



The Administrator's Chronicle



Director's Message

The Academy's engagements have always underscored the importance of nurturing a civil service that combines professional competence with a deep commitment to public service values. Across diverse domains of governance, a recurring lesson has been the need for institutions that are resilient, collaborative, and responsive to the changing needs of society. Equally important has been the recognition that capacity building is not a one-time intervention, but a lifelong pursuit that strengthens both institutional performance and public trust.

Beyond formal training, meaningful learning often emerges through dialogue, reflection and the sharing of lived administrative experience. The interactions facilitated during the past three months brought together officers from across services and varied professional backgrounds, creating opportunities for peer learning and cross-sectoral understanding. In this context, the programme on Capacity Building for the Present and Future, conducted in April 2026, aimed to stress on the need for capacity building across sectors and across hierarchies.

The Academy also continues to benefit from the wisdom and experience of its distinguished alumni, whose contributions serve as a reminder that effective leadership is grounded in integrity, public purpose, and a steadfast commitment to improving the lives of citizens.

As the Academy prepares to welcome the newest cohort that will contribute to the Vision of Viksit Bharat- the Officer Trainees of the 101st Foundation Course in August- it looks forward to nurturing a new generation of civil servants equipped with competence and a strong sense of public purpose. The Foundation Course offers a unique opportunity to inculcate not only knowledge and skills, but also the values of integrity, empathy, and service that define exemplary civil servants.

Jai Hind!

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TRAINING COURSES AT A GLANCE (APRIL TO JUNE 2026)

Flagship Courses

1. Mid-Career Training Programme Phase V- 17th Round (06th to 24th April, 2026)
2. IAS Professional Course- Phase I (2025 Batch) - (8th Dec 2025 to 17th April, 2026)
3. Joint Civil-Military Training Programme- 32nd Round (20th April to 01st May, 2026)
4. Assistant Secretary Programme (2024 Batch) (04th May to 26th June, 2026)
5. Mid-Career Training Programme Phase III- 25th Round (11th May to 05th June, 2026)
6. Mid-Career Training Programme Phase IV- 21st Round (15th June to 10th July, 2026)
7. IAS Professional Course- Phase II (2024 Batch) (29th June to 21st August, 2026)

In-Service Training Programmes (1 week)

1. Building Capacities for the Present and Future (13th to 17th April, 2026)
2. Delivering Good Governance in Himalayan & North-East States & UTs (18th to 22nd May, 2026)
3. AI Champions for Digital Transformation (1st to 5th June, 2026)
4. Good Governance for Administrators (8th to 13th June, 2026)
5. Interface between Administration and Legislature (22nd to 25th June, 2026)
6. Training Programme on Critical Issues of Governance in PRIs and Rural Development (15th-19th June, 2026)

Other Programmes

1. Ruby Reunion IAS- 1986 Batch (01st to 03rd April, 2026)
2. 21st Conference of Heads of State Administrative Training Institutes (15th to 16th April, 2026)
3. Golden Jubilee Reunion- 1976 Batch (06th to 08th May, 2026)
4. Study Visit by the Parliamentary Standing Committee (07th to 09th May, 2026)
5. National Departmental Summit on 'Institutionalizing Capacity Building: From Training to Performance-Linked Governance' (15th May, 2026)
6. Visit of Royal Institute of Management, Bhutan Delegation (01st to 04th June, 2026)

EMPOWERING LEADERSHIP: TRAINING COURSES (APRIL TO JUNE 2026)

FLAGSHIP COURSES

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17th Round of Mid-Career Training Programme - Phase V

The 17th Round of the Mid-Career Training Programme (MCTP) Phase V for IAS officers was conducted at the Academy from 06th to 24th April, 2026. Aligned with Mission Karmayogi, the programme aimed to strengthen the leadership, strategic management, and policy-making capacities of senior civil servants, enabling them to address emerging governance challenges, drive institutional transformation and contribute effectively to India's developmental aspirations. The programme brought together 26 senior IAS officers from diverse cadres and batches, fostering peer learning and cross-sectoral exchange of experiences.

In the Inaugural session, the Chief Guest, Dr. P.K. Mishra, Principal Secretary to the Hon'ble Prime Minister, emphasised value-based and citizen-centric governance, teamwork, emotional intelligence, resilience and effective implementation for achieving meaningful outcomes. He delivered the address virtually in the presence of Director, Shri Sriram Taranikanti.

Ms. Sowjanya, Joint Director and Course Coordinator, also shared the programme's thematic focus on key development sectors and effective policy execution, while emphasising the importance of translating policy into meaningful governance outcomes throughout the course.

The programme was delivered through interactive sessions, expert lectures, peer-led presentations, field-based learning and wellness activities. Discussions covered governance, public policy, ethics, regulation, infrastructure, rural development, technology, innovation, energy transition and organisational leadership. Inputs from experts drawn from government, academia and industry provided insights into national priorities and complex governance challenges, while field visits, treks and experiential activities complemented classroom learning.

At the Valedictory session, the Chief Guest, Ms. Rachna Shah, Secretary, Department of Personnel and Training, underscored continuous learning, adaptability, institution-building and leadership rooted in trust and humility. She further added that officers shape the organisational culture, where effective leaders provide clarity, direction and purpose, take firm decisions and inspire teams.

Shri Sriram Taranikanti also addressed the participants, emphasising capacity building and leadership as central to civil service training, while underscoring the importance of institutional coordination, clear priorities, field exposure and ethical conduct.



IAS Professional Course - Phase I (2025 Batch)



The IAS Professional Course–Phase I (2025 Batch), conducted from 8th December 2025 to 17th April 2026 at LBSNAA, marked the successful completion of the 20-week foundational training programme for 181 IAS Officer Trainees and 3 Officer Trainees from the Royal Bhutan Civil Service. The course focused on instilling constitutional values, neutrality and the ethos of 'Explore–Assimilate–Evaluate.' It aimed to develop leadership and emotional intelligence while equipping IAS Officer Trainees (OTs) with the knowledge, skills and administrative perspective required to navigate complex governance challenges with sound judgement and integrity.

The course exposed OTs to rigorous academic modules spanning governance, law, economics, disaster management, technology and sectoral domains, complemented by simulations, moot courts and a multi-phase Winter Study Tour integrating classroom learning with field exposure.

Eminent experts, practitioners, and domain specialists delivered sessions throughout the programme, enabling Officer Trainees to gain a pan-India perspective through diverse experiences, interdisciplinary insights, and exposure to contemporary governance challenges.

The programme further facilitated interactions with distinguished Officers and personalities from diverse fields, providing the Officer Trainees with valuable perspectives on governance, public administration, leadership, and the evolving role of civil servants in public service. Delivering the Valedictory Address, Dr. T. V. Somanathan, Cabinet Secretary, Government of India, underscored district training as essential for the IAS Officer Trainees to gain proper administrative experience and proper guidance as they move from training at the Academy to having insights from real-world governance challenges in the field.

The training programme concluded on 17th April 2026. Delivering the Officer Trainees, Shri Sriram Taranikanti, Director, LBSNAA urged them to stay committed & passionate, pursue continuous self-improvement, emphasising active knowledge-seeking & cross-learning, and stressing that innovation often arose from direct engagement with public challenges. He also provided guidance ahead of their upcoming District Training, describing it as a systemic, ecosystem-based learning experience, and encouraged them to make the most of it through shadow preparation during attachments and by staying open to learning.

The Director also conferred awards upon OTs for excellence across academic and outdoor components, recognising outstanding performance and all-round achievement, and marked the occasion with the release of the House Journal magazine featuring OTs' reflections.

Also speaking to the cohort at the Valedictory, Ms. Priyanka Das, Deputy Director (Sr.) and Course Coordinator, shared that the course had integrated case-based analyses, panel discussions and peer exchange to connect theory with practice, while fostering structured thinking and ethical awareness among OTs.

The OTs then proceeded for the 52-week District Training from 27th April 2026, carrying these learnings into practice.



32nd Joint Civil-Military Training Programme

The 32nd Joint Civil-Military (JCM) Programme on National Security was conducted at LBSNAA from 20th April to 01st May, 2026 with the objective of strengthening civil-military synergy, fostering a shared strategic understanding, and enhancing coordinated responses to contemporary security challenges. The programme brought together 83 participants—the largest cohort in its history—including officers from the All India Services, Central Civil Services, Armed Forces, Central Armed Police Forces, and organisations such as the Indian Space Research Organisation and the Defence Research and Development Organisation.

The programme was inaugurated by the Chief Guest, Shri Rajesh Kumar Singh, Defence Secretary, who highlighted the increasingly fragmented global security environment, the emergence of multi-domain challenges, and the need for technological resilience, institutional convergence, and integrated thinking.

Also present at the Inaugural session, Director Shri Sriram Taranikanti described the programme as an opportunity to promote intellectual honesty, challenge assumptions, and build an integrated and actionable understanding of national security. He further emphasised the importance of cross-learning and integrated national security planning, encouraging participants to serve as multipliers of learning within their respective institutions.

While introducing the programme, Course Coordinator, Shri D. Mahesh shared that six key thematic areas were to shape the programme, including civil-military coordination, strategic issues, global perspectives, and mutual expectations across domains.

Over the next two weeks, the programme was delivered through expert-led sessions, structured discussions, peer-learning exercises, and analytical engagements covering national security, cyber resilience, border management, strategic affairs, emerging technologies, and collaborative security frameworks.

During the course, participants also interacted virtually with Admiral Dinesh K. Tripathi, Chief of the Naval Staff, on 28 April 2026. Speaking on 'Enhancing Synergy in the Maritime Domain', he shared insights on maritime security, inter-agency cooperation, and the evolving strategic landscape, further enriching participants' understanding of contemporary national security challenges.

Participants additionally engaged in cultural, physical, and civic activities, including yoga, trekking, and a Swachhata drive, reinforcing teamwork, collective responsibility, and holistic learning.

At the Valedictory session, the Chief Guest, Lt Gen Gurmit Singh (Retd.), Hon'ble Governor of Uttarakhand, underscored ethical leadership, integrity, accountability, and a whole-of-government approach to national security, while advocating collective responsibility, innovation, and collaboration for a strong and self-reliant India. He also released a compilation of participant-developed strategic papers containing research-based assessments and policy recommendations.



Assistant Secretary Programme (2024 Batch)



The Assistant Secretary Programme (ASP) 2026 for 184 IAS Officer Trainees of the 2024 Batch was conducted in New Delhi from 04th May to 25th June, 2026 as part of the two-year induction training programme, between District Training and Phase II training at LBSNAA. Jointly coordinated by the Department of Personnel and Training (DoPT) and LBSNAA, the programme aimed to provide Officer Trainees with a broader understanding of national governance through first-hand exposure to policymaking, institutional processes, inter-sectoral coordination, and the functioning of the Union Government.

The programme was inaugurated by Dr. P. K. Mishra, Principal Secretary to the Hon'ble Prime Minister who underscored that effective governance required domain expertise, institutional understanding, stakeholder collaboration, and the ability to translate vision into execution. The session also witnessed the presence of Ms. Rachna Shah, Secretary, Department of Personnel & Training, Shri Sriram Taranikanti, Director, LBSNAA, senior officials of Government of India, and faculty members of the Academy.



During the eight-week programme, the Officer Trainees were attached to 49 Ministries and Departments of the Government of India, where they undertook Ministry-specific assignments, analysed policy challenges, engaged with stakeholders, and developed evidence-based policy solutions. The curriculum combined immersive institutional exposure, peer learning through presentations by the Officer Trainees on their Ministry assignments, and interactions with the Hon'ble President of India, the Hon'ble Prime Minister of India, the Hon'ble Speaker of the Lok Sabha, and the Hon'ble Union Minister of State for Personnel, Public Grievances and Pensions, providing valuable insights into constitutional governance, parliamentary functioning, evidence-based policy-making, and national development priorities.

Delivering the Valedictory address, Dr. T. V. Somanathan, Cabinet Secretary, Government of India, encouraged the Officer Trainees to remain connected to ground realities, uphold integrity and empathy, make informed decisions with conviction, and embrace lifelong learning.

Also speaking on the occasion, Ms. Rachna Shah, Secretary, Department of Personnel and Training (DoPT), underscored the critical role of continuous learning, adaptability, and innovation in public service. She emphasized the need for civil servants to remain responsive to emerging challenges and opportunities while upholding the values of integrity, professionalism, and citizen-centric governance.

Shri Sriram Taranikanti, Director, LBSNAA, highlighted the importance of developing problem-solving abilities, fostering collaboration and innovation, and effectively bridging policy with implementation in complex governance settings.



25th Round of Mid-Career Training Programme - Phase III

The 25th Round of the Mid-Career Training Programme (MCTP) Phase III for Indian Administrative Service (IAS) Officers was conducted at LBSNAA from 11th May to 05th June, 2026 to facilitate the transition of middle-level officers from district administration to higher leadership and departmental roles. The programme aimed to strengthen competencies in public policy, public finance, project management, negotiation, digital technologies, and outcome-oriented governance. A total of 84 IAS officers from diverse cadres and batches participated in the four-week programme.

The Director of the Academy, Shri Sriram Taranikanti, in his inaugural address, emphasised ethical, accountable, and citizen-centric governance, while underscoring the importance of leadership, professionalism, teamwork, continuous learning, innovation, and cross-sectoral understanding for effective public service delivery.

The course was delivered through a combination of thematic modules, case studies, simulations, group work, experiential learning activities, field visits, peer interactions, and physical and cultural engagements. Discussions focused on contemporary governance challenges, including public health, cyber security, artificial intelligence, municipal finance, infrastructure, education reforms, energy governance, innovation, and sustainable development. Participants also undertook field visits, local treks, yoga sessions, cultural programmes, and a Swachhata Drive, enriching both professional and personal learning.

At the Valedictory session, the Chief Guest, Shri Rajiv Gauba, Member, NITI Aayog and former Cabinet Secretary, highlighted the significance of policy and regulatory reforms, collaborative leadership, institutional strengthening, administrative efficiency, and innovation in advancing the vision of Viksit Bharat.

Sharing the course report on the occasion, Ms. Aswathi S., Deputy Director and Course Coordinator, informed that the programme's structured learning design, supported by intensive classroom engagement and collaborative peer learning, had significantly strengthened participants' leadership, communication, negotiation, team-building, and decision-making capabilities.



21st Round of Mid-Career Training Programme - Phase IV



The 21st Round of the Mid-Career Training Programme (MCTP) Phase-IV for IAS Officers is being conducted at LBSNAA, Mussoorie, from 15th June to 10th July, 2026. The programme is designed for IAS officers with 14 years and above of service who are transitioning to higher policy-making responsibilities. Its primary objective is to strengthen advanced policy-making capabilities, strategic leadership, evidence-based decision-making, citizen-centric governance, and alignment with the principles of Mission Karmayogi and the vision of Viksit Bharat @2047.

The programme focuses on strategic management in government, public policy, regulation and emerging governance challenges. Key thematic areas include leadership, negotiation, regulation, public policy, systems thinking, emotional intelligence, procurement and wellbeing. Domain-specific discussions cover infrastructure, finance and economy, commerce and industry, technology, governance, security, rural development, social sectors and welfare. Particular emphasis is being placed on technological transformation, including artificial intelligence, machine learning, digital governance tools and large language models.

In her remarks at the Inaugural, Ms. Sowjanya, Joint Director and Course Coordinator, emphasised that the programme seeks to equip senior civil servants with the insights, skills and competencies required to address complex policy challenges and contribute effectively to India's developmental aspirations in the coming decades.

Over the four weeks, learning was facilitated through lectures, expert interactions, panel discussions, case studies, simulations, group work, presentations, moderated sessions, Information and Communication Technology (ICT)-based practical exercises and peer learning activities.

IAS Professional Course -Phase II (2024 Batch)

The IAS Professional Course Phase-II (2024 Batch) commenced at LBSNAA, Mussoorie, on 29th June 2026 and will be conducted until 21st August, 2026 as the final phase of the two-year induction training for 187 Officer Trainees (OTs), including 184 IAS Officer Trainees (OTs) and 3 Officers from the Royal Bhutan Civil Service. The programme seeks to consolidate learning from Phase-I, District Training, and the Assistant Secretary Programme, strengthen administrative competencies, and prepare participants for independent field responsibilities through structured reflection on their training and field experiences.

In her Inaugural address, Ms. Sowjanya, Joint Director, LBSNAA, emphasised that effective public service requires professional integrity, composure under pressure, enduring professional relationships, and an unwavering commitment to citizens' dignity and institutional values.

Shri Kranti Kumar Pati, Course Coordinator, described Phase-II as the critical bridge between field experience and administrative leadership, enabling OTs to reflect on their experiences, learn from peers and prepare for the responsibilities of district administration.

The eight-week programme is being delivered through a participative and experience-based learning framework comprising guest lectures, case studies, panel discussions, simulations, administrative challenge exercises, OT presentations, peer learning, field visits, language sessions and Pitch Deck competitions.

Outdoor training, physical fitness activities and cultural engagements have also been integrated into the curriculum to foster leadership, teamwork, discipline and holistic personality development.

The programme-the final phase of the IAS Officer Trainees' probation- will cover public administration, law, Information and Communication Technology (ICT), leadership, field governance, legal processes and technology-enabled, citizen-centric governance, equipping OTs with the knowledge, skills and perspectives required for contemporary public administration.



5 IN-SERVICE TRAINING PROGRAMMES

Building Capacities for the Present and Future

The In-Service Training (IST) Programme on ‘Building Capacities for Present and Future’ was conducted at LBSNAA from 13th to 17th April, 2026 with the objective of strengthening organisational and individual effectiveness in government systems through a holistic and saturation-based approach to capacity building. The programme sought to enable participants to assess existing capacity-building ecosystems, identify gaps, and develop actionable strategies for creating inclusive, innovative, and high-performing institutions. The group comprised 92 participants, including officers from the All India Services and Central Civil Services, faculty members from State Administrative and Central Training Institutes, and senior officials from Ministries and Departments engaged in reforms and public service delivery.

Addressing the Inaugural session, the Chief Guest, Ms. S. Radha Chauhan, Chairperson, Capacity Building Commission, highlighted that capacity building was central to India’s Vision for 2047 and underscored the need for continuous skill enhancement through real-time, dynamic, and responsive training systems. She emphasised redesigning training delivery through an optimal blend of online and in-person modes, encouraging institutions to define their unique roles and translate learning into measurable outcomes.

Shri Sriram Taranikanti, Director, LBSNAA, in his address, advocated an ecosystem-based approach to governance, stressing coordination, convergence, and collaborative outcomes over siloed functioning. He further encouraged informed risk-taking, responsible use of data and Artificial Intelligence (AI), and purpose-driven public service anchored in integrity.

The programme was delivered through discussions, reflection-based learning, and system analysis exercises focusing on multi-level capacity building, ecosystem mapping, implementation challenges, and institutional strengthening.

Ms. Shanmuga Priya Mishra, Course Coordinator, also shared that the programme provided a platform for participants to critically examine existing systems, understand emerging capacity-building requirements, and develop practical approaches for improving governance effectiveness and public service delivery.



Delivering Good Governance in Himalayan & North-East States & UTs

The one-week In-Service Training Programme on ‘Delivering Good Governance in Himalayan and North-East States/Union Territories’ was conducted from 18th to 22nd May, 2026 at LBSNAA, Mussoorie. The programme aimed to strengthen administrative capacity for delivering sustainable, citizen-centric and responsive governance in India’s ecologically sensitive and strategically significant Himalayan and North-Eastern regions. It brought together 44 participants from the Government of India, State Governments, Administrative Training Institutes (ATIs), Defence and Central Armed Police Forces (CAPFs).

Shri Sriram Taranikanti, inaugurated the programme, emphasising that the Himalayan and North-Eastern regions were central to the vision of Viksit Bharat and required sustainable, climate-responsive, community-centric and context-specific governance approaches. He highlighted the importance of ecology and water security, hydropower, tourism, entrepreneurship and effective border governance, while underscoring the need for empathy, professionalism and administrative sensitivity in difficult geographies.

The programme included thematic sessions, case studies, peer learning, policy deliberations, and interactive discussions on sustainable development, disaster resilience, digital governance, AI-enabled administration, cooperative federalism, public service delivery and mission-mode implementation. Deliberations also covered infrastructure development, healthcare, environmental sustainability, biodiversity conservation, tourism, entrepreneurship and technology-enabled governance, enabling participants to exchange experiences and examine region-specific governance challenges and solutions.

Shri K. Moses Chalai, IAS, Secretary, Department of Public Enterprises, delivered the Valedictory address and stressed the importance of responsive, visionary and technology-enabled governance, balanced administrative functioning and the adoption of AI, cloud computing and digital technologies for efficient and inclusive governance.

Shri Gautam Thapliyal, Deputy Director & Course Coordinator highlighted that the programme facilitated rich peer learning and strengthened participants’ understanding of governance innovations and development priorities in these regions.

AI Champions for Digital Transformation

The 3rd Round of the In-Service Training Programme on ‘AI Champions for Digital Transformation’ was conducted from 01st to 05th June, 2026. The five-day programme aimed to build the capacity of public officials to understand, adopt, and lead Artificial Intelligence-enabled initiatives for effective governance. It brought together 127 officers from the All India Services, Central Services, State Services, Public Sector Undertakings, and other organisations across the country, creating a platform for cross-sectoral learning and collaboration.

In her Inaugural address, Ms. Sowjanya, Joint Director, LBSNAA, emphasised the importance of Artificial Intelligence (AI) and data-driven approaches in informed policymaking and improved governance outcomes. She highlighted that meaningful digital transformation required quality data, contextual understanding, and a problem-solving approach to governance challenges.

The programme was delivered through interactive sessions and practical exposure to emerging technologies and their governance applications. Key areas of engagement included Data Science, Generative AI, Natural Language Processing, Computer Vision, Agentic AI, Sovereign AI, AI Governance, data-driven governance, digital transformation, responsible AI adoption, and other emerging technological applications. Discussions focused on leveraging these technologies to enhance public service delivery, administrative effectiveness, and evidence-based decision-making.

Shri Ganesh Shankar Mishra, Joint Director and Course Coordinator, further outlined its focus on artificial intelligence, responsible technology adoption, and digital governance, while underscoring the need for public institutions to effectively harness emerging technologies for governance transformation.

Overall, the programme provided participants with valuable insights into the transformative potential of Artificial Intelligence in public administration. It reinforced the importance of responsible technology adoption, data-driven decision-making, and collaborative learning in advancing effective, citizen-centric, and future-ready governance.



Good Governance for Field Administrators



The six-day In-Service Training Programme on 'Good Governance for Field Administrators' commenced on 08th June, 2026 at LBSNAA, Mussoorie. The programme was conducted to strengthen the leadership, administrative, and decision-making capabilities of field administrators and to promote transparent, accountable, and citizen-centric governance. It brought together 44 IAS officers of the 2019 and 2020 batches with the objective of enhancing their capacity for effective public service delivery, inclusive development, and responsive administration in line with the vision of Viksit Bharat.

In his Inaugural address, Director, LBSNAA, emphasised the importance of ethical leadership, citizen-centric governance, and evidence-based policy-making. He underscored the pivotal role of field administrators in advancing broad-based development and encouraged participants to adopt innovation, technology, and collaborative problem-solving approaches. He further highlighted leadership, communication, and drafting skills as critical competencies for effective governance and public administration.

Dr. Bagadi Gautham, Course Coordinator, mentioned that the programme's focus on key contemporary governance themes, including Viksit Bharat, Land Acquisition, Agristack, Capacity Building, Energy, Public Health, and Artificial Intelligence (AI). The programme was delivered through thematic sessions and discussions centred on current governance priorities and field-level interventions. It sought to equip participants with practical insights and tools for strengthening decision-making, institutional coordination, administrative efficiency, ease of doing business, and effective programme implementation, thereby enhancing the quality of public service delivery.

Interface between Administration and Legislature

The In-Service Training Programme on 'Interface Between Administration and Legislature' was conducted at LBSNAA from 22nd to 25th June, 2026, with the participation of 44 officers from the All India Services, Central and State Services, and Legislative Institutions. The programme concluded with a strengthened understanding of the interface between the Executive and the Legislature through discussions on constitutional governance, legislative oversight, public finance, institutional coordination, governance innovation, and collaborative approaches to citizen-centric public administration.

The programme adopted an experiential and multidisciplinary learning approach through expert-led sessions, governance simulations, peer learning, and discussions with policymakers, constitutional experts, senior civil servants, academics, and governance practitioners. Beyond the classroom, participants engaged in a Swachhata Drive, daily wellness activities and treks, fostering teamwork, resilience, and holistic professional development alongside academic learning.

Shri Sriram Taranikanti, Director, LBSNAA, observed that effective democratic governance depends on mutual trust, institutional understanding, constructive collaboration, and evidence-based decision-making to address evolving governance challenges and rising citizen expectations in pursuit of the vision of Viksit Bharat@2047.

Ms. Shanmuga Priya Mishra, Joint Director, in her address, emphasised collaborative leadership, reflective learning, and sustained institutional dialogue as essential for strengthening democratic governance.

Delivering the Valedictory address, Shri Rajiv Mani, Secretary, Legislative Department, highlighted that laws must uphold constitutional values, respond to public needs, remain practical and enforceable, and be supported by clear drafting, defined institutional responsibilities, effective grievance redressal, and accountable implementation.

Prof. Romeo Vincent Tete, Course Coordinator, shared at the Valedictory, that the programme integrated constitutional principles, legislative practice, technology, public finance, dialogue, and design thinking to build stronger governance capabilities and promote effective executive-legislature coordination.



Training Programme on Critical Issues of Governance in PRIs and Rural Development

The five-day Training Programme on 'Critical Issues of Governance in PRIs and Rural Development' was conducted at LBSNAA, Mussoorie, from 15th to 19th June, 2026. The programme aimed to strengthen the leadership and administrative capabilities of Chief Executive Officers of Zila Panchayats by enhancing their understanding of Panchayati Raj governance, improving service delivery, promoting convergence and integrated planning, strengthening fiscal management, and encouraging technology-enabled, data-driven decision-making for rural development.

The programme brought together 52 participants from across the country, including officers from the All India Services (AIS), State Civil Services, Central Services, and faculty members from Training Institutions, fostering cross-sectoral learning, knowledge exchange and the sharing of best practices in rural governance.

In his Inaugural address to the participants, Shri Vivek Bhardwaj, Secretary, Ministry of Panchayati Raj, emphasised that Panchayati Raj Institutions (PRIs) constitute the third tier of government and should function with confidence, leadership and accountability rather than as mere implementers of schemes. He encouraged them to adopt a problem-solving approach rooted in local needs, evidence, and measurable outcomes while highlighting the importance of fiscal empowerment, convergence of schemes, and stronger collaboration with elected representatives for effective local governance.

Shri Rajesh Meena, Deputy Director (Senior) and Course Coordinator, shared that the course incorporated a learning framework that combined expert-led sessions, peer learning, and interactive discussions. Covering themes such as governance, livelihoods, artificial intelligence, disaster management, fiscal empowerment and inclusive rural development, the programme provided participants with practical insights and collaborative learning opportunities to strengthen responsive, accountable, and citizen-centric rural governance.



OTHER PROGRAMMES

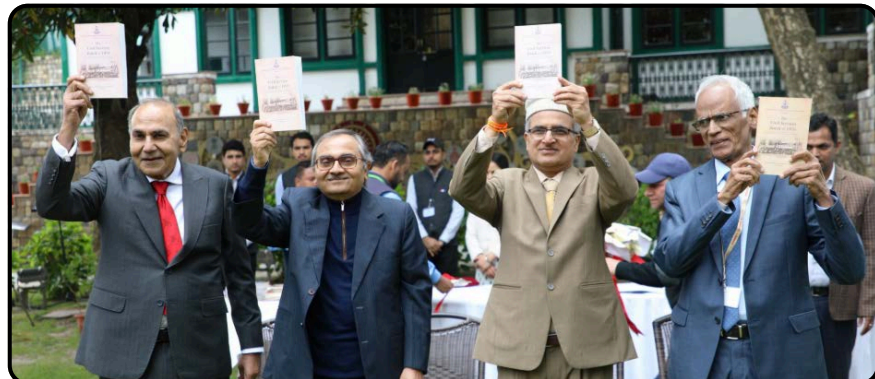
Ruby Reunion IAS - 1986 Batch

The Ruby Reunion of the 1986 Batch of IAS Officers was held at LBSNAA, Mussoorie, from 01st to 03rd April, 2026. The programme was organised to celebrate the enduring contributions of the batch to public service and to reaffirm shared institutional values, professional solidarity, and commitment to nation-building. The reunion brought together IAS officers of the 1986 Batch, providing a platform for reflection on their professional journeys and continued engagement with contemporary governance challenges.

The three-day programme was delivered through structured batch reflections, tributes and memorial sessions, group interactions, experience-sharing discussions, and cultural engagements. A Coffee Table Book compiled by the officers was formally released, alongside commemorative publications and the fifth volume of LBSNAA's quarterly newsletter, *The Administrator's Chronicle*. These activities facilitated meaningful exchanges, collective reminiscence, and strengthened bonds among participants.

Addressing the gathering, Director, LBSNAA, Shri Sriram Taranikanti highlighted the evolving paradigm of governance, emphasising digital transformation, data-driven decision-making, and citizen-centred administration. He observed that the reunion represented an important occasion to acknowledge contributions to governance while reaffirming the continuing role of experienced officers in mentoring and inspiring future generations of public servants. The Director also shared his personal interactions with officers of the 1986 batch and acknowledged their mentoring in shaping his own thought process over the years.

The programme also incorporated wellbeing and experiential activities, including yoga sessions, tree plantation, and *Shramdaan*, contributing to a holistic and enriching reunion experience while reinforcing values of service, sustainability, and collective responsibility.



Golden Jubilee Reunion - 1976 Batch

The Golden Jubilee Reunion of the 1976 Batch was also organised at the Academy from 06th to 08th May, 2026. The programme served as a platform for reflection, institutional engagement, and exchange of experiences, while reaffirming the enduring values and legacy of public service. It brought together over 150 retired officers from the All India Services and various Central Services, enabling them to reconnect with colleagues, share professional experiences, and reflect on their contributions to governance and public administration.

Addressing the retired officers and their families, Academy Director Shri Sriram Taranikanti described the reunion as a congregation of distinguished civil servants whose contributions to national development and public administration reflected integrity, professionalism, and dedication to public service. He also highlighted the continued relevance of their mentorship, experience, and values in shaping younger generations of civil servants and strengthening the ethos of public administration and training. Recalling the guidance given by several of the 1976 batch officers, he specifically highlighted the immense contribution they made to the system and to the growth of individual officers.

The three-day programme also included other interactive engagements, reflective discussions, and commemorative activities. Participants and their spouses shared memories and experiences from their professional journeys, while the 'In Memoriam' session paid tribute to departed colleagues. The reunion also featured the felicitation of participants, presentation of books authored by batch members to the Academy, and the release of a publication containing writings and reminiscences of officers from the 1976 Batch.

It further included cultural and wellness activities, fostering camaraderie and reinforcing the bonds of friendship and service that had endured over five decades.

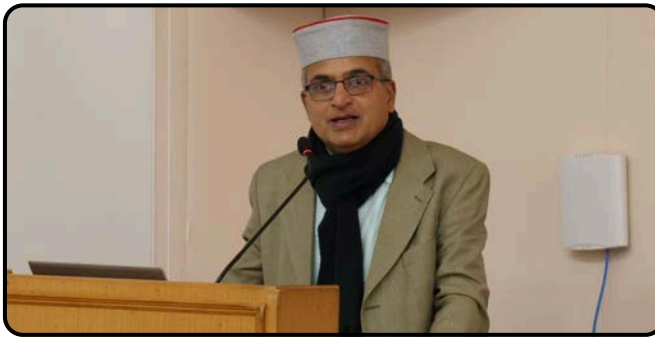
21st Conference of Heads of State Administrative Training Institutes

The 21st Conference of Heads of State Administrative Training Institutes (ATIs) was held at LBSNAA on 15th to 16th April, 2026 to deliberate on strategies for strengthening training ecosystems, enhancing institutional capacity, promoting administrative excellence, and advancing citizen-centric governance. The Conference focused on fostering collaboration, professional development, knowledge-sharing, and the adoption of aligned training methodologies and best practices to improve administrative effectiveness and public service delivery.

In his Inaugural address, Shri Sriram Taranikanti underscored the critical role of State ATIs in civil service training and highlighted the importance of field-based and contextual learning to address real-world governance challenges. He advocated dynamic and practice-oriented training frameworks, stronger assessment systems, faculty development, innovation, and inter-institutional collaboration, emphasising that training should remain a continuous process for strengthening governance and service delivery.

Joint Director, Ms. Shanmuga Priya Mishra, in her remarks, emphasised meaningful engagement, knowledge-sharing, and a practice-oriented approach to ensure that training programmes remained relevant, outcome-driven, and responsive to evolving administrative requirements.

The two-day Conference was delivered through thematic deliberations, discussions, and collaborative exchanges covering the Academy's Training and Capacity Building Plan, the District Training Programme for IAS Phase-I Officer Trainees (OTs), interactions between ATIs and IAS Officer Trainees (OTs), evidence-based decision-making, innovative pedagogical approaches, and the sharing of best practices by State ATIs.



Study Visit by the Parliamentary Standing Committee

The Department-related Parliamentary Standing Committee on Personnel, Public Grievances, Law, and Justice undertook a Study Visit to the Academy from 07th to 09th May, 2026. The visit was centred on the theme 'Training Curriculum and Capacity Building Ecosystem in Civil Services' and aimed to provide the Hon'ble Members with an overview of the Academy's evolving training framework, pedagogical practices, and mechanisms for continuous capacity building across the career lifecycle of civil servants.

The visit was conducted through a series of interactions, presentations, and institutional briefings that showcased the Academy's approach to civil services training and leadership development. Discussions focused on the integration of academic learning, field exposure, experiential training, and values-based public administration. The Committee was apprised of the Academy's institutional mandate, training architecture, digital learning initiatives, research and knowledge-management systems, and efforts to foster ethical, citizen-centric, and future-ready civil service leadership.

As part of the programme, the Hon'ble Members visited key academic, administrative, and training facilities across the campus, gaining insights into the Academy's infrastructure and learning ecosystem. They also visited the Time Capsules placed around the Director's Lawn and sealed the Vision Statements of the recent batches of the Academy, carrying forward the Academy's unique tradition of preserving the aspirations and commitments of Officer Trainees towards nation-building.

The visit provided a valuable opportunity for dialogue and institutional learning, while enabling the Academy to benefit from the observations and perspectives of the Committee. The deliberations reinforced the importance of continuous capacity building, innovation in public administration training, and institutional excellence in support of effective governance.



National Departmental Summit on ‘Institutionalizing Capacity Building: From Training to Performance-Linked Governance’

The ‘National Departmental Summit on Institutionalising Capacity Building: From Training to Performance-Linked Governance’ was jointly organised by the Department of Personnel and Training (DoPT) and the Capacity Building Commission (CBC) in virtual mode on 15th May 2026. The Summit brought together Secretaries of State General Administration Departments, Directors General of Administrative Training Institutes (ATIs), and senior officials from the Centre and States/UTs to deliberate on institutionalising capacity building as a permanent governance function. The programme aimed to develop a shared national framework that linked learning with competency development, performance, and governance outcomes in alignment with the vision of Viksit Bharat 2047. As a key institutional partner, LBSNAA co-anchored Theme 2, ‘Strengthening Training Institutions’, along with the Capacity Building Commission (CBC), leading deliberations on enhancing the role of training institutions as strategic enablers of capacity building.

The Academy also coordinated and participated in the thematic sessions, enabling faculty members to incorporate key learning into their respective domains of work.

The inaugural session featured Dr. Jitendra Singh, Hon'ble Union Minister of State for Personnel, Public Grievances and Pensions, as the Chief Guest. He underscored the need to transform civil service capacity building from a training-centric approach to a performance-oriented governance framework driven by Mission Karmayogi.

The Summit also included opening remarks by Shri Sriram Taranikanti, who highlighted the importance of strengthening training institutions as strategic enablers of competency-based public administration.

Ms. Shanmuga Priya Mishra, Joint Director, LBSNAA, served as the Coordinator and facilitated the Academy's participation in one of the four thematic areas of the Summit.

The Summit was structured around four thematic sessions: a unified framework for role-focused and performance-linked capacity building; strengthening training institutions; leveraging artificial intelligence and technology for hyper-personalised learning; and reimagining cadre training aligned with Capacity Building Plans (CBPs). The deliberations drew upon structured consultations with States and Union Territories, presentations of best practices, demonstrations of AI-enabled learning tools, and interactive discussions. Participants examined institutional reforms, interoperability between digital platforms and HR systems, competency mapping, performance-linked learning, and the evolving role of training institutions in building a future-ready civil service.

The Summit concluded with a shared commitment to institutionalising capacity building through integrated policy, technology, and governance reforms. It emphasised strengthening competency-based public administration, fostering continuous learning, promoting evidence-based decision-making, and aligning training ecosystems with national development priorities to enhance public service delivery and administrative effectiveness.

Visit of Royal Institute of Management, Bhutan Delegation

As part of its efforts to strengthen international cooperation and promote the exchange of best practices in civil service training, LBSNAA hosted a four-member delegation from the Royal Institute of Management (RIM), Thimphu, Bhutan, from 01st to 04th June, 2026. The visit was undertaken to facilitate institutional learning and deepen collaboration in the areas of training design, pedagogy, and capacity-building for public officials. The delegation was led by Ms. Tshering Yangden, Director General, RIM.

The programme provided a platform for structured discussions and knowledge-sharing between the delegation and Academy faculty on training methodologies, course architecture, pedagogical innovations, and approaches to strengthening civil service competencies. Participants exchanged perspectives on evolving capacity-building requirements and explored opportunities for enhancing the effectiveness of public administration training through collaborative learning and institutional partnerships.

The delegation also interacted with the Academy leadership and undertook a comprehensive tour of key academic, residential, and institutional facilities, including One District One Product (ODOP), Tribal Cooperative Marketing Development Federation of India (TRIFED), Viksit Bharat Strategy Room (VBSR), Karmashila Mess, and the Gandhi Smriti Library (GSL). These engagements offered insights into the Academy's training ecosystem and operational practices while facilitating a deeper understanding of institutional processes.

The visit reinforced the longstanding partnership between the premier civil service training institutions of India and Bhutan.



UPCOMING COURSES (JANUARY TO MARCH 2026)

Flagship Courses	Course Dates
1. 101st Foundation Course	24.08.2026 - 27.11.2026

In-Service Training Programmes	Course Dates
1. Municipal Governance for Administrators	06.07.2026 - 10.07.2026
2. Whole of Government Approach for Disaster Resilience & Quality of Living by Centre for Disaster Management (CDM), LBSNAA	20.07.2026 - 24.07.2026
3. Sustainable Tourism and Culture Economy: Policy, Heritage & Public Leadership	03.08.2026 - 07.08.2026
4. People-Centric Governance in Health and Education	17.08.2026 - 21.08.2026
5. Training Programme on 'Orientation towards Rural Governance' for CEO, ZPs - National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad	20.07.2026 - 24.07.2026

OTHER UPCOMING COURSES

	Course Dates
1. Customised Training Programme for Entry Level Civil Servants of North-Eastern and Himalayan States/UTs	13.07.2026 - 31.07.2026
2. Training Programme on 'Orientation towards Rural Governance' for CEO, ZPs - Institute of Management in Government, Kerala	17.08.2026 - 21.08.2026
3. 'Skilling Women for Economic Participation' by National Gender and Child Centre (NGCC), LBSNAA	August, 2026
4. Training Programme on 'Orientation towards Rural Governance' for CEO, ZPs - Sri Krishna Institute of Public Administration, Ranchi	07.09.2026 - 11.09.2026

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





The Swachhata Doot initiative at LBSNAA continued during the April–June 2026 quarter as a vibrant expression of the Academy’s commitment to cleanliness, environmental responsibility, and collective civic action. Conceived as a participatory movement rather than a routine activity, the initiative sought to inculcate sustainable civic practices, promote environmental consciousness, and reinforce the values of discipline, teamwork, and public service among members of the Academy community.

The drives witnessed enthusiastic participation from Officer Trainees (OTs), course participants, faculty members, staff, and employees of the Academy. Through active engagement in cleanliness and waste-management activities, participants demonstrated a shared commitment towards maintaining cleaner surroundings and promoting responsible environmental behaviour. The initiative also served as an important platform for sensitising future and serving civil servants to the significance of civic responsibility and community-led action.

During the quarter, Swachhata Drives were conducted across several locations within and around the Academy campus, including Madan Niwas, Company Garden, Kempt Gate, Happy Valley and Dalai Hill. These drives were organised both as part of the Academy’s regular cleanliness initiatives and during various training programmes and alumni engagements, thereby extending the outreach of the campaign across diverse participant groups.

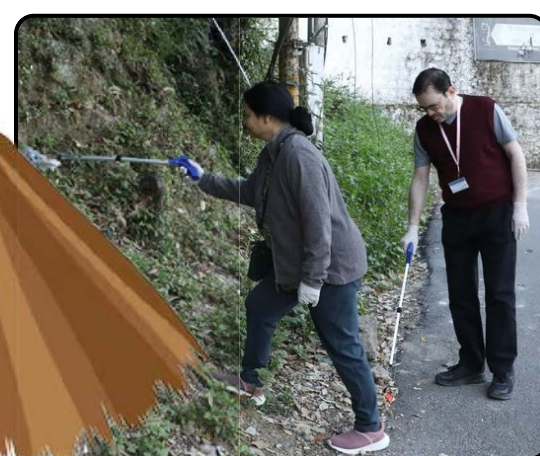
The activities focused on systematic waste collection and area clean-up, resulting in the collection of significant waste during the quarter. Beyond the immediate environmental impact, the initiative strengthened awareness regarding sustainable practices and demonstrated how collective participation could translate into tangible outcomes.

The initiative reaffirmed the Academy’s belief that cleanliness is not merely an activity but a civic value that must be practised collectively. It highlighted the importance of leading by example and underscored the role of civil servants in fostering environmental stewardship, public hygiene, and responsible citizenship.



SWACHH LBSNAA

Swachhata Doot Initiative & Swachhata Drives



ACADEMY NEWS

Enriching LBSNAA Alumni Connect

Strengthening connections beyond formal training remained a key focus during the quarter, with renewed emphasis on building a vibrant and enduring alumni network. By creating structured opportunities for interaction and collaboration, these initiatives sought to foster inter-generational learning, preserve institutional memory, and encourage continued contributions to the evolving discourse on public administration and governance.

A significant step in this direction was the establishment of a dedicated Alumni Centre, envisioned as a dynamic space for dialogue, reflection, and intellectual engagement. The Centre provides a platform for officers across batches to reconnect, exchange experiences from diverse administrative contexts, and contribute their insights to contemporary governance challenges, reinforcing a culture of lifelong learning and public service.

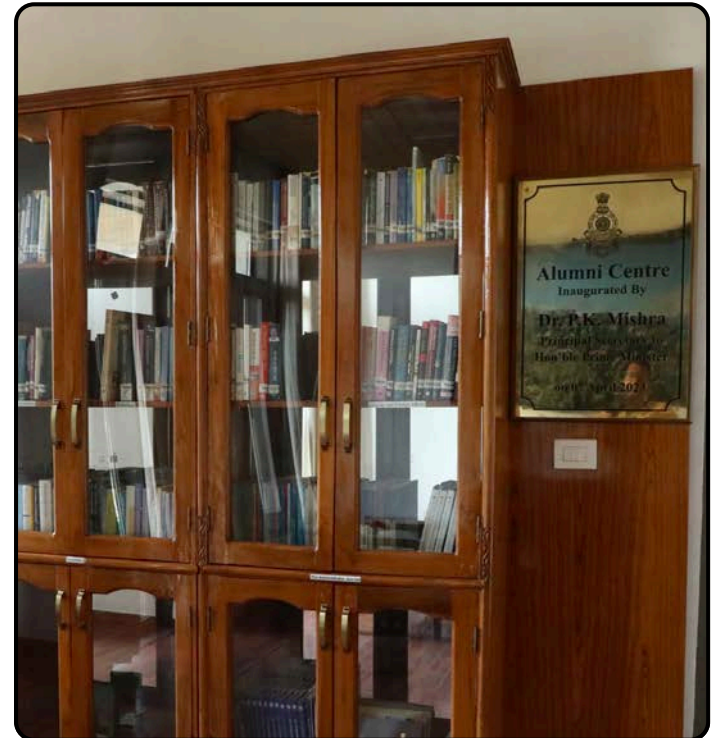
Digital initiatives complemented these efforts through the development of a dedicated Alumni Portal and the consolidation of a comprehensive alumni database. Bringing together records of officers from different batches and services in a structured manner, these initiatives aim to enable collaborative knowledge sharing and create an accessible institutional repository for future engagement.

Regular and systematically organised reunion programmes further strengthened these connections by bringing together alumni to revisit shared experiences, reflect on administrative practice, and mentor newer generations of civil servants.

The Academy is trying to build up its database by gathering information of the past, such as stay period in the hostel, photographs/videos in the Academy, and also during visits organised by it. It is building a mechanism to obtain this information through a portal. A Museum for Civil Services is also proposed within the precinct of the Academy.

Together, these initiatives laid the foundation for a more connected, collaborative, and future-ready alumni community that continues to enrich institutional learning and contribute to excellence in public service.

By fostering stronger connections and preserving its rich institutional legacy, the Academy continued to build an engaged alumni community that contributes to mentorship, peer learning, policy discourse, and the continuous evolution of public service leadership.



Combined Medical Camp at Khetwala Village, Barlowganj



The Medical Centre, in collaboration with the Ayurveda Wellness Centre, LBSNAA, organised a Medical Camp at Khetwala Village, Barlowganj, on 5th April, 2026. The initiative was undertaken to provide basic healthcare services, medical consultation, and essential medicines to residents of the village, while also supporting community-level health preparedness. The camp catered to local residents, with 70 beneficiaries availing themselves of the healthcare services offered.

The camp featured a combination of health screening, medical consultations, and distribution of medicines. Participants received basic health check-ups and guidance on managing common health concerns. In addition to serving individual beneficiaries, medicines were provided to Accredited Social Health Activist (ASHA) health workers to strengthen their capacity to address future healthcare needs and facilitate timely management of emergency cases within the community.

The programme reflected the Academy's continued commitment to extending healthcare outreach to remote and underserved areas.



Exhibition on Traditional Food Recipes from AYUSH Systems

The Ayurveda Wellness Centre organised an exhibition on 'Traditional Food Recipes from AYUSH Systems' on 04th June, 2026 at A.N. Jha Plaza in the campus. The exhibition was conducted for participants of IAS MCTP Phase-III, faculty, and staff with the objective of promoting awareness about the nutritional, preventive, and therapeutic significance of traditional foods described in various AYUSH systems of medicine.

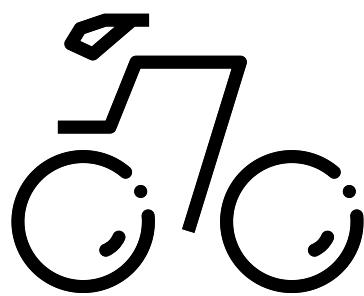
A variety of traditional recipes representing Ayurveda and other AYUSH streams were displayed, highlighting the use of locally available ingredients, seasonal foods, and time-tested dietary practices. The exhibition emphasised the role of traditional diets in maintaining health, enhancing immunity, and preventing lifestyle-related disorders.



Pedalling Towards a Healthier and Sustainable Campus

To promote healthy lifestyles and environmentally responsible practices, the Academy has introduced dedicated cycling tracks at the Polo Ground and Happy Valley Sports Complex. Cycle stands have also been installed at the Polo Ground and Silverwood Hostels, making bicycles more accessible for recreation, fitness, and convenient movement across the campus.

Aligned with the vision of the Fit India Movement, the initiative reflects the Academy's endeavour to integrate fitness, sustainability, and mindful resource utilisation into campus life.



Strengthening Menstrual Hygiene Facilities Across the Campus

The Academy has expanded the existing network of sanitary pad vending machines by installing additional units at key locations across the campus, such as washrooms, sports complex, outdoor arenas, etc., further improving convenient and timely access to menstrual hygiene products for women Officer Trainees, faculty members, officers, and staff. The enhanced availability of these facilities strengthens essential campus infrastructure while supporting uninterrupted participation in academic, professional, and recreational activities.

The expansion reflects the Academy's continued commitment to fostering an inclusive, supportive, and gender-responsive learning and working environment.

Strengthening Menstrual Hygiene Facilities Across the Campus



International Day of Yoga 2026

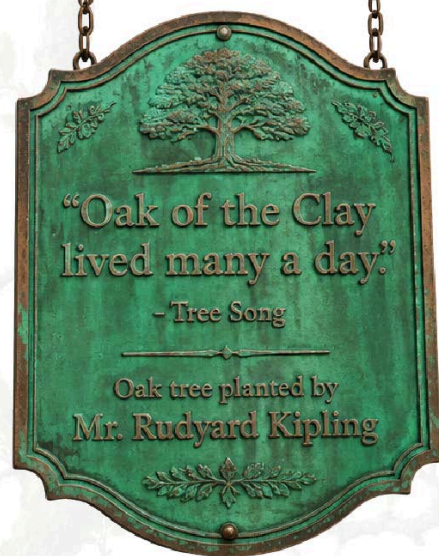
Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, observed International Day of Yoga 2026 on 21st June, 2026 with the theme 'Yoga for Healthy Ageing.' The event was organised to promote physical vitality, mental well-being and healthy ageing through a balanced and mindful lifestyle, reinforcing the importance of holistic wellness in public service.

Addressing the gathering, Ms. Sowjanya, Joint Director, encouraged participants to make yoga a part of their daily routine, emphasising that regular practice enhances physical health, mental clarity and emotional balance, thereby contributing to healthier lives and more effective public service.

The celebration witnessed enthusiastic participation from officers of the 21st Round of Mid-Career Training Programme (MCTP) IAS Phase-IV, along with faculty members, staff and officials of the Academy. Through collective yoga practice and shared commitment to mindful living, the event highlighted the significance of integrating wellness into professional life and reaffirmed the Academy's commitment to fostering resilience, mindfulness and healthy living as essential attributes of responsive and effective public administration.



A Living Legacy: The Oak of the Clay



Standing gracefully within the Academy campus, the historic oak tree planted by Nobel laureate Rudyard Kipling is a cherished reminder of Mussoorie's rich literary heritage. Immortalised in his poem 'A Tree Song' the oak has stood the test of time, quietly witnessing the passage of generations against the backdrop of the Himalayan landscape.

Today, the tree remains an enduring symbol of continuity, resilience and the harmonious coexistence of nature and heritage.

FACULTY ENGAGEMENTS

The Lal Bahadur Shastri National Academy of Administration (LBSNAA) continued to strengthen its engagement with government institutions, capacity-building organisations, academic bodies, and professional networks. Such engagements remain essential to the Academy's endeavour to remain attuned to emerging governance challenges, administrative reforms, training innovations, and evolving capacity-development priorities at the national and international levels.

In furtherance of this objective, faculty members contributed to a variety of professional engagements, consultations, training initiatives, and institutional interactions that facilitated knowledge sharing, collaborative learning, and cross-sectoral exchange. These engagements also enabled the Academy to broaden its outreach and incorporate contemporary perspectives into its training ecosystem.

1. Ms. Sowjanya and Shri Ganesh Shankar Mishra, Joint Directors, participated in stakeholder interactions in Thimphu, Bhutan, from 28th to 30th April 2026 as part of an official delegation from the Academy to strengthen institutional engagement and foster international cooperation in the field of public administration.
2. Shri Ganesh Shankar Mishra also attended the meeting of the Central Zonal Council held in Bastar, Chhattisgarh, on 19th May 2026. Shri Mishra attended the 3rd Meeting of the Project Review and Steering Group (PRSG) for the project '*Digital Transformation of the LBSNAA*', convened by the Ministry of Electronics & Information Technology (MeitY) under the Chairmanship of the Joint Secretary (Digital Governance), on 15 June 2026 at New Delhi.
3. Accompanying the Director, Shri Gautam Thapliyal, Deputy Director, and Ms. Aakanksha Kulshrestha, Assistant Director, also visited the Institute of Technology Management, Mussoorie, on 02nd June 2026.
4. Shri Gautam Thapliyal, Deputy Director, also participated in the online discussion on "Synergizing for Excellence 2.0: A Cross-Institutional Dialogue on Innovation and Engagement in Training Delivery", organised by the National Academy of Customs, Indirect Taxes and Narcotics (NACIN) on 03rd June 2026.

Apart from these engagements, faculty members, including the Director, participated in a Faculty Development Programme (FDP) conducted at LBSNAA on 05th June 2026, which featured Shri Rajiv Gauba, IAS (Retd.), Member, NITI Aayog, and provided an opportunity for reflection on contemporary governance, leadership, and public administration.



17th Round of Mid-Career Training Programme (MCTP) — Phase V32nd Joint Civil-Military Training Programme

Assistant Secretary Programme (2024 Batch)



25th Round of Mid-Career Training Programme— Phase III



IAS Professional Course –Phase I (2025 Batch)



Building Capacities for the Present and Future



Delivering Good Governance in Himalayan & North-East States & UTs



21st Round of Mid-Career Training Programme— Phase IV



AI Champions for Digital Transformation



Good Governance for Field Administrators



21st Conference of Heads of State Administrative Training Institutes (ATIs)



Interface between Administration and Legislature



Golden Jubilee Reunion - 1976 Batch



Ruby Reunion IAS - 1986 Batch



Study Visit by the Parliamentary Standing Committee at LBSNAA



Training Programme on Critical Issues of Governance in PRISs and Rural Development

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Ms. Ankita Dhanda (Assistant Director)
Ms. Adhyasmriti Prasad (Journalism Profession)
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