

**Annual Report**  
**2024-2025**  
**(1<sup>st</sup> April, 2024 to 31<sup>st</sup> March, 2025)**



**LAL BAHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION,  
MUSSOORIE, UTTARAKHAND**

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# INTRODUCTION

## **1. Introduction**

The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, is Government of India's premier institution for the training of higher civil services in the country.

### **1 (i) History of the Academy**

On April 15, 1958, the then Union Home Minister Pandit Govind Ballabh Pant announced in the Lok Sabha, that the Government would set up a National Academy of Administration, where training would be given to all the recruits of the Civil Services. The Ministry of Home Affairs also decided to amalgamate the IAS Training School, Delhi and the IAS Staff College, Shimla to form a National Academy of Administration to be set up in Mussoorie's Charleville Estate. On the first day of September, 1959 curtains were drawn on the training in Metcalfe House. Union Home Minister Pandit Govind Ballabh Pant was instrumental in effecting this shift to Mussoorie.

The Charleville Hotel was built in 1854 by General Wilkinson on the grounds of Chajauli Estate, a part of the abutting Chajauli Patti. The grounds of Happy Valley were acquired in 1904 by the brewer V.A. Mackinnon.

The main building of the erstwhile Charleville complex was destroyed in a fire in 1984. However, its old architecture can still be seen in some of the buildings inside the main campus of the Academy. The Ladies' Block and the G.B. Pant Block were damaged in the earthquake of 1991 and on these two sites, the two new buildings viz. 'Dhruvshila' and 'Kalindi Guest House' came up. A part of the "Happy Valley Club" extending right below the Charleville Hotel, now belongs to the Academy. This has the horse-riding ground, the shooting range and the sports club. The racecourse and polo ground, which was carved out of a hillside in 1904, were leased by the Uttar Pradesh government to the Academy. It is used for housing the horse-riding establishment and conducting various sports events.

In October 1972, the name of the Academy was changed to "Lal Bahadur Shastri Academy of Administration" and in July 1973 the word "National" was added to it. The Academy is now known as the "Lal Bahadur Shastri National Academy of Administration" (LBSNAA). There have been subsequent expansions and several new buildings have been constructed and others acquired over the years.

## 1 (ii) Academy Mission

### 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 Specialize 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”.



“योगः कर्मसु कौशलम् ”  
( Excellence in Action )

## Our Motto

“ शीलं परमं भूषणम् ”

( Character is the Utmost Virtue)

# Mission Karmayogi



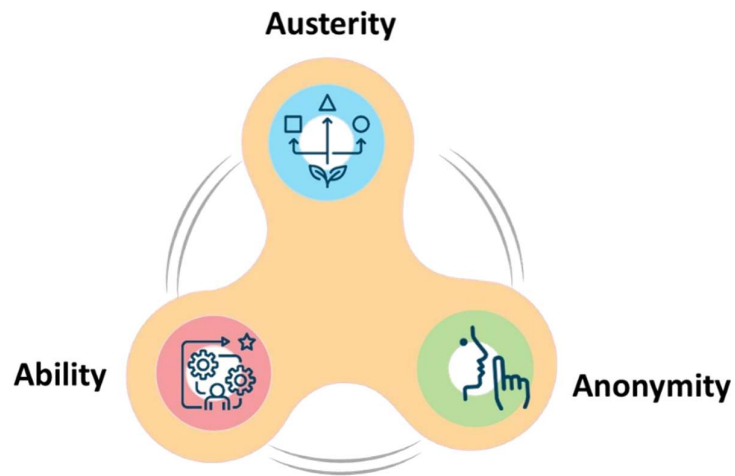
To forge Karmayogis out of Civil Servants, by transforming them to be;

- Creative & Constructive,
- Imaginative & Innovative,
- Proactive & Polite,
- Professional & Progressive,
- Energetic & Enabling,
- Transparent & Tech Enabled

To make citizen centric and future ready civil service with right attitude, skills and knowledge aligned to vision of New India;

To develop key core competencies i.e. Domain (Right Knowledge), Functional (Right Skills), Behavioural (Right Attitudes).

# Core Values



Austerity	Ability	Anonymity
<p>To understand, assimilate and adopt the concept of frugal and simple life and also the judicious management of public resources so as to get the best output for the general public and nation as a whole and to prevent the unnecessary wastage of scarce resources.</p>	<p>To learn, unlearn and relearn tasks and skills relevant to the rapidly changing roles in the career of IAS and also to adapt and adjust to the various situations so as to set the fine balance between Rules and Roles.</p>	<p>To work silently without any desire for awards, rewards or publicity behind the curtain for the service to the nation and for the betterment of common people.</p>

# **Administration**

**2 (i) Faculty & Administration in the Academy (as on 31.03.2025)**

<b>Designation</b>	<b>Name - Shri/Ms.</b>
Director	Sriram Taranikanti
Joint Director	Sowjanya
Joint Director	Udit Agrawal
Deputy Director (Sr.)	Dr. Bagadi Gautham
Deputy Director (Sr.)	Priyanka Das
Professor of Economics	Ritika Narula
Deputy Director (Sr.)	Ganesh Shankar Mishra
Deputy Director (Sr.)	Shanmuga Priya Mishra
Deputy Director	Shelesh Nawal
Deputy Director (Sr.)	Shweta Teotia
Deputy Director (Sr.)	D Mahesh Kumar
Deputy Director (Sr.)	Deep Jagdip Contractor
Deputy Director	Rajesh Meena
Deputy Director	Anupam Talwar
Deputy Director	Aswathi S
Deputy Director (Jr.)	Chandrasekar S
Deputy Director	Prem Kumar V R
Professor of Economics	Arvind Kumar
Reader in Law	Sachiv Kumar
Reader in Hindi	Bhawna Abhay Porwal
Professor of Political Theory and Constitution Law	Romeo Vincent Tete
Assistant Director	Gautam Thapliyal
Assistant Director	Ankita Dhanda
Assistant Director	Aakanksha Kulshrestha

<b>Designation</b>	<b>Name - Shri/Ms.</b>
Hindi Instructor	Sarfaraz Hussain Khan
Principal Private Secretary	Vijendra Singh Rana
Sr. Medical Officer	Dr. Mayank Badola
Medical Officer	Dr. Yalla Sai Vamsi Krishna Reddy
Senior Private Secretary	Laxmi Prasad
Senior Private Secretary	Ashish Kumar Patel
Private Secretary	M. K. Tyagi
Private Secretary	Sunil Negi
Private Secretary	Neeraj Kumar
Private Secretary	Darshani
Asstt. Library & Information Officer	S. K. Bharti
Asstt. Library & Information Officer	Rajender Bist
Asstt. Library & Information Officer	Bhupinder Kaur
Administrative Officer	Prashant Kumar
Administrative Officer	Pawan Kumar Pal
Administrative Officer	Mukesh Kumar Garg
Asstt. Administrative Officer	Rakesh Chandra
Asstt. Administrative Officer	Nishant Joshi
Asstt. Administrative Officer	Naresh Kumar Gupta
Asstt. Administrative Officer	Parmila Bahuguna
Asstt. Administrative Officer	D. C. Lohani
Asstt. Riding Instructor	Sangram Singh
Asstt. Riding Instructor	Niranjan Ohlyan

## Major Sections of the Academy (as on 31.03.2025)

Name of the Section	Broad scope of work
Administration	<ul style="list-style-type: none"> <li>➤ Appointment of Professors, Readers, Assistant Professors, Promotion of Non-Gazetted and Gazetted Group 'B' officers.</li> <li>➤ Correspondence for service matters of probationers.</li> <li>➤ Assessment report of Foundation course, Phase-I and Phase-II probationers.</li> <li>➤ Leave and Personnel matters of Probationers of Foundation Course, Phase-I, Phase-II.</li> <li>➤ Preparation of pension papers of Gazetted and Non-Gazetted Staff members.</li> <li>➤ Training of LBSNAA Faculty and Staff Development etc.</li> </ul>
Accounts	<ul style="list-style-type: none"> <li>➤ Preparation &amp; disbursement of monthly salary of LBSNAA officials, Settlement of employee claims like CEA, Medical, TA /DA &amp; LTC</li> <li>➤ Bill processing for payment related to vendors / suppliers after due verification</li> <li>➤ Timely uploading of NPS contribution/ monthly TDS (Income Tax) quarterly &amp; TDS (GST) monthly</li> <li>➤ Preparation of budget report (BE &amp; RE) &amp; periodic monitoring</li> <li>➤ Reconciliation of Budget monthly basis with bank statement &amp; submission of certificate in this regard to PAO, DPAR New Delhi</li> <li>➤ Demand raised by LBSNAA to State Govt/ Service against expenditure made by LBSNAA training of Officers Trainees during FC/Phase-I, Phase-II</li> </ul>

<b>Name of the Section</b>	<b>Broad scope of work</b>
Controller of Examinations	<ul style="list-style-type: none"> <li>➤ Various works related to preparation for conducting Examinations for Officer Trainees of FC, Phase-I, Phase-II, to distribute format for examination to concerned faculty coordinator and collect information etc.</li> <li>➤ Coordination with Jawaharlal Nehru University, Delhi regarding Masters degree and Diploma for the Officer Trainees</li> </ul>
Computer Centre	<ul style="list-style-type: none"> <li>➤ Coordination for Installation and System Integration of all new components in the Academy</li> <li>➤ Provide Desktop/Laptop Computer Distribution/Installation &amp; Inventory control etc.</li> </ul>
Estates	<ul style="list-style-type: none"> <li>➤ Works related to maintenance work with CPWD, NGO issues.</li> <li>➤ Various civil and electrical requirements for repair, maintenance, Shramdan staff and OTs, Swachata Action plan implementation in the Academy, solar system implementation.</li> <li>➤ Maintenance of hostel and housekeeping, laundry, horticulture related works.</li> <li>➤ Allocation of residences to faculty, staff, and others as per time to time requirement etc.</li> </ul>
Library	<ul style="list-style-type: none"> <li>➤ Acquisition, ordering, receiving and accessioning of Books &amp; Audio-Visual materials.</li> <li>➤ Classification of the Books as per DDC classification Scheme, cataloguing books, assigning key words, Barcoding</li> </ul>

<b>Name of the Section</b>	<b>Broad scope of work</b>
	<p>and RFID tagging, Preparation of Bibliographies and lists &amp; Shelving</p> <ul style="list-style-type: none"> <li>➤ Data entry of the purchased titles in the Library Software KOHA, Abstracting of library documents</li> <li>➤ Subscription of Periodicals, Journals, e-resources and Magazines and their yearly renewals, Reference service, Mapping the subscriptions in MyLOFT remote access platform for off campus and in-campus access of the resources</li> <li>➤ Binding of the Journals, Work related to weeding out of books, Disposal of scrap (newspapers and magazines)</li> <li>➤ Maintenance &amp; User Account Management of KOHA &amp; RFID system including AMC</li> <li>➤ Circulation and maintenance of the Self-check-out and Book drops, Management of unit libraries of hostels and lounges, Exhibitions and Books Fairs</li> <li>➤ Display &amp; Circulation of daily news and New arrivals</li> </ul>
TRPC	<ul style="list-style-type: none"> <li>➤ Preparation and issue of Training Calendar.</li> <li>➤ Duties concerning constitution and working of the Board of Studies.</li> <li>➤ Work related to Syllabus review and conducting Training Need Analysis in collaboration with other institutions.</li> <li>➤ Preparation of Annual Reports, Development of Case Studies</li> <li>➤ Correspondence with DoPT and other Institutions.</li> </ul>

Name of the Section	Broad scope of work
	<ul style="list-style-type: none"> <li>➤ All work relating to publication of Academy Journal - The Administrator (Such as Printing, Agreement with Publishers, Maintenance of Articles and Correspondence relating to Journal, Maintenance of Stock Register/ Publication Accounts, Updating of Subscriber's list. Correspondence with Subscribers of Journal and matters related to publication of source book etc.)</li> <li>➤ All works and correspondence relating to the meeting of Administrative Training Institutes (ATIs) &amp; Central Training Institutes (CTIs).</li> <li>➤ Conduct of ACM meetings on every second &amp; fourth Wednesday of every month.</li> <li>➤ Works related to MoUs with various organisations.</li> </ul>
Training Induction	<ul style="list-style-type: none"> <li>➤ All work related to Foundation Course, Phase-I, District Training, ASP &amp; Phase-II.</li> <li>➤ Himalayan &amp; Short Treks, India Day Celebration/ Exhibitions etc., Kevadia Visit.</li> <li>➤ Custodian of OTs' individual/personal files.</li> <li>➤ Preparation of Course Manual (FC, Phase I &amp; Phase II)</li> </ul>
Raj Bhasha	<ul style="list-style-type: none"> <li>➤ भारत सरकार, राजभाषा विभाग द्वारा निर्धारित कार्यक्रम के अनुरूप, 'क', 'ख' तथा 'ग' क्षेत्रों के साथ हिंदी पत्राचार सुनिश्चित करना।</li> <li>➤ प्रभारी, राजभाषा की अध्यक्षता में प्रत्येक तिमाही में राजभाषा कार्यान्वयन समिति की बैठकों का आयोजन करना तथा विभिन्न अनुभागों में राजभाषा हिंदी में किए जा रहे कार्य की समीक्षा करना।</li> </ul>

Name of the Section	Broad scope of work
Protocol	<ul style="list-style-type: none"> <li>➤ All works related to Deployment of Govt. Vehicles/Taxis in various courses.</li> </ul>
Store & Supply	<ul style="list-style-type: none"> <li>➤ Custody, Issue and Maintenance of Dead Stock items, equipment and Condemnation of Un-serviceable items.</li> <li>➤ All types of purchase related to the courses /Academy etc.</li> </ul>
Security Section	<ul style="list-style-type: none"> <li>➤ Visit to the Academy by various schools / institutions / delegation.</li> <li>➤ Custody of Parcels of Officer Trainees/Participants.</li> <li>➤ Issue of Identity Cards for Participants of all courses including staff.</li> </ul>
Training MCTP	<ul style="list-style-type: none"> <li>➤ Matters related to Mid-Career Training Programmes (MCTP) i.e. IAS Phases III, Phase-IV, Phase-V, JCM and Common Mid-Career Training Programme.</li> <li>➤ All aspects of the training courses, including logistics, travels, outdoor activities, inviting nominations, correspondence with DoPT, State Government/Government of India/CCAs etc.</li> </ul>

## 2 (ii) Financial Statement of LBSNAA

Budget allocation of LBSNAA is made under “Demand No. 074 - Ministry of Personnel, Public Grievances & Pension”. The provision includes establishment related expenditure under Non Scheme (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 programmes such as the Foundation Course, Mid-Career Training Programmes etc. Allocations are made under Scheme (Capital) and Scheme (Revenue) for improvement of Infrastructure and up-gradation of essential facilities at LBSNAA.

The details of actual expenditure for 2021-22, 2022-23, 2023-24 & 2024-25 and allocation for financial year 2025-26 is as under:

**(Figure in thousands)**

Sl. No.	Non-Scheme (Revenue) Establishment (0204)	Actual Expenditure				Budget Allocation
		2021-22	2022-23	2023-24	2024-25 as on 31.03.25	2025-26
1.	Salaries	1,62,235	1,22,600	1,19,649	1,20,578	1,30,000
2.	Wages	36,498	46,000	71,067	95,598	1,00,000
3.	Rewards	0	0	1,646	1,002	1,000
4.	Medical	5,145	7,000	6,779	8,893	6,600
5.	Allowances	0	0	67,191	81,587	90,000
6.	LTC	0	0	1,559	2,107	2500
7.	Training Expenses	0	0	1,246	16	200
8.	Domestic TA	5,725	5,400	5,770	7,460	7,000

(Figure in thousands)

Sl. No.	Non-Scheme (Revenue) Establishment (0204)	Actual Expenditure				Budget Allocation
		2021-22	2022-23	2023-24	2024-25 as on 31.03.25	2025-26
9.	Foreign TA	0	0	0	290	500
10.	Office Expenses	85,528	1,08,845	87,491	1,25,242	1,20,000
11.	Rent, Rates & Taxes	1,964	1,998	2,979	1,383	3,500
12.	Printing & Publications	636	644	633	451	1,000
13.	Rents for others	0	0	716	152	1,000
14.	Other Admin Expenses	199	290	0	0	0
15.	Digital Equipment	0	0	1,817	423	1,500
16.	Fuel and Lubricants	0	0	9,616	4,775	5,000
17.	Minor Civil & Electric works	1,500	2,500	2,723	1,595	2,200
18.	Professional Services	1,48,796	2,49,664	2,64,342	87,889	10,000
19.	Repair & Maintenance	0	0	2,666	697	750

Sl. No.	Non-Scheme (Revenue) Establishment (0204)	Actual Expenditure				Budget Allocation
		2021-22	2022-23	2023-24	2024-25 as on 31.03.25	2025-26
20.	Grants-in-Aids	500	500	500	500	500
21.	Bank & Agency charges	0	0	521	0	500
22.	Other Revenue Expenditure	3,999	3,767	4,954	4,415	5,500
	<b>Total</b>	<b>1,41,694</b>	<b>68,099</b>	<b>2,68,004</b>	<b>5,45,053</b>	<b>4,89,250</b>

(Figure in thousands)

Sl. No.	Canteen(0205)	Actual Expenditure				Budget Allocation
		2021-22	2022-23	2023-24	2024-25 as on 31.03.25	2025-26
1.	Salaries Canteen	3,506	2,847	125	0	2,800
2.	Medical Canteen	134	199	116	296	300
3.	Allowance Canteen	0	0	73	0	1,100
4.	LTC Canteen	0	0	8	0	50
	<b>Total</b>	<b>3,640</b>	<b>3,046</b>	<b>322</b>	<b>296</b>	<b>4,250</b>

(Figure in thousands)

Sl. No.	Swachhta Action Plan(0296)	Actual Expenditure				Budget Allocation
		2021-22	2022-23	2023-24	2024-25 as on 31.03.25	2025-26
1.	Swachhta Action Plan	593	451	728	596	800
	<b>Total</b>	<b>593</b>	<b>451</b>	<b>728</b>	<b>596</b>	<b>800</b>

(Figure in thousands)

Sl. No.	MCTP (0206)	Actual Expenditure				Budget Allocation
		2021-22	2022-23	2023-24	2024-25 as on 31.03.25	2025-26
1.	Professional Services	59,999	59,994	1,14,488	80,244	80,000
	<b>Total</b>	<b>59,999</b>	<b>59,994</b>	<b>1,14,488</b>	<b>80,244</b>	<b>80,000</b>

(Figure in thousands)

Sl. No.	Induction Training programme (0207)	Actual Expenditure				Budget Allocation
		2021-22	2022-23	2023-24	2024-25 as on 31.03.25	2025-26
1.	Professional Services	0	0	0	1,25,341	1,20,000
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,25,341</b>	<b>1,20,000</b>

(Figure in thousands)

Sl. No.	Domain Specific Training Programme (0208)	Actual Expenditure				Budget Allocation
		2021-22	2022-23	2023-24	2024-25 as on 31.03.25	2025-26
1.	Professional Services	0	0	0	13,513	30,000
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,513</b>	<b>30,000</b>

(Figure in thousands)

Sl. No.	Scheme Capital (4059)	Actual Expenditure				Budget Allocation
		2021-22	2022- 23	2023-24	2024-25 as on 31.03.25	2025-26
1.	Information, Computer, Telecommunication Equipment(ICT)	245	375	8,330	1,24,999	9,000
2.	Buildings & Structures			17,78,14	1,69,990	2,50,000
3.	Furniture and Fixtures			7,484	3,932	9,300
4.	Other Fixed Assets			6,673	8,278	15,000
5.	Land			0	6,98,395	3,90,000
	<b>Total</b>	<b>245</b>	<b>375</b>	<b>2,00,300</b>	<b>10,05,594</b>	<b>6,73,300</b>

(Figure in thousands)

Sl. No.	Capital (4070)	Actual Expenditure				Budget Allocation
		2021-22	2022-23	2023-24	2024-25 as on 31.03.25	2025-26
1.	Motor Vehicles			230	0	1,000
2.	Machinery & Equipment			14,100	13,770	15,000
3.	ICT			1,871	21,019	20,000
4.	Furniture & Fixture			13,826	12,592	15,000
	<b>Total</b>			<b>30,027</b>	<b>47,381</b>	<b>51,000</b>

(Figure in thousands)

Sl. No.	Scheme Revenue(2070)	Actual Expenditure				Budget Allocation
		2021-22	2022-23	2023-24	2024-25 as on 31.03.25	2025-26
1.	Office Expenses	114	173	63,633	78,183	90,000
2.	Minor Civil & Electric Works			30,000	40,359	40,000
3.	Repair & Maintenance			32,650	49,608	40,000

Sl. No.	Scheme Revenue(2070)	Actual Expenditure				Budget Allocation
		2021-22	2022-23	2023-24	2024-25 as on 31.03.25	2025-26
4.	Other Revenue Expenditure			52,995	37,385	35,000
	<b>Total</b>	<b>114</b>	<b>173</b>	<b>1,79,277</b>	<b>2,05,535</b>	<b>2,05,000</b>

## 2 (iii) NIC Training Unit (NICTU)

NICTU continued to contribute and play a significant role in imparting skills-based training on different aspects of Information and Communication Technologies (ICT) at LBSNAA. NICTU also catered to the specific requirements of LBSNAA, and other institutions through LBSNAA.

During 2024, around 1900 numbers of Civil Servants added ICT skills to their existing skill-base, which were curated by NICTU based on the specific requirements of each course at LBSNAA. The focus was on “Data-driven decision making and using collaborative productivity-enhancing ICT tools” at the field level. Accordingly, NICTU imparted case-studies based hands-on skills on Data Analytics using AI/ML, Data Visualization, Data Summarization, Geographical Information System(GIS), Robotic Process Automation (RPA), and Office Productivity Tools.

ICT sessions were designed and delivered for the participants of Foundation Course, IAS Professional Course Phase- I, IAS Professional Course Phase- II, Mid-Career Training Programme (MCTP) IAS Phase-III and Phase-IV, Induction Training Programme by NICTU.

In collaboration with IIM Bengaluru, conducted a module on “Case-studies based on Applications of Data Analytics, Artificial Intelligence and Machine Learning using Machine Learning Algorithms on Regression and Classification” for the Officer Trainees of IAS Phase I, 2024 Batch. In addition, NICTU coordinated and collaborated with the invited Subject Matter Experts (SMEs) from NeGD, Income Tax, Cyber Security, Railways, NITI Aayog, Government of Madhya Pradesh, and the Open Group for giving “A broad overview of e-Governance and IT initiatives at the Central, State and District levels”. NICTU also arranged the demonstration of “Applications of emerging technologies” for the Officer Trainees of 99th Foundation Course by inviting 4 Nos. of start-ups through MeitY and NASSCOM.

NICTU developed and demonstrated (1.) Three Nos. of analytical dashboards for the Winter Study Tour of Officer Trainees of 2022 batch of IAS, office vehicles usage, and monitoring of course progress during training programmes, (2.) innovative AI/ML solutions for Voice-to-voice translation from English audio clips to regional languages, (3.) Interactive chat bots

for use by IAS Officer Trainees during their training period as Assistant Secretaries at Government of India (4.) Predictive models using facial recognition, (5.) Roadmap for the successful migration of SARGAM ERP, GYAN LMS, and LBSNAA's official website to their respective new versions.

NICTU delivered customised capacity-building programme for (i.) Senior officers of Rajya Sabha Secretariat at LBSNAA Mussoorie and Dr. MCR HRD Institute of Telangana, Hyderabad, (ii.) Senior Judicial Officers, Advocates, Uttarakhand Government officers, and NGOs at Uttarakhand Judicial and Legal Academy (UJALA), Bhowali, Nainital (iii) Senior civil servants of Government of Assam at Assam Administrative Staff College, Guwahati, (iv.) DoPT officials at ISTM New Delhi, (v.) "Participants of the "NextGen Digital for the Techade" at New Delhi". (vi) Participants of Foundation Course for Uttarakhand PCS at the "Pandit Deendayal Upadhyay Centre for Training and Research in Financial Administrative, Dehradun".



## 2 (iv) 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 at <http://gsl.lbsnaa.gov.in>

The books and CDs/DVDs are RFID enabled. A self-issue/return kiosk is installed at the library counter for issuing, renewing and returning of books by the users near the library circulation counter. RFID enabled return book drop kiosks are placed at the entry of the

Karmshila building and in Gyanshilla building in the main campus. Library users 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 trove of resources containing about 1.82 lakhs documents (including books-172964, Bound volumes of journals-9497, Braille books-64) and CDs/DVDs-8184 (which contains lecture recordings, documentaries and movies). Additionally, about 4376 digitized rare and old books are also available.

The Library subscribes to 11 e-Resources, 18 Newspapers, 65 Magazines, 8 Foreign Journals, 64 Indian Journals and 34 e-Journals published by various National and International Organizations/Institutions.



The library subscribes to the following e-resources:

- **EBSCO's Business Source Complete:** database provides a 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:** database providing full-text articles in all fields of economics, including capital markets, country studies, econometrics, economic forecasting, environmental economics, government regulations, labour economics, monetary theory, urban economics and much more.
- **EBSCO's Political Science Complete:** database 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:** is a comprehensive sociology research database. It has nearly 900 full-text journals and contains informative abstracts for more than 1,500 core journals dating to 1895.
- **IndiaStat:** Which covers secondary level data i.e. Socio-economic statistical data about India and its States.

- **Jstor:** 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.
- **Indian journals.com:** (Business, Economics and Management) which covers around 52 Indian Academic Journals and Research publications.
- **Manupatra:** A legal database which covers law materials related to Indian and overseas.
- **SCC 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.



- **EPWRF India Time Series:** The database relates series online in about thirteen modules covering a wide range of macro-economic and financial sector variables for research and analytical work.
- **EBC Reader:** The EBC Reader e-Library, allows you to read eBooks of legal content. EBC Reader Comes with Single Search feature enabling you to search for books, Topics, Phrases within your e-Library, Annotations and Notes.

- **Live Law:** a legal website.
- **Bar and Bench:** a legal website.
- **Magzter:** A Newspaper and Magazine database.
- **MyLOFT:** MyLOFT stands for “My Library on Fingertips” is a remote access tool to search and use the library resources off campus.

The library also releases a monthly bulletin entitled *New Arrivals of Books*. From April 2024 to March 2025, the library added approximately 3,779 books to its collection, including 1208 Hindi, 2,571 English and other language books.

## 2 (v) Medical Centre

The Medical Centre at LBSNAA provides comprehensive healthcare services, including 24×7 emergency care and outpatient services for officer trainees, participants of various courses, faculty members, staff, and their families. Emergency care is provided as required.

In addition to five medical officers, including one female medical officer, nine staff nurses support the medical team. Visiting specialist services—such as orthopaedics, gynaecology, paediatrics, internal medicine, dermatology, and psychiatry—are also provided based on requirements.

The Medical Centre is well-equipped with diagnostic facilities such as ECG, X-ray, and routine laboratory investigations.

A Dental Unit functions within the Medical Centre, offering a range of basic dental care services, including composite restorations, GIC restorations, indirect pulp capping, root canal treatment (RCT), tooth scaling and polishing, pulpectomy (milk teeth RCT), extractions, and anterior tooth build-up.

The Centre also houses a well-equipped Physiotherapy Unit staffed by four physiotherapists. The following equipment supports a wide range of treatment and rehabilitation services:

The available physiotherapy equipment includes Microwave Diathermy with Traction, Shortwave Diathermy, two units of TENS+IFT+UST (Combo), and one unit of UST+Laser (Combo). Other accessories include Shockwave Therapy, a Hydrocollator Unit, an ankle exerciser, a shoulder pulley, and a shoulder wheel.

The Medical Centre observes important public health days and regularly organises blood donation camps, health talks, first aid sessions, high-altitude training, and health camps. First aid and CPR training is provided for outdoor staff and the staff of the Medical Centre. The Centre also conducts health screening for nearby school children.

Patients requiring specialised care are referred to CGHS-empanelled hospitals and diagnostic centres in Mussoorie and Dehradun.

Additionally, the Medical Centre provides telemedicine and teleradiology services in collaboration with AIIMS Rishikesh, enhancing access to expert consultations and continuity of care.

### **Ayush Wellness Centre:**

The Ayush Wellness Centre is staffed by one Medical Officer specializing in Panchakarma, two male Panchakarma technicians, two female Panchakarma technicians, two multi-tasking staff members, one pharmacist, and one housekeeping staff.

The facility offers specialized clinics, including the Panchakarma Clinic, Swasthavritta Clinic, and the Ayurveda Telemedicine Consultation Center. It provides a comprehensive range of treatments and consultations, encompassing Panchakarma therapies, specialized Ayurvedic consultations, yoga and diet–lifestyle counseling, as well as telemedicine services in collaboration with AIIA Delhi. Additionally, the unit houses an Ayurveda dispensary, dedicated yoga rooms, and three fully equipped Panchakarma treatment rooms.

The Ayurshila Aushadhi Vatika and Samabhaav (Yoga) was inaugurated by **Shri Rajiv Gauba, Cabinet Secretary, Government of India, on 24 February 2024.**

## **2 (vi) Rajbhasha Anubhaag**

भारत सरकार के कार्यालयों में संघ की राजभाषा नीति का अनुपालन सुनिश्चित करने के लिए, लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी में राजभाषा अनुभाग की स्थापना की गई। यह अनुभाग, निदेशक के समग्र मार्गदर्शन तथा पर्यवेक्षण में कार्य करता है। राजभाषा नीति के उद्देश्य के अनुरूप सरकारी कामकाज में हिंदी के अधिकाधिक प्रयोग को बढ़ावा देने के लिए राजभाषा अनुभाग निरंतर प्रयासरत है। अनुभाग अकादमी में विभिन्न अनुभागों से संबंधित अनुवाद अर्थात दस्तावेजों का हिंदी अनुवाद, मुहर, नामपट्ट, बैनर, विजिटिंग कार्ड इत्यादि को नियमित रूप से हिंदी में उपलब्ध कराने का कार्य भी संपन्न करता है। इसके अलावा भारत सरकार की राजभाषा नीति के कार्यान्वयन से संबंधित कार्य भी किए जाते हैं। इस अनुभाग द्वारा विचाराधीन वर्ष 2024-25 के दौरान मुख्यतः निम्नलिखित कार्य किए गए:

भारत सरकार, राजभाषा विभाग द्वारा वर्ष 2024-25 के लिए निर्धारित कार्यक्रम के अनुरूप, 'क', 'ख' तथा 'ग' क्षेत्रों के साथ हिंदी पत्राचार सुनिश्चित किया गया। तदनुसार, अकादमी द्वारा 'क' क्षेत्र के साथ 91.25%, 'ख' क्षेत्र के साथ 84.92% और 'ग' क्षेत्र के साथ 76.36% पत्राचार हिंदी में किया गया। राजभाषा अधिनियम की धारा 3 (3) के अंतर्गत जारी किए जाने वाले सभी दस्तावेजों को द्विभाषी रूप में जारी किया गया। विचाराधीन वर्ष के दौरान, अनुभाग द्वारा अकादमी के पुस्तकालय में हिंदी के प्रचार-प्रसार को बढ़ावा देने के उद्देश्य से हिंदी पुस्तकों की खरीद के लिए सुझाव दिया गया।

अकादमी में प्रभारी, राजभाषा की अध्यक्षता में प्रत्येक तिमाही में राजभाषा कार्यान्वयन समिति की बैठकों का आयोजन किया गया जिसमें अकादमी के विभिन्न अनुभागों में राजभाषा हिंदी में किए जा रहे कार्यों की समीक्षा की गई तथा यथोचित मार्गदर्शन किया गया। साथ ही प्रत्येक तिमाही के दौरान कार्यालय के कार्मिकों को हिंदी में कार्य करने के लिए प्रोत्साहित करने हेतु राजभाषा से संबंधित विषयों पर हिंदी कार्यशालाओं का आयोजन किया गया। अकादमी में नियमित रूप से संचालित पाठ्यक्रमों के प्रश्नपत्रों का हिंदी अनुवाद किया गया। अनुभागों से प्राप्त दस्तावेजों का हिंदी अनुवाद उपलब्ध करवाया गया।

दिनांक 31 मई, 2024 को केंद्रीय अनुवाद ब्यूरो दिल्ली कार्यालय के प्रशिक्षार्थियों के लिए अकादमी द्वारा 'कार्यालयों में हिंदी की स्थिति' विषय पर व्याख्यान का आयोजन किया गया।

अकादमी में दिनांक 14 सितंबर से 29 सितंबर, 2024 तक 'दो सप्ताह हिन्दी के नाम' कार्यक्रम का आयोजन किया गया। इस कार्यक्रम में, अकादमी स्टाफ के लिए आशुभाषण, सभी वर्गों के लिए अलग-अलग हिंदी निबंध लेखन, श्रुतलेखन, यूनिकोड टाइपिंग तथा हिंदी काव्य रचना प्रतियोगिताएं आयोजित की गईं। इसके साथ-साथ वार्षिक टिप्पण तथा मसौदा लेखन प्रोत्साहन योजना - 2024 के तहत 10 प्रतिभागियों को समीक्षाधीन वर्ष (2023-24) के दौरान टिप्पण एवं आलेखन में हिंदी के प्रयोग को बढ़ावा देने के लिए प्रशस्ति पत्र एवं पुरस्कार राशि प्रदान की गई।

प्रत्येक वर्ष की तरह अकादमी की पत्रिका 'सृजन' के 12वें अंक का प्रकाशन किया गया। पत्रिका में अकादमी परिवार के सदस्यों के लेख/रचनाओं को स्थान मिला तथा पत्रिका का प्रकाशन कार्य सफलतापूर्वक संपादित किया गया।

नगर राजभाषा कार्यान्वयन समिति देहरादून द्वारा केंद्रीय सरकारी कार्यालयों के वर्ग में लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी को राजभाषा की प्रगति के लिए तृतीय पुरस्कार प्रदान किया गया। यह पुरस्कार दिनांक 11 मार्च, 2025 को समिति की बैठक के दौरान प्रदान किया गया।

अकादमी केंद्रीय प्रशिक्षण संस्थान होने के कारण सरकारी काम-काज में राजभाषा हिंदी के प्रयोग के अलावा प्रशिक्षण में भी विशेष रूप से हिंदी के प्रयोग पर बल दिया जाता है। भारत सरकार की राजभाषा नीति के अनुसार, अखिल भारतीय सिविल सेवा तथा केंद्रीय सेवाओं के अधिकारियों को हिंदी भाषा का प्रशिक्षण प्रदान किया जाता है।

इस प्रशिक्षण के अंतर्गत सर्वप्रथम फाउंडेशन पाठ्यक्रम में प्रवेश के उपरांत प्रशिक्षु अधिकारियों के हिंदी के कार्यसाधक ज्ञान की जांच करने के लिए हिंदी प्रवीणता परीक्षा आयोजित की जाती है। परीक्षा

परिणाम के आधार पर प्रशिक्षु अधिकारियों को बेसिक और हायर ग्रुप में बांटकर सामान्य और व्यावहारिक हिंदी पढ़ायी जाती है।

भारतीय प्रशासनिक सेवा फेज-1 के सभी संवर्ग के अधिकारियों को अपना कार्यालयीन काम-काज करने के लिए हिंदी का ज्ञान अपेक्षित है। उनको अपने दैनंदिन कार्यकलाप यथा टिप्पण एवं प्रारूप लेखन, पत्राचार, जन संबोधन, कार्यान्वयन, बैठक लेना आदि अन्य कार्य हिंदी भाषा में करने होते हैं। साथ ही केंद्रशासित प्रदेश (AGMUT) के प्रशिक्षु अधिकारियों को भी अनिवार्य रूप से प्रशासनिक हिंदी पढ़ाई जाती है। जिन प्रशिक्षु अधिकारियों ने फाउंडेशन कोर्स में बेसिक स्तर पर हिंदी सीखी थी, उन्हें हिंदी संवर्ग मिलने पर नियमित भाषा कक्षाओं के अलावा आवश्यकतानुसार सुधारात्मक कक्षाओं के माध्यम से सामान्य तथा प्रशासनिक हिंदी में प्रशिक्षित किया जाता है।

फेज-1 में गैर हिंदी भाषी संवर्ग के प्रशिक्षु अधिकारियों को भी राजभाषा नीति के अनुपालनार्थ प्रयोजनमूलक तथा कार्यालयीन हिंदी सिखायी जाती है। भाषा संकाय क्षेत्रीय/संवर्ग भाषाओं को सिखाने के लिए माध्यम के रूप में हिंदी भाषा का अधिकतम प्रयोग करते हैं। भा. प्र. से. फेज-1 के सभी प्रशिक्षु अधिकारियों को हिंदी की परीक्षा पास करना अनिवार्य होता है।

हिंदी भाषा में प्रवीणता प्राप्त करने हेतु उन्हें विभिन्न टूल्स, सॉफ्टवेयर, पुस्तिकाएं आदि की जानकारी दी जाती है। अभ्यास पाठ्यसामग्री प्रदान की जाती है। उनकी काउंसलिंग भी की जाती है।

इसके अतिरिक्त रॉयल भूटान सेवा के प्रशिक्षु अधिकारियों को भी व्यावहारिक बोलचाल की हिंदी का ज्ञान प्रदान किया जाता है। उनकी रुचि एवं आवश्यकता के अनुसार, सुधारात्मक कक्षाएं भी आयोजित की जाती हैं।

हिंदी के प्रचार-प्रसार को बढ़ावा देने हेतु समय-समय पर विभिन्न पाठ्यक्रमों के प्रशिक्षु अधिकारियों के बीच हिंदी प्रतियोगिताएं करवाई जाती हैं। अकादमी के बाहर आउटरीच कार्यक्रमों में संप्रेषण का माध्यम हिंदी होता है। पाठ्यक्रम से संबंधित वीडियो, लघु फिल्म में हिंदी का अधिकाधिक प्रयोग होता है। अकादमी की हाउस जर्नल सोसाइटी की गतिविधियों के माध्यम से प्रशिक्षु अधिकारियों को रचनात्मक लेखन के लिए प्रोत्साहित किया जाता है। प्रशिक्षण के दौरान हिंदी के प्रयोग पर अधिकाधिक बल दिया जाता है। इसके अलावा जन सामान्य से जुड़े स्वच्छता संबंधी दिशा-निर्देशों एवं अन्य सूचनाओं को हिंदी में तैयार कर जारी किया जाता है।

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

## **2 (vii) Estates**

### **Brief of Academy Infrastructure:**

- Total Land Area – 218.59 Acre
- Total built-up area of LBSNAA – 10,94,661 sqft
- Total built-up area of common facilities (excluding hostels, residences & guest houses) - 4,31,078 sqft
- Total built-up area of hostels - 2,97,772 sqft
- Total built-up area of residences & guest houses - 3,46,085 sqft
- Residences for Faculty and Staff – 381
- 09 Hostels with 395 Rooms
- 02 Auditoriums, 07 Lecture Halls, 16 Seminar Halls, 06 Conference Rooms
- Guest house, special accommodation, etc. with 71 Rooms.

### **Roles & Responsibilities in respect of above:**

#### **Property Management:**

The Estates section is responsible for managing and maintaining properties owned or controlled by LBSNAA, Mussoorie. This includes ensuring that properties are in good condition, overseeing repairs and renovations, and handling resident/occupant issues, if applicable.

#### **Operations:**

The Estates section oversees operations of electrical and mechanical systems like generators, transformers, heating systems, etc. to ensure proper supply of electricity, heating & water supply etc.

#### **Maintenance and Repairs:**

The Estates section oversees regular maintenance tasks and repairs for properties & fixed assets like generators, transformers, heating systems, furniture etc. to ensure they are kept in good condition. This may involve coordinating with CPWD & state government authorities, scheduling inspections, and responding to maintenance requests.

#### **Development and Planning:**

The Estates section is involved in property development and planning. This includes assessing property requirements, purchase of new properties, conducting feasibility studies, and overseeing construction projects.

**Legal Compliance:**

The Estates section ensures that all properties under their supervision comply with local laws, regulations, and zoning requirements. This involves staying updated on legal changes that may affect property management and ensuring proper documentation and permits/certifications like accessibility audit, safety audit, fire safety, and height restrictions and so on. The section also oversees the financial aspects of property management, including budgeting, rent collection and financial reporting.

**Occupant Relations:**

The Estates section allots residential quarters to the staff as per the relevant rules. If the properties like guest houses, hostels, residential quarters and shops have occupants like guests, course participants, residents or tenants, then the estates section manages and looks after their complaints, handling lease agreements, and ensuring occupant satisfaction. Frequent meetings with the Wardens and associations are conducted for resolving issues, as they arise.

**Security and Safety:**

The Estates section is responsible for ensuring the security and safety of properties under their care. This includes implementing security measures, conducting safety inspections, and ensuring compliance with safety regulations. The section also checks for any illegal occupation of the buildings.

**Environmental & Cleanliness Responsibility:**

The Estates section is tasked with ensuring that properties are environmentally sustainable and compliant with norms. This involves energy and water-efficient practices, working with the municipality, waste management, and related initiatives to educate staff, officers, trainees, visitors and the general public about the importance of Swachhata. The section focuses on Swachhata in the campus and along the peripheries to ensure an ideal 'Swachh Campus'. Creation of SOPs for the tasks is undertaken with earnestness.

**Manpower Management:**

Develop a scheduling system that efficiently allocates personnel based on workload and peak cleaning times. Ensure coverage for all areas and tasks, including regular cleaning, deep cleaning, and special requests from residents or guests. Provide comprehensive training to employees on cleaning procedures, use of equipment and supplies, safety protocols, and customer service standards.

**Awareness regarding Utilisation and Maintenance of Public Goods**

One of the pre-requisites for becoming a developed country is to provide high-quality public goods for citizens, and proper maintenance of such infrastructure is critical. It involves:

- i. Maintenance of roads, bridges, flyovers, etc.
- ii. Upkeep of government buildings and structures
- iii. Preservation and care of public transit facilities such as railway stations, bus/ motor stands, airports, etc.
- iv. Regular repair of roads, railway tracks, and road shoulders, etc.
- v. Cleaning and maintenance of water bodies (streams, rivers, lakes, etc.)
- vi. Safety and upkeep of electrical installations such as transformers, substations, pump houses, etc.
- vii. Aesthetic preservation and care of gardens and open spaces.

In order to disseminate this message to trainees, participants of various courses, visitors to the Academy as well as to the municipality and the public at large, the following unique steps were taken:

- i. SOPs were made into the form of PPTs and displayed on large screens both inside and outside the campus.
- ii. Training was conducted for office staff and housekeeping staff to enlighten them.
- iii. Trainees and participants are given sufficient inputs on the same.





## 2 (viii) Officers' Mess

The Officers' Mess in the premises of Lal Bahadur Shastri National Academy of Administration, Mussoorie, is an organization to meet the requirements of the officer trainees and officers regarding messing and to develop managerial and organizational skills amongst them. It is a place where cultures, traditions, practices and beliefs converge through a variety of cuisines. This institution endlessly fosters and nurtures the spirit of universal brotherhood and fraternity amongst the Participants of various courses. 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 a Mess Committee. 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 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 Manager (Operations), Manager (Accounts), 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 700 people at the Karamshila, Gyanshila, Monastery Estate, Kalindi VIP Guest House and Indira Bhawan Mess premises. The Mess serves a variety of cuisines from and across the corners of this nation for the participants. The Mess also offers its services through its cost centers: -

1. A.N. Jha Plaza Cafe,
2. Home Turf Cafeteria,
3. Sports Cafeteria

## **The Office Bearers of the Officers' Mess during the calendar year 2024-25 are as follows: -**

### **IAS Phase I (2024 Batch)**

Director's Nominee:	Ritika Narula, Professor of Economics
Associate Director's Nominee:	Sarfaraz Hussain Khan, Hindi Instructor
➤ Pawar Swapnil Jagannath	President Mess Committee
➤ Kritika Goyal	Secretary
➤ Dikhsita Joshi	Treasurer
➤ Swati Sharma	Member Mess Committee
➤ Kasturi Panda	Member Mess Committee.
➤ G V S Pavandatta	Member Mess Committee

### **IAS Phase II (2022 Batch)**

Director's Nominee:	Ritika Narula, Professor of Economics
Associate Director's Nominee:	Sachiv Kumar, Reader in Law
➤ Suvigya S. Chandra	President Mess Committee
➤ Shivam Chandra	Secretary
➤ Shubankar Pratyush Pathak	Treasurer
➤ Arjit Mahajan	Member Mess Committee
➤ Rahul Anand	Member Mess Committee.
➤ Anand Malhotra	Member Mess Committee
➤ Arjit Mahajan	Member Mess Committee

### **99th Foundation Course**

Director's Nominee:	Ritika Narula, Professor of Economics
Associate Director's Nominee:	Sachiv Kumar, Reader in Law
➤ Sivaranjini V.	President Mess Committee
➤ Ajay Yadav	Secretary
➤ Abhishek Abhay Ozarde	Treasurer
➤ Subhadarshini M	Member Mess Committee

➤ Pinky Masih	Member Mess Committee
➤ Chandra Prabha Mishra	Member Mess Committee
➤ Binay Garg	Member Mess Committee
➤ Antariksh Kumar	Member Mess Committee

### **IAS Phase I (2024 Batch)**

Director's Nominee: Ritika Narula, Professor of Economics

Associate Director's Nominee: Sachiv Kumar, Reader in Law

➤ Oishee Mandal	President Mess Committee
➤ Mukilan R.	Secretary
➤ Subhadarshini M.	Treasurer
➤ Ayan Jain	Member Mess Committee
➤ Carolyn Chingthianmawi	Member Mess Committee.
➤ Kinley Tshering	Member Mess Committee
➤ Krishna Joshi	Member Mess Committee
➤ Arjun Gupta	Member Mess Committee

Key Initiatives and Activities performed by Officers' Mess: -

- 1) Extensive Services: Catering to the needs of approximately 700 officer trainees enrolled in the 99th Foundation Course, we extended our services both within and beyond the confines of the Mess, as per the requirements of the course.
- 2) MCT Programmes: - The Officers' Mess fulfils the catering needs of participants of mid-career training programmes like Phase-III, Phase-IV, Phase-V, CMCTP, Induction Training Program and Joint Civil Military Training Programme participants ensuring smooth conduct of these programmes.
- 3) Nutritionally Tailored Menus: The Officers' Mess meticulously crafted menus prioritizing the nutritional needs of officer trainees & officers, promoting their overall health and well-being.
- 4) Celebratory Events: From Zonal days to commemorations of India and State days, the Officers' Mess organized a spectrum of events to celebrate diversity and foster cultural exchange.
- 5) Regional Culinary Showcase: Embracing the rich tapestry of India's culinary heritage, officer trainees were introduced to the regional cuisines of our diverse states. Additionally, the Officers' Mess catered to the celebration of diverse festive occasions such as Onam, Ugadi, Eid, Lohri, and Makar Sankranti, fostering inclusivity and cultural harmony.

- 6) Distinguished Hospitality: The Officers' Mess organized special meals and high-teas for dignitaries and distinguished guests. This included catering for significant events such as inaugural high-teas, special dinners, valedictory lunches, and the Director's high-tea during various courses.
- 7) Adventure Provisioning: Offering packaged meals for treks, the Officers' Mess facilitated memorable outdoor experiences while ensuring sustenance and vitality for our adventurous participants.
- 8) VIP Hospitality: The dedicated employees of Officers' Mess demonstrated exceptional professionalism and upheld the highest standards of hospitality while delivering services to speakers and VIP guests at the prestigious Kalindi Guest House.
- 9) Domain Specific Training Program: Meeting the culinary requirements of in-service training programmes at the Indira Bhawan Mess, the Officers' Mess ensures seamless conduct of these IST programmes as well.
- 10) Educational Endeavours: Organizing essential ECM classes during Foundation Course and IAS Phase-I and Phase-II courses, Officers' Mess contributed to the holistic development of our officer trainees, fostering leadership and management skills.

## **2 (ix) Departmental Canteen**

The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, has been running a well-organized Departmental Canteen under its administrative control at its main campus to meet the welfare needs of refreshment of the staff members, faculty & officer trainees. Departmental Canteen caters to nearly 500 people on a daily basis and provides a variety of food & related services at reasonable cost. Over the past year, Departmental Canteen has provided special services of beverages, tea/coffee, snacks & meals during various conferences, courses, occasions & festivals. The canteen has a millet based diet and also serves traditional regional cuisine on specific days. Departmental canteen has played a crucial role in enhancing employees engagement, well-being and organizational culture. It has consistently demonstrated its support & capability to provide exceptional services to employees, faculty, officer's trainees and distinguished guests during VVIP visits.

## **2 (x) Alumni Association**

The Alumni Association of Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, functions in accordance with the Alumni Charter and is committed to fostering the values of unity, service, excellence, and integrity among its members. The Association is led by the Director of LBSNAA, supported by the Director's nominee. At present, the Association comprises more than 14,861 members, forming a robust and growing network of public service professionals.

The Academy consistently engages alumni as adjunct faculty members, whose presence significantly enriches the training experience for current officer trainees. Alumni contribute to various teaching modules across diverse cohorts, reinforcing institutional memory while promoting innovation in pedagogy and professional development. Their involvement helps

enhance training delivery, provides valuable feedback, supports the augmentation of library resources, and facilitates meaningful field visits.

In addition to pedagogical involvement, alumni are invited at regular intervals for structured training programs and thematic interactions, where they serve as guest speakers, mentors, or discussion leaders. The Academy also hosts reunions of both serving and retired officers, planned as part of an annual calendar, to celebrate camaraderie, reflect on public service experiences and strengthen the bond between alumni and the Academy.

In the year 2024, the Academy successfully hosted the following major alumni reunions:

- The Golden Jubilee of the 1973 Batch was held from 29th to 31st May 2024, with the participation of 62 officers.
- The Reunion of the 1978 batch was held from 03rd to 05th April, 2024, with the participation of 46 officers
- The Reunion of the 1984 Batch was organized from 5th to 7th June 2024, and was attended by 64 officers.

These events served as vibrant platforms for reconnecting, sharing experiences and reinforcing the ethos of public service.

The Alumni Association continues to play a vital role in nurturing a lifelong relationship between the Academy and its alumni, thereby extending LBSNAA's influence and legacy far beyond its campus.

## **2 (xi) Outdoors Section**

The activities mentioned below were conducted in Foundation Course, Phase-I, Phase II, Mid-career Training Programmes, JCM & Induction Training Program Courses.

### **Composition of Outdoors Section**

- Composition of the Faculty: 1 Deputy Director & I/C Outdoor
- Composition of the Staff: 01 APTI, 01 LDC, 02 MTS Staff
- Composition of Asst. Coaches: 07 Coach
- Deputy Director & I/C Outdoors: Mr. Chandrasekar S, Deputy Director & I/C Outdoor
- Section I/C Outdoors: Mr. Shobhit Kaushik, A.P.T.I
- Accountant & Clerk: Mr. Sunil Chahal, L.D.C
- MTS: Mr. Raj Kumar, Mr. Ali
- Coaches: Mr. Murukan, Mr. Navneet, Mr. Amit Yadav, Mr. Muruli, Mr. Pawan Walia, Mr. Ravi, Mr. Parag Mishra

### **Objectives:**

- The Outdoors section provided Outdoor & Indoor games facilities to all its members i.e. Officer Trainees, Participants of In- Service courses i.e. Foundation

Course, Phase I, Phase II, Phase III, Phase IV, Phase V, J.C.M, Induction Program and faculty members of Academy.

- The main aim of the section is to provide broad avenues to the Officer Trainees, Participants members whereupon they can focus not only on health and overall confidence but develop better leadership skills, and team –working abilities.
- The Outdoor facilities include Lawn Tennis, Basketball, Volleyball, Cricket, Football, Hiking and Athletics Events. The Outdoor Activities include Riding Establishment with 25 Horses for the purpose of imparting basic skills of Riding. The Riding Instructors are called from President Body Guard’s Regiment on deputation, which is an elite cavalry regiment of the Indian Army.
- The Indoor games facilities include Billiards, Carom, Swimming, Chess, Snooker, Table Tennis, Squash, Foosball and Badminton.
- Trained instructors in the field of Yoga, Meditation, Aerobics and Zumba are hired to make the activity sessions interesting and engaging.
- The Club has a well equipped Gymnasium operating throughout the year.

### Course Wise Activity Details:

Sl. No.	Course Name	Duration	Activities	Trek Locations
1.	15 <sup>th</sup> Round MCTP (Phase V)	08 <sup>th</sup> – 26 <sup>th</sup> April 2024	Yoga Zumba Gym Swimming Walking	George Everest  Pine Forest
2.	18 <sup>th</sup> Round MCTP (Phase IV)	18 <sup>th</sup> June – 13 <sup>th</sup> July 2024	Yoga Zumba Gym Swimming Walking	Lal Tibba  George Everest
3.	99 <sup>th</sup> Foundation Course	26 <sup>th</sup> Aug – 29 <sup>th</sup> Nov 2024	U.A.C Yoga Zumba Gym Swimming	Lambi-dehar Mines  Bhadraj Temple

<b>Sl. No.</b>	<b>Course Name</b>	<b>Duration</b>	<b>Activities</b>	<b>Trek Locations</b>
			P.T Hiking Running Cycling	Naag Tibba  Himalayan Trek
4.	21 <sup>st</sup> Mid-Career (Phase III)	02 <sup>nd</sup> – 27 <sup>th</sup> Dec 2024	Zumba Yoga Swimming Cycling Walking Gym	Lal Tibba  Bhadraj
5.	Phase I 2024	02 <sup>nd</sup> Dec 2024 – 21 <sup>st</sup> April 2025	U.A.C Gym Yoga Cycling P.T Running Cycling	Lake Mist  Kempty  Bhadraj  George Everest
6.	19 <sup>th</sup> Round MCTP (Phase IV)	06 <sup>th</sup> – 31 <sup>st</sup> Jan 2025	Yoga Zumba Gym Swimming Walking	Lal Tibba  George Everest
7.	4 <sup>th</sup> Round MCTP	10 <sup>th</sup> – 14 <sup>th</sup> Feb 2025	Yoga Zumba	Nil

Sl. No.	Course Name	Duration	Activities	Trek Locations
			Gym Swimming	
8.	126 <sup>th</sup> Induction Training programme	17 <sup>th</sup> Feb – 31 <sup>st</sup> March 2025	Yoga Zumba Walking Gym Swimming	George Everest

### Activities:

For the 99th Foundation Course, the section hosted an Athletic Meet, fostering teamwork and healthy competition. Additionally, comprehensive practice sessions for sports like Volleyball, Football, Basketball, Table Tennis, Lawn Tennis, Squash, Badminton, Cricket, Swimming, Chess and inter house competition were conducted across Foundation Course, Phase 1 and 2, Mid-Career Training Programmes Phase III, IV, V, JCM, Induction programs and even extended to the Reunion batches.

The section also organised Adventure Sports to promote a sense of adventure among Officer Trainees. To achieve this, the section arranged various activities for the 99th F.C batch. These activities included short treks to places like Lal Tibba, George Everest, Kempty Fall and Lake mist. The participants also did rock climbing and river rafting during Foundation Course, Phase 1 and 2, Mid-Career Training Programmes, J.C.M. For the Reunion Batches as well, the club organized short treks.

## 2 (xii) Society for Social Service

The Society for Social Service (SSS) at LBSNAA is a Director's Nominee, Associate Nominee, Officer Trainee and Accountant-run organization committed to promoting a culture of social responsibility and community engagement among Officer Trainees. It aims to empower the future leaders of India to actively participate in social causes and contribute to the betterment of society. As part of the 99<sup>th</sup> Foundation Course, the Society for Social Service organized various activities with the participation of the Officer Trainees in various capacities.

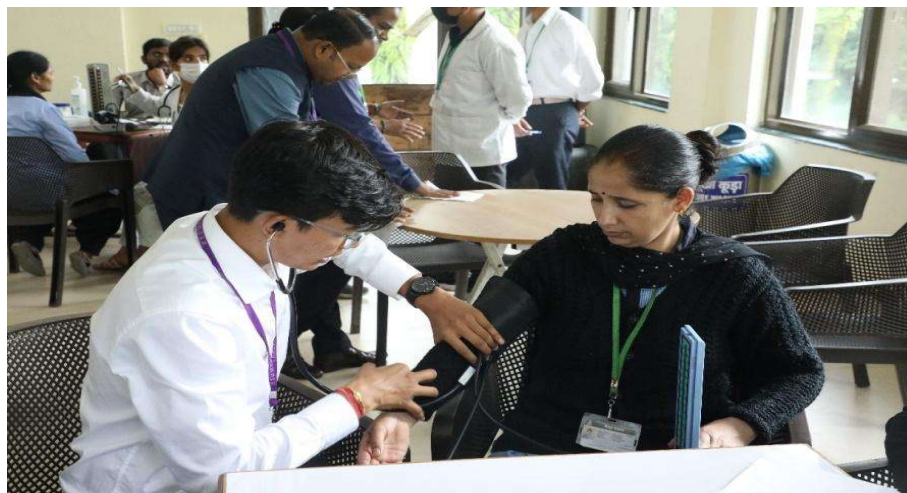
The Academy, mainly through the in-house Society for Social Service (SSS), is engaged in carrying out various activities for community engagement. Under the mentorship of the Director and Joint Director, the Society undertakes several initiatives to take care of the workers of the academy and the residents of the local community.

## Various Activities of the Society for Social Services

The Society runs an in-house Balwadi for the children of staff and workers of the Academy. The Balwadi had 106 students, teachers and other helping staff including a Cook during the 2024-25 session. The Society for Social Service has established a scholarship scheme to support the education of children of contractual staff members, subject to a specific salary ceiling. This initiative aims to provide financial assistance to deserving students and encourage them to pursue higher education.

A **General Health Camp** was held at Community Centre of LBSNAA on **08<sup>th</sup> September, 2024** for the purpose of providing free general health check-up and medical health advice & counselling to **Swachhta Saarthis** (daily wagers and house-keeping staff involved in cleaning & sanitation at LBSNAA campus, mess, offices and hostels).

The Officer Trainees of the 99th FC with MBBS/BDS degree conducted the **health check-up of the swachhta saarthis and provided expert advice.**



The Society organized a Drawing Competition for the children of the Academy members on the occasion of **Gandhi Jayanti 2<sup>nd</sup> October, 2024** themed “SWACHHTA HI SEWA”. The students were also briefed and demonstrated on the importance of Waste Segregation.



The Annual Fete or the Amritotsava was organized on **5<sup>th</sup> October, 2024**, at LBSNAA with great enthusiasm and fervour. This vibrant event showcased the rich cultural diversity of India and provided a platform for the Officer Trainees (OTs) to showcase their creativity and entrepreneurial skills.



A successful blood donation camp was organized on **2<sup>nd</sup> November, 2024** in collaboration with the Medical Centre LBSNAA, Doon Hospital, and the Red Cross Society. A total of 78 Officer Trainees enthusiastically volunteered to donate blood.



A comprehensive Digital Literacy and Fraud Prevention program was organized on **7<sup>th</sup> November 2024**, to empower the contractual staff with essential digital skills and knowledge to safeguard themselves from online threats.

In association with Ayurveda Wellness Centre of LBSNAA, the Society conducted a session on mental, physical and academic wellbeing of school children in Government Primary and Middle School in Kulri, Mussoorie on **22<sup>nd</sup> November, 2024**.



In collaboration with the Medical Centre LBSNAA, the society implemented the Nikshay Mitra Program to support tuberculosis (TB) patients at the Civil Hospital Mussoorie on **7<sup>th</sup> December, 2024**. This initiative aims to provide nutritional and emotional support to TB patients, accelerating their recovery and contributing to the national goal of eradicating TB.

The members and volunteers of the Society visited Government Primary School, Charleville and Kendriya Vidyalaya, LBSNAA on 22<sup>nd</sup> February 2025. The Society remains committed to supporting education and improving learning environments for children in and around LBSNAA. On 09<sup>th</sup> March 2025, the Social Service Society of LBSNAA organized a visit to Nari Niketan, an Orphanage, and an Old Age Home in Dehradun. The visit aimed to interact with the residents, understand their challenges, and contribute through meaningful activities. It was an insightful and emotional experience that deepened our understanding of social service and human resilience.



Member of the society collaborated with the women of the SHG in community centre and helped them develop various handmade items like embroidered handkerchiefs, bookmarks, pen holders and woolen scarfs, etc which were later on sold by them in the academy during the Golden Jubilee of 1974 batch wherein stalls were arranged for them.

# **Academic Activities: Induction Training Programmes**

## **Overview of Academic & Institutional Architecture:**

### **Pedagogy at LBSNAA**

Being the apex Civil Service Training Institute in India, Lal Bahadur Shastri National Academy of Administration, Mussoorie, prepares civil servants to be future-ready. In the true spirit of the Mission Karmayogi as announced by the Hon'ble Prime Minister, the Academy aims to make the young IAS Officer Trainees as true Karmayogis by inculcating the leadership qualities so as to make them Creative & Constructive, Imaginative and Innovative, Proactive & Polite, Professional & Progressive, Energetic & Enabling, Transparent & Tech-Enabled.

In order to achieve these objectives, the Academy is shaping the induction training pedagogy in a completely new and innovative manner taking into consideration the present and future needs of the Indian Administrative Service.

#### **I. New Knowledge Curating Institutional Mechanism**

**Research Support Unit:** LBSNAA believes that the ability to conduct rigorous field research is a fundamental component of the skills that all administrators must have. In order to cultivate this skill among newly inducted Officer Trainees, the Academy is looking to engage the expertise of eminent research professionals with strong academic credentials. Technical data analytics support is provided to the Officer Trainees during their district training in continuation with the IAS Phase-I through Research Support Unit (RSU). The sectors in which such research work will be done by the Officer Trainees is to be decided based on their interest and in consultation with officers who work in the respective State.

**Board of Studies (BoS):** In order to develop and update the training pedagogy in tune with new and contemporary developments in different fields, it is imperative to bring the relevant expertise in every sector. In order to ensure the same, the Academy has constituted a Board of Studies (BoS) chaired by the Director and external experts are nominated as members of the Board of Studies for guidance in their respective fields/domains.

#### **II. Innovative concept of Knowledge Continuum**

As a renewed pedagogy from the 97th Foundation Course, various Academic Modules were planned in line with the new pedagogy of **Knowledge Continuum** of 120 months (10 years) covering the Foundation Course (15 weeks), IAS Phase I (22 weeks), District Training (53 weeks), Phase II (6 weeks) and Pre Phase III period of about 8 years. Thus the level of various modules will be raised gradually from one course to the other so as to maintain the continuum of seamless knowledge flow for the next 10 years of IAS Officer's life.

#### **III. Adjunct Faculty**

In order to make available the best practical and field level knowledge to the Officer Trainees about their cadres, it has been decided to prepare a list of a select Adjunct Faculty from IAS Officers of various seniority, who will guide the Officer Trainees during the Phase-I and District Training. This initiative will make available a good role model before

the young IAS Officer Trainees to emulate and also to provide peer to peer learning opportunities.

#### **IV. New Pedagogical tools**

##### **Training Need Analysis to assess the requirement for IAS Training at the Academy:**

In order to understand the needs of training pedagogy, recently Training Need Analysis (TNA) was conducted by the Academy in which almost 400 IAS Officers from the 2010 to 2019 batches were administered detailed questionnaires to assist the Academy in designing the year's Phase-I Course.

Some highlights of the TNA exercise are: (i) Need to maintain physical activities and emphasis on fitness and good mental health; (ii) Need to give more emphasis on Law modules with inclusion of good case studies/case-lets in small groups, role play/simulation, order writing. (iii) Need for greater interaction with immediate seniors (iv) Modules on communication with seniors, fellow civil servants, the media, and self-expression on social media (v) To inculcate sense of integrity & humility among the Officer Trainees (vi) To include field-study based learning in the Phase-I course, instead of it being just theoretical in its approach (vii) Life skills for professionalism etc.

For short term training, there is a need to develop the essential competencies for the Officer Trainees such as Trust, Team Building, time Management, Developing proper Listening Skills, proper communication skills etc. Also there is a need on the part of the Officer Trainees to have proper knowledge of Rules, Acts, and Regulations and need of stronger Trainee-Trainer bond etc has come out of the TNA. Similarly the long term training needs have been assessed as the need for futuristic technological advances, need to create online experiences for Officer Trainees by simulating various situations, need for creation of an audio/video depository etc. The Academy is making efforts to plan the Courses and modules based on the inputs from the TNA.

**De-Construction:** The present ecosystem of Indian Administrative Service demands continuous "Learning, De-learning & Re-learning". The young IAS Officer Trainees may have inherent misperceptions and biases in their minds about Indian Administrative Service, which may not match the field reality. Thus, to remove misconceptions prevalent in the minds of young IAS Officer Trainees and to make them aware about the rapidly changing needs of Indian Administrative Service, the IAS Professional Phase-I Course has a De-Construction Module. During De-Construction, the IAS Officer Trainees were guided to perceive the nuances of the real world rather than restricting them to ideal but theoretical constructs; to be anonymous; austere; grounded; retain the simplicity of the common citizen; develop a sense of deep humility, etc.

**Winter Study Tour:** The Winter Study Tour in the months of December 2023 and January 2024, has been aligned with the concept of Knowledge Continuum. Thus, before going to Winter Study Tour the Officer Trainees were exposed to critical attachments that they will undergo during the tour. It was focussed on the attachment with the Armed Forces. Apart from the attachment with Army, Navy and Air force, the Officer Trainees were sent to at least one of the concerned Armed Force Academy so as to consolidate and further deepen their knowledge gained during the attachment with the Armed Forces.

In this way the Officer Trainees not only were able to understand and appreciate the Armed Forces but also developed people to people bonds with the gentlemen cadets which may last forever in their lives. Apart from this the Officer Trainees acquainted with various developmental aspects such as Health, Education, Rural Development and Livelihood, Information & Technology, Tribal Welfare, Tourism, Industry, Island development etc.

Officer Trainees undergo the North East attachment so that they can understand the difficulties and challenges of serving in the North-Eastern Region of the country as well as the future potential and prospects of the Region. Also, the Officer Trainees are attached to key Institutes of Eminence across the country so that they can understand the immense contribution of the Science and Technology sector in the progress of the country.

**Emphasis on Leadership Building:** As the IAS Officer Trainees are future leaders of the country, they are nudged to inculcate key leadership qualities through various Leadership Modules to be curated carefully under the “Sardar Patel Leadership Center’ in the Academy. Also as a part of Leadership Module, a module on Communication has been added encouraging the Officer Trainees to level up their communication skills.

**Focus on soft skills:** To be an effective IAS Officer in the field, it is necessary that she/he should have soft behavioural skills such as effective negotiation capability, emotional intelligence, patience, self-restraint, self-control and a deep sense of listening to others. Soft skills are one of the important tools for an IAS Officer to be effective and successful in her/his career. IAS Officer Trainees are imparted soft skills through various innovative Management modules in the Academy.

**Renewed Emphasis on Public Policy:** The significance of Public Policy in modern day governance is to make the society lead a better life and to maintain the delivery of the goods and services in a seamless manner. Emphasis on Public Policy is being introduced in all the courses of the Academy so as to make the IAS Officer Trainees aware of present context as well as to make them future ready.

**New resources** are being created to augment the capacity of the Academy - the **DiG-FAC Centre** being the newest addition to the centres of excellence that we play host to. This centre for field studies and district administration, housed in Charleville block, is envisaged as a learning arena that weaves in historical and contemporary knowledge repositories, eclectic experiences from praxis, advanced data analytics and dashboarding and real-time, case based learning into a lab to land ecosystem for field practitioners. The objective of this centre is to simulate a learning experience that enables Officer Trainees as well as young officers serving in different capacities in the field to learn about the district ecosystem, to learn from each other and to contribute to field studies, research and analysis.

#### **The Objectives of the DiG-FAC centre include**

1. Enabling learning about the ecosystem of the district - through District Gazetteers; system of land administration; Databases of central and state government; Language of the state/district by way of online language learning modality available for twenty-two official languages; Important state laws; Past assignments/projects/dissertations submitted by probationers/ SDMs/DDOs/ District Magistrates etc.

2. Enabling learning from each other – In terms of having access to best practices, case studies of initiatives undertaken by young officers; access to digital dashboards that enable comparative assessment and understanding of the performance of different districts on a spectrum of projects, programs and schemes; identification, analysis and evaluation of impactful district level interventions every year, under the Swantaha Sukhaya initiative etc.
3. Enabling pursuit of, participation in and contribution to field research and studies, documentation of case studies.

**Data Analytics and e-Governance:** To be future ready, Officer Trainees must be acquainted with the higher ICT tools such as data analytics. Large amounts of data are generated in the Districts and States but await proper utilization. Thus there is an urgent need for integrating and analysing the data at various levels for focused, targeted and timely policy interventions. The Academy is collaborating with the Ministry of Electronics and Information Technology Government of India and other Institutions of Eminence in this sector to impart inputs on Data Analytics and E-Governance.

**Focus on Rural Management/Rural Enterprise and Rural Supply Chain & Cooperatives:** There is an urgent need to revamp our agriculture practices, to better manage the rural agro-supply chain and to promote agro-based enterprises effectively. IAS Officers should understand the significance of these sectors so as to better contribute to the country's economic growth effectively and sustainably.

**New pattern of Evaluation and Assessment:** Moving away from the traditional evaluation pattern of only conducting periodic examinations, the Academy has decided to give emphasis on concurrent evaluation after each academic module through submission of papers, individual/ small group presentation, debates & discussions etc. This will help to cultivate innovative ideas and thoughts in the minds of IAS Officer Trainees about the concerned sector. Also getting the opportunity of presentation, debates, discussions etc. will further develop the communication and soft skills, and assist in diminishing the hidden inhibitions and fears in the minds of some of the Officer Trainees.

**New Module on Environment & Forest (Man-Animal Conflict):** For survival of human beings, it is necessary that all the wildlife species and natural resources must be conserved, promoted and protected. Due to rapid encroachment by human beings on the forest areas, the natural habitats of many wild species is shrinking faster leading to frequent interface and conflict of the wild animals with humans in various parts of the country. Also due to increasing demand for infrastructural development, many natural ecosystems are getting damaged. There is an urgent need for IAS Officer Trainees to understand the delicate balance between animals and human beings.

**Renewed Emphasis on Physical Fitness and Sports:** Great emphasis is being given on the physical fitness of the Officer Trainees. The Officer Trainees will be motivated to choose and excel in any of the sports of their choice, to help build a spirit of sportsmanship, apart from one's own physical & mental fitness regime. Also, on weekends, Officer Trainees are encouraged to undertake adventure sports such as white-water rafting in

Ganges, treks, rock climbing etc. so as to stretch their minds and bodies. This will explore new limits and also to imbibe a sense of adventure and ability to face uncertain situations.

Overall the Academy aims to strive to build the virtue of **Character & Integrity** in the young IAS Officer Trainees and to build a deep sense of **“Discipline & Duty”**.

### **Outdoor & Extra-Curricular Activities**

The Academy’s attempt is to raise the bar, not only in aspects of their physical fitness but also in their chosen sport. For this, skilled trainers across the nation are being invited to guide, support and assist in the journey of each individual trainee. Focus would be given that the sessions remain engaging, interesting and importantly injury free across the course. By the end of the Course it is expected that the trainee imbibe the values associated with sports and physical fitness like, discipline, team spirit, camaraderie, and most importantly learning the ‘wisdom of body’ wherein the trainees understand their bodies well and learn to listen to its requirements in the fitness arena.

On weekends, adventure sports activities and treks may be scheduled. Officers with interests and hobbies beyond just the official work are better equipped to handle the stress that the job creates. The Officer Trainees are encouraged to develop a passion for creative activities through extracurricular modules. There were performances by national level exponents in music, dance and theatre.

### **3 (i) IAS Professional Course Phase-I (2023 Batch)**

**(6th November, 2023 to 5th April, 2024)**

Programme meant for / Target Group	Professional Course for newly recruited IAS officers
Course Coordinator	Mr. Nand Kumarum, Deputy Director (Sr.)
Associate Course Coordinator (s)	Shri Shelesh Nawal, Deputy Director Mrs. Ritika Narula, Professor Dr. Ekta Uniyal, Reader Shri Romeo Vincent Tete, Assistant Director
Valedictory Address by	Shri Jagdeep Dhankhar, Hon’ble Vice President of India
Total No. of Participants	184 (181 & 03 from RBCS) (Male- 107 ; Female-77) <b><i>Details of participants of IAS Phase - I are attached in Annexure - 1</i></b>

### **Course Aims**

- i. The Academy aims to make the young IAS Officer Trainees as Karmayogis by inculcating the leadership qualities so as to make them Creative & Constructive, Imaginative and Innovative, Proactive & Polite, Professional & Progressive, Energetic & Enabling, Transparent & Tech-Enabled along with the knowledge, skills and attitudes to become effective civil servants
- ii. To create learning experiences regarding ethical and developmental administration

### **Course Objectives**

- i. 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.
- ii. Acquire knowledge and skills needed to discharge administrative responsibilities in the first decade of career in the following areas:
  - Law and legal instruments
  - Administrative rules, procedures and programme guidelines
  - Modern management tools, and
  - Economic analysis
- iii. Demonstrate proficiency in the regional language of the allotted State to better appreciate its administrative and cultural ethos.
- iv. Acquire an understanding on the cultural and socio-economic background of the allotted State
- v. Demonstrate effective written/ oral communication skills both in interpersonal and organizational context
- vi. Exhibit right values and attitudes
- vii. Maintain physical fitness

### **Course Overview & Design**

The Course design of the Phase-I programme was Prepared keeping mind Mission Karmayogi. While seeking to provide the Officer Trainees with ample space to study, learn, experience, it strives to impart key competencies i.e Domain Knowledge (Right Knowledge), Behavioral (Right Attitude) and Functional (Right skills) which would enable them to shoulder future responsibilities and to tackle not only the day to day working challenges but also the unforeseen and emergent crisis effectively. The 22-week IAS Professional Course, Phase-I for the 2023 batch, commenced on 6<sup>th</sup> November, 2023 and concluded on 5<sup>th</sup> April, 2024. It had two main components:

- a. Winter Study Tour (from 25<sup>th</sup> December, 2023 to 2<sup>nd</sup> February, 2024)
- b. On-campus training inputs part 01 (from 6<sup>th</sup> November, 2023 to 25<sup>th</sup> December 2023)
- c. On-campus training inputs part 02 (from 12<sup>th</sup> February, 2024 to 5<sup>th</sup> April, 2024)

The Phase-I course is a full time training programme with an eclectic mix of curricular and extracurricular activities. A typical day commenced at 0640 hours with physical exercises at the Happy Valley ground. The evenings were dedicated to programmes by Clubs and Societies including cultural programmes.

**Batch Profile: IAS Professional Course Phase-1 (2023-25)**

- This year's iteration has **181 IAS** officer trainees (OTs), and **03 RBCS** trainees who are currently undergoing training at the Lal Bahadur Shastri National Academy of Administration.
- The batch profile of IAS Phase-1 officer trainees reflects diversity in terms of subject discipline, average age-distribution, social and gender diversity.

**a. Gender Diversity-** Out of 184 OTs, 58% are male and 42% Female.

**b. Average Age-** The average age of this batch of OTs ranges between 26-27.

**c. Subject wise discipline-** The discipline of OTs include engineering background, humanities social & science, pure science, medicine, law, engineering & management and commerce.

**Pedagogy & Academic Inputs**

i. The IAS Professional Course Phase-1 is tailored to teach skills essential for civil services, covering domains, functions, and behavior. Further, an attempt has been made such that much of the learning is **experiential and peer-facilitated** instead of solely being classroom based.

ii. Classroom sessions are structured and aligned with hands-on sessions or field visits as per the module requirement. For instance, in the Health & WCD module, Officer Trainees visited CHC, PHC, District Hospitals, Anganwadi Centers in Dehradun to get a first hand experience of Health & WCD infrastructure, their functioning, and implementation of Health & WCD different schemes.

iii. The on-campus academic training commenced on 06th November 2023 and concluded on 05th April 2024. 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.

iv. The IAS Professional Course Phase-I, a meticulously crafted program spanning 22 weeks, was not just confined to the weekdays alone; it stretched beyond, into select weekends and a testament to our collective commitment and the flexibility of our esteemed guests. This period was an amalgamation of rigorous learning, personal growth, and professional development, structured through 26 meticulously designed modules, each

aimed at equipping us with the knowledge and skills essential for the challenges and responsibilities of public service.

v. Beyond the structured modules, the course was enriched by tutor groups and ECM sessions, fostering an environment of mutual learning and shared experiences. These interactions were not just about acquiring knowledge but about building a community of future leaders, committed to the service of our nation. The module details week wise is as follows:

#### **Week Wise Module Details**

<b>Sl. No.</b>	<b>Week</b>	<b>Modules</b>
1.	Week-1	Deconstruction
2.	Week-2	Procurement, Finance & Project Management
3.	Week-3	Research Methodology and Quantitative Techniques
4.	Week-4	Urban & Law
5.	Week-5	Data Science and Machine Learning & Public Service Delivery (DAML)
6.	Week-6	WCD & Health & Law
7.	Week-7	National Security and Forest & Environment
8.	Week-8-14	(Winter Study Tour) WST
9.	Week-15	Education, Disaster Management, Infrastructure & Engineering
10.	Week-16	CAPF Module, Microeconomics & Industry & Entrepreneurship
11.	Week-17	(Data Science and Machine Learning & Public Service Delivery), Public Policy, & Ethics
12.	Week-18	Agriculture and Rural Development & Panchayati Raj (RDPR)

Sl. No.	Week	Modules
13.	Week-19	Human Resource Management, Election & Macro Economics & IMF Team
14.	Week-20	Land Revenue & Land Administration
15.	Week-21	District Administration (Overview), Communication Module
16.	Week-22	Governance (Government Process Reengineering) & Law

Inputs were given in the faculties of Law, Public Administration, Political Science & Constitution and Management & Economics. The Public Administration modules were structured around thematic inputs covering varied domains that IAS Officers have to deal with. These were interspersed with sessions in Languages and ICT.

Since, the Phase-I Professional Course is based on the principle of Knowledge Continuum, the Course has been devised in such a manner so that it acts as the next level of continuum following the Foundation Course. This Course gives emphasis on acquiring all the core competencies prescribed by the Mission Karmayogi i.e. Functional (Right Skills), Domain Knowledge (Right knowledge) and Behavioural (Right attitude).

**Modules Design & Description** - The 22-week program is structured into three main components:

- 1) **Pre-Winter Study Tour** (7 Weeks)
- 2) **Winter Study Tour** (7 Weeks including one week block leave)
- 3) **Post-Winter Study Tour** (8 Weeks)

Mission Karmayogi aims to develop ideal civil servants with qualities like creativity, proactiveness, professionalism, transparency, and innovation through a course that integrates domain knowledge, functional skills, and behavioral training. This approach prepares administrative leaders to effectively serve the nation and its citizens. Accordingly, the course has been so structured that domain, functional and behavioral inputs are woven into the course design. The details of the academic module is as follows:

## 1. Pre- Winter Study Tour Academic Module

a. The 2023 batch began with an extensive week-long **Deconstruction** module, during which senior officials from both field and secretariat levels shared insights into prospects, challenges, and experiences related to various thematic areas.

In terms of *domain skills*, the module covers:

**a. Law-** Basic of order writing, Indian Evidence Act, Skit and Order Writing on Cr.P.C, Search & Seizure & Inquest & Unnatural Death, Succession Act, Transfer of Property Act & Essential Commodity Act 1955.

**b. Urban Development-** Urban Governance & Planning, Urban Housing & Urban Transportation, Municipal Financing, Solid Waste Management, & Urban Infrastructure projects.

**c. Health & WCD-** National Health Mission, Maternal & Child Health, Pradhan Mantri Jan Arogya Yojana (PM-JAY). Human Resource in Public Health, Procurement for Health Poshan Abhiyan & Mission Shakti.

**d. Financial Management and Procurement-** Project Management, Structure of Finance, Project Cashflows, Budgeting Govt Accounts, Capital Budgeting, Project Review Monitoring & Public Procurement.

**e. Data Science and Machine Learning (DAML)-**Use of DAML in Public Service Delivery and Optimization for Public Policy, applying statistical concepts to regulation, quantitative techniques covering statistics, and tools of data visualization.

**f. National Security-** The Role of Critical Technologies in Safeguarding Nations, CAPFs' Key Role in National Resilience, Safeguarding Borders through Maritime Security & Countering Extremism: Strategies for Addressing LWE in National Defense.

In terms of *functional input* of what has already been imparted to the OTs in the foundational course of (14 weeks) such as basics of excel, advanced excel, SQL, Power BI, a lot of emphasis has been given in Phase-1 training on quantitative techniques covering statistics and research methodology, using data science and machine learning for effective decision making and to expedite public service delivery.

In terms of *behavioural skill*, modules on leadership, ethics and communication have been custom curated for the cohort to impart behavioral skill sets that assume crucial significance in positions of leadership and coordination.

## 2. Winter Study Tour (WST)

The IAS Phase-1 training course features *off campus & experiential learnings* in the form of the Winter Study Tour (WST) spanning for six weeks followed by one week village visits, covering various attachments listed below. This gives Officer Trainees an opportunity to experience the diversity of our country and to see and understand closely the functioning of numerous organizations. The Officer Trainees are divided into groups

of about 18-20 each with each Officer Trainee traversing nearly 20,000 kilometers across the length and breadth of the country.

- a. Defense** (Army, Airforce and Navy)- Jammu Sector, Srinagar Sector, III and IV Corps
- b. Island** - Andaman & Nicobar and Lakshadweep
- c. Private Sector**- Maruti Suzuki Plant, T-Hub, Reliance PetroChemical, Tata motors & Infosys.
- d. Public Sector Units** (PSUs)- ONGC, NTPC, HAL, BHEL, & Bhilai Steel Plant (SAIL)
- e. Large Public Trusts**- Mata Vaishno Devi Shrine Board, Golden Temple, Kashi Vishwanath Temple & Mahakal Public Trust, Ujjain (MP)
- f. NGOs**- Akshaya Patra Foundation, Gramya Vikash Mancha, Ramkrishna Mission Institute, (WB Pradhan & Bill & Melinda Gates Foundation/ Sehgal Foundation
- g. Forest & Environment**- Kanha National Park, Sundarban National Park, Gir National Park, Tadoba Tiger Reserve National Park & Namdapha National Park.
- h. Ports/Port Trust**- Visakhapatnam Port Trust, Shyama Prasad Mookerjee Port Trust, Kolkata, Jawaharlal Nehru Port Trust, Cochin Port Trust & Kandla Port Trust
- i. Urban** - Smart City Project at Amritsar, Bhopal, Raipur & Varanasi, Namami Gange Projects & Minjur Seawater Desalination Plant & Metropolitan Water Supply Sewerage Board, BMC and Agra Development Authority.
- j. Big Infrastructure Project**- Bangalore Metropolitan Transport Corporation, Lucknow Metro, New Pamban Rail Bridge & Kamuthi Solar Power Project, Tumkur Mega food Park, & Indore Bus Rapid Transit System BRTS.
- k. Institutes of National Importance/Scientific Establishments**- National Remote Sensing Centre (ISRO), Tata Institute of Fundamental Research, ICMR- Vector Control Research Centre, ISRO National Institute of Oceanography, The Indian Council of Agricultural Research (ICAR)& Kalpakkam Nuclear Plant

Before the Winter Study Tour, experts/practitioners/senior officers from various attachments were invited to deliver a session to give broad overview of each attachments so as prepare them to understand the functioning of attachments, their role & responsibilities and document the key learnings which then will be used as repository of knowledge sharing for future batches.

**3. Post-Winter Study Tour Academic Modules**- The following modules are covered post Winter Study Tour (WST)

- a. Education**- The System and Structure of Education, New Education Policy, Innovation at Schools, NIPUN Bharat (Foundational Learning), Quality of Primary Education- Role of Third Party.

**b. Industry & Engineering-** Infrastructure Projects and making Detailed Project Reports (DPR), Roads, State Highway Projects, Rural Roads under PM Gram Sadak Yojana, Field Inspections and visits to MGNREGA sites were arranged as part of experiential learning.

**c. Rural Development and Panchayati Raj (RDPR)-** Risk Management - PMFBY, Enhancing Rural Livelihoods through Watershed Approach, MSP and Procurement Operations, Jal Jeevan Mission, Irrigation Management, Watershed Development and River Rejuvenation through MGNREGA.

**d. Agriculture-** Promoting Value Chain in Agriculture, Role of FPOs, Digital Technology in Management of Agriculture, Role of Horticulture in promoting nutrition, income and ecology, Doubling Farmers Income.

**e. Land Revenue & Administration** - Land Management, Integration of Land Records with Registration, SVAMITVA, Digital India Land Records Modernization Programme (DILRMP), Land Survey Techniques & Hands-on training on Land Survey.

**f. Economics** - Macro-Prudential Policies: Design and Tools, State Finances in India, Public Debt Sustainability, Tools for Monitoring & Evaluation and its field application & External Sector, Capital Flows and their Management

**g. District Administration-** Overview of District Administration, Law & Order, Interaction with Public Representatives, Field Level Case Studies, District Training

As an integral component of the curriculum, the aforementioned module incorporates field visits and hands-on training in sectors including education, infrastructure & engineering, and forest & environment. For instance, in the *Infrastructure & Engineering module*, the Officer Trainees visited different districts of Uttarakhand to understand the rural development work related to MGNREGA to:

a. Understand different categories of work such Watershed, Irrigation and Flood management, Agricultural and Livestock related works, Fisheries and works etc.

b. How to do field inspections

c. Process of sanctioning work in MGNREGA etc and key deliverables.

### **Training Post IAS Professional Course Phase-I**

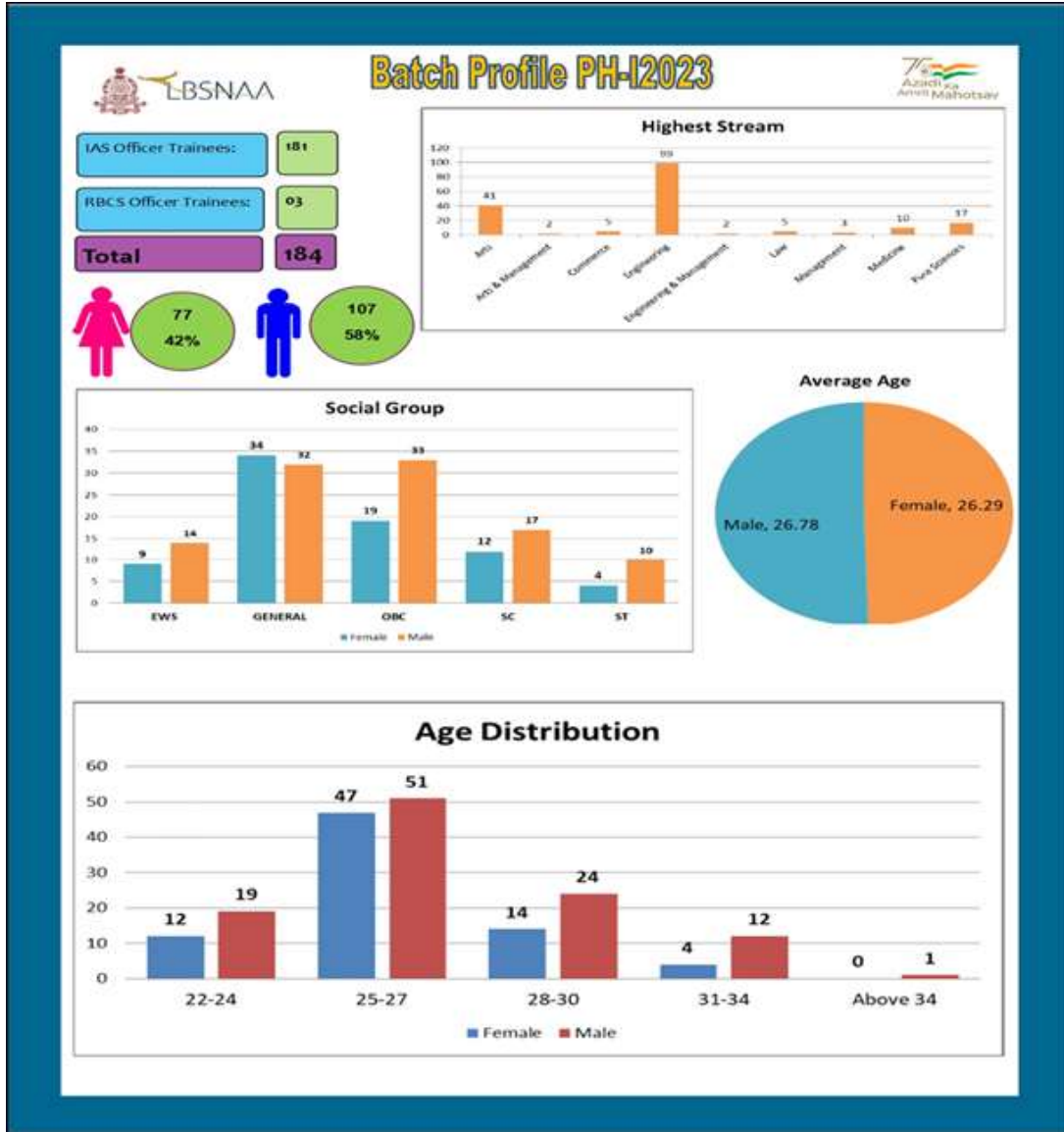
After completing IAS Professional Course Phase-1, the officer trainees undergo a 52 weeks intensive District Training at different Administrative Training Institute (ATI) in their respective state. The Officer trainees have got their Districts attachments for District Training and an elaborate 52 weeks schedule where they will get exposure on Structure and culture of governance, Sectors and Themes, Management and Regulation, Learning by doing, Macro-picture at the state level, District Administration – the Office of Collector/District Magistrate, Urban Governance – Municipal Corporation, Understanding design and delivery of beneficiary oriented schemes – cutting across departments.

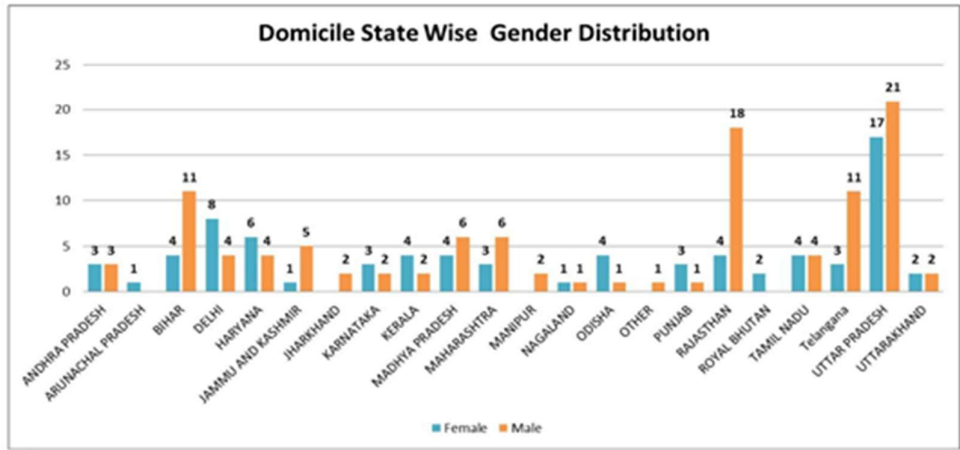
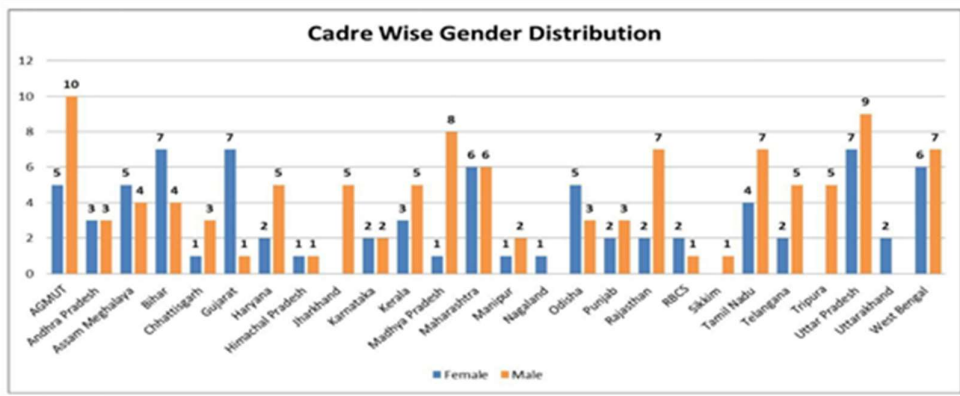
This is followed by an 8 weeks Assistant Secretary Program (ASP) where officer trainees are attached with ministries and departments in Government of India as Assistant Secretary and get orientation about the functioning of Govt of India.

Post completion of Assistant Secretaryship Program (ASP), the officer trainees undergo 6 weeks of IAS Professional Course Phase- II at the Lal Bahadur Shastri National Academy of Administration where they will be giving their presentation on district training of 52 Weeks and writing their dissertation.

Special emphasis was given on the physical fitness of the Officer Trainees as well as on their extracurricular development. There was compulsory morning physical activity and sports/horse riding in the evening. The Officer Trainees were nudged to adopt and excel in one of the sports so that it could remain with them forever. They were regularly exposed to adventure activities such as trekking, river rafting, and various other adventure sports on weekends. Similarly, the Officer Trainees were expected to perform cultural activities representing the art and culture of various states of India, apart from attending cultural evenings by celebrated artists. They had the opportunity to learn and develop lifelong interests in enriching activities such as music, painting, photography, etc. Various societies and clubs were nudged to organize their activities to nurture and enliven the Academy atmosphere with debates, quizzes, competitions, and discussions.

Annexure-I





## Annexure-II

### Participants in IAS Phase-I (2023 Batch)

Participants from the State of	Male	Female	Participants
AGMUT	10	05	15
Andhra Pradesh	03	03	06
Assam-Meghalaya	04	05	09
Bihar	04	07	11
Chhattisgarh	03	01	04
Gujarat	01	07	08
Haryana	05	02	07
Himachal Pradesh	01	01	02
Jharkhand	05	00	05
Karnataka	02	02	04
Kerala	05	03	08
Madhya Pradesh	08	01	09
Maharashtra	06	06	12
Manipur	02	01	03
Nagaland	00	01	01
Odisha	03	05	08
Punjab	03	02	05
Rajasthan	07	02	09
Royal Bhutan Civil Service	01	02	03
Sikkim	01	00	01
Tamil Nadu	07	04	11
Tripura	05	00	05
Telangana	05	02	07
Uttar Pradesh	09	07	16
Uttarakhand	00	02	02
West Bengal	07	06	13
<b>Total</b>	<b>107</b>	<b>77</b>	<b>184</b>

### 3 (ii) Assistant Secretary Programme 2022 Batch

Date of Programme	20th May-12th July, 2024
Course Coordinator	Mr. Chandrasekhar S. , Deputy Director
Course Inaugurated by	Mr. P.K Mishra, Principal Secretary to Hon'ble PM
Valedictory Address by	Mr. Rajiv Gauba, Cabinet Secretary
Total No. of Participants	181 (Gentleman- 130: Ladies-51)

The Assistant Secretary Programme (ASP), introduced in 2015 as per the vision of the Hon'ble Prime Minister, is an integral component of the two-year induction training of Indian Administrative Service (IAS) Officers. The programme aims to provide early-career officers with structured exposure to the functioning of the Government of India, thereby equipping them with a national perspective and a deeper understanding of policy formulation and inter-ministerial coordination.

Over the past 8 weeks, 181 IAS Officer Trainees from the 2022 batch, participated in the Assistant Secretary Programme through 46 Ministries and Departments. This programme, a crucial part of their 2-year induction training, has been meticulously designed to offer these young officers a profound understanding of the Government of India's functioning, thereby equipping them with the knowledge and skills necessary to become effective leaders and Change Agents in their cadre states.

The objectives of this programme are to familiarize young officer trainees with the operations of the central government, providing them with a national perspective and an appreciation of the diverse policies that shape our nation. The hands-on training and exposure to flagship schemes, coupled with the practical experience gained through desk attachments and the preparation of policy analysis papers, have provided these officers with invaluable insights that will undoubtedly benefit them in their future roles. Additionally, the Officers underwent the course "Dakshta for Assistant Secretaries" on the iGOT portal in addition to the "Know Your Ministry" Module.

Throughout this programme, the Officer Trainees engaged in various modules, including an orientation to central government functioning, ministry/department exposure, inter-sectoral exposure, and meetings with dignitaries. They visited significant institutions like the National Investigation Agency, the Intelligence Bureau, the Indian Institute of Public Administration, and the Ministry of External Affairs. These experiences have not only broadened their understanding but also fostered a spirit of collaboration and coordination that is essential for effective governance.

The Officer Trainees also had the privilege to call on HE the President, HE the Vice President, the Hon'ble Prime Minister, and Minister of State, Personnel, Public Grievances and Pensions. They interacted with the Principal Secretary to the Honorable Prime Minister

during the inaugural ceremony of the Assistant Secretary Programme. Additionally, the visits to Parliament, Raj Ghat, and the Prime Minister's Museum (PM Sangrahalaya) offered them a deeper appreciation of our nation's democratic heritage and the monumental contributions of our leaders.

A significant aspect of the programme was the peer learning sessions. The first session focused on intra-sectoral peer learning with the objective of promoting the exchange of knowledge among IAS Officer Trainees regarding the organizational framework of the Ministry/Department they are assigned to, flagship schemes, budget, coordination with different ministries/departments and States, and the linkage of their district training experience with that of their Ministries/Departments and key institutions.

The second peer learning exercise focused on inter-sectoral peer learning with the objective of ensuring that IAS Officer Trainees develop a comprehensive understanding of the interrelationships between various ministries and departments by leveraging the knowledge gained from the first peer learning exercise. The trainees collaborated to create a detailed case study that defines a clear objective/problem statement, connects relevant schemes and institutions, appreciates the perspectives of all stakeholders, anticipates challenges, outlines a plan of action, and establishes key performance indicators for monitoring progress. This exercise aimed to enhance collaboration, teamwork, and knowledge sharing among the trainees, fostering their ability to apply creativity and foresight in addressing complex administrative challenges.

The informal interactions, such as the cricket match between Assistant Secretary XI and Cabinet Secretary XI held on 6<sup>th</sup> July 2024 at Siri Fort Stadium, have further strengthened the bonds among the senior and junior officers, promoting camaraderie. The policy analysis papers prepared by the officers were presented to their respective Secretaries. Additionally, Assistant Secretaries from 14 Ministries/Departments volunteered to develop a ChatBot for their Ministries/Departments.

The Assistant Secretary Programme 2022 batch has prepared the officers to take on greater responsibilities and challenges in their cadre states. They are now equipped with a broader macro perspective and the ability to implement policies effectively, ensuring better inter-sectoral coordination and de-siloisation.

**Annexure: A**

<b>Assistant Secretary Programme – Modules</b>		
<b>Sl. No</b>	<b>Module</b>	<b>Topic / Activity</b>
1.	Orientation	Introduction to Central Government Functioning

<b>Sl. No</b>	<b>Module</b>	<b>Topic / Activity</b>
2.	Ministry/Department Exposure	Ministry / Department Exposure
		Exposure to Flagship Schemes
		KYM module on i-got
		Desk Attachments (at various hierarchical levels)
		Hands-on training on e-office through i-got
		Attending meetings
		Handling files / noting as per work allocation order
		Preparation of analytical note
		Study and assist in preparing Cabinet Notes
		Exposure to parliamentary committee matters
		Visits to organizations within the ministries/departments (within Delhi)
3.	Inter-sectoral Exposure	Attending inter-departmental meetings
		Visits to other important ministries/offices
		Briefing on other inter-related ministries
		Peer learning from other colleagues
		Preparing notes for peer learning
4.	Meeting with Dignitaries	Meeting with 1. President 2. VP. 3. PM 4. MOS 5. Cab-Sec 6. PS to PM
5.	Capital Immersion	Visits to important places/monuments: 1. Parliament 2. PM Museum 3. Bharat Mandapam
		Informal interactions over weekends

Sl. No	Module	Topic / Activity
6.	Hands-on Experience	4 weeks full-fledged charge
7.	De-briefing & Valediction	Interaction with Secretary
		Valediction Ceremony

### 3 (iii) IAS Professional Course Phase-II (2022 Batch)

Target group	IAS Officer Trainees, after District Training
Course Coordinator	Mr. Ganesh Shankar Mishra, Deputy Director (Sr.)
Associate Course Coordinator(s)	Dr. Anupam Talwar, Deputy Director
	Ms. Aswathi S, Deputy Director
	Mr. Gautam Thapliyal, Assistant Director
Valedictory Address by	Shri. Rajiv Kumar, Chief Election Commissioner
Total No. of Participants	184 Officer Trainees (181 IAS Officer Trainees and 3 Officer Trainees from Royal Bhutan Civil Services)

The course, which ran from July 15 to August 23, 2024, at the Lal Bahadur Shastri National Academy of Administration (LBSNAA), was designed to equip 184 Officer Trainees (OTs) with essential administrative skills and professional acumen for their initial years in service. The curriculum was meticulously crafted to align with the vision of the Hon'ble Prime Minister, reimagining the persona of an IAS officer. It focused on developing core competencies mandated by Mission Karmayogi, emphasising the virtues of Anonymity, Ability, and Austerity. The course structure was built around five essential pillars: Getting Things Done, Basic Toolkit for Administrators, Bridging the Knowledge Gap, Experience Sharing Workshops, and Law Module, with an additional focus on Transforming Trainees to Officers.

A key feature of the training was the emphasis on practical exposure. Officer trainees participated in field inspections of civil construction sites managed by CPWD in Mussoorie, analysed infrastructure development projects, and prepared detailed inspection reports. They also engaged in community-focused exercises addressing local issues such as sanitation, solid waste management, and traffic congestion.

The curriculum covered a diverse range of topics, including public procurement, financial management, interpersonal relations, DIY IT tools, and governance basics. The course

incorporated modules on ethics, law and order, disaster management, and community engagement. Experience-sharing workshops facilitated by senior IAS officers provided valuable insights into field postings and administrative decision-making.

A comprehensive series of seminars, conferences, and specialized modules were introduced during Phase-II. This included collaborations with administrators to enhance practical governance training, including Sub-Divisional Magistrates (SDMs), Collectors, Deputy Secretaries, and Managing Directors of Public Sector Units (PSUs). These sessions provided trainees with insights into real-world challenges, strategies in governance, focusing on challenges faced in sub-divisional offices, and where District Magistrates shared experiences on crisis management and economic growth. New modules were introduced, including an Election Management Module and Courtroom presentations featuring case studies on land acquisition and preventive detention.

The comprehensive lecture series covered a wide range of topics crucial for effective administration and governance. Distinguished speakers from diverse fields, including senior IAS officers and subject experts, shared their knowledge and practical insights. Notable lectures included 'The Art of Administration' by Shri Sanjay Dubey, IAS; 'Good Governance: Principles and Practices' by Shri V Srinivas, IAS, Secretary of the Department of Administrative Reforms and Public Grievances; 'NTRO: Technological Frontiers in National Security' by Shri Arun Sinha; 'Maintaining Cyber Hygiene' by Dr. Kushal Kumar Pathak; 'Managing Mega Events: The Kumbh Mela' by Shri Vijay Kiran Anand; 'Upholding Integrity: Navigating the Ethical Terrain of Public Service' by Shri Sanjay Bhoosereddy; 'Ethical Insights for Administrators' by Dr. Paresh Saxena; and 'Unlocking Economic Potential: The Role of IAS as Catalyst for Rapid Growth' by Shri Gulzar Natarajan.

The IAS Phase-II course for the 2022 batch was a transformative journey that equipped the Officer Trainees with the skills, values, and knowledge necessary for their careers in public service.

### **Evaluation**

The evaluation process was intensive, emphasizing active learning through presentations, debates, and discussions on contemporary issues. It incorporated peer assessments, individual projects, and the Viksit Bharat Quiz to test knowledge of India's development.

### **Physical Fitness and the Outdoors**

Physical fitness was a crucial component of the course. A new pedagogy was introduced in "Outdoors" with various initiatives to mainstream fitness in the training curriculum. OTs participated in morning physical training, and had access to activities such as Zumba, Yoga, Horse Riding, and Swimming. A weekly rotation system was implemented to ensure that everyone got the chance to avail all facilities. Special focus was given to the requirements of Divyangs. By the end of the Course, trainees had imbibed the values associated with sports and physical fitness, such as discipline, team spirit, and camaraderie.



### **Valedictory Session**

The valedictory address was delivered by Shri. Rajiv Kumar, 25th Chief Election Commissioner of India, Government of India on 23<sup>rd</sup> August, 2024.



### **Valedictory of IAS Phase II (2022 Batch)**

#### **Annexure- I**

#### **Important Lectures and Speakers**

##### **➤ Public Administration and Governance**

- "The Art of Administration" by Shri Sanjay Dubey, IAS
- "Good Governance: Principles and practices" by Shri V Srinivas, IAS, Secretary, Department of Administrative Reforms and Public Grievances.

##### **➤ Financial Management**

- "Mastering government finances, accounts and records" by Shri Manoj Jain and Shri Deepak Sood
- "Opportunities and Responsibilities in Finance Sector" featuring speakers like Ms. Isha Duhan and Shri Anand.

##### **➤ Urban Development**

- "Opportunities and Challenges in Urban Development: Municipal Conference" featuring speakers such as Shri Shekhar Singh, Smt. Sneha D, and Shri Rahul Yadav

##### **➤ Health and Technology**

- "NTRO: Technological Frontiers in National Security" by Shri Arun Sinha
- "Maintaining Cyber Hygiene" by Dr. Kushal Kumar Pathak

➤ **Rural Development and Community Engagement**

- "Creating community ownership and demand for sustainable change" by Shri Ajay Sinha
- "Nurturing local Champions: Bottom up approach for development" by Shri Nipun Vinayak

➤ **Administrative Skills**

- "Mastering Land Acquisition" by Shri Jalaj Sharma
- "Conducting Inspections" by Shri Aditya Dahiya
- "Managing Mega Events: The Kumbh Mela" by Shri Vijay Kiran Anand

➤ **Ethics and Integrity**

- "Upholding Integrity: Navigating the Ethical Terrain of Public Service" by Shri Sanjay Bhoosereddy
- "Ethical Insights for administrators" by Dr. Paresh Saxena

➤ **Economic Development**

- "Unlocking Economic Potential: The Role of IAS as Catalyst for Rapid Growth" by Shri Gulzar Natarajan
- "Niti Aayog Initiatives for States" by Shri K S Rejimon

**Annexure – II**

**Participants in IAS Phase – II (2022 Batch)**

<b>Participants from the State of</b>	<b>Participants</b>
AGMUT	15
Andhra Pradesh	9
Assam Meghalaya	9
Chhattisgarh	2
Gujarat	9
Himachal Pradesh	2
Jharkhand	6
Kerala	8

<b>Participants from the State of</b>	<b>Participants</b>
Madhya Pradesh	8
Nagaland	1
Telangana	7
Rajasthan	10
Bihar	10
Haryana	6
Karnataka	4
Maharashtra	14
Manipur	5
Odhisia	6
Punjab	5
RBCS	3
Sikkim	2
Tamil Nadu	10
Tripura	5
Uttar Pradesh	14
Uttarakhand	3
West Bengal	11
<b>Total</b>	<b>184</b>

**3 (iv) 99<sup>th</sup> Foundation Course (2024 batch), (26th August, 2024 to 29th November, 2024)**

<b>Date of Program</b>	26 <sup>th</sup> August, 2024 to 29 <sup>th</sup> November, 2024
<b>Programme meant for / Target group</b>	Newly recruited All India Services and various Central Service (Group- `A`) Officers [including Royal Bhutan Services]
<b>Course Coordinator</b>	Shri Shelesh Nawal, Deputy Director
<b>Associate Course Coordinator(s)</b>	Prof. Ritika Narula, Professor of Economics Ms. Shanmuga Priya Mishra, DD (Sr) Dr. Anupam Talwar, DD Ms. Aswathi S, DD Shri. Chandrasekar S, DD Dr. Ekta Uniyal, Reader Shri. Romeo Vincent Tete, Professor of PTCL Shri. Gautam Thapliyal, AD Dr. Bhawana Porwal, Reader
<b>Course Inaugurated by</b>	Shri. Sriram Taranikanti, Director, LBSNAA
<b>Valedictory Address by</b>	Hon`ble Home Minister and Minister of Cooperation, Shri Amit Shah
<b>Total Participants</b>	Total- 653 (Gentlemen- 404; Ladies- 249) Details of participants of 99 <sup>th</sup> Foundation Course are attached in Annexure – 1

The Foundation Course, conducted by the Lal Bahadur Shastri National Academy of Administration, stands as the flagship training program for All India Services, Central Civil Services, and Royal Bhutan Services. This flagship program provides a unified platform to instill the core values, knowledge, and competencies essential for public service, marking the critical transition from private individuals to public servants dedicated to serving the nation and its people.

The 99th Foundation Course, conducted from 26th August to 29th November 2024, brought together 653 Officer Trainees from 19 services, including 16 from the Indian Union and three from the Royal Bhutan Services. Designed to foster new learning experiences, this 14-week program provided immersive exposure to both urban and rural

India while celebrating resilience, diversity, and the richness of our heritage. More than an introduction to the life and responsibilities of a civil servant, the course served as a journey of self-discovery, learning, and a deepened commitment to the nation. It was formally inaugurated on 29th August 2024 by Shri Sriram Taranikanti, Director of LBSNAA, and concluded on 28th November 2024 with the Valedictory Ceremony, graced by the Hon'ble Home Minister & Minister of Cooperation, Shri Amit Shah.

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 well-defined modules. With a dynamic blend of academic rigor and experiential learning, the course focused on fostering resilience, teamwork, and an appreciation for diversity. Key highlights included an immersive Field Study Research Programme to understand grassroots governance, cultural events that celebrated India's rich heritage, and the Himalayan Study Tour, which offered a deeper understanding of the challenges faced in remote regions. The program also featured a visit to the Statue of Unity at Kevadia, a powerful symbol of national unity and visionary leadership.

## **1. Course Aim**

The 99th Foundation Course was designed to transform 653 Officer Trainees from the All India Services, Central Civil Services, and Royal Bhutan Services into ethical, capable, and citizen-centric civil servants. The course sought to instill officer-like qualities, a deep commitment to public service, and a sense of esprit de corps, fostering collaboration and mutual respect among participants from diverse backgrounds.

What distinguished the 99th Foundation Course was its innovative approach, seamlessly blending academic rigor with experiential learning. Guided by the principles of Mission Karmayogi, the course introduced 26 specialized modules, expanded the scope of the Field Study and Research Programme (FSRP), and emphasized sustainability, de-siloization, and citizen-centric governance.

In addition to rigorous academics, the course incorporated vibrant cultural events like Bharat Diwas and Amrittotsav, a transformative Himalayan Study Tour, and enhanced physical fitness regimens with structured activities and regular assessments. This holistic training framework prepared Officer Trainees to navigate the complexities of governance while fostering a shared commitment to India's unity, diversity, and progress.

## **2. Course Objectives**

- To orient Officer Trainees to the administrative, social, economic and political environment of the country.
- To make Officer Trainees aware of the challenges and opportunities within the Civil Services.
- To promote overall development of personality traits of the Officer Trainees. i.e. intellectual, moral, physical and aesthetic.

- To foster greater coordination among the members of different Civil Services by building esprit de corps.
- To provide exposure to the best possible teaching material and resource persons to facilitate the Trainee's professional, intellectual and emotional growth
- To provide the Trainee with an environment that encourages enquiry and freedom of thought, yet imbued with discipline, to foster intellectual growth and all-round development.

### 3. Course Design

The 99th Foundation Course, a transformative training program structured with a modular framework to develop the 21 functional and 13 behavioural competencies required for effective public administration. Spanning 26 modules, it combines academic rigor, practical exposure, and experiential learning to holistically prepare Officer Trainees.

#### Key aspects of the course include:

- **Modular Framework:** The course focuses on developing 21 functional and 13 behavioral competencies, integrating classroom sessions, field immersions, and peer learning for comprehensive development.
- **Balanced Learning Approach:** Combines academic rigor with modules on Public Administration, Economics, Law, Ethics, and Information Technology, and experiential learning through immersive fieldwork, including village stays and urban governance exposure.
- **Mission Karmayogi Alignment:** Aligned with the vision of Viksit Bharat @2047, the course focuses on de-siloization to promote cross-service collaboration, enhancing efficiency and integrated governance. It also prioritizes sustainability, ensuring long-term environmental and social impact, fostering a future-ready civil service committed to India's development goals.
- **Citizen-Centric Governance:** It emphasizes Janbhagidari (public participation), efficient grievance redressal, effective public communication, and the strategic use of social media as a governance tool. Aligned with the vision of Atmanirbhar Bharat, it aims to enhance transparency, empower citizens, and build a self-reliant, responsive, and innovative governance framework.
- **Physical and Mental Resilience:** Daily physical activities, including yoga, PT, swimming, and unarmed combat (Krav Maga), along with outdoor programs such as local treks and Himalayan expeditions, enhance endurance, resilience, and teamwork while fostering overall physical and mental well-being.
- **Skill Enrichment:** Includes training in negotiation, financial and project management, IT tools for administrative efficiency, leadership development, and emotional intelligence.
- **Cultural and Collaborative Activities:** Events such as Bharat Diwas, athletic meets, and cultural evenings celebrate diversity and foster camaraderie among Officer Trainees.

Out of the 14 weeks of the Foundation Course, nearly four weeks are dedicated to experiential learning beyond the Academy premises, contributing to a total of 225 hours of

Field Immersion. This includes the Himalayan Study Tour — restructured to incorporate a 3-day attachment with the Armed/Paramilitary Forces for enhanced security insights, a 3-day high-altitude trek fostering team-building and nature immersion, and a 3-day Vibrant Village Visit Programme offering exposure to governance and livelihood models in India’s border regions. Additionally, the Field Study and Research Programme spans seven days, immersing Officer Trainees in aspirational, tribal, and heritage districts, while Aarambh 6.0, held in Kevadia, serves as a leadership and policy conclave featuring mentorship from senior policymakers, domain experts, and industry leaders.

The academic component of the course includes 305 hours of on-campus sessions, with newly introduced modules such as Viksit Bharat Talks, Atmanirbhar Bharat, and Citizen-Centricity, reinforcing key governance themes. Officer Trainees also engaged in writing Viksit Bharat essays, which were fragmented across various sectors, exploring strategies for India’s inclusive growth and development by 2047. Existing modules like Monitoring & Evaluation (M&E) and Human Resource Management, as well as Office Procedure, have been revamped to enhance relevance and applicability. These structured learning experiences not only strengthen intellectual and analytical capabilities but also instill endurance, empathy, and a whole-of-government approach, aligning with Mission Karmayogi and the vision of Atmanirbhar Bharat.

### Academic Inputs

Law Module	Ethics Module
Basic Economics for Administrators	Viksit Bharat Talks
Office Procedure and Effective Management	One Act Play, India Day, Amritotsav & Cultural programs
Urban Module	ICT & DAML
Human Resource Management	Athletics Meet & Cross Country
Participatory Learning Activities and Field Immersion	Himalayan Trek & Attachments with CAPF/Vibrant Villages
Social Media and Communication	Local Treks
Leadership and Personality Development	Aarambh
Financial and Project Management	Addresses & Briefings
Negotiation Skills	Atma Nirbhar Bharat Module
Deconstruction	Citizen-Centric Governance and Good Governance

National Security Module	Counsellor group sessions
Monitoring and Evaluation of Public Programs	ECM Module (Extra-Curricular Module)

4. The main activities organized during the Foundation Course were:

The 99th Foundation Course incorporated a diverse range of activities beyond the classroom to provide Officer Trainees with transformative experiences, fostering physical endurance, cultural appreciation, leadership skills, and community engagement. These activities complemented the modular framework of the course, ensuring holistic development. Below are the key highlights:

**1. Physical Assessment by SAI Team ((27/08/2024 and 27/11/2024):** The Physical Assessment conducted by the Sports Authority of India was a cornerstone of the 99th Foundation Course’s fitness journey. The initial assessment on 27/08/2024 evaluated the baseline fitness levels of Officer Trainees (OTs), providing a roadmap for their physical development during the course. The follow-up assessment on 27/11/2024 showcased remarkable improvements, reflecting the effectiveness of the structured fitness regimen.

Key achievements include:

- The number of OTs in the "Normal" BMI category increased from 326 to 365, while those in the "Obese" category dropped significantly from 47 to 27.
- The "Overweight" category also saw a reduction from **260 to 244**.
- A cumulative weight loss of 709.1 kilograms was recorded during the course, showcasing the positive impact of consistent physical activity.
- **555 OTs maintained their BMI categories**, reflecting sustained progress.

These results were attributed to the mandatory morning fitness sessions held at the Polo Ground at 6:15 AM. Activities such as Physical Training (PT), Yoga, Aerobics, Zumba, Unarmed Combat (Krav Maga), and life-saving skills like Swimming played a crucial role in developing discipline, endurance, and mental resilience among the OTs. By the end of the course, many OTs not only achieved their fitness goals but also gained a deeper understanding of how physical well-being contributes to effective public service.

**2. One Act Play (16/09/2024):** The One Act Play, held as part of the 99th Foundation course, provided Officer Trainees with a platform to showcase their dramatic talents, teamwork, and cultural expression. It fostered public speaking skills, camaraderie, and cultural appreciation, making it a memorable highlight of the course.

**3. Himalayan Study Tour (22/09/2024 - 30/09/2024):** The Himalayan Study Tour in the 99th Foundation Course spans 9 days, designed to provide Officer Trainees with exposure to high-altitude operational environments, rural governance, and team-building experiences. It comprises:

- Attachment with Armed/Paramilitary Forces (3 Days)

- High-Altitude Trek for Team Building & Nature Immersion (3 Days)
- Vibrant Village Visit Programme (3 Days)

This study tour aims to build well-rounded officers prepared for governance and administrative challenges.

**4. Shramdan (02/10/2024):** The Shramdan activity, conducted on Gandhi Jayanti, was a significant initiative to instill the values of selfless service, social responsibility, and community engagement among Officer Trainees. As part of the activity, OTs participated in cleanliness drives and awareness campaigns in and around the campus, embodying Mahatma Gandhi's principles of cleanliness and civic duty.

**5. Amritotsav (05/10/2024):** The Amritotsav event, held on October 5, 2024, celebrated India's remarkable journey of growth and development. Shri Sriram Taranikanti, Director of LBSNAA, inaugurated the "Amritotsav Mela," gracing the occasion with his presence. This vibrant cultural and patriotic event featured performances, exhibitions, and interactive sessions, showcasing the nation's achievements and milestones.

**6. Bharat Diwas (11/10/2024 - 12/10/2024):** The Bharat Diwas celebration was a vibrant two-day event brimming with energy and excitement, showcasing India's rich cultural diversity. Officer Trainees enthusiastically represented their states through traditional attire, folk dances, and regional cuisine. This lively event instilled a deep sense of pride in India's heritage and brought the Officer Trainees closer together, leaving an enduring impression as one of the most memorable moments of the 99th Foundation Course.

**7. Sports Meet (19/10/2024):** The Sports Meet transformed the serene campus into a vibrant hub of competitive energy and team spirit. It featured a diverse array of events, including track and field competitions, cricket, basketball, volleyball, and other team sports. Officer Trainees displayed their athletic skills, with each event fostering camaraderie and teamwork.

**8. Aarambh 6.0 (26/10/2024 - 02/11/2024):** Aarambh 6.0, held at Ekta Nagar, Gujarat, was a flagship event focusing on the theme "Roadmap for Viksit and Atma Nirbhar Bharat" The programme was distinguished by an inspiring address and interaction with the Honourable Prime Minister, who shared invaluable insights on leadership, nation-building, and the path towards a Viksit Bharat. The Officer Trainees also participated in the grand Unity Day celebrations on Sardar Patel's birth anniversary, paying tribute to his monumental contribution to national unity and reinforcing the core values of integration and nationhood. The event was further enriched by addresses from several eminent guest speakers, including:

- Shri. TV Somanathan, Cabinet Secretary, Government of India
- Shri. Sanjay Jaju, Secretary, Ministry of Information and Broadcasting, Government of India
- Dr. S. Somanath, Chairman, ISRO
- Shri. Suman Bery, Vice Chairperson, NITI Aayog
- Shri Mukesh Puri, IAS (Retd.), Managing Director, Sardar Sarovar Narmada Nigam Ltd.

- Shri. Udit Agrawal, IAS, CEO, Statue of Unity
- Shri. Manoj Joshi, Secretary, Department of Personnel & Training (DoPT), Government of India

**9. Cross Country Run (08/11/2024):** The Cross Country Run was a high-energy and challenging event that tested the physical endurance and mental resilience of Officer Trainees. As a house event, it encouraged healthy competition, teamwork, and a sense of camaraderie among participants.

**10. Field Study and Research Programme (FSRP) (09/11/2024 - 16/11/2024):** The Field Study and Research Programme, conducted across 50 districts in 12 states, provided Officer Trainees with hands-on exposure to rural and urban governance. During the 3-4 days of rural immersion, OTs explored grassroots institutions like Panchayats, SHGs, and FPOs, assessed citizen-centric services like e-governance and DBT, and identified opportunities in renewable energy and entrepreneurship. The urban component, spanning 1-2 days, focused on slum development, waste management, and urban poverty. Using participatory tools such as Transect Walks, FGDs, and socio-economic mapping, OTs engage with local leaders and communities to understand governance challenges and best practices. It concluded with presentations and films judged on creativity, content, and practical utility, adding a competitive and reflective aspect to the program.

**11. Athletic Meet (22/11/2024 - 23/11/2024):** The Athletic Meet marked a grand culmination of the physical activities in the 99th Foundation Course. Events included sprints, relays, long-distance races, and other competitive sports. It was not just a test of physical endurance but also a celebration of the spirit of sportsmanship, fostering unity and mutual encouragement among the diverse group of OTs

**12. Viksit Bharat Talks:** As part of the 99th Foundation Course, a new initiative introduced to enhance the learning experience of Officer Trainees. Eminent speakers from various fields, including thinkers, public intellectuals, sportspersons, Padma Awardees, business leaders, and public figures, delivered weekly talks on diverse national and global issues. The Viksit Bharat talks serve as a platform for intellectual discourse and encourage critical thinking among Officer Trainees.

## Annexure-1

### Participants in 99<sup>th</sup> Foundation Course

#### Service wise Break-up

Service	Male	Female	Grand Total
Indian Administrative Service	109	75	184
Indian Audit And Accounts Service	03	06	9
Indian Civil Accounts Service	02	01	03
Indian Corporate Law Service	01	00	01
Indian Defence Accounts Service	10	02	12
Indian Defence Estate Service	06	01	07
Indian Foreign Service	18	13	31
Indian Forest Services	43	14	57
Indian Information Services	03	02	05
Indian Police Service	71	40	111
Indian Postal Service	01	01	02
Indian Railway Management Service	28	12	40
Indian Post & Telecommunication Accounts and Financial Services	00	02	02
Indian Revenue Service (Customs And Central Excise)	35	28	63
Indian Revenue Service (IT)	65	49	114
Indian Trade Service	00	01	01
Royal Bhutan Civil Services	02	01	03
Royal Bhutan Forest Service	02	00	02
Royal Bhutan Police Services	05	01	06
Grand Total	404	249	653

**Academic Activities:  
Mid-Career  
Training  
Programmes**

#### 4 (i) 18th Round of Phase-IV (MCTP)

<b>Name of Course</b>	18 <sup>th</sup> Round of Phase-IV (MCTP)						
<b>Duration (Specify Dates)</b>	18 <sup>th</sup> June – 13 <sup>th</sup> July, 2024						
<b>Name of Course Coordinator</b>	Ms. Sowjanya						
<b>Names of other members of Course team</b>	Nand Kumarum, Shanmuga Priya Mishra, and Abhiram G. Sankar						
<b>Number of participants</b>	<table><thead><tr><th>Total</th><th>Male</th><th>Female</th></tr></thead><tbody><tr><td>83</td><td>62</td><td>21</td></tr></tbody></table>	Total	Male	Female	83	62	21
Total	Male	Female					
83	62	21					
<b>Batches which participated</b>	Officers of 2000, 2001, 2004, 2005, 2006, 2007, 2008 and 2009 Batches						
<b>Course inaugurated by</b>	Shri Sriram Taranikanti, Director, LBSNAA						
<b>Valedictory Address by</b>	Shri Sriram Taranikanti, Director, LBSNAA						

#### **Aim**

To equip officers who have completed 14 to 16 years of service effective transition to policy formulation and better implementation.

#### **Course Objectives**

- To equip officers who have completed 14-16 years in service with skills to enable them to be effective policy makers, align their work in lines with Mission Karmayogi.
- To promote an understanding of the aspirations of the people and to achieve it through Jan Bhagidhari, to move towards a developed nation (Viksit Bharat)
- To understand the evolving nature of governance given the technological advances and to bring about its diffusion and adoption in all their efforts in their respective departments by providing resilient leadership.

#### **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 on participants experience and knowledge and peer to peer learning
- Interactive and participative
- Attempt to provide strategic and global perspective.
- Mix of speakers- academicians, senior officers, grassroots practitioners, industry: National and International.

**Course Design:** Following are the broad themes of the course:

- Leadership and challenges of Exponential Change
- Public Policy
- Global Perspectives
- Economy
- Finance and Resource Mobilisation
- Public Private Partnerships and Procurement
- Infrastructure Sectors
- Human Development Sectors
- Technology
- Project Management/Appraisal
- Regulation
- Negotiation
- Wellbeing

**Evaluation of Participants (mention how many secured what grades)**

<b>Grade</b>	<b>No. of Participants</b>
A	32
B+	47
B	04
<b>Total</b>	<b>83</b>

### **Course Coordinator's Remarks**

The Phase IV of the Mid-Career Training Programme (MCTP) for IAS officers was successfully conducted from 18th June to 13th July 2024. The course was designed to equip senior officers with the necessary skills and perspectives to navigate the complexities of governance amidst rapid technological, economic, and social change.

The course began with sessions on leadership and the challenges posed by exponential change. Officers explored emerging global trends, strategic foresight, and the significance of emotional and social intelligence in public service leadership. These sessions provided a broad framework for navigating disruption and building resilient governance systems.

The module on Public Policy focused on bridging the gap between theory and practice. Key areas included state capacity, behavioural insights, systems thinking, and evidence-based decision-making. Discussions also included themes such as financial inclusion, national security, and rural development through technological enablement. The Global Perspectives module provided insights into evolving geopolitical and geo-economic

dynamics, international best practices, and global policy frameworks, helping officers place India's development agenda in a wider global context.

The Economy and Finance modules offered a deep dive into the Indian economy, monetary policy, and evolving fiscal architecture. Resource mobilisation was explored through sessions on public debt management, GST revenue augmentation, advancements in land registration, and leveraging market finance for infrastructure development. Governance under regulatory frameworks like the Companies Act and IBC was also addressed. The Public Private Partnership and Procurement modules emphasized efficient procurement practices, contract management, and structuring successful PPP projects. Infrastructure modules covered urban expansion, logistics, policy architecture, power sector reform, disinvestment, and PLI schemes.

The Human Development module examined innovations in healthcare, education, skill development, employment trends, and inclusive rural transformation. The role of technology in public service delivery and administrative effectiveness was also discussed. The Technology module highlighted advancements in digital public infrastructure, AI adoption, data privacy, and the strategic importance of sectors like semiconductors and telecom manufacturing. Emphasis was laid on how technological capacity can drive governance reform and citizen-centric service delivery.

Project Management and Appraisal sessions introduced practical frameworks and digital tools for effective monitoring, appraisal, and delivery of public projects. The Regulation module explored regulatory economics and sector-specific regulation with a focus on real estate. Negotiation skills were developed through structured exercises and discussions on managing multi-stakeholder environments and improving communication strategies in complex administrative contexts.

The Phase IV course also incorporated a Wellbeing module, covering areas such as nutrition, stress management, holistic health practices, and mindfulness. Activities like yoga, trekking, meditation, and cultural programmes complemented the classroom learning and promoted physical and mental wellness.

#### 4 (ii) 15th Round of IAS Phase-V (MCTP)

<b>Name of Course</b>	15 <sup>th</sup> Round of Phase-V (MCTP)		
<b>Duration (Specify Dates)</b>	08 <sup>th</sup> – 26 <sup>th</sup> April, 2024		
<b>Name of Course Coordinator</b>	Ms. Sowjanya		
<b>Names of other members of Course team</b>	Shri Abhiram G. Sankar and Shri Romeo Vincent Tete		
<b>Number of participants</b>	Total	Male	Female
	53	38	15
<b>Batches which participated</b>	Officers of 1991, 1993, 1994, 1995, 1996 and 1997 Batches		
<b>Course inaugurated by</b>	Ms. S. Radha Chauhan, Secretary, Department of Personnel and Training (DoPT), Government of India		
<b>Valedictory Address by</b>	Shri Ajay Kumar Bhalla, Union Home Secretary		

#### Aim

- To equip officers who have completed 26 to 28 years in service with skills to enable them to handle senior leadership positions and change management in lines with Mission Karmayogi.
- To promote an understanding of the impending challenges in governance, given the rapid changes in technology along with required piloting of organizational transformation in order to suit the vision of the country.
- To give an overall perspective of different sectors of economy and the strategic changes and roadmap needed for taking the country to the status of a developed economy.

#### 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 and ecosystem facing the government in key

- sectors and their inter-relationship;
- Acquire better understanding of leadership and negotiation skills
- To Analyse and formulate policy and programs in a selected area/sector and to bring a transformatory change needed for comprehensive development.
- Have deeper understanding of thematic issues in the context of infrastructure, regulation, human resource development and economy,
- Broadening perspectives for high positions.

### **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 on participants experience and knowledge and peer to peer learning
- Interactive and participative
- Attempt to provide strategic and global perspective.
- Mix of speakers- academicians, senior officers, grassroots practitioners, industry: National and International.

### **Course Design**

The Course design focuses on strategic management in government along with public policy and regulation. There has also been a conscious attempt to make the programme more broad-based and subsume various inputs in its fold which may be of immediate relevance to the participants. Accordingly, domain inputs on fiscal and monetary policy, infrastructure, regulation and human resources development, behavioral inputs on leadership and negotiation skills and functional inputs on digital technology, AI, ICT and data analytics have been woven into the course content.

Following are the broad components of the course:

- Leadership and Personality Development
- Governance and Policy Making
- Technology and Change Management
- International Perspectives in Public Policy
- Indian Economy and Globalisation
- Human Development Sectors
- Infrastructure Sectors
- Regulation
- Wellbeing

## **Course Coordinator's Remarks**

The Phase V of the Mid-Career Training Programme (MCTP) for IAS officers was successfully conducted from 8th to 26th April 2024. The programme was carefully curated to address the evolving challenges faced by officers in strategic policy roles, while strengthening their ability to navigate complex governance environments during the final phase of their service careers.

The programme placed a strong emphasis on Leadership and Personality Development, highlighting the need for adaptive, ethical, and forward-looking leadership in public administration. Participants engaged with sessions on personal effectiveness, emotional intelligence, negotiation, and influencing, equipping them for senior leadership roles. The Governance and Policy Making module provided insights into state capacity building, behavioural policy interventions, rural development through technology, and inclusive service delivery. Creativity and cultural perspectives were discussed as tools for effective governance. Participants also explored policy reforms in critical sectors such as education, healthcare, space technology, and urban development. A dedicated demonstration on the Gati Shakti platform enabled participants to understand data-driven decision-making in infrastructure planning.

The Technology and Change Management component highlighted key shifts in digital public infrastructure, cybersecurity, and disruptive technologies. Discussions included semiconductor manufacturing, India's digital architecture, and preparing institutions for exponential change. In the International Perspectives module, global issues such as climate change, pandemic, the middle-income trap, and geo-economic shifts were covered. Officers examined the role of multilateralism and India's growing influence in a globalised world. The Indian Economy and Globalisation module focused on the macroeconomic outlook, challenges and opportunities in economic policy making during Amrit Kaal, India's integration with global financial systems, and emerging trade and investment strategies.

The Human Development sessions addressed evolving challenges in public health, skilling, school and higher education, women's workforce participation, and employment generation. Discussions highlighted the critical role of administrative innovation in delivering outcomes. The Infrastructure sessions examined urban redevelopment, public-private partnerships, power sector transformation, and expanding digital and transport infrastructure. Strategic planning and innovative financing models such as InvITs were discussed for enhancing India's infrastructure pipeline. In the Regulation module, sectoral regulation in power and real estate, and explored principles of economic regulation to strengthen institutional accountability and investor confidence were covered.

Group presentations were made under the SGoS (Sectors of Governance Significance) initiative, where officers shared their field experiences, insights, and vision for key governance sectors with the Department of Personnel and Training (DoPT).

The programme also included a Wellbeing module, with sessions on nutrition, Ayurveda, and holistic health practices. These were supplemented by yoga, meditation, nature walks, and cultural programmes to support participants' overall wellness.

#### 4 (iii) 21st Round of Phase-III

<b>Name of Course</b>	21 <sup>st</sup> Round of MCTP Phase-III						
<b>Duration</b>	December 02 <sup>nd</sup> to December 27 <sup>th</sup> , 2024						
<b>Name of Course Coordinator</b>	Ms. Shanmuga Priya Mishra						
<b>Names of other members of Course team</b>	Mr. Rajesh Meena Bujeta, Mr. Prem Kumar V. R, Mr. Gautam Thapliyal and Ms. Ankita Dhanda						
<b>Number of participants</b>	<table><thead><tr><th>Total</th><th>Male</th><th>Female</th></tr></thead><tbody><tr><td>155</td><td>121</td><td>34</td></tr></tbody></table>	Total	Male	Female	155	121	34
Total	Male	Female					
155	121	34					
<b>Batches represented</b>	2009, 2010, 2011, 2012, 2013, 2014, 2015 & 2016 Batches						
<b>Course inaugurated by</b>	Shri Sriram Taranikanti, Director, LBSNAA						
<b>Valedictory Address by</b>	Smt. Radha S. Raturi, Chief Secretary to Government of Uttarakhand						

#### **Aim**

To equip officers with necessary skill – sets to serve at middle management for effective transition from District Administration to Head of Department with focus on Excellence in implementation and Citizen Centricity, to move towards a developed nation.

#### **Course Objectives**

- Opportunity to develop core strength in various sectors of governance and bridge the knowledge gaps in usage of technology in their respective domains.
- To strive for efficient service delivery and learning from experiences across the country.
- To strengthen communication, interpersonal and team building skills and appreciate the centrality of values in governance.

#### **Week-wise design of the Course**

**Week 1** Public Policy perspectives, Data of Decision Making, Education, Life of HODS and inter agency coordination

- Week 2** PPP Projects, Revenue Generation, Urban Infrastructure, Ethical Dilemmas, Land & Agriculture, Skills & MSME and Welfare Perspectives
- Week 3** Health, Stress Management, Project Management, HR Management, Transport & Logistics, Group work and Interaction with Phase-I
- Week 4** Personal Finance, Leadership & Emotional Intelligence, Negotiation

**Evaluation of Participants**

<b>Grade</b>	<b>No. of Participants</b>
A+	02
A	53
B+	95
B	05
<b>Total</b>	<b>155</b>

## Details of the Participants

Cadre-wise Breakup			
Cadre	Female	Male	Grand Total
AGMUT	3	9	12
Andhra Pradesh		1	1
Assam-Meghalaya		1	1
Bihar		8	8
Chhattisgarh	3	4	7
Gujarat	3	8	11
Haryana	1	3	4
Himachal Pradesh		8	8
Jharkhand		2	2
Karnataka	3	7	10
Kerala	3	2	5
Madhya Pradesh	5	6	11
Maharashtra	2	23	25
Manipur	2	1	3
Nagaland	1		1
Odisha	1		1
Punjab	1	8	9
Rajasthan	2	5	7
Sikkim		1	1
Tamil Nadu		2	2
Telangana	1		1
Uttar Pradesh	1	20	21
Uttarakhand	2	1	3
West Bengal		1	1
<b>Grand Total</b>	<b>34</b>	<b>121</b>	<b>155</b>

Batch-wise Breakup			
Batch	Female	Male	Grand Total
2009	2	1	3
2010	4	5	9
2011	3	9	12
2012	5	15	20
2013	11	24	35
2014	2	36	38
2015	2	12	14
2016	5	19	24
<b>Grand Total</b>	<b>34</b>	<b>121</b>	<b>155</b>

#### 4 (iv) 19<sup>th</sup> Round of Phase-IV

<b>Name of Course</b>	19 <sup>th</sup> Round of Phase-IV (MCTP)						
<b>Duration (Specify Dates)</b>	06 <sup>th</sup> – 31 <sup>st</sup> January, 2025						
<b>Name of Course Coordinator</b>	Ms. Sowjanya						
<b>Names of other members of Course team</b>	Shri Shelesh Nawal, Ms. Deep J. Contractor, Ms. Aswathi S and Shri Arvind Kumar						
<b>Number of participants</b>	<table><tr><td>Total</td><td>Male</td><td>Female</td></tr><tr><td>52</td><td>41</td><td>11</td></tr></table>	Total	Male	Female	52	41	11
Total	Male	Female					
52	41	11					
<b>Batches which participated</b>	Officers of 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010 Batches						
<b>Course inaugurated by</b>	Shri C. R. Patil, Hon'ble Union Minister of Jal Shakti, Department of Water Resources, River Development and Ganga Rejuvenation, GoI						
<b>Valedictory Address by</b>	Shri Rajiv Gauba, Former Cabinet Secretary, Government of India						

#### Aim

- To equip officers who have completed 14 to 16 years in service with skills to enable them to be effective policy makers, align their work in lines with Mission Karmayogi.
- To promote an understanding of the aspirations of the people and to achieve it through Jan Bhagidhari, to move towards a developed nation (Viksit Bharat).
- To understand the evolving nature of governance given the technological advances and to bring about its diffusion and adoption in all their efforts in their respective departments by providing resilient leadership.

#### Deliverables

- **Develop Advanced Policy-Making Skills:** Equip officers with advanced policy-making skills, focusing on strategic thinking and evidence-based decision-making, to enhance their effectiveness as senior leaders.
- **Align Officer Training with Mission Karmayogi Objectives:** Ensure all training and professional development aligns with the principles of Mission Karmayogi,

emphasizing continual learning, competency, and a citizen-centric approach to governance.

- **Promote Civic Engagement:** Foster a deep understanding of citizen aspirations and actively promote public participation (Jan Bhangidhari) in the policy-making process to ensure policies reflect the needs and wants of the community.
- **Cultivate a Vision for National Development:** Train officers to craft policies and strategies that contribute directly to national development goals, translating the aspirations of the people into actionable government initiatives.
- **Adapt Governance to Technological Change:** Educate officers on the latest technological advancements relevant to their fields and train them to integrate these technologies into their daily operations and policy frameworks.
- To appreciate the **policy challenges and ecosystem facing** the government in key sectors and their inter-relationship.
- To acquire a better understanding of leadership and negotiation skills.
- To have a deeper understanding of **thematic issues** in the context of infrastructure, procurement, regulation, human resource development and economy.
- To pay attention to the **inner engineering and personal well being** so as to contribute meaningfully to the greater goal.
- **Broad Themes of the Course:**

Leadership and Challenges of Exponential Change, Public Policy, Global Perspectives, Economy, Finance and Resource Mobilisation, Public Private Partnerships and Procurement, Infrastructure Sectors, Human Development Sectors, Technology, Project Management/Appraisal, Regulation, Negotiation, Wellbeing.

**Evaluation of Participants (mention how many secured what grades)**

<b>Grade</b>	<b>No. of Participants</b>
A+	4
A	34
B+	14
<b>Total</b>	<b>52</b>

**Course Coordinator’s remarks**

The Phase IV of the Mid-Career Training Programme (MCTP) for IAS officers was successfully held from 6th January to 31st January 2025. The programme was designed to provide senior officers with conceptual clarity, analytical tools, and strategic insights necessary to address contemporary governance challenges and to lead transformative change in a complex and dynamic administrative environment.

The programme commenced with sessions on Leadership and the Challenges of Exponential Change, which provided participants with frameworks to think strategically and adaptively in an era marked by rapid technological and societal transitions. These sessions explored the importance of emotional intelligence, influencing, and effective leadership in uncertain and volatile governance scenarios. The Public Policy module focused on enhancing the officers' ability to formulate and evaluate policies through the lenses of

economics, behavioural insights, systems thinking, and national security. The interplay between evidence-based decision-making and contextual realities of governance was a central theme throughout. The Global Perspectives module deepened participants' understanding of emerging geopolitical dynamics, climate change, and the evolving role of multilateral institutions. This component enabled officers to connect domestic policy priorities with global developments and international cooperation mechanisms.

The Economy module covered macroeconomic trends, international trade, value chain management, and the role of financial hubs in economic growth. This was complemented by the Finance and Resource Mobilisation sessions, which explored innovative financing tools, debt management, and leveraging capital markets for public infrastructure through instruments like InvITs. The Public Private Partnership and Procurement sessions focused on modern procurement practices, arbitration frameworks, and strategies for sustainable contract and project management.

In the Infrastructure Sector module, issues of urban development, digital transformation, logistics, disinvestment, and sectoral policies were examined. Cross-sectoral perspectives from entrepreneurial ventures and public policy interfaces enriched the discussions further. A demonstration of the Gati Shakti platform helped highlight the importance of data-driven governance, while urban planning and in-city redevelopment were addressed as key components of sustainable growth. The Human Development Sector sessions addressed health and nutrition, higher education reform, women's empowerment, and fairness in administrative decisions. Agricultural policy, skill development, and the evolving role of behavioural economics in public service delivery were also covered.

The Technology module provided exposure to digital public infrastructure, AI adoption in government, exponential technologies, cyber security, and the challenge of navigating misinformation in the digital age. Project Management and Appraisal sessions equipped participants with practical tools and frameworks for evaluating, monitoring, and implementing large-scale public projects efficiently and effectively. The Regulation module focused on understanding the economic rationale for regulation and improving regulatory design in public administration. Negotiation and communication skills were imparted through structured modules aimed at enhancing officers' ability to manage diverse stakeholder interests and navigate complex policy environments.

Group presentations under the SGoS (Sectors of Governance Significance) framework were made to the Department of Personnel and Training (DoPT), wherein participants presented their field learnings, innovations, and future pathways across priority sectors.

The Wellbeing module included sessions on nutrition, stress management, Ayurveda, and concepts of happiness and holistic health. Participants also engaged in yoga, sports, trekking, and cultural events to ensure a well-rounded learning experience.

#### **4 (v) 126th Induction Training Programme for Officers of the State Civil Services Promoted 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.

#### **126<sup>th</sup> Induction Training Programme for IAS Officers (17<sup>th</sup> February – 28<sup>th</sup> March, 2025)**

<b>Programme meant for/Target group</b>	Officers from State Civil Service who have been inducted (Promotion/Select List) into IAS
<b>Course Coordinator</b>	Shri Chandrasekar S
<b>Associate Course Coordinator</b>	Shri Shelesh Nawal, Ms. Deep J. Contractor, Ms. Aswathi S., Shri Arvind Kumar
<b>Inaugural address by</b>	Shri V. Srinivas, Secretary, Department of Administrative Reforms and Public Grievances, Government of India
<b>Valedictory Address by</b>	Dr. Sukhbir Singh Sandhu, Hon'ble Election Commissioner of India
<b>Total Number of Participants</b>	Total – 97 [Male-76; Female-21]

#### **Course Objectives**

- To understand the all India nature of the Indian Administrative Service and develop an all-India perspective on the working of public administration and the macro-economy of the country.
- To be better equipped to handle assignments with the knowledge of latest policies and programmes in various sectors as well as learning from experiences of fellow participants.

- To be able to apply the principles of collaborative working and leadership and negotiations in their work settings.

The pedagogy that was adopted to meet the course objectives included Lecture and Discussion, Case Studies, Heritage/Nature Discourse, Experience Sharing Presentations, Films And Discussions, Management Games and Group Work.

### **Course Design**

- Week 1** IAS in perspective, Leadership Module, Balancing Environment and Development: A Practitioner’s Perspective on Sustainable Governance, Procurement principles, Rate reasonability in Government Procurement, Improving office Productivity using IT tools, Yoga Principles for Workplace Management, PM Gatisakti, GeoSpatial Technologies for Public Policy, Nutrition and Fitness, POSH Act, Perspectives from Finance Department, Strengthening Governance: Understanding the Interplay Between Legislature and Executive, Leadership among Equals
- Week 2** Ethics for Administrators, Enabling MSMEs as Engines of Growth: The Role of District and State Administrators, Building Capacities for Disaster Risk Reduction and Management: A Holistic Approach, Mental Health, Improving Ease of doing business in States: Kerala’s experience, Navigating the Future of Governance, Sustainability, Climate Change and Development Impacts on Key Sectors, Negotiation Module, Cost Benefit Analysis in Public Sector
- Week 3** Perspectives on North East, Whole-of-Government Approach to National Security: The Administrator’s Role in Interagency Coordination, Mission Karmayogi – Capacity Building of Government Employees, Land Records in India, Behavioural Economics and Public Policy, Urban Infrastructure Development: Issues and Challenges, Forest Rights Act and Tribal Welfare, Developing a Green Field Tourism Destination – Learnings from the Statue of Unity, Prevention of Corruption Act, Railways for a Viksit Bharat, SVAMITVA – Land Governance
- Week 4 & Week 5** Study Tour
- Week 6** Rural Urban Continuum: Unlocking the value and agriculture, The Role of AI In Transforming Government Service Delivery and Work Efficiency, Marco Economic Perspectives: Key Drivers, Challenges and Policy, Building a Viksit Bharat: The Role of Road Infrastructure in Growth and Connectivity, Government Communications, Maximising Impact for Effective Governance, State and the Market, Agricultural Transformation for Farmers’ Welfare and Viksit Bharat, ICT, Public Health System, Renewable Energy in Viksit Bharat-lessons from Gujarat, Public-Private Partnership (PPP)

The participants were to submit a 1500 words essay/research paper on any intervention made by them in the state, public policy or any topic of interest in administration with their own suggestions.

The participants were evaluated out of 100 marks, 30 of which were Examination MCQ type, 20 for Case Study, 15 for Group presentation, 15 for Field Intervention Group Activity and 20 for Director's Assessment.

### **Exposure Visit/Trek**

- (i) Central Vista (New Parliament) & Old Parliament
- (ii) Visit to Forest Research Institute
- (iii) Visit to Tehri
- (iv) Trek to George Everest

### **Study Tour**

The course features a 02 week long Study Tour. Participants were grouped in such a way that they get to visit parts of the country they have not served in. The central idea of the Study Tour was to acquaint participants with the larger national issues with attachments with the Army/Air Force/Navy, Paramilitary, Central Public Sector Undertakings and large public sector infrastructure projects.

### **VVIP Call on**

The participants of the Induction Training Programme Call on the Hon'ble President of India on 07<sup>th</sup> March, 2025 at Rashtrapati Bhawan, New Delhi.

### **Course Coordinator's Remarks**

The 126th Induction Training Programme was structured to provide participants with a comprehensive understanding of governance, public administration, and the evolving role of the civil services. The programme was organized around five thematic areas:

1. Primary Sector
2. Secondary Sector
3. Tertiary Sector
4. Governance
5. Professional and Personal Development

The programme aimed to equip officers with an all-India perspective on public policy and administration, while also building domain knowledge, functional capabilities, and behavioral competencies in alignment with Mission Karmayogi.

Key components of the programme included:

- **Leadership Module (1.5 days):** Encouraged self-reflection and development of leadership skills.
- **Negotiation Module (1 day):** Focused on developing negotiation strategies relevant to administrative contexts.
- **Project Management & Cost-Benefit Analysis:** Practical sessions offering tools for better decision-making in public projects.
- **Technology Sessions:** Included demonstrations and discussions on AI tools, emphasizing their relevance in modern governance.
- **Well-being Activities:** Daily physical and mental fitness sessions promoted the importance of maintaining personal health for professional effectiveness.

In terms of content, the programme comprehensively addressed the ten key governance sectors:

- Agriculture
- Resources
- Infrastructure
- Commerce & Industry
- Social and Welfare
- Technology
- Governance
- Security & Foreign Affairs

One of the significant engagements during the programme was the interaction with the Hon'ble President of India, which offered valuable insights into nation-building and the role of civil servants. Additionally, the visit to Parliament helped deepen understanding of legislative procedures and executive-legislative relations.

A notable part of the training was the two-week study tour. Participants were divided into five groups and visited 28 locations across 18 states. The tour was designed to provide exposure to a wide range of governance models, development projects, and innovative practices. It also helped cultivate life skills such as teamwork, adaptability, and mutual respect.

Participants presented detailed findings from their study tours, which reflected thorough research, practical insights, and critical analysis. These presentations served as a platform for peer learning and shared growth.

The programme also included cultural events and peer learning sessions. These activities enhanced collaboration, creativity, and camaraderie among the participants, contributing to the overall learning experience.

Throughout the programme, participants consistently demonstrated the following traits:

- Strategic thinking and leadership

- Willingness to collaborate and adapt
- Humility and professionalism
- Openness to learning
- Team spirit and mutual support
- Strong commitment to self-development

The contributions of senior officers in the batch were especially valuable. Their experience, openness, and spirit of mentorship added depth to discussions and learning interactions.

The 126th Induction Training Programme offered a balanced blend of academic learning, practical exposure, and personal growth opportunities, aiming to build a cadre of capable, compassionate, and future-ready civil servants.

### Details of the Participants

The 126<sup>th</sup> Induction Training Programme had participants from 18 different cadres. The break up for the same is as detailed below:-

State	Female	Male	No. of Officers
Andhra Pradesh	2	-	2
Assam- Meghalaya	1	-	1
Bihar	1	10	11
Gujarat	-	2	2
Himachal Pradesh	-	5	5
Jharkhand	-	2	2
Karnataka	1	2	3
Kerala	1	5	6
Madhya Pradesh	2	14	16
Maharashtra	-	6	6
Meghalaya	-	2	2
Odisha	3	3	6
Punjab	3	4	7
Rajasthan	-	12	12
Sikkim	4	4	8
Telangana	1	3	4
Tripura	-	1	1
Uttarakhand	2	1	3
<b>Grand Total</b>	<b>21</b>	<b>76</b>	<b>97</b>

The Evaluation report of Participants is as follows: -

Grade	No. of Participants
A+	12
A	65
B+	19
B	1
<b>Total</b>	<b>97</b>

#### 4 (vi) 4th Round of Common Mid-Career Training Programme

<b>Name of the Course</b>	4 <sup>th</sup> Common Mid- Career Training Programme (CMCTP)		
<b>Duration</b>	10 <sup>th</sup> to 14 <sup>th</sup> February, 2025		
<b>Name of the Course Coordinator</b>	Ms. Ritika Narula		
<b>Names of the Associate Course Coordinators</b>	Shri Shelesh Nawal, Ms. Deep J Contractor Shri Prem kumar VR Shri Arvind Kumar		
<b>Number of Participants</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>
	142	119	23
<b>Batches which participated</b>	2004 batch officers from 15 Services		
<b>Course Inaugurated by</b>	Shri Sriram Taranikanti, Director, LBSNAA		
<b>Valedictory Addressed by</b>	Shri Amitabh Kant, G20 Sherpa & Former Chief Executive Officer of NITI Aayog		

#### Course Aim & Objectives

The Common Mid-Career Training Programme (MCTP) aims to bring together senior officers from various government services to foster collaboration, enhance leadership capacities, and instill a shared sense of national pride and mission. By promoting synergy, a Whole-of-Government approach, and alignment with national aspirations, the program empowered leaders to build, learn, and deliver effectively. The objective of the programme was to provide an opportunity to develop camaraderie among civil servants, foster a common understanding of national aspirations and challenges, and help officers adopt a whole-of-government approach.

## Design of the Course

The Common Mid-Career Training Programme (CMCTP) is a flagship initiative designed in response to the Hon'ble Prime Minister's vision of de-siloising leadership and fostering a shared national vision. The first iteration of CMCTP was conducted for officers of the All India Services and other Central Group 'A' services who had qualified through the Civil Services Examination of 1999 and 2000 (i.e., the 2000 and 2001 batches). The 4<sup>th</sup> iteration of CMCTP was held from 10<sup>th</sup> February to 14<sup>th</sup> February 2025 at the Lal Bahadur Shastri National Academy of Administration, Mussoorie. This round of the CMCTP included officers from the All India Services and Group 'A' Central Civil Services of the 2004 batch (Civil Services Examination, 2003), as well as officers from the Royal Bhutan Services. This 4<sup>th</sup> iteration of CMCTP covers four critical governance themes:

1. Whole of Government Approach
2. Leadership
3. Negotiation Skills for Civil Servants
4. Viksit Bharat

### Thematic Inputs

#### Day 1 - 10<sup>th</sup> February, 2025

- Session 1 – 2** : Course Briefing & Inaugural
- Session 3** : Sustaining health in high pressure roles by Ms. Rujuta Diwakar (Nutritional Expert)
- Session 4** : Walkway of Service: The Journey of Growth and Transformation by Shri T K Manoj Kumar, IAS (Retd.)

#### Day 2 - 11<sup>th</sup> February, 2025

- Session 1** : Building a resilient financial ecosystem from nations, organizations and the Individuals by Ms. Radhika Gupta, MD & CEO, Edelweiss MF
- Session 2 – 4** : Negotiations for the Civil Servants by Ms. Nidhi Sharma, IRS (Retd.) Dr. Prem Singh, IAS (Retd.)

#### Day 3 - 12<sup>th</sup> February, 2025

- Session 1 – 3** : Collaborative leadership for organizational excellence by Shri Raj Rajeshwar Upadhyaya, Director, AA EI
- Session 4** : Use of AI tools for boosting Office productivity – tools for tasks by NICTU Team, LBSNAA

## Day 4 - 13<sup>th</sup> February, 2025

**Session 1 :** Peer Learning

**Session 2 :** Panel Discussion: Inter – agency Coordination for Policy & Implementation Outcomes by Shri K. Engineer, IRS, Shri Rahul Singh, IAS, Shri Raj Kumar Srivastava, IFS

**Session 3 & 4 :** Driving growth through entrepreneurial ecosystem for Viksit Bharat by Shri Ritesh Agarwal, Founder & CEO, OYO

**Outdoor and Other Activities:** Swimming, Cycling, Gym, Yoga, Zumba, Walk, Cricket and Cultural activities

### Course Coordinator's Remarks:

The Common Mid-Career Training Programme (CMCTP), conducted under Mission Karmayogi, brought together officers from the All India Services and Group 'A' Central Civil Services of the 2004 batch (Civil Services Examination, 2003), along with officers from the Royal Bhutan Services. This comprehensive programme was designed to enhance the strategic capabilities of mid-career civil servants by focusing on key areas such as Strategic Leadership, Inter-Sectoral Collaboration and the Whole-of-Government approach.

The programme also emphasized critical competencies including effective leadership, negotiation skills tailored for the civil service and fostering a shared vision for Viksit Bharat @2047. By fostering teamwork and collaboration, the CMCTP prepared officers to lead with empathy, drive meaningful change and deliver better services to citizens in a rapidly evolving governance landscape.

The program also emphasized balancing macro (bird's-eye) and micro (worm's-eye) perspectives, strengthening officers' capacity to navigate administrative complexities. With 142 officers from 15 services, structured group activities fostered adaptive leadership and collaborative problem-solving.

Shifting from traditional knowledge-sharing, the course became a peer-driven wisdom exchange, where interactive discussions and team exercises promoted policy innovation. Beyond academics, team bonding and camaraderie were integral, ensuring lasting professional connections.

Besides classroom teachings, extracurricular activities such as swimming, cycling, gym, yoga, Zumba, walks, cricket match and cultural activities were also an integral part of the course. These activities provided a perfect balance to the academic schedule, promoting physical fitness, mental well-being and team spirit among participants.

# **Academic Activities: In-Service Training Programme**

## **5. (i) Academic Activities: In-service Training Programme**

### **1. Municipal Finance for Urban Administrators**

Date: 23rd to 27th September 2024

Total Participants: 32 (5 Female, 27 Male)

Course Coordinator: Dr. Bagadi Gautham, Deputy Director (Sr.)

The IST programme on “Municipal Finance for Urban Administrators”, coordinated by Dr. Bagadi Gautham, aimed to build the capacity of urban administrators in key aspects of municipal finance held from 23<sup>rd</sup> to 27<sup>th</sup> September 2024, the programme covered revenue generation models, budgeting, fiscal sustainability, and audit mechanisms. Practical sessions enabled participants to understand financial planning and accountability in urban local bodies. A total of 32 officers (5 females, 27 male) attended the course, gaining valuable insights to strengthen financial governance in urban administration.

### **2. “Roadmap for the Vision for Viksit Bharat @ 2047” for Governance Sector (SGOs-09)**

Date: 07th–08th November, 2024

Total Participants: 32 ( 06 Female, 26 Male)

Course Coordinator: Shri Ganesh Shankar Mishra, Deputy Director (Sr.)

A two-day workshop on “Roadmap for the Vision for Viksit Bharat @ 2047” for the Governance Sector (SGOs-09) was organised at the Indira Bhawan Campus, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, during 07th–08th November, 2024. The workshop aimed at facilitating structured deliberations and brainstorming among participants to develop actionable ideas and recommendations aligned with the national vision of Viksit Bharat @ 2047, with specific focus on governance reforms and institutional strengthening.

The workshop was attended by 32 participants drawn from various Ministries/Departments of Government of India as well as State Governments. The deliberations were designed in an interactive format to ensure cross-sectoral learning, exchange of best practices and collaborative problem-solving.

The workshop commenced with an address outlining the structure of the brainstorming sessions, followed by briefing on the objectives, methodology and expected outcomes. Participants were subsequently engaged in breakout sessions, wherein the concerned Ministries/Departments provided initial briefings, followed by focused brainstorming by the participants.

The breakout sessions were conducted as per the following guidelines: Participants were organised into five groups, each focusing on a specific sectoral goal. Each group convened around a designated round table to facilitate open dialogue. An LBSNAA faculty member served as the Group Facilitator/Moderator to guide discussions and ensure alignment with

key objectives. The group members elected a Chairperson to steer the deliberations. Delegates were allocated to groups based on their preferences. Representatives from the relevant Ministries/Departments provided initial inputs, after which discussions and brainstorming were undertaken. A designated Rapporteur (RF/TA) documented ideas and suggestions on flip charts, and consolidated key takeaways for refinement. On Day 2, each group prepared and delivered a PowerPoint presentation summarising its findings before the plenary.

The second day included breakout sessions focused on clustering ideas into actionable areas, followed by the display of brainstorming flip charts in a common area for wider viewing. This was followed by presentations by sub-groups and an Open House Discussion, enabling participants to collectively deliberate on convergences, prioritisation of ideas and feasibility of proposed interventions.

The workshop deliberations were structured around the following Session Goals:

- (i) Civil Service Reforms – Personnel Policies and Management
- (ii) Optimizing Performance – Minimum Government, Maximum Governance
- (iii) Transforming Public Service Delivery – Accessible, Efficient and Citizen-centric
- (iv) Justice for All – Speedy, Accessible and Effective Justice Delivery System
- (v) Jan Samvad se Jan Bhagidari – Empowered Community Participation

The workshop concluded with consolidation of key suggestions and identification of actionable themes for further refinement and integration into the roadmap for Viksit Bharat @ 2047 in the Governance Sector. The deliberations reflected strong participant engagement and provided valuable inputs towards strengthening governance systems, enhancing citizen-centric service delivery and improving institutional effectiveness.

### **3. Transportation, Logistics and Multi-modal Integration**

Date: 18<sup>th</sup> to 22<sup>nd</sup> November 2024

Total Participants: 50 (10 Female, 40 Male)

Course Coordinator: Shri Rajesh Meena, Deputy Director

The course on Transportation, Logistics and Multi-modal Integration, coordinated by Shri Rajesh Meena, focused on the evolving transport ecosystem in India. Conducted from 18<sup>th</sup> to 22<sup>nd</sup> November 2024, the programme emphasized integrated transport planning, sustainable logistics, and reducing the carbon footprint through multi-modal solutions. With 50 participants (10 females, 40 male), the course reflected a strong administrative interest in enhancing efficiency and resilience in the logistics sector. Interactive sessions and case studies provided practical perspectives on policy frameworks and implementation strategies for improving national and regional transportation networks.

### **4. Yielding Demographic Dividend through Skill Mission**

Date: 2<sup>nd</sup> to 6<sup>th</sup> December 2024

Total Participants: 39 (13 Female, 26 Male)

Course Coordinator: Shri Shelesh Nawal, Deputy Director

The IST programme on Yielding Demographic Dividend through Skill Mission was conducted from 2<sup>nd</sup> to 6<sup>th</sup> December 2024, with 39 participants including 13 female officers. The course focused on harnessing the potential of India's youth through structured skilling initiatives. Key discussions covered national frameworks like the Skill India Mission, innovative implementation models, and best practices for aligning skill development with market needs. The active participation, particularly from women officers, highlighted the growing interest in inclusive policy-making for human capital development and the critical role of skilling in realizing India's demographic dividend.

## **5. Building Infrastructure for Viksit Bharat**

Date: 16<sup>th</sup> to 20<sup>th</sup> December 2024

Total Participants: 47 (10 Female, 37 Male)

Course Coordinator: Shri Rajesh Meena, Deputy Director

The IST programme on Building Infrastructure for Viksit Bharat, held from 16<sup>th</sup> to 20<sup>th</sup> December 2024, focused on India's roadmap towards becoming a developed nation through infrastructure-led growth. Attended by 47 officers (10 female, 37 male), the course delved into critical infrastructure sectors, innovative financing models, and sustainability considerations. Emphasis was laid on integrated planning, public-private partnerships, and green infrastructure. The strong participation highlighted the strategic relevance of infrastructure development in achieving the Viksit Bharat vision, equipping officers with the knowledge to lead transformative projects at the national and state levels.

## **6. Administrative Challenges and Opportunities in Electricity Distribution Companies (DISCOMs)**

Date: 6<sup>th</sup> to 10<sup>th</sup> January, 2025

Total Participants: 47 (10 Female, 37 Male)

Course Coordinator: Ms. Ankita Dhanda, Assistant Director

The IST programme on "Administrative Challenges and Opportunities in Electricity Distribution Companies (DISCOMs)", held from 6<sup>th</sup> to 10<sup>th</sup> January 2025, witnessed active participation from 42 officers (3 Female, 39 Male) engaged in the power sector. The course focused on key administrative and operational challenges faced by DISCOMs, including issues related to privatization, reform strategies, and service delivery bottlenecks. It provided a platform for knowledge exchange between technical and administrative professionals from various state utilities. The sessions were designed to offer actionable insights and policy perspectives, fostering a deeper understanding of sustainable and efficient electricity distribution practices.

## **7. Procurement & Contract Management for Civil Servants**

Date: 27<sup>th</sup> to 31<sup>st</sup> January, 2025

Total Participants: 31 (03 Female, 28 Male)

Course Coordinator: Shri Ganesh Shankar Mishra, Deputy Director (Sr.)

The IST Programme on “Procurement & Contract Management for Civil Servants”, conducted from 27<sup>th</sup> to 31<sup>st</sup> January 2025, had 31 participants (3 Female, 28 Male) from various government departments. The module provided comprehensive coverage of procurement rules, e-procurement systems, and effective contract negotiation techniques essential for ensuring transparency and efficiency in public service delivery. With a focused cohort, the programme facilitated interactive sessions, in-depth discussions, and case-based learning to address real-world procurement challenges. Participants gained practical insights into legal frameworks, risk mitigation, and best practices, enhancing their capacity to manage public procurement processes with accountability and professionalism.

## **8. Municipal Governance for Administrators**

Date: 10<sup>th</sup> to 14<sup>th</sup> February, 2025

Total Participants: 42 (11 Female, 31 Male)

Course Coordinator: Shri Rajesh Meena, Deputy Director

The IST programme on “Municipal Governance for Administrators”, held from 10<sup>th</sup> to 14<sup>th</sup> February 2025, brought together 42 participants (11 Female, 31 Male) to explore key aspects of urban governance. The course focused on themes such as decentralization, citizen engagement, urban policy implementation, and service delivery mechanisms. Designed to build administrative capacity in managing urban challenges, the sessions encouraged dialogue on innovative practices and participatory governance. The relatively balanced gender representation highlighted the importance of inclusivity in public administration. Through case studies and expert interactions, participants gained practical tools to strengthen municipal institutions and improve urban management outcomes.

## **9. Pioneering a Sustainable Energy Transition**

Date: 24<sup>th</sup> to 28<sup>th</sup> February, 2025

Total Participants: 43 (4 Female, 39 Male)

Course Coordinator: Shri Ganesh Shankar Mishra, Deputy Director (Sr.)

The training programme on “Pioneering a Sustainable Energy Transition”, conducted from 24<sup>th</sup> to 28<sup>th</sup> February 2025, engaged 43 participants (4 Female, 39 Male) from diverse government and energy sector backgrounds. The course focused on emerging technologies, renewable energy financing mechanisms, and innovative state-level policies aimed at achieving long-term sustainability goals. Discussions emphasized the integration of clean energy solutions and the administrative strategies needed for effective implementation.

While the programme offered rich insights into the evolving energy landscape, the limited female participation underscored the importance of promoting gender diversity and encouraging greater female representation in the energy and sustainability sectors.

## **10. Land Governance: Issues, Challenges and Technological Interventions**

Date: 3<sup>rd</sup> to 7<sup>th</sup> March, 2025

Total Participants: 71 (14 Female, 57 Male)

Course Coordinator: Shri Prem Kumar V.R, Deputy Director

The In-Service Training Programme on “Land Governance: Issues, Challenges and Technological Interventions”, held from 3<sup>rd</sup> to 7<sup>th</sup> March 2025, recorded the highest participation among the IST courses, with 71 officers (14 Female, 57 Male). The course addressed the multifaceted dimensions of land governance, focusing on legal frameworks, administrative challenges, and the role of emerging technologies such as GIS and digital land records. It underscored the critical importance of land as a resource in development, planning, and conflict resolution. Participants engaged in discussions on land acquisition, tenure security, dispute resolution, and transparency in land administration. The diverse participation reflected the course's cross-sectoral relevance and its role in enhancing institutional capacity for more efficient, equitable, and technology-driven land management practices.

## **11. Financial Inclusion & Credit Growth for Development**

Date: 17<sup>th</sup> to 21<sup>st</sup> March, 2025

Total Participants: 31 (6 Female, 25 Male)

Course Coordinator: Shri Ganesh Shankar Mishra, Deputy Director (Sr.)

The IST programme on “Financial Inclusion & Credit Growth for Development”, conducted from 17<sup>th</sup> to 21<sup>st</sup> March 2025, had 31 participants (6 Female, 25 Male) representing both social sector departments and financial institutions. The course explored the role of digital financial services, microcredit systems, and Self-Help Group (SHG) linkages in promoting inclusive growth and grassroots development. Through interactive sessions and case studies, participants examined strategies to enhance access to credit and financial literacy among underserved populations. The programme emphasized policy frameworks and implementation models that foster equitable economic participation, highlighting financial inclusion as a key enabler for sustainable and broad-based development outcomes.

## 5. (ii) Trainers Development Programmes

### 1. Mentoring Skills

Date: 11<sup>th</sup> to 13<sup>th</sup> November 2024

Total Participants: 09 (06 Female, 03 Male)

Course Coordinator: Dr. Anupam Talwar, Deputy Director

The Department of Personnel Training (DoPT), Government of India sponsored a three-day Training Development Programme (TDP) on Mentoring, which was conducted successfully from **11th to 13th November 2024** for the nominated participants. The programme was approved by the Government of India for the training year **2024–2025** and was attended by **09 participants**. The programme aimed at strengthening mentoring capabilities among officers by enhancing their understanding of the mentor–mentee relationship, leadership responsibilities, ethical dimensions, and effective communication.

The course covered important themes such as the concept and significance of mentoring, objectives and models of mentoring, roles and responsibilities of mentors and mentees, stages of the mentoring process, leadership skills, emotional intelligence, and ethics in mentoring. The training methodology included interactive lectures, group discussions, case studies, experience-sharing sessions, and practical exercises, ensuring active participation and experiential learning among the participants.

The programme was well received and appreciated by the participants. Constructive discussion and feedback on how to make it even more relevant and updated for the Civil Services ecosystem was also shared. The programme contributed effectively towards promoting a mentoring culture within organizations as a strategic tool for human resource development. Photographs of the programme sessions are attached for reference.



## 2. Direct Trainer Skills Course

Date: 20<sup>th</sup> to 24<sup>th</sup> January 2025

Total Participants: 18 (05 Female, 13 Male)

Course Coordinator: Ms. Deep J Contractor, Deputy Director (Sr.)

The Lal Bahadur Shastri National Academy of Administration conducted this 5-days **Trainer Development Program (TDP) On “Direct Trainer Skills Course”** from 20th to 24th January 2025 sponsored by Department of Personnel & Training. This meticulously designed programme aimed to enhance participants with the tools, techniques, and methodologies essential for their effective training delivery. Over the past five days, we have witnessed an enriching exchange of ideas, practical exercises, and interactive sessions that have empowered every participant to hone their skills and embrace the role of an effective and dynamic trainer. The programme offered a comprehensive overview of the skills and techniques required for effective training delivery, enhanced the core competencies of trainers, and successfully addressed the various aspects of training methodology, transfer of and communication knowledge and skills as well as shift in the learning attitude of trainers.

The course saw participation from 18 individuals, including a mix of 6 internal and 12 external participants from both Central and State level Academies such as National Academy of Direct Taxes, Nagpur, National Institute of Defence Estates Management, New Delhi, CBI Academy, Ghaziabad, Indian Railway Institute of Mechanical & Electrical Engineering, Jamalpur, Geological Survey of India, Panchayat raj and Rural Development, Hyderabad, Railway Protection Force, Lucknow, among many others. This diverse group ensured a balanced cohort of trainees, fostering a better learning experience and holistic development.

The participants were divided into 3 groups of 6 members each and each group had one trainer. In a highly structured manner each day covered a myriad of subjects such as Systematic Approach to Training, Role as a Trainer, Planning for Training, Effective Feedback, Different methods of training namely Coaching, Lecture, Preparation of a Lecture, Use of Visual Aids, Discussion Method and how to prepare and lead a Discussion Group Exercises, their planning and practice. Each day would also include a detailed recall of the previous days exercise, feedback after each session and detailed interaction on the methodologies discussed and the practice exercises.

The course utilized a wide array of interactive methodologies designed to foster active engagement and practical learning. Participants were immersed in dynamic role-plays, theme-based practice sessions, stimulating group discussions, and in-depth studies, allowing for real-world application of theoretical concepts. Hands-on activities were strategically incorporated to reinforce key skills, ensuring that participants could directly apply what they learned. This multi-faceted approach not only encouraged collaboration but also promoted critical thinking and problem-solving in real-world scenarios. Additionally, active participation in the morning and evening outdoor activities enhanced the physical and mental well-being of not only the participants but also the distinguished training instructors. The most notable feature of the programme was that the participants

were made to not only understand the concepts, but the course inspired a shift in the attitude to bring about true learning.

I believe each participant has gained many valuable takeaways from the sessions, which will be beneficial to them in not just their current but future assignments as well.

Before I conclude, I must express my gratitude to the Director for taking personal interest and his constant guidance and continuous support for this program. I also acknowledge the enthusiastic participation of all the participants who made the course a resounding success.

With this, I end my report of this course. I wish all the participants the very best for your present and future assignments.



### 3. Design of Training

Date: 3<sup>rd</sup> to 7<sup>th</sup> March 2025

Total Participants: 12 (05 Female, 07 Male)

Course Coordinator: Ms. Aakanksha Kulshrestha, Assistant Director

#### Programme Overview

The Lal Bahadur Shastri National Academy of Administration (LBSNAA) in Mussoorie conducted a five-day Trainer Development Programme (TDP) on "Design of Training (DOT)" from March 3-7, 2025, under the sponsorship of the Department of Personnel & Training (DoPT), Government of India. This programme was part of the Training for All (TFA) Scheme approved for the financial year 2024-25, with the approval dated September 3, 2024. The course was coordinated by Ms. Aakanksha Kulshrestha, Assistant Director at

LBSNAA, who also served as the Course Director and submitted the official Course Director's Report on April 30, 2025, to the Director (Training) at DoPT in New Delhi.

### **Programme Delivery**

The programme was delivered by two DoPT-recognized trainers: Dr. Sonal T. Kame and Shri Samendra Shukla. Following a standardized package developed by DoPT, the course required participants to submit project work to get programme completion certificates. The residential programme was conducted entirely at LBSNAA's campus in Mussoorie and spanned five working days. Participants were recruited through online registration on the LBSNAA portal, with eligible nominees being contacted telephonically to confirm their participation before the course commenced.

### **Participant Profile**

The programme attracted twelve participants from diverse government departments and institutions across India, representing a good gender balance with seven male and five female participants. The participant profile demonstrated the cross-sectoral nature of the training initiative.

### **Course Participants**

1. Ms. Samarpita Mookherjee, Section Officer, Department of Personnel and Training, New Delhi
2. Shri Pratyush Anand, Chief Instructor, Indian Railways Institute of Mechanical & Electrical Engineering, Bihar
3. Dr. K.V. Girish, Additional Chief Medical Superintendent and Factory Medical Officer, Rail Wheel Factory, Karnataka
4. Dr. Sujay Laxman Mali, Lecturer and Livestock Development Officer, Ministry of Rural Development, Maharashtra
5. Dr. Kiran Saraogi Agrawal, Sports Instructor, Government Higher Secondary School Khongsara, Chattisgarh
6. Ms. Harshita Gilani, Private Secretary to the Principal DGIT, Central Board of Direct Taxes, New Delhi
7. Dr. Anupam Talwar, Deputy Director
8. Ms. Ritika Narula, Professor of Economics
9. Ms. Aakanksha Kulshrestha, Assistant Director (also served as Course Coordinator)
10. Shri Arvind Kumar, Professor of Economics
11. Shri Amarjeet S Dutt, Scientist C
12. Shri Sarfaraz Hussain Khan, Hindi Instructor

### **Design, Evaluation and Completion**

The five-day intensive course, with its focus on designing training programmes, was structured to be role-specific, rigorous, inclusive, and conducted within a defined format and budget. The programme material was developed only after a careful analysis of the

requirements involved in planning, designing, and implementing effective courses. Participants were required to submit project work within one month of the conclusion of the course. The submitted projects were duly examined and evaluated by Registered Trainers, and only upon successful evaluation was the course considered complete. Completion certificates were issued thereafter.

### **Recommendations**

The course was organized strictly according to the standard package approved by DoPT, ensuring uniformity and quality in delivery. However, the Course Director made specific recommendations for future iterations of the programme. The primary suggestions included ensuring the presence of at least one Master Trainer during course delivery to enhance the quality and depth of instruction and increasing the programme duration to allow for multiple revisions of important topics, thereby ensuring better retention and understanding of key concepts. These recommendations were intended to be incorporated by DoPT for content updates, impact analysis, and facilitating a comprehensive review of the TDP on Design of Training.

### **Report Submission**

The Course Coordinator's Report also noted that since this was a structured package approved by DoPT, participant feedback would be valuable for content updation and impact analysis. The report included all required enclosures: the Course Coordinator's Report in the prescribed pro forma, the final list of participants with their complete contact details, individual feedback forms from all twelve participants, and a group photograph documenting the programme. The correspondence was officially transmitted under letter number T-34/1/2024-POTIST dated April 30, 2025, requesting acknowledgment of receipt from the Director (Training) at DoPT's office located in Block-IV, 3rd Floor, Old JNU Campus, New Mehrauli Road, New Delhi.

### **Conclusion**

This programme exemplifies the Government of India's commitment to building training capacity across its departments and institutions, ensuring that government trainers are equipped with systematic approaches to designing effective training interventions. The successful completion of this TDP on Design of Training represents a significant step in professionalizing training practices across the Indian civil services and government departments, contributing to the broader objectives of administrative reform and capacity building under the Training for All Scheme.



**Professional Orientation Training (IST Section) Trainer Development Programme on "Design of Training (DOT)"**

(March 03 to March 07, 2025)

Lal Bahadur Shastri National Academy of Administration, Mussoorie - 248179



**Seating 1st Row  
(From Left to Right)**

**Standing 2nd Row  
(From Left to Right)**

Dr. Kiran-S-Agrawal, Dr. Anupam Talwar, Ritika Narula, Aakanksha Kulshreshtha, S. Chockalingam, Dr. Sonal Tuljaram Kame, Samendra Shukla, Samarpita Mookherjee, Harshita Gilani

Dr. Sujay Laxman Mali, Dr. K.v. Girish, Sarfaraz Hussain Khan, Arvind Kumar, Pratyush Anand

# **Research Centres in the Academy**

## **Research Centres in the Academy**

The centres of the Academy have been established with an aim to provide an avenue for initiating research in key areas of governance both from policy as well as implementation perspectives. The research is supposed to feed into the training curriculum and provide it with fresh insights. These centres (like BNYCRS) are mostly funded either by line ministries, or are self-sustaining like the NGCC and CDM and collaborate with various national and international funding agencies. Various Research Centres have been set up for undertaking action-research on domains linked to Academy's mandate and to feed into training inputs.

### **6 (i) B.N. Yugandhar Centre for Rural Studies**

#### **VISION OF THE CENTRE**

“Help building and promoting an environment for training, research and policy debate on various issues of land, rural development, agrarian movement, livelihood, gender, and panchayati raj.”

#### **MISSION OF THE CENTRE**

“Develop training material and manuals for training of Officer Trainees, conducting research studies, organizing workshops and policy seminars, networking with partner organizations and professionals, ensuring publication of journals, research papers, reports etc. and disseminating research based knowledge with a view to help government agencies for policy initiation or changes, and exposing young professionals to socioeconomic realities of the country.”

#### **A BRIEF BACKGROUND OF THE CENTRE**

B N Yugandhar Centre for Rural Studies (BNYCRS), since its establishment in the Lal Bahadur Shastri National Academy of Administration, Mussoorie in the year 1989, has emerged as a leading establishment for training of Officer Trainees (OTs) of the Indian Administrative Service (IAS), conducting Research Studies, Seminars and Workshops for policy recommendations and publications in the areas like Modernisation of Land records, Land Reforms, Agrarian relations and Rural Development. The Centre is bringing out a half-yearly peer reviewed Journal titled as “Journal of Land and Rural Studies”, which is published by Sage Publications-New Delhi and disseminates/shares international research on above mentioned subjects.

BNYCRS manages repositories of more than 4000 village study reports of IAS Officer Trainees of various batches and plays a crucial role in documenting, analyzing, and disseminating information about Land reforms, Land records modernisation and socio-economic aspects of villages of India. These repositories may contain reports on various aspects of village life, including socio-economic conditions, agriculture, healthcare, education, infrastructure, and cultural practices. The centre has conducted more than 60 workshops/seminars as of now to serve several purposes like knowledge sharing, capacity building and policy advocacy. The Centre has published more than 130 publications with

respect to Land reforms, Agrarian relations, management of land records and land revenue administration, modernisation of land records and socio-economic issues. Database management is another key activity of the centre and primary data collected through Officer Trainees and while conducting research studies have been systematically stored for further usage.

BNYCRS is funded and supported by the Department of Land Resources (DoLR), Ministry of Rural Development (MoRD), Government of India. The Centre is spearheaded by the Governing Body comprising Director, LBSNAA as the Chairman and Sr. Officials from LBSNAA, DoLR, MoRD and eminent experts/academicians from the relevant fields as the members.

## **ACTIVITIES**

### **A. Training Programme**

#### **A.1 Activities for IAS Professional Course Phase-I**

##### **A.1.1 Land Administration Module**

The Centre conducted the Land Administration Module for Officer Trainees of IAS Professional Course Phase-I of 2023 Batch in the month of March-April 2024. The Centre organised the Land Administration module in Phase-I.

Reading materials prepared for the Module gave a brief historical perspective of the land systems, land reforms & related policy issues, and highlighted the land record system of the country, achievements under Digital India Land Records Modernisation Program (DILRMP) in the country, issues and challenges of Land acquisition duly incorporating the issues and complications of RFCTLARR, the key-functions of revenue administration, etc.

Under this Module special theme on ‘Land Administration in States/ Union Territories – History, Organizational Structure and Modernization of Records’ was included and state specific training sessions were held for the cadre wise IAS Officer Trainees by the Resource Persons from various States such as Andhra Pradesh, Bihar, Chhattisgarh, Goa, Gujarat, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Manipur, Mizoram, Odisha, Punjab, Rajasthan, Sikkim, Tamil Nadu, Telangana, Tripura, Uttarakhand, Uttar Pradesh, West Bengal, Andaman & Nicobar Island, Lakshadweep and Puducherry.

The Centre coordinated with the Survey of India, Dehradun and District Survey and Settlement Office, Dehradun organised a ‘Hands-on Training on Survey Techniques’ for the IAS Officer Trainees. This programme was focused on demonstrating traditional and modern survey equipment and their usability during revenue surveys.



**Photographs of the Hands on Training on Land Surveying**

### **A.1.2 Agriculture Module**

The Centre designed and prepared a three-day ‘Agriculture Module’ for its introduction in the IAS Professional Course Phase-I of 2023 Batch. The Module covered evolution of Agriculture in Post-Independence Era, Green Revolution (GR), current issues of Climate Resilient Agriculture (CRA) & Agro-biodiversity, administrative set-up of agriculture and allied sector departments in the States, Natural Resource Management (NRM), various schemes being run for development of agriculture and allied sectors, and issues in agriculture marketing.



Resource Persons from various States were invited for providing state-specific inputs related to agriculture and allied sectors.

### **A.2 IAS Professional Course Phase-II: District Training**

#### **Village Study Assignment (VSA)**

The Centre had organised Village Study Assignment (A major part of the District Training Assignment) for the IAS Officer Trainees of the batch 2023-25. During the reference period, the Centre had received 169 Socio-Economic (SE) and 173 Land Administration (LA) Village study Reports from the IAS OTs of 2022-24 Batch. Apart from training perspective, these reports are being used for preparing publications on ‘Socio-Economic Profile of Rural India’ and ‘Land Reforms in India’. The District Training Manual on Village Study Assignment for the IAS OTs of 2023-25 Batch has been revised considerably.



*Chief Election Commissioner delivering the Valedictory Address & OT of 2022 Batch felicitating him*

### A.3 Field Study and Research Programme



Field Study Research Programme (FSRP, earlier known as Village Visit Program) was organised for the Officer Trainees of 99<sup>th</sup> Foundation Courses across 80 Tribal Villages of 40 districts of 13 states (Andhra Pradesh, Assam, Bihar, Chhattisgarh, Gujarat, Haryana, Jharkhand, Karnataka, Madhya Pradesh, Odisha, Punjab, Rajasthan, and Uttar Pradesh) during November, 2024 to sensitize the

officer trainees on Rural Development and functioning of Rural Institutions. Apart from others, the focus of the FSRP of the 99<sup>th</sup> foundation course was to study the saturation of Rural and Tribal Development schemes. The FSRP reports of 80 Tribal Villages prepared by the Officer Trainees have been documented.



### B. Research Activities

Sl. No.	Topic	Status
1.	Evaluation Study on Quality of Land Records (Jammu & Kashmir, Ladakh, Uttarakhand and Uttar Pradesh)	Completed.
2.	Urban and Rural Land Management: Conflicts and Challenges in Karnataka and Tamil Nadu	Completed.

Sl. No.	Topic	Status
3.	Land Bank and Pending issues: A case of Maharashtra and Uttar Pradesh	Completed.
4.	Common Property Resources (CPRs): Practices, Laws and Challenges in Odisha & Madhya Pradesh	Completed.
5.	Land Governance in North-East States: Status and Impact of Policy Reforms and Regional Initiatives on Customary and Indigenous Laws (VI-th Schedule Areas): Assam and Tripura	Draft report of Assam & Tripura received.
6.	Status of Land Ownership by Women after the enactment of the Hindu Succession (Amendment) Act, 2005: Rajasthan, West Bengal, Madhya Pradesh, Tamil Nadu, Andhra Pradesh and Odisha	Under progress
7.	Studying the Extent and Usage of Property Card as Legal Land Document	Preliminary visit completed and detailed study is under progress

### C. Workshops/ Seminar/ Exposure Programme

Sl. No.	Topic	Schedule
1.	State-level Workshops on ‘Peer Learning of State Officials on Land Records Modernization: Status and Challenges and Exposure Visit to Learn from International Practice(s) on Land Titling’	State/UT of Uttarakhand, Sikkim, Puducherry and Dadra and Nagar Haveli and Daman and Diu has been completed.
2.	Workshop on Land Governance: Issues and Challenges	March, 2025
3.	National Workshop on ‘Role of Geospatial Technology in Improving Land Administration’	
4.	Regional Workshop on ‘Land Governance in North-East States: Status and Impact of Policy Reforms and Regional Initiatives on Customary and Indigenous Laws (VI-th Schedule Areas)	Assam, Meghalaya, Tripura and Mizoram have been completed.
5.	<b>Training Programme on “Rural Development: Saturation Approach”</b> of Government programmes	1-5 July, 2024

## D. Publications

Sl. No.	Title
<b>Current Publications</b>	
1.	Journal of Land and Rural Studies (Vol. 13, Issue 1: January 2025)
2.	Journal of Land and Rural Studies (Vol. 12, Issue 2: July 2024)
3.	Journal of Land and Rural Studies (Vol. 12, Issue 1: Jan 2024)
4.	Evaluation Study on Quality of Land Records in Jammu & Kashmir
5.	Evaluation Study on Quality of Land Records in Ladakh
6.	Evaluation Study on Quality of Land Records in Uttarakhand
7.	Evaluation Study on Quality of Land Records in Uttar Pradesh
<b>Forthcoming Publications</b>	
8.	Socio-Economic Profile of Rural India (Series IV)
9.	Journal of Land and Rural Studies (Vol. 13, Issue 2: July 2025)
10.	Hand Book on Land Survey in India (Volume-2)
11.	Urban and Rural Land Management: Conflicts and Challenges in Karnataka and Tamil Nadu
12.	Land Bank and Pending issues: A case of Maharashtra and Uttar Pradesh
13.	Common Property Resources (CPRs): Practices, Laws and Challenges in Madhya Pradesh & Odisha
14.	Land Governance in North-East States: Status and Impact of Policy Reforms and Regional Initiatives on Customary and Indigenous Laws (VI-th Schedule Areas): Assam & Tripura

## E. Establishment of Centre for Excellence (CoE)

B N Yugandhar Centre for Rural Studies (BNYCRS), Lal Bahadur Shastri National Academy of Administration, Mussoorie, is establishing a Centre of Excellence under DILRMP as approved by the Department of Land Resources, Ministry of Rural Development, Government of India. The Centre of Excellence organized a one day training cum orientation programme on “NAKSHA” for the officials of Uttarakhand on 10.2.2025 at Board of Revenue, Dehradun.

## **F. Journal of Land and Rural Studies (JLRS)**

Journal of Land and Rural Studies, a peer reviewed journal, is being published by Sage Publications India Pvt. Ltd. on behalf of the Centre since 2012. This journal is a member of the Committee on Publication Ethics (COPE). It is available in Print (ISSN: 2321-0249) and Online (ISSN: 2321-7464). Its tentative circulation, national and international, is around 10,446 at present.

During the reference period the Centre has published Volume 13 Issue 1 (January, 2025) and selected papers/ articles for their publication in Volume 13 Issue 2 (July, 2025). Details of these are as follows:

**Volume 12 Issue 2 (July, 2024):** Article and book reviews included are:

1. Tenancy and Inter-linkages in Rural India: A Study of Two Villages in West Godavari District by Murali D. A. and R. Vijay
2. An Evaluation of Command Agriculture and Food Security Among Communal Farmers in Rural Zimbabwe by Farai Musonza and Promise Machingo Hlungwani
3. Case Study of Anna Pratha in Rural Areas of Bundelkhand Region by Priya Singh
4. Women's Land Access and Gendered Outcomes in Northern Ghana by Nelson Nyabanyi N-yanbini and Justice Kufour Owusu-Ansah
5. Rural Women's Bargaining over Land Ownership: Evidence from Arable Crop Farming Households in Southwest, Nigeria by Chioma Patricia Adekunle, Esther Toluwatope Tolorunju, Oladeji Solomon Oladele and Adeleke Sabitu Coster
6. A Comparative Study on Alternative Livelihoods and Relation Between Landholding on the Coastal Women Cultivators of Neighbouring Panchayats of West Bengal and Odisha by Nilay Banerjee
7. Book Review: Tim Bartley, The Politics of Land Reviewed by Pallavi Kabde

**Volume 13 Issue 1 (January, 2025)**

1. Absentee Landowners and their Impact: A Village-Level Study in Andhra Pradesh and Telangana by Y. Sreenivasulu
2. Reconstructing Land Discourse: A Perspective of the Zeme Tribe of Northeast India by Gaituang Newme and Suma Scaria
3. Transforming India—An Appraisal of Agricultural Land Use in Uttar Pradesh: A Regional Analysis by Md Aslam and Shahab Fazal
4. Women's Land Ownership in India: The Impact of Caste and Religion by K. R. Malarchitra and P. Sasirekha



5. Gairan Land Questions in Marathwada: Observations from a Village Study by Nageshwar Bansode
6. Institutional Duality in Land Administration: Insights from Collaborative Governance in Ghana by Abdul-Salam Ibrahim, Bernard Afik Akanpabada Akanbang, Ibrahim Yakubu, Abraham Marshall Nunbogu, Moses Kansanga and Vincent Kuire
7. Book Review: United Nations Human Settlements Programme (UN-Habitat), Handling Land: Innovative Tools for Land Governance and Secure Tenure. Reviewed by Kappey Yadagiri and Vamshika Chennur

## **6 (ii) National Gender and Child Centre**

### **About the National Gender and Child Centre:-**

The Centre was established in 1995, with the foremost aim of mainstreaming gender and child rights in policy, programme formulation and implementation in Government. NGCC is a capacity-building centre under the aegis of the Academy, driven by the mandate of gender mainstreaming and its commitment to build synergies with different institutions, working on gender equality, child rights and women's empowerment.

Working towards that end, the Centre, since its inception has been actively involved in designing and conducting thematic workshops, programmes and training including Training of Trainers for trainers and policy makers – both to enhance gender sensitization and also to increase capacities for gender analysis and gender planning. Since the Centre was established, the Centre has successfully ensured the mainstreaming of gender training into all courses at the LBSNAA viz. Induction training as well as in-service & mid-career training programmes for IAS officers at all levels besides conducting programmes on myriad aspects for officers from All India/ Central Services.

**In the year 2024-2025, the following projects/activities were undertaken by the Centre:**

#### **1. In-Service Training Programme on Fostering Gender Responsive Governance from 22<sup>nd</sup> –26<sup>th</sup> July, 2024 -**

The In-Service Training Programme on Fostering Gender Responsive Governance was organized from 22<sup>nd</sup> to 26<sup>th</sup> July 2024 at Indira Bhawan, LBSNAA, Mussoorie, by the National Gender and Child Centre (NGCC), Lal Bahadur Shastri National Academy of Administration (LBSNAA), in collaboration with the Ministry of Women and Child Development (MWCD) and the Department of Personnel and Training (DoPT). The five-day programme was designed to build the capacity of civil servants with 5 to 14 years of service, enabling them to integrate gender perspectives into governance processes and strengthen inclusive policy formulation and implementation.

Gender Responsive Governance (GRG) is a cornerstone of inclusive development, as it ensures that the diverse needs and experiences of all genders are recognized and addressed within governance systems. In line with this vision, the training programme focused on equipping officers with the conceptual understanding, analytical tools, and practical strategies required to champion gender-responsive governance across sectors and departments. Through curated sessions, participants were exposed to critical themes such

as mainstreaming gender in public policy, institutional mechanisms for gender equity, intersectionality in governance, and designing inclusive service delivery models.

The programme brought together 48 civil servants from 19 states and union territories, including Assam, Jharkhand, New Delhi, Madhya Pradesh, West Bengal, Maharashtra, Haryana, Bihar, Kerala, Telangana, Tamil Nadu, Goa, Uttar Pradesh, Jammu & Kashmir, Karnataka, Chhattisgarh, Rajasthan, Gujarat, and Punjab. This diverse cohort enabled a vibrant exchange of regional experiences, challenges, and innovative approaches toward gender-inclusive governance.

Key objectives of the training included enhancing awareness on gender equity, building capacities to incorporate gender perspectives into departmental planning and execution, and offering practical tools to advance gender-sensitive policymaking and administration. The programme reinforced a collective commitment to governance that is inclusive, equitable, and responsive to the aspirations of all citizens, especially women and marginalized genders.

## **2. Capacity Building Programme: “Catalysts for Change – Driving Effective Implementation of Gender-Inclusive Legislations”**

The National Gender and Child Centre (NGCC) at the Lal Bahadur Shastri National Academy of Administration (LBSNAA), in collaboration with the National Commission for Women (NCW), has launched a pioneering capacity building programme -“Catalysts for Change – Driving Effective Implementation of Gender-Inclusive Legislations.” This initiative was conceived out of extensive deliberations between NGCC and NCW, acknowledging the instrumental role District Magistrates (DMs) and District Collectors (DCs) play in translating gender-focused policies into effective grassroots implementation. With their unique vantage point in policy enforcement and local governance, this cadre of administrators was identified as a crucial lever in advancing gender equity across the nation.

Meticulously curated by a dedicated team from NCW and NGCC, LBSNAA, this transformative programme is anchored in the vision of gender-inclusive governance. It focuses on the implementation of critical legal frameworks such as the PCPNDT Act, the Sexual Harassment of Women at Workplace Act, the Protection of Women from Domestic Violence Act, and other key legislations addressing gender-based violence and discrimination. The programme seeks to empower field administrators with actionable knowledge, tools, and strategies to overcome systemic challenges and build safer, more inclusive environments for women.

### **First Programme: December 16<sup>th</sup> –18<sup>th</sup>, 2024 | Kerala**

The three-day programme, held in Kerala, was designed for District Magistrates/Collectors and senior field-level officers. The event was formally inaugurated by Mrs. Sarda Muraleedharan, Chief Secretary, Kerala, and Mrs. Meenakshi Negi, Member Secretary, NCW. The programme focussed on interactive workshops model, expert-led sessions, in-depth case studies, and collaborative group discussions, all aimed at enhancing participants' understanding of the barriers to gender equity and the means to dismantle them through governance. The programme concluded with reflective sessions and personalized commitments to action. A total of 35 officers—primarily District Magistrates—from 10 states (Arunachal Pradesh, Gujarat, Jharkhand, Kerala, Maharashtra, Manipur, Meghalaya, Nagaland, Rajasthan, and Uttar Pradesh) participated in the programme.

## **Second Programme: March 17<sup>th</sup> –19<sup>th</sup>, 2025 | Goa**

Building on the foundation laid in the first round, the second programme expanded its focus to include narrative-building, strategic communication, legal advocacy, and improved enforcement mechanisms for gender laws, particularly the PCPNDT and Sexual Harassment Acts. This programme was inaugurated by Shri Pramod Sawant, Hon'ble Chief Minister of Goa, and Mrs. Vijaya Rahatkar, Chairperson, NCW. It focussed on powerful survivor testimonials, field exposure visits, and intensive group exercises on inclusive policymaking. This initiative marked a significant step toward institutionalizing gender equity in public administration and fostering inclusive development across India. A total of 35 senior officers from 10 states—Arunachal Pradesh, Assam, Gujarat, Haryana, Kerala, Maharashtra, Meghalaya, Nagaland, Uttar Pradesh, and Goa—participated in the programme.

### **3. Round Table Discussion on “Improving Female Workforce Participation in India” on 3<sup>rd</sup>- 4<sup>th</sup> March 2025 at LBSNAA, Mussoorie**

The National Gender and Child Centre (NGCC) at Lal Bahadur Shastri National Academy of Administration (LBSNAA), in collaboration with the Ministry of Labour and Employment (MoLE), organised a two-day Round Table Discussion on “Improving Female Workforce Participation in India” on 3rd and 4th March 2025 at LBSNAA, Mussoorie. The programme brought together 31 participants, including policymakers, senior government officials, industry leaders, and domain experts, to deliberate on actionable strategies for enhancing women's participation in the workforce, aligning with India's socio-economic development goals.

Discussions focused on strengthening the care economy through improved childcare and eldercare infrastructure; enhancing skilling and employment opportunities for women, particularly in emerging sectors such as green energy, the digital economy, and AI; creating safe and equitable workplaces, including gender-responsive infrastructure and pay parity; and leveraging technology and AI to address hiring biases and support flexible work models.

The Task Force Report, prepared by the Ministry of Labour and Employment, was a key highlight of the Round Table and served as the foundation for in-depth deliberations. Structured around four critical thematic pillars—Care Ecosystem, Future of Jobs & Skilling, Safe & Equitable Workplaces, and AI & Digital Interventions—the report presents a comprehensive framework to catalyze women's economic participation. The discussions not only unpacked these themes with sectoral insights and lived experiences but also charted a forward-looking, collaborative roadmap involving government, industry, and civil society. This collective vision aims to drive sustainable, inclusive, and gender-equitable workforce participation across India.

### **4. International Women's day Celebration – 7<sup>th</sup>–8<sup>th</sup> March, 2025**

As part of the International Women's Day celebrations, the National Gender and Child Centre (NGCC), in collaboration with the Society for Social Services, LBSNAA, organized a two-day programme at LBSNAA, Mussoorie.

On 7th March 2025, local women were invited to the Academy to showcase their handmade crafts. This initiative provided a platform to showcase their skills, revive traditional crafts, and promote sustainable livelihood opportunities.

The celebration continued on 8th March with a Health Awareness Talk by medical professionals, creating a meaningful forum for women employees to receive valuable insights into managing their health and well-being.

The programme witnessed enthusiastic participation from officer trainees, faculty, and staff, reflecting LBSNAA's continued commitment to empowering women, preserving cultural heritage, and fostering inclusive development. The celebration was a testament to the Academy's vision of enabling women-led initiatives and supporting community engagement through creative and holistic platforms.

### **6 (iii) Centre for Disaster Management**

Background: Centre for Disaster Management (CDM), Lal Bahadur Shastri National Academy of Administration (LBSNAA) is a research and capacity building centre of excellence, involved in training officers belonging to the IAS and other Group-A civil services at induction as well as at Mid-Career level in various aspects of disaster mitigation in addition to undertaking action research projects, documentation of best practices, case studies, teaching materials etc. Since 2003, the Ministry of Home Affairs, Government of India and Department of Science and Technology, Government of India have been supporting CDM in its endeavours by providing regular finance.

1. Establishment: 2003

2. Purpose:

- Functioning as a key national institution to impart target based comprehensive capacity building (based on region, nature of Disaster, and key focus areas/priorities of the GoI) on disaster management through specialized regional workshops/training programmes.
- The Centre is involved in training officers belonging to IAS and other civil services at induction as well as in-service level in the field of disaster risk management and reduction.
- Documentation of disasters (gaps, learnings and best practices) on real time basis

3. Objectives

- To provide for the domain requirements of courses including course curation, research, module development, delivery as per the directions of ACM/GBM.
- To design and deliver training programs to officer trainees of All-India services & central civil services, and mid-career civil servants, as well as other stakeholders in the domain of disaster management and climate change
- To organise training programmes/ seminars / workshops and provide consultancy services in Disaster Management to concerned stakeholders, as per demand

- To undertake research studies/ projects, case studies and publish research papers, articles, journals, books etc. for dissemination of research and state of the art knowledge
- To cooperate with/ build alliances / create affiliation / establish network with educational or other institutions engaged in research, execution, implementation and training in disaster management in any part of the world (national and international) by exchange of faculty, exchange of documents/ information, scholars and generally in such manner as may be conducive to their common objects
- To provide necessary dataset, ideas, case studies to the concerned ministry or government agency for policy initiatives or policy change
- To institute and award fellowships, scholarships, prizes and medals as the centre may consider necessary to further the stated objectives
- To create patronship, affiliation and other classes of professional or honorary or technical membership or office as the centre may consider necessary to further the objects

#### 4. Activities

The centre has been actively involved in the capacity building of IAS and other Group - A Services in the field of disaster risk management. Some of the activities are:

- Capacity building on needs assessment
- Training linked action research and advocacy in priority areas
- Monitoring & evaluation
- Collaborations & Partnerships for capacity building
- Documentation of disasters on real time basis
- Mock drills
- Empanelling agencies and resource persons
- Consultancy services for DDMP, school safety audit, ODMP
- Impact analysis of IRS & DDMP
- Preparation of online/MOOC courses
- Peer reviewed publications
- Development of model plans
- Platforms for experience interchange
- Targeted capacity building/ region-based approach in training

#### 5. Publication Research etc. done by the Centre

CDM has published around 64 Case studies in 10 Disaster Governance in India Case Study Book series (ISBN: 978-81-928670-8-3); 51 research articles in 10 volumes of Disaster Response and Management Journal (ISSN: 2347-2553) and 77 Case studies and research articles in 12 CoVID Governance in Special series (ISBN: 978-81-928670-8-3) (6 volumes published and 6 volumes) since center inception to till date. The centre was also conducted four major research studies on

1. Kerala Floods 2018: Enquiry into Causes and Risk Mitigation Strategy,
2. Heat Wave Management in Andhra Pradesh and Telangana: Efficacy of Heat Wave Guidelines & Heat Wave Action Plans”,
3. Real time Urban Flood Forecasting and Disaster Early Warning Spatial Decision Support System using Advanced Technologies for Multilevel Governance: A case study of Chennai City”.
4. A case study on Chooralmala –Mundakai Landslide in Wayanad District, Kerala: Response and Beyond”.

## **Real - time Urban Flood Forecasting and Disaster Early Warning Spatial Decision Support System using Advanced Technologies for Multilevel Governance**

A Case Study of Chennai City



*Submitted by*



**Centre for Disaster Management (CDM)**  
Lal Bahadur Shastri National Academy of Administration  
Mussoorie, Uttarakhand -248179

*Submitted to*



**National Disaster Management Authority (NDMA)**  
Government of India, New Delhi - 110029

# A Case Study on Chooralmala - Mundakai Landslide

in Wayanad District, Kerala

## Response and Beyond



*Submitted by*

Centre for Disaster Management (CDM)  
Lal Bahadur Shastri National Academy of Administration  
Mussoorie, Uttarakhand -248179

*Submitted to*



National Disaster Management Authority (NDMA)  
Government of India, New Delhi - 110029

Sl. No.	Issue of the publication	Year
1.	Case Study Book series-9 on “Disaster Governance in India” (ISBN: 978-81-928670-8-3; Series-8)	2024
2.	Journal Volume-XI and Series-01 on “Disaster Response & Management” (ISSN: 2347-2553; Vol. IX No.1)	2024
3.	Special Case Study Book series on “CoVID-19 Governance in India” (ISBN: 978-81-928670-6-9; Series-1)	2024
4.	Special Case Study Book series on “CoVID-19 Governance in India” (ISBN: 978-81-928670-6-9; Series-2)	2024
5.	Special Case Study Book series on “CoVID-19 Governance in India” (ISBN: 978-81-928670-6-9; Series-3)	2024
6.	Special Case Study Book series on “CoVID-19 Governance in India” (ISBN: 978-81-928670-6-9; Series-4)	2024
7.	Special Case Study Book series on “CoVID-19 Governance in India” (ISBN: 978-81-928670-6-9; Series-5)	2024
8.	Special Case Study Book series on “CoVID-19 Governance in India” (ISBN: 978-81-928670-6-9; Series-6)	2024

## 6. Training and Workshops conducted

CDM inducted various in-house capacity building modules on Disaster Prevention/Mitigation, Preparedness & Planning, Response & Build Back Better in Recovery, Rehabilitation and Reconstruction to Officer Trainees of FC, ITP, Phase- I, II, MCTP Phase- III, IV this financial year as per Academy Calendar.

CDM conducted various specialized and regional Training Programmes & Workshops for different cohorts like IAS/IPS/IFS and central & state civil service officers.

<b>2024-25</b>				
<b>Sl. No.</b>	<b>Workshops/ToTs/Training Programmes</b>	<b>Target group</b>	<b>Date</b>	<b>No. of participants</b>
1.	Training of Trainers on Role of Technology in Community Level Disaster Mitigation	Scientists & Technologists working in the Govt. Sector	21-25 October 2024 (5 days)	22
2.	Climate Risk Management: Policy and Governance	Scientists & Technologists working in the Govt. Sector	09-13 December 2024 (5 days)	23
3.	Joint Training programme (JTP) on Professionalising Disaster Risk Management at District and State Level	IAS/IPS/IFoS; Sr. State Civil Service Officers & Officers from Armed Forces	26-28 December, 2024	50
4.	Customised Regional Training Programme on "Disaster Risk Mitigation & Management" at Ernakulam, Kerala	IAS & Senior State Civil Service Officers at KSDMA, Kerala	29th January to 01st February, 2025	23
5.	Training programme on Building Local Resilience in a Changing Climate	Scientists & Technologists working in the Govt. Sector	03-07 February, 2025	24
6.	Science and Technology for Disaster Risk Reduction	Scientists & Technologists working in the Govt. Sector	17-21 March 2025	21



Joint Training Programme (JTP) on "Professionalising Disaster Risk Management at District and State Level" for IAS, IPS, IFoS Officers; Senior State Civil Service Officers; and Officers from the Armed Forces, scheduled from 26–28 December 2024.



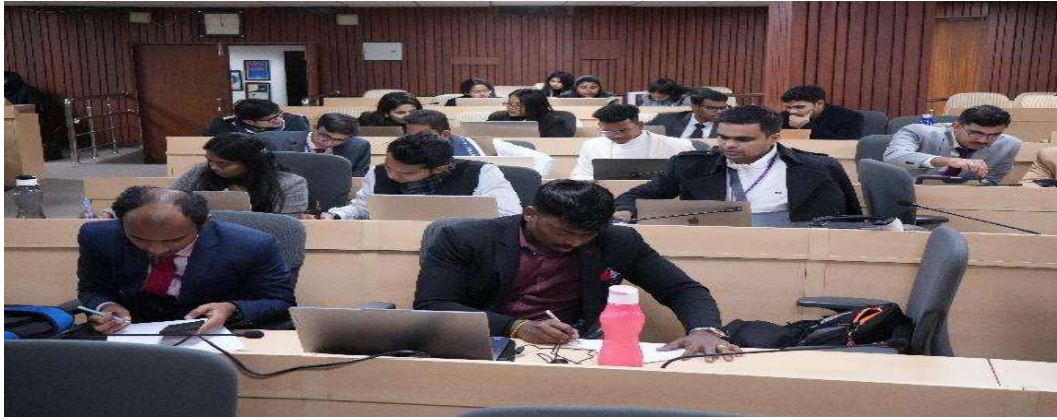
Address by the Director, Centre for Disaster Management, (LBSNAA, at the Inaugural Session of the Programme on "Science and Technology for Disaster Risk Reduction" for Scientists and Technologists Working in the Government Sector, held from 17–21 March 2025.



Address by the Director, LBSNAA, at the Inaugural Session of the Workshop on "Climate Risk Management: Policy and Governance" for Scientists and Technologists Working in the Government Sector, held from 9–13 December 2024.



Visit to Landslide Sites as Part of the Customised Regional Training Programme on "Disaster Risk Mitigation & Management" held at Ernakulam, Kerala, for IAS Officers and Senior State Civil Service Officers, organized by KSDMA from 29th January to 1st February 2025.

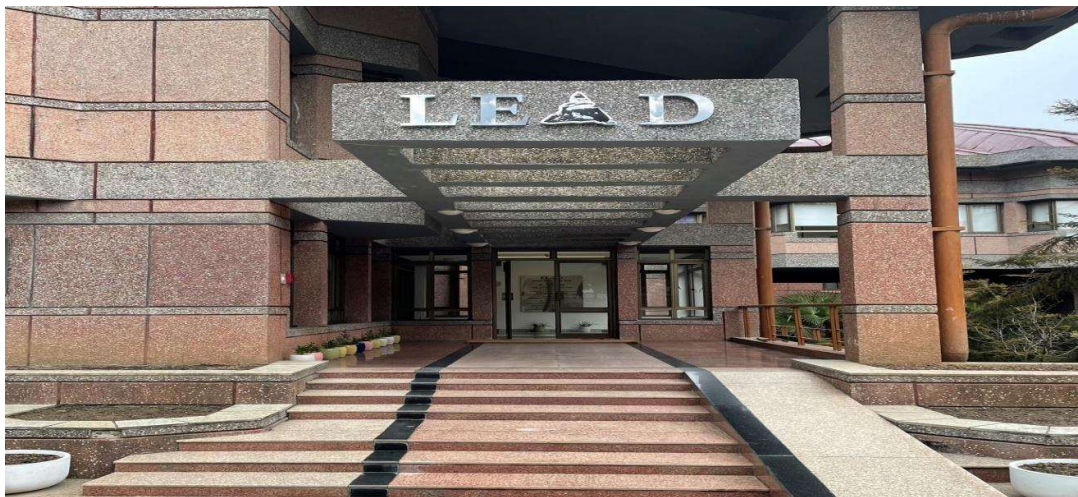


District Disaster Management Plan (DDMP) Review for Phase-1 Batch 2024

### **7. Other important activities of CDM**

- CDM conducted earthquake safety, fire safety and search and rescue, terrorist attack mock drills for the Officer trainees and Academy staff
- CDM actively involved in planning coordination of the entire Himalayan study tour during the foundation course by preparing route maps and providing orientation to OTs on operation of wireless communication sets and GPS for mapping and tracking.

## 6 (iv) Sardar Patel Leadership Centre



Sardar Patel Leadership Centre was inaugurated on 31<sup>st</sup> October, 2021 by Hon'ble Union Minister of State Science & Technology; Minister of State Earth Sciences; MoS PMO, Personnel, Public Grievances, Pensions, Atomic Energy and Space, Dr Jitendra Singh and dedicated this centre to the nation at Lal Bahadur Shastri National Academy of Administration on the occasion of Rashtriya Ekta Diwas, marking the birth anniversary of Sardar Vallabhbhai Patel.

The Centre aims to lay the foundation of capacity building for future generations of Civil Servants so that they learn from the best practices of leadership across the world while at the same time they remain connected with their cultural ethos, values and roots. He added that Good governance needs good leadership skills among the field officers as well as officers at the policymaking level. The Sardar Patel Leadership Centre aims to be Resource Centre to provide continuous study and learning opportunities to Civil Servants from India

The objective behind this centre's establishment is to enable a civil servant to constantly remain in touch with Sardar Patel Leadership Centre, an entity that can provide them with upgraded skills and guidance for their own personal pathways.

The following leadership and negotiation modules were conducted during the mentioned courses:

- **16<sup>th</sup> April, 2024-** One day session was conducted on **Negotiation and Communication Module** for Indian Skill Development Service Officers for In - Service Training Programme on **Role of Skill Development in Viksit Bharat Capacity Building Training Programme** for ISDS Officers.
- **9<sup>th</sup> and 10<sup>th</sup> July, 2024-** Two day workshop on **Leadership and Negotiation Module** was conducted for 26 participants at **Himachal Pradesh Institute of Public Administration (HIPA), Shimla**. The main objective was to introduce the HPSC Officers to leadership and negotiation for administrators, and how effectively different scenarios can be navigated in their day to day roles through simulation exercises.

- **14<sup>th</sup> August, 2024-** A Negotiation module was conducted for 184 participants of **Phase II**. The main objective of this module was to enhance the abilities of an officer to build collaborative relationships, resolve conflicts, and achieve mutually beneficial outcomes while maintaining organizational goals and professional integrity.
- **9<sup>th</sup>-10<sup>th</sup> September, 2024-** The Leadership Module was conducted for the 653 Officer Trainees of **99<sup>th</sup> Foundation** at the Academy. The objective of this module was to expose the trainees to basic leadership skills including understanding of the concept of leadership, impact of role models in our life, how to give effective feedback, role of an officer as a team member, importance of listening and verbal communication etc.
- **19<sup>th</sup> September, 2024-** One day module on **Leadership and Communication Module** was conducted for 83 participants at **Assam Administrative Staff College, Guwahati**. The main objective of this module was to strengthen the leadership skills and communication strategies of the officers enabling them to effectively manage teams, make informed decisions, and engage with various stakeholders to enhance governance and administrative outcomes at the grassroots level.
- **7<sup>th</sup> November, 2024-** Negotiation module was conducted for the **99<sup>th</sup> Foundation Course** at the Academy. The main objective of this module was to introduce negotiation skills for administrators, negotiation styles and simulations to apply these learning's and skills to effectively navigate the scenarios.
- **23<sup>rd</sup> and 24<sup>th</sup> December, 2024-** Two day Negotiation module was conducted for 156 participants of **Phase III** on **Art and Science of Negotiation for Leaders in Public Service** and **Harnessing Emotional Intelligence & Negotiation**. The main objective of this module was to provide leaders in public service with a comprehensive understanding of the principles and dynamics of negotiation. The goal of this module was to empower participants to leverage Emotional Intelligence (EI) as a core tool in negotiation processes.
- **23<sup>rd</sup> January, 2025-** One day Negotiation module for 52 participants of **Phase IV** on **Negotiation for Leaders in Public Service** was conducted. The objective of this module was to develop practical strategies, foster stakeholder trust, and navigate complex, high-stakes scenarios in negotiation and develop the ability to build rapport, reduce tension, and foster productive communication.
- **11<sup>th</sup> and 12<sup>th</sup> Feb, 2025-** One and half day Negotiation Module was conducted for **142** participants of the **4<sup>th</sup> Common Mid-Career Training Programme**. The primary objective of this module was to cultivate practical negotiation strategies, enhance stakeholder trust, and effectively navigate complex, high-stakes scenarios. Additionally, it aimed to promote productive communication, ensuring participants

are equipped to achieve successful outcomes in challenging negotiation environments.

- **17<sup>th</sup> and 18<sup>th</sup> February, 2025-** The two day Leadership module was conducted for **97 participants** of the **126<sup>th</sup> Induction Training**. The main objective of this module was to expose the participants to basic leadership skills including understanding of the concept of leadership, importance of values, how to give effective feedback, importance of listening and verbal communication etc.
- **27<sup>th</sup> February, 2025-** A Negotiation Module was conducted for 97 participants as part of the **126<sup>th</sup> Induction Training Programme**. The primary objective of this module was to equip participants with practical strategies for effective negotiation, build trust with stakeholders, and navigate complex, high-stakes scenarios. The module also aimed to foster productive communication skills to ensure successful outcomes in negotiation settings.

## **6 (v) Centre for Health and Nutrition**

The centre has been set up under the umbrella of Centre for Public Systems Management (CPSM)- LBSNAA with the objective to inculcate in officers (the young officers entering the civil services as well as other mid-level and senior officers) the competence to think and act in a holistic manner and promote policies and actions on food that are healthy, for both, people and planet.

The centre will introduce comprehensive training modules in the courses run by CPSM - LBSNAA (such as Induction Training to Civil Servants, MCTP, other specialized programs e.g. for Municipalities, etc.) on sustainable food systems and measures to promote safe and healthy food, thereby improving the health and well being of citizens.

### **Ayurveda Aahar exhibition & Prakriti Analysis Workshop on 25th March, 2025**

Program Coordinator	Dr. Anupam Talwar, Deputy Director & Centre Director
Associate Coordinator	Dr. Geeta Devi, Panchakarma Resident doctor of Ayurveda Wellness Center.
Course inaugurated by	Shri Sriram Taranikanti, Director, LBSNAA

## Resource Person

- Dr. Geeta Devi, Panchakarma Resident doctor of Ayurveda Wellness Center.

## Organising Partners

- Ayurveda Wellness Center, LBSNAA, Mussoorie

## Participants

- IAS Phase-I Officer Trainees (2024 Batch), Participants of 126th Induction Training Programme, Faculty and staff of the Academy

## Course Activities, Inputs and Highlights

Centre for Health and Nutrition in collaboration with Ayurveda Wellness Centre, LBSNAA had organized “Ayurveda Aahar exhibition & Prakriti Analysis Workshop” for IAS Phase-I Officer Trainees (2024 Batch), Participants of 126th Induction Training Programme, Faculty and staff of the academy on 25<sup>th</sup> March, 2025 with primary objective to provide comprehensive knowledge and practical insights into integrating the Ayurveda dietary practices into everyday life . Participants were also introduced to basic principles of Ayurveda with its holistic approach and recent trends in advancement of prakriti analysis including Ayurgenomics by Dr. Geeta Devi, Panchakarma Resident doctor of Ayurveda Wellness Center.





## 6 (vi) Centre for Public System Management (CPSM)

### About the CPSM:

The Centre for Public Management System has been established as a Society to take up research and to organize training/capacity building activities for induction level and mid-career civil servants as well as other stakeholders. The Center's core area of interest is efficient and effective management of public systems. Effective and efficient management invariably depends on internal systems and project execution capabilities. Therefore, research and capacity building in Project Management is of utmost importance for furthering the objectives of the centre. Infrastructure projects specially public works are the areas with which IAS Officers at all levels need 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. The following Courses/ In-Service Training Programme were done by the Centre for Public System Management during FY 2024-2025.

### 1. Capacity Building Training Programme for ISDS Officers

Date: 15<sup>th</sup> to 26<sup>th</sup> April, 2024

Total Participants: 40 Participants

Course Coordinator: Shri Shelesh Nawal, Deputy Director

The two-week Capacity Building Training Programme for Indian Skill Development Services (ISDS) officers, held from 15th to 26th April 2024, was designed to significantly enhance the functional competencies and administrative capabilities of officers involved in skill development initiatives under the Skill India Mission. This intensive programme covered a broad range of topics critical to the effective implementation of skilling programmes at various levels. Emphasis was placed on project management techniques tailored to skill development projects, enabling officers to plan, execute, and monitor programmes efficiently. Participants were introduced to advanced digital tools that support the management of training delivery, data analytics, and impact assessment, thus facilitating better decision-making and resource allocation. Moreover, the training emphasized the importance of collaboration with industry partners, exploring strategies for public-private partnerships and stakeholder engagement to align skill development with evolving market demands. Through interactive sessions, case studies, and group exercises, officers gained practical insights into addressing the challenges faced in skilling ecosystems. The programme also focused on policy understanding and administrative reforms that could strengthen implementation frameworks. Feedback from participants highlighted the value of the course in enhancing their technical and managerial skills, which are vital for advancing the objectives of the Skill India Mission. This capacity-building initiative has thus played a pivotal role in equipping ISDS officers with the knowledge and tools necessary to improve the quality and reach of skill development programmes across the country.

## **2. 1<sup>st</sup> Capacity Building Programme for Officers of Rajya Sabha Secretariat & Link Ministries (at LBSNAA)**

Date: 22<sup>nd</sup> April to 03<sup>rd</sup> May, 2024

Total Participants: 40 Participants

Course Coordinator: Shri Romeo Vincent Tete, Assistant Director

The inaugural Capacity Building Programme for Officers of the Rajya Sabha Secretariat and Link Ministries was held at the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, from 22nd April to 3rd May 2024. This two-week intensive training was designed to enhance the officers' skills in legislative processes, policy formulation, and inter-institutional coordination. Participants from various link ministries and the Rajya Sabha Secretariat engaged in sessions focused on best practices in parliamentary procedures, governance, and public administration. The programme emphasized the importance of improving legislative research, fostering collaborative policymaking, and strengthening administrative effectiveness to support democratic processes. Practical exercises and case studies enabled participants to develop a nuanced understanding of the roles and responsibilities involved in parliamentary governance. Feedback indicated that the course significantly improved participants' capacity to contribute to legislative affairs and enhanced coordination between the Secretariat and affiliated ministries, thereby reinforcing institutional effectiveness.

## **3. One-Day Workshop on Municipal Finance**

Date: 30<sup>th</sup> May, 2024

Total Participants: 15 Participants

Course Coordinator: Ms. Chhavi Bhardwaj, Deputy Director (Sr.)

The One-Day Workshop on Municipal Finance, conducted on 30th May 2024, brought together municipal administrators, practitioners, and experts to deliberate on the critical issues surrounding urban finance and fiscal sustainability of Urban Local Bodies (ULBs). The workshop focused on contemporary challenges faced by municipalities in revenue mobilization, budget management, and financial planning amidst increasing urbanization pressures. Sessions emphasized the importance of adopting innovative financial instruments, leveraging technology for transparent accounting, and strengthening financial governance frameworks at the local level. Participants engaged in interactive discussions on capacity-building needs for municipal officials, exploring strategies to improve resource allocation and enhance fiscal discipline. The workshop also highlighted the role of state and central government support in fostering fiscal autonomy and encouraging revenue diversification in ULBs. By fostering knowledge exchange and best practices, the workshop aimed to empower municipal functionaries to address financial bottlenecks effectively, thereby improving urban service delivery and infrastructure development. Overall, the event served as a vital platform to enhance understanding and promote reforms essential for the sustainable financial health of municipalities across the country.

#### **4. Chintan Shivir (in collaboration with Karmayogi Division, DoPT, New Delhi)**

Date: 06<sup>th</sup> – 07<sup>th</sup> June, 2024

Total Participants: 75 Participants

Course Coordinator: Ms. Aswathi. S, Deputy Director

The two-day Chintan Shivir, held from 6<sup>th</sup> to 7<sup>th</sup> June 2024 in collaboration with the Karmayogi Division, DoPT, New Delhi, served as a reflective and strategy-focused retreat designed to strengthen the implementation of the Mission Karmayogi framework. The retreat brought together senior officials and stakeholders to reimagine public service delivery through citizen-centric approaches, emphasizing performance-linked learning and institutional realignment with national development priorities. Sessions fostered deep introspection on administrative reforms and leadership development, encouraging participants to deliberate on how to enhance government effectiveness by promoting agility, innovation, and accountability. The programme included workshops on integrating digital tools, adopting competency frameworks, and embedding continuous learning in the civil services. Discussions also addressed challenges in translating policy into action, institutional coordination, and fostering a culture of excellence and ethics in governance. The Chintan Shivir acted as a catalyst for renewed commitment towards public service transformation, aligning individual capabilities with broader institutional goals to meet the evolving needs of citizens effectively.

#### **5. Capacity Building and Sensitization Programme on Criminal Law Reforms**

Date: 24<sup>th</sup> – 28<sup>th</sup> June, 2024

Total Participants: 45 Participants

Course Coordinator: Ms. Anju Chaudhary, Reader in Law

The Capacity Building and Sensitization Programme on Criminal Law Reforms, conducted from 24<sup>th</sup> to 28<sup>th</sup> June 2024, was designed to familiarize officers with recent legislative changes and reforms in the criminal justice system. The programme brought together law enforcement officials, prosecutors, and administrative officers to engage with eminent jurists and academicians on key amendments, implementation challenges, and the broader implications for justice delivery. Sessions covered topics such as procedural reforms,

victim rights, alternative dispute resolution mechanisms, and the modernization of legal frameworks. Interactive discussions and case studies helped participants understand the practical impact of these reforms on law enforcement and judicial processes. The training aimed to enhance participants' capacity to implement reforms effectively, promote legal awareness, and contribute to a more responsive and efficient criminal justice system. Feedback highlighted the programme's role in sensitizing officers to the evolving legal landscape and fostering a commitment to uphold the rule of law with fairness and integrity.

## **6. 2nd Capacity Building Programme for Officers of Rajya Sabha Secretariat & Link Ministries (at MCRHRDI, Hyderabad)**

Date: 14<sup>th</sup> – 25<sup>th</sup> October, 2024

Total Participants: 44 Participants

Course Coordinator: Dr. Bagadi Gautham, Deputy Director (Sr.) and;  
Shri Romeo Vincent Tete, Professor

The second iteration of the Capacity Building Programme for Officers of the Rajya Sabha Secretariat and Link Ministries was conducted at the MCR Human Resource Development Institute (MCRHRDI), Hyderabad, from 14<sup>th</sup> to 25<sup>th</sup> October 2024. Building upon the foundational knowledge of the first programme, this course delved deeper into legislative research methodologies, policy analysis, and digital governance tools. The programme emphasized the role of evidence-based policymaking and legislative oversight in strengthening democratic governance. Participants explored regional development models and governance innovations through case studies and field visits, fostering cross-learning and practical understanding. The sessions also covered emerging challenges in governance, such as transparency, citizen engagement, and inter-governmental coordination. By combining academic insights with hands-on experiences, the programme aimed to equip officers with enhanced skills to navigate complex legislative environments, promote effective policy implementation, and contribute meaningfully to parliamentary functions.

## **7. 3rd Iteration of Capacity Development Programme for Officers of the Rajya Sabha Secretariat (at YASHADA, Pune)**

Date: 17<sup>th</sup> – 28<sup>th</sup> February, 2025

Total Participants: 26 Participants

Course Coordinator: Shri Shelesh Nawal, Deputy Director and;  
Shri Romeo Vincent Tete, Professor

The third iteration of the Capacity Development Programme for Officers of the Rajya Sabha Secretariat was held at YASHADA, Pune, from 17<sup>th</sup> to 28<sup>th</sup> February 2025. This programme reinforced the key themes introduced in earlier sessions while incorporating localized learning and leadership development tailored to the regional context. Participants engaged in comprehensive sessions on public policy design, legislative processes, and inter-governmental coordination to enhance their effectiveness in legislative administration. A special focus was placed on role-based leadership development, fostering skills necessary for managing complex governance challenges and promoting collaborative decision-making. Practical exercises, case studies, and peer learning opportunities were integrated to deepen understanding and application of governance principles. The programme also emphasized the importance of ethical leadership, transparency, and innovation in public service. Feedback from participants highlighted improved confidence

and competence in addressing legislative and administrative responsibilities within their respective roles.

**Parvatmala Himalayan & North East Outdoor Learning Arena (Formally Known as Centre for North East Study) under the umbrella of the Centre for Public System Management (CPSM)**

**About the Parvatmala Himalayan & North East Outdoor Learning Arena (Formally Known as Centre for North East Study):**

It is of utmost importance that the civil servants from North-East and from the Government of India dealing with the North-East policy implementation need to be properly motivated and sensitised so that government policies and programmes may be properly grounded and also may evoke positive responses from this region so as to become more and more compatible with the local aspiration and realities. In order to fulfil the purpose, Parvatmala Himalayan & North-East Outdoor Learning Arena formally known as Center for North East Studies has been established at the Academy under the chairmanship of the Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie and with the support from North Eastern Council (NEC). Under the Centre One In-Service Training Programme is being organised during the FY 2024-2025.

**1. Delivering Good Governance in Himalayan & North-East States/UTs**

Date: 15<sup>th</sup> – 19<sup>th</sup> July, 2024

Total Participants: 36 Participants

Course Coordinator: Shri Abhiram G Shankar, Deputy Director

The In-Service Training programme on Delivering Good Governance in Himalayan and North-East States and Union Territories, held from 15th to 19th July 2024, was organized under the Parvatmala Himalayan & North East Outdoor Learning Arena. This training addressed the unique governance challenges faced by the Himalayan and North-Eastern regions, focusing on adaptive planning, climate resilience, and culturally sensitive development strategies. Participants, including administrators and policymakers from the region, engaged in sessions designed to enhance their understanding of regional socio-economic dynamics, environmental vulnerabilities, and sustainable development practices. The programme emphasized the importance of integrating traditional knowledge with modern governance frameworks to ensure inclusive and context-specific solutions. Field visits and interactive workshops fostered practical insights into overcoming logistical and infrastructural challenges while respecting the cultural fabric of these diverse areas. By equipping officers with regionally relevant tools and approaches, the programme aimed to strengthen administrative effectiveness and promote sustainable, participatory governance in some of India's most challenging and strategically important regions.

# Conferences

## **7 (i) CTIs Conference – (99<sup>th</sup> Foundation Course)**

A Conference with representatives of CTIs was chaired by the Director, LBSNAA, Shri Sriram Taranikanti during the 99<sup>th</sup> Foundation Course on 25<sup>th</sup> November, 2024 at LBSNAA, Mussoorie.

The CTIs Conference focused on strengthening coordination, curriculum relevance, and training effectiveness across institutions. Key discussions included the use of training management systems such as LBSNAA's Gyan Portal for tracking trainee performance, discipline and attendance mechanisms, and the need for CTIs to reinforce core values introduced during the Foundation Course (FC) throughout professional training.

Issues related to academic collaborations, access to training records, and feedback on Officer Trainees were discussed, with LBSNAA emphasizing content relevance over degree orientation, sharing FC topic lists with CTIs, and formal communication regarding trainees requiring monitoring or counselling. It was also agreed that CTI representatives would interact with Officer Trainees during later stages of the FC.

Several suggestions were made to enrich the FC and professional training curricula, including emerging technologies, inter-services understanding, intelligence and investigative agencies, work-life balance, cyber security, social media conduct, personal finance, and computing skills. LBSNAA clarified that many of these areas are already covered to an extent in the FC, while others are better addressed during professional training to maintain cohesion and avoid early service-wise siloing.

The conference also discussed feedback mechanisms, Director's Assessment, faculty and resource-person onboarding, field visits, mentorship models, leave and exam-related policies during training, and the importance of cultivating reading habits among Officer Trainees. A consensus emerged on the value of making the Foundation Course mandatory before professional training and addressing the backlog of officers who have not undergone FC through special courses.

The management of large batch sizes was also discussed, including the use of smaller group formats for deeper engagement, plenary sessions, and the significant role of in-house faculty, who handle a majority of Foundation Course sessions. A debrief was made by Officer Trainees themselves which was followed by interaction of CTI delegates with Officer Trainees.

During the closing session, delegates shared key takeaways from their interactions with Officer Trainees. Discussions covered the preparation and curation of training content, with emphasis on collaboration with institutions like IRMA, inputs from Board of Studies members, experienced field officers, and domain experts to ensure relevance and regular updates. The Academy's efforts to strengthen Teaching Associates, Research Fellows, and the use of Key Governance Indicators were highlighted as part of this process.

The Director, LBSNAA emphasized greater inter-CTI collaboration through faculty exchange, sharing of best practices, avoidance of duplication in online courses, and leveraging collective institutional resources to enhance the overall quality and impact of civil services training. In closing, he encouraged continued collaboration among CTIs beyond the conference.

## List of Participants

### I. From LBSNAA:

1. Shri Bagadi Gautham, Deputy Director (Sr) & Course Coordinator IAS Phase I (2024 Batch)
2. Shri Shelesh Nawal, Deputy Director & Course Coordinator 99th Foundation Course
3. Dr. Anupam Talwar, Deputy Director & Conference Coordinator
4. Ms. Aakanksha Kulshreshtha, Assistant Director

Attendees also included other faculty from LBSNAA.

### II. From CTIs:

Sl. No.	Name of Delegate (Shri/ Ms)	Central Training Institute
1.	Archana Gopinath, Course Director	Rafi Ahmad Kidwai National Postal Academy (RAKNPA), Ghaziabad
2.	Sameer Mehta, Course Director	National Institute of Audit & Accounts (NAAA), Shimla
3.	Shreyas Patel, Joint Director	National Institute of Defence Estates Management (NIDEM), New Delhi
4.	Padamsing Patil, Joint Director	Institute of Government Accounts & Finance (INGAF), New Delhi
5.	Anil Yadav, Deputy Director & Course Coordinator	Indian Corporate Law Service Academy, (ICLSA) Manesar
6.	Satish Gurusurthy, Joint Director (OT Cell)	National Academy of Customs Excise & Narcotics (NACIN), Palasamudram

<b>Sl. No.</b>	<b>Name of Delegate (Shri/ Ms)</b>	<b>Central Training Institute</b>
7.	Kunal Angrish, Associate Professor & Course Director	Indira Gandhi National Forest Academy (IGNFA), Dehradun
8.	E. Sai Charan Tejaswi, Assistant Director (IS-I)	Sardar Vallabhbhai Patel National Police Academy (SVPNPA), Hyderabad
9.	Abhay Deware, Deputy Director & ACD-1 of 78 <sup>th</sup> Batch of IRS	National Academy of Direct Tax (NADT), Nagpur
10.	Asheesh Pandey, Professor & Head of Research Division	Indian Institute of Foreign Trade (IIFT), New Delhi
11.	Anantha Sivaguru S., Sr. Accounts Officer (Training) & Course Coordinator	National Academy of Defence Financial Management & Regional Training Centre (NADFM), Pune
12.	Rashmi Roja Thushara Nair, Course Director	Indian Institute of Mass Communication (IIMC), New Delhi
13.	Sathish Balakrishnan, Under Secretary	Sushma Swaraj Institute of Foreign Service, Ministry of External Affairs (SSIFS), New Delhi
14.	Senthil Kumaresan, Sr. Security Commissioner- Training	Sri Jagjivan Ram Railway Protection Force Academy (JRRPFA), Lucknow
15.	Swadesh Kumar Singh, Sr. Professor (Transport Management & IT)	Indian Railways Institute of Transport Management (IRITM), Lucknow
16.	Ashok Kumar, Jt. Director/Professor	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad

# **Administrative Initiatives**

## 8. (i) Arogyam Recuperation Centre

**Arogyam Recuperation Centre** has been established in the Medical Centre, LBSNAA for the Officer Trainees, participants, and staff. The ward, located on the Minus-2 Floor of the Medical Centre, comprises 10 beds for recuperative care.

The Arogyam Recuperation Centre was inaugurated by **Dr. Jitendra Singh, Hon'ble Union Minister of State for Personnel, Public Grievances and Pensions**, on Friday, 11th October 2024 (19 Ashvina, 1946).





## 8. (ii) Volleyball Court

A new Volleyball Court has been established at the Officer's Club, LBSNAA, for use by Officer Trainees and course participants. The facility is situated adjacent to the football ground within the Officer's Club premises. The Volleyball Court was formally inaugurated by Dr. Jitendra Singh, Hon'ble Union Minister of State for Personnel, Public Grievances and Pensions, on 11 October 2024.

