



Director’s Message

The Academy stands at a moment of significance as it concludes the landmark 100th edition of the Common Foundation Course and prepares to commence the next phase of structured professional training. This transition reflects the progression of Officer Trainees from a broad-based introduction to public administration toward a more rigorous engagement with the substantive responsibilities of governance.

The term was marked by a balanced integration of academic instruction, physical conditioning, field exposure, and collaborative learning. Meanwhile, regular outdoor activities, sports, and cultural presentations strengthened resilience, camaraderie, and leadership.

The Academy also continued to collaborate with Administrative Training Institutes and Central Training Institutes across the country to conduct Special Foundation Courses (SFCs). These are part of an ongoing series designed with a common objective of strengthening the ethical, professional, and leadership foundations of civil services officers, and follow the framework of LBSNAA’s Foundation Course.

During this period, I am also honoured to say that the Academy was conferred a prestigious 5-Star Rating under the National Standards for Civil Service Training Institutions, NSCSTI accreditation by the Capacity Building Commission under Mission Karmayogi. This recognition reflects the Academy’s excellence in governance, training delivery, faculty development, digital initiatives, and its sustained commitment to continuous institutional improvement.

Academic enrichment was further advanced with the inauguration of the One District One Product (ODOP) Gallery, highlighting the nation’s artisanal traditions and the role of civil servants in supporting local economies and community-centric development. The launch of the Viksit Bharat Strategy Room also created a dedicated space for deliberations on long-term development and governance reforms.

A notable highlight was the Academy’s collective commitment to Swachhata, with Officer Trainees, faculty, and staff undertaking cleanliness drives and sensitisation initiatives that reinforced the values of responsibility and environmental stewardship taken as part of the Swachhata Pledge.

With the culmination of the Foundation Course, the Academy now begins with IAS Professional Course-Phase I (2025 Batch), as well continues with other programmes aimed at deepening administrative competence, refining decision-making, and strengthening ethical clarity.

Jai Hind!

INSIDE THIS ISSUE

Director’s Message	1
Empowering Leadership: Training Courses (October to December 2025)	2
Upcoming Courses (January to March 2026)	13
Swachh LBSNAA	14
Academy News	15
Faculty Engagements	17

TRAINING COURSES (OCTOBER TO DECEMBER 2025) AT A GLANCE

Flagship Courses

- 1. Common Foundation Course - 100th Edition (25th Aug 2025 to 28th Nov 2025)
- 2. Phase I (2025-Batch)- IAS Professional Course (8th Dec 2025 to 17th Apr 2026)

In-Service Training Programmes (1 week)

- 1. Procurement and Contract Management for Civil Servants (15th Dec to 19th Dec 2025)

Other Programmes

- 1. Special Foundation Course for 2024 Batch at National Academy of Customs, Indirect Taxes and Narcotics (NACIN) (8th Sep to 5th Dec 2025)
- 2. Special Foundation Course for 2025 Batch at National Communications Academy–Finance (NCA-F) (15th Sep to 5th Dec 2025)
- 3. Special Foundation Courses for Backlog Batches:
 - Dr. Marri Channa Reddy Human Resource Development Institute (MCRHRDI), Hyderabad (13th Oct to 19th Dec 2025)
 - Haryana Institute of Public Administration (HIPA), Gurugram (27th Oct to 19th Dec 2025)
 - Mahatma Gandhi State Institute of Public Administration (MGSIPA), Chandigarh (3rd Nov 2025 to 9th Jan 2026)
 - Sardar Patel Institute of Public Administration (SPIPA), Gujarat (10th Nov 2025 to 16th Jan 2026)
- 4. Training cum Workshops on NAKSHA Programme (6th–7th Oct, 27th–28th Oct, 8th–9th Dec 2025 at LBSNAA) and (18th–19th Dec 2025 at AASC, Guwahati)
- 5. CBC Workshop on ‘Catalysing Capacity Building in States’ at HIPA, Gurugram (16th and 17th Oct 2025)
- 6. Chintan Shivir on Modernisation of Revenue Court Case Management System and Glossary of Revenue Terms at Pune (31st Oct to 1st Nov 2025)
- 7. Training Programme on Disaster Risk Mitigation in Mountainous Areas at Jammu (11th Nov to 14th Nov 2025)
- 8. Conference of Central Training Institutes (26th and 27th Nov 2025)
- 9. Training of Trainers Programme on Leadership (21st and 22nd Dec 2025)

EMPOWERING LEADERSHIP: TRAINING COURSES (OCTOBER TO DECEMBER 2025) FLAGSHIP COURSES

100th Common Foundation Course: A Landmark Conclusion

Marking a significant institutional milestone, the 100th Common Foundation Course was held from 25th August 2025 to 28th November 2025 at the Lal Bahadur Shastri National Academy of Administration (LBSNAA). The course brought together 649 Officer Trainees (OTs) from 16 All India and Central (Group A) Civil Services, along with 11 OTs from the Royal Bhutan Civil Services, forming the largest-ever cohort in the Academy's history.

The centenary Foundation Course, anchored in LBSNAA's motto *Sheelam Param Bhushanam*, emphasised ethical, disciplined, and selfless public service. It instilled the values of Ability, Anonymity, and Austerity, fostering inter-service collaboration, and guiding trainees from individual roles to shared responsibility in governance.

All modules followed a citizen-focused approach aligned with Minimum Government, Maximum Governance. Officer Trainees learned about India's administrative, social, economic, and political environment. The curriculum included 23 integrated modules and 23 iGOT courses covering law, economics, security, ethics, leadership, finance, IT, Indian Knowledge Systems, and public communication, with nearly half of the sessions imparted through experiential learning.

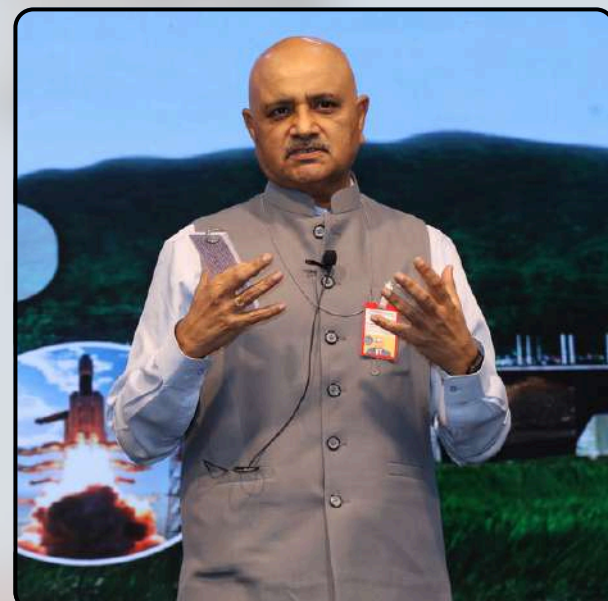
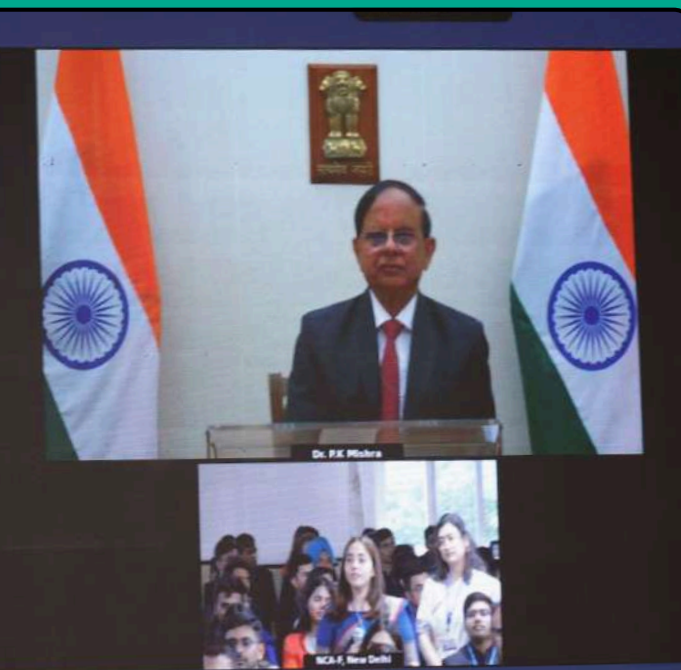
Sessions held as part of the 'Viksit Bharat Talks' series and interactions with those distinguished in their fields, including Comptroller and Auditor General of India, Shri K. Sanjay Murthy, Shri B.V.R. Subrahmanyam, CEO, NITI Aayog, Shri Ajay Seth, Chairman, Insurance Regulatory & Development Authority of India, Shri Parameswaran Iyer, Executive Director, World Bank Group, National Film Award winning actor Shri Vikrant Massey, as well as with Padma awardees, winners of the Prime Minister's Awards for Excellence in Public Administration, and many more achievers from other realms, also proved valuable.



Field components such as the Himalayan Study Tour and Field Study and Research Programme exposed trainees to rural and urban governance, civil-military synergy and grassroots realities.



The learning journey was further enriched at Ekta Nagar, Gujarat, where Officer Trainees participated in *Aarambh 7.0 – Reimagining Governance* from 27th to 31st October 2025. Aarambh 7.0 stood out as one of the highlights of the Foundation Course, offering a platform for engagement with eminent policymakers, administrators, and thought leaders on governance, leadership, technology, and innovation. They also had an opportunity to explore local sites and villages.



The interaction with the Hon'ble Prime Minister Shri Narendra Modi at the Statue of Unity was particularly inspirational, as he urged the Officer Trainees to uphold the spirit of *Kartavya* (duty) and *Seva Bhava* (service), emphasising compassion, ethics, and dedication as the guiding principles of public life.



Further, while at Ekta Nagar, the OTs also participated in the Rashtriya Ekta Diwas celebrations marking Sardar Patel's 150th Birth Anniversary.



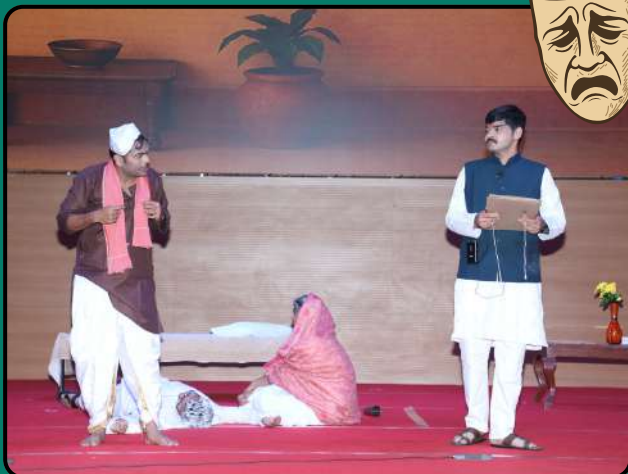
Physical fitness, skill development, and cultural engagement formed key pillars of the course, fostered through activities such as the Athletic Meet, Fit India Freedom Run 6.0, Khel Mahotsav, treks, Bharat Diwas celebrations, Amritotsav events, One Act Play, and Bhutan Day.



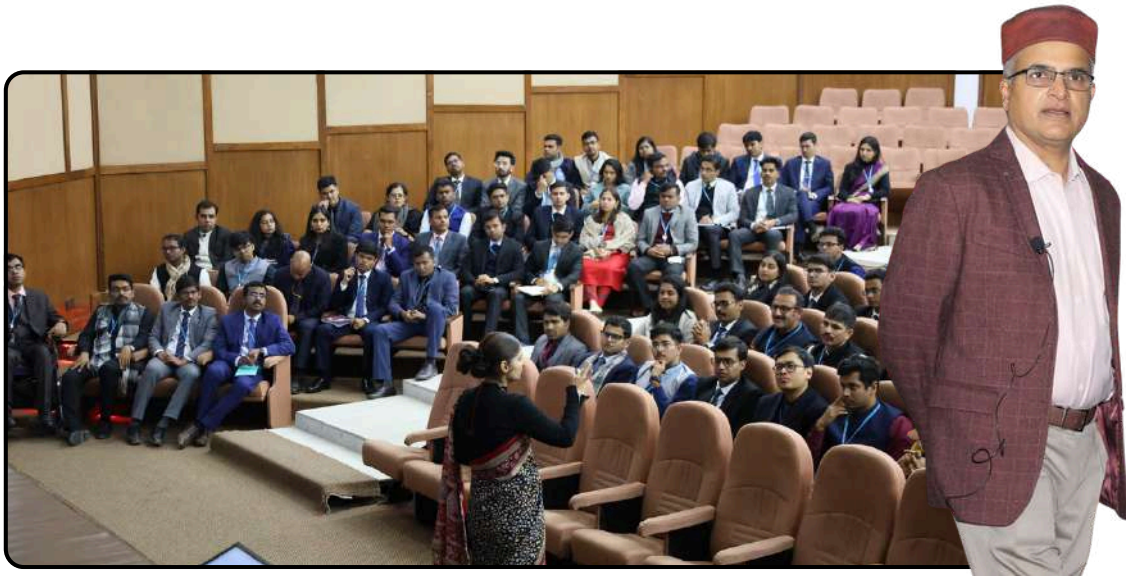
Inaugurated by Shri Kiren Rijju, Hon'ble Union Minister, 'Bharat Diwas' celebrating India's rich cultural heritage, symbolising unity and inclusiveness among OTs was held on 18th-19th October. Shri Rijju highlighted India's unique identity rooted in diversity and culture. He also stressed the key role of bureaucracy in fostering effective governance through ownership, accountability, neutrality, and teamwork.

The two-day celebration at LBSNAA exemplified India's rich socio-cultural diversity through classical and folk performances, traditional games, regional cuisines, and a vibrant procession.





Taking the objectives of de-silosiation and building esprit de corps further, Officer Trainees of the 2025 batch participating in the Special Foundation Course at National Communications Academy-Finance (NCA-F), Delhi, also had an opportunity to be a part of the FC at LBSNAA from 17th to 22nd November 2025. During the week, the SFC OTs also attended sessions with the OTs of the 100th CFC and participated in the Sports Meet.



The 100th Foundation Course culminated with the Valedictory Ceremony on 29th November 2025. The occasion was graced by the Hon'ble Defence Minister, Shri Rajnath Singh as the Chief Guest, who addressed the 2025 batch of Officer Trainees (OTs) on the successful completion of their foundational training. Emphasising the essence of effective leadership, he encouraged the OTs to lead with compassion and resilience, reminding them that *"Chote man se koi bada nahi hota, aur tute man se koi khada nahi hota,"* highlighting that true leadership stems from strength of character and a generous heart.

The 100th FC stood as a confluence of tradition and modernity, shaping empathetic, ethical, and citizen-oriented civil servants for India's journey towards *Viksit Bharat@2047*.



IAS Professional Course- Phase I (2025)

The IAS Professional Course – Phase I (2025 Batch) was formally inaugurated at the Academy on 8th December 2025, initiating a structured pathway to develop proactive, innovative, and technology-enabled administrators. The five-month course featuring 181 IAS Officer Trainees, along with three officers from the Royal Bhutan Civil Service, combines academic learning with sectoral insights and pan-India field exposure, leadership development, language training, physical fitness, and cultural immersion, preparing Officer Trainees (OTs) for field realities and responsible governance.

Addressing the Officer Trainees at the inaugural, Shri Sriram Taranikanti, Director, exhorted OTs to embrace humility, ensure uprightness, and engage in reflective practice, transcending routine administrative duties to inspire public confidence through fair, transparent, and principled leadership. He also encouraged them to uphold values that refine conduct and character, affirming that the service is defined not by acclaim but by the duty to strengthen public systems. He further stressed mutual support, cultural sensitivity, and integrity to promote the vision of *Viksit Bharat*.

Ms. Priyanka Das, Deputy Director (Senior) and Course Coordinator, outlined the structure and objectives of the course at the inaugural session. She highlighted the importance of discipline, experiential learning, peer-facilitated knowledge exchange, and the development of modern administrative capabilities.

Aligned with the ethos of Mission Karmayogi, the programme seeks to develop domain knowledge, functional skills, and behavioural competencies essential for responsive and citizen-centric governance, including through sessions and discussions with experts from across sectors.

A notable highlight in the first week of the Phase-I course was an interaction with Shri Satya Nadella, Chairman and CEO of Microsoft, on 9th December 2025, when he shared perspectives on technology, artificial intelligence, and leadership in public service.

Shri Nadella stressed AI's transformative potential to improve public service delivery, including practical applications for rural communities, while outlining three pillars of leadership, viz. clarity, positive energy, and tackling complex issues.

The session had begun with Shri Taranikanti recalling his association with Shri Nadella from their school days, and singling out the industry leader's 'out of box' thinking. He added that Shri Nadella's father, former Academy Director Shri BN Yugandhar, shaped the thinking of several officers across batches, identifying 'raw courage' as his eternal mantra. The idea was reiterated by Shri Nadella who noted that true impact is achieved when uncertainty is met with confidence and purpose.

Shri Nadella also interacted with the faculty, engaging in a thoughtful exchange on the potential of digital innovation to advance capacity building and strengthen institutional efficiency in the public sector.

Scheduled to culminate in April 2026, Phase I is envisaged as a critical bridge between foundational and district training, equipping Officer Trainees to transition thoughtfully and responsibly into their respective cadres.



IN-SERVICE TRAINING PROGRAMMES

Procurement and Contract Management for Civil Servants

The Academy organised a five-day In-Service Training (IST) Programme on Procurement and Contract Management for Civil Servants from 15th to 19th December 2025. The programme was conceived to strengthen capacity in public procurement systems by enhancing efficiency, transparency, and accountability in the utilisation of public resources, the key pillars of effective and credible governance.

The programme sought to advance strategic understanding of procurement and contract management of serving officers, while aligning administrative deliberations with the national vision of *Viksit Bharat*. A strong emphasis was placed on future readiness through structured learning, peer engagement, and the adoption of modern tools, including the growing role of artificial intelligence in public procurement processes.

Delivering the inaugural address, Shri Bagadi Gautham, Professor, LBSNAA, described procurement and contract management as the backbone of public systems, underscoring their significance in infrastructure delivery, service outcomes, and institutional integrity.

Elaborating on the programme design during the inaugural session, Shri Ganesh S. Mishra, Deputy Director (Senior) and Course Coordinator, highlighted its applied orientation, combining structured modules, real-world case studies, and collaborative exercises to translate theory into actionable administrative practice.

The IST brought together 60 officers from All India Services, Central and State Civil Services, and specialised technical services, reflecting wide institutional and regional representation. Participants hailed from diverse Central Ministries, State Governments, and technical organisations, including the Central Vigilance Commission, Ministries of Statistics and Programme Implementation and MSMEs. This diversity enriched peer learning and facilitated cross-sectoral exchange of experiences.



Special Foundation Courses

The Special Foundation Courses (SFC) are a distinctive capacity-building initiative designed for civil services officers on the lines of LBSNAA's Common Foundation Course. The Academy has taken a focused step to conduct Foundation Courses, tapping such candidates who have taken exemptions from the Foundation Courses/Professional Courses in the past years. The intent is to have a systematic training curriculum for fresh entrants to the civil services.

Special Foundation Courses (SFC) for 2024 and 2025 Batches

A 13-week Special Foundation Course was organised from 8th September to 5th December 2025 at the National Academy of Customs, Indirect Taxes and Narcotics (NACIN), Palasamudram, in collaboration with LBSNAA, for officers of the 2024 Civil Services batch, with participation from 74 Officer Trainees belonging to 11 All India and Central Civil Services.

Additionally, a 12-week Special Foundation Course was conducted in collaboration with the National Communications Academy–Finance (NCA-F) from 15th September to 5th December 2025 at Delhi, involving 176 Officer Trainees from 15 All India and Central Group 'A' Civil Services, aimed at strengthening professional competence, integrity, and leadership among Officers Trainees of 2025 Batch who could not participate in the 100th Common Foundation Course.

These courses were a replica of those conducted at LBSNAA, with LBSNAA's own faculty also addressing the OTs at the above two institutions.

Special Foundation Courses (SFC) for Backlog Batches

Four SFCs were conducted concurrently at Dr. Marri Channa Reddy Human Resource Development (MCRHRD) Institute, Hyderabad; Haryana Institute of Public Administration (HIPA), Gurugram; Mahatma Gandhi State Institute of Public Administration (MGSIPA), Chandigarh; and Sardar Patel Institute of Public Administration (SPIPA), Ahmedabad, ensuring consistency in training philosophy while leveraging regional institutional strengths. These were conducted with the aim to inculcate the core values of integrity, empathy, accountability, and commitment to public service, while enhancing leadership, decision-making, and administrative competencies essential for effective governance and nation-building.

The Special Foundation Course for officers of the 2023 batch (CSE 2022), along with officers of the Indian Economic Service (IES) and Indian Statistical Service (ISS), was organised at Dr. MCRHRD Institute, Hyderabad, from 13th October to 19th December 2025. It saw the participation of 203 officers, reflecting a diverse and representative cross-section of the All India and Central Civil Services.

Subsequently, at HIPA, Special Foundation Course for those officers of the 2020–2016 batches (CSE 2019–2015) who were unable to complete the Foundation Course earlier, was conducted from 27th October to 19th December 2025. With 18 officers participating across batches, the programme saw representation from 16 officers from the IPS and one each from IFoS and IP&TAFS.



The SFC at MGSIPA commenced on 3rd November for 32 officers of the 2021 batch (CSE 2020) from 10 different service backgrounds across the All India and Central Civil Services, and shall conclude on 9th January 2026.



The SFC for Officers of the 2022 batch (CSE 2021) is being held from 10th November 2025 to 16th January 2026 at SPIPA. The course convened 81 officers representing a broad spectrum of All-India and Central Services. This diversity of professional backgrounds fostered meaningful inter-cadre learning and the exchange of best practices.



In addition to the curriculum undertaken at Ahmedabad, the SFC also includes a segment at LBSNAA, Mussoorie, conducted from 28th December, 2025 to 3rd January, 2026.

Together, these courses reaffirm the shared vision of nurturing capable, value-driven civil servants equipped to address complex administrative challenges and contribute meaningfully to India's governance framework.



Training cum Workshop on NAKSHA Programme for District Magistrates, Collectors, and Municipal Commissioners



A series of workshops on the NAKSHA Programme was conducted by the B.N. Yugandhar Centre for Rural Studies (BNYCRS) as part of a sustained capacity-building initiative. Initiated in June 2025, the Training-cum-Workshops held during October–December 2025 continued the Academy’s structured capacity-building efforts in urban land governance. The workshops took place on 6th–7th October, 27th–28th October, and 8th–9th December 2025 at LBSNAA, Mussoorie, and subsequently on 18th–19th December 2025 at Assam Administrative Staff College (AASC), Guwahati. Designed for District Magistrates, Collectors, and Municipal Commissioners, the workshops aimed to strengthen strategic, technical, and administrative capacities for the modernisation of urban land records under the NAKSHA framework.



At the workshop held on 6th–7th October 2025 at LBSNAA, the proceedings were anchored by the special address of Shri Manoj Joshi, Secretary, Department of Land Resources (DoLR), who highlighted the transformative potential of technology-enabled land administration and underscored the decisive leadership role of District Magistrates and Collectors in ensuring effective and timely implementation of NAKSHA at the district level.

Shri Sriram Taranikanti, Director, LBSNAA, also underscored the need to equip senior civil servants to address urban governance complexities, with emphasis on land use regulation and robust land record mechanisms.

Dr. Bagadi Gautham, Centre Director, BNYCRS and Professor of Public Administration, highlighted the programme’s contribution to building transparent, reliable, and digitally integrated urban land management systems, while underscoring the importance of capacity building.



Participants engaged in integrated policy, legal, and technical sessions led by DoLR, Survey of India, MPSEDC, and senior State officials, covering the end-to-end survey-to-record lifecycle through selected case studies from multiple States. Hands-on demonstrations and Web-GIS workflows translated learning into operational readiness.

Shri Kailash Karthik, Director, Land Records & Surveys, Govt. of Assam, in his special address during the regional workshop on the NAKSHA Programme held on 18th December 2025 at the Assam Administrative Staff College, Guwahati, briefed the District Magistrates & Municipal Commissioners on the progress of NAKSHA implementation. He encouraged them to focus on capacity building and collaborative efforts, particularly in land laws, legal drafting, and the effective execution of Phase II activities.

Across the workshop series, over 150 officers from more than 20 States and Union Territories participated, collectively strengthening administrative preparedness and reinforcing a shared commitment to accurate, transparent, and citizen-centric urban land governance under NAKSHA.

CBC Workshop on ‘Catalysing Capacity Building in States’

A workshop titled ‘*Catalysing Capacity Building in States*’ was conducted on 16th–17th October 2025 at the Haryana Institute of Public Administration (HIPA), Gurugram, for Programme Coordinators of the Capacity Building Commission (CBC) and Assistant Managers of Karmyogi Bharat (KB). The workshop organised jointly by LBSNAA and CBC, was held as a follow-up to earlier consultations and to take forward the work after the September 2025 workshop held in collaboration with LBSNAA for the Administrative Training Institutes of selected states to build State Level Capacity building plans (CBPs).

Intended to further operationalise the objectives of Mission Karmayogi 2.0, the deliberations were structured to build a common and shared understanding of the Mission’s vision and strategy, deepen appreciation of State administrative systems and training ecosystems, strengthen conceptual grounding in capacity building, and ensure clarity on roles, responsibilities, and collaborative modalities between CBC and KB teams. The programme design combined structured presentations with participative learning methods, including guided discussions, case-based analysis, and role-play exercises, enabling participants to contextualise learning within practical State-level scenarios.

The workshop was graced by Shri Sriram Taranikanti, Director, LBSNAA; Smt Chandralekha Mukherjee, Former Director General, Haryana Institute of Public Administration (HIPA); Shri S P Roy, Secretary, CBC; Ms Shanmuga Priya Mishra, Deputy Director, LBSNAA and others.

In his concluding address, Shri Taranikanti, emphasised the importance of adopting a grounded, facilitative, and empathetic approach while engaging with State governments. He underlined that clarity of communication, avoidance of unnecessary jargon, and sensitivity to local administrative contexts are critical for building trust and enabling sustainable capacity-building outcomes.



Chintan Shivir on ‘Modernization of Revenue Court Case Management System’ and ‘Glossary of Revenue Terms’

The Chintan Shivir on ‘*Modernisation of Revenue Court Case Management System*’ and ‘*Glossary of Revenue Terms*’ was conducted by the B.N. Yugandhar Centre for Rural Studies, Lal Bahadur Shastri National Academy of Administration, in collaboration with Yashwantrao Chavan Academy of Development Administration (YASHADA), Pune. Held from 31st October to 1st November 2025 at YASHADA, the programme brought together key stakeholders to deliberate on strengthening the revenue court ecosystem through modernisation and standardisation. The deliberations underscored the critical role of efficient revenue courts in ensuring transparent land governance, timely dispute resolution, and citizen-centric service delivery.

Through detailed discussions, participants examined State-level innovations in Revenue Court Case Management Systems, emphasising digital workflows, legal reforms, and process re-engineering. The Shivir also focused on the development of a unified ‘Glossary of Revenue Terms,’ enabling consistent interpretation across jurisdictions, and reviewed ongoing initiatives on the standardisation of Records of Rights and Cadastral Maps. Issues related to transliteration and multilingual accessibility of land records were also addressed, highlighting the progress achieved through C-DAC (Centre for Development of Advanced Computing) and Bhashini.

The event concluded with a shared commitment to advance harmonised frameworks, strengthen institutional capacities, and promote integrated, technology-driven approaches to revenue justice.



Specialised Capacity Building Programme on Disaster Risk Mitigation in Mountainous Areas

The Academy through its Centre for Disaster Management, and in collaboration with the Jammu & Kashmir State Disaster Management Authority, organised a four-day 'Specialised Capacity Building Programme on Disaster Risk Mitigation in Mountainous Areas' from 11th to 14th November 2025 in Jammu. The programme was designed to deepen institutional understanding of hazard vulnerabilities specific to mountainous regions and to equip participating officers with strategic, evidence-based tools for preparedness, mitigation, response, and long-term community resilience.

The inauguration was graced by Shri Chandraker Bharti, Principal Secretary, Department of Home & Department of Disaster Management, Government of Jammu and Kashmir (J&K), who underscored the importance of systematic capacity building and encouraged participants to act as master trainers, enhance district-level disaster plans, and strengthen community preparedness. Shri Alok Kumar, ADG (Fire & Emergency Services), Govt. of J&K, emphasised inter-agency cooperation and the sharing of experiences to ensure effective and coordinated disaster response.

As outlined at the inaugural by Shri D. Mahesh Kumar, Dy. Director (Sr.) & Course Coordinator, the programme's key focus areas included risk governance, early warning systems, resilient infrastructure, and institutional strengthening, which aimed at enhancing preparedness across mountain regions.

A total of 38 officers from State Civil Services, Urban Local Bodies, Fire & Emergency Services, and the State Disaster Response Force (SDRF) participated, fostering a multidisciplinary cadre committed to integrated disaster management and collaborative planning.



Conference of Central Training Institutes

The Conference of Central Training Institutes (CTIs) was convened at LBSNAA on 26th and 27th November 2025, providing a collaborative platform for the review, reflection, and enhancement of civil services training practices. The event brought together heads and delegates from 15 premier training institutions, fostered dialogue, knowledge exchange, and deeper coordination across the civil services learning ecosystem.

The proceedings included comprehensive debriefs of the 100th Common Foundation Course and Special Foundation Courses, detailed presentations of training modules, interactive sessions between faculty and Officer Trainees, collaborative reflections, and a formal closing plenary.

In his address, Academy Director Shri Sriram Taranikanti emphasised the importance of practical enhancements across CTIs to strengthen institutional training and acknowledged the participants' valuable contributions to civil service pedagogy. Joint Director Shri Udit Agrawal highlighted that, since the Pre-FC Conference in August 2025 [held on 18th–19th August 2025 at LBSNAA], the shared purpose of the CTIs had reinforced clarity, cohesion, and alignment within the training ecosystem.

Conference Coordinator Dr. Anupam Talwar noted that since the adoption of this format in 2023, the CTI platform had matured into a vital forum promoting collaboration, alignment, and collective learning. The conference underscored the significance of sustained institutional coordination, innovation in curriculum delivery, and reflective engagement, thereby reinforced the Academy's commitment to nurturing competent, ethical, and well-prepared civil servants.



Training of Trainers Programme on Leadership

The Sardar Patel Leadership Centre of the Academy conducted a comprehensive two-day Training of Trainers (ToT) programme on 'Adaptive Leadership and Systems Thinking' on 21st-22nd December 2025. The faculty development programme was aimed at strengthening leadership capabilities and enhancing facilitation skills among faculty members and teaching associates of the Academy.

The programme was facilitated by a team from National Academy of Customs, Indirect Taxes and Narcotics (NACIN), Palasamudram: Ms. Aarti Saxena, Additional Director General; Ms. Mandeep Sangha, Additional Director; along with external expert Ms. Sarita Phadke.

The intensive and immersive programme comprised twelve rigorously structured sessions and adopted an experiential learning approach. Participants explored the nuanced distinction between technical and adaptive challenges within complex organizational systems. Key leadership concepts that were covered included identifying hungers and confidants, creating sanctuary spaces, establishing anchors, and understanding the adult learning cycle.

Through reflective exercises and interactive group activities, participants gained deeper insights into systems thinking, learnt to work productively within the zone of disequilibrium, and enhanced their self-awareness. Overall, the programme equipped participants with practical frameworks and tools essential for fostering adaptive and transformative leadership across diverse administrative contexts.



UPCOMING COURSES (January to March 2026)

Flagship Courses 1. IAS Professional Course – Phase I (2025 Batch) 2. 24th Mid-Career Programme- Phase-III 3. 128th Induction Training Programme for officers promoted from State Services 4. Understanding and Strengthening Governance in India’s North-East for IAS OTs of AGMUT & North-East Cadres (Meghalaya)	Course Dates 08.12.2025 to 17.04.2026 05.01.2026 to 30.01.2026 02.02.2026 to 13.03.2026 01.02.2026 to 07.02.2026
In-Service Training Programmes 1. Municipal Governance for Administrators 2. Delivering Good Governance in Himalayan & North-East & UTs (Sikkim) 3. Building Infrastructure for Viksit Bharat 4. Energy Sector: Challenges and Response	Course Dates 05.01.2026 - 09.01.2026 16.02.2026 - 20.02.2026 23.02.2026 - 27.02.2026 09.03.2026 - 13.03.2026
OTHER UPCOMING COURSES	
1. Joint Training Programme on Professionalising Disaster Risk Management at State and District levels (Jammu) 2. Building Local Resilience in a Changing Climate (Jammu)	Course Dates 28.01.2026 - 30.01.2026 16.02.2026 - 20.02.2026

Serving Civil Service Officers are requested to register for the above courses on the LBSNAA website.





एक कदम स्वच्छता की ओर

SWACHH LBSNAA

Institutionalising Swachhata

The Lal Bahadur Shastri National Academy of Administration (LBSNAA) strengthened its institutional resolve towards cleanliness and civic responsibility through a series of sustained initiatives. These efforts reflected the Academy's commitment to embedding Swachhata as a core administrative value and a lived practice across all training programmes.

In consonance with the national observance of Gandhi Jayanti on 2nd October 2025, the Academy Director, Shri Sriram Taranikanti administered the 100-hour Swachhata Pledge, and launched the Special Campaign 5.0 for institutionalising Swachhata and minimising pendency in Government offices.

Shri Taranikanti urged everyone to undertake *shramdaan* with a positive spirit, following which a Swachhata Campaign was carried out by the officers and staff in the neighbourhood of the Academy.

Officer Trainees (OTs) of the 100th Common Foundation Course (CFC) also undertook the pledge during their respective Himalayan Study Tours, where they actively engaged in cleanliness activities beyond institutional boundaries.

The 100th CFC OTs also participated in multiple cleanliness drives between October and November 2025 at various locations in Mussoorie upon their return. These drives resulted in substantial waste collection, demonstrating disciplined execution and sustained engagement.

Further, during his visit in October, Hon'ble Union Minister, Shri Kiren Rijiju also participated in a Swachhata Drive, contributing to the collective effort of maintaining cleanliness in Mussoorie.

The momentum was further reinforced by Phase-I Officer Trainees through cleanliness drives organised on 13th December, 19th December, 26th December 2025 and 30th December 2025. The trainees were organised into groups and sub-groups to cover areas such as Company Garden, Library Point, Kempty Gate, Waverly School, CST-Dalai Hills, and surrounding zones of the Academy. The Phase-I OTs' initiatives culminated in a total waste collection of almost 350 kgs in December itself.

Additionally, visiting OTs of the SPIPA Special FC also participated in a cleanliness drive on 30th December 2025, collecting almost 45 kgs of dry waste.

The consistent involvement of faculty members and staff underscored Swachhata as a shared institutional responsibility. Collectively, these initiatives exemplified LBSNAA's endeavour to nurture civil servants who lead by example in promoting cleanliness, discipline, and public accountability.



ACADEMY NEWS

LBSNAA Achieves 5-Star NSCSTI Accreditation under Mission Karmayogi

Lal Bahadur Shastri National Academy of Administration (LBSNAA) has successfully concluded the National Standards for Civil Service Training Institutions (NSCSTI) accreditation process with the conferment of a prestigious 5-Star Rating by the Capacity Building Commission (CBC), marking a significant milestone in the Academy’s journey of institutional excellence.

Capacity Building Commission serves as the apex body responsible for setting standards, driving accreditation, and ensuring quality assurance across civil services training institutions in India through the NSCSTI framework. The accreditation exercise proved to be a rigorous, reflective, and enriching engagement, enabling LBSNAA to validate and further strengthen its governance frameworks, training design and delivery systems, faculty development culture, digital initiatives, and infrastructure management. The NSCSTI framework, developed by CBC as a comprehensive benchmark for institutional performance, evaluates training institutions across domains such as leadership, curriculum design, faculty competence, digital learning ecosystems, assessment practices, and outcomes.

The transition from NSCSTI 1.0 to NSCSTI 2.0 has been particularly transformational, driving greater process synchronisation, reinforcing robust documentation practices, sharpening outcome-orientation, and reaffirming the Academy’s ethos of continuous learning and national service.

With this recognition, the Academy furthers its commitment to institutionalising systematic mechanisms, deepening research-to-training linkages, advancing digital transformation, expanding collaboration with Civil Service Training Institutions, and anchoring national conversations on future-ready public administration.



Inauguration of Viksit Bharat Strategy Room

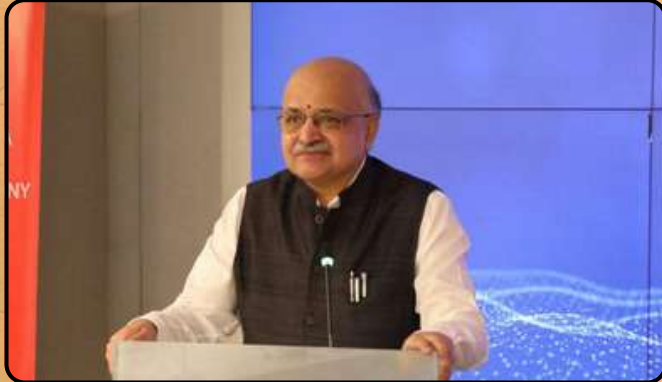
Shri B.V.R. Subrahmanyam, CEO, NITI Aayog, inaugurated the Viksit Bharat Strategy Room (VBSR) on 9th October 2025 in the presence of the Director of the Academy, Shri Sriram Taranikanti, along with senior officials from NITI Aayog, LBSNAA, and the Government of Uttarakhand.

The inauguration of the VBSR at the Academy marked a significant step towards strengthening data-driven governance in public administration. Established under NITI Aayog’s State Support Mission, the facility was designed to familiarise participants of the Academy’s training programmes with the application of integrated data systems in policymaking and administrative decision-making.

In his address following the inauguration, Shri Subrahmanyam reflected on his association with LBSNAA and underscored the growing necessity of robust data collection, verification, and integration for addressing complex governance challenges. He outlined the vision of a seamless national data ecosystem that empowered administrators to evaluate diverse scenarios with accuracy and innovate through evidence-based solutions.

The Director also noted that the VBSR would reinforce the Academy’s curriculum on data-driven decision-making and encouraged officials to adopt and advocate the use of NITI Aayog’s platform in their field roles.

On the occasion, Shri Subrahmanyam also presented the ‘NITI for States Use Case Challenge Awards,’ recognising exemplary data-based governance innovations.



150 years of Vande Mataram

To commemorate 150 years of Vande Mataram, the Officer Trainees of the 100th Common Foundation Course, along with the faculty and staff, assembled for a collective rendition of the National Song. The event honoured the historic legacy of Vande Mataram, recalled its emotional resonance during the freedom movement, and its unifying role in shaping national identity. Through a shared voice, the participants reaffirmed their commitment to the values of unity, patriotism, and duty towards the nation. The solemn observance not only celebrated a milestone in history but also strengthened the collective spirit of service and belonging among the Officer Trainees. The programme concluded with deep reverence and a renewed sense of national pride.



Blood Donation Drive – 100th Foundation Course

The Officer Trainees of the 100th Foundation Course, along with faculty and staff, participated in a blood donation drive at LBSNAA on 24th November 2025. The initiative witnessed an exceptional response, recording over 120 donations and reflected the Academy's deep-rooted commitment to public service and humanitarian values. The disciplined participation of the Officer Trainees, supported by the faculty and staff, reinforced the spirit of collective responsibility and social duty that formed the cornerstone of civil service training. The drive not only contributed to a vital public cause but also strengthened the sense of empathy, service orientation, and leadership among future administrators. The event concluded on a note of gratitude and shared purpose.



Constitution Day Observance



Reaffirming its unwavering commitment to the ideals and values enshrined in the Constitution of India, the Academy observed Constitution Day on 26th November 2025 with solemn dignity. The ceremony featured the collective reading of the Preamble by the Officer Trainees of the 100th Common Foundation Course, along with members of the faculty and staff of LBSNAA. The observance not only honoured the visionary framework laid down by the framers of the Constitution but also served as a reminder of the responsibilities entrusted to future civil servants. The event concluded with a shared sense of purpose, reinforcing the spirit of constitutional morality, justice, and democratic ethos as guiding principles for public service.



Visit of Hon’ble Defence Minister Shri Rajnath Singh & Inauguration of One District One Product (ODOP) Gallery at LBSNAA

On 29th November 2025, the Academy had the honour of hosting the Hon’ble Defence Minister, Shri Rajnath Singh, during which he undertook several engagements, including gracing the Valedictory Ceremony of the 100th Common Foundation Course and inauguration of the One District One Product (ODOP) Gallery.

The visit commenced with Shri Rajnath Singh paying floral tributes at the statue of Shri Lal Bahadur Shastri Ji and the bust of Sardar Vallabhbhai Patel Ji installed on campus, commemorating their enduring legacies.

The ODOP Gallery was designed to showcase the rich diversity of India’s regional craftsmanship and the economic potential of local enterprises. Its primary objective is to promote district-specific products, enabling artisans and small businesses to access wider markets and evolve into sustainable, competitive, value-added supply chains. Featuring physical exhibits, digital displays, QR-coded product narratives, and interactive kiosks, the gallery serves as an experiential platform that bridges traditional skills with modern entrepreneurial opportunities, thereby supporting the Atma Nirbhar Bharat mission and fostering inclusive socio-economic growth.

Accompanied by Director Shri Sriram Taranikanti, Shri Rajnath Singh also undertook a guided tour of the Academy, engaging in meaningful dialogue with faculty members and appreciating the Academy’s ongoing endeavours in leadership development, heritage preservation, and promotion of socio-economic initiatives.

The centenary edition of Srijan, the Academy’s bilingual literary and creative magazine, was also released by the Hon’ble Defence Minister during the visit. The special edition commemorates the academic, cultural, and creative journey of the historic 100th FC, featuring original literary and artistic contributions exclusively by Officer Trainees, including poems, essays, reflections, sketches, and creative expressions that capture their experiences, aspirations, and evolving perspectives during the Foundation Course.



Health Camp at PM Shri Kendriya Vidyalaya, LBSNAA

The Academy Medical Centre organised a health camp at PM Shri Kendriya Vidyalaya, Mussoorie, on 4th December 2025, aimed at promoting early detection of health concerns and fostering awareness regarding personal hygiene among school students.

Approximately 200 students from Classes I to V underwent comprehensive health assessments and received guidance on maintaining physical well-being and hygiene. Students requiring further evaluation were advised to seek suitable consultations, with the findings being communicated to the school's healthcare staff and teaching personnel to ensure appropriate follow-up.

The initiative underscored LBSNAA's commitment to preventive healthcare and the holistic well-being of its young beneficiaries.



Workshops by Rajbhasha Section



Aligned with the Annual Programme 2025–26 of the Department of Official Language, Ministry of Home Affairs, the Lal Bahadur Shastri National Academy of Administration organised a Hindi Workshop on 11th December 2025. Conducted by the Rajbhasha Section, LBSNAA, the workshop focused on strengthening the effective use of Hindi in official work, in line with constitutional provisions.

Another workshop on the theme 'Indian Constitution and Indian Languages' was also organised on 11th December at the Academy. The programme was conceived as an academic initiative to sensitise participants to the constitutional framework governing Indian languages and to reinforce the relevance of Hindi and other regional languages in public life.

The workshop featured an exposition of the constitutional vision of linguistic diversity, structured deliberations on the provisions relating to languages, particularly Articles 343 to 351 and the Eighth Schedule of the Constitution, along with a quiz competition on the theme. The activities elicited keen engagement from officers and staff drawn from various sections of the Academy.

The programme concluded with a reflective reaffirmation of the role of Hindi and other Indian languages in fostering national unity, democratic values, and inclusive governance.



FACULTY ENGAGEMENTS

The Lal Bahadur Shastri National Academy of Administration (LBSNAA) has aligned its academic and training framework to reflect the policy priorities, reform agenda, and long-term vision of Central Ministries and Departments, as well as the States and UTs. In this context, the members of the faculty have continued to strengthen institutional engagement through participation in conferences, consultations, and workshops organised by key Governmental organisations and stakeholders.

1. Shri Sriram Taranikanti, Director, LBSNAA, attended the Fifth National Conference of Chief Secretaries at New Delhi during 26-28th December 2025.
2. Shri Udit Agrawal, Joint Director, attended the 32nd meeting of the Northern Zonal Council held on 17th November 2025 in Faridabad, Haryana.
3. Ms. Shanmuga Priya Mishra, Deputy Director (Sr.), participated in the workshop on 'Future Readiness of Central Training Institutes,' organised by the Capacity Building Commission on 15th December 2025 at New Delhi.
4. Shri Ganesh Shankar Mishra, Deputy Director (Sr.), attended the two-day Meeting with State Labour & Employment and Industry Ministers and Secretaries on Labour Issues, held at New Delhi, from 11th to 12th November 2025.
5. Shri D Mahesh, Deputy Director (Sr.), participated in the National Workshop on Streamlining Forest Fire Response organised by NDMA on 24th November 2025 at New Delhi.
6. Shri Rajesh Meena, Deputy Director (Sr.), participated in the workshop on 'Communication and PRA Tools to Promote Community Engagement (Jan Bhagidari),' organised by the Department of Drinking Water and Sanitation, Ministry of Jal Shakti, on 12th November 2025 at New Delhi.
7. Shri Arvind Kumar, Professor of Economics, addressed the UPSC Centenary Celebrations held on 26–27th November 2025 at New Delhi.
8. Ms. Ankita Dhanda, Assistant Director, attended the Workshop on 'Improving Outreach and Communication for Viksit Bharat' organised by the Ministry of Information and Broadcasting, Government of India, at New Delhi on 6th December 2025.
9. Ms. Aakanksha Kulshreshtha, Assistant Director, participated in Charcha, a national conference organised by the Ministry of Social Justice and Empowerment in collaboration with NITI Aayog and private partners, held at New Delhi from 12th to 14th November 2025.

Together, these engagements by the faculty members of the Academy highlight their active role in contributing to national policy discourse, inter-institutional collaboration, and continuous capacity building, thereby strengthening the Academy's mandate of nurturing competent, responsive, and future-ready civil servants while effectively reflecting the sectoral priorities of various Ministries and Departments.



Special Foundation Course for 2024 Batch at National Academy of Customs, Indirect Taxes and Narcotics (NACIN)



Special Foundation Course for 2025 Batch at National Communications Academy–Finance (NCA-F)



Dr. Marri Channa Reddy Human Resource Development Institute (MCRHRDI), Hyderabad



Haryana Institute of Public Administration (HIPA), Gurugram



Mahatma Gandhi State Institute of Public Administration (MGSIPA), Chandigarh



Sardar Patel Institute of Public Administration (SPIPA), Gujarat



100th Common Foundation Course



In-Service Training Programme on Procurement and Contract Management for Civil Servants



IAS Professional Course- Phase I (2025)



Specialised Capacity Building Programme on Disaster Risk Mitigation in Mountainous Areas



Training cum Workshop on NAKSHA Programme for District Magistrates, Collectors, and Municipal Commissioners



Conference of Central Training Institutes



Chintan Shivir on ‘Modernization of Revenue Court Case Management System’
and ‘Glossary of Revenue Terms’

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