

1. INTRODUCTION

The Lal Bahadur Shastri National Academy of Administration, Mussoorie, India is the premier training institution in the country for the members of the civil services. Its primary task is to impart induction level training to members of All India Services and Central Services (Group 'A') in a Common Foundational Course, and to provide professional training to the regular recruits to the Indian Administrative Service. The Academy also conducts in-service training courses for middle to senior ranking members of the Indian Administrative Service, and for officers recently selected or promoted to the Indian Administrative Service from the various State services. In addition, workshops/seminars and research is conducted in issues relevant to public policy and in training methodology.

Courses

As usual on the main campus the Foundational Course, IAS Professional Course Phase-I and IAS Professional Course Phase-II was held. In the Indira Bhawan Campus, in-service training programmes and workshops/seminar/specialised courses were also conducted.

Seminar/Workshops etc.

A number of seminar/workshop/specialised courses were also organised in specific subject areas. Scholars/Experts/Academicians/Activists were invited to participate. They also interacted with the participants of various courses. In addition, the academy also conducted courses on training methodology to upgrade and sharpen the skills of its faculty, as well as faculty of various national & state training institutions. The detail of the seminars/workshop/specialised courses conducted during 1994 are in Chapter-III

The Trainee

During the year a total of 35 courses/ workshops/ seminars were conducted. 1234 participants attended against 1234 in 25 courses/ workshops/ seminars/ specialised courses organised during 1993. Table projects the distribution of trainees in various courses during 1993 and 1994.

Out of 1234 participants, who attended courses/workshops/seminars/specialised courses conducted by the Academy during 1994, 134 were women. There was marginal improvement in the representation of women participants, compared to 1993 as shown in Table.

Methodology

Different training methods were used in the courses. The predominant methodologies were tutorials, lectures, Case Study, Syndicate Group activities and Problem solving Exercises. In addition, seminars, panel discussions and Management Games were also held. Formal and informal counselling were an important part of the training at the induction level.

Faculty

The Academy consists of the following faculties:

1. Public administration & Social Management
2. Management
3. Law
4. Economics
5. Indian History and Culture
6. Political Theory and Constitutional Law
7. Computers & Information System
8. Languages

The above faculties are drawn from the academic stream as well as from the different services like the Indian Police Service, Indian Audit & Accounts Service, Indian Postal Service, Indian Economic Service, Central Secretariat Services etc. There are a few permanent faculty members also. Details about the activities of these faculties are given in Chapter-II

Faculty Development

The Academy has a systematic process on an institutional basis to upgrade and update the skills, knowledge and the instructional techniques of its faculty. The faculty members are deputed to reputed institutions both in the country and abroad. In addition, a number of

workshops on different subjects including training methodology are held from time to time. Details of such activities are in Chapter - IV.

Academy Journal, "The Administrator"

The Administrator, quarterly journal of the Academy, has completed its four decades of existence with the release of its fourth issue of existence with the release of its fourth issue of the thirty-ninth year in December 1994. On behalf of the Academy M/a wiley Eastern Limited, New Delhi now publishes the journal.

Till 1993 The Administrator had the following theme - specific special issues.

1. Policy Analyses and Formulation (April-June 1988)
2. Minimum wages in the Unorganised Sector (April June 19889)
3. Housing and Sheltering (July - September, 1989)
4. Gender Bias in India (January-March 1990)
5. Village Study (July-September 1990)
6. Communalism (October-December 1990)
7. Land Reforms (April-June 1991)
8. Decentralised Planning (July-September 1991)
9. Language and Linguistics (October-December 1992)
10. Training and Research (January-March 1993)
11. Tribal Land and Forest Rights (April-June 1993)
12. Panchayati Raj (October-December 1993)

During 1994 the composition of the Editorial Board of The Administrator had been as follows:-

Sl. No.	Name	Designation	Status
1.	Dr. N.C. Saxena	Director	Chairman
2.	Dr. V.K. Agnihotri	Joint Director	Member
3.	Smt. Sarojini G. Thakur	Deputy Director (Sr.)	Member

4.	Smt. Smita Sabhlok	Deputy Director	Member (till Aug. 1994)
4.	Shri Atendra Sen	Professor	Member
5.	Shri Harsh Mander	Professor	Member
7.	Shri Amarjeet Sinha	Dy. Director	Member
6.	Dr. O.N. Koul	Professor	Member (Till August, 1994)
6.	Dr. V.K. Gupta	Professor	Member
8.	Dr. P.S. Dutta	Professor	Editor

During 1994 the following issues of The Administrator were brought out.

- i. Special issue on Public Policy (January-March 1994) Theme Editor : Shri V.K. Agnihotri
- ii. Special issue on Human Rights (April-June 1994) Theme Editor : Dr. V.K. Gupta
- iii. General issue (July-September 1994) Editor : Dr. P.S. Datta
- iv. Special issue on North East (October-December 1994) Theme Editor : Dr. P.S. Dutta

A new section has been introduced in The Administrator w.e.f. the July-September issue in which articles on "How to..." is being published regularly. Responsibility for organising this new section of the journal lies with two members of the Editorial Board - Shri V.K. Agnihotri, Joint Director and Shri Amarjeet Sinha, Deputy Director.

It is noteworthy that all the three special issues of The Administrator brought out during 1994 are being published in book form. The details are as follows:

- i. Public Policy Analysis and Design, edited by V.K. Agnihotri (to be published by CONCEPT PUBLISHING COMPANY, New Delhi)
- ii. Perspectives on Human Rights, edited by V.K. Gupta (to be published by CONCEPT PUBLISHING COMPANY, New Delhi) and
- iii. Paradoxes of a Periphery : North East and the Indian State, edited by P.S. Datta (to be published by CONCEPT PUBLISHING COMPANY, New Delhi)

Recreation

The trainees are encouraged to lead a rich and varied campus life. They organise themselves into a number of clubs and societies which provide them with different forums to give expression to their known and latent talents. The following clubs and societies were active during the year:

1.	Adventure Sports Club	8.	Management Circle
2.	Alumni Association	9.	Nature Lovers' Club
3.	Computer Society	10.	Officers' Club
4.	Film society	11.	Officers' Mess
5.	Fine Arts Association	12.	Rifle and Archery Club
6.	Hobbies Club	13.	Society for Contemporary Affairs
7.	House Journal Society	14.	Society for Social Services

The details of activities of these Societies/Clubs during 1993 is in Chapter VIII.

Hostel Accommodation

Residential Accommodation is available to all trainees on a twin-sharing basis with modern amenities. The hostels also have fully equipped common room facilities. Personal computers to probationers in their hostel rooms on rental basis, are also provided.

Medical Facilities

The dispensary provides out patient care to all officer trainees, faculty, staff and their families. Emergency care is provided round the clock. Referral facilities are made available at the Military Hospital Dehradun, District Doon Hospital, Coronation Hospital at Dehradun and St. Mary's Hospital at Mussoorie.

The dispensary has modern equipment like computerised blood analyser. The x-ray machine having 500 MA power, sophisticated portable oxygen cylinders, digital electronic blood pressure instruments, diathermy machine, and ultrasonic massage instrument. A Cardiac defibrillator and an ECG machine has been installed recently. A medical video library has

been created with number of cassettes on various medical subjects, such as yoga, nursing care etc.

Various specialists were also made available. The treatment facilities covered Mess employees, canteen staff and CPWD staff as well.

As per the Mass Immunization programme, all the basic immunization are being done at the dispensary regularly to protect children against Tetanus, diphtheria, whooping cough, polio, measles and tuberculosis.

On the family welfare side, counselling is given to all eligible couples and material required is supplied from the dispensary, free supply of condoms and copper-T insertions being done at the dispensary.

Family planning camp was organised twice during the year.

A blood donation camp was arranged with the help of the Indian Red Cross Society New Delhi". This year 72 donors including probationers and academy employees donated blood in the camp arranged on 10th December.

Talk on National Health Programmes and other related topics like AIDS and Plague were delivered to the faculty members, employees and their families.

Other Facilities

Charleville has got a post office in the Academy's own premises which caters to the Academy and the neighbourhood. The State Bank of India has an evening branch at the gate of the Academy. In addition, a Kendriya Bhandar, a barber shop, a tailor shop and a bakery meets the daily needs of the inmates and visitors to the Academy.

Academy Spirit

A striking feature of the Academy, apart from its infrastructure, is its quaint mixture of the new and the old. It is this very spirit of the Academy which is personified by the officer trainees and all those who work in the Academy, trying to uphold values of integrity, commitment and idealism. It is perhaps this spirit of the Academy that each one carries out of the Academy as he or she leaves its august portals to step into the vastness, that is India.

2. FACULTIES

2.1 Faculty of Public Administration and social Management

Introduction

The subject Public Administration forms a key input in all the training courses organised in the Academy. The fact that members of the Public Administration faculty are practising administrators, is a source of great strength, as their interaction with the trainees is based on their experience in the field.

Faculty

Excluding the Joint Director, the Public Administration faculty has a strength of 14, comprising of 8 Deputy Director (three among them senior Dy. Directors, 2 Professors, One Reader, 2 Assistant Professors and one Professor of Social Management).

During the year the following Dy. Director Joined the faculty.

- | | | |
|------|-------------------------|-----------|
| i. | Ms. Smita Smita Sabhlok | 2.3.1994 |
| ii. | Shri Ashok Thakur | 31.1.1994 |
| iii. | Shri Amarjeet Sinha | 18.4.1994 |
| iv. | Shri P.M.V. Siromony | 1.6.1994 |
| v. | Smt. Sarojini G. Thakur | 31.1.1994 |
| vi. | Shri Sanjeev Sabhlok | 2.3.1994 |
| vii. | Shri A. Santhosh Mathew | 1.12.1994 |

Training Courses

The members of Public Administration faculty were actively involved, not only as resource persons during sessions on Public Administration, but also in the capacity of Course Authority, Counsellor, Director's Nominee on various Clubs and Societies and members of Core Groups of various Research Units. They also engaged themselves actively in organisation of Seminar, Workshops etc. as part of the training and research inputs.

Training Content and Methodology

The training inputs are decided primarily on the basis of the Course objectives. The broad aim of the inputs provided by the Public Administration faculty is development of trainees into sensitised, confident and professionally competent administrators with values and attitudes appropriate to the task of nation building. During the Foundational Course, stress is laid on understanding the broad constitutional, legal, political, social and administrative framework in which an administrator has to function and on developing appropriate values and attitudes in order to make them responsible and responsive administrators.

In the IAS Professional Course, Phase-I for 1994 batch organised during 1994, the main thrust was on equipping the officer trainees with in-depth knowledge of the problems and challenges they have to address themselves to in the field.

The academic inputs in Phase-I related to basic activities like Law and Order, Land Revenue Administration, Urban Management, Rural Development, Poverty Alleviation Programmes and so on. The public administration faculty also supported the Management faculty in covering inputs in Quantitative techniques, Project Management and organisation of communication module.

In the IAS Professional Course Phase-II for the 1992 batch, the focus was on sensitisation about the current problems specially those relating to weaker sections and welfare sector., doubt resolution and experience sharing.

The LX Foundational Course started on 30th August, 1994 and ended on 16th December, 1994. A total of 340 officer trainees participated. The focus of the inputs in Foundational Course was on concepts of Public Administration, the structures and institutions, roles and responsibilities of administrators and some important activities of government agencies in the areas of development administration, welfare administration nad personnel management.

Workshops

The Public Administration faculty was associated in organising the following workshops:

- i. Workshop on National Parks/Sanctuaries
- ii. Training of Trainers in Decentralised Planning (Jaipur)

- iii. Training of Trainers in Decentralised Planning
- iv. Status of Dalits in India
- v. Direct Trainer Skills
- vi. Workshops on New Economic Policy
- vii. Regional structure of Indian Economy; Resource Endowments and Potentials for Rural Development
- viii. Gender Issues in Development
- ix. Modular Training on Managing Change
- x. Workshop on Land Reforms and Panchayati Raj in Maharashtra and Gujarat
- xi. Seminar on Dynamics of Common Property Resource Management in India
- xii. Effective Communication Skills
- xiii. Training of Trainers workshop on PRI
- xiv. People's Campaign for Literacy
- xv. Workshop on Land Reforms: Question for Tribal Land Allienation in Madhya Pradesh
- xvi. Seminar on Agrarian Revolution in Punjab and Haryana
- xvii. Training Design
- xviii. Gandhian Economics and Rural Development through Panchayat and Village Planning
- xix. Workshop on Land Reforms in Tamil Nadu-Question of Rural Indebtedness.

The detail pertaining of these three workshops are at Chapter-III.

Other Activities

The members of the Public Administration faculty looked after different administrative responsibilities like Personnel, Estates, Supplies and Services, Accounts, Finance and Budget, Library, Computers and Outdoor activities.

They also shouldered the responsibility as Counsellor for IAS Officer trainees allotted to different cadres, besides being Counsellors for the officer trainees of the Foundational Course.

Shri Padamvir Singh, Shri Amarjeet Sinha, Shri PMV Siromony and Prof. A Santhosh Mathew, Prof. Harsh Mander participated in the activities of the research units in the capacity of Project coordinators/members.

Development of Training Material

To keep pace with the changing situations and demands, the training materials needs to be updated so that it does not lose relevance. Members of Public Administration faculty also made efforts in that direction and brought out reading materials for each of the training courses conducted in the Academy.

Faculty Development Programme

While the Deputy Directors participated in the regular one-week training programmes sponsored by the Department of Personnel and training, they also took part in workshops and conferences relating to different areas of Public Management.

2.2 Faculty of Management

Introduction

Management teaching is increasingly becoming an important component of every course. The faculty was created in 1989. The faculty members besides providing format training inputs in the basic and in-service courses, were also involved in research activities as well as in the extra curricular and co-curricular part of the training.

Operating Goals

The operating goals of the Management faculty were as follows:-

1. To sensitise trainees about the need for professional management in government (Foundational Course).
2. To develop trainees into agents of change, leaders capable of managing large and complex organisations, and public managers with concern and capability for efficient utilisation of financial and human resources to achieve the national and societal goals (IAS Professional Course Phase-I and II).

3. To enable the participants of Senior Officers' programme to become strategic thinkers, planners, and manager with ability to deal with the rapidly globalising environment: Political, economic and social.
4. To train IAS Officers (promoted to IAS or placed on the select list) in the more important concepts, tools and techniques of public management.
5. To develop teaching materials in Public Systems and Government Management.
6. To conduct research in Developmental Administration, government organisations, policy making etc.
7. To assist other training institutions in the conduct of their courses.
8. To provide consultancy to Public Sector Agencies.

Course Inputs

The syllabi for the various courses was reviewed and revised during the year keeping in mind the feedback of the officer trainees and the current policy initiatives of liberalisation of the economy. Thus inputs in operations management in the services sector, Management Information System in District Level Public System, Programme Evaluation, Privatisation and role of District Administration in Promotion of Entrepreneurship. Also, to develop a multidisciplinary approach, the inputs were attempted to be imparted jointly with other faculties, especially the computer faculty. The module on management of Rural Development Projects, conducted by the Indian Institute of Management, Ahmedabad for the Phase-I of the IAS Professional Course, for the past more than a decade was conducted by the Management faculty internally to the extent of 50% for the first time.

Public and Private Sector Attachments During these attachments, the trainees reassessed the role of government in industrial growth, the future role of public enterprises, the impact of new economic policies on public and private enterprises, the preparedness of the sectors to meet global challenges, and the comparative strengths and weaknesses of the private and public sectors. The officer trainees also visited a stock exchange.

District Training During the district training, officer trainees identified and formulated a bankable real-life rural development project, relevant for the district on the basis of the project management skills acquired during phase-I.

IAS Professional Phase-II Course

The focus here was to look at system which the officers are likely to encounter in the next 6 to 8 years of their service.

In-Service Courses

For the in-service courses for officer promoted to IAS or placed in the select list, the emphasis was on basic concepts and techniques as mostly covered during the Foundational Course. Also topics like Management Control systems were also covered for the course. For courses for officers of 10-16 and 17-20 years seniority, the emphasis was on Strategic Management and Policy Analysis. These topics were covered mostly by guest faculty.

Training Methodology

The training methodology adopted included Lectures, Case Studies, Seminars, Management Games, Films and Computer simulations to inculcate better appreciation of inputs. The management faculty included the use of assignments in a significant way as a part of methodology and evaluation. Many of these assignments were computer based. Also assignments were given to groups to facilitate learning in group dynamics and team work. Some of the assignments, the officer trainees were also required to present which were video recorded and later reviewed by officer trainees to improve their oral communication and presentation skills.

Faculty

The Management faculty was coordinated by Shri Ranjan Dwivedi, Dy. Director. Dr. Nina Jacob and Shri Sandeep Kayastha functioned respectively as Reader and Assistant Professor. On 12th February, 1994. Shri Rajneesh Karki, Reader in Strategic Management, resigned from the Academy and consequently left the faculty. Shri Sanjeev Sabhlok joined the faculty on 2nd March, 1994 as Professor of Management.

Other Activities

The faculty members provided training support to other reputed institutions, notably Management Development Institute Gurgaon, Defence Institute of Work Studies, Mussoorie and HCM Rajasthan Institute of Public Administration, Jaipur. During the year extensive

field work was done by the faculty members for updating their knowledge and incorporating field examples in teaching of management concepts and techniques.

During the year Dr. Nina Jacob functioned as the Director's Associate Nominee for the Society for Contemporary Affairs. Shri Sandeep Kayastha as Director's Associate Nominee for the Computer Society and Shri Rajneesh Karki as the Director's Associate Nominee for the Management Circle.

2.3 Faculty of Law

Introduction

Law has been an important input in each of the major training programmes organised by this Academy. These programmes may be broadly classified under three heads on the basis of their targets:

1. Those meant for officers directly recruited to the superior Civil Services of the Country.
2. Those designed for serving officers of the Indian Administrative Service.
3. Those conducted for officers of various departments on specific subjects, such as "Gender", "decentralised planning" etc.

Law for directly recruited officers

Law forms an integral part of the curriculum for each such course. Only difference is that the law training for foundational course really means communication of knowledge and information. During Phase-I, it becomes information-cum-skill oriented. While in Phase-II, it is essentially skill-centered.

Foundational Course-objectives of Law training

The objectives of Law training designed for the 60th Foundational Course were:

- (a) To impart a basic understanding of the constitutional, legal and administrative framework within which the public services function.
- (b) To expose the trainees to the basic concepts and general principles of law.
- (c) To introduce the Indian Judicial system and Administration of Justice.
- (d) To acquaint the trainees with the nature of legal remedies available in this country.

- (e) To create in the trainees an interest in and curiosity for law and to develop in them respect for law.
- (f) To foster in them sense of social justice.
- (g) To inculcate in them values for human rights.
- (h) To orient them to the rule of Law.

Nature and Volume of Work

In all, 39 sessions were allotted to Law including Constitutional Law. All the 39 sessions were taken up by the members of the Law Faculty. As the number of Officer trainees was quite high (288), they were divided into four lecture groups. In the result, each session had to be repeated four times. The total number of lecture sessions conducted by the Law Faculty thus came to 156, each of one hour duration.

Besides the classroom lectures, members of the law Faculty, namely Prof. D. Banerjea and Prof. V.K. Gupta in their capacity of Counsellors, presided over Counsellor Group Meetings. Nine Counsellor Group Meeting were slotted.

That apart, three members of the Law Faculty, Prof. D. Banerjea, Prof. V.K. Gupta and Shir P.K. Bandopadhyay were also entrusted with guiding Project Works. Six Project Group Meetings were scheduled in the time-table. The Project Group, of which Shri P.K. Bandopadhyay had been the staff associate, was adjudged as the best in terms of proficiency and performance.

In addition to that, all the three members of Law Faculty (DB,VKG and PKB) were also involved in societal activities. At the outset, two sessions were structured for introduction of and acquaintance with the societies and clubs. Five sessions were assigned to Green Revolution Game, in which Shri P.K. Bandopadhyay along with other members of the faculty, took part.

The grand total of all classes taken up by the Law Faculty as a whole during Foundational Course was 203.

Reading Material for Foundational Course

A comprehensive compendium on Law was written up and brought out by the Law Faculty. It was co-extensive with the syllabus prescribed for Law. It also contained case-studies which were actually run. The quality of the Law compendium was rated very high by the officer-trainees.

IAS Professional Course Phase-I

The objectives sought to be achieved during Phase-I were:

- (a) To make the trainee officers professionally competent to handle legal issues and to conduct adjudicatory proceedings.
- (b) To enable them to apply law as a means of social control and also as an instrument of social change.
- (c) To help them develop appropriate attitudes towards:
 - i. Legal issues involving public interest
 - ii. Socio-economic changes through the instrumentality of law
- d. Common men, especially the downtrodden and disadvantaged, seeking justice.

The methodologies adopted were manifold and appropriate to the themes. Mention may be made of the following:

- i. Lecture with emphasis on participation and involvement of the officer-trainees.
- ii. Case studies
- iii. Problem solving Exercises, followed by evaluation of answers.
- iv. Order writing and Judgement-Writing exercises followed by discussion and supply of model orders.
- v. Participative dialogue and interaction.

The total number of sessions of various kinds actually taken up by the members of Law Faculty for the whole of Phase-I was 203, each of one-hour duration.

For the coverage of Law, no guest was called. Whenever necessary (particularly in case-studies), we solicited the support of the members of the Public Administration Faculty and they readily and willingly collaborated with us. The Constitutional Law, to the extent it was imputed, was wholly handled by the Law Faculty.

The coverage of Law from the point of view quantity was found to be adequate by 71.42% and "Reasonably Good" by 17.14% of the officer-trainees.

On the point of quality of law input, 70.1% participants described the quality as "Excellent", 24.28%, as "Very Good", 4.28 as "Good" and none gave to law the lowest grading of "Poor".

The faculty of Law supplied reading material during Phase-I as well. The reading material was highly appreciated by the Officer Trainees. 91.14% of the Officer-Trainees graded its quality as excellent, 2.85 as O.K. and 5.71% did not give any response.

IAS Professional Course Phase-II

Efforts were directed towards development of skills such as:

1. How to manage the men and matters in court
2. How to record a dying declaration
3. How to draw up an inquest report
4. How to hold an inquiry
5. How to organise a TI Parade
6. How to take down depositions
7. How to appreciate evidence on record
8. How to play a dynamic and promotional role in the implementation of social legislations.
9. How to deal with "Law and Order" situations by invoking the appropriate legal provisions.
10. How to write out orders and judgements
11. How to conduct disciplinary proceedings
12. How to ensure procedural fairness.

Film discussion was one of the dominant methodologies adopted during Phase-II, in addition to other methodologies applied during Phase-I. Human rights issues involved in Bhagalpur blindings were brought home to the officer-trainees in a telling manner by such means with the support of the Public Administration Faculty.

No Guest was called to cover any part of Law curriculum. We, however, invited two District Judges to participate in Judicial Assignment discussions.

The total number of sessions of various kinds actually taken by the members of Law Faculty during the Phase-II was 91, each of one hour duration.

On the point of quality of Law inputs, 61% gave the highest grading "Very Good" to Law and 30% accorded to Law the second best grading "Good", Hence, 91% participants appreciated law inputs positively and favourably.

In-Service Course

During In-service Courses of various kinds, Law Faculty interacted with the participants intimately on specially selected subjects such as:

1. Recent Supreme Court rulings bearing on Public Administration.
2. Human Rights issues
3. Public Services under the Constitution of India
4. Consumer Protection
5. Crimes against women
6. Liability of the State and its officers in tort and crime.

Law inputs were received very well by all of them. They found it not only very relevant but also quite useful from practical point of view.

Apart from teaching Law, the members of the Law Faculty engaged themselves in the following activities:

- i. Support to other Faculty, such as "Public Administration" and "Political Theory and Constitutional Law"
- ii. Research in certain areas bearing on Law and Justice, Particularly Customary Laws of Tribals.
- iii. Development of training material including Monographs of relevance to the functioning of Executive Magistrates and Police Officers.
- iv. Societal activities
- v. Administrative work

- vi. Editorial functions
- vii. Advisory activity
- viii. Counselling duty

Workshop - Seminar - Panel Discussion

A Seminar on Status of Dalits in India was held in this Academy from 28th to 30th march, 1994. Three members of the Law Faculty (DB/VKG/PKB) took part in that Seminar. Prof. D. Banerjea presented a paper entitled "Atrocities against Dalits and Legal Protection".

A seminar on Crimes against women was organised during Phase-I under the guidance of Prof. D. Banerjea with direct involvement of the officer-trainees. It was they who presented six papers of high quality.

A workshop on Preparation of Training Material on Job-related Personal Skills for Administrators was held in Indira Bhawan Campus from 24th to 26th October, 1994. Prof. D. Banerjea took active part in that Workshop and was associated with preparation of training material related to Court Work and Motivation of the Subordinates.

Prof. V.K. Gupta participated in the following programmes and workshops:

- i. Training Programme on "Case Preparation and Use" organised by IIPA at Gauhati in March.
- ii. Workshop in "Consumer Driven Government Agencies" conducted by Peter Block at the Academy in April.
- iii. Programme on "Environment Audit" conducted by ICWA, New Delhi in July.
- iv. Workshop on "Counselling Techniques" conducted by Sanjeevni at the Academy in September.

Shri P.K. Bandyopadhyay attended the following seminars/workshops:

- i. Law's delay from 12th to 14th March at Kurukshetra University. He presented a paper titled "Causes of Delay in Civil Courts - a practical angle".

- ii. Seminar on the "Santhal Culture" held in Bihar from 10th to 12th June. He presented a paper on "Jurisprudence of the Santhal Justice System".

Societal Activities

The following societal activities were performed by the members of the Law Faculty:

- i. Prof. D. Banerjea was the Director's Nominee on Society for Contemporary Affairs.
- ii. Prof. V.K. Gupta was the Director's Nominee of Rifle and Archery Club.
- iii. Shri P.K. Bandyopadhyay was the Director's Associate Nominee on Hobbies Club and Officers' Club.

Administrative

The following administrative functions were performed by members of the Law Faculty:

- i. Prof. D. Banerjea was the Controller of Examinations.
- ii. Prof. V.K. Gupta was a member of the Editorial Board of "The Administrator". That apart, he was the Editor of a special issues of that professional Journal on "Human Rights". That issue was acclaimed as a significant step in the direction of development of human rights culture amongst the Public Servants.
- iii. Prof. D. Banerjea was a member of the Case Study Committee and also of the Core Group of the Land Reforms Unit.
- iv. Prof. D. Banerjea also served as Chairman on Consumer Protection Committee, Standing Vigilance Committee and Computer syllabus Revision Committee.

Advisory

Prof. D. Banerjea tendered legal advice on many matters referred to him by the Administration Section and other departments of the Academy. Two other members of the Law Faculty, namely, Shri Inder J. Malhotra and Shri M.L. Gandhi also rendered legal assistance whenever required.

Additions to the Law Faculty

The sanctioned strength of the Faculty of Law is Five. It was never full. For the substantial part of 1994, only two professors and one Assistant Professor were in actual position. Towards the end of 1994, the two existing vacancies were filled up. Shri I.J. malhotra, a member of the UP Higher Judicial Service, assumed charge of Reader in Law on 17th

October. Shri M.L. Gandhi who was a District Attorney in the State of Himachal Pradesh, Joined as Reader in Law on 21st November.

Law Faculty endeavoured to equip the officer-trainees with the requisite knowledge, skill and value, so that they may subserve best the interests of the public service in consonance with the Rule of Law and play a dynamic role in advancement of social justice. They are showing promises. The results are, therefore, encouraging.

2.4 Faculty of Economics

Introduction

The Faculty of Economics is entrusted with the task of providing academic inputs in the field of Economics for all the courses conducted in the Academy. In addition, the faculty members are engaged in research activities as well as various administrative tasks assigned to them from time to time.

Of the sanctioned posts of 03 Professors 1 Reader and 2 Assistant Professor, the Faculty of Economics this year had only a two members at one time during the year.

- i. Dr. Neela Mukherjee, Professor of Economics has been on leave since 3.12.1993.
- ii. Shri Atindra Sen, Prof. Of Economics was on leave for completing his Doctoral Studies from 1.10.1994 - 27.12.1994.
- iii. Dr. Sharat Kumar, Reader in Economics has been on training from 10th September to 20th December, 1994 at RVB Maastricht School of Management, Netherlands.

As a result Dr. Brij Pal Singh was the only regular member of the faculty available for 60th FC, 1994. Shir P.K. Jha, Consultant, Centre for Micro Planning & Regional Studies has been actively involved in the teaching of Economics since he joined on 16.8.1994.

Review of Course Inputs

As an ongoing exercise a review of the course inputs in economics was again undertaken in mid-1994 beginning with the Foundation Course.

Course Inputs

Foundation Course

The Course inputs have been completely revised and brought more in line with the present socio-economic situation in the country. The point of view presented is on the basis of the duties and tasks of the administrators in the field. The emphasis has been laid on the discussion of the new liberalisation policies of the nation in the context of economic theory of development and experience of planning and development earlier. Basic economic principles are given as an introduction.

Statistical tools of analysis have been combined with the Management Science. The exercises in using economic data for analysis and evaluation through computers have been successfully tried.

IAS Professional Course Phase-I

The Professional Training of the IAS Officers requires not only theory of Economics but practical working of the different aspects of the economy and different programmes of the Government in the light of general economic principles. Hence topics on Rural Development, Land Reform, Agriculture and Watershed Development, Rural Industrialisation, Forest Land and Common Property resources have been emphasized.

IAS Professional Course Phase-II

Under the sandwich pattern, the Phase-II of the professional course provides an opportunity to the probationers to make presentations on "field experience" in their respective districts of training. The most valuable and exciting of them all is the "Socio-Economic Survey of a Village", followed by "Tribal" and "Land reform" Assignments, and "Special Assignments" relating generally to project management.

The presentations of the Socio-economic Surveys' for the Phase-II (1992 batch) was coordinated by Prof. Brij Pal Singh.

The Phase-II Officer Trainees of the 1992 batch were asked to prepare the status reports on socio-economic situation of the different states as seen during their district training. Village

Study Unit has been entrusted with the task of bringing out a volume based on these studies, "States of India : A Socio economic Introduction". Fifteen State Papers from all states except that of Uttar Pradesh have been prepared by the Officer Trainees of respective cadres.

Methodology

Apart from lectures, the other methods adopted have been Case Study, Syndicate Studies, term papers, Technical Papers and Self Study etc.

Handouts

As an experiment it was decided not to give a prepared compendium before the start of the course to the Officer Trainees as it deters them in going to the sources in the library. However, handouts for different sessions/topics were given for discussion in the class.

Special Modules

Prof. Brij Pal Singh of the Economic Faculty along with the other faculties, has been organising "Green revolution Game" for the different courses run at the Academy. The Game's primary aim is to sensitise the trainees to the rural economy and decision making by farmers under uncertainties.

Faculty Co-ordinator

Prof. Atindra Sen remained the Coordinator of the Economic Faculty until he left for USA. Since then Dr. Brij Pal Singh has been the Coordinator of the Economics Faculty.

Course Management

Prof. Atindra Sen was the Course Coordinator for the Workshop on Customer Driven Government Agencies by Peter Block. He also co-ordinated the Workshop on Land Reforms and Panchayati Raj for Madhya Pradesh held at Bhopal. He was also Course Coordinator for the 66th Training Programme for IAS Officers (Select List) from 18th April, 1994 to 19th May, 1995. He was associated with the Workshop on New Economic Policy and the Modular Training on Managing Change as well.

Dr. Brij Pal Singh was the Course Coordinator for 67th Training Programme for IAS Officers (Select-List) from 12th September, 1994 to 14th October, 1994.

Dr. Sharat Kumar was Associate Coordinator for the two Week Programme of Training of Trainers in Decentralised Planning.

Counsellors

Prof. Atindra Sen has been the Counsellor for Madhya Pradesh Cadre, IAS Officer Trainees while Dr. Brij Pal Singh has continued to serve as Counsellor for Punjab Cadre, in addition to their duties as counsellors for the 60th FC as well.

Administrative and Other Functions

Dr. Brij Pal Singh has been serving as Director's Nominee for Society for Social Services, Directors's Nominee for Employees Welfare Fund, Administrator for Lalita Shastri Balwadi. He is the elected president of the Upbhokta Sehkari Samiti. He is coordinator of the Village Study Unit.

Prof. Atindra Sen has been the member secretary of the National Research and Resource Centre.

In addition the Faculty Members extended their support to other faculties as rapporteurs and Chairpersons during the various seminars, workshop and panel discussions organised in the Academy.

2.5 Faculty of History and Indian Culture

There was a significant shift in the nature of inputs provided under the broad rubric of History and Indian Culture during the Foundational Course. The main premise of the course was that whereas a general outline of history could be acquired in was important to demonstrate the manner in which the interpretation of history was of significance to issues that are of contemporary significance. Simultaneously it attempted to expose the officer trainees to the richness and diversity of our cultural heritage and to create a sense of curiosity and interest in these areas.

The objectives were sought to be fulfilled by ensuring that eminent people recognised as authorities in their respective fields be able to raise questions and throw new light on issues, and in some cases disseminate their interest to the OTs. In fact the Foundational Course had some outstanding speakers like Dr. Goswami - on Indian miniature painting, Ms. Romila Thapar, the historian and equally outstanding performers like Leela Samson - for Bharatnatyam who not only performed but explained various aspects of their art. In fact it was satisfying to observe that the OTs also appreciated these inputs and the feedback was among the highest of guest speakers in the Foundational Course. The examination was based only on class inputs.

An outline of the inputs is indicated below:

Indian History & Culture

Subject	Methodology Person	Resource
History of Art	Lecture	Dr. Goswami
An Introduction to Indian Classical Dance and Dance Appreciation	Lec-Dem	Leela Samson A. Sethi
Music Appreciation	Lec-Dem	S. Sharma
An introduction to Theater	Lecture and Audio-Visual	Dr. K. Jain and Team National School of Drama
Cinema Appreciation	Audio-Visual	P.K. Nair and Team
Preservation of Cultural property and the role of administration	Lecture	Amita Beig & Ashish Banerjea (INTACH)
Communalism and its interpretation	Lecture	Prof. Mushirul Hassan
The periodisation of Indian History	Lecture	Romila Thapar

2.6 Faculty of Political Theory and Constitutional Law

Introduction

The subjects Political Theory and Constitutional Law are amongst the core-subjects prescribed for the Foundational Course and IAS Professional Course. Both are intrinsically inter-disciplinary embracing substantive problem areas of civic society. Apart from an analytical framework both subjects offer a moral language in which to describe and judge political phenomena. An in-depth study of these subjects offer a new angle of vision, a new way of seeing or understanding the apparently contradictory but essentially complementary ideals of liberty and order. It is the endeavour of the Faculty of Political Theory and Constitutional Law to address these issues and make the administrators aware of the challenges and ethos of our plural, democratic and federal polity.

Course Inputs

Foundational Course

In the Foundational Course, the main objective is to give an overview of "Indian Political System" to enable trainees to comprehend the basic Constitutional values, Institutional set-ups, and power-relations between different groups. Topics like the "Paradoxes of Indian Democracy", "National Integration in a Multi-Cultural Society" and "India in the International System", are discussed in detail. The core topic of the Political theory, i.e., "Power and Authority" was deliberated with great verve and vigour. A film on the subject was also shown. Further with a view to sensitize the officer trainees in the realm of religious tolerance and to make them aware of the cancer of communalism, sessions of the topic "Secularism and Communalism" were continued from last year and covered in great depth during this year.

IAS Professional Course Phase-I

During IAS Professional Course, Phase-I, the emphasis of the discussions, focused on the underlying causes and processes of our political dynamics. Topics like "Public Protest and Parliamentary Democracy", "Agrarian Unrest", "Student Unrest", and "Caste and Communal Unrest", were discussed in length. Officer trainees are also sensitized to the perennial importance of "Civil Liberties/Human Rights in India". Further, the symbiotic relationship between the Political Process and Developmental Process was brought out in the lecture on the topic "Politics of Development". An innovative introduction on "Gender Issues" was also given during this course.

IAS Professional Course Phase-II

The Course input by the faculty during the IAS Professional Course, Phase-II was on two levels. In the first, the faculty assessed the preparation and presentation of the Socio-Economic reports of the Tamil Nadu Cadre Officer Trainees. Secondly, the topic on "Gender Issues" was covered elaborately by examining the relevance and inter-relationship of the concepts like Equality, Justice and Equity and their impact on Gender Relations.

In-Service Course

In the In-service Courses conducted for the IAS Officers promoted or on the Select List, topics like

- i. Politics of Development
- ii. Political Environment in India, and
- iii. Gender Issues and Development, were covered.

Methodology

The Faculty of Political Theory and Constitutional Law adopted a wide variety of training methods, which included group discussions, Seminars, Panel Discussions, Dialogues, Role-Plays and Lectures. An important topic, viz., Inter-Departmental Coordination, was covered by Project work. The topic on "Ethnic Problems in a Multi-cultural Society" was covered by Syndicate method.

Training Material

The Compendium on the "Political Concepts and Constitution of India" was updated for the LX Foundational Course, 1994.

A Handbook on "Gender issues and Development" was brought out in connection with the special category programme with the same title during May, 1994.

Special Modules

Prof. M. Muthuswamy, along with the other Faculty Members, has been organising "Green Revolution Game" for the different Courses run at the Academy. The Game's primary aim is to sensitize the officer trainee to the rural economy.

Faculty Development

Prof. M. Muthuswamy, Faculty Coordinator, attended the Course on "Management by Values" : Indian Insights conducted at the Indian Institute of Management, Calcutta, during January, 1994. He followed it on by attending the re-enforcement workshop on "Managerial Effectiveness and Human Values" in November, 1994. He also attended a short course on "Attitudinal Change for Better Performance" held at the Indian Institute of Public Administration, New Delhi, in July 1994.

Gender Input

The Faculty of Political Theory and Constitutional Law, along with the Faculty of Public Administration, has incorporated "Gender Issues" as one of the main inputs in the Foundational and Professional Courses. It also formed a regular input in the In-service Training Courses.

Visiting Faculty

Prof. M. Muthuswamy visited as a guest speaker to Madhya Pradesh Academy of Administration, Bhopal, in July 1994, for a Course on "Gender Related Issues". The participants of the Course were the senior level officers of Govt. of India/ State Government, organisations having the responsibility of policy implementations.

Counselling

Prof. M. Muthuswamy was the Counsellor for the Foundational Course as well as for the officer trainees belonging to Tamilnadu Cadre.

Course Management

Prof. M. Muthuswamy was the Course Coordinator for a Course on "Gender Issues in Development" conducted at LBSNAA from 18.5.1994 to 20.5.1994 for Middle level executives of Government of India, State Governments, Insurance and Financial Institutions. He was also the Associate Course Coordinator for the LX Foundational Course (September to December 1994).

2.7 Faculty of Languages.

Introduction

In the Academy, the Officer Trainees learn the languages of their respective cadres during their professional training. Besides Hindi, the Academy provides facility for imparting training in twelve modern Indian Languages. The faculty upgrades the instructional materials according to the needs of the officer trainees. If necessary, the collaboration of other institutions is also sought.

Course Inputs

Foundational Course

On the basis of the Proficiency Test, which is conducted in the beginning of the Foundational Course, Officers trainees were picked up for attending Hindi classes and they were placed in different groups in accordance with their proficiency in the language. It is compulsory to pass the final examination in Hindi and anyone who fails in this subject is deemed to have failed in the Foundational Course Examination. In the 60th FC., as many as 22 sessions were provided for Hindi Language.

Classes were arranged on optional basis in Assamese, Bengali, Gujarati, Kannada, Malayalam, Punjabi, Tamil, Telugu and Urdu. Classes were also conducted in conversational English. The Officer Trainees acquired basic skills - understanding, speaking, reading, writing - in the languages they opted for. Each of these languages utilised eleven sessions.

IAS Professional Course

Training was imparted to the Officer Trainees in Hindi and other regional languages during the Phase-I and the Phase-II Courses, Assamese, Bengali, Gujarati, Hindi, Kannada, Manipur, Marathi, Oriya, Punjabi, Tamil, Telugu and Urdu languages were taught by the members of the language faculty. In these courses the main thrust was on Noting, Drafting, translation/Public speaking and Oral Communication. The Officer Trainees of Phase II course wrote papers/articles on such topics as were related to their field experiences. All such articles have been compiled under the caption "Alekhya - 94". In other regional languages, main stress was in the teaching of the four basic skills, namely, understanding, speaking, reading and writing. Some advance-exercises/assignments were given to those officer trainees who excelled in the languages of their respective cadres.

Other Inputs

Language teaching also covered the following areas:

- i. Official Language Policy
- ii. Language and its cultural components

Methodology

Mere lecturing does not bear fruits in language teaching, Discussions, seminar, role play, video films, were some instruments which the faculty often used. A good number of Drills and exercises were used in the classes in order to make the officer trainees have a good command over the language, they were required to learn. Classes were scheduled in the language laboratory: the officer trainees also used the language laboratory outside the scheduled time table.

Development of Training Materials

The members of language faculty were engaged in the preparation and the upgradation of instructional materials in Hindi and other regional languages. The following instructional materials were finalised and brought out.

- i. Shanker, Prem (1994) Vyavharik Shabd Malaen, Mussoorie, LBSNAA.
- ii. Shanker, Prem (1994) Bhili Bhasha Aur Sanskrit, Mussoorie, LBSNAA
- iii. Shanker, Prem (1994) Rajasthani Bhasha Aur Sanskrit, Mussoorie, LBSNAA
- iv. Unnithan, MR (1994) A Need based Course in Kannada, Mussoorie, LBSNAA
- v. Unnithan, MR (1994) Drill and Exercise Book in Malayalam, Mussoorie, LBSNAA
- vi. Kulkarni, Alka (1994) "Samanya Marathi", Mussoorie, LBSNAA
- vii. Roy, Manjushree (1994), "Bengali Introductory Reader", Mussoorie, LBSNAA
- viii. Roy, Manjushree (1994), "Administrative Terminology, Phrases and Notes in Bengali", Mussoorie, LBSNAA

Publications

The Following in house publications were brought out during the year under report:

- i. Shanker, Prm (1994), "Hindi ko Rashtra Bhasha Ka Star Pradhan Karane Men Rashtra Pita Mahatma Gandhi a Yogdan". In Bhasha Bharti Vol. III No. 6 Mussoorie, LBSNAA
- ii. Singh, Manjulika (1994), "Hindi Ke prabal Samarthak Rahul Sankrityayan Aur Unki Bhashai Paridrishti". In Bhasha Bharati, Vol. III, No. 6, Mussoorie, LBSNAA
- iii. Singh, Tuman (1994), "Bhasha Bharati" (Editor), 3:5, Mussoorie, LBSNAA
- iv. Singh Tuman (1994), "Alekhya-94, 1:1 Mussoorie, LBSNAA
- v. Singh Tuman (1994), "Bachan Aur Anuvad". In Bhasha Bharati Vol III No. 5 pp 12-30, Mussoorie, LBSNAA
- vi. Kulkarni, Alka (1994) "Gujarat Ki Nari". In Bhasha Bharti. Vol. III, No.6 Mussoorie, LBSNAA
- vii. Roy Manjushree (1994), "Anuvad Ki Samasyaen". In Bhasha Bharti, Vol. III, No. 6 Mussoorie, LBSNAA

Other Publications

- i. Singh, Tuman (1994), "Gavain-Shahari Soch". In Nava Bharat Times (Ravi Varta), 13.11.1994, New Delhi
- ii. Singh, Tuman (1994), "Bhartiya Prashashnik sevaon Men Hindi". In ispat Bharati, 15:43 pp. 38-40, New Delhi

Faculty Development Programmes

During this period the members of the Language Faculty participated in the following training programmes:

- i. Smt. Alka Kulkarni Participants in the course on Effective Communication Skills held at the Academy w.e.f. July 11, 1994 - July 15, 1994.
- ii. Dr. Manjushree Roy participated in the course on Effective Communication Skills held at the Academy w.e.f. December 5, 1994 - December 9, 1994.

Seminars

Dr. Prem Shanker participated in the seminar "Status of Dalits in India" held at the Academy w.e.f. March 28, 1994 - March 30, 1994 and presented Sahitya Ki Sabal Abhivyakti".

National Awards

Dr. Prem Shanker was honoured by the Doctor Ambedkar Smita Darsh Sahitya Academy; Ujjain (MP) on April 14, 1994 with the title of honour "Doctor Rahul Sankrityayan Sahitya Mahamaho-padhiyaya".

A national award for the year 1993 was bestowed on Dr. Tuman Singh by the Translators Association of India, New Delhi on September 23, 1994 for his PH.D thesis titled " Karyalayin Anuvad : Swarup aur Vishleshan".

Research Project

Smt. Manjulika Singh has been working on a research project for her Ph.D thesis since january 1994. The topic of her research is - "Rahul Sankrityayan Ke Darshnic Victor".

Faculty Development Programmes

During this period the members of the Language faculty participated in the following training programmes:-

1. Smt. Alka A. Kulkarni participated in the course on Effective Communication Skills held at the Academy from 11th to 15th July, 1994; and
2. Dr. Manjushree Roy participated in the course on Effective Communication Skills held at the Aacademy from 5th to 9th December, 1994.

2.8 Faculty of Computers and Information System

NICTU has seen some changes in its faculty; one System Analyst was transferred and three fresh programmers joined. The faculty now has two Principal Systems Analysts, One Senior System Analyst, one System analyst, one System Engineer, three Programmers and one Programmer Assistant. There have been changes internally as well-One Senior Systems Analyst was promoted to Principal System Analyst.

Shri J. Ramakrishnan was transferred to Delhi in May, 1994 and Shri Goutam Mukherjee was promoted to Principal Systems Analyst. Following faculty members have joined NICTU in Feb, 1994:

- (i) Shri Manu Tewari
- (ii) Shri Bhupesh Bisht

(iii) Shri Pankaj Agrawal

Newly Introduced Hardware

The NICTU Training laboratory is equipped with 38 personal computers model XT and five 80386 based ATs. The machines act as standalone DOS stations for DOS based training sessions and the XTs act as terminals in XENIX based training sessions. NICTU is also connected to NICNET via the satellite link; one NICNET terminal is provided in the computer training laboratory and the other in a NICTU office. For its internal use NICTU also possess a 486 machine with UNIX operating system.

This year faculty members have been provided 486 connectivity in their offices with GIST terminals. One additional node is also given to Management Faculty on request. NIC-UNIX installation is also underway in order to provide homogeneity for multiuser systems.

Courses Conducted During The Year

2.8.5. NICTU designs and conducts training modules in the training programme of the Academy. It also integrates its inputs with other modules. This is true of the courses for the officer trainees as well as senior officers.

Changes In Training Methodology

The problems identified during the preceding courses for the Officer- Trainees (OTs) were refined to address specific areas in the use of computers. The fact that OTs showed the same keen interest and involvement during these sessions is ample testimony to this methodology having been well received among the trainees.

The emphasis of the training in the computer modules have always been to allow participants to have more hands-on experience. To this end, time allotted by way of regular sessions is augmented by keeping the computer lab open till late-night.

The lecture sessions are being taken in the small groups so as to keep the trainee-trainer ratio small. Case study methodology was continued and mainly used in Phase I & Phase II.

In the Phase II attempts were made to integrate computer inputs with those of Public Administration, Management and Economics Faculty.

Newly Introduced Topics

Following new topics were introduced in Phase-II:

- (i) Innovation in Rural Development
- (ii) Universalisation of Primary Education
- (iii) Computer Aid in Elections

Other Assignments

It was decided to prepare the case studies in a more organized and systematic way. New Cases would first be presented through repeated discussions within the faculty. Subsequently in Phase-I & II these cases would be run to enable the OTs to understand various computer concepts.

Guest Speakers

The following Guest speakers were invited by NICTU to address the participants in various courses:

- (i) Dr. N. Vijayaditya, DDG NIC
- (ii) Shri A. Mohan, SIO Tamil Nadu
- (iii) Dr. A.K. Aggarwal, SIO Punjab
- (iv) Shri D.C. Mishra, PSA NICHQ
- (v) Shri A. Moyeed, DIO Aligarh

Assignment Bank

In order to enrich the training ware, NICTU faculty has contributed extensively in preparing new assignments for the forthcoming courses. These assignments have been derived from cases which will make OTs appreciate the use of various packages i.e. Word Star, Lotus and dbase in solving real-life problems.

Training/Workshop/Conference

Dr. G. Mukherjee, Shri Manu Tewari and Shri Bhupesh Bisht attended a two days training programme on UNIX at NICHQ.

Academy also nominated NICTU faculty for the courses conducted by Department of Personnel and Training, Govt. of India.

Additions to Software Library

Following Software were added in the software library:

- NIC UNIX operating system with system and user manuals
- Health Infrastructure monitoring system
- Public Grievances monitoring system
- ELECON for Election Monitoring
- Land Record Management System

In this regard NICTU extends its gratitude towards NIC HQ for its constant support in acquiring latest hardware & software, NIC Punjab for Health infrastructure and Public Grievances monitoring system NIC U.P. for ELECON and NIC Haryana for Land Record Management System.

Seminars Conducted

In order to keep track with the rapidly growing field of information technology it was decided to conduct weekly seminars. Faculty participated actively thus leading to fruitful discussions.

Other Activities

For improving work performance and efficiency of the faculty and staff new methods were successfully implemented: In order to organize different activities workgroups have been formed each headed by the senior member of the group. A weekly performa is to be filled by all the faculty staff of NICTU. The performa has been designed to reflect the contribution made by NICTU members towards the work done by them every day.

Future Plans

There is a plan to start courses on Computers and related topics for Senior Government and Public Sector Officers. These courses will be conducted collaboration with Academy. NICTU faculty will run these courses and Academy will provide the necessary infrastructure.

CHAPTER - III

HIGHLIGHTS OF COURSES, SEMINARS, WORKSHOPS ETC.

IAS Professional Course Phase - 1 1993 Batch (20th December, 1993 to 3rd June, 1994)

The IAS Professional Course Phase - I commenced on 20th December, 1993 which included Winter Study-cum-Bharat Darshan from 22nd December, 1993 to 4th February, 1994. 81 IAS Officer Trainees attended which included 12 women and 1 officer from the Royal Bhutan Civil Service. The course ended on 3rd June, 1994.

As in the previous years the course was broadly divided into two parts:-

- (i) Winter Study-cum-Bharat Darshan tour; and
- (ii) the Academic Inputs

For the Winter Study-cum-Bharat Darshan, officer trainees were divided into 10 groups for attachment with various Army/Air/Navy units, Tribal/ Voluntary Agency attachments, Public/Private undertakings and Bharat Darshan. the attachment with Private/Joint Section unit was introduced due to the change in economic policy of the Government of India. The officer trainees were attached with the Bureau of Parliamentary Studies and Training, New Delhi.

The training methodology adopted were lectures/case studies/management games exercises and role plays. In addition, the officer trainees were required to write State paper on subjects of particular relevance and interest which they presented in Counsellor Group Meetings. Syndicate Group were required to prepare reports in areas of relevance for the administrators. The Syndicate topics broadly concerned around major Socio-economic policies of the Government and new challenges facing the public administration. These were presented before the full house.

Counselling was an important attribute of this course. The Counsellor Group Meetings were held normally every week.

Co-curricular and extra-curricular activities also formed an important-component, as it was considered that an all round personality of an officer and his/her breath of interest were of basic importance for effectiveness. Apart from the outdoor PT/Riding etc. various cultural programmes and other activities were organised through the chain of Clubs and Societies. In addition, Zonal days were organised in which exhibition, games food and cultural programme pertaining to a particular Zone were highlighted.

Shri M.K. Kaw, Additional Secretary, Government of India, Ministry of Finance delivered the inaugural and valedictory address.

Some of the eminent persons invited to interact with the officer trainees during this course, included Ms. Otima Bordia, Member, UPSC, Shri B.D. Sharma, Ex-Commissioner for Scheduled Caste and Schedule Tribes, Shri A.R. Bandhopadhyay, IAS (Retd.), Shri R Prabhu, Director, Kastakari Sangathan, Thane, Shri Saeed & Jennifer Mirza, Film Maker, Shri, Krishna Kumar, President, Gyan Vijyan Samiti, Delhi, Shri Peter Block, Management Consultant, Dr. S. Subramaniam, IPS (Retd.) Former DG, CRPF, Shri K.P.S. Gill, DG Punjab, Dr. Kausik Basu, Delhi School of Economics, Shri Anil Sadgopalan, Dr. Srinivas Murthy, NIMHANS, Bangalore, Shri P.S. Appu, IAS (Retd.), Former Director LBSNAA, Shri. S.R. Sankaran, IAS, (Retd.), Former Secretary (Rural Development), Government of India, Shri Vijay Shanker Pandey, IAS.,

Shri S.Mendiratta, Deputy Director was the Course Director. Shri Ranjan Dwivedi, Deputy Director and Shri Ashok Thakur, Deputy Director (Sr.) were the Associate Course Directors.

3.2 Workshop on National Parks/Sanctuaries (6th to 8th January, 1994)

The workshop on National Parks/Sanctuaries was held from 6th to 8th January, 1994 at the Indira Bhawan Campus of the Academy.

The aim of the workshop was to assess and review the policies relating to core and buffer zones of the National Parks and Sanctuaries.

Dr.N.C.Saxena, Director LBS National Academy of Administration, delivered the inaugural address while Shri S.C. Dey, Additional Inspector General of Forests and Director, Wild Life Preservation, Ministry of environment and Forest delivered the valedictory address.

Prof. H. Ramachlandran was the Coordinator.

3.3 Training Programme for IAS Officers (6-9 Years Service) (14th February to 4th March, 1994)

The Training Programme for IAS Officers (6-9 years service) was conducted from 14th February to 4th March, 1994 at the, Indira Bhawan Campus of the Academy.

26 participants including 2 women attended.

The aim of the course was to "Impart knowledge and skills directly relevant and applicable to a multiplicity of work situations".

The eminent guest speakers who interacted with the participants included Smt. Otima Bordia, Member, UPSC, Dr. N. Vijayadita, Deputy Director General, NIC.

Dr. N.C. Saxena, Director, LBS National Academy of Administration, delivered the inaugural address while Shri Rajeshwar Prasad, IAS (Retd.) valedictory address.

Smt. Sarojini Ganju Thakur, Dy. Director (Sr.) was the Course Director and Shri K.K. Sharma, Dy. Director and Dr. Ahmad Cameron were the Associate Course Directors.

3.4 Status of Dalits in India (28th to 30th March, 1994)

The seminar was conducted from 28th to 30th March, 1994 at the Indira Bhawan Campus of the Academy.

18 delegates from various parts of the country and 19 faculty members of the Academy attended.

A compendium titled "Status of Dalits in India" was brought out by the Land reforms Unit which contained about 26 articles selected from various journals and books that formed the basic paper for the seminar. In addition, to this about 9 papers were submitted by the participants.

Shri Harsh Mander, Prof. Of Public Administration was the Coordinator and Shri S.K. Ghosh, Reader was the Associate Coordinator.

3.5 Training of Trainers in Decentralised Planning (4th to 15th April, 1994)

The training of trainers in Decentralised Planning Programme was conducted from 4th to 15th April, 1994 at the Main Campus of the Academy.

The aim of the course was

1. To familiarize the participants with an understanding of the concepts and approaches to decentralised planning in the context of the 73rd Constitution Amendment; and
2. To impart knowledge and information on the current status of Panchayati Raj Institutions in various parts of the country and the details of the implications of various provisions in the Acts.

Some of the eminent speakers included Shri S.S. Meenakshi Sundaram, Joint Secretary, Ministry of Rural Development, Dr. K.V. Sundaram, Former Joint Adviser in Multi Level Planning, Planning Commission, Prof. B.S. Bhargava, Prof. A.K. Sengupta, Shri R.K. Dar, Prof. Vinod Kumar, Shri Nav Prabahat, Dr. N.C. Gautam and Shri Mudhit Kumar Singh.

The course was inaugurated by Dr. N.C. Saxena, Director, LBS National Academy of Administration. Shri R. Ramani, Joint Secretary, Department of Personnel and Training delivered the valedictory address.

3.6 Direct Trainer Skills (4th to 9th April, 1994)

The fourth Direct Trainer Skills Course was conducted from 4th to 9th April, 1994 at the India Bhawan Campus of the Academy. The course was sponsored by the Department of Personnel and Training (Training Division), Government of India.

23 participants including 5 women from the various National/Central/State Training Institutions attended.

The aim of the course was to "Enhance capabilities as a direct trainer". The course is designed by the Thames Valley University, Slough, UK.

The methodology adopted included lectures, discussion leading, group exercises, Micro teaching and films. The whole package was conducted in an intensively participative manner. Shri S.N. Singh, Joint Director, Institute of Secretariat Training and Management and Shri S.K. Das Gupta, Deputy Secretary, Department of Personnel and Training, New Delhi were the resource persons who assisted in conducting this course.

Shri V.K. Agnihotri, Joint Director, LBS National Academy of Administration delivered the inaugural address. Shri Anurag Goel, Joint Secretary (Police), Ministry of Home Affairs, New Delhi, delivered the valedictory address, while Dr. N.C. Saxena, Director, LBS National Academy of Administration presided over the valedictory session.

Shri S.K. Ghosh, Reader was the Course Director.

3.7. Workshop on Customer Driven Government Agencies by Peter Block (5th to 7th April, 1994)

The workshop on Customer Driven Government Agencies was conducted from 5th to 7th April, 1994 at the Main Campus of the Academy.

12 participants attended. 9 faculty members from the Academy also attended.

The aim of the workshop was to Government officials in restructuring their agencies to make them more responsive to users.

The themes of the workshop was to:-

- (i) Setting purposes and structure for service organisations;
- (ii) Simplifying core work processes;
- (iii) Designing empowering management practices;
- (iv) Refocussing staff functions; and
- (v) Developing ownership and accountability among core workers.

The broad focus of the thrust area was Management and Public Administration and Developing Customer Driven Government Agencies.

Shri V..K. Agnihotri, Joint Director, LBS National Academy of Administration delivered the inaugural address. Dr. N.C. Saxena, Director, LBS National Academy of Administration delivered the valedictory address.

Shri Atindra Sen, Professor of Economics was the Coordinator.

3.8. Workshop on New Economic Policy (13th to 15th April, 1994)

The workshop on New Economic Policy was conducted from 13th to 15th April, 1994 at the Indira Bhawan Campus of the Academy.

30 participants attended.

The aim of the workshop was to discuss the interface between the New Economic Policy and Public Administration.

Dr. N.C. Saxena, Director, LBS National Academy of Administration and Dr. Y Venugopal Raddy delivered the inaugural address Shri V.K. Agnihotri, Joint Director, LBS National Academy of Administration delivered the valedictory address.

Shri V.K. Agnihotri, Joint Director was the Coordinator. Prof. H. Ramachandran and Prof. Atindra Sen were the Associate Coordinator.

3.9. LXVI Training Programme for IAS Officers (Promoted or on the Select List) (18th April to 20th May, 1994)

The LXVI Training Programme for IAS Officers (Promoted or on the Select List) was held from 18th April to, 20th May, 1994, which included mini Bharat Darshan for 10 days from 6th May to 15th May, 1994

A total of 33 participants including one women officer attended.

The aim of the course was, to provide understanding of the All India context and to develop expertise as modern administrators.

Some of the eminent persons invited to interact with the participants included, Shri P S. Appu, IAS (Retd.), Former Director, LBSNAA, Shri R. Gopalkrishnan, Additional Secretary to Chief Minister, Bhopal, Shri M.A.K. Tayab, IAS, Secretary, Minorities Commission, New Delhi and Shri S. Chakravarty, DIG, Auranagabad Range, Maharashtra.

Dr. N.C. Saxena, Director LBS National Academy of Administration delivered the inaugural address. Shri M.A.K. Tayab, Secretary, Minorities Commission delivered the valedictory address.

Shri Atindra Sen, Professor of Economics was the Course Director. Prof. RS. Datta and Smt. Smita Sabhlok, Deputy Director were the Associate Course Director.

3.10. Gender Issues in Development (18th May to 20th May, 1994)

The Gender Issues in Development was held from 18th May to 20th May, 1994.

A total of 19 participants including 12 women officer attended.

The aim of the course was to sensitise officers on Gender Issues.

Smt. Lata Singh, Secretary, Department of Women and Child Welfare, Ministry of Human Resource Development, Government of India delivered the inaugural address. Shri V.K. Agnihotri, Joint Director, LBS National Academy of Administration delivered the valedictory address.

Shri M. Muthuswamy, Professor of Political Theory and Constitutional Law was the Coordinator. Shri Harsh Mander, Professor of Public Administration and Smt. Smita Sabhlok, Deputy Director were the Associate Course Coordinator.

3.11 Modular Training on Managing Change (22nd May to 27th May, 1994)

The Modular Training on Managing Change was held from 22nd to 27th May, 1994.

A total of 15 participants attended.

The aim of the course was to equip Civil Servants at various levels for proper and speedy implementation of the New Economic Policies of Government and to facilitate absorption of policy changes and their impact on various sectors of the economy and administration and to develop at the implementation levels the necessary skills to analyse and take decisions. To develop Action Agenda on important facts of economic reforms.

Dr. N.C. Saxena, Director, LBS National Academy of Administration delivered the inaugural and valedictory address.

Shri V.K. Agnihotri, Joint Director was the Course Director. Prof. H. Ramachandran and Shri Atindra Sen, Professor of Economics were the Associate Course Director.

3.12. Training Programme for IAS Officers (10-16 years service) (30th May to, 17th June , 1994)

The Training Programme for IAS Officers (10-16 years service) was conducted from 30th May to 17th June, 1994 at the Indira Bhawan Campus of the Academy.

20 participants including 2 women attended.

The aim of the course was to familiarise the participants - who are-likely to take positions at senior levels in Government of India and State Governments in the next few years - with the economic reforms process (particularly its impact on various, social sectors) and to orient them to the role expected of them.

The eminent guest speakers who interacted with the participants included Shri S.S. Meenakshi Sundaram, Joint Secretary, Ministry of Rural Development, Government of India, Prof. R.P. Sengupta, Honorary Adviser, Planning Commission, Prof. Ajit Ghosh, Senior Specialist, Employment Strategy, IL New Delhi, Dr. K.K.K. Kutty, Chairman and Managing Director, CMC Ltd., New Delhi, Dr. Subramaniam, Director, Ministry of Finance, Centre Secretariat, New Delhi, and Prof. J.R. Issac, Member MAIT, New Delhi.

Dr N.C. Saxena, Director, LBS National Academy of Administration, delivered the inaugural a valedictory address.

Shri V K Agnihotri, Joint Director was the Course Director and Shri Amarjeet Sinha Deputy Director and Shri Sanjeev Sabhlok, Deputy Direct were the Associate Course Directors.

3.13. Workshop on Land Reforms - Question of Tribal Land Alienation in Madhya Pradesh (6th June. to 8th June, 1994)

The Workshop on Land Reforms - Question Tribal Land Alienation in Madhya Pradesh was co ducted from 6th to 8th June, 1994.

59 participants attended.

Shri Pyarelal Kanwar, Hon'ble Deputy Chief Minister, Government of Madhya Pradesh deliver the inaugural address and Shri Derhu Prasad Chutlahare, Minister of State for Revenue, Government of Madhya Pradesh delivered the valedictory address.

Shri Atindra Sen, Professor of Economics was the Coordinator.

3.14. Workshop on Land Reforms a Panchayati Raj in Maharashtra and Gujarat (8th June to 10th June, 1994)

The Workshop on Land Reforms a Panchayati Raj in Maharashtra and Gujarat was conducted from 8th to 10th June, 1994.

50 participants attended.

Shri Harsh Mander, Professor of Public Administration was the Coordinator.

3.15 IAS Professional Course Phase - 11 1992 batch (13th June to 12th August, 1994)

The IAS Professional Course Phase - II was conducted from 13th June to 12th August, 1994 at the Main Campus.

83 IAS Officer Trainees attended which included 14 women and 1 officer from the Royal Bhutan Civil Service.

The aim of the course was to develop the competence and confidence in the officer trainees to shoulder and discharge effectively the responsibilities reposed upon them in the first few years of their service.

Dr. N.C. Saxena, Director, LB S National Academy of Administration, delivered the inaugural address and Shri Salman Khursheed, Hon'ble Minister of State for External Affairs, Government of India delivered the valedictory address.

Some of the eminent persons invited to interact with the officer trainees during this course, included Shri Prafulla Bidwai, Shri Anand Patwardhan, Swamy Agnivesh, Shri S.R. Sankaran, Shri Shekhar Singh, Shri Sudip Banerjee, Deep Joshi.

Shri Padamvir Singh, Deputy Director (Sr.) was the Course Director. Shri Ashok Thakur, Deputy Director (Sr.) and Professor Harsh Mander were the Associate Course Directors.

3.16 Effective Communication Skills (20th to 24th June, 1994)

The Effective Communication Skills course was conducted from 20th to 24th June, 1994.

21 participants including 3 women attended the course.

The objective of the course were to provide an understanding of the role of communication for administration and managerial effectiveness. It provided an opportunity to the participants to develop effective oral and written communication skills.

Professor Omkar N. Koul was the Coordinator. Shri K. K. Sharma, Deputy Director and Professor S.K. Ghosh were the Associate Coordinators.

3.17. Training of Trainers Workshop on PRI (20th June to 1st July, 1994)

The Training of Trainers Workshop on PRI was conducted from 20th June to 1st July, 1994.

12 participants including 1 women attended the Workshop.

The aim of the course (i) to far the participants with an understanding of the concepts and approaches to decentralised planning in the context of the 73rd Constitution Amendment (ii) to impart knowledge and information on the current status of Panchayati Raj Institutions in various parts of the country and the details of the implications of various provisions in the Acts.

Dr. N.C. Saxena, Director, LBS National Academy of Administration, delivered the inaugural address and Shri VK. Agnihotri, Joint Director, LBS National Academy of Administration, delivered the valedictory address.

Some of the eminent persons invited to interact with the participants during this workshop, included Shri S.S. Meenakshi Sundaram, Joint Secretary, Ministry of Rural Development, Government of India, Dr. B.S. Bhargava, Prof. Institute of Social and Economic Change, Bangalore, Dr G.S. Sastry, Institute for Social and Economic Change, Bangalore, Dr. A.K. Sengupta, Prof. of Economics, Lucknow University, Lucknow.

3.17.6. Professor H. Ramachandran was the Coordinator. Shri P.M.V. Siromony, Deputy Director was the Associate Coordinator.

3.18. Policy and Implementation Issues in Forest (4th July to 6th July, 1994)

The Policy and Implementation Issues in Forest programmes was conducted from 20th June to 1st July, 1994.

15 participants including 1 women attended the course.

The aim of the course was to acquaint the participants with the evolution of the policies relating to forests, their implementation and the problem encountered. It also endeavoured to examine the role of voluntary organisations and their relationship with the Government in the forestry sector, involvement of people particularly women, social forestry and its relationship with ecology and environment, development of the concept of Joint Forest Management, privately managed forests in the context of the new liberalisation policy and a host of other forest related issues.

Dr. N.C. Saxena, Director, LBS National Academy of Administration, delivered the inaugural and valedictory address.

Some of the eminent persons invited to interact with the participants during this workshop, included Ms. Amarjeet Ahuja, Joint Secretary, Ministry of Environment and Forests, New

Delhi, Shri S. Palit, Chief Conservator of Forests, Government of West Bengal, Shri Ranjit Issar, Joint Secretary, Joint Secretary, Ministry of Environment and Forest, New Delhi and Shri B.S. Baswan, Principal Secretary, Government of Madhya Pradesh.

Dr. N.C. Saxena, Director was the Course Director. Shri Amarjeet Sinha, Deputy Director and Smt. Smita Sabhlok, Deputy Director were the Associate Course Directors.

3.19. Effective Communication Skills (11th July to 15th July, 1994)

The second Effective Communication Skills course was conducted from 11th July to 15th June, 1994.

18 participants including 3 women. attended the course.

The objective of the course were to provide an understanding of the role of communication for administration and managerial effectiveness. It provided an opportunity to the participants to develop effective oral and written communication skills.

Professor Omkar N. Koul was the Coordinator. Shri K.K. Sharma Deputy Director and Professor S.K. Ghosh were the Associate Coordinators.

3.20. Training of Trainers in Decentralised Planning (18th July to 29th July, 1994)

The Training of Trainers in Decentralised Planning was held from 18th to 29th July, 1994.

A total of 19 participants including 4 women attended.

The aim of the course was to test the draft Manual prepared by the collaborating Institutions on Decentralised Planning.

Dr. N.C. Saxena, Director, LBS National Academy of Administration delivered the inaugural address and Dr. N.C. Saxena, Director, LBS National Academy of Administration and Shri

VK. Agnihotri, Joint Director, LBS National Academy of Administration delivered the valedictory address.

Some of the eminent persons invited to interact with the participants during this course, included Shri R.N. Chattopadhyay, Shri A.K. Sengupta, Ms. Aneeta Benninger, Shri Ramachandran Pillai.

Prof. H. Ramachandran was the Course Director and Shri P.M.V. Siromony, Deputy Director was the Associate Course Director.

3.21. Training Programme on Computer Applications in Micro Level Planning (18th July to 29th July, 1994)

The training programme on Computer Applications in Micro Level Planning was held from 18th to 29th July, 1994.

3.21.2. A total of 11 participants including 4 women attended.

The aim of the course was to upgrade skills of the participants with to use PC based Software and GIS Packages in Decentralised Planning.

Dr. N.C. Saxena, Director, LBS National Academy of Administration delivered the inaugural address and Shri V K. Agnihotri, Joint Director, LBS National Academy of Administration delivered the valedictory address.

Some of the eminent persons invited to interact with the participants during this course, included Prof. V.K. Tewari, Dr. R.K. Gupta, Shri G. Behera, Dr. V. Raghvaswamy, Prof. L.M. Pande, Dr. N.C. Gautam.

Prof. H. Ramachandran was the Course Director and Shri P.M.V Siromony, Deputy Director was the Associate Course Director.

3.22 People Campaign for Literacy (22nd July to 23rd July, 1994)

A workshop on "People Campaign for Literacy" was held from 22nd to 23rd July, 1994.

A total of 15 participants attended.

The aim of the workshop was to introspect about how to reinforce the people's campaign character of total Literacy Campaigns.

Dr. N.C. Saxena, Director, LBS National Academy of Administration delivered the inaugural address and Shri S.R. Sankaran, Secretary, Ministry of Rural Development, Government of India delivered the valedictory address.

Some of the eminent persons invited to interact with the participants during this workshop, included Shri Habib Tanvir, Shri K.K. Krishna Kumar, Shri Sudeep Banerji.

Prof. Harsh Mander was the coordinator and Shri Amarjeet Sinha, Dy. Director was the Associate Coordinator.

3.23 Training Programme for IAS Officers (17-20 years service) (25th July to 12th August, 1994)

The Training Programme for IAS Officers (17-20 years service) was conducted from 25th July to 12th August, 1994 at the Indira Bhawan Campus of the Academy.

10 participants including 01 women attended.

The aim of the course was to meet the needs of senior officers who occupy policy making positions in the state and Central Governments.

The eminent guest speakers who interacted with the participants including Prof. A.M. Khusro, Editor, Financial Express, Shri T.R. Sathishchandran, Former Chief Secretary, Government of Karnataka, Dr. G.S. Bhalla, Professor Emeritus, Jawaharlal Nehru University,

New Delhi and Shri Salman Khursheed, Union Minister of State for External affairs, New Delhi.

Dr. N.C. Saxena, Director, LBS National Academy of Administration, delivered the inaugural and valedictory address.

Dr. N.C. Saxena, Director was the Course Director. Smt. Sarojini G. Thakur, Deputy Director-(Sr.) and Shri Atindra Sen, Professor of Economics were the Associate Course Directors.

3.24. Workshop on Source Book for the District Officers for Social Welfare and Women and Child Sectors (5th August to 6th August, 1994)

The Workshop on Source Book for the District officers for Social Welfare and Women and Child Sectors was held from 5th to 6th August, 1994.

A total of 60 participants attended.

The aim of the workshop was to prepare a source book for district officers for the Social Welfare Sector.

Dr. N C. Saxena, Director, LBS National Academy of Administration delivered the inaugural address and Shri Mat, a Prasad, Secretary to Government of India and Ms. Lata Singh, Secretary to the Government of India delivered the valedictory address.

Prof. Harsh Mander and Ms. Vidya Rao, TISS were the Coordinators.

3.25. Training Programme on Decentralised Planning under FAO Project (30th August to 10th September, 1994)

The Training Programme on Decentralised Planning under FAO Project Was conducted from 30th August to 10th September, 1994.

20 participants including 3 women attended the programme Associate Coordinator.

The aim of the course was to upgrade the skills of the participants in Decentralised Planning and test draft manual.

Shri J.L.Bajaj, Agricultural Production Commissioner, Lucknow delivered the inaugural address and shri m.S. Sodha, Vice Chancellor, Lucknow University, Lucknow delivered the valedictory address.

Some of the eminent persons invited to interact with the participants during this programme, included Shri J.L. Bajaj, Shri T.N. Dar, Shri R.K. Dar, Dr. A.K. Sengupta, Shri Parmeshvar Ayar.

Professor, H. Ramachandran was the coordinator, Shri PMV Siromony, Dy. Director was the Associate Coordinator.

3.26 Training Programme on Decentralised Planning under FAO Project (19th September to 30th September, 1994)

The Training Programme on Decentralised Planning under FAO Project was conducted from 19th to 30th September, 1994.

16 participants including 2 women attended the programme.

The aim of the course was to upgrade the skills of the participants in Decentralised Planning and test draft manual.

Dr. D. Acharya, Dean, IIT, Kharagpur delivered the valedictory address.

Some of the eminent persons invited to interact with the participants during this programme, included Dr. C.R. Pathak, Dr. S.K. Mishra, Dr. B.M. Sanyal.

Professor H. Ramachandran was the coordinator, Shri P.M.V. Siromony, Dy. Director was the Associate Coordinator.

3.27 LX Foundational Course (5th September to 16th December, 1994)

The LX Foundational Course was conducted from 5th September to 16th December, 1994 at the main campus.

A total of 291 officer trainees (which included 45 women) joined the course.

The aim of the course was to impart basic understanding of the constitutional, political, social, legal, historical, cultural and administrative framework within which the services function.

Some of the eminent guests who interacted with the officer trainees during the course included Ms. Kiran Bedi, I.P.S, Ms. Sheela Barse, Shri N. Vittal, Shri B.M.S. Rthore, Ms. Jayshree Watal, Shri R.S. Murthy, Shri Rajeshwar Prasad, Swamy Agnivesh, Ms. Leela Samson, Ms. Amita Baig, Shri Ashish Banerjee, Shri Partha Chaterjee, Shri Samik Bandopadhyay, Shri P.K. Nair, Ms. Romila Thapar, Dr. B.N. Goswami Shri Bhagwan Das, Ms. Shanti Sharma, Shri Arun Shourie.

The Course was inaugurated by Dr. N.C. Saxena, Director, LBS National Academy of Administration and the valedictory address was delivered by Shri N.K. Joshi, Director, Forest Research Institute, Dehradun.

Shri Ranjan Dwivedi, Deputy Director was the Course Director. Shri Amarjeet Sinha, Deputy Director, Prof. M. Muthuswamy and Shri Sandeep Kayastha were the Associate Course Directors.

3.28. LXVII Training Programme for IAS Officers (Promoted or on the Select List) (12th September to 14th October, 1994)

The LXVII Training Programme for IAS Officers (Promoted or on the Select List) was held from 12th September to 14th October, 1994, which included mini Bharat Darshan for 10 days from 30th September to 9th October, 1994.

A total of 28 participants attended.

The aim of the course was to provide understanding of the All India context and to develop expertise as modern administrators.

Some of the eminent persons invited to inter act with the participants included, Shri S Parthasarath, IAS, Director, Tamilnadu Industrial Guidance and Promotion Bureau, Madras, Dr. S. Rao Finance Secretary, Government of Andhra Pradesh Shri K. Raipuria, Advisor, Ministry of Commerce Government of India, Dr. R. Srinivasa Murthy, Professor, Bangalore.

Shri S. Parthasarathy, Director, Tamilnadu Industrial Guidance and Promotion Bureau, Madras delivered the inaugural address. Dr. N.C. Saxena, Director, LBS National Academy of Administration delivered the valedictory address.

Shri Brij Pal Singh, Professor of Economic was the Course Director. Shri Ashok Thakur, Depu Director(Sr.) and Shri K.K. Sharma, Deputy Director were the Associate Course Director.

3.29. Modular Training on Managing Change (17thOctober to 21st October, 1994)

The Modular Training on Managing Change programme was conducted from 17th to 21st October 1994.

11 participants attended the programme.

The aim of the course was to equip civil servants at various levels for proper and speedy implementation of the New Economic Policies of Governments.

Some of the eminent persons invited to interact -with the participants during this programme, included Shri S.S. Meenakshi Sundaram, Joint Secretary, Ministry of Rural, Development, Government of India, Shri R. Narayanan, Chairman, Food Corporation of India, New Delhi, Dr. G. Sundaram, Secretary Ministry of Civil Supplies, Consumer Affairs and PDS Government- of India, Dr. R.V. Vaidyanatha Ayyar Joint Secretary, Ministry of Human Resource Development, Government of India. Shri J.L. Bajaj, Chairman, Administrative Reforms and Decentralisation Government of Uttar Pradesh, Shri K.A. Chandrasekam, National Consultant, UNDP, Shri T.R. Maakan, Assistant Resident. Representative, UNDP, Shri R. Kashyap, Director, Department of Personnel and Training were the observer.

Shri VK. Agnihotri, Joint Director was the Course Director. Professor H. Ramachandran was the Associate Course Director.

3.30. Workshop on How to Series (24th October to 26th October, 1994)

The Workshop on How to Series was held from 24th to 26th October, 1994.

A total of 20 participants including 1 women attended the Workshop

The aim of the course was (i) to prepare training material for administrators on job-related personal skills (ii) to learn from the experiences of field officers and experts (iii) to prepare a manual on the select themes/topics for the use of officers.

Dr. N. C. Saxena, Director, LBS National Academy of Administration delivered the inaugural address.

Shri VK. Agnihotri, Joint Director was the Course Director. Shri Amarjeet Sinha, Deputy Director was the Associate Course Director.

3.31. Workshop on Source Book on Public Health (28th October to 30th October, 1994)

The Workshop on Source Book on Public Health was held from 28th to 30th October, 1994.

A total of 33 participants including 10 women attended.

The aim of the workshop was to prepare a source book.

Dr. N.C. Saxena Director. LBS National Academy of Administration delivered the valedictory address.

Shri Harsh Mander, Professor of Public Administration was the Coordinator.

3.32 Liberalisation - Its Impact on Public Administration (7th November to 11th November, 1994)

A Training programme on Liberalisation- Its Impact on Public Administration was held from 7th to 11th November, 1994.

18 participants including 2 women attended.

The aim of the course was to equip Civil Servants at various levels for proper and speedy implementations of the Liberalisation of New Economic Policies of Governments.

Some of the eminent persons invited to interact with the participants during this programme, included Shri R.C. Iyer, Principal Secretary, Government of Maharashtra, Shri Anand P. Gupta, Professor of Economics, Indian Institute of Management, Ahmedabad, Prof. Vinod Vyasulu, ISEC, Bangalore, Ms. Jayati Ghosh, JNU, New Delhi.

Shri R.C. Iyer, Principal Secretary, Government of Maharashtra delivered the valedictory address.

Shri V.K. Agnihotri, Joint Director was the coordinator, Prof. H. Ramachandran was the Associate Course Director.

**3.33 LXVIII Training Programme for IAS Officers (Promoted or on the Select List)
(14th November to 16th December, 1994)**

The LXVIII Training Programme for IAS officers (Promoted or on the Select List) was held from 14th November to 16th December, 1994, which included mini Bharat Darshan from 1st to 11th December, 1994.

A total of 33 participants including 1 women attended.

The aim of the course was (i) to give an all India perspective of administrative duties of the higher civil services

- (ii) to examine questions of accountability and the human element in administration
- (iii) to develop state of the art skills for public management
- (iv) to review the organisational design and processes of state intervention and Government programmes.

Some of the eminent persons invited to interact with the participants included Shri M.K. Kaw, IAS, Member Secretary, Fifth Central Pay Commission, Shri Arun Shourie, Journalist Indian Express, New Delhi and Prof. G.K. Valecha, ESSARE Chandran Institute, Bangalore.

Shri M.K. Kaw, IAS, Member Secretary, Fifth Central Pay Commission delivered the inaugural address. Shri VK. Agnihotri, Joint Director, LBS National Academy of Administration delivered the valedictory address.

Shri Padamvir Singh, Deputy Director (Sr.) was the Course Director. Dr. RS. Datta and Dr. Ahmed Cameron were the Associate Course Director.

**3.34. Workshop on Land Reforms in Tamil Nadu - Question of Rural Indebtedness
(21st November to 22nd November, 1994)**

The Workshop on Land Reforms in Tamil Nadu - Question of Rural Indebtedness was held from 21st to 22nd November, 1994.

A total of 50 participants attended.

Professor T. Nateshan, Vice Chancellor, Gandhi gram Rural Institute delivered the inaugural address. Padmashree V. Padmanabhan, Managing Trustee, Gandhigram Trust delivered the valedictory address.

Shri M. Muthuswamy, Reader was the Coordinator. Shri PMV Siromony, Deputy Director were the Associate Coordinator.

3.35. Effective Communication Skills (5th December to 9th December, 1994)

The third Effective Communication Skill course was conducted from 5th to 9th December, 1994

18 participants including 3 women attend the course.

The objective of the course were to provide understanding of the role of communication for administration and managerial effectiveness. It provided opportunity to the participants to develop effective oral and written communication skills.

Shri K.K. Sharma, Deputy Director was Coordinator. Professor S.K. Ghosh was the Associate Coordinator.

CHAPTER - IV

TRAINING AND RESEARCH UNITS

4.1 Centre For Sustainable Development (CSD)

Introduction

The Centre for Sustainable Development was established in Academy in May 1994 with the primary objective of sensitising administrators to sustainable development issues, so that the country's efforts at meeting basic human needs and development aspirations do not jeopardise the quality of life of future generation. The emphasis is on learning from experience and developing a system which is more appreciative of the people's needs.

Training

Since the Centre began its activities only during the year much of its activities are at the concept stage. However the Centre's faculty has already conducted several modules on food security and forestry for the in-service training programmes run by the Academy.

Publications

The Centre proposes to bring out a series of publications on various themes of sustainability. Papers by academics, senior level IAS officers and NGOs with vast field experience have already been commissioned on various topics including:

- (i) Farmer's innovations and traditional wisdom
- (ii) Gender equity in farming activities
- (iii) Sustainable horticultural development
- (iv) Dairy development
- (v) Fisheries
- (vi) Food security
- (vii) Wasteland development
- (viii) traditional tribal wisdom

- (ix) Ecology of nomads
- (x) Ground water markets
- (xi) Tank irrigation systems
- (xii) Watersheds and rain water harvesting
- (xiii) Non-timber forest produce
- (xiv) Joint forest management
- (xv) Participatory training methods
- (xvi) Sustainable health care systems.

A series of discussion papers will soon be forthcoming

Workshops and Seminars

A three day workshop on "Policy and Implementation Issues in Forestry" was conducted by the Centre in July, 1994. The proceedings of the workshop will shortly be published. A training programme on Micro-Planning for Sustainable development is slated for February, 1995.

Faculty

The Centre has a core faculty comprising the following members:

Chairman : N.C. Saxena, Director

Policy issues in Forestry, Joint Forest Management

Vice-Chairman : Amarjeet Sinha

Public Administration and Social management Sustainable Livelihoods and the Indian Child

Co-ordinator : Nira Ramachandran

Carrying Capacities, Food Security Systems, Wild Life Conservation

Members of other faculties who are actively involved in the Centre are:

Atindra Sen : Faculty of Economics Environmental Economics

Ashok Thakur : Public Administration and Social Management Sustainable Hill Area
Development

Harsh Mandar : Public Administration and Social Management
Displacement Problems caused by Major Projects.

K.K.Sharma: Public Administration and Social Management
Natural Resource Accounting, Nomadic Tribes.

P.S.Datta: Land Reforms Unit
Traditional Tribal Wisdom

Sarojni G. Thakur: History and Indian Culture.
Gender Issues.

4.2 Centre For Micro Planning And Regional Studies (CEMPRES)

Origin

The Study Group on Training for District Planning Commission Government of India, New Delhi (1989), recommended that LBSNAA has to be developed into a principal training Centre for training the officers of higher civil services in India in the area of Decentralised Planning. A District Planning Unit was, thus, created in August 1989 with the support of the Planning Commission, New Delhi. To enlarge its scope and operations, the unit was renamed as the Centre for Micro-Planning & Regional Studies (CEMPRES) on 31st October, 1992.

Training Activities (Part of Professional Courses Organised By The Academy)

The training activities undertaken during the period were:-

- (a) During the LX Foundational Course the Centre provided support to the Economics Faculty in teaching economics and in organising village studies.

- (b) During Phase-I of IAS Professional Course the Centre organised a training module through which the trainee officers received inputs on the following (i) theories and principles of local-level planning; (ii) status of Decentralised planning in India; (iii) role of Panchayati raj Institutions; (iv) tools and techniques for local - level planning and; (v) database for decentralised planning and GIS application
- (c) A set of guidelines were also provided to the trainee officers to sensitise them to the local level planning in their respective States during district training. They have option are required to write a paper on the status and process of local level planning which is evaluated during professional course Phase-I.
- (d) During Phase-Ii of the IAS Professional Course, the trainee officers were given hands on training in formulating a district plan based on real life data. For this purpose, the Centre has prepared a comprehensive database for Dehradun District. They were also taken to the blocks to provide them with an interface with the common people and with their representatives. The Plans prepared by the trainees were presented before an expert panel for evaluation.
- (e) The Centre provided inputs on theory of decentralised and on planning techniques to the participants of the in-service courses. Depending upon the nature and coverage of the courses conducted, hands-on training in formulation of micro-plans in various sectors was also provided.

Training Workshops And Seminars

During the period, the Centre organised the following training workshops seminars in collaboration with the other faculties of the Academy and other national institutions:

- (i) Workshop on Issues in Resources Use and Institutional Structures In and Around National Parks and Sanctuaries, 6th to 8th January, 1994, LBSNAA, Mussoorie;
- (ii) Training of Trainers Programme on Decentralised Planning; 4th to 15th April, 1994, LBSNAA, Mussoorie;
- (iii) Workshop on New Economic Policy, '13th to 15 April 1994, **LBSNAA**, Mussoorie;
- (iv) First Modular Training Programme on Managing Change-, ' 23rd to 29th May, 1994, LBSNAA, Mussoorie,.

- v) Training of Trainers Programme on Panchayati Raj Institutions and Decentralised Planning; 20th June to 1st July, 1994, LBSNAA, Mussoorie;
- (vi) Training Programme on Computer Application in Decentralised Planning; 18th to 29th July, LBSNAA, Mussoorie;.
- (vii) Training cum Workshop on Decentralised Planning; 18th to 29th **July**, 1994, **LBSNAA, Mussoorie**;
- (viii) FAO Training Workshop on Decentralised Planning; 30th August to 10th September, 1994 University, Lucknow;
- (ix) FAO Training Workshop on Decentralised Planning; 29th to 30th September 1994, IIT, Khargpur; and
- (x) Training Workshop on Decentralised Planning; 21st to 30th November 1994 at NIRD, Hyderabad.

Research Activities

Initiated a research project that focuses on developing a typology of districts in India. Collection of data pertaining to various socio-economic indicators is already in progress. A preliminary report on the typology of districts in Uttar Pradesh is under preparation.

Research work on criteria for demarcating of National boundaries is also underway in the Centre. In this connection a workshop was organised in January 1994 and a volume of papers is being brought out in the journal "Seminar".

Inter-Institutional Collaboration

The Food and Agricultural Organisation of the United Nations, Rome has funded a TCP Project, (No.TCP/IND/2254) for preparation of a Manual on Training in Decentralised Planning. Seven national level institutions, namely HCM Rajasthan Institute of Public Administration, Jaipur, National Institute of Rural Development, Hyderabad, Institute of Management in Government, Trivandrum; State Planning Institute, Lucknow; Indian Institute of Technology, Kharagpur; Centre for Development Studies and Activities, Pune; and School of Development Studies, Lucknow University are collaborating in this programme. The draft manual was finalised in July, 1994 which was tested in the training workshops held in School

of Development Studies. Lucknow, ITI Kharagpur and NIRD Hyderabad. Dr. Donald Curtis and Dr. John Watson of Birmingham University, UK and Ms. Maria Qui, FAO, Rome provided their expertise during the various phases of formulating and testing the draft manual. Volume I of the manual was completed and was discharge in FAO, Rome in December, 1994

External training/Consultancy

Dr. H. Ramachandran participated as a resource person to train forest officials in social science research methods at the Forest Research Institute, Dehradun. He also provided consultancy service to the Indian Council for Forest Research and Education, Dehradun on their research project on Himalayan Ecology.

Dr. H. Ramachandran has been appointed as a member of Advisory Board of Lucknow School of Development studies, Lucknow.

Dr. Amitava Mukherjee was at London School of Economics, UK from 1st October, 1993 to 2nd January, 1994. During this period Dr. Mukherjee carried out research on issues related to food security.

Shri. Kashinath Bhoosnurmath was at the Faculty of Spatial Planning, University of Dortmund, Germany as a Visiting Lecturer from 1st October 1993 to 31st August, 1994. During this period he organised a Workshop on Formulation of training manuals and attended a meeting to finalise the draft FAO Manual on Decentralised Planning.

H. Ramachandran visited the University of Birmingham, UK and FAO, Rome from 29th November to 18th December, 1994. During this period he organised a Workshop on Formulation of Training Manuals and attended a meeting to finalise the draft FAO Manual on Decentralised Planning.

Core Group

In order to have an inter-disciplinary approach and to integrate the training activities of the Centre, a Core Group as been formed. The member of the core group are:

Core Group of the Centre for Micro-Planning & Regional Studies

Sl. No.	Name	Status in the Centre	Faculty Represented
1.	Shri V.K. Agnihotri	Chairman	Public Administration
2.	Dr. H. Ramachandran	Member	CEMPRES
3.	Shri Padamvir Singh	Member	Public Administration
4.	Shri PMV Siromony	Member	Public Administration
5.	Course Directors of Foundational Course / IAS Phase-I and IAS Phase-II	Members	

Change In Faculty

Dr. Amitava Mukherjee left the Centre in February, 1994 after serving as its Advisor from June 1989 and later on as Professor & Faculty Coordinator.

Shri Praveen Kumar Jha joined the Centre as Consultant on 16th August, 1994. Prior to joining, he was a lecturer in Economics in St. Stephen's College, Delhi University, Delhi.

Shri Kashinath Bhoosnurmath left the Centre on 20th December, 1994. He served the Centre as a faculty member since 6th May, 1991.

4.3 Centre For Development Of Software For Training Of Administrators (SOFTRAIN)

A major new Centre has been established in the Lal Bahadur Shastri National Academy of Administration, Mussoorie under the name Centre for Development of Software for Training

of Administrators (SOFTRAIN). It was established in recognition of the fact that a critical input in the training of administrators is the availability of suitable and effective training software. In the rapidly changing socio-economic and political environment of the country, the traditional administrative culture has altered beyond recognition, and administrators are called upon to adjust and contribute in a socially useful way in this vastly changed environment.

In the first year of its establishment, SOFTRAIN has taken several major strides. The most important part of the SOFTRAIN agenda is the preparation of a series of source books for district officers in important sectors of district administration. It is proposed that these source books extremely practical and action oriented in character, and that they should serve as a useful reference book for implementation to officer trainees when they return to the sub-divisional/district as well as to district officers who are in position in districts.

These source books would commence with a brief description of the special problems of the sector. This would be followed by the core of these source books, which would be an extensive series of suggested action points and interventions for solution of various problems. Finally, the third section would be dealing with resources, such as schemes, sources of funding, training institutions, relevant NGOs, etc.

During the year under review, work was undertaken for preparation of source books on general skills of management in government, social welfare, health, and promotion of rural livelihoods. These source books are under various stages of preparation, and SOFTRAIN has organised workshops inviting nationally reputed practitioners to contribute their experiential wisdom to enrich these source books. Also in the pipe line are source books on agriculture, forestry, literacy, primary education, disaster management, law and order, public distribution system and social justice legislation. The reputed publisher, 'VIKAS' Publishing House Pvt. Ltd., New Delhi has agreed to publish the entire series.

4.4. Land Reforms Unit (LRU)

The Land Reforms Unit in the Academy has been established to conduct concurrent evaluation of the implementation of land reforms in the country. The study covers the areas

of land reforms, land records in and tribal land and forest rights. The Unit during the period under reference was functioning under the Chairmanship of Professor- Harsh Mander, Professor of Public Administration and Social Management. Dr. P.S. Datta, Professor and Coordinator of the unit is supported by Senior Computer Programmer, Assistant Professor, Research Associate, Data Entry Operator and other clerical staff.

4.4.2. The other activities undertaken by the Land Reforms Unit during the year under report are as follows:

Reports

The Land Reforms Unit has already published an All India Report on the basis of empirical study of implementation of land reforms. A second report was submitted this year to Ministry of Rural Development.

Conduct Of Seminars/Workshops

In order to focus the attention of the State Government on the specific problems in the implementation of land reforms in a particular state, the unit organised state specific workshops in Bihar in 1994, Rajasthan, Andhra Pradesh and Uttar Pradesh in 1992, Orissa and Karnataka in 1993 and similar workshop was organised this year in Madhya Pradesh, Maharashtra & Gujarat and Tamil Nadu as reported in the earlier section. Also a workshop on the comparative land reform legislations at all India level was organised in 1993 and a workshop on Status of Dalits in India in March this year details of which are reported in the earlier section.

Study of land managed by religious and charitable institutions in Tamil Nadu.

The study was successfully completed and a report was prepared and submitted to the Ministry of Rural Development in 1992.

Study On Tribal Land And Forest Rights In North Eastern States

The study sponsored by North Eastern Council is undertaken by the Unit for the States of Assam, Meghalaya, Manipur, Tripura, Nagaland, Mizoram and Arunachal Pradesh and the reports on these States were submitted to NEC during 1993-94.

Action Research Programme

As a follow up of the empirical study, Action, Research Programmes are initiated by the Unit in the districts of Banda, Sonbhadra and Saharanpur in Uttar Pradesh, West Champaran and Rohtas in Bihar. Voluntary organisations are engaged in the activity and are funded by the Unit from the special grant received for the programme. The programme would be extended to other states in due course of time.

Core Group

To adopt an inter-disciplinary approach and to draw the rich expertise available at the Academy, a Core Group has been formed and its present members are listed in Table. It meets frequently to decide and to review the Action Plan and training functions of the Unit.

Core Group of the Land Reform Unit During 1994

Sl. No.	Name of the Unit	Status in Represented	Faculty
1.	Shri Harsh Mander	Chairman	Public Administration & Social Management
2.	Prof. D. Banerjea	Member	Law
3.	Prof. Brij Pal Singh	Member	Economics
4.	Shri Padamvir Singh	Member	Public Administration
5.	Shri Ashok Thakur	Member	Public Administration
6.	Shri Amarjeet Sinha	Member	Public Administration
7.	Dr. P.S. Dutta	Coordinator	Land Reforms Unit

Training Attended

The staff of the LRU attended the following training programmes during the period:

Dr P.S. Datta	Third Training Programmer on Case Preparation and Use organised by I.I.P.A. at A.A.S.C., Guwahati (March 22-24 1994)
Chandana Bhattacharjee	Third Residential Course on Effective Communication Skills at LBS NAA (December 5-9, 1994)
Gorki Chakraborty	Third Residential Course on Effective Communication Skills at LBS NAA (December 5-9, 1994)

List Of Faculty

Sl. No.	Name	Designation
1.	Shri D. Bandyopadhyay, IAS (Retd)	Professor Emeritus
2.	Shri P.S. Appu, IAS (Retd.)	Professor Emeritus
3.	Shri S.R. Sankaran, IAS (Retd.)	
4.	Dr. P.S. Dutta	Professor & Coordinator
5.	Shri P.R. Harikrishnan	Sr. Programmer
6.	Ms. Chandana Bhattacharjee	Assistant Professor
7.	Shri Gorki Chakraborty	Research Associate

Coordinators

S.No.	Name	Designation
1.	Shri S.V. Bhave	Chairman, Core Group till 20.8.1993
2.	Shri Sudhir Krishna	Chairman, Core Group from 21.8.93 to 5.9.93
3.	Shri Harsh Mander	Chairman, Core Group from 5.9.93 to till date
4.	Dr. P.S. Dutta	Professor, LRU from 1.9.93 to till date coordinator, from

		12.10.94 to till date
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4.5 Training, Research And Development Cell (TRDC)

Introduction

The Training, Research and Development Cell was set up in December, 1988 with a view to:

- (i) Collect, collate and generate materials related to training needs;
- (ii) Identify and support research programmes related to training functions; &
- (iii) Identify and meet the training needs of faculty members;
- (iv) To establish library of:-
 - (a) Audio-visuals;
 - (b) Socio-economic report, tribal attachment report etc., prepared by the Officer Trainees from time to time;
 - (c) Syndicate reports, Term Papers, Technical Papers prepared by the Officer Trainees; and
 - (d) Training material of other training institutions.

During the year Smt. Sarojini Ganju Thakur, Deputy Director (Senior) was the Officer in-charge of the Training, Research and Development Cell. He was assisted by Shri S.K. Ghosh, Reader.

Activities

The following activities were performed/handled by the TRDC:-

- (i) A database has been created using the CDS/ISIS package. During the year it was updated.
- 901 Socio-economic Reports;
- 166 Village Visit Reports;
- 479 Syndicate Reports;
- 942 Term Papers and Technical Papers;
- 216 Case Studies;
- 545 Assignments;
- 317 Project Reports;

263 Special Assignments;
 48 Study Reports; and
 97 Material on Women and Children

(ii) Audio Library consists of:-
 490 Audio Cassettes.

The video cassettes were transferred to the Library.

- (iii) Newstrack Video Cassettes were classified according to subject relevance of training inputs in the Academy. Theme based cassettes were prepared on 25 topics.
- (iv) Database about the feedback of both the Inhouse and guest faculty was updated. The format from the year 1994 was changed to make it more user friendly.
- (v) Fourth course on "Direct Trainer Skills" as designed by the Thames Valley University, UK and sponsored by the Department of Personel and Training was conducted from 4th to 9th April, 1994. 23 faculty members from various National/Central/State training institutions attended. Shri S.K. Ghosh,reader was the Course Director. More details about this course are at Chapter. III.
- (vi) With a view to develop the skills of the faculty members in counselling. The training programmes as shown in the Table was conducted:-

In-house Training Programme for the Faculty

S. No	Title of the Course	No. of Courses	Conducted by
1.	Counselling Skills & Techniques (31 st Aug. to 2 nd September, 1994)	01	Ms. Vatsala Sivasubramanian, Director, Ms. Reena Nath & Ms. Neeta Mohal, SANJEEVANI, New Delhi

- (vii) Prof. Deepak Agarwal, Management Development Institute, Gurgaon, Haryana visited the Academy on 17th February, 1994 to identify resource material about the

use of Computers and Information Technology by IAS etc. in the District Administration.

- (viii) The participants of the course on 'Training of Trainers' from Sardar Vallabhabhai Patel National Police Academy, Hyderabad, visited the Academy on 23rd February, 1994. Shri S.K. Ghosh addressed them.
- (ix) The participants of the course on "Rural Social Development and Agricultural Extension" from the Agricultural Extension Rural Development Department of the University of Reading (UK) visited the Academy from 27th March to 5th April, 1994. Prof Atindra Sen coordinated their programme.
- (x) A workshop on "Customer Driven Govern. ment Agencies" by Mr. Peter Block, Designed Learning INC, New Jersey, USA was conducted from 5th to 7th **April**, 1994 for a select group of Administrators and faculty members. Prof. Atindra Sen was the Workshop Coordinator. Details are at **Chapter-111**.
- (xi) Shri M.A.K. Tayab, Secretary, National Commission for Minorities, New Delhi visited the Academy on 17th May, 1994.
- (xii) The participants of the "Induction Course for the Young Professionals" of Human Settlement Development Institute, New Delhi visited the Academy on 10th and 11th June, 1994. Shri S.K. Ghosh addressed the group.
- (xiii) A delegation of Heads of Secondary Schools from Bhutan visited the Academy on 27th October, 1994.
- (xiv) A team of 3 district officers from tribal areas of Vietnam visited the Academy from 30th November to 1st December, 1994. The team made a presentation regarding Administrative Structure and Major Development Programmes in Vietnam. A structured interaction session with the faculty members was arranged. Prof. Harsh Mander coordinated.

- (xv) First residential course on "Effective Communication Skills" sponsored by the Department of Personnel and Training was conducted from 20th to 24th June, 1994. The TRDC was actively involved in designing and implementing. 21 members from various Government/ Public Sector Organisations attended. Prof O.N. Koul was the Coordinator and S/Shri K.K. Shanna, Deputy Director and S.K. Ghosh, Reader were the Associate Course Coordinators. The details of the course are at **Chapter-III**
- (xvi) Second residential course on "Effective Communication Skills" was conducted from 11th to 15th July, 1994. For this course, a course fee of Rs. 50001- was charged. It was for the first time that the Academy conducted a course, prescribing a course fee. The TRDC was closely involved from the inception stage. 19 participants from various Government/ Banking/Insurance/Public sector organisations attended. Prof. O.N. Koul was the Coordinator while S/Shri K.K. Sharma, Deputy Director and S.K. Ghosh, Reader were the Associate Course Coordinators. The details are at **Chapter-111**.
- (xvii) Encouraged by the response from the 2nd course and to cater, to the growing demand, the third residential course on "Effective Communication Skills" was conducted from 5th to 9th December, 1994. The course fee was enhanced to Rs. 9500/-. 18 participants from various Government/Banking/ Insurance/ Public sector organisations attended. S/Shri K.K. Sharma, Deputy Director, and S.K. Ghosh, Reader constituted the Course Authority. The details are at **Chapter-III**.
- (xviii) Department of Personnel and Training had organised De-Briefing sessions on regional basis for officers who had undergone foreign training during 1993-94 The officers of the southern region were debriefed at the workshop at Madras, the Western region at Bombay, the Eastern region at Calcutta and the Northern region at Delhi. This was followed by an All India workshop at Delhi. The Academy was specifically invited to participate. Accordingly the faculty who represented the Academy, the Venue and date were as follows:-

Sl. No.	Faculty	Venue	Date
1.	Smt. Sarojini G. Thakur,	Madras	11.11.1994

	Deputy Director (Sr.)		
2.	Smt. @ Sarojini G. Thakur	Bombay	25.11.1994
	Deputy Director (Sr.)		
3.	Shri S.K. Ghosh, Reader	Calcutta	16.12.1994
4.	Smt. Sarojini G. Thakur,	Delhi	28.12.1994
	Deputy Director (Sr.)		
5 .	Shri S.K. Ghosh, Reader:	Delhi	4.1.1995

UNDP Project

The TRDC has been administering the UNDP Project No. IND/90/004 which was started in April, 1991 for upgrading the research and training capability of the Academy.

Proposal were also formulated to seek funding for the preparation of Source Books for District Officers on Forestry and Social Justice Legislation.'

The status of the project was reviewed in the Terminal Tripartite Review Meeting held on 28th November, 1994. On the basis of the discussions, the project was extended upto 30th June, 1995.

Gender Planning Training Project

The Department of Personnel and Training (Training Division), Government of India is executing a joint collaboration project with the Government of UK in the field of Gender Planning Training Project. This project *interalia* envisage the transfer the Gender Planning Training Project course of the Institute of Development Studies (IDS), University of Sussex (UK Course) to India by adopting, designing and delivering the five week module with the assistance of the IDS Course team. The LBS National Academy of Administration has been designated as the apex institution for Gender Training in India, and for building project sustainability by working with other project institutes. Moreover, the Academy has been entrusted with the responsibility of designing and delivering future in-country training of quality standards in the field of Gender.

Smt. Sarojini G. Thakur, Deputy Director (Senior) has been appointed as Gender Training Director. A project for development of the Centre for Gender Planning Training at the Academy has been formulated and is under consideration.

National Research and Resource Centre (NRRC)

A National Research and Resource Centre (NRRC). is being set up with the association of the National Dairy Development Board (NDDB). This will be housed in the new building at the Glenmire Campus, which will be the third campus of the Academy.

Inter Institutional Collaboration

The following proposals for inter institutional collaboration were formulated and processed during the year: -

(A) A proposal for establishing an inter institutional collaboration with the International Centre for Public Enterprises (ICPE) Ljubljana, Slovenia and the LBS National Academy of Administration was taken up for consideration. The scheme envisaged deputing IAS Officer Trainees for study at ICPE in following broad areas:-

- Regional Economic Cooperation
- Civil Services Reform
- Restructuring and Privatisation
- Rapid Employment Generation
- Human Resource Management

(B) The Agricultural Extension and Rural Development Department, University of Reading (UK) had proposed collaboration with the LBS National Academy of Administration in the area of Agricultural Extension and Rural Development. A proposal to establish the linkage under the "Higher Education Link Scheme" of the British Council is being processed.

Foreign Training

The faculty members as shown in Table were deputed on training abroad under the UNDP Project Colombo Plan during 1994.-

Other Training Programme For Faculty Members

In addition, following faculty members, as shown in Table, were deputed to participate in the courses/workshops/seminars organized in the country:-

Faculty Members deputed for training abroad under UNDP Project No. IND/90/004 and Colombo Plan

S. No.	Name S/Shri	Deputed under	Deputed to	Duration	Title of the Course
1.	Smt. Sarojini G. Thakur Deputy Director (Sr.)	Colombo Plan	IDS, Sussex	11.4.94 to 6.5.94	Gender Planning Training Project
2.	Sharat Kumar, Reader	UNDP Project	RVB Maastricht School of Management , Netherlands	10.9.94 to 20.12.94	Economics Development

Faculty Seminars

Faculty members as shown in Table gave following faculty seminars:

Seminars given by Faculty Members

SI. No.	Name	Topic	Date
1.	Shri P.S. Datta, Professor	Insurgency: Need for Fresh Look	20th May, 1994
2.	Shri Atindra Sen, Professor	Teaching Methodologies	12th August, 1994
3.	Shri RS. Datta, Professor	New Economic Policy and North East India	

**FACULTY MEMBERS DEPUTED TO PARTICIPATE IN THE
COURSES/WORKSHOPS/SEMINARS IN THE COUNTRY**

S. No	Name S/Shri	Title of the course/ workshop/ seminar	Institution	Duration
1.	Rajnish Karki Reader	Workshop on the Impact of Policy of Small Industry	National Institute of Small Industry Extension Training, Hyderabad	3.1.94 to 7.1.94
2.	M. Muthuswamy, Reader	Indian Insights	Indian Institute of Management, Calcutta	9.1.94 to 15.1.94
3.	Brij Pal Singh Prof. of Economics	Do	Do	Do
4.	S.K. Ghosh, Reader	Leadership and Motivation	Tata Management Training Centre, Pune	10.1.94 to 15.1.94
5.	K.K. Sharma, Deputy Director	International Conference on Financial Management and Accountability in the Public Sector	Controller General of Accounts, Ministry of Finance N. Delhi	7.2.94 to 11.2.94
6.	Ashok Thakur, Dy. Director (Sr)	Training of Officers on DPAP/IWP Projects	Department of Wastelands Development, New Delhi	17.2.94 to 19.2.94
7.	P.K. Bandyopadhyay Asstt. Prof.	Training Delayed in Justice Denied	Kurukshetra University, Kurukshetra Haryana	12.3.94 to 14.3.94
8.	S.K. Ghosh,	Director's Workshop	Assam	16.3.94 to

	Reader		Administrative Staff College, Guwahati	18.3.94
9.	V.K. Gupta, Professor	Case Preparation and use	Assam Administrative Staff College, Guwahati	22.3.94 to 24.3.94
10.	P.S. Dutta, Professor	Case Preparation and use	Assam Administrative Staff College, Guwahati	22.3.94 to 24.3.94
11.	Sanjeev Sabhlok, Professor	Quantitative Methods for Management	Indian Institute of Technology, New Delhi	9.5.94 to 11.5.94
12.	Ms. Nina Jacob, Reader	Exploration in Role and Identity in Organisation-II	Indian Society for Individual and Social Development, New Delhi	13.5.94 to 20.5.94
13.	P.K. Pandyopadhyay, Asstt. Prof.	Santal Culture, Language and Literature	Cultural Promotion Centre Distt. Sihibganj, Santal Parganas, Bihar	10.6.94 to 12.6.94
14.	S. Mendiratta, Dy. Director	Geographical Information System "Geomatics : Vision 2000"	Indian Society of Geomatics, Ahmedabad NIC, N. Delhi	18.6.94
15.	Smt. Smita Sabhlok, Deputy Director	Drought Management Policy Workshop	Natural Disaster Management Group, Daltonganj, Bihar	27.6.94 to 28.6.94
16.	M. Muthuswamy,	Attitudinal Transformation for Better Performance	Indian Institute of Public	4.7.94 to 9.7.94

	Reader		Administration, New Delhi	
17.	K.K. Sharma, Deputy Director	Environment Audit	ICWAT, New Delhi	6.7.94 to 8.7.94
18.	V.K. Gupta, Professor	Environment Audit	ICWAT, New Delhi	6.7.94 to 8.7.94
19.	Ahmad Cameron, Head, NICTU	UNIX and "C" Language	CMC, Madras	11.7.94 to 22.7.94
20.	Pawan Joshi, Systems Analyst	UNIX and "C" Language	CMC, Madras	11.7.94 to 22.7.94
21.	Mantosh Chakraborty, Sr. System Analyst	Computer in Finance and Accounts	CMC, Madras	8.8.94 to 12.8.94
22.	Manu Twari, Programmer	Computer in Finance and Accounts	CMC, Madras	8.8.94 to 12.8.94
23.	V.K. Agnihotri, Jt. Director	Policy Design Using Delphi	Indian Institute of Technology, Delhi	13.8.94
24.	S.K. Ghosh, Reader	Communication Skills for Managerial Effectiveness	Administrative Staff College of India, Hyderabad	19.9.94 to 24.9.94
25.	S. Mendiratta, Deputy Director	GIS Applications in Urban and Regional Planning	IICP, New Delhi	19.9.94 to 30.9.94
26.	G. Mukherjee, Sr. System Analyst	Structured Systems Analysis and Design	CMC, New Delhi	26.9.94 to 7.10.94
27.	Bhupesh K. Bist, Programmer	Structured Systems Analysis and Design	CMC, New Delhi	26.9.94 to 7.10.94
28.	Ahmad	Relational Database	CMC, Madras	7.11.94 to

	Cameron, Head, NICTU		Management	18.11.94
29.	Mantosh Chakraborty, Sr. System Analyst	Relational Database	CMC, Madras Management	7.11.94 to 18.11.94
30.	M. Muthuswamy, Reader	Management by Values	Indian Institute of Management, Calcutta	18.11.94 to 19.11.94
31.	Ahmad Cameron, Head NICTU	Vision Seminars on Its Solutions, Technology and Policy	Manufactures Association for Information Technology, New Delhi	7.12.94 to 9.12.94

The TRD Cell also endeavors to expose the faculty to the scholars/administrators in the various areas of specialisation. The list of scholars who shared their experiences/expertise with the faculty is shown in Table.

Scholars/Administrators who interacted with the Faculty

SI. No.	Name	Talk on	Date
1.	Shri Inder J. Malhotra, HJS, Addi. District and Session Judge, Barabanki	Legal Aid Movement	5th April, 1994

- | | | | |
|----|---|--|-----------------|
| 2. | Shri SIIF Alam,
Judge-cum-Chairman
Distt. and Sessions, Distt. Consumer
Forum, Begusarai | Crimes Against Women | 6th April, 1994 |
| 3. | Shri M.L. Gandhi,
Distt. Attorney
(Enforcement), Shimla | -- | 6th April, 1994 |
| 4. | Shri Umesh Kumar Sharma,
Chief Judicial Magistrate,
Jodhpur, Rajasthan | -- | 8th April, 1994 |
| 5. | Shri Arun Kumar Das,
Registrar, High Court of
Judicature, Patna, Bihar | -- | 8th April, 1994 |
| 6. | Prof. N.C. Nigam,
Formerly Director,
Indian Institute of
Technology, Delhi | Training Needs of Civil Servants
with an Engineering Background | 2nd Sep, 1994 |
| 7. | Prof. R. Srinivasa Murthy,
Prof. of Psychiatry and Head, Services
National Institute of Mental
Health and Neuro Sciences,
Bangalore | Attitudes and Stress in the Civil | 29th Sep, 1994 |

Publications

During the period, the TRD Cell brought out the following publications:-

- (i) Monograph No. 7 - Communication Skills: Development and Training
- (ii) Brochure on the Academy
- (iii) The Annual Report of the Academy for the year 1993.

Case Studies

The Academy encourages development of case studies on situations and themes directly related to the training needs of the civil servants. A Case Study Committee is constituted to process such case studies. The members of the Committee were as in Table.

Composition of the Case Study Committee

Sl. No.	Name	Status in the Committee
1.	Shri V.K. Agnihotri Jt. Director	Chairman
2.	Prof. D. Banerjea Faculty Coordinator (Law)	Member
3.	Shri Ranjan Dwivedi, Faculty Coordinator (Management)	Member
4.	Prof. Atindra Sen, Faculty Coordinator (Economics)	Member
5.	Shri Padamvir Singh Dy. Director (Sr.)	Member
6.	Shri S.K. Ghosh, Reader	Member
7.	Smt. Sarojini G. Thakur, Dy. Director (Sr.)	Member-Secretary

Training Inputs

Shri S.K. Ghosh functioned as Course Director/Associate Course Director/Coordinator in respect of the following courses:-

- Course Director - 4th Direct Trainer Skills Course
- Associate Course - (a) Workshop on the Status of Dalits
- Director/Coordinator (b) 1st Course on Effective Communication Skills
- (c) 2nd Course on Effective Communication Skills
- (d) 3rd Course on Effective Communication Skills

Faculty Support

Shri S.K. Ghosh was invited as a Resource Person by :-

- i. The Indian Telephone Industries, Bangalore
- ii. Defence Institute of technology Management, Mussoorie
- iii. Government of Tripura
- iv. Institute of Management Development, Lucknow
- v. Indira Gandhi National Forest Academy, Dehradun
- vi. Design of Training Course: For faculty members of National/Central State Training Institutions under the sponsorship of the Department of Personnel and Training at the Assam Administrative Staff College, Guwahati from 9th to 13th May, 1994

Working Papers

Shri S.K. Ghosh prepared working papers for the "How to" Workshop on the following topics:-

- i. Presentation Skills
- ii. Report Writing

Village Study Unit

Objectives

- i. To look after the design and working of the village studies which are undertaken by the Officer Trainees as part of their training during Foundational Course as well as by the IAS Officer trainees in their District Training.
- ii. To foster research in the field of village studies.
- iii. To bring out publications.

IAS Professional Course Phase-I

For the Phase-1 Professional Course 1993 batch the Village Study Unit prepared a fresh questionnaire and instructions for field work based on the discussions with the Ministry of Rural Development which has funded a special project for evaluating Government Programmes based on these assignments.

IAS Professional Course Phase-II:

Examination of Socio-Economic Survey of the IAS Professional Course 19.92-94 batch for Phase-II of Professional Training were done in the respective Counsellor group meetings.

The Officer Trainees prepared State Papers based on general socio-economic surveys of the concerned state. The Village Study Unit has compiled these reports and are being edited to prepare a separate volume, -"State of India : A Socio-Economic introduction". Uttar Pradesh cadre Officer Trainees did not prepare their state paper.

Foundational Course

For the Village Visit Programme of 60th Foundation Course the Officer Trainees were given detailed questionnaire and briefing and their reports have been discussed in small groups in great detail. Based on class room discussions Dr. Brij Pal Singh has sent a write-up to Economic and Political Weekly, while Shri Amarjeet Sinha is working to prepare a general report based on these village studies.

Project Funding From Ministry Of Rural Development

The Village Study Unit has been given a funding by the Ministry of Rural Development to use the Socio-economic Survey work of the Officer Trainees of IAS as part of their district training.

Faculty Members, Academicians and Administrators were invited to prepare State papers based on these Socio-economic Studies reports. The following persons have been selected to prepare the State Papers:-

Sl. No.	Names of the Authors	States
1.	Shri V.K. Agnihotri, IAS	Andhra Pradesh
2.	Shri Amarjeet Sinha, IAS	Bihar

3.	Shri Padam Vir Singh, IAS	Haryana
4.	Shri Ashok Thakur, IAS	Himachal Pradesh
5.	Shri R Michael, IAS	Kerala
6.	Shri Harsh Mander, IAS	Maharashtra
7.	Smt. Sarojini G. Thakur, IAS	Rajasthan
8.	Shri K.K. Sharna, IAAS	Nagaland
9.	Prof. Brij Pal Singh	Punjab
10.	Prof. P.S. Datta	Assam Meghalya
11.	Shri Ranjan Dwivedi, IPS	Uttar Pradesh
12.	Shri Sudhir Krishna, IAS	Karnataka
13.	Dr. C. Ashokvardhan, IAS	Manipur/Tripura
14.	Dr. C.N. Ray,	Gujarat
15.	Shri Aswini Kumar Nanda,	Orissa
16.	Dr. S. Irudaya Rajan,	Tamil Nadu
17.	Shri M.N. Roy, IAS	West Bengal

Synopsis for almost all of these papers have been received and the authors have been asked to submit their final paper by February, 1995.

The Membership of the Village Study Unit is at present as follows:

Sl. No.	Name	Status in the Faculty Unit	Represented
1.	Dr. Brij Pal Singh	Coordinator	Economics
2.	Shri Padamvir Singh	Member	Public Administration
3.	Smt. Sarojini G. Thakur	Member	Indian History and Culture
4.	Dr. VK. Gupta	Member	Law
5.	Prof. Atindra Sen	Member	Economics
6.	Dr. P.S. Datta	Member	LRU
7.	Shri H. Ramachandran	Member	CEMPRES
8.	Prof Harsh Mander	Member	Public Administration

CHAPTER - V

LIBRARY

The Academy has one of the most prestigious and beautiful Libraries in the country. It is located in scenic surroundings in the new building "Karmashila". The north-eastern wing of the building gives a panoramic view of the majestic Himalayas and an eternal sense of togetherness with the nature. The library is aptly named after Mahatma Gandhi as "Gandhi Smriti Library".

Document Resources

The library has around 1.5 Lakh documents including bound Volume of journals. The library added 4755 publications in its holding during the period under report. In addition the library receive around 400 titles of Journals, magazines and newspapers by way of subscription, exchange and gift.

Services

Library provides the following services to its readers.

The following current awareness services are provided to the users to keep them abreast with the latest information in their areas of specialisation.

- 1. Current Content Service:** Current content is a fortnightly awareness service which is provided to the faculty. Content pages of around 200 periodicals are covered in this service.
- 2. List of New Additions:** A list of new additions brought out bimonthly to inform the users about the latest books added to the Library.

3. **Kitab:** A monthly indexing service of book reviews published in various journals and newspapers is brought out to facilitate the Faculty and other users for suggesting the new books for the Library.

4. **Samayaki:** The Library started a new Weekly indexing service 'Samayaki' during the year under report. Eight newspapers are scanned daily and relevant articles are indexed under various subject headings.

5. **Press Clipping Services:** The Library is maintaining press clippings of relevant articles in about 600 subject headings and these are updated regularly. On an average over 4000 clippings are added annually.

6. **Bibliography And Documentation Services:** The Library is providing comprehensive literature search service to the users. A number of topical bibliographies have been compiled and provided to the users during the year.

7. **Reference Service:** Reference assistance is provided to the users in identification of bibliographical details of publications, articles, newspapers clippings etc. In addition facts & figures on a number of topics and other information is also provided to the users.

8. **Lending Services:** The Library lent out over 30,000 books and other reading material to the users during 1994.

9. **Photocopy Services:** The Library provided over 1,20,000 photocopies of various documents to the readers during the year.

Computerization

The Library is maintaining following data bases in CDS/ISIS and providing literature search services to the readers. The database are being updated regularly.

1. **Cat:** The Library is maintaining on-line catalogue data base for the books available in the Library.

2. **Inser:** Inser database is maintained for the information on articles selected from the journals received in the Library. The database has information on over 25,000 articles on various subjects.

3. **Newsco:** The 'Newsco' data base was started for news paper articles during the year under report. Information on over 5000 newspaper articles published in 1994 is available in the data base. The Database is being updated on daily basis.

4. **Audcon:** The Library has a small collection of audio-cassettes for the use of readers. The information for these cassettes is available on-line in this data-base.

5. **Vidcon:** The Video collection have been transferred to the Library from TRDC The Library has created on line data base for these video-cassetts.

Further on the computerisation scene of the Library, a library software 'Techlib Plus' (Basis plus) was installed in the Academy's main HP-9000 computer. A weeks Training programme on the software for Library staff was also arranged during the year. Once the Library is linked with the main computer, its most of the house keeping jobs would be automatic.

Audio-Visual Unit

The Library has a Audio-Visual Unit where in two T.V.s & two VCR are available for the viewers. The unit has 234 Audio-cassettes of Indian and Western classical music and 38 1 - Video Cassettes on different themes mainly for the purpose of Training programmes.

Professional Development

Shri Ramesh Kumar, SLIA, attended the XXXIX ILA Conference held at Bangalore, from 7-10 January, 1994.

Ms. V. Patnaik, SLIA attended a 4 days Training programme on 'User Education for Librarians' held at Institute of Administration Hyderabad, from 16- 19 August, 1994.

Shri R.K. Arora, SLIA attended Shri. Sucha Singh, LIA attended the XVI National Seminar of the IASLIC held at IIT, Bombay from 19-22 December, 1994.

Library Review And Development Committee

The LRDC advises on the policy matters and development programmes of the Library. LRDC had 3 meetings on 25th February, 16th May and 5th December, 1994 to discuss various matters of the Library during the year. The composition of the LRDC is followings:

- | | | |
|----|-----------------------------|------------------|
| 1. | Joint Director | Chairman |
| 2. | Coordinators of Members | Faculty/Units |
| 3. | Deputy Director i/c Library | Member Secretary |
| 4. | Officer Trainees | Special Invitees |
| 5. | Senior Librarian | Convenor |

CHAPTER - VI

COMPUTER CENTRE AND REPROGRAPHIC UNIT

Computer Centre

The Centre performs the following activities:

- (i) Procurement and distribution of computer hardware and Software and
- (ii) Development and strengthening of existing computer facilities

The Centre houses the File Servers (Two nos. HP-999/817 and One no. HP 9000/827 systems) for the state-of-art Local Area Network (LAN), connecting all the PCs of the Mail Campus, Indira Bhawan and Research Resource Centre (RRC). In addition, an I-IP-9000/400T graphics workstation is also installed to cater to the GIS applications of the research units.

As in the past, the Centre provided PCs on rent to the Officer Trainees of Phase 1 (1993 Batch) during February-June, 1994 and Phase 11 (1992 Batch) during June-August, 1994 and this year the trainees could access the network from Hostel rooms and communicate to each other apart from enhancing their skill and getting acquainted with latest softwares.

A training programme, conducted by CMC Limited, was organised by the Centre for the technical staff of our Library to train them on the new package in the network system during 16-22 August, 1994.

A separate computer lab was set up this year during 60th Foundational Course (1994 Batch), September-December, 1994, wherein trainees were given various computer inputs in addition to exposure to WINDOWS environment. A demonstration on MULTIMEDIA PC was also arranged and trainees were made to make use of the system to access various databases and other features available.

Reprographic Unit

The unit performs these activities:

- (i) Maintenance of Computers, peripherals, softwares and related items;
- (ii) Provide technical support to computer users
- (iii) Provide assistance to faculty and others in preparation of presentation material
- (iv) Provide assistance to Officer Trainees in bringing out their reports and technical papers, and
- (v) Produce course material in-house

In order to perform above activities, following infrastructure is available in Reprographic Unit:-

- (i) Apple Macintosh DTP system with 19" Multisync Color Monitor, Apple Laser Printer and Mirus Film Recorder;
- (ii) IBMPC/AT - 386 with 19" Multisync Monitor, QMS Postscript Printer, HP Scanner and HP Color Plotter;
- (iii) IBMPC/AT - 386 14" color monitor and HP Laser Printer, enhanced to print postscript;
- (iv) IBM/PC/AT - 486, Macintosh LC-11;
- (v) Two high-speed Risographs, capable of printing A4 size paper at 120 copies/minute;
- (vi) One high speed Risographs, capable of printing A3 size paper at 120 copies/minute;
- (vii) Swift offset machine for high quality color printing; and
- (viii) Cutting and binding machines

The unit is also equipped with the following softwares:

Sl.	Software	utility
1.	MS-Windows 3.1	GUI Operating System for GUI Softwares
2.	MS-Word for Windows 2.0	Window based Word Processor
3.	MS-Excel 4.0	Window based Spread Sheet
4.	Aldus Pagemaker	Page Composition Software Data Base
5.	dbase IV	Data Base

6.	Aldus Persuasion	Macintosh based presentation software
7.	Sulekha devnagari fonts for bilingual publishing	Devnagari fonts for Macintosh
8.	MS-C/C++ 7.0 and Windows	Software Development Kit. Programming kit for Window based applications
9.	Harvard Graphics	Presentation software in DOS
10.	Power Point	Presentation Software in Windows
11.	Adobe Type Manager	Regional Window based Fonts
12.	Red Alert Ver. 4.0	Virus Detection and Cleaning software
13.	Nash Shot Ver, 15.1	Virus Detection and Cleaning software
14.	MS Project	Project Management Software
15.	Success Planned	Project Management Software
16.	Windows NT	Operating System

The unit has infrastructure for computerised page composition, printing - Risograph as well as off-set printing - and binding. It is supported by Machine operators, sorters, binders.

In addition to the existing tow A4 size risographs, one A3 size Risograph machine was procured and installed to augment the growing need of printing.

The range of publications include Reading materials for the Foundation, Professional and In-service courses, Monographs and Training Calendar, Inhouse Journals of various clubs and societies like Management, Nature Lovers, House Journal, etc., Project Reports of the research units like Land Reforms Unit and Centre for Micro Planning & Regional Studies, etc.

During the year, the unit printed about 17 lakh pages which included 131 books. The total cost of consumable for doing this printing came to Rs. 3,55,916 for Riso masters, Rs. 2,30,648 for paper, Rs. 18,962 for binding material, and Rs. 2,01,639 for AMC charges paid on the machines. The cost per page of printing, considering non-personnel costs there-by came to about Rs. 0.47 per page.

The unit also coordinated publishing of the Civil List 1994 and imparted training in the use of various softwares to faculty and staff and also conducted introductory courses on computers for the officers of Indo Tibetan Border Police and children of Academy staff.

CHAPTER - VIII
ACTIVITIES OF CLUBS/SOCIETIES AND OFFICERS'MESS

Adventure Sports Club

The Adventure Sports Club is formed with a primary objective of inculcating a spirit of adventure amongst the Officer Trainees. During the year the following were the office bearers of the club

1. IAS Professional Course Phase-I (December, 1993 to May 1994)

- (i) Shri Neeraj Mandloi Secretary
- (ii) Shri Sanjay Dubay Member
- (iii) Shri Asgar H Samoon Member
- (iv) Shri Shridhar Agarwal Member

2. IAS Professional Course Phase II- (June-August 1994)

- (i) Shri Shaleen Kalra Secretary
- (ii) Shri Ashwani Kumar Member
- 2 posts vacant

3. LX Foundational Course (September-December 1994)

- (i) Shri Arvind Shrivastava Secretary
- (ii) Shri Piyush Goyal Member
- 2 posts vacant

During the year in all the courses the Officer Trainees (OT's) took keen interest in the activities of the club.

7.1.3. The following were the events organised by the club like Skiing, River Rafting, Parasailing etc.

- (i) Skiing Course for one week 6.2.94 to 12.2.94 IAS Phase I (10 participants)
- (ii) River Rafting on 14.3.94 (26 participants)
 - do. 26.3.94 (25 participants)
 - do- 14.10.94 (33 participants)
 - do. 15.10.94 (26 participants)
 - do- 23.10.94 (14 participants)
- c) Trek to Nag Tibha (8.3.94 to 10.3.94) (30 participants).
- d) Parasailing at Dehradun (9.7.94) (20 participants) IAS Phase 11.

Shri Ashok Thakur, Deputy Director (Sr.) was the Director's Nominee and Shri Pawan Kumar Joshi was the Associate Nominee during the period.

The Alumni Association

Activities

The December 1993 issue was published in June, 1994.

Advertisement of the Alumni Association was inserted in some publications to increase membership.' The total membership has now reached 1753.

A special issue of Academy Sandesh is being edited by Shri Ashok Vajpayi, Joint Secretary, Culture, Govt. of India on "Creative Writing by Administrators". Shri Ashok Vajpavi has been collecting the writings of administrators and this issue shall be published by December 1994.

Shri S.K. Ghosh, Reader (since March, 1994) and Amarjeet Sinha, Deputy Director (from April, 1994) were the Director's Nominee and Dr. Tuman Singh is the Associate Nominee.

Computer Society

Activities

The computer society along with the NICTU faculty was involved in assisting the OTs with their work on the computers. This year the society tried to work on the feedback given by OTs and due to this the virus problem was tackled promptly.

Participation In Fete '94

The stall of computer society was put up to demonstrate the popular fortune-teller package.

Awards And Prizes

During the LX Foundational Course the Computer Society organised the "Sir Homi Bhabha Debate on Science, Technology and Environment". 22 OTs participated in it. Maj. Gen. M.L. Madan was the chief guest of the event. The award winners were:

1. Shri Vidya Shankar Aiyar
2. Shri Atul Anand
3. Shri Alok Kumar
4. Shri Arvind Srivastava
5. Ms. Sripriya Ranganathan

Dr. Ahmad Cameron was the Director's Nominee and Shri Sandeep Kayastha was the Associate Nominee during the period. Shri D.K. Tewari was the Secretary of the Computers Society.

Film Society

Film Society was primarily constituted for wholesome entertainment of the officer trainees through screening of various movies of different languages. But this year we decided to do much more than its primary objective of entertainment. On the same line we were involved in various activities such as:

The following were the activities of the Society: -

- a. An amateur film on the Foundational Course was made and OTs were provided copies of snippets of interest to them.

- b. Informal training was arranged for OTs on handling video cameras.

Society wishes to thank the maintenance section for its immense cooperation at all stages in providing the equipments and also helping in the recording processes.

The following were the office bearers during the Foundational Course

Secretary	Asim Arun
Members	Pravin Agrawa
	Monika Agnihotri
	Piyush Pandey
	Vikas Kharge
	Samir Sinha

Shri Harsh Mander, Prof. of Public Administration was the Director's Nominee and Shri B.Kashinath and Shri Praveen Kumar Jha were the Associate Nominee.

Fine Arts Association

Activities

During 1994, the Fine Arts Association organised the programmes as shown in the following table:-

S1.	Programme	Programmed and performed by
No.	held on	
1	19.2.1994	Programme 'Session on Guitar' by Shri Donald Phillips Wahlong, IAS Officer Trainees
2	23.2.1994	Informal variety programme organised by IAS Officer Trainees
3	25.2.1994	Lecture-cum-Demonstration by Mrs. Uma Shanna
4	4.3.1994	'Antakshari' - Zee Style organised by IAS Officer Trainees
5.	13.3.1994	North Zone Day by Guest Artists from North Zone Cultural Centre and IAS

Officer Trainees

6. 26.3.1994 'Bonfire, Conftee and Songs' by Officer Trainees and Faculty
7. 27.3.1994 'Fuhaar' on the occasion of 'Holi' by Officer Trainees and Faculty
8. 28.3.1994 Plays and programmes organised by
& 29.3.1994 'NISHANT STREET THEATRE'
9. 4.4.1994 West Zone Day by Guest Artists and Officer Trainees of West Zone
10. 24.4.1994 South Zone Day by Guest Artists and Officer Trainees of South Zone
11. 27.4.1994 'Musical Tambola' by Officer Trainees
12. 15.5.1994 East and North-East Zone Day by Guest Artists and Officer Trainees
13. 16.5.1994 'Behu' dance by Assam troupe
14. 28.6.1994 First cultural programme 'RIMJHIM KE TARAANE' organised by IAS Phase-II Officer Trainees
15. 2.7.1994 'SURANGANI' a Antakshari competition with a difference (Faculty Vs. Officer Trainees)
16. 21.7.1994 Singing programme 'GOONJ' and skit on the Officer Trainees - DM experience in the District organised by the Phase-II Officer Trainees
17. 22.7.1994 Play 'BAGH JAMEDARNI' presented by Shri Habib Tanvir and his troupe
18. 7.8.1994 Play 'JIS LAHOREDEKHYA NAHIN JAMYA NAHIN' presented by Shri Habib Tanvir and party from Sriram Centre
19. 9.8.1994 The emotional farewell programme 'SAYONARA' by IAS Phase-II Officer Trainees
20. 10.8.1994 The last programme of IAS Phase-11 'AS WE SAW IT' organised by Faculty Members

21. 21.9.1994 'ZINDAGI MILKE BITAYENGE' a programme to find out hidden talent among the Officer Trainees of LX Foundational Course was organised by the Officer Trainees Counsellor Group wise Antakshari programme were held groups
22. 22.10.1994 "GHAZALE NIGHT" in the respective traditional dresses was organised by the Officer trainees of LX Foundational Course
23. 3.11.1994 Programme "DIWALI DHAMAKA" was organised on the eve of Diwali
24. 25.11.94 A.K. Sinha Memorial One Act Play by the Officer Trainees
& 29.11.94
& 30.11.1994

Shri PMV Siromony was the Director's Nominee and Shri T.K. Rabha was the Associate Nominee during the period.

Hobbies Club

Activities

During 1994, the Club organised painting and college workshops during the IAS Professional Course Phase-I, Professional Course Phase-II and during the LX Foundational Course. The Club also organised photographic exhibitions on different themes during these course. In addition, the Club organised quiz and other competitions. Three beautiful paintings made by the officer trainees were also presented by the trainees to the Academy.

Shri Padamvir Singh was the Director's Nominee and Shri P.K. Bandhopadhyay was the Associate Nominee during the period.

House Journal Society

Activities

During the Phase-I 1994, the society published a house journal entitled "Batayan". During the Phase-II 1994 (of 1992 batch), the society published a house journal entitled "Varchaswi", and brought out a beautiful directory entitled "Spandan" portraying the IAS officer trainees of the 1992 batch alongwith their spouses.

Throughout the Phase-1 and Phase-II the society brought out a 'Wall Journal' which reflected not only artistic and literary talents, but also depicted various ongoing activities of the Academy and raised some topical issues.

The LX Foundational Course 1994 introduced the concept of a Graffiti Board, which gave vent to a great deal of spontaneous expression on a variety of issues. The society also brought out a voluminous House Journal entitled "Mosaic", and an Officer Trainee's Directory entitled "Hum Log" showing all the Officer Trainee's in the batch with their names, addresses, birthdays, services and short write-ups.

As in the previous year the society organized various games (e.g. Treasure Hunt), and took part in the Fete in order to raise funds for poorer sections of the staff under the aegis of the Society for Social Service.

Shri Shailendra Mendiratta, Deputy Director was the Director's nominee upto August 1994, and Smt. Sarojini G. Thakur, Deputy Director (Sr.) took over in September 1994. Dr. Goutam Mukherjee was the Associate Nominee during the year.

Management Circle

Activities

The Management Circle was extremely active throughout the year. The more important activities organised over the year were as follows-

Stock Exchange Game; Management Game Chinese Whispers - Communication within Groups; Advertisement Recall Game; Management Puzzle; Management Quiz; Mock Conference - Video recorded and discussed for improving oral communication and public speaking skills.. Great Idea Contest.

Publications

The Management Circle brought out a special issue on Total Quality Management and Time Management with valuable contributions from officer trainees and the faculty. The Issue of Management. Update brought out in the Foundational Course was priced at Rs. 5.00. About three hundred copies were purchased, by the faculty and the officer trainees. This was the first time and Club and Societies priced its publications-

Shri Ranjan Dwivedi, Deputy Director was the Director's Nominee and Shri Sandeep Kayastha, Asstt. Prof. was the Associate Nominee.

Nature Lovers Club

The following activities were conducted by The Nature Lovers Society during the year:

1. A Nature Photography and Herbarium Exhibition-cum-Competition was organised on the theme "The trek" on 28-10-94.
2. The film "Born Free" was screened.
3. An exhibition of a Driftwood Collection of Mr. Mohd. Ahsan, (Field Director, Rajaji National Park) was held on 29-11-94 as a result of exemplary foresight and guidance of the Course Director.
4. A Nature Quiz was held, consisting of two rounds, preliminary and finals.
5. An Exhibition-cum-Competition of Driftwood, Stones, Plumage, Nature Photography & Nature Poetry, on the collections made during the Jungle Safari, will be held on 15-12-94.

Shri Ashok Thakur, Deputy Director (Sr.) was the Director's Nominee and Smt. Manjulika Singh was the Associate Nominee during the year.

Officers' Club

The Officers' Club provides facilities for both outdoor and indoor games for the Officer Trainees/Faculty and Members of the staff. The outdoor facility include Lawn Tennis, Basket Ball, Volley Ball, Foot Ball and Hockey. The indoor games facilities include Billiards, Carrom, Chess, Bridge, Snooker, Table Tennis, Squash and Badminton. There are also facilities for gymnastics, Weighing.Cycling etc.

During the year, the Club organised, number of activities. Officers of these courses and faculty actively participated in the activities of the Club. The course wise detail is given below:-

Professional Course Phase - 1

Officers of Phase-I visited FRI, Dehradun to play matches with the officers of FRI. The matches were held in the following games:-

1. Cricket
2. Volley Ball
3. Badminton
4. Billiards

The matches were also organised with the Faculty at LBSNAA in the following game:-

1. Cricket
2. Lawn Tennis
3. Squash
4. Volley Ball
5. Basket Ball

Besides this Officer Trainees also organised open tournament in different games like Lawn Tennis, Table Tennis, Squash and Badminton. Large number of Officer Trainees and Faculty Members participated in this tournament.

Counsellor group wise matches in Cricket, Football, Volley Ball and Basket Ball were also organised during the course.

Professional Course Phase - 11

During Phase-11, matches were organised in Badminton, Tennis and Squash with the Faculty. Officer trainees participated actively in these matches. Open tournaments were conducted in the following games:-

1. Lawn Tennis
2. Table Tennis
3. Squash

Faculty also participated actively in these tournaments.

Foundational Course

The Counsellor group wise matches were held in the following games:

1. Football
2. Basket Ball
3. Volley Ball
4. Badminton
5. Lawn Tennis
6. Squash
7. Table Tennis

The Officer Trainees along with the counsellors enthusiastically participated in the matches.

Matches were also organised with the Faculty in the games like Badminton, Squash, Law Tennis, Basket Ball and Volley Ball.

In-service Courses

In-service Officers also participated actively in the Officers' Club activities. Badminton Racquets and Shuttles were provided in Indira Bhawan Campus for the participants. Matches in Badminton, Lawn Tennis and Table Tennis were also organised with the Faculty at Main Campus.

Officers' Mess

The Mess is an institution of the Academy where the officer trainees meet in an informal/formal atmosphere. It is the center of community life at the Academy. An active mess life also contributes significantly to the esprit de corps of the members from different service. Every officer trainees under training is a member of the Mess.

The Mess Committee organises formal and informal get-togethers, often in association with Clubs and Societies. Celebration of different festivals of the country and zonal days where an atmosphere of the several regional cultures is created, are among the more important functions organised. On several occasions officer trainees are joined by the Director, the members of the faculty and staff and dignitaries visiting the Academy.

The Officers' Mess is run by the officer trainees themselves on a contributory basis. The Mess Committee is elected by the officer trainees and it functions under the overall guidance of the Director's Nominee of the Mess. The Committee comprises of a President, a Secretary, A treasurer, and five other members; it is assisted by a full time Mess Officer and a staff of about 40 employees. This organisation, besides meeting the messing requirements of the officer trainees, help develop managerial and organisational skills amongst the office-bearers.

Shri Ranjan Dwivedi, Deputy Director was the Director s Nominee and Shri R.R. Bharucha was the Associate Director's Nominee.

Rifle and Archery Club

Activities

Every officer undergoing training at the Academy is a member of the Club and has to pay a subscription of Rs. 20/- for every course. The Executive Committee of the Club consists of one Secretary and three members and organises the activities of the Club with the help of Shri S. S. Rana, PIT. Director's Nominee on this Club oversees the over all organisation and the administrative arrangements of the Club.

The Rifle and Archery Club has 22 sporting guns, .38 revolvers, air guns and one .12 bore SBBI gun. The Club organised practice sessions for the probationers and the faculty in the handling and usage of the above mentioned arms. Specially, educated and trained the probationers on the use of these fire-arms. At times, the assistance of the Superintendent of Police, Dehradun was also taken in handling and managing these practice sessions. The Club also possesses an automatic Rifle and a light machine gun presented by Lt. Gen. J.S. Arora in 1972. The archery equipment with the Club is at the moment non-functional.

The Club has conducted 13 session of .38 Revolver, 10 session of .22 Rifle and 2 session of 9 MM. Pistol shooting practice including competition from January to December, 1994.

Shri V.K. Gupta was the Director's Nominee and Dr. M.R. Unnithan was the Associate Nominee during the period.

Society for Contemporary Affairs

The Society is designed to provide a forum for discussion, debate and study of all matters of general interest, including current affairs, science and technology and subjects of topical interest.

The Officer-trainees who were elected to tie office of and functioned as. Secretary for Contemporary Affairs during three courses in 1994 are named below

- (i) Shri Gagandeep Singh Bedi, an IAS Officer trainee of Tamil Nadu cadre during Phase-1.
- (ii) Shri Amit Barnawal, an IAS Officer-trainee of West Bengal cadre during Phase 11.
- (iii) Shri Srivatsa Krishna, an FC Officer-trainee during the 60th Foundational Course.

The Society for Contemporary Affairs organised a large number of competitions and contests during the year. Mention may be made of the following:

- (i) Extempore Speech Competition - 7th March
- (ii) Mind Stirrer - 10th July
- (iii) Mind Teaser - 21st July
- (iv) Mega Quiz - 23rd July (in collaboration with Management Circle)
- (v) Science Quiz - 29th July (with the help of Computer Society).
- (vi) Press Conference - 2nd August.
- (vii) Super Mind Boggler - 5th August.

In all these competitions and contests, the responses from the Officer-trainees were very encouraging. Prizes were awarded not only to the Officer trainees who were adjudged as the First, Second and Third but also to a number of participants from the audience, whose interactions were considered bright enough for such recognition.

Mega Quiz was a grand success. The team comprised of Jayesh, Seema, Vijay and Rajsekhar annexed the First Prize.

In the Press Conference, everybody present got ample opportunities of putting questions to celebrities like Dr. Nelson Mandela, Shri L.K. Advani, Shri Kanshi Ram, Shri Lalu Prasad Yadav, Shri Sanjay Dutt, Shri T.N. Seshan, Madam Jaylalitha and Km. Sus"ta Sen. Vipul as Mandela won the First Prize, Bhutani as Jayalalit,ha annexed the Second Prize. Mythili as Kanshi Ram was awarded a Special Prize.

In the debate "Secularism is Dead in India', more than 20 Officer-trainees participated. Shri Alok Kumar was awarded the first, Ms. Aparajita Mishra Second and Narendra the Third Prize. Shri Sudip Jain was adjudged as the Best interjector.

With a view to sensitizing the Officer-trainees to issues related to women, particularly the problem of illiteracy amongst them, a movie titled "Anganmanch" was shown. It brought out a large number of issues, which were taken up for discussion later on. Members of the

faculty and the Officer-trainees took part in the discussion and Ms. Jhama, the maker of the movie, graced the occasion by her presence and contributed to the quality of discussion by her intervention.

On 28th March, 1994 the Society arranged for a talk by eminent social activist Swami Agnivesh on the topic of "Amelioration of the conditions of the weaker sections of the society". The talk was well received by the audience who felt that "Little has been done but vast remains undone."

On 14th April, 1994 the Society availed, itself of the presence of Shri K.P.S. Gill, D.G. (Police) in the Academy campus for an interaction with the Officer-trainees.

On 2nd June, the Society organised an informal meeting with Shri Laxman Singh, a young Member of the Parliament from M.P.

In response to the call given by a section of the participants of Phase II, the Society contributed an amount of Rs. 15001- to the House Journal Society for bringing out a Directory of IAS Officer-trainees of 1992 batch named "SPANDAN"

The Society also arranged for providing news papers to the Lounges of Ganga Hostel and Kaveri Hostel at its own expense for the benefit of the Officer-trainees.

The Society invited Shri Arun Shouri, former Editor-in-Chief, Indian Express and eminent political commentator to deliver series of lectures on "Civil Services and the Coming Years", "The World We have to face", and "Creative Thinking." They not only evoked enthusiastic responses but also provoked a section of audience into contesting some of his contentions.

In collaboration with ZEE T.V. and SYNERGY COMMUNICATIONS, the Society sent out teams to represent itself in a National Television Quiz - "Super Quiz". Four teams of three members each, were selected by the Society for the purpose. They not only participated but a section of them were declared to be winners.

Prof D. Banerjea was the Director's Nominee and Dr. Nina Jacob was the Associate Nominee on the Society during the year under report.

Society For Social Services Activities

Institutional activities of the society have continued in terms of the Homeopathic dispensary which functions for 3 days a week and our giving active support to the Lalita Shastri Balwadi.

The Employment-Cum-Plantation Programme in 16 villages of Tehri Garhwal and Dehradun has continued but the Officer Trainees have not been able to visit the villages and monitor the programme in person. However, Director's Nominee on Society for Social Services has been visiting the villages personally.

Evening coaching classes for the children of class-iv employees continued with great enthusiasm especially during the 60th F.C. Special sports and Academic competitions work organised for the students attending these classes.

The programme of the Society in supporting the education of the selected children of class-iv employees in the Pine Wood School of Mussoorie came under great shock and strain as the School was closed abruptly. Of the three students sponsored by the Society one has been helped to enroll in the St. Laurance School and the other in the Centre School for Tibetans. The senior student is to appear for his 10th Class examination as a private candidate. He has been helped to have arrangements for private coaching with the Modern School.

The children scholarship fund has been selling the greeting cards and this activities was taken with great enthusiasm in Foundation Course.

The Society sponsored the village health programme as part of village Study Programne of the LX Foundation Course by providing medicines to the Dr. Officer Trainees who were asked to hold medical camps in the villages.

The Society organised a Rural Photograph competitions based on the snaps by the Officer Trainees during their Village Study Programme.

The "**Fete**" was organised on Diwali and Officer Trainees wholeheartedly participated in it. Mahila Mandal ut up it own stall.

Children Day and Teachers Day were celebrated at Lalita Shastri Balwadi.

The Society has added a new institution by organising a regular CRECHE for the children of the construction workers engaged in the new building in the campus. Some 20 to 30 children attend the Creche and they have been provided with shirts/skirts, sweaters, socks and shoes. A regular Aya-cum-Teacher has been deployed for this purpose and milk and refreshment is being provided daily to the children attending the Creche.

Dr. Brij Pal Singh has continued to work as Director's Nominee on the Society for Social Services and Shri A. Nallaswamy as the Associate Director's Nominee.

LIST OF FACULTY

Sl.No.	Name	Designation
1.	N.C. Saxena	Director
2.	V.K. Agnihotri	Joint Director

Faculty of Public Administration and Social Management

3.	S.V. Bhawe	Deputy Director (Sr.) (Relieved on 31.1.94)
4.	Padamvir Singh	Deputy Director (Sr.)
5.	Ashok Thakur	Deputy Director (Sr.) (Joined on 31.1.94)
6.	S. Mendiratta	Deputy Director (Relieved on 2.9.94)
7.	K.K.Shanna	Deputy Director
8.	Ranjan Dwivedi	Deputy Director
9.	Smita Sabhlok	Deputy Director (Joined on 2.3.94)
10.	Harsh Mander	Professor
11.	Amarjeet Sinha	Deputy Director
12.	P.M.V. Siromony	Deputy Director (Joined on 1.6.94)
13.	Nina Jacob	Reader (Relieved on 31.12.94)
14.	A. Santhosh Mathew	Professor (Joined on 1. 12.94)

Faculty of Management

15.	Sanjeev Sabhlok	Professor (Joined on 2.3.94)
16.	Sandeep Kayastha	Assistant Professor (Relieved on 31.12.94)
17.	Rajneesh Karki	Reader (Relieved on 28.2.94)

Faculty of Law

18.	D. Banerjea	Professor
19.	V K. Gupta	Professor
20.	RK. Bandopadhyay	Assistant Professor
21.	Inderjeet Malhotra	Reader (Joined on 17.10.94)
22.	M.L. Gandhi	Reader (Joined on 21.11.94)

Faculty of Economics

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|-----|-----------------|---|
| 23. | Atindra Sen | Professor |
| 24. | Brij Pal Singh | Professor |
| 25. | Neela Mukherjee | Professor |
| 26. | Sharat Kumar | Reader (Relieved on 30.12 94) |
| 27. | Praveen Jha | Assistant Professor (Joined on 16.8.94) |

Faculty of Indian History and Culture

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| 28. | Sarojini G. Thakur | Professor (Joined on 31.1.94) |
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Faculty; of Political Theory and Constitutional Law

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|-----|---------------|--------|
| 29. | M. Muthuswamy | Reader |
|-----|---------------|--------|

Faculty of Languages

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|-----|------------------|---|
| 30. | O.N. Koul | Professor (Relieved on 1.8.94) |
| 31. | Manjulika Singh | Assistant Professor |
| 32. | Prem Shanker | Assistant Professor |
| 33. | Tuman Singh | Instructor Hindi |
| 34. | M.R. Unnithan | Instructor, Malayalam and Kannada |
| 35. | Alka A. Kulkarni | Instructor, Gujarati and Marathi |
| 36. | Manjushree Roy | Instructor, Oriya and Bengal' |
| 3 | A. Nallasamy | Instructor, Tamil and Telugu |
| 38. | Arshad Nandan | Instructor, Urdu and Punjabi |
| 39. | K.B. Singha | Instructor, Assame and Manipuri
(Joined on 8.8.94) |

Training, Research and Development Cell

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|-----|------------|--------|
| 40. | S.K. Ghosh | Reader |
|-----|------------|--------|

Centre for Micro Planning and Regional Studies

- | | | |
|-----|-----------------|---------------------------------|
| 41. | R. K. Dar | Sr. Emeritus Fellow |
| 42. | A. Mukherjee | Professor (Relieved on 31.1.94) |
| 43. | H. Ramachandran | Professor |

44. K.R. Bhoosnurmath Jr. Research Officer
(Relieved on 20.12.94)
45. Seema Joshi Programmer (Relieved on 31.12.94)

Land Reforms- Unit

46. D. Bandopadyay Sr. Emeritus Fellow
47. S.R. Sankaran Professor Emeritus (Joined on 28.4.94)
48. P. S. Appu Professor Emeritus (Joined on 28.4.94)
49. P.S. Datta Professor
50. Chandana Bhattacharjee Assistant Professor (Joined 8.8.94)
51. PR. Harikrishnan Programner
52. G. Chakravorty Research Associate (Joined on 1.6.94)

Centre For Sustainable Development

53. Nira Ramachandran Coordinator (Joined on 18.4.94)

National Informatics Centre Training Unit

54. Ahmad Cameron Principal Systems Analyst and Head
55. Goutarn Mukherjee Senior Systems Analyst
56. M. Chakraborty Senior Systems Analyst
57. P. K. Joshi Systems Analyst
58. J. Ramakrishnan System Analyst (Relived on 17.6.94)
59. Himvijay Kant System Engineer
60. Manu Tiwari Programmer (Joined on 14.2.94)
61. Pankaj Aggarwal Programmer (Joined on 25.2.94)
62. Bhupesh Kumar Bisht Programmer (Joined on 28.2.94)
63. Manish Walia Assistant Programmer

Library

64. Inder Deo Senior Library and Information Officer
65. K.C. Saxena Assistant Library and Information Officer
(Relieved on 31.12.94)

Reprographic Unit And Computer Centre

66. R. Subramanian Programmer (Relieved on 31.12.94)

Physical Training

67. S.S. Rana PTI
68. Pirthi Singh APTI (Relieved on 9.5.94)
69. Jai Chand Singh SAI Volley Ball, Coach
70. Mohinder Singh Riding Instructor (Relieved on 30.9.94)
71. Arjun Singh Assistant Riding Instructor

Medical

72. Dr. M.S. Rana Senior Medical Officer
73. Dr. Ritu Dhawan Lady Medical Officer (Relieved on 31.1.94)
74. Dr. Anita Verma Lady Medical Officer (Joined on 27.7.94)

Raj Bhasha

75. Sher Singh Hindi Officer (Joined on 4.4.94)

Training Programmes Conducted During 1994

S. No.	Name of the Course	Venue	Duration	Schedule	For whom	Programme Aims	Course Director/ Associate Course Director/ Coordinator/ Associate Coordinator	No. of Participant s
1.	2.	3.	4.	5.	6.	7.	8.	9.
1.	IAS Professional Course Phase-I	Main Campus	24 Weeks	20.12.93 to 3.6.94	IAS Officer Trainees (1993 batch)	To develop professional competence, understanding & values required during the initial caree of IAS Officer	CD - S. Mendiratta ACD - Ranjan Dwivedi & Ashok Thakur	81
2.	Workshop on National Parks/Sanctuaries	IB Campus	3 days	6.1.94 to 8.1.94	Govt. Officials, Academics and NGOs	To assess and review the policies relating to core and buffer zones of the National Parks & Sanctuaries	Coord- H. Ramachandran	34
3.	Training Programme for IAS Officer (6-9 years service)	IB Campus	3 weeks	14.2.94 to 4.3.94	IAS officers of 6-9 years seniority	To impart knowledge & skills directly relevant and applicable to a to multiplicity of work situations	CD - Sarojini G. Thakur ACDs - K.K. Sharma & A. Cameron	26
4.	Status of Dalits in India	IB Campus	3 days	28.3.94 to 30.3.94	Administrators/ Social Scientists/ Activists		Coord- Harsh Mander Asso. Coord- S.K. Ghosh	18

5.	Training of Trainers in Decentralised Planning	Main Campus	2 weeks	4.4.94 to 15.4.94	Experts and State Trainers in Decentralised Planning	(i) To familiarise the participants with an understanding of the concepts and approaches to decentralised planning in the context of the 73 rd Constitution amendment (ii) to impart knowledge and information on the current status of panchayati Raj Institutions in various parts of the country and the details of the implications of various provisions in the Acts.	Coord- H. Ramachandran Asso. Coords. - P.S. Datta & Sharat Kumar	10
6.	Direct Trainer Skills	IB Campus	1 week	4.4.94 to 9.4.94	Faculty of national/Central State Training Institutions	Enhance capabilities as a direct Traier	CD - SK Ghosh	23
7.	Workshop on Customer Driven Government agencies by Perter block	Main Campus	3 days	5.4.94 to 7.4.94	Government officials	To enable govt. officials in restructuring their agencies to make them more responsive to users	Coord: Atinder Sen	12

8.	Workshop on New Economic Policy	IB Campus	3 days	13.4.94 to 15.4.94	Senior Officers from Commerce/ Industry/ Planning/ Finance/ academicians/ Public sector undertaking	To discuss the interface between the New Policy and public Administration	Coord: V.K. Agnihotri Asso. Coords : H. Ramachandran & Atindra Sen	33
9.	LXVI Training Programme for IAS Officers (Select List)	IB Campus	5 weeks	18.4.94 to 20.5.94	IAS Officers (Promoted or on the Select List)	To provide understanding of the All India context and to develop expertise as modern administrators	CD- Atindra Sen ACDs - Smita Sablok & P.S. Dutta	30
10.	Gender Issues in Development	Main Campus	3 days	18.5.94 to 20.5.94	Middle Level Executives	To sensitise officers on Gender Issues	CD - M. Muthuswamy AACDs-Smita Sablok & Harsh Mander	19
11	Modular Training on Managing Change	IB Campus	1 week	22.5.94 to 27.5.94	Senior Administrators of Cenral/State Govt./Public Sector undertakings	To equip Civil Servant at various level for proper & speedy implementation of New Economic Policies	CD- V.K. Agnihotri CDI- ACDs - H. Ramachandran & Atindra Sen	15
12.	Training Programme for IAS Officers (10-16 years service)	IB Campus	3 weeks	30.5.94 to 17.6.94	IAS Officers of 10-16 years seniority	To impart knowledge and skills in strategic management methods and techniques.	CD : V.K. Agnihotri ACD : Amarjeet Sinha & Sanjeev Sabhlok	20

13.	Workshop on Land Reforms- Question of Tribal Land Allienation in Madhya Pradesh	3 days	Bhopal	6.6.94 to 8.6.94	Administrators/ Activists/ Academicians	Assess the past performance of the State, current status & suggest future course of action relating to implementations of Land Reforms measures in the State	Coord - Atindra Sen	59
14.	Workshop on Land Reforms and Panchayati Raj in Maharashtra and Gujarat	3 days	Ahmeda bad	8.6.94 to 10.6.94	Administrators/A ctivists/ Academicians	Assess the past performance of the State, current status & suggest future course of action relating to implementations of Land Reforms measures in the State	Coord. Harsh Mander	50
15.	IAS Professional Course Phase-II	9 w eeks	Main Campus	13.6.94 to 12.8.94	IAS Probationers (1992 batch)	To develop knowledge, awareness and orientation relating to the multifarious taasks fo district and area administration	CD - Padamvir Singh ACDs - Harsh Mander, Ashok Thakur	83

16.	Effective Communication Skills	1 week	IB Campus	20.6.94 to 24.6.94	Senior and Middle level officers in Central/State Govts./Public Sector undertakings	To provide an understanding of the role of communication for administration and managerial effectiveness.	Coord. - O.N.Koul Asso. Coords. - K. K. Sharma, S.K. Ghosh	21
17.	Training of Trainers workshop on PRI	2 weeks	Main Campus	20.6.94 to 1.7.94	Experts and State Trainers	To train State level trainers in Panchayati Raj Institutions	Coord - H. Ramachandran Asso. Coord - P.M.V. Siromony	12
18.	Policy and Implementation Issues in Forest	3 days	IB Campus	4.7.94 to 6.7.94	Middle and senior level officers from Central & State Government Department and Voluntary agencies (who are associated with forestry)	To aim of the course was to acquaint the participants with the evolution of the policies relating to forests, their implementation and the problems encountered	CD - N.C. Saxena ACDs - Amarjeet Sinha Smita Sabhlok	15

19.	Effective Communication Skills	1 week	IB Campus	11.7.94 to 15.7.94	Senior and Middle level officers in Central/State Govts./ Public Sector Undertakings	To provide an understanding of the role of communication for administration and managerial effectiveness.	Coord- O.N. Koul Asso. Coords. - K.K. Sharma, S.K. Ghosh	18
20.	Training of Trainers in Decentralised Planning	2 weeks	Main Campus	18.7.94 to 29.7.94	Experts and State Trainers in Decentralised Planning	To test the draft Manual prepared by the collaborating institutions on Decentralised Planning	Coord. - H. Ramachandran Asso. Coord- P.M.V. Siromony	19
21.	Training Programme on Computer Applications in Micro Level Planning	2 weeks	Main Campus	18.7.94 to 29.7.94		To upgrade then skills of the aprticipants with the use PC based software & GIS packages in Decentralised Planning	Coord.- H. Ramachandran Asso. Coord.- P.M.V. Siromony	11
22.	People Campaign for Literacy	2 days	Main Campus	22.7.94 to 23.7.94	Offcails of National Literacy Mission & State or District Leaders, NGOs especially Bharat Gyan Vgyan Samiti	To introspect about how to reinforce the people's campaign character ot total Literacy Campaigns.	Coord - Harsh Mander Asso. Coord.- Amarjeet Sinha	15

23.	Training Programme for IAS Officers (17-20 years service)	3 weeks	IB Campus	25.7.94 to 12.8.94	IAS Officers of 17-20 years service	To meet the needs of senior officers who occupy policy making positions in the State and Central Government	CD - N.C. Saxena ACDs - S.G. Thakur, Atindra Sen	10
24.	Workshop on Source Book for the District Officers for Social Welfare and Women and Child Sectors	2 days	Bombay	5.8.94 to 6.8.94	Eminent Practitioners of social welfare from through out the country	To prepare a source book for district officers for the Social Welfare Sector	Coord - Harsh Mander	60
25.	Training Programme on Decentralised Planning under FAO Project	2 weeks	Lucknow	30.8.94 to 10.9.94	Experts and State Trainers in Decentralised Planning	To upgrade th skills of the participants in Decentralised Planning	Coord- H. Ramachandran Asso. Coord - P.M.V. Siromony	20
26.	Training Programme on Decentralised Planning under FAO Project	2 weeks	Kharagpur	19.8.94 to 30.8.94	Experts & State Trainers in Decentralised Planning	To upgrade the skills of the participants in Decentralised Planning	Coord- H. Ramachandran Asso. Coord - P.M.V. Siromony	16
27.	LX Foundational Course	15 weeks	Main Campus	5.9.94 to 16.12.94	All India and some Central Services (Gr. A) Probationer	To impart basic understanding of the constitutional political, social, legal, historical, cultural and administative framework within which the civil services function.	CD - Ranjan Dwivedi ACDs - Amarjeet Sinha, M. Muthuswamy & Sandeep Kayastha	291

28.	LXVII Training Programme for IAS Officers (Select List)	5 weeks	IB Campus	12.9.94 to 14.10.94	IAS Officers (Promoted or on the Select List)	To provide understanding of the all India context and to develop expertise as modern administrators.	CD - Brij Pal Singh ACDs - Ashok Thakur, K.K. Sharma	28
29.	Module Training on Managing Change	1 week	IB Campus	17.10.94 to 21.10.94	For officers of Civil Service	To equip Civil Servants at various levels for proper and speedy implementation of the New Economic policies of Governments.	CD - V.K. Agnihotri ACD - H. Ramachandran	11
30	Workshop on How to Series	3 days	IB Campus	24.10.94 to 26.10.94	For IAS Officers	(i) to prepage training material for administrators on job-related personal skills (ii) to learn from the experiences of field officers and experts (iii) to prepare a manual on the selected theme/topics for the use of officers.	Coord- V.K. Agnihotri Asso. Coord - Amarjeet Sinha	20
31.	Workshop on Source Book on Rural Health	2 days	IB Campus	28.10.94 to 29.10.94	For IAS, Central Services officers and Social Activists	To prepare of Source Book	Coord - Harsh Mander	33

32.	Liberalisation and Its Impact on Public Administration	1 week	IB Campus	7.11.94 to 11.11.94	For IAS Officers	To equip Civil Servants at various levels for proper and speedy implementation of the Liberalisation of New Economic policies of Governments	Coord. - V.K. Agnihotri Asso. Coord - H. Ramachandran	18
33.	LXVIII Training Programme for IAS Officers (Select List)	5 weeks	IB Campus	14.11.94 to 16.12.94	IAS Officers (Promoted or on the Select List)	To provide understanding of the all India context and to develop expertise as modern administrators	CD - Padamvir Singh ACDs - P.S. Datta, Ahmed Cameron	33
34.	Workshop on Land Reforms in Tamil Nadu - Question of Rural Indebtedness	2 days	Madras	21.11.94 to 22.11.94	Academicias, Administrators & non- government organisations officers	Access the past performance of the State, current status and suggest future course of action relating to implementations of Land Reforms measures in the State.	Coord - M Muthuswamy Asso. Coord - P.M.V. Siromony	50

35	Course on Effective Communication Skills	1 week	IB Campus	5.12.94 to 9.12.94	Senior and Middle level officers from Central & State Govt., Public Sector Undertakings, Training/research Institutions and the Private Sector	To provide an understanding of the role of communication for administrative and managerial effectiveness	Coord - K.K. Sharma Asso. Coord. - S.K. Ghosh	20
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PUBLICATIONS

FACULTY OF PUBLIC ADMINISTRATION

Dr. N.C. Saxena

1. India's Eucalyptus Craze: the God that Failed, *Sage*, 1994
2. Missing the wood for the trees; *Indian Express*, 25th August, 1994.
3. Land Reforms and Equity, *Seminar*, 418, June, 1994, New Delhi.
4. Leasing of Forest Lands to Industries, *Waste-lands News*, New Delhi, February-April, 1994.
5. Role of eucalyptus in farm forestry in India, in *Marketing of Multi-purpose Trees in Asia*, edited by John Raintree and Hermina Francisco, *WINROCK*, 1994.
5. Panchayats and common land afforestation in India, in *Decentralisation : Panchayats in the Nineties*, edited by Amitava Mukherjee, *Vikas*, New Delhi, 1994.
7. *But who manages the managers*; Book Review of *Managing the World's Forests*, World Bank, published *indown to Earth*, March 31, 1994.

Shri V.K. Agnihotri

8. Human Resource Development for Panchayats (co-authored with Sudhir Krishna and Amitava Mukherjee). *The Administrator*, 38:4, pp 109-132.
9. An Integrated Approach to Public Policy Design. *The Administrator*, 39:1, pp 15-45
10. Human Resource Development for Panchayats (co-authored with Sudhir Krishna and Amitava Mukherjee). In Mukherjee, Amitava (ed.) *Decentralisation: Panchayats in the 90s*. New Delhi : Vikas
11. C.D. Patton and D.S. Sawicki's basic Methods of Policy Analysis and Planning, Printice Hall, New Jersey, 1993, reviewed in *The Administrator*, 39:2
12. Harish Kapur's *India's Foreign Policy (1947-92) : Shadow and Substance*, Sage, New Delhi, 1994, reviewed in the *Administrator*, 39:2.
13. Theme Editor for the Special Issue of *The Administrator* on Public Policy, January - March, 1994 (39:1).
14. A monograph on *Managing Personal Affairs*.

15. A Monograph on Functions of the Course Authority of In-service training Programmes.

Shri Padam Vir Singh

16. Learning on a New Job Quickly, with Singh, J.N. 1994.
17. Managing Your Time, with Mittal, K.K., 1994
18. Book Review of Effective Communication Skills by Koul, O.N. and Sharma, K.K. in the Administrator, Vol. XXXIX, No. 3 1994

Shri K.K. Sharma

19. O.N. Koul and K.K. Sharma (1994) *Effective Communication Skills*, New Delhi; Creative Publishers.
20. Should option trading be introduced. *The Financial Express* dated the 15th January, 1994.
21. Importance of Listening. *The Financial Express* dated the 2nd April, 1994.
22. Liberalisation and empowerment. *The Financial Express* dated the 11th May, 1994.
23. How to make meetings effective. *The Financial Express* dated the 15th May, 1994.-
24. Liberalisation and sustainable development. *The Financial Express* dated the 27th July, 1994.
25. Limits of audit - a public sector perspective. *The Financial Express* dated the 28th August, 1994.
26. Liberation from poverty. *The Financial Express* dated the 15th November, 1994.

Shri P.M.V. Siromony

27. Book review of *Kerala Economy : Performance, Problem and Project* by B.A. Prakash, Published by *Sage Publication*, Delhi and *The Administrator*, September, 1994.

Shri Harsh Mander

28. Why this anti-dalit prejudice. *The Indian Express* dated the 8th February, 1994.
29. Moods of life - a Kaleidoscopic View. *Free Press* dated the 13th February, 1994.
30. Where faith is a matter of caste. *The Indian Express* dated the 16th March, 1994.

31. Dalit Status and an Agenda for State Intervention, The Administrator, Vol. XXXLX no. 2, April-June, 1994.
32. The Land of Jagtu Gond. The Hindustan Times dated the 22nd May, 1994.
33. People, Not Bureaucrats, Must Manage The Show. The Economic Times dated the 5th June, 1994.
34. Hope in Exile. The Hindustan Times dated the 2nd July, 1994.
35. The Anguish of the Deprived. The Administrator, Vol. XXXIX no.3, July-September, 1994.
36. New IAS Trainees Closer to the Soil. The Times of India dated the 25th August, 1994.
37. The Struggle of a Solitary Woman. Asian Age dated the 25th November, 1994.
38. A Study of Caste-baed prostitution. The Asian Age dated the 26th November, 1994.
39. An officer and a Gentelman. Communalism Combat, November, December, 1994.

FACULTY OF LAW

Prof. D. Banerjea

40. How to organise your Court Work. In the Administrator, July-September, 1994.

Dr. V.K. Gupta

41. Judicial Activism and State Accountablity for Human Rights Violations by State Agencies. In The Administrator, April-June, 1994.

Shri P.K. Bandyopadhyay

42. Importance of Customary Law. *In Legal News and Views*, June-July, 1994.
43. Jurisprudence of Indigenous justice system among the Santals in *Legal New and Views*, August-September, 1994.
44. Book review on Criminal Law. In the Administrator, July-September, 1994.

FACULTY OF ECONOMICS

Dr. Sharat Kumar

45. Reforming State Finances in India, *Yojana*, New Delhi, January 15, 1994.
46. Union Budget, 1994-95: Promises in the Home Market, *Financial Express*, New Delhi, April 12 1994.
47. Impediments to a strong Industrial Recovery, Trends in Social Science Research, Delhi, December, 1994.
48. Book review of Gandhi and his Ashrams by Mark Thomsan, (Popular Prakashan, Bombay, 1993). In *The Administrator*, Vol. XXXIX, no. 3, pp. 130-3 1.

FACULTY OF LANGUAGES

Prof. Omkar N. Koul

49. *Effective Communication skills* (co-author with K.K. Sharma). New Delhi Creative, 1994.
50. *Language Development and Administration* (Editor) New Delhi: Creative, 1994.
51. *Hindi Phonetic Reader* Patiala: Indian Institute of Language Studies, 1994.
52. *Sociolinguistics : South Asian Perspectives* (editor) New Delhi: Creative, 1994.
53. Edited two issues of the Journal *South Asian Language Review*, Vol. IV, no. 1 and 2 (January and June, 1994).
54. Personal Name is Kashmiri : *In South Asian Language Review*, Vol. IV, no. 1, 1994.
55. Role of Literature in Language teaching. *In South Asian Language Review*, Vol. IV, no. 2, 1994.
56. Book review of *Aspects of language Teaching* by Rekha Aslam. In SALR, Vol. IV, no. 1.
57. Book review of *Teaching of English as a second Language in India* by A. Antony. In: SALR, Vol. IV, no. 2.
58. Modes of Greetings in Punjabi (co-author). In *Towards Greater Heights*, Vol. III, Mysore CIIL 1994.

TRAINING, RESEARCH AND DEVELOPMENT CELL

Shri S.K. Ghosh

59. Ethical issues in Manage -merit: A Case Analysis. In *The Administrator*, Vol. XXXIX, no. 3 1994 59-66.
60. Book review of *Insurgency Movement in North-Eastern India*. In *The Administrator*, Vol. XXXVIX, no. 4,1994.
61. Book review *ofinsurgent North-Eastern Region of India*. In *The Administrator*, Vol. XXXIX, no.4,1994.

CENTRE FOR MICRO-PLANNING AND REGIONAL STUDIES

Prof. H. Ramachandran

62. Structure of Urban Centres in UP Hill Districts. Agrarian Move, Vol. I. April, 1994
63. Housing and Ecology: Issues, Policies and Perspectives, *Indo-Swedish Perspectives on Affordable Housing*, R.N. Sharina (ed.), 1994.

Shri P.K. Jha

64. Analysing Institutions - Case of Share Cropping in Purnia District during the Colonial Period. *Indian Journal of Labour Economics*, 35th Annual Conference, Volume, January, 1994.
65. A note on the Flexibility of Rural Labour Market. **Indian Journal of Labour Economics**, December, 1994.
66. Book review of Can We Rely on the Informal. Sector to Solve the Unemployment Problem. *Business Line*, 25th July, 1994.

Shri Kashinath Bhoosnurmath

67. District Development Policy Statemente:*Journal of Rural Development*, Vol. 13, no.2, NIRD, Hyderabad, April-June, 1994.
68. Planning for Social Infrastructure Development; Planning As a Dialogue (2nd edition), *SPRING*, University of Dortmund, Gennany, 1994.

Shri A.K. Dimri

69. Pattern of Seasonal Unemployment in Himalayan Region (co-author with Rajendra Juyal), *Agrarian Move*, Vol. I, April, 1994.
70. Impact of Male Migration on Women. In *The Administrator*, Vol. XXXIX, No.3.

LAND REFORMS UNIT

Shri P.S. Datta

71. North East as I See It, New Delhi : OMSONS, 1994.
72. Review of Tribes in Perspective by B.K. Roy Burman. In *the Administrator*, Vol. XXXIX No.2, 1994, pp. 144-146.
73. Seventy Third Amendment and relevance of Traditional Self-Governing Institutions of the Highlander Societies of Northeast. In *The Administrator*, Vol. XXXIX, No.3, 1994, pp. 99-113

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