

Photograph of
Shri B.S. Baswan

Shri B.S. Baswan, IAS left the Academy on 8-11-2000 to join the Minorities Commission, New Delhi as its Secretary. We remember him for his warmth and supportive leadership. We wish him all the very best in his new assignment.

Photograph of
Shri Wajahat Habibullah

Shri Wajahat Habibullah, an IAS Officer of J&K Cadre (1968 batch) joined as the 17th Director of the Academy on 8-11-2000. We warmly welcome him. He brings with him a treasure trove of experience, having worked in Jammu & Kashmir and the Government of India.

ACADEMY SONG

Hao Dharmete Dheer, Hao Karomete Bir
Hao Unnato Shir – Naahi Bhay.
 Bhuli Bhedabhed Gyan, Hao Sabe Aaguaan
Sathe Aache Bhagwan – Habe Jai
 Raho Dharam Mein Dheer, Raho Karam Mein Bir
Rakho Unnat Shir – Daro Na
 Nana Bhasha, Nana mat, Nana Paridhan
Bibidher Majhe Dekho Milan Mahaan
 Dekhiya Bharte Mahajatir Uthan,
Jag Jaan Manibe Bishshai
 Jag Maan Maanibe Bishshai
Ullittal Urudiyail Sailil Virrudan
 Talle Nirmindu Niripai Ni
Bhuli Bhedabhed gyan, Hao Sabe Aaguaan
 Sathe Aache Bhagwan – Habe Jai
Waha Dharmate Dhir, Waha Karomete Bir,
 Waha Unnat Shir – Naahi Bhai
Nana Bhasha, Nana mat, Nana Paridhan
 Bibidher Majhe Dekho Milan Mahaan
Dekhiya Bharte Mahajatir Uthan,
 Jag Jaan Manibe Bishshai
Jag Maan Maanibe Bishai
 Hao Dharmete Dhir, Hao Karomete Bir,
Hao Unnat Shir – Nahi Bhai
 Hao Unnat Shir – Naahi Bhay

This Bengali song is composed by Shri Atul Prasad Sen. The refrain is in three languages - Hindi, Tamil and Marathi. The English translation of the song is given below :

"Be firm in your faith, be courageous in action
 Keep your head erect - fear not;
Forget all your differences, let all march onward,
 God is with us - victory is assured;
Many languages, many creeds, many costumes,
 Let there be unity in this diversity,
Watching the rise of the great Indian Nation,
 The world will be filled with wonder
 The world will be filled with wonder"

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 foremost task is to impart training to members of the Indian Civil Services in a common Foundation Course for the All India Services and the Central Services, as-well-as 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. It 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

It was on April 15, 1958 that the Home Minister announced in the Lok Sabha a proposal to set up a National Academy of Administration 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, Shimla to form a National Academy of Administration at Mussoorie. The Academy started in Mussoorie, a hill station at a height of a little over 2000 metres just 35 Km. by road from the railhead 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 others acquired over the years.

Name & Title

Initially the Academy was called the '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).

Heads of the Academy

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

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 G.C.L. 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 08.11.2000
17.	Shri Wajahat Habibullah, IAS	08.11.2000 onwards

Joint Director: – Since its inception, 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 sprawling campuses: Charleville, Glenmire and Indira Bhawan. Each has its own 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 campus are the Foundation Course, the IAS Professional Course Phase-I and the IAS Professional Course Phase-II.

Strategy for training

The effort of the Academy is to help create 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 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 countries.

COURSES

A brief outline of the several courses is given as under:

The Foundational Course is essentially knowledge centered; the professional programmes are fundamentally skill oriented and the In-Service courses are mainly directed towards enhancement of policy formulation capabilities for assuming senior positions in Government.

Foundation Course (15 weeks)

This course, intended for members of the All India Services, 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 aims at imparting a basic understanding of the constitutional, political, socio-economic and legal framework of the country; and also to foster greater coordination among the members of the different public services by building esprit-de-corps and cultivating a spirit of co-operation and inter-dependence. We endeavour to make the Officer Trainees professional in their approach and aware of the challenges and opportunities within the civil service. As the Officer Trainees are new entrants in the Government, we seek to familiarise them with the Environment of Political, Economic, Social and Administrative issues, through a well-defined syllabi.

IAS Professional Course, Phase-I (24 weeks)

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

These attachments give the officers an opportunity to experience the diverse mosaic of our country. They have the opportunity to see and understand closely the functioning of various organisations. Thereafter, the officers go through to a strict regimen of classroom training. It is here that professional inputs in Public Administration, Management, Law, Computer and Economics are given in accordance with the syllabi approved by the Government of India. On completion of the Phase-I course, the Officer Trainees are sent for one year district training.

District Training (52 weeks)

Through this training the Officer Trainees learn about the various facets of administration at the district level. During this period they are 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. They may also get an opportunity of holding independent charge as Tehsildar/Mamlatdar, Sub Divisional Magistrate, Block Development Officer, District Development Officer, Chief Executive Officer of Municipality etc. The

Officer Trainees are 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 through correspondence, field visits to their districts and contact with their collectors.

IAS Professional Course, Phase-II (6 weeks)

While theoretical concepts are sought to be imparted in the Foundation and Phase-I courses, ground level realities are studied during the district training. The Phase-II is a time to share experience gathered across the country, as all the Officer Trainees return to the Academy from different districts in India. The course content of Phase-II is designed for consolidating the learning and assimilating the district experiences 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 vis-à-vis theoretical inputs provided in the Academy. The Phase-II course specifically aims to provide an opportunity to trainees to reflect on their district training so as to understand the issues involved in administration. This gives them an awareness of problems and situations that they will face in the initial years of their careers.

In-Service Courses

The Academy conducts one or more of the three slotted courses for In-Service training of members who have put 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,
- (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, and skills as well as to frontier areas of technology and its management. There is an emphasis on giving the Induction course participants an all India perspective.

In addition, one-week vertical integration training courses are also conducted on specific chosen themes. The Academy has been conducting these programmes on the subject of 'Ethical Issues in Administration'.

Seminar / Workshops

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

Professionalism

We believe that the voyage of public service is a hazardous one. It is for the civil servants to make a clear choice if they want to live with respect, dignity and honour. We highlight accountability in the eyes of the people and in one's own self-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 to ensure 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 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 the young administrators to the national security situation and gives them a close view of our security forces functioning in forward areas. A National Security Essay Competition is also held in collaboration with the Army.

Personality Development

In order to promote an all round development of the personality, a great deal of emphasis is placed on outdoor events. Besides treks in the Himalayas, Physical training, Cross-Country Run, Yoga, Horse Riding, River Rafting, Para Gliding and Pistol shooting are some of the activities that the Officer Trainees are involved in. Exposure to Public Speaking, Theatre workshop, Motor Mechanics, Gardening, Photography and Music Appreciation are some of the co-curricular activities offered to the young administrators. An opportunity to learn games from coaches of the Sports Authority of India is another option available.

Curriculum

To ensure that our academic curriculum is relevant, it is always reviewed and updated. This is done as for example on the basis of extensive consultations with the State Governments through the State counsellors. The representatives of the State Governments and the Central Government are also consulted from time to time. Obviously the conventional classroom lecture methodology is not the most effective route to create an impact on attitudes and values. Therefore, we have innovated several new methodologies with significant success. Most courses operate on a modular structure, whereby, relevant themes are chosen and dealt with in a consolidated fashion to ensure that all aspects relating to them are dealt with comprehensively.

A module may consist of all or some of the following methodologies:-

1. Lectures by both in-house and guest faculty
2. Panel discussions – to promote divergence of opinions and views
3. Case studies
4. Films
5. Group discussions
6. Simulation exercises
7. Seminars
8. Moot Courts and Mock Trial
9. Order and judgement Writing practices
10. Practical Demonstrations
11. Problem solving exercises
12. Paper Writing (Term Paper, Syndicate Paper)
13. Group Activity
14. Field visits :
 - a. Trek to the Himalayas – In conditions of adversity, bad weather, insufficient accommodation and limited access to food items, the true mettle of the Officer Trainee is tested. This brings out the best and worst in them.
 - b. Visit to villages in backward districts to understand the problems and the true realities of village life.

Some of the training modules that are currently being covered are:-

- Government and Public Order
- Social Welfare: Administrative interventions
- Gender Issues
- Computers
- Skills for Effective Administrators
- Team Building
- District Planning
- Policy issues in Forestry
- Management
- Food Security
- Economic Reforms and the poor
- Agriculture and tenancy
- Indian History and Culture
- Political Economy
- Project Management
- Law
- Panchayati Raj
- Ethics and Values
- Human Rights
- World Trade Organisation
- Intellectual Property Rights
- Total Quality Management
- Co-operatives
- Public Policy Process

Values

LBSNAA seeks to impart to civil servants exemplary attitudes and values expected in public services. 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 positively influence in the brief period available to us, the attitudes and values of intelligent young persons in their mid-twenties, coming from a wide variety of backgrounds, is a daunting task.

It is generally argued that for public service one needs integrity, moral courage, empathy with and respect for the underprivileged, and freedom from any sectarian prejudices based on religion, region, caste, class or gender. But today, it is precisely these very values that are under siege because of turbulent conflicts and upheavals in the recent past.

To nurture these values, the officer trainees are encouraged to participate in diverse social activities. They are given responsibilities for improving the Lalita Shastri Balwadi School, where LKG/UKG & Class-I are conducted at a concessional rate for the children of the employees and the public. In the school nearly 100 children are enrolled. The problem of solid waste management has also been addressed by them in close coordination with NGOs working in Mussoorie. Employees and their families have been taught to segregate waste. So plastic waste is collected and sent for re-cycling to Dehradun. The rag pickers too earn a living out of this. Additional waste generated through the disposal of fused bulbs, tubes etc. and other paper waste generated by the Academy is also sent for recycling.

Another effective method has been the use of theatre, which includes street theatre to demonstrate and discuss values. Renowned street theatre groups have been invited to stage plays on communalism, corruption and other topical concerns. These have been well received. Landmark play on humanism and secularism "Jis Lahore Nahin Dekhya Who Jamya Nahin" and Habib Tanvir's "Charan Das Chor" are always favourites with the

officer trainees.

In every major course, Officer Trainees are encouraged to donate blood. 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 very favourably to these measures, and their innate idealism has been strengthened and reinforced.

Interaction with Senior Officers

The Academy has a tradition 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 promotes interaction between the fresh recruits and the officers with 25 years of seniority. It gives the Officer Trainees an insight into the challenges to be faced by them in the days ahead. Thus, young recruits discuss the complexities of Government functioning and the important issues facing bureaucracy. Of course, this also gives an opportunity to officers with 25 years of service behind them to return to their alma mater and interact with young minds. Nostalgic reflections of the past mingle with dreams for the future.

For the last five years, the Academy has also invited officers who joined the service fifty years ago to a 'Retreat' for interacting with young officer trainees of the Phase-II Programme. There is a discussion on topical issues relevant to Government today; the participants prepare recommendations for the government in the form of Reports and Papers.

The Academy Spirit

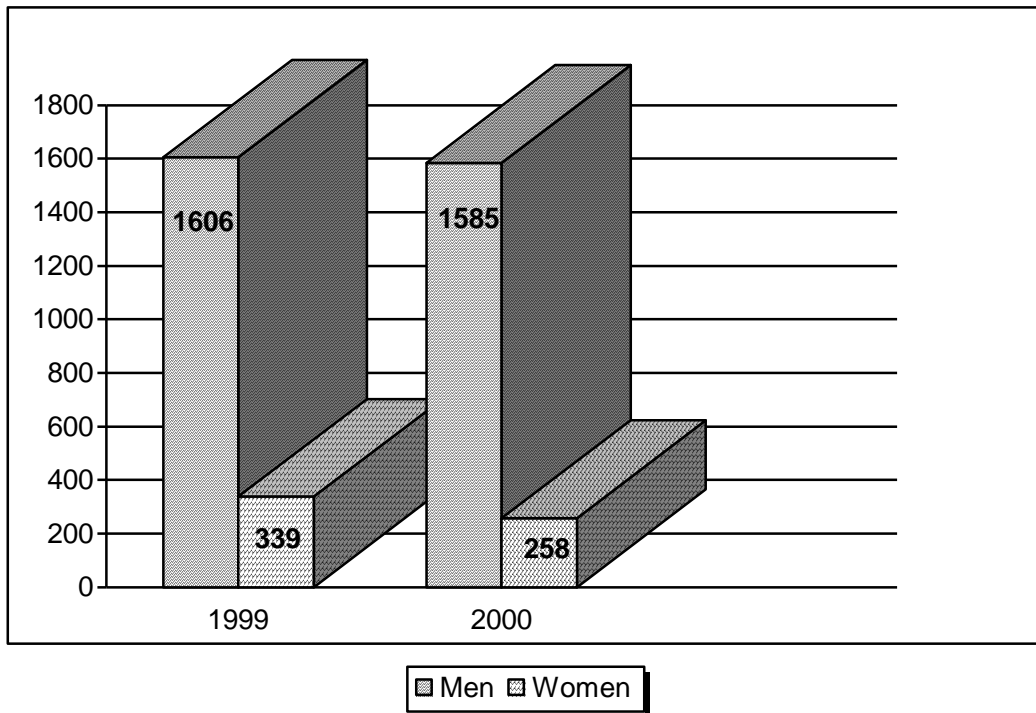
All Officer Trainees in the All India Service and Central Services begin their careers from the Lal Bahadur Shastri National Academy of Administration at Mussoorie. This is their first experience of government. As a result, this institution provides a bonding between young officers from different civil services. The Academy thus, furthers a creation of brotherhood among the officers who look back to this institution with nostalgia. A striking feature of the Academy, apart from its state of the art infrastructure, is its quaint blend of the new and the old.

The Participants

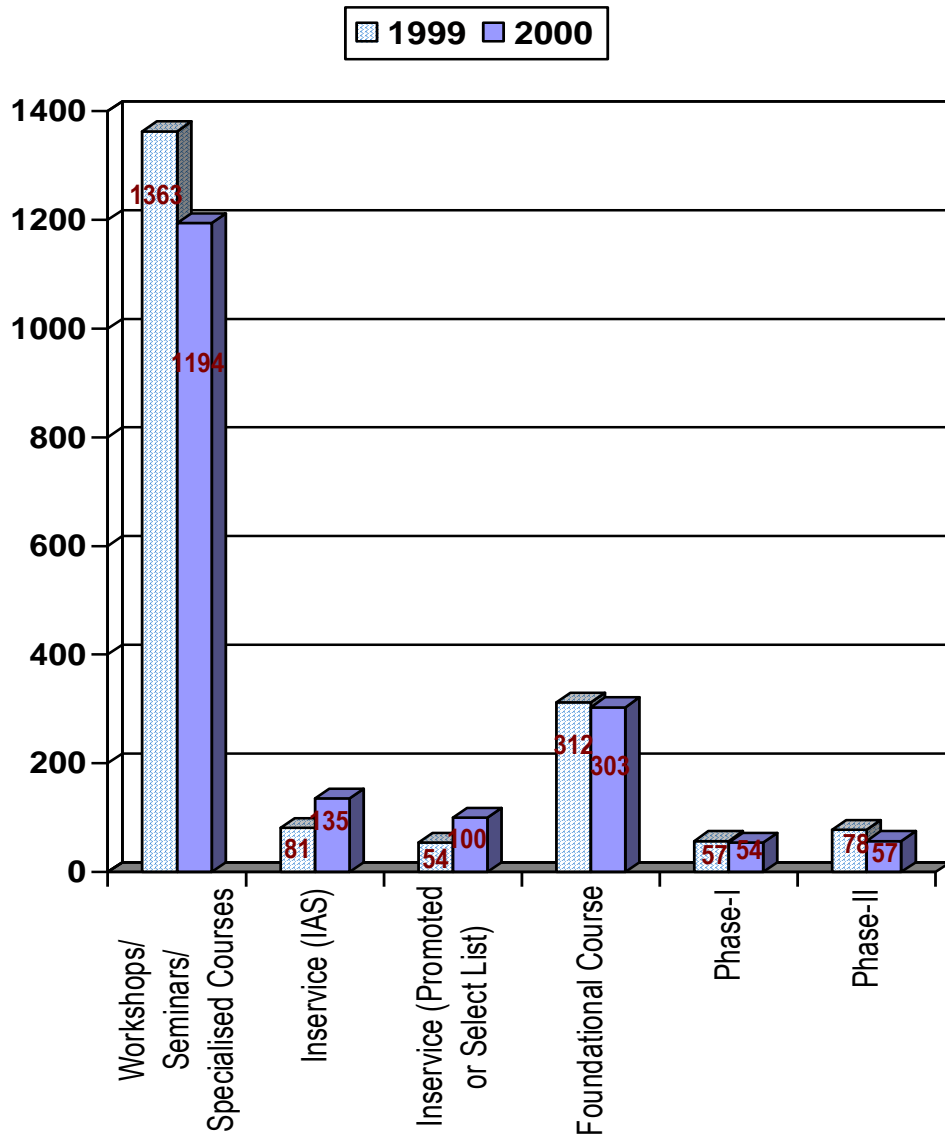
During the year a total of 49 courses/ workshops/ seminars were conducted. A total number of 1843 participants attended. This is against 1945 participants in 63 courses/ workshops/ seminars organised during 1999. The table below shows the distribution of trainees in various courses during 1999 and 2000.

Out of 1843 participants in 2000, 258 were women. The representation of women participants during the year 1999 was 339.

Comparison of Men & Women participants/trainees in 1999 and 2000 is given below:



Distribution of Participants/Trainees in various courses during 1999 and 2000



FACULTIES

Faculty of Public Administration and Social Management

There is a conscious attempt in the Academy to attract faculty from various services and backgrounds so that they bring with them the knowledge of the latest development in their respective fields. The subject of 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, there is a constant updating of knowledge and information.

The Joint Director heads the Public Administration faculty. The Public Administration Faculty has a strength of 14, comprising 12 Deputy Directors, 01 Professor in Public Administration and 01 Professor of Social Management. During the year, Shri Ajoy Kumar Chaudhuri, IAS (Kerala: 1977) joined the Academy as Professor of Public Administration and Shri S. Krishnan, IAS (Tamil Nadu: 1989) joined as Deputy Director. Shri P.M.V. Siromony, IAS; Shri A. Santhosh Mathew, IAS and Shri TVSN Prasad, IAS left the Academy. Brief biodata of the Faculty members currently in position is placed at Annex- I.

Sl. No.	Name (S/Shri)
1.	A. Santhosh Mathew *
2.	Ajoy Chaudhuri
3.	B.V. Uma Devi (Ms.)
4.	Chandan Sinha *
5.	Gita Mishra (Ms.)
6.	K.N. Kumar**
7.	M.H. Khan
8.	Manisha Shridhar (Ms.)
9.	P.M.V. Siromony*
10.	Sundeep Kumar Nayak **
11.	S. Krishnan
12.	Tarun Shridhar
13.	TVSN Prasad*
14.	Yaduvendra Mathur
15.	Manoj Ahuja
16.	Arti Ahuja

* Have left the Academy on the day of publication of this report.

** On Study leave

Apart from the responsibility of training in subject specific inputs, the members of the Public Administration Faculty also perform different administrative responsibilities like Personnel, Estates, Supplies & Store, Accounts, Finance & Budget, Library, Computers and Outdoor activities.

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. Emphasis is on teaching of management techniques successfully adopted in the private and public sector and equally applicable in government. This context is defined with respect to the administration in the State Governments and the Central Government levels as also in the field offices.

Courses are designed keeping in mind the training needs of the participants. So, the emphasis during the Foundational Course is on exposure of 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, Management Information System and Monitoring of Social Sector programmes are conducted.

The Management Faculty has developed new skills on Total Quality Management in government, especially for In-service training programmes. Meanwhile the Academy has been networking with other lead institutes to upgrade the course contents and pedagogy.

During the year, the Faculty of Management was co-ordinated by Shri Sanjeev Chopra and Shri B.V.R. Subrahmanyam. They were also supported by guest faculty from the Indian Institute of Management, Ahmedabad, and the Institute of Secretariat Training and Management, New Delhi and senior officers from the Government of India.

Faculty of Law

Law has been an important input in all the courses conducted by the Academy during the year. 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 all administrative actions are in conformity with the rule of law and in harmony with human rights.

Law is not just a body of rules but a Social Science—a tool for social engineering. Thus, Law inputs for the 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 syllabi has been modified keeping the objectives of the above courses in mind. For the purpose of Professional Courses, the emphasis was more on 'doing' rather than on 'knowing', for which training was imparted by techniques other than the lecture methods. During the In-Service Courses, upgradation of competence and attainment of professional excellence in legal matters was aimed at.

Besides teaching, members of the Law Faculty were engaged in research-oriented studies in areas such as Social Justice, Human Rights, Customary Laws, Land Reforms, Atrocities against Scheduled Tribes / Scheduled Castes, Women and Children.

During the year, the faculty of Law was co-ordinated by Prof. D. Banerjea and later on by Shri L.C. Singhi.

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 markets. It contained brief expositions of Mercantilism, Physiocracy, and Classical Economics. The Officer Trainees were also introduced to the rigors of basic microeconomic principles and theory, particularly the partial equilibrium analysis. It

covered such topics as the Theory of Demand (including elasticity of demand etc.), Theory of Cost, Theory of the Firm within various market structures (including perfectly competitive markets, monopolistic markets, oligopolistic markets, and monopoly markets). Also included were the problems of various kinds of tax and subsidy incidence in various market structures, Microeconomics covered the cases of market failures. In this context the Officer Trainees were introduced to the Theories of Externalities with particular reference to pollution and the economic ways of solving this problem, as well as the cases of Public Goods and how to achieve the efficient output of public goods. They covered the basics of asymmetric information problem through the analysis of principal-agent problem and the economics of advertising. Some important topics in Indian economics were also covered that included economic problems with the agricultural sector, World Trade Organisation and India's decentralisation and competition policy, etc.

Dr. Ajit Sinha co-ordinated the economic faculty. From time to time guest faculty was invited to interact with the officer trainees.

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 civilisation 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 was a conscious attempt to review the lecture method and move on to a lecture-cum-demonstration method so that the Officer Trainees were able to imbibe and get a feel of Indian History and Culture. For this a number of programmes like lecture cum demonstration on Kathak Dance form, lectures of Habib Tanveer on Indian Theatre, Sessions on Music Appreciation have been organised. Apart from this the Ministry of Culture, Government of India arranged visit of groups from the West Zone Cultural Centre.

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 Folk dances of Hungary, Puppet show from Uzbekistan etc.

The Faculty of History was co-ordinated by Shri Yaduvendra Mathur and assisted by Shri M.H. Khan.

Faculty of Political Concept and the Constitution of India

Political Concept and Constitutional Law is one of the core-subjects prescribed for the Foundational Course and the IAS Professional Course. The subject is inter-disciplinary, embracing substantive problem areas of civil society.

In the Foundational Course, the main objective is to give an overview of the Indian political system, to enable the trainees to understand the basic constitutional values, the institutional context and the power relations among different groups. During the IAS Professional Course and Phase-I, the emphasis is on the underlying causes and processes of political dynamics. Topics such as 'Public Protest and Parliamentary Democracy', 'Agrarian Unrest', 'Student Unrest' and 'Caste and Communal Unrest', are discussed at length. Trainees are also sensitised to the importance of 'Civil Liberties' and 'Human Rights in India'.

During the year, the faculty of Political Concept and the Constitution of India was co-ordinated by Prof. Ajoy Chaudhuri. He was assisted by Shri S. Krishnan in this task.

Faculty of Hindi & Regional Languages

The Faculty of Language provides basic training in Hindi and other national languages to

equip the officers with the language of their allotted states. Languages taught in the Academy apart from Hindi are Assamese, Bengali, Gujarati, Kannada, Malayalam, Manipuri, Marathi, Oriya, Punjabi, Tamil, Telugu and Urdu. The faculty also offered training in French language to the Officer Trainees. This has been done under a joint collaboration with the Ecole Nationale D' Administration (ENA), Paris (France). Faculty members prepared teaching material, handouts and books in respective Languages for the Officer Trainees.

Faculty of Hindi & Regional Languages was co-ordinated by Prof. M.M. Mishra. The other members of faculty were Dr. Prem Shankar, Dr. Tuman Singh, Dr. M.R. Unnithan, Smt. Alka A. Kulkarni, Shri A. Nallawamy, Shri Arshad M. Nandan, Shri S.K. Tripathi and Shri K. Brijbhashi Singha.

Faculty of Computers and Information Systems (NICTU)

Computer Training is another important input given to the Officer Trainees in the Academy. This is also covered in the in-service Courses and the courses for officers on select list or promoted to IAS. To keep abreast with developments in Information Technology officers are exposed to computers, computer operation and e-governance. While many trainees are familiar with computers, some do not even have a rudimentary knowledge. Topics like Leap Office, Web Site Design & Publishing, Microsoft Project, IT in Government, Office Procedure Automation were introduced to expose trainees to the applications of IT in Government. Dr. N. Vijayaditya, Director General, National Information Centre addressed the trainees of Phase-II (1998-2000 Batch) on "IT for masses" via Video Conferencing. Microsoft Office-2000, Leap Office and Voice Software were added to NICTU Software Library.

In Addition to lecture and hands on practice, the write-up on (i) Geographical Information Systems (GIS), (ii) Purchases of Hardware/ Software (iii) Exercises on Project Management, MS-Access, MS-Excel, (iv) Client / Server Computing using SQL Server 7.0, (v) Exercises in Indian Languages were developed and distributed among the trainees. Guest speakers like Dr. K.K. Bajaj, Deputy Director General, NIC and Dr. Vandana Sharma, Technical Director, NIC HQ, New Delhi, Shri Rajiv Chawla, IAS, Additional Secretary, Govt. of Karnataka, Shri Rohit K. Singh, IAS, Director, Department of Information and Technology, Rajasthan and Shri A.K. Agarwal, State Informatics Officer, NIC, J&K State Unit addressed the participants .

Home page of NIC Training Unit, LBSNAA <http://202.41.104.88/>. was redesigned using the latest technologies in Web like DHTML, ASP etc. to make the site dynamic and interactive.

During the year faculty of Computers and Information Systems, NICTU was co-ordinated by Dr. Gautam Mukherjee, Technical Director. He was assisted by Shri M. Chakraborty, Shri Pawan Joshi, Shri Sanjay Gupta, Shri Manish K. Walia and Shri S.S. Rawat.

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HIGHLIGHTS OF COURSES, SEMINARS AND WORKSHOPS

IAS Professional Course, Phase – I (1999-2001 Batch) (30th December, 1999 to 16th June, 2000)

Course Co-ordinator	Shri Yaduvendra Mathur
Associate Course Co-ordinators	Shri A. Santosh Mathew Shri K.N. Kumar Shri L.C. Singhi Shri Anurag Dwivedi
Inauguration by	Shri J.C. Pant, Former Secretary to the Govt. of India
Valedictory remarks by	Shri Yogendra Narain Chief Secretary, Govt. of UP Lucknow (UP)
No. of Participants	54 (43 Male & 11 Female) Including 1 Officer of the Royal Bhutan Civil Service.

Sl. No.	State	No. of Officers	Sl. No.	State	No. of Officers
1.	AGMUT	02	2.	Andhra Pradesh	04
3.	Assam- Meghalaya	02	4.	Bihar	04
5.	Gujarat	02	6.	Himachal Pradesh	02
7.	Haryana	03	8.	Jammu & Kashmir	01
9.	Karnataka	03	10.	Kerala	02
11.	Madhya Pradesh	04	12.	Maharashtra	04
13.	Manipur-Tripura	02	14.	Nagaland	01
15.	Orissa	02	16.	Punjab	02
17.	Rajasthan	02	18.	Tamil Nadu	04
19.	Uttar Pradesh	04	20.	West Bengal	03
21.	Royal Bhutan Civil Service	01	--	--	--
				TOTAL	54

The 24-week Phase-I course is divided into two parts. The 10 weeks Winter Study Tour (Bharat Darshan) is for familiarization and attachments with select Institutions including the Armed Forces. The 14-week In-Mussoorie module covered the prescribed syllabi in 295 sessions. The Officer Trainees interacted with eminent persons like Shri Omar Abdullah, Hon'ble Union Minister of State for Commerce and Industries; Dr. Parth J. Shah, President, Centre for Civil Society, New Delhi; Prof. Jayati Ghosh, JNU; Prof. Abhijit Sen, JNU; Dr. Atindra Sen, Director (Personnel), Nuclear Power Corporation; Prof. Gurcharan Das, CEO, Proctor & Gamble India Ltd. His Excellency Sir Rob Young, High Commissioner, UK, Prof. R.K. Upadhaya, IGNA, Dehradun, Shri R. Gopal Krishnan, Secretary, Govt. of MP, His Excellency Richard F. Celeste, the Ambassador of USA to India, Shri Deepak Sanan, Secretary, Govt. of HP, Shri G.S. Pandher, Former Director General of Police, Dr. Mark Robinson, Ford Foundation, New Delhi, Dr. PSA Sundaram, Ford Foundation, Shri B.K. Sinha, Secretary, Govt. of Bihar, Shri S.Y. Quraishi, Govt. of Haryana, Brig. MMS Bhanver, Director Northern Region, Survey of India, Dr. S.C. Bhatnagar and Ms. Deepthi

Bhatnagar, IIM, Ahmedabad, Shri K.S. Dhillon, IPS (Retd.) Visiting Professor, Barkatullah University, Bhopal, Shri Jawed Usmani, Joint Secretary, Prime Minister Office, New Delhi Hon'ble Justice Shri J.S. Verma, Chairperson, NHRC, Shri Rajeshwar Prasad, IAS (Retd.) Shri P. Balasubramanyam, Senior Vice-President, INFOSYS, Bangalore, Shri O.P Gahrotra, Senior Executive Director, SEBI, Mumbai

**67th Foundation Course
(22nd March to 30th June, 2000)**

Course Coordinator

Associate Course Coordinators

Smt. Gita Mishra

Smt. Manisha Shridhar

Shri B.V.R. Subrahmanyam

Shri Chandan Sinha

Dr. A. Subrahmanyam

The fifteen weeks 67th Foundation Course started on 22nd March and ended on 30th June 2000. The service wise details of the Officer Trainees is given below.

Sl. No.	Service	Male	Female
1	Central Bureau of Investigation	3	0
2	Central Industrial Security Force Service	4	0
3	Indian Civil Accounts Service	3	0
4	Indian Defence Estates Service	1	0
5	Indian Ordnance Factory Service	3	0
6	Indian P&T Finance & Accounts Service	8	2
7	Indian Police Service	1	0
8	Indian Postal Service	7	3
9	Indian Railway Accounts Service	8	2
10	Indian Railway Personnel Service	8	1
11	Indian Railway Protection Force Service	7	0
12	Indian Railway Traffic Service	15	0
13	Indian Statistical Service	18	8
	TOTAL	86	16

The Officer Trainees were exposed to a variety of academic inputs in Law, Administrative Economics, Public Administration, Management, Languages and Computers. Some of the eminent guest speakers, were Shri Arun Jaitley, Hon'ble Minister of State for Information and Broadcasting and the Department of Disinvestment, Government of India, Hon'ble Justice Shri Rangnath Mishra, MP and Former Chief Justice of India, Hon'ble Justice Shri J.S. Verma, Chairperson, National Human Rights Commission, Shri Chandi Prasad Bhatt and Dr. Kiran Bedi. His Excellency Sir Rob Young, High Commissioner of the U.K. and His Excellency Richard F. Celeste, the American Ambassadors discussed their Government's foreign policies vis-à-vis India. Gen. V.P. Malik, COAS, covered security issues.

Apart from Academic inputs 12 Extra Curricular Modules were organised. These were Electric Guitar/Synthesizer, Indian Music, Spoken English, DeskTop Publishing, Web Publishing, First Aid in Emergencies, Photography, Public Speaking English, Badminton Coaching and Tennis Coaching.

With a view to expose Officer Trainees to all aspects of Indian culture, one full day module on Classical Music was organised. In addition, there were lecture-cum-demonstration in Kuchipudi by Ms. Swapnasundari; lively programmes by West Zone Culture Centre, Udaipur; Sree Chithira Thirunal Sangeetha Natya Kala Kendram, Trivandrum and a Western Music concert by a Hungarian Troupe.

Another significant area for esprit-de-corps building was the Village Visit Programme for a period of 10 days from 7-16 April 2000 in the districts of Bilaspur, Mandi, Hamirpur and Una of Himachal Pradesh. The choice of Himachal Pradesh was a conscious one as it helped in breaking the ethnocentric images that people carry, of the reality of Indian villages. At the very mention of village the pictures that spring up are that of poverty, illiteracy, unemployment and diseases. This experience was a novel one for the Officer Trainees as some of these villages even had Internet kiosks!

A ten-day trek was organised from 12 to 21 May in groups of 23-25 each taking separate trek routes to make the trainees appreciate the esoteric and mystical beauty of the mighty Himalayas. Besides being a thrilling experience, this was a major learning experience as well. Difficult treks in inclement weather helped them learn about the limits of physical endurance enhancing their confidence in turn.

Shri Ch. Vidyasagar Rao, Union Minister of State for Home Affairs, delivered the Valedictory Address on the 30th of June 2000.

**Professional Course, Phase - II (1998-2000 Batch)
(19th June, 2000 to 28th July, 2000)**

Course Co-ordinator	Shri M.H. Khan
Associate Course Co-ordinators	Shri T.V.S.N. Prasad Shri L.C. Singhi
Inauguration by	Shri B.S. Baswan, Director LBSNAA
Valedictory remark by	Shri B.S. Baswan, Director, LBSNAA
No. of Participants	57 (51 Male ; 5 Female) including 1 officer of the Royal Bhutan Civil Service

Sl. No	State	No. of Officer Trainee	Sl. No	State	No. of Officer Trainee
1.	AGMUT	03	2.	Andhra Pradesh	03
3.	Assam-Meghalaya	02	4.	Bhutan	01
5.	Bihar	04	6.	Gujarat	03
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 and 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 syllabus covered by internal faculty some of the eminent persons invited to interact with the Officer Trainees were Dr. Philippe Galli, Professor, Ecole National d' Administration, Paris; Ms. Aruna Sharma, MD, MP State Co-op. Dairy Federation, Bhopal; Shri K.P. Rao, Additional MD, TRIFED, New Delhi; Shri Sanjay Mitra, Special Secretary, Department of Housing, West Bengal, Shri D. Manchanda, DDG, ICCR, New Delhi; H.E. the Governor of Manipur Shri Ved Marwah; Gen. B.S. Malik, Chief of Staff, HQ Western Command; Prof. N.L. Mitra, Director, National Law School ; Ms. Jayanti, Secretary (Handloom & Handicrafts) Chennai Shri C.B.S. Dutt, Group Head, National Remote Sensing Agency, Hyderabad; Shri C.B. Sanghi, Controller, National Remote Sensing Agency, Hyderabad; Shri Rajeev Chawla, Additional Secretary (Revenue Deptt.),

Bangalore; Shri A.K. Awasthi, DM, Meerut and Shri T.K. Mitra, Director, SPG, Cabinet Secretariat, New Delhi. An exhibition of Tribal Handloom & Handicrafts was also organised by TRIFED on 29th & 30th June 2000. A four days module on Motor Mechanics was also organised for the Officer Trainees. The Officer Trainees called on the Hon'ble Prime Minister of India Shri Atal Bihari Vajpai, the Hon'ble Home Minister Shri L.K. Adawani and Hon'ble Defence Minister Shri George Fernandes on July 8, 2000 in New Delhi.

A workshop on "IAS in Perspective" was held on July 27, 2000 in which few IAS Officers of 1975 batch participated. Similarly in "Effective SDO's Seminar" for two days during the course young officers from the field were invited to share their experiences with the Officer Trainees. Apart from the above, a musical program by Ms. Malini Awasthi was organised on July 19, 2000; besides several extracurricular modules were also conducted.

68th Foundational Course (4th September to 15th December, 2000)

Course Co-ordinator

Shri Tarun Shridhar

Associate Course Co-ordinators

Shri B.V.R. Subrahmanyam

Smt. Gita Mishra

Shri S. Krishnan

The 68th Foundation Course which had a 15 week duration started on 4th September and ended on 15th December 2000. The service wise details of Officer Trainees are as follows:

Sl. No.	Service	Male	Female
1	Central Industrial Security Force Service	4	0
2	Indian Administrative Service	47	8
3	Indian Audit and Accounts Service	3	1
4	Indian Civil Accounts Service	0	2
5	Indian Customs and Central Excise	10	4
6	Indian Defence Accounts Service	5	0
7	Indian Defence Estates Service	1	0
8	Indian Foreign Service	4	3
9	Indian Forest Service	18	7
10	Indian Information Service	3	4
11	Indian Ordnance Factory Service	1	3
12	Indian Police Service	15	5
13	Indian Postal Service	4	0
14	Indian Railway Accounts Service	10	1
15	Indian Railway Personnel Service	6	1
16	Indian Railway Traffic Service	7	3
17	Indian Revenue Service	6	7
18	P & T Finance and Accounts Service	2	0
19	Railway Protection Force Service	4	1
20	Royal Bhutan Civil Service	0	1
TOTAL		150	51

The Course had regular academic inputs in Law, Public Administration, Economics, Management, Constitution, Computers and Languages. Lectures were also delivered by eminent guest faculty on various subjects. Some of the eminent speakers were Smt. Aruna Roy; Shri Sharad Joshi; Shri V.K. Shunglu; Dr. R.V. Vaidyanatha Ayyar; Dr. Manmohan Singh; Shri Natwar Singh; Shri Habib Tanvir; Swami Agnivesh. Shri B.N. Yugandhar and Lt. Gen. B.S. Malik.

The participation of the Officer Trainees in the National Security Essay competition was

very enthusiastic and Maj Gen. Satish Satpute gave away the Prizes on 17th November, 2000. Participation in various other Essays & Debate Competitions remained high.

A number of events were conducted during the course which included:

- 10 day trek in the Himalayas
- Twelve day Village Visit in U.P. M.P. & Punjab
- FETE
- Blood Donation Camp
- Two days Athletic Meet
- Cultural programmes by National and International troupes and;
- A.K. Sinha Memorial One Act Play Competition
- Music Concerts, Kala Jatha performance; and cultural extravaganza by the West Zone Cultural Centre are some of the cultural highlights. The trainees too organised various cultural programmes which culminated in the Two Day India Day Celebrations. Various other extra-curricular activities were organised by the Officers Trainees themselves through the clubs and societies.

Shri George Fernandes, Hon'ble Raksha Mantri delivered the Valedictory address on conclusion of the course on December 15, 2000.

83rd Induction Training Programme (22nd March, 2000 to 12th May, 2000)

Name of Course Co-ordinator	Shri A. Santhosh Mathew
Associate Course Co-ordinator	Shri M.H. Khan Shri T.V.S.N. Prasad Shri P.R. Harikrishnan Shri Srinivasa Rao
Inauguration	Shri B.S. Baswan, Director, LBSNAA
Valedictory	By Video Conferencing Hon'ble Shri Chandra Babu Naidu Chief Minister of Andhra Pradesh
No. of Participants	22 (Male-21 ; Female-01)

Sl. No	State	No. of Participants
1.	Andhra Pradesh	1
2.	Arunachal Pradesh	1
3.	Gujarat	1
4.	Jammu & Kashmir	1
5.	Madhya Pradesh	4
6.	Maharashtra	5
7.	Orissa	4
8.	Rajasthan	1
9.	Uttar Pradesh	1
10.	West Bengal	3
TOTAL		22

Course Theme: Development Administration with Responsive Governance.

The 83rd Induction Training Programme for the members of the Indian Administrative Service who have been promoted from the State Civil Services was held in Indira Bhavan complex on the theme “ Development Administration with Responsive Governance”. The

broad thrust areas were Ice Breaking, Education for All: Literacy & Human Development Challenges before the IAS in a changing Environment, Human Rights, Civil Liberties etc. Eminent guest speakers invited during the course were Shri Omar Abdullah, Hon'ble Minister of State for Commerce and Industry, New Delhi. Dr. Gurcharan Das, Formerly CEO, Proctor & Gamble, New Delhi, His Excellency Sir Rob Young, Ambassador of United Kingdom in India; Shri R. Gopalakrishnan, Secretary to Chief Minister, Madhya Pradesh; His Excellency Shri Richard F. Celeste, Ambassador of USA in India; New Delhi; Dr. V.K. Agnihotri, Additional Secretary, Ministry of Personnel, PG & Pensions Shri Deepak Sanan, Finance Secretary, Shimla, Shri Mark Robinson, Representative, Ford Foundation, New Delhi; Dr. P.S.A. Sundaram, Ford Foundatin, New Delhi; Dr. S.Y. Quraishi, Chairman and MD, Haryana Minerals Ltd. New Delhi. Shri J.K. Rawat, Director, Forest Research Institute, Dehradun; Shri S. Sidharth, Deputy Commissioner, Lohardaga, Bihar; Shri S.R. Rao, Chairman, Vishakhapatnam Port Trust, Vishakhapatnam, Maj. Gen. V.P. Malik, Chief of Army Staff, and Shri N. Chandrababu Naidu, Hon'ble Chief Minister of Andhra Pradesh.

Hon'ble Shri N. Chandrababu Naidu gave valedictory remarks in this course via Video Conferencing.

**Two Week Training Programme for IAS Officers (6-9 Year Seniority)
(22nd May, 2000 to 2nd June, 2000)**

Course Co-ordinator

Ms. Manisha Shridhar

Associate Course Co-ordinator

Shri B.V.R. Subrahmanyam

Inauguration by

Shri B.S. Baswan, Director, LBSNAA

No. of Participants

24 (Male-22, Female-02)

Sl. No	State	No. of Participants
1	Andhra Pradesh	4
2	Bihar	1
3	Haryana	1
4	Himachal Pradesh	1
5	Jammu & Kashmir	1
6	Karnataka	1
7	Kerala	2
8	Madhya Pradesh	4
9	Maharashtra	1
10	Manipur-Tripura	1
11	Orissa	1
12	Punjab	3
13	Sikkim	1
14	Tamil Nadu	1
15	West Bengal	1
TOTAL		24

Course Theme: - "Role of Government in a changing milieu"

The course laid emphasis on:

- (i) Developing an innovative problem solving approach through experience sharing;
- (ii) Promoting administrative effectiveness through leadership and team building;
- (iii) Ensuring cost effective management of Projects/ resources. ;
- (iv) World Trade Organisation and India's competitiveness in International trade and;
- (v) Developing practical models for effective governance.

The course focussed on providing the participants an opportunity to learn from each others experience. Select key areas such as Self Awareness; Managing Personal Finances; Right to Information; IT in Government; Group Discussion on Human Rights; Public Policy Module; Challenges of Urban Management; Management of Public Finances; World Trade Organisation; Total Quality Management; Competitive Advantage of Nations; New Developments in Infrastructure; Project Appraisal; Methodology of Appraisal for Externally Aided Projects were covered. All participants were required to present a paper on an area of practical relevance. The guest speakers who interacted with the group were Shri V.K. Gautam, IAS, Director, Information Technology, Govt. of Maharashtra, Shri M. Ramsekhar, IAS, Deputy commissioner, Chandigarh and Shri Arvind Mehta, IAS, Member (F&A), HPSEB, Vidyut Bhawan, Shimla.

84th Induction Training Programme (12th June, 2000 to 4th August, 2000)

Course Co-ordinator	Shri Chandan Sinha
Associate Course Co-ordinators	Shri B.V.R. Subrahmanyam Ms. B.V. Uma Devi Shri Ajit Kumar Sinha
Valedictory remarks by	Shri B.S. Baswan, Director, LBSNAA,
No. of Participants	31 (Male-29: Female-02)

Sl. No	State	No. of Participants
1.	AGMUT	2
2.	Andhra Pradesh	1
3.	Haryana	3
4.	Himachal Pradesh	1
5.	Kerala	4
6.	Madhya Pradesh	5
7.	Maharashtra	4
8.	Manipur- Tripura	1
9.	Punjab	1
10.	Rajasthan	1
11.	Sikkim	1
12.	Tamil Nadu	3
13.	West Bengal	4
TOTAL		31

This course was organised for the members of the Indian Administrative Service who have been promoted from the State Civil Services. The basic objective of the course was to prepare the participants for their new role as members of the Indian Administrative Service and to equip them to face the emerging challenges of administration. The course laid emphasis on identifying and analysing the key elements of the changing milieu of public administration today; describing the responsibilities of IAS Officers both at the field and the secretariat; using some core skills for administrators; describing and explaining the main features of key emerging issues confronting administrators today. Emphasis was placed on both personal and professional development of the officers. The guest speakers who interacted with the participants include Fr. V.M. Thomas, Director, DON BOSCO, Youth Mission & Educational Services, Guwahati, Assam, Dr. V.K. Agnihotri, IAS, Additional Secretary (AR&PG), Department of Administrative Reforms & Public Grievances, Govt. of India, New Delhi, Shri S. Krishnan, Joint Secretary, Department of Finance, Chennai (Tamil Nadu), Swami Dharmanand, Adhyatam Sadhna Kendra, Delhi, Shri S.K. Ghosh, Associate Professor (HRD & Management), National Institute of Financial Management, Faridabad (Haryana), Shri Rajnikant Mishra, Senior Superintendent of Police (Intelligence), Dehradun, Shri Sanjay Mitra, Special Secretary, Department of Housing

Development, Govt. of West Bengal, Dr. Atindra Sen, Director (Personnel) Nuclear Power Corporation, Department of Atomic Energy, Govt. of India, Shri Abhas Kumar Jha, Department of Economic Affairs, Govt. of India. Shri Rohit K. Singh, Director, Information Technology, Govt. of Rajasthan, Dr. H.K. Sharma, Sr. Cardiologist, Doon Hospital, Dehradun, Shri R.K. Upadhyaya, Professor, IGNTA, Dehradun and Shri Rajiv Takru, IAS, Director General, Apparel Export Promotion Council, New Delhi.

The participants were divided into four groups for Study tour-cum-Bharat Darshan. The four groups visited separate parts of the country and were attached to various public sector and non-governmental organisations. The study tour culminated in Delhi. It was here that the entire group had an opportunity to meet and interact with Shri Lal Krishna Advani, Union Minister for Home Affairs, Shri Yashwant Sinha, Union Minister for Finance and Smt. Vasundhara Raje, Minister of State for Personnel and Training. In the last week of the course, the participants presented their project reports to the Director and the Joint Director. The 84th Induction course ended on 4th August 2000.

21st Training Programme for IAS Officers (17-20 Year's Seniority) (7th August, 2000 to 18th August, 2000)

Course Co-ordinator	Shri B.S. Baswan
Associate Co-ordinators	Ms. Manisha Shridhar Dr. Ajit Kumar Sinha
Inauguration	Dr. Abid Hussain, I.I.C., New Delhi
Valedictory	Shri K.P. Geethakrishnan, Chairman, Expenditure Reforms Commission, New Delhi
No. of Participants	16 (Male : 15 ; Female: 01)

Sl. No	State/ Cadre	No. of Participants
1	AGMUT	1
2	Assam-Meghalaya	1
3	Bihar	3
4	Gujarat	1
5	Haryana	1
6	Kerala	1
7	Maharashtra	1
8	Orissa	1
9	Punjab	1
10	Rajasthan	2
11	Tamil Nadu	1
12	Uttar Pradesh	2
TOTAL		16

Course Theme: "New Policy Imperatives"

In training programmes for the officers of 17-20 years seniority, it is necessary to include contemporary approaches to public administration and emerging framework of public policy and analysis. Thus the program had the following objectives

- (i) Understanding the changing economic environment in which government has to function; and
- (ii) Developing practical models for effective governance.

Designed for senior officers, the program was developed by incorporating suggestions received from the participants before the program began. By such interactions with the participants, a major portion of the program was devoted to new perspectives in public administration and public policy analysis. Fresh inputs like computer use, simulation

modelling in public administration, the new economic policy and environmental issues were included. Methodology adopted in the course included lecture-cum-discussion sessions, case studies, panel discussions, films and presentations by participants and field visit.

**Public Management and Poverty Reduction in a Market Economy
(27th March, 2000 to 12th April, 2000)**

Course Co-ordinator	Ms. B.V. Uma Devi
Associate Course Co-ordinator	Shri Tarun Shridhar
Total Participants	14 (Male: 14, Female: 00)

This is a training program conducted jointly by four institutions namely Institute of Development Studies, UK, Lal Bahadur Shastri National Academy of Administration, Mussoorie, Institute of Public Administration (INTAN), Malaysia and Civil Service College Singapore. This course is conducted in four countries starting with training in INTAN, Malaysia for three weeks, followed by a week in Singapore. Main focus of this component is to study the impact of market economy on Poverty reduction. Second leg of the program is conducted in the Lal Bahadur Shastri National Academy of Administration for three weeks. Main objective of this component is to orient the participants with current programmes of the governments in various sectors, and also to give the participants an academic input on the concepts of Development and Poverty Reduction. The participants are sent to United Kingdom to study the various reforms made by the U.K. Government in the area of “Public Management” on U.K. Participants are asked to write a policy paper based on the learning in U.K., Malaysia and Singapore. This course is funded by Department for International Development, U.K. and selection of participants for this course is made by Department of Personnel & Training, Government of India. The number of participants normally sent for this training course are 15 officers, mostly senior members of the Indian Administrative Service.

**10th Training Programme for IAS Officers (10-16 Years Seniority)
(28th August, 2000 to 8th September, 2000)**

Name of Course Co-ordinator	Shri Binod Kumar
Associate Co-ordinators	Shri Tarun Shridhar Shri Chandan Sinha
Valedictory remarks by	Shri B.S. Baswan, Director, LBSNAA
No. of Participants	22 (Male : 19 ; Female : 03)

Sl. No	State / Cadre	No. of Participants
1.	AGMUT	2
2.	Assam-Meghalaya	2
3.	Bihar	1
4.	Gujarat	2
5.	Haryana	1
6.	Karnataka	1
7.	Madhya Pradesh	3
8.	Maharashtra	3
9.	Manipur-Tripura	1
10.	Orissa	1
11.	Rajasthan	1
12.	Tamil Nadu	1
13.	Uttar Pradesh	1
14.	West Bengal	2
TOTAL		22

Main Theme: Harnessing Change

The thrust of the course was to create an atmosphere for participatory learning through churning of experience, knowledge and the skills of the participants. The methodologies adopted were lecture-cum-discussion sessions, computer lab sessions, case studies, panel discussion, films, presentation by participants and field visits. Participants had to prepare a policy paper on a theme of their choice pertaining to their specialisation to be presented at the end of the course. In the context of the theme of the course, the papers focussed on policy issues in a particular sector of administration. The aim was to examine the structures, legislations, rules and procedures currently in use in that particular sector and to suggest suitable policies in question in the context of liberalisation, decentralisation, simplification and delegation. Key topics discussed were Economic Liberalisation, World Trade Organisation, Global Competitiveness- Implications and concerns, Public Policy Process, Total Quality Management and Process Reengineering, Urban Management, Infrastructure Development, Financial Management, Innovations in Administration. Eminent guests like Dr. Bhaskar Balakrishna, Joint Secretary, Ministry of External Affairs, New Delhi and Shri M. Ram Sekhar, Deputy Commissioner Chandigarh were invited to speak to the participants.

2nd Programme on "Ethical Issues in Today's Administration" (18th September, 2000 to 22nd September, 2000)

Course Co-ordinator	Shri Binod Kumar
Associate Course Co-ordinators	Ms. Shashi Mishra, Shri Yaduvendra Mathur Ms. B.V. Uma Devi
Inauguration	Shri Wajahat Habibullah, Director (Designate)
Valedictory remarks by	Shri Sompal, Member, Planning Commission, New Delhi
No. of Participants	29 (Male-20 ; Female-09)

Main Theme: "Ethical Issues in Today's Administration "

The broad focus and the thrust areas were on Ethics for Today's Administration, Basic Ethical Principles, Values for Administrators and Integrity in Government. Methodology adopted was Case studies, Individual sharing, Group work & presentation by participants. Ethical Perspectives, Ethics or Nothing, Identity & Action were the topics shortlisted for discussion. The course was participative and prescriptive. The aim was to create a better understanding of the radials of individual ethicality, founded on universal values that create a strong core. On completion of the program, the participants were expected to have an understanding of the ethical perspective towards all partners in governance, methods for exploring, assessing and resolving ethical issues and dilemmas and positive mindset for discharging obligations ethically. Guest speakers invited were Shri Lynn Black, Dr. S. Senon and Shri P. Gupta, Shri B.N. Yugandhar, IAS (Retd.), Shri Kalyan Chakravarty and Shri N. Vittal, Chief Vigilance Commissioner.

11th Training Programme for IAS Officers (10-16 Years Seniority) (9th October, 2000 to 20th October, 2000)

Name of Course Co-ordinator	Shri Binod Kumar
Associate Co-ordinators	Shri Tarun Shridhar Shri Chandan Sinha
Valedictory remarks by	Shri Shri Wajahat Habibullah, Director (Designate)
No. of Participants	15 (Male : 14 ; Female : 01)

Sl. No	State / Cadre	No. of Participants
1.	AGMUT	1
2.	Bihar	2
3.	Gujarat	1
4.	Haryana	2
5.	Kerala	1
6.	Maharashtra	1
7.	Manipur-Tripura	2
8.	Orissa	2
9.	Tamil Nadu	1
10.	Uttar Pradesh	2
TOTAL		15

Main Theme: Harnessing Change

The aim of the course was to create an atmosphere in which participatory learning takes place along with a churning of experience, knowledge and skills of the participants through sharing and discussion. The methodologies adopted were lecture-cum-discussion sessions, computer lab sessions, case studies, panel discussion, films and presentations by participants and field visit. Participants were asked to prepare a policy paper on a theme of their choice pertaining to their specialisations to be presented at the end of the course. In the context of the theme of the course, the paper was to focus upon policy issues in a particular sector of administration. The papers examined the structures, legislations, rules and procedures currently in use in a particular sector in Government and suggested suitable policies in question in the context of liberalisation, decentralisation, simplification and delegation. Some key topics discussed were Economic Liberalisation, World Trade Organisation, Global Competitiveness- Implications and concerns, Public Policy, Total Quality Management, Process reengineering, Urban Management, Infrastructure Development, financial management, Innovations in Administration. Eminent guests like Dr. Manmohan Singh, Leader of Opposition, Rajya Sabha, New Delhi; Shri Pradeep Srivastava, NCAER, New Delhi, Shri Davinder Sharma, Food & Trade Policy Analyst, Shri Subir Gokarn, Chief Economics, NCAER, New Delhi, Shri Giancarlo Vilella, DG, IIAS Bruxelles, Shri L. Mansingh, Secretary, Government of Gujarat, Gandhinagar and Shri Vivek Srivastava, Principal Economist, NCAER, New Delhi were invited to speak to the participants.

85th Induction Training Programme (6th November, 2000 to 29th December, 2000)

Course Co-ordinator

Shri Sanjeev Chopra

Associate Course Co-ordinators

Ms. B.V. Uma Devi

Inauguration

Dr. Farooq Abdullah

Valedictory

Shri K.C. Pant,

Deputy Chairperson,

Planning Commissioner, New Delhi.

No. of Participants

47 (Male-46 Female-01)

Sl. No	State	No. of Participants
1.	AGMUT	3
2.	Assam- Meghalaya	1
8.	Haryana	9
4.	Himachal Pradesh	1
5.	Karnataka	4
6.	Kerala	6
7.	Madhya Pradesh	3

8.	Maharashtra	5
9.	Manipur-Tripura	1
10.	Nagaland	1
11.	Rajasthan	3
12.	Tamil Nadu	2
13.	Uttar Pradesh	4
14.	West Bengal	4
TOTAL		47

Main Theme: “Yoga Karmasu Kaushalam”

This course was for those members of the Indian Administrative Service who have been promoted from State Civil Services. The basic objective of the course was to prepare the participants for their role as a member of the Indian Administrative Service and to equip them to face the emerging challenges of administration. Accordingly, it was expected that at the end of the course the participants would be able to:

- (i) Describe their role as an All India Service Officer within the framework of the Constitution;
- (ii) Identify and analyse the key elements of the changing milieu of public administration today;
- (iii) Describe the unchanged responsibilities of IAS Officers at the field and staff levels;
- (iv) Use some core skills for administrators and;

Describe and explain the main features of key emerging issues confronting administrators today. Emphasis was placed on both personal and professional development of the officers. The guest speakers who interacted with the participants include Dr. Farooq Abdullah, Chief Minister of J&K, Srinagar, Fr. V.M. Thomas, Director, DON BOSCO Youth Mission & Educational Services, Guwahati, Assam, Shri Deepak Sanan, Secretary and Financial Commissioner, HP, Shimla, Shri R.S. Beniwal, ITM, Mussoorie, Shri V.K. Shunglu, CAG, New Delhi; Maj. Gen. Satish Satpute, GoC-in-C, Western Command, Shri P.C. Rajgopal, IPS, Director, SVPNPA, Hyderabad, Dr. H.C. Pokhriyal, Head of Economics, HNB Garhwal University, Srinagar, Shri A. Didar Singh, Commissioner, NRIs, G.O. Punjab, New Delhi, Shri S.K. Ghosh, Joint Director (Mgt & HRD), NIFM, Faridabad ; Shri Sharad Joshi, Chairman, Task Force on Agriculture, GoI, New Delhi; Ms. Shashi Rajgopalan, Activist, Hyderabad; Ms. Aruna Roy, Mazdoor Kisan Sangharsh Samiti, Rajasmand, Rajasthan; Shry Sylvain Auroux, Director, ENS, Lyon, France, Justice Sayed Abass Raza, Lucknow Bench of Allahabad High Court, Lucknow, Dr. P.N. Mishra, Director Institute for Management Studies, Indore; Dr. P.S. Kapoor, Punjab University, Patiala, Shri S.Meenakshisundaram, Additional Secretary, Department of Space (GoI), Bangalore; Ms. Shashi Misra, Govt. of Maharashtra, Mumbai; Shri Lov Verma, Commissioner, Jhansi Division, UP, Shri Anil Srivastava, MD, MP Electronic Development Corporation; Bhopal, Shri Manoj Ahuja, Director, Govt. of Orissa, Bhubaneshwar, Ms. Arti Ahuja, Director, Govt. of Orissa, Bhubaneshwar and Shri K.C. Pant, Deputy Chairperson, Planning Commission, New Delhi.

Retreat on Administrative Issues – Past, Present and Future (22nd June, 2000 to 23rd June, 2000)

Course Co-ordinator	Shri K.N. Kumar
Associate Co-ordinator	Shri L.C. Singhi
Inauguration by	Shri S.C. Singha, IAS
Concluding remark by	Shri B.S. Baswan
No. of Participants	15 (Male 15: Female 00)

A Retreat of ICS/ IAS officers of 1950 batch along with representatives of several State

Governments was organised on the theme “Administrative Issues: Past, Present and Future. Three groups were formed to discuss the following issues:

- Governance in the 21st Century- Role of the IAS;
- Proactive Systems support for nurturing values and Ethics as a counter to corruption, and;
- Emerging issues in Administration.

The experienced and the new members of the service discussed these issues in the modern context. After discussions, the groups came up with some specific recommendations. Emphasis was on analysing and rationalising the role of the bureaucrats and the Government machinery as a whole.

TRAINING, RESEARCH AND DEVELOPMENT CELL

Introduction

The Training, Research & Development Cell was set up in December, 1988 to collect, collate and generate material related to training, to identify and support research programmes related to training functions in this Academy. It seeks to identify the training and research needs of faculty members engaged in the task of training. Initially, it was called the 'Policy and Co-ordinating Section'. Later, it was renamed 'Research and Material Development Cell'. A division consisting of RMDC and all the three Training Sections have been dubbed together as 'Research, Training and Material Development Division'. It was again renamed as 'Training, Research & Development Cell' as it stands today. The Training, Research and Development Cell has 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 encourage, organise and monitor faculty development, identify their training needs and sponsor/ arrange training programmes for faculty members within India and abroad
- f. To act as a repository of all the materials issued by the Academy from time to time or received from the DoPT
- g. To collect material for preparing 'In-basket Exercises, Management Games and Instructional Material.
- h. Publication of Academy's Annual Report and Training Calendar of the Programme.

During the year, Smt. Manisha Shridhar, Deputy Director (Sr.) was in-charge of the Training, Research and Development Cell. Alternate incharge of the section was Shri Tarun Shridhar, Deputy Director (Sr.).

Activities

The TRD Cell handled the Following activities:

1. Regional Workshop (South) on Primitive Tribal Groups at Kerala Institute for Research, Training and Development Studies for SCs/ STs conducted at Kozhikode on 12-13 February 2000. This workshop was co-ordinated by Shri P.M.V. Siromony.
2. Course on "Public Management & Poverty Reduction in a Market Economy" was conducted by the Cell from 27th March to 12th April, 2000. This program was conducted at NSDART and co-ordinated by Ms. B.V. Uma Devi. More details on the course is available in Chapter-III.
3. A Seminar on "Decentralisation and Local Administration" was conducted at NSDART on 23rd June 2000.

4. International Seminar on “Good Governance” in collaboration with the Administrative Reform & Public Grievances wings of Department of Personnel and Training was conducted from 30th November to 1st December 2000 at Delhi.
5. A course on “Direct Trainers Skills” as designed by the Thames Valley University, UK and sponsored by the Department of Personnel and Training was conducted in the campus. Total 34 members from various National/ Central / State Training Institutions attended. Shri L.C. Singhi, Deputy Director was the Course Director. Shri Pawan Joshi was the associate Course Director.
6. A Workshop on “Whither India: Notions of Government” was conducted and co-ordinated by Dr. Ajit K. Sinha
7. A Seminar on “Agriculture and Food Security” was conducted and co-ordinated by Shri Sanjeev Chopra on 16-17 December 2000 in Delhi.
8. A Seminar on “Governance and Right to Information was conducted and co-ordinated by Shri Yaduvendra Mathur on 20th November 2000. Senior policy makers of the government and members of NGOs attended the seminar.
9. A Programme on “Capacity Building in Urban Management training Network under Indo-US Financial Institutions Reforms and Expansion Project of Ministry of Urban Development was conducted and co-ordinated by Shri Yaduvendra Mathur at NSDART.
10. A high powered Civil Service Examination Review Committee under the chairmanship of Shri Y.K. Alagh visited the Academy for discussion over the system of recruitment to AIS/CS on 21-23 October 2000. Officers from various states and Union territories were also invited for discussions with the members of the committee.
11. Ms. Shashi Mishra, IAS, Maharashtra Cadre –1968 batch officer was funded for Development of a Handbook and Training Module on “Values in Administration”.
12. The participants of an International Course from the Human Settlement Management Institute, New Delhi visited the Academy.
13. During the year initiatives were taken for collaboration with Government of Malaysia, University of Texas at Austin, YASHDA, Pune and the National Law School, Bangalore.
14. A team of 25 members from Indian Institute of Mass Communication visited the Academy on 22nd November, 2000.

The TRD Cell endeavours to facilitate faculty interaction with scholars/ administrators in various areas of specialisation. The list of eminent/ distinguished scholars who shared their experiences/ expertise with the faculty were:

1. His Excellency Sir Rob Young, the High Commissioner of U.K. in India.
2. His Excellency Shri Richard F. Celeste, American Ambassador to India.
3. Dr. Mark Robinson, Director, Govt. & Civil Society, Ford Foundation, New Delhi.
4. Dr. P.S.A. Sundaram, Consultant, Ford Foundation
5. Prof. Allian Billon, Director General, Ecole National Administration , Paris
6. His Excellency Shri Uladzimir A. Sakalouski the Ambassador of Belarus in India
7. Shri Philip Galli, Professor, ENA, Paris.
8. Shri William G. Farroggiaro from USA.
9. Shri Natwar Singh, Former Foreign Secretary & Former Minister, Govt. of India.

10. Shri Giancarlo Vilella, Director General, International Institute of Administration, Bruxelles.
11. MME Cazala, French Expert from ENA Paris France.
12. Shri Sylvain Auroux, Director, ENA, Paris , France.

Faculty Development

There is a systematic process at the Academy to upgrade and update the skills, knowledge and the instructional techniques of its faculty. To achieve this, programs are organised on campus and by deputing faculty members to reputed institutions both within 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.

The following faculty members were deputed to participate in the workshops/ seminars organised outside the country: -

Name of Officer and designation	Country visited & Period of visit	Purpose/ Object of the visit
Shri Ajoy Chaudhuri, IAS Professor of Public Administration	France 3-7-2000 to 13-7-2000	Under exchange of faculty program for study visit to Ecole National Administration, Paris
Shri L.C. Singhi, IAS Deputy Director	France 3-7-2000 to 13-7-2000	Under exchange of faculty program for study visit to Ecole National School, Paris
Smt. Manisha Shridhar, IAS Deputy director (Sr.)	France and Switzerland 8-10-2000 to 19-10-2000	Under exchange of faculty program for study visit to Ecole National School, Paris
Shri M.H. Khan, IAS Deputy Director	France and Switzerland 8-10-2000 to 19-10-2000	Under exchange of faculty program for study visit to Ecole National School, Paris
Shri Sundeep K. Nayak, IAS Deputy Director	UK & USA 28-9-99 to 31-8-2001	Study Leave: MSc. Course in "Population & Dev. Programme and M.A. In International Studies
Shri K.N. Kumar, IAS Deputy Director	USA 11.7.2000 onwards	Study Leave to attend Mason Fellow Programme in USA

The following faculty members were deputed to participate in the workshops/ seminars organised within the country:-

Sl. No	Name S/ Shri	Title of the course	Duration	Organisation
1.	Ms. Manisha Shridhar Deputy Director (Sr.)	Intellectual Property: Infringement & Litigation	30-6-2000	Confederation of Indian Industries, New Delhi

2.	Ms. Manisha Shridhar Deputy Director (Sr.)	Intellectual Property Policy and Strategy in the 21 st Century	5-7-2000 to 7-7-2000	FICCI
3.	Shri BVR Subrahmanyam Deputy Director	Business Process Reengineering	24-7-2000 to 28-7-2000	Indian Institute of Management, Ahmedabad
4.	Dr. A. Subrahmanyam	Fifty years of Indian Constitution: Experiences and Expectation	19-8-2000 to 20-8-2000	Osmania University, Hyderabad
5.	Ms. Gita Mishra Deputy Director (Sr.)	Session with Dr. Edward De Bono	17-10-2000	Confederation of Indian Industries, New Delhi
6.	Shri Sanjeev Chopra Deputy Director (Sr.)	Session with Dr. Edward De Bono	17-10-2000	Confederation of Indian Industries, New Delhi
7.	Shri BVR Subrahmanyam Deputy Director	Session with Dr. Edward De Bono	17-10-2000	Confederation of Indian Industries, New Delhi
8.	Shri Yaduvendra Mathur Deputy Director	Session with Dr. Edward De Bono	17-10-2000	Tata Energy Research Institute, New Delhi
9.	Shri BVR Subrahmanyam Deputy Director	Fifth Insurance Summit	22-11-2000 to 23-11-2000	Confederation of Indian Industries, New Delhi

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

The activities of the Society include research studies, consultancy services, development of training modules, preparation of case studies. It organises workshops and seminars along with theme-oriented training programmes. It undertakes publication of research studies for wider dissemination and maintains a small though specialised library. Faculty members of the Society also provide their services for lectures etc. in the various training courses of LBSNAA.

The registered society was set up to undertake and co-ordinate research and development activities of LBSNAA. It has been functioning since 1996. The details of its Governing Body are given in Annex - V.

The society was created to become an umbrella organisation for the various research units in the Academy, sponsored by different departments of the GOI over the years. Due to early teething troubles and like want of appropriate approvals of the various government departments and ministries, the task of unifying all the research units of LBSNAA under the umbrella of the Society could not be finished. This major task has now been completed and all the erstwhile research units of LBSNAA have come together under the aegis of the Society.

Today, the following research and resource wings are in operation at NSDART:

1. National Literacy Resource Centre
2. Centre for Co-operatives and Rural Development
3. Centre for Rural Studies (incorporating the erstwhile Village Studies Unit and the Land Reforms Unit)

The Centre for Micro Planning and Regional Studies of LBSNAA had been merged into the Society in earlier years. The areas of research for the society are as per the agenda of the above units. In addition, the society continues to pursue activities in such areas as primary education, GIS, rural industries, etc.

Seminar/Workshops/Training Modules

The Department of Elementary Education and Literacy, Ministry of Human Resource Development, Government of India has been sponsoring a series of training programmes under the District Primary Education Project since the inception of the programme. The Department has recognised the society as a national resource centre for the DPEP. This year too, the Department has retained the services of the Society for imparting training to Collectors, Chief Executive Officers of Zilla Panchayats and District Project Officers of the DPEP. Four such specialised programs were conducted during the course of the year for officials from Uttar Pradesh, Uttaranchal, Haryana, Himachal Pradesh and Rajasthan. Two of the programmes were conducted in Mussoorie and one each in Jaipur and Bhillai. In addition, two Workshops were conducted for experts working in the area of primary education at NIPCCD, New Delhi. These workshops helped to design the detailed training programmes referred to above. Thus, the Society has been working in close collaboration with the Government of India as far as primary education is concerned.

In addition to the above, 8 short duration training programmes were conducted in the course of the year, of which 6 were in the nature of Management Development Programmes for officers of the Khadi and Village Industries Commission, Coal India and National Handloom Development Corporation. One training programme was organised for State and Central Government officials as a preparation to the launch of the Sarva Shiksha Abhiyan. In a significant step, the Society conducted a training programme on Ethics for Government / Public Sector Units officials.

As a part of its drive towards expanding into new areas relevant to the training of government officials, the Society conducted on behalf of the Academy two programmes on Urban Infrastructure with special emphasis on water and sanitation. These two programmes were conducted in collaboration with USAID-FIRED, Water and Sanitation Project. The first programme was held in HCM-RIPA Jaipur and the second at MP Academy of Administration, Bhopal. Other workshops were conducted on such subjects as Gender, Governance and Railway Administration. A National Strategy workshop was also conducted for the DFID.

The details of the programmes conducted (apart from DPEP) are available in Chapter- 11.

RESEARCH UNITS

LBSNAA is also aware of its unique position of being able to provide support to govt. for policy formulation through its research activities. A case in point was the initiative on administrative reforms. It is with this objective that a number of research units have been set up. They are: -

Centre for Co-Operatives and Rural Development (CCRD)

The Centre for Co-operatives and Rural Development (CCRD) is functioning since September 1995. The CCRD is engaged in conducting research in co-operative sector and studying the difficulties faced by the rural poor in organising themselves into co-operatives. Successful interventions by Co-operatives and Rural Development Institutions in poverty reduction are documented. Case studies are developed to impart training in the area of co-operatives and rural development to officers of the IAS and other Class-I Services. The Centre is also engaged in organising In-service Training Programs, 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, Shri M.H. Khan co-ordinated the centre till July, 2000. Shri Sanjeev Chopra, after studying Agriculture Economics at the Cornell University, USA, rejoined the Centre in the month of July 2000 as Vice Chairman.

During the year, following activities and programs were conducted by the CCRD. List of Publications is available at Annex-III.

Training Programmes / Workshops/ Seminars

- **‘The Fourth SAARC Consultation on Co-operative Policy – Co-operatives in the SAARC Region: From Reform to Reconstruction’** (8 – 10 March 2000) was supported by ILO COOPREFORM Program, Co-operative Development Foundation, Hyderabad and SAARC Division, Ministry of External Affairs, Government of India,. Shri Binod Kumar, Joint Director, delivered the Inaugural Address. Message of the Secretary General of SAARC was read by Shri Mahmood Hasan, Director (SAARC), SAARC Secretariat, Kathmandu. Representatives from SAARC countries, ILO COOPNET/ COOPREFORM Programs, Co-operative Development Foundation, Academicians, Secretaries (Co-op), Registrars Co-operative Societies, Managing Directors of Apex Co-operatives, other Government Officials and Officers from the Academy attended the Consultation.

- **‘Workshop for Additional and Joint Registrars of Co-operative Societies’** (13 – 15 March 2000) was supported by ILO COOPREFORM Program, Co-operative Development Foundation, Hyderabad and the National Co-operative Union of India, New Delhi. Shri P. Michael V. Siromony, Deputy Director (Sr.), delivered the Inaugural Address. This Program was attended by the Additional and Joint Registrars of Co-operative Societies of various States, Academicians, Government Officials and Officers from the Academy.
- **‘Policy Seminar for the North-Eastern States to amend their Co-operative Societies Acts’** at Shillong (22 – 24 May 2000) was supported by ILO COOPREFORM Program, INDISCO, various State Governments of the North-East (including Sikkim) and North-Eastern Council Secretariat, Shillong. Shri J. N. L. Srivastava, Special Secretary to the Government of India, Department of Agriculture and Co-operation, New Delhi, delivered the Inaugural Address and Shri J. P. Singh, Chief Secretary to the Government of Meghalaya, Shillong, delivered the Valedictory Address. Secretary (Co-op) and Registrars Co-operative Societies of various NE-States, Officials from INDISCO, TRIFED and State Co-operative Federations, other Government Officials and Academicians attended the Seminar.
- **‘Management of Rural Employment Programs’** (17 – 19 August 2000) was sponsored by the Ministry of Rural Development, Government of India, New Delhi. Shri S. K. Sharma, CDO, Dehradun, delivered the Inaugural Address and Shri Sanjeev Chopra, Vice Chairman of the Centre, delivered the Valedictory Address. Project Economists and Block Development Officers from Punjab, Himachal Pradesh and Uttar Pradesh attended the Program.

Centre for Rural Studies (CRS)

The Centre for Rural Studies was established in 1989 as the Land Reforms Unit to undertake a study entitled "Concurrent Evaluation of Land Reforms in India", which the Ministry of Rural Development, GOI had entrusted to the Academy. The main objective of the study was to carry out a concurrent evaluation of Land Reforms in the country based on the data and reports provided by the Officer Trainees during their District Training period. Later, the Village Study Unit was set-up in the Academy as a project of the same ministry to appraise the design and actual implementation of poverty alleviation programs based on the reports submitted by Officer Trainees undertaking village visit during the Foundation Course and by IAS Officer Trainees on district training. The Village Study Unit (VSU) was merged with Land Reforms Unit in 1998. Presently apart from the above mentioned programs, the Centre for Rural Studies undertakes research on issues related to land, poverty alleviation programs, rural labour including migration patterns, wage issues, agrarian movements and gender issues pertaining to all the above areas.

Based on the performance of the Centre for Rural Studies and the need to continue with the policy of land reforms, the Ministry has continued funding of Centre for Rural Studies as a plan scheme in the 9th Five-Year Plan. Prof. Gopal Iyer was appointed as its first Co-ordinator. At present, the Joint Director of the Academy Shri Binod Kumar is the Chairman of the Centre and Shri S.Krishnan, Deputy Director is the Co-ordinator cum Vice Chairman of this Centre. The Core Group of the Centre has several eminent administrators and academics including Shri D. Bandhopadhyay, Shri P.S. Appu, Shri S.R. Shankaran, Shri B.N.Yugandhar, Dr Ghanshyam Shah and Dr A.N.Singh.

Objectives of Centre for Rural Studies:

- Preparation of questionnaires on tenancy, land ceiling, land records, land consolidation, government waste land, homelessness, rural development, including poverty alleviation programs, particularly, IRDP, JRY, IAY, MWS, DWACRA, TRYSEM, etc. and collection of empirical data on all these programs by the IAS

Officer Trainees during their district training;

- Evaluation of the progress made in (a) tenancy reforms, (b) ceiling on land holdings, and (c) utilisation of Govt. lands in the country and critically examining the success claimed and the problems that have arisen in the field;

Moreover, the Centre has been entrusted 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; to act in the capacity of an adviser to the different state governments on issues relating to land reforms and rural development. The Centre for Rural Studies has in the past also been engaged in promoting people's initiatives through mass organisations and NGOs for effective implementation of land reforms under its Action Research Programme. The Centre for Rural Studies also commissions studies by administrators/academics of repute, in order to enlighten the understanding of critical issues.

Other Activities

The Ministry of Rural Development entrusted the Centre for Rural Studies a study on gender discrimination in land laws in different states of the country. It was further decided that the Centre for Rural Studies, based on field studies, would construct a "Total Index of Women Empowerment". This will help to monitor to what extent enabling conditions exist in the society to enforce gender equality in land titles.

Under this project, a draft report entitled "Status of Women under the Land Laws in the State of Madhya Pradesh " and a draft report entitled "Status of Women under the Land Laws in the State of Kerala" have been prepared and submitted to the Department of Rural Department, GOI for its comments. Similar monographs for other states viz. Karnataka, Jammu & Kashmir, Maharashtra, Pondicherry, Rajasthan wherein the status of women under the existing land laws have been examined by the Centre. Drafts have been sent to the Department of Rural development for comments and suggestions. The comments pertaining to these reports have been received by the Centre and at present work is going on to incorporate the changes in the reports.

Activities of Centre for Rural Studies

The Study of Land, Caste-Class and Violence in Rural Bihar: This study involves huge primary data based analysis of the land disputes and violence in Bihar. The framework of the existing laws is not adequate to solve the problem. What is perhaps needed is a policy initiative to break the stalemate. This study promises, to be just both to the landless and the landholders, and to bring about a fundamental reconciliation within the social structure in a negotiated fashion. For this purpose, a comprehensive survey of "Land, Caste-Class and Violence in Rural Bihar" was undertaken in collaboration with the Jaiprakash Smriti Sankalp. The survey was conducted in 24 villages of 6 districts, covering around 7500 households. The data entry, tabulation was completed. The report writing is in progress. On the basis of the survey results, the Centre will suggest a policy framework for implementation.

Bodh Gaya study: The main aim of this study is to assess the impact of land allotment to the people of Bodh Gaya over a period of time. For this purpose the centre has undertaken a survey in 110 villages. The sample size is around 5000 households. The survey process was completed. The computer programme for the data entry has been completed. Presently the data entry is in progress and preparations are being made to submit this report.

Concurrent Evaluation of Land Reforms

Based on the land reforms assignments submitted by the IAS probationers from Uttar Pradesh and Tamil Nadu, a report on evaluation of the implementation of land reforms legislations in Uttar Pradesh and Tamil Nadu have been prepared by Dr. A.P. Singh and Dr.

K.S. Rao of the Centre for Rural Studies. The Land Reforms Evaluation Report for Orissa is under preparation.

Village Visit Programme :-

One of the principal objectives of this Centre is to help organise the village visit programme for the officer trainees during their Foundation Course. In 2000, the course authorities of the 67th and 68th Foundation Course decided to introduce Participatory Rural Appraisal techniques for studying the socio-economic situation of the villagers. A village visit handbook containing details of PRA techniques and a workbook was prepared by Centre for Rural Studies and the officer trainees were imparted training on PRA techniques. The village visit was organised in four states, namely, Himachal Pradesh, Punjab, Madhya Pradesh and Uttar Pradesh respectively for the 67th and 68th Foundation Courses.

Reports of the socio-economic assignments submitted by the IAS officer trainees of the 1998-99 batch have been received and evaluated. For the 1999-2001 batch (Phase-II) of IAS Officer Trainees, the required District Training Manual including village study assignment was prepared in the centre and a software pertaining to Socio-Economic as well as Land Reform Study has been handed over to them. The reports on the Socio-economic profiles of villages based on the assignments submitted by IAS probationers of the years 1995-97 batch are in the process of publication.

Publications of the Centre are detailed in Annex-III.

National Literacy Resource Centre (NLRC)

The National Literacy Resource Centre was set up four 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 training and orientation of district leaders conducting the campaigns, and also to sensitise future administrators in issues of participatory development. The NLRC is financially supported by the National Literacy Mission (Ministry of Human Resource Development). The web site www.lbsnaa.ernet.in/nlrc developed by the Centre provides more information about its activities and publications.

Training and Orientation:

The NLRC has provided training and sensitisation inputs on broad issues of 'Literacy, Education and Human Development' to the regular courses run by the Academy, for Officer Trainees and the officers attending in-service courses. The NLRC also conducted 'Saksharta Samvaad' Orientation Workshops for District Magistrates, literacy functionaries, activists and Panchayat representatives from different districts of the country. This year such workshops were held for districts of Haryana, south Bihar and north and central Bihar. In addition, NLRC conducted regional workshops and seminars in collaboration with institutions engaged in similar work at the field level.

Documentation and Publications:

The NLRC documents selects literacy campaigns and prepares case studies to be used as training material. A detailed video documentation of the Dumka Literacy Campaign has been made into a film, in Hindi and English, entitled '*Patta Patta Akshar Hoga*' and '*Every Leaf a Letter*'.

The NLRC has also conducted a project on 'Participatory Impact Studies' of the literacy campaigns in three districts, which capture the social impact through a participative process. With the support of resource persons, the local district teams were trained over the past two years in qualitative research methodologies and studies are now being finalised for publication.

The enlarged Hindi version of the study 'Numeracy Counts!', on the techniques and knowledge of street and folk mathematics of neo-literates, has been published this year with the title '*Zindagi ka Hisaab*'. Also, "*Saksharta Se Satat Shiksha Ki Oar*" a book on post-literacy and continuing education was published. The NLRC study on 'Developing A literate Environment' was published by UNESCO in its book 'Adult Education in India – Selected Papers' (UNESCO, 2000).

Some highlights of the programmes conducted this year were:

1. Presentation on the Durg 'Participatory Impact Study' made by Ms. Manimala and Shri S.S. Parihar during the seminar organised by NIEPA and ASPBAE at Delhi in February 2000.
2. Key Presentation on 'Literacy and Issues of Diversity in Education' made by Dr. Anita Rampal at the Uppingham Seminar, U.K.
3. A Workshop on 'Participatory Impact Studies' conducted on May 2-3, 2000, at LBSNAA, Mussoorie.
4. A 'Saksharta Samvaad' Orientation Workshop for the Deputy Commissioners and District Literacy Teams and PRIs of Haryana on May 5-6, at the LBSNAA.
5. A Saksharta Samvaad Orientation Workshop for the Deputy Commissioners and District Literacy Teams of south Bihar conducted at Sri Krishna Lok Prashasan Sansthan (SKIPSA), Ranchi, Bihar on July 17-18.
6. An Orientation Saksharta Samvaad Workshop for Deputy Commissioners and District Literacy -Teams of north and central Bihar at VALMI, Patna, Bihar on July 20-21.
7. 'Reading and Righting Our World' - Keynote presentation made by Dr. A. Rampal at the National Conference on 'Innovations in Post and Lifelong Literacy' at IIM, Ahmedabad, on August 18-19. The film on Dumka was also screened and a Panel Discussion held with its director and resource persons from the district.
8. A session on 'Literacy & Human Development' organised for the 68th Foundation Course on October 11. The film "Patta Patta Akshar Hoga" was screened followed by a panel discussion with Shri Anjani Kumar Singh, Ms Singhasini, and Ms Basanti Devi.
9. An invited presentation on 'Women and Numeracy' by Dr. A. Rampal at the Seminar by the Royal Society of the Arts and the Open University, at London.
10. A discussion on the NLRC numeracy study included in the BBC Feature on 'Market mathematics and women in India and Africa', broadcast on 7 Nov.
11. Presentations by the 'Kala Jatha' for the Officer Trainees on November 16-17, 2000.

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

Centre for Development of Training Software for Administrators (SOFTRAIN) was established in 1995 to develop background teaching material in various areas of public administration, public policy, economics, environment, faculty development, law, management, computers, etc. A Core Group has been constituted which is headed by the Joint Director of the Academy. Shri S. Krishnan, Deputy Director was the co-ordinator of this Centre after Shri Chandan Sinha, Deputy Director left the Academy. However, Smt. Aarti Ahuja is now looking after this work.

Objectives

- (i) Preparation of training software;
- (ii) Collection of training software in the identified areas from various sources and documenting the same;
- (iii) Dissemination of the training software to the National/Central/State Training Institutions and other Organisations;
- (iv) Conducting Training of Trainers workshop for dissemination of expertise regarding use of the Software;
- (v) Acquisition and upgradation of the hardware, such as video cameras, printing facilities etc., for reproduction of material;
- (vi) Marketing of the Software developed; and ;
- (vii) Undertaking studies to assess the impact of training at various levels.

Types of Training Software

The types of training software, which the Centre will develop, would be the following:

- (i) Source Books;
- (ii) Case Studies; and
- (iii) Training Films.

Source Books :

The LBS National Academy of Administration, Mussoorie, has undertaken a major project to prepare a series of source books for officers in the field on different aspects of administration. It is our aim that the source books should be practical and action oriented in character and they should serve as invaluable reference books for effective intervention by administrators working in the field; the intention is to produce books that serve as corpus of accumulated knowledge to be drawn upon by administrators in different stages of their career.

In 2000-2001, we have published the following source books.

- 1) Disaster Management by *Shri P. Michael V. Siromony*.
- 2) An Agenda for Caring (Hindi Version) by *Harsh Mander and Vidya Rao*.
- 3) An Agenda for Caring (Marathi Version) by *Harsh Mander and Vidya Rao*.

Case Studies:

Among training methodologies currently in use, perhaps the most effective for mid-career professionals is the methodology of case studies. Further, the feedback received from participants and Programme co-ordinators of in-service courses suggests that this is the most preferred training and learning methodology. Despite this, most of the training courses on new economic policies and structural adjustment for IAS officers do not use this methodology because of paucity of good case studies. The case studies will document both success stories as well as instances of inadequacy in policy formulation and implementation at the level of Central and State governments.

During the year 2000-2001, SOFTRAIN have published the following case studies:

- 1) The Muncipal Ward Committee by *Mohit Bhattacharya*.
- 2) Socio-economic background of Panchayat Members by *Mohit Bhattacharya*.
- 3) प्रकरण संकलन by Prof. M.M.Mishra.

Training Films :

SOFTRAIN also produces Training films on various subjects. Two types of training films are made: (1) where Officer Trainees, with the help of professionals, learn film making and make a film; and (2) where films are commissioned and made under the guidance of the members of the faculty. The use of audio-visual medium renders learning experiential, easy and interesting.

NATIONAL CENTRE FOR GENDER TRAINING, PLANNING AND RESEARCH (NCGTPR)

From 1993 to 1996, Department for International Development, British Govt. (DFID) worked in collaboration with the Department of Personnel and Training, Govt. of India on a Gender Planning Training Project (GPTP) which was managed on DFID's behalf by the British Council. During this project, Gender Planning and Training was transferred from IDS Sussex to India and eventually found an organizational "home" in the Lal Bahadur Shastri National Academy of Administration (LBSNAA). The Gender Planning Training Project introduced a "Cascade" in which trainers from five States Administrative Training Institutes (ATIs) and from NGOs were equipped with techniques and material for gender training. The "Cascade" has subsequently led to gender training for civil servants and for representatives of NGOs. This project was completed at the end of 1996 when DFID began talking to LBSNAA and DoPT about a new initiative. This built upon and institutionalized the earlier project, picking up some of the ideas contained within the mid-term review of the GPTP.

This project was given the name "Partners in Promoting Gender Equality". It is a project, which supports the establishment and operation of a Gender Center within the LBSNAA in Mussoorie. The Gender Center is to be established as a jointly shared undertaking by the Department of Personnel and Training (DoPT), the LBSNAA and the DFID.

The Gender Center will be a Registered Society with premises within the Campus of the LBSNAA. It will provide gender training, information and documentation, specialist gender consultants to government agencies, civil, academic and non-government bodies and donor agencies.

In preparing this project, there have been extensive discussions between the DFID, DoPT and the LBSNAA. This includes two substantial pieces of preparatory work by consultants. The first was a "Business Plan" for the Gender Centre aimed at clarifying its status and financial position. The second was a building survey to look at the costs of refurbishment and renovation of the two buildings identified for use by the Gender Center

The project approach is the promotion of the 'content' of services the Gender Center will deliver. The Gender Center will:

- a) Deliver Gender training through courses and workshops both to its 'host' Organization (LBSNAA) and to other commissioning bodies;
- b) Deliver advice, training and professional input on gender policy development;
- c) Provide Gender research (some according to self determined needs but mostly in response to commissioned work);
- d) Provide focused short term consultancy inputs and specialist advisers;
- e) Build an information center which can provide information, publications and news through various channels (including electronically);
- f) Provide back up management and support to a consultancy to strengthen the gender training provided through State Administrative Training Institutes in the five GPTP States and with a view to provide new training resources to up to 16 more;
- g) Active support to policy formulation, gender networks in India and abroad, forms of advocacy and advice to clients and through self-generated activities.

Activities Arena

The National Gender Center, with the aim of mainstreaming gender in policy, program formulation and implementation in Government in order to establish gender as a priority concern, organized training modules for 67th Foundation Course, 68th Foundation Course, IAS Professional Course Phase-I and IAS Professional Course Phase-II. Subjects having direct impact on women's health, educational and enhanced participation in socio-economic activities were given emphasis. Special training modules were also successfully conducted for National Academy of Customs, Excise and Narcotics, Faridabad and Indira Gandhi National Forest Academy, Dehradun.

Two Workshops on Population, Development and Reproductive Health were organized in collaboration with United Nations Population Fund in April and October-November 2000 to share information and learn from experiences and find practical ways and means for improved implementation of programmes. The participants in these workshops consisted of District Collectors or their Deputies In-charge of Development, Chief Medical Officers, Selected NGOs, Joint Secretaries or Deputy Secretaries in the States managing Departments such as Health, Family Welfare, Women's Development, Education, Panchayati Raj and Directors of Health Services. These were drawn mainly from the States implementing IPD Projects.

In July 2000, a workshop was organised to orient the members of the National Commission for Women on the general administration functioning of Government as well as latest management techniques.

FACILITIES AT LBSNAA

Gandhi Smriti Library

The Academy has a well-stocked Library in its new building "Karmashila". The northeastern wing of the building gives a panoramic view of the eternal Himalayas and a sense of togetherness with nature. It is called the " Gandhi Smriti Library". Some of the services it offers are: Lending services, Reference services, Bibliography and documentation services, News paper clipping services, Current awareness services, Photo copying services, Literature search services.

The library is a treasure trove of resources with Books & Reports, Journals/Newsletters, National Newspapers, Regional Newspapers, Regional magazines, Audio Cassettes, Video Cassettes, CD-ROMs, Maps and Floppy disks.

It has more than 1.5 lakh documents, including bound volumes of Journals, 367 Audio Cassettes, 1250 Video Cassettes and 89 CDs. The Library has added 2872 documents, 12 Audio cassettes, 74 Video Cassettes and 13 CDs during the period under report.

The newspaper, periodicals received in the Library are: Journals subscribed – 142; Journals received on exchange basis – 60; Journals received on complimentary basis- 20; National daily Newspapers- 17; Regional daily Newspapers – 22; Popular Magazines – 30; Regional Magazines – 12; Children Magazines – 11. In addition, the Library receives 24 Newsletters published by various National and International Organisations/ Institutions on complimentary basis.

Most of the housekeeping jobs of the Library are computerised. The Library maintains two databases- one for information on books, reports, audio cassettes, video cassettes, CDs and the second one for newspapers and journal articles. The library databases are now available on LAN.

To keep the library personnel abreast with the latest development in the field, personnel are deputed for attending professional conferences and training programmes in the field of Library and Information Science.

The following personnel attended conference / training programme during the year: -

Shri Ramesh Kumar	10-12 October, 2000 at ITM, Lucknow
Shri Ram Milan Kewat	10-12 October, 2000 at ITM, Lucknow
Shri Om Prakash	13-16 November, 2000 at MP council of S&T, Bhopal
Shri S.K. Bharti	13-16 November, 2000 at MP council of S&T, Bhopal
Shri Inder Deo	22-24 November, 2000 at NAL, Bangalore

Computer Centre

A new High speed Server Known as ALICE (Advance Linux Internet Communication Environment) Server with full fledged secured Intranet/Internet Communication Gateway working as a Firewall server (responsible for protecting and securing the organisation form external hacking or attack of Viruses & for the security of data) and Proxy server having a capability of distributing up to 64,000 E-mail addresses is set up at the Academy. All hostels including Ganga, Narmada, Kaveri, AN Jha Block & Valley View have been provided with new Pentium III 733 Mhz computers with full multimedia capability equipped to get unlimited Internet access along with UPS. All the rooms of hostel at Indira Bhawan have been provided with Pentium-II computers with Internet connection.

Entire Network of the Academy campus including Hostels, NSDART & Indira Bhawan has been upgraded from 10 MBPS to 100 MBPS, the network cabling structure has been changed to high speed UTP CAT5 cables.

For development of skills of staff of the Academy, a training programme on “Web Administration” was organised for 10 days on the campus by the faculty of Software Technology Group, Dehradun. All staff members have been provided with Pentium II computers.

Official Language Wing राजभाषा अनुभाग

भारत सरकार के सभी कार्यालयों में संघ की राजभाषा नीति का अनुपालन सुनिश्चित किया जाता है। अकादमी में भी इस उद्देश्य की पूर्ति के लिए राजभाषा अनुभाग की स्थापना की गई है। यह अनुभाग उपनिदेशक वरिष्ठ(प्रशासन) के मार्गदर्शन में कार्य करता है। इस समय इस अनुभाग में केंद्रीय सचिवालय राजभाषा सेवा संवर्ग से एक सहायक निदेशक(राजभाषा) और एक कनिष्ठ अनुवादक कार्यरत हैं। इस अनुभाग द्वारा विचाराधीन वर्ष के दौरान निम्नलिखित कार्य संपन्न किए गए-

1. **क्रियान्वयन कार्य:** भारत सरकार की नीति के अनुरूप, 'क' तथा 'ख' क्षेत्र के साथ शत-प्रतिशत और 'ग' क्षेत्र के साथ औसतन 65 प्रतिशत पत्राचार हिंदी में किया गया। इसके अलावा, अकादमी में सभी नाम पट्ट, मोहरे, मानक फार्म, सूचना-पट्ट आदि को भी अनिवार्यतः नियमानुसार द्विभाषी बनाने के लिए विशेष कार्यक्रम चलाया गया।
2. **अनुवाद कार्य:** प्रशासनिक सामग्री के अनुवाद के साथ-साथ विभिन्न पाठ्यक्रमों विशेषकर आधुनिक पाठ्यक्रम के लिए पाठ्यक्रम पुस्तिका, लोक प्रशासन, प्रकरण संकलन, प्रबंध, विधि, भारतीय इतिहास और संस्कृति, कंप्यूटर अनुप्रयोग तथा अर्थशास्त्र संबंधी पाठ्यसामग्री और कक्षा-व्याख्यानों का अनुवाद संपन्न किया गया।
3. **प्रशिक्षण कार्य:** दो आशुलिपिकों को हिंदी आशुलिपि प्रशिक्षण के लिए नामित किया गया जो स्वाध्याय से हिंदी आशुलिपि का प्रशिक्षण ले रहे हैं। इसके अलावा, एक संकाय सदस्य को पत्राचार द्वारा हिंदी भाषा प्रशिक्षण दिलाने के लिए नामित किया गया है।
4. **विविध कार्य:**
 1. वर्ष के दौरान राजभाषा कार्यान्वयन समिति की निर्धारित चार बैठके आयोजित की गई।
 2. नगर राजभाषा कार्यान्वयन समिति की बैठकों में भाग लिया गया।
 3. 'भाषा भारती' का 13वां अंक प्रकाशित किया गया।
 4. हिंदी सप्ताह आयोजित किया गया जिसमें विभिन्न प्रतियोगिताओं में लगभग 40 प्रतिभागियों ने भाग लिया। विजेता प्रतिभागियों को पमाणपत्र तथा नकद पुरस्कार प्रदान कर सम्मानित किया गया।
 5. वार्षिक हिंदी टिप्पण और आलेखन योजना के अंतर्गत 13 प्रतिभागियों को पुरस्कार प्रदान कर सम्मानित किया गया।

Medical Facilities

The dispensary provides outpatient care to the Officer Trainees, members of the faculty, staff and their families. Emergency care is provided round the clock. Referral facilities are available at the Military Hospital, Dehradun, District Doon Hospital, Coronation Hospital, Dehradun and St. Mary's Hospital, Mussoorie. This is coordinated by the doctors here in the Academy.

During the year the dispensary conducted blood donation camps in the Academy. It has successfully conducted Hepatitis vaccination programme, participated in oral Polio program and also motivated family planning cases.

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 Co-operative Society Limited, New Delhi. This provides essential commodities of daily need, quality foodstuffs, and other consumer items at competitive rates. It caters to the needs of the office too. These services are open to members of the public too. The Academy has a post office, which fulfils the needs of the Academy and the adjoining areas. The State Bank of India has a branch at the the Academy. In addition, two barbershops, a tailor and a bakery meet the daily needs of the trainees and visitors to the Academy.

TOTAL QUALITY MANAGEMENT IN TRAINING INSTITUTIONS

The Academy has been recognised as the lead institute for Total Quality Management in Training Institutions. As part of the Total Quality Management initiative, the Academy undertakes a number of activities. These include Total Quality Management initiatives within the Academy involving a number of staff oriented activities and upgrading facilities and utilities within the Academy. Total Quality Management has become an integral part of the courses run in the Academy. Some of the significant Total Quality Management topics are (i) Kaizen and 5 'S' system; (ii) Quality circles; (iii) Training management ; (iv) Problem solving techniques and; (v) Quality Delivery of Public Services

To take the message of Total Quality Management to a wider audience, the Academy also sponsors a one-day special plenary session on *Quality in Government* as part of the annual Quality Summit of the Confederation of Indian Industry, New Delhi. This year the summit was held at Bangalore on 18th November 2000. The session was attended by nearly 100 senior/middle level civil servants of the country. The Government of Karnataka co-sponsored the seminar.

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 enhance the productivity of these institutions. The Lal Bahadur Shastri National Academy of Administration has been assigned the role of the "Lead Institute" to co-ordinate the project including monitoring and implementation of Total Quality Management initiatives in various institutes, and promoting good practices through publications and Total Quality Management Awareness Seminars. The project envisages building LBSNAA's capacity as a Total Quality Management Research Unit for the government. The Civil Service College, U.K has been engaged as the external training partner.

At the root of this initiative is the project approach to training, which takes the program far beyond merely training Officer Trainees and delivery of training packages. The TQM project for government training institutes aims at developing Action Plans in their institutes using the knowledge and skills acquired during the training and also provides for monitoring of the implementation of the Action Plans over the project period. Further, it takes a 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.

DOPT sponsored a Design Workshop on TQM with the aim to evolve a common pattern for the Total Quality Management training to be conducted by various State ATIs. As follow up to this programme, the Academy co-ordinated the conduct of 7 other one-week TQM programmes sponsored by DoPT in different State ATIs. Other activities under the project are:

1. Publication of a newsletter 'Quality in Government'
2. Establishment of a Quality Centre
3. Publication of a Quality Manual
4. Designing TQM training courses

ACTIVITIES OF CLUBS AND SOCIETIES

Trainees are encouraged to lead a rich and varied campus life to give expression to their creative potential. To achieve this, they organise themselves into various clubs and societies. The activities of these clubs & societies during the year were as follows:-

The Adventure Sports Club

In the month of March, 2000 a short course in skiing was organised with the help of ITBP at Auli. River Rafting expeditions were organised in April and October :on 26-4-2000, 7-10-2000 and 17-10-2000. Para sailing was organised on 21-4-2000 and 28-5-2000.

Shri Chandan Sinha coordinated the work of the club as Director's Nominee. Later on Shri S. Krishnan was nominated as Director's Nominee of the Club. Shri S.S. Rana was Director's Associate Nominee.

The Alumni Association

The Association brings out a magazine entitled *Academy Sandesh*, which includes articles and poems both in English and Hindi contributed by the Officer-Trainees of different Services at the end of each Foundation Course.

The Association organised a photography competition for the Officer-Trainees for the photographs taken by them during the Trek. The prize winning photographs were published in *Academy Sandesh*. The Association has also been bestowed with an endowment by the directly recruited members of the 1948 batch of the IAS. This fund sponsors an Essay competition every year for IAS Officers on All India basis. For the year 1998-99, the chosen topic was **Role of the IAS in the First Few Years of the coming Millennium**. The first prize in the competition was bagged by Shri Ranjit Issar, an IAS Officer of Haryana (1972 Batch). Shri Yaduvendra Mathur was the Director's Nominee and Dr. Tuman Singh, Assistant Professor of Hindi, the Associate Nominee.

The Computer Society

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

The Society instituted the "Him Vijay Kant Memorial Gold Medal" for securing the highest marks in the Computer Module Examination. Shri Nitin Yadav, Secretary Computer Society and Shri Manish Kumar, member of the society installed a LINUX Server.

Shri K.N. Kumar was the Director Nominee till he proceeded on study leave and Shri B.V.R. Subrahmanyam was the Director's Nominee for rest of the year. Dr. Goutam Mukherjee was Director's Associate Nominee during the year.

The Film Society

The film society screened about 125 films of high merit and artistic value. Shri Victor Banerjee, famous Film Actor & Director was also invited for an interactive session on Modern Cinema during the 67th Foundation course.

Smt. Gita Mishra was the Directors' Nominee and Shri L.C. Singhi was the Associate Nominee of the Society during the period.

The Fine Arts Association

The Fine Arts Association organised programmes of Zonal Days depicting the art and culture of different regions; Plays and skits; Classical Dances and various Musical Programmes.

The Officer Trainees participated very enthusiastically in all the cultural activities.

Shri M.H.Khan was the Director's Nominee. Ms. B.V. Uma Devi was the Director's Associate Nominee during the year.

The Hobbies Club

During the year 2000, Hobbies Club was a thriving hub of activities organising painting and photography competitions. The Club also arranged photography, painting and video film making modules as extra curricular activities for the Officer Trainees.

Shri TVSN Prasad was the Director's Nominee for part of the year and later on Ms. Gita Mishra was the Director' Nominee. Shri Prithi Singh , APTI was the Director's Associate Nominee.

House Journal Society

The Society brings out creative, analytical and journalistic abilities of the Officer Trainees. It published two issues of a creative magazine titled 'Manthan' and also a directory titled 'Reminiscences' covering personal details and photographs of Officer Trainees.

Prof. (Dr.) M.M. Mishra was the Director's Nominee and Shri K.B. Singha was the Director's Associate Nominee of the Society.

The Management Circle

The major objectives of the Management Circle are to promote and study recent developments in major functional areas of management; to serve as a forum to exchange information and notes on managerial issues. In the year 2000 a number of written and oral quizzes were organised .

Among the other activities of the circle were the articles displayed in the Wall Journal. Interviews of Shri B.S. Baswan and Shri Wajahat Habibullah were published. A presentation of the Book "Making a Difference" by Shri K.J. Alphons, Secretary (Higher Education), government of Kerala; Demonstration of Mental Mathematical ability by Human Computer – Vaibhav Verma were some of the other activities. Debate was organised on "He who pays the piper calls the tune"; "Bureaucracy has ruined the country". An interaction was organised with the Civil service Examination Review committee. Shri Y.K. Alagh, Former VC, JNU, Shri Tajender Khanna, Former Lt. Governor, New Delhi; Shri S. Desai, Former Chairperson UGC; Shri I.M.G. Khan, Secretary, UPSC; participated. Shri Nishikant Mukherjee, Programme Director, Asian Institute of Management, Philippines also addressed the Officer Trainees.

For part of the year Shri L.C. Singhi was the Director's Nominee and Shri P.R. Harikrishnan was Director's Associate Nominee. Later Shri Sanjeev Chopra was the Director's Nominee and Shri L.C. Singhi was Director's Associate Nominee.

The Nature Lovers' Club

The Nature Lovers' Club runs various activities for creating awareness of Mussoorie's environment and also contributing to its natural richness. During the year , the Nature Lovers Club organised one Extra Curricular Module on "Gardening" by Smt. Pratibha Arya; a visit to Rajaji National Park; Slideshow on Nature and Wild Life by Shri Rajeev Bhartare and Shri Dhananjay Mohan from the Wild Life Institute of India, Dehradun;

Photography competition; Tree Plantation Programme and Sharamdan; Screening of CDs on Nature, Wild Life, Environment etc; Screening of film “Man Eating Tigers” and “Elephant: the Lord of Jungle”; Bird watching programme.

On the occasion of “World Environment Day” posters carrying environment related slogans were displayed in different areas of the town.

Ms. B.V. Uma Devi was the Director’s Nominee and Ms. Alka Kulkarni; and Shri S.S. Rana were the Director’s Associate Nominees for the club.

The Officers' Club

The Officers' Club provides facilities for both outdoor and indoor games to the Officer Trainees & Faculty. The outdoor facilities include Lawn Tennis, Basketball, Cricket, Football and Athletics. The indoor games facilities include Billiards, Carom, Chess, Bridge, Snooker, Table Tennis, Squash and Badminton. There are also facilities for Gymnastics, Weightlifting, Cycling. The club has also acquired state of art equipment for the gymnasium. During the year the club organised a number of activities for Officer-Trainees of various courses and faculty members. Officer Trainees of IAS Phase-I Course played a Cricket Match with the Team of the Chief Commissioner, Income Tax, New Delhi at the National Stadium, New Delhi on 18.3.2000. Matches were also organised between Officer Trainees and faculty members of the Academy in various disciplines. Besides this, Officer Trainees also organised an open tournament in different games. A large number of Officer Trainees, faculty and staff members participated in these tournaments. Counsellor Group wise matches were also organised during the course. The Officers’ Club also organised coaching camps for the Officer Trainees in the following games [a] Badminton [b] Tennis [c] VolleyBall [d] Billiards. Matches were organised with In-service course participants (Indira Bhawan Complex) in Badminton, Lawn Tennis & Table Tennis etc

Shri P.M.V. Siromony was the Director’s Nominee for part of the year. Shri Sanjeev Chopra took charge as Director’s Nominee on 8th August, 2000. Shri Chandan Sinha was Director’s Associate Nominee for part of the year and later Shri S. Krishnan took charge as Director’s Associate Nominee.

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 Mess Duty Officers 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 organisations. During the year, receipt and issue of stock functions were computerised.

Shri M.H. Khan was the Director’s Nominee and Shri S.S. Rana was Director’s Associate nominee during the year. Ms. B.V. Uma Devi was Director’s Associate Nominee for part of the year and later Shri S. Krishnan took charge as Director’s Associate Nominee.

The Rifle and Archery Club

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

The Rifle & Archery Club has 0.22 Sporting Gun, .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 was also taken in handling and managing these practice sessions. Firing sessions of carbines were also organised. The Club also possesses an automatic Rifle & a Light Machine Gun presented by Lt. Gen. J.S. Aurora in 1972.

Shri A. Santhosh Mathew was the Director's Nominee upto 25th September 2000. Later Shri Sanjeev Chopra took charge as Director's Nominee. Dr. M.R. Unnithan was the Director's Associate Nominee.

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. The society for Contemporary Affairs organised a large number of competitions and contests during the year 2000. It also arranged for interactions with Academicians, Scientists and other Personalities drawn from various fields. The activities organised were Mock Press Conference, Law Quiz; National Debate; Sessions on spoken English; Debates; Quiz; talks by eminent persons; India Day Quiz etc.

Prof. D. Banerjea was the Director's Nominee till 14-8-2000. Shri L.C. Singhi has since then been the Director's Nominee on the Society. Dr. M.R. Unnithan is the Associate Nominee.

The Society for Social Services

The Society for Social Services provides services to the needy people in and around the Academy, and also provides a good opportunity for the officer trainees to get sensitised to local issues.

The Society runs the Lalita Shastri Balwadi, where LKG /UKG & Class-I are conducted at a concessional rate for the children of the employees and the public. Nearly 100 children are enrolled. The children who perform well in the academics are awarded prizes.

It runs a tailoring Centre to upgrade skills of the women of the local community. The members of the community, mostly unemployed women benefit from this training.

The society works with the help of medical department of the Academy and organises weekly medical camps & the blood donation camp.

The high point of the activities of the Society is to conduct the FETE. The fete in which, all the officer trainees participated, was a success; and because of the active involvement and participation of everyone, the Society made a profit of Rs.10, 000/-.

Shri P.M.V. Siromony was the Director's Nomee till 8th August, 2000. Later on Shri Ajoy Chaudhuri took over as the Director's Nominee. Dr. A. Subrahmanyam, Shri Arshad M. Nandan and Shri A. Nallasamy were the Director's Associate Nominees.

Chapter – 11

TRAINING PROGRAMMES of the year- 2000

Sl. No.	Name of Course/Campus	Schedule	Course Team	No. of Participants		
				Male	Female	Total
1.	IAS Professional Course Phase-I (1999-2001 Batch)	30/12/1999 to 16/6/2000	Yaduvendra Mathur A. Santhosh Mathew K.N. Kumar A. Dwivedi L.C. Singhi	43	11	54
2.	67 th Foundational Course	22/3/2000 to 30/6/2000	Gita Mishra Manisha Shridhar BVR Subrahmanyam Chandan Sinha Prof. A Subrahmanyam	86	16	102
3.	IAS Professional Course Phase-II (1998-2000 Batch)	19/6/2000 to 28/7/2000	M.H. Khan TVSN Prasad L.C. Singhi	52	5	57
4.	68 th Foundational Course	4/9/2000 to 15/12/2000	Tarun Shridhar Gita Mishra BVR Subrahmanyam TVSN Prasad	150	51	201
5.	83 rd Induction Trg. Prog. For IAS officers (IB Campus)	22/3/2000 to 12/5/2000	A. Santhosh Mathew M.H. Khan TVSN Prasad PR Harikrishnan Srinivasa Rao	21	1	22
6.	Trg. Prog. For IAS Officers of 6-9 years service (IB Campus)	22/5/2000 to 2/6/2000	Manisha Shridhar BVR Subrahmanyam	22	2	24
7.	84 th Induction Trg. Prog. For IAS Officers (Main Campus)	12/6/2000 to 4/8/2000	Chandan Sinha BVR Subrahmanyam B.V. Uma Devi Prof. Ajit Sinha	29	2	31
8.	21 th Trg.Prog. for IAS Officers of 17-20 years service	7/8/2000 to 18/8/2000	B.S. Baswan Manisha Shridhar Prof. Ajit Sinha	15	1	16
9.	10 th Trg. Prog. for IAS Officers of 10-16 years service	28/8/2000 to 8/9/2000	Binod Kumar Tarun Shridhar Chandan Sinha	19	3	22
10.	Ethical Issues in Today's Administration	18/9/2000 to 22/9/2000	Binod Kumar Yaduvendra Mathur B.V. Uma Devi	20	9	29
11.	11 th Trg. Prog. for IAS Officers of 10-16 years service (Main campus)	9/10/2000 to 20/10/2000	Binod Kumar Tarun Shridhar Chandan Sinha	14	1	15
12.	1 st Course on "Ethical Issues in Today's Administration"	30/10/2000 to 3/11/2000	Ms. Shashi Mishra Yaduvendra Mathur B.V. Uma Devi	20	9	29
13.	85 th Induction Trg.Prog.for IAS Officers	6/11/2000 to 29/12/2000	Sanjeev Chopra BV Uma Devi	46	1	47
14.	4 th SAARC Consultation on Cooperative	8/3/2000 to 10/3/2000	M.H. Khan Pankaj Naithani	33	4	37
15.	Workshop for Additional Registrar of Co-operative Societies	13/3/2000 to 15/3/2000	M.H. Khan Pankaj Naithani	37	2	39
16.	Public Management and Poverty Reduction in a Market Economy	27/3/2000 to 12/4/2000	B.V. Uma Devi Tarun Shridhar	14	0	14
17.	A meeting to discuss the progress of Participatory Impact Study	2/5/2000 to 3/5/2000	Anita Rampal	10	2	12
18.	Thematic Workshop on Literacy and Continuing Education	1/5/2000 to 5/5/2000	Anita Rampal	24	7	31

19.	Workshop on Population, Dev. And Reproductive Health Issues	5/6/2000 to 7/6/2000	Gita Mishra Manisha Shridhar	16	8	24
20.	Administration in India: Past, Present and Future - A Retreat of the officers of the 1950 Batch	22/6/2000 to 23/6/2000	K.N. Kumar L.C. Singhi	15	0	15
21.	Saksharata Samvaad Workshop for Bihar District Teams conducted at Ranchi	17/7/2000 to 18/7/2000	Anita Rampal	72	12	84
22.	Saksharata Samvaad Workshop for Bihar District Teams conducted at Ranchi	20/7/2000 to 21/7/2000	Anita Rampal	52	9	61
23.	DTS Course (National Level) for DoPT	24/7/2000 to 28/7/2000	L.C. Singhi Pawan Joshi	31	3	34
24.	Management of Rural Employment Programme	17/8/2000 to 19/8/2000	Sanjeev Chopra M.H. Khan Pankaj Naithani	21	1	22
25.	Workshop on Population in (UNFPA Workshop)	30/10/2000 to 2/11/2000	Gita Mishra	23	2	25
26.	Seminar on Good Governance	24/10/2000 to 27/10/2000	Chandan Sinha	89	17	106
27.	Policy Seminar for the North Eastern Studies	22/5/2000 to 24/5/2000	M.H. Khan Pankaj Naithani	32	2	34
			TOTAL	1005	182	1187

Training Programme at NSDART

Sl. No.	Name of Course/Campus	Schedule	Course Team	Male	Female	Total
1.	Management Development Programme for Senior Officers of KVIC	24/4/2000 to 29/4/2000	BVR Subrahmanyam Sadhana Malhotra	20	1	21
2.	Orientation course on "ETHICS" for public sector Executives	29/5/2000 to 31/5/2000	Shashi Mishra K.N. Kumar	13	0	13
3.	Sarva Shiksha Abhiyan	12/6/2000 to 17/6/2000	A.W. Khan	45	9	54
4.	Decentralization and Self Government sponsored by TRDC	23/6/2000	Ajoy Chaudhury R.P. Uniyal	32	8	40
5.	Management Development Programme for Senior Officers of Handloom Sector	17/7/2000 to 22/7/2000	Sadhana Malhotra	22	0	22
6.	Advance Management Programme for Senior Executives of Coal India and its subsidiary companies	28/7/2000 to 29/7/2000	BVR Subrahmanyam Sadhana Malhotra	18	0	18
7.	Two Day Colloquium by Ministry of Railway	5/8/2000 to 6/8/2000	A.W. Khan	45	15	60
8.	Management Development Programme for Senior Officers of KVIC	7/8/2000 to 12/8/2000	Sadhana Malhotra	22	1	23
9.	National Strategy Workshop (DFID)	7/9/2000 to 8/9/2000	BVR Subrahmanyam Sadhana Malhotra	8	1	9
10.	Advance Management Programme for Senior Executives of Coal India and its Subsidiary companies	29/9/2000 to 1/10/2000	BVR Subrahmanyam Sadhana Malhotra	19	0	19
11.	Population, Development and Reproductive Health (Gender)	30/10/2000 to 1/11/2000	Gita Mishra Anjali Chauhan	21	4	25
12.	Whither India: Notions of Governance sponsored by TRDC	10/11/2000 to 11/11/2000	Prof. Ajit Sinha	18	2	20

13.	Management Development Programme for Senior Officers of KVIC	13/11/2000 to 18/11/2000	Sadhana Malhotra	21	1	22
14.	Planning Process/ NIPCCD, New Delhi	1/12/2000 to 2/12/2000	Dr. Atindra Sen N.S. Bhardwaj	30	5	35
15.	Orientation Programme in DPEP for Collectors, CEO's DPO's for UP & Uttaranchal, NSDART, Mussoorie	18/12/2000 to 20/12/2000	Dr. Atindra Sen Sadhana Malhotra Seema Joshi	38	0	38
16.	Sustainability Issues in Elementary Education/ NIPCCD, New Delhi	5/1/2001 to 6/1/2001	Dr. Atindra Sen N.S. Bhardwaj	44	12	56
17.	Orientation Programme in DPEP for DC's, ADC's & CDO's of HP, UP and Haryana/ NSDART, Mussoorie	8/1/2001 to 11/1/2001	Dr. Atindra Sen Sadhana Malhotra N.S. Bhardwaj Seema Joshi	34	1	35
18.	Swajal Project in U.P.	8/2/2001 to 9/2/2001	Dr. Atindra Sen (Study Tour of Maharashtra Officers)	15	5	20
19.	Orientation Programme on DPEP/ Bhilai, Bhopal	12/2/2001 to 14/2/2001	Dr. Atindra Sen	31	0	31
20	Perspective Planning in New District /HCM RIPA, Jaipur	15/2/2001 to 19/2/2001	N.S. Bhardwaj R.K. Bhardwaj	33	4	37
21	Role of NGOs in Elementary Education/ Mysore	3/3/2001 to 5/3/2001	Dr. Atindra Sen Dr. Anita Rampal	30	5	35
22	Role of NGOs in Elementary Education/ NSDART, Mussoorie	19/3/2001 to 21/3/2001	Dr. Atindra Sen Dr. Anita Rampal	16	7	23
			TOTAL	575	81	656

BIO DATA OF OFFICERS

DIRECTOR (Till 8-11-2000)

B.S. Baswan, IAS, (MP: 1967); 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.

DIRECTOR (From 8-11-2000)

Wajahat Habibullah, IAS, (J&K: 1968);

Joined the Academy as Director on 8-11-2000.

Name: Wajahat Habibullah

Date of Birth: 30th September, 1945

Married; 2 Sons

Citizen of India

Telephone: (O) 91-0135-632369 (F) 91-135-427509 (H) 91-011-6433422

Awards

- Rajiv Gandhi Award for Excellence in Secularism-1994
- Governor's Gold Medal for Distinguished Service; Jammu & Kashmir-1996
- Lala Ram Mohan History Award; Delhi University-1967

Education

- **Senior Cambridge**; the Doon School, Dehra Dun, UP, India
- **Bachelor of Arts (Honours); History**; St Stephen's' College, University of Delhi, Delhi, India
- **Master of Arts (History)** University of Delhi, Delhi, India

Employment

- Member, Indian Administrative Service, 2 July 1968 to Date
- Junior Lecturer, History, St. Stephen's' College, Delhi 1967-'68

Experience

- a. September 11, 2000 to date: OSD and then Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie
- b. September 1999-August 2000: Vice Chairman and Chief Executive of **J&K Lakes & Waterways Development Authority, Srinagar**, focused on ensuring restoration and maintenance of ecological health of J&K water bodies, particularly Dal Lake, under the Dal Lake Conservation Plan (DLCP).
- c. Nov 1994-August '99: **Minister**, Community Affairs, **Embassy of India, Washington DC**. Also Minister Education 1998-'99. Interacted with the Indian American community and other sections of American society addressing issues of concern within government and helping promote a better understanding of India. Responsible for ensuring passage of Bill in Congress and subsequent clearances for establishment of Gandhi Memorial in Washington DC.
- d. June 1994-Nov '94: Officer on Special Duty **Ministry of Urban Development, Government of India**, New Delhi: overseeing programmes for urban poverty alleviation.
- e. July 1993-Nov'93: Second tenure as **Divisional Commissioner**, heading the administration of the six districts of Kashmir Valley and two of Ladakh. Tenure abruptly terminated by a near fatal motor accident while engaged in peacefully settling the confrontation between militants and security forces at the Hazratbal shrine, the premier shrine of J&K Muslims, by negotiation.
- f. Oct 1991-July '93: **Secretary, Rajiv Gandhi Foundation**, set up after the assassination of the former Prime Minister. This is today a premier NGO in India.
- g. June 1991-October'91: Joint Secretary, **Department of Industrial Development, Ministry of Industry**, Government of India; helped frame liberalised industrial policy and restructuring of the Ministry in view of new requirements.
- h. Feb 1990-June '91 **Special Commissioner, Anantnag** and then **Divisional Commissioner, Kashmir** (Jammu & Kashmir). Helped revive public confidence in government after the administration's initial collapse before a civil insurgency, through partial revival of development programmes, administration of relief measures, motivation of administrative machinery and improved public access through extensive touring.
- i. Sept 1987-Jan'90: **Administrator of the Union Territory of Lakshadweep**, in the deep south of India. Helped reorient the administration to the specific requirements of an ecologically fragile island environment, promoted greater public participation in governance through the setting up of elected island councils and drew down increased Plan funding by the Union Government. 1989 Parliament elections conducted smoothly with full public participation.
- j. June 1982-September'87: **Director** and then **Joint Secretary, Prime Minister's Office, New Delhi**. Dealt with public relations, with the special programmes for

poverty alleviation and relief programmes, and with overseeing the Ministries concerned with development. Participated in arranging the smooth transfer of office work after the assassination of Prime Minister Indira Gandhi. Accompanied the Prime Ministers on tours in India.

- k. July 1968-June 1982: served in the State of Jammu & Kashmir in various capacities, including **Deputy Commissioner, Srinagar** (1977) when I was in charge of organising the Assembly election in the capital District of the State, which brought the National Conference to power defeating the coalition led by the ruling party at the Centre. Also **Deputy Commissioner** of the border district of **Poonch** (1973-'77). In the latter capacity and in co-ordination with the army the areas along the Line of Control with Pakistan occupied Kashmir, depopulated after the war of 1965, and were repopulated. Also headed public sector corporations, including one implementing a World Bank financed horticulture products processing and marketing project (The **J&K HPMC**) and rural development departments
- l. July 1967-May '68: taught Ancient Indian history and modern Constitutions to students of BA in **St. Stephen's' College, Delhi**.

References:

Smt. Sonia Gandhi, Chairperson, Rajiv Gandhi Foundation, 10 Janpath, New Delhi-110003;

Dr. PC Alexander, Governor State of Maharashtra, Raj Bhavan, Mumbai, Maharashtra, India

Shri Montek Singh Ahluwalia, Member, Planning Commission, Government of India, Yojana Bhavan, New Delhi 110001

Address for Correspondence

529, Kailash Towers III, Mt. Kailash, East of Kailash, New Delhi 110065

Permanent Address

11, Habibullah Estate, Hazratganj, Lucknow (UP)

JOINT DIRECTOR

Binod Kumar, IAS (1970: Nagaland); B.Sc. Calcutta University, M. Sc. Magadh University; 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

Ajoy Chaudhuri, IAS, (Kerala- 1977) M.A. (English), Calcutta University; MSc., (Social Policy Planning in the Developing Countries), the London School of Economics; Diploma

in German from the Max Muller Bhawan, Calcutta; Central Services Probationer, Academy, Mussoorie; Income Tax Service, Nagpur; Income Tax Officer, Calcutta; IAS Probationer, Academy, Mussoorie; worked as Sub-Collector, Muvattupuzha, and, Fort Cochin Sub Division; General Manager, District Industries Centre, Wayanad; General Manager (Raw Materials and Marketing), Kerala State Small Industries Development Corporation, Ernakulam; District Planning Officer, Trichur; Secretary (Taxes), the Board of Revenue, Trivandrum; Deputy Secretary, the Ministry of Home Affairs, the Government of India, New Delhi; Director, the Ministry of Home Affairs, the Government of India, New Delhi; Commissioner for Entrance Examinations, the Higher Education Department, Trivandrum; the Secretary to the Governor, Kerala, Trivandrum; Joint Secretary, Ministry of Home Affairs, the Government of India, New Delhi; joined the LBSNAA, Mussoorie, as Professor of Public Administration, on the 4th May, 2000.

Dr. Atindra Sen, IAS (MP – 1978) : Ph.D. in Economics, Boston University, USA; MA (Political Economy), Boston University, USA; MA (Economics), Delhi School of Economics, India; BA (Honours) Economics, St. Stephen's College, India. Joined IAS and served in the positions as Director (Personnel), Nuclear Power Corporation of India; Secretary Finance, Government of Madhya Pradesh; Managing Director, MP State Cooperative Oilseed Growers' Federation; Professor and Coordinator, Economics Faculty Lal Bahadur Shastri National Academy of Administration, Mussoorie; Deputy Secretary, Government of Madhya Pradesh: General Administration, Home, Irrigation and Local Self Government Departments; Special Assistant to the Chief Minister of Madhya Pradesh; Collector, Ratlam, and concurrently Chairman, Town Improvement Trust, and Chairman, District Rural Development Agency; Additional Collector, Katni and concurrently Administrator, Municipal Corporation, and Chairman, Town Improvement Trust; Under Secretary, Government of Madhya Pradesh General Administration Department; Sub Divisional Officer, Narsinghgarh. *While on study leave for completing Ph.D. from Boston University in USA:* Independently taught courses in Microeconomics, Macro-economics, Public Sector Economics and Development Economics at Boston University, University of Massachusetts and Stonehill College. He was awarded Massachusetts Institute of Technology *SPURS Fellow* and Ford Foundation *Fellowship in Boston University for advanced studies in Economics*. Attended Management program at World Bank Institute, Frontiers of Infrastructure Finance; IIM Bangalore 1. *Public Policy* and 2. *Information Technology Applications in Government*; IIM Ahmedabad- *Public Policy Analysis* ; ASCI Hyderabad -*Evaluation of Training and Development*; British Council New Delhi-*Communication Skills in Training*; Thames Valley College UK and LBSNAA Mussoorie *Direct Trainer Skills*; ATI Mysore-*Management of Public Utilities*. *Current Interests are* Economic Reforms, Infrastructure and Development, Urban Management, and Education. Currently working as *Executive Director*, National Society for the Promotion of Development Administration, Research and Training (NSDART), LBSNAA, Mussoorie.

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 three years has been teaching & Working on Total Quality Management and Business Process re-engineering in Government.

Smt. 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 three years has been teaching & working on World Trade Organisation & Intellectual Property Rights Issues.

Smt. 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.

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 GNLF 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.

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".

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.

****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. 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.

Smt. 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.

****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).

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.

L. C. 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 STATFED 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.

S. Krishnan, IAS (Tamil Nadu-1989) (d.o.b. 29 June 1967) belongs to the 1989 batch of the Indian Administrative Service, allotted to the Tamil Nadu Cadre. He has a B.A. (Hons) in History from St. Stephen's College and completed M.A. (Economics) after joining service by distance learning. He has been Sub Collector at Cuddalore, and later District Collector at Virudhunagar for 3 years. He has been Under Secretary, Deputy Secretary and Joint Secretary in the Finance Department of Government of Tamil Nadu for more than 4 years. He has also been in the Education Department as Managing Director of the Tamil Nadu Textbook Corporation and Member Secretary of the Sports Development Authority of Tamil Nadu for about a year. Main interests are Government Finances, District Administration, Elementary Education, Child Labour, Conduct of Elections, Public Distribution System and Law and Order. Other interests include tennis, squash and cricket.

Manoj Ahuja, IAS (Orissa- 1990) B.E. (Mech.) from Thapar Institute of Engineering and Technology, Patiala and MBA, Punjab University, Chandigarh. Served as Sub-Divisional Magistrate, Dharamgarh (Kalahandi), Project Director, DRDA (Koraput) and as District Magistrate (Deogarh). Thereafter worked as Executive Director, IPICOL (State Industrial Development Corporation), Director Handlooms, Textiles and Sericulture, Additional chief Electoral Officer and as Director Special Projects, Panchayati Raj Department.

Smt. Arti Ahuja, IAS (Orissa – 1990) Post graduate in Economics [Gold Medallist] from Punjab University. LLB from Delhi University. Joined the IAS in 1990 and allotted Orissa cadre. Worked as Sub Collector in Kalahandi, ADM in Koraput, which is a tribal district, and Collector in Jharsuguda which is an industrialized district. Thereafter posted as Project Coordinator, ICDS and MD of Women's Development Corporation. After that, was working as Project Director of World Bank funded Health Systems Development Project, the AIDS Control Project and as Additional Secretary to Govt before joining LBSNAA as Deputy Director

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 Encyclopedias 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 Specialisation 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.

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 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.

Sujit Kumar Nandy: B.A. (Hons.) in Economics from Rama Krishna Mission Residential College, Nanrendranagar, M.A./ in Economics and LL.B. from the University of Calcutta, belongs to Higher Judicial Service, West Bengal, worked as Additional District and Sessions Judge in the Districts of Howrah and Murshidabad. Also worked as Senior Law Officer, Eastern Railway, on deputation. Joined LBSNAA, Mussoorie, as Professor of Law, on 11th December, 2000.

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.

Dr. A. Subrahmanyam: M.A. Sociology, M.L. and P.G. Diploma in I.R.P.M from Sri Venkateswara University, Tirupathi; M.A. Political Science and Ph.D in Constitutional Law from Andhra University Visakhapatnam. Worked as a Law teacher for ten years in Nyaya Vidyaparishad Law College, Visakhapatnam, apart from serving for two years as a Principal in the same College. Served for three years as a Reader in Law at Dr. B.R. Ambedkar Post-graduate Centre, Srikakulam, A.P. Published four books for Law students on Transfer of Property (including easements) Labour and Industrial Laws, Law of Banking and Constitutional Law. Attended many workshops, conferences and seminars connected with law. He has many articles published to his credit. He did Ph.D. on "**Federalism in India: A Politico-Legal Study**", which is an interdisciplinary work. His Ph.D. has been adjudged as the best one and the Andhra University has awarded Gold Medal for his Ph.D. Thesis. He has post graduate teaching experience in Law and also guided M.L. Scholars. He was a Programme Officer, N.S.S. Unit of N.V.P. Law College, Visakhapatnam for four years. He has been working as Reader in Law in this Academy since 21st March, 1997.

Dr. Anita. Rampal: Doctoral and Post doctoral research in Theoretical Physics (Delhi University, 1975-1983). Involved with the development of the Hoshangabad Science Teaching Programme in MP and other programme of Eklavya. Taught at the Faculty of Education and developed new courses on 'Science and Society' and the 'Philosophy and Sociology of Science' for the B.Ed. and M.Sc.(ED) programmes. Took up the Nehru Fellowship in 1987 and have continued to be affiliated to the Centre for Contemporary

Studies, Teen Murty Bhavan, as a Sr. Research Scientist. Have been associated with the activities of the All India People's Science Network, including the literacy campaigns. Have been a member of various committees on literacy and elementary education and have published books and articles on related theme. Presently Director National Literacy Research Centre. She has been associated with innovative education experiment being conducted by Eklavya and NGO in Madhya Pradesh. She has been associated with the Literacy Campaign and Primary Education Programme across the country.

WHO LEFT THE ACADEMY

***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.

***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.

***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 Co-ordinator of the Economics Faculty.

***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.

***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.

OTHERS

Dr Prem Shanker : (M.A. M.Phil,Ph.D) Taught Hindi Literature at various Universities. Underwent Special Training for Trainers in U.K. 1992. Creative writer. Published eight Books, various poems, Nav Geet and research papers. Awarded Sahitya Mahapadhaya 1994.

Dr. Tuman Singh: Assistant Professor of Hindi. Joined the Academy in 1980 as Hindi Instructor. He is M.A. Ph.D.(Hindi). He has published ten books and fifteen review/articles.

Inder Deo Uniyal: M.A. (Eco.), B.Lib.Sc. (Gold Medallist), M.Lib.Sc. & M.A. (Lib. & Information Studies, from Loughborough University of Technology, UK). Earlier served for a short while as Asstt. Librarian in DBS (PG) College in January 1972. Also served as Librarian Gr. II from May 1972 to April 1978 in Anthropological Survey of India, Dehradun, and Librarian Gr. I from May 1978 to January 1988 in Central Secretariat Library, New Delhi. Also served as Assistant Director from February 1988 to December 1992 in Central Secretariat Library, New Delhi. Joined the Academy as Sr. Library & Information Officer in January 1993.

Dr. Anil Bhatnagar: Graduate in Medicine 1974 batch from G.M.C. Bhopal (MP). Joined P.M.S. UP in August 1974 as Medical Officer Incharge Banda UP. Worked for India Population Project from 1976 to 1985 and earned certificate of Merit in District Saharanpur. Trained in Medicolegal work. Training in Post Mortum. Certificate of Merit from Govt. of UP for Multipurpose Workers Training in the year 1978-79. Certificate for Small Pox work. Worked for NMEP Programme of Government of India. Trained FP Counsellor from Family Health Training Project of Development Associates through Indian Medical Association. Posted in Doon Hospital as GOMO 1985-88. On Deputation to Jail Department from 1986-July, 1997. Currently on deputation to LBS NAA as Sr. Medical Officer.

Dr. Promila Tripathy: M.B.B.S. (Utk), D.P.H. (Cal), M.I.P.H.A. Joined the Central Health Services in November, 1975. Served as (i) Medical Officer in Central Institute of Psychiatry, Ranchi (ii) Medical Officer in 5 Assam Rifles (iii) Medical Officer in Static-cum-mobile medical unit of a Beedi workers welfare organisation in Angul under Ministry of Labour, Government of India (iv) Senior Medical Officer and Chief Medical Officer in Mobile Medical Unit (L.D. Organisation) under Ministry of Labour till May, 1999. Joined the Academy as Chief Medical officer in July 1999. Her aim in life is to serve the poor people in remote localities. She is a life member of Indian Medical Association and Indian Public Health Association.

B.S. Kataria : M.A, LL.B (Professional) joined Academy in May, 1969 and at present working as Administrative Officer since February 2000.

B.K. Sethi: did B.Sc. from Meerut University in 1971. Worked in CDA (Air Force), Dehradun, PAO (Ors) Lansdown & CDA (Western Command) Chandigarh as AAO before joining Academy in August 2000 as Administrative Officer (Accounts).

Rama Verma: M.A. (Hindi), M.A. (English) and B.Ed. Served as Hindi Translator in Survey of India, Dehradun for 14 years. Joined the Academy as Hindi Officer in September, 1998.

R.K. Arora : M.A. (Pol. Science), M. Lib. Sc. LLB. Joined Academy in May 1984.

Malkit Singh: Born on 14-012-1963. Did M.A. (History) from Punjabi University, Patiala in 1987. Did M. Lib & Information Science from Punjab University, Chandigarh in 1989 before joining the Academy on 30.9.98 as Senior Library & Information Assistant. Promoted to Assistant Library & Information Officer on 29-9-2000.

Hoshiar Singh Rawat: MA(Hindi) joined Academy in February 1964. At present working as Assistant Administrative Officer.

J.B. Saini : Born on 10.2.1949 at Rohtak (Haryana). Did M.A. (Pol. Sc.), B.Com. Joined the Academy on 8.7.1970 as Senior Stenographer and promoted as Stenographer Grade I on 1.2.1991 and worked with various levels of Faculty Members during the long years of service in the Academy like Professors, Deputy Directors (Senior) and Deputy Directors. And again promoted as Private Secretary to the Director with effect from 1.2.1995 and posted to work with the Joint Director till 27.4.1998. At present working as Private Secretary to the Director w.e.f. 28.4.1998.

R.S. Ahuja : Private Secretary to the Joint Director joined the Academy in November 1970. He has served in C.D.A. (Air Force), Dehradun before joining the Academy.

OTHER FACULTY MEMBERS

Dr. M.R. Unnithan : Teaches Malayalam & Kannada. Joined Academy in 1980. M.A. Ph.D in Malayalam Literature. Published several books and articles. Passed certificate courses in Kannada, Tamil & Linguistics.

Ms Alka A Kulkarni.: Joined the Academy in 1986 as a Language Instructor. M.A., M.Com. and doing Research has written three books.

Dr. A. Nallaswamy : M.A. in Linguistics, Joined the Academy in Dec., 1989. He teaches Tamil and Telugu. Writing Grammar for Tribal languages.

Arshad M. Nandan : M.A. (Urdu), M.Phil (Anthrological Linguistics). Working as a Language Instructor (Urdu and Punjabi) in the Academy since 9-8-1990.

K. Brij Bhashi Singha: M.A. (English) Joined the Academy in August 1994. He teaches Assamese and Manipuri.

S.K. Tripathy: PostGraduate in Oriya (Utkal University) and Diploma in Bengali from E.R.L.C. and B.Ed. from Regional College of Education, Bhubaneswar. Previously, he had an opportunity work from 1986-1993 in the LBSNAA as Language Instructor.

S.S. Rana: Physical Training Instructor, B.A. Garhwal University. Passed Basic, Advance & Artificial Mountaineering Courses with Gr."A". Physical Education Course in Ist Division. Led & participated in several successful Mountaineering Expedition.

Prithi Singh : Dafedar in President's BodyGuard. Working as Asstt. Physical Training Instructor in the Academy on deputation since 1995.

Om Prakash Pande: Volleyball Coach from the Sports Authority of India.

Man Singh: Joined Academy as Riding Instructor in 10.6.1998, on Deputation from the President's BodyGuard. He was posted as Riding Instructor at Indian Military Academy, Dehradun before coming to Academy.

Kanwar Singh : Joined Academy as Asst. Riding Instructor on 9-4-99. He was posted as Riding Instructor at Indian Military Academy, Dehradun before coming to the Academy.

FACULTY OF NIC TRAINING UNIT

M. Chakraborty : M.Sc., M. Phil., from Delhi University. M.Tech. from I.I.T. Delhi. Joined NICTU, LBSNAA, in 1990. Working as Principal Systems Analyst.

Pawan Kumar Joshi: MCA from Thapar Engineering College, Patiala. Joined NICTU in 1989. Working as Senior Systems Analyst.

Sanjay Gupta: M.Sc. Mathematics, Kanpur University, Kanpur. Post Graduate Diploma in Industrial Management, University of Roorkee. Post Graduate Diploma in Computer Sc. and Appl. Gurukul University, Haridwar. Joined NIC Training Unit, LBSNAA, Mussoorie as Systems Analyst in October 1996 after getting transfer from NIC, Rajasthan State Unit,

Jaipur. He is presently working as Senior Systems Analyst, NICTU.

Manish Kumar Walia : M.Sc. in Mathematics from HNB University. Joined N.I.C. in 1988 in J&K and transferred to NICTU in 1991. Working as a System Analyst.

***P.R. Hari Krishnan** : B.Sc.(1978), DCA, DBM; Senior Programmer, with experience in Marketing, Administration and Software Development.

FACULTY / OFFICERS IN THE ACADEMY

Name Smt. /Shri	Designation
*B.S. Baswan	Director (releived on 8-11-2000)
Wajahat Habibullah	Director (joined on 8-11-2000)
Binod Kumar	Joint Director
Ajoy Chaudhuri	Professor in Public Administration (joined on 4-5-2000)
P. Michael V. Siromony	Deputy Director (Sr.) (releived on 14-8-2000)
Atindra Sen	Executive Director, NSDART
Tarun Shridhar	Deputy Director (Sr.)
Smt. Manisha Shridhar	Deputy Director (Sr.)
Smt. Gita Mishra	Deputy Director (Sr.)
Sanjeev Chopra	Deputy Director (Sr.)
A. Santhosh Mathew	Professor of Social Management (releived on 25-9-00)
Yaduvendra Mathur	Deputy Director (Sr.)
B.V.R. Subrahmanyam	Deputy Director
K.N. Kumar	Deputy Director
Smt. B.V Uma Devi	Deputy Director
Sandeep K. Nayak	Deputy Director
M.H.Khan	Deputy Director
T.V.S.N. Prasad	Deputy Director (releived on 17-7-2000)
Chandan Sinha	Deputy Director (releived on 15-4-2001)
L.C. Singhi	Deputy Director
S. Krishnan	Deputy Director (joined on 3-7-2000)
Manoj Ahuja	Deputy Director (joined on 16-4-2001)
Smt. Arti Ahuja	Deputy Director (joined on 16-4-2001)
Ajit K. Sinha	Professor in Economics
D. Banerjea	Coordinator of Law (releived on 31-12-2000)
Sujit Kumar Nandi	Professor in Law (joined on 11-12-2000)
A. Subrahmanyam	Reader
M.M. Mishra	Professor of Hindi & Regional Languages

OTHER OFFICERS

Dr. Anil Bhatnagar	Chief Medical Officer
Dr. Promila Tripathi	Lady Medical Officer
Inder Deo	Principal Library and Information Officer
*N.K. Dabral	Administrative Officer (releived on 7-7-2000)
B.K. Sethi	Administrative Officer (joined on 16-7-2000)
*S.S. Bedwal	Administrative Officer (Expired on 28-1-2000)
B.S. Kataria	Administrative Officer (joined on 16-2-2000)
*M.R. Garg	Assistant Administrative Officer (joined on 16-2-2000)
R.K. Arora	Assistant Library and Information Officer
*V. Patnaik	Assistant Library and Information Officer (relieved 31-8-2000)
Malkit Singh	Assistant Library and Information Officer (joined on 29-9-2000)
Rama Verma	Hindi Officer
Prem Shankar	Reader in Hindi

Tuman Singh	Asst. Professor, Hindi
M.R. Unnithan	Asst. Lecturer, Malyalam and Kannada
Alka A. Kulkarni	Asst. Lecturer, Gujarati and Marathi
S.K. Tripathi	Asst. Lecturer, Oriya and Bengali (joined on 3-4-2000)
A. Nallasamy	Asst. Lecturer, Tamil and Telugu
Arshad Nandan	Asst. Lecturer, Urdu and Punjabi
K.B. Singha	Asst. Lecturer, Assamese and Manipuri
S.S. Rana	Chief Physical Training Instructor
Man Singh	Riding Instructor
Kanwar Singh	Asstt. Riding Instructor
Prithi Singh	Asstt. Physical Training Instructor

NSDART

Dr. Atindra Sen Executive Director, NSDART

National Literacy Resource Centre

Anita Rampal Director

National Informatics Centre Training Unit (NICTU)

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

* Left the Academy on day of publication.

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.

Centre for Co-operatives and Rural Development

Hubert H. Humphry Fellowship

Shri Sanjeev Chopra, Vice Chairman of the Centre completed the Fellowship at Cornell University, USA. During the Fellowship period he wrote two papers :

- Food Security through BioTechnology: Shaping the contours of policy debate in India.
- At the Crossroads: The Development Discourse(s) in India

Research Papers

Shri Sanjeev Chopra's research papers and book reviews were published in journals/ magazines given below:

- Kashmir: Questions of Political Economy (Economic and Political Weekly)
- Of Farming, Farmlands and Farmers (Encounter)
- Reel Heroes, Villains Obscure Real Heroes (Pioneer)

Shri Pankaj Naithani's research papers and articles were published in the following:

- Co-operatives of the SAARC Region: Required Reforms (Proceeding of 4th SAARC Consultation)
- Tribal Co-operatives in the North-East India (Proceedings of Programme on Co-operative Policies for N-E States)
- Co-operatives of the SAARC Region in the New Millennium: Environment that is Required (The Co-operator)
- Replicating an Established Rural Development Model (Kurukshetra)
- Uttaranchal: Strategic Planning to change the Money Order Economy (Main Stream)
- Uttaranchal: Correcting at the Beginning (Draft prepared)

Publications

- 'Co-operatives: Reform to Reconstruction' edited by Shri M. H. Khan and Shri Pankaj Naithani : the Proceedings of the Fourth SAARC Consultation on Co-operative Policy.

- 'Indigenous People and Co-operative Development in the North-East India' edited by Shri M. H. Khan and Shri Pankaj Naithani : the Proceedings of the Policy Seminar for the NE-States .
- 'Proceedings of the First Exposure Program on Micro-finance and SHGs for IAS Officers' Prepared and edited by Shri M. H. Khan and Shri Pankaj Naithani.
- 'Co-operatives: Governance and Paradigm Shifts' edited by Shri M. H. Khan, Shri Pankaj Naithani and Shri D. S. Reddy : the Proceedings of the Third SAARC Consultation on Co-operative Policy.

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

Training Films:

1. Shaping the future
2. Right to Information
3. हमारा पैसा हमारा हिसाब

Source Books:

1. Orissa Parichay
2. The Hindi version of "An Agenda for Caring" निराश्रितों का संरक्षण - वंचितों के लिए कार्यक्रम
3. Disaster Management.
4. The Marathi version of the Book 'An Agenda for Caring'
5. Judicial Activism
6. Values in Administration
7. Trek Manual
8. Bhasha Bharati of Raj Bhasha.

Case Studies:

1. Hindi Case Studies प्रकरण संकलन
2. Municipal Ward Committee
3. Socio-Economic background of Panchayat members
4. District Planning Committee
5. Conceptualising a Women empowerment project Case Study UP Women Village Dairy Project (Phase-I)
6. Economic Reforms Policy Initiatives in Gujarat

Centre for Rural Studies

Publications/ Reports

The Land Reforms Series, under contract with the SAGE publications has been published in five volumes, for Bihar, Rajasthan, Andhra Pradesh, Karnataka .The Centre for Rural Studies has arranged for the preparation of four 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.

- Another volume, which has been edited and sent to press, relates to the condition of the Dalits in India. This is to be published by the Concept Publications.
- A Dictionary of Land Revenue Terms is under progress.
- The Book on "Tenancy - Revisited" written by Dr. C. Ashok Vardhan, I.A.S., has been published by the Centre.
- A background paper on "Land Reforms in India" was written by Dr. K.S.Rao and Dr. A.P. Singh and submitted to the Ministry of Rural Development, GOI, New Delhi for Revenue Secretaries Conference which was held on October 14th ,2000.
- A Project Draft Report on " Tenancy in Uttar Pradesh" has completed and it is subject to modification before publication.
- Village Visit state reports (on the basis of Foundation Course village visit programme) of Bihar, Himachal Pradesh, and Rajasthan.
- As a part of concurrent evaluation of socio-economic conditions of rural India, the Bihar (Part I) Report has been published and Part II of the Bihar report has been compiled and is awaiting publication. The report on Orissa is also being finalised.
- A book on "Socio-Economic Status of Southern India” .

Reports

Sl. No	Title
1.	Land Reforms In India: An Empirical Study (1988-91), Vol I of II
2.	Land Reforms In India: An Empirical Study (1988-91), Vol II of II
3.	Land Reforms In India: An Empirical Study (19989-90), Vol I, II,III, IV, V, VI
4.	Land Reforms In Madhya Pradesh: An Empirical Study (1988-91), Vol I of II
5.	Land Reforms In Madhya Pradesh: An Empirical Study (1988-91), Vol II of II
6.	Land Reforms In Gujarat: An Empirical Study (1988-91), Vol I of II
7.	Land Reforms In Gujarat: An Empirical Study (1988-91), Vol II of II
8.	Land Reforms In Tamil Nadu: An Empirical Study (1988-91), Vol I of II
9.	Land Reforms In Tamil Nadu: An Empirical Study (1988-91), Vol II of II
10.	Land Reforms In Assam: An Empirical Study (1988-91), Vol I of II
11.	Land Reforms In Assam: An Empirical Study (1988-91), Vol II of II
12.	Land Reforms In Haryana: An Empirical Study (1988-91), Vol I of II
13.	Land Reforms In Haryana: An Empirical Study (1988-91), Vol II of II
14.	Land Reforms In Maharashtra: An Empirical Study (1988-91), Vol I of II
15.	Land Reforms In Maharashtra: An Empirical Study (1988-91), Vol II of II
16.	Land Reforms In Punjab: An Empirical Study (1988-91)
17.	Land Reforms In Andhra Pradesh: An Empirical Study (1988-91)

18.	Research study on Management of Lands with Religious Institution in Tamilnadu
19.	Tribal Land and Forest Rights in Arunachal Pradesh-P.S. Datta
20.	Implementation of Land Ceiling Programme in Orissa
21.	Tenancy Reforms in Orissa
22.	Report on Tenancy Situation in Rajasthan
23.	Papers contributed by the Participants in the Workshop on Rajasthan
24.	Report on The Implementation of Land Ceiling Programme in Rajasthan
25.	Recommendations & Rapporteurs Report of Workshop on Land Reforms in Bihar
26.	Report on Tribal Land and Forest Rights in Bihar
27.	Draft Report on the Revitalisation of Land Revenue Administration in the North East-C. Ashokvardhan
28.	A Short Note on Comparative Study of Land Reforms in India-NC Behuria
29.	Implementation of Land Reforms in India-S.K. Narula
30.	Implementation of Land ceiling Programme in Orissa
31.	Seminar on Land Reforms Papers on Tribal Land & Forest Question by Madhya Pradesh, Maharashtra, Bihar, ;Manipur, and Nagaland
32.	Empirical Study on Implementation of Land Ceiling Programme, Tenancy Situation and Distribution of Govt. & Community Land in Andhra Pradesh
33.	Contributions on Land Reforms in Andhra Pradesh
34.	Recommendation & Rapporteurs Report of Workshop on Land Reforms in U.P.
35.	Land Reforms In India: Bihar: Institutional Constraints, Vol.1
36.	Land Reforms In India: Vol.2 (Rajasthan) is not available since the stock has been exhausted.
37.	Land Reforms In India: Vol.3 (AP)by B.N.Yugandhar
38.	Land Reforms In India: Vol4 (Karnataka)by Sudhir Krishna and Abdul Aziz
39.	Land Reforms in India: An Unfinished Agenda, Vol. 5 : by B.K.Sinha and Pushpendra
40.	Land Reforms In India-by P.S. Appu
41.	Land Reforms Legislation in India-N.C. Behuria
42.	Agricultural Labour in India-P.K. Jha
43.	Status of Dalits in Contemporary India
44.	Displacement and Rehabilitation in India: Future Perspective-Proceeding of a National Workshop
45.	Computerisation of Land Records in Madhya Pradesh: by B.K.Sinha
46.	Land Reforms In Uttar Pradesh: An Empirical Study
47.	Land Reforms in Tamil Nadu : An empirical Study
48.	Land Reforms in Tamil Nadu : Micro Study
49.	Land Reforms In Uttar Pradesh: An Micro Study
50.	Land Reforms In Madhya Pradesh: An Empirical Study
51.	Land Reforms In Madhya Pradesh: An Micro Study
52.	Socio-economic profile of a village of Karnataka-micro study
53.	Socio-economic profile of a village of Uttar Pradesh - micro study
54.	Land Reforms in Madhya Pradesh (in Press)
55.	Land Reforms in Punjab and Haryana (In Press)
56.	Land Reforms in Maharashtra and Guajrat (In Press)
57.	Displacement and Rehabilitation: Future Perspective , Administrator I & II vol.
58.	Land Reforms in U.P: The volume under editing
59.	Land Reforms In T.N. The volume under editing
61.	भारत में भूमि सुधारों के संबन्ध में शोध अध्ययन 1989-90: निष्कर्षों का सार-प्रो.गोपाल अग्र
62.	राजस्थान में भू-हदबन्दी कार्यक्रम के कार्यान्वयन, काश्तकारी स्थिति और सरकारी एवं सामुदायिक भूमि पर रिपोर्ट का संकलन:आयोजित कार्यशाला में प्रस्तुत करने के लिए
63.	Land Reforms in Orissa : An Empirical Study (Editing)
65.	Land Reforms in Andhra Pradesh : An Empirical Study (Editing)

66.	Land Reforms in Andhra Pradesh : Micro Study
67.	Land Reforms in Maharashtra : An empirical Study (to be completed by the end of November)
68.	Land Reforms in Maharashtra : Micro Study (to be completed by the end of November)
69.	Land Reforms in Rajasthan : An Empirical Study (to be completed by the end of January, 2001)
70.	Socio-economic study of Rural Areas - West Bengal (draft report completed)
71.	Socio-economic study of Rural Areas - Bihar (draft report Part I completed)
72.	Socio-economic study of Rural Areas - Bihar (draft report Part II under progress)
73.	Tenancy Situation in UP - A Survey based report (under progress)
74.	Socio-economic study of Rural Areas - Orissa (to be completed by the end of July 2000)
75.	Socio-economic study of Rural Areas - Eastern India (to be completed by the end of August, 2000)
76.	Socio-economic profile of village of Punjab and Haryana (to be completed by the end of Sept. 2000)
77.	Socio-economic study of Rural Mass - Central India (to be completed by the end of the October, 2000)
78.	Poverty Alleviation Programme - A New Look (Micro Study) (to be completed by the end of December, 2000)
79.	A comprehensive study on Gender Discrimination in Land Ownership in the context of Women Empowerment (Karnataka) - (draft report completed)
80.	Land Laws in Pondicherry an Women Entitlement - An Appraisal (draft report completed)
81.	Status of women under the land laws in Madhya Pradesh (draft report completed)
82.	Status of women under the land laws in Kerala - (draft report completed)
83.	Gender Equity in land devolution and tenurial laws (J&K) (draft report completed)
84.	Status of Women under the land laws in the state of Rajasthan (draft report completed)
86.	Status of women under the land laws in the state of Maharashtra (draft report completed)
87.	Tenancy situation in Bihar : A case for Exit Policy (Report under progress)

Physical Infrastructure

(a) Class/lecture/conference rooms	
(i) Total number of Classrooms/ lecture rooms	09 No.
(ii) Total capacity (seating) of all classrooms/ lecture rooms	1264 Seats
(iii) Conference rooms/ halls	02 No.
(iv) Seating capacity of each conference room/ hall	50 No. each
(b) Hostel	
(1) Ganga Hostel	78
(2) Kaveri Hostel	24
(3) Narmada Hostel	36
(4) Valley View	08
(5) A.N. Jha Block	08
(c) 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	142
• Exchange basis	60
• Complimentary	20
Library catalogue has been computerized as well as issuance & return of books.	
(d) Other Training Equipment:	
(i) OHP's	15
(ii) Video Projection System	10 LRT + 3 LCD
(iii) Others	04 Slide Projector
(e) Residential accommodation	
• (i) for officers	35
• (ii) for staff	295

(f) Computers:

(i)	Total Computer	482
(ii)	Number of the following Intel microprocessor based computers	Number
	• Intel 386	01
	• Intel 486	125
	• Intel Pentium I	142
	• Intel Pentium II	69
	• Intel Pentium III	145
(iii)	Number of Apple Computer	01
(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	03
	• L&T (132 DMP)	66
	• HP-LaserJet (Laser)	06
	• JP 150	20
	• JP 250	14
	• WIPRO Colour	
(vi)	Number of optical scanners	03
(vii)	Number of CD Writers	03
(viii)	Computer software available in the institute are:	1.0,
	Window 3.1 & 95, Ms-office 4.2 & 97 & 2000;; Netscape, Norton Anti-Virus, Techlib, Basisplus Windows 95. Windows NT, HP-Unix 8.0, UnixWare	
(ix)	Computers linked up in a local area or wide area network	Ethernet based LAN,
	• Nature of Connection (i.e. by dial-up modem, or leased line or VSAT)	a) VSAT – ERNET b) Microwave – VSNL

(g) Games and Sports facilities

Badminton Halls (Wooden Floor)	02
Squash Courts (Wooden Floor)	02
Lawn Tennis Courts (2 Cemented & 1 Synthetic)	03
Multi-purpose playground	01
Basket-ball court (Cemented)	01 (with fiber glass boards)
Multi-purpose Hall	01
State of the Art Gymnasium -cum-Fitness Centre (16 station)]	

There is a large Polo Ground 1.5 Km. from the main campus and is used for Athletic Meets, Morning PT, Jogging etc. There is also a horse riding ground. Besides the above there are facilities for Indoor games like Carom, Chess, Billiards etc.

Governing Body of NSDART

Category	Current incumbent
1 Director LBSNAA	Director LBSNAA
2 Joint Director LBSNAA	Joint Director LBSNAA
3 ED NSDART	ED NSDART
4 Academy	DD In charge Accounts BVR Subramahnyam
5 Coordinator CCRD	Coordinator CCRD Sanjeev Chopra
6 Coordinator CRS	Coordinator CRS S Krishnan
7 Coordinator NLRC *	Director NLRC Anita Rampal
8 Eminent Administrator or	BN Yugandhar, IAS retd
9 Academicians (two)	BB Bhattacharya, Director, IEG Delhi
10 NDDB	NV Belavadi, NDDB
11 Ministry/Dept GOI (two)	Nominee of DOPT
12	SS Meenakshisundaram, Addl Secy Dept of Space
	Total 12

General Body of NSDART

Governing Body members	Director LBSNAA Joint Director LBSNAA ED NSDART DD In charge Accounts BVR Subramahnyam Coordinator CCRD Sanjeev Chopra Coordinator CRS S Krishnan Director NLRC Anita Rampal BN Yugandhar, IAS retd BB Bhattacharya, Director, IEG Delhi NV Belavadi, NDDB Nominee of DOPT (vacant) SS Meenakshisundaram, Addl Secy Dept of Space
Faculty/NSDART	DD In charge TRDC Manisha Shridhar Sr. Consultant, NSDART HC Pokhriyal Sr. Consultant, NSDART Vacant
Ministries/Dept. of GOI	Sumit Bose, JS Elementary Edn. Rekha Bhargava, JS Women and Child Vacant
ATIs	
Research Institutions/Universities	Chiranjib Sen, IIM Bangalore
Planning Commission	Rajan Katoch, Joint Secretary, Planning Commission
NIC	
NDDB	
Administrators/Academicians	EAS Sarma, Principal, ASCI

NGOs

BS Baswan, IAS, Secretary Pharmaceutical Price Comm.

Jean Dreze, Professor Delhi School of Economics

Vacant

MN Buch, IAS retd

Renuka Mishra, Sadbhavana Trust New Delhi

Vacant

Note: Two thirds have to be government servants. Names in shading meet this criteria.