

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.

The Trainee

During the year a total of 48 courses/ workshops/ seminars were conducted. 1562 participants attended against 1022 in 32 courses/workshops/seminars organised during 1995. Table projects the distribution of trainees in various courses during 1995 and 1996.

Out of 1562 participants, who attended courses/workshops/seminars conducted by the Academy during 1996, 206 were women. There was marginal improvement in the representation of women participants, compared to 1995 as shown in Table.

GRAPH TO BE ADDED

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 editorial policy of "The Administrator" is to focus on issues which are of contemporary relevance and significance in the domain of public policy and practice. "The Administrator" is either thematic in content, as a result of which we have special issues, or we have issues which cover a wide variety of subjects of general interest .

The four issues of "The Administrator" published during 1996 are as under

1. Special issue on Sustainable Development in Hill Area, January-March, 1996
2. General Issue, April-June, 1996
3. Child Labour and Education, July-September, 1996
4. Status of Dalits, October-December, 1996

During 1996 the composition of the Editorial Board of "The Administrator" has been as follows:-

Sl. No.	Name	Designation	Status
1.	Dr. N.C. Saxena Chairman (Till Nov. 96)	Director	
2.	Shri B.S. Baswan Chairman (from Nov. 96)	Director	
3.	Dr. V.K. Agnihotri Member	Joint	Director
4.	Smt. Sarojini G. Thakur	Deputy Director (Sr.)	Editor
5.	Shri Harsh Mander Member (Till July, 1996)	Professor	
6.	Shri Amarjeet Sinha Member	Deputy	Director

Extra Curricular

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 1996 is in **Chapter VIII**.

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.

A camp was organised for National Polio Eradication Programme on 7th December, 1996. A health camp for Rickshaw Pullers was also organised on the same day. This is now an ongoing activity and is conducted under the auspices of the social service society and funded by the Rajiv Gandhi Foundation.

A Blood donation camp was arranged on 5th November, 1996 with the help of the "Military Hospital, Dehradun".

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

First Aid classes were conducted for officer trainees of LXII Foundational Course by Doctors and staff of dispensary This was a compulsory input this year and all the trainees were administered a test which they were required to qualify.

Other Facilities

Charleville has got a post office in the Academy's own premises. This 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 trainees and visitors to the Academy.

Academy Spirit

A striking feature of the Academy, apart from its state of the art 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 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

Faculty

Excluding the Joint Director, the Public Administration faculty has a strength of 10, comprising 9 Deputy Directors, One Professor of Public Administration and One Professor of Social Management. During the year, Shri Rajeev Kapoor joined in April followed by Shri Gyan Joshi in July, Smt. Vijaylaxmi Joshi in September and Shri Chandan Sinha in October.

Training Content

Training inputs are designed primarily on the basis of course objectives. The broad thrust of inputs provided by the Public Administration faculty is on development of trainees into sensitised, confident and professional administrators with values and attitudes essential for public service.

Methodology

Most of the inputs are provided on a modular structure. Relevant themes are chosen and dealt with in a consolidated fashion so that all aspects relating to them are covered comprehensively. A module may include all or some of the following methodologies :

- i) Lectures by both in-house and guest faculty
- ii) Panel discussions
- iii) Case studies
- iv) Film discussions
- v) Group discussions
- vi) Field visits
- vii) Simulation exercises

The skills and knowledge required by a professional civil servant are relatively easier to impart and these have traditionally been the strength of the Academy. However, to make an impact on the attitudes and values of intelligent young men and women in their mid-twenties or older, drawn from a wide variety of backgrounds and experiences, in their brief stay at the Academy is a much more formidable task.

There is a general consensus about the attitudes and values required for public service. These are integrity, moral courage, empathy with and respect for the

underprivileged, and freedom from any sectarian prejudices based on religion, region, caste, class or gender. However, it is precisely these values that are under strain and threat today in our society. It would be futile to expect that a recruitment system which tests academic merit and capacity for hard work would throw up young people unaffected by this malaise. Conventional classroom lecture methodology is not considered suitable for changing their attitudes and values. We have, therefore, innovated with several new methodologies, and achieved significant success.

For instance, carefully selected films were screened. Sometimes these were followed with discussions with the director. Case studies, covering subject like communal riots, corruption, intolerance of democratic dissent have been found to be effective. These case studies are read and analysed by the trainees and then debated in small groups. The Academy has broken new ground by encouraging the officer-trainees to intervene directly with the outside community through action oriented projects (the conversion of hand pulled rickshaws to cycle rickshaws is a case in point) in such diverse areas as balwadi improvement, alternative livelihoods and night shelters for the urban poor and environment management.

We also invited outstanding young officers who have unimpeachable records in terms of integrity, moral coverage and secular values who can be role models for the young trainees.

Training Programmes and Workshops

The Public Administration faculty was associated in organising the following training programmes and workshops:-

1. LXII Foundational Course

2. IAS Professional Course Phase I
3. IAS Professional Course Phase II
4. V Training Programme for IAS Officers (6 to 9 years service)
5. XVI Training programme for IAS Officers (17-20 years service)
6. V Training Programme for IAS Officers (10-16 years service)
7. Training of Trainers Programme under Gender Planning Training Project
8. LXXII Training Programme for IAS Officers (Select List)
9. LXXIII Training Programme for IAS Officers (Select List)
10. LXXIV Training Programme for IAS Officers (Select List)
11. Liberalisation - Its Impact on Public Administration
12. Workshop on Economic Reforms and poverty reduction, in collaboration with IDS Sussex
13. Public management and poverty reduction in a market economy:Lessons from India in collaboration with the IDS Sussex.

Other Activities

The members of the Public Administration faculty shoulder diverse administrative responsibilities. They also counsel IAS Officer Trainees allotted to different cadres as also the officer trainees of the Foundational Course. In addition, Dr. V.K. Agnihotri, Shri Padamvir Singh, Shri Amarjeet Sinha, Shri P.M. V. Siromony, Prof. A. Santhosh Mathew, Shri Sanjeev Chopra, Prof. Harsh Mander and Shri Chandan Sinha participated in the activities of various research units in their capacities as Chairman/Project Coordinators/members.

2.2 FACULTY OF MANAGEMENT

Faculty

The Faculty of management was co-ordinated by Shri Rajeev Kapoor and included Shri Sanjeev Chopra.

Course Content

The course content was designed keeping in mind the training needs of the participants. Accordingly, the emphasis during the Foundational course was on exposing the participants to basic concepts in the area of organisational behaviour, statistical methods of data analysis and Project Management. During the Phase-I of the professional course, topics were selected keeping in view the specific needs of the IAS officer trainees. They included, inter-departmental co-ordination, Financial management, Quality in service institutions, Designing and appraisal of projects for rural development, management of co-operatives and Management Information Systems. During Phase-II of the Professional course, apart from coverage of topics like Public Sector Management and communication skills two modules on Group working and Team Building were conducted with the help of MANAGE, Hyderabad. Appropriate course inputs were provided during the in-service and Induction Courses.

Pedagogy

Emphasis was on "Participatory Learning" and "Learning through experience sharing" . Accordingly, most of the academic input was provided through case studies and exercises. During the year, new case studies were introduced and new Group-exercises and Role-play exercises were developed. Group assignments and presentations were regularly used to provide opportunity to participants practice working as team members and also to improve oral and written communication skills.

Miscellaneous

The faculty of Management has been networking with other leading institutes to upgrade the course contents and pedagogy. Faculty of Indian Institute of Management, Ahmedabad has been assisting the academy in co-ordinating modules on MIS and Project Appraisal. Faculty has also been involved in designing and conducting management development programme for other public sector units and a programme has been designed for the State Handloom Agencies.

2.3 FACULTY OF LAW

Introduction

Law was an important input in each of the major courses conducted by this Academy during 1996.

62nd Foundational Course

The thrust was to create in the officer-trainees an interest in and curiosity for law. The results were encouraging. The officer-trainees, by and large, became friendly to law and perceived Law to be an interesting subject and an instrument for social engineering.

Phase-I for IAS (1995-97 Batch)

The Foundational Course was basically knowledge-based, but the Phase-I programme of the IAS Professional Course for 1995-97 batch, which immediately followed the 61st FC, was essentially skill-oriented. In this course

the inputs on Law was given a distinct potency and practical slant. In the end of the Course evaluation report drawn up by the Course Co-ordinator, Phase-I, the participants overwhelmingly gave the highest gradings to law inputs. They also adjudged the reading material on Law to be the best.

Phase-II for IAS (1994-96 Batch)

The Phase-I was succeeded by the Phase-II of 1994-96 batch. Here again, Law was very much sought after by the officer-trainees in their earnest endeavour to find solutions to the practical problems they had faced in the field during district training. In that context, "How to do" acquired crucial significance in the scheme of law training. The cases tried by the officer-trainees, in exercise of their powers of Executive Magistrates, Special Judicial Magistrates and Revenue Authorities during their one year tenure in the districts, came up for critical analysis and fruitful discussion.

In-Service Courses

A good number of In-Service courses were run by this Academy during the year under review. The Faculty of Law was involved intimately in the process of interaction in the class with the IAS Officers of varying seniority, carrying considerable field experience, on themes of public importance and legal implications. Legal Reforms in the wake of New Economic Policy, Judicial Review of Administrative Actions, Contempt of Courts, Public Services under the Constitution of India, alternative mechanism for adjudication, recent rulings of the Supreme Court of India bearing on Public Administration and the like were the topics debated and deliberated.

The Judicial activism and the role of Civil Services figured prominently in course of such discussions. The interaction was always free, frank and

outspoken, which went a long way to create a congenial climate for learning. The feed-back given by each batch regarding the law inputs was quite positive and very appreciative.

Methodologies

While the lecture method could not be discarded altogether, emphasis was laid on participation and involvement of the Officer-Trainees. Case-Studies were a dominant methodology adopted by the Law Faculty. Problem solving, order-writing and judgement writing exercises were conducted. Moot Court and Mock Trials were held by the Officer-Trainees under the guidance of the Law Faculty. Panel discussions were also organised. Mention may be made of the panel discussion on "Human Rights", presided over by Shri Justice Rangnath Mishra, the then Chairman of the Human Rights Commission.

Inculcation of Values

The values enshrined in the Constitution of India and laid down in the laws of the land such as secularism, rule of law, social justice, respect for human rights, integrity of character, impartiality of behaviour and political neutrality were highlighted and sought to be inculcated and/or fortified in the officer-trainees.

Multi-Dimensional Functions of the Law Faculty

Although the sanctioned strength of Law Faculty was five, only two were in position, almost for the whole year. It was only on 27th November, 1996 that Shri H.B. Das, a member of the Orissa Superior Judicial Service, joined the Law Faculty as Professor. Two posts in the Faculty of Law still remain vacant.

Notwithstanding the fact that the full complement of the Law Faculty was not available at any point of time, Law Faculty never allowed the quality of law inputs to suffer on that account. On the other hand, Law Faculty took upon itself the task of covering specified portions of the Constitution of India. It also collaborated with Faculty of Public Administration in dealing with certain specific areas involving legal issues.

Apart from teaching, Law Faculty was engaged in research. Prof. D. Banerjea, Co-ordinator, Faculty of Law, worked on Source Books related to "Social Justice". He, completed the book titled "Executive Magistrates - their powers and functions". He was assisted in this regard by Shri P.K. Bandopadhyay a judicial officer of West Bengal and Ms. Monica Negi, an advocate, at present employed as Research Officer.

Law Faculty associated itself with the project on "Co-operatives" and undertook a comparative study of Co-operative laws. It also compiled important judicial pronouncements bearing on "Co-operatives".

Members of the Law Faculty functioned as counsellors. They also rendered legal advice to different administrative units within the Academy, whenever asked for. They were also associated with the Society for Contemporary Affairs and took active parts in organising its manifold activities.

Professor D. Banerjea was the Controller of Examination throughout the year and in that capacity, he discharged functions connected with examination and evaluation of the performances of the trainees.

2.4 FACULTY OF ECONOMICS

Prof. A. Santhosh Mathew coordinated the work of the faculty of Economics during the year. Because all the positions in the faculty were vacant much of the teaching was done with the help of guest faculty.

Course Inputs

The highlights of the inputs provided for various courses were as follows:-

Economics Reforms and Infrastructure Development, Power Sector, Wasteland Development, Power Sector Reforms Sericulture Industry, Industrial Promotion and Economic Reforms, Low Cost Housing for the Poor, Agricultural Development, Understanding State Budgets, Market and Market Failures, Government Intervention and Government Failure, Lessons from the Asian Tigers, Panel Discussion on Economic Reforms, Rural Non-farmal Sector, Basic Micro Economics, Data Sources on the Indian Economy : NSS, CSO, Census etc. Government Accounting, Budgets and Centre State Budget Mechanism, Social Welfare, Equity and their Measurement, Aspects and Dimensions of Poverty in India and State and Equity.

The guest faculty who helped in the delivery of these modules were Otima Bordia, Mr. Mark Robinson, Mr. Michael Lipton, Shri Rajender Singh, Shri Ranjit Issar, Shri N. Vittal, Dr. P.K. Jha, Shri J.L. Bajaj, Dr. Kirit Parikh, Shri Anand Bose, Shri K.S. Verma, Shri Sudhir Kumar, Shri T.V. Somnathan, Shri Pranab Banerjee, Shri Anup K. Pujari and Shri Vijay Mahajan.

2.5 FACULTY OF HISTORY AND INDIAN CULTURE

In view of the vast expanse of the syllabus that is to be covered under the syllabus of History and Indian Culture during the Foundational Course, this year the effort was made to combine a few lectures with self preparation for the

examination. A question bank of 30 questions was formulated at the beginning of the course and circulated to all the Officer Trainees. This bank spanned Indian History from the Indus Valley to Independence and also included questions on various aspects of Indian Culture.

During the course this was supplemented by inputs primarily on the various cultural aspects. This included lecture demonstrations on various aspects of Indian Classical Music and Dance. For the lec-dem the following artists came to the Academy.

1. Ms. Shovna Narayan, Renowned Kattak Danseuse
2. Kathakali troupe
3. Ms. Shanti Sharma, Classical Hindustani Music

Shri B.K. Goswami introduced the Officer Trainees to the "Painters World through Pahari Miniatures".

2.6 FACULTY OF POLITICAL THEORY AND CONSTITUTIONAL LAW

Shri M. Muthuswamy was the Coordinator of the Faculty, but due to his prolonged absence Shri Ashok Thakur looked after his work. Shri M. Muthuswamy attended the course on Advanced Professional Programme in Public Management from 3rd July, 1995 to 30th March, 1996. He was awarded Master's Diploma in Public Administration by Indian Institute of Public Administration and M.Phil. Degree in Social Science's from Punjab University.

2.7 FACULTY OF LANGUAGES

The Faculty of Languages continued its work in the sphere of material development. Faculty members prepared Readers in respective languages for the learners. The work of translation was also given due importance and we now have most of our Case Studies available in Hindi. The Research Units have been utilising the services of our language faculty to develop training materials even in regional languages.

The New Language Laboratory has been fully commissioned and was used in our training courses. The language classes continued to be very well received by officer trainees.

Development of Training Materials

The following reading materials were brought out:

(a) By Shri K. Braja Bashi Singha

1. Verb conjugation on Manipuri
2. Verb conjugation on Assamese
3. Spoken Manipuri
4. Post position in Assamese

(b) By Shri A. Nallasamy

5. Tamil Script : Reading and Writing (revised 1996)
6. Telugu Script : Reading and Writing
7. Inflectional classification of Tamil verbs
8. Inflectional classification of Telugu verbs
9. Case Grammar on Telugu

10. A pedagogical grammar of Tamil language
11. A comparative pedagogical grammar of Tamil and Telugu
12. Case grammar on Tamil
13. Tamil script for Adult learners

2.8 FACULTY OF COMPUTER AND INFORMATION SYSTEMS

NICTU has one addition to its faculty during the year. Shri Sanjay Gupta joined as Systems Analyst. Shri Gupta was earlier working at NIC Rajasthan State Unit, Jaipur in the same capacity. Shri Manotosh Chakraborty and Shri Pawan K. Joshi were promoted to Principal Systems Analyst and Senior Systems Analyst respectively on 1st January, 1996.

Newly Introduced Hardware and Facilities

It was decided that the NICTU Training laboratory will be equipped with 45 Nos. of Pentium based machines with SVGA colour monitors to act as standalone DOS stations and servers for DOS, WINDOWS, UNIX and Multimedia based training sessions. However we are still awaiting its delivery from NIC HQ. The unit is also to be equipped with one LCD Projection System. NICTU also possesses 45 Nos. of 486 SX systems with SVGA colour monitors, one Pentium and five 80386 based ATs for UNIX, DOS and Windows related training programmes. All the machines in NICTU Lab are connected through LAN using pentium as Novell Netware 4.1 server. Internet can be accessed from all the machines in NICTU Lab.

Newly Introduced Topics

MS-Access, A Windows based Database Management System, was introduced during 62nd Foundational Course. Network Programming was introduced as Extra-curricular module during 62nd Foundational Course. Geographical Information System of NIC(GISNIC) was introduced during IAS Professional Course Phase-II. A panel discussion was organised for Phase-II officer trainees to discuss the Role of NIC in District Administration. Senior officers from NIC HQ., NIC State Units and NIC District Centres were invited.

Write-Ups Prepared

NICTU prepared the following write-ups during the year:

- 1) User Manual on MS-Windows and File Manager
- 2) User Manual and Workbook on MS-WORD
- 3) User Manual on MS-EXCEL
- 4) Workbook on MS-EXCEL
- 5) User Manual on PowerPoint
- 6) Workbook on PowerPoint
- 7) Reference manual on MS-ACCESS
- 8) Workbook on MS-ACCESS

Guest Speakers

The following guest speakers addressed the participants in various courses:

- I. Dr. N. Vijayaditya, Deputy Director General, NIC
- II. Smt. Jayshree Choudhary, STD & SIO, NIC State Unit, West Bengal
- III. Shri M. Moni, Technical Director, NIC
- IV. Shri Navneet Kukreja, PSA & SIO, NIC State Unit, Harayana
- V. Shri Prabhat Vaish, SSA, NIC
- VI. Shri Manoj Jhanjhi, SSA, NIC
- VII. Shri Shyam Sunder Gupta, DIO, Ballery, Karnataka

Training/Workshop

The National Informatics Centre and L.B.S. National Academy of Administration, Mussoorie organised a workshop on "**Computers for Administrators**" from 5th to 7th August, 1996. The workshop was designed to bring together computer professionals from NIC and Administrators to share their experiences and suggest improvements in computer training and evaluation methods. The Workshop had the following objectives :

- a. To study the present syllabus, training methodology, exercises, case studies & the evaluation methods in use at LBSNAA.
- b. Develop new exercises, amend syllabus and make the evaluation methodology more relevant.

Consequent to the deliberations in the workshop the inputs for the Foundational Course was overhauled to include the following.

Introduction to Computer Hardware and Software, Typing tutor , Introduction to WINDOWS, POWERPOINT, Lotus Organiser, E-mail, INTERNET,

WINDOWS - File Manager, EXCEL ,Introduction to Data Bases and MS ACCESS , Future Trends in IT and Introduction to NICNET Services.

For participants to achieve a pass in the exam they were required to demonstrate competency in each of the modules separately.

From this year onwards Government of India has also approved the LBSNAA proposal that computers should be a compulsory input for the FC and trainees will be required to pass the computer exam to qualify in the FC.

Dr. Goutam Mukherjee, Shri Manotosh Chakraborty and Shri Pawan Joshi attended workshops on Team Building and Stress Management conducted at L.B.S.N.A.A.

Addition to Software Library

Following software were added to the NICTU software library:

- Novell Netware 4.1
- Unixware
- GISNIC

Other Activities

1. NIC Training Unit co-ordinated and conducted Treasure Hunt for 62nd Foundational Course along with Shri Rajeev Kapoor, Deputy Director, LBSNAA.

- 1 NICTU faculty conducted Ice Breaker games and other Management Games for 62nd Foundational Course along with other Faculty of LBSNAA.

3. HIGHLIGHTS OF COURSES, SEMINARS AND WORKSHOPS ETC.

3.1 IAS PROFESSIONAL COURSE, PHASE-I (1995-97 BATCH) (16TH DECEMBER, 1995 TO 31ST MAY, 1996)

The IAS Professional Course, Phase-I commenced on 16th December, 1995 which included Winter Study-cum-Bharat Darshan Tour from 17th December, 1995 to 9th February, 1996. 81 IAS Officer-Trainees attended which included 13 women and 1 Officer from the Royal Bhutan Civil Service. The course ended on 31st May, 1996

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

1. Winter Study-cum-Bharat Darshan Tour and
2. The Academic Inputs.

For the Winter Study-cum-Bharat Darshan Tour, Officer Trainees were divided in 8 groups for attachment with various Army/Air/Navy Units, tribal/Voluntary Agency attachment, 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 National Institute of Rural Development, Hyderabad, and M. Venkatrangaiyah foundation and visit to ICRISAT Patancher/ MV Foundation's

work area and with Bureau of Parliamentary studies and training, New Delhi from 15-4-96 to 19-4-96.

The training methodology adopted were lectures/case studies/ Management exercises. 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. Project groups were required to prepare reports in areas of relevance for the administrators. The project topics broadly concerned around major socio-economic policies of Government and new challenges phasing 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.

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 affectiveness. 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.

Some of the eminent persons invited to interact with the officer trainees during this course, including Shri B. Bala Gopal consultant UNICEF, New Delhi, Ms. Medha Patekar, activist Baroda, Dr. Kirit Parikh, Director, Indira Gandhi Instt. of Development Research, Bombay, Shri N. Vittal, Chairman, Pub. Enterprises Selection Board, New Delhi, Shri S.S. Meenakshi Sundaram, P.S. to Chief Minister, Bangalore, Shri Digvijay Singh, Chief Minister of MP., Bhopal, Mrs. Margaret Alva, Hon'ble Minister of State, New Delhi, Shri Pradeep Prabhu Kastkari Sangthan Thane Distt. Dr. Michael Lipton, IDS Sussex, U.K.,

Dr. Mark Robinson, IDS, Sussex, U.K. Shri P.S. Appu, Retd. IAS, Bangalore, Shri N.N. Vohra, Director, Indian International Centre New Delhi, Ms Otima Bordia, Member, UPSC, New Delhi. Shri K.B. Saxena, IAS Secretary (Welfare), New Delhi, Shri Wangchuk Barphungpa, Secretary & Commissioner, Sikkim, Shri S.R. Sankaran, Chairman, B.G.V.S. New Delhi, Shri Rajender Singh, Chairman, NTPC NEW DELHI, Justice Ranganath Mishra, Chairperson, National Human Rights Commission.

Shri Gopal K. Arora, Chairman, Indian Advisory board Grindlays bank New Delhi delivered the valedictory address.

Shri Amarjeet Sinha Deputy Director was the Course Coordinator, Shri P. Michael Siromony, Deputy Director, Shri A. Santhoh Mathew and Shri Rajeev Kapoor were the Associate Course Coordinators.

3.2 PRE COURSE WORKSHOP ON GENDER (15TH & 16TH FEBRUARY, 1996)

This was a two day workshop was held at the British Council Division, New Delhi as an introduction to the "Training of Trainers" course to be held at LBSNAA in March-April of the year.

Smt. Sarojini Thakur was the Coordinator.

3.3 TRAINING PROGRAMME FOR IAS OFFICERS (6-9 YEARS SERVICE) (19TH FEBRUARY TO 8TH MARCH, 1996)

The training programme for IAS Officers (6-9 years service) was conducted from 19th February to 8th March, 1996 at the Indira Bhawan Campus.

23 participants including 4 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 ongoing reforms process, particularly its impact on various sectors and to orient them to the role expected of them.

The eminent guest speakers who interacted with the participants included Shri N. Vittal, Dr. Mark Robinson, Dr. Michael Lipton, Mr. Ian Simm, Prof. Abihjit Sen, Dr. Indira Hirway.

Shri Gain Chand, IAS (Retd.) delivered the inaugural address and Shri P.K. Mishra, IAS (Retd.) the valedictory address.

Shri P.M.V. Siromony was the Course Coordinator and Shri Sanjeev Chopra was the Associate Coordinator.

3.4 WORKSHOP ON ECONOMIC REFORMS AND POVERTY REDUCTION (25TH FEBRUARY TO 1ST MARCH, 1996)

A workshop on Economic Reforms and Poverty Reduction was held from 25th February to 1st March, 1996. 49 participants including five women attended. This launched the collaboration between the Institute of Development Studies at the University of Sussex, UK and LBSNAA.

The eminent guest speakers who interacted with participants included Dr. Mark Robinson, Dr. Michael Lipton, Dr. Ian Simm, Dr. Abhijit Sen, Shri J.L. Bajaj, Dr. Indira Hirway, Shri Vijay Mahajan, Dr. P.K. Jha and Shri Suresh V. Joshi.

Shri A. Santhosh Mathew was the Coordinator.

3.5 TRAINING OF TRAINERS COURSE ON GENDER (11TH MARCH TO 19TH APRIL, 1996)

During the first two years of the Gender Planning Training Project the course was divided in two parts: a U.K. based module at the I.D.S., Sussex, and an India based module. The entire main course was of three months duration, and in the first two years of the course 40 participants were trained. The third year represented a new phase in the project when, for the first time and with appropriate adaptation, the course was held entirely in India. Because during the third course the IDS Sussex team of Dr. Naila Kabeer and Ms. R. Subrahmanian were present, the process of adaptation and transfer was not completed until the fourth year when the course was held entirely in India with an Indian Course Director (Mrs. S.G. Thakur).

In each of the courses the participants were trained in state based teams consisting of NGO's, State Government officials, Trainers etc. The training centres on such state based teams which develop training modules in certain thematic areas for further use in specific departments.

Each state based team consists of the following

- a) Trainers of training institutions
- b) Officers of State Government from departments responsible for implementing Government Schemes.

- c) NGO's who have experience of development schemes in the same area as the selected theme.
- d) State sectoral institutes which are academically related to the selected theme.

In addition, one participant from a national level networking institution is also included as part of the state team. These are institutions such as Indira Gandhi National Forest Academy, Tata Institute of Social Sciences etc. Thus there are five members in each team.

In the fourth year of the course, the five themes chosen for the states were as under:-

- | | |
|--------------------|---|
| 1. Rajasthan: | Women and Panchayati Raj |
| 2. Madhya Pradesh: | Violence against Women |
| 3. Karnataka: | Access to Health Care: A Gender Perspective |
| 4. Maharashtra: | Girls' Education |
| 5. Uttar Pradesh: | Gender and Forestry |

Field Visit

The field visit is conducted within the state for 8 to 10 days and coordinated by the State ATI. Its aim is to help to translate the concepts learned in the course into the specific context of the state, and to thus illuminate the state specific issues and problems. During the field visit the participants collected case studies which were then incorporated into their training module.

Testing of Module

The Testing of the module at State ATI's or Sector Training Institutions is designed to measure the strengths and weaknesses of the training module. This is followed by three days for revising/upgrading the module in the light of the lessons learnt.

Smt. Sarojini G. Thakur was the Coordinator.

3.6 TRAINING COURSES ON PLANNING & IMPLEMENTATION OF DPEP (APRIL TO DECEMBER, 1996)

Fifteen training courses on Planning & Implementation of DPEP were conducted from April to December, 1996 respectively. Five hundred twenty three participants including sixty four women from Haryana, Maharashtra, Tamil Nadu, M.P., U.P., A.P., Gujarat, H.P., Assam, Karnatka, Bihar and Kerala attended these programmes.

The course content and design were structured in such a way that by the end of course participants were able to (i) understand the developments in the context of universalization of elementary education with emphasis on the shifts in the education policy; (ii) identify the scope of functional differentiation and decentralisation in implementing local strategies and plans for achieving DPEP goals; (iii) analyse the issues pertaining to primary education and understand the functional linkages of DPEP; (iv) develop analytical and descriptive skills pertaining to identification, analysis, sequencing and scheduling of significant parameters of DPEP; and (v) analyse the basic data pertaining to the DPEP Annual Work Plan and budgeting.

The eminent guest speakers who interacted with participants included Dr. C.S. Nagaraju, Associate Professor, ISEC, Bangalore; Shri S. Mendiratta, Dy. Secretary, Ministry of Rural Development, New Delhi, Dr. Ranjana Srivastava, Ed-CIL, New Delhi, Dr. Vimla Ramakrishna, New Concept, New Delhi,

Dr. V.K. Agnihotri, Joint Director, LBS National Academy of Administration, Mussoorie and Dr. H. Ramachandran, Professor & Faculty Coordinator, CEMPRES were the Course Coordinators.

3.7 TRAINING COURSES ON APPRAISAL OF DPEP PLAN (MAY TO DECEMBER, 1996)

Four training courses on Appraisal of DPEP Plan were conducted from 6th to 11th May, 1996, 16th to 20th September, 1996, 23rd to 27th September, 1996 and 2nd to 6th December, 1996. Seventy five participants including fourteen women attended these programmes.

The course content and design were structured in such a way that by the end of course participants were able to (i) come to a level of understanding of DPEP objectives, approaches and guidelines; (ii) acquire skills relating to DPEP plan appraisal; and (iii) acquire skills relating to preparation of appraisal reports.

The participants came from a variety of backgrounds that are relevant to appraisal of DPEP plans. They included faculty of Research and Training Institutions, Consultant agency, State Education Department and officers from DPEP of various states.

The eminent guest speakers who interacted with participants included Shri R. S. Pandey IAS, Joint Secretary (DPEP), New Delhi, Dr. Shyam Menon, Professor of Education, University of Delhi, Delhi, Dr. N. V. Varghese, NIEPA, New

Delhi, Ms Jyotsna Jha, TSG, Ed-CIL, New Delhi, Shri Mam Chand, World Bank, New Delhi, Shri Adrian Verspoor, World Bank, New Delhi, Shri Vijay Reval, Vijay Reval Associates, New Delhi, Shri Ravi Capoor IAS, Deputy Secretary (DPEP), New Delhi, Shri D. Jhingran IAS, Deputy Secretary, Department of Education, New Delhi, Dr. N. K. Jangira, World Bank, New Delhi, Shri Sudipto Mukherjee, DDA, New Delhi and Ms Deepa Das, SPO, Assam

Dr. V.K. Agnihotri, Joint Director, LBS National Academy of Administration, Mussoorie and Dr. H. Ramachandran, Professor & Faculty Coordinator, CEMPRES were the Course Coordinators.

3.8 TRAINING PROGRAMME FOR IAS OFFICERS (10-16 YEARS SERVICE) (3RD TO 21ST JUNE, 1996)

The training programme for IAS Officers (10-16 years service) was conducted from 3rd to 21st June, 1996 at the Indira Bhawan Campus.

25 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 ongoing reforms process, particularly its impact on various sectors and to orient them to the role expected of them.

The eminent guest speakers who interacted with the participants included Dr. Tarun Das, Shri B.B. Bhattacharya, Shri Vinod Yyasulu, Shri J.L. Bajaj, Shri B.S. Lamba and Dr. N. Vijayaditya.

Shri Omesh Saigal, Member-Secretary, National Capital Region of Delhi delivered the inaugural address while Dr. N.C. Saxena, Director, LBSNAA valedictory address.

Dr. V.K. Agnihotri was Course Coordinator Prof. H. Ramachandran and Shri P.M.V. Siromony were the Associate Coordinator.

3.9 IAS PROFESSIONAL COURSE, PHASE-II, 1994-96 BATCH (10TH JUNE - 9TH AUGUST, 1996)

The IAS Professional Course Phase-II was held from 10th June, 1996 to 9th August, 1996 directed by Ms. Sarojini Ganju Thakur. Shri Rajeev Kapoor and Shri Sanjeev Chopra were the Associate Course Coordinators. A total of 79 Officer Trainees of the Indian Administrative Service participated.

The Course aimed at making the OTs self-sufficient, confident and effective officers, in particular for the posts that they would hold during the first 6 to 8 years of their career, such as those of Sub Divisional Officer, Project Director DRDP/ITDP, Additional Collector, Municipal Commissioner, Executive Officer of a Zila Parishad, ED/MD of a Public Sector Undertaking, Collector etc.

The basic goal of Phase-II 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. To achieve this goal, the following objectives were set for this Course.

- * To provide the OTs with an opportunity to reflect on their district training and to develop and deepen their understanding of issues involved in administration;

- * To develop in the OTs analytical, written and communications skills;
- * To consolidate the basic knowledge of the OTs relating to procedures in civil, criminal and revenue laws keeping in mind their job requirements as presiding officers of courts;
- * To consolidate the working knowledge of the probationers in computer application for field administration;
- * To make the OTs capable of discharging their duties in the official language of the State/Cadre to which they are allotted.
- * To develop camaraderie and unity within the service through an active campus life;
- * To keep the OTs in a good physical shape.

Strategy and Methodology

The objectives of the Course, listed above, were in conformity with the broad objectives of the entire 2-year probationary training. However, the contents and methodology of training in this Course were different from those in the Foundational Course, Phase-I of the professional course and the 52 week field training. In the Foundational Course the thrust was on interaction among OTs of various services. In Phase-I the emphasis was on theoretical inputs and in field training. With this background training of the OTs, the Phase-II was based largely on experience sharing by the Officer Trainees. The internal faculty as well as the guest faculty were utilised primarily as Co-ordinators and/or resource persons to moderate the perspective wherever such interventions were needed. The Course drew considerably on the learning arrived at in the proceeding phases of training, especially the 52 week field training.

Highlights

The course was organised around weekly themes which were as under:

- * Personal and Organisational Effectiveness (1)
- * Personal and Organisational Effectiveness (2)
- * and Regulatory Administration
- * Working Together and Involving People
- * Planning Sustainable Rural Development
- * Equity and Social Change
- * Redefining Government - People's Empowerment & the Future
- * Redefining Government - Liberalisation & the Changing Environment
- * Au Revoir

While this course was predominantly based on experience sharing, however, it was permeated also by a practical orientation, and an effort was made to inculcate skills of various kinds. Computer inputs were designed around devising systems for various sections of the Academy. A fortnights module was conducted by MANAGE, Hyderabad and OUTREACH on team building, logical framework and PRA. Logical framework analysis was introduced to the Professional Course for the first time and the officer trainees found it a useful planning and evaluation tool.

At the end of the course in collaboration with DG, ITBP a team of 20 Officer Trainees went for 10 days to Kullu, Lahaul and Ladakh on a trek-cum-tour. This was done on contribution basis by the Officer Trainees. This give them an opportunity after their training to stay together before they joined the first postings in the district.

The valedictory session maintained the form that was initiated in the previous year a formal 'passing out' with a ceremonial band and the presentation of silver plaques to each officer trainee. The function was presided over by Shri S.R.

Balasubramoniyam, Hon'ble Minister of State for Personnel, Public Grievances and Pension; chair by Shri P.C. Hota, Secretary, DoPT and attended by IAS officers of 1971 batch, faculty and relatives of Officer Trainees. For the Silver Jubilee celebration of the IAS officers of 1971 batch a seminar 'Looking Forward Looking Back - 25 Years in the IAS' was arranged with Officers of 1996 batch.

3.10 THE WORKSHOP ON PARTICIPATORY PLANNING IN WATERSHED MANAGEMENT (27TH TO 29TH JUNE, 1996)

A three day Workshop on Participatory Planning in Watershed Management was organised by the National Research and Resource Centre, LBS NAA, Mussoorie in collaboration with the Watershed Management Directorate, Dehradun from 27th to 29th June, 1996. Twenty eight participants including two women attended the Workshop.

The basic purpose of the workshop was to acquaint the development departments with the functioning of the Doon Valley Integrated Watershed Management Project and to sensitise the functionaries of the concerned departments in the Participatory approaches being adopted by the WMD.

The Workshop also aimed at seeking co-operation and integration with other development departments in the project activities to achieve more effectively the project objectives. These include arresting and as far as possible reversing the ongoing degradation of Doon Valley's environment and improve the quality of life of the people.

Dr. N. C. Saxena, Director inaugurated the Conference and delivered the inaugural address. Those who chaired the sessions included Dr. H. Ramachandran, Professor & Faculty Coordinator, CEMPRES and Shri M. C. Ghildiyal, Director, Watershed Management , Dehradun.

Shri S. Datta, Faculty, NRRC and Dr. H. C. Pokhriyal, Reader, CEMPRES were the Coordinators of the Workshop.

3.11 WORKSHOP ON CASE STUDIES ON MANAGING CHANGE IN THE CONTEXT OF NEW ECONOMIC POLICY (28TH & 29TH JUNE, 1996)

A two day workshop on Case Studies on Managing Change in the Context of New Economic Policy was organised by National Research and Resource Centre, LBS NAA, Mussoorie from 28th to 29th June, 1996. About fifteen participants attended the Workshop.

The purpose of the Workshop was to identify expert who can prepare Case Studies on (i) Public Sector Restructuring and Privatisation; (ii) Financial Sector Reforms; (iii) De-control and industrial development; (iv) Foreign trade promotion; (v) Privatisation and financing of infrastructure development; (vi) Reforms in Agricultural sector; (vii) Food security and Public Distribution System; (viii) Reforms in Education Sector; (ix) Reforms in Health Sector and (x) Reforms and the Poor: poverty alleviation programmes including safety net. The workshop was coordinated by Dr. H. Ramachandran.

The Case Studies were discussed and finalised in a Workshop organised from 6th to 7th December, 1996 in collaboration with the State Institute of Rural Development, Lucknow.

3.12 72ND INDUCTION TRAINING PROGRAMME FOR IAS OFFICERS (PROMOTED OR ON THE SELECT LIST) (1ST JULY TO 2ND AUGUST, 1996)

The 72nd Induction Training Programme for IAS Officers (Promoted or on the Select List) was held from 1st July to 2nd August, 1996. 35 participants including three women attended. The aim of the course was to provide understanding of the All India context and to develop expertise as modern administrator.

Shri S.K. Basu, IAS (Retd.) delivered the inaugural address and Shri T.K. Nair, Secretary delivered the valedictory address. Some of the eminent persons invited to interact included Shri S.K. Basu, Dr. Ravi Chopra, Shri T.K. Nair, Shri Kuldeep Chandra and Shri Vijaya Kumar.

Shri P.M.V. Siromony was the Course Coordinator and Shri A. Santhosh Mathew and Shri M. Muthuswamy were the Associate Coordinator.

3.13 TRAINING OF TRAINERS COURSE ON DECENTRALISED PLANNING & PANCHAYATI RAJ INSTITUTIONS (JULY TO OCTOBER, 1996)

Three Training of Trainers Course on Decentralised Planning & Panchayati Raj Institutions were conducted during 1996 from 2nd to 21st July, 1996, 12th to 23rd August, 1996 and 14th to 25th October, 1996 respectively. Forty five participants including five women attended the programme.

The course was designed : (i) to impart knowledge and information on the current status of Decentralised Planning and Panchayati Raj Institutions in various parts of the country; (ii) to familiarise the participants with an understanding of the concepts and approaches to decentralised planning and participatory planning in the context of the 73rd Constitutional Amendment (iii) to upgrade training skills of the trainers being trained in the programme.

Besides the in-house faculty the guest speakers included Shri D. N. Lal, CDO, Dehradun, Shri H. C. Joshi, Vice Chairman, MDDA and Ms. Chandrika Gulati, New Delhi. Dr. H. Pokhriyal was the Course Coordinator in three programmes whereas Dr. Anil K. Dimri was Associate Course Coordinator in all the programmes.

3.14 EMERGING ISSUES FOR INTEGRATED AGRIBUSINESS COOPERATIVES (22ND TO 24TH JULY, 1996)

The Centre for Cooperatives and Rural Development organised a workshop on Emerging Issues for Integrated Agri-Business Cooperatives from 22nd to 24th July, 1996 at Indira Bhawan Campus. 24 participants and fifteen resource persons participated in this workshop. The participants and Resource Persons were divided into four groups and the following theme were discussed during the workshop:-

1. Integrated Agri-Business Cooperatives
2. Social Milieu and Cooperative Leadership
3. Managing Cooperatives in the 21st Century

A special issue of 'The Administrator' is being brought out on the above subject. Shri Sanjeev Copra was the Coordinator.

3.15 TRAINING COURSE ON SUPERVISION OF DPEP (2ND TO 7TH AUGUST, 1996)

One training course on Supervision of District Primary Education Programme was conducted from 2nd to 7th August, 1996. Twenty participants including five women attended the programme.

The participants had a variety of background that are relevant to supervision work of service, faculty of Research and Training Institutions, Consultant agency, State Education Department and officers from DPEP of various states.

The course content and design were structured in such a way that by the end of course participants were able to: (i) understand the developments in the context of universalization of elementary education with emphasis on the shifts in the education policy; (ii) identify the scope of functional differentiation and decentralisation in implementing local strategies and plans for achieving DPEP goals; (iii) analyse the issues pertaining to primary education and understand the functional linkages of DPEP; (iv) develop analytical and descriptive skills pertaining to identification and analysis of significant parameters of DPEP; and (v) supervise the programme and prepare an effective aide memoir.

Dr. V. K. Agnihotri, Joint Director, LBS National Academy of Administration, Mussoorie and Dr. H. Ramachandran, Professor & Faculty Coordinator, CEMPRES were the Course Coordinators.

3.16 LIBERALISATION - ITS IMPACT ON PUBLIC ADMINISTRATION (12TH TO 17TH AUGUST, 1996)

A training programme on Liberalisation - Its Impact on Public Administration was conducted from 12th to 17th August, 1996. 21 participants including one lady attended. The aim of the course was to equip Civil Servants at various levels for proper and speedy implementation of new economic policies of Governments. Eminent speakers who interacted included Shri J.L. Bajaj, Shri P.K. Mohanty and Prof. V. Ramachandriah.

Dr. V.K. Aginohotri, Joint Director was the Coordinator and Prof. H. Ramachandra and Shri Ashok Thakur were the Associate Coordinator.

3.17 TRAINING PROGRAMME FOR IAS OFFICERS (17-20 YEARS SERVICE) (26TH AUGUST TO 13TH SEPTEMBER, 1996)

The training programme for IAS Officers (17-20 years service) was conducted from 26th August to 13th September, 1996 at the Indira Bhawan Campus.

12 participants 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 included Shri J.L. Bajaj, Shri B.B. Bhattacharya, Shri Rajan Katoch, Shri S.S. Meenakshisundaram and Shri J.C. Pant.

Dr. N.C. Saxena, Director, LBSNAA delivered the inaugural address while Shri J.L. Bajaj valedictory address.

Dr. N.C. Saxena, was the Course Coordinator and Smt. Sarojini G. Thakur and Shri Sanjeev Chopra were the Associate Coordinators.

3.18 62ND FOUNDATIONAL COURSE (6TH SEPTEMBER TO 20TH DECEMBER,1996)

The 62nd Foundational Course was held from 6th September to 20th December, 1996. A total of 238 officer trainees participated, of whom 78 were from the Indian Administrative Service, 14 from the Indian Foreign Service, 88 from the Indian Police Service, 38 from the Indian Forest Service and one from the Royal Bhutan Civil Service. The foundational course was designed to provide the officer trainees their first introduction to the ethos and values of higher civil services especially values of integrity, humanism, service and professionalism. It aimed to introduce the officer trainees to various aspects of Indian social reality, especially the problems of the most vulnerable sections. And finally, it aimed at building comradeship, an esprit-de-corps among officers of various services, a perception that although their specific roles may be different, they are partners in the enterprise of public service. Academic inputs were provided through the subject streams viz:

Public Administration, Law, Basic Economics for Administrators, Management and Behavioural Sciences, Indian History and Culture and Political Concepts and Constitutional of India.

In addition, a major emphasis is put on hand on computer work. Trainees were expected to attain a minimum speed of 25 word per-minute in typing on computers. Both lectures and participative methodologies were used.

The course design also placed significant emphasis on structured, elective, extra and co-curricular modules. The modules that were offered range from theatre and film making, cinema appreciation, skills with one's hands in automobile repair, painting, cooking, first-aid etc.

In the module on personal living skills, officer trainees were given the opportunity to introspect and prepare themselves for harmonising their personal lives with their official lives.

Shri A. Santhosh Mathew was the Course Coordinator. Smt. V. Joshi, Shri Sanjeev Chopra, Shri Chandan Sinha and Shri H.C. Pokhriyal were the Associate Coordinators.

3.19 73RD INDUCTION TRAINING PROGRAMME FOR IAS OFFICERS (PROMOTED OR ON THE SELECT LIST) (22ND SEPTEMBER TO 25TH OCTOBER, 1996)

The 73rd Induction Course was held from 22nd September to 25th October, 1996. Altogether 42 participants promoted to the IAS attended the Course. There was a 10-day Bharat Dharshan and the academic inputs were planned to

provide the officers with a national perspective on Public Administration. Prof. D. Banerjea, Shri Ashok Thakur, Smt. Sarojini G. Thakur, Shri Rajeev Kapoor, Shri G.P. Joshi, Smt. Vijayalaxami Joshi, Shri P.M.V. Siromony, Prof. I.G. Malhotra, Dr. g. Mukherjee and his NICTU team provided useful support as internal faculty. Shri N. Vittal inaugurated the course and Dr. V.K. Agnihotri gave the valedictory address. Shri Arvind Singh, Shri D.S. Rai, Shri P.S. Krishnan were some of the guests. The end of the course report indicates that most of the participants found course to be extremely useful.

Shri Amarjeet Sinha was the Course Coordinator and Prof. I.J. Malhotra was the Associate Course Coordinator.

3.20 POST COURSE WORKSHOP ON GENDER (9TH-12TH OCTOBER, 1996)

This workshop was organised at U.P. Academy of Administration, Nainital. Its chief purpose was that the "Training of Trainers" participants should be able to share their experience regarding field testing of the various module that they have developed during the "Training of Trainers". This various state team also discuss their future plans and how they will carry their module forward in their state.

Smt. Sarojini G. Thakur was the Coordinator.

3.21 TRAINING PROGRAMME ON MANAGEMENT OF URBAN DEVELOPMENT (9TH TO 13TH OCTOBER, 1996)

A Training Programme on Management of Urban Development was conducted from 9th to 13th October, 1996. Eleven participants including one woman attended the programme.

Participants were drawn from all states based on their nominations by the Department of Personnel and Training, Government of India and the State Government. The participants of the programme were the officers of the Indian Administrative Service who had put in 10 to 30 years of service. Eleven Officers from different States of the country participated in the programme.

The course content and design were structured in such a way that by the end of course participants were able to: (i) To orient the civil servants to the changing role of urban areas, more specifically, mega cities and large towns in the overall development of the country; (ii) To review policies and programmes in vogue in the urban sector in the context of the new economic environment; (iii) To understand various facets of change that need to be introduced in managing existing and emerging urban problems; and (iv) To evolve through focused interaction, an agenda of action for urban related sectors of the economy.

In addition to the resource persons from the Academy, experts from other academic institutions and government were invited to make effective use of their expertise in the training programme. Guest Speakers included Shri N. P Singh, Secretary, Department of Urban Development, New Delhi, Dr. N. Ranganathan, Expert, Transportation Planning and Development, New Delhi, Shri K. M. Sahni, Chairman and MD, Delhi Transport Corporation, New Delhi and Shri K. Ramchand, Infrastructure Leasing and Financial Services Limited, New Delhi.

Dr. H. Ramachandran, Professor & Faculty Coordinator, CEMPRES and Dr. G. Sastry, Reader, CEMPRES were the Course Coordinators.

3.22 WORKSHOP ON PUBLIC MANAGEMENT AND POVERTY REDUCTION IN A MARKET ECONOMY : LESSONS FROM INDIA (23RD TO 25TH OCTOBER, 1996)

A workshop on Public Management and Poverty Reduction in a Market Economy : Lessons from India was held from 23rd to 25th October, 1996. 11 participants including two women attended the workshop.

The workshop brought together participants from the last three IAS short courses at the IDS, Sussex for the period 1994 to 1996 to share their experience and insights of implementing reform initiatives, either in their immediate place of work or in terms of the design and implementation of development programmes. This was the second collaborative venture between Institute of Development Studies at the University of Sussex, UK and LBSNAA.

The guest speakers who interacted with participants included Dr. Ravi Chopra, Dr. P.K. Jha, Dr. V.M. Rao, Dr. Neela Mukherjee and Dr. Ghanshyam Shah.

Shri A. Santhosh Mathew was the Coordinator.

3.23 GENDER, DEVELOPMENT AND URBAN SLUMS (28TH OCTOBER - 1ST NOVEMBER, 1996)

The workshop on Gender, Development and Urban Slums sponsored by ODA was held at the Indira Bhawan Campus of LBSNAA. The purpose of the workshop was "to promote a gender perspective into the urban poverty

programme approach," with the ultimate goal of improving the quality of the life for the men and women slum dwellers on a sustainable basis. The agenda of enhanced gender awareness, however, went beyond the purely theoretical concern of understanding gender and urban poverty issues to include gender sensitisation at the personal and project levels. A primary agenda was to translate, through planning gender sensitive interventions, gender issues of concern in the project areas from concept into action. This workshop represented a unique experience both from the perspective of similar projects as well as that of a trainer, due to the fact that the composition of workshop participants spanned stakeholders from various levels: community workers, public representative, NGOs, and project management from both the Cuttack Urban Poverty Reduction Project, Orissa and the Cochin Urban Poverty Reduction Project, Kerala. A follow-up to this workshop is also planned in the future.

Smt. Sarojini G. Thakur was the Coordinator.

3.24 74TH INDUCTION TRAINING PROGRAMME FOR IAS OFFICERS (PROMOTED OR ON THE SELECT LIST) (4TH NOVEMBER TO 6TH DECEMBER, 1996)

The 74th Induction Course was held from 4th November to 6th December, 1996. 27 participants promoted to the IAS attended the Course.

The aim of the course was to provide an understanding about the All India context and to develop expertise as modern administrators. Shri J.L. Bajaj inaugurated the course.

Shri Rajeev Kapoor was the Course Coordinator and Shri Amarjeet Sinha and Dr. G. Mukherjee were the Associate Course Coordinators.

3.25 DESIGN WORKSHOP FOR GENDER IN THE CIVIL SERVICES (23RD NOVEMBER, 1996)

In the context of the UNDP Project on Capacity Building for the Civil Services and more specifically, the fourth objective on Women in the Civil Services, the Department of Personnel and Training had asked the LBSNAA to convene a workshop in New Delhi to finalise the design of a questionnaire to cover the meaningful survey which would through up various relevant issues about the subject. This is formed the basis for further discussion on how to improve it. The workshop included participants from various cadre controlling authorities, national training institutions and representatives from DoPT.

The questionnaire that had already been used in the context of Gender Issues in the IAS by the Gender Studies Unit formed the basis for discussion. As a result of the workshop the questionnaire, which is now being used in the nation-wide survey, the time frame and the modalities of gender in the Civil Services, were finalised. The Gender Studies Unit would be analysing the data in the future. The proceedings were chaired by Shri P.S.A. Sundaram, AS (AR&T).

Smt. Sarojini G. Thakur was the Coordinator.

3.26 LITERACY CAMPAIGN WORKSHOP (9TH TO 17TH DECEMBER, 1996)

This was a two day orientation programme in three groups for Zilla Sakshratha Samithis from UP including the Collectors. The workshop was organised from

9th to 17th December, 1996 at Indira Bhawan Campus and was the first activity of the National Literacy Resource Centre.

140 participants attended the workshop including 36 women. Shri Amarjeet Sinha was the Coordinator.

3.27 END OF COURSE SEMINAR - GENDER PLANNING TRAINING PROJECT (10TH & 11TH DECEMBER, 1996)

The Gender Study Unit, LBSNAA was a partner along with British Council and DoPT in Organising the End of Project Workshop in Delhi on 10th and 11th, December 1996 at which participants of the four courses of the GPTP were invited. The workshop represents a culmination of this phase of the project but also afforded opportunity to review its implementation in the four years. The IDS Sussex team led by Dr. N. Kabeer, representative of DoPT and Department of Women & Child were also present.

4. TRAINING AND RESEARCH UNITS

4.1 CENTRE FOR COOPERATIVES AND RURAL DEVELOPMENT (CCRD)

The Centre for Co-operatives and Rural Development (CCRD) has started functioning at the LBS National Academy of Administration, Mussoorie from September 1995 with the following objectives:

- * To undertake research in the area of co-operatives, especially the interface with RD Institutions like the DRDAs, Line departments and PRIs.

- * To study the difficulties faced by the rural poor in organising themselves into coops' or self help groups, and suggest remedial policy steps to State Governments and the Registrars of Coop' Societies.
- * To study the successful interventions by co-operatives and Rural Development Institutions in the poverty reduction programmes of the government and the voluntary groups and NGOs.
- * To develop case studies, teaching aids, and field visit programmes to impart training in the area of co-operatives and rural development to the officers of the IAS and other Class I services who attend the Foundation Course and the Professional Courses at the Academy.
- * To offer courses in the above areas to other In-service Training Programmes organised at the Academy from time to time, and
- * To provide support to the National Research and Resource Centre of the Academy, and other research centres like the CSD, CEMPRES, SOFTRAIN, Village Study Unit, Land Reform Unit, Centre for Gender Studies and the Centre for Social Justice in their interdisciplinary research and teaching inputs.

Activities of the Centre

- * The Centre organised a module on '**Co-operatives: Policy & Environment**' for the officers of the 73rd Induction Training Programme. An other module on '**Co-operatives : The Evolving Paradigm**' was also organised by the Centre for the officers of the 74th Induction Training Programme.

- * Mr. Sanjeev Chopra, IAS, Coordinator of the Centre, attended an international Workshop on '**Human Resource Development in Co-operatives**' organised by the International Institute of Histadrut, Israel in collaboration with the ICA.
- * A study on '**Flayers (Chamars) Co-operatives in Uttar Pradesh**' is being conducted by the Centre. Preliminary report on such co-operatives has already been prepared on the basis of the pilot study done in the Sultanpur district of U.P.

Monograph

- * **Nomads, Milk and Co-operation** : This monograph explains the main economic activity, i.e. milk marketing of Van Gujjars and the support extended to them by RELK, an NGO, to form self-help groups to avail the scheme of NABARD. The report has been prepared by Shri. K. K. Sharma, the then Deputy Director, LBSNAA.

4.2 CENTRE FOR SUSTAINABLE DEVELOPMENT (CSD)

Introduction

In the light of the growing concern for the environment and the awareness of the need for sustainability in all development programmes, it is being increasingly realised that implementation of these concepts is not feasible without a cadre of development administrators exposed to the challenges and problems of managing development in a sustainable manner. As a response,

the Lal Bahadur Shastri National Academy of Administration which is the premier institution for training of officers of the Indian Administrative Services put forth a proposal to develop training modules which would equip both officer trainees and in service officers to deal with the demands of sustainable development management. The project entitled 'Sustainable Development Areas, Challenges, Methods, Policies, and Performances' was funded by the Swedish International Development Agency (SIDA) for a period of two years and taken up by Academy on 1st April, 1994. At the outset, it was felt that training of development administrators in effective management with a view to sustainability requires continuous and long term efforts. Accordingly, the Academy established a new unit- the Centre for Sustainable Development with the seed grant from SIDA in April, 1994.

Aims & Objectives

The Centre for Sustainable Development is a training cum research unit which primarily strives to achieve following objectives:

- * To carry out micro-studies that throw up major policy and implementation issues and to integrate such wisdom in our participatory training modules.
- * To co-ordinate with state level Administrative Training Institutes so that relevant training modules could be tried out by field level functionaries.
- * To prepare 'State of the Art' papers for administrators and policy makers.
- * To improve our training capability in sustainable development issues.

The centre during last one and a half year took up major initiatives and programmes and also came out with several publications and research papers which have been widely acclaimed in the national arena.

Workshops and Training Programmes

The Centre organised a workshop on "*Excellence in Primary Schooling*" from 6-9 June 1996 at Lal Bahadur Shastri National Academy of Administration. Although the basic objective of the workshop was to prepare a source book on elementary education, the forum was also used to create an advocacy tool for the universalisation of primary schooling with emphasis on quality of schooling and sharing experiences of various school related interventions. The workshop attracted 33 representatives from government and non- government organisations like DPEP, Lok Jumbish, Eklavya, APPEP, NIEPA, etc. Detailed presentations on these interventions were made followed by group work and the following eight themes were chosen for the purpose:

- * Management of Education
- * Status of Primary Education
- * Strategies for bridging the gender gap
- * Strategies for quality schooling for all for Tribal and Dalit children
- * Teacher Training and Training Institutions
- * Community Participation
- * Competency based Curriculum Development
- * Alternate Schooling

The Centre is presently engaged in the preparation of developing source book based on the workshop experience and secondary information which would be used as training manual for the IAS officer trainees.

Sustainable Development Inputs in the Academy's Courses

During **IAS Professional Course Phase-I** which was held from 16th December- 31st May 1996, out of 14 weeks course, four weeks were

intensively utilised for sensitising on issues pertaining to sustainable development. The themes covered during these weeks were

- * Development of Sustainable Production Systems(2 weeks)
- * Sustainable Human Development(2 weeks)

In order to combine analytical reading with field observation and work, the officer trainees took up field based sustainable development projects. Some of the project work were as follows

- * Understanding the sustainable Sukhomajri project
- * Appraisal of the Doon valley Himalayan watershed project
- * Education for All: A comparative study of Lok Jumbish & Basic Education project in Saharanpur
- * Livelihood Promotion for the Poor

Apart from these intensive modules, all officer trainees were actively involved in collecting field based information primarily to prepare case studies on sustainable development issues.

Inter-Institutional Collaboration

The Centre has been collaborating with other National and International Institutions in organising and conducting training programmes and research projects. The Centre in collaboration with the Indian Social Institute, New Delhi and the Centre for Development Economics, Delhi University has undertaken a study of the status of primary schooling in North Indian states. The project is sponsored by the Canadian International Development Agency and is located in the Indian Social Institute.

The study on primary schooling is part of a larger project titled " Economic Security Programme". The Indian Social Institute carried out pilot investigation on primary education in Delhi, Himachal Pradesh, Bihar, Orissa and Rajasthan in 1995 and prepared a report on the findings. Based on the experience of this pilot study, it decided to conduct a comprehensive school survey in these states, by developing a well formulated questionnaire. The aim of this effort is to achieve a better understanding of the state of primary schooling in India and to use this independent investigation as a basis for public debate and action.

Shri Amarjeet Sinha, Vice Chairman of the Centre, have been associated with Educational Consultants India Limited (Ed.CIL), New Delhi in developing modules on Training, Research and Evaluation for DPEP functionaries. He has also been appointed as a resource person by the Ed.Cil.

Faculty Development Programmes

- * Shri Amarjeet Sinha attended a training programme on "Participatory Rural Appraisal" Organised at NIRD, Hyderabad from 3rd Feb. 96 - 8th Feb. 96.
- * Shri Pushpendra participated in the course on 'Effective Communication Skills' held at the academy from 18th Dec. 1995-24th Dec. 95.
- * Shri Pushpendra participated in the course on " Team Building" held at the Academy from 24-28 June, 1996.

Documentation

The Centre has been documenting books, papers and audio-visual material on various aspects of sustainable development. Although the Academy houses a

common library where more than 150 periodicals and journals are subscribed and around 1,50,000 books are available the Centre has an exclusive library where Periodicals such as 'Down to Earth', 'Sanctuary Asia', Ecologist Asia, Development Alternative, Resurgence, etc. are regularly subscribed and books on issues of sustainability are regularly purchased. We are already in the mailing list of various institutions with whom we interchange our publications.

Publications of the Centre

A list of publications brought out by the Centre in the year 1996 are as follows:

1. Saxena, N.C, *The Woodfuel Scenario and Policy Issues in India, Regional Wood Energy Development Programme in Asia & FAO, Bangkok, 1996.*
2. Report of the Workshop on *Excellence in Primary Schooling*, Centre for Sustainable Development, LBSNAA, Mussoorie, 1996.
3. Sinha, Amarjeet, *Developing Programmes of Research in issues related to planning and Management*, Educational Consultants India Ltd. (Ed.CIL), New Delhi, 1996.

Faculty and Members of the Centre

Chairman	:	Shri B.S.
Baswan, Director		
Vice-Chairman	:	Shri Amarjeet Sinha,
Deputy Director		
Consultant	:	Shri
Pushendra		
Research Associate	:	Shri Ajay Sinha

Consultant : Shri K. S.
Bartwal
Supporting Staff : Shri Adesh Kumar

4.3 CENTRE FOR MICRO-PLANNING AND REGIONAL STUDIES (CEMPRES)

Origin & Objectives

The Study Group on Training for District Planning of the 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 and Regional Studies (CEMPRES) in October 1992. The broad objectives of the Centre are: to conduct Training Programmes on Decentralised Planning and Panchayati Raj Institutions to undertake research activities; to organise Workshop/Seminars; and to provide consultancy services.

Training Programme

The Centre has organised: (1) three Training Programme on Decentralised Planning and Panchayati Raj Institutions, (2) one Training Course on Supervision of District Primary Education Programme, (3) four Training Programmes on Appraisal of District Primary Education Programme, (4) twenty three Training Courses on Planning and Implementation of District Primary Education Programme, (5) four Refresher Courses on Planning and

Implementation of District Primary Education Programme, and (6) one Training Programme on Management of Urban Development. About 595 participants were trained in the above training programmes, out of which 91 were women.

Workshops

The Centre has organised three Workshops during the calendar year. A three-day Workshop on Participatory Planning in Watershed Management was organised in June 1996. The participants of the Workshop were middle and senior level officers from Watershed Management Directorate, Forest Department, Training and Research Institutes and Representatives from various Ministries of Government of Uttar Pradesh.

The Centre commissioned preparation of Case Studies on Managing Change in the context of New Economic Policies in order to strengthen Training Programmes. Two Workshops were held in this regard one at Mussoorie (August 1996) and another at Lucknow (December, 1996). Fifteen participants were invited for the Workshop - First to discuss the Case Study Proposal and second to discuss Draft Case Studies.

Faculty Seminars

Following faculty members gave seminars on the theme mentioned against their names:

S. No.	Name of Faculty	Topic
	Date	

- | | | |
|----|---------------------------------------|--|
| 1. | Dr. G.S. Sastry
20th June, 1996 | Typology of Districts

Conceptual and Methodological
Issues |
| 2. | Mr. N.S. Chauhan | Identification of Suitable Sites
for Construction and
Conservation |
| 3. | Shri S. Datta
13th September, 1996 | Investment Requirement for

Health Planning and Location
of Facilities |
| 4. | Dr. V.M. Rao
18th October, 1996 | In the Shadow of a Metropolis:

Rural Poor in the Vicinity
of Bangalore |
| 5. | Dr. V.M. Rao
25th November, 1996 | Food Security |

Research Activities

A Study to develop typology of districts in India based on large number of district parameters has been undertaken by the Centre. Analysis using GIS for UP is complete and awaiting publication.

A draft report on the State of the Environment and Development in the North-West HinduKush Himalaya (covering the States of Jammu & Kashmir,

Himachal Pradesh and Uttar Pradesh Hills) has been prepared. The main objectives of the Project was creation of natural resources and socio-economic data base for the region and to prepare an analytical report on state of environment and development based on the created data base. The project was sponsored by International Centre for Integrated Mountain Development (ICIMOD), Kathmandu, Nepal.

A study on Integrated Health Planning at the Block level is sponsored by the Ministry of Health and Family Welfare, Government of India. The project involves design and development of innovative measures for the improvement of health care decision making at two of the most backward blocks (Chakrata and Kalsi) in Dehradun District.

The Ministry of Science and Technology, Government of India is sponsoring a study on Natural Resources Data Management System. The project intends to develop four Training modules on Landuse Planning, Facility Location, Watershed Management and Monitoring and Evaluation. The Data base from Bankura District of West Bengal will be used for developing specific Decisions Support Systems (DSS) for the purpose.

A review on the project activities of the Doon Valley Watershed Management Project is being sponsored by the Watershed Management Directorate, Dehradun. After evaluating the performance of the project activities, the study will suggest measures for sustainable development of the region.

The Centre is undertaking a Social Assessment Studies in four Bihar Education Project (BEP) districts (Chatra, Purnia, Hazaribagh, Gaya) in Bihar. The aim of the study is to identify socio-economic and cultural factors associated with the problems of socially disadvantaged groups, with respect to their enrollment,

retention and achievement, and to suggest a strategy to address issues through formal and non-formal education.

Publications

Based on Workshops on New Economic Policy organised by the Centre, a book has been entitled "Dimensions of New Economic Policy: Economic and Social Sectors" (Two Vols.) published (Concept, New Delhi). Besides, these a number of articles were published by the faculty of the Centre in various professional journals.

4.4 CENTRE FOR DEVELOPMENT OF SOFTWARE FOR TRAINING OF ADMINISTRATORS (SOFTRAIN)

A Centre for the Development of Software for Training of Administrators (SOFTRAIN) has been set up at Lal Bahadur Shastri National Academy of Administration, Mussoorie, not only for creation, but also collection and dissemination of appropriate training software.

The Core Group has been constituted which consists of the following:

1. Dr. V.K. Agnihotri - Chairman
Joint Director
2. Shri Chandan Sinha - Coordinator
Deputy Director(Jr.)
3. Smt. Sarojini G. Thakur - Member

Deputy Director(Sr.)

4. Prof. A. Santhosh Mathew - Member

Activities

SOFTRAIN has undertaken a project to set up a film-making unit in the Academy for the developing films for training purposes along with the development and publication of a series of Source Books for district officers on different aspects of district administration. In the first stage, we have undertaken a project for preparation of source books on forestry, Social Welfare, Public Health, Literacy and Primary Education, Rural Development, Disaster Management, Financial Management, Sustainable Development, Agriculture, Public Distribution System, Social Justice Legislation, Rural Livelihoods and Law and Order etc.

Publications

1. Skills for Effective Administrators (Revised Edition) - by Dr. V.K.Agnihotri
2. Faculty Manual (Revised Edition) - by Dr. V.K. Agnihotri & Shri S.K. Ghosh
3. Financial Administration in Government - by Shri Kamal K. Sharma
4. Dimensions of the New Economic Policy (two volumes) - by Dr. V.K. Agnihotri & Dr. H. Ramchandran

In this year SOFTRAIN is preparing two U-matic films on the following subjects:

1. Panchayati Raj
2. Corruption

We are also assisting in the production of a film which is being prepared by Officer Trainees of the 62nd Foundational course. A volume of Case Studies, Readings in Administration, is under preparation, and the Hindi version of the book "Skills for the Effective Administrators" edited by Dr. V.K. Agnihotri being printed.

4.5 GENDER STUDIES UNIT (GSU)

The Gender Studies Unit was informally established coordinated and during the year, as a forerunner to the establishment of a proposed centre. Its activities were initiated by Sarojini Ganju Thakur, IAS. In February Ms. Asha Nadkarni joined as Research Associate till the beginning of December, 1996. The unit was assisted by Shri Ashish Patel, PA and Shri Vikram Singh on a part time basis.

The activities were wide ranging and covered the conduct of trainings and workshops, the preliminary work for establishment of a resource centre, by collecting training materials and networking and the initiation of some research work.

Activities of the Gender Studies Unit

Establishment of a Resource Centre: Without any specific financial allocations and with the limited resources that were available preliminary steps were taken for the establishment of a resource centre. This involved identification of training materials on various facets of Gender and Development and a programme was developed to catalogue the various articles, films etc. A beginning has been made, and requests have been received from certain quarters for materials of various kinds. These have been supplied to those who have requisitioned them.

GPTP Newsletter: With a view to create a network across states institutions and participants a quarterly newsletter was initiated to enable various partners of the project to keep in touch with the multifarious activities of individuals and training institutions. It also endeavour to reflect some interesting gender related news items.

Source Book on Gender (ongoing) : Have initiated the writing of a source book on gender at LBSNAA as one in a series of the source book. It is intended to serve as a useful reference book for formulation and implementation of programmes and, as such, will be extremely practical and action oriented in nature. As such it is anticipated that it will have a wide audience consisting of administrators, trainers and NGOs. Because the source book will give a comprehensive outline of what has already been done and what remains to be done in a given sector, it will be a useful training tool for GPTP. Each section of the source book will include a description of the gender problems in the given sector, a listing of available government programmes, and "caselets" (or short case studies) describing the successful interventions that have been tried.

Research: During the year a small questionnaire based research was conducted on gender and the IAS the finding of which has now been published.

4.6 LAND REFORMS UNIT (LRU)

The Land Reforms Unit remained without a regular Co-ordinator during the period under consideration. The Unit, however, continued with its activities with Prof. Harsh Mander as the Chairman till July, 1996. Shri Gyan Joshi, took over as the Chairman of the Unit from Prof. Harsh Mander, who reverted to his home State. Dr. V.K. Agnihotri became the Chairman of the Unit in October, 1996.

Dr. Girish Kumar joined as Senior Research Officer in late September. Shri B.K.Sinha took over as Coordinator cum Vice-Chairman of the Unit in mid-November. However, during the brief tenure in this year they contributed to the foundational courses and also participated in the workshops, seminars organised by other centres of the Academy.

Publications

During the period under review the following publications were brought about:

1. Land Reforms in India by Shri P.S. Appu (VIKAS Publication)
2. Land Reforms in India : Vol. 3 (AP) edited by Shri B.N. Yugandhar (SAGE Publication)

Volumes on other states such as Uttar Pradesh, Tamil Nadu, Gujarat, Maharashtra, Madhya Pradesh, Dalit are being processed with the help of guest editors.

Action Research

Action Research Programme already initiated in the States of UP and Bihar are going on with the active participation of the local Voluntary Organization. Field work for the Impact Analysis of Computerisation of Land Records in Morena (M.P.) has begun.

Ambedkar Chair of Social Justice

The Ministry of Welfare has introduced Ambedkar Chair in several Instituting including LBSNAA. This Chair is attached with LRU. Professor Ghanshyam Shah, Director, Centre of Social Studies, Surat joined LRU as Professor of Social Justice in April, 1996.

Apart from participating in the foundational course Prof. Shah is also editing a special issue of 'Administrator' on Dalits.

New Agenda

The New Economic Policy was introduced as a measure of liberalisation and structural adjustment programme. This has reopened a debate on the continuing relevance of the Land Reforms Programme. The LRU has drawn up a New Agenda incorporating several Collateral and related issues within the scope of its inquiry. It proposes to evolve a viable module for institutional upgradation in the Land Management System. It further proposes to examine some of the current Agrarian Movement, with a strong component of Land Reforms. The New Agenda will also take a stock of the Panchayati Raj Institutions and resource sharing with the rural poor, social action, resettlement and rehabilitation of the involuntarily displaced, wage structure and minimum wages etc.

The Core Group approved the New Agenda in its meeting held on 17.12.96. Proposal for reconstitution of the Core Group, inducting persons of eminence in the field is also under consideration.

4.7 NATIONAL RESOURCE CENTRE FOR LITERACY AND ADULT EDUCATION (NLRC)

The Ministry of Human Resource Development, Government of India has established a National Literacy Resource Centre at LBSNAA with the objective of continuously supporting literacy initiatives in the country. As a first activity, the Centre organised three two days workshop on Literacy for Zila Saksharta Samities (ZSS) of Uttar Pradesh. The workshop focused on restoration of momentum for literacy compengins. Dr. Anita Rampal has joined as Director and Amarjeet Sinha is the Chairman of the Centre.

4.8 TRAINING RESEARCH AND DEVELOPMENT CELL (TRDC)

During the year Prof. A. Santhosh Mathew was the Coordinator of the Training, Research and Development Cell.

Activities

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

(i)A database is in operation using the CDS/ISIS package. During the year it was updated.

The database now consists of:-

(viii) A delegation from the People's Republic of China visited the Academy from 19th and 26th March, 1996 consisting of the following. A course was organised for them on The Civil Service system in India by the Academy -

- a. Mr. Zhang Qinglong, Director
- b. Mr. Yang Zhanrul, Director
- c. Ms. Chen Ansu, Deputy Director General
- d. Mr. Zhang Yangpeng, Director
- e. Mr. Jiang Weiqun, Director
- f. Mr. Tlan Maosheng, Deputy Director
- g. Ms. Shang Liqin, Deputy Director
- h. Mr. Gao Dianxi, Deputy Director
- i. Ms. Yu Jing, Section Chief
- j. Ms. Yu Ziaojing, Interpreter
- k. Shri Manohar Lal, Liaison Officer
- l. Shri K.D. Zaveri, Interpreter

(ix) A course was conducted for PS/PA/Steno of the Academy on Duties and Responsibilities from 9th to 19th April, 1996.

(xi) Ms. Gai Brodtmann, Counsellor, Public Affairs, Australian High Commission, New Delhi visited the Academy on 1st July, 1996 and Shri A. Santhosh Mathew briefed her about the activities of the Academy.

(xi) A workshop on Public Management and Poverty Reduction in a Market Economy : Lessons from India was held in the Academy for 23rd to 25th October, 1996. 11 participants attended the Conference.

(xii) A workshop on Developing Training Modules on Values in Administration was held on 30th October, 1996.

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

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

Sl.	Name	Title of the Programme	Institution	Duration
1.	Shri D. Banerjea, Professor	IMD Workshop on Management by Human Values : Indian Insights	Indian Institute of Management, Calcutta	7th to 13th January 1996
2.	Shri I.J. Malhotra, Professor	Workshop on Child Labour for State Institutes	National Labour Institute, Noida	8th to 11th January, 1996
3.	Shri P.M.V. Siromany, Deputy Director	Workshop on Case Study preparation and use	Indian Institute of Public Administration New Delhi	11th to 13th March, 1996
4.	Shri I.J. Malhotra, Professor	Ethnic Situation: Field and frontiers	Anthropological Survey of India, Dehra Dun	29th to 31st May, 1996

5.	Shri A. Santhosh Mathew, Professor	Computer Application - Advanced	National Informatics Centre, New Delhi	22nd to 26th July, 1996
6.	Shri P.M.V. Siromony, Deputy Director	Seminar on WTO Agreements on Agriculture vis-a-vis Global Food Security	Indian Institute of Foreign Trade, New Delhi	16th August, 1996
7.	Shri Ashok Thakur, Deputy Director (Sr.)	Themes in Organisational Behaviour	Tata Management Training Centre, Pune	16th to 20th September, 1996
8.	Smt. Sarojini G. Thakur, Deputy Director (Sr.)	Themes in Organisational Behaviour	Tata Management Training Centre, Pune	16th to 20th September, 1996
9.	Shri D.K. Pandey, Library and Information Assistant	Management of Libraries and Information Centre	National Institute of Small Industry Extension Training, Hyderabad	18th to 23rd September, 1996
10.	Shri S. Datta, Consultant Administrators,	Executive Health and Stress Management September, 1996	Indian Society of Health Bangalore	26th to 28th
11.	Shri I.J. Malhotra, Professor	Prospects in the Management of	Delhi Legal Aid and Advice Board,	4th to 6th October, 1996

		Delinquency	New Delhi	
12.	Shri Vikas Jain, Pharmacist	17th All India Management Course of Hospital Pharmacist	Indian Hospital Pharmacist Association, Delhi	7th to 12th October, 1996
13.	Shri Sanjeev Chopra, Deputy Director	Cooperative Approach to Rural Development and Watershed Management	Venkuth Metha Institute of Cooperative Management, Pune	21st to 25th October, 1996
14.	Shri Sanjeev Chopra, Deputy Director	International course on Human Resource Development within Cooperatives	International Institute of Histadrut, Israel	25th November to 19th December, 1996
15.	Shri Inder Deo, Sr. Library and Information Officer	BASISplus and TECHLIBplus	National Informatic Centre, New Delhi	16th to 20th December, 1996
16.	Shri Ramesh Goyal, Senior Library and Information Assistant	BASISplus and TECHLIBplus	National Informatic Centre, New Delhi	16th to 20th December, 1996
17.	Shri P.R. Harikrishnan, Senior Programmer	BASISplus and TECHLIBplus	National Informatic Centre, New Delhi	16th to 20th December, 1996

18.	Dr. Tuman Singh, Language Instructor	XIX All India Linguists	Lucknow University, Lucknow	28th to 30th December, 1996
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Faculty Seminars

The TRD Cell endeavours 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.

Sl. No.	Name	Topic	Date
1.	Shri Subhash Chandra Dutta, Asstt. District Judge, Birbhum, West Bengal	Failure of Persecutions in Courts - Causes and Remedies	1st May, 1996
2.	Shri H.B. Das, Addl. District and Sessions Judge, Titilgarh, Orissa	Free Legal Services - a crutch with a difference	23rd July, 1996
3.	Shri B.K. Dash, Civil Judge (SD), Civil Court, Sundergarh	—	3rd October, 1996
4.	Shri B.K. Dash, Civil Judge (SD), Civil Court, Sundergarh	—	3rd October, 1996

5. Mrs. Irene Bellier, Europe Building and 18th
October, 1996
Research Scholar, the training of
National Centre of the
Scientific Research,
New Delhi

Visit

Shri A. Santhosh Mathew visited the University of Portsmouth, UK from 14th November to 2nd December, 1996 for studying multi level modelling and its use for understanding livelihood issues.

Publications

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

- (i) The Annual Report of the Academy for the year 1995
- (ii) Training Calendar, 1996

4.9 VILLAGE STUDY UNIT (VSU)

Introduction

The Village Study Unit was initially started to organise Village Study Programmes of Foundation Course and evaluate socio-economic studies done by Officer Trainees during their training programmes. But now, after 5 years of its existence, the tasks and challenges assigned to the unit has given a new life

and impetus and is currently diversifying itself towards more micro-studies pertaining to rural development.

Objectives

Following are the specific objectives of the unit:

- * To look after the design and working of the village studies which are undertaken by the Officer Trainees as part of their assignments during their Foundational Course and District Training.

- * To prepare a concurrent feedback on "Rural Development Programmes" based on socio-economic studies conducted by the Officer Trainees for the Ministry of Rural Areas and Employment.

Village Visit Programme

As a part of Village Visit Programme, the officer trainees of 62nd Foundational Course (1996-98 Batch) surveyed villages of thirteen districts of India from 16th November to 27th November, 1996. This programme is intended to get an insight into rural life, social and economic conditions, especially those relating to the rural poor and also to understand the impact of government schemes and programmes in rural areas and the experience of the poor of governance. This year the focus of survey was on poverty alleviation programmes and its impact on quality of life of rural people. The data and relevant information collected during the survey are being analysed to bring a report on based on the findings of the survey.

Village Study during District Training Programmes (1995-97 Batch)

The officer trainees of 1995-97 batch started their sojourn to 52 weeks district training in June 1996. During their district training the officer trainees also have a task of staying in a village for 10-15 days and conduct socio-economic study as a part of their compulsory assignment. This year a semi-structured questionnaire was developed by the VSU and a detailed briefing session was conducted to sensitise the officer trainees just before their departure. Along with the questionnaire, a software package was also developed for tabulation, data generation and analysis and was given to each of the officer trainees in a diskette.

State Report based on Socio-Economic Study

The unit has been given a funding by the Ministry of Rural Areas and Employment to use the socio-economic survey work of the Officer Trainees. Faculty members, academicians and administrators were invited to prepare state papers based on these socio-economic studies reports. We propose to bring out these states specific reports based on socio-economic studies for the last 10 years and secondary reading about the state in the form of separate volumes and negotiations with the publishers are going on. Following are the State Reports based on Socio-Economic Assignments submitted to the Village Study Unit this year:

Sl. No.	State	Authors S/Shri
1.	Tamil Nadu	Irudya Rajan

2.	Himachal Pradesh	Ashok Thakur
3.	Haryana	Padamvir Singh
4.	Punjab	Brij Pal Singh
5.	Maharashtra and Ajay Sinha	Harsh Mander
6.	Assam Sinha, et. al	P.S. Datta, Ajay

Concurrent Evaluation of Poverty Alleviation Programmes

The VSU has been entrusted by the Ministry of Rural Areas and Employment to evaluate poverty alleviation programmes based on the assignments submitted by the officer trainees and conducted during district training. The draft feedback report based on the assignments of 1996-96 Batch of officer trainees have been circulated to the core group members and the final draft would be submitted to the Ministry by the end of Dec. 1996. The socio-economic assignments of 1993-95 batch of the officer trainees are presently analysed and evaluated by Prof. Brij Pal Singh (ex Coordinator, VSU).

Publications

1. *Feedback on Rural Development Programmes: Some Village Studies*, Village Study Unit, LBSNAA, Mussoorie, 1996
2. Sinha, Ajay, *A Profile of Poorest among Poor: Missing Link in the Development Strategy*, Village Study Unit, LBSNAA, Mussoorie, 1996

Faculty and Members of the Unit

Chairman	:	Dr. V.K. A
Vice-Chairman	:	Shri Amarjeet Singh
Research Associate	:	Shri Ajay Sinha
Supporting Staff	:	Km. Shakuntala B

5. LIBRARY

The Academy has one of the most prestigious and well stacked Libraries in the country. It is located in a 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 Volumes of Journals. The Library added 3000 publications in its holding during the period under report.

The details of the newspaper, periodicals received in the Library are as - Journals subscribed - 212, Journals received on Exchange basis - 53, Journals received on complimentary basis- 17, National daily Newspapers - 15, Regional daily Newspapers - 24, Popular Magazines - 27, Regional Magazines - 20, Children Magazines - 6, Children Newspaper - 1.

In addition, the Library receive 44 News letters published by various national and international organisations/ institutions on complimentary basis.

Services - Apart from providing lending, reference and photocopying services to the readers, the Library is bringing out 4 current awareness service viz. (i) Current Content Service- fortnightly (ii) List of New Additions - Bi-monthly (iii) Kitab -monthly indexing service of book reviews and (iv) Samayaki - weekly indexing service of newspaper articles.

Press Clippings - Library is maintaining press clippings of selected newspaper articles. Photocopies of the articles are provided to the Faculty and other readers on demand. Around 4000 articles are added annually in this collection.

Bibliography and Documentation Services - Library is providing comprehensive literature search to the readers and preparing selected reading lists on various subjects regularly.

Computerisation - The library is maintaining various Data bases for information retrieval viz. - CAT - on-line catalogue of library holdings, 4066 records were added during the year in the data base; INSER- data base created for the selective Journals articles, 6769 records were added during the year in the data base; NEWSKO- data base created for the newspaper articles, 4649 records were added during the year in the data base; AUDCON - data base for Audio- Cassettes collection, 4 cassettes were added during the year and VIDCON- data base for the Video Collection of the Library, 130 cassettes were added during the year.

Professional Development- To keep the Library staff abreast with the latest development in the field, staff members were deputed for attending the ILA conference as well as training programmes at Hyderabad, Jaipur and Delhi.

For policy and other Library development matters, Library has a Library Review and Development Committee. The constitution of the Committee is as follows:-

Sl. No.	Designation	Status
1.	Joint Director	Chairman
2.	Faculty Coordinators	Members
3.	Deputy Director I/c Library Secretary	Member-
4.	Senior Librarian	Convenor

LRDC met twice in June and Dec., 1996 for discussing various matters.

6. COMPUTER CENTRE

During the year 1996 the Computer Centre worked under the guidance of Shri A. Santhosh Mathew, with the following staff members.

S. No.	Name (S/Shri)	Post
1.	P.R. Harikrishnan	Sr. Programmer
2.	Santulan Choubey	Programmer
3.	Ms. Poonam Sinha	Data Entry Operator
4.	Mohd. Aslam	Data Entry Operator

5.	A. Debnath	Data Entry Operator
6.	Alok Pandey	Data Processing
	Assistant	(joined in the month of
		July 1996)
7.	R.P. Prajapati	Off-Set Machineman
8.	Thakur Singh	Off-Set Machineman
9.	Ram Lal	Sr. Machine Operator
10.	Stabir Singh	Sr. Machine Operator
11.	Kalam Singh	Jr. Machine Operator
12.	Jagdish Singh	Jr. Machine Operator
13.	R.S. Tirthwal	Binder
14.	Ram Kumar	Peon

The following activities were carried out during the year. The new 104 PC/AT DX2 (Personal Computer/Advanced Technology) were added in the pool and 43 PC/AT 286 (Low Speed, Low Memory) computer were exchanged with high speed, high memory 486 computers along with these two Computer Labs with capacity of 40 computers each was created for the training purpose of Officer-Trainees previously which was held in the NIC Lab. A computer repair lab was created for CMC Engineers for the repair of computers.

Network connectivity was extended to the new Administrative building '*Dhruvshila*' to all the Deputy Directors (DD) & Joint Director (JD) and about 13 computers are hooked to the Network. All the computers in the classrooms

attached with the projectors were upgraded to Multimedia PC with CD ROM, Song Blaster Card & Speakers/Microphone along with the computers installed in senior faculty offices. Network Connectivity through a leased line (internal) was established to connect the NRRC Complex. For the first time a complete stock verification all the computers and related peripherals were done and codified and a new computer complaints system was introduced. With the provision of ERNET connectivity to the INTERNET the Academy's own WEB page was hosted in the Academy's own WEB Server located in the Computer Centre. The Server is accessible with the URL (Uniform Resource Locator)

<http://www.lbsnaa.ernet.in>

Internal FAX/MODEM/VOICE Cards were installed on a trial basis. Once this is fully tested it is proposed to provide this facility through the computers of all the senior faculty.

Optional Modules on WEB publishing and Network programming was conducted for the Officer-Trainees of 62nd Foundational Course by the staff of the Centre.

Printing

A total of _____ pages and _____ copies of reading material/ administrative matters were printed throughout the year. For the first time, complete book publishing was taken up and the Book '*Faculty Manual*' edited by Dr. V.K. Agnihotri, Joint Director and Shri S.K. Ghosh was published and a reprint of 100 copies was also done in the same year. Similarly two volumes of *Case Studies* was also published in house.

7. OFFICIAL LANGAUGE WING

The Official Language wing of the Academy functions under the overall supervision of Shri Amarjeet Sinha, Deputy Director under the guidance of Joint Director as Chairman, O.L.I. Committee. They are helped by three officials from the Central Secretariat Official Language Service, Deptt. of Official Language, Ministry of Home Affairs. These include one Astd. Director (OL) and Two Translators.

The Official Language Wing of the Academy, besides facilitating the use of Hindi in the Administrative fuctions of the Academy also caters for bilingual requirments of the training course material. Since, vide O.M. No. 13034/50187/O.L.(C) Dtd 6.11.1987 Of Deptt. of OL, Ministry of Home Affairs, bilingual training facilities have made made compulsory in the Academy, an endeavour is being made to provide bilingual case studies, monographs and other course material, besides providing inputs regarding the constitutional provisions and Govt. policy regarding the use of the Official Language Hindi in the functions of the Union Government.

The progress report regarding the year 1996 is as follows:

Workshop

With a view of removing hesitation in the use of Hindi in the day to day official work two Hindi workshops were organized during 26-27.7.96 and 29-30.8.96 respectively. In these workshops 42officers/employees participated.

Hindi Week

The faculty, staff members and Officer Trainees took active part in the Hindi week celebrations from 16.9.96 to 20.9.96. During the week, Hindi Noting & Drafting, Hindi essay, Official Language general knowledge, Hindi Elocution competitions, and Kavya Goshthi were organized.

For the Officer Trainees of 62nd FC, An essay competition and Hindi Elocution competition was organised. A total of Rs. 4500/- were given away as cash prizes.

Rajbhasha Varsh

In commemoration of 10th year of the establishment of the Official Language Wing in the Academy, Official Language Year was celebrated from October 95 to September 1996. During this period a number of programmes/competitions were organized including Hindi debate, Hindi typing, Hindi symposium, on the spot Hindi essay, Hindi-English word-phrase competition, Hindi Dictation, Hindi noting & drafting, Hindi software training and Hindi workshop. Besides, some publications including Raj Bhasha Samachar and O.L. Manual were also published on the occasion. Eight eminent writers/thinkers/poets were also invited in these programmes. An amount of Rs. 9000/- was spent on these celebrations.

Translation

During the year besides 1000 pages of routine administrative translation we have also rendered a number of lecture notes /monographs, books, including Shishtachar, Case Study Volume, Readings for the Young Administrator. A total of 2500 pages of translation in Hindi were also coordinated and vetted.

Hindi Training

1. A three day Hindi software training course was organized during 14-17.5.96. A total of 28 officials participated in the course.
2. A total _____ of 97% L.D.C.'s have been trained in Hindi typing.
3. A total of 92% Stenographers have been trained in Hindi stenography.

Hindi Correspondence

93% of the letters from the Academy to Region 'A', 'B' and 'C' have been send in Hindi.

Publications

1. *Bhasha Bharti* - Two volumes of the Hindi Journal edited by Shri Sher Singh, A.D. (OL).
2. *Prashasan aur Raj Bhasha Hindi* a book written by Sh. R.P. Singh Translator (OL) was published by the Academy.
3. A number of articles and one poem published by Sh. Sher Singh in the *Bhasha Bharti* .
4. A number of articles published by Sh. Dinesh Tiwari, Translator in *Bhasha Bharti*.
6. A number of articles written by Sh. R.P. Singh published in various journals like *Rupambara*, Calcutta; *Raj Bhasha Pushpamala*, New Delhi; *The Administrator*, Mussoorie and *Aranya*, Dehradun.

Conference

1. Shri Sher Singh attended two meetings of TOLIC Dehradun.
2. Shri R.P. Singh attended a three day all India Official Language Conference held at Kalimpong, West Bengal from 2-4 Oct. 96.
3. Shri R.P. Singh attended a one day workshop on 'Stress Management' held at the Academy on 12 Nov. 1996.

8. ACTIVITIES OF CLUBS/SOCIETIES

8.1 ADVENTURE SPORTS CLUB

During 1996 the Adventure Sports Club organised the following activities.

1. In IAS Phase-I (1995-97 batch of IAS) a short trek to "NAG-TIBBA" for three days on compulsory basis was organised in the month of April, 1996 in which four faculty members also participated.
2. In the month of April, 1996 two separate group consisting of 28 & 20 OTs. went on River Rafting on 20th & 29th April, 1996.
3. In the end of phase-II Course of 1994-96 batch a high altitude trek to Kullu-Manali-Leh-Ladhak was organised by the Club. The trek was flagged off by Course Coordinator of IAS Phase-II (1994-96) batch Smt. Sarojini Ganju Thakur. In this trek 20 Officer-Trainees, wives of 4 Officer Trainees and one faculty member participated. After successfully completing the mission the group returned to the Academy on 22nd August, 1996.

During 62nd F.C. again River Rafting were organised for the Officer-Trainees on 19th & 20th Oct., 1996 in which 63 Officer Trainees took part.

Shri S.S. Rana, physical Training Instructor was responsible for conducting all the adventure Sports activities in the Academy.

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

8.2 THE ALUMNI ASSOCIATION

The Alumni Association continued to publish the 'Academy Sandesh', the newsletter that is circulated to all Aluminis of the Lal Bahadur Shastri National Academy of Administration, Mussoorie. The response of the readers has been over whelning and everyone wants to know more about what is happening at LBSNAA.

The Association also supported the trek undertaken by IAS Officers of the 1994 batch, at the end of their Phase-II. We also helped them in publication of their year book.

Shri Amarjeet Sinha was the Director's Nominee and Dr. Tuman Singh was the Associate Nominee.

8.3 COMPUTER SOCIETY

One attendant with some technical experiene was employed from the Society to keep the NICTU Computer Lab open during weekends and till late night every day, to facilitate Officer Trainees of various courses.

During IAS Professional Phase-I 1996 the Society gave preliminary computer training to school and college going wards of Academy employees. A test was conducted and certificates were distributed to successful students.

During 62nd Foundational Course, the annual Home Bhabha Debate on Science, Technology and Environment was organised. The motion this year was "The use of modern technology will aggravate the unemployment situation in India". An Electronic Directory of the Officer Trainees of 62nd Foundational Course was developed using Society's Video Blaster Card.

Awards and Prizes

The Society contributed to the "Him Vijay Kant Memorial Gold Medal" which was instituted for securing the highest marks in the Computer Module Examination. During the 62nd Foundational Course, the prize was shared between Shri Navin Mittal and Shri Ram Kumar. The rolling trophy for the best debater of the Home Bhabha Debate was awarded to Shri Rahul Anand.

Dr. Goutam Mukherjee was the Director's Nominee and Dr. H.C. Pokhriyal was the Associate Nominee during the year. Mohd. Abubacker Siddique was the Secretary during the IAS Phase-I 1996, Shri Aseem KSK Gupta during IAS Phase-II and Shri Navin Mittal during 62nd Foundational Course.

8.4 FILM SOCIETY

During the year 1996, the Film Society screened about 135 films of high merit and artistic value as also those relevant to the training inputs including the following:

Bara, Thaner Thaner, Prem Granth, Khamoshi, Battleship Potemkin, Pather Panchali, Happy Anniversary, Glass, Incident at Owl Creek, Red Bearded and Bicycle Thieves

The Film Society is thankful to the National Film Archive of India, Pune and Directorate of Film Festivals, New Delhi who provided some very rare films and films of archival value.

During the year the Society added 17 new films to its Video Film Library.

The following were the office bearers during the Foundational Course:

Secretary - Shri Raju Das

Members - Shri Ashok Kumar Singh & Shri Nitesh Kumar Vyas

Shri Harsh Mander was the Director's Nominee upto July, 1996 after which Shri Gyan Joshi, Deputy Director (Sr.) became the Director's Nominee. Shri Arshad Nandan was the Associate Nominee till November after which Shri I.J. Malhotra was nominated to this post.

8.5 FINE ARTS ASSOCIATION

During 1996 the Fine Arts Association organised the programmes as shown in the following table:

Sl. No.	Programme Held On	Programmes
1.	1.4.1996	North Zone Day by Guest Artists and IAS Officer Trainees
2.	27.4.1996	South and West Zone Day by Guest Artist and Officer Trainees of West Zone

- | | | |
|----|-----------|--|
| 3. | 11.5.1996 | East and North-East Zone
Day by Guest |
| | | Artist and Officer Trainees |
| 4. | 15.7.1996 | Welcome of Spouses |
| 5. | 28.7.1996 | Sath-Sath a cultural night
organised by |
| | | Spouses |
| 6. | 1.8.1996 | North Zone cultural day |
| 7. | 2.8.1996 | Shame Gaza |
| 8. | 4.8.1996 | Play Hindol Ingoor |
| 9. | 7.8.1996 | Chalte-chalte a farewell
cultural programme |

Shri P.M.V. Siromony was the Director's Nominee and Smt. Manjushree Roy was the Associate Director's Nominee.

During the 62nd Foundational Course the Association saw a change in the Director's Nominee on the Association as Shri P.M.V. Siromony had to leave for a one year Course at the University of Exeter in the UK. Smt. V.L. Joshi took charge as the Director's Nominee along with Dr. H.C. Pokhriyal as Associate Director's Nominee.

During the 62nd Foundational Course the society was extremely active. It organised 3 successful cultural shows and a Dussehra Special Orchestra Show within a span of 16 weeks. An Antaksri programme was also arranged which was thoroughly enjoyed by the Officer Trainees.

The second cultural show was a farewell to the former Director Dr. N.C. Saxena and was highly appreciated. One of the OTs also took a session on superstition eradication which was extremely enlightening. Despite a very tight and busy schedule the OTs bid good bye on 19th December, 1996 with the last cultural programme aptly called "Bidaai".

8.6 HOBBIES CLUB

During 1996 the Hobbies Club organised painting and collage module during the IAS Professional Course Phase-I Professional Course phase-II. The Hobbies club undertook the following activities during the 62nd Foundational Course.

The dark room was made operational for printing B/W photographs.

The club negotiated with studios at Mussoorie for provision of goods and services to OTs at a lower rate. Two studios agreed to print photographs at Rs. 2.90 per photographs instead of the market rate of Rs. 3.50. Film rolls would be available at rates lower than that prevailing in the market. A Kodak Colour gold film is available through the Hobbies club at Rs. 80.00.

The Hobbies club organised a photo-competition for the OTs. Arrangements were also made to make photographs available to those OTs who do not own a camera.

Two photo-trips around Mussoorie were organised. These trips were to serve as an opportunity to learn about different aspects of photography as well as sight-seeing. It was also meant to make available to all OTs the photographs of landmarks and sceneris around Mussoorie.

The Hobbies club has contributed towards organising PRAYAS-2 by contributing good photographs for display.

Shri Ashok Thakur, Deputy Director (Sr.) was the Director's Nominee and Shri A. Nallaswamy was Associate Nominee of the Club during the period. Shri S.S. Rana, P.T.I. supported the Hobbies Club in organising the above activities.

8.7 HOUSE JOURNAL SOCIETY

During the IAS Professional Course, Phase-I, 1995 batch the House Journal Society was particularly active in publishing 'zonal' news sheets to coincide with the zonal days. These reflected interesting facets about life in the different regions of the country. A house magazine was also published.

The primary activity of the House Journal Society during the IAS Professional Course, Phase-II, 1994 batch was to bring out a Directory "Sunhare Pal" of all the IAS Officers of 1994 batch, their photographs, permanent addresses, phone numbers and important dates like birthdays.

The 62nd Foundational Course, 1996 was marked by the introduction of the Academy Yellow Pages, a weekly one sheeter with the news and views of the Academy. At the end of the FC the officer trainees brought out a directory entitled "Impressions" covering names, addresses, photographs and brief write-ups related to each officer trainee.

Ms. S.G. Thakur was the Director's Nominee throughout the year. Shri Gautam Mukherjee was Associate Director Nominee till the end of Phase-II after which Shri Chandan Sinha took over as Associate Director Nominee for the rest of the year.

8.8 MANAGEMENT CIRCLE

1. Management Circle contributed Rs.2000/- for North and East Zonal Day function held on 11th May.
2. Donated Rs.15,000/- for the organisation of Modules of the 62nd Foundational Course.
3. Great Idea Contest was organised during 62nd FC. Cash prizes were given for best ideas.
4. Live Ad Show Contest was organised on 16th December. Cash prizes were given to the winners.
5. 'Management Update' (Editor : Dr. Ambika S. Kaur) was published.

From February to September Shri Rajeev Kapoor and Shri I.J. Malhotra were the Director's Nominee and Associate Nominee respectively. From October, Shri Chandan Sinha and Shri P.R. Hari Krishnan are the Director's Nominee and Associate Nominee respectively.

8.9 NATURE LOVERS CLUB

1. NLC organised a meeting of the local citizens of Mussoorie and the Academy people for interaction and plans of action regarding 'AAPKA' on 26th April.
2. Bal Anand Diwas (Drawing and Painting Competition for children) a joint function was organised by NLC and Society for Social Services on 12.5.96.

3. A Trek to Rabbit Farm was organised on 28th July.
4. Tree planting ceremony was organised on 6th August. Dr. N.C. Saxena and Mrs. Saxena planted the first sapling at 'SMRITHIVAN', a small enclave in the Academy campus.
5. Essay and Painting Competition conducted jointly by LBSNAA, AAPKA and with the support of City Board authorities. NLC donated Rs.1000/- for prizes.

From January to September, Shri P. Michael Shiromony was the Director's Nominee and Smt. Manjulika Singh and Shri U.D. Kukreti were the Associate Nominees. From October Mrs. Manjulika Singh and Shri U.D. Kukreti are the Director's Nominee and Associate Nominee respectively.

8.10 OFFICERS' CLUB

The Officers' Club provides facilities for both outdoor and indoor games for the Officers Trainees/Faculty and members of the Staff. The outdoor facilities include Lawn Tennis, Basket Ball, Cricket, Football, Hockey and Athletics. The indoor games facilities include Billiards, Carrom, Chess, Bridge, Snooker, Table Tennis, Squash and Badminton. There are also facilities for Gymnastics Weightlifting, Cycling and gym for exercise. During the year the club organised a number of activities. Officers Trainees of various courses and faculty members participated in various activities of the club. The course wise detail is given below.

IAS Professional Course Phase-I

1. Officers Trainees of Phase I visited IGNFA, Dehradun to play matches with the Officers Trainees of the Forest Service at Dehradun.
2. Matches were also organised between Officer Trainees and faculty members of the Academy in various disciplines.
3. Besides this, Officers Trainees also organised an open tournament in different games. Large number of Officer Trainees, faculty and staff members participated in these tournaments.
4. Counsellor group wise matches were also organised during the course.
5. The Officer's Club were also organised the coaching camp for the officer trainees of Phase-I in the following games (a) Football (b) Badminton (c) Tennis (d) Volley Ball (e) Basket Ball.
6. During Phase-I matches were organised with in-service courses participants of Indira Bhawan Complex in Badminton, lawn Tennis & Table Tennis etc.

IAS Professional Course Phase-II

1. During Phase-II, matches were organised in Badminton, Tennis and Squash between officer trainees and faculty members of the Academy. Officers trainees participated actively in these matches.
2. The Officer's Club organised coaching camps for the Officer Trainees in the following games with the help of Sports Authority of India (a) Badminton (b) Tennis (c) Basket Ball (d) Volley Ball and (e) Billiards.
3. During Phase- II matches were also organised with in-service course participants of Indira Bhawan Complex in Badminton and Tennis.

LXII Foundational Course

1. The sporting activities of the officers club started with a Football tournament which was played lecture groups wise. Next the Chess tournament was conducted. Before the IMA visit, two more tournaments were held, these were Cricket and Lawn Tennis. These tournaments also served as a basis for the selection of the teams for the matches held at IMA. The Cricket match was again held lecture group wise. The lecture group as well as the Counsellor group wise matches in various disciplines were also organised during 62nd F.C.
2. During the 62nd Foundational Course, the club organised the coaching camps in the following games (a) Tennis (b) Badminton (c) Foot Ball (d) Basket Ball (e) Volley Ball (f) Athletics.
3. Matches were also organised with the Faculty in the Games like Badminton, Squash, Tennis, Table Tennis, Volley Ball and Basket Ball.

Shri Sanjeev Chopra, Deputy Director was the Director's Nominee and Shri Pawan Kumar Joshi was the Associate Nominee during the period.

8.11 OFFICERS' MESS

The Officers' Mess is run by the Officer Trainees themselves on a contributory basis. The affairs of the Mess are managed by an elected committee comprising of a President, a Secretary, a Treasurer and five other members. The Mess has a full time Mess Officer and Accountant and a staff of 39 employees. Officer Trainees are signed duties as Mess Duty Officer (MDO) by rotation and the MDOs supervise the issue of stocks, preparation and service. This structure not only encourages participation but also provides an opportunity to officer trainees to manage a real organisation.

During the year Shri Sanjeev Chopra (till August) and Shri Rajeev Kapoor (from September onwards) were Director's Nominee and Shri Arshad Nandan (till October) and Shri K.C. Saroj (from October onwards) were Associate Nominee on the Mess Committee.

8.12 RIFLE AND ARCHERY CLUB

Every Officer undergoing training at the Academy is a member of the Club. 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, PTI and Shri Prithi Singh, APTI. 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 officer trainees and the faculty in the handling and usage of the above mentioned arms. At times, the assistance of the Sr. Superintendent of Police, Dehradun was also taken in handling and managing these practice sessions. For the first time firing session of carbine was also organised during 62nd Foundational Course with the help of SSP., Dehradun. The Club also possesses an automatic Rifle and a light machine gun presented by Lt. Gen. J.S. Arora in 1972.

Shri A. Santhosh Mathew was the Director's Nominee and Dr. M.R. Unnithan was the Associate Nominee during the period.

8.13 SOCIETY FOR CONTEMPORARY AFFAIRS

1. 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.
2. The field of operation assigned to this Society is quite large, because all activities of general nature, which are not specifically provided for under the Constitutions of other Societies and Clubs, fall within its ambit. That being the position, efforts were made to cover manifold areas of interest and to involve the officer-trainees in various intellectual activities.'
3. The year under report technically commenced on 1st January, 1996 but for the propose of the functioning of the Society, it effectively began on the 1st March, 1995 after the IAS Officer-trainees had returned to the Academy from tour and settled down for curricular, co-curricular and extra-curricular activities.
4. During March - December, 1996, three training courses were conducted in the main campus in respect of the directly recruited officers of superior Civil Services. It started with Phase I Programme of the IAS Professional Course, followed by the Phase-II Programme of the IAS Professional Course, which was succeeded by the 62nd Foundational Course for All India Services (IAS, IPS, and IFS) and Indian Foreign Service and other Central Services(Group-A).
5. The officer-trainees, who on being elected, functioned as Secretaries for Contemporary Affairs during the aforesaid three different courses in 1996 are named below :
 - i) Dr. Chandra Mohan B, an IAS Officer-trainees of Sikkim Cadre during Phase-I (1995-97 batch).

- ii) Shri Srivatsa Krishna, an IAS Officer-trainee of AGMUT Cadre during Phase-II.
 - iii) Shri Ajay Chaudhry an IPS officer-trainee during the 62nd Foundational Course.
6. The Society for Contemporary Affairs organized a large number of Competitions and contests during the year 1996. Mention may be made of the following :-
- (i) Lal Bahadur Shastri National Debate (April 11th , 1996)
 - (ii) North -East Quiz (1st April, 1996)
 - (iii) Debate Competitions (3rd April, 1996 and 25th October, 1996)
 - (iv) Quiz Competition (25th July, 1996)
 - (v) Moot Court (13th March, 1996)
7. 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.
8. The Society initiated in 1996 a National Level Debate named "Lal Bahadur Shastri National Debate", to be held annually. It seeks to build esprit de corps among members of the various civil services and to

inculcate feelings that though they belong to different services, they are equal partners in the larger enterprise of public service. The officer trainees/probationers/gentlemen cadets undergoing induction training are eligible. This year 10 teams participated from various Institutions and Academies at the national levels. The topic was "The IAS is responsible for the discontent and resentment among other civil services, the perpetuation of which is detrimental to the nation". The best team prize was won by the IMA - Dehradun. The individual prizes were annexed by :

i) Shri S. C. Gupta - IMA, Dehradun - 1st

ii) Dr. Chandra Mohan B, LBSNAA, Mussoorie - 2nd

iii) Shri Sachin Sinha, LBSNAA, Mussoorie - 3rd

9. The society arranged a discussion on "The Press and Administration". It was presided over by Shri P. Sainath and although it was scheduled for one hour, it continued for almost 3 and 1/2 hours, generating tremendous enthusiasm amongst the OTs.
10. Prof. Bibek Debroy, from the UNDP delivered a talk on "Reforming India's Economics and Commercial Laws" on 2.8.96. It was quite informative, instructive and illuminating.
11. The Society organised an informal interaction with Shri Sitaram Yechuri, Member, Polit Bureau of the CPI(M). The issues that came up included Communalism, Corruption and Agrarian Violence. His responses were marked by brilliance and an in-depth understanding of the problems involved.

12. Prof. D. Banerjea was the Director's Nominee and Prof. I. J. Malhotra was the Associate Nominee on the Society during the year under report. They gave due guidance and full support to the officer-trainees, taking at the same time care to ensure that proper functional autonomy and adequate freedom of action were enjoyed by them, bearing in mind that it is a Society of them, for them and by them.

8.14 SOCIETY FOR SOCIAL SERVICES

Activities

Institutional Activities of the Society have continued in terms of the Homeopathic dispensary which functions for four days a week and the active support to the Lalita Shastri Balwadi.

Evening coaching classes for the children of Class-IV employees continued with great enthusiasm especially during the Phase-I and Phase-II.

For the children of the Academy and Mess staff who are generally above Xth (two were class VIIIth pass but had a background in computer) computer classes were organised by the Society for Social Services. Written as well as hands on test was also taken on 27th May, 1996 and certificates were given to them.

The FETE was organised on 29th September, 1996 and Officer Trainees wholeheartedly participated in it with each counsellor group putting up a stall. The Mahila Mandal also put up its own stall. This year the collections were a record high.

Prizes were given on 15th August, 1996 to the children of the employees of Class-IV and III those who have come first and second in their respective classes.

Health Clinic

The Health Clinic caters to the Rickshaw-pullers, coolies and labourers of Mussoorie town. It is held every Thursday in the LBSNAA Dispensary. Dr. Sanon helps every week in its conduct and the society has received funds from the Rajiv Gandhi Foundation for this. The details of all the TB patients under treatment have been computerised and is used for patient tracking and retention.

A Children's Park has been constructed by the Society near the Type-I quarters for the children of the staff.

Shri P.M.V. Siromony, Deputy Director and Shri Amarjeet Sinha, Deputy Director were the Director's Nominee and Shri Harsh Mander, Shri M. Muthuswamy and Shri Arshad Nandan were the Associate Nominee.

LIST OF FACULTY

Name S/Shri	Designation
N.C. Saxena	Director (Relieved on 6.10.1996)
B.S. Baswan	Director (Joined on 6.10.1996)
V.K. Agnihotri	Joint Director

Faculty Of Public Administration And Social Management

Padamvir Singh	Deputy Director (Sr.) (Relieved on 13.6.96)
Ashok Thakur	Deputy Director (Sr.)
K.K. Sharma	Deputy Director (Sr.) (Relieved on 15.7.96)
Smita Sablok	Deputy Director (Sr.)
Harsh Mander	Professor (Relieved on 19.7.96)
Amarjeet Sinha	Deputy Director (Sr.) (Relieved on 27.10.97)
P. Michael V. Siromony	Deputy Director (Sr.) (Study Leave)
A. Santhosh Mathew	Professor of Social Management
Sanjeev Chopra	Deputy Director
G.P. Joshi	Deputy Director (Sr.) (Joined on 17.7.96)
V.L. Joshi	Deputy Director (Sr.) (Joined on 12.9.96)
Rajeev Kapoor	Deputy Director (Joined on 20.2.96)
Chandan Sinha	Deputy Director (Jr.) (Joined on 15.10.96)

Faculty Of Management

Sanjeev Sabhlok	Professor (on leave)
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Faculty Of Law

D. Banerjea	Consultant, SOFTRAIN & Coordinator, Law
H.B. Das	Professor (Joined on 27.11.1996)
V.K. Gupta	Professor
Inder Jeet Malhotra	Reader

Faculty Of Economics

Brijpal Singh	Professor (Relieved on 31.1.96)
Neela Mukherjee	Professor

Faculty Of Indian History And Culture

Sarojini G. Thakur	Professor
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Faculty Of Political Theory And Constitutional Law

M. Muthuswamy	Reader
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Faculty Of Languages

Prem Shankar	Reader
Manjulika Singh	Assistant Professor
Tuman Singh	Assistant Professor
M.R. Unnithan	Instructor, Malyalam and Kannada
Alka A. Kulkarni	Instructor, Gujarati and Marathi
Manjushree Roy	Instructor, Oriya and Bengali
A. Nallasamy	Instructor, Tamil and Telugu
Arshad Nandan	Instructor, Urdu and Punjabi
K.B. Singha	Instructor, Assamese and Manipuri

Training Research And Development Cell

A. Santhosh Mathew	Professor
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Centre For Micro-Planning And Regional Studies

R.K. Dar	Sr. Emeritus Fellow
H. Ramachandran	Professor
G.S. Shastri	Reader
H.C. Pokhriyal	Reader
Anil Kumar Dimri	Research Officer

Land Reforms Unit

D. Bandopadhyay	Sr. Emeritus Fellow
S.R. Sankaran	Professor Emeritus
P.S. Appu	Professor Emeritus
B.K. Sinha	Professor (Joined on 11.11.1996)
P.R. Harikrishnan	Sr. Programmer

Centre For Sustainable Development

Nira Ramachandran	Coordinator
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National Informatics Centre Training Unit

Gautam Mukherjee	Principal Systems Analyst & Head
M. Chakraborty	Principal Systems Analyst
P.K. Joshi	Senior Systems Analyst
Manish Walia	Programmer
Sanjay Gupta	Systems Analyst
Piyush Srivastava	Systems Analyst

Library

Inder Deo	Principal Library and Information Officer
V. Patnaik	Assistant Library and Information Officer
R.K. Arora	Assistant Library and Information Officer

Reprographic Unit And Computer Centre

P.R. Harikrishnan	Consultant and Senior Programmer
Santulan Chaubey	Programmer (on E.O.L.)

Physical Training

S.S. Rana	PTI
Jai Chand Singh	SAI Volley Ball, Coach
Prithi Singh	Asstt. Physical Training Instructor
Sukhbir Singh	Riding Instructor
Raj Singh	Asstt. Riding Instructor

Medical

Dr. Anil Bhatnagar	Chief Medical Officer
Dr. Anita Verma	Lady Medical Officer

Raj Bhasha

Sher Singh	Hindi Officer
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Estate

K.C. Saroj	Asstt. Director (Joined on 21.8.96)
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S. No.	Name of the Course	Venue	Duration	Schedule	For Whom	Coordinator/ Associate Coordinator	No. of Participants
1.	IAS Professional Course Phase-I	Main Campus	24 weeks	16.12.95 to 31.5.96	IAS officer trainees (1995 batch)	Coord: Amarjeet Sinha Asso Coord: PMV Siromony A.S. Mathew Rajeev Kapoor	81
2.	Training Programme for IAS Officers	IB Campus	3 weeks	19.2.96 to 8.3.96	IAS Officers (6-9 years service)	CD : PMV Siromony ACD:Sanje	23

						ev Chopra	
3.	Workshop on Economic reforms and Poverty Reduction	Main Camp us	5 days	25.2.96 to 8.3.96	IAS Officers	Coord : A.S. Mathew	49
4.	Training of trainers Course on Gender	IB Camp us	5 weeks	11.3.96 to 19.4.96	Trainers/Government functionaries	Coord : Sarojini G. Thakur	40
5.	15 th Training courses on Planning and Implementation of DPEP	NRRC	-	April to Decemb er, 96	All India Service/ Group "A" officers/ Academicians	Coord : V.K. Agnihotri & H. Ramachand ran	523
6.	Training Programme for IAS Officers	IB Camp us	3 weeks	3.6.96 to 21.6.96	IAS Officers (10-16 years service)	Coord: V.K. Agnihotri Asso. Coord: H.	25

						Ramachandran & PMV Siromony	
7.	IAS Professional Course Phase-II	Main Campus	9 weeks	10.6.96 to 9.8.96	IAS Officer Trainees (1994-96 batch)	Coord: Sarojini G. Thakur Asso. Coord: Rajeev Kapoor & Sanjeev Chopra	79
8.	Workshop on Participatory Planning in Watershed Management	NRRC	3 days	27.6.96 to 29.6.96	All India Service/ Academicians	Coord: S. Dutta & H.C. Pokhriyal	28
9.	Workshop on Case Studies on	NRRC	2 days	28.6.96 to	IAS Officers/ Academicians	Coord: H. Ramachand	15

	managing Change in the Context of New Economic Policy			29.6.96		ran	
10.	LXII Training Programme for IAS Officers	IB Camp us	5 weeks	1.7.96 to 2.8.96	IAS Officers (Promoted or on the Select List)	Coord: PMV Siromony Asso. Coord: A.S. Mathew & M. Muthuswamy	35
11.	Three training of trainers Course on Decentralised Planning and Panchayati Raj	NRRC	-	July to October, 96	State Level Officers	Coord: H. Ramachandran Asso. Coord:	45

	Institutions					A.K. Dimri	
12.	Emerging Issues for Integrated Agri-Business Cooperatives	IB Camp us	3 days	22.7.96 to 24.7.96	Academicians	Coord : Sanjeev Chopra	24
13.	Training Course on Supervision of DPEP	NRRC	1 week	2.8.96 to 7.8.96	All India Service/ Academicians	Coord: V.K. Agnihotri & H. Ramachandran	20
14.	Liberalisation-Its impact on Public Administration	IB Camp us	1 week	12.8.96 to 17.8.96	IAS Officers of different level seniority	Coord: V.K. Agnihotri Asso Coord: H. Ramachandran & Ashok	21

						Thakur	
15.	Training programme for IAS Officers	IB Camp us	3 weeks	26.8.96 to 13.9.96	IAS Officers (17-20 years service)	Coord: N.C. Saxena Asso Coord: Sarojini G. Thakur & Sanjeev Chopra	12
16.	LXII Foundational Course	Main Camp us	16 weeks	6.9.96 to 20.12.96	All India and some Central Services (Group A) Officers Trainees	Coord: A.S. Mathew Asso. Coord: V.Joshi, Sanjeev Chopra, Chandan	238

						Sinha & H.C. Pokhriyal	
17.	LXIII Training Programme for IAS Officers	IB Camp us	5 weeks	22.9.96 to 25.10.96	IAS Officers (Promoted or on the Select List)	Coord: Amarjeet Sinha Asso. Coord: I.J. Malhotra	42
18.	Training Programme on management of Urban Development	NRRC	1 week	9.10.96 to 13.10.96	Academicians	Coord: H. Ramachandran & G. Sastry	11
19.	Workshop on Public Management and Poverty Reduction in a Market	Main Camp us	3 days	23.10.96 to 25.10.96	For IAS Officers	Coord: A.S. Mathew	11

	Economy						
20.	LXIV Training programme for IAS Officers	IB Camp us	5 weeks	4.11.96 to 6.12.96	IAS Officers (Promoted or on the Select List)	Coord: Rajeev Kapoor Asso. Coord: Amarjeet Sinha & G. Mukherjee	27
21.	Literacy Campaign Workshop	Main Camp us	2 days	9.12.96 to 17.12.96	Members of the Zilla Sakshratha Samithis & Collectors	Coord: Amarjeet Sinha	140

Annexure - I

PUBLICATIONS

FACULTY OF PUBLIC ADMINISTRATION

Dr. V.K. Agnihotri

1. Dimensions of New Economic Policy: Economic and Social Sectors. (Two volumes). Concept Publishing Company, New Delhi, 1996

Shri Ashok Thakur

2. Socio-Economic Study of Villages in Himachal Pradesh
3. Vietnam Country Report

Ms. Sarojini G. Thakur

4. Gender, sustainable development and change in the hill area. In The Administrator, January – March, 1996
5. How equal is Equal? A Study of Gender Issues in the IAS. In The Administrator, April-June, 1996.

Amarjeet Sinha

6. Sinha, Amarjeet (1996), Forest Tales, Down to Earth, February 24, 1996.
7. Sinha, Amarjeet (1996) Education and Public Action. In The Administrator, July-September, 1996, LBSNAA, Mussoorie

Shri Sanjeev Chopra

8. State markets & Cooperatives
9. Cooperative Legislation in India
10. Development Andragogy: Review of NLM Strategy for Literacy Campaigns.

FACULTY OF LAW

Prof D. Banerjea

11. Compendium for Foundational Course on Law
12. Compendium for IAS Professional Course Phase-I

Prof. I.J. Malhotra

13. Our Laws
14. How to pass preventive orders by the Executive Magistrates.
15. Bharat key Balak aur Prashashan
16. Mahilaon key Adhikar
17. Hamarey Kanoon
18. Karyapalak magistrate key Shaktiya aur Prashsnik Kushalta

CENTRE FOR SUSTAINABLE DEVELOPMENT

Shri Pushpendra

19. Pushpendra, (ED.), (1996) Special Issue of The Administrator on Child Labour & Education, LBSNAA, Mussoorie
20. Pushpendra, (1996), Child Labour & Education: Understanding & Perspectives. In the Administrator, July-September, 1996.
21. Pushpendra, (ED.), (1996) Excellence in Primary Schooling, Report of the Naitonal Workshop, June 6-9, 1996, Centre for Sustainable Development, LBSNAA, Mussoorie

VILLAGE STUDY UNIT

Shri Ajay Sinha

22. Co-authored a Report titled "Socio-economic Study of Assam: Profile of a Periphery" and Published by Village Study Unit, LBSNAA, Mussoorie, 1996.
23. Sinha, Ajay, Livelihood, Sustenance and Common Property Resource: A few Case studies, The Administrator, LBSNAA, Mussoorie, 1996

24. Sinha, Ajay, Society, Polity and Land Relations in Andhra Pradesh: A Historical Perspective, SOFTRAIN, LBSNAA, Mussoorie 1996.
25. Co-authored a report titled "Maharashtra: A State of Contrasts" and published by the Village Study Unit, LBSNAA, Mussoorie, 1996
26. Sinha, Ajay (Ed.), A Profile of Poorest among Poor: Missing Link in the Development Strategy, Village Study Unit, LBSNAA, Mussoorie, 1996

CENTRE FOR MICRO-PLANNING AND REGIONAL STUDIES

Dr. H. Ramachandran

27. Dimensions of New Economic Policy: Economic and Social Sectors. (Two Volumes). Concept Publishing Company, New Delhi, 1996

Dr. H.C. Pokhriyal

28. Sustainable Urban Development in the Mountains: A Study of the UP Himalaya, The Administrator, January-March, XLI, No.1 1996
29. Problems of Bonded Labour and Prostitutions: Prepared report on the basis of Perspective Plan entitled Integrated Area Development Plan for Chakrata Block, CEMPRES, 1996
30. Prepared Report on the project entitled, Evaluation of IRDP in the Poverty Concentrated Pockets in the Garhwal Himalaya, 1996.
31. Regional Variation in Agricultural Development: A Methodological Study of Indian States, (Co-authored with Shri Pankaj Naithani), Communicated, World Development, 1996.
32. Institutional Aspects of Rural Development Planning: A case study of Tehri Garhwal (Communicated), Journal of rural Development.
33. Cluster Analysis for Rural Development Planning at Micro Level: A Case Study (Co-authored with Shri Pankaj Naithani), Communicated, Man and Development, 1996.
34. Institutional Aspects of Sustainable Development in the Mountains, Accepted for Presentation in the Workshop organised by DST and Garhwal University, Globalisation: Implication of Uruguay round of Multilateral trade Negotiations (GATT/WTO), 1996.

Dr. G.S. Sastry

35. Learning from Unequals: A Comparative Perspective of Environment Policy in Indian & Canada.
36. Environmental Administration in India, IIPA Special Vol. 1996.
37. Contributed Chapters in Integrated Area Development Plan for Chakrata, 1996

Dr. Anil K. Dimri

38. Participating in the Planning Process – A must for Sustainable Development (Co-authored with Dr. Nira Ramachandran) Social Change March 1996. Vol. 26, No.1)
39. Village Development Officer: A Key Functionary of Decentralised Planning, Mimeograph, 1996.

OFFICIAL LANGUAGE FACULTY

Shri Sher Singh

40. Bhasha Bharati – Two volumes of the Hindi Journal edited and published by Shri Sher Singh.
41. Prashasan aur raj Bhasha Hindi a book written by Shri R.P. Singh has been published by the Academy during Sept. 196.
42. One book review published by Shri Sher Singh in Bhasha Bharati.

Shri R.P. Singh

43. One article Administration and the Official Language by Shri R.P. Singh was published in the Administrator, LBSNAA, Mussoorie
44. One article by Shri R.P. Singh, Social Change and translation published in Rupambara, R.H. Academy, Calcutta
45. One article was published in Rajabhasha Pushpamala, DOL, MOH, New Delhi
46. One article published in Aranya, IGNFA, Dehradun
47. One article by Shri R.P. Singh published in Ispat Bharati, New Delhi

Shri Dinesh Tiwari

48. A number of articles published by Shri Dinesh Tiwari, Translator in Bhasha Bharati, LBSNAA, Mussoorie