

Annual Report

2018 – 2019



LBSNAA

Lal Bahadur Shastri National Academy of Administration

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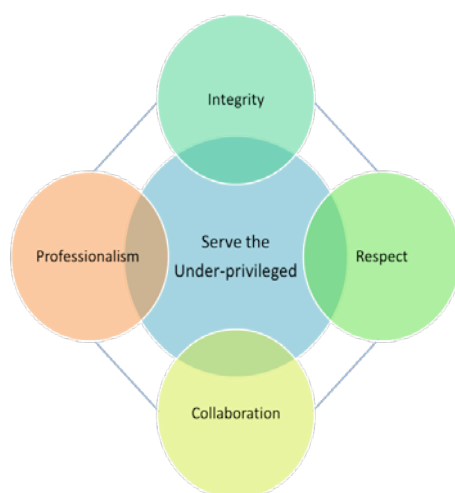
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Academy Mission & Core Values

Mission

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

Core Values



Serve the Underprivileged

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

Integrity

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

Respect

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

Professionalism

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

Collaboration

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

LBSNAA

An Introduction

The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie under the 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 the Mid-Career Training Program (MCTP) for members of the IAS and an Induction Training program for officers promoted to the IAS from the state civil services. Along with this, 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'. For a few years it functioned under the Ministry of Home Affairs. In October 1972, it was renamed "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 set up 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 and 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 Library, 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 second Chief Minister of the State.
1992	Karmashila Building was inaugurated by the then Vice President of India Mr. K.R. Narayanan.
1995	National Gender Centre, a registered society the under Societies Registration Act-1860, was set up.
1996	Kalindi Bhavan inaugurated by the then Union Minister of State for Personnel, Public Grievances, Pensions and Parliamentary Affairs Mr. S.R. Balasubramaniam.
1996	Dhruvshila Bhavan inaugurated by the then Minister of State for Personnel, Public Grievances, Pensions and Parliamentary Affairs Mr. S.R. Balasubramaniam.
2004	Hospital Block inaugurated by the then Minister of Home Affairs Mr. 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 the Societies Registration Act-1860, was set up.
2015	Aadharshila Block inaugurated by the 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 the Centre for Public Systems Management (CPSM).

Training Methodology

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

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

- Lectures by both in-house and guest faculty
- Panel discussions to promote appreciation of divergent opinions and views
- Case Studies
- Films
- Group discussions
- Simulation exercise
- Seminars
- Moot Court and Mock Trial
- Order and Judgement Writing Practice
- Practical demonstration
- Problem Solving Exercises
- Report Writing (Term Paper)
- Group Work

Field visits

Trek to the Himalayas

During such treks the Officer Trainees face conditions of difficult terrain, unpredictable weather, insufficient accommodation and limited access to food items, as a result the true mettle of the Officer Trainees is tested and is strengthened.

Visit to villages in backward districts

These visits facilitate the Officer Trainees' understanding of the problems and the realities of village life. Through these field visits and interaction with the beneficiaries, a active research on the impact of government programmes on the society is also taken up.



Promoting 'Esprit-de-Corps'

All the officer trainees of the All India Services and Central Services Group-'A' begin their careers with training at Lal Bahadur Shastri National Academy of Administration at Mussoorie. This is usually their first experience of the government sector. As a result, this institution facilitates bonding between young officers from different civil services. The Academy thus, furthers a creation of camaraderie among the officers who look back to this institution with nostalgia and with a stronger intent to uphold its value.

Campus

A striking feature of the Academy, apart from its state-of-the-art infrastructure, is its unique blend of new and old. The prestigious “Charleville Hotel” built around 1870, provides the location and initial infrastructure of the Academy. There have been subsequent expansions. Several new buildings have been constructed and others acquired over the years. The Academy is spread over three sprawling campuses: Charleville, Glenmire and Indira Bhawan. Each has its own specific orientation. Charleville caters to training of fresh entrants as well as customised courses. Glenmire housed the erstwhile National Institute of Administrative Research (NIAR), and the Indira Bhawan campus and offers facilities for in-service training, other specialised courses, programs, workshops and seminars. Further details of the Academy’s infrastructure are at Annexure-1.

Training Programmes during 2018-19

The Academy arranges various training programs and the following table shows the distribution of trainees in various courses during 2018-19.

S. No	Name of Course	Coordinator Mr./Ms.	Schedule	No. of participants		
				M	F	Total
Induction Training for newly recruited AIS and Central Services (Group-A)						
1.	IAS Professional Course Phase- I (2017 Batch)	Aswathy S	11-12-2017 to 11-5-2018 (22 weeks)	131	50	181
2.	IAS Professional Course Phase-II (2016 Batch)	Vidya Bhushan	21-5-2018 to 29-6-2018 (06 weeks)	145	36	181
3.	93 rd Foundation Course for newly recruited officers of All India Services and Civil Services (Group-A) (2018 Batch)	Aswathy S.	27-8-2018 to 07-12-2018 (15 weeks)	266	104	370
Mid-Career Training Program for IAS						
4.	13 th Round of Phase-III of Mid-Career Training Programme for IAS Officers of 7-9 years seniority	C. Sridhar	09-4-2018 to 4-5-2018 (4 weeks)	66	18	84
5.	13 th Round of Phase-IV of Mid-Career Training Programme for IAS Officers of 14-16 years seniority	Arti Ahuja	24-09-2018 to 19-10-2018 (4 weeks)	45	15	60
6.	12 th Round of Phase-V of Mid-Career Training Programme for IAS Officers of 26-28 years seniority	Manoj Ahuja	04-6-2018 to 22-6-2018 (3 weeks)	57	9	66
7.	120 th Induction Training Program for Officers promoted from SCS/Select list to IAS	Alok Mishra	02-7-2018 to 10-8-2018 (6 weeks)	63	26	89
Short Term Courses/ Seminar/ Workshop/ Others						
8.	Golden Jubilee Reunion of 1968 Batch	Arti Ahuja	25-5-2018 to 26-5-2018 (2 days)	77	09	86
9.	Data visualization, Data Interpretation, emerging fields in data uses like AI and block chain	CPSM	17-12-2018 to 18-12-2018 (2 days)	25	8	33
10.	“Ethics and Values for service delivery”	CPSM	19-12-2018 to 20-12-2018 (2 days)	13	5	18
11.	Training of Trainers program on “Project Management”	CPSM	31-1-2019	24	12	36
12.	Faculty Development Program on “Procurement Issues”	CPSM	28-01-2019 to 30-01-2019 (3 days)	13	5	18
13.	District Disaster Management Plan	CDM	13-09-2018 to 14-09-2018 (2 days)	28	6	34

S. No	Name of Course	Coordinator Mr./Ms.	Schedule	No. of participants		
				M	F	Total
14.	Role of Technology in Community Level Disaster Mitigation for Scientists & Technologists	CDM	20-08-2018 to 24-09-2018 (5 days)	18	7	25
15.	Role of Technology in Community Level Disaster Mitigation for Scientists & Technologists	CDM	26-11-2018 to 30-11-2018 (5 days)	21	3	24
16.	Disaster Risk Reduction	CDM	20-12-2018 to 21-12-2018 (2 days)	20	3	23
17.	Training of Trainers on developing local level DRR strategies and plans for urban risk reduction	CDM	13-02-2019 to 15-02-2019 (3 days)	39	4	43
18.	Sessions of Disaster Management scheduled in 93rd Foundation Course	CDM	13-11-2018 (1 days)	266	104	370
19.	HAM radio course	CDM	06-08 March, 19 & 11-15 March, 19	25	17	42
20.	Workshop for Members of State Commissions for Women	NGC	12-03-2018 to 14-03-2018 (2 days)	29	1	30
21.	Workshop on Beti Bachao Beti Padhao for the District Magistrates/Collectors	NGC	17-05-2018 to 19-05-2018 (3 days)	34	8	42
22.	Combating Violence Against Women and Children	NGC	21-06-2018 to 23-06-2018 (3 days)	27	21	48
23.	Conference on Gender Budgeting	NGC	30-07-2018 to 01-08-2018 (3 days)	21	16	37
24.	Workshop on Stepping up to India's Nutrition Challenge: The critical Role of Policy Makers	NGC	06-08-2018 to 07-08-2018 (2 days)	29	8	37
25.	Workshop on Early Childhood Development	NGC	29-10-2018 to 31-10-2018 (2 days)	30	14	44
Total participants				1512	509	2021

CDM – Centre for Disaster Management

CPSM- Centre for Public System Management

NGC – National Gender Centre

Courses and Activities – Highlights

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

IAS Professional Course, Phase-I (22 Weeks)

The Academy imparts induction level and in-service training. A common Foundation Course is held for entrants to the All India Services and all Group “A” services of the Union. Professional training for regular recruits of the Indian Administrative Service (IAS) and members of the Royal Bhutan Civil Service is conducted after the Foundation Course. The Academy also conducts in- service and Mid-Career Training Program (MCTP) for members of the IAS and Induction Training program for officers promoted to the IAS from the State Civil Services, as well as workshops and seminars on various issues in public administration.

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 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 regimen of classroom training. It is here that professional inputs of Public Administration, Management, Law, Computers and Economics 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 a one-year district training.

IAS Professional Course Phase-I (2017-19 Batch)

Programme meant for / target group	Professional Course for newly recruited IAS officers
Course Coordinator	Ms. Aswathy S., Deputy Director (Sr.)
Associate Course Coordinator (s)	Mr. C. Sridhar, Deputy Director (Sr.) Ms. Thulasi Maddineni, Deputy Director Mr. Vidya Bhushan, Deputy Director Mr. Raghuraj M. Rajendran, Deputy Director Dr. Sunita Rani, Professor
Valedictory Address by	His Excellency Major General V. Namgyel, Ambassador of Bhutan
Total Participants	181 (Gentlemen- 131; Ladies-50)

Details of participants of IAS Phase-I (2017-19 Batch) are attached in Annexure- 3

Course Aim

- 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 the officers 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 inter-personal and organizational context*
 - *Exhibit right values and attitudes*
 - *Maintain physical fitness 'Seelam Param Bhushanam'*
 - *Adhere to the spirit of 'Sheelam Param Bhushanam'*

Course Design

The 22-week IAS Professional Course, Phase-I for the 2017 batch, commenced on 11th December 2017 and concluded on 11th May, 2018. It had two main components:

- Winter Study Tour from 16th December, 2017 to 02nd February 2018

- On-campus training inputs from 12th February 2018 till 11th May, 2018

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 strove 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 commence 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 12th February 2018. 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 of India 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 he or she is 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 the Information Technology Environment in the 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 challenging. Sound physical and mental health is an essential pre-requisite for 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. 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 an 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 attachments with the three armed forces, the public sector, the private sector, municipal bodies, voluntary agencies in tribal areas, in the 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 call 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 Economics 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's district training.

Eminent Guest Speakers of the program

- His Excellency Major General V. Namgyel, Ambassador of Bhutan
- Mr. Kiren Rijiju, Hon'ble Minister of State for Home Affairs, Government of India, New Delhi.
- Dr. V. B. Mathur, Director, Wild Life Institute, Dehradun.
- Mr. T. V. Somanatha, IAS, Principal Secretary to Government of Tamil Nadu.
- Mr. Sanjay Jaju, IAS, Joint Secretary to Government of India, NHIDC LTD, New Delhi.

- Mr. O. P. Choudhary, IAS, Collector and DM, Raipur, Chhattisgarh.
- Mr. Sanjeev Chopra, IAS, Additional Chief Secretary to Government of West Bengal, Kolkata
- Ms. Rashmita Panda, IAS, Collector & DM, Nabrangpur, Odisha
- Mr. Saurabh Jorwal, IAS, Municipal Commissioner, Nalanda, Bihar
- Mr. A. Santhosh Mathew, IAS (Retd.), Former Chairperson, National Council for Teacher Education, New Delhi
- Mr. Rohit Singh, IAS, CEO, Zila Panchayat, Chhindwara, Madhya Pradesh
- Ms. Alka Upadhyaya, IAS, Joint Secretary to Government of India, Ministry of Rural Development, New Delhi
- Mr. Shashi Ranjan, IAS, Deputy Development Commissioner, Ranchi, Jharkhand
- Ms. Harshika Singh, IAS, CEO, Zila Panchayat, Jabalpur, Madhya Pradesh
- Mr. S. Harikishore, IAS, Executive Director, Kudumbashree State Mission, Thiruvananthapuram
- Ms. Divya Mittal, IAS, Chief Development Officer, Gonda, Uttar Pradesh
- Mr. Popat Rao Pawar, Sarpanch, Hiware Bazar, Ahmednagar
- Ms. Sarada Muraleedharan, DG, NIFT, New Delhi
- Mr. Alex Paul Menon, IAS, CEO, Chhattisgarh Infotech Promotion Society (CHIPS), Government of Chhattisgarh, Raipur
- Mr. S. Chockalingam, IAS, Settlement Commissioner & Director of Land Records, Government of Maharashtra, Pune
- Mr. Munish Moudgil, IAS, Commissioner, Survey Settlement and Land Records, Government of Karnataka Bangalore
- Mr. T. L. Satya Prakash, IAS Director, Town and Country Planning Government of Haryana, Chandigarh
- Mr. Ashok Dalwai, IAS, Chief Executive Officer, NRAA, Department of Agriculture Cooperation and Farmers Welfare Government of India, New Delhi
- Shri Manoj Rajan, IFS, Special Commissioner, Finance, Bruhat Bengaluru Mahanagara Palike, Bangalore
- Mr. Chiranjiv Choudhary, IFS, Commissioner for Horticulture and Ex-Officio Secretary to Government of Andhra Pradesh Velagapudi
- Mr. Ajit Kesari, IAS, Principal Secretary to Government of Madhya Pradesh, Bhopal
- Mr. Dharam Pal, IAS, Additional Secretary to Government of India, Department of Fertilizer, New Delhi

- Mr. Mahesh Pathak, IAS, Principal Secretary, Good Civil Supplies & Consumer Protection Department, Government of Maharashtra
- Mr. Avi Prasad, IAS, SDM, Kasarwad, District Khargon, Madhya Pradesh
- Dr. Ajay Bhushan Pandey, IAS, Chief Executive Officer, Unique Identification Authority of India, Government of India, New Delhi
- Mr. R. K. Kakani, Professor, XLRI Xavier School of Management, Jamshedpur
- Dr. Amar KJR Nayak, Professor, Xavier Institute of Management, Bhubaneswar
- Mr. Sanjay Bahadur, IRS, Principal Director of Income Tax (Inv.), Guwahati
- Mr. Sonal Agnihotri, IPS, Senior Superintendent of Police, Central Bureau of Investigation, Special CBI Unit, New Delhi
- Dr. Prem Singh, IAS (Retd.), Former Member Secretary, State Commission for OBCs, Government of Manipur
- Dr. Akun Sabharwal, IPS, Director of Enforcement, Telangana State Secretariat, Hyderabad
- Mr. Kabir Vajpeyi, Principal Architect, VINYAS, Centre for Architectural Research and Design, New Delhi
- Dr. Preeti Vajpeyi, Head, Department of Planning and Architecture, Indira Gandhi Delhi Technical University for Women, New Delhi
- Ms. Marjorie Margolies, Fellow, University of Pennsylvania, Fels Institute of Government
- Mr. Sonam Wangchuck, Architect, Ice Stupa, Ladakh
- Ms. Saumya Gupta, IAS, Director (Education), Government of NCT of Delhi, New Delhi
- Mr. Kunal Khemnar, IAS, CEO Zila Parishad, Kolhapur, Maharashtra
- Dr. Rukmini Banerji, CEO, Pratham Education Foundation, New Delhi
- Mr. Anand Kumar, Founder, Ramanujan School of Mathematics, Patna
- Mr. S. Suresh Kumar, IAS, Additional CEO, Government e-Market Place (GeM), Ministry of Commerce, New Delhi
- Mr. Devesh Kapur, Director, CASI, University of Pennsylvania
- Dr. Piyoosh Rautela, Executive Director, Disaster Mitigation and Management Centre, Dehradun, Uttarakhand
- Mr. Krishna Gopal Tiwari, IAS, Director, Bhopal Gas Tragedy Relief and Rehabilitation, Government of Madhya Pradesh, Bhopal
- Ms. K. Prithika Yashni, Sub Inspector, Tamil Nadu Police, Chennai

- Ms. Ritu Saini, Chhanv, New Delhi
- Mrs. Mamta, Pradhan, Betul Team, Madhya Pradesh
- Ms. N. Nandini, State Awardee for Girl Child Empowerment, Tiruvannamalai District, Tamil Nadu
- Ms. Murshida Khatun, Principal, Debkunda S. K. ARM Girls High Madrasah, Murshidabad
- Mr. Venu Gopal Jauhar, Sr. Deputy Advocate General of Punjab, Punjab & Haryana High Court Premises, Chandigarh
- Mr. Dwarika Prasad Uniyal, Assistant Dean, Dehradun Campus, IIM – Kashipur
- Dr. Praveen Gedam, IAS, Private Secretary to Hon'ble Union Minister for Railways, New Delhi
- Mr. Sajjansingh R. Chavan, IAS, Managing Director, TAHDCO, Chennai
- Mr. John Keay, Hostorian & Journalist, Scotland
- Mr. Abdaal Akhtar, IAS, Sub – Collector, Baripada, District Mayurbhanj, Odisha
- Dr. R. S. Praveen Kumar, IPS, Secretary, Telangana Social Welfare Residential Educational Institutions Society, Hyderabad
- Mr. Rahul Bose, Actor, Mumbai
- Dr. John C. Oommen, Deputy Medical Superintendent, Christian Hospital, Cuttak, Odisha
- Dr. Suresh Kumar, Director, WHO, Collaborating Centre for Community Prticipation in Palliative Care Calicut
- Hon'ble Mr. Justice Sudip Ahluwalia, Judge, Punjab and Haryana High Court, Chandigarh
- Dr. Abhay Bang, Founder, SEARCH, Gadchiroli, Maharashtra
- Dr. Ayyaj Tamboli, IAS, District Collector, District Bijapur, Chhattisgarh
- Dr. Darez Ahamed, IAS, Mission Director, National Health Mission Chennai
- Mr. Hitesh Kejriwal, Executive Engineer (Central Zone), CPWD, Bhopal
- Dr. Aditya Dahiya, IAS, Deputy Commissioner, District Karnal, Haryana
- Dr. Prem Singh, IAS (Retd.), Former Secretary, (Urban Development) & Commissioner (Minorities & BBCs), Government of Manipur
- Ms. Gauri Parasher Joshi, IAS, Director and Special Secretary, Department of Social Justice and Empowerment, Government of Haryana, Chandigarh
- Mr. Arvind Singh, IAS, Joint Magistrate/SDM Sadar, District Bullandshahar, Uttar Pradesh

- Mr. Ashish Gupta, IPS, Joint Secretary, NATGRID, Ministry of Home Affairs, New Delhi
- Mr. Ram Singh, IAS, Deputy Commissioner and District Magistrate, West Garo Hills District, Meghalaya
- Mr. Swapnil Tembe, IAS, Sub-Divisional Officer (Civil), Dadengiri, West Garo Hills District, Meghalaya
- Ms. Ananya Das, IAS, SDM, Balasinor, District Mahisagar, Gujarat
- Mr. Rahul Pandey, IAS, SDM Sadar, Gorakhpur District, Uttar Pradesh
- Dr. Gyanendra Badgaiyan, IAS (Retd.), Former Director General, National Centre for Good Governance, New Delhi
- Ms. Jaspreet Talwar, IAS, Secretary to Government of Punjab, Drinking Water and Sanitation Department, Chandigarh
- Mr. Anupam Raj, ICAS, Assistant Controller of Accounts, Ministry of New and Renewable Energy, Government of India, New Delhi
- Mr. Vikas Gupta, IAS, Transport Commissioner, Government of Haryana, Chandigarh
- Mr. Deepak Sanan, IAS (Retd.), Former Additional Chief Secretary to Government of Himachal Pradesh, Shimla, Himachal Pradesh
- Mr. Gulshan Rai, National Cyber Security Coordinator, PMO, New Delhi
- Mr. Simrandeep Singh, IAS, Chairman, Jammu & Kashmir Services Selection Board, Jammu
- Mr. K. Jayakishan, Chief Executive Officer, Infrastructure Development (Karnataka) Corporation, Bangalore
- Dr. V. Sathyanarayana, President, Corporate Affairs and General Counsel, Infrastructure Development (Karnataka) Corporation, Bangalore
- Mr. Debashis Ghosh, Executive Vice President, Infrastructure Development (Karnataka), Corporation, Bangalore
- Mr. D. S. Chaskar, Director, National Water Academy, Pune, Maharashtra
- Dr. Prashant Narnaware, IAS, Collector and District Magistrate, District Palghar, Maharashtra
- Mr. Rajendra Singh, Chairman, Traun Bharat Sangh, Alwar, Rajasthan
- Dr. M. Ariz Ahmed, IAS, Managing Director, National Horticulture Board, Government of India, Gurugram
- Gen. Bipin Rawat, UYSM, AVSM, YSM, SM, VSM, Chief of Army Staff, Government of India, New Delhi
- Mr. Kannan Gopinathan, IAS, District Magistrate, Daman & Diu

- Prof. Shreekant Gupta, Professor, Delhi School of Economics , University of Delhi, New Delhi
- Mr. R. Ravishankar, IFS, Director, Rajiv Gandhi National Park, Hunsur, Karnataka

District Training of 2017 Batch (53 Weeks)

District Training of 2017 Batch

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 the State Training Institutes
- Attachment with the 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 and problems

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

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 may face in the initial years of their career.

IAS Professional Course Phase-II (2016-18 batch)

Date of Program	21st May, 2018 to 29th June, 2018
Programme meant for / target group	Professional Course for IAS Officer Trainees
Course Coordinator	Mr. Vidya Bhushan, Deputy Director
Associate Course Coordinator(s)	Mr. Raghuraj M. Rajendran, Deputy Director Ms. Thulasi Maddineni , Deputy Director Dr. Sunita Rani, Professor Mr. Girish Sharma, Assistant Director
Valedictory Address by	Professor M. Jagadesh Kumar, Vice Chancellor, JNU, New Delhi
Total Participants	Total-181 (Gentlemen- 145; Ladies-36)

Details of participants of IAS Phase-II (2016-18 Batch) are 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 OTs 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 a basic knowledge of administrative theory, elementary skills, and an overview of government schemes and programmes. In the 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 in the gap areas identified by the group, while in the field.

Foreign Study Tour

The Course also entailed a one-week Foreign Study tour (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 that were focused more on service delivery. The Miracle on Han River, as Korea's growth story is 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 the 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 21st May, 2018 saw many changes from the 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. In order 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. It was also 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, CEOs (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.

The group displayed great keenness within and 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 the class room. Needless to say, 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 of the program

- Prof. M. Jagadesh Kumar, Vice Chancellor, JNU, New Delhi
- Dr. Gyanendra Badgaiyan, IAS (Retd), Ex. Director General, NCGG, New Delhi
- Ms. Shailaja Chandra, IAS (Retd.), New Delhi
- Mr. Rajeev Talwar, IAS (Retd), Co-Chief Executive Officer, DLF, New Delhi
- Dr. Prem Singh, IAS (Retd.)
- Dr. Mrutyunjay Sarangi, IAS (Retd.), Member A, CAT, Mumbai, Maharashtra
- Ms. Naina Lal Kidwai, Banker, Kidwai Farm, New Delhi
- Mrs. Usha Thorat, Ex. Deputy Governor, RBI, Kolhapur , Maharashtra
- Mr. Amit Kataria, IAS, Land & Development Officer, Government of India, New Delhi
- Mr. Sanjay Dubey, IAS, Principal Secretary, Labour, Bhopal, Madhya Pradesh
- Ms. Chanchal Yadav, IAS, Deputy Commissioner, Central Zone, South Delhi, New Delhi
- Mr. Sidharth Sihag, IAS, Municipal Commissioner, Udaipur, Rajasthan
- Mr. Mullai Muhilan, IAS, CEO, Zila Panchayat, Ramanagara, Karnataka
- Mr. Bezwada Wilson, Convener, Safai Karmachari Andolan, New Delhi
- Ms. N. Nandhini, Tiruvannamalai, Tamil Nadu
- Mr. R. K. Sharma, Additional Director, Medical & Health Department, Rajasthan
- Mr. Manu Shukla, Member of SEMT & Project Officer for DoIT, Rajasthan
- Ms. Divya Dutta, Film Actor, Mumbai
- Mr. Sankalp Meshram
- Mr. Naseerudin Shah, Film Actor, Mumbai

- Ms. Ratna Pathak, Film Actor, Mumbai
- Mr. Y.V. Reddy IAS (Retd), & Ex-Governor, RBI
- Mr. Ashish Gupta, IPS, Joint Secretary NATGRID, Government of India, New Dehli
- Mr. Rajesh Kankipati, IAS, District Magistrate, Surendranagar, Gujarat
- Ms. Deepika Jha, Consultant – Practice, IIHS, Bangalore
- Mr. Shushil Kumar Patel, IAS, Deputy Commissioner, Dimapur, Nagaland
- Ms. Ananya Das, IAS, SDM Balasinor, District Mahisagar, Gujarat
- Mr. Ashok Gulati, Infosys Chair Professor for Agriculture, ICRIER New Delhi
- Mr. Raj Kamal Yadav, IAS, CDO, Pratapgarh, Uttar Pradesh
- Dr. Parameswaran Iyer, IAS, Secretary DWS, Government of India, New Dehli
- Ms. Shweta Saini, Senior External Consultant, ICRIER New Dehli
- Mr. Venkat Raja, IAS, CEO Zila Panchayat, Koppal, Karnataka
- Mr. T.R. Raghunandan, IAS, (Retd), Bangalore
- Mr. Sandeep Verma, IAS Principal Secretary, Department of Science And Technology, Government Of Rajasthan
- Mr. Chandan Kumar, IAS, CEO Zila Panchayat, Rajnandgaon, Chhattisgarh
- Dr. Kadambari Balkawade, IAS, CEO Zilla Parishad, Nagpur, Maharashtra
- Mr. M.S. Kasana, Advocate And Master Trainer, New Dehli
- Mrs. Preeti Sudan, IAS, Secretary (H&FW), Ministry of Health and Family Welfare, New Delhi
- Mr. Amarjeet Sinha, IAS, Secretary (Rural Development), Government of India, New Delhi
- Mr. Vijayanand, IAS (Retd), Sabarmadi Tutors Lane, Trivandrum
- Ms. Sharmila Tagore, B-2/10 Vasant Vihar, New Delhi
- Mr. Chandra Mohan, IAS, Director Of Professional Examination Board, Bhopal, M.P.
- Mr. Nand Kumar, IAS, MD Poorva Vidyut Vitaran Nigam, Madhya Pradesh
- Mr. Naresh Bhardwaj, Under Secretary, Ministry of Housing and Urban Affairs, New Delhi
- Mr. Agre Kshipra Suryakantrao, DDO, Bharuch, Zilla Panchayat Office, Opp. to SBI, Station Road, Bharuch
- Mr. Pawan Yadav , DC, New mini secretariat, DC officer complex, Bishnupur, ward no. 6, Pin code-795126 Bishnupur

- Mr. Rohit Meena, Joint Magistrate(SDM), Tharali SDM Office, Tharali, Chamoli
- Ms. Anjali Sehrawat, DM, South Goa, Matanhy Saldanha Administrative Complex, Margao, Goa – 403601
- Mr. Johny Tom Varghese, (Sub-Collector Office), Sub Jail Road, Manjakuppam Cuddalore-607001)
- Mr. Renu Raj, IAS, Sub collector, Civil Station, Ayyanthole, Thrissur, Kerala-680003
- Dr. Rajendra Pensiya, IAS, Joint Magistrate, B-19, DM Compound, Officers Colony, Mathura-281001, Uttar Pradesh
- Mr. Prashanth Kumar Ch – SDO Awas, Near Collector Office, Araria, Bihar- 854311
- Ms. Madhvi Mishra, IAS, SDM Residence, CH Area, Bistupur, Jamshedpur. Jharkhand-831001
- Mr., Arun Vishwakarma, IAS, CEO(ZP), Zila Panchayat Office, Collectorate Premises, District Sehore – MP- 466001
- Mr. Bhoobalan T, IAS, Assistant Commissioner, Udupi
- Mr. Ashutosh Garg, IAS, SDM, Solan
- Mr. Jitendra Jorwal IAS, SDO Seminar, Punjab
- Ms. Pavneet Kaur IAS, Samyak, ZP CEO's Residence, Delhigate, Aurangabad-430001
- Mr. Prashant Panwar, IAS, SDM Sonipat SDM Office, Mini Secretariat, Sonipat – 131001, Haryana
- Ms. Pamela Satyapathy, IAS, Project Officer Integrated Tribal Development Agency, Bhadrachalam, ITDA office, Bhadradri Kothagudem District, Telangana-507111
- Ms. Parul Patawari, IAS, SDO Seminar
- Mr. Ashish Thakare, IAS, DC, Keonjhar Collectorate, Keonjhar-758001 Odisha
- Dr. Sagar Doifode, IAS, Addl. Deputy Commissioner, Office of DC, Srinagar (J&K)

Foundation Course (15 Weeks)

This course is meant for members of the All India Services such as the Indian Administrative Service, the Indian Police Service, the Indian Forest Service; and also the Indian Foreign Service and various Central Services (Group-‘A’). It is now being conducted once a year and is usually organized from 28th August, 2018 to 08th December, 2018. As the Officer Trainees are new entrants in the Government, the Academy seeks to familiarize them with the environment of political, economic, social and administrative issues, through a well-defined syllabus.

93rd Foundation Course

Date of Program	27th August, 2018 to 07th December, 2018
Programme meant for / Target group	Newly recruited All India Services and various Central Service (Group- `A`) Officers [including Royal Bhutan Services]
Course Coordinator	Ms. Aswathy S. Deputy Director (Sr.)
Associate Course Coordinator(s)	Mr. Niranjan Kumar Sudhansu, Professor Mr. Raghuraj Madhav Rajendran, Deputy Director Mr. Vidya Bhushan, Deputy Director Dr. Sunita Rani, Professor Mr. Navneet Pande, Assistant Director
Course Inaugurated by	Mr. Hardeep Singh Puri Hon'ble Union Minister of State, Housing & Urban Affairs, Govt. of India
Valedictory Address by	Mr. Kiran Rijiju Hon'ble Union Minister of State for Home Affairs, Govt. of India
Total Participants	Total-370 (Gentlemen- 266; Ladies- 104)

Details of participants of 93rd Foundation Course are attached in Annexure- 5

Course Aim

The 93rd Foundation Course primary aimed at developing officer-like qualities and attitudes in the 370 young officer trainees. One of the prime aims of the Foundation Course was to inculcate *esprit de corps* in the officer trainees attached to different services of the country. The academy also facilitated the training of officer trainees of the Royal Bhutan Civil Services, as a part of the 93rd Foundation Course. The course spanned a period of 15 weeks - starting from 27th August 2018 and concluding on the 07th of December, 2018. 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 Concepts and Constitutional Law, Indian History and Culture as well as in 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 of the Academy.

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

The main activities organized during the Foundation Course were:

- **Trekking:** The objective of the 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 the organization of “SwachhataDiwas” in each of the selected villages where 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 pure academics 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, The AK Sinha One-Act Play Competition, Cross Country Run, Athletic Meet and Blood Donation Camp.

Course Coordinator’s Report

The journey of the 93rd FC began with 370 OTs hailing from different services along with officer trainees from Bhutan. To enable the OTs 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 leeches during short treks to Kempt Fall, Benog Hill and Lal Tibba. They scaled the more arduous heights of Roopkund and Rupin Pass amongst other challenging trekking locations. While they were learning the details of Law, Public Administration and Economics amongst various other disciplines, they strove also to bring alive on stage the culture and traditions of the nation during the India Day Celebrations. The session on Technology Governance helped the officer trainees hone their skills in new age information technology while a visit to the villages provided a reality check on administration on the at ground.

Eminent Guest Speakers of the program

- Mr. Hardeep Singh Puri, Hon'ble Union Minister of State, Housing and Urban Affairs Government of India
- Mr. Kiran Rijju, Hon'ble Union Minister of State for Home Affairs, Govt. of India, New Delhi
- Mr. Devendra Fadnavis, Hon'ble Chief Minister of Maharashtra, Mumbai
- Mr. Tejveer Singh, IAS, Principal Secretary to the Hon'ble CM, Government of Punjab, Chandigarh, Punjab
- Dr. Gyanendra D. Badgaiyan, IAS (Retd.), Former Director General, NCGG, New Delhi
- Prof. N. R. Madhava Menon, Honorary Professor and IBA Chair of Continuing Legal Education, NLSIU, Bangalore.
- Mr. Padamvir Singh, IAS (Retd.), Former Director, LBSNAA
- Dr. E. Sreedharan, IES (Retd.), Principal Adviser / DMRC & LMRC, Delhi Metro Rail Corporation Ltd.
- Mr. Jayant Singh, Joint Secretary, National Security Council , Secretariat, New Delhi
- Ms. Aruna Roy and Mr. Nikhil Dey, MKSS, Village Devdungri, Rajsamand, Rajasthan
- Mr. Amitabh Prasad, IA & AS, PS to Hon'ble Minister of Railways and Coal, Government of India New Delhi
- Mr. Mayank Bisht, IAS, Deputy CEO, GeM, Ministry of Commerce, Government of India, New Delhi
- Mr. K. Vijay Kumar, IPS (Retd.), Adviser to Governor, Government of J& K, Raj Bhawan Srinagar, Jammu & Kashmir
- Mr. George Abraham, Disability Advocate & Social Worker, New Delhi
- Mr. Babu A., IAS, CEO, Real Time Governance Society (RTGS), Department of Real Time Governance, Government of Andhra Pradesh, Velagapuri – AP

- Ms. Shomona Khanna, Advocate, Supreme Court of India, New Delhi
- Dr. Faizan Mustafa, Vice Chancellor, NALSAR University of Law, Medchal District, Hyderabad
- Dr. Avinash Das, Director (Anarkali of Aarah), Mumbai
- Ms. Swara Bhaskar, Film Artiste, Mumbai
- Mr. Sandip Kapur, Producer (Anarkali of Aarah), New Delhi
- Dr. Krishna Menon, Professor, School of Human Studies, Ambedkar, New Delhi
- Ms. Aparna Kumar, IPS, Deputy Inspector General, Northern Frontier HQ ITBP Police Dehradun
- Mr. R K Kakani, Professor, XLRI – Xavier School of Management, Circuit House Area, Sonari,, Jamshedpur – 831001, Jharkhand
- Ms. Nidhi Sharma, Additional Director of Income Tax, Directorate of Human Resource Development, 2nd Floor, ICADR Building, Plot No. 6, Vasant Kunj Institutional Area, Phase II, New Delhi – 110070
- Mr. Dwarika Prasad Uniyal, Dean-Faculty of Business, Flame university, 401, Phoenix Complex, Bund Garden Road, Opp. Residency Club, Pune - 411001, Maharashtra, India
- Mr. Jayesh Ranjan, IAS, Principal Secretary to Govt. of Telangana, Industries & Commerce (I&C) Department, & Information Technology, Electronics and Communications ITE&C) Department, Telangana Secretariat, Hyderabad-500022 Telangana, India
- Ms. Monica Verma Accountant General (A&E) Uttar Pradesh
- Mr. Ratnesh Singh, Deputy Chief Electoral Officer at CEO (Chief Electoral Officer) Office, Uttar Pradesh, Lucknow, India Lucknow Area, India
- Mr. T. R. Raghunandan, IAS (Retd.), Advisor, Centre for Policy Research, New Delhi
- Mr. Manish Sabharwal, Chairman, Team Lease Services Pvt. Ltd. Bangaluru
- Mr. K. S. Samarendra Nath, Former Director, Government of India, Ministry of Steel and Former Joint Director (Finance Management ISTM, DoPT, New Delhi
- Ms. Ranjana Chopra, IAS, Director General, Gopabandhu Academy of Administration, Government of Odisha, Bhubaneswar, Odisha
- Mr. D. C. Misra, Deputy Director General, National Informatics Centre, Department of Electronics and information Technology, Ministry of Communications and Information Technology, New Delhi
- Mr. Arghya Sengupta, Founder and Research Director, Vidhi Centre for Legal Policy, New Delhi

- Prof. Dr. R. Venkata Rao, Vice Chancellor, National Law School, Bangalore
- Mr. C. V. L. Srinivas, Country Manager, WPP India, Mumbai
- Ms. Anjali Gopalan, Founder and Executive Director, The Naz Foundation Trust, New Delhi
- Prof. Himanshu Rai, Professor, Human Resource Management IIM, Lucknow, UP
- Mr. Gautam Bhan, Lead – Academic and Research, IIHS Bangalore
- Mr. Anand Shekhar, Team Lead, PMC-SBM – G, Ministry of Drinking Water and Sanitation, Government of India, New Delhi
- Dr Pawan Agrawal, Founder and President, Kamlabai Educational and Charitable Trust, Mumbai, Maharashtra
- Mr. Anil Swarup, IAS (Retd.), Chief Executive Officer, State Development Council, Jharkhand Bhawan, Vasant Vihar, New Delhi
- Mr. Amarjeet Sinha, IAS, Secretary, Government of India, Ministry of Rural Development, New Delhi
- Mr. Najib Shah, Former Chairman, Central Board of Excise & Customs, Bangaluru, Karnataka
- Mr. Surinder S. Jodhka, Professor, Centre for the Study of Social Systems, School of Social Sciences, Jawaharlal Nehru University, New Delhi
- Mr. Nagesh Singh, IES (Retd.), Advisor, Ministry of Rural Development, Government of India, New Delhi
- Mr. Wajahat Habibullah, IAS (Retd.), Former Chairperson, National Commission for, Minorities, New Delhi
- Dr. Jaya Prakash Narayan, Founder, Loksatta Party, Telangana
- Prof. Arun Kumar, Malcolm S. Adiseshia Chair Professor, Institute of Social Sciences, Vasant Kunj, New Delhi
- Dr. Chandra Sekhar Kakumanu, Director, Postal Training Centre, Mysore, Bangaluru
- Mr. Y. Raja Reddy, IDAS, Controller of IT & SDC, Control of Defense Accounts, Secunderabad
- Mr. Abhishek Kumar, IRS, Joint Commissioner of Income Tax Special Range – 06, New Delhi
- Mr. S. Y. Quraishi, IAS (Retd.), Former Chief Election Commissioner of India, Delhi
- Major Pradeep Arya, IRS, Additional Commissioner of Income Tax, Income Tax Department, Mumbai
- Ms. Sunitha Krishnan, Founder, Prajwala, Basavaguda Road, Ranga Reddy District

- Mr. R. S. Mani, Deputy Director General, National Informatics Centre, New Delhi
- Mr. Naresh Bhardwaj, Under Secretary (Vigilance), Ministry of Urban Development, Government of India, New Delhi
- Ms. Madhu P. Kishwar, Editor, Manushi Journal, Founder, Manushi Sangathan, New Delhi
- Lt. Gen. Mr. Syed Ata Hasnain (Retd.), PVSM, UYSM, AVSM, SM (BAR), VSM (BAR), Gurgaon, Haryana
- Mr. Sanjeev Sanyal, Principal Economic Advisor, Department of Economic Affairs, Government of India, New Delhi
- Mr. Subroto Bagchi, Chairman, Odisha Skill Development authority, Bhubvaneswar, Odissa
- Mr. Pavan Duggal, Cyber Law Expert & Advocate, Supreme Court of India, New Delhi
- Dr. Yasmin Ali Haque, County Head, United Nations Children's Fund (UNICEF), India Country
- Mr. Sundarraj P, IPS, Deputy Inspector General of Police, Police Headquarter, Raipur, Chhattisgarh
- Mr. Alex Paul Menon, IAS, Chief Executive Officer, Chhattisgarh Infotech Promotion Society, Raipur, Chhattisgarh
- Mr. Prashant Nair, IAS, Deputy Secretary, Ministry of New & Renewable Energy, Government of India, New Delhi
- Dr. Sanjukta Parasor, IPS, Superintendent of Police, National Investigation Agency (NIA), New Delhi
- Mr. Armstrong Pame, IAS, Director, Youth Affairs and Sports and Director (Cooperation) and Registrar, Cooperative Societies, Government of Manipur, Imphal



93rd Foundation Course-Inaugural Ceremony



Yoga at the Academy on International Yoga Day on June 21, 2018



Mr. Devendra Fadnavis, Hon'ble Chief Minister of Maharashtra addressing Officer Trainees of 93rd Foundation Course at LBSNAA



93rd Foundation Course-Cross-country Race



Officer Trainees in Shramdaan



93rd Foundation Course-Athletic Meet



93rd Foundation Course-India Day



93rd Foundation Course-Valediction

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).

MCTP for IAS- Phase-III (13th Round)

Date of Program	9th April, 2018 to 4th May, 2018
Programme meant for / target group	IAS officers with seniority of 7-9 years (Batches represented 2003, 2004, 2005, 2006, 2007, 2008, 2009)
Course Coordinator	Mr. C. Sridhar, Deputy Director (Sr.)
Associate Course Coordinator	Mr. Alok Mishra, Deputy Director (Sr.) Mr. Raghuraj Madhav Rajendran, Deputy Director Ms. Thulasi Maddineni, Deputy Director
Inaugural address by	Mr. Alok Kumar Jain, Chief Commissioner, Uttarakhand Right to Service Commission
Valedictory Address by	Mr. Jugal Kishore Mohapatra, Former Secretary, Ministry of Rural Development, GoI
Total Participants	Total -84 [Gentlemen-66; Ladies18]

Details of participants of MCTP for IAS Phase-III (13th 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 to leverage 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

- Week 1 Reflections, Public Policy, Leadership
- Week 2 Project Appraisal
- Week 3 Public Private Partnership, Communication
- Week 4 Negotiation and IAS in Perspective.

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 the IAS deal with. Theoretical inputs were supplemented with exercises and case-based discussions. Deliberate emphasis was laid on peer learning from within the participants and from guest faculty, to stimulate new ideas.

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. Personal counselling on WPB5 based competency framework for 30 volunteers was offered for the first time. Inputs on 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 of the program

- Mr. Alok Kumar Jain, Chief Commissioner, Uttarakhand Right to Service Commission
- Dr. G.D. Badgaiyan, Former Director General, National Centre for Good Governance, New Delhi.
- Dr. Prem Singh, Former Secretary (Urban Development) and Commissioner Minorities & OBCs, Govt. of Manipur.
- Ms. Lisa Dunbar, Chief Operating Officer, Paradigm Personality Labs, Charlotte, NC 282309.
- Ms. Ruchi Shah, Sr. Industrial Organizational Consultant, Paradigm Personality Labs, Charlotte, NC 282309.
- Dr. Gulshan Rai, National Cyber Security Coordinator, Prime Minister's Office, New Delhi.
- Mr. Arvind Gupta, Director, Vivekanand International Foundation, New Delhi.
- Mr. O.P. Agarwal, CEO, World Resources Institute India, New Delhi.

- Mr. Debashis Ghosh, Sr. Vice President, Infrastructure Development Corporation Ltd., Bengaluru (Karnataka).
- Mr. Ajay Shah, Professor, National Institute of Public Finance Policy, Qutub Institutional Area, New Delhi.
- Mr. Sandeep Verma, IAS, Principal Secretary, Department of Science & Technology, Government of Rajasthan, Jaipur (Rajasthan).
- Mr. Arindam Bhattacharya, Senior Partner and Director- BCG Henderson Institute, The Boston Consulting Group, Gurgaon (Haryana).
- Dr. Ashwin Mahalingam, Professor, BSB 225, Building Technology and Construction Management Division, IIT Madras, Chennai (TN).
- Mr. Carlos Oliveira Cruz, Assistant Professor at Instituto Superior Técnico, University of Lisbon.
- Mr. S. Krishnan, IAS, Principal Secretary to Government of Tamil Nadu, Housing Department, Chennai (TN).
- Mr. Najib Shah, Former Chairman, Central Board of Excise & Customs, Bengaluru (Karnataka).
- Mr. Himanshu Rai, Professor, Indian Institute of Management, Lucknow (UP).
- Mr. Amarjeet Sinha, IAS, Secretary to the Government of India, Ministry of Rural Development, Krishi Bhawan, New Delhi.
- Dr. Anthony Acciavatti, Faculty, Graduate School of Architecture, Planning and Preservation, Columbia University, New York, USA.
- Dr. K.P. Krishnan, IAS, Secretary, Ministry of Skill Development and Entrepreneurship, Govt. of India, New Delhi.
- Mr. S.K. Das, Former Chief Secretary, Govt. of Karnataka.
- Mr. Jugal Kishore Mohapatra, Former Secretary, Ministry of Rural Development, GoI

MCTP for IAS- Phase-IV (13th Round)

Date of Program	24th September, 2018 to 19th October, 2018
Programme meant for / Target group	IAS officers with seniority of 15-18 years (Batches represent - 1997, 1998, 1999, 2000, 2001, 2002, 2003)
Course Coordinator	Ms. Arti Ahuja
Associate Course Coordinator	Mr. Rajesh Arya Mr. M.H. Khan Dr. Prem Singh
Course Inaugurated by	Mr. Wajahat Habibullah, IAS (Retd.) Former Chief Information Commissioner

Valedictory Address by	Mr. Devendra Fadnavis, Hon'ble Chief Minister of Maharashtra
Total Participants	Total -61 [Gentlemen- 46; Ladies- 15]

Details of participants of (13th Round) of MCTP Phase-IV are attached in Annexure- 7

Course Aim

To equip officers who have completed 14 to 16 years of service to make 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.

Course Design

Week-wise design of the Course

- Inputs based on
 - ❖ Last three years' End of Course Reports, and
 - ❖ Session wise feedback of last three courses
- Aimed at leveraging `participants' experience and knowledge
- Sessions designed to be interactive and participative
- Attempt to provide a strategic and global perspective.
- Mix of speakers- academics, politicians, senior officers, grassroots practitioners, industry: often opposing perspectives, national and international.

Week 1

- Understanding policy making
- Global context
- Behavioral insights
- Rationale
- Praxis, practice
- Future scenario

Week 2

- Cyber security

- Negotiation
- Urban planning
- Grassroots innovations
- Evidence in policy

Week 3

- Procurement
- Perspective of an entrepreneur in policy making
- Leadership
- IMF module

Week 4

- FST at Syracuse and New York

Design of Foreign Study Tour

Participants were taken abroad for a one-week Foreign Study Tour to the 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:

- Leading Policy in the Modern World
- Foreign Policy Challenges Affecting Government
- Applying Behavioral Economics to Policy
- Globalization, International Business and Competitiveness
- Enabling Innovation in Government
- Technology as a Driver for Change in the Federal Government
- State Level Economic Development & Niagara Falls
- India-US Relations
- Poverty and Social Welfare Policy in the U.S.
- Education policy in the U.S.

Site Visit

- Niagara Falls: Maid of the Mist Boat Tour.
- Onondaga Community College.
- New York State Government – State University of New York System.
- New York State Government-healthcare policy.

- New York State Government-Responsible Public Stewardship.
- New York State Assembly Chamber Meeting in the Capitol.
- Planning and preparing for Emergencies- New York City Emergency Management.
- United Nations

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 Report

Phase IV was designed to focus on public policy formulation and better implementation. There were three-weeks at the Academy from September 24 – October 12, concluding with a one-week Foreign Study Tour from October 15 to 19.

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 only on knowledge, but also on insights; and not just 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, negotiation skills, leadership, and Evidence based policy design. FST provided the participants with a structured exposure to policy formulation and implementation in USA.

In addition to mandatory morning activity every day the programme also included cultural programs, Shramdaan around Academy, sports and games with younger officers, Social service work, etc. The participants wrote a case study, Foreign Study Tour Paper and took a policy exam.



Participants of Phase-IV (13th Round) of Mid-Career Training Programme

Eminent Guest Speakers of the program

- Mr. Wajahat Habibullah, IAS (Retd), Former Chief Information Commissioner, New Delhi.
- Dr. Rathin Roy, Director, National Institute of Public Finance and Policy, New Delhi.
- Dr. Faizan Mustafa, Vice Chancellor, NALSAR University of Law, Hyderabad.
- Dr. T.V. Somanathan, IAS, Additional Chief Secretary to Government of Tamil Nadu, Chennai.
- Mr. C.V.L. Srinivas, Country Manager, WPP India, Mumbai.
- Mr. Gyanendra Badgaiyan, IAS (Retd), Former Director General, National Centre for Governance, New Delhi.
- Dr. Akkai Padmashali, Transgender Activist and Co-founder, Ondede and Swatantra Organisation, Bangalore.
- Ms. Ritu Saini, Chhanv Foundation, New Delhi.
- Mr. Anton Musgrave, Senior Partner, FutureWorld International, South Africa.
- Dr. Gulshan Rai, National Cyber Security Coordinator, Prime Minister's Office, New Delhi.
- Mr. Ajit Kumar Jha, Editor (Research), India Today.
- Dr. Sultan Ahmed Ismail, Director, EcoScience Research Foundation, Chennai.
- Mr. Himanshu Rai, Professor, Indian Institute of Management, Lucknow.
- Mr. Sonam Wangchuck, Architect, Ice Stupa, Ladakh.
- Mr. Gautam Bhan, Lead – Academic and Research, IIHS Bangalore.
- Dr. Bimal Patel, President, CEPT University, Ahmedabad.
- Ms. Shreya Gadepalli, Regional Director South Asia, Institute of Transportation and Development Policy, Chennai.
- Mr. Sandeep Verma, IAS, Principal Secretary to Government of Rajasthan, Jaipur.
- Mr. Manish Sabharwal, Chairman, Team Lease Service Pvt. Ltd., Mumbai.
- Dr. K.P. Krishnan, IAS, Secretary to Government of India, Ministry of Skill Development and Entrepreneurship, New Delhi.
- Prof. Ajay Shah, National Institute of Public Finance and Policy, New Delhi.
- Mr. Andreas Bauer, IMF Senior Resident Representative for India, Nepal and Bhutan.
- Mr. Sukhwinder Singh, Director, South Asia Regional Training and Technical Assistance Center (SARTTAC).
- Ms. Lesley Fisher, Public Financial Management Advisor, Fiscal Affairs Department, IMF.

- Mr. Andrew Ceber, Capacity Development Advisor, IMF's SARTTAC.
- Mr. Devendra Fadnavis, Hon'ble Chief Minister of Maharashtra, Mumbai.

MCTP for IAS Phase-V (12th Round)

Date of Program	4th June, 2018 to 22nd June, 2018
Programme meant for / Target group	IAS officers with seniority of 26-28 years (Batches represented 1986, 1988, 1989, 1990, 1991 Batches)
Course Coordinator	Mr. Manoj Ahuja, Joint Director
Associate Course Coordinator	Ms. Arti Ahuja, Joint Director Mr. Rajesh Arya, Professor Mr. Alok Mishra, Deputy Director (Sr.)
Course Inaugurated by	Dr. N. C. Saxena, IAS (Retd.) Ex-Director, LBSNAA
Valedictory Address by	Ms. Upma Chawdhry, Director, LBSNAA
Total No. of Participants	Total -66 [Gentlemen- 57; Ladies- 09]

Details of participants of MCTP for IAS-Phase-V (12th Round) are attached in Annexure- 8

Course Aim

To equip officers who have completed 26 to 28 years of service for effective transition to policy formulation and better 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-relationship; and
- Acquire better understanding of leadership and negotiation skills.

Course Design

- **Economy, governance and public policy:** Indian economy and governance, Challenges facing the Indian State, Constitutionalism, India's Foreign Policy, Rationale for Public Policy, Module on Evidence based Policy Design, Infrastructure and Regulatory Issues, Banking Sector in India
- **Future ready:** Strategic Thinking and Leadership for the Future, Future Challenges of the internet: Cyber Security, Technology, Big Data and Governance, Blockchain, future challenges of digital technology
- **Leadership and negotiation:** Health and Nutrition for Leaders, Module on Five Factor Model of Personality Assessment and implications for leadership, Module on Negotiation, leadership at the helm of the organisations, Innovations at grass root levels

- **Sectoral inputs:** Technology and Policy Leapfrog in India's Energy Sector, Urban Planning, Urban Housing and Transportation, Manufacturing in India: Realising the full potential, Education, Employability and Employment, Education in India: Policy Options, Human Dignity, Challenges of Ground Water, Issues in Agriculture, Health Reforms for inclusive growth

Course Coordinator's Report

The Phase V Programme for IAS officers of the 26- 28 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 inclusive, covering a wide arena of issues at the national & state level.

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 Ministries concerned. Awards were given to the three best papers.



Participants of Phase-V (12th Round) of Mid-Career Training Programme

Eminent Guest Speakers of the program

- Dr. Y.V. Reddy, Former Governor, RBI.
- Mr. Swapan Das Gupta, Member of Parliament, New Delhi
- Dr. Gulshan Rai, National Cyber Security Coordinator, Prime Minister's Office
- Mr. Sonam Wangchuk, Ice Stupa, Architect
- Dr. Ashok Gulati, Infosys Chair Professor for Agriculture, Indian Council for Research on International Economic Relations, New Delhi
- Ms. Shweta Saini, Senior Consultant, Indian Council for Research on International Economic Relations, IIC, New Delhi
- Mr. Partha Mukhopadhyay, Senior Fellow, CPR, New Delhi
- Mr. Ashok Lahiri, Member, 15th Finance Commission
- Mr. Karthik Muralidharan, Associate Professor, University of California, San Diego, Deptt of Economics
- Mr. Anil Swarup, Secretary to the Government of India, Deptt of School Education & Literacy, New Delhi
- Mr. Parameswaran Iyer, Secretary to the Government of India, Ministry of Drinking Water and Sanitation, New Delhi
- Prof. Anton Musgrave, Senior Partner-Future World International, South Africa
- Ms. Rujuta Diwekar, Nutrition Expert, Mumbai.
- Ms. Jane Howard, Co-Founder, Paradigm Personality Labs, Charlotte, NC 282309.
- Mr. Pierce Howard, Co-Founder, Paradigm Personality Labs, Charlotte, NC 282309
- Mr. Theodore Svoronos, Lecturer in Public Policy, Harvard University
- Mr. Vikram Bhalla, Senior Partner, The Boston Consulting Group
- Mr. Nandan M. Nilekani, President, National Council of Applied Economic Research, (NCAER) New Delhi.
- Ms. Rohini Nilekani, Philanthropist, Arghyam Foundation, New Delhi
- Mr. Amol Phadke, Scientist and Group Leaders, International Energy Studies Group, Lawrence Berkeley National Laboratory, Berkeley, USA
- Dr. Anand R. Gopal, Research Scientist, Clean Energy and Transportation, Lawrence Berkeley National Laboratory, Berkeley, USA
- Mr. Philip Evans, The Boston Consulting Group
- Mr. Neeraj Agarwal, The Boston Consulting Group
- Prof. K. Srinath Reddy, President, Public Health Foundation, Gurugram

- Mr. Gautam Bhan, Lead-Academics & Research, Indian Institute of Human Settlements, Bangalore
- Ms. Shreya Gadepalli, Director-South Asia, Institute of Transportation and Development Policy, Chennai
- Dr. Bimal Patel, President, CEPT University, Ahmedabad
- Prof. Himanshu Rai, Indian Institute of Management, Lucknow

Induction Training for Officers of State Civil Service who have been inducted (Promoted or on Select List) into 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.

120th Induction Training Programme for IAS Officers inducted into IAS from State Civil Services

Date of Program	2nd July, 2018 to 10th August, 2018
Programme meant for / target group	Officers from State Civil Service who have been inducted (Promotion/Select List) into IAS
Course Coordinator	Mr. Alok Mishra, Deputy Director (Sr.)
Associate Course Coordinator	Mr. C. Sridhar, Deputy Director (Sr.) Thulasi Maddineni, Deputy Director Sr. Bhairo Pratap Singh, Assistant Director
Inaugural address by	Mr. Rajen Habib Khwaja, IAS (Retd.) Former Secretary to Government of India.
Valedictory Address by	Ms. Upma Chawdhry, IAS Director, LBSNAA, Mussoorie
Total Participants	Total -89 [Gentlemen- 63; Ladies- 26]

Details of participants in 120th Induction Training Programme are attached in Annexure- 9

Course Objectives

- To Better understand the all-India nature of the IAS and develop an all India perspective on the working of public administration and on the macro-economy of the country.
- To Be better equipped to handle their assignments with the knowledge of the latest policies and programmes in various sectors as well as learnings from experiences of the fellow participants

- To be able to apply the principles of collaborative working and leadership and negotiations in their work setting.
- The pedagogy included lectures, panel discussion, case studies, hands-on computer training, experience sharing presentations, films, management games, group work and field visits.

Design of the Course

In the 1st week, the focus was on giving a perspective about the Indian Administrative Service, All India Service Rules, Economic Growth & Development, Rural Livelihood with focus on Kutumbshree, School & Higher Education, Health, Social Inclusion, Gender, Public Service Delivery models, Cost-Benefit Analysis of Public Sector Projects, Ethics in Administration, Handling Media, E-Governance and IT Act Foreign Policy besides management game on working in teams. In the 2nd week, the focus shifted to Agriculture, Land Management, Judiciary-Executive Relations, Public Procurement, Use of GIS & Space Applications in Development Administration, GST, Financial Statement Analysis, PPP, India's Security Challenges, Projecting India's Soft Power and a two-day interactive module on Leadership. In the 3rd week, the focus was on Rural Development, Social Marketing, Social Media Strategies, Macro-economics, Behavioural Economics, Public Institutions in India, GeM, Project Management, Urban module, Disaster Management, Inland Waterways, Juvenile Justice and a full day module on Negotiation. Based on the assignments on experience sharing, the selected participants made presentations before the class with a view to enhancing peer learning based on good work done by them. In the 4th week, the sessions on Market Failure, Skill Development, SDG, Industry Competitiveness & External Sector, Competition Act, SMEs, Energy, Sexual Harassment at Workplace, RTI, Forest Laws and Contempt of Court. The participants were divided in groups and given a topic for the Problem Solving Exercise, which was evaluated by an external faculty. The participants also made presentations before a group of faculty members drawn from amongst the faculty members of the Academy and external faculty. The ICT inputs were provided across four weeks in seven sessions. The participants in groups also debriefed the group every day about the lectures held on the previous day. The participants were evaluated out of 100 marks, 40 of which were for an MCQ examination, 20 each for the Experience Sharing Paper and Problem Solving Paper & Presentation, and 20 for discipline, extra-curricular activities and OLQs.

VVIP meetings, Domestic and Foreign Study Tour

As an integral and important part of the programme the participants undertook a one-week Bharat Darshan. They were divided into four groups. The Bharat Darshan involved visits to government and non-government institutions, organizations and private sector in India besides visits to places of historical and cultural importance. The participants called on Hon'ble President of India, Hon'ble Vice-President of India and Hon'ble Minister for Personnel, Public Grievances and Pensions.

This was followed by a week-long Foreign Study Tour (FST) to Seoul, South Korea. The idea was not only to learn theoretically about administrative structures and processes but also observe the society as a whole to help appreciate ways of doing things differently. This helped them expand their mental horizons and provide the necessary mental flexibility and

openness which an administrator must possess.

The FST consisted of lectures on Korea's Development Experience, the Public Service System & Performance Management System in the Korean Government, Korea's Volume-based Waste Free System, Revolutionary Approaches for Sustainable Transport, ICT Policies and Practices for the 4th Industrial Revolution in Korea: Current Status and Future Directions, Next Generation of Smart City Development Challenges and Future Perspective, Human Resource Development & Education Policy in Korea, Public-Private Partnerships in Korea and Korean Public Toilet Improvement Experience and its implications. The lectures were complemented by site visits to public institutions and visits to places of historical and cultural importance.

Course Coordinator's Report

The 120th Induction Training Programme (ITP) was the largest group of officer participants in recent years. The ITP was also conducted at two other ATIs, viz. ATI, West Bengal and IMG, Kerala. The course at LBSNAA was conducted in the Nehru Auditorium of the main campus, which made logistics efficient and convenient both for the participants and for the Course Team. An attempt was made to get the best faculty resources, drawn from amongst academicians, practitioners and international organizations. The internal faculty also delivered a high proportion of lectures. The fact that the country for the Foreign Study Tour (FST) was decided well in advance, allowed the political clearance to be received almost 10 days before the start of the Course. Hence, all the participants could get their official passports made from their respective States. This also allowed for smooth conduct of the FST in Seoul, South Korea.

Eminent Guest Speakers of the program

- Mr. Rajen Habib Khwaja, IAS(Retd.), Former Secretary to Govt. of India
- Mr. Tejveer Singh, IAS, Principal Secretary to Chief Minister, Govt. of Punjab, Chandigarh.
- Mr. Gyanendra D Badgaiyan, IAS (Retd.), Former Director General, National Centre for Good Governance, New Delhi
- Mr. S. Harikishore, IAS, Executive Director, Kudumbashree Mission, Govt. of Kerala
Mr. Manoj Jhalani, IAS, Additional Secretary & Mission Director, National Health Mission, M/o H&FW
- Mr. R. Subrahmanyam, IAS, Secretary, Higher Education, MHRD
- Mr. Anil Swarup, IAS, Secretary, D/o SE&L, M/o HRD
- Dr. Akkai Padmashali, Transgender Activist, Co-founder, Ondede and Swatantra Organisations
- Ms. Rashmi Anand, Social Worker, Founder, Woman of the Elements Trust
- Mr. Padamvir Singh, IAS(Retd.), Former Director, LBSNAA
- Mr. Rajesh Aggarwal, IAS, Joint Secretary, M/o Tribal Affairs

- Mr. Chandan Mitra, Hon'ble Member of Parliament, Rajya Sabha
- Mr. Siraj Hussain, IAS[Retd.], Visiting Senior Fellow, ICRIER, New Delhi
- Mr. T.L. Satyaprakash, IAS, MD, HSIIDC & MD, HFC, Govt. of Haryana
- Mr. Sanjay Aggarwal, IRSS, Director-Procurement Policy, Ministry of Finance
- Mr. Upendra Gupta, IRS, Commissioner (GST), Central Board of Excise and Customs
- Lt. Gen [Retd.] Syed Ata Hasnain.
- Mr. P.G. Diwakar, Scientific Secretary, ISRO Bengaluru
- Dr. Vinay Prabhakar Sahasrabuddhe, President, ICCR
- Dr. V Sathyanarayana, Director-ICAP, Bangalore
- Mr. Debashis Ghosh, Executive Vice President, Infrastructure Development Corporation Ltd.
- Justice S.N. Dhingra[Retd.], Delhi High Court
- Prof. R.K. Kakani, XLRI-Xavier School of Management, Jamshedpur (Jharkhand)
- Mr. A. Santhosh Mathew, IAS (Retd.), Director, Public Policy & Financial Inclusion, Bill & Melinda Gates Foundation
- Ms Radha S Chauhan, CEO, GeM
- Prof. Suren Sista, Marketing Group, IIM Calcutta
- Mr. Sukhwinder Singh, Director, IMF-SARTTAC
- Dr. Sameer Sharma, IAS, DG&CEO, Indian Institute of Corporate Affairs
- Mr. Rajat Kumar, Jt. Secy. to CM & CEO, Naya Raipur Development Authority, Chhattisgarh
- Dr. Pratap Bhanu Mehta, Vice-Chancellor, Ashoka University
- Dr. Surbhi Dahiya, Associate Professor, Indian Institute of Mass Communication
- Mr. Pravir Pandey, Vice-Chairperson, Inland Waterways Authority of India
- Dr. Rima Dada, Department of Anatomy, AIIMS
- Mr. Manish Kumar, IAS, MD&CEO, NSDC
- Dr. Rakesh Kumar, IAS, Addl. Country Director & Chief Policy, Planning & SDG Integration, UNDP
- Prof. Rupa Chanda, RBI Chair in Economics, IIM-Bangalore.
- Mr. Simon J. Stolp, Lead Energy Specialist, World Bank, South Asia
- Ms. P. Gayatri, Sr. Technical Director, AP State Unit, Hyderabad
- Mr. Albert Solé, Senior Private Sector Specialist, World Bank Group

- Mr. M.S. Kasana, Former Joint Director, ISTM
- Mr. R. Ravishankar, IFS, Conservator of Forests & Field Director, Rajiv Gandhi National Park



120th Induction Training Programme for SCS- Validation

Short Term Programs

The Academy conducts short duration courses (ranging from one to two weeks) on a variety of subjects such as Courses on Gender, Disaster Management, annually through various research unit/ centre functioning under the umbrella of LBSNAA.

Golden Jubilee Reunion of 1968 Batch of Officers

Date	25 th May 2018 to 26 th May, 2018
Program Coordinator	Ms. Arti Ahuja
Total Participants	Total 77 (Gentlemen-68; Ladies-09)

The Academy organizes a retreat every year for officers who joined the service 50 years back. This year, the Golden Jubilee Reunion of the 1968 Batch took place on the 25th and 26th May, 2018. A total of 77 officers of the batch attended the Reunion. The spouses of 58 officers also joined the Reunion. The seniors were extremely contemporary in their approach and provided valuable insights into the changing environment of the administration.

As per past practice, the Academy ensured pick-up/drop from the nearby railway station/airport and arranged boarding/lodging in the main campus. The officers not only relived and recalled their days in the Academy but also shared memorable moments with their colleagues during their stay. They interacted with the Phase-II IAS officers of the 2016 batch. They also presented to the Academy library, books written by them during their career in the Civil Services. The Academy also brought out a compendium of articles written by

these officers, as “Memoirs”.



Participants of the Golden Jubilee Reunion of 1968 Batch

Research Centres

Centre for Disaster Management

The 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's 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 a number of tailor-made training programmes under the XI Five Year Plan for the Plan Scheme "National Programme for Training of Scientists & Technologists working in the Govt. Sector" in collaboration with the 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 this premier institute with its 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".

A- Inputs on major initiatives/ achievements of Centre for Disaster Management for the development and management of Human Resources

CDM, LBSNAA has successfully conducted the following training programmes for IAS/ Central Service Officers in India

1. District Disaster Management Plan: (13-14 September 2018)

Programme meant for/ Target group	IAS/ Central Service Officers in India
Course coordinator	Mr. Raghuraj Rajendran, IAS, Deputy Director (Sr.) & Centre Director, CDM
Associate Course coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM
Course Inaugurated by	Ms. Arti Ahuja, IAS, Joint Director, LBSNAA
Valedictory Address by	Mr. P. N Rai, IPS, Member, BSDMA
Total Participants	Total: 34 (Gentlemen-28 ; Ladies- 6)

Objective of the Programme

The Training Programme on District Disaster Management Plan aims to provide necessary and practical 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.

Eminent Guest Speakers of the program

- Ms. Arti Ahuja, IAS, Joint Director, LBSNAA
- Mr. Raghuraj Rajendran, IAS, Director, CDM & Deputy Director (Sr.), LBSNAA
- Mr. Manashvi Kumar, IAS, Special Secretary, Revenue & Rehabilitation, Govt. of Punjab
- Prof. Vinod K Sharma, Vice Chairman, Sikkim State Disaster Management Authority & Sr. Consultant, IIPA
- Mr. C M Bhatt, Scientist-SF, Indian Institute of Remote Sensing-IIRS, ISRO, Department of Space, Dehradun
- Mr. Alok Mishra, IIS, Deputy Director (Sr.), LBSNAA
- Dr. Santosh Kumar, Professor, National Institute of Disaster Management-NIDM, New Delhi
- Mr. P. N Rai, IPS (Retd.), Member, Bihar State Disaster Management Authority-BSDMA, Bihar

2. Role of Technology in Community Level Disaster Mitigation for Scientists & Technologists (20-24 August 2018)

Programme meant for/ target group	Scientists and technologists working in the Government sector
Course coordinator	Mr. Raghuraj Rajendran, IAS, Deputy Director (Sr.) & Centre Director, CDM
Associate Course coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM
Course Inaugurated by	Ms. Manoj Ahuja, IAS, Joint Director, LBSNAA
Valedictory Address by	Ms. Anju Bhalla, CSS, Joint Secretary, Department of Science & Technology, Government of India
Total Participants	Total: 25 (Gentlemen-18 ; Ladies- 7)

3. Role of Technology in Community Level Disaster Mitigation for Scientists & Technologists (26-30 November 2018)

Programme meant for/ target group	Scientists and technologists working in the Government sector
Course coordinator	Mr. Raghuraj Rajendran, IAS, Deputy Director (Sr.) & Centre Director, CDM
Associate Course coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM
Course Inaugurated by	Mr. Niranjan Kumar Sudhansu IAS, Professor of Economics, LBSNAA
Valedictory Address by	Ms. Anju Bhalla, CSS, Joint Secretary, Department of Science & Technology, Government of India
Total Participants	Total: 24 (Gentlemen-21; Ladies- 3)

Objectives of the Programme

- To sensitize participants towards various aspects of Disaster Mitigation
- To provide exposure to various tools and techniques for enabling community level disaster mitigation initiatives
- To facilitate peer and involved learning to achieve Sustainable Development Goals (SDGs)

Eminent Guest Speakers of the program

- Mrs. Naghma Firdaus-Former Sr. Consultant (CBDMD), NDMA, New Delhi
- Brig. Kuldeep Singh, Senior Consultant, (IRS & Mock Exercise), NDMA, New Delhi
- Col. Vishwas Narhar Supanekar (Retd), Director & Professor, Centre for Disaster Management, YASHADA
- Mr. Alok Mishra, IIS, Deputy Director (Sr.), LBSNAA
- Mr. Vishal Vasvani, Emergency Officer, United Nations Children's Fund (UNICEF)-India

- Prof. Harish Chandra Pokhriyal, Executive Director, School of Open learning, University of Delhi
- Dr. V. Bhanumurthy, Associate Director, National Remote Sensing Centre (NRSC), Hyderabad
- Dr. Harish Karnatak, Head, GIT& DL Dept., IIRS, Dehradun
- Mr. Kamal Pandey, Scientist, GITDL, IIRS, Dehradun
- Mr. Jayiprakash Uttarakhandi, Historian, Mussoorie
- Dr. PVN Rao, Deputy Director, Remote Sensing Applications Area (RSAA), NRSC, ISRO-Hyderabad
- Dr. Vinod M Bothale, Group Director, Geoportals & Web GIS Services, NRSC, ISRO, Hyderabad
- Prof. Vinod K Sharma, Vice Chairman, Sikkim State Disaster Management Authority
- Mr. C M Bhatt, Scientist-SF, Indian Institute of Remote Sensing-IIRS, ISRO,
- Mr. Anil K. Sinha, IAS (Retd.), Sr. Policy Advisor, Mentor, Consultant in Disaster Risk Reduction & CCA

4. Disaster Risk Reduction (20-21 December 2018)

Programme meant for/ Target group	Scientists and technologists working in the Government sector
Course coordinator	Mr. Raghuraj Rajendran, IAS, Deputy Director (Sr.) & Centre Director, CDM
Associate Course coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM
Course Inaugurated by	Mr. Kamal Kishore Member, National Disaster Management Authority, Ministry of Home Affairs, Government of India, New Delhi
Valedictory Address by	Dr. M. Mohapatra Scientist-G & DGM, Regional Specialised Meteorological Centre, India Meteorological Department, New Delhi
Total Participants	Total: 23 (Gentlemen-20; Ladies- 3)

Objective of the Programme

The objective of the training is to provide the concepts of disaster risk reduction and management to managers and planners to help them to:

- Understand the concept of DRR and the terminology used in relation to risk, vulnerability and hazards
- Recognize the complex relationship between disaster and development and the cycle of disaster risk reduction from prevention and mitigation to response and recovery activities

- Understand the need to conduct risk reduction processes for development programmes and mainstream DRR into development planning, programmes, and budgeting
- Understand the underlying risks and their drivers and develop effective strategies and mechanisms for disaster risk reduction
- Become familiar with multi-hazard risk assessments, scientific and technical advancements in technology, and the implementation of effective early warning systems
- Understand how knowledge management and information enable and sustain informed decision making for managing disaster risk and why it is essential for coordinated action

Eminent Guest Speakers of the program

- Mr. Kamal Kishore, Member, National Disaster Management Authority, Ministry of Home Affairs
- Mr. Tanaji Sen, Executive Director, Registered Engineers for Disaster Relief, India
- Dr. Satendra, IFS, Sr. Consultant, BSDMA & Ex- Executive Director, NIDM
- Mr. N M Prusty, Chief Mentor cum Director, CDDMASS, Sphere India
- Mr. Himanshu Thakkar, Coordinator, South Asia Network on Dams, Rivers and People (SANDRP)
- Mr. N. S. K Umesh. IAS, Sub-Collector, Wayanad District, Kerala
- Dr Praveen Gedam, IAS, Private Secretary to the Hon'ble Minister for Coal and Railways, Govt. of India
- Dr. M. Mohapatra, Scientist-G & DGM, Regional Specialised Meteorological Centre, IMD

5. Training of Trainers on developing local level DRR strategies and plans for urban risk reduction (13, 14 & 15 February, 2019)

Programme meant for/ Target group	Officers from Urban Local bodies & Administrative Training Institutes
Course coordinator	Mr. Raghuraj Rajendran, IAS, Deputy Director (Sr.) & Centre Director, CDM
Associate Course coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM
Course Inaugurated by	Mr. Sanjeev Chopra, IAS Director, LBSNAA
Valedictory Address by	Mr. Sanjaya Bhatia Head, UNISDR Office for Northeast Asia and Global Education and Training Institute for Disaster Risk Reduction at Incheon (UNISDR ONEA-GETI), Republic of Korea
Total Participants	Total: 43 (Gentlemen-39; Ladies- 4)

Objective of the Programme

Overall, the training course will provide an opportunity for participants to:

- Understand the implications and coherence of the Sendai Framework, Paris Agreement and the 2030 Agenda for Sustainable Development, and integration of disaster risk reduction in development processes and investments: from the global frameworks to local implementation
- Understand the Making Cities Resilient Campaign, particularly the New Ten Essentials for Making Cities Resilient and Disaster Resilient Scorecard for Cities
- Practice applying the MCR Campaign tools to enhance the understanding on localized risks and assessing the local progress on disaster risk reduction
- Explore cases on the integration of disaster risk reduction into urban and sectoral development policy, investment, and implementation
- Understand the methodology, practice developing disaster risk reduction plan, and apply the monitoring and evaluation framework in the planning process
- Exchange in-depth learning from experts in related areas and to share good practices among participants and discuss in-country challenges and opportunities in building resilience
- It is expected that the trained cadres will be able to replicate the training and further enhance the capacities of local governments in India on disaster risk reduction action planning and support local governments in making cities resilient and sustainable in the future.

Eminent Guest Speakers of the program

- Ms. Sarah Wade-Apicella, Programme Management Officer, UNISDR ONEA-GETI, Incheon
- Mr. Sanjaya Bhatia, Head, UNISDR ONEA-GETI, Incheon, Republic of Korea
- Ms. Iria Touzon Calle, Risk Knowledge and Analysis Programme Officer, Regional Office for Asia and the Pacific, United Nations Office for Disaster Risk Reduction (UNISDR)

6. Sessions of Disaster Management were scheduled in 93rd Foundation Course (2018 Batch)-

i) An introduction to Disaster Management (13 November 2018)

Programme meant for/ target group	Officer Trainees of 93 rd Foundation Course
Resource person	Mr. Raghuraj Rajendran, IAS, Deputy Director (Sr.) & Centre Director, CDM
Total Participants	Total: 370

ii) Mock Drill on Fire Safety and Search and Rescue (14 & 15 November 2018)

Programme meant for/ target group	Officer Trainees of 93 Foundation Course
Resource person	A. Fire safety Drill by Fire Services, Mussoorie B. Search and Rescue by ITBP, Mussoorie
Total Participants	Total: 370

Objective of the Programme:

All participants should be able to handle & use various types of fire extinguishers and able to describe various first-hand search & rescue techniques and became well trained first responders in case of emergency.

7. Sessions of Disaster management in IAS Professional Course (Phase 1) 2018 batch

Programme meant for/ target group	Officer Trainees of Phase 1: 2018 batch
Resource person	Mr. Raghuraj Rajendran, IAS, Deputy Director (Sr.) & Centre Director, CDM (An introduction to Disaster Management)
	Mr. Sanjaya Bhatia, Head, Office for Northeast Asia (ONEA) and Global Education and Training Institute (GETI) – Incheon, Republic of Korea (Disaster Risk Reduction and Sustainable Development: Implementation of SDGs, considering climate and disaster risk, in the districts over the next 10 years)
	Dr. V. Thiruppugazh, IAS, Joint Secretary (P&P/CBT), NDMA (Disaster Risk Reduction: and beyond under Panel Discussion on Disaster Resilience, Response and Recovery)
	Mr. Sajjan Singh R Chavan, IAS, Managing Director, TAHDCO, Tamil Nadu (Response to OCKHI Cyclone, 2017 under Panel Discussion on Disaster Resilience, Response and Recovery)
	Mr. Dushyant Narijala, IAS, Principal Secretary, Disaster Management & Civil Defence Department, West Bengal (Ganga Sagar Mela: Best Practices & Handling Disaster Management)
	Mr. Keshavendra Kumar, IAS, State Mission Director, National Health Mission, Kerala Mr. Harish KM, DEOC, Wayanad District (Disaster Management Act and Its applications)
	Commandant, 8 th Battalion, NDRF. Ghaziabad. Uttar Pradesh (Exposure Visit to NDRF: Exposure to practical aspects of rescue during disaster)
Total Participants	Total: 178

3. HAM radio course (06 & 08 March, 2019 & 11 to 15 March, 2019)

Programme meant for/ target group	Officer Trainees Phase 1 (2018 Batch)
Resource person	Centre for Disaster Management, LBSNAA
Total Participants	Total: 42 (Gentlemen-25; Ladies-17)

Objective of the Programme:

All participants should become certified HAMs to provide an excellent second line of communication through amateur radio during emergency.

Publications of the centre:

- Disaster Governance in India Series-5
- Journal on Disaster Response and Management - Volume: 5 & 6
- Emergency Handbook
- Course modules developed for above mentioned training programmes
- Disaster Management Plan of LBSNAA, 2018

Research/ Case studies

- Kerala Flood-2018: Enquiry in to causes and Risk Mitigation Strategy
- Heat wave management in Andhra Pradesh & Telangana: Efficacy of Heat wave guidelines and action plans
- Emergency Handbook

B. Inputs on initiatives taken for staff welfare, capacity building/ training

1. Mock drills on Fire safety and Search and rescue (8 & 9 August, 2018)

Programme meant for/ target group	Academy staff , LBSNAA
Resource person	A. Fire safety Drill by Fire Services, Mussoorie B. Search and Rescue by ITBP, Mussoorie

2. HAM radio course (10 to 21 December, 2018)

Programme meant for/ target group	Academy staff , LBSNAA
Resource person	Centre for Disaster Management, LBSNAA
Total Participants	Total: 26

Centre for Rural Studies

The Centre for Rural Studies (CRS), a research centre of the Academy was registered as a scientific training and research society under the Indian Societies Registration Act 1860 in 1 May, 2015. Since 1989 Ministry of Rural Development, Government of India has been supporting CRS in its endeavours by providing regular finance.

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 various phases of the training; (ii) conducts research studies of different genre and disseminates knowledge gained in the form of publications; (iii) organises national level workshops for regular exchange of views on land administration and rural development. (iv) Has the copyright for International Journal of Land and Rural Studies (JLRS) by SAGE Publications, New Delhi.

Major Activities

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 the following training activities:

- **IAS Professional Course Phase-I-** The CRS 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 181 IAS Officer Trainees of the 2017 batch.
- **Village Study Assignment for IAS Professional Course Phase-II-** This assignment forms a major part of the District Training Assignment for the IAS OTs. The centre had received 176 socio-economic and 177 land reforms reports from the IAS OTs of 2016-18 batch for evaluation. These reports are scrutinised for effective reporting on the 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 have been published.
- **Longitudinal Study:** Centre conducted longitudinal study in the 114 villages through IAS Officer Trainees (2017-19 batch). Under this study the Centre first identified the previously studied villages by the IAS Officer Trainees since 1990 to 2009. These longitudinal studies are 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 emerges 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.

- 93rd Foundation Course-Village Visit Programme–The Village Visit Programme comprises three activities: classroom inputs, field visits, and evaluation of reports of the OTs. For the 93rd Foundtion Course, Centre for Rural Studies had the exercises given below:

Pre-Village Visit actions by CRS

CRS prepared ‘Village Visit Manual’ for guidance and also introduced reading material in its contents.

- CRS had finalized 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.
- The Officer Trainees of 93rd 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

Actions during Visit by faculty of CRS

Under the supervision of CRS faculties the Officer Trainees of 93rd Foundation Course had visited the districts of selected states to conduct village studies at village level. CRS faculties also visited with them in the field and trained them in 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.

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

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.

Research

Sl.No.	Title	Status
1.	Impact Assessment of DILRMP of Tamil Nadu	Under Progress
2.	Impact Assessment of DILRMP of Puducherry	Under Progress
3.	Impact Assessment of DILRMP of Andaman & Nicobar Islands	Under Progress
4.	Hand Book on Modern Cadastral Survey in India	Expert committee is formed, under progress.
5.	Status of Implementation of the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, Amendment Rule, 2012 in the States of HP, Jharkhand, MH & Odisha”	Under Progress.

Workshops and Seminars

Sl. No.	Title	Schedule
1.	The Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013 (RFCTLARR Act, 2013) and other Acquisition Acts: Issues in Implementation, Divergence and Convergence	11-12 March, 2019
2.	Land Dispute Redressal : A Plea for Reforms	14-15 March, 2019

Publications/ Forthcoming Publications

Sl. No.	Title	Status
1.	International Journal of Land and Rural Studies (Issues 7.1)	In Press
2.	Modalities of Promotion of Village Level Entrepreneurs through Common Service Centres or Otherwise under Digital India Land Records Modernization Programme and to assess the employment generation potential (Karnataka and Gujarat)	In press
3.	Impact Assessment of DILRMP of Chhattisgarh	Under Progress
4.	Impact Assessment of DILRMP of Tripura	Under Progress
5.	Impact Assessment of DILRMP of Telangana & Andhra Pradesh	Under Progress
6.	Impact Assessment of DILRMP of Odisha	Under Progress
7.	Proceeding on Land Records Management: Institutional Challenges & Issues	Under Progress
8.	Proceeding on Land Governance: Policy Reforms and Regional Initiatives	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. July, 2018 issue (6.2) - published.

Up-loading of publications of the Website-

Till date, 30 publications have been uploaded to facilitate the readers and expand the area of reach.

Water Management Module

As per the directions of Hon'ble Prime Minister of India a Water Management Module has been developed and has been used during the IAS Professional Course Phase-I (2017 batch). Reading materials and four case studies has been developed.

National Gender Centre

The National Centre for Gender Training, Planning and Research, (National Gender Centre) was established in 1993 and got registered as a society under the Societies Act 1860 in 1998.

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, NCPCR, UNICEF, UN-Women, UNDP, UNFPA, IFPRI 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 2018 – 2019

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

Program Coordinator	Ms. Aswathy S., IAS, Executive Director
Program Associate Coordinator	Ms. Anjali Chauhan
Number of participants	Total: 30 (Gentlemen-1; Ladies- 29)
Course inaugurated by	Dr. Satbir Bedi, Member Secretary, National Commission for Women, New Delhi

Aim and Objective

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. 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.

- To enable the participants to discuss the basic issues concerning girls and women;
- To make the participants learn about different government schemes concerning girls and women;
- To strengthen networking among State Commissions to protect the interest of women;
- To discuss the barriers in implementation of safeguards enacted for protection of rights of women; and
- To orient the participants on effective communication skills and dealing with victims before, during and after occurrence of atrocities, disputes or offences

Eminent Guest Speakers of the program

- Mrs. Sarojini G Thakur, (Rtd. IAS), Gender Expert
- Dr. Satbir Bedi, IAS, Member Secretary, National Commission for Women
- Ms. Anjali Chauhan, Associate Professor, National Gender Centre, LBSNAA
- Ms. Suneeta Dhar, Director, Jagori
- Mr. V. S. Yadav, Deputy Secretary (Trafficking, ITPA, NCW, Personnel Administration), MWCD
- Ms. Madhu Bhushan, Vice President, SIEDS, Bengaluru
- Ms. Shakun Mohini, SIEDS, Bengaluru
- Ms. Suman Nalwa, IPS, Dy. Commissioner of Police, Principal, Police Training School, New Delhi
- Ms. Swati Chauhan, Judge, Family Court Pune Maharashtra
- Ms. Ritu Saini, Chhannv, New Delhi
- Dr. Sanjay Srivastava, Professor, Institute of Economic Growth, Delhi University Enclave, Delhi



Group Photo of the Workshop for State Commissions for Women

Workshop on “Beti Bachao Beti Padhao Campaign” (BBBP), from 17th - 19th May 2018

Program Coordinator	Ms. Aswathy S., IAS, Executive Director
Program Associate Coordinator	Ms. Anjali Chauhan
Number of participants	Total: 42 (Gentlemen-34; Ladies- 8)
Course inaugurated by	Mr. K. Moses Chalai, IAS, Joint Secretary, MWCD

Aim and Objective

The National Gender Centre, LBSNAA, had organized a three days Workshop for the District Magistrates/District Collectors from select states, in collaboration with Ministry of Women and Child Development, New Delhi, from 17-19 May, 2018, at Lal Bahadur Shastri National Academy of Administration, Mussoorie.

- 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 to 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 to a gender biased mindset.

Eminent Guest Speakers of the program

- Mr. K. Moses Chalai, IAS, Joint Secretary (BBBP, STEP, Gender Budgeting, Coordination), MWCD
- Mr. Anand Chitravanshi, Director, Digital Study Hall, U.P
- Mr. Khetmalis Makrand Pandurang, IAS, Director General, Town & Country Planning Haryana
- Ms. Suneeta Dhar, Director, Jagori, New Delhi.
- Ms. Varsha Deshpande, Advocate, Maharashtra.
- Mr. CVL Srinivas, Country Manager, WPP India, Chief Executive Officer, Group M South Asia Commerz, Mumbai.
- Dr. Satish B Agnihotri, IAS (Rtd.).
- Dr. Neelam Singh, Secretary, Vatsalya, U.P.
- Mr. Anil A. Dhawas, Advocate High Court.
- Ms. Kirti Singh, Advocate, New Delhi.
- Mr. K. K. Pal, Director, Riddhi Management, Kolkata.
- Dr. Sabu M Georg, Consultant, Centre for Women's Development Studies, New Delhi
- Dr. Darez Ahamed, IAS, Mission Director, National Health Mission, Tamil Nadu
- Ms. Antara Ganguli, UNICEF, New Delhi



Group Photo of the Workshop on “Beti Bachao Beti Padhao Campaign” (BBBP).

Workshop on “Combating Violence Against Women and Children”, from 21st – 23rd June, 2018

Program Coordinator	Ms. Aswathy S., IAS, Executive Director
Program Associate Coordinator	Ms. Anjali Chauhan
Number of participants	Total: 48 (Gentlemen-27; Ladies- 21)
Course inaugurated by	Mr. K. Moses Chalai, IAS, Joint Secretary, MWCD
Course valedictory by	Ms. Rekha Sharma, Chairperson, National Commission for Women, New Delhi

Aim and Objective

The National Gender Centre, LBSNAA, had organized a three day workshop for the officers from Judiciary and All India Services, in collaboration with Ministry of Women and Child Development, New Delhi, from 21 -23, June, 2018, at Lal Bahadur Shastri National Academy of Administration, Mussoorie.

- To familiarize participants with the concepts of gender and VAW;
- To develop an understanding of recent legislation on VAW and children, POCSO, DV Act, sexual harassment, trafficking of women and children, JJ Act etc;
- To share and exchange good practices from states; and
- To equip the participants with appropriate resource materials to conducting relevant trainings at their institutes.

Eminent Guest Speakers of the program

- Mr. K. Moses Chalai, IAS, Joint Secretary (BBBP, STEP, Gender Budgeting, Coordination), MWCD.

- Ms. Rekha Sharma, Chairperson, National Commission for Women, New Delhi
- Ms. Kamla Bhasin, Advisor, Sangat, New Delhi
- Ms. Vrinda Grover, Advocate, Supreme Court of India,
- Mr. Navniet Sekera, IPS, IG (P & B)/PHQ, Allahabad
- Dr. P. M. Nair, IPS (Rtd.), Chair Professor, Tata Institute of Social Sciences
- Dr. Shalini S. Phansalkar Joshi, Judge, Bombay High Court
- Ms. Laxmi Agarwal, Chhanv Foundation, New Delhi.
- Ms. Bharti Ali, Co-Director, HAQ: Centre for Child Rights, New Delhi.
- Mr. Siddharth Pillai, Co-Director & Communications Manager, Aarambh India
- Ms. N Nandhini, C/o, Ms. Dorothy Christina, DSWO, Tiruvannamalai



**Group Photo of the Workshop on “Combating Violence Against Women and Children
Conference on Gender Budgeting from 30th July – 01st August, 2018**

Program Coordinator	Ms. Aswathy S., IAS, Executive Director
Program Associate Coordinator	Ms. Anjali Chauhan
Number of participants	Total: 37 (Gentlemen-21; Ladies- 16)
Course inaugurated by	Ms. Sarojini Ganju Thakur, IAS (Retd.).

Aim and Objective

The National Gender Centre, LBSNAA, had organized a three day workshop for the officers from All India Services Officers (Ministries/States, Departments of Finance, Planning & Coordination, Home Affairs, Law and Justice and Women and Child Development, in collaboration with the Ministry of Women and Child Development, New Delhi from 30th July – 01st August, 2018 at Lal Bahadur Shastri National Academy of Administration, Mussoorie.

- To develop a common understanding of the concept, tools and techniques of Gender Budgeting

- To take stock of the Gender Budgeting Trainings/Workshops being undertaken by various training institutes;
- To strengthen collaborations between MWCD and the Institutes to expand the scope and coverage of GB trainings in the country.

Eminent Guest Speakers of the program

- Ms. Sarojini Ganju Thakur, IAS (Retd.) & Gender Expert.
- Mr. Ashok Kumar Yadav, Deputy Secretary, Ministry of Women and Child Development
- Ms. Shubha Chakravarty, Senior Economist, World Bank, New Delhi
- Dr. Sharmila Mary Joseph, IAS, Secretary, Finance (Expenditure), Kerala
- Ms. Neeraj Suneja, Director (Administration), Krishi Vistar, Directorate of Extension, Department of Agriculture, Cooperation & Farmers Welfare
- Government of India, New Delhi
- Dr. Ritu Dewan, Vice President, Indian Society of Labour Economics, Mumbai
- Ms. Anju Pandey, Programme Specialist, UN – Women, New Delhi
- Dr. Mridul Eapen, Kerala State Planning Board.
- Ms. Nelleri Umeshwari, Special Officer (Specialisation: Gender Audit), Fiscal Policy Institute, Kanataka
- Ms. Sashwati Mishra, Consultant, Ministry of Panchayati Raj, New Delhi



Group Photo of the Conference on Gender Budgeting

Workshop on Stepping up to India's Nutrition Challenge: The Critical Role of Policy Makers on 06 & 07 August, 2018

Program Coordinator	Ms. Aswathy S., IAS, Executive Director
Program Associate Coordinator	Ms. Anjali Chauhan
Number of participants	Total: 37 (Gentlemen-29; Ladies- 8)
Course inaugurated by	Mr. Alok Kumar, IAS, Advisor, NITI Aayog, New Delhi

Aim and Objective

The National Gender Centre (NGC), Lal Bahadur Shastri National Academy of Administration (LBSNAA), in collaboration with International Food Policy Research Institute (IFPRI), conducted a two-day workshop on Stepping up to India's Nutrition Challenge: The Critical Role of Policy Makers at LBSNAA, on 06 & 07 August, 2018, for District Magistrates, and Chief Executive Officers (CEOs) of **Zila Parishads**, from aspirational Districts from around the country.

The course aimed to help administrators understand their role in identifying areas of action to address the problem of malnutrition at the district level and to strengthen their use of data and evidence in addressing malnutrition. It will highlight the critical role of gender-related issues, highlighting not just how gender relates to malnutrition but how gender-related issues play out in the context of current policy interventions for malnutrition in India.

Eminent Guest Speakers of the program

- Mr. Alok Kumar, IAS, Advisor, NITI Aayog, New Delhi.
- Ms. Arti Ahuja, IAS, Joint Director, LBSNAA.
- Ms. Purnima Menon, Senior Research Fellow, IFPRI, New Delhi.
- Ms. Rasmi Avula, Research Fellow, IFPRI, New Delhi.
- Mr. Neeraj Trivedi, Assistant Director, Core Programmes and Capacity Building, Evidence for Policy Design (EPoD), India at Institute for Financial Management and Research (IFMR).



Group Photo of the Workshop on Stepping up to India's Nutrition Challenge: The Critical Role of Policy Makers

Workshop on Early Childhood Development from 29 - 31 October, 2018

Program Coordinator	Ms. Aswathy S., IAS, Executive Director
Program Associate Coordinator	Ms. Anjali Chauhan
Number of participants	Total: 44 (Gentlemen-30; Ladies- 14)
Course inaugurated by	Ms. Arti Ahuja, IAS, Joint Director, LBSNAA

Aim and Objective

The National Gender Centre (NGC), Lal Bahadur Shastri National Academy of Administration (LBSNAA), in collaboration with UNICEF, New Delhi, conducted a three day workshop on Early Childhood Development from 29 -31 October, 2018 at LBSNAA, Mussoorie, for senior civil servants working in the Health & Family Welfare; Planning and Coordination, Education; Women and Child Development /Social Welfare Department; Drinking Water and Sanitation Department, National Health Mission (NHM) & District Magistrates (aspirational districts).

Objective

The objective of the workshop was share scientific and programme evidence on early childhood development so as to facilitate a process of reflection and action to scale up early childhood developments services with quality and equity.

The workshop will delve and reflect on the following questions:

- What does the scientific evidence tell us about babies and their growth and brain development?
- Where does India stand in early childhood development?
- What does the global and national programme evidence tell us?
- What are the existing opportunities for delivering quality early childhood development services?
- What more can India do to ensure early childhood development for every child?

Eminent Guest Speakers of the program

- Dr. Rajesh Kumar, IAS, Joint Secretary, Training, Ministry of Women and Child Development
- Ms. Suman Bhattacharjea, ASER Centre, New Delhi
- Dr Subodh Gupta, Mahatama Gandhi Institute of Medical Sciences, Sewagram Wardha .
- Dr. M Geetha, IAS, Secretary, Department of Women and Child Development, Chhattisgarh
- Dr. Arun Singh, National Advisor RBSK, Ministry of Health & Family Welfare, Child Health Division, Ex Professor and Head of Department of Neonatology Institute of Post Graduate Medical Education and Research, New Delhi.
- Alka Malhotra, UNICEF, New Delhi

- Ms. Purnima Menon, Senior Research Fellow, International Food Policy Research Institute (IFPRI), New Delhi.
- Mr. Robert Johnston, Officer In-charge , Nutrition, UNICEF, India Country.
- Ms. Anamika Singh, Director, NITI Aayog, New Delhi.
- Dr. Supreet Kaur, Sr. Consultant, NITI Aayog New Delhi
- Ms. Gayatri Singh, Child Development Specialist, Nutrition - UNICEF, New Delhi



Group Photo of the Workshop on Early Childhood Development

Centre for Public Systems Management

The Centre for Public Management Systems 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 the utmost importance for furthering the objectives of the centre. Infrastructure projects especially public works are the areas with which IAS Officers at all levels needs to grapple. Research and capacity building by specialists having in-depth understanding of the public works management would fill this gap in the training provided by the Academy.

Faculty Development Program on “Data visualization, Data Interpretation, emerging fields in data uses like AI and block chain” from 17 - 18 December, 2018

Program meant for/ target group	Faculty of LBSNAA, Centre associate professors, Research Fellows and TAs
Program Coordinator	Prof. Rajesh Arya, Director - CPSM
Associate Coordinator	Rashida Hasan, Research Fellow
Number of participants	Total: 33 (Gentlemen-25; Ladies- 08)
Course inaugurated by	Prof. Rajesh Arya

Resource Person

- Mr. Sandeep Mittal and Ashima Sharma (Tableau and Prezi)
- Mr. Zulfi Ali (Creatist)
- Mr. Saket Saurabh (Moodle)

Aim of the Program

This FDP was designed to give a professional view in the field of data analytics and visualization. It aims at providing real time application based training in related topics.

Course Activities, Inputs and Highlights

It included both, the uses of Prezi and the practical demonstration of the software.

The course content included the introduction of Prezi, its uses, accounts and licenses. Use of Prezi online creating presentations using templates on how to add contents, themes, background. Creating texts, frames, drawing shapes, adding diagrams inserting videos and sounds were also taught and made clear to the participants.

For Tableau, an overview of the dashboard, its features and how Tableau is useful in the context of our academy were discussed in detail. In addition, demo of some dashboards and how to build the basic dashboard was also shown.

Discussions were done on Creatist and Moodle and a session of hands on practice on the above topics was conducted.

Faculty Development Program on “Ethics and Values for service delivery” from 19-20 December, 2018

Program meant for/ target group	Faculty of LBSNAA, Research Fellows
Program Coordinator	Prof. Rajesh Arya
Associate Coordinator	Rashida Hasan, Research Fellow
Number of participants	Total: 18 (Gentlemen-13; Ladies- 5)
Course inaugurated by	Prof. Rajesh Arya

Resource Persons

Mr. T.R.Raghunandan IAS (Rtd) Founder Avantika Foundation

Organising Partners LBSNAA

Aim of the Program

This Training of Trainers was designed to understand the concept of ethics and values for service delivery. Highlighting the concept of accountability, its typology and what is the systems approach to fighting corruption.

Course Activities, Inputs and Highlights

The two-day session consisted of a brief discussion on the learning outcomes involving classroom activity. Slides were used to discuss what ethics are and whether ethics can change and if they can change then how they do and how rapidly can they change. All this was done in a group discussion form and the views of the participants were welcomed on the subject. A film of about 60 min was shown and based on it an open discussion took place which further explained the concept.

The workshop actively engaged the participants in learning how to be more accountable and what approach can they take to fight corruption. Mind-maps and group exercises were used for problem solving. Finally, a panel discussion was done on new pedagogical approaches to ensure effective learning.

Faculty Development Program on “Procurement” from 28th – 30th January, 2019

Program meant for/ target group	Faculty of LBSNAA, Research Fellows, TAs, CTIs/ATIs
Program Coordinator	Prof. Rajesh Arya
Associate Coordinator	Rashida Hasan(Research Fellow)
Number of participants	Total: 18 (Gentlemen-13; Ladies- 5)
Course inaugurated by	Mr. Sanjeev Chopra, Director LBSNAA

Pre-requisite

Participants were required to complete the online World Bank learning module on Procurement URL: <http://www.procurementlearning.org>.

Submission of completion certificate was the pre-requisite for completion this ToT.

Resource Persons

- Mr. Amit Cowshish Former Financial Advisor (Acquisition) Ministry of Defence.
- Mr. S.Suresh Kumar IAS ACEO GeM
- Mr. Mansoor Hasan Khan DDS LBSNAA
- Mr. Alok Mishra DDS LBSNAA.
- Mr. Madhur Keshwani, Mr. Argha Chakraborty and Ms. Anudha (GeM Team members)

Organising Partners: LBSNAA***Aim of the Program***

To enable the participant to appreciate facts and the importance of Public Procurement in the scenario of the growing Indian economy. FDP also aimed at sensitizing the participant about the nuances of Public Procurement being done by the Government departments in order to achieve efficiency, economy and effectiveness in their transactions.

Creating awareness about GeM, its benefits and how to avail the benefits of buying from the portal was also part of this LBSNAA Faculty Development Program.

Course Activities, Inputs and Highlights

Mr. Amit Cowshish started the session by introducing the basic concepts and principles of Public Procurement. He also discussed the process and rules and regulations related to P.P. He highlighted that a sound public procurement system is not only an ethical requirement but also an economic and social one. Showing the present ranking of India that climbed 23 places to 77 among 190 countries surveyed in the World Bank's Ease of doing Business 2019 survey, Mr Cowshish emphasized upon the importance of in-house capacity building so that in-house faculty of academies can deliver training inputs on public procurement during induction training and MCTPs. Mr. Cowshish also discussed about the various important problems and short falls faced by government departments during the procurement process.

Mr. Mansoor Khan and Mr. Alok Mishra provided a set of six caselets and the participants were made to read the caselets and do group work on the given caselets. After the group work, each group had to make a presentation on the selected caselets. This activity came out with many new points that needed to be discussed and explained. Other important issues that were in the minds of the participants regarding GeM were also cleared during this session.

The next day's session started with Mr S.Suresh Kumar introducing the GeM. He also discussed about how the GeM operates and how GeM is basically a procurement program where the entire transaction is paperless. In his discussion he also point out how the present system is lacking behind in terms of transparency and how time consuming it is. While GeM on the other hand will speed up and also it can simplify the whole process of procurement. He also clears the doubts of the participants on the use of GeM and the issues they had faced while conducting the procurement through the GeM.

The other team members did the demo on the working of GeM, and discussed about the technicalities related to the portal. The second half of the session was all about the hands on practice on the GeM portal. Each participant was provided with a dummy account on GeM

and they were made to take up the experience of working on GeM portal.

Training of Trainers on “Project Management” on 31st January 2019

Program meant for/ target group	Faculty of LBSNAA, Members of ACM, Executive engineers and Assistant engineers (CPWD) Research Fellows, TAs
Program Coordinator	Prof. Rajesh Arya
Associate Coordinator	Rashida Hasan(Research Fellow)
Number of participants	Total: 36 (Gentlemen-24; Ladies- 12)
Course inaugurated by	Prof. Rajesh Arya

Resource Persons

Dr. Prem Singh Bogzi, IAS (Retd.) Consultant

Organizing Partners- LBSNAA

Aim of the Program

To discuss the concepts of Project Management and give a background of the subject to the participants. To have a detailed discussion and hands-on practice on PERT and CPM for engineers especially.

Course Activities, Inputs and Highlights

The ToT was aimed at making the concept of project management more familiar to the participants. The session started with the general introduction of Project Management followed by discussing its terms and concepts like task, critical path etc. Project life cycle was discussed in brief and the different types of plans like resource plan, financial plan, quality plan, risk plan and acceptance plan were also explained.

After the theoretical background, an exercise on project management was given to all the participants. The second half of the day engaged all the engineers in hands on practice on CPM and PERT and further cleared their doubts on the subject.

Clubs and Societies

The 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 Office 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.

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 organized camping, river rafting and bungee jumping at Rishikesh, a short trek to George Everest, trip to Dhanulti on cycles, natural and artificial rock climbing at ITBP academy for the participants of various courses. .

Computer Society

- Composition of the Committee: 1 Secretary and 4 Members
- Director's Nominee: Mr. 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 digital record on course activities and a directory of the trainees.

Highlights of activities

The following activities were organised during the year 2018-19 by the Computer Society

- During the IAS Professional Course Phase I (2017 Batch) the following activities were conducted:
- Thinking out of the Box Competition was organized for officer trainees
- During the IAS Professional Course Phase-I (2016 Batch) the following activities were conducted:
 - A counter-strike gaming competition was organised for officer trainees
 - An e-Governance competition were organized for officer trainees

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 the 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 following activities were organised during the Phase-I by the Fine Arts Association

- Jazz Concert by Richard Cash
- Theatre Workshop by Vihaan Drama Works
- "Totto Chaan" by Vihaan Drama Works
- Women's Day Celebration- Street Play "Paabandiyaan"
- "Inclusion on Wheels" performance by "We are One" group
- Inter Services Meet
- Cultural Program- Performance of Play "Gandhi"
- Flash Mob
- DJ Night
- Graffiti Wall
- Performance of Dance drama song event- "Gandhi" at the Director's Meet
- Zonal Day Celebrations
 - South Zone and East Zone
 - North Zone and West Zone
- Discourse on "Geeta" by Sukumari Polavaram
- Events during Literature Festival
 - Morning Raaga
 - Daastan-e-Raag Darbari by Mahmood Farooqui
 - Sajda by Vijay Vardhan & Radhika Chopra
- Session on "Eating Right" by Vandana Gupta
- DJ night and "Showcase your Talent" event at the end of Phase-I

Besides what has been mentioned above, the Fine Arts Association play the leading role in

organising the National Anthem and the Academy Song.

Late Mr. A.K. Sinha Memorial One Act Play Competition was organised successfully during the Foundation Course.

Film Society

- Composition of the Committee: 1 Secretary and 2 Members
- Director's Nominee: Ms. Alankirta Singh, 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 the Society's disposal.
- To introduce the Officer Trainees to cinema as an art form and a powerful means of mass communication.

Activities

Film society of IAS phase 1 of 2018 batch has been involved in various activities of the academy. They are:

Movie screening:

- The society screened several movies from different genres; regional, bollywood and hollywood. One week was dedicated to Mrinal sen and screened his famous movies like '*Ek Din Achanak*' and '*Ek Din Pratidin*'.
- Several movies on social issues like '*Period end of sentence*' on menstrual hygiene and '*Soni*' on women's issues in administration and law & order maintenance were also shown. It was followed by healthy discussions involving officer trainees and a panel of serving officers, directors and producers of the movies.
- Movieviews were also screened for different sections of the LBSNAA family like BVG workers on Womens' day and children from the community centre.

Movie making:

- Officer Trainees participated in a movie making competition based on Bharat Darshan experiences. The videos have depicted the diverse learning from different parts of the country. Further, the officer trainees are working on a video based on the life at LBSNAA during Phase-I course to cherish their friendships at the Academy.

Others:

- The society was involved in several event management activities too. For example, the decoration of the Academy, organizing 'antakshari' and dumb charades events during the Inter Service Meet 2019 and organizing an informal coke-studio-night for

entertainment of officer trainees. We also helped Doordarshan professionals in capturing shots of different activities, which they will use to make a documentary on training of IAS officers.

- Last but not the least; we have developed a YouTube page of LBSNAA was developed to put relevant content regarding training on social media.

Hobbies Club

- Composition of the Committee: 1 Secretary and 4 Members
- Director's Nominee: Mr. Vidya 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 OTs 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:

- Arm Wrestling
- Poetry – Architecture, Friendship, Streets of India, Home Turf
- Cooking Competition
- Rangoli Competition
- Photography
- Collage Competition
- Painting Competition
- Organized lectures for the officer trainees

House Journal Society

- Composition of the Executive Committee: 1 Secretary and 4 Members
- Director's Nominee: Mr. 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 provides a platform to the Officer Trainees and the alumni to showcase their creative and literary skills. The Society also publishes a monthly newsletter 'The Buzz'. The newsletter captures various training activities/ workshops held in the Academy and its associated Research Centres. Special issues are brought out on the Himalayan Trek, Village Visit and the Bharat Darshan. The Editorial Team for the Foundation Course and the Phase-I, designed the newsletter in-house. A small number of copies were printed in-house through the Reprographic Section and they were distributed, mainly, by email.

Further, the House Journal Society also put together a Batch Directory "Who's Who" at the end of the courses. The Society organized a number of short story and poetry competitions.

Highlights of activities

- Organized Quiz competition
- Publication of Directory "Memoirs" for the Officer Trainees IAS Phase-I
- Conducted "Travelogue contest" and creative writing completion.
- Conducted "Officially- Unofficially"- Competitive event
- Publication of "Tales of India" on Bharat Darshan
- Conducted "Mad-Ad" Competition during Foundation Course.
- Designed Official flag for Athletic Meet 2018
- Conducted "Tall Tales" competition.

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

The 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.

Highlights of activities

- The Management Quiz- Based on contemporary business know-how, management theories and general awareness. Conducted in 2 Rounds six teams qualified the 2nd Round. Participation of Nearly 60 OTs and 7 volunteers
- Management Gamers- As part of our FC curriculum, the Management Circle conducted Management Games wherein the batch was divided into various sub-groups and a task was given to the groups which required application of mind, team synergy, collaboration and task to be carried out in a stipulated length of time.
- Parliamentary Debate - Conducted in 2 rounds: screening and the final. Screening Round Topic - *This House Believes that making Triple Talaq a crime is justified*. Final Round: Parliamentary debate conducted in presence of Shri Arghyasan Gupta. The format of the debate was Asian style Parliamentary Debate wherein the final round saw two teams comprising three members each take on each other for the prize.

Activities during IAS (Phase I)

At the outset it is important to admit that, the Management Circle in Phase one of IAS officers' training was focused in disseminating managerial skills and knowledge through a variety of activities. Under the efficient and professional leadership of our Director's Nominee, **Mrs Nandini Paliwal**, enthusiastic participation of Officer Trainees (OTs) was seen in the activities despite the busy schedule. The OTs stayed back after classes to be a part of these activities. This was possible due to untiring efforts of the team members of Management Circle – **Abhijeet Sinha** (Member), **Aman Vaishnav** (Member), **Jyoti Sharma** (Member) and **Vinod Duhan** (Member) and **Nitin Kumar Singh** (Secretary). The following activities were interspersed throughout Phase-I.

- Management Quiz
- Management Game (Vishwakarma) in Inter-Services Meet-2019
- Interactive Session on **Investment and Saving** by **Dr Prem Singh**, Faculty at the Academy.
- Interactive Session on **Stress Management** by **Dr Tushar Kant**, Psychiatrist at Fortis Jaipur

Building upon the experience of the Management Circle, the incumbent Secretary in consultation with the members of the circle and suggestion of fellow OTs, designed activities in order to touch various aspects of Management. Quiz was aimed at updating the knowledge of OTs in various domains of management. The Quiz was conducted by Bhargava Teja , a fellow OT known for his quizzing skills. The annual Inter-Sports Meet saw an enthusiastic response from different academies for the Management Game called **Vishwakarma** conducted by Akash Goel, a consultant and a pass out of IIM- Ahmedabad. The much awaited session on managing personal finances and investment by Dr Prem Singh won accolades due its immense value for everyone. The support of President Mess Committee Mr. Ravi Anand and the mess staff also helped conduct the events smoothly.

Activities during IAS (Phase-II)

Phase-II is the culmination of the sandwich training course undergone by all IAS Officer Trainees. During this short (6-7 week) course, the OTs are given space to reflect on the learnings and take-aways from their one-year long district training, along with useful inputs by faculty to mould the thoughts towards nation-building. During the Phase II course conducted for Officer Trainees of 2017 batch from May 20 to June 28, several activities, curricular and co-curricular were conducted including a Foreign Study Tour. Owing to the short period of time, several clubs and societies were able to conduct few activities, but these activities made sure the OTs not only learnt but also enjoyed and made memories with their batchmates to last a lifetime. The Management Circle also organized one such event, which was called 'Paper Towers'. In this game, each team was given a fixed number of newspapers, cellotape and glue. The idea of the fun management game was to build the tallest possible structure with these resources which would be stable for a minute. The objective was to learn the importance of efficient resource management with limited available resources. Nine teams participated for this event.

Nature Lovers' Club

- Composition of the Committee: Secretary-1 and Members
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 to 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:

- 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.
- 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.

- Food Wastage Photography Exhibition – an exhibition on food wastage theme was displayed in Karmshila Foyer
- Feedback on how to make LBSNAA more eco-friendly was taken from officer trainees, with their suggestions, observations and ideas.
- Screening of movies based on the environment.
- 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
- Bird watching in Mussoorie and LBSNAA campus
- Photography Competition and exhibition was organised containing photographs of Bharat Darshan and Winter Study Tour.

Officers' Club

- Composition of the Committee: 1 Chairman, 1 Secretary and 6 members
- Director's Nominee: Mr. Vidya Bhusan, IAS (DDS)

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

The following activities were planned and conducted during the Foundation Course (FC, Phase-I and Phase-II) IAS professional course.

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, Carrom, Chess, Bridge Snooker, Table Tennis, Squash and Badminton. The club has a well equipped Gymnasium operating throughout the year. The club organised a number of activities. The course wise details are given below:

93rd 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 organised for the Officer Trainees of the 93rd Foundation Course at polo ground
- A cross country run was also organised for the Officer Trainees of 93rd Foundation Course and members of the faculty.

IAS Profesional Course Phase-I

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.
- Carrom- Men's singles, men's doubles, mixed doubles.
- Chess- Men's Singles
- Squash- Men's Singles
- Billiards- Men's Singles
- Snooker- Men's Singles

IAS Profesional Course Phase-II

- During Phase II, matches were organised in Badminton, Tennis and Table Tennis etc.
- The Officers' Club has also organised matches between the teams of Officer Trainees & Faculty in Badminton
- A Cycling expedition from Dhanaulti to Mussoorie of 28 kms was organised for the IAS professional course (Phase-II).

Besides the above matches Officer Trainee also organised team games in the following events in respect of Phase-III, Phase-IV and Phase-V

- Football
- Volley ball
- Cricket
- Basket ball
- The officers' club organised matches between the team of officer trainees & faculty in badminton.
- The Club organised the cricket match between the team of officer trainees & participants of MCTP course.

Officers' Mess

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

Objectives

The Officers' Mess in the premises of Lal Bahadur Shastri National Academy of Administration, Mussoorie, is an age-old 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 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 Karmashila, 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 outlets:-

- 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 January 2019 at The Indian Culinary Institute, NOIDA, Uttar Pradesh.

Implementation of the Digital transaction card/application for cashless transaction in the Academy to provide excellent services to its clients.

- Renovation of mess furniture, equipments.
- Upgradation of kitchen equipments. (Electric tea dispenser, Electric chafing dishes etc)
- Inclusion of new items in the Souvenir Shop.
- Organizing Zonal days, India Day and Fete.
- Regional cuisines were introduced.

- Various competitions were held among the officer trainees and faculty like, cooking, baking, 'Golgappa' eating competition etc.

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



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

During the year the Rifle and Archery club organized practice sessions for Officer Trainees in Rifle shooting as well as Archery. At the end of the sessions, competitions were held for best marksmanship.

Society for Contemporary Affairs

- Composition of the Committee: 1 Secretary and 4 Members
- Director's Nominee: Mr. Niranjana K. Sudhansu, Prof. of Economics

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 during 2018-19

- A Law quiz was conducted by the Officer Trainees of IAS Phase-I (2018 Batch) on 25.02.2019
- A debate was conducted by OTs of IAS Phase-I (2018 Batch) on 26.03.2019
- A Quiz competition was organized by the Officer Trainees of 93rd Foundation Course on 25 November, 2018.

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

Activities

Society for Social Services (SSS) comprises a Director's nominee heading the Society with Associate nominees, a Secretary and four members. The Secretary and members are elected as representatives of a particular course (training batch) by the participants of the course concerned to manage the affairs of the Society. Under the guidance of the Director, LBSNAA and the Director's nominee Smt Aswathy, Deputy Director (Sr) with Associate nominees Dr. Bhawana Porwal. The Society is instrumental in organizing several initiatives to take care of not only the workers of the Academy, but also the residents of the local community and beyond.

The Society for Social Services (SSS) has continued the tradition of previous batches by diligently carrying on the existing activities, as well as introducing new activities. This report is a consolidated brief of all these initiatives by Foundation Course Officer Trainees, Phase-I Professional course and Phase-II IAS Officer-Trainees at the Lal Bahadur Shastri National Academy of Administration, Mussoorie.

The activities that were undertaken have been categorized under the sectors of Education, Health, Skill Development and Miscellaneous.

Education: Education is a key sector for human development. This has been in constant focus throughout. Various activities undertaken were regular daily tuitions, counseling sessions, uniforms and books distribution and providing financial support to economically backward needy students and daily wagers of LBS.

- **Tuitions and Remedial Classes:** Evening tuition classes to the students from classes 5-12 of local schools, especially those who lag behind in studies, was one of the most important activities of the Society.
- The classes were being held Monday to Saturday, between 5 pm to 6.30 pm. the student strength was almost 100. We took help of NGO Pratham for the teaching and learning process. Sponsored school fees to under privileged students amount to Rs. around four lakhs for KV, Balwadi, Katesar Castle school. Apart from the teaching, celebrating different festivals, birthdays of officer trainees and organizing co-curricular activities e.g. tuition for children by Officer Trainees during their courses is also done
- **Counselling sessions:** LBSNAA is nestled among various educational institutions. The Society understood the importance of interacting with the school authorities and students, to provide necessary counseling sessions to benefit the students of the local schools. These sessions were aimed at providing career counseling to students of class 10 to 12 and also degree college students. Officer Trainees did counseling in most of the Government schools of Mussoorie like KV, CST, MPG Degree College, State government schools including Public schools.
- **Economic Support:** Books, sweaters and school fees were approved to be given to selected students of economically backward families from Kendriya Vidyalaya, Central School for Tibetans, and other government schools around the Academy.
- **Lalita Shastri Balawadi:** The Academy runs an in-house Balawadi for the children of staff and workers. Like every other year, this year too, the Society was instrumental in arranging uniforms for kids studying there. Apart from providing regular financial support to the school, a health camp and counselling session for kids and parents were conducted. On November 14th i.e., on Children's Day, special programme and Prize Distribution were held by the Society.

Health

- **Weekly Clinic:** The weekly health clinic is held every Thursday by our Officer-Trainees, who are qualified doctors. The venue is the Community Centre, next to the Riding Ground. It caters to the local community of Mussoorie by providing free-of-cost consultation and medicines. The health clinic has a footfall of at least 60-70 patients. They are treated for various ailments and are referred to the community hospital, Landour in case of serious issues. Along with sound medical advice, the patients are also counselled on healthy practices. The smooth functioning of the dispensary is ensured by a trained ASHA worker, who assists the doctors

serving in the clinic, dispenses medicines on the advice of the doctors and maintains an inventory of medicines in stock.

- **Health Camps:** Medical camps were held at various schools. The main thrust areas here were deworming, tracking growth in accordance with age, treating common ailments, counselling in healthy habits and hygienic practices, providing nutritional supplements, eye and dental check-up etc. With the cooperation of schools, such camps were successfully conducted in Camel Back Government Primary and Middle School, Lalitha Shastri Balawadi and Government Primary School (Gate School).
- **Blood Donation Camp:** In association with Medical Centre and Dehradun Hospital blood donation camp was organised for OTs in December 2018. It saw the spirited participation of more than 90 officer trainees.

Skill Development

- **Tailoring and Embroidery Course:** As a part of the skill development initiative of the Society, the tailoring and embroidery, beauty parlor center that was dormant was revived. The classes are run in two batches from 2 to 4.30 PM , and approximately 20 women/girls are learning this skill currently. These trained women/girls are envisioned to be used for making certain souvenirs for the Academy, in the form of bags, newspaper pen, pen stands, memento bags, earrings and etc.
- **Fete -** A most important course activity of Foundation course, FETE was organized by officer trainees in order to raise funds for society.

Miscellaneous

- **Drive for collection of old clothes:** When the officer trainees leave for their district training a lot of clothes, shoes, blankets etc. are left behind for want of space in their baggage. Most of this is good quality material. To ensure that these reach the needy, the Society planned to collect old clothes, shoes; blankets, bed sheets, toys, books etc. from the officer trainees and also from faculty of LBSNAA and distributed to people in need in Mussoorie.
- **Fund Drive:** The Society made use of the presence of Phase IV, Phase III, Phase V and Golden Jubilee participants to explain to them the various activities undertaken by the society and to solicit their support in this regard. This would be added to the corpus of the society and utilized according to need.

The initiatives facilitated by the Society for Social Services and executed by the IAS trainees are nothing but programs, which an IAS officer is expected to perform in the near future. Coordinating with the various in-house and external agencies and institutions gives a flavor of the complex, yet real on-ground challenges faced by an administrator. It is fervently hoped that these learnings, would make the young administrator more empathetic and sensitized in his/ her outlook and approach. A microcosm representing the entire batch, Society for Social Services, this year also, has built upon the useful work done by the earlier batches and keenly looks forward to pass on the baton to the upcoming batch.

Training Support

NIC Training Unit



The NIC Training Unit at the Academy provides Information and Communication Technology related training to the officers of the All India Services during all the training programmes conducted at the Academy. The following courses and activities were conducted during the training calendar of 2018-19

IAS Professional Course Phase-I (2017-19 Batch) :	Sessions 13x2 = 26	Participants 181
Activities : Overview of Geographical Information System(GIS), Hands on exercise on GIS, An overview of e-office and demonstration, PFMS, GeM, Aadhar, Cyber Security, e-Governance Application – DBT, What-if-analysis uses Excel, Descriptive Statistics and Graphical Analysis, Survey Analysis, Time, Value and Money, Capital Budgeting, Introduction to Database Management System, Multiple Table with Primary Key, Application Utility using MS Access, Introduction to MS Project, Project Appraisal with Management Faculty.		
Phase-III Mid-Career Training Programmes (May 2018 & November 2018)	Sessions 8+4=12	Participants 81
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).		
93 rd Foundation Course (15 Weeks)	Sessions 16X4 = 64	Participants 370
Activities : Enterprise Architecture, Digital Locker, Digital Signature and e-Sign, Regional Languages Input, Monitoring and managing projects using MS-Project, Introduction to GIS, Mobile Apps, Latest Trends in ICT (Blockchain, Artificial Intelligence, IoT, Data Analytics), review of document, track changes, document conversion, Document security, AutoSaving, recovery, Digital signature and e-Sign Working, Mail Merge, Visual tools to enhance the presentation, Customization of presentation, Object Animation, Mathematical, Statistical & Conditional Functions, Operators, Charts, Data Analysis, Descriptive Statistics, Trend Lines, Forecast, Analyzing large dataset using Pivot Table and Pivot Chart.		

120 th Induction Training Programme for IAS Officers	Sessions 08	Participants 79
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

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

Software Development

- The Following softwares were developed as per the requirement of the Academy:
- ISM Live app was developed for Live Commentary, Current Scores, Results, Urgent Messaging, and Updated Points Table for Inter-Services Meet 2018 (29-31 March) at LBSNAA Mussoorie. The Mobile app was extensively used by the Officer Trainees of participating Academies LBSNAA, IGNFA, NAAA, NADT, INDEM, IRITM, IIMC, NACIN, NAIR, PSCI, NACEN, NIFM and IICA.
- Android app was developed to monitor the delivery of the services of the Officers Mess of LBSNAA, Mussoorie. It has been responded well by the Officers.
- Online Questionnaire on National Rural Employment Guarantee Scheme (NREGS), Offence Against Public Servants, False Evidence and Offences Against Public Justice, False Evidence Relevancy, Admissibility, Confession and Admission and Preventive Detention.
- Online Feedback System for senior IAS Officers by National Gender Centre
- Time Allocation Exercise for Senior IAS Officers.
- Planning and Implementation of Learning Management System (Moodle).

Other activities

- On the initiative of NIC HQ, Delhi, a project for Enterprise Architecture Plan for LBSNAA, Mussoorie is undergoing. The infrastructure and basic functioning of all the sections of LBSNAA has been done. So that, EA framework can be designed and developed for LBSNAA.
- Cyber Security Drill (Layer-II Layer-III) was conducted in the Academy on Functional (Targeted Attack) Operational (Crypto Mining Web Intrusion) Exercise on 14th -15th March 2018. It was a part of Indian Cyber Crisis Exercise (ICCE 2018), conducted by CERT-IN, MeitY.
- Online examination conducted for the recruitment of Dental Surgeon.

- Online examination conducted for the recruitment of Canteen Attendants of the Academy.
- Prepared and successfully conducted online examinations for 181 participants of IAS Professional Course Phase-I
- Entry level exam and final examinations for 370 probationers of 93rd foundation course
- Entry level exam for 79 participants of 120th Induction Training Program.
- Question Bank for all the online examinations was prepared as per the requirement of Controller of Examination.
- Course material designed and developed for Learning Management System.

Faculty Development Initiative

A Training Programme on Tableau & Prezi, was attended by NICTU Faculty.



A session on “Enterprise Architecture” by Mr. D.C. Mishra, DDG, NIC HQ to Officer Trainees of 93rd Foundation Course at LBSNAA, Mussoorie.

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 Nature. The library is named 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 in Gyanshilla building of 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 the 19th Century.



The Library subscribes to Newspapers (29), Magazines (86), Foreign Journals (10), Indian Journals (82) and e-Journals (30), 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, labor economics, monetary theory, urban economics and much more.
- **EBSCO’s Political Science Complete:** Provides extensive coverage of global political topics with a worldwide focus, reflecting the globalisation of contemporary political discourse. It provides more than 340 full-text reference books and monographs and more than 44,000 full-text conference papers, which includes those from the International Political Science Association.
- **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.
- **Manupatra:** a legal database has enormous legal material of Indian as well as overseas countries.
- **IndianJournals.com:** is the largest multidisciplinary platform of Indian Academic Journals and Research publications
- **India Time Series:** It is an online service by EPW Research Foundation (EPWRF). This project envisages provision of long-term data **series** online in about thirteen modules covering a wide range of macro-economic and financial sector variables in a manner convenient for research and analytical work.
- **RemoteXs:** Remote authentication & access Service for accessing the above e-resources irrespective of the location has been subscribed. **RemoteXs** is a service which allows remote access to e-resources subscribed by the library for users while they are away from the campus.

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:

- 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 1489 books and 268 CD/DVDS during April 2018 to March 2019.

राजभाषा

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

- 1 भारत सरकार, राजभाषा विभाग द्वारा वर्ष 2018-19 के लिए निर्धारित कार्यक्रम के अनुरूप, 'क', 'ख' तथा 'ग' क्षेत्रों के साथ हिंदी पत्राचार सुनिश्चित किया जा रहा है। तदनुसार, अकादमी द्वारा 'क' एवं 'ख' क्षेत्रों के साथ लगभग 86 प्रतिशत और 'ग' क्षेत्र के साथ लगभग 87 प्रतिशत पत्राचार हिंदी में किया जा रहा है। राजभाषा अधिनियम की धारा 3(3) के अंतर्गत द्विभाषी जारी किए जाने वाले सभी दस्तावेजों को द्विभाषी रूप में जारी किया गया। विचाराधीन वर्ष के दौरान, यह अकादमी, हिंदी पुस्तकों, सीडी, डीवीडी आदि की खरीद के लिए निर्धारित 50 प्रतिशत बजट के व्यय के लक्ष्य की तुलना में 63.85 प्रतिशत का लक्ष्य प्राप्त किया है। अकादमी के विशेष निदेशक की अध्यक्षता में प्रत्येक तिमाही में राजभाषा कार्यान्वयन समिति की बैठकों का आयोजन कर अकादमी के विभिन्न अनुभागों में राजभाषा हिंदी में किए जा रहे कार्य की समीक्षा की जाती है तथा यथोचित मार्गदर्शन किया जाता है।
- 2 लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी मसूरी में दिनांक 1 सितंबर से 14 सितंबर, 2018 तक हिंदी पखवाड़े का आयोजन किया गया। इस उपलक्ष्य में, अकादमी स्टाफ तथा अधिकारी प्रशिक्षणार्थियों के लिए राजभाषा नीति से संबंधित सामान्य ज्ञान, दो वर्गों के लिए अलग-अलग हिंदी निबंध लेखन, श्रुत लेखन तथा हिंदी काव्य रचना प्रतियोगिताएं आयोजित की गईं।
- 3 इस समारोह में, विभिन्न प्रतियोगिताओं के विजेता प्रतिभागियों के साथ ही, वार्षिक टिप्पण तथा मसौदा लेखन प्रोत्साहन योजना -2017-18 के प्रतिभागियों को भी पुरस्कृत किया गया। इस तरह, इस समारोह में कुल 39 प्रतिभागियों को, विशेष निदेशक महोदय ने प्रशस्ति पत्र, नकद धनराशि पुरस्कार स्वरूप प्रदान किए।
- 4 विशेष निदेशक महोदय (आरती आहूजा) ने अपने संबोधन में अकादमी में हिंदी के प्रयोग को अधिकाधिक बढ़ाने पर जोर दिया तथा इस अवसर पर अकादमी की पत्रिका के छठे अंक 'सृजन' का विमोचन भी किया। अंत में, विशेष निदेशक महोदय ने सभी संकाय सदस्यों, अधिकारी एवं अकादमी स्टाफ का आभार प्रकट करते हुए, सभी से अकादमी में हिंदी के प्रयोग को और अधिक बढ़ाने का आह्वान किया।

इस प्रकार, यह अकादमी अपने प्रशासनिक और प्रशिक्षण, दोनों क्षेत्रों में हिंदी के प्रचार-प्रसार के लिए निरंतर प्रयासरत है।

Financial Statement of LBSNAA

Budget allocation of LBSNAA is made under “Demand No.070-Ministry of Personnel, Public Grievances & Pensions”. The provision includes establishment related expenditure under Non-Plan (Revenue). Infrastructure related expenditure is provided under Scheme (Revenue) and Scheme (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 is made under Scheme (Capital) and Scheme (Revenue) for improvement of infrastructure and up-grading of essential facilities at LBSNAA.

The details of the actual expenditure for 2016-17, 2017-18, 2018-19 and allocation for financial year 2019-20 is as under.

(Figure in thousands)

S.No.	Non-Plan(Revenue)	Actual Expenditure			Budget Allocation
		2016-17	2017-18	2018-19	2019-20
1.	Salaries	148780	172900	168540	190000
2.	Wages	12500	19200	12399	24000
3.	Overtime allowance	100	100	14	85
4.	Medical Treatment	5000	5000	4200	6000
5.	Domestic travel expenses	4000	4000	5000	5000
6.	Foreign travel expenses	600	400	117	500
7.	Office expenses	80100	60000	65589	75000
8.	Rent, rates & taxes	1425	1450	1492	1550
9.	Publication	350	350	649	650
10.	Other administrative expenses	165	200	200	200
11.	Minor works	500	1000	1000	1500
12.	Professional services	55300	64300	90200	77000
13.	Grant-in-aid	500	500	500	500
14.	Other Charges	1800	1500	3900	4000
Departmental Canteen					
15.	Salaries	2550	2800	2493	3000
16.	Overtime allowances	15	15	1	100
17.	Medical treatment	200	200	199	200
Information Technology					
18.	Other Charges (Info. Tech)	660	642	594	600
19.	Swachhata Action Plan	-	147	597	600
Mid Career Training Programme					
20.	Professional Services	50000	60000	44398	70000
21.	Total (Non-Plan)	319545	394704	402082	460485
22.	Scheme (Revenue)	150000	110000	108981	110000
23.	Scheme (Capital)	160000	190000	177500	320000

Faculty & Staff Skill 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. The 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 Mr./Ms./Dr.	Training/Workshop/Seminar	Duration	Institute
Manoj Ahuja	Training Program on Negotiation for Public Leaders	30-04-2018 to 11-05-2018	California, Berkeley (UCB),
Vidya Bhushan	Infrastructure Development, PPPs and Regulations	02-07-2018 to 06-07-2018	IIM Bangalore
C. Sridhar	MA in International Development Policy	01-09-2018 to 31-08-2019	DUKE University, USA
Raghuraj Rajendran	Smart Public HR: Towards Sustainable and Collaborative Governance	01-11-2018 to 06-11-2018	NHRDI, South Korea
Sarvajit Gandhi	DTS PROGRAM	22-12-2018 to 02.01.2019	RCPVVNAA BHOPAL
Upma Chawdhry	To attend/ participation in the 17th Session of the CEPAQ of the United Nations ECOSOC to be held at New York, USA	20-04-2018 to 31-04-2018	USA (New York)
Vidya Bhushan	As accompanying Faculty during foreign Study Tour organized in Phase-II, 2016 of IAS Professional Course.	11-06-2018 to 15-06-2018	South Korea
Sunita Rani	South Korea as accompanying Faculty during foreign Study Tour organized in Phase-II, 2016 of IAS Professional Course	11-06-2018 to 15-06-2018	South Korea
Navneet Pande	South Korea as accompanying Faculty during foreign Study Tour organized in Phase-II, 2016 of IAS Professional Course	11-06-2018 to 15-06-2018	South Korea
Hitashi Lomash	South Korea as accompanying Faculty during foreign Study Tour organized in Phase-II, 2016 of IAS Professional Course	11-06-2018 to 15-06-2018	South Korea

Faculty Name Mr./Ms./Dr.	Training/Workshop/Seminar	Duration	Institute
Thulasi Maddineni	As accompanying Faculty in foreign Study Tour organized in Phase-II, 2016 of IAS Professional Course	11-06-2018 to 15-06-2018	United Kingdom
Alok Mishra	Visit to South Korea as accompanying faculty during Foreign Study Tour of 120th Induction Training Programme for IAS Officers, 2018	06-08-2018 to 12-08-2018	South Korea
Upma Chawdhry	Visit as a Director to South Korea to explore future collaboration with Korean Development Institute (KDI), Seoul, South Korea	06-08-2018 to 10-08-2018	South Korea
Ramachandra Sri Appasani	Visit to South Korea as accompanying faculty during Foreign Study Tour of 120th Induction Training Programme for IAS Officers, 2018	06-08-2018 to 10-08-2018	South Korea
Arti Ahuja	Accompanied the participants of IAS Phase-IV for their Foreign Study Tour	15-10-2018 to 19-10-2018	USA (Syracuse)
Sachiv Kumar	TRAINING NEEDS ANALYSIS	07-01-2019 to 12-01-2019	YASHADA
Navneet Pande	Interpersonal Effectiveness and Leadership Excellence	21-01-2019 to 25-01-2019	IIM Culcatta
Ramachandra Sri Appasani	Certificate Program in Public Procurement delivered as Massive Open Online Course(MOOC)	26-01-2019 to 26-01-2019	
Alok Mishra	Program in USA on A cutting edge of developmetn thinking at Harvard Kennedy School, USA	11-02-2019 to 15-02-2019	USA

In-house Training Program

- Training on Government E-market place (GeM) on 04.03.2018
- A Faculty Seminar was organised on 06.03.2018
- Knowledge sharing module on issues pertaining to children in collaboration with UNICEF on 18 May, 2018
- Exposure programme for newly joined LDCs and MTSs on 25 July, 2018
- DTS course was conducted for faculty at LBSNAA on 16-21, July, 2018
- Session on office work & conduct rules for LDCs and MTSs on 24 August, 2018

- Brainstorming session on knowledge management system for IAS on 16.01.2019
- A training program for newly recruited LDCs & MTSS regarding use of Information & Computer Technology in the Academy on 14-18 January, 2019.
- Training Programme in Right To Information on 24.05.2019
- Orientation Programme for retiring government official of LBSNAA on 16-17, May 2019
- Consultation with Ex-Director of LBSNAA on Mid-Career Training program
- DTS Course for faculty of LBSNAA and other Central Training Institute/ State ATIs on 16-21 July, 2018

Other Staff Skill Development Program

- Dr. O. P. Verma, PLIO and Mr. Rajender Singh Bist, LIA attended a two-day National Training programme on KOHA (An Open Source Library Management Software), held at Prof M.S. Swaminathan Library, ICAR-IARI, New Delhi from 20-21, June 2018
- Dr. O.P. Verma, PLIO attended a three day International Conference on Digital Transformation, Preservation, Policy and Privacy organized by National Law University, Delhi from November 29th to December 1st, 2018.

Publications

LBSNAA has been publishing “**The Administrator**” since 1961. Over its half a century long existence, the journal has provided a forum to 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 receiving 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

Students of various institutions, participants of different training programmes and delegations of various nations visit the Academy every. 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 Participants of Management Development Programme for Senior Officers of Rajya Sabha Secretariat on 21.05.2018
- Visit of 27 participants of V Batch Training Programme on Public Policy & Governance for the officers of Madhya Pradesh Administrative Services on 24.05.2018
- Visit of 36 students including 2 faculty members of Jawahar Navodaya Vidyalaya, Haridwar on 29.05.2018
- Visit of 65 Officer Trainees including 2 faculty members of T.S. Forest Academy, Telangana, Hyderabad on 30.05.2018

- Visit of 26 Participants of Training-cum-Workshop for Water Resources Engineers on Personality Development and Management Ethics on 09.06.2018
- Visit of 20 Participants of Management Development Programme for Senior Officers of Lok Sabha Secretariat on 15.06.2018
- Visit of 22 students including 2 faculty members of Delhi Public School, Raigarh, Chattisgarh on 05.07.2018
- Visit of 23 participants including 4 members of the Indian Army of Capacity Building Tour from Jammu & Kashmir on 10.07.2018
- Visit of 26 participants of Strategic Management Development Programme for Senior Executives of Coal Inaia Ltd on 18.07.2018
- Visit of 33 participants of 44th Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh on 07.08.2018
- Visit of 28 participants of 45th Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh on 31.08.2018
- Visit of 15 participants of 8th Special Training Programme for Deputy Commissioners of Bangladesh on 03.09.2018
- Visit of 45 students including 3 faculty members of Tamil Nadu Agricultural University, Coimbatore on 11.1.2018
- Visit of 29 participants of 7th Training Programme on Public Policy and Governance for the Officers of Odisha Administrative Service on 25.10.2018
- Visit of 22 students including 2 army personnel of National Integration Tour for Children of Insurgency Hit Areas of Assam on 31.10.2018
- Visit of 30 participants of Developing Strategic Attributes in Evolving a Business Scenario for Engineers of Power Sector for the State of Assam on 30.10.2018
- Visit of 90 students and 10 faculty members of Sanskaram Public School, Jhajjar on 12.11.2018
- Visit of 49 students including 4 faculty members of Unison world School, Dehradun on 29.11.2018
- Visit of 25 officers of Tri Services of Armed Forces, ITM, Mussoorie on 30.11.2018
- Visit of 52 students including faculty members of Mantra Academy, Sagar, Madhya Pradesh on 21.12.2018
- Visit of 14 students and a faculty of Army Public School, Delhi on 11.01.2019
- Visit of 60 students with faculty members of University of Petroleum & Energy Studies, Dehradun on 23.01.2019
- Visit of 18 participants of 8th Training Programme on Public Policy and Governance for the Officers of Odisha Administrative Service State of Assam on 31.01.2019

- Visit of 42 Participants of Gujarat University, Ahemdabad on 01.02.2019
- Visit of 40 Participants of Gujarat University, Ahemdabad on 05.02.2019
- Visit of 62 students with faculty members of Ghananand Government Inter College, Mussoorie on 07.02.2019
- Visit of 45 students with faculty members of Islamia College of Law, Deoband, Saharanpur on 08.02.2019
- Visit of 26 students of the State of Jammu & Kashmir with army personnel of Rajouri Sector, Jammu & Kashmir on 09.02.2019 as part of Bharat Darshan
- Visit of 25 participants of Strategic Management Programme for Senior Executives of Coal India Ltd. on 14.02.2019
- Visit of 34 Officer's Trainees of Gujarat Forest Ranger College, Rajpipla, Gujarat on 23.02.2019
- Visit of 86 students of Graphic Era University, Dehardun on 25.02.2019
- Visit of 30 students with Faculty member of Uttarakhand Sanskrit University, Haridwar on 27.02.2019
- Visit of 21 participants of 46th Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh on 04.03.2019
- Visit of 25 officers of Natesan Institute of Co-operative Management, Chennai on 05.03.2019
- Visit of 21 participants of Training Programme for Civil Engineers of Assam Power Generation Corporation Limited on 11.03.2019
- Visit of 40 students with faculty members of Department of Library and Information Science, University of Delhi on 14.03.2019
- Visit of 40 students with faculty members of Chaudhary Charan Singh University, Meerut on 15.03.2019
- Visit of 90 engineers of Institute of Engineers, Dehardun on 23.03.2019
- Visit of 17 participants of First Mid Career Training Programme for District Administrators of Myanmar on 27.03.2019
- Visit of 16 students with faculty members of Central University of Jammu on 28.03.2019

Annexure-1: Physical Infrastructure

A. CLASS/LECTURE/CONFERENCE ROOMS		Capacity
1	Dr. Sampurnanand Auditorium	472 seats
2	Ambedkar Hall (Aadharshila Block)	154 seats
3	Tagore Hall (Aadharshila Block)	190 seats
4	Vivekanand Hall (Aadharshila Block)	190 seats
5	Homi Bhabha Computer Hall (Aadharshila Block)	107 Terminals
6.	Conference Hall (Karmashila Block)	35 seats
7.	Govind Ballabh Pant Hall (Karmashila Block)	115 seats (under construction)
8.	Nehru Auditorium (Karmashila Block)	115 seats
9.	Seminar Room-1 to 5 (Gyanshila Block)	30(Round Table) each
10.	Seminar Room-6 & 7 (Gyanshila Block)	20 seats each
11.	Seminar Room-8 to 12 (Gyanshila Block)	20 (Round Table) each
12	Seminar Room-A & B (Karmashila 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)	20 rooms
5.	Kalindi Visitors' Hostel	21 rooms
6.	Kaveri Hostel	33 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. The name and tenure 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.	Mr. A.N. Jha, ICS	01.09.1959 to 30.09.1962
2.	Mr. S.K. Datta, ICS	13.08.1963 to 02.07. 1965
3.	Mr. M.G. Pimputkar, ICS	04.09. 1965 to 29.04.1968
4.	Mr. K.K. Das, ICS	12.07.1968 to 24.02.1969
5.	Mr. D.D. Sathe, ICS	19.03.1969 to 11.05.1973
6.	Mr. Rajeshwar Prasad, IAS	11.05.1973 to 11.04.1977
7.	Mr. B.C. Mathur, IAS	17.05.1977 to 23.07.1977
8.	Mr. G.C.L. Joneja, IAS	23.07.1977 to 30.06.1980
9.	Mr. P.S. Appu, IAS	02.08.1980 to 01.03.1982
10.	Mr. I.C. Puri, IAS	16.06.1982 to 11.10.1982
11.	Mr. R.K. Shastri, IAS	09.11.1982 to 27.02.1984
12.	Mr. K. Ramanujam, IAS	27.02.1984 to 24.02.1985
13.	Mr. R.N. Chopra, IAS	06.06.1985 to 29.04.1988
14.	Mr. B.N. Yugandhar, IAS	26.05.1988 to 25.01.1993
15.	Mr. N.C. Saxena, IAS	25.05.1993 to 06.10.1996
16.	Mr. B.S. Baswan, IAS	06.10.1996 to 08.11.2000
17.	Mr. Wajahat Habibullah, IAS	08.11.2000 to 13.01.2003
18.	Mr. Binod Kumar, IAS	20.01.2003 to 15.10. 2004
19.	Mr. D.S. Mathur, IAS	29.10.2004 to 06.04.2006
20.	Mr. Rudhra Gangadharan, IAS	06.04.2006 to 20.09.2009
21.	Mr. Padamvir Singh, IAS	02.09.2009 to 28.02.2014
22.	Mr. Rajeev Kapoor, IAS	20.05.2014 to 9.12.2016
23.	Ms. Upma Chawdhry, IAS	11.12.2016 to 31.12.2018
23.	Dr. Sanjeev Chopra, IAS	01.01.2019 till date

Joint Directors of LBSNAA

Sl. No.	Name	Duration
1.	Mr. J.C. Agarwal	19.06.1965 to 07.01.1967
2.	Mr. T.N. Chaturvedi	27.07.1967 to 09.02.1971
3.	Mr. S.S. Bisen	01.04.1971 to 09.09.1972
4.	Mr. M. Gopalakrishnan	20.09.1972 to 05.12.1973
5.	Mr. H.S. Dubey	03.03.1974 to 18.12.1976
6.	Mr. S.R. Adige	12.05.1977 to 07.01.1980
7.	Mr. S.C. Vaish	07.01.1980 to 07.07.1983
8.	Mr. S. Parthasarathy	18.05.1984 to 10.09.1987
9.	Mr. Lalit Mathur	10.09.1987 to 01.06.1991
10.	Dr. V.K. Agnihotri	31.08.1992 to 26.04.1998
11.	Mr. Binod Kumar	27.04.1998 to 28.06.2002
12.	Mr. Rudhra Gangadharan	23.11.2004 to 06.04.2006
13.	Mr. Padamvir Singh	12.03.2007 to 02.02.2009
14.	Mr. P.K. Gera	24.05.2010 to 20.05.2012
15.	Mr. Sanjeev Chopra	09.09.2010 to 05.12.2014
17.	Mr. Dushyant Nariala	24.12.2012 to 16.01.2016
16.	Ms. Ranjana Chopra	06.08.2013 to 15.12.2014
18.	Mr. Tejveer Singh	06.08.2013 to 31.3.2017
19.	Ms. Jaspreet Talwar	24.10.2014 to 31.3.2017
20.	Ms. Arti Ahuja (Special Director)	19.07.2017 till date
21.	Mr. Manoj Ahuja (Special Director)	06.11.2017 till date

Annexure-3: Participants in IAS Phase-I (2017 Batch)

Participants from the State of	Male	Female	Participants
AGMUT	3	4	7
Andhra Pradesh	5	1	6
Assam-Meghalaya	5	1	6
Bihar	8	1	9
Chhattishgarh	5	0	5
Gujarat	6	1	7
Haryana	3	0	3
Himachal Pradesh	2	3	5
Jammu & Kashmir	2	0	2
Jharkhand	5	2	7
Karnataka	6	3	9
Kerala	3	4	7
Madhya Pradesh	11	2	13
Maharashtra	3	3	6
Manipur	3	1	4
Nagaland	3	1	4
Odisha	4	1	5
Punjab	4	0	4
Rajasthan	7	3	10
Royal Bhutan Civil Service	2	1	3
Sikkim	1	0	1
Tamil Nadu	7	4	11
Tripura	1	2	3
Telangana	9	2	11
Uttar Pradesh	10	7	17
Uttarakhand	2	1	3
West Bengal	11	2	13
Total	131	50	181

Annexure-4: Participants in IAS Phase-II (2016 Batch)

Participants from the State of	Male	Female	Participants
AGMUT	8	3	11
Andhra Pradesh	5	2	7
Assam-Meghalaya	4	0	4
Bihar	8	1	9
Chhattishgarh	4	0	4
Gujarat	9	1	10
Haryana	2	0	2
Himachal Pradesh	4	1	5
Jammu & Kashmir	1	0	1
Jharkhand	7	1	8
Karnataka	6	3	9
Kerala	6	1	7
Madhya Pradesh	8	2	10
Maharashtra	6	1	7
Manipur	1	1	2
Nagaland	4	0	4
Odisha	4	0	4
Punjab	3	1	4
Rajasthan	5	2	7
Royal Bhutan Civil Service	3	0	3
Sikkim	0	0	0
Tamil Nadu	10	1	11
Tripura	3	1	4
Telangana	5	3	8
Uttar Pradesh	17	5	22
Uttarakhand	2	2	4
West Bengal	10	4	14
Total	145	36	181

Annexure-5: Participants in 93rd Foundation Course

Service wise Break-up

Services/States	Male	Female	Participants
Indian Administrative Service	132	47	179
Indian Audit And Accounts Service	2	3	5
Indian Civil Accounts Service	1	1	2
Indian Corporate Law Service	0	1	1
Indian Defence Accounts Service	2	1	3
Indian Defence Estate Service	0	3	3
Indian Foreign Service	27	11	38
Indian Forest Services	12	2	14
Indian Information Service	3	2	5
Indian Ordinance Factory Service	1	0	1
Indian P&T Accounts and Finance Service	5	0	5
Indian Police Service	26	9	35
Indian Postal Service	1	1	2
Indian Railway Accounts Service	3	3	6
Indian Railway Personnel Service	2	0	2
Indian Railway Protection Force	0	1	1
Indian Railway Traffic Service	9	3	12
Indian Revenue Service (Customs and Central Excise)	0	1	1
Indian Revenue Service (Customs and Central Excise)	6	2	8
Indian Revenue Service (IT)	26	10	36
Royal Bhutan Civil Services	3	0	3
Royal Bhutan Forest Service	1	1	2
Royal Bhutan Police Services	4	2	6
Grand Total	266	104	370

Annexure-6: Participants in 13th Round of IAS Phase-III MCTP

Participants from the State of	Male	Female	Participants
Andhra Pradesh	4	0	4
Assam-Meghalaya	4	2	6
Bihar	4	1	5
Chhatisgarh	1	1	2
Gujarat	11	2	13
Haryana	4	0	4
Himachal Pradesh	3	0	3
Jammu & Kashmir	0	0	0
Jharkhand	1	0	1
Karnataka	1	1	2
Kerala	2	2	4
Madhya Pradesh	3	1	4
Maharashtra	14	1	15
Manipur	1	0	1
Tripura	0	0	0
Telengana	0	0	0
Nagaland	0	1	1
Orissa	2	0	2
Punjab	0	0	0
Rajasthan	0	0	0
Sikkim	0	0	0
Tamilnadu	3	1	4
Union Terrorary	2	3	5
Uttar Pradesh	3	1	4
Uttarakhand	1	0	1
West Bengal	2	1	3
Total	66	18	84

Batch-wise profile in 13th Round of IAS Phase-III MCTP

Batch	No. of Participants
2004	2
2005	5
2006	7
2007	12
2008	30
2009	15
2010	13
Total	84

Annexure-7: Participants in 13th Round of IAS Phase-IV MCTP

Participants from the State of	Male	Female	Participants
Andhra Pradesh	0	0	0
Assam-Meghalaya	3	0	3
Bihar	3	1	4
Chhatisgarh	0	1	1
Gujarat	3	2	5
Haryana	4	1	5
Himachal Pradesh	3	0	3
Jammu & Kashmir	1	0	1
Jharkhand	3	0	3
Karnataka	0	1	1
Kerala	0	0	0
Madhya Pradesh	4	1	5
Maharashtra	7	2	9
Manipur	0	0	0
Tripura	0	0	0
Telengana	2	1	3
Nagaland	1	0	1
Orissa	0	0	0
Punjab	2	0	2
Rajasthan	1	0	1
Sikkim	0	0	0
Tamilnadu	3	0	3
Union Territory	3	1	4
Uttar Pradesh	0	1	1
Uttarakhand	2	1	3
West Bengal	1	2	3
Total	46	15	61

Batch-wise profile in 13th Round of IAS Phase-IV MCTP

Batch	No. of Participants
1997	2
1998	1
1999	0
2000	0
2001	9
2002	16
2003	33
Total	61

Annexure-8: Participants in 13th Round of IAS Phase-V MCTP

Participants from the State of	Male	Female	Participants
Andhra Pradesh	1	0	1
Assam-Meghalaya	4	0	4
Bihar	6	3	9
Gujarat	2	0	2
Haryana	5	0	5
Jharkhand	2	0	2
Karnataka	1	0	1
Kerala	2	1	3
Madhya Pradesh	4	2	6
Maharashtra	6	0	6
Manipur	1	0	1
Tripura	1	0	1
Nagaland	1	0	1
Orissa	2	1	3
Punjab	2	0	2
Rajasthan	2	1	3
Sikkim	1	0	1
Tamilnadu	4	0	4
Union Territory	1	0	1
Uttar Pradesh	9	1	10
Total	57	9	66

Batch-wise profile in 13th Round of IAS Phase-V MCTP

Batch	No. of Participants
1984	0
1986	1
1987	0
1988	11
1989	23
1990	20
1991	11
Total	66

Annexure-9: Participants in 120th Induction Training Programme for SCS

Participants from the State of	Male	Female	Participants
Andhra Pradesh	2	2	4
Assam-Meghalaya	0	0	0
Bihar	4	0	4
Chhatisgarh	1	3	4
Gujarat	3	1	4
Haryana	0	0	0
Himachal Pradesh	4	0	4
Jammu & Kashmir	0	0	0
Jharkhand	0	0	0
Karnataka	1	0	1
Kerala	4	2	6
Madhya Pradesh	8	4	12
Maharashtra	3	0	3
Manipur	2	2	4
Tripura	0	0	0
Telengana	0	0	0
Nagaland	0	0	0
Orissa	2	0	2
Punjab	5	1	6
Rajasthan	12	6	18
Sikkim	2	0	2
Tamilnadu	1	3	4
Union Terrorary	3	1	4
Uttar Pradesh	0	0	0
Uttarakhand	1	0	1
West Bengal	5	1	6
Total	63	26	89

Batch wise Profile

Batch	No. of Participants
2004	1
2005	1
2006	2
2007	11
2008	22
2009	9
2010	5
2011	18
2012	7
2013	10
2014	1
2017	2
Total	89

Annexure-10: Faculty & Administration in the Academy

Faculty (As on 31-3-2019)

Sl.	Name	Designation
1.	Mr. Sanjeev Chopra, IAS	Director
2.	Mr. Manoj Ahuja, IAS	Special Director
3.	Ms. Arti Ahuja, IAS	Special Director
4.	Mr. Alok Mishra, IIS	Deputy Director (Sr.)
5.	Mr. N. K. Sudhansu, IAS	Prof. of Economics
6.	Mr. C. Sridhar, IAS	Deputy Director (Sr.)
7.	Mr. M. H. Khan, IDAS	Deputy Director (Sr.)
8.	Ms. Nandini Paliwal, IAS	Deputy Director (Sr.)
9.	Ms. Aswathy S., IAS	Deputy Director (Sr.)
10.	Mr. Manoj V. Nair, IFoS	Deputy Director (Sr.)
11.	Ms. Monika Dhami, IRS	Deputy Director (Sr.)
12.	Mr. R. Raghu Raj, IAS	Deputy Director
13.	Ms. Thulasi Maddineni, IAS	Deputy Director
14.	Mr. Vidya Bhushan, IAS	Deputy Director
15.	Ms. Alankrita Singh, IPS	Deputy Director
16.	Ms. Gauri Parasher Joshi, IAS	Deputy Director
17.	Ms. P. Amudha	Prof. of Public Administration
18.	Mr. N K Sudhansu	Prof. of Economics
19.	Mr. A. S. Ramachandra	Prof. of Pol. Theory & Const. Law
20.	Ms. Sunita Rani	Prof. of Social Management
21.	Ms. Kakali Barua	Prof. of Economics
22.	Mr. Sachiv Kumar	Reader in Law
23.	Mr. Navneet Pande	Assistant Director
24.	Mr. Bhairo Pratap Singh	Assistant Director
25.	Ms. Kehkashan Siddiqui	Assistant Director
26.	Dr. (Ms.) Kumudini Nautiyal	Reader in Hindi
27.	Ms. Bhawana Porwal	Asst. Prof. of Hindi
28.	Ms. Alka Kulkarni	Language Instructor (Gujarati & Marathi)
29.	Mr. A. Nallasami	Language Instructor (Tamil & Telugu)
30.	Mr. Arshad M. Nandan	Language Instructor (Urdu & Punjabi)
31.	Mr. K. Brijbhashi Singha	Language Instructor (Assamese & Manipuri)
32.	Ms. Saudamini Bhuyan	Language Instructor (Oriya & Bengali)
33.	Mr. V. Muttinamath	Language Instructor (Malayalam & Kannada)
34.	Mr. Satpal Singh	Riding Instructor
35.	Mr. Govind Prasad Sharma	Physical Training Instructor
36.	ASI Mr. Manoj K.	Asstt. PTI
37.	Mr. Ajay Kumar	Asstt. Riding Instructor

Administration (As on 31-3-2019)

Sl.	Name	Designation
1.	Dr. O.P. Verma	Principal Library & Information Officer
2.	Mr. Nandan Singh Dugtal	Asstt. Director (Rajbhasha)
3.	Mr. Ashok K. Dalal	Sr. Administrative Officer (Accounts)
4.	Ms. Poonam Sinha	Programmer (Repro)
5.	Mr. Malkit Singh	Asstt. Library & Info. Officer
6.	Mr. Purshottam Kumar	Sr. Private Secretary
7.	Mr. Ajay Kumar Sharma	Private Secretary
8.	Mr. Balam Singh	Administrative Officer
9.	Mr. Gyan Chandra	Assistant Administrative Officer
10.	Mr. J.P. Bahuguna	Assistant Administrative Officer
11.	Mr. T.C.Pant	Assistant Administrative Officer
12.	Mr. Kishan Chand Joshi	Assistant Administrative Officer
13.	Mr. Kailash Chandra Joshi	Assistant Administrative Officer
14.	Mr. Kailash Chand	Assistant Administrative Officer
15.	Mr. Ramesh Kumar	Asst. Library & Information Officer
16.	Mr. Ram Milan Kewat	Asst. Library & Information Officer
17.	Mr. Naryan Lal Bunker	Private Secretary
18.	Ms. Manjula Sharma	Private Secretary
19.	Mr. Ashish Kumar Patel	Private Secretary
20.	Mr. Mahesh Kumar Tyagi	Private Secretary
21.	Mr. Sunil Negi	Private Secretary

Officers who were relieved from the LBSNAA during the year

Sl	Name	Date of Relieving
1.	Ms. Upma Chaudhary, Director	31.12.2018
2.	Mr. Rajesh Arya, Professor of Public Administration	19.02.2019
3.	Dr. Hitashi Lomash, Professor of Management	14.12.2018
4.	Prof. Suresh Mishra, Professor of Law	30.11.2018
5.	Mr. Girish Sharma, Asst. Director	09.03.2019

Superannuation of staff in LBSNAA during the year

Sl	Name	Date of Relieving
1.	Mr. Rajpal, MTS	30.04.2018
2.	Mr. Gendaram, MTS	30.04.2018
3.	Mr. Ajay Kumar, PS	31.05.2018
4.	Mr. Purushottam Kumar, Sr. PS	30.06.2018
5.	Mr. Kallu Ram, MTS	31.07.2018
6.	Mr. Balam Singh, AAO	30.9.2018
7.	Mr. Mor Singh, MTS	30.09.2018
8.	Mr. Chand Kiran, Halwai-cum-Cook	31.10.2018
9.	Ms. Sushila Rajori, EPABS Operator	31.12.2018
10.	Mr. Kailash Chand Joshi, AAO.	31.03.2019
11.	Mr. Shyam Kumar, Thapa, MTS	31.03.2019