



1. INTRODUCTION

The Lal Bahadur Shastri National Academy of Administration, Mussoorie, India is the apex training institution in the country for the members of the civil services. Its primary task is to impart training to the members of the Indian Civil Services in a common Foundational Course for the All India Service & all the Central Services and Professional training to regular recruits of the Indian Administrative Service (IAS). The Academy also conducts in-service training courses for middle to senior level members of the IAS and officers promoted to the IAS from the state civil services. The Academy also offers a range of specialised inputs for a diverse clientele. Individuals, Non-Governmental Organisations, the corporate sector, and Governments both within India and abroad are offered customised courses, which cater to their research and training requirements.

BRIEF HISTORY OF THE LBSNAA, MUSSOORIE

On April 15, 1958, the Home Minister announced in the Lok Sabha the proposal to set up a National Academy of Training where training in foundational and fundamental subjects would be given to all the recruits of the senior grades of service. The Ministry of Home Affairs decided to amalgamate the IAS Training School Delhi and the IAS Staff College, Simla and to form a National Academy of Administration at Mussoorie. The Academy started functioning in Mussoorie which is a hill station at a height of little over 2000 metre; and at a distance of 35 Km. by road from the rail head at Dehradun. The Academy was housed in the prestigious `Charleville Hotel built around 1870. This provided the location and initial infrastructure for the Academy. There have been subsequent expansions. Several new buildings have been constructed and acquired over the years.

NAME & TITLE

In the beginning the name of the Academy was `National Academy of Administration'. Its status was an `Attached Office' of the Government of India under the Ministry of Home Affairs. (GOI, MHA's letter No. 29/47/59-AIS (I) dated 26/12/59)

In October 1972, its name was changed and the new name given was `LAL BAHADUR SHASTRI ACADEMY OF ADMINISTRATION'. (GoI Notification No. 32/102/72-Trg. Dt. 13.11.72).

In July, 1973, the word `NATIONAL` was added and the Academy is now known as the `LAL BAHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION'. (GOI Notification No. 32/102/72-Trg.. (Vol.I&II) dated 5.7.73).



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Heads of the Academy

Director – Since the inception of the Academy the following officers have been Posted as Director:

| Sl. No. | Name | Duration |
|---------|----------------------------|-----------------------|
| 1. | Shri A.N. Jha, ICS | 01.09.59 to 30.09.62 |
| 2. | Shri S.K. Datta, ICS | 13.08.63 to 02. 07.65 |
| 3. | Shri M.G. Pimputkar, ICS | 04.09.65 to 28. 04.68 |
| 4. | Shri K.K. Das, ICS | 12.07.68 to 24.02.69 |
| 5. | Shri D.D. Sathe, ICS | 19.03.69 to 11.05.73 |
| 6. | Shri Rajeshwar Prasad, IAS | 11.05.73 to 11.04.77 |
| 7. | Shri B.C. Mathur, IAS | 17.05.77 to 23.07.77 |
| 8. | Shri GCL Joneja, IAS | 23.07.77 to 30.06.80 |
| 9. | Shri P.S. Appu, IAS | 02.08.80 to 01.03.82 |
| 10. | Shri I.C. Puri, IAS | 16.06.82 to 11.10.82 |
| 11. | Shri R.K. Shastri, IAS | 09.11.82 to 27.02.84 |
| 12. | Shri K. Ramanujam, IAS | 27.02.84 to 24.02.85 |
| 13. | Shri R.N. Chopra, IAS | 06.06.85 to 29.04.88 |
| 14. | Shri B.N. Yugandhar, IAS | 26.05.88 to 25.01.93 |
| 15. | Shri N.C. Saxena, IAS | 25.05.93 to 06.10.96 |
| 16. | Shri B.S. Baswan, IAS | 06.10.96 to till date |

Joint Director – Since the inception of the Academy, following officers have been posted as Joint Director:

| Sl. No. | Name | Duration |
|---------|------------------------|-----------------------|
| 1. | Shri J.C. Agarwal | 19.06.65 to 07.01.67 |
| 2. | Shri T.N. Chaturvedi | 27.07.67 to 09.02.71 |
| 3. | Shri S.S. Bisen | 01.04.71 to 09.09.72 |
| 4. | Shri M. Gopalakrishnan | 20.09.72 to 05.12.73 |
| 5. | Shri H.S. Dubey | 03.03.74 to 18.12.76 |
| 6. | Shri S.R. Adige | 12.05.77 to 07.01.80 |
| 7. | Shri S.C. Vaish | 07.01.80 to 07.07.83 |
| 8. | Shri S. Parthasarathy | 18.05.84 to 10.09.87 |
| 9. | Shri Lalit Mathur | 10.09.87 to 01.06.91 |
| 10. | Dr. V.K. Agnihotri | 31.08.92 to 26.04.98 |
| 11. | Shri Binod Kumar | 27.04.98 to till date |

Campus

The Academy is spread over three picturesque campuses: Charlville, Glenmire and Indira Bhawan. Each has its specific orientation. Charleville caters to induction-level training as well as customised courses, Glenmire houses the National Society for Promotion of Development Administration, Research & Training (NSDART) and the Indira Bhawan campus offers facilities for in-service training and other specialised courses/ programmes workshops and seminars. The courses run on the main



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campus are the Foundational Course, the IAS Professional Course Phase-I and the IAS Professional Course Phase-II.

STRATEGY FOR TRAINING

The effort of the Academy as a training institution is to help in creating a bureaucracy that commands respect by performance rather than through position. [We interpret the Constitutional mandate for civil servants as one that promotes empathy for the unprivileged, commitment to the unity and integrity of the nation; a promise to uphold integrity and impeccable character in a manner that they appear as role models for the large number of subordinates working with them and for the society at large; a respect for all castes, creeds, religion; and a professional competence that makes the battle against poverty eradication the ultimate objective of every civil servant]. At a time when nations are going global in the processes of liberalisation and economic reforms, it is our endeavour to make young civil servants realise the need for upholding enlightened national interest in their interface with the world at large. We also try to learn from the experiences of bureaucracies that have helped in the achievement of economic progress, growth with equity, and human well being in other nations.

Courses

A brief outline of the various courses is given in the paragraphs that follow:

FOUNDATION COURSE (15 Weeks)

This course, intended for members of the three All India Services, namely the Indian Administrative Service, the Indian Police Service, the Indian Forest Service and the various Central Services (Group - `A'), is conducted twice a year, from September to December and from March to June. . The course is run with the aim of imparting a basic understanding of the constitutional, political, socio-economic and legal framework of the country, to foster greater coordination among the members of the different public service by building esprit-de-corps and to cultivate a spirit of cooperation and inter-dependence. The endeavour is also to make the Officer Trainees professional in their approach and aware of the challenges and opportunities, within the civil service. Since the Officer Trainees are new entrants in the Government. there is an attempt to familiarize the Officer Trainees with the Political, Economic, Social and Administrative Environment, through well defined syllable.

IAS PROFESSIONAL COURSE, PHASE-I (24 weeeks)

On completion of the Foundation course, the IAS Officer Trainees undergo the Professional Course Phase-I. This seeks to develop their professional competence to handle the large range of responsibilities, which an officer shoulders in the five years of service. The course aims to strengthen the understanding of the environment in which an IAS Officer has to function, and to develop values, ideals and attributes desirable in an officer belonging to the IAS. Substantial emphasis is laid on understanding of public systems and their management, in addition to grounding in Public Administration, Law, Economics and Computer Applications. During the Phase-I training, the IAS Probationers are also sent on a winter study-cum-Bharat Darshan comprising of a number of attachments such as with the three Armed Forces, Public Sector, Private Sector Units, a Municipality, Voluntary Agencies, Non Government Organisations and Stock Exchange etc. The Winter Study Tour ends with the Bureau of Parliamentary Studies and Training (BPST) where Officer Trainees get an opportunity to meet the parliamentarians and various other dignitaries in the Capital.



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These attachments give the officer an opportunity to experience the diversity of our country. It also gives them opportunity to see and understand closely the functioning of various organizations. From March to June the officers are subjected to the strict discipline of class room training. Here, professional inputs for Public Administration, Management, Law, Computer and Economics are given according to the syllabus approved by the Government of India. On conclusion of the Phase-I course, the IAS Officer Trainees are sent to the States of their allotment for a period of one year for on-the-job-training.

DISTRICT TRAINING (52 weeks)

The district training is an important link between the IAS Professional Courses Phase-I and Phase-II. Through this training the Officer Trainees learn about the various facets of administration at the district level. During this period he/she is under the direct control of the District Collector and the State Government. The Officer Trainees get an opportunity to get first hand knowledge of the work of the Collector/ District Magistrate and various other institutions in the state government. He/she may also get an opportunity of holding charge as Tehsildar/Mamlatdar and Sub Divisional Magistrate, Block Development Officer and District Development Officer, Chief Executive Officer of Municipality etc. The Officer Trainees are also required to do a few assignments given by the Academy, based on field studies in the District. The Counsellors nominated by the Academy for the various cadres remain in touch with the Officer Trainees by way of correspondence, field visits to their districts and contact with his/ her collector during this period.

IAS PROFESSIONAL COURSE, PHASE-II (10 weeks)

While theoretical concepts are sought to be imparted in the Foundational and Phase-I courses, ground level realities are studied during the district training, the Phase-II is a time for sharing experiences across the country, as all the Officer Trainees return to the Academy from different districts in India, enriched by their experiences. The course content of Phase-II is designed for consolidating the learning and assimilating the district experience gained by the Officer Trainees over one year in the field during attachments in the state and at the district level with the theoretical constructs taught earlier. It gives an opportunity to the Officer Trainees to re-examine the field realities in the context of theoretical inputs provided in the Academy. The Phase-II course specifically seeks to provide an opportunity to trainees to reflect on the district training to develop their understanding of the issues involved in administration and to get an awareness of problems and situations which they will face in the initial years of their careers.

IN-SERVICE COURSES

The Academy undertakes one or more of the three slotted courses for inservice training of members who have put in a number of years of service as members of the Indian Administrative Service at different levels of seniority. These courses are for (I) IAS officers with 17-20 years of seniority who are at policy making levels, (ii) IAS Officers of 10-16 years seniority and (iii) IAS officers of 6-9 years seniority. In-service courses are also conducted for officers on the select list or promoted to the IAS. The aims of the in-service courses are to update levels of knowledge, skills and information and to provide opportunities for exchange of ideas, views and experiences with people who have developed expertise in different sectors of national development. Considerable focus is given to new managerial thoughts, techniques, skill as well as to frontier areas of technology and its management. There is an emphasis to give the Induction course participant an all India perspective.

SEMINAR / WORKSHOPS



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A number of seminars/ workshops are also organised in specific subject areas. Experts / Academicians are invited to participate, who also interact with the participants of various courses. In addition, the Academy is conducting courses in training methodology to upgrade and sharpen the skills of its faculty, as well as faculty of various National, Central & State Training Institutions.

PROFESSIONALISM

We make it clear that the voyage of public service is a hazardous one. It is for the civil servant to make a clear choice if he or she wants to live with respect, dignity and honour. We try to highlight accountability in the eyes of the people and in one's own esteem as the greatest badge of honour. The ability to work effectively depends on professional abilities and a commitment to constitutional values. As a nation, we implement one of the largest Rural Employment Programs and our effort is to professionally equip civil servants to seek support from the Panchayati Raj Institutions and to promote the participation of the people. Motivating subordinates is a critical area for all administrators and our effort is to equip them with competencies that can promote such interaction. The use of Participatory Rural Appraisal to seek the participation of people and the use of Participatory Training Methodologies in motivating field functionaries are some innovations that have been tried out.

Attachments with the Army, Navy and the Air Force exposes young administrators to the security situation and the ways in which our security forces function in forward areas. A National Security Essay Competition is also held in collaboration with the Army.

PERSONALITY DEVELOPMENT

In order to promote an all rounded development of the personality a great deal of emphasis is placed on the outdoors. Besides treks in the Himalayas, Physical training, Cross-Country Run, Yoga, Horse Riding, River Rafting, Para Gliding and Pistol shooting is also provided. Film Making, Public Speaking, a Theatre workshop, Motor Mechanics, Gardening, Photography and Music Appreciation are some of the options provided to young administrators. An opportunity to learn games from coaches of the Sports Authority of India is made available.

CURRICULUM

The academic curriculum is constantly reviewed and updated to keep it relevant. This is done on the basis of extensive consultations with the State Governments through the State counsellors, and the bi-annual conference of representatives of the State Governments and the Central Government.

It was clear to us that conventional classroom lecture methodology would be the most inappropriate to impact on attitudes and values. We have therefore innovated with several new methodologies, and achieved significant successes. Most of the courses operate on a modular structure. According to this, relevant themes are chosen and dealt with in a consolidated fashion so that all aspects relating to them are dealt with comprehensively. A module may consist of all or some of the following methodologies:-

Methodology

1. Lectures by both in-house and guest faculty.
2. Panel discussions – to promote divergence of opinions and views.
3. Case studies.
4. Film discussions – to critique on certain social value.
5. Groups discussions.



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6. Simulation exercises.
7. Seminars.
8. Moot Courts .
9. Mock Trial.
10. Order-and judgement Writing practices.
11. Practical Demonstrations.
12. Problem solving exercises.
13. Paper Writing (Term Paper , Syndicate Paper).
14. Group Activity.
15. Field visits :
 - (a) Trek to the Himalayas – It is in-conditions of adversity, bad weather, insufficient accommodation & access to food items, that the true metal of the officer trainees are tested. This brings out the best and worst in them.
 - (b) Visit to villages in backward district to understand the problems and the reality of the village life.

Some of the modules that are being currently run are:-

- Lessons from The Asian Tigers
- Government and Public Order
- Social Welfare: Administrative interventions
- Gender Issues
- Computers
- Personal skills for Effective Administrators
- Team building
- District Planning
- Environmental impact analysis
- Policy issues in Forestry
- Management
- Food Security
- Economic Reforms and the poor
- Agriculture and tenancy
- Indian History and Culture
- Indian Political Economy
- Project Management
- Law
- Panchayati Raj
- Ethics and Values
- Human Rights
- World Trade Organisation
- Total Quality Management in Government Context.
- Cooperatives

VALUES

LBSNAA seeks to impart to civil servants the attitudes and values appropriate for public service. 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 impinge positively in the brief period available to us for training, on the attitudes and values of intelligent young men and women in their mid-twenties or older, drawn from a wide variety of backgrounds and experiences, is a much more formidable task.



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There is a 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 greatest siege and threat today in the wider society, particularly in the light of turbulent conflicts and upheavals of the last decade in our country.

To encourage the development of these values the officer trainees are encouraged to participate in social activities. They were given responsibility for improving the Balwadi School. The problem of solid waste management and biodegradable has also been addressed by them. Through intervention of NGO groups working in Mussoorie, rag pickers have been picking plastic waste from the office campus and residences. The families of the employees of the Academy have been instructed to segregate the waste at source itself as a result of it the plastic waste that is collected is clean and useable and is sent for re-cycling to Dehradun. As a result the rag pickers are earning living out of this. Additional waste generated through the disposal of fused bulbs, tubes etc. and other paper waster generated by the Academy is also sent for recycling .

Another related methodology has been to use theatre, including street theatre to demonstrate & discuss the value. Well known progressive street theatre groups have been invited to stage plays on communalism, corruption, oppression by bureaucratic functionaries and so on, and these have been well received. Habib Tanvir's landmark play on humanism and secularism "Jis Lahore Nahhun Dekhya Who Jamya Nahin" and " Charan Das Chor" is always a favourite with the officers. In every major course Officer Trainees donate Blood at least once. A regular health camp is organised for urban and rural poor of Mussoorie on every Thursday. We have found that the young officer trainees have responded extremely favourably to these measures, and their natural idealism has stood strengthened and reinforced.

The Academy has a practice of inviting the officers who have completed 25 years of service in the IAS to interact with the Officer Trainees in the Phase-II Programme. This is designed to a system to promote interaction between the fresh recruits and the officers with 25 years of seniority to give the Officer Trainees an insight into the challenges to be faced by them in the future. The young recruits discuss the complexities of Govt. functioning and some of the important issues covered are the bureaucracy political interface and ethics.

This also gives and opportunity to the officers with 25 years of service behind them to come back to their alma mater and interact with young minds, reflect upon the past, and look forward to planning the future.

For the last four years, the Academy is also being inviting the officers who joined the service 50 years back to interact with the young officer trainees of the Phase-II Programme. This programme is also called a 'Retreat', held in the honour of these retired civil servants. There is a discussion on topical issues in Government today and the participants come out with some recommendations in the form of Committee Reports and Recommendations.



The Academy Spirit

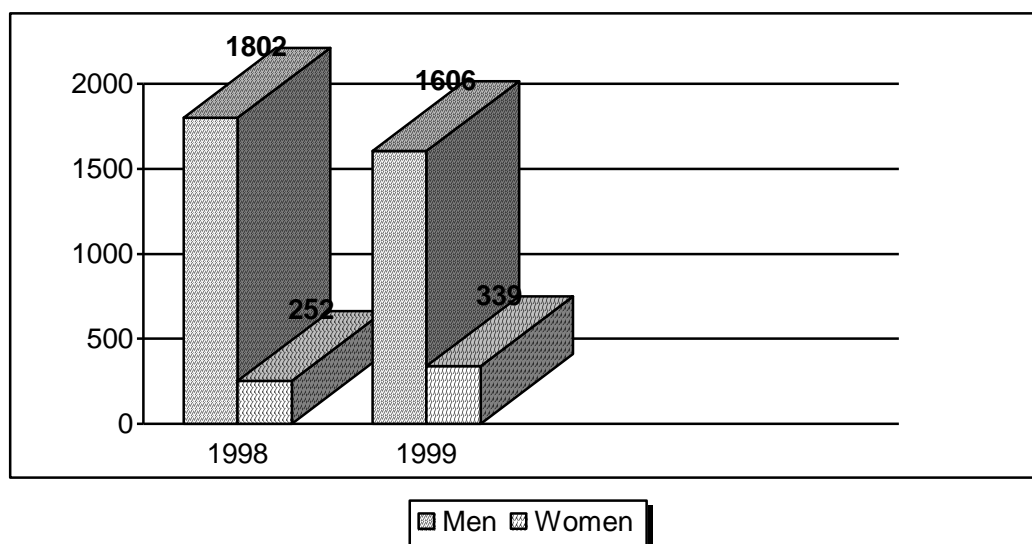
All Officer Trainees in the All India Service and Central Services come to the Lal Bahadur Shastri National Academy of Administration at Mussoorie, which is their first phase of training in the portals of national bureaucracy. As a result, this institution is a bond between young officers who join the career as senior government officers. The Academy, thus furthers a creation of brotherhood among the officers and a nostalgia attached to this institution. A striking feature of the Academy, apart from its state of the art infrastructure, is its quaint mixture of the new and the old.

The Participants

During the year a total of 63 courses/ workshops/ seminars were conducted. A total number of 1945 participants attended. This is against 2054 participants in 73 courses/ workshops/ seminars organised during 1998. The table below shows the distribution of trainees in various courses during 1998 and 1999.

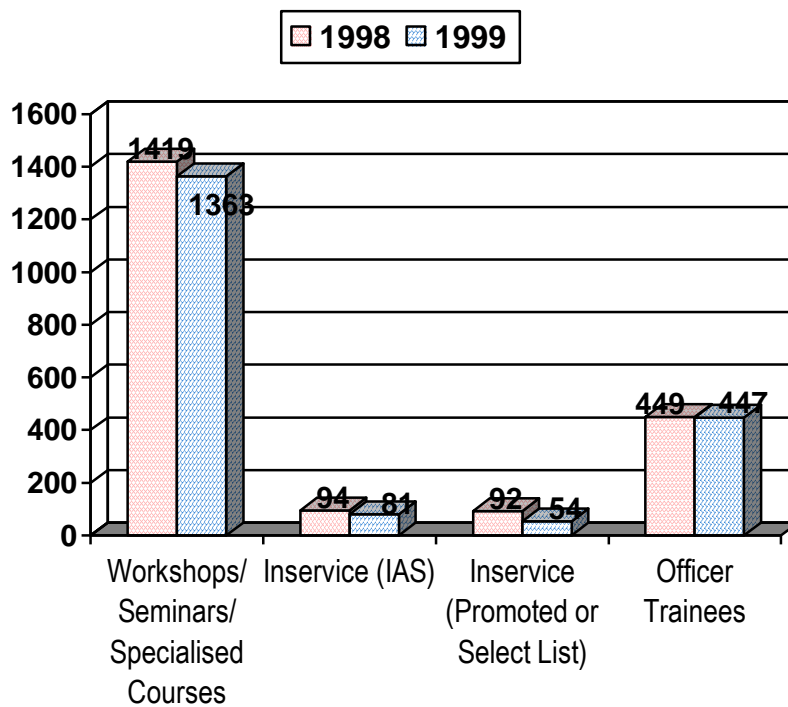
Out of 1945 participants in 1999, 339 were women. The representation of women participants during the year 1998 was 252. (Please see chart below)

Comparison of Men & Women participants/trainees in 1998 & 1999





Distribution of Participants/Trainees in various courses during 1998 & 1999





2. FACULTIES

2.1 Faculty of Public Administration and Social Management

There is a conscious attempt in the Academy to attract faculty from various services so that they bring in with them the knowledge of the latest development in their fields of work. The subject Public Administration forms a key input in all the training courses organised in the Academy. The faculty of Public Administration and Social Management plays an important role in all the training courses. Since most of the faculty members are here on deputation basis, there is a constant updating of knowledge and information of the faculty.

The Joint Director heads the Public Administration faculty. The Public Administration Faculty has a strength of 12, comprising 11 Deputy Directors and 01 Professor of Social Management. During the year, Smt. Geeta Mishra, Indian Railway Personnel Service and Shri TVSN Prasad, Indian Administration Service joined the faculty, while Shri Sundeep Nayak proceeded on one-year study leave to London School of Economics. Brief biodata of the Faculty members is placed at Annex- I.

| Sl. No. | Name (S/Shri) |
|---------|------------------------|
| 1. | A. Santhosh Mathew |
| 2. | B.V. Uma Devi (Ms.) |
| 3. | Chandan Sinha |
| 4. | Gita Mishra (Ms.) |
| 5. | K.N. Kumar |
| 6. | M.H. Khan |
| 7. | Manisha Shridhar (Ms.) |
| 8. | P.M.V. Siromony |
| 9. | Sundeep Kumar Nayak |
| 10. | Tarun Shridhar |
| 11. | TVSN Prasad |
| 12. | Yaduvendra Mathur |

Apart from the responsibility of training of subject specific inputs, the members of the Public Administration Faculty look after different administrative responsibilities like Personnel, Estates, Supplies & Store, Accounts, Finance & Budget, Library, Computers and Outdoor activities. These form an essential element of the Academy's day to day running & functioning.



2.2 Faculty of Management

Considering the ever increasing need to educate the administrators in management concepts, tools and techniques, an independent faculty of Management was created in 1989. There is now an emphasis on management techniques successfully adopted in the private sector and equally applicable in government. The Management faculty attempts at streamlining this private sector management and applying it to the government context. This context is defined not only with respect to the administration in the Secretariat of the various state governments and Central Government but also with in the administration in the field.

The course content is designed keeping in mind the training needs of the participants. Accordingly, the emphasis during the Foundational Course is 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 are trained in the basic skills of Financial Management, Agri-business co-operatives, Project Management and Social Marketing. In addition, modules on Communication Skills, MIS and Monitoring of Social Sector programmes are conducted.

The Management Faculty has developed new sessions on Total Quality Management in government, which were conducted during the In-service training programmes.

The faculty of Management has been networking with other leading institutes to upgrade the course contents and pedagogy.

The Faculty of Management was co-ordinated by Shri Sanjeev Chopra and Shri B.V.R. Subrahmanyam. In addition, they were supported by guest faculty from IIM, Ahmedabad, ISTM, New Delhi and other senior IAS officers in the Govt. of India.

2.3 Faculty of Law

Law is an important input in all the courses conducted by the Academy during 1999. Constitutional Law, Administrative Law, Criminal Law, Civil Law, Revenue Law and Social Legislations formed the subject-matter of the curriculum. The Law training ensures that the Administrative actions are taken in conformity with the Rule of Law, that the actual acts of the civil servants are in harmony with human rights jurisprudence.

The Foundational Course is essentially knowledge – centered. The professional programmes are fundamentally skill-oriented. The In-Service courses are mainly directed towards enhancement of capability and appreciation of the law applicable to various sectors.

It was highlighted that law was not merely a body of Rules but a Social Science—a tool of social engineering; Law inputs for the various Foundation Courses and Professional Courses Phase-I and Phase-II were covered according to the detailed syllabi prescribed by the Government of India. However this syllabus has been modified keeping the objectives of the above courses in view. For the purpose of Professional Courses, the emphasis was more on `doing` rather than on `knowing`. During the In-Service Courses, upgradation of competence and attainment of professional excellence, so far as they related to the fields of law, were aimed at.



Teaching apart, the members of the Law Faculty were engaged in research-oriented studies in areas bearing on Social Justice, Human Rights, customary laws, Land Reforms, atrocities against Scheduled Tribes / Scheduled Caste, women and children, and the like.

2.4 Faculty of Economics

The main thrust of the economics inputs during the Foundation Course was on the basic principles of Micro and Macroeconomics. The coverage included review of the history of economic theory, and market failure.

Macroeconomics mainly focussed on the problem of unemployment and inflation, with particular reference to monetary and fiscal policies for dealing with these problems. The subject matter was introduced with a brief exposition of National Income Accounting.

Phase one was designed to build on what was already achieved in the Foundation Course. The thrust of the course during phase one was to expose the Officer Trainees to the problems facing the Indian Economy, and the kind of practical economic problems they might have to deal with in their jobs.

Apart from the industry-government interface and Indian Economics, the World Trade Organisation, the Officer Trainees were also exposed to India's monetary and fiscal policies, and questions relating to financial deregulation and micro credit were discussed intensively.

2.5 Faculty of History and Indian Culture

In view of the vast expanse of the syllabus that is to be covered under 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 spanned Indian History from the Indus Valley civilization era to the Independence and also included questions on various aspects of the Indian Culture. For covering the necessary inputs in Indian History and Culture there is conscious attempt to review the lecture method and move to a lecture-cum-demonstration method so that the Officer Trainees are able to imbibe and get a feel of Indian History and Culture. For this a number of programmes like Shovana Narayan's Kathak Dance form, lectures of Habib Tanveer on Indian Theatre, Dr. Goswami on Miniature Paintings; Parag Trivedi on Music Appreciation, Tanushree Shankar on modern ballet culture relation to new Indian dance were organised.

Apart from this the Ministry of Culture, Government of India was instrumental in arranging for us groups from the North East Zone Cultural Centre which gave a deep insight into the cultural practices in north east. Manipuri renowned artiste Singhjit Singh and his wife Ms. Charu Lata explained how local culture and history form an expression in Manipuri by a dance performance.

We are happy to note that Indian Council for Cultural Relations has put the Academy on its itinerary for all their shows and entertainment programmes of international troupes. As a result we had programmes of Anand Karki from the Nepali troupe and also the Uganda troupe who gave an insight into the Ugandan dance and culture.



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 inter-disciplinary, embracing substantive problem areas of civic society.

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.

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.

2.7 Faculty of Hindi & Regional Languages

The Faculty of Language provides basic training in Hindi and Regional Languages to equip the officers with the language of the state to which he/she has been allotted. Languages taught in the Academy apart from Hindi were: Assamese, Gujarati, Kannada, Manipuri, Oriya, Punjabi, Tamil, Telugu and Urdu.

The Faculty of Languages continued to work in the sphere of material development. Faculty members prepared teaching material handouts, and books in respective Languages for the Officer Trainees. They also kept themselves in touch with the latest development in the field of their languages by participating in seminars and training programmes. The faculty organised a workshop on 'Second Language Teaching and Use of Audio-Visual Teaching' from 10-06-99 to 12-06-99 and produced training oriented video films and audio-cassettes.

The faculty also offered training in French language to the Officer Trainees. This has been done under a joint collaboration with the Ecole National Administration (ENA) of France.

2.8 Faculty of Computers and Information Systems (NICTU)

Computer Training is one of the main inputs given to the Officer Trainees in the Academy. This is covered in most of the in-service Courses and the courses for select list officers conducted at the Academy as well. The Officer Trainees come from various backgrounds; some with a deep insight of computers and other with no or rudimentary knowledge of the same.



Faculties

In view of the development of Information Technology and computers, Government Offices with varying degrees of seniority who come in for training are exposed to computers, computer operation, promotion of e-governance and encouraged to develop skills for the same. The following topics are covered as part of the computer syllabus.

1. Geographical Information Systems using GISNIC was introduced for IAS Professional Course Phase-I
2. Case study methods were used for System Development Life Cycle and Database Designing during Phase-I
3. Lecture-cum-demonstrations were organised during IAS Professional Course Phase-I (1998 batch) and Phase-II (1997 batch) on application packages procured from NIC State Centres and District Centre.
4. Trainees were exposed to Client/ Server Systems using SQL Server 7.0 at the back end and MS-Access 97 as the front end.
5. "Web Design" and "Multimedia Presentations" were taught in ECM conducted for Foundation course.
6. A session was successfully organised for Foundational Course (1999 Batch) on Video Conferencing facility of NIC.

Guest speakers like Dr. K.K. Bajaj, Deputy Director General, NIC and Dr. Vandana Sharma, Technical Director, NIC HQ, New Delhi addressed the participants in several courses.

Home Page of NIC Training Unit, LBSNAA was designed and published and the URL Address is <http://202.41.104.88/>. Hindi version of the home page was also added to the site.



3.HIGHLIGHTS OF COURSES, SEMINARS AND WORKSHOPS

3.1 IAS Professional Course, Phase – I(1998-2000 Batch) (20th December, 98 to 4th June, 99)

<http://www.lbsnaa.ernet.in/academy/whatson/991main.htm>

| | |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Course Co-ordinator | Shri BVR Subrahmanyam |
| Associate Course Co-ordinators | Mrs. Manisha Shridhar Shri M.H. Khan |
| Inauguration by | Shri Yogesh Chandra, IAS Chairman, Indian Trade Promotion Organisation New Delhi |
| Valedictory remarks by | Ms. Vasundhara Raje, Hon'ble Union Minister of State for Personnel, PG & Pensions & External Affairs, New Delhi |
| No. of Participants | 57 (52 Male & 5 Female) including one officer of the Royal Bhutan Civil Service. |

| Sl. No | State | No. of Participants | Sl. No | State | No. of Participants |
|--------|-----------------|---------------------|--------|------------------|---------------------|
| 1. | AGMUT | 03 | 2. | Andhra Pradesh | 03 |
| 3. | Assam-Meghalaya | 02 | 4. | Bhutan | 01 |
| 5. | Bihar | 04 | 6. | Gujarat | 04 |
| 7. | Haryana | 02 | 8. | Himachal Pradesh | 01 |
| 9. | Jammu & Kashmir | 01 | 10. | Karnataka | 03 |
| 11 | Kerala | 02 | 12 | Madhya Pradesh | 04 |
| 13 | Maharashtra | 05 | 14. | Manipur-Tripura | 02 |
| 15 | Nagaland | 01 | 16 | Orissa | 02 |
| 17 | Punjab | 02 | 18 | Rajasthan | 03 |
| 19 | Sikkim | 01 | 20 | Tamil Nadu | 03 |
| 21 | Uttar Pradesh | 06 | 22 | West Bengal | 03 |
| | | | | TOTAL | 57 |

Apart from the syllabi covered & the Bharat Darshan attachments the Officer trainees interacted with the following Eminent persons: Shri M.N. Buch, IAS (Retd)., Chairman, NCHSE, Bhopal, Mrs. Rohini Nayyar, former IAS, Adviser, Planning Commission, Yojana Bhavan, New Delhi, Shri P.S. Appu, IAS (Retd)., Karamangala, Bangalore, Shri M.K. Kaw, IAS (HP), Principal Adviser, Planning Commission, Yojana Bhawan, New Delhi, Shri V. Thulasidass, Chief Secretary, Govt. of Tripura, Agartala, Shri Rajan Katoch, IAS, Secretary & Commissioner Finance, Govt. of MP, Bhopal, Shri Tejendra Khanna, IAS (Retd)., Former. Lt. Governor, Delhi, Shri Digvijay Singh, Hon'ble Chief Minister, Govt. of MP, Bhopal, Shri R. Gopalakrishnan, Secretary to CM, Madhya Pradesh, Shri S.R. Rao, IAS (Padmashri awardee), Chairman,



Highlights of Courses, Seminars and Workshops.

Viskhapatnam Port Trust, Ms. Pushpa Girimaji, Consumer Rights activitiest & Journalist, Times of India, New Delhi, Shri S. Parthasarathy, IAS , ADG, ICRISAT, Hyderabad



Highlights of Courses, Seminars and Workshops.

Photograph of Phase-I



3.2 65th Foundational Course (8th March,99 to 18th June, 99)

<http://www.lbsnaa.ernet.in/academy/whatson/65fmain.htm>

| | |
|--------------------------------|----------------------------------------------------------|
| Course Co-ordinator | Shri Chandan Sinha |
| Associate Course Co-ordinators | Ms. B.V. Uma Devi Shri L.C. Singhi A. Subrahmanyam |
| Inaugural by | Shri B.S. Baswan, Director, LBSNAA |
| Valedictory by | Smt. Shila Dikshit, CM Delhi |
| No. of Participants | 74(57 Male & 17 Female) |

| Sl. No. | Service | Male | Female |
|---------|-----------------------------------------|-----------|-----------|
| 1 | Indian Forest Service | 01 | 00 |
| 2 | Indian Police Service | 02 | 00 |
| 3 | Indian Statistical Service | 21 | 10 |
| 4 | Indian Defence Estates Service | 02 | 02 |
| 5 | Indian P&T Accounts and Finance Service | 12 | 01 |
| 6 | Indian Postal Service | 04 | 02 |
| 7 | Indian Civil Accounts Service | 02 | 01 |
| 8 | Indian Information Service | 07 | 01 |
| 9 | Indian Railway Accounts Service | 03 | 00 |
| 10 | Indian Railway Personnel Service | 01 | 00 |
| 11 | Indian Ordnance Factory Service | 02 | 00 |
| | TOTAL | 57 | 17 |

Apart from the Academic inputs received by the Officer Trainees 12 Extra Curricular Modules were organised. These were: public speaking - both in Hindi and in English, presentations on multi-media, classical music, gardening, desk-top publishing, coaching in Badminton and Tennis, French, Urdu, video-film making module and photography.

A number of eminent guests addressed the participants of the 65th Foundational Course. His Excellency the Vice President of India visited the Academy and interacted informally with the Officer Trainees, Shri J. Ribiero delivered the Sardar Patel memorial lecture, Shri Habib Tanvir presented a play. Shri S.R. Sankaran and Shri K.G. Kannabiran jointly addressed issues on Human Rights while Air Commodore Jasjit Singh outlined the existing security scenario of our country. Dr. M.S. Swaminathan, Shri Digvijay Singh, Shri D.P. Chattopadhyay, Justice J.K. Mathur and Shri Vaidya Balendu Prakash were some of the other notable guest speakers who addressed the officer trainees. The village visit was conducted in Rajasthan & the Trek in the hills of Uttar Pradesh.



Highlights of Courses, Seminars and Workshops.

Photograph of 65th FC



3.3 Professional Course, Phase - II (1997-1999 Batch) (21st June, 99 to 30th July, 99)

<http://www.lbsnaa.ernet.in/academy/whatson/992main.htm>

Course Co-ordinator
Associate Course Co-ordinators

Shri S.K. Nayak
Shri Yaduvendra Mathur
Shri M.H. Khan
Ms. Alka A. Kulkarni

Inauguration by
Valedictory remark by
No. of Participants

Shri Vijay Kapoor, Governor of Delhi
Shri B.S. Baswan, Director, LBSNAA
78 (61 Male & 17 Female) including 2 officers
from Royal Bhutan Civil Service

| Sl. No | State | No. of Participants | Sl. No | State | No. of Participants |
|--------|-----------------|---------------------|--------|-------------------|---------------------|
| 2. | AGMUT | 03 | 2. | Andhra Pradesh | 06 |
| 3. | Assam-Meghalaya | 03 | 4. | Bhutan | 02 |
| 5. | Bihar | 07 | 6. | Gujarat | 04 |
| 7. | Haryana | 01 | 8. | Himachal Pradesh | 02 |
| 9. | Jammu & Kashmir | 01 | 10. | Karnataka | 04 |
| 11 | Kerala | 03 | 12 | Madhya Pradesh | 06 |
| 13 | Maharashtra | 03 | 14. | Manipur + Tripura | 03+02 |
| 15 | Nagaland | 01 | 16 | Orissa | 03 |
| 17 | Punjab | 03 | 18 | Rajasthan | 04 |
| 19 | Sikkim | 01 | 20 | Tamil Nadu | 06 |
| 21 | Uttar Pradesh | 07 | 22 | West Bengal | 04 |
| | | | | TOTAL | 78 |

Apart from the syllabus covered some of the eminent persons invited to interact with the Officer Trainees during the Course Dr. Chidambaram, Secretary, Department of Atomic Energy, New Delhi, Shri O.N. Srivastava, H.E. the Governor of Manipur, Ms. Kiran Bedi, I.G. Police, Chandigarh, Shri J.N. Saxena, Member, MP Human Right Commission, Bhopal, Shri Ramesh Kumar Safaya, Chief (Design and Development HUDCO), New Delhi, Shri Dileep Singh Bhuria, Chairman, National Commission for SC/ST, New Delhi, Ms. Nandita Das, Film Personality, New Delhi, Shri Alok Sinha, Zonal Manager, Food Corporation of India, New Delhi, Smt. Kiran Agarwal, Secretary, Ministry of Human Resources Department of Women & Child Development, New Delhi, Shri B.S. Lamba, World Health Organisation, Regional Officer for South-east Asia, New Delhi, Mr. Micheal Vlassof, United Nation Population Fund, New Delhi

A workshop on "Our Shared Vision" was held on 29th July, 1999, and 22 officers of 1974 batch participated in this workshop.

The Officer Trainees were brought in contact with the officers who have completed 25 years of service in the IAS. The exchange of views gave them an insight into the environment in which young officers will be working.



Highlights of Courses, Seminars and Workshops.

Photograph of Phase-II



3.4 66th Foundation Course (20th September to 29th December, 1999)

<http://www.lbsnaa.ernet.in/academy/courses/66fc/66fmain.htm>

| | |
|---------------------------------|-----------------------------------------------------------------------------------------------|
| Course Coordinator | Smt. Manisha Shridhar |
| Accsocioate Course Coordinators | Shri B.V.R. Subrahmanyam Smt. Gita Mishra Shri P.R. Hari Krishnan Smt. Alka Kulkarni |
| Inauguration by | Shri I.K. Gujral Formar Prime Minister of India |

The 66th Foundation Course was a course of 15 weeks, which started on 20 September and ended on 29 December, 1999. The break-ups of service and gender of Officer Trainees who participated in the course are:

| Sl. No. | Service | Male | Female |
|---------|------------------------------------|------------|-----------|
| 1 | Central Bureau of Investigation | 04 | 00 |
| 2 | Indian Administrative Service | 43 | 10 |
| 3 | Indian Audit and Accounts Service | 03 | 03 |
| 4 | Indian Civil Accounts Service | 02 | 00 |
| 5 | Indian Customs and Central Excise | 08 | 03 |
| 6 | Indian Defence Accounts Service | 02 | 01 |
| 7 | Indian Defence Estates Service | 01 | 00 |
| 8 | Indian Foreign Service | 07 | 02 |
| 9 | Indian Forest Service | 24 | 01 |
| 10 | Indian Information Service | 05 | 01 |
| 11 | Indian Ordinance Factory Service | 01 | 01 |
| 12 | Indian Police Service | 29 | 02 |
| 13 | Indian Postal Service | 03 | 02 |
| 14 | Indian Railway Personnel Service | 05 | 07 |
| 15 | Indian Railway Traffic Service | 16 | 02 |
| 16 | Indian Revenue Service | 19 | 08 |
| 17 | P & T Finance and Accounts Service | 02 | 03 |
| 18 | Railway Protection Force Service | 03 | 01 |
| 19 | Royal Bhutan Civil Service | 00 | 01 |
| | TOTAL | 188 | 50 |

The former Prime Minister Shri I.K. Gujral inaugurated the Foundation Course on the 20th September, 1999. The Course had regular academic inputs in Law, Public Administration, Economics, Management, Constitution, Computers and the Languages.

Apart from the syllabus covered eminent guest faculty on various subjects also delivered lectures. Shri Chandi Prasad Bhatt spoke on the environmental impact of development. Swami Agnivesh spoke on caste consciousness in the perspective of national regeneration. Shri K.C . Pant covered the Defence Strategies. Dr Herbert Traxl covered Comparative Constitutions for Europe and India. Shri P Shankar, Secetary Industries and Shri Pradeep Baijal covered the Industry and Infrastructure developments in the country. Shri J.F. Ribeiro spoke on the Police Citizen-Interface while Shri Rajagopal, Director , SVPNPA, spoke on Judicial Activism. Shri N. Vittal, Chief Vigilance



Highlights of Courses, Seminars and Workshops.

Commissioner spoke on Information Technology and its application in Government while Shri V.K. Shunglu, the Comptroller and Auditor General of India addressed the course on the role of Audit in Government.

There was a very enthusiastic participation by the Officer Trainees for the Army essay competition for which Major General Patankar gave away the Prizes on the 14th December. Participation in various other Essay and Debate Competitions was also high. To commemorate the memory of "KirtiChakra P. Srinivas Memorial" a lecture on environment was held on 25-9-99 by Shri Chandi Prasad Bhatt. The late Pandillapali Srinivas, IFS was a 1979 batch officer. He was the first and to date the only person to arrest Veerappan during the long and bloody career of this most notorious forest brigand in 1982. The Government recognised his services by deputing him on a special training in forest fire control in Colorado, USA in November, 1989 but was called by Government to join the task force to catch Veerappan. On a fateful day 9th November, 1991, Veerappan betrayed Srinivas and Killed him. A number of events were conducted during the course which includes (a) a 10 day trekking to Himalayas, (b) a twelve day Village Visit in Bihar, (c) a one day FETE (d) Blood Donation camp with the help of Red Cross Society, (e) a two day Athletic Meet and (f) performances by Smt. Shovana Narayan, Shri Habib Tanvir, Smt. Tanushree Shankar, Shri Singhjeet Singh, Smt. Charu Mathur and their party, by troupes from Uganda and North East Zonal Cultural Centre and others. The trainees too organised various cultural programmes that culminated in a high point in the Two Day India Day Celebrations.

The extra-curricular activities have been organised by the Officers Trainees themselves through various clubs and societies.



Highlights of Courses, Seminars and Workshops.

Photograph of 66th FC



3.5 Public Management and Poverty Reduction in a Market Economy

(25th March, 99 to 12th April, 99)

<http://www.lbsnaa.ernet.in/academy/courses/povmain99.htm>

| | |
|------------------------------|------------------------------|
| Course Co-ordinator | Shri Yaduvendra Mathur |
| Associate Co-Director | Ms. B.V. Uma Devi |
| Total Participants | 15 (Male : 14 and Female 01) |

Starting on the 25 February, 1996 an important course on Economic Reforms and Poverty Reduction is being held at Mussoorie each year. Representatives of State Governments and the Government of India, participated along with academicians from both India and abroad. Dr. Michael Lipton and Dr. Mark Robinson from IDS Sussex helped LBSNAA to organise this event this year. 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. Dr. D.R. Mehta, MD, SEBI, inaugurated the programme

Photograph of Public Management &
Poverty Reduction in a Market Economy



3.6 81st Induction Training Programme (14th April, 99 to 28th May, 99)

<http://www.lbsnaa.ernet.in/academy/whatson/81iindmain.htm>

| | |
|--------------------------------------|------------------------------------------------------------------------------------------------|
| Name of Course Co-ordinator | Shri M.H. Khan |
| Associate Course Co-ordinator | Shri L.C. Singhi Dr. A. Subrahmanyam |
| Inauguration | Shri Rajeshwar Prasad, IAS(Retd.), Former Director, LBS NAA, Mussoorie. |
| Valedictory | Shri Arun Kumar, Chairman, National Pharmaceutical Authority, Govt. of India, New Delhi. |
| No. of Participants | 32 (Male-31 Female-01) |
| Composition of Group | |

| Sl. No | State | No. of Participants |
|--------|-----------------|---------------------|
| 1 | AGMUT | 03 |
| 2 | Assam-Meghalaya | 01 |
| 3 | Gujarat | 02 |
| 4 | Madhya Pradesh | 03 |
| 5 | Maharashtra | 02 |
| 6 | Manipur-Tripura | 04 |
| 7 | Nagaland | 02 |
| 8 | Punjab | 02 |
| 9 | Rajasthan | 02 |
| 10 | Tamilnadu | 03 |
| 11 | Uttar Pradesh | 05 |
| 12 | West Bengal | 03 |
| | TOTAL | 32 |

The Main Theme: Development Administration with Responsive Governance.

The main theme of the course was Development Administration with Responsive Governance. The Broad focus of the thrust area were Ice Breaking, Education for All: Literacy & Human Development Challenges before the IAS in a changing Environment, Human Rights, Civil Liberties etc, Poverty Reduction in a Market Economy, Syndicate Group. Eminent persons addressed the select list officers in the Induction Programme. Few of them are Shri Rajeshwar Prasad, IAS(Retd.), Former Director, LBS NAA, Mussoorie, Shri S.R. Sankaran, IAS(Retd.), former Secretary(RD), Govt. of India. Shri K.G. Kannabiran, Lawyer, People's Union for Liberties, Hyderabad., Shri H.C. Pokhriyal, Head of Economics Department. HNB, Garhwal University (Srinagar), Garhwal., Shri S.K. Ghosh, Associate Professor, National Institute of Financial Management, Faridabad., Shri Gopi Ghosh, Dy. Chief Director, Cooperation, GOI, New Delhi., Shri P. Ram Mohan Rao, IAS, Tamil Nadu, Shri A.N. Jha, Commissioner, Govt. of Manipur, Manipur., Shri S.S. Meenakshisundram, IAS, Advisor, Planning Commission, New Delhi., Shri K.C. Sivaramakrishnan, Former Secretary to Govt. of India, Centre for



Highlights of Courses, Seminars and Workshops.

Policy Research, New Delhi., Shri R.K. Mishra, IAS, Resident Commissioner, Nagaland, Nagaland Bhawan, New Delhi., Shri Ajai Srivastava, IAS, Deputy Secretary(NE), Ministry of Home Affairs, Govt. of India, New Delhi., Shri S.K. Verman, IAS, Dy. Secretary, Welfare, Ministry of Social Justice & Empowerment, New Delhi., Shri I.C. Srivastava, IAS, Chairman Board of Revenue, Ajmer, Rajasthan., Ms. Satbir Silas, IAS, Resident Commissioner, Goa Bhawan, New Delhi., Shri Saumitra Chaudhury, Economic Adviser & Research Coordinator, ICRA Ltd. New Delhi., Shri M.R. Reddy, Director, S.P.G., New Delhi., Shri R.K. Mishra, IPS, Police Training College, Moradabad, U.P., Ms. Firoza Mehrotra, UNFPA, New Delhi., Ms. Ena Singh, UNFPA, New Delhi, Air Comm. Jasjit Singh, Director, Institute of Defence Studies & Analysis, New Delhi were invited to speak to the participants.



Highlights of Courses, Seminars and Workshops.

Photograph of the course



3.7 Two Week Training Programme for IAS Officers (6-9 Year Seniority) (7th June, 99 to 18th June, 99)

<http://www.lbsnaa.ernet.in/academy/courses/6-9imain99.htm>

| | |
|-------------------------------|----------------------------------------------------|
| Course Co-ordinator | Shri Tarun Shridhar |
| Associate Course Co-ordinator | Shri K.N. Kumar Shri M.H. Khan |
| Inauguration by | Shri B.S. Baswan, Director, LBS NAA, Mussoorie. |
| Valedictory remark by | Shri V.K. Chanana, IAS (Retd.) |
| No. of Participants | 32 (Male-29, Female-03) |
| Composition of Group | |

| Sl. No | State | No. of Participants |
|--------|------------------|---------------------|
| 1 | AGMUT | 02 |
| 2 | Andhra Pradesh | 05 |
| 3 | Assam-Meghalaya | 02 |
| 4 | Bihar | 01 |
| 5 | Haryana | 01 |
| 6 | Himachal Pradesh | 01 |
| 7 | Karnataka | 01 |
| 8 | Kerala | 01 |
| 9 | Madhya Pradesh | 05 |
| 10 | Maharashtra | 03 |
| 11 | Manipur-Tripura | 01 |
| 12 | Orissa | 01 |
| 13 | Punjab | 03 |
| 14 | Sikkim | 01 |
| 15 | Uttar Pradesh | 03 |
| 16 | West Bengal | 01 |
| | TOTAL | 32 |

Main Theme *"Towards Quality Governance"*.

The objective of the course was to emphasize the main view towards quality governance. There was also an attempt to develop and use the in-house expertise of various faculty members to a greater degree in this as a result most of the session were taken by the faculty members of the Academy itself. Few guest speakers like Shri Snehil Kumar, Counsellor (TQM), Confederation of Indian Industry, New Delhi., Shri Vijay Sardana, CIFTI, Federation House, New Delhi. Prof. Samar K. Dutta, CMA, IIM, Ahmedabad., Prof. A. Gupta, Fore School of Management, New Delhi., Shri S.K. Joshi, Joint Resident Commissioner, Govt. of Andhra Pradesh, New Delhi., were invited to speak to the participants.



3.8 82nd Induction Training Programme (28th June, 99 to 13th August, 99)

<http://www.lbsnaa.ernet.in/academy/whatson/82iindmain.htm>

| | |
|-------------------------------|----------------------------------------------------------------------------|
| Dates of the Programme | 28 th June to 13 th August, 1999 |
| Course Co-ordinator | Shri L.C. Singhi |
| Associate Course Co-ordinator | Shri M.H. Khan |
| | Dr. A. Subrahmanyam |
| Inauguration | Shri V.S. Jafa, Resident Representative, Government of Assam, New Delhi |
| Valedictory | Shri B.S. Baswan, Director, LBS NAA, Mussoorie |
| No. of Participants | 22 (Male-22 Female-0) |
| Composition of Group : | |

| Sl. No | State | No. of Participants |
|-----------|----------------|---------------------|
| 1 | AGMUT | 02 |
| 2. | Bihar | 02 |
| 3. | Madhya Pradesh | 04 |
| 4. | Maharashtra | 02 |
| 5. | Nagaland | 03 |
| 6. | Orissa | 01 |
| 7. | Rajasthan | 01 |
| 8. | Sikkim | 01 |
| 9. | Uttar Pradesh | 05 |
| 10 | West Bengal | 01 |
| | TOTAL | 22 |

The 82nd Induction Training Programme was held in Indira Bhavan complex on the theme "Development Administration & Responsive Governance".

Guest speakers like Shri V.S. Jafa, Resident Representative, Government of Assam, New Delhi, Shri N.N. Jha, Senior Diplomat., Shri Jasjit Singh, Director, Institute for Defence Studies, New Delhi., Ms. K. Sandhya Rani, Director, Postal Services, Hyderabad. , Dr. Kalyan Raipuria, Economic Adviser, Ministry of Commerce, New Delhi., Swami Dharmanand, Adhyatma Sadhana Kendra, New Delhi., Ms. Firoza Mehrotra, Programme Specialist, Gender, Population and Development UNFPA, New Delhi., Ms. Ena Singh, UNFPA, New Delhi., Shri Ramdas Bhai, Guest of the Swadhayay Module., Dr. N.R. Seth, Shri Rajeev Vohra, Shri Mahesh K. Shah, Dr. R.K. Srivastava, Shri Dhirubhai L. Seth, Ms. Neeru Vohra, Shri B.R. Verma, Shri Ramesh Bhatta, Ms. Kiran Bedi, IPS, Joint Commissioner of Police, New Delhi. Shri R.K. Safaya, Chief (Design & Development), HUDCO, New Delhi., Shri P.G. Dharchakarbarthy, IAS, Director, Deptt. of Urban Development., Shri K.C. Sivaramakrishnan, Professor, Centre for Policy Research, New Delhi., Shri S. Jagadeesan, IAS, Municipal Corporation, Surat., Shri Ashok K, Meena, IAS, Chief Executive, Municipal Corporation, Bhubaneswar., Dr. Kolli Sharada, Mayor, Municipal Corporation, Guntur. Shri M.T. Krishna Babu, IAS, Commissioner, Municipal Corporation, Guntur were invited to speak to the participants.



Highlights of Courses, Seminars and Workshops.

Photograph of the course



3.9 20th Training Programme for IAS Officers (17-20 Year's Seniority) (11th October, 99 to 23rd October, 99)

| | |
|------------------------|--------------------------------------------------------------------------|
| Course Co-ordinator | Shri B.S. Baswan |
| Associate Co-ordinator | Prof. B.K. Sinha |
| | Dr. Ajit Sinha |
| Inauguration | Shri P.R. Brahmananda, Prof. of Economics (Retd.) Bangalore. |
| Valedictory | Prof. Andre Beteille, Prof. of Sociology, University of Delhi, Delhi. |
| No. of Participants | 21 (Male : 19 - Female : 02) |

| Sl. No | State/ Cadre | No. of Participants |
|--------|------------------|---------------------|
| 1 | AGMUT | 03 |
| 2 | Gujarat | 01 |
| 3 | Haryana | 02 |
| 4 | Himachal Pradesh | 01 |
| 5 | Karnataka | 01 |
| 6 | Madhya Pradesh | 02 |
| 7 | Maharashtra | 01 |
| 8 | Rajasthan | 01 |
| 9 | Tamilnadu | 03 |
| 10 | Uttar Pradesh | 04 |
| 11 | West Bengal | 02 |
| | TOTAL | 21 |

Course Theme : "The Reforms process and its Impact: Preparing for the Next Millennium"

The programme included 48 sessions of training inputs spread over 10 working days besides the time spent by the participants in preparing their papers for presentation. During the first week of the training, the focus was on Urban Issues: A Discussion, Judicial Activism, Poverty in India: The Future, The Media and its Role, The WTO and Its Impact on India, Capital Markets, Partnership and Public Sector Reforms, Ethics and Decision making Public Policy Module, Micro Credit, Gender Issues, India's Security Perspective, The Agriculture Sector, Infrastructure- I, Infrastructure-II (The Power Sector) Right to Information, Environmental Issues, Education Issues for the Next Century, Managing the Canals, Demographic Trends, Globalisation & the Indian Economy, Indian's Foreign Policy in the 21st Century, Health Policies, Indian Banking in 21st Century. Some participants in the training programme were actively involved as discussants on specific topics during the course.

In addition to Academy faculty, eminent persons were also invited for discussion. Few of them are Shri B.N. Singh, Shri Ashok Tripathi, Shri Rajiv Takru, Dr. Pronab Sen, Prof. Pranab Banerji, Shri J.S. Yadava, Shri Biplab Dasgupta, Dr. U.K. Sen, Shri C.B. Bhave, Shri John Farrington, Shri V.K. Agnihotri, Dr. Prabhakar, Ms. Urvashi Butaliya, Air Vice Marshal Kapil Kak, Adml. R. Menon. Shri G.. Narasiamharaju Yadav, Shri Bhaskar Barua, Shri G.S. Kalkat, Shri Prem Vashistha, Shri Pradeep Singh, Shri Arvind Mayaram, Shri A.K. Upadhyaya, Shri Ashok Mathur, Shri P.B. Gangopadhyaya, Shri Chandi Prasad Bhatt,



Highlights of Courses, Seminars and Workshops.

Shri B.M.S. Rathore, Shri J.B.G. Tilak, Shri J. Raymond Peter, Shri Pravin Visaria, Shri B.B. Bhattacharya, Shri J.N. Dixit, Dr. Meera Shiva, Shri K. Chadramoli, Shri N.H. Khatri, Shri Madhukar and Prof. Andre Beteille.



Highlights of Courses, Seminars and Workshops.

Photograph of the course



3.10 9th Training Programme for IAS Officers (10-16 Years Seniority)

(1st November, 99 to 12th November, 99)

| | |
|-----------------------------|-------------------------------------------------------------|
| Name of Course Co-ordinator | Shri Binod Kumar |
| Associate Co-ordinator | Shri Tarun Shridhar Shri M.H. Khan Shri Chandan Sinha |
| No. of Participants | 28 (Male : 25 Female : 3) |
| Composition of Group : | |

| Sl. No | State / Cadre | No. of Participants |
|---------------|----------------------|----------------------------|
| 1 | AGMUT | 02 |
| 2 | Andhra Pradesh | 05 |
| 3 | Assam-Meghalaya | 02 |
| 4 | Bihar | 01 |
| 5 | Haryana | 01 |
| 6 | Himachal Pradesh | 01 |
| 7 | Karnataka | 01 |
| 8 | Kerala | 01 |
| 9 | Madhya Pradesh | 05 |
| 10 | Maharashtra | 03 |
| 11 | Manipur-Tripura | 01 |
| 12 | Orissa | 01 |
| 13 | Punjab | 03 |
| 14 | Sikkim | 01 |
| 15 | Uttar Pradesh | 03 |
| 16 | West Bengal | 01 |
| | TOTAL | 28 |

Main Theme : Harnessing Change

The aim was to create an atmosphere in which participatory learning takes place. A churning of the considerable experience, the knowledge and the skills of the participants through sharing and discussion. Methodology adopted was Lecture-cum-discussion sessions, Computer lab sessions, case-studies, panel discussion, films and presentations by participants and field visit. Greater emphasis was laid on in-house expertise throughout faculty members posted in the Academy who took most of the sessions. Further guests like Shri Snehil Kumar, TQM Consultant, Confederation of Indian Industries, New Delhi., Ms. Aruna Amrithanayagam, Economic Officer, American Embassy, New Delhi., & Shri J. Satyanarayana, Secretary, I.T. Govt. of Andhra Pradesh, Hyderabad were invited to speak to the participants.



3.111st Course on "Ethical Issues in Today's Administration" (25th October, 99 to 29th October, 99)

| | |
|-------------------------------|-----------------------------------------------------------------|
| Course Co-ordinator | Shri Binod Kumar |
| Associate Course Co-ordinator | Ms. Shashi Misra Shri K.N. Kumar Shri Y. Mathur |
| Inauguration | Shri N. Vittal, Central Vigilance Commissioner, New Delhi |
| Valedictory | Shri B.S. Baswan, Director, LBS NAA, Mussoorie |
| No. of Participants | 35 (Male-32 Female-03) |
| Main Theme | "Ethical Issues in Today's Administration " |

Greater emphasis was laid on in-house expertise throughout faculty members posted in the Academy who took most of the sessions. The broad focus of the thrust area were Ethics for Today's Administration, Basic Ethical Principles, Values for Administrators, Integrity, Ethical Issues in Today's Administration, Group Work, Individual Sharing. Methodology adopted was Case-studies, Individual sharing, Group work & presentation by participants. Further guest speakers like Shri N. Vittal, Central Vigilance Commissioner, New Delhi. Prof. Sekhar Singh, Professor, IIPA, New Delhi., Shri P. Bhattacharya, IAS 1971(West Bengal Cadre), Principal Secretary., Brig. Shekhar Sen, APS, HQ-Eastern Command, C/o 56 APO., Shri Sompal Shastri, Ex-Minister of State, Agriculture, Govt. of India., Shri R.C. Iyer, Upa-Lok Ayukta, Mumbai were invited to speak to the participants.

3.12 One Day Workshop on Human Rights (20th May, 99)

| | |
|-------------------------------|--------------------------------------------|
| Course Co-ordinator | Shri M.H. Khan |
| Associate Course Co-ordinator | Shri A. Subrahmanyam |
| Inauguration by | Shri Binod Kumar, Joint Director, LBS NAA, |
| No. of Participants | 26 (Male-23, Female-03) |

A one-day workshop on Human Rights was conducted by the Academy on 20th May, 1999. The objective of the programme was :

- To develop a module on Human Rights & to decide the main points to be incorporated in a training module.
- Training and sensitising for better understanding of the issues related to Human Rights was another important consideration.

The resource persons invited were Shri Harsh Mander, Prof. Koteswar Rao, Shri A.P. Bhatnagar, ADGP, Punjab, Dr. Kumud Sharma, Centre for Women Development Studies, Delhi.



3.13 Second Language Teaching and use of Audio Visual Technology **(10th June, 99 to 12th June, 99)**

| | |
|---------------------|-------------------------|
| Course Co-ordinator | Shri M.M. Mishra |
| Inauguration | Shri Binod Kumar |
| Valedictory | Shri B.S. Baswan |
| No. of Participants | 08 (Male-06, Female-02) |

A three day workshop on the above mentioned subject was conducted from 10th to 12th of June 1999 to enable the internal members in use of modern technique of teaching second languages for effective and better result.

In order to achieve this goal, the workshop was divided into two parts-theoretical aspects of the subject and the Result oriented practical part. In two sessions several aspects of effective training and the role of modern training technology, along with the art of script writing, was discussed.. Three sessions were used for shooting of visuals on the basis of scripts prepared by the faculty itself in Hindi , Marathi, Bengala, Assameia and Tamil, each one of about ten minutes of duration.

3.14 Retreat on Administrative Issues – Past, Present and Future

(24th June, 99 to 25th June, 99)

| | | |
|----------------------|---|-------------------------------------|
| Course Co-ordinator | : | Shri P.M.V. Siromony |
| Inauguration by | : | Shri Govind Narain, ICS |
| Concluding remark by | : | Srhi G.C. Baveja, IAS (1949 Batch) |
| No. of Participants | : | 09 (Male-09, Female-0) |

A Retreat of ICS/ IAS officers of 1949 batch with representatives of several State Government was organised on the theme "Administration in India: Integrity Issues & Delivery System. Of the participant, two groups were made to discuss (1) Integrity and the IAS (a) Strategies (b) Interfacing with Political Masters. and; (2) Instrument for Effective Delivery of Public Service (with special reference to the IAS). This was an occasion when the early and new entrants sit together and discuss the issues related to modern india. The groups after holding discussions came up with some specific recommendations. More emphasis was on "that we have to analyse and rationalise the role of the bureaucrats and the Government machinery as a whole. Whatever may be the nature of the Political Governments at the top, they have to be serviced in the matter of the formulation of policies, in the execution and implementation of those policies, plans and in the general matters of administration and in keeping peace and order, by a well organised machinery of Government".



Highlights of Courses, Seminars and Workshops.

Photograph of Retreat



3.15 Conserving bio-diversity in the 21st Century through Conservation and Development Planning on a Regional Scale

(28th June, 99 to 30th June, 99)

| | |
|---------------------|----------------------------|
| Co-ordinator | Mrs. B.V. Uma Devi |
| Inauguration | Shri N.N. Jha |
| Valedictory | Ms. Sugatha Kumar |
| No. of Participants | 50 (Male : 40 - Female 10) |

A workshop was organised for senior policy makers at LBSNAA on 28-30 June 1999 in collaboration with WII, Dehradun. The objectives of the workshop were:

- a. Highlighting the significance of biodiversity conservation and the challenges that it faces in cross-sectoral settings.
- b. Sharing lessons from pilot initiatives that show potential for scaling up.
- c. Deliberating upon the rubric of a new integrated conservation and development strategy and identify the policy, legal, administrative, political and social imperatives of such a strategy.

3.16 IAS : Perspectives for 2020 **(16th July, 99 to 17th July, 99)**

| | |
|------------------------|----------------------------------------------------------------------|
| Course Co-ordinator | Ms. Shashi Mishra |
| Associate Co-ordinator | Shri Yaduvendra Mathur |
| | Shri K.N. Kumar |
| | Shri S.K. Nayak |
| | Shri D. Sreenivasa Reddy |
| Inauguration | Shri J.M. Lyngdoh, Election Commissioner, New Delhi |
| Valedictory | Shri M. Gopalakrishnan, Director, Institute of Public Enterprises |
| No. of Participants | 28 (Male-24, Female-04) |

"Yogah Karmasu Kaushalam" a two-day workshop on the theme IAS: Perspectives for 2020 was organised by the LBSNAA on 16-17 July, 1999 and have come out with a booklet titled "Yogah Karmasu Kaushalam".



3.17 Training Programme for Officers of the Sri Lanka Administrative Service (16th October, 99 to 31st October, 99)

| | |
|-------------------------------|-------------------------|
| Course Co-ordinator | Shri Tarun Shridhar |
| Associate Course Co-ordinator | Shri Chandan Sinha |
| No. of Participants | 18 (Male-07, Female-11) |

The main objectives of the course were

- Describe the changing context of public administration in a developing country.
- Identify key issues in world trading systems and globalisation of economies.
- Describe modern concepts of public administration and management.
- Describe and analyze the public policy process.
- Use problem-solving techniques to tackle quality systems in government.
- Use modern techniques of project management.

Photograph of the Sri Lanka Course



4. TRAINING AND RESEARCH UNITS

Research

For training to be relevant it is important that it is backed up by research. LBSNAA is also aware of its unique position of being able to provide support to govt. for policy formulation through its research activities and by providing a forum for meaningful dialogue. A case in point was the initiative on administrative reforms. It is with this in mind that a number of research units have been set up. They are:-

4.1 Centre for Co-Operatives and Rural Development

The Centre for Co-operatives and Rural Development (CCRD) at the Academy has been functioning since September 1995. The CCRD is engaged in conducting research in co-operative sector, studying the difficulties faced by the rural poor in organising themselves into co-ops & the successful interventions by Co-operatives and RD 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 (group-A) 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 (1999) following activities and programmes were conducted by the CCRD:

Training Programmes / Workshops/ Seminars Conducted

- **'Co-operatives in the Changing Economic Context: The Second Policy Seminar for IFFCO'** (22 – 24 February 1999) was an IFFCO sponsored Seminar. Participants of the Seminar were the Senior Managers of IFFCO. Welcome Address was delivered by Mr. Sanjeev Chopra, Vice Chairman, CCRD and Valedictory Address was delivered by Dr. C. S. Rao, Chief Manager (HRD), IFFCO.
- **'The Third SAARC Consultation on Co-operative Policy – Governance of Co-operatives: Coping with Paradigm Shifts'** (20 – 23 June 1999) was supported by ILO COOPNET/ COOPREFORM Programme, Co-operative Development Foundation, Hyderabad and SAARC Division, Ministry of External Affairs, Government of India, New Delhi. Mr. Vijai Kapoor, H. E., The Lieutenant Governor of Delhi delivered the Inaugural Address and Prof. Y. K. Alagh, Member of Parliament, Rajya Sabha delivered the Valedictory Address. Mr. Sanjeev Chopra, Vice Chairman, CCRD, delivered the Vote of Thanks. Representatives from SAARC countries, ILO COOPNET/ COOPREFORM Programmes, Co-operative Development Foundation, HIVOS, Academicians, Secretaries (Co-op), Managing Directors of Apex Co-operatives, other Govt. Officials and Officers from the Academy attended the Consultation.
- **'Exposure Programme on Micro Finance and Self Help Groups for IAS Officers'** (27–29 December 1999) was MCID, NABARD sponsored Programme. This Programme was organised by the CCRD at the NIRD, Hyderabad. Mr. Y. C. Nanda, Managing Director, NABARD delivered the Inaugural Address and the Valedictory Address was delivered by Mr. R. C. Choudhury, Director



Training and Research Units

General, NIRD, Hyderabad. Mr. M. H. Khan[#], Vice Chairman, CCRD, and Dr. Prakash Bakshi, Chief General Manager, MCID, NABARD, delivered the Vote of Thanks. The Senior and Middle Level IAS Officers, Academicians, NGO peoples and NABARD Officials attended this Programme.

Research Studies

The CCRD Research Team consisting of Mr. Sanjeev Chopra, Mr. Pankaj Naithani and Mr. D. S. Reddy submitted the following two Research reports to the Ministry of Rural Areas and Employment (MORAE), Govt. of India, New Delhi.

- Impact Analysis of Indira Awaas Yojna (IAY): A Case Study in Tehri Garhwal, Dehradun and Faizabad districts of Uttar Pradesh
- Impact Analysis of Million Wells Scheme (MWS): A Case Study in Tehri Garhwal, Dehradun and Faizabad districts of Uttar Pradesh

The MORAE, GoI, New Delhi supported the above research studies.

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

A Centre for Development of Software for Training of Administrators (SOFTRAIN) was set up at the Lal Bahadur Shastri National Academy of Administration, Mussoorie to develop framework teaching material in various areas of public management, economics, law, management, computers, etc., it was assigned the task of collection, development and dissemination of software. It has a modest scheme of development of Case Studies in Administration.

Objectives

- i. Preparation of training software;
- ii. Collection of Training Software in the identified areas from various sources and documenting the same;
- iii. Circulation of the training software to the National/ Central / State Training Institutions and other Organisation;
- iv. Organising Training of Trainers workshop for dissemination of expertise regarding use of the Software;
- v. Marketing of the Software developed; and
- vi. Undertaking studies to appraise the impact of training at various levels.

Activities

SOFTRAIN has undertaken a project for developing of films for training purposes along with 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:

[#] Mr. M. H. Khan has taken over the charge of Vice Chairman and Coordinator, CCRD from 1 August 1999, the day Mr. Sanjeev Chopra moved on the Study Leave.



Training Films:

1. A video film on Corruption: "Right to Information".
2. A video film made by Phase -II Officer Trainees: "Shaping the future".

On-going Projects

Source Books:

1. "Nirashriton Ka Sanrakshan" hindi edition of the book " *An Agenda For Caring* " by Vidya Rao and Harsh Mander. (under print)
2. Promoting Livelihood for Rural Poor.
3. Disaster Management.
4. Forestry.
5. Social Justice.
6. On Literacy.
7. Right to Information.

4.3 Centre for Rural Studies (CRS)

The Centre for Rural Studies (CRS) is concerned with the research on issues related to land, poverty alleviation programmes, rural labour and its migration pattern, wage issues, and agrarian movements and gender issues pertaining to all these.

Objectives of the CRS

1. Prepare and canvass of the questionnaires on tenancy, land ceiling, land records, land consolidation, wasteland development, homelessness, rural development, including poverty alleviation programmes, particularly, IRDP, JRY, IAY, MWS, DWACRA, TRYSEM, etc.
2. Collect empirical data on all these programmes through the IAS officer trainees during their district training;
3. Improve the quality of 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.
4. Evaluate the progress made in implementation of (a) tenancy reforms, (b) ceiling on land holdings, and (c) utilisation of Govt. lands in the country.
5. Critically examine the success claimed and the problems that have arisen in the field in implementation of rural development programmes, particularly IRDP, JRY, IAY, MWS, DWACRA, TRYSEM etc. and suggest measures related to its implementation mechanism and policy.
6. 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 asked by the Department of Rural Development, Govt. of India to act as a think tank to suggest changes in policy measures and improvements in the delivery mechanism and to act as an adviser to different state governments on issues relating 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



Training and Research Units

Programme. The CRS also commissions studies by administrators/ academics of repute on critical issues of its concern.

Other Activities

The Ministry of Rural Development entrusted to CRS to carry over a "Study of 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.

Under this project two draft reports entitled "Status of Women under the Land Laws in the State of Madhya Pradesh " and "Status of Women under the Land laws in the State of Kerala" have been prepared and submitted to the Department of Rural Development, Government of India for its comments. Similar monographs are also proposed for other states.

Workshop

A National Workshop on "Whither Tenancy" was organised by the Centre for Rural Studies, on 24-25 September, 1999.



4.4 National Centre for Gender Training, Planning and Research (NCGTPR)

The NCGTPR 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. Now NCGTPR is a Society registered under Societies Registration Act. Its activities were co-ordinated by Shri Sundeeep K. Nayak, Deputy Director (till 15th September, 99) and by Ms. Gita Mishra, Deputy Director (Sr.) w.e.f. 16th September, 99.

Activities of NCGTPR

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.

With a view to create a network across State 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.

During the year a " Review cum Orientation Workshop on Convergent Community Action Strategy" was organised from 9th April to 12th April, 1999. 61 Participants from various streams took part in the workshop out of which 6 were female. This workshop was inaugurated by Shri B.S. Baswan, Director of the Academy and the chief guest for the valedictory session was Dr. P.L. Sanjeev Reddy, Secretary, Ministry of Rural Areas and Employment, Govt. of India, New Delhi

Guest Speakers/ Resource Persons invited to speak to the participants were like Ms. Anuradha Joshi, Secretary, SIDH, Mussoorie, Shri Biswajit Sen, Consultant, UNICEF, Lucknow, Shri Matrey Ghatak, Calcutta, Shri Pawan Kr. Gupta, Director, SIDH, Mussoorie, Shri Shashi Rajgopalan, Secretary, Cooperative Development Foundation, Hyderabad.



Group Photo graph



4.5 National Literacy Resource Centre (NLRC)

The National Literacy Resource Centre was set up two years ago 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 to sensitise future administrators and officers, to act as effective 'facilitators of people's action.'

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

The NLRC is engaged in documenting the work undertaken by some literacy campaigns and preparing case studies, which are then, used as training materials and has come up with a book entitled '**Zile ki Kahani, Apni Zubani**'. A detailed video documentation of the Dumka TLC has been done in the film "Patta Patta Akshar Hoga" with the help of Drishti Media Collective.

The NLRC is also conducting intensive Participatory Impact Studies of three districts, in which many academics and activists are also involved.

Workshops, seminars and lectures organised during this year:

In January, 1999 an extensive study tour was undertaken for the National Study on "Developing a Literate Environment", conducted for the NLM-UNESCO Project 'Training and Co-operation - Literacy in India'.

A three-day National Training Workshop on "Participatory Process Documentation and Impact Studies of Literacy Campaigns" was conducted from 7th to 9th February, 1999 at Begusarai, Bihar in collaboration with the Zilla Saksharta Samiti.

A presentation of the National Study was also made at the 5-Nation workshop conducted by NLM and UNESCO at Delhi.



5. Training, Research and Development Cell (TRDC)

The Training, Research and Development Cell was set at the Academy in December, 1988 with a view to collect, collate and generate material related to training needs, and to identify and support research programmes related to training functions in this Academy. It also seeks to identify the training and research needs of faculty members engaged in the task of training. The Training, Research and Development Cell works to achieve the following objectives:

- (a) To encourage research & to explore the current status of the training material.
- (b) To identify the gaps in the design and content of current training courses.
- (c) To anticipate future needs and generate material.
- (d) To establish exchange relationships with other training and related institutions in the country resulting into the establishment of course material library.
- (e) To establish Audio Visual Library
- (f) To encourage, organise and monitor faculty development, identify their training needs and sponsor/ arrange training programmes for faculty members within India and Abroad
- (g) To act as a repository of all the materials issued by the Academy from time to time or received from the DOP&T.
- (h) To collect material for preparing `In-basket Exercises, Management Games and Instructional Material.
- (i) Publication of Academy's Annual Report and Training Calendar of the Programme.

DISTINGUISHED VISITORS

Mr. I.K. Gujral, former Prime Minister of India visited the Academy on 20th September, 1999 to preside over the Inaugural Programme of the 66th Foundational Course.

Ms. Cathy Stephens visited the Academy on 23rd July, 1999. She is Acting Director of the British Council, India.

Ms. Kiran Aggarwal visited the Academy on 23rd July, 1999. She is the Secretary, Women & Child Development since December, 1998.

Shri Sumantra Kumar Guha visited the Academy on 23rd July, 1999 in his capacity as National Programme officer United Nations Development Fund for Women (UNIFEM), New Delhi.

Dr. R. Chidambaram visited the Academy on 11th July, 1999. He is one of the India's leading experimental physicists. After completing his Ph.D in the Indian Institute of Science, Bangalore from where he also got his D.Sc degree for contribution in Crystallography and material science, he joined the Bhabha Atomic research Center (BARC) in 1962 and became its director in 1990. He has been Chairman, Atomic Energy Commission & Secretary to the Govt. of India in the Department of Atomic Energy since 1993.

H.E Mr. Rob Laurie, High Commissioner of Australia in India has visited the Academy on



Training, Research and Development Cell (TRDC)

25th and 28th June, 1999. He addressed the probationers on Administrative Reforms in Australia and interacted with members of the Academic staff Council

H.E. the Lt. Governor of Delhi, Shri Vijay Kapoor visited the Academy on 19th June, 1999 to preside over the Inaugural Programme of the IAS Professional Course Phase-II (1997-1999 batch).

Ms. Vasundhara Raje, Union Minister of State for Personnel, Public Grievances & Pensions and External Affairs, Govt. of India visited the Academy on 4th June, 1999 to preside over the Valedictory Programme of the IAS Professional Course Phase-I (1998-2000 batch).

His Excellency Shri Krishan Kant, Vice-President of India and ex-officio Chairman, Rajya Sabha (the Upper House of Parliament) visited the Academy between 25th to 27th May, 1999. During his visit he met the Office Trainees of the IAS Phase-I (1998-2000 batch) and 65th Foundational Course. On the 26th he unveiled the statue of Late Shri Lal Bahadur Shastri for former Prime Minister of India.

Some other dignitaries who visited the Academy are as follows:

- Visit of Prof. Ian Duncan, University of Sussex & Former Lord mayor of Brighton on 25th March, 99.
- Visit of Faculty members from Mahatma Gandhi State Institute of Public Administration, Punjab, Chandigarh.
- Visit of Prof. Richard E. Zody, Director, Virginia Polytechnic Institute and State University, Blacksburg, Virginia (USA).
- Visit of Prof. John Farrington, Coordinator, Natural Resource Group, UK
- Visit of Ms. Francois RIAHI, ENA Trainee in the Embassy of France.

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. Following faculty members were deputed for training, attending workshops, seminars and for exploring possibilities for collaboration both in India and abroad under faculty development plan.

| S/Shri | Description | Date |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| B.S. Baswan | Attended the conference organised by the National Performance Review and the State Department on Reinventing Government. Visited the Federal Executive Agency in Charlottesville (VA) and organisations in Washington D.C. | 11-1-99 to 15-1-99 |
| B.S. Baswan | Visit to Birmingham to attend the Annual Conference of the IASIA on "Shaping Public Management for Effectiveness, Accountability & Democracy; implication for Education and Training in the UK and to Institution in the Netherlands. | 19-7-99 to 22-7-99 |



Training, Research and Development Cell (TRDC)

| | | |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Sanjeev Chopra | To attend a Course on Agricultural Economics under Hurbet H. Humphrey Fellowship programme at the Cornell University, Ithaca (on Study Leave), USA | 2-8-99 onwards |
| S.K. Nayak | M.Sc. in Population & Development Programme, London School of Economics & Political Science (LSE), London (on Study Leave) in the UK | 28-9-99 onwards |
| Tarun Shridhar | To attend TQM Training Programme and CAPAM High Level Seminar on Public Administration at St. Anne's College, Oxford University, in UK | 16-4-99 to 17-4-99 |
| Ms. Manisha Shridhar | To attend TQM Training Programme and CAPAM High Level Seminar on Public Administration at St. Anne's College, Oxford University, UK | 16-4-99 to 17-4-99 |
| B.V.R. Subrahmanyam | To attend TQM Training Programme and CAPAM High Level Seminar on Public Administration at St. Anne's College, Oxford University, UK | 16-4-99 to 17-4-99 |
| S.K. Nayak | Landmark Education, Mumbai, India | 8-1-99 to 13-1-99 |
| K.N. Kumar | Training Programme on Management by Human Values: Indian Insights at Calcutta, India | 6-1-99 to 14-1-99 |
| D. Banerjea | Training Programme on Management by Human Values: Indian Insights at Calcutta, India | 6-1-99 to 14-1-99 |
| K.N. Kumar | Exploiting Information Technology Strategically at Calcutta, India | 4-2-99 to 6-2-99 |
| M.H. Khan | Blueprint for Success by Dr. Shiv Khera at New Delhi, India | 10-3-99 to 12-3-99 |
| K.N. Kumar | Leadership through self transformation: Indian Insights at Lucknow, India | 5-5-99 to 7-5-99 |
| P.M.V. Siromony | The New International Awakening to Ethics in Business at Manipal, India | 25-7-99 |
| A. Subrahmanyam | Seminar on "Appointment of Judges" at New Delhi, India | 17-9-99 to 18-9-99 |
| Santulan Choubey | National Conference on Preparing India to face Y2K at New Delhi, India | 1-9-99 |
| Ms. Shashi Mishra | Emotional Intelligence: Survival Skills for the New Millenium at New Delhi, India | 18-12-99 |
| A. Santhosh Mathew | Emotional Intelligence: Survival Skills for the New Millenium at New Delhi, India | 18-12-99 |
| K.N. Kumar | Emotional Intelligence: Survival Skills for the New Millenium, at New Delhi, India | 18-12-99 |



6. 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 comprises the following members:

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

Seminar/Workshops/Training Modules

The Department of Education, Ministry of Human Resource Development, Government of India, through the Educational Consultants of India Ltd., sponsored a series of training programmes under the District Primary Education Project on (i) Preparation of District Perspective Plans; (ii) Refresher courses for Preparation of Annual Work Plans; (iii) Appraisal of the Perspective Plan and (iv) Supervision of Programme Implementation

- Three Orientation courses were conducted during the year for Young Professionals of CAPART.
- A Workshop on Foodgrain Marketing Policies to Meet Food Security Needs.
- Public Management & Poverty Reduction in a Market Economy – a training programme under the Colombo Plan.
- Management Development Programme of one or two-week duration have been organised in response to requests from NHDC, FCI & CAPART.

Research

- Evaluation of Alternative Schools through Maktabas in Assam.
- Evaluation of Doon Valley Integrated Watershed Management Project.
- Impact Assessment Study of Indira Awaas Yojana and Million Wells Scheme.
- Research Project Completed under ICSSR Senior Fellowship on 'Monitoring Sustainability: Construction and Application of an Index of Sustainable Development'.
- Impact Assessment of Poverty Alleviation and Rural Development Programmes in Gonda District.
- CAPART Training Needs Assessment Project.



- Institutional Assessment of Support to Voluntary Organisations of CAPART.



7. FACILITIES AT LBSNAA

7.1 GANDHI SMRITI LIBRARY

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

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, 355 Audio Cassettes, 1176 Video Cassettes. The Library has added 2872 documents, 41 Audio cassettes, 86 Video Cassettes and 76 CDs during the period under report.

The details of the newspaper, periodicals received in the Library are as follows:

1. Journals subscribed - 140,
2. Journals received on Exchange basis - 60,
3. Journals received on complimentary basis- 20,
4. National daily Newspapers- 17,
5. Regional daily Newspapers - 22,
6. Popular Magazines - 30,
7. Regional Magazines - 12,

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



7.2 COMPUTER CENTRE

The activities carried out by the Computer Section during the year were:

An INTRANET WEB server was set-up to cater to the needs of the various sections of the Academy. Selected staff members from each of the sections were trained on creation, hosting and maintenance of the WEB pages for their sections. The INTRANET is accessible only within the Academy network (ACADNET).

A Group Video Conferencing facility was set-up with the help of National Informatic Centre Services Inc., New Delhi. With this facility lectures/group discussions/meetings can be arranged from any of the 27 Video Conferencing Studios set-up by NIC throughout the country. Three trial sessions were held during the year in which personnel from Department of Training and NIC took part and discussed with the Academy Faculty and the Officer Trainees of the 66th Foundational Course. The system will be put to use for organising more such lectures/discussions in the coming years.

All the 132 rooms in the three hostels namely Ganga, Kaveri and Narmada were provided with a Computer with Pentium Processor equipped to get unlimited Internet Access. Deputy Directors holding an Administrative responsibilities of various sections have been provided a Computer (Pentium III processor) at their residence with Internet Access. The communication within the Academy is now made mostly through internal E-mail. The ACADNET is being extended to Indira Bhawan and NSDART complexes.

The printing wing printed a total of 34,61,000 pages during the year.

7.3 OFFICIAL LANGUAGE WING राजभाषा अनुभाग

- क्रियान्वयन कार्य:** भारत सरकार की राजभाषा नीति का क्रियान्वयन करना इस अनुभाग का मुख्य कार्य है। भारत सरकार निर्धारित वार्षिक लक्ष्यों की प्राप्ति के लिए समय-समय पर जारी आदेशों/ निर्देशों/दिश-निर्देशों आदि के अमल पर जोर दिया जाता है तथा साथ ही साथ इनकी निगरानी भी की जाती रही है। इस समय अकादमी से 'क' तथा 'ख' क्षेत्रों के साथ शत-प्रतिशत पत्राचार हिंदी में किया जा रहा है तथा 'ग' क्षेत्र के साथ भी हमारा हिंदी पत्राचार निर्धारित लक्ष्य के अनुरूप चल रहा है।
- अनुवाद कार्य:** भारत सरकार की राजभाषा नीति के अंतर्गत राजभाषा अधिनियम की धारा 3(3) से संबंधित प्रशासनिक पत्राचार का अनुवाद उपलब्ध कराना भी इस अनुभाग का दायित्व है। अकादमी में विभिन्न अधिकारियों/ अनुभागों की मांग के अनुरूप यह अनुभाग अनुवाद उपलब्ध कराता है। विगत कुछ वर्षों से हिंदी माध्यम से चुनकर आने वाले अधिकारी प्रशिक्षणार्थियों को हिंदी में पाठ्यसमग्री उपलब्ध कराने की दृष्टि से पाठ्यसामग्री अनुवाद के समन्वय का कार्य भी इस अनुभाग को सौंपा गया है। इस वर्ष विधि, लोक प्रशासन, अर्थशास्त्र, प्रकरण अध्ययन संबंधी विभिन्न विषयों का हिंदी रूपांतर उपलब्ध कराया गया।
- प्रशिक्षण कार्य:** भारत सरकार की नीति के अनुरूप इस अनुभाग द्वारा अंग्रेजी आशुलिपिकों/ टंककों के लिए भी हिंदी आशुलिपि/ टंकण के प्रशिक्षण की व्यवस्था की जाती है। अधिकारियों/ कर्मचारियों में हिंदी में काम करने की झिझक को दूर करने की दृष्टि से अकादमी में समय-समय पर हिंदी कार्यशालाएं भी आयोजित की जाती हैं।
- निरीक्षण:** राजभाषा विभाग, गृह मंत्रालय द्वारा हिंदी की उत्तरोत्तर प्रगति सुनिश्चित करने की दृष्टि से जारी आदेशों/निर्देशों के अनुपालन के लिए अकादमी में समय-समय पर विभिन्न अनुभागों का निरीक्षण किया जाता है। इस



Facilities

निरीक्षण के लिए कार्मिक और पशिक्षण विभाग के अधिकारीगण के अलावा संसदीय राजभाषा समिति भी समय-समय पर अकादमी का दौरा करती रही है।

5. **राजभाषा कार्यान्वयन समिति:** भारत सरकार की राजभाषा नीति के कार्यान्वयन की समीक्षा हेतु अकादमी में राजभाषा कार्यान्वयन समिति गठित है। इस समिति की बैठके प्रत्येक तिमाही में आयोजित की जाती है। अकादमी में उपनिदेशक वरिष्ठ (प्रशासन) इस समिति के अध्यक्ष है तथा विभिन्न संकाय-समन्वयक और अन्य संबंधित अधिकारी इस समिति के सदस्य हैं। सहायक निदेशक (रा.भा.) इस समिति के सदस्य सचिव हैं।
6. **तिमाही प्रगति रिपोर्ट:** अकादमी में हिंदी के प्रयोग की प्रगति से संबंधित तिमाही रिपोर्ट कार्मिक और प्रशिक्षण विभाग को भेजी जाती है। तत्पश्चात्, यह रिपोर्ट राजभाषा विभाग, गृह मंत्रालय को भेजी जाती है और समेकित रिपोर्ट हर वर्ष संसद में प्रस्तुत होती है।
7. **प्रकाशन:** अकादमी में राजभाषा अनुभाग द्वारा हिंदी पत्रिका 'भाषा भारती' प्रकाशित की जाती है। जिसका मुख्य उद्देश्य अधिकारियों/ कर्मचारियों की लेखन प्रवृत्ति को बढ़ावा देकर हिंदी के प्रति लगाव पैदा करना है। इस वर्ष भाषा भारती का बारहवां अंक प्रकाशित किया गया। हिंदी अकादमी रूपांबरा द्वारा भी भाषा भारती को अखिल भारतीय राजभाषा शील्ड सम्मान प्रदान किया गया है।

8. विविध:

- (1) इस अनुभाग द्वारा भारत सरकार के निर्देशों के अनुरूप प्रतिवर्ष हिंदी सप्ताह/ पखवाड़ा/मास का आयोजन किया जाता है जिसमें विभिन्न कार्यक्रमों का आयोजन करके हिंदी के प्रचार-प्रसार के लिए समुचित वातावरण तैयार किया जाता है।
- (2) हिंदी में अधिक से अधिक मसौदा/ टिप्पण लिखने वाले अधिकारियों/कर्मचारियों के लिए भारत सरकार द्वारा एक प्रोत्साहन योजना लागू की गई है जिसके तहत प्रतिवर्ष प्रतिभागियों को नकद पुरस्कार और प्रमाण पत्र प्रदान करके प्रोत्साहित किया जाता है।
- (3) अधिक से अधिक पाठ्यसामग्री हिंदी में तैयार करने के लिए संकाय सदस्यों के लिए भी प्रोत्साहन योजना आरंभ की गई है।

7.4 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, 1999; Blood donation camp was also held and blood was donated to Military Hospital and Doon Hospital. Regular check up of participants of in-service courses was done, vaccination of entire Academy staff against hepatitis 'B' was conducted. Besides, classes were also held on First-Aid for the officer trainees.

7.5 Others

Since July, 1989 a Kendriya Bhandar is functioning in the Academy premises just outside the Main Gate under the auspices of Central Government Employees' Consumer Cooperative Society Limited, New Delhi. The objective is to provide essential commodities of daily need, quality foodstuffs, and other consumer items at competitive rates. This Bhandar caters to the needs of the office in supplying stationary, sports gadgets as well. The services are available to members of the public also. Academy has got a post office in own premises. This caters to the Academy and the neighbourhood. The State Bank of India has an evening branch at the very gate of the Academy. In addition, two barber shop, a tailor shop and a bakery meets the daily needs of the trainees and visitors to the Academy.



7.7 Physical Infrastructure of LBSNAA

(a) Class/lecture/conference rooms

| | | |
|-------|-----------------------------------------------------------|----------------------|
| (i) | Total number of Classrooms/ lecture rooms | |
| (ii) | Total capacity (seating) of all classrooms/ lecture rooms | 12 No. 1414 Seats |
| (iii) | Conference rooms/ halls | |
| (iv) | Seating capacity of each conference room/ hall | 02 No. 50 No each |

(b) Library

| | | |
|-------|------------------------------------------------|----------|
| (i) | Total number of books | 1,50,000 |
| (ii) | Number of general reading magazines subscribed | |
| | • Popular magazine | 30 |
| | • Regional Magazines | 12 |
| | • Children Magazines | 11 |
| (iii) | Number of newspapers subscribed | |
| | • National daily | 17 |
| | • Regional daily | 22 |
| (iv) | Number of journals subscribed | |
| | • Exchange basis | 140 |
| | • Complimentary | 60 |
| (v) | Library catalogue has been Computerised | 20 |

yes, library catalogue has been computerized as well as issuance & return of books.

(c) **Hostel (Total capacity)** 134 room

(d) Games and Sports facilities

| | |
|--------------------------------------------------------------------------------------------|----|
| Badminton Halls (Wooden Floor) | 02 |
| Squash Courts (Wooden Floor) | 02 |
| Lawn Tennis Courts (Cemented & Synthatic) | 03 |
| Multi-purpose playground | 01 |
| Basket-ball court (Cemented) | 01 |
| Multi-purpose Hall [in which 03 Table-Tennis Tables and one Multi Gymnasium (16 station)] | 01 |

There is a large Polo Ground 1.5 Km. away from the main campus and is used for Athletic Meets, Morning PT, Jogging etc. The Duck pond is used for horse riding. Besides the above there are facilities of Indoor games like Carrom, Chess, etc.

(e) Audio-visual Equipment

| | | |
|-------|----------------------------------------|-------------------------------------------------------------------------------------|
| (i) | Number of VCRs/VCPs : | 08 |
| (ii) | Number of Audio Cassette Players | 04 |
| (iii) | Number and Break-up of videocassettes. | 1840 (1090 Educational and Academy made + 750 cassettee collection of Film Society) |
| | • Management | 66 |
| | • Entertainment | 750 |
| | • Computer learning | 07 |
| | • Others | 1017 |

(f) Residential accommodation

| | |
|--------------------|-----|
| • (i) for officers | 24 |
| • (ii) for staff | 292 |



Facilities

(g) Computers:

| | | |
|--------|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| (i) | Total Computer | 315 |
| (ii) | Number of the following Intel microprocessor based computers | Number |
| | • Intel 286 | Nil |
| | • Intel 386 | 01 |
| | • Intel 486 | 125 |
| | • Intel Pentium I | 124 |
| | • Intel Pentium II | 60 |
| | | 01 |
| (iii) | Number of Apple Computer | |
| (iv) | Number of other (other than Intel based or Apple) computers | 04 (Unix Servers) |
| (v) | Total number and type of printers | Number |
| | • Make of Printer | |
| | • Fujitsu (132 DMP) | 10 |
| | • L&T (132 DMP) | 10 |
| | • HP-Laserjet (Laser) | 38 |
| (vi) | Number of optical scanners | 03 |
| (vii) | Computer software available in the institute | Window 3.1 & 95, Ms-office 4.2 & 97, Netscape, Norton Anti-Virus, Techlib, Basisplus Windows 95. Windows NT, HP-Unix 8.0, Unixware 1.0, |
| (viii) | Computers linked up in a local area or wide area network | Ethernet based LAN, Windows NT, Windows 95 & Unix |
| (ix) | Is the institute connected to the internet? | Yes |
| | • Nature of Connection (i.e. by dial-up modem, or leased line or VSAT) | a) VSAT – ERNET b) Microwave – VSNL |

(h) Other Training Equipment:

| | | |
|-------|-------------------------|--------------------|
| (i) | OHP's | 15 |
| (ii) | Video Projection System | 10 LRT + 3 LCD |
| (iii) | Others | 04 Slide Projector |



8. 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. An external training partner is also engaged for the delivery of the out-of-India Module. The partner is the Civil Services College, U.K.

TQM have in fact become an integral part of the courses run in the Academy. Some of the significant TQM topics are:

- i. Kaizen and 5 'S' system
- ii. Quality circles
- iii. Training management
- iv. Problem solving techniques.

These have been extremely useful to participants and they are being used to make major changes in the functioning of some offices 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.

At the root of this initiative is the project approach to training which takes the programme beyond the provision of training to Officer Trainees and delivery of training packages. The TQM training project for government training institutes not only aims at developing Action Plans in their institutes using the knowledge and skills acquired during the training but also provides for monitoring of the implementation of the 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 Project in 1998 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 "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 funded the TQM Project in institutions for three more years covering 11 institutions. LBSNAA is the National Co-ordinator of the Project and Civil Service College; UK will be the UK Partner for training. This programme follows the following cycle.



TQM in Training Institutions

- 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.

In 1998-99, five state institutes participated in the training programmes conducted both in India and in the U.K. All institutes prepared action plans and the award for the best Action Plan was given to the Madhya Pradesh Academy of Administration. The following training programmes were conducted during the year:

1. Name of the Course : Total Quality Management Pre-U.K. Module
Course Co-ordinator : Shri BVR Subrahmanyam, Deputy Director.
Course Dates: 8- 17 February 1999
No. of Participants : Male: 9 Female: 3

This programme was conducted at Power Management Institute, NOIDA. The Course was formally launched on 8.2.99 with an Inaugural Session, which was addressed by Dr. VK Agnihotri, Addl. Secretary (Administrative Reforms), Government of India and Shri A.K. Arora, Joint Secretary, Training, DOPT. The participants were introduced to basic concepts of TQM and the Business Excellence Model.

2. Name of the Course : Total Quality Management Post-U.K. Module
Course Co-ordinator : Shri BVR Subrahmanyam, Deputy Director.
Course Dates: 3-5 August, 1999
No. of Participants : Male: 9 Female: 3

This programme was conducted at the India Habitat Centre, New Delhi. The main purpose of the Post-U.K. Module was to give a final shape to the Action Plans of the participating training institutes. The participants had prepared draft action plans about a month in advance. Core team members from the "Lead Institute" - LBSNAA - had visited these institutes in June and July to discuss the draft action plans and suggest modifications. The final action plans were presented during this module. The Madhya Pradesh Academy of Administration, Bhopal was selected for the Best Action Plan Award.

3. Name of the Course : Total Quality Management Awareness Seminar
Course Coordinator : Shri BVR Subrahmanyam, Deputy Director.
Course Dates: 6 August, 1999
No. of Participants : Male: 93 Female: 12 Total : 105

This programme was conducted at the India Habitat Centre, New Delhi. The Awareness Seminar is a project activity to promote awareness about TQM in government agencies so that this concept gets adopted in other agencies as well. Shri N. Vittal, an eminent civil servant and the Chief Vigilance Commissioner, Government of India, gave inaugural talk. The Seminar was addressed by Shri Tarun Shridhar, Deputy Director (Senior), LBSNAA, Shri R.S. Pawar, Chairman & M.D., NIIT, New Delhi. Award for the Best Action Plan to the MP Academy of Administration was presented during the



TQM in Training Institutions

Seminar.



9. ACTIVITIES OF CLUBS AND SOCIETIES

The trainees are encouraged to lead a rich and varied campus life and to give expression to their latent creative potentialities. They organise themselves into a number of clubs and societies, which provide them with different forums to give expression to their known and latent talents. Some of the club & societies and their activities are given below:-

9.1 The Adventure Sports Club

During 1999 the Adventure Sports Club organised the following activities.

1. River Rafting was organised for the Officer Trainees of Phase-I on 28.3.99 & 11.4.99.
2. In the month of July a trek to Dhanolti-Surakanda Devi Temple and Paonta Sahib were organised for the Officer Trainees of Phase-II.
3. During 66th Foundation Course River Rafting trips were organised on 10.11.99 & 28.11.99.
4. During 66th Foundation course para sailing course has also been organised in which 28 Officer Trainees took part.

9.2 The Alumni Association

The Alumni Association created the Alumni Web Site to network the IAS Officers and other officers who possess membership of the association, which is accessible at <http://www.lbsnaa.ernet.in>.

The directly recruited officers of the Indian Administrative Service of 1948 batch had set up an Endowment Fund for writing an essay on the subject related to "Administration" and winner is selected by a committee of officers. The winner is given a cash award out of this endowment.

An exhibition of the old and rare photographs of the Academy was organised in the Dhruvshila building during the year under report. The Association also brings out a magazine entitled "Academy Sandesh", which include articles and poems both in English and Hindi. . Shri Yaduvendra Mathur, Deputy Director was the Director's Nominee and Dr. Tuman Singh, Assistant Professor of Hindi, the Associate Nominee on the Alumni Association.

9.3 The Computer Society

During 1999, Extra-curricular modules on Multimedia Presentation and Web Publishing were conducted by the Society to enrich the knowledge and skill of the Officer Trainees on the latest developments in the field of Computers.

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 65th and 66th Foundational Course, Ms. Arundhati Ganguli and Sri M.S. Sarkar secured the prizes respectively. Shri K.N.Kumar was the Director's Nominee and Dr. Goutam Mukherjee the Associate Nominee during the



Clubs and Societies

year.



9.4 The 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.

9.5 The Fine Arts Association

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

The First Zonal Day was for the States of the East, North-east and North Zones and the other for the West and South Zones. 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 zones. The Officer Trainees participated in large numbers to make the event a success.

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. Shri Tarun Sridhar, Deputy Director (Sr.) and Dr. H.C. Pokhriyal was the Associate Director's Nominees.

9.6 The Hobbies Club

The Hobbies Club undertook the following activities during the year, 1999:-

1. The Hobbies Club organised painting and collage module during the IAS Professional Course Phase-I & Phase-II.
2. The club had arranged a photography module during IAS Professional Course Phase-I, Phase-II & 66th Foundation Course.
3. The club had also arranged video film making module for the OTs of 66th Foundation Course.
4. The Hobbies Club organised a photo-competition for the OTs. Arrangements were also made to make photographs available to those Officer Trainees who do not own a camera.

Mrs. Manisha Shridhar, Deputy Director (Sr) was the Director's Nominee on the Club till end of Phase-II Course. After this Mrs. Gita Mishra, Deputy Director (Sr.) took over as Director's Nominee on the Hobbies Club. Shri Santulan Chaubey was the Associate Nominee of the Club during the period. Shri S.S. Rana, PTI mainly instrumental in organising the activities.



9.7 House Journal Society

The House Journal Society consists of one Secretary and four elected/selected members. It has the following objectives:

- To promote literacy activities through creative writing.
- To provide a forum for free expression and interaction;
- To develop skills in editing and other aspects of journalism; and

Monthly Publications:

- Special issue of 'संभावना' (स्वदेशांक)
- Two general issues of the same
- 66th Foundation Course published two issues of the *vfHkO;fDr* monthly.

Directories:

- 'अविस्मरणीय' 65th FC .
- 'Souvenir' Golden Jubilee Batch Phase-II of 1997 Batch
- 'Bonds' 66th FC

The activities of this society were under the guidance of the Director's Nominee, Professor Madam Mohan Mishra and Associate Director's Nominee Shri K.B. Singha during 1999.

9.8 The Management Circle

The objective of the Management Circle is to put forward the concepts of modern management, albeit in an easily understandable way. The concepts are sought to be presented through interactive games and quizzes. In the three major courses namely 65th Foundation Course (March-June, 1999), IAS Professional Course Phase-I (1998-2000), IAS Professional Course Phase-II (1997-99) and 66th Foundational Course (1999 Batch), the following main activities were undertaken:

A management Quiz was held on 13 May and 14 May, 1999 - the one-hour quiz covered some very basic topics on marketing, finance, advertising, stock markets, corporate sector and the Constitution of India. .

The magazine comprised of many articles on contemporary management themes. To make the magazine more interesting, crossword and quiz competitions were also included into it.

'Spoken English' has been introduced as one of the ECMs for major courses in the Academy under the aegies of the Management Circle.

A Wisdom Quotient Essay Contest was a take home essay competition. The topics covered many areas like environment, politics, science and society etc. Cash prizes were given to the winners.

Shri L.C. Singhi, Deputy Director is the Director's Nominee and Shri P.R. Harikrishnan is the Director's Associate Nominee. Shri Purushottam Kumar is assisting in the entire work of the Management Circle.



9.9 The Nature Lovers' Club

A competition of photographs taken during the Bharat Darshan and Village Visit on the theme 'Nature' and 'Wildlife' was organised during Phase-I. Shri Anil Bhardwaj, Wildlife Institute of India, Dehradun held a slideshow dealing with the relations of man and the environment on 20 May, 1999.

'World Environment Day' was celebrated and many activities were organised namely, painting competition for children of various schools of Mussoorie, tree plantation and shramdan.

For the Officer Trainees of Phase-II, a short trek to Devalsari-Nagtibba was organised in July, 1999.

Shri Pratap Singh, an expert in bird watching from Wild Life Institute of India, Dehradun took the Officer Trainees on a Nature Trail early in the morning.

Dr. A.J.T. John Singh, renowned Biologist, Wild Life Institute of India delivered a lecture on the topic "Nature and Wild Life Issues" followed by a slide show on 18.7.99.

'Gardening' has been introduced as one of the ECMs for major courses of the Academy. Ms. Pratibha Arya from Roorkee has been holding gardening classes.

Shri Rajeev Bhartare, Wild Life Institute of India, Dehradun showed a film on 'Jim Corbett'.

A group of Officer Trainees visited the Rajaji National Park on 28.11.99. Members of the group were also given a copy of the book titled 'Guide to India's Wildlife'.

Ms. Uma Devi, Deputy Director is the Director's Nominee, Ms. Alka Kulkarni and Shri S.S. Rana are the Director's Associate Nominees. Shri Purushottam Kumar is assisting in the entire work of the Nature Lover's Club.

9.10 The Officers' Club

The Officers' Club provides facilities for both outdoor & indoor games for the Officer Trainees/ Faculty & members of the Staff. The outdoor facilities include Lawn Tennis, Basket Ball, 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. A major achievement of the club during the year was to procure the latest 'computerised' gymnasium including Kettler Tread Mill machines, Kettler cycles, a massager, a multifitness centre, rowing machines and other body fitness equipment. The club has also been able to convert one lawn tennis court into a synthetic one.

Officer Trainees of Phase-I visited IGNFA, Dehradun to play matches with the Officer Trainees of the Forest Service at Dehradun. Matches were also organised between Officer Trainees and faculty members of the Academy. Besides this, Officer Trainees also organised an open tournament in different games such as Badminton, Lawn-tennis, Table Tennis, Squash, Cricket, Football, Volleyball, Basketball and Billiards.

During the year Shri Sanjeev Chopra was the Director's Nominee till 16th July, 99 and later Shri P.M.V. Siromony took charge. Shri Chandan Sinha was alternate Director's Nominee.



9.11 The Officers' Mess

The Officers' Mess is run by the Officer Trainees themselves on a contributory basis. An elected committee comprising 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. Officer 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.

Shri Tarun Shridhar was the Director's Nominee. Shri M.H. Khan and Shri S.S. Rana were the alternate Director's Nominee.

9.12 The Rifle and Archery Club

The Executive Committee of the Club consists of one Secretary and three members organise the activities of the Club.

The Rifle & Archery Club has 0.22 Sporting Guns, .38 Revolvers, Air Guns & one.12 Bore SBL Gun. The Club organised practice sessions for the Officer Trainees and the faculty in the handling and usage of the above mentioned arms. Help of the office of the Sr. Superintendent of Police, Dehradun were also taken in handling and managing these practice sessions. Firing sessions of carbines were also organised during IAS Phase-I & II Course. The Club also possesses an automatic Rifle & a light machine gun presented by Lt. Gen. J.S. Aurora in 1972.

Shri A. Santhosh Mathew is the Director's Nominee, Shri M.R. Unnithan is the Director's Associate Nominees.

9.13 The 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 constitutions of other Societies and Clubs, fall within its ambit. That being the position, efforts were made to cover manifold areas of interest and to involve the Officer Trainees in various intellectual activities. The society for Contemporary Affairs organised a large number of competitions and contests during the year 1999. It also arranged for interactions with Academicians, Scientists and other Personalities drawn from various fields. Some of the activities organised were

- i. Mock Press Conference
- ii. Seminar on crimes against women
- iii. Debate
- iv. Zonal Day Quiz
- v. National Debate
- vi. Interaction with Shri S.S. Dhanoa, Former Chief Secretary, Government of Punjab and Ex-Election Commissioner of India
- vii. Quiz Competition on 18.7.99



- viii. Farewell ceremony/get-together
- ix. Extempore Speech Competition
- x. Observance of Gandhi Jayanti/Shastri Jayanti on 2.10.99. Shri K.C.Pant, Deputy
- xi. Chairman, Planning Commission was the Chief Guest.
- xii. Moot Court
- xiii. Quiz Competition on
- xiv. "What's the Good Word"

Prof. D.Banerjea was the Director's Nominee on the Society for the year. Prof. H.B. Das was the Associate Nominee for a part of the year and Dr. M.R.Unnithan for the remaining part. Shri K.N. Fulera rendered secretarial assistance and ministerial support.

9.14 The Society for Social Services

The Society for Social Services provide services to the needy people in and around the Academy and also provide a good opportunity for the officer trainees to get sensitized to local issues. The major activities of the Society for Social Services are:

Education: The Society runs the Lalita Shastri Balwadi, where classes for children of LKG /UKG & Class-I are conducted at a concessional rate for the children of the employees and the public. Nearly 100 children are enrolled and taught in the premises. The children who perform well in the academic are awarded prizes on Independence day & Republic Day.

Homeopathic Dispensary: The Dispensary provides consultancy and also medicines to the patients. In view of the demand the number of days attendance of the doctor was increased. Currently the dispensary is open from 9.00 a.m. to 11.00 a.m. on all days other Monday. The average outpatient attendance is 40 per day. This year, to make it more effective, a token service charges @ Rs. 2.50 has been introduced but those who cannot afford the charge are treated free. The Doctor individually handles all the patients and dispenses medicines.

Tailoring Centre:- The Society runs a tailoring centre to upgrade skills among women of the community of LBSNAA. The members of the community, mostly unemployed women benefit from this training.

Medical Camps: - The society works with the help of medical department of the Academy and organise weekly medical camps & the blood donation camp.

FETE:- The high point of the activities of the Society is to conduct the FETE. The fete in which, all the 19 counsellor groups participated, was a big success and because of the active involvement and participation of the Officer Trainees, staff and faculty and nearby institutions; the Society made a profit of Rs.20,000/-.

Miscellaneous work:- When the earthquake hit Chamoli district, the staff, faculty and Officer Trainees responded on call by the society and every salaried person of the Academy contributed one day's salary for the affected people. A team of Officer Trainees under the leadership of Dr. Tuman Singh and Asstt. PTI, Shri Prithi Singh visited the earthquake site with relief provisions costing nearly Rs.2.00 Lakh and sleeping bags, tents were distributed to the needy people. The team also documented the earthquake-affected area.



10. TRAINING PROGRAMMES CONDUCTED DURING 1999

| Sl. No. | Name of Course/Campus | Course Coordinator | Schedule | No. of Participants | | |
|---------|----------------------------------------------------------------------------------|--------------------|----------------------|---------------------|--------|------------|
| | | | | Male | Female | Total |
| 1. | IAS Professional Course Phase-I (1998-2000 Batch) | BVR Subrahmanyam | 20.12.98 to 04.06.99 | 52 | 05 | 57 |
| 2. | 65 th Foundational Course | Chandan Sinha | 08.03.99 to 18.06.99 | 56 | 18 | 74 |
| 3. | IAS Professional Course Phase-II (1997-1999 Batch) | S.K. Nayak | 21.06.99 to 30.07.99 | 61 | 17 | 78 |
| 4. | 66 th Foundational Course | Manisha Shridhar | 06.09.99 to 17.12.99 | 188 | 50 | 238 |
| 5. | Public Management and Poverty Reduction in a Market Economy (NSDART) | Yaduvendra Mathur | 25.03.99 to 13.04.99 | 14 | 01 | 15 |
| 6. | 81 st Induction Trg. Prog. for IAS officers (IB Campus) | M.H. Khan | 14.04.99 to 28.05.99 | 31 | 1 | 32 |
| 7. | Trg. Prog. for IAS Officers of 6-9 years service (IB Campus) | Tarun Shridhar | 07.06.99 to 18.06.99 | 29 | 03 | 32 |
| 8. | 82 nd Induction Trg. Prog. for IAS Officers (Main Campus) | L.C Singhi | 28.06.99 to 13.08.99 | 22 | 0 | 22 |
| 9. | 20 th Trg.Prog. for IAS Officers of 17-20 years service (Main Campus) | B.S Baswan | 11.10.99 to 23.10.99 | 19 | 02 | 21 |
| 10. | 9 th Trg. Prog. for IAS Officers of 10-16 years service(Main Campus) | Binod Kumar | 01.11.99 to 12.11.99 | 25 | 03 | 28 |
| 11. | Ethical Issues in Today's Administration (Main Campus) | Binod Kumar | 25.10.99 to 29.10.99 | 32 | 03 | 35 |

Workshops and Seminars

| Sl. No. | Name of the Courses | Schedule | Male | Female | Inaugural Address by | Valedictory Address by |
|---------|----------------------------------------------------------------------------|----------------------|------|--------|-----------------------|------------------------|
| 12. | Preparation of Perspective Plan & Budget (UP) Venue: SIEMAT, Allahabad | 4.1.99 to 12.1.99 | 32 | 4 | Ms. Najma Akhtar | Ms. Najma Akhtar |
| 13. | DPEP Training on "Preparation of AWP & B" | 5.1.99 to 10.1.99 | 23 | 2 | Ms. Najma Akhtar | Ms. Najma Akhtar |
| 14. | DPEP Training on "Preparation of AWP & B" | 30.1.99 to 4.2.99 | 18 | 0 | Prof. H. Ramachandran | Prof. H. Ramachandran |
| 15. | Participatory Process Documentation and Impact Study of Literacy Campaigns | 07.02.99 to 09.02.99 | 6 | 4 | - | - |



Calendar

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| 16. | DPEP Training on "Appraisal of AWP & B" | 8.2.99 to 12.2.99 | 12 | 3 | Prof. H. Ramachandran | Prof. H. Ramachandran |
| 17. | TQM Pre UK Module | 08.2.99 to 17.02.99 | 9 | 3 | V.K. Agnihotri | - |
| 18. | DPEP Training on "Preparation of AWP & B" | 9.2.99 to 13.2.99 | 16 | 1 | H. Ramachandran | H. Ramachandran |
| 19. | Cooperatives in the Changing Economic Context: The second policy seminar for IFFCO | 22.02.99 to 24.02.99 | 22 | 0 | Sanjeev Chopra | Dr. C.S. Rao |
| 20. | Training for FCI Officials | 23.3.99 to 24.3.99 | 11 | 2 | - | - |
| 21. | Review-cum-orientation Workshop on Convergent Community Action Strategy | 09.04.99 to 12.04.99 | 55 | 6 | B.S. Baswan | Dr. P.L. Sanjeev Reddy |
| 22. | Training for CAPART Officials | 19.4.99 to 23.4.99 | 19 | 0 | B.S. Baswan | Rangan Dutta |
| 23. | Training for CAPART Officials | 26.4.99 to 30.4.99 | 12 | 2 | Rangan Dutta | Prof. H. Ramachandran |
| 24. | DPEP AWP Preparation – Bihar | 3.5.99 to 8.5.99 | 20 | 2 | Prof. H. Ramachandran | Prof. H. Ramachandran |
| 25. | DPEP AWP Preparation – Bihar | 10.5.99 to 15.5.99 | 15 | 5 | Prof. H. Ramachandran | Prof. H. Ramachandran |
| 26. | One Day Workshop on Human Rights | 20.5.99 | 23 | 3 | Binod Kumar | - |
| 27. | DPEP AWP Preparation – Himachal Pradesh | 24.5.99 to 29.5.99 | 16 | 4 | Prof. H. Ramachandran | Prof. H. Ramachandran |
| 28. | Training for Young Professional of CAPART | 31.5.99 to 9.6.99 | 8 | 13 | Ranjan Dutta | Ashok Thakur |
| 29. | Training for YP of CAPART | 7.6.99 to 16.6.99 | 11 | 12 | Ashok Thakur | B.S. Baswan |
| 30. | Workshop on Teaching of Second Language and use of Audio Visual Technology | 10.06.99 to 12.06.99 | 6 | 2 | Binod Kumar | B.S. Baswan |
| 31. | MDP for the Handloom Sector | 14.6.99 to 19.6.99 | 17 | 0 | Savitur Prasad & V.K. Goyal | Prof. H. Ramachandran |
| 32. | Workshop on Food Security | 14.6.99 to 15.6.99 | 20 | 3 | B.S. Baswan & Dr. Abhijit Sen | Alok Sinha |
| 33. | Saksharta Samvad | 14.06.99 to 15.06.99 | 21 | 4 | - | - |
| 34. | Saksharta Samvad | 17.06.99 to 18.06.99 | 14 | 8 | - | - |
| 35. | The Third SAARC Consultation on Co-operative Policy – Governance of Cooperatives : Coping with Paradigm Shifts | 20.06.99 to 23.06.99 | 28 | 6 | Y.K. Alagh | Sanjeev Chopra |
| 36. | DPEP AWP Preparation – Maharashtra | 21.6.99 to 26.6.99 | 18 | 0 | Prof. H. Ramachandran | Prof. H. Ramachandran |



Calendar

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|-----|--------------------------------------------------------------------------------------------------------------------------|----------------------|----|----|-----------------|-------------------|
| 37. | Administrative Issues – Past, Present and Future – A Retreat of IAS Officers of the 1949 and 1949 ^{1/2} batch | 24.06.99 to 25.06.99 | 9 | 0 | Govind Narain | - |
| 38. | Conserving Biodiversity in the 21st Century through Integrated Conservation and Development Planning on a Regional Scale | 28.06.99 to 30.06.99 | 40 | 10 | N.N. Jha | Ms. Sugatha Kumar |
| 39. | MDP for KVIC Officers | 5.7.99 to 10.7.99 | 22 | 0 | H. Ramachandran | H. Ramachandran |
| 40. | IAS : Perspective for 2020 | 16.07.99 to 17.07.99 | 24 | 4 | J.M. Lyngdoh | M. Gopalakrishna |
| 41. | Training Programme for Food Corporation of India Officials | 27.7.99 to 28.7.99 | 13 | 1 | - | - |
| 42. | TOT Module on Human Rights | 02.08.99 to 06.08.99 | 22 | 1 | - | - |
| 43. | TQM Post UK Module | 03.08.99 to 05.08.99 | 9 | 3 | - | - |
| 44. | TQM Awareness Seminar | 06.08.99 | 93 | 12 | N. Vittal | - |
| 45. | DPEP AWP Preparation – Kerala | 9.8.99 to 14.8.99 | 13 | 0 | H. Ramachandran | H. Ramachandran |
| 46. | Resource Group Meeting on Preparation of AWP & B held at Delhi | 16.8.99 to 19.8.99 | 15 | 3 | R.S. Pandey | R.S. Pandey |
| 47. | MDP for KVIC Officials | 16.8.99 to 21.8.99 | 21 | 1 | B.S. Baswan | H. Ramachandran |
| 48. | Saksharta Samvad | 20.8.99 | 50 | 16 | - | - |
| 49. | Saksharta Samvad | 22.8.99 to 23.8.99 | 25 | 6 | - | - |
| 50. | Training Programme for FCI Officials | 24.8.99 to 25.8.99 | 10 | 4 | - | - |
| 51. | MDP for the Handloom Sector | 6.9.99 to 11.9.99 | 21 | 1 | H. Ramachandran | H. Ramachandran |
| 52. | Women and Literacy | 14.9.99 to 15.9.99 | 0 | 31 | - | - |
| 53. | A National Workshop on "Whither Tenancy" | 24.09.99 to 25.09.99 | 57 | 5 | - | - |
| 54. | Training Programme for FCI Officials | 28.9.99 to 29.9.99 | 12 | 4 | - | - |
| 55. | DPEP AWP Preparation – Andhra Pradesh | 6.10.99 to 14.10.99 | 14 | 0 | Dr. A.K. Singh | H. Ramachandran |
| 56. | Training Programme for the Officers of Srilanka Administrative Service | 16.10.99 to 31.10.99 | 7 | 11 | - | - |
| 57. | Swa-shakti Project | 25.10.99 to 29.10.99 | 13 | 9 | H. Ramachandran | B.S. Baswan |
| 58. | Documentation of Literacy Campaigns | 28.10.99 to 29.10.99 | 13 | 4 | - | - |



Calendar

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| 59. | MDP for the Handloom Sector | 15.11.99 to 20.11.99 | 10 | 0 | H. Ramachandran | H. Ramachandran |
| 60. | Training Programme for FCI Officials | 23.11.99 to 24.11.99 | 15 | 2 | - | - |
| 61. | DPEP AWP Preparation – Rajasthan | 2.12.99 to 10.12.99 | 13 | 3 | N. Saleem | Ajit K. Singh |
| 62. | The Role of Panchayats in Continuing Education | 06.12.99 to 07.12.99 | 27 | 9 | - | - |
| 63. | DPEP AWP Preparation – Bihar | 20.12.99 to 28.12.99 | 24 | 1 | Vyas Ji | Vyas Ji |
| 64. | Exposure Programme on Micro Finance and Self Help Groups for IAS Officers | 27.12.99 to 29.12.99 | 33 | 6 | R.C. Choudhury | R.C. Choudhury |



Annex- I

BIO DATA OF THE FACULTY

DIRECTOR

B.S. Baswan, IAS, (1967 : MP); School: Eaton House (London) and Doon (Dehradun); College: St. Stephens (Delhi), and Elphinstone (Bombay); MA (English) and MA(Economics); Post Graduate Certificate in Public Administration & Training Methodology. Worked as SDO, Korba, Mungeli and Jashpur; Additional Excise Commissioner, Gwalior; Collector, Rajgarh (Biaora) Collector, Raigarh, Under Secretary, Cabinet Secretariat, Govt. of India, Study Fellow, University of Manchester (UK); Deputy Director, LBSNAA, Deputy Secretary, Industrial Development, Govt. of India; Director, Directorate of Heavy Industry, Govt. of India; Director Industries and later Commissioner Industries and Managing Director, State Electronics Corporation, M.P.; Commissioner, Higher Education, Govt. of M.P.; Director, Institute of Secretariat Training & Management, New Delhi; Advanced Management Study Fellow, Banff, Canada; Joint Secretary (Training), Ministry of Personnel, Govt. of India; Divisional Commissioner, Bilaspur (M.P.); Chief Executive, Narmada Valley Development Agency, Bhopal; Principal Secretary, Government of Madhya Pradesh, Forest and Mineral Resources Departments, Principal Secretary, Tribal and SC Welfare Department, M.P. Joined the LBSNAA as Director on 6.10.96.

JOINT DIRECTOR

Binod Kumar, IAS (1970: Nagaland); B.A. Calcutta University, Magadh University; M.Sc. (Math) and LLB (Delhi University); Diploma in Military Science from Defence Services Staff Collage, Wellington (Tamil Nadu); Worked as SDO, Wokha; Dy. Commissioner, Zunheboto; Jt Secretary / Secretary Department of Personnel, Government of Nagaland; Regional Iron Steel Controller, Department of Steel, Government of India; Chief Executive Officer Autonomous Tribal District, Tripura; Home Commissioner, Government of Nagaland; Secretary and General Manager, Damodar Valley Corporation, Ministry of Energy, Govt. of India; Development Commissioner, Nagaland; Secretary to Governor, Nagaland; Joined the LBSNAA as Joint Director on 27.4.1998.

ACADEMIC COUNCIL MEMBERS

A. Santhosh Mathew : IAS, (Bihar-1985) M.A. Economics; Delhi School of Economics. Previous Postings : Sub-Divisional Officer, Khagaria, Joint Secretary, Agriculture, Government of Bihar, Deputy Development Commissioner, Saharsa, Deputy Development Commissioner, Supaul, CEO, Bihar State Khadi Board, Deputy Commissioner & District Magistrate, Palamau, Director, Sericulture and Handlooms, Patna, Government of Bihar, Patna. Fields of Interests are : i) Disaster Management:Droughts, Flood, ii) Watershed Development, iii) Drought Proofing, iv) Village Industries, v) Sericulture, vi) Health. Hobbies: Jogging, Tennis. Joined the Academy in December, 1994 as Professor. Looks after the Training, Research and Development Cell, Computer Centre and is the Coordinator of the Economics Faculty.

Dr. Ajit Kumar Sinha: Professor Ajit Sinha obtained a Doctoral degree in Economics from State University of New York at Buffalo in 1992. Prior to that he had obtained a Masters in Economics from University of Delhi in 1982. Professor Sinha has taught at Delhi University as well as at the State



Faculty

University of New York at Buffalo, USA, York University, Toronto, Canada, and the University of Newcastle in Australia. He has published several research papers in the area of Political Economy in various international journals. He has also co-edited a special issue of Research in Political Economy, has been a member of the editorial board for the Encyclopedia of Political Economy (Routledge, 1999), and is on the board of editors of Review of Radical Political Economics. Professor Sinha is mentioned in Marquis' Who is Who in the World and Who is Who in Science and Engineering. He has joined the Academy as Professor of Economics in 1999.

Anita Rampal:

B.K. Sinha: IAS (Bihar- 1975) M.A., Ranchi University, Ranchi, L.L.B., Chotanagpur Law College, Ranchi and M.Phil (Economics) Glasgow University. Post Held : Assistant Superintendent of Police, Bhojpur, SDO, Jehanabad, ADM, Ranchi, Settlement Officer, Ranchi, D.M. Aurangabad, Director, Revenue Administration, Irrigation Department, Secretary, BSEB, Deputy Commissioner, Ranchi, M.D., Bihar State Cooperative Bank, Patna. M.D., BSIDC, PS to MOS (Home), GOI, Director, Land Reform, DDG, CAPART, Secretary Department of Minor Irrigation, Govt. of Bihar, Secretary, PHED, Govt. of Bihar. Currently he is the Coordinator, Land Reforms Unit.

B.V. Uma Devi: IFS, (MP-1987) Post Graduate in Botany (Delhi University), Worked as DFO in Ratlam, worked in core team on World Bank forestry project for M.P. Interested in watershed management, wildlife issues, bio-diversity and ecology.

B.V.R. Subrahmanyam, IAS (MP- 1987) An engineer (Delhi) and MBA (London). Interests include Strategic Policy Making, International Finance, Banking, Watershed Management, Primary Education and Health.

Chandan Sinha, IAS (West Bengal- 1989) Deputy Director B.A. (Hons.) in English Literature from St. Stephen's College, Delhi University, 1984, Liberal Arts Certificate Course from Davidson College, North Carolina, U.S.A. in 1984-85, Master of Public Administration, from University of South Carolina, 1985-87. Joined the Indian Administrative Service in 1989 and allotted to the West Bengal Cadre. Last posting held prior to joining LBSNAA, was Additional District Magistrate and District Land and Land Reforms Officer, Tamruk, Midnapore District. Areas of interest - Public Policy and Decision Making, Community Participation and Panchayati Raj.

Prof. Durgadas Banerjea : Professor and Co-ordinator, Faculty of Law; belonged to West Bengal Higher Judicial Service. Formerly, District and Sessions Judge; Lately, Registrar, High Court, Calcutta. Previously, Faculty-in-charge, Legal Studies, National Police Academy, Hyderabad.

Dr. Gautam Mukherjee : Doctorate in Physics : IIT Kanpur (1986). Joined NIC UP State Unit (1990), as Senior System Analyst. Transferred to NICTU in September 1992. Promoted to PSA in 1994. Took charge as Head of NICTU in November, 1995.

Mrs. Gita Mishra, IRPS (1983 Batch) Joined the Academy as Deputy Director Senior . Graduate in Political Science from Delhi University, has worked in various capacities in Indian Railways. Interested in human aspects of management, Gender issues, NGO movement and information technology.

K.N. Kumar: IAS (Assam-Meghalaya- 1987) Joined the Academy in August, 1997 as Deputy Director. M.Sc. (Agriculture), Andhra Pradesh Agricultural University, Hyderabad. Previous Postings: Sub-Divisional Officer (Civil), Ampati Civil Sub-Division, West Garo Hills District, Meghalaya, Additional Deputy Commissioner and District Planning Officer, West Garo Hills District, Tura, Additional Deputy Commissioner and District Planning Officer, Ri Bhoi District, Nongpoh, Deputy Commissioner, Ri Bhoi District, Nongpoh, Meghalaya, and Secretary, Meghalaya State Electricity Board, Shillong, Meghalaya.



Faculty

Aptitude for Work: Non-Governmental/Voluntary Action in rural areas, Issues relating to environment, Issues relating to the Youth, Social welfare, Human resource Management in Organisations and Information Technology Applications.

Lall Chand Singhi, IAS (Assam-Meghalaya: 1990) Joined the Academy as Professor of Law in December, 1997. He completed his master's degree in Law from Guwahati University in 1984. He has served as a Lecturer of Law in Govt. Law Collage, Guwahati (1984-85) and in BH College (1976-77). Joined the Assam Civil Service in the year 1977 and has worked as SDO, Guwahati, ADC, Sibsagar and Managing Director of the STAFFED and as DC Dhubri. He is a recognised user of Thamas Valley University Slaugh (U.K.) in the Direct Trainer's Skill and has worked as a Trainer in the Assam Administrative Staff College as Joint Director.

M.H. Khan, IAS (1988: Manipur - Tripura) - B.E. (Civil) University of Roorkee, ME (Environmental Engineering) University of Roorkee. Worked as SDO/SDM at Ukhrul (Manipur), Additional Deputy Commissioner at Churachandpur. Addl. Dy. Commissioner Kangpokpi, Deputy Secretary (Revenue), Director State Land Use Board, MD Manipur State Road Transport Corporation, Director of Transport, Director of Tourism, Director of Industries, Deputy Commissioner / District Magistrate Ukhrul, Joined LBSNAA as Deputy Director on 1.5.98. Working on Co-operative & Human Rights Issues.

Dr. Madan Mohan Mishra: Pen Name - Madan Mohan Tarun. M.A. Ranchi University. Ph.D (Prem Chandottar Hindi Upanyason Main Manav Mulya) Magadh University. D.Litt (Swadhinottar Hindi Sahitya Main Bhartiya Jan Jeevan) Magadh University. S.N.S. Collage Tekari as lecturer for two terms. MM collage Bikram, 1966-69 as Lecturer and Head of Hindi Dept. Govt. College, DAMAN. 1969 Dec. to 1979 May concluded as Lecturer and Head of Hindi Dept. 1979 - 97 National Defence Academy, concluded as Reader and Head of Hindi Department. During this time worked as visiting lecturer of South Gujarat University and engaged classes of linguistics. Edited Hindi NDA Journal 1982 to 1987. Worked as Chief Superintendent of Examinations from 1987 to 1997 Sept. Joined Lal Bahadur Shastri National Academy of Administration as Professor and Coordinator of Hindi and Regional Languages faculty on 18.09.1997. Publication (i) Santras (1968) Novel (ii) Abhishapta pirhi ka Chautha Sansar 1969 Criticism (iii) Madan Mohan Tarun ki Kavitayen (1972) self composed poems (iv) Swadhinottar Hindi Sahitya aur Bharat (1985) criticism (v) Tab Charuwak Bole (1991) A long Poem. Edited two two famous Hindi Journals (i) Suneeta and (ii) Abhishapta Pirhi. Articles and Poems included in reputed Hindi Journals. Wrote Book Reviews for years together in several top most hindi journals. Recognitions - Literay Biodata included in reputed Encychopedias of Who is Who (i) Sahityalok (ii) Reference Asia Vol IV, 1989 (iii) Reference India, Vol. I, 1992, (iv) Learned Asia, Vol I, 1992. (v) Reference Asia, Vol IX, 1995) (vi) Hindi Sahitya Sandarbh Kosh, 1997 (vii) Asia Pacific, Who is Who 1998, (viii) India Writers, Who is Who revised edition and Sahitya Academy in Print. Area of Spelisation and Interest : (A) Socio, Psychological and cultural aspects of Modernity and Modern Life, (B) History of Hindi Literatures (C) Communicational Skill and Role of Language.

Mrs. Manisha Shridhar, IAS (Himachal- 1984) BSc. L.L.B. Delhi University M.A. Public Administration Punjab University, Chandigarh, Prior to service worked in the Bank and LIC. Worked as Sub-Divisional Magistrate Amb and Dehra, Commissioner Departmental Enquiries, Deputy Secretary Language art and Culture, & Planning, Director Small Savings, Joint Secretary PWD & IPH, Joint Secretary to CM, Director Youth Services and Sports, Deputy Commissioner Kangra at Dharmsala, Deputy Commissioner Shimla, Special Secretary Science & Technology and Chief Executive HIMURJA. For the past two years has been teaching & working on WTO & Intellectual Property Rights Issues.

P. Michael Vetha Siromony, IAS (1982 - Kerala) Masters in Botany. Underwent Training in Forestry. Interested in Tribal and Rural Development, Forestry & Wildlife. Plays Tennis and interested in Horse Riding.



Faculty

Sanjeev Chopra, IAS (West Bengal: 1985) Completed his honours in English literature and Masters degree in History before joining the Times of India Group. Worked as a reporter and sub-editor in the Times of India and Economic Times from 1982 to 1985. Served in Darjeeling district as Assistant Magistrate and SDO Kalimpong during the GNLFF agitation. Nominated by the GOWB for the Second National Management Programme at MDI. Helped restructure and revitalise the Himalayan Cooperative Milk Producers Union Ltd. He was DM Murshidabad prior to joining the Academy. He is on the Management faculty, and is also the Coordinator of the Centre for Cooperatives and Rural Development. Main interests include riding and equestrian events and outdoor activities, besides writing on issues concerning growth and development of coops, management issues and law and order.

Sundeep K Nayak, IAS (J&K- 1988); MSc(Tech), IIT Kharagpur. Worked as Management Trainee in Tata Steel; as Graduate Executive in ONGC; IFoS Probationer (86 batch) and IPS Probationer (87 Batch) before joining IAS. In Jammu & Kashmir worked as SDM Reasi in District Udhampur, As Addl Secretary Public Works Department, as Deputy Commissioner (DM and Collector) in two districts of Kashmir Valley viz. Budgam and Shrinagar for approx. four years before joining as Deputy Director in the Academy on 27 November, 1997. Won Prime Minister's First Prize District Award in 1996 for implementing Mahila Samridhi Yojana. Areas of Interest: Social sector issues mainly empowerment of women, disability, children and health. Management of Public Order, Terrorism, Human Rights Issues in areas of conflict, Training need analysis, design, implementation and evaluation. (Currently on Study Leave w.e.f. 28-9-99 to 20-9-2000)

T.V.S.N. Prasad, IAS (Haryana: 1988) Bachelor of Technology in Electrical and Electronics Engineering. Worked as Sub-Divisional Officer (Civil), Pehowa, Tohana & Jhajjar; Additional Deputy Commissioner and CEO, DRDA, Kaithal, Rohtak & Kurukshetra Districts; Project Director, Water Resources Consolidation Project (Addl. Charge); principal Director, Haryana Irrigation Research management Institute, Kurukshetra (Addl. Charge); Managing Director, Dakshin Haryana Bijli Vitaran Nigam Ltd.; Additional Managing Director, Haryana Vidyut Prasaran Nigam Ltd.; Joint Secretary, Government of Haryana and Director, Supplies and Disposals prior to joining the LBSNAA.

Tarun Shridhar, IAS (Himachal: 1984) Studied in Hindu College, Delhi University from where he did B.A. Honours in English Literature and Masters in the same subject. Thereafter he obtained M. Phil degree from Punjab University, Chandigarh. Joined the IAS in the Year 1984 and was allotted to Himachal Pradesh cadre. The important positions held so far are SDM Kangra, Additional Deputy Commissioner, Shimla, Director Social & Women Welfare, Additional Secretary Home & Vigilance, Deputy Commissioner, Bilaspur, Deputy Commissioner Mandi, Managing Director, Himachal Road Transport Corporation. Areas of interest are Human Relations Management, HRD, Disaster Management, Transport Management, Education, Rural Development. Hobbies and other interests include Dramatics, Cricket, Hockey and other outdoor activities such as jogging and trekking. For the past two years has been teaching & Working on Total Quality Management and Business Process re-engineering in Government.

Yaduvendra Mathur, IAS (Rajasthan: 1986) MBA, BA Economics Lucknow University; Worked in the ACC Ltd. for 2 years, IRS(IT) 1984, SDO Ajmer, Addl. Collector Jaipur, MD Mewar Textile Mills, Dy. Secy Finance, District Magistrate Bhilwara and District Magistrate Bharatpur prior to joining the LBSNAA. Has been working on Infrastructure- power, roads etc. Also taking lectures on "Ethics in Government".



FACULTY

Name Smt. /Shri

Designation

B.S. Baswan

Director

Binod Kumar

Joint Director

Faculty of Public Administration and Social Management

A. Santhosh Mathew

Professor of Social Management

B.V Uma Devi

Deputy Director

Chandan Sinha

Deputy Director

Gita Mishra

Deputy Director (Sr.) (joined on 13-9-99)

K.N. Kumar

Deputy Director

L.C. Singhi

Deputy Director (Joined on 22-12-99)

M.H.Khan

Deputy Director

Manisha Sridhar

Deputy Director (Sr.)

P. Michael V. Siromony

Deputy Director (Sr.)

Sandeep K. Nayak

Deputy Director

T.V.S.N. Prasad

Deputy Director (Joined on 27-12-99)

Tarun Sridhar

Deputy Director (Sr.)

Yaduvendra Mathur

Deputy Director

Faculty of Management

Sanjeev Chopra

Deputy Director

B.V.R. Subrahmanyam

Deputy Director

Faculty of Law

D. Banerjea

Faculty Coordinator

A. Subrahmanyam

Reader

V. Vijaya Kumar

Reader (Relieved on 5.7.99)

Faculty of Economics

Ajit Kumar Sinha

Professor (Joined on 21.7.99)

Faculty of Indian History and Culture

B.K.Sinha

(Relieved on 31-12-99)

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

Tuman Singh

Asst. Professor, Hindi

M.R. Unnithan

Asst. Lecturer, Malayalam and Kannada

Alka A. Kulkarni

Asst. Lecturer, Gujarati and Marathi

Manjushree Roy

Asst. Lecturer, Oriya and Bengali (Relieved on 2-9-99)



List of Faculty

| | |
|---------------|---------------------------------------|
| A. Nallasamy | Asst. Lecturer, Tamil and Telugu |
| Arshad Nandan | Asst. Lecturer, Urdu and Punjabi |
| K.B. Singha | Asst. Lecturer, Assamese and Manipuri |

National Literacy Resource Centre

| | |
|--------------|----------|
| Anita Rampal | Director |
|--------------|----------|

National Informatics Centre Training Unit

| | |
|-------------------|----------------------------------|
| Gautam Mukherjee | Principal Systems Analyst & Head |
| M. Chakraborty | Principal Systems Analyst |
| P.K. Joshi | Senior Systems Analyst |
| Bipul Sharma | Senior Systems Analyst |
| Manish Walia | Programmer |
| Sanjay Gupta | Systems Analyst |
| Piyush Srivastava | Systems Analyst |
| Mahavir Prasad | Programmer |

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 (Relieved on 17.12.99) |

Physical Training

| | |
|-----------------|----------------------------------------------|
| S.S. Rana | PTI |
| Jai Chand Singh | SAI Volley Ball, Coach (Relieved on 10.8.99) |
| Prithi Singh | Asstt. Physical Training Instructor |
| Man Singh | Riding Instructor |
| Kanwar Singh | Asstt. Riding Instructor (Joined on 9.4.99) |

Medical

| | |
|----------------------|------------------------------------------|
| Dr. Anil Bhatnagar | Chief Medical Officer |
| Dr. Pramila Tripathi | Lady Medical Officer (Joined on 19.7.99) |

Raj Bhasha

| | |
|------------|---------------|
| Rama Verma | Hindi Officer |
|------------|---------------|

Administrative Section

| | |
|-------------|------------------------|
| S.S. Bedwal | Administrative Officer |
|-------------|------------------------|

Accounts Section

| | |
|---------------|------------------------|
| N.K. Dabral | Administrative Officer |
| P.J. Verghese | Jr. Accounts Officer |

Estate Section

| | |
|--------------|----------------------------------|
| B.S. Kataria | Assistant Administrative Officer |
|--------------|----------------------------------|



Annex- III

Research Papers/ Articles/ Other Academic work

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.

A.Santhosh Mathew : Nagaland : Issues in Governance, EPW Vol. XXXIV No.50, December 11-17, 1999

Dr M.M. Mishra

- i. Delivered a lecture in Poona University on their invitation on contemporary Hindi literature on 9.1.1999 (Dr. M.M. Mishra)
कितना सुख : कितना सुख - अणुव्रत च अप्रैल (श्री मदन मोहन मिश्र)
हिन्दी का मानकीकरण- आकाशवाणी, नजीबाबाद, 30.4.99ए प्रसारण (श्री मदन मोहन मिश्र)
अक्षर पुरुष डॉ. कामिल बुल्के- समकालीन भारतीय साहित्य-(साहित्य अकादमी), मई-जून, 1999 (श्री मदन मोहन मिश्र)
अ-मन और तल्पश्चात्- अणुव्रत (आचार्य महाप्रज्ञ विशेषांक) (श्री मदन मोहन मिश्र)
मानव मूल्य- भाषा भारती, जुलाई (श्री मदन मोहन मिश्र)
साहित्य में अनुवाद, सृजन, परिवेश और समीक्षा- समकालीन भारतीय साहित्य (साहित्य अकादमी), जुलाई, 1999 (श्री मदन मोहन मिश्र)
पितृलाभ- अणुव्रत अगस्त च (श्री मदन मोहन मिश्र)
व्यावहारिक प्रशासन कोश- अकादमी के प्रशिक्षणार्थियों के लिए पुस्तक, सितम्बर (श्री मदन मोहन मिश्र)
हिन्दी और हिन्दीतर भाषी- पाण्डिचेरी में भाषण, 4.9.99 (श्री मदन मोहन मिश्र)
'अकादमी संवाद' का सम्पादन (श्री मदन मोहन मिश्र)
साहित्यिक पत्रिकाओं के प्रति बढ़ती अरुचि- आकाशवाणी नजीबाबाद प्रसारण, 20.4.99 (श्री मदन मोहन मिश्र)
साहित्य में राष्ट्रीय एकीकरण- आकाशवाणी, नजीबाबाद, प्रसारण 19.11.999 (श्री मदन मोहन मिश्र)
गिरिजा शंकर और त्रिवेदी- स्मारिका, 1999 में आलेख संकलित (श्री मदन मोहन मिश्र)

Dr Tuman Singh

- i. Attended a workshop on `Second Language Teaching and Use of Audio-Visual Teaching w.e.f 10-06-99 to 12.06-99 (Dr. Tuman Singh)
- ii. Attended a seminar on 'आधुनिक विज्ञान और प्रौद्योगिकी का दर्शन तथा राजनीति' on 15-16.05.99 and 18.05.99 organised by the `SIDH', Mussoorie (Dr. Tuman Singh)
- iii. Presented a paper in the seminar organised by the केदारखंड सांस्कृतिक संस्थान, मसूरी on the subject 'राजभाषा हिंदी के पचास वर्ष : उपलब्धियां, खामियां और चुनौतियां' held at Mussoorie on 04-12-1999 (Dr. Tuman Singh)

Publication

- i. Published a review article of the book "हिंदी तथा भारतीय भाषाओं के समान तत्व" by Dr. Kailash Chandra Bhatia in Bhasha Bharati, April 1999, No.12. pp 73-76. (Dr. Tuman Singh).
- ii. Published an article titled 'नारद जी उवाच' in the Academy Samvad, issue No.7, April-May 1999, pp 18-20 (Dr. Tuman Singh).
- iii. Published an article titled 'हिंदी बनाम अंग्रेजी' in Ispat Bhasha Bharati, July-Sept, 1999, pp 16-18 (Dr. Tuman Singh).
- iv. Published an article in 'अरण्य' a publication of National Forest Academy, Dehradun in issue No.7,



Publications

September 1999, pp 44-48 (Dr. Tuman Singh).

- v. Co-authored a book titled 'प्रशासनिक मानक हिंदी' reading material for the OTs of Foundational Course in the LBS NAA (Dr. Tuman Singh).
- vi. Published an article titled 'सत्यमेव जयते' in the Mussoorie Times, October 3, 1999 (Dr. Tuman Singh).
- vii. A book titled 'अनुवाद : प्रक्रिया और विश्लेषण' is under printing with Vani Prakashan, New Delhi (Dr. Tuman Singh).

Published an article in the Parvatiya Bigul, Dec. 28, 1999 under the caption 'नई सहस्राब्दी : नया संदेश' (Dr. Tuman Singh)-

- '**Co-operatives: From Controls to a Regulatory Framework – A Tribute to Late K. K. Taimni**' edited by Mr. Sanjeev Chopra is the Proceedings of the Second SAARC Consultation on Co-operative Policy.
- '**SAARC Data Sheets: Trends of Intra SAARC Trade**' prepared by Mr. Pankaj Naithani is the 6th Occasional Paper of the CCRD.
- '**Co-operatives: Governance and Paradigm Shifts**' edited by Mr. M. H. Khan, Mr. Pankaj Naithani and Mr. D. S. Reddy is the Proceedings of the Third SAARC Consultation on Co-operative Policy. This edition is currently under printing.

Research Papers

- Mr. Sanjeev Chopra submitted his unpublished synopsis – '**WTO, SAPTA and Impact on Management of Agri-Business Organisations in SAARC**' to the Institute of Management Studies, Devi Ahilya University, Indore for pursuing Ph. D.
- Mr. Pankaj Naithani, RO, CCRD, got his Research Paper - '**Co-operatives of the Weaker Sections: Research Agenda**' published in '*The Maharashtra Co-operative Quarterly*', Vol. LXXXII, No. 4, 1999.
- Mr. Pankaj Naithani, RO, CCRD, prepared the Research Paper – '**A General Total Quality Management (TQM) Model for Co-operatives of New Economic Environment**'. This Paper is in communication with the '*Co-operative Perspectives*', Journal of Co-operative Management, Vaikunth Mehta National Institute of Co-operative Management, Pune.

Mr. Pankaj Naithani, RO, CCRD, prepared the first draft of the Research Paper – '**Unbalancing Thoughts of Micro Finance World**'.

Case Studies by SOFTRAIN

1. The Mayor-in-Council system under The Calcutta Municipal Corporation Act, 1980
2. Socio-economic background of Panchayat Member - A study of five district of West Bengal
3. Formulation and working of District Planning Committee (West Bengal)
4. Formulation and working of Ward Committees
5. Economic Reforms Policy Initiatives in Gujarat
6. Rural Water Supply & Sanitation
7. Uttar Pradesh Women & Diary Project



Publications of CRS

Under the Land Reforms Series, under contract with the SAGE Publications, the CRS has already published four volumes, for Bihar, Rajasthan, Andhra Pradesh and Karnataka. During 1999, the CRS has prepared the manuscripts for three more volumes under the series and has sent them to the press for printing. These volumes pertain to the states of Punjab and Haryana, Maharashtra & Gujarat and Madhya Pradesh.

Under the same series another volume titled - "Land Reforms in India: An Unfinished Agenda" will also be published by March 2000. Another volume, which has been edited and sent to press relates to the condition of the Dalits in India. This will be published by the SAGE Publications.

A Research paper jointly prepared by Shri B.K. Sinha, Shri Puspendra Kumar and Shri A.P. Singh entitled "Tenancy Situation in Bihar: A Case for Exit Policy", was presented in the Seminar conducted by the SC/ ST Commission of Indian on 29th January, 1999.

A Dictionary of Land Revenue Terms is in press and will be released in the last week of January, 2000.

The proceedings of an International Workshop, entitled "Displacement and Rehabilitation in India: Future Perspectives" has already been published by the Centre.

The 43rd and 44th volumes of the Journal *The Administrator*, Displacement and Rehabilitation, was edited by Shri B.K. Sinha and Shri Puspendra Kumar and now both volumes of the journal have been published.

Publications

The Society has an ambitious publication programme. Some of the recent publications are:

- "Towards Assessing Carrying Capacities- A Participatory Endeavour'. Forthcoming in Social Change: Special Issue on Participatory Pathways.
- 'Population Carrying Capacity of the Mussoorie Urban Agglomeration' in the Indian Social Science Review.
- 'Monitoring Sustainability: Construction and Application of an Index of Sustainable Development' (Concept Publishing Company, New Delhi)
- 'Carrying Capacity of Mussoorie: Towards Establishing Benchmarks for Sustainability' (Concept Publishing Company, New Delhi)
- 'Governance and the IAS', R.K. Dar (Tata McGraw, New Delhi)

Robert S. McNamara Fellowship

Mr. Sanjeev Chopra, Vice Chairman, CCRD submitted his Report, '**Food for Thought! Agribusiness Co-operation in the SAARC Region**' to the World Bank.

Hubert H. Humphery Fellowship

Mr. Sanjeev Chopra, Vice Chairman, Centre for Co-Operatives and Rural Development was awarded



Publications

the 11 month Hubert H. Humphery Fellowship starting from 1 August 1999. He is presently studying Agriculture Economics at Cornell University, USA.