in India.
- To study the various asymmetries and challenges faced by junior-level, mid-level and senior-level public leadership in different contexts across India. To identify the competencies needed for the same;
- To systematically study the logics and praxis for creating civil-service Leadership Development and Competency Assessment
- To undertake Action Research to determine the simultaneous optimization of design variables for creating Leadership Development and Competency Assessment in Indian civil service;
- To develop training modules, case studies and pedagogic tools on leadership development and competency assessment for the Officer Trainees of the Academy and the in-service officers of the state and central Governments.
- To sensitize and expose the officer trainees of the Academy and the in-service officials of the state and central Governments on the complexities, perspectives, transitional strategies, processes, methods, and techniques for building Leadership Development and Competency Assessment in India.
- To conduct seminars, workshops and round table discussions for policy makers, development experts/ thinkers and academicians working on areas of Leadership Development and Competency Assessment.
- Document, print and publish the key findings from the research studies, action research, impact assessments, and the various discussions and seminars/workshops carried out by the Centre/Society.
- To undertake collaborative research and training with other like-minded partner institutions, organizations, management schools, university/educational institutes, development agencies from India and outside India on leadership development and competency assessment across India and other developing countries.
- To disseminate information on the activities of the Centre through the internet (or such electronic mechanism).

Activities during 2017-18

In-house Training of Trainers on “Large Group Facilitation” from 16-17, August 2017

Program Coordinator	Prof. Rajesh Arya, Centre Director - NCLDCA
Associate Coordinator	Shri Manoj Chilakapaty, Teaching Associate
Number of participants	Total: 27 (Male: 00; Female: 00)
Course inaugurated by	Ms. Upma Chawdhry, IAS Director, LBSNAA

Resource Person

- Key resource person for the workshop was Mr. Kevin Balm, highly acclaimed expert in the field of Leadership and Organizational Development.

Participants

- Faculty of LBSNAA, Mussoorie and of select Central Training Institutions (CTIs)/ State Administrative Training Institutions (ATIs).

Course Activities, Inputs and Highlights

The National Center for Leadership Development and Competency Assessment (NCLDCA), LBSNAA, Mussoorie, conducted a Training of Trainers (ToT) workshop on ‘Large Group Facilitation’ from 16th to 17th, August 2017. The ToT workshop was attended by seventeen in-house faculty members of LBSNAA, including the Director, Joint Director, Deputy Directors and Professors and ten faculty members from the Central Training Institutes (CTI’s).

On Day - 1, 16th August, the programme commenced with Shri. Rajesh Arya, Director, NCLDCA, introducing the theme, purpose and the objectives of the workshop, followed by introductory remarks of Ms. Upma Chawdhry, Director, LBSNAA. The session opened up discussions on developing leadership to enable participation, building engagement, opening up the outliers and on how not to suffocate/throttle the participants of a lecture.

Mr. Kevin Balm led most of the sessions supported by the other facilitators. He introduced the Focused Conversation method and the Process and Thinking framework’s (ORID- Objective, Reflective, Interpretive and Decisional) underlying the methodology. The methods were thoroughly explained and practiced through interesting group activities and breakout sessions that motivated the participants.

On Day - 2, 17th August, the discussion on the nature and extent of facilitation and the Consensus Workshop method added a novel momentum to the agenda which was carried further through the day. The participants in groups discussed, documented and presented their process through colorful posters.

The process of enabling large group engagement through the World Café process, where the participants switched tables periodically and got introduced to the previous discussion at their new table by a new ‘table host’, were both challenging as well as exciting.

The ORID, the Sticky Board, the organised discussions over tea have only added to realize the objective of the workshop.

The participants led by Ms. Upma Chawdhry, shared their learning experiences adding a personal touch to the session. The workshop came to an end with the closing remarks of Ms. Arti Ahuja, Joint Director, LBSNAA.

Delivering a Module at IGNFA for Probationers of IFS from 7-8, February 2018

Program Coordinator	Prof. Rajesh Arya, Centre Director - NCLDCA
Associate Coordinator	Ms. Rashi Garg, Teaching Associate
Number of participants	Total: 97 (Male: 00; Female: 00)

Participants

Probationers of Indian forest Service undergoing training at IGNFA, Dehradun.

Objectives of the ToT

- Understand self to be better prepared for their leadership developmental journey.
- Comprehend the power of influence and emotional intelligence (EQ) in the functioning of leadership.
- Relate to the traits and behaviors associated with leadership.
- Deal with the multiple stakeholders in a complex and multicultural environment.
- Gain a greater appreciation of resiliency and some practical notions of actually becoming more resilient.
- Emphasize understanding of program content and ability to transfer and apply it in the public administration.

Course Activities, Inputs and Highlights

Session	Pedagogy/ Material used
Introduction and Programme	Discussion and Participants Book were distributed
1. Agenda	
2. Leader role models 7x7x7	Discussion and Activity
3. What is Leadership	Lecture and Discussion
4. DAC	Lecture and Discussion
5. Case 1 - Night of the Trek	Case
6. SBI Feedback Model and group setup	SBI Handbooks were distributed
7. Leadership Inventory	Inventory
8. ACS Model	Handbooks were distributed
9. Experiential Activity	Management Game
10. Intro to resiliency, and setting up group work on resiliency	
11. Influencing Tactics - Yukl's Inventory	Inventory and handbooks were distributed
12. Angry Men (Film)	Movie
13. Understanding stakeholders of a public administrator	Stakeholder Worksheet

14. Resiliency presentations by groups	Presentations by the participants
15. Experiential activity	Management Game
16. SBI Consolidation and feedback Delivery.	
17. Developmental Planning and goal Setting	Goal Setting sheets
18. Closing Remarks and Wrap Up	

In-house Training of Trainers on “Negotiation Skills” from 19-23, March 2018

Program Coordinator	Prof. Rajesh Arya, Centre Director - NCLDCA
Associate Coordinator	Ms. Riya Anie Cherian, Research Fellow and Ms. Rashi Garg, Teaching Associate
Number of participants	Total: 25

Participants

- 25 Participants (8 External , 17 Internal)

Objectives of the ToT

- Understanding the Basics of negotiation- skills, style & strategy.
- Understanding the Intermediate Issues in Negotiation - Communication & Persuasion and Complex Negotiations & Dispute Resolution.
- Understanding the Advanced Issues – Role of Emotions, power and ethics in negotiation.
- Overview of the negotiation methods workout – Exercises & Simulations.
- Linking learning objectives to practice.
- Discussion of mechanisms for ensuring teaching & learning effectiveness

Course Activities, Inputs and Highlights

Session	Pedagogy
1. Negotiations Basics	
• Introduction to Program	Discussion and Management stories
• Focus on Skill	Questionnaire
• Focus on Style	Activity
• Focus on Strategy	Mini-simulation
2. Intermediate Issues in Negotiation	
• Content Map and Rationale for Magistrates Program	Case
• Communication & Persuasion	
• Complex Negotiations & Dispute Resolution	Videos
• Negotiation simulation	Mini-case exercise
3. Advanced Issues + Methods Practice	
• Content Map and Rationale for Secretaries and MDs Program	
• Emotions in negotiation	Pictures & Emotions Guide

<ul style="list-style-type: none"> • Power and ethics in negotiation. 	
<ul style="list-style-type: none"> • Workout 1- Teach a Case 	Video case
4. Methods Practice 2	
<ul style="list-style-type: none"> • Workout 2- Teach an exercise 	Checklist
<ul style="list-style-type: none"> • Workout 3- Teach a simulation 	Case
<ul style="list-style-type: none"> • Workout 4- Teach a Reflection Session 	
5. Method Focus	
<ul style="list-style-type: none"> • Lessons learned from the methods workouts 	Workshop Design template
<ul style="list-style-type: none"> • Formulating teaching & learning objectives of Negotiation Workshops. 	

OTHERS

(A) Financial Statement of LBSNAA

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 2015-16; 2016-17 & 2017-18 and allocation for year 2018-19 is as under.

(Figure in thousands)

S.No.	Non-Plan(Revenue)	Actual Expenditure			Budget Allocation
		2015-16	2016-17	2017-18	2018-19
1.	Salaries	131432	148780	172900	181700
2.	Wages	10071	12500	19200	19200
3.	Overtime allowance	74	100	100	85
4.	Medical Treatment	5477	5000	5000	5000
5.	Domestic travel expenses	3850	4000	4000	4000
6.	Foreign travel expenses	67	600	400	400
7.	Office expenses	51574	80100	60000	65600
8.	Rent, rates & taxes	1281	1425	1450	1450
9.	Publication	226	350	350	350
10.	Other administrative expenses	135	165	200	200
11.	Minor works	600	500	1000	1000
12.	Professional services	49401	55300	64300	67000
13.	Grant-in-aid	500	500	500	500
14.	Other Charges	862	1800	1500	1500
15.	Swachhata Action Plan	0	0	0	600
Departmental Canteen					
15.	Salaries	1947	2550	2800	2800
16.	Overtime allowances	8	15	15	15
17.	Medical treatment	57	200	200	200
Information Technology					
18.	Other Charges (Inf. Tech)	558	660	642	600
Mid-Career Training Programme					
19.	Professional Services	131525	5000	60000	60000
20.	Total (Non-Plan)	389649	364545	394582	412200
21.	Plan (Revenue)	148500	150000	110000	110000
22.	Plan (Capital)	211600	160000	190000	160000

(B) Faculty & Staff Development Program

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 India 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 S/Shri/Dr.	Training/Workshop/Seminar	Duration	Institute
Upma Chawdhry	Certification Course on Work place Big Five	22-24 Jan., 2018	Charlotte, NC, USA
C.Sridhar	Making markets works for the Poor (Farm Products)	16-18 Jan., 2018	IRMA, Anand, Gujarat
C.Sridhar	Inner Engineering Leadership Programme	22-28 January, 2018	Isha (Foundation) Yoga Centre, Coimbatore
MH Khan (Under DFFT)	M.Sc Public Services Policy & Management	1 st Sept., 2017 To 31 st Aug., 2018	Kings' College London, University of London, UK

In-house Training Program

- Training on Specific Programme for Group B & C Employees of LBSNAA in collaboration with ISTM on 10-11 August, 2017.
- Workshop for cyber security challenges and Management on 24th August, 2017.
- Training on Government E-Marketplace (GeM) for LBSNAA staff on 09th March, 2018

Other Staff Development

- Mrs. Bhupinder Kaur, LIA attended the National Workshop on configuration and management of digital collection using Dspace, organised by INFLIBNET, Gandhinagar, Gujarat, from 24-28 April 2017.
- Dr. O.P. Verma, PLIO presented a paper in Texas Conference on Digital Libraries, Austin, Texas (USA) from 23rd- 25th May 2017.
- Sh. Ramesh Kumar, ALIO and Sh. Surendra Bharti, LIA attended the National workshop on design and development of digital libraries using Dspace, organised by Doon University, Dehradun, from 10-14 July 2017.
- Sh. Ramesh Kumar, ALIO and Sh. Pawan Kumar, LIA attended Training cum workshop on National Digital Library Project (NDL) held at IAAS, Shimla from 21-22 September, 2017.
- Sh. Malkit Singh, ALIO and Sh. Govind Sahoo, LIA attended the 31st Annual All India Conference of IASLIC, held at BHU, Varanasi from 7-9 Nov 2017.

- Dr. O. P. Verma, PLIO delivered two lectures as Resource person in training program of capacity building for school librarians and teachers of Uttarakhand at SIEMAT, Tapovan Road, Dehradun from 29 – 30 January 2018.
- Sh. Ramesh Kumar, ALIO attended the 8th National Conference of Central Government Library Association held at Kolkata from 9- 10 February, 2018.

Publications

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.

Delegations /Teams that visited LBSNAA

The Academy is visited by students of various institutions, participants of different training programmes and delegations of various nations every year. This is a mutual learning exercise. The visitors, as well as the Academy, benefit from such interactions. Some of the visits during the year were:

- Visit of 20 Senior Officers of Lok Sabha Secretariat on 14.06.2017
- Visit of 30 participants of Developing Strategic Attributes in Evolving Business Scenario on 23.06.2017
- Visit of 37 Participants of Thirty Sixth Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh on 13.07.2017
- Visit of 33 officers for Training Programme on Public Policy and Governance for the Officers of State Administrative Service of Madhya Pradesh on 03.08.2017
- Visit of 20 participants of Special Training Programme for the Trainees Civil Judges (Jr. Div.) 2014 batch of State of Uttarakhand on 18.08.2017
- Visit of 27 officers from National Technical Research Organisation, New Delhi on 19.08.2017
- Visit of 9 Foreign participants of Higher Defence Management Course, Secunderabad on 25.08.2017
- Visit of 36 Participants of 37th Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh on 14.09.2017
- Visit of 14 participants for 6th Special Training Programme for Deputy Commissioners of Bangladesh on 15.09.2017
- Visit of 17 Cadets of Officers Training Academy, Gaya, Bihar on 15.09.2017

- Visit of 9 officers State Resource Centre, Rajpur Road, Dehradun on 15.09.2017
- Visit of 28 Participants of 38th Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh on 09.10.2017
- Visit of 15 participants of Advanced Leadership Development Programme on Public Policy and Governance for Officials of Mizoram Administrative Service on 10.10.2017
- Visit of 08 participants of Orientation visit of Mizoram Civil Service on 16.10.2017
- Visit of 46 Students of Department of Agricultural And Rural Management, Tamil Nadu, Coimbatore on 03.11.2017
- Visit of 15 participants of Specialized Training Programme for Manipur Civil Service Probationers on 03.11.2017
- Visit of 36 participants of Training Programme on Public Policy and Governance for the Officers of State Administrative Services of Madhya Pradesh on 08.11.2017
- Visit of 44 students of Department of Public Administration, Punjab University, Chandigarh on 10.11.2017
- Visit of 20 Officers of 5th Days Advanced Leadership Development Programme for the Officers of State Administrative Services of Sikkim on 15.11.2017
- Visit of 28 Participants of 39th Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh on 15.11.2017
- Visit of 18 participants of 7th Special Training Programme for Deputy Commissioners of Bangladesh on 17.11.2017
- Visit of 25 Officers of Advance work study for Tri Services officers of Armed Forces is under progress at ITM, Landour Cantt, Mussoorie on 24.11.2017
- Visit of 35 Student of Army Public School, Damana (Muthi), Jammu on 09.12.2017
- Visit of 24 Officers of 3rd batch - Training Programme on Public Policy and Governance for the Officers of State Administrative Services of Madhya Pradesh on 14.12.2017
- Visit of 20 Officers of ITBP Academy, Mussoorie on 20.12.2017
- Visit of 50 student on Study Tour of ICAR, Indian Institute of Soil& Water Conservation, Dehradun on 20.12.2017
- Visit of 28 participants of IInd batch –Training-cum- Workshop and Exposure Visit of PHED Engineers on Water Issues for the State of Rajasthan on 21.12.2017
- Visit of 90 Student of Karnataka “Ek Bharat Shreshtha Bharat Programme” on 29.12.2017
- Visit of 38 Participants of 40th Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh on 04.01.2018

- Visit of 33 Students of Army Public School, Delhi Cant., on 12.01.2018
- Visit of 25 Participants of Training Programme on Public Policy & Governance for the Officers of Rajasthan Administrative Services (RAS) on 18.01.2018
- Visit of 14 officers of CRPF, Mount Abu, Rajasthan on 23.01.2018
- Visit of 37 participants of 41st Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh on 01.02.2018
- Visit of 26 participants of IIIrd Batch-Training cum Workshop and Exposure Visit of PHED Engineers on Water Issues for the State of Rajasthan on 01.02.2018
- Visit of 41 students of Government Inter College, Buranskhanda, Raipur, Dehradun on 06.02.2018
- Visit of 32 Participants of 42nd Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh on 07.02.2018
- Visit of 24 participants for Training Programme on Public Policy & Governance for the Officers of State Administrative Services of Madhya Pradesh on 13.02.2018
- Visit of 25 participants for Training-cum-Workshop for Water Resources Engineers on Personality Development and Management Ethics for the State of Rajasthan on 21.02.2018
- Mr. Abraham Lincoln, PCDA(Mumbai) is visiting the Academy (Recommended by Lt. Cdr Deshdeep, National Hydrographic Office, Dehradun on 24.02.2018
- Visit of 32 Participants of 43rd Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh on 07.03.2018
- Visit of 25 participants of IVth Batch-Training cum Workshop and Exposure Visit of PHED Engineers on Water Issues for the State of Rajasthan on 09.03.2018
- Visit of 43 Students of Mahila Vidyalaya Degree College, Ganga Prasad Road, Aminabad, Lucknow on 28.03.2018

Calender

Annexure-1: Physical Infrastructure

A. CLASS/LECTURE/CONFERENCE ROOMS		Capacity
1	Dr. Sampurnanand Auditorium	472 seats
2	Ambedkar Hall (Aadharshila Block)	180 seats
3	Tagore Hall (Aadharshila Block)	188 seats
4	Vivekanand Hall (Aadharshila Block)	188 seats
5	Homi Bhabha Computer Hall (Aadharshila Block)	107 Terminals
2	Conference Hall (Karamshila Block)	35 seats
6	Govind Ballabh Pant Hall (Karamshila Block)	115 seats
7	Nehru Auditorium (Karamshila Block)	135 seats
7	Seminar Room-1 to 5 (Gyanshila Block)	30(Round Table) each
8	Seminar Room-6 & 7 (Gyanshila Block)	70 seats each
9	Seminar Room-8 to 12 (Gyanshila Block)	20 (Round Table) each
10	Seminar Room-A & B (Karamshila Block)	60 seats each
B. HOSTELS/ ACCOMMODATION		
1	Brahmaputra Niwas	12 rooms
2	Ganga Hostel	78 rooms
3	Happy Valley Hostel	26 rooms
4	Indira Bhawan Hostel (Old)	23 rooms
5	Kalindi Visitors' Hostel	21 rooms
6	Kaveri Hostel	32 rooms
7	Mahanadi Hostel	39 rooms
8	Narmada Hostel	22 rooms
9	Silverwood Hostel	54 rooms
10	Valley View Hostel (Indira Bhawan)	48 rooms

Annexure-2: Our Directors and Joint Directors

An officer of the rank of 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 as follows:

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 date

Joint Directors of LBSNAA

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
17.	Shri Dushyant Nariala	24.12.2012 to 16.01.2016
16.	Ms. Ranjana Chopra	06.08.2013 to 15.12.2014
18.	Shri Tejveer Singh	06.08.2013 to 31.3.2017
19.	Ms. Jaspreet Talwar	24.10.2014 to 31.3.2017
20.	Ms. Arti Ahuja	19.07.2017 to till date
21.	Shri Manoj Ahuja	06.11.2017 to till date

Annexure-3: Participants in IAS Phase-I (2016 Batch)

Participants from the State of	Male	Female	Participants
AGMUT	5	3	8
Andhra Pradesh	5	2	7
Assam-Meghalaya	6	0	6
Bihar	8	1	9
Chhattishgarh	4	0	4
Gujarat	9	1	10
Haryana	2	0	2
Himachal Pradesh	4	1	5
Jammu & Kashmir	2	0	2
Jharkhand	6	2	8
Karnataka	6	4	10
Kerala	6	1	7
Madhya Pradesh	8	3	11
Maharashtra	6	1	7
Manipur	2	1	3
Nagaland	4	0	4
Odisha	4	0	4
Punjab	2	1	3
Rajasthan	5	2	7
Royal Bhutan Civil Service	3	0	3
Sikkim	1	0	1
Tamil Nadu	10	2	12
Tripura	3	1	4
Telangana	5	2	7
Uttar Pradesh	15	3	18
Uttarakhand	2	2	4
West Bengal	10	4	14
Total	143	37	180

Annexure-4: Participants in IAS Phase-II (2015 Batch)

Participants from the State of	Male	Female	Participants
AGMUT	3	8	11
Andhra Pradesh	5	0	5
Assam-Meghalaya	7	0	7
Bihar	8	1	9
Chhattishgarh	4	1	5
Gujarat	4	6	10
Haryana	4	1	5
Himachal Pradesh	2	1	3
Jammu & Kashmir	3	0	3
Jharkhand	4	3	7
Karnataka	5	5	10
Kerala	4	2	6
Madhya Pradesh	9	4	13
Maharashtra	5	2	7
Manipur	5	2	7
Nagaland	2	1	3
Orissa	4	3	7
Punjab	4	1	5
Rajasthan	6	2	8
Royal Bhutan Civil Service	3	0	3
Sikkim	1	0	1
Tripura	2	1	3
Telangana	3	1	4
Tamil Nadu	6	5	11
Uttar Pradesh	15	5	20
Uttarakhand	2	1	3
West Bengal	6	4	10
Total	126	60	186

Annexure-5: Participants in 92nd Foundation Course

Service wise Break-up

Services/States	Male	Female	Participants
Indian Administrative Service [IAS]	121	43	164
Indian Audit And Accounts Service [IAAS]	4	1	5
Indian Civil Accounts Service [ICAS]	1	0	1
Indian Defence Accounts Service [IDAS]	2	1	3
Indian Defence Estate Service [IDES]	1	0	1
Indian Foreign Service [IFS]	23	14	37
Indian Forest Services [IFoS]	23	3	26
Indian Information Service [IIS]	0	1	1
Indian P And T Accounts And Finance Service [IPA&TF]	3	0	3
Indian Police Service [IPS]	34	9	43
Indian Railway Accounts Service [IRAS]	1	0	1
Indian Railway Personnel Service [IRPS]	2	0	2
Indian Railway Protection Force [IRPF]	1	0	1
Indian Railway Traffic Service [IRTS]	6	1	7
Indian Revenue Service(Customs And Central Excise) [IRS- C&CE]	7	7	14
Indian Revenue Service(IT) [IRS-IT]	30	18	48
Indian Trade Service [ITS]	0	1	1
Royal Bhutan Civil Services [RBCS]	2	1	3
Royal Bhutan Forest Service [RBFS]	1	1	2
Royal Bhutan Police Services [RBPS]	4	2	6
TOTAL	266	103	369

Annexure-6: Participants in 11th Round of IAS Phase-III MCTP

Participants from the State of	Male	Female	Participants
Andhra Pradesh	1	1	2
Assam-Meghalaya	4	1	5
Bihar	5	1	6
Chhatisgarh	7	0	7
Haryana	1	0	1
Himachal Pradesh	6	0	6
Jammu & Kashmir	1	1	2
Jharkhand	4	1	5
Karnataka	3	3	6
Kerala	5	1	6
Madhya Pradesh	5	0	5
Maharashtra	6	1	7
Manipur	3	0	3
Nagaland	1	0	1
Odisha	2	1	3
Punjab	2	1	3
Rajasthan	2	3	5
Sikkim	1	0	1
Tamilnadu	1	1	2
Tripura	1	1	2
Union Territory	11	2	13
Uttar Pradesh	14	0	14
West Bengal	1	1	2
Total Participants	87	20	107

Batch-wise profile in 11th Round of IAS Phase-III MCTP

Batch	No. of Participants
2003	7
2004	8
2005	8
2006	15
2007	31
2008	24
2009	14
Total	107

Annexure-7: Participants in 12th Round of IAS Phase-III MCTP

Participants from the State of	Male	Female	Participants
Andhra Pradesh	4	0	4
Bihar	1	0	1
Chhatisgarh	5	0	5
Gujarat	3	1	4
Haryana	2	0	2
Himachal Pradesh	2	1	3
Jharkhand	2	0	2
Karnataka	2	2	4
Kerala	2	1	3
Madhya Pradesh	6	1	7
Maharashtra	18	1	19
Manipur-Tripura	1	0	1
Tripura	1	0	1
Odisha	2	0	2
Punjab	1	2	3
Rajasthan	0	1	1
Sikkim	1	0	1
Tamilnadu	3	1	4
Union Territory	3	3	6
Uttar Pradesh	2	2	4
Uttarakhand	5	0	5
West Bengal	2	1	3
Total Participants	68	17	85

Batch-wise profile of 12th Round of IAS Phase-III MCTP

Batch	No. of Participants
2002	1
2003	3
2004	6
2005	11
2006	12
2007	19
2008	14
2009	19
Total	85

Annexure-8: Participants in 12th Round of IAS Phase-IV MCTP

Participants from the State of	Male	Female	Participants
Andhra Pradesh	1	0	1
Assam-Meghalaya	1	0	1
Bihar	4	1	5
Chhatisgarh	0	1	1
Gujarat	3	0	3
Haryana	3	1	4
Himachal Pradesh	1	2	3
Jammu & Kashmir	1	0	1
Karnataka	2	0	2
Kerala	4	1	5
Madhya Pradesh	11	1	12
Maharashtra	5	1	6
Manipur	0	1	1
Odisha	2	2	4
Punjab	4	0	4
Rajasthan	1	0	1
Tamilnadu	6	3	9
Union Territory	4	1	5
Uttar Pradesh	2	1	3
Uttarakhand	1	0	1
West Bengal	2	1	3
Total Participants	58	17	75

Batch-wise profile in 12th Round of IAS Phase-IV MCTP

Batch	No. of Participants
1992	1
1993	1
1994	2
1996	1
1997	1
1998	1
1999	1
2000	16
2001	20
2002	31
Total	75

Annexure-9: Participants in 12th Round of IAS Phase-V MCTP

Participants from the State of	Male	Female	Participants
Andhra Pradesh	4	1	5
Assam-Meghalaya	1	1	2
Bihar	3	0	3
Chhatisgarh	0	0	0
Gujarat	2	0	2
Haryana	3	1	4
Himachal Pradesh	2	0	2
Jammu & Kashmir	1	0	1
Jharkhand	2	0	2
Karnataka	5	1	6
Kerala	5	1	6
Madhya Pradesh	5	1	6
Maharashtra	6	1	7
Manipur	0	0	0
Tripura	1	0	1
Telengana	0	0	0
Nagaland	2	0	2
Orissa	1	0	1
Punjab	1	0	1
Rajasthan	2	0	2
Sikkim	3	0	3
Tamilnadu	4	2	6
Union Territory	6	0	6
Uttar Pradesh	9	5	14
Uttarakhand	0	0	0
West Bengal	0	0	0
Total Participants	68	14	82

Batch-wise profile in 12th Round of IAS Phase-V MCTP

Batch	No. of Participants
1984	0
1985	1
1986	1
1987	19
1988	20
1989	27
1990	14
Total	82

Annexure-10: Participants in 119th Induction Training Programme for SCS

Participants from the State of	Male	Female	No. of Participants
AGMUT	1	1	2
Andhra Pradesh	1	0	1
Bihar	2	0	2
Haryana	3	2	5
Karnataka	2	0	2
Kerala	1	0	1
Madhya Pradesh	1	1	2
Maharashtra	18	1	19
Odisha	5	0	5
Punjab	1	0	1
Tamil Nadu	10	3	13
Uttar Pradesh	9	0	9
Total	54	8	62

Batch wise Profile

Batch	No. of Participants
2004	1
2005	1
2006	11
2007	4
2008	9
2009	9
2010	22
2011	1
2012	2
2013	1
2014	1
2015	1
Total	62

Annexure-11: Faculty & Administration in the Academy

Faculty Members (As on 31-3-2018)

Sl.	Name	Designation
1.	Ms. Upma Chawdhry, IAS	Director Director
2.	Shri Manoj Ahuja, IAS	Joint Director
3.	Ms. Arti Ahuja, IAS	Joint Director
4.	Shri C. Sridhar, IAS	Deputy Director (Sr.)
5.	Shri Rajesh Arya, IPS	Professor of Pub. Ad
6.	Shri Alok Mishra, IIS	Deputy Director (Sr.)
7.	Shri M H Khan, IDAS	Deputy Director (Sr.)
8.	Ms. Aswathy S, IAS	Deputy Director(Sr.)
9.	Shri Raghuraj M.Rajendran, IAS	Deputy Director
10.	Ms. Thulasi Maddineni, IAS	Deputy Director
11.	Ms.Alankrita Singh, IPS	Deputy Director
12.	Shri Vidya Bhushan, IAS	Deputy Director
13.	Prof. Shri A.S. Ramachandra	Prof. of Political Theory & Constitutional Law
14.	Prof. (Ms.) Sunita Rani	Prof. of Social Management
15.	Prof. Sukesh Mishra	Professor of Law
16.	Prof. Hitashi Momash	Professor of Management
17.	Shri Sachiv Kumar	Reader in Law
18.	Shri Navneet Pande	Assistant Director
19.	Shri Girish Sharma	Assistant Director
20.	Shri Bhairu Pratap Singh	Assistant Director
21.	Dr. (Ms.)Kumudini Nautiyal	Reader in Hindi
22.	Ms. Bhawana Porwal	Asstt. Professor in Hindi
24.	Ms. Alka Kulkarni	Language Instructor (Gujarati & Marathi)
25.	Shri A. Nallasami	Language Instructor (Tamil & Telgu)
26.	Shri Arshad M. Nandan	Language Instructor (Urdu & Punjabi)
27.	Shri K.Brijhashi Singha	Language Instructor (Assamese & Manipuri)
28.	Ms. Saudamini Bhuyan	Language Instructor in Oriya & Bengali
29.	Shri V. Muttinamath	Language Instructor in Malayalam & Kannada
30.	Shri Satpal Singh	Riding Instructor
31.	Govind Prasad Sharma	Physical Training Instructor

32.	ASI Shri Manoj K.,	Asstt. PTI
33.	Ris. Major Prithvi Singh	Riding Instructor
34.	Nb. Ris. Jasmail Singh	Asstt. Riding Instructor

Officers who left the LBSNAA during the year

Sl	Name	Date of Relieving
1.	Shri Manashvi Kumar, IAS, Deputy Director	01.12.2017
2.	Shri R Ravi Shankar, IFoS, Deputy Director (Sr.)	22.12.2017
3.	Dr. Suren Sista, Prof. Of Management	11.09.2017
4.	Prof. (Ms.) Mononita Kundu Das, Profesor of Law	30.11.2017
5.	Ms. Miranda Das, Assistant Director	18.08.2017
6.	Dr. Ramvir Singh, Chief Medical Officer	03.11.2017

Others

Sl.	Name	Designation
35.	Dr. B.S.Kala	Chief Medical Officer
36.	Dr. Hemant Gupta	Medical Officer
37.	Dr. O.P. Verma	Principal Library & Information Officer
38.	Shri Nandan Singh Dugtal	Asstt. Director (Rajbhasha)
39.	Shri Ashok K. Dalal	Sr. Administrative Officer (Accounts)
40.	Ms. Poonam Sinha	Programmer (Repro)
41.	Shri Malkit Singh	Asstt. Library & Info. Officer
42.	Shri Purshottam Kumar	Sr. Private Secretary
43.	Shri Ajay Kumar Sharma	Private Secretary
44.	Shri Balam Singh	Administrative Officer
45.	Shri Gyan Chandra	Assistant Administrative Officer
46.	Shri J.P. Bahuguna	Assistant Administrative Officer
47.	Shri T.C.Pant	Assistant Administrative Officer
48.	Shri Kishan Chand Joshi	Assistant Administrative Officer
49.	Shri Kailash Chandra Joshi	Assistant Administrative Officer
50.	Shri Kailash Chand	Assistant Administrative Officer
51.	Shri Ramesh Kumar	Asst. Library & Information Officer
53.	Shri Ram Milan Kewat	Asst. Library & Information Officer
54.	Shri Naryan Lal Bunker	Private Secretary
55.	Ms. Manjula Sharma	Private Secretary
56.	Shri Ashish Kumar Patel	Private Secretary

57.	Shri Mahesh Kumar Tyagi	Private Secretary
57.	Shri Sunil Negi	Private Secretary

Superannuation of staff in LBSNAA during the year

Sl	Name	Date of Relieving
1.	Shri Ashok Kumar, Sr. Machine Operator	30.04.2017
2.	Shri Surendra Kumar, Upper Division Clerk	30.06.2017
3.	Shri Surat Singh Kharola, Assistant	31.07.2017
4.	Shri Satyabir Singh, Administrative Officer	31.08.2017
5.	Shri Ram Singh Tirthwal, Sr.Book Binder	31.08.2017
6.	Shri Mohan Chandra, Multi Tasking Staff	31.12.2017
7.	Shri Jagmohan Singh, Sr. Technician	31.01.2018
8.	Shri Vinod Kumar Bagassi, Upper Division Clerk	31.01.2018
9.	Shri Bikram, Multi Tasking Staff	28.02.2018
10.	Shri Bikram Singh, Administrative Officer	31.03.2018



Annual Report 2017-18

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