



Contents

S. No.	Title	Pages
1.	Introduction	01
2.	Faculties	04
2.1	<i>Faculty of Public Administration and Social Management</i>	04
2.2	<i>Faculty of Management</i>	05
2.3	<i>Faculty of Law</i>	06
2.4	<i>Faculty of Economics</i>	08
2.5	<i>Faculty of History and Indian Culture</i>	09
2.6	<i>Faculty of Political Theory and Constitutional Law</i>	09
2.7	<i>Faculty of Languages</i>	10
2.8	<i>Faculty of Computers and Information Systems</i>	10
3.	Highlights of Courses, Seminars and Workshops	11
4.	Training and Research Units	30
4.1	<i>Centre for Cooperatives and Rural Development (CCRD)</i>	30
4.2	<i>Centre for Micro-Planning and Regional Studies (CEMPRES)</i>	32
4.3	<i>Centre for Development of Software for Training of Administrators (SOFTRAIN)</i>	32
4.4	<i>Gender Studies Unit (GSU)</i>	34
4.5	<i>Centre for Rural Studies (CRS)</i>	34
4.6	<i>National Literacy Resource Centre (NLRC)</i>	39
4.7	<i>Training, Research and Development Cell (TRDC)</i>	43
5.	Gandhi Smriti Library	46
6.	Computer Centre	48
7.	Official Language Wing	49
8.	National Society for Promotion of Development Administration, Research and Training (NSDART)	51
9.	TQM in Training Institutions	54



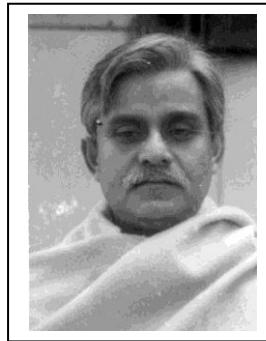
Contents

10. Activities of Clubs and Societies	56
10.1 Adventure Sports Club	56
10.2 Alumni Association	56
10.3 Computer Society	57
10.4 Film Society	57
10.5 Fine Arts Association	57
10.6 Hobbies Club	58
10.7 House Journal Society	58
10.8 Management Circle	59
10.9 Nature Lovers' Club	61
10.10 Officers' Club	62
10.11 Officers' Mess	63
10.12 Rifle and Archery Club	63
10.13 Society for Contemporary Affairs	64
10.14 Society for Social Services	65
11. Appendixes	67a
Appendix-I - List of Faculty	67
Appendix-II - Training Programmes conducted during 1998	70
Appendix-III - Publications	77



Dr. V.K. Agnihotri our Joint Director left the academy on promotion to join the Planning and Implementation Department, Govt.

of India as Additional Secretary. Many new initiatives that the Academy undertook during the last six years were due to his hardwork and dedication. We wish him well in his new assignment.



Mr. Binod Kumar comes to the Academy as our new Joint Director. We warmly welcome him. Mr. Binod Kumar brings with him 28 years of experience, having

worked in Nagaland, Tripura and New Delhi. He is an IAS Officer of the Nagaland Cadre, 1970 batch.



1. INTRODUCTION

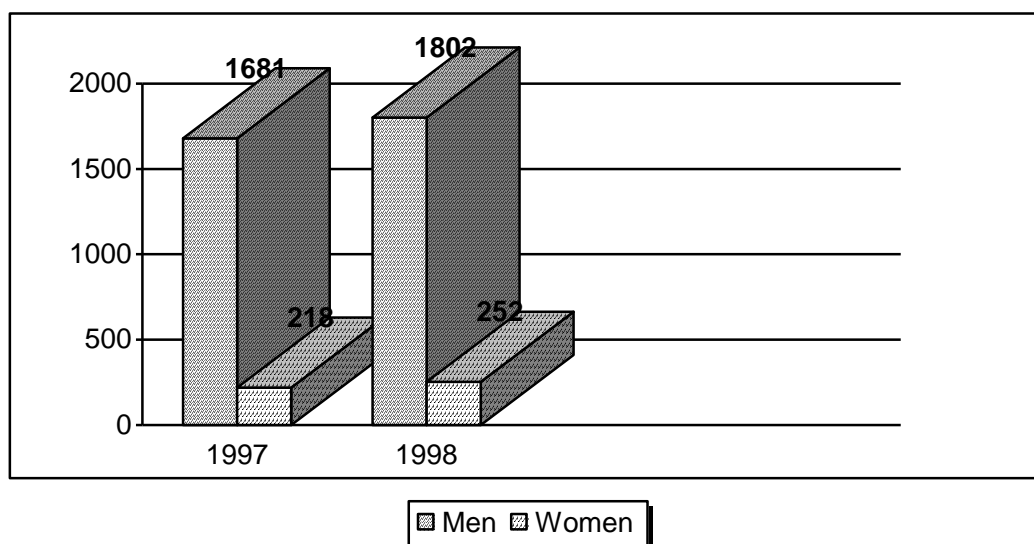
The Lal Bahadur Shastri National Academy of Administration, Mussoorie, India is the premier training institution in the country for the members of the civil services. Its primary task is to impart induction level training to members of the All India Services and Central Services (Group `A') in a common Foundational Course, and to provide professional training to the regular recruits of 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 are also conducted in specific subject areas and in training methodology.

The Trainee

During the year a total of 73 courses/ workshops/ seminars were conducted. A total number of 2054 participants attended. This is against 1899 participants in 55 courses/ workshops/ seminars organised during 1997. The table below projects the distribution of trainees in various courses during 1997 and 1998.

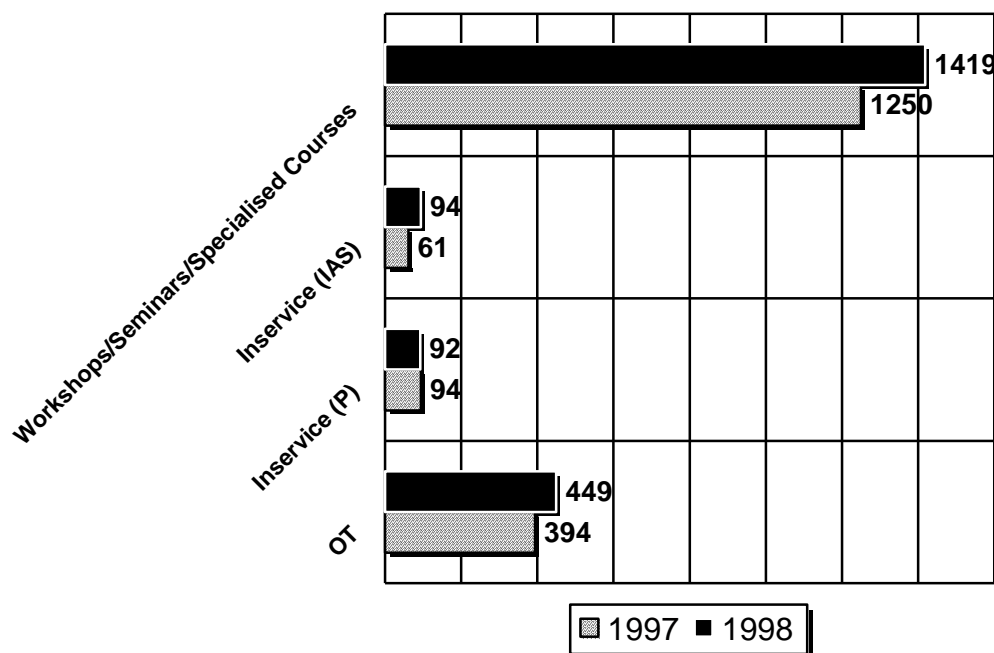
Out of 2054 participants in 1998, 252 were women. The representation of women participants during the year 1997 was 218. (Please see chart below)

Comparison of Men & Women participants/trainees in 1997 & 1998





Distribution of Participants/Trainees in various courses during 1997 & 1998



Faculty Development

The Academy has a systematic process to upgrade and update the skills, knowledge and the instructional techniques of its faculty. This is achieved with the help of programs organised on campus and by deputing faculty members to reputed institutions both in the country and abroad.

Academy Journal, "The Administrator"

The editorial policy of "The Administrator" is to focus on issues 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 they cover a wide variety of subjects of general interest. The editorial board of the "The Administrator" during this year was as shown in the table below:

Name	Designation	Status
Shri B.S. Baswan	Director	Chairperson
Shri Binod Kumar	Joint Director	Member
Dr. V.K. Agnihotri	Professor	Member
Shri B.K. Sinha	Professor	Member
Dr. H. Ramachandran	Executive Director, NSDART	Member
Ms. Manisha Sridhar	Dy. Director	Editor
Dr. Pranab Banerjea	Professor	Editor
Dr. H.C. Pokhriyal	Professor	Editor
Shri Chandan Sinha	Dy. Director	Editor



Medical Facilities

The dispensary provides out-patient care to all the officer trainees, members of the 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, Dehradun and St. Mary's Hospital, Mussoorie.

Some of the activities of the dispensary were - a camp organised under the National Polio Eradication Programme on 7th December, 1998; health camps for Rickshaw Pullers of Mussoorie, a blood donation camp, talks on National Health Programmes and related topics like AIDS and the National Family Welfare Programme. Besides, classes were also held on first-aid for the officer trainees.



2. FACULTIES

2.1 Faculty of Public Administration and Social Management

The Joint Director heads the Public Administration faculty. It has a strength of 11, comprising 10 Deputy Directors and 1 Professor of Social Management. During the year, Shri Binod Kumar, Shri Tarun Shridhar, Ms. Manisha Shridhar, Ms. B. V. Uma Devi, Shri M. H. Khan, Shri Yaduvendra Mathur joined the faculty in 1998 and Dr. V. K. Agnihotri, Shri Gyan Joshi & Ms. Vijaylaxmi Joshi left.

Methodology

Most of the inputs are structured in a modular fashion to allow for flexibility. Relevant themes are chosen and dealt with in a consolidated fashion so that all aspects are covered comprehensively. A module may include all or some of the following methodologies:

1. Lectures by both in-house and guest faculty
2. Panel discussions
3. Case studies
4. Film discussions
5. Field visits
6. Groups discussions
7. 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 drawn from a wide variety of backgrounds and experiences, during 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 the academic merit and capacity for hard work, would automatically 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, constantly been innovating with several new methodologies and achieved significant success.



Training Programmes and Workshops

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

1. LXIV Foundational Course
2. IAS Professional Course Phase-I (1997-99 Batch)
3. IAS Professional Course Phase-II (1996-98 Batch)
4. Training Programme for IAS officers (6-9 years service)
5. VII Training Programme for IAS officers (10 to 16 years service)
6. VIII Training Programme for IAS officers (10-16 years service)
7. XVIII Training Programme for IAS officers (17-20 years service)
8. XXIV Training Programme for IAS officers (17-20 years service)
9. LXXVIII Training Programme for IAS officers (Promoted / Select list)
10. LXXIX Training Programme for IAS officers (Promoted / Select list)
11. LXXX Training Programme for IAS officers (Promoted / Select list)
12. Emerging Role of the State and Civil Services.

Other Activities

The members of the Public Administration faculty shoulder a diverse portfolio of administrative responsibilities. They counsel IAS Officer Trainees allotted to different cadres as also the officer trainees of the Foundational Courses. In addition, Dr. V.K. Agnihotri, Shri Binod Kumar, Shri Sundeep K. Nayak, Shri A. Santhosh Mathew & Shri Yaduvendra Mathur participated in the activities of various research units in their capacities as Chairpersons / Project Co-ordinators.

2.2 Faculty of Management

Faculty

The Faculty of Management was co-ordinated by Shri Rajeev Kapoor till April 1998 when he left the Academy and join Government of India in the MoCF, Shri Sanjeev Chopra and Shri B.V.R. Subrahmanyam was the coordinator of the Management faculty.

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 IAS Professional Course, officer trainees were trained in the basic skills of Financial Management, Project Management and Social Marketing. In addition, modules on Communication Skills, MIS and Monitoring of Social Sector programmes were conducted. A module on agri-business co-operatives was



Faculties

also conducted. During the Phase-II of the IAS Professional Course, apart from coverage of topics like Public Sector Management and Team Building, special inputs were given in rural credit and skills for administrators.

The Management Faculty has developed new sessions on Total Quality Management, which were conducted during the In-service training programmes. Inputs on TQM have in fact become an integral part of the courses run in the Academy. Some of the significant projects conducted by the TQM project were:

- i. TQM Study of the Officers Mess
- ii. Waste Management in the Academy
- iii. Service Analysis of the medical dispensary
- iv. Clearance of medical claims.

These projects have been extremely useful and they are being used to make major changes in the functioning of some sections leading to better service and better quality. The faculty is also co-ordinating the National Project on TQM in Training Institutions with the support of the Department of International Development (DFID), Government of UK, and the British Council Division (BCD), New Delhi.

The faculty of Management has been networking with other leading institutes to upgrade the course contents and pedagogy. Faculty of the Indian Institute of Management, Ahmedabad has been assisting the Academy in co-ordinating modules on MIS and project appraisal and the faculty from ASCI, Hyderabad conducted the module on social marketing.

2.3 Faculty of Law

Course Content

Law inputs were given a distinct focus and a practical orientation during the Phase-I of the IAS Professional course for the 1997-99 batch. The end of the Course evaluation report drawn up by the Course Co-ordinator, Phase-I, speaks volumes in favour of the quality of the modules on law. The participants overwhelmingly gave the highest grading to law inputs.

In the Phase-II (1996-98 Batch) the course on Law was again much sought after by the Officer-Trainees, who endeavoured to find solutions to the practical problems they had faced in the field during the district training. Therefore "How to do" acquired special significance in the scheme of the law training. The cases tried by the officer-trainees, in exercise of their powers as Executive Magistrates, Special Judicial Magistrates and Revenue Authorities during their one year tenure in the districts, came up for critical analysis and fruitful discussion.

The Faculty of Law was also involved in the process of interaction with the IAS officers of varying seniority, carrying considerable field experience. Themes of public importance and legal implications, legal reforms in the wake of the New Economic Policy, judicial review of administrative actions, contempt of courts, liabilities of the Government and its servants in



Faculties

tort and contract, public services under the Constitution of India, alternative mechanism for adjudication, judicial activism and its implications for public administration, recent rulings of the Supreme Court of India bearing on functions of the civil servants in general and the IAS in particular, were the topics debated and deliberated upon during these in-service courses.

The 64th Foundational Course was held between 8th September and 18th December, 1998. The thrust of the Law Faculty was to create among the officer-trainees an interest in and curiosity for law. They found “law” to be quite interesting, very relevant and extremely useful. They realised that Law should be used by them as a tool of social engineering and a means of social change.

Methodology

The Law Faculty adopted manifold and diverse methodologies involving the officer-trainees. Moot Courts were organised where officer-trainees functioned as Advocates and Judges. Mock Trial was held where real life scenes were enacted and officer-trainees played various roles. A Law Quiz was also conducted. Problem-solving exercises, as for example, one relating to the gherao of a production manager of a factory, were also organised.

Adequate attention was paid to the value component of the training. Inculcation of values was a common factor running through all the courses, although its contents and accent varied, depending upon the level and seniority of the participants.

Research

Four members of the Law Faculty namely, Prof. D. Banerjea, Prof. H.B. Das, Dr. A. Subrahmanyam and Shri V. Vijayakumar undertook a project on “**Socio-Legal Challenges of Panchayati Raj System in the Liberalised Economy**”. An interim report was submitted. In this context, it is relevant to mention that Ms. Monica Kharola, an Advocate, rendered useful assistance to the Faculty of Law.

That apart members of the faculty conducted research in areas like Environmental Law, Customary Law, Land Reforms, “Women and the Law”, “Child and the Law” etc.

Development of Training Material

The Law Faculty developed a large number of monographs and case studies, which were found very beneficial to and highly hailed by the officer-trainees. Many officer-trainees chose topics of their Term Papers from the areas of Law and Justice. Different Syndicate Groups also selected themes from the realm of Law. The Faculty of Law rendered them such guidance, as they required.

Other Activities

Members of the Law Faculty functioned as Counsellors and also as Guides in respect of Syndicate studies. They also rendered legal advice to different administrative authorities



Faculties

within the Academy whenever they were called upon to do so.

Members of the Law Faculty also functioned as Training Managers in various training programmes.

Prof. D. Banerjea

Course Co-ordinator, 80th Induction Training Programme for IAS Officers. (13.7.98 to 21.8.98)

Prof. L.C. Singhi

Associate Course Co-ordinator, In-service Training Programme of IAS Officers of 6-9 years Seniority.

Associate Course Co-ordinator, 64th Foundation Course.

Dr. A. Subrahmanyam

Associate Course Co-ordinator, 80th Induction Training Programme.

Shri V. Vijayakumar

Associate Course Co-ordinator, 78th Induction Training Programme, 18th and 19th Training Programmes for IAS Officers of 17-20 Years of service.

The Law Faculty organised a few seminars and panel discussions, out of which, the one on “Judicial Activism” and the other on “Crimes against Women” turned out to be very successful.

All members of the Law Faculty were also associated with various Clubs and Societies, namely, Society for Contemporary Affairs, Film Society, House Journal Society, Society for Social Service and Nature Lovers’ Club. They took active parts in co-curricular and extra-curricular activities. They also functioned as Faculty Advisers in the context of “India Day” celebrations.

Administrative Work

Professor D. Banerjea was the Controller of Examinations throughout the year. He also acted as the Convenor, Grievance Redressal Committee, in respect of the Faculty and Staff of the Academy.

2.4 Faculty of Economics

With the departure of Prof. H. C. Pokhriyal and Prof. Pranab Banerjee the effective strength of the faculty became zero. However, various courses were conducted with the help of Prof. Banerjee and Prof. Pokhriyal who continue to assist the faculty as guest lecturers. During the year Prof. A. Santhosh Mathew functioned as the co-ordinator.



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 to combine a few lectures with self-preparation. A question bank 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 additional inputs on various cultural aspects. These included lecture demonstrations on various aspects of Indian Classical Music and Dance. In the absence of a full time co-ordinator Shri B.K. Sinha provided guidance and co-ordinated the activities of the faculty.

2.6 Faculty of Political Theory and Constitutional Law

The subject Political Theory and Constitutional Law are amongst the core-subjects prescribed for the Foundational Course and the IAS Professional Course. Both are intrinsically, interdisciplinary embracing substantive problem areas of civic society.

Course Inputs

In the Foundational Course, the main objective is to give an overview of the Indian political system to enable trainees to comprehend the basic constitutional values, the institutional context and the power relations between different groups. Topics like the 'Paradoxes of the Indian Democracy', 'National integration in a Multi-Cultural Society', and 'India in the International System', were discussed in detail. Further, with a view to sensitise the probationers in the area of religious tolerance and to make them aware of the cancer of communalism, sessions on 'Secularism and Communalism' were conducted last year. The core topic of political theory i.e. 'Power and Authority' was deliberated upon with great verve and vigour.

During the IAS Professional Course, Phase-I, the emphasis of the discussions was on the underlying causes and processes of our political dynamics. Topics like 'Public Protest and Parliamentary Democracy', 'Agrarian Unrest', 'Student Unrest' and 'Caste and Communal Unrest', were discussed in length. Trainees were also sensitised to the importance of 'Civil Liberties' and 'Human Rights in India'. A new topic, 'Political Stability' was also introduced and discussed in great length.

During the year Shri M. Muthuswamy & Ms. Manisha Sridhar co-ordinated the activities of the faculty. Shri M. Muthuswamy who had been a member of the faculty since 30.12.1996 took voluntary retirement to be able to fulfil his commitment in Delhi. His unique style and wit will be remembered by both his trainees and colleagues.



2.7 Faculty of Languages

The Faculty of Hindi and Regional Languages continued its work in the sphere of material development. Faculty members prepared teaching materials in respective languages for the Officer Trainees.

A video film in Malyalam titled- DRISHYA KAIRALI was produced during the year. Manuscripts of need based Grammar books in some of the languages prepared by the faculty members are being finalised for publication.

During the Foundational Course Ms. Nathalie Saudo, from France, joined this faculty as the French tutor. Her classes were well received both by the officer trainees and the faculty. The assistance received from the Government of France their the Embassy in India is gratefully acknowledged.

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

2.8 Faculty of Computers and Information Systems

NIC Training Unit acquired one Pentium Pro-200 server running on Windows-NT server. This is being used as the Universal Database-2 (UDB2) server, which will support the RDBMS needs in the Academy. Few Pentium-ODP clients are upgraded to full-fledged Pentiums as well. The NICTU also received two HP Laser Jet Printers.

The software MS-Windows NT, MS-Windows 95, MS-Office 97, UDB2 (RDBMS), Norton Anti Virus Vaccine, Visual J++, Visual Age for C++, ISM Multilingual Software, Lotus Notes and Smartsuite for Windows were added.

Developmental Activities

Office Procedure Automation (OPA) software implementation

An Office Procedure Automation (OPA) software package was procured from the NIC Centre, Ministry of Civil Aviation, New Delhi. The server part of the package was loaded on the UDB2 server installed at NIC Training Unit. The client part of the OPA package as well as UDB Client was loaded on all computers of the faculty, sections, PA's and CRU. A two days training programme covering OPA software was conducted for all faculty members, sectional heads and PA's. Attempts are on to solve the software and hardware issues so that it can be made fully operational.

Designing and Publishing of NICTU's Home Page

Home Page of NIC Training Unit, LBS National Academy of Administration was designed and published on UDB2 Server (Windows NT Server). URL address is <http://202.41.104.88>



3. HIGHLIGHTS OF COURSES, SEMINARS AND WORKSHOPS

3.1 IAS Professional Course Phase-I (1997-99 Batch) (20th December, 1997 to 5th June, 1998)

Course Co-ordinator : Shri P. Michael V. Siromony
ACCs : Shri Sanjeev Chopra
: Shri BVR Subramanyam
: Shri K.N. Kumar
: Prof. Pranab Banerjee

Total No. of participants : 78 (Male - 61 Female - 17)

The IAS professional Course, Phase-I commenced on 20th December, 1997. This included the Winter Study Tour from 20th December, 1997 to 1st March, 1998. 78 Officer-Trainees attended, which included 17 women and 2 Officers from the Royal Bhutan Civil Service. The course ended on 5th June, 1998.

As in the previous years the course was broadly divided into two parts the winter study tour and the academic inputs.

For the Winter Study Tour, Officer Trainees were divided in 8 groups for attachment with various Army/Navy Units, Tribal/Voluntary Agencies, Public/Private undertakings, Stock Exchanges and Port Trusts. The Officer-trainees were also attached with the National Institute of Rural Development. They also visited ICRISAT Patancheru, MV Foundation, National Remote Sensing, MANAGE and CDF from 9.2.98 to 14.2.98 while in Hyderabad. The Bureau of Parliamentary Studies and Training, New Delhi organised a course for them from 23.2.98 to 27.2.98. An attachment with The National Power Training Institute at Faridabad was organised on 28.2.98 and 1.3.98. They called on the President of India, the Vice-President of India, the Prime Minister and the Chief Justice of the Supreme Court of India during their stay in Delhi.

The training methodology adopted was lecture/case studies/management exercises and group discussion. In addition, the officer trainees were required to write a state paper, which they presented in counsellor group meetings. Syndicate groups were required to prepare reports in areas of relevance for administrators. These were presented before the full house.

Counselling was an important component of this course. The counsellor group meetings were normally held every week.



Highlights of Courses, Seminars and Workshops

Curricular and extra curricular activities also formed an important component, as it was considered that an all round personality of the officers was important for them to be effective in the long run. Apart from outdoor activities like PT/Riding/Yoga and Unarmed Combat, various cultural programmes and other activities were organised through clubs and societies. In addition zonal days were organised on the 9th and 10th May, 1998, in which games, food and cultural programmes pertaining to a particular zone were highlighted.

Some of the eminent persons invited to interact with the officer trainees during this course included Shri Ajoy Chaudari, Secretary, Govt. of Kerala, Shri S.N. Goenka, an authority on Buddhism, Shelburne Fall, Shri N. Vittal, Chairman, Public Enterprises Selection Board, New Delhi, Shri A.K. Upadhyay, Secretary Energy, Govt. of Bihar, Patna, Shri V.S. Pandey, MD, Spinning Mills Federation, Kanpur, Shri K.P.S. Gill, Ex-DGP, Punjab, Shri M.V. Krishna Rao, IGP & Director, A.P. Police Academy, Hyderabad, Shri M. Raymond-Francis, Head of Ecole National d'administration (ENA), Shri M. Claude, Blanchemaison, French Ambassador, Prof. Madhu Dandavate, Ex-Chairman, Planning Commission, N. Delhi, Shri S.M. Vijayanand, Secretary, Local Administration, Govt. of Kerala, Shri V. Balasubramanian, Commissioner & Secretary Revenue, Govt. of Karnataka, Dr. Atindra Sen, Managing Director, OILFED, Bhopal, Shri R. Bhargava, KVIC, Mumbai, Shri P.S.A. Sundram, Additional Secretary, DOPT, GOI, New Delhi, Shri J. Satyanarayaya, Commissioner & Inspector Gen. Of Registration & stamps & Spl. Commissioner of Commercial Taxes, Hyderabad, Shri P.S. Krishnan, Member Secretary, National Commission for Backward Classes, GOI, N. Delhi, Fr. V.M. Thomas, Director, Don BOSCO Youth & Educational Services, Guwahati, Shri Subodh Bhargava, Chairman, Eicher Group, N.Delhi, Shri Siddharth Shriram, SIEL Ltd., N.Delhi and Ms. Linda Wynner, Director, Federal Executive Institute, Virginia (USA).

The Course was inaugurated by Dr. Y.K. Alagh, Minister for Power, Government of India on 20.12.1997. Shri I.P. Gupta, Lt. Governor of Andaman & Nicobar Islands, delivered the valedictory address.

3.2 IAS Professional Course Phase-II ***(29th June, 1998 to 7th August 1998)***

Course Co-ordinator : Shri Sanjeev Chopra,
ACC : Shri HC Pokhriyal,
: Shri Yaduvendra Mathur
: Shri B.V.R. Subrahmanyam

Total No. of participants : 83 (Male - 71 Female - 12)

The IAS Professional Course, Phase-II commenced on 29th June, 1998 and concluded on 7th August, 1998. Eighty three Officer Trainees attended which included 12 lady officer trainees and one officer from the Royal Bhutan Civil Service.



Highlights of Courses, Seminars and Workshops

Shri B. S. Baswan, the Director of the Academy delivered the inaugural address and Thiru. Kadambur M. R. Janarthanan, Union Minister of State for Personnel, Public Grievances, Pensions and Finance (Revenue Banking and Insurance), gave the valedictory address.

The eminent persons invited to interact with the officer trainees during the course included Shri O.P. Sharma, Governor of Nagaland, Shri M.K. Balachandran, Executive Director, National Centre for Humanitarian Laws & Research, New Delhi, Shri PC Sen, CMD, Indian Airlines, New Delhi, Ms. Margaret Alva, M.P., Lok Sabha, New Delhi, Shri AW Khan, vice-chancellor, IGNOU, Shri JN Rai, DG Police, Bhopal and Shri SV Bhawe, Chief Electoral Officer, J&K.

Apart from the above, a Seminar on “IAS in Perspective” was held and 11 officers from the 1973 batch participated in this.

3.3 64th Foundation Course *(7th September to 18th December, 1998)*

Course Co-ordinator : Shri K.N. Kumar
ACC : Shri Tarun Shridhar,
: Shri B.V. R. Subrahmaniyam
: Shri Sundeep K. Nayak
: Prof L.C. Singhi

Total No. of participants : 288 (Male - 254 Female - 34)

The 64th Foundation Course was a course of 15 weeks duration starting from the 8th September, 1998 and ending on the 18th December, 1998. The total number of Officer Trainees was 288 from different services, break-up of which is as below:

1. Indian Administrative Service	56
2. Indian Police Service (previous batch)	10
3. Indian Police Service (current batch)	48
4. Indian Forest Service	33
5. Indian Foreign Service	16
6. P&T Finance and Accounts Service	21
7. Indian Audit and Accounts Service	06
8. Indian Custom and Central Excise Service	09
9. Indian Defence Accounts Service	06
10. Indian Revenue Service	18
11. Indian Ordinance Factory Service	04
12. Indian Postal Service	03
13. Indian Civil and Accounts Service	02
14. Indian Railway Traffic Service	14
15. Indian Railway Accounts Service	09
16. Indian Railway Personnel Service	04
17. Railway Protection Force	03



Highlights of Courses, Seminars and Workshops

18. Indian Defence Estates Service	07
19. Indian Information Service	03
20. Central Bureau of Investigation	05
21. Indian Statistical Service	11

Of these 254 were male and 34 female. A large number of events were conducted during the Course. These included (i) a Nine Days Trek in the Himalayas, (ii) P. Srinivas Memorial Lecture on Environment, (iii) A Play by the Sri Ram Centre, Delhi called "Purush" (iv) A one day Module on Classical Music Appreciation (v) Village visit of 9 days. A large number of guests from various fields had come to talk to the Officer Trainees. Some of the eminent guests included: Shri Rajeshwar Prashad, IAS (Retd.), Shri B.N. Yugandhar, IAS (Retd.), Shri Sekhar Singh, Dr. M.S. Gill, Chief Election Commissioner of India, Shri N. Vittal, Dr. M.P. Parameswaran, Gen. V.P. Malik, Army Chief and Shri Sunder Lal Bahuguna etc.

An emphasis was laid on Computers in a big way and they had to learn atleast 10 software packages in Computers during their stay here. They also had to pass a typing test with a speed of 20 W.P.M.

The Officer Trainees ran many Clubs and Societies of the Academy such as, the Adventure Sports Clubs, Alumni Association, Computer Society, Film Society, Fine Arts Association, Hobbies Club, House Journal Society, Management Circle, Nature Lovers' Club, Officers' Club, Officers' Mess, Rifle and Archery Club, Society for Contemporary Affairs and Society for Social Services etc. entirely by themselves.

The Course Authorities were assisted by Training-I Section consisting of Shri H.S. Rawat, Mr. Gyan Chandra, Mr. J.P. Bahuguna, Mr. Pawan Kumar Pal and Ms. Arvind Goel.

The course Valedictory was held on 18th December, 1998.

3.4 78th Induction Training Programme for IAS Officers (Promoted or on the Select List) (23rd March 98 to 1st May 1998)

Course Co-ordinator: Shri B.K. Sinha,
ACCs Shri SK Nayak and Shri Vijay Kumar
Date 23.3.98 to 1.5.98

No. of participants : 29 (Male: 28 Female 01)

The 78th Induction Training Programme for IAS Officers (Promoted or on the select list) commenced on 23rd March 1998 and concluded on 1st May, 1998. Twenty-nine IAS Officers (participants) attended the programme, which included one-lady officers.

Shri Rajeshwar Prasad, IAS (Rtd) Ex-Director, LBSNAA gave the Inaugural address and Shri B. S. Baswan, Director, gave the valedictory address.



Eminent persons like Shri N. Vittal, Public Enterprises Selection Board, Shri AK Upadhyaya, Secretary, Energy, Government of Bihar, Ms. Shashi Rajgopalan, Secretary, Co-operative Development Foundation, Hyderabad, Shri Rajiv Vohra, Gandhi Peace Foundation, Ms. Neera Vohra, Gandhi Peace Foundation delivered lectures to the participants.

3.5 79th Induction Training Programme for IAS Officers (Promoted or on the Select List) (11th May 98 to 19th June 1998)

Course Co-ordinator: : Prof. Pranab Banerjee
ACCs : Shri M.H. Khan
: Shri M. Muthuswamy
Date : 23.3.98 to 1.5.98

No. of participants: 34 (Male: 31 Female 3)

The 79th Induction Training Programme for IAS Officers (Promoted or on the select list) commenced on 11th May 1998 and concluded on 19th June, 1998. Thirty-four IAS Officers (participants) attended the programme, which included three-lady officers.

Shri B.S. Baswan, Director of the Academy delivered the inaugural and valedictory addresses.

The eminent persons invited to interact with the participants during the course included Lt. Gen. S.K. Sinha, Governor of Assam, Shri B.K. Syngal, Chairman & Managing Director, Videsh Sanchar Nigam Ltd. Mumbai, Ms. Linda C. Winner, Director, Centre for Leadership Development Federal Executive Training Institute, Charlottesville, Virginia (USA) and Professor of Public Policy, Shri B.K. Tamini, IAS (Retd) Gurgaon, Haryana, Swami Agnivesh and Shri Anna Hazare.



3.6 18th Training Programme for IAS Offices of 17-20 years service (18th - 29th May, 1998)

Course Co-ordinator : Shri BS Baswan
ACCs : Shri BK Sinha,
: Shri Y. Mathur,
: Shri Vijaya Kumar

Total No. of participants : 17 (Male 14, Female 3)

The course was inaugurated by Shri J.C. Pant, IAS (Retd), and the valedictory address was given by Shri N. Vittal, Chairman, Public Enterprises Selection Board.

This was the 18th in-service programme for IAS Officers of 17-20 years seniority conducted at the Academy. At this level of seniority the relevant training inputs must necessarily include contemporary approaches to public administration and the emerging framework of public policy making and analysis in a participatory training methodology.

Participants were offered ample opportunity for this through presentation by participants on different subjects.

Course Highlights: During the first week of the training programme, the focus was on Administrative Challenges. An overview or topics like Economic Reforms, Indian Agriculture: future perspectives, Industrial Policy and the Public Sector, Markets and the Government, Education Policy and Resources for Education and Issues in Poverty Alleviation were provided. The second week was devoted to the Power Sector, India's Strategic Environment, Nuclear Explosions and its Implications for National Security, WTO, Watershed Development with particular reference to people's participation.

Guest speakers like Shri B.B. Bhattacharya, Institute of Economic Growth, Shri Swaminathan A. Aiyar, Editor, Economic Times, Prof. Avijit Sen, Chairman, Commission for Agricultural Costs & Prices, Ms. Linda C. Winner, Federal Executive Training Institute, USA, Dr. Ajit Majumdar, Centre for Policy Research, Lt. Gen. S.K. Sinha, Governor, Assam also spoke to the participants.



3.7 Training Programme for IAS Offices of 6-9 years service (22nd June to 3rd July, 1998)

Course Co-ordinator : Shri A S Mathew
ACCs : Shri K N Kumar
: Shri S K Nayak
: Shri L C Singhi

Total No. of participants : 23 (Male 23, Female –0)

This course was inaugurated by Shri Abid Hussain, Vice-Chairman, Rajeev Gandhi Foundation, New Delhi and the Valedictory address was delivered by Shri N. Vittal, Chairman, PESB, New Delhi.

The aim of the Course was to familiarise the participants with the ongoing reform process, particularly its impact on various sectors and to orient them to the role expected of them. The theme of the course was “Options for the next millennium”.

The focus of the course was therefore on the role of the bureaucracy in a rapidly changing time. In addition, selected management techniques and computer applications were introduced within this framework. Emphasis was given to learning from each other through group work. The course experimented successfully with a participative approach to course design. This made possible several mid course corrections and contributed to working the inputs relevant to the participants. The newly introduced module on "developing a personal vision" was an outstanding success. The contribution of the co-ordination of the module Fr. V.M. Thomas, Director, Don Bosco Youth & Educational Services, is gratefully acknowledged.

Dr. Abid Hussain, Vice President, Rajeev Gandhi Foundation, Dr. Richard H. Young, UNICEF, Fr. V.M. Thomas, Director Don Bosco Youth & Educational Services, Guwahati, Ms. Chandni Joshi, Regional Programme Advisor, UNIFEM, Maj. Gen. KS Duggal, Deputy Commandant, IMA, Dehradun were some of the guest speakers who spoke to the participants.



3.8 80th Training Programme for IAS Officers *Promoted or in the Select List* (13th July to 21st August, 1998)

Course Co-ordinator : Prof. D. Banerjea
ACCs : Shri Tarun Shridhar
: Shri M.H. Khan
: Dr. G. Mukherjee
: Dr. A. Subramanyam

Total No. of participants : 29 (Male 29, Female –0)

The course was inaugurated by Shri Justice V.S. Malimath, Member, National Human Rights Commission, New Delhi and the valedictory address was delivered by Shri Binod Kumar, Joint Director, LBSNAA.

The objective of this training program was to prepare the officers for their manifold roles in the Indian Administrative Service. The thrust areas covered were Human Rights, Challenges before the Civil Service, Insurgency, Displacement and Resettlement, All India Service Rules, Natural Justice, Team Building tools and techniques, Decentralised Planning & Panchayati Raj, Values in Civil Service etc.

The Theme of the Course was “Human Rights Issues and Administration Responses”.

Guest speakers like Ms. Margaret Alva, Former Minister of State, Department of Personnel Training, Public Grievances & Pensions, Justice VS Malimath, Member, NHRC, New Delhi, Shri VS Jafa, Resident Representative, Government of Assam, New Delhi, Lt. Gen. Gurubakshani, Commandant, IMA, Dehradun, Shri PB Gangopadhyay, Director, IGNTA, Dehradun, Shri Anurag Bhatnagar, Secretary, Navodaya Vidyalaya Sangathan, New Delhi, Shri G.K Pillai, Joint Secretary, Ministry of Home Affairs, New Delhi, Shri Inderjeet Khanna, Addl. Secretary, Ministry of Finance, Govt. of India and Dr. Sunil Sanon, Medical doctor and Environmentalist, Mussoorie were invited to speak to the participants.



3.9 7th Training Programme for IAS Officers of 10-16 years service **(31st August, 98 to 11th September, 1998)**

Course Co-ordinator : Shri V.K. Agnihotri
ACCs : Shri Binod Kumar
: Shri Tarun Shridhar
: Shri H.C. Pokhriyal
: Shri Y. Mathur.

Total No. of participants : 20 (Male 20, Female –0)

This two weeks training programme for IAS Officers of 10-16 years service was held from 31st August 1998 to 11th September, 1998. DR. S. Chakraborty, RETD IAS, Member, MRTPC, New Delhi did inauguration of the course and the valedictory address was delivered by Mr. B.S. Baswan, Director, LBSNAA, Mussoorie.

3.10 8th Training Programme for IAS Officers of 10-16 years service **(14th to 25th September, 1998)**

Course Co-ordinator : Shri V.K. Agnihotri
ACCs : Shri Binod Kumar
: Ms. Manisha Shridhar
: Shri Y. Mathur

Total No. of participants : 20 (Male 18, Female –2)

The Course was inaugurated by Shri Rajeshwar Prasad, IAS (Retd), Former Director, LBSNAA and the Valedictory address was given by Shri B.S. Baswan, Director, LBSNAA, Mussoorie.

The Aim of the Course was to enable the participants to comprehend the macro-economic environment, understand the socio-economic impact of the new economic policies, especially in relation to the implementation of Government programmes at the Central as at the State level; make innovative use of information technology; analyse the implications of decentralisation for the role of development administrators; and to use the Nominal Group Technique for decision making.



3.11 19th Training Programme for IAS Officers of 17-20 years service (5th to 16th October, 1998)

Course Co-ordinator : Shri B.S. Baswan,
ACCs : Shri B.K. Sinha
: Shri M.H. Khan
: Shri Vijay Kumar

Total No. of participants : 14 (Male - 13, Female - 01)

The course was Inaugurated by Shri J.C. Pant, IAS (Rtd) and the valedictory address was given by Shri K.C. Sivaramakrishnan, Former Secretary to Govt. of India, Centre for Policy Planning Research, New Delhi.

Course objectives and aims: This is the 19th in-service programme for IAS Officers of 17-20 years seniority conducted at the Academy At this level of seniority the attempt was to discuss contemporary approaches to public administration and the emerging framework of public policy making and analysis, by drawing on the considerable experience of the participants.

The theme of the course was "Policy Imperatives in a Changing Environment". Guests like Shri KK Taimini, Regional Co-ordinator for Asia Pacific ILO, Shri KK Krishna Kumar, Secretary, Bharat Gyan Vigyan Samiti, New Delhi, Shri B. Chatterjee, Director General, National Literacy Mission, Shri PK Ghosh, Vice-Chairman, DDA, New Delhi, Shri V. Rajagopalan, Secretary, Labour Deptt., Kerala, Shri S. Sharma, Consultant, UNDP, Shri J.M. Guehenno, Ambassador of France etc. spoke to the participants.

3.12 Workshop on Saaksharta Samvaad (10th to 11th January, 1998)

Course Co-ordinator : Ms. Anita Rampal

Total No. of participants : 112 (Male 97, Female – 15)

A two days workshop held in January at Bhopal, for twenty district teams of Madhya Pradesh, as well as the panchayat representatives. Many senior officers of the M.P. administration participated in the workshops. Resource persons from different parts of the country made presentations and helped conduct small group discussions.



3.13 Management System for Rural Employment Programmes **(27th to 31st January, 1998)**

Course Co-ordinator : Shri Pankaj Naithani

ACCs : Shri D. Sreenivas Reddy

Total No. of participants : 11 (Male - 11, Female – 0)

This training programme was sponsored by the Ministry of Rural Areas and Employment, GOI, New Delhi, was conducted from 27-31 January, 1998. The Inaugural & Valedictory addresses were delivered by Mr. Sanjeev Chopra and Prof. H.C. Pokhriyal respectively. Mr. Pankaj Naithani was the Course co-ordinator and Mr. D. Sreenivas Reddy was the Associate Course Co-ordinator.

3.14 Workshop for Resource Persons on Participatory Strategies for Continuing Education and Lifelong Learning **(16th to 17th March, 1998)**

Course Co-ordinator : Ms. Anita Rampal

Total No. of participants : 19 (Male 14, Female – 05)

A two-day workshop for resource persons was held on March 16-17, 1998, to discuss critical issues related to '*Participatory Strategies for Continuing Education and Lifelong Learning*'. Senior administrators, academics, representatives from DFID, persons from non-governmental organisations such as ACTIONAID, CORO, BGVS, Mahila Samkhya, Nirantar, etc. participated. It was strongly recommended that the NLRC should serve as a National Forum for Policy Issues in Literacy, to help in the formulation, advocacy and implementation of such matters.



3.15 Workshop for Resource Persons and Practitioners on Evolving Methodologies for Impact Evaluation and Process Documentation of Literacy Campaign (19th to 20th March, 1998)

Course Co-ordinator : Ms. Anita Rampal

Total No. of participants : 14 (Male 11, Female – 03)

A two-day workshop for resource persons and practitioners on “*Evolving Methodologies for Impact Evaluation and Process Documentation of Literacy Campaigns*” was held on March 19-20, 1998. Various academics, researchers, administrators and activists, such as, Prof. Denzil Saldanha from TISS (Mumbai), Prof. N.V. Varghese from NIEPA, Shri A.K. Singh, Commissioner, Purnea, Shri C. Roul, Director Local Govt. Punjab, Ms. Vasanthi from CMS, Ms Priti Chopra from the U.K., Shri K.K. Krishna Kumar from BGVS, had participated. They decided to associate themselves with the participatory impact studies to be undertaken by NLRC.

3.16 Co-operatives in the Changing Economic Context: Policy Seminar for IFFCO (1st to 4th April, 1998)

Course Co-ordinator : Shri Sanjeev Chopra

Total No. of participants : 12 (Male 12, Female –0)

This seminar was sponsored by IFFCO. Participants of the seminar were the Senior Managers from IFFCO. Shri B.S. Baswan, Director, LBSNAA delivered the welcome address, and the Valedictory address was delivered by Dr. V.K. Agnihotri.

3.17 Public Management and Poverty Reduction in a Market Economy (15th to 30th April, 1998)

Course Co-ordinator : Shri A. Santhosh Mathew
ACC : Shri K.N. Kumar

Total no. of participants : 15 (Male - 13, Female – 02)

A training programme on Public Management and Poverty Reduction in a Market Economy was organised by the Academy in collaboration with IDS Sussex, INTAN Malaysia & Civil Service College, Singapore. This programme is for Senior IAS Officers selected by the



Department of personnel, Govt. of India.

3.18 Workshop on Redesigning the Numeracy Curriculum for Adults *(20th to 22nd April, 1998)*

Course Co-ordinator : Ms. Anita Rampal

Total No. of participants : 16 (Male 11, Female – 05)

A three-day workshop on "Redesigning the Numeracy Curriculum for Adults" was held between April 20-22. Representatives of State Resource Centres from different states of the country and other individuals/agencies working in the area of producing teaching/learning materials for adult learners were invited. A pilot 'Metric Mela' was also held at Dehradun, in which almost five hundred neo-literates participated. Some officer trainees of Phase-I came as observers along with the participants of the workshop, while the DG, National Literacy Mission, attended as a special guest, who also distributed the prizes.

3.19 Seminar on Agri-business Co-operatives in Punjab : Circa 2010 *(29th April - 1st May, 1998)*

Course Co-ordinator : Shri Sanjeev Chopra
ACCs : Shri Pankaj Naithani
: Shir D.S. Reddy

Total No. of participants : 15 (Male 12, Female –03)

A three days policy seminar on "Agri-business co-operatives in Punjab: Circa 2010" (29th April to 1st May, 1998) was organised by CCRD with support from Department of Co-operation, Government of Punjab. Mr. B.S. Baswan, Director, LBSNAA delivered welcome address. The keynote and the Valedictory address were delivered by Prof. Y. K. Alagh and Mr. Rajan Kashyap, principal secretary, Govt. of Punjab respectively.



3.20 Co-operatives: Policy Seminar for Jammu & Kashmir (11th to 13th May, 1998)

Course Co-ordinator : Shri Sanjeev Chopra
ACCs : Shri Sundeep Nayak

Total No. of participants : 32 (Male 29, Female –03)

A three day seminar on "Co-operatives: Policy Seminar for J&K was conducted (11-13th May, 1998), with support from CDF, Hyderabad and HIVOS, Bangalore. The Welcome address was delivered by Mr. Sundeep K. Nayak and Inaugural & the Valedictory address were delivered by Mr. Binod Kumar, Joint Director, LBSNAA and Mr. B.S. Baswan, Director, LBSNAA respectively.

3.21 Capacity Building in Public Administration (25th to 26th May, 1998)

Course Co-ordinator : Mr. V.K. Agnihotri
ACC : Mr. H. Ramachandran
: Shri S.K. Nayak

Total No. of participants : 29 (Male 27, Female – 02)

A seminar on Capacity Building in Public Administration was conducted in the Academy on 25th and 26th May, 1998. This seminar was held in collaboration with UNDP. Welcome address was given by Mr. B.S. Baswan, Director, LBSNAA, and introductory remarks were given by Dr. Brinde Gael McSweeney, UNDP resident representative. Shri B.N. Yugandhar delivered the keynote address.

3.22 Workshop on Displacement and Resettlement in India (1st to 3rd June, 1998)

Course Co-ordinator : Shri B.K. Sinha

Total No. of participants : 45 (Male 40, Female –05)

The workshop was held at the main campus of the Academy from June 1-3, 1998. The participants were drawn from the high-ranking government officials, representatives of some major public sector and private sector including multi-national projects, representative of the Confederation of the Indian Industries, academics from research institutions and universities, representatives of the EDI of the World Bank, activists representing protest movements and participants from the LBS NAA. Prof. Y.K. Alagh, M.P. and former Minister of Power, Government of India; Dr. N.C. Saxena, Secretary, Department of Rural Development, Govt.



Highlights of Courses, Seminars and Workshops

of India; Mr. Ismail Serageldin, Vice President of the World Bank were some of the eminent participants.

3.23 Workshop on IFAD's Strategic Direction in India (9th to 10th June, 1998)

Course Co-ordinator : Shri Sanjeev Chopra

Total No. of participants : 56 (Male 47, Female –09)

A two days seminar on "IFAD's Strategic Direction in India (9-10th June, 1998) with support from International fund for Agriculture Development, Rome (Italy) and NABARD, Bombay (India) was organised. Participants of the programme were Senior Government and NABARD officials, representatives of leading NGOs, Faculty members and Research associates of the Academy.

3.24 Capacity Building for International Development Organisations (8th to 12th June, 1998)

Course Co-ordinator : Ms. Anita Rampal

Total No. of participants : 44 (Male 37, Female – 07)

A workshop was organised by the Academy in collaboration with ACTIONAID. This brought together NGOs who have shown an interest in working on areas related to Land and Land Reforms.

3.25 IMY Training (8th to 12th June, 1998)

Course Co-ordinator : Shri Vijay Laxmi Joshi
ACCs : Shri Tarun Shridhar
: Shri Sundeep K. Nayak

Total No. of participants : 11 (Male 8, Female –3)

A five-day training on Indira Mahila Yojana was held in the Academy on 8-12th June, 1998. The Inaugural address was given by Shri Binod Kumar, Joint Director, LBSNAA and Valedictory address was given by Smt Asha Das, Secretary, WOCD, New Delhi. Shri P. Kotaiah, Chairman, NABARD, Bombay and Mr. Vasudeven, Dy. Director, NIPSETT, New Delhi were the resource persons.



3.26 Retreat on "Challenges before the Service (18th to 19th June, 1998)

A Retreat on "Challenges before the Service" sponsored by the Department of Personnel and Training was organised in the Academy on the 18th and 19th June. The Retreat was formally inaugurated by Thiru K.M.R. Janarthanan, Minister of State for Personnel, Public Grievances, Pensions and Finance, Government of India on 18 June. The Retreat was attended by 14 senior IAS (retired) officers of 1948 and 1948^{1/2} batches. The inaugural session was addressed by Shri K.B. Lall, ICS (Retd), Shri John S. Lall, ICS (Retd), Shri Rajeshwar Prasad, IAS (Retd) and the Director of the Academy.

The officers attending the Retreat held discussions over two days and produced a report on challenges before the Service covering:

- i. the Socio-political environment and the decentralisation process: The role of the higher services in the governance of the country.
- ii. the emerging economic and social agenda: services as instruments of change and development.
- iii. ethics and Efficiency in the changing administrative scenario.

The officers in the Retreat also passed a Golden Jubilee Deliberation and started an endowment for giving an annual prize on Innovation in Administration.

Ms. V.L. Joshi was the Co-ordinator of the Retreat and Shri B.V.R. Subrahmanyam and Shri Tarun Shridhar were the Associate Co-ordinators.

3.27 District Collectors' Conference on CCA (20th to 21st June, 1998)

Course Co-ordinator : Shri Sundeep K. Nayak

Total No. of participants : 33 (Male 26, Female –07)

A Conference on Convergent Community Action for District Collectors' was held on 20 and 21 June, 1998. This was sponsored jointly by UNICEF & LBSNAA. Important resource persons were Dr. R.K. Rath and Dr. Richard Young. Shri Sundeep K. Nayak and Shri N.V. Joseph were responsible for organising conference.



3.28 IMY Training *(17th to 21st August, 1998)*

Course Co-ordinator : Shri Sundeep K. Nayak

Total No. of participants : 21 (Male 16, Female –5)

A five-day training programme on IMY was held from 17-21 August, 1998. The Inaugural address was delivered by Ms. Sarla Gopalan, Ex-secretary to Govt. of India, Department of DWCP, New Delhi. The Valedictory address was given by Mian Altaf, Welfare Minister, J&K. Important resource person were Mr. A.M. Tiwari, Dy. Secretary to Govt. of India, Ms. Indira Mishra, Executive Director, Rashtriya Mahila Kosha and Shri R.C. Gupta, Consultant, UNIFEM.

3.29 Emerging Role of the State and the Civil Services **Training Programme for IAS Officers** *(24th to 28th August, 1998)*

Course Co-ordinator : Shri V.K. Agnihotri
ACCs : Shri M. Muthuswamy
: Ms. Manisha Shridhar
: Chandan Sinha

Total No. of participants : 22 (Male 14, Female –8)

The Course was inaugurated by Shri N. Vittal, Chairman, Public Enterprises Selection Board, New Delhi and the Valedictory address was given by Shri B.S. Baswan, Director, LBSNAA.

The Theme of the Course was “Emerging Role of the State and the Civil Services”.

Eminent speakers like Shri N. Vittal, Chairman, PESB, New Delhi, Shri Rohit Kumar Singh, Director, Deptt. of Info. Tech. Govt. of Rajasthan, Shri Chetan B. Sanghi, Additional Chief Electoral Officer, Govt. of AP, Dr. Suraj Kumar, National Consultant, UNDP, Shri B.G. Verghese, Centre for Policy Research were invited to speak to the participants.

The aim of the Course was to enable the participants to comprehend the macro-economic environment and the implications of liberalisation, globalisation etc; understand the socio-economic impact of the new economic policies, especially in relation to the implementation of Government programmes at the Central as well as at State level; make innovative use of information technology; analyse the implications of decentralisation for the role of development administrators and the use of Nominal Group Technique for decision making.



Highlights of Courses, Seminars and Workshops

Dr. S. Chakravarthy, Member, MRTPC, Prof. Abusaleh Sharif, Principal Economist, Shri Sitaram Yechuri, Secretary, CPI(M), Shri RK Dar, IAS (retd), Shri Alok Rai, Prof. of English, IIT Delhi, Prof. V. Ramachandriah, IIFT, New Delhi etc. were some of the guest speakers who spoke to the participants.

3.30 Workshop on Creating a Good Reading Environment and Appropriate Reading Materials for Neo-literates (26th to 27th September, 1998)

Course Co-ordinator : Ms. Anita Rampal

Total No. of participants : 16 (Male 11, Female – 05)

A regional workshop on 'Creating A Good Reading Environment and Appropriate Reading Materials for Neo-literates' was held on Sep. 26-27 at the University of Dharwar, in collaboration with the Directorate of Mass Education, Karnataka.

3.31 The Second SAARC Consultation on Co-operative Policy (6th to 8th October, 1998)

Course Co-ordinator : Shri Sanjeev Chopra

Total No. of participants : 35 (Male 35, Female –0)

A three days seminar on "The Second SAARC Consultation on Co-operative Policy was held from 6th to 8th October, 1998 with support from ILO-COOPNET/COOPREFORM Programmes and the SAARC Division, Ministry of External Affairs, Government of India. The welcome address was delivered by Mr. B.S. Baswan, Director, LBSNAA and Mr. Ramakant Khalap, Former Union Minister of state for Law delivered the valedictory address. Representatives from SAARC countries, ILO Co-opnet - Co-opreform Programme, Internal Co-operative alliance, academicians and Registrars of Co-operatives Societies, other Government Officials and Officers from the Academy attend the consultation.



3.32 Training Programme for the IAS Officers on Universalising Education (26th to 30th October, 1998.

Course Co-ordinator : Dr. V.K. Agnihotri,
ACCs : Shri Tarun Shridhar
: Shri H. Ramachandran

Total No. of participants : 20 (Male - 15, Female - 05)

The objectives of the course were to acquaint the participants with the current status of elementary education, evaluate the interventions at the Central and State levels to universalise education, examine the role of externally aided programmes in the primary education sector, assess the impact of Universalisation of elementary education on higher education, appreciate the linkages between TLC and of elementary education.

To achieve the above objectives, the methodology of panel discussion, lecture and discussions and experience sharing sessions and presentations were adopted.

The Inaugural address was given by Shri P.S. Krishnan, Member Secretary, NCBC, New Delhi and the valedictory address was delivered by Dr. V.K. Agnihotri. Prof. Kuldeep Mathur, JNU, New Delhi Shri N.V. Vergese, Sr. Fellow and head NIEPA, New Delhi were the resource persons.

3.33 Workshop for Resource persons, Administrators, Academicians, and field activists on Participatory Impact Studies (21st to 22nd December, 1998)

Course Co-ordinator : Ms. Anita Rampal

Total No. of participants : 21 (Male 16, Female – 05)

A two-day workshop for resource persons, administrators, academicians, and field activists was held on December 21-22 to finalise the design of the 'Participatory Impact Studies'.

For details of NSDART Programmes please see Chapter-8



4. TRAINING AND RESEARCH UNITS

4.1 Centre for Co-operatives and Rural Development (CCRD)

The Centre for Co-operatives and Rural Development (CCRD) at the Academy is functioning since September 1995. The CCRD is engaged in conducting research in the co-operative sector, studying the difficulties faced by the rural poor in organising themselves into co-ops & the successful interventions by co-operatives and Rural Development institutions in poverty reduction, developing case studies to impart training in the area of co-operatives and rural development to the officers of the IAS and other Class I services, organising In-service Training Programmes, and providing support to the National Society for the promotion of Development Administration, Research and Training (NSDART) and other research units of the Academy.

During the year the following activities and programmes were conducted by the Centre:

Training Programmes/Workshops/Seminars Conducted

- One Week Training Programme on **‘Management System for Rural Employment Programmes’** (27-31 January, 1998) sponsored by the Ministry of Rural Areas and Employment, GOI, New Delhi.
- **‘Co-operatives in the Changing Economic Context: Policy Seminar for IFFCO’** (1 – 4 April 1998) sponsored by IFFCO. Participants of the seminar were the Senior Managers of IFFCO. Welcome Address was delivered by Mr. B. S. Baswan, Director, LBSNAA, and Valedictory Addresses was delivered by Dr. V. K. Agnihotri.
- Three Days Policy Seminar on **‘Agri-business Co-operatives in Punjab: Circa 2010’** (29 April – 1 May 1998), with support from Department of Co-operation, Government of Punjab.
- Three days Seminar on **‘Co-operatives: Policy Seminar for Jammu and Kashmir’** (11 – 13 May 1998), With support from CDF (Hyderabad) – and HIVOS, Bangalore.
- Two days seminar on **‘IFAD’s Strategic Direction in India’** (9 – 10 June 1998), with support from International Fund for Agriculture Development, Rome (Italy) and NABARD, Bombay (India).



Training and Research Units.

- **'The Second SAARC Consultation on Co-operative Policy'** - Supported by ILO - COOPNET/COOPREFORM Programme and SAARC Division, Ministry of External Affairs, Government of India (6 - 8 Oct. 1997).
- Training programme - **'Co-operative: Policy Environment and Management'** - Sponsored by DoPT, GOI, New Delhi (16-20 June 1997).

Training Programmes Attended

- Mr. D. Sreenivasa Reddy, Research Associate of the Centre attended for 30 days an International Course on **'Management and Leadership for Co-operatives'** (27 July –30 August, 1998) held at International Institute of Co-operation, HISTADRUT, Israel.

ROBERT S. McNAMARA FELLOWSHIP

- Mr. Sanjeev Chopra, Vice Chairman & Co-ordinator, CCRD got the Robert S. McNamara Fellowship of the World Bank for the year 1998-99 to study **'Agribusiness Co-operation in SAARC Region'**.
- Mr. Sanjeev Chopra, made a presentation on **'Agribusiness Co-operation in SAARC Region'** at the Workshop organised by the Economic Development Institute of World Bank, Washington D.C on November 10, 1998.

Meetings/Conferences

- Mr. Sanjeev Chopra, attended meeting of the Committee formed by the Govt. of Punjab to **'Revise the Punjab Co-operative and for Suggesting Structural Reforms for Co-operative Banks'** on 15 April 1998 at Chandigarh.
- Mr. Sanjeev Chopra, made a presentation on **'Model Co-operative Policy'** at the joint seminar of Department of Co-operation, Jammu & Kashmir and the University of Jammu on 17 April 1998.
- Mr. Sanjeev Chopra, was invited to attend the seminar (18 April 1998) on **'Proposed New Co-operative Policy'** organised by Department of Co-operation, Government of Karnataka. Bangalore as a key Resource Person.
- Mr. Sanjeev Chopra, made a presentation on 'The Structure and Organisation of the Agriculture Credit in India: Relationship between Primary Societies, Apex Bodies and CDFAs' at the ICA-ILO Inter-Regional Workshop on **'The Role of Co-operative Apex Organisations in a Competitive Environment'** (13 – 17 July, 1998) held at Johannesburg, South Africa.



4.2 Centre for Micro-Planning and Regional Studies (CEMPRES)

During February, 1998 the Activities of the CEMPRES were divided between the original Centre for Micro Planning and Regional Studies and the newly formed Society called NSDART. Consequent to this division a large number of activities which were hitherto conducted by the CEMPRES were transferred to the newly formed Society and CEMPRES continued doing all its ongoing activities namely, (a) running of Training of Trainers Programme (DoPT sponsored) (b) Completion of Typology Project.

In the mean time CEMPRES has also received two other Projects one from the Ministry of Women and Child Welfare and the second by the State Institute of Rural Development, Lucknow for further training programmes to be conducted for their Trainers. Ms. Vijay Laxmi Joshi, Dy. Director (Sr.) was the course co-ordinator.

A third project is regarding an Action Project on preparation of a Manual on the Duties and Responsibilities of District Officers and elected representatives after the 73rd Amendment. All these three Projects are at their planning stage. In the meantime CEMPRES has been allocated funds to the tune of Rs. 1 crores for conducting Department of Personnel and Training programmes in the Ninth Plan.

4.3 Centre for Development of Software for Training of Administrators (SOFTRAIN)

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

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

Shri Binod Kumar	<i>Chairman</i>
Shri Chandan Sinha	<i>Co-ordinator</i>
Prof. A. Santhosh Mathew	<i>Member</i>
Shri K.N.Kumar	<i>Member</i>

Objectives

- i. Preparation of training software;
- ii. Collection of training software in the identified areas from various sources and documenting the same;



Training and Research Units.

- iii. Dissemination of the training software to the National/Central/State Training Institutions and other Organisations;
- iv. Conducting Training of Trainers workshop for dissemination of expertise regarding use of the Software;
- v. Marketing of the Software developed; and
- vi. Undertaking studies to assess the impact of training at various levels.

Activities

SOFTRAIN has undertaken a project for developing of films for training purposes alongwith the development and publications of series of Source Books and Case Studies for district officers on different aspects of district administration.

This year the Centre has brought out the following source books, case studies and training films :

Source Books

1. Executive Magistrate (Volume I and II) - by Prof. D. Banerjea and P.K. Bandyopadhyaya
2. Paschimbango-Paricahy- by Dr. Manjushree Roy

Case Studies:

1. Impact of Economic Reforms in the Tourism Sector in the Kerala state owned corporation, the KTDC- Kerala Tourism Development Corporation by Michael Siromony.
2. Privatisation - Case of U.P. State Sugar Corporation Limited by Rajeev Kapoor
3. Case Study on Maruti Udyog Limited and the Car Industry by Jagdish Khattar.
4. Privatisation of Infrastructure - A Case Study of Rau Pithampur Road, Madhya Pradesh by K.K. Sharma.
5. Community based O&M in rural water supply and sanitation- A study of 3 cases in Uttar Pradesh by Dr. Jatin De
6. A District Officer's initiative to strengthen the delivery system - Case study of employment generation schemes in District Almora, UP by Parameswaran Iyer.



Training and Research Units.

7. Economic Reforms and Health Sector : A case of Nursing Homes in Lucknow by S.P. Gour.
8. Achieving Universal Literacy by Sumit Bose and Rashmi Sharma

Training Films:

1. Panchayati Raj
 - i. Interface of Panchayati Raj Representatives with bureaucracy.
 - ii. Panchayati Raj: Ek Avlokan. (Hindi)
2. "Drishya Kairali" a video film for Malayalam Language by Dr. M.R. Unnithan

4.4 Gender Studies Unit (GSU)

The Gender Studies Unit (GSU) has grown out of the activities that were initially funded through the Gender Planning Training Project (GPTP). (The GPTP has, however, come to an end in December, 1996). The Gender Studies Unit was established in 1996 as a precursor to the National Gender Centre and since then has been actively engaged in the area of gender sensitisation through its various Research and Training activities. Its activities were co-ordinated by Ms. Vijay Laxmi Joshi, IAS, Deputy Director (Sr.) till 9 June, 1998. Shri Sundeep K. Nayak, Deputy Director has taken over as Co-ordinator, Gender Studies Unit.

Activities of Gender Studies Unit

Preliminary steps were taken for the establishment of a Resource Centre which involved identification of training materials on various facets of Gender Development and a Programme to catalogue the various articles, films etc.

The GSU conducted three Workshops on Gender Sensitisation (Focus on Women's issues in Civil Services) for recognising the need for creating an environment enabling more women to join the Civil Services and improving career prospects.

[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 tries to reflect some interesting gender related news items. From 1997 it is a half-yearly newsletter.]

4.5 Centre for Rural Studies (CRS)

In 1989, the Ministry of Rural Areas and Employment entrusted a study to the Academy entitled 'Concurrent Evaluation of Land Reforms in India' vide their reference no. 23015/8/87-LRD dated 21.3.1989. The CRS (formerly known as Land Reforms Unit) was set up in the Academy to implement this project. Based on the performance of the CRS and the need to continue with the policy of land reforms, the Ministry has extended the period of



Training and Research Units.

the CRS for the duration of the 9th Five-Year Plan.

The Village Study Unit which was also established by the same Ministry to conduct studies on poverty alleviation programmes has now been merged with the CRS.

Objectives :

Preparation and canvassing of questionnaires on tenancy, land ceiling, land records, land consolidation, government waste land, homelessness, rural development including poverty alleviation programmes particularly, IRDP, JRY, IAY, MWS, DWACRA, TRYSEM, etc. and generation of empirical data on all these aspects by the IAS Officer trainees during their district training; Improvement in the assignments prepared by the IAS Officer Trainees during their district training on different issues pertaining to land reforms and rural development including poverty alleviation programmes and to secure statistically consistent data from them; Evaluate the progress made in (a) tenancy reforms, (b) ceiling on land holdings and (c) utilisation of Govt. lands in the country and critically examine the success claimed and the problems that have arisen in the field; implementation of rural development programmes, particularly IRDP, JRY, IAY, MWS, DWACRA, TRYSEM etc. and suggest measures related to implementation mechanism and policy.

Research and training in Land Reforms Management, Wage Employment, Common Property Resources, Displacement and Rehabilitation, Contemporary Agrarian Movements, Panchayati Raj Institutions, Poverty Alleviation Programmes, etc.

Moreover, the Centre has been envisaged by the Dept. of Rural Development, Govt. of India to emerge as a think tank for the department to suggest changes in policy measures and improvements in the delivery mechanism; to act in the capacity of an adviser to the different state governments on issues related to land reforms and rural development. The CRS has also been engaged in promoting people's initiatives through mass organisations and NGOs for effective implementation of land reforms under its Action Research Programme. The CRS also commissions studies to administrators/academics of repute in order to enlighten the understandings of critical issues of its concern. Of late a study of rights of women in land has been added to the Centre's agenda.

Activities of the CRS during 1998:

Evaluation of the Computerisation of Land Records:

The Centre had been assigned a study on the computerisation of land records in Morena district of Madhya Pradesh. Morena was the first district where the computerisation of land records had become operational. The study was carried out and the report has been presented. The study used a set of 12 indicators for assessing the impact of the programme. Significantly, this is the first study wherein a programme for computerisation of land records has been evaluated within well-defined parameters using a structured questionnaire.



Workshop on Displacement and Resettlement in India:

The revised mandate of the Centre for Rural Studies includes the subject of the Rehabilitation and Resettlement of the Involuntarily Displaced persons. The CRS entered into an agreement with the EDI of the World Bank and the Ministry of Rural Areas and Employment for conducting a Workshop on "Displacement and Rehabilitation in India: the Future Perspectives". The workshop was held at the main campus of the Academy from June 1-3, 1998. The workshop was attended by around 45 participants 5 of them being female participants. The participants were drawn from the high-ranking government officials, representatives of some major public sector and private sector including multi-national projects, representative of the Confederation of the Indian Industries, academics from research institutions and universities, representatives of the EDI of the World Bank, activists representing protest movements and participants from the LBS NAA. Prof. Y.K. Alagh, M.P. and former Minister of Power, Government of India; Dr. N.C. Saxena, Secretary, Department of Rural Development, Govt. of India; Mr. Ismail Serageldin, Vice President of the World Bank were some of the eminent participants. The workshop gained immense importance in view of the fact that the Government of India decided to come up with the presentation of the final draft of the National Policy on Rehabilitation, and also the first draft of the proposed amendments to the Land Acquisition Act.

More than 24 articles had been received during the course of the workshop. The articles are being revised by their respective authors and it is proposed to bring out a volume on the same. The proceeding of the workshop is ready for printing.

The Study of Gopalpur Resettlement Programme

Rehabilitation of the involuntarily displaced persons constitutes a major concern today. The country has displaced (by a conservative estimate) approximately 25.0 million people between the years 1950 to 1990. A majority of these have been reduced to destitution. The Centre has conducted a study into the resettlement and rehabilitation of the involuntarily displaced persons in the Gopalpur project of TISCO. The findings of the study were presented in the form of a paper before the Workshop on the "Displacement and Rehabilitation: the Future Perspectives" (June 1-3). This will be an on going study. It is proposed to keep on taking fresh samples in respect of the resettled in order to assess the changes as a consequence of the displacement.

Study of Tehri Dam Resettlement Programme

The CRS has also undertaken a study on the status of the oustees of the Tehri Dam Project. The issue of resettlement of the persons displaced by the Tehri Dam Project has become an enigma. The project has spent more than 15% of its project cost on the resettlement and rehabilitation of the project affected persons without having achieved any measure of satisfaction on the subject. When compared to Tehri Project, Gopalpur proposes to spend far less but achieves much more in terms of satisfaction. The Study has been undertaken jointly by Dr. HC Pokhriyal and the Centre. It is proposed to further pursue the subject and come out with a full-fledged publication on the subject. This is likely to be a work of significance by the Academy as the issue of resettlement of the Tehri dam oustees has become subject to



Training and Research Units.

some popular myths. It is likely that some of these get debunked.

Other Activities

The Department of Rural Development, Ministry of Rural Areas & Employment has entrusted the CRS to study gender discrimination in land laws in different states of the country. It was further decided that the CRS, based on field studies, would construct a 'Total Index of Women Empowerment'. This will help to monitor to what extent enabling conditions in the society exist in order to enforce gender equality in land titles. Mr. S.K. Nayak, Deputy Director of the LBS NAA has been made the project director.

Under this project, a monograph titled "Status of Women under the Land Laws in the State of Rajasthan" has been prepared and submitted to the Department of Rural Deptt., GOI. Similar monographs are proposed for other major states of the country.

Under the Action Research Programme in the CRS, a comprehensive survey of tenancy situation in the state of UP was undertaken in collaboration with the UP Bhoomi Sudhar Ewam Shram Adhikar Abhiyan Samiti. The fieldwork was done in 7 districts covering around 3000 households. The data have been entered into the computer. A report writing committee, comprising member of the Abhiyan Samiti and the CRS has been formed to prepare the report.

However the Action Research Programme was formally concluded in the month of October '98. The CRS is confident that the Abhiyan Samiti will carry forward the task of mobilising public opinion for effective land reforms in Uttar Pradesh.

Publications

Under the Land Reforms Series with the SAGE Publications, the CRS has already published four states volumes, namely Bihar, Rajasthan, Andhra Pradesh & Karnataka. During 1998, the CRS has succeeded in getting two more volumes under the series properly edited and sent to the press for printing. These volumes pertain to the states of Punjab & Haryana, and Maharashtra & Gujarat.

Under the same series another volume titled – "Land Reforms in India: An Unfinished Agenda" is under printing.

One more volume is ready for publication, which relates to the condition of the Dalits in India. This will also be published by the SAGE Publications.

Significant progress has been made regarding the editing of the Madhya Pradesh volume under the same series. Two articles based on the land reforms assignments submitted by IAS probationers have been prepared for the volume by the research staff of the CRS.

Mr. Pushendra, Consultant in the CRS prepared a paper on the voting behaviour of dalits during 1996 Lok Sabha Elections. The paper is titled – "Dalit Upsurge Through Electoral



Training and Research Units.

Politics".

The CRS has commissioned a study to Dr. C. Ashokvardhan, IAS, on "Land Records Management in 15 States in India". The study report is ready for publication.

The CRS has prepared a compilation of land laws of different states on provisions related to – a) conversion of agricultural lands to non-agricultural purposes; b) land ceiling; and c) alienation of tribal lands.

Concurrent Evaluation of Land Reforms

Based on the land reforms assignments submitted by the IAS probationers from Madhya Pradesh, a report on evaluation of the implementation of land reforms legislation's in Madhya Pradesh has been prepared by Dr. A.P. Singh and Dr. K.S. Rao of the CRS. The macro level report covers the period from 1991-93 and the micro level study report covers the period from 1991-95.

Based on the land reforms assignments submitted by the IAS probationers from Uttar Pradesh, a paper on evaluation of the implementation of land reforms legislation's in Uttar Pradesh has been prepared by Dr. Singh and Dr. Rao.

Village Visit Programme

One of the principal objectives of this Centre is to organise the village visit programme for the officer trainees during their Foundation Course. In 1998, it was decided by the Course authorities of the 64th Foundational Course to introduce PRA techniques for studying the socio-economic situation of the villagers. A village visit handbook and a PRA technique manual was prepared by the CRS and the Officer Trainees were imparted training on the PRA techniques. The village visit was organised in two regions of Uttar Pradesh, namely Bundelkhand and Ruhelkhand. A report based on the presentations of the Officer Trainees will be prepared by the CRS.

Preparation of a report based on the village visit of Officer Trainees during 63rd FC is afoot. The visit was undertaken in the month of September last year. The theme of the study related to Panchayati Raj Institutions. The Centre proposes to come out with publications on the subject.

Reports of the socio-economic assignments submitted by the IAS officer trainees of the 1996-98 batch have been received and evaluated. The reports are of high quality. The data is being analysed at present to prepare a report on the concurrent evaluation of the poverty alleviation programmes. The prospects of the findings appear to be exciting.

The questionnaire of the village study has been subject to evolution. This year it has been comprehensively revised. Certain new themes have been introduced. The focus of the questionnaire has also been sharpened on themes of current relevance like the Panchayati Raj Institutions, the wage structure, marketing of the rural produce, the market contributions of the village, the ownership of land patterns, the size class productivity etc. have also been



Training and Research Units.

introduced. It is expected that with the revised questionnaire the study will acquire much sharper focus.

Course Inputs

During the Phase I & Phase II training of the IAS Officer Trainees, course inputs were provided by the CRS faculty on a number of issues related to land reforms, panchayats, agriculture, structure of administration at district level, poverty alleviation programmes, social movements and peasant movements. Notable among them was course input by Prof. B.K. Sinha on Swadhyay Movement and a panel discussion on peasant movement, the panellists being Prof. B.K. Sinha, Pushpendra and Prof. Muthuswamy during Phase I training.

The Faculty of the CRS has been involved in various in-service courses from time to time. Prof. B.K. Sinha served as the Course Co-ordinator/Associate Course Co-ordinator for induction as well as in-service training courses for IAS Officers. Mr. Pushpendra compiled reading material during an induction as well as an in-service course. Prof. B.K. Sinha was regularly engaged as faculty in such courses. Mr. Pushpendra served as faculty in an in-service course on the topic of New Initiatives in Health Sector.

The LBS NAA has created a Cell called "Attitude and Behaviour Cell" in the CRS. Mr. Yaduvendra Mathur is the Co-ordinator of the Cell. Mr. Ajay Sinha from the CRS is one of the members. The Cell undertook an attitudinal study of the Officer Trainees of the 64th Foundational Course.

Ms. Shashi Mishra, IAS (1968, Maharashtra Cadre) has joined the Attitude and Behaviour Cell on sabbatical. She will prepare a training module for the Officer Trainees on moral and value education.

4.6 National Literacy Resource Centre (NLRC)

The National Literacy Resource Centre was set up two years back to support and strengthen the literacy initiatives in the country, with a special focus on the more challenging states of the Hindi heartland. It was meant to reinforce the people's character of the programme through training and orientation of district leaders conducting the campaigns, as well as sensitise future administrators and officers, to act as effective 'facilitators of people's action.' The NLRC is financially supported by the National Literacy Mission, in the Ministry of Human Resource Development. It has been envisaged essentially as a facilitating centre, with a small core staff (on a contractual honorarium basis), capable of harnessing support from various resource persons and institutions, as and when required.

Training and Orientation: It has provided training and sensitisation inputs to the regular courses run by the Academy, for officer trainees and officers attending in-service programmes, while also periodically conducting training workshops for literacy functionaries and activists from different districts of the country. In the orientation workshops for district functionaries engaged in the literacy campaigns it has addressed a



Training and Research Units.

wide range of persons - the District Magistrate, who is the Chairperson of the Zilla Saksharta Samiti, the ZSS Secretary, activists as well as panchayat representatives.

Documentation: The NLRC is engaged in documenting the work undertaken by some literacy campaigns and preparing case studies which are then used as training materials. It has attempted to contact and renew the involvement of a large number of ex-DMs, who had themselves actively and successfully conducted literacy campaigns but are now posted in other unrelated departments, so that they could act as inspiring resource persons and share their experience with others. It has also transcribed and documented these presentations, which have now been printed as a book entitled '*Zile ki Kahani, Apni Zubani*'. A detailed video documentation of the Dumka TLC is currently being made.

An effort is being made to publish and widely disseminate essential reading material, documents and case studies in Hindi to meet the growing demand from persons working on the field. NLRC has also collected primers, newsletters, campaign literature or booklets for neo-literates from different districts, State Resource Centres, as well as the Bharat Gyan Vigyan Samiti (BGVS), and has classified these for ready reference. It has made a collection of all relevant articles on literacy that have appeared in the journals available in the Academy Library, and is currently engaged in procuring essential materials from other libraries.

Participatory impact studies: The NLRC had conducted a workshop in March 1998 on 'Evolving Methodologies for Impact Evaluation and Process Documentation of Literacy Campaigns' in which many academics, administrators and activists had participated. It was discussed that there exist very few studies in the country which attempt to capture the spirit of campaigns, and that process documentation in a truly participatory manner has not yet been undertaken. Many experienced persons have made a commitment to associate themselves with NLRC in these studies and some districts have already been selected, where some preliminary work has been conducted. A second workshop in December is being organised to finalise the design of the studies in collaboration with participants from the districts.

Workshops, seminars and lectures organised this year:

- The NLRC had taken the initiative to review the numeracy component of the campaign curriculum for adult learners, and had collaborated with the Institute of Mathematical Sciences, Chennai, in holding a regional workshop April 1997. As a result of the deliberations, the NLRC worked intensively on a numeracy study to highlight how people continue to use folk and indigenous mathematics, and published a book '*Numeracy Counts!*' in January 1998. A special workshop was held with Shri R. Mohanty, a visiting artist to the Centre, during the first week of January, to complete the layout and visual design of the book.
- A two-day "*Saaksharta Samvaad*" orientation workshop was held on January 10-11, at Bhopal, for twenty district teams of Madhya Pradesh, as well as the panchayat representatives. All senior representatives of the M.P. state administration participated.



Training and Research Units.

Resource persons from different parts of the country made presentations and helped conduct small group discussions.

- Between March- April the NLRC was assisted by Ms. Isabelle Fortier, a volunteer from the Asian group 'Alternatives', in designing the home page for the Centre. Its location is at www.lbsnaa.ernet.in/nlrc
- A two-day workshop for resource persons was held on March 16-17, 1998, to discuss critical issues related to '*Participatory Strategies for Continuing Education and Lifelong Learning*'. Senior administrators, academics, representatives from DFID, persons from non-governmental organisations such as, ACTIONAID, CORO, BGVS, Mahila Samkhya, Nirantar, etc. participated. It was strongly recommended that the NLRC should serve as a National Forum for Policy Issues in Literacy, to help in the formulation, advocacy and implementation of such matters.
- On March 18 two sessions for the Officer Trainees of Phase I were conducted by Shri Vijay Kumar (A.P. cadre) and Ms. Uma Mahadevan, Director Mass Education, Karnataka.
- A two-day workshop for resource persons and practitioners on "*Evolving Methodologies for Impact Evaluation and Process Documentation of Literacy Campaigns*" was held on March 19-20, 1998. Various academics, researchers, administrators and activists, such as, Prof. Denzil Saldanha from TISS (Mumbai), Prof. N.V. Varghese from NIEPA, Shri A.K. Singh, Commissioner, Purnea, Shri C. Roul, Director Local Govt. Punjab, Ms. Vasanthi from CMS, Ms Priti Chopra from the U.K., Shri K.K. Krishna Kumar from BGVS, had participated. They decided to associate themselves with the participatory impact studies to be undertaken by NLRC.
- A three-day workshop on "Redesigning the Numeracy Curriculum for Adults" was held on April 20-22. Representatives of State Resource Centres from different states of the country and other individuals/agencies working in the area of producing teaching/learning materials for adult learners were invited. A pilot 'Metric Mela' was also held at Dehradun, in which almost five hundred neo-literates participated. Some officer trainees of Phase-I came as observers along with the participants of the workshop, while the DG, National Literacy Mission, attended as a special guest who also distributed the prizes.
- On April 27, 1998, Shri Bhaskar Chatterjee, Mr. C.J. Daswani and Dr. Mathew conducted a module "Literacy and Rural Development" for the participants of the 78th Induction Course (IAS).
- On June 16 a session on 'Literacy and Human Development' was held for the participants of the 79th Induction Course (IAS).
- On July 24th the Phase II officer trainees made their presentations on the Total Literacy Campaigns.



Training and Research Units.

- On July 27th a session on 'Education For All' was held for the officers of the 80th Induction Course (IAS)
- A regional workshop on 'Creating A Good Reading Environment and Appropriate Reading Materials for Neo-literates' was held on Sep. 26-27 at the University of Dharwar, in collaboration with the Directorate of Mass Education, Karnataka.
- A session on 'New Developments in Literacy' was organised on October 6 as part of the (IAS) Course for Joint Secretaries. Presentations were made by Shri Bhaskar Chatterjee, DG, NLM, and Shri K.K. Krishna Kumar, Secretary BGVS.
- The Syndicate Group on 'Literacy Campaigns – An Analysis', of the officer trainees of the 64th Foundation Course, was helped during Sep. –Dec. to prepare its report and provided material from the NLRC documentation unit.
- Sessions on 'Review of literacy and post-literacy campaigns' during the Vertical Integration Course for IAS officers on Universalisation of Elementary Education, Oct. 26 - 31.
- Sessions on 'Education For All' were taken by Prof. Jean Dreze and Dr. Anita Rampal for the 64th FC on Nov. 9th.
- Screening and discussion on the film 'When Women Unite', regarding the anti-attack campaign of Nellore, was conducted for the 64th FC on Nov. 10.
- Regional Workshop at Bhopal on 'Production of Jatha Items and Refresher Training to Jatha Artists', from Nov 10 - 22, in collaboration with 'Abhivyakti', SRC Bhopal.
- Presentation of the Kala Jatha was made on Nov. 24 by the team from 'Abhivyakti' State Resource Centre, Bhopal for the officer Trainees of the 64th FC.
- A theatre workshop for the officer trainees was conducted from Nov. 25-28 by Shri Rajkamal Nayak and his associates, on the techniques of using folk theatre for social mobilisation. They presented their play 'Saatwaan Jeev' on the 28th evening, as part of the cultural programme in honour of the Chief of the Army Staff and his wife.
- A two-day workshop for resource persons, administrators, academicians, and field activists is to be held on December 21-22 to finalise the design of the 'Participatory Impact Studies'.
- A three-day meeting on Dec. 23-25 is organised to finalise the scripting of the Dumka video documentation, with the involvement of the film director, researchers and the district campaign organisers.



4.7 Training, Research and Development Cell (TRDC)

During the year 1998 the TRDC was co-ordinated by Prof. A. Santhosh Mathew, assisted by Shri N.V. Joseph, Consultant, Shri Bhagwati Prasad Rudola, Shri Malkit Singh, Shri Rakesh Chandra and Shri Raja Ram Nautiyal.

Activities

TRDC co-ordinated the following activities during the year.

- Maintenance of Audio Library consists of 800 Audiocassettes.
- Database about the feedback of both the In-house and Guest Faculty.
- Visit of Dr. Kofi Ankomah, Director, Centre for Public Service Training, University of Namibia on 13th and 14th Feb, 98.
- Visit of Ms. Linda Winner, Director, Federal Executive Institute, USA, during the period 17th May to 23rd May, 98.
- Visit of Mr. Jayasinghe, Sri Lanka Institute of Public Administration, Colombo
- Visit of a Team from Nepal Administrative Staff College led by Shri Shes N. Manandhar, Jt. Secretary, Ministry of General Administration.
- Visit of Mr. Jean-Marie GUEHENNO, Expert on European Issues.

Following faculty members were sent abroad under the auspicious of TRDC for training, attending workshop and seminar and for exploring possibilities for collaboration.

S. K. Nayak	Senior Staff Development Program	Hong Kong	9.2.1998 to 28.3.98
K.N. Kumar	Visit to Admn. Staff College	Philippines and Thailand	9.3.98 to 6.6.1998
Sanjeev Chopra	Visit to University of Namibia	Namibia	11.7.98 to 18.7.98
B.S. Baswan	Visit London Business School, IDS, Sussex and European Instt. Of Pub. Admn. At Maastricht.	U.K and Netherlands.	20.7.98 to 31.7.98
B.S. Baswan	Visit to Macau to attend the 45 th Executive Council Meeting of EUROPA and one day post Conference visit to China (Zhongshan at Zhuhai)	MACAU and China	24.10.98 to 30.10.98



Training and Research Units.

Shri Chandan Sinha	Deputation to FEI (Federal Executive Institute), New York as scholar-in-residence & visit to other Universities	Charlottesville, Virginia, U.S. (25.10.98 to 20.11.98)	25.10.98 to 8.12.98
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Following faculty members were nominated by TRDC to attend the following programmes organised by various Institutions in the country:

K.N. Kumar	Landmark Programme	Bangalore	17.7.98 to 21.7.98
Sundeep K. Nayak	Comm. Empowerment Techniques Programme	Shajapur, M.P.	8.8.1998 to 12.8.1998
P Michael Siromony	Workshop on Disaster Management	Bombay	6.7.98 to 8.7.98
P. Michael Siromony	Right to Information Workshop	New Delhi	25.6.98
A. Santhosh Mathew	Right to Information Workshop	New Delhi	25.6.98
D. Banerjea	Workshop on Citizen's Charter	ISTM, New Delhi	9.9.98 to 11.9.98
Tuman Singh	Distance Learning Training Programme	IGNOU, New Delhi	9.9.98 to 11.9.98
Dr. Prem Shankar	Distance Learning Training Programme	ISTM, New Delhi	9.9.98 to 11.9.98
Dr. VK Agnihotri	Workshop on 5 "S" as part of capacity building exercise for TQM	CII, New Delhi	2.11.98
A. Santhosh Mathew	International Conference on Watershed Management	Central Board of Irrigation and Power, New Delhi	8.12.98 to 10.12.98
B.K. Sinha	International Conference on Watershed Management	Central Board of Irrigation and Power, New Delhi	8.12.98 to 10.12.98
Dr.VK Agnihotri	On Assessor Trg. Business Excellence Model, for TQM	CII, at Bangalore	16.12.98 to 18.12.98



Training and Research Units.

D. Banerjea	Systematic Approach to Training	ISTM, New Delhi	9.11.98 to 13.11.98
P. Michael V. Siromony	One Day Capsule Trg. for Disciplinary Authorities	International Centre for Human Management and Trg. New Delhi	6.11.98
Tarun Shridhar	1- Day Capsule Trg. for Disciplinary Authorities	International Centre for Human Management and Trg. New Delhi	6.11.98
Yeduvendra Mathur	25 th ARTDO International Human Resource Development Conference”	ARTDO, New Delhi	9.11.98 to 11.11.98
Tarun Shridhar	25 th ARTDO International Human Resource Development Conference”	ARTDO, New Delhi	9.11.98 to 11.11.98
Dr. Prem Shankar	Distance Learning Trg. Programme (Phase II)	IGNOU, New Delhi	7.12.98 to 31.12.98
Alka Kulkarni	Distance Learning Trg. Programme (Phase II)	IGNOU, New Delhi	7.12.98 to 31.12.98
Rajkumar Arora	Information Management Course	IIM, Lucknow	24.9.98 to 26.9.98
Rammilan Kewat Ramesh K. Goyal Om Prakash	ISLIC Conference	Trishur	21.12.98 to 24.12.98
Binod Kumar Tarun Shridhar Manisha Shridhar Uma Devi A.K. Singh (NSDART) Yaduvendra Mathur B.V.R Subramanyam M.H. Khan	Training on Trainers	TRDC, LBSNAA	17.8.98 to 21.8.98



5. GANDHI SMRITI LIBRARY

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

Library Resources: The library is a treasure chest of resources containing.

- Books & Reports
- Journals/Newsletters
- National Newspapers
- Regional Newspapers
- Regional magazines
- Audio Cassettes
- Video Cassettes
- CD-ROMs
- Maps
- Floppy disks

It has more than 1.5. Lakh documents, including bound volumes of Journals, 315 AudioCassettes and 1045 VideoCassettes. The Library has added 3847 documents, 60 AudioCassettes and 133 VideoCassettes during the period under report.

The details of the newspaper, periodicals received in the Library are as- under: Journals subscribed - 138, Journals received on Exchange basis - 60, Journals received on complimentary basis- 20, National daily Newspapers- 17, Regional daily Newspapers - 22, Popular Magazines - 30, Regional Magazines - 12, Children Magazines - 11, Children Newspaper-1.

In addition, the Library receives 24 Newsletters published by various National and International Organisations/ Institutions on complimentary basis.

Library Services: The library offers the following services

- Lending services
- Reference services
- Bibliography and documentation services
- News paper clipping services
- Current awareness services
- Photo copying services



- Literature search services

Computerisation:

Library is maintaining two database - one for information on books, reports, audiocassettes, videocassettes, CDs and other for newspapers and journal articles. The library database is now available on the Academy LAN called ACADNET.

Professional Development:

To keep the library staff abreast with the latest development in field, staff members were deputed for attending the ISLIC conference as well as training programmes at Thrisur and IIM, Lucknow.



6. COMPUTER CENTRE

During the year 1998 the Computer Centre continued to work under the guidance of Shri A. Santhosh Mathew until April 1998 Shri K.N. Kumar then took charge of the Centre with effect from May, 1998. CMC is maintaining the computers of the Academy.

The following activities were carried out during the year:

1. The COMPAQ WEB server was upgraded so as to serve the net users more effectively.
2. All Class rooms are now provided with HP-VECTRA PENTIUM 333 MHz computers.
3. Old 386 computers were traded of to acquire new DIGITAL PENTIUM 166 MMX computers, which are provided to the Officer Trainee's hostel room.
4. Faculty computers were replaced with new COMPAQ 333 MHz Multimedia Computers.
5. All 486 computers were upgraded with 16 MB RAM and 2.1 GB Hard Disk.
6. WINDOW 95 and MS-OFFICE 97 has been provided to all the computers with Netscape Communicator as the Internet Browser as well as Mail Client.
7. The 486 computer which was functioning as Dial-up Server was replaced by a COMPAQ computer enhancing the speed of the Dial-up network access.
8. A New Microwave link (512 Kbps) was setup through VSNL to provide high speeds Internet Access.

Printing

A total of 33,52,591 pages were printed during the year.

The following are the personnel of the printing wing and computer wing.

Printing Wing

Shri R.P. Prajapati
Shri Thakur Singh
Shri Satbir Singh
Shri Ram Lal
Shri Jagdish Prasad
Shri Kalam Singh
Shri R. S. Tirthwal
Shri Surjan Singh
Shri Ram Kumar

Computer Wing

Shri P.R. Harikrishnan
Shri Santulan Choubey
Ms. Poonam Sinha
Mohammad Aslam
Shri Ashim Debnath
Shri Alok Pandey



7. OFFICIAL LANGUAGE WING

अकादमी का राजभाषा स्कंध संयुक्त निदेशक महोदय के समग्र मार्गदर्शन एवं नियंत्रण में कार्य करता है जो कि अकादमी में राजभाषा अधिकारी तथा राजभाषा कार्यान्वयन समिति के अध्यक्ष के रूप में नामित है। डॉ. मदन मोहन मिश्र इसके संकाय समन्वयक हैं। इस स्कंध में एक सहायक निदेशक (रा.भा.) तथा दो अनुवादक शामिल हैं। यहां पर कार्यरत कनिष्ठ अनुवादक डॉ. आर.पी. सिंह ने जनवरी 98 में रक्षा मंत्रालय में सहायक निदेशक के पद पर कार्यभार ग्रहण किया। इसके अलावा सहायक निदेशक श्री शेर सिंह ने सितंबर माह में ग्रामीण क्षेत्र तथा रोजगार मंत्रालय, नई दिल्ली में सहायक निदेशक के पद पर कार्यग्रहण किया। उनके स्थान पर यहां श्रीमती रमा वर्मा ने सहायक निदेशक के पद पर कार्य ग्रहण किया।

विचाराधीन वर्ष में इस स्कंध की उपलब्धियां निम्नवत् रही हैं:-

1. अनुवाद कार्य:-

1500 पृष्ठों का प्रशासनिक तथा 900 पृष्ठों का पाठ्य सामग्री अनुवाद तथा लगभग 2000 पृष्ठों का पुनरीक्षण कार्य संपन्न किया गया।

2. अखिल भारतीय राजभाषा संगोष्ठी का आयोजन:-

अकादमी में 18-19 मई को "राजभाषा के संदर्भ में हिंदी और प्रान्तीय भाषाओं की चुनौतियां और समाधान" विषय पर अखिल भारतीय राजभाषा संगोष्ठी का आयोजन किया गया।

3. प्रोत्साहन योजना:-

इस वर्ष हिंदी में उत्कृष्ट कार्य करने वाले 10 कर्मियों को प्रोत्साहन योजना के अन्तर्गत 2650/-रु. के पुरस्कार प्रदान किए गए।

4. हिंदी सप्ताह:-

इस वर्ष अकादमी में 14-18 सितंबर तक हिंदी सप्ताह का आयोजन किया गया जिसमें हिंदी टिप्पण एवं मसौदा लेखन, निबंध तथा वाक् प्रतियोगिताएं आयोजित की गईं। 64वें आधारीक पाठ्यक्रम के अधिकारी प्रशिक्षणार्थियों के लिए भी हिंदी निबंध तथा वाक् प्रतियोगिता का आयोजन किया गया। इन प्रतियोगिताओं में अकादमी स्टाफ तथा अधिकारी प्रशिक्षणार्थियों ने उत्साहपूर्वक भाग लिया। 19 विविधमत जत्तपदममेता प्रतिभागियों को 5600/-रु. के नकद पुरस्कार तथा प्रमाण पत्र प्रदान किए गए।



Official Language Wing

5. राजभाषा कार्यान्वयन समिति की बैठकें:-

वर्ष 1998 के दौरान राजभाषा कार्यान्वयन समिति की सभी चार बैठकें आयोजित की गईं।

6. नगर राजभाषा कार्यान्वयन समिति, देहरादून द्वारा आयोजित की गई बैठकों में श्री शेर सिंह, सहायक निदेशक(रा.भा.) ने भाग लिया। वर्ष 1996-97 के दौरान हिंदी में अच्छा कार्य करने के लिए पुरस्कार योजना के अंतर्गत प्रथम स्थान प्राप्त करने पर नगर राजभाषा कार्यान्वयन समिति, देहरादून द्वारा अकादमी को पुरस्कार/प्रशस्ति-पत्र प्रदान किया गया।

7. राजभाषा नीति पर 9 मार्च 1998 को सचिवालय प्रशिक्षण तथा प्रबंध संस्थान, नई दिल्ली द्वारा एक दिवसीय हिंदी कार्यशाला का आयोजन किया गया।

8. राजभाषा अनुभाग द्वारा इस वर्ष 1.4.98 से 3.4.98 तक अवर श्रेणी लिपिकों के लिए हिंदी कार्यशाला का आयोजन किया गया। इस कार्यशाला में लगभग 20 अवर श्रेणी लिपिकों ने भाग लिया।

9. प्रकाशन:-

विचाराधीन वर्ष के दौरान राजभाषा स्कंध की प्रकाशन संबंधी उपलब्धियां निम्नवत् रही:-

i) 'भाषा भारती' के अंक 11 का प्रकाशन किया गया।

ii) अकादमी में 64वें आधारीक पाठ्यक्रम की 'पाठ्य पुस्तिका' तथा 'शिष्टाचार' पुस्तिका राजभाषा स्कंध द्वारा हिंदी में प्रकाशित की गई।



8. NATIONAL SOCIETY FOR PROMOTION OF DEVELOPMENT ADMINISTRATION, RESEARCH & TRAINING (NSDART)

The National Society for Promotion of Development Administration, Research and Training (NSDART) has been conducting and co-ordinating a number of research and evaluation studies and training programmes.

The Governing body constitutes the following:

- | | | |
|-----|--------------------------|--|
| 1. | Shri B.S. Baswan | Director, LBSNAA |
| 2. | Shri Binod Kumar | Joint Director, LBSNAA |
| 3. | Prof. A. Santhosh Mathew | Professor, LBSNAA |
| 4. | Shri R.K. Dhar | IAS (retd.), Sr. Fellow |
| 5. | Prof. R. Radhakrishnan | Vice-chancellor, Andhra University |
| 6. | Shri D. Tikku | Executive Director, NDDP |
| 7. | Shri A.K. Arora | Joint Secretary, DoPT |
| 8. | Shri N.C. Saxena | Secretary, Ministry of Rural Area & Employment |
| 9. | Shri B.V.R. Subramaniam | Dy. Director, LBSNAA |
| 10. | Shri H. Ramachandran | Executive Director, LBSNAA |

The activities of the Society include research studies, consultancy services, development of training modules, preparation of case studies, organisation of workshops, seminars, and special theme-oriented training programmes as well as dissemination through publications. Some of these have been carried out in collaboration with other similar institutions in the country, international organisations and by developing and co-ordinating networks.

Some of the major activities undertaken by the Society including those by the erstwhile NRRC in the recent past include:

Seminar/Workshops/Training Modules

- Workshop on "District Planning Manual", February 1995, sponsored by FAO.
- Training programme on "Micro Planning for Sustainable Development", February 1995, sponsored by the Department of Personnel and Training.
- Training courses on "Supervision of District Primary Education Programme", February-March and May 1995, sponsored by the Ministry of Human Resource Development.
- Training courses on "Planning and Implementation of District Primary Education Programme", November 1995 to January 1997, sponsored by the Ministry of Human Resource Development.



- Training courses on "Appraisal of District Primary Education Programme", May to December 1996, sponsored by the Ministry of Human Resource Development.
- Workshop on "Role and Functions of State Finance Commissions", July 1995, sponsored by the Ministry of Rural Areas and Employment.
- Workshop on "Participatory Planning in Watershed Management", 27-29 June, 1996, Watershed Management Directorate, Dehradun
- Training Programme on "Management of Urban Development", 9-13 October, 1996 and 14-18 April, 1997, sponsored by the Ministry of Urban Affairs and Employment and Department of Personnel and Training.
- Training Programme on "Health Care Management and Hospital Administration", 12-16 May, 1997, sponsored by the Punjab Health Systems Corporation, Chandigarh.
- One-Week Modular Programme on Food Security.

Research

- Preparation of Status of the Environment and Development Report the Hindu Kush Himalayas, sponsored by ICIMOD, Nepal.
- Development of an Integrated Area Development Plan for Chakrata Block, sponsored by District Rural Development Agency, Dehradun
- Schooling of Rural Population : A Social Assessment of Problems, Issues and Interventions, sponsored by the Bihar Education Project. The Social Assessment Study was conducted in four districts of Bihar (Gaya, Chatra, Hazaribagh and Purnea)
- Integrated health Planning at the Block Level, sponsored by the Ministry of Health and Family Welfare. (in progress)
- Evaluation of Bihar Education Project.
- Estimating the Carrying Capacity of the Mussoorie Hills - sponsored by the Supreme Court Committee for Monitoring the Environment.

In addition, Building Capacities for Planning and Management of Primary Education project have been proposed.

Publications

The Society has a very ambitious publications programme. Some of the recent publications are:

- Papers and proceedings of the seminar on the New Economic Policy published in *The Administrator* (January-March 1995).
- Papers presented in the workshop on Resource Use in and Around National Parks and Sanctuaries published in *Seminar* (February 1995).
- A book entitled *Skills for Effective Administrators* (editor: V.K. Agnihotri) Vikas Publishing House, New Delhi, May 1995.
- Public Policy Analysis and Design, Edited by V.K. Agnihotri, Concept Publishing Company, New Delhi, 1995.



- Dimensions of New Economic Policy in two volumes - Economic Sector and Social Sector. Editor's V.K. Agnihotri and H. Ramachandran, Concept Publishing Company, New Delhi, 1996.
- Policy and Legal Reforms for the Poor in India, N.C. Saxena, National Research & Resource Centre, LBSNAA, Mussoorie, 1997
- Based on workshops and seminars organised by the Centre, several other books and monographs have emerged on decentralised planning, sustainable development and forestry.

Ongoing Activities

The Society is currently involved in providing consultancy to the Ministry of Human Resource Development for developing, co-ordinating and delivering a package of training modules on District Primary Education Project (DPEP).

The Society has also commissioned a number of case studies in the area of Sustainable Development, Village Studies and the New Economic Policy impact.



9. TQM IN TRAINING INSTITUTIONS

Under the aegis of the Ministry of Personnel, Public Grievances and Pensions (Department of Personnel and Training), Government of India, the Department For International Development (DFID), Government of UK, and the British Council Division (BCD), British High Commission, a Project has been developed to initiate Total Quality Management (TQM) practices in certain selected training institutions with a view to enhancing the productivity of these institutions. The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie has been assigned the role of the "Lead Institute" to co-ordinate the Indian components of the project including monitoring and implementation of TQM initiatives in various institutes, and promoting good practices through publications and TQM Awareness Seminars. The project also envisages building LBSNAA's capacity as a TQM Research Unit for the government. A UK/external training partner is also engaged for the delivery of the out-of-India Module.

At the root of this initiative is the project approach to training which takes the programme beyond the provision of training Officer Trainees and delivery of training packages. The TQM training project for government training institutes not only aims at developing Action Plans using the knowledge and skills acquired during the training but also provides for monitoring of the implementation of the training programme as well as Action Plans over the project period. It takes a further leap forward to periodically assess the quality of training institutions on the basis of pre-determined criteria and develop a system of self-assessment of training quality.

The journey began with an assessment of the quality status of the selected training institutes through a questionnaire as well as field visits. An assessment of the quality needs of the training institutions was also undertaken in order to develop the course design. The first training programme was delivered at the LBSNAA, Mussoorie and the Cranfield University, U.K. between March and May 1997. After a month and a half of the conclusion of the training programme, monitoring visits to these five training institutes were undertaken. It revealed that, in various ways, quality has come to occupy the centre-stage in the agenda of the training institutions and, in addition to the preparation of the Action Plans, several comprehensive as well as ad-hoc measures to improve the quality of training had been initiated. To meet the demand for some additional input relating to implementation of TQM practices, a special refresher course was organised for the participants of the first training programme at the LBSNAA from 18 to 22 August, 1997. Two independent assessors assessed the Action Plans and the best action plan award was given to YASHADA, Pune.

The Project this year was in the implementation phase in five institutions. At the end of the year, in June 1998, all the institutions were assessed by two independent assessors for the progress made by them in implementing their action plans. Lal Bahadur Shastri National Academy of Administration was given the award for the best implementation of the action plan. This award along with a Citation was presented to the Director of the Academy in the



TQM Training Institutions

"Quality Summit" held in Delhi from 16 to 18 November, 1998 under the aegis of the Confederation of Indian Industry (CII), New Delhi.

This year, the Department of International Development (DFID), Government of UK, and the British Council Division (BCD), UK have agreed to fund the TQM Project in institutions for three more years covering 11 institutions. LBSNAA will act as the National Co-ordinator of the Project and Civil Service College; UK will be the UK Partner for training. This programme will follow the following cycle.

- i. Pre-UK training for two weeks in India
- ii. UK training for four weeks in UK
- iii. Preparation of action plans
- iv. Post UK Training, Feedback workshop and Awareness seminar for three days in India
- v. Implementation of action plans and assessment of implementation.

This training cycle will be repeated over three years covering all institutions. In addition, the project envisages the following:

- i. A newsletter called "Quality Government"
- ii. Establishment of a Quality Centre in LBSNAA
- iii. Publication of Quality Manual
- iv. Project on Quality in Government Institutions
- v. Preparation of TQM training courses.



10. ACTIVITIES OF CLUBS AND SOCIETIES

Adventure Sports Club

During 1998 the Adventure Sports Club organised the following activities.

1. In the month of March, 1998 River Rafting was organised in which 33 Officer-Trainees of IAS Professional Course Phase-I participated.
2. A Para Sailing session was organised in March, 1998 in which 20 Officer-Trainees of IAS Phase-I Course participated.
3. In August, 1998 a trek to Leh-Ladhak was organised for the Officer-Trainees of 1996-98 batch at the end of their Phase-II Course in which 20 Officer-Trainees & 3 Faculty Members participated.
4. During 64th Foundation Course a River Rafting expedition was organised on 4th Nov., & 7th December, 1998 in which 46 Officer-Trainees took part.
5. A short Course on Rock-Climbing was also organised for the Officer Trainees of 64th Foundation Course with the help of the ITBP, Mussoorie.

Shri Chandan Sinha, Deputy Director was the Director's Nominee till May, 1998. In the beginning of June, 1998 Shri Tarun Shridhar, Deputy Director [Sr.] took over as Director's Nominee on the ASC. In the beginning of 64th Foundation Course again Shri Chandan Sinha, Deputy Director took over as Director's Nominee on this Club. Shri Pawan Joshi was the Associate Director's Nominee till end of August, 98 after this Shri Jai Chand Singh took over as Associate Director's Nominee of this Club.

The Alumni Association

The Alumni Association published the newsletter '**Academy Sandesh**', December 1998. A Web Page has been developed for the Alumni Association, and the members of the Association could access the newsletter 'Academy Sandesh' from it. Shri Yaduvendra Mathur, Deputy Director was the Director's Nominee and Dr. Tuman Singh was the Associate Director's Nominee.



Computer Society

One attendant with reasonable technical experience was employed from the society to keep the NICTU and OVH Computer Halls open during weekends and till late night every day, to facilitate Officer Trainees of various courses.

During 98 a Multimedia Kit was procured by the Society to enrich the knowledge of Officer Trainees on the latest developments in the field of Computers. The best user of this facility was found to be Sri S. Chokalingam, who could connect online to various radio services of the world using Internet.

During 64th Foundational Course, the annual Homi Bhabha Debate on Science, Technology and Environment was organised. The motion this year was “Use of modern technology improves the living standard of common people of India”. An Electronic Directory of the Officer Trainees of 64th FC 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 64th Foundational Course, the prize was secured by (Name to be given after final test). The rolling trophy for the best debater of the Homi Bhabha Debate was awarded to Sri Rajesh Verma.

Shri K.N.Kumar was the Director’s Nominee and Dr. Goutam Mukherjee the Associate Nominee during the year.

Film Society

During the year, the film society screened about 130 films of high merit and artistic value as also those relevant to the training inputs.

Shri S.K.Nayak Deputy Director was the Director's Nominee and Shri L.C. Singhi the Associate Nominee.

Fine Arts Association

During the year the Fine Arts Association organised the following programme:-

- a. The First Zonal Day was held wherein the States of East, northeast and North Zones were represented. The Officer Trainees of the IAS Professional Course Phase-I put-up a large number of dances, skits and arranged traditional games and appeared in the traditional dresses of the above mentioned areas. The Officer Trainees came out in large numbers to make this day a success.



Activities of Clubs and Societies

- b. In Mid-course the second cultural function of IAS Professional Course, Phase-II was organised. The final one on the last day of the course had some satirical skits of their two years stay in the Academy and in response, on the next day the faculty put up the faculty show called 'Ham Aap Ke Hain Kaun'.

Shri M.H.Khan, Deputy Director was the Director's Nominee. He was assisted by Shri Tarun Sridhar Deputy Director (Sr.) and Dr. H.C. Pokhriyal the Associate Director's Nominees on the Fine Arts Association.

Hobbies Club

During the year the Hobbies Club organised painting and collage modules for the IAS Professional Course Phase-I and the Professional Course Phase-II. The Hobbies Club undertook the following activities during the year.

1. The dark room was made operational for printing black & white photographs.
2. The Club negotiated with studios at Mussoorie for provision of goods and services for Officer Trainees 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 now available through the Hobbies Club at Rs. 80-00
3. The Hobbies Club organised a photo-competition for the Officer Trainees. Arrangements were also made to make photographs available to those Officer Trainees who do not own a camera.

Shri S.K.Nayak was the Director's Nominee. Shri Goutam Mukharjee the Associate Nominee. Shri S.S. Rana, PTI organised the above activities.

House Journal Society

The Society publishes a fortnightly magazine in which the officer trainees contribute. It also publishes a Directory at the end of the course covering the Bio-Data and a write up on each Officer Trainee.

During Phase - I & II

Phase -I course edited and published several issues of '**Yaah**' and its special issue was titled '**REFLECTION**' which covered articles from the Officer Trainees and faculty members. The Secretary was Shri Naveen Mahajan.

Phase-II course edited and brought out three issues of '**RED TAPE**' and a directory named '**SNAP SHOFFICER TRAINEES**' which had photographs of Officer Trainees with their permanent address, phone no. It also had their comments on each other, bringing out their



Activities of Clubs and Societies

special qualities and a line of their own philosophy of life. The Secretary was Ms. Caralyn Khongwar.

During 64th Foundation Course:

In the 64th Foundation Course it published two issues of "**Nayaab**" second one as a special issue covering articles and poems in Hindi & English.

It also published a directory named "SMRITI" covering personal details of officers trainee. The Secretary during the foundation course was Ved Prakash. The Director's Nominee was Prof. M.M.Mishra and Associate Nominee Shri Vijay Kumar.

Management Circle

The Management Circle began its activities after the Winter Study Tour and Block Leave of Officers Trainees of IAS Professional Course Phase-I (December 1997 to June 1998). Three major courses were run during the period. Following major activities were organised by the Management Circle.

IAS Professional Course Phase-I (1997-99 Batch)

1. Debate Competition on the topic "**Privatisation is the Panacea for the Ailing Public Sector**" was organised.
2. Management Quiz was conducted in Gobind Ballabh Pant Hall.
3. "Management Update" an in-house journal of the Circle was prepared and distributed to all Officer Trainees and faculty members. Articles written by management gurus like Michael Porter, Henty Mintzberg, C.K. Prahlad and Gary Hamel were selected and also some articles written by Indian Management teachers at various institutes were also included. Shri Shashidhar Srinivas K. was the Editor of Management Update.
4. Management Class: The Secretary of the society took a class on the topic such as break-even analysis and project financing.

The secretary was Shashidhar Srinivas K.



Activities of Clubs and Societies

IAS Professional Course Phase-II (1996-98 Batch)

1. Management Circle invited Shri P.C. Sen, CMD, Indian Airlines, New Delhi on 6.7.98 to deliver a talk on the topic "Indian Airlines - there is a change in the Air".
2. A Quiz Competition "INQUIZZITIVE" was held on 29.7.98 in association with the Society for Contemporary Affairs.
3. Contributed Rs.2000 to Adventure Sports Club for End Course Trek to Ladakh.

The Secretary was Shri Rahul Anand.

64th Foundational Course (September to December 1998)

1. Advertisement Quiz: Around 60 persons witnessed the event and 24 of them participated in the initial round. The Quiz was organised in three rounds.
2. "***Prabandh Shastra***". This was a novel concept introduced by the 64th Foundational Course's Management Circle. Two issues of the management magazine were brought out. The contents of the magazine included contemporary management concepts. It dealt with strategies followed by companies, management in government, tax planning research studies and management thoughts.
3. Crossword and Quiz Competitions: The crossword competitions were organised through the medium of the magazine. The first crossword received only **five** entries, as people perceived it to be a difficult one. The difficulty level was reduced in the second crossword. This one received **eleven** entries, of which prizes were given to the first two. The response to the quiz was much more subdued and it received only **seven** entries. The reason given was that people were not in touch with the current practices and ads.
4. Video film: A videocassette was procured with great difficulty of the film "***Ek Ruka Hua Faisla***". This was a two-hour Hindi movie with Pankaj Kapoor in the lead role. It was a one-room drama. This movie highlighted the art of group dynamics.
5. Diwali Day Celebrations: The Management Circle had organised two events during the day - Musical Chairs and Passing the Parcel. Both the events were well participated.
6. Debate Competition: The first debate competition in the Academy was organised jointly by the Management Circle and the Society for Contemporary Affairs.

The Secretary was Anil Kumar Sagar.

Shri L.C. Singhi, Professor of Law and Shri P.R. Harikrishnan were the Director's Nominee and Associate Nominee respectively. Shri Purushottam Kumar assisted in the societies activity.



Nature Lovers Club

The Nature Lovers' Club began its activities after the Winter Study Tour and Block Leave of Officers Trainees of IAS Professional Course Phase-I (December 1997 to June 1998). Three major courses were run during the period. Following major activities were organised by the NLC.

IAS Professional Course Phase-I (1997-99 Batch)

1. A talk of Dr. Sunil Sanon, environmentalist about geographical history of Mussoorie and its changing environment. The talk was followed by beautiful sideshow.
2. A feature film "African Safari" was screened.
3. Photography Competition was organised and cash prizes were given to the winners.
4. Slogan Competition. NLC received a number of slogans in Hindi and English on environment. Six Officer Trainees were given prizes for best slogans.
5. On "World Environment Day" (5 June), tree plantation programme was held in the Happy Valley Grounds. Faculty Members, Officer Trainees and staff members participated in it.

The Secretary was Ms. Gayatri Meghwal.

IAS Professional Course Phase-II (1996-98 Batch)

NLC contributed Rs.2000 to Adventure Sports Club for the End Course of Trek to Ladakh.

The Secretary was Shri Subhash Chand Sharma.

64th Foundational Course (September to December 1998)

1. On "Academy Day" i.e. 2nd September, 1998 (Actual day 1st September) after the function organised in Sampooranand Auditorium by TQM Project, a tree plantation function was organised. Faculty and staff members participated in plantation programme.
2. On 6.12.1998 a Cricket Match was organised for children of various age groups. NLC contributed Rs.500/- for that event.
3. Nameplates were made for trees in the Academy campus.

The Secretary was Shri Nilabh Kishore.



Activities of Clubs and Societies

Shri P.M.V. Siromony, Deputy Director was the Director's Nominee upto mid October, 1998. Presently Ms. B.V. Uma Devi, Deputy Director is the Director's Nominee. Ms. Alka Kulkarni and Shri S.S. Rana are the Associate Nominees. Shri Purushottam Kumar assists the club in its activities.

Officers' Club

The Officers' Club provides facilities for both outdoor & indoor games for the Officers Trainees/Faculty & members of the Staff. The outdoor facilities include Lawn Tennis, BasketBall, Cricket, Football, Hockey & Athletics. The indoor games facilities include Billiards, Carom, 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 for 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, Officer 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 also organised coaching camps for the Officer Trainees of Phase-I in the following games [a] Badminton [b] Tennis [c] Volley Ball [d] Billiard.
6. During Phase-I matches were organised with in-service courses participants and officer trainees in Badminton, Lawn Tennis & Table Tennis etc.

IAS Professional Course Phase-II

1. During Phase-II, matches were organised in Badminton, Tennis & Squash between Officer Trainees & Faculty members of the Academy. Officer Trainees participated actively in these matches.
2. During phase-II matches were also organised with in-service course participants and officer trainees in Badminton and Tennis.



64th Foundation Course

1. The sporting activities of Officers Club started with Cricket matches played between Officer-Trainees & Faculty & Staff.
2. Open tournament of various games like Badminton, Lawn Tennis, Table Tennis, Squash, Billiard Carom & Chess etc. was organised.
3. During the 64th Foundation Course, the Club organised coaching camp in the following games [a] Tennis [b] Badminton [c] VolleyBall [d] Athletics.
4. Matches were also organised with the Faculty in the games like Badminton, Squash, Tennis and Table Tennis.

Officers' Mess

The Officers' Mess is run by the officer trainees themselves on a contributory basis. An elected committee comprising of a President, a Secretary, a Treasurer and five other members manages the affairs of the mess. The Mess has a full time Mess Officer an accountant and 34 permanent staff. In addition to this 20 dailywagers were appointed during the 64th Foundational Course. Officers Trainees are assigned duties as Mess Duty Officer (MDO) by rotation and the MDOs supervise the issue of stocks, preparation of food and service. This structure not only encourages participation but also provides an opportunity to the officer trainees to manage a real organisation. During the year, receipt and issue of stock functions were computerised. In addition, during the 64th Foundational Course, a group of Officer Trainees worked on a project to initiate improvements in the various aspects of the working of the Mess.

During the year Shri Rajeev Kapoor (January-March, 1998), Shri BVR Subrahmaniam (May-June, 1998), Shri Tarun Shridhar (July to till date) were the Directors' Nominees on the officers' mess.

During the year Shri Arshad Nandan (January to March 1998), Shri MH Khan (April to till date) were the Associate Directors' Nominees on the Officers' Mess. Shri S.S. Rana were the Associate Directors' Nominee during November to December, 1998.

Rifle and Archery Club

Every Officer undergoing training at the Academy is a member of this Club. The executive Committee of the Club consists of one Secretary and three members and they organise 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 & Archery Club has .22 Sporting Guns, .38 Revolvers, Air Guns & one .12 Bore SBI Gun. The Club organised practice sessions for the Officer Trainees and the Faculty in the handling and usage of the above mentioned Arms. Assistance of Sr. Superintendent of Police, Dehradun were also taken in handling and managing these practice sessions. Firing



Activities of Clubs and Societies

session of carbine were also organised during IAS Phase-I & II Course with the help of SSP., Dehradun. The Club also possesses an automatic Rifle & a light machine gun presented by Lt. Gen. J.S. Arora in 1972. The Archery equipment with the Club is at the moment non-functional.

Shri A. Santosh Mathew was the Director's Nominee and Dr. M.R. Unnithan was the Associate Nominee during the period. The officer trainees who worked as office bearer during 1998 are as below:

The Secretary for Foundational Course Vivek Priyadarshi, and for IAS Professional Course Phase-I was Hemant Kumar Gera and for IAS Professional Course Phase-II was V. Shashank Shekhar

Society for Contemporary Affairs

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

The field of operation assigned to this Society is quite large, because all activities of general nature, which are not specifically provided for under the Constitution 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.

The year under report technically commenced on 1st January, 1998 but for the purpose of the functioning of the Society, it effectively began on the 1st March, 1997 after the IAS Officer-trainees had returned to the Academy from tour and settled down for curricular, co-curricular and extra-curricular activities.

The officer-trainees, who on being elected, functioned as Secretaries in respect of the Society for Contemporary Affairs during 1998 are named below:-

- i. Shri Ashish Kundra, Phase-II
- ii. Shri Sanjeeb Kr. Mishra, Phase-I
- iii. Shri Vishal Chauhan, 64th Foundational Course

The society for Contemporary Affairs organised a large number of competitions and contests during the year 1998. It also arranged for interactions with Academicians, Scientists and other Personalities drawn from various fields. Mention may be made of the following:-

- i. Debate Competition on 9.3.98
- ii. Extempore Speech contest on 19.3.98
- iii. Debate Competition on 30.3.98
- iv. Quiz competition on 23.4.98
- v. North, East & North East Zonal Quiz Competition on 9.5.98
- vi. South & West Zonal Quiz Competition on 10.5.98



Activities of Clubs and Societies

- vii. National Debate on 17.5.98
- viii. Law Quiz Competition on 21.5.98
- ix. Extempore Speech Contest on 10.7.98
- x. Quiz Contest on 29.7.98
- xi. Mock Press Conference on 18.09.98
- xii. Debate Competition ("Power does not corrupt people, it is people who corrupt the power") on 25.09.98
- xiii. Talk with Mr. Federic Gonald, ENA and Attaché, Embassy of France on 25.09.98
- xiv. Discussion with the delegation from Nepal on 16.10.98
- xv. Question and Answer session with Dr. M.P. Parmeshwaran, a nuclear scientist turned science activist on 20.10.98
- xvi. Discussion with Mr. D.K. Sinha, a senior Advocate, Supreme Court of India on 21.10.98
- xvii. Thought of the Day
- xviii. Graffiti Corner
- xix. Debate ("Bureaucrats have ruined the country") on 30.10.98
- xx. General Quiz contest on 27.10.98
- xxi. Talk by Prof. T.K. Ommen, a renowned sociologist, on 5.11.98
- xxii. Discussion with Ms. Neerja Jayal, Professor from J.N.U. on 8.11.98
- xxiii. Lecture by Mr. Rajeshwar Prasad, IAS (Retd.) on 3.12.98

Society for Social Services

The Society for Social Services under took the following activities during the year:

- **Health camp** for the Rickshaw Pullers, coolies and their dependants in Mussoorie with an emphasis on Tuberculosis patients was conducted every Thursday. This camp is conducted under the able guidance of Dr. Sunil Senon with support from our dispensary Unit and volunteers from LBSNAA Staff and trainees. The Rajiv Gandhi Foundation financially supports it. About 30 patients visit the camp every week and during the peak season (the tourist season when a lot of labourers migrate from the nearby villages) this number is around 40-50.
During the F.C., the society got the co-operation of a few doctors in the Foundational Course namely Dr. Jaidev Rajpal, Dr. Ajay Singh Chouhan and Dr. S. Muralikrishna. Some of the Officer Trainees also took part in the camp as counsellors.
- **The Lalita Shastri Balwadi** was run by the Society mainly for the wards of the Academy Staff.
- **A tailoring centre** was run for the girls and women, to help them develop skills to become self-dependent. Young women from all over Mussoorie have been coming to the centre regularly.
- **A Homeopathic dispensary** was run by the Society and Dr. N.P. Uniyal attended to the patients and Dr. (Ms.) Rashmi Chopra provided assistance on Saturdays and Sundays. The services of the dispensary including medicines were provided totally free of cost to all.
- **A FETE** was conducted by the Society during the Foundational Course. It helped in promoting greater interaction between the Officer Trainees and also gave them a hands-



Activities of Clubs and Societies

- on experience of organising events. The FETE made a marginal profit.
- Ms. Sumati Devi approached the Society for financial aid for her treatment of a benign tumour. An amount to the tune of Rs.6500 was collected from the officer trainees to help the lady.

The Director's Nominee was Shri P.M.V. Siromony, and shri Arshad Nandan, Shri Subrahmaniam and Shri A. Nallasamy was the Associate Director's Nominee.



11. LIST OF FACULTY

Name S/Shri	Designation
B.S. Baswan	Director
V.K. Agnihotri	Joint Director (Relieved on 30.11.98 A.N.)
Binod Kumar	Joint Director (from 2.4.98)
Faculty of Public Administration and Social Management	
V.K. Agnihotri	Professor of Public Administration (Relieved on 30.11.98 A.N.)
P. Michael V. Siromony	Deputy Director (Sr.)
G.P. Joshi	Deputy Director (Sr.) (Relieved on 11.09.1998)
V.L. Joshi	Deputy Director (Sr.) (Relieved on 10.06.1998)
Tarun Sridhar	Deputy Director (Sr.) (Joined on 25.05.1998)
Manisha Sridhar	Deputy Director (Sr.) (Joined on 20.07.1998)
A. Santhosh Mathew	Professor of Social Management
K.N. Kumar	Deputy Director
Sandeep K. Nayak	Deputy Director
Yaduvendra Mathur	Deputy Director (Joined on 08.05.1998)
M.H.Khan	Deputy Director (Joined on 21.04.1998)
Chandan Sinha	Deputy Director
Ms. B.V Uma Devi	Deputy Director (Joined on 10.09.1998)
Rajeev Kapoor	Deputy Director (Relieved on 12.09.1998)
H.B. Das	Professor of Public Administration (Joined on 01.12.1998 and relieved on 31.1.99)
Faculty of Management	
Sanjeev Chopra	Deputy Director
B.V.R. Subrahmanyam	Deputy Director (Joined on 21.04.1998)
Faculty of Law	
D. Banerjea	Faculty Coordinator
H.B. Das	Professor (Relieved on 26.11.1998)
L.C. Singhi	Professor
A. Subrahmanyam	Reader
V. Vijaya Kumar	Reader
Faculty of Economics	
A.S. Mathew	Professor (Faculty Coordinator)
H.C. Pokhriyal	Professor (Relieved on 01.09.1998)



List of Faculty

Faculty of Indian History and Culture

B.K.Sinha

Faculty of Political Theory and Constitutional Law

Manisha Sridhar Deputy Director (Sr.) (Coordinator)

Faculty of Languages

M.M. Mishra Professor of Hindi & Regional Languages & Faculty Coordinator
Prem Shankar Reader in Hindi
Manjulika Singh Assistant Professor (Retired on 31.1.98)
Tuman Singh Asst. Professor, Hindi
M.R. Unnithan Asst. Lecturer, Malyalam and Kannada
Alka A. Kulkarni Asst. Lecturer, Gujarati and Marathi
Manjushree Roy Asst. Lecturer, Oriya and Bengali
A. Nallasamy Asst. Lecturer, Tamil and Telugu
Arshad Nandan Asst. Lecturer, Urdu and Punjabi
K.B. Singha Asst. Lecturer, Assamese and Manipuri

Training Research and Development Cell

A. Santhosh Mathew Professor and Coordinator

Centre For Micro-Planning and Regional Studies

R.K. Dar Sr. Emeritus Fellow
V.L. Joshi Coordinator (from 12.9.96 to 10.06.1998)

Centre for Rural Studies

B.K.Sinha Faculty Coordinator
Ajay Sinha Research Officer
Puspendra Consultant
Sarabjeet Kaur Programmer
Arun Kumar Research Officer
A.P.Singh Research Associate

National Literacy Resource Centre

Anita Rampal Director
Vijay Kumar Research Assistant
Maninder Kaur Research Assistant (Relieved on 6.3.99)

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
Mahavir Prasad Programmer



List of Faculty

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

Physical Training

S.S. Rana	PTI
Jai Chand Singh	SAI Volley Ball, Coach
Prithi Singh	Asstt. Physical Training Instructor
Sukhbir Singh	Riding Instructor (Relieved on 02.06.1998)
Raj Singh	Asstt. Riding Instructor (Relieved on 20.08.1998)
Man Singh	Riding Instructor (Joined on 10.06.1998)
Virendra Singh	Asstt. Riding Instructor (Relieved on 21.08.1998)

Medical

Dr. Anil Bhatnagar	Chief Medical Officer
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Raj Bhasha

Sher Singh	Hindi Officer (Relieved on 30.09.1998)
Rama Verma	Hindi Officer (Joined on 30.09.1998)

Administrative Section

S.S. Bedwal	Administrative Officer
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Accounts Section

N.K. Dabral	Administrative Officer
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Estate Section

B.S. Kataria	Administrative Officer
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12. TRAINING PROGRAMMES CONDUCTED DURING 1998

S. No.	Name of the Course	Venue	Schedule	Co-ordinator/ Associate Co-ordinator	No. of Participants
1.	IAS Professional Course Phase-I (1997-99 Batch)		20-12-97 to 5-6-1998	CC - PMV Siromony ACCs - Sanjeev Chopra, BVR Subramanyam, KN Kumar, Prof. Pranab Banerjee	78
2.	IAS Professional Course Phase-II (1996-98 Batch)		29-6-1998 to 7-8-1998	CC - Sanjeev Chopra ACC - HC Pokhriyal	83
3.	LXIV Foundational Course		7-9-1998 to 18-12-1998	CC - KN Kumar ACCs - Tarun Shridhar, BVR Subrahmaniyam, Sundeep K. Nayak, Prof. L.C. Singhi	288
4.	LXXVIII Trg. Prog. For IAS Officers (Promoted/Select List) (Main Campus)		23-3-1998 to 1-5-1998	CC - BK Sinha ACCs - SK Nayak, Vijay Kumar	29
5.	LXXIX Trg. Prog. For IAS Officers (Promoted/Select List) (Main Campus)		11-5-1998 to 19-6-1998	CC - Pranab Banerjee ACCs - MH Khan M. Muthuswamy	34
6.	XVIII Trg. Prog. For IAS Officers of 17-20 years service. (Indra Bhawan Campus)		18-5-1998 to 29-5-1998	CC - BS Baswan ACCs - BK Sinha, Y. Mathur, Vijaya Kumar	17
7.	Trg. Prog. for IAS Officers of 6-9 years service. (Indra Bhawan Campus) (Subject to availability of non-plan budget)		22-6-1998 to 3-7-1998	CC - AS Mathew ACCs - KN Kumar, SK Nayak, LC Singhi	23
8.	LXXX Trg. Prog. for IAS Officers (Promoted/Select List) (Main Campus)		13-7-1998 to 21-8-1998	CC - D. Banerjea ACCs - Tarun Shridhar, MH Khan, Dr. G. Mukherjee Dr. A. Subramanyam	29
9.	VII Trg. Prog. for IAS Officers of 10-16 years service. (Indra Bhawan Campus)		31-8-1998 to 11-9-1998	CC - Dr. VK Agnihotri ACCs - Binod Kumar, Tarun Shridhar, HC Pokhriyal, Y. Mathur	20
10.	VIII Trg. Prog. for IAS Officers of 10-16 years service. (Indra Bhawan Campus)		14-9-1998 to 25-9-1998	CC - Dr. VK Agnihotri ACCs - Binod Kumar, Ms. Manisha Shridhar, Y. Mathur	20



Training Programmes Conducted During 1998

11.	XIX Trg. Prog. for IAS Officers of 17-20 years service. (Indra Bhawan Campus)		5-10-1998 to 16-10-1998	CC - BS Baswan ACCs - BK Sinha, MH Khan, Vijay Kumar	14
12.	Workshop on Saaksharta Samvaad		10-1-1998 to 11-1-1998	CC - Dr. Anita Rampal	112
13.	Management System for Rural Employment Programmes		27-1-1998 to 31-1-1998	CC - Sanjeev Chopra	11
14.	Workshop for Resource Persons on Participated Strategies for Continuing Education and Lifelong Learning		16-3-1998 to 17-3-1998	CC - Dr. Anita Rampal	19
15.	Workshop for Resource Persons and Practitioners on Evolving Methodologies for Impact Evaluation and Process Documentation of Literacy Campaign		19-3-1998 to 20-3-1998	CC - Dr. Anita Rampal	14
16.	Co-operative in the Changes Economic Context: Policy Seminar for IFFCO		1-4-1998 to 4-4-1998	CC - Sanjeev Chopra	12
17.	Public Management and Poverty Reduction		15-4-1998 to 30-4-1998	CC - A.Santhosh Mathew ACC - KN Kumar	15
18.	Workshop on Redesigning the Numeracy Curriculum for Adults		20-4-1998 to 22-4-1998	CC - Dr. Anita Rampal	16
19.	Seminar on Agri-Business Co-operatives in Punjab: Circa 2010		29-4-1998 to 1-5-1998	CC - Sanjeev Chopra	15
20.	Co-operatives : Policy Seminar for Jammu & Kashmir		11-5-1998 to 13-5-1998	CC - Sanjeev Chopra	32
21.	Capacity Building in Public Administration		25-5-1998 to 26-5-1998	CC - Dr. VK Agnihotri ACCs - H. Ramachandran, SK Nayak	29
22.	Workshop on Displacement and Resettlement in India		1-6-1998 to 3-6-1998	CC - BK Sinha	45
23.	Workshop on IFAD's Strategic Direction in India		9-6-1998 to 10-6-1998	CC - Sanjeev Chopra	56
24.	Capacity Building for International Development Organisations		8-6-1998 to 12-6-1998	CC - Dr. Anita Rampal	44
25.	IMY Training		8-6-1998 to 12-6-1998	CC - Vijay Laxmi Joshi ACCs - Tarun Shridhar, Sundeep K. Nayak	11
26.	Retreat on "Challenges before the Service		18-6-1998 to 19-6-1998	CC - VL Joshi ACCs - BVR Subrahmanyam, Tarun Shridhar	14



Training Programmes Conducted During 1998

27.	District Collectors' Conference on CCA		20-6-1998 to 21-6-1998	CC - Sundeep K. Nayak	33
28.	IMY Training		17-8-1998 to 21-8-1998	CC - Sudeep K. Nayak	21
29.	Emerging Role of the State and the Civil Services Training Programme for IAS Officers		24-8-1998 to 28-8-1998	CC - Dr. VK Agnihotri ACCs - M Muthuswamy, Manisha Shridhar, Chandan Sinha	22
30.	Workshop on Creating a Good Reading Environment and Appropriate Reading Materials for Neo-literates		26-9-1998 to 27-9-1998	CC - Dr. Anita Rampal	16
31.	The Second SAARC Consultation on Co-operative Policy		6-10-1998 to 8-10-1998	CC - Sanjeev Chopra	35
32.	Training Programme for the IAS Officers on Universalising Education		26-10-1998 to 30-10-1998	CC - Dr. VK Agnihotri ACCs - Tarun Shridhar, H. Ramachandran	20
33.	Workshop for Resource persons, Administrator, Academicians, and field activists on Participatory Impact Studies		21-12-1998 to 22-12-1998	CC - Dr. Anita Rampal	21

Details of the courses organised by NSDART from January, 1998 to December, 1998

Sl. No.	Name of the Courses	Date of the Courses	Male	Female	Inaugural address by	Valedictory address by	Theme
1.	Programme on Training Design for Forest Officers of U. P. Government	12-16 January, 1998	10	0	H. Ramachandran	H. Ramachandran	Training Design for Forest Officers of U.P. Government
2.	Programme on Systematic Management of Training for Forest Officers of U. P. Government	19-23 January, 1998	11	0	H. Ramachandran	H. Ramachandran	Systematic Management of Training for Forest Officers of U.P. Government
3.	Training Course on Annual Work Plan and Budget Venue : SIEMAT, Allahabad	20-22 January, 1998	30	6	H. Ramachandran	H. Ramachandran	DPEP AWP&B



Training Programmes Conducted During 1998

4.	Refresher Training Programme on "Management of VSNL Executives" Venue : Indira Bhawan	2-13 February, 1998	12	2	H. Ramachandran	H. Ramachandran	Management of VSNL Executives
5.	One Week Modular Programme on Food Security	18-22 March, 1998	16	0	B. S. Baswan	H. Ramachandran	Food Security
6.	Training Programme on Management for Senior Officers of Khadi and Village Industries Commission	6-11 April, 1998	25	0	H. Ramachandran	V. K. Agnihotri	Management for Senior Officers of Khadi & Village Industries Commission
7.	TRAINING OF TRAINERS - One Week Programme for Forest Officers of Government of UP	14-18 April, 1998	12	0	H. Ramachandran	H. Ramachandran	Training of Trainers
8.	DIRECT TRAINER SKILLS - One Week Programme for Forest Officers of Government of UP	20-24 April, 1998	8	0	S. Datta	V. K. Agnihotri	Direct Trainer Skills
9.	Training Programme on DPEP – Appraisal of Annual Work Plan and Budget	18-22 May, 1998	15	4	V. K. Agnihotri	V. K. Agnihotri	DPEP Appraisal
10.	Senior Management Programme for VSNL Executives	18-29 May, 1998	14	0	H. Ramachandran	N. Vittal	VSNL Executives
11.	Training Programme on DPEP – Appraisal of Annual Work Plan and Budget	1-5 June, 1998	13	1	V. K. Agnihotri	V. K. Agnihotri	DPEP Appraisal



Training Programmes Conducted During 1998

12.	Training Programme on DPEP – Appraisal of Annual Work Plan and Budget	8-12 June, 1998	16	0	V. K. Agnihotri	V. K. Agnihotri	DPEP Appraisal
13.	Training Programme on Supervision of DPEP	15-19 June, 1998	14	2	Vyas Ji	H. Ramachandran	DPEP Supervision
14.	Orientation Programme for Young Professionals of CAPART	15-20 June, 1998	9	10	Binod Kumar	H. Ramachandran	Young Professionals of CAPART
15.	Orientation Programme for Young Professionals of CAPART	16-21 June, 1998	7	10	B. S. Baswan	H. Ramachandran	Young Professionals of CAPART
16.	Orientation Programme for Young Professionals of CAPART	22-27 June, 1998	13	14	N. Ramji	H. Ramachandran	Young Professionals of CAPART
17.	New Frontiers in Project Management (PMA) Venue : Main Campus	22-27 June, 1998	52	0	Nira Ramachandran	H. Ramachandran	New Frontiers in Project Management
18.	Preparation of Annual Work Plan and Budget	23-27 June, 1998	11	5	Nira Ramachandran	H. Ramachandran	DPEP Plan Preparation
19.	Preparation of Annual Work Plan and Budget	June 29 to 3 July, 1998	15	0	H. Ramachandran	H. Ramachandran	DPEP Plan Preparation
20.	Preparation of Annual Work Plan and Budget (WB)	7-11 July, 1998	9	2	H. Ramachandran	H. Ramachandran	DPEP Plan Preparation
21.	Preparation of Annual Work Plan and Budget (UP)	13-17 July, 1998	13	0	H. Ramachandran	H. Ramachandran	DPEP Plan Preparation
22.	Planning & Implementation of DPEP (Bihar)	7-12 August, 1998	23	0	R. S. Pandey	H. Ramachandran	DPEP Planning & Implementation
23.	Workshop on Attitude and Behaviour Change	24-28 August, 1998	43	2	N. C. Saxena	Binod Kumar	Attitude and Behavior Change
24.	Workshop on Solid Waste Management	3 rd September, 1998	25	1	N. P. Singh	N. P. Singh	Solid Waste Management in Mussoorie



Training Programmes Conducted During 1998

25.	Preparation of Annual Work Plan and Budget (UP) Venue: SIEMAT, Allahabad	8-12 September, 1998	16	0	Najma Akhtar	Nazma Akhtar	DPEP Plan Preparation
26.	Supervision Mission DPEP Venue: SIEMAT, Allahabad	14-18 September, 1998	17	5	Nazma Akhtar	Nazma Akhtar	DPEP Supervision
27.	Self & Team Development Training Programme, Ed.CIL	18-21 September, 1998	16	6	H. Ramachandran	H. Ramachandran	Self & Team Development
28.	Preparation of Annual Work Plan and Budget (Orissa)	22-26 September, 1998	21	0	Nira Ramachandran	H. Ramachandran	DPEP Plan Preparation
29.	Management Development Programme for Senior Officers of the Handloom Sector	6-11 October, 1998	12	0	M. M. Khan	V. K. Agnihotri	Management Development Programme
30.	Appraisal of Annual Work Plan & Budget (Karnataka)	12-16 October, 1998	18	4	H. Ramachandran	H. Ramachandran	DPEP Appraisal
31.	Preparation of Annual Work Plan and Budget (UP) Venue: SIEMAT, Allahabad	26-30 October, 1998	20	3	Najma Akhtar	Najma Akhtar	DPEP Plan Preparation
32.	Supervision of DPEP Venue: Indira Bhawan	16-21 November, 1998	17	3	N. K. Jangira	H. Ramachandran	DPEP Supervision
33.	Modular Programme on Food Security	16-21 November, 1998	17	2	R. S. Mathur	R. S. Mathur	Food Security
34.	Appraisal of Annual Work Plan & Budget	23-27 November, 1998	15	3	Nira Ramachandran	H. Ramachandran	DPEP Appraisal



Training Programmes Conducted During 1998

35.	Management Development Programme for Senior Officials of Khadi & Village Industries Commission	23-28 November, 1998	19	0	H. Ramachandran	H. Ramachandran	Management Development Programme
36.	Management Development Programme for Senior Officers of the Handloom Sector	7-12 December, 1998	13	0	V. K. Goyal	H. Ramachandran	Management Development Programme
37.	CAPART TNA Workshop	7-8 December, 1998	13	2	H. Ramachandran	H. Ramachandran	Training Needs Assessment
38.	Preparation of Perspective Plan & Budget (U.P.)	10-18 December, 1998	30 (Nominated)		H. Ramachandran	H. Ramachandran	DPEP Perspective Plan & Budget
39.	Appraisal of Annual Work Plan & Budget	14-18 December, 1998	24 (Nominated)		H. Ramachandran	H. Ramachandran	DPEP Appraisal
40.	Preparation of Perspective Plan & Budget (U.P.) Venue: SIEMAT, Allahabad	21-29 December, 1998	35 (Nominated)		H. Ramachandran	H. Ramachandran	DPEP Perspective Plan & Budget
41.	Preparation of Perspective Plan & Budget (U.P.) Venue: SIEMAT, Allahabad	22-30 December, 1998	35 (Nominated)		H. Ramachandran	H. Ramachandran	DPEP Perspective Plan & Budget



13. PUBLICATIONS

Faculty of Languages

Dr. M.M. Mishra

(Under pen name- Madan Mohan Tarun)

1. Vykran ka samajshastra, Anuvrat, February I
2. Ek andheri yatra, Anuvrat, March.II
3. Chetana ke naye Ayam, Anuvrat, April I
4. Sahityakar nahee daroga chaheye, Kadambini, May
5. Sanityakar nahee daroga chaheye,Vishwajyoti, May
6. We need Darogas, not poets, Reflections, May
7. Atindriya anubhutiyaon ke drishta sarjak, Virendra Kumar Jain. Bhasha Bharati. II
8. Apne garbh se janm, Anuvrat, June I.
9. (i) Aam Adami Vagarth ,May
(ii) Teesvi ektisvi fansi, Vagarth, May
10. Bhasha ki pardarshita aur Bhrastachar, Anuvrat (II)
11. Uttar adhunikta, vishwabajar aur jeevan-darshan Anuvrat,October I
12. Agni ki sheetal chhaya, Vasudev Babu, Smritigrasnth, November
13. White house se white mouse tak, Anuvrat October II
14. Akademy samvad ka sampadan.

Dr. Tuman Singh

1. Paribhashik Shabdavali AUR Pardarshita (Article) in Anuvad Bharati, Ahmedabad; June.
2. Akela' (story) in Ispat Bharati, New Delhi. December
3. Three articles in 'Academy Samvad' Issue.No.1,2,3.
4. Scrutinising hindi translation of an english book titled 'An Agenda for earing' SOFTRAIN, LBSNAA, Mussoorie.
5. Numeracy Counts', rendered translation, National literacy Resource centre, LBSNAA, Mussoorie.

Dr. M.R. Unnithan.

1. Scripts book for Drishya Kairali a Video film on Malayam.
2. Produced 'Drishya Kairali' a video film of Malyalam learning.



Publications

Ms. Alka A. Kulkarni

1. 'Vani' (article)in Academy Samvad, February
2. 'Dharm-Ek Andolan(' translation) in Bhasha Sabha, Surat. April
3. 'Naam' (Marathi story) in 'Grihini' June
4. 'Khidki' (story) in Academy Samvad, December

Dr. Manjushree Roy.

1. 'Paschim banga parichay' (Bengali) SOFTRAIN, LBSNAA, Mussoorie
2. Maut ka varan
3. Swadhinta ke 50 sal- Meri Anubhuti.

Dr. Prem Shanker

1. Some poems approve course-curriculum in M.A. Final Hindi paper Kumaun University (U.P).
2. Some poems Approve course-curriculum in B.A. Final Hindi paper Kumaun University (U.P.).
3. One Hindi Story 'Bitta Bhar Jamin' published in the collection of 'Yatna Ki Parchiyan' Delhi.
4. An article "Naveget Ke Nutan Aayam" in New Song collection 'Pankhiryen Noch Dii' Delhi.
5. An article "Dalit Movement in UP" published in 'Atrocities on Dalit' volume II.
6. Edit Magazine/Journal "Atrocities on Dalit' volume II, III.
7. Guest Editor in Government of Arunachal Abhinandan Granth recently published in Jounpur.
8. Participated in the Distance Learning Methodology ' Workshop sponsored by DOP&T, New Delhi in HIPA & Indira Gandhi Open University Training, New Delhi, 31st August 1998 to 10 September 1998.
9. Participated in the Development of Self-Instructional Training Packages (Dec. 7-18, 1998) and 'Development of Training Audio-Video Packages (Dec. 21-31, 1998) workshop sponsored by DOP&T, IGNOU, New Delhi.

Faculty of Law

During IAS Professional Course Phase-I

1. Readings in Law - Volume-I
2. Readings in Law - Volume-II
3. Readings in Law in one volume (*Hindi Version- Tranlated by Rajbhasha Section*)

During 64th Foundation Course

1. Readings in Law

In Service Courses during 1998 year

1. Law (Background Reading Material) for 78th Induction Course
2. Law (Background Reading Material) for 79th Induction Course
3. Law (Background Reading Material) for 80th Induction Course



Publications

Legal Education Bulletins:

During IAS Professional Course Phase-I

Prof. D. Banerjea - 20

Dr. A. Subrahmanyam - 03

Shri V. Vijay Kumar - 02

During IAS Professional Course Phase-II

Prof. D. Banerjea - 09

During 64th Foundation Course

Prof. D. Banerjea - 21

Prof. H.B. Das - 05

Prof. L.C. Singhi - 01

Inservice Courses during 1998 year

Prof. D. Banereja - 02

Criminal procedure Referencer for Executive Magistrates by Prof. D. Banerjea, with the assistance of Shri P.K. Bandopadhyay.

Faculty of Public Administration

Prof. A. Santhosh Mathew, Tushar Shah, Meera Kaul Shah and Anil Shah (October, 1998)

Enhancing the effectiveness of MORAE Programs: A concept paper for the Ministry of Rural Areas and Employment (MORAE)