

Chapter – 1

INTRODUCTION

The Lal Bahadur Shastri National Academy of Administration, Mussoorie, India, is the apex training institution in the country for the members of the civil services. It imparts training to members of the Indian Civil Services in a common Foundation Course for the All India Services and the Central Services Group-A ; and professional training to regular recruits of the Indian Administrative Service (IAS). The Academy also conducts in-service training courses for middle to senior level members of the IAS and induction level training to 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 then Home Minister announced in the Lok Sabha, a proposal to set up a National Academy of Administration where training 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 was started in Mussoorie, a hill station at a height of about 6580 feet just 35 Km. by road from the railhead at Dehradun and 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. In October 1972, its name was changed to 'Lal Bahadur Shastri Academy of Administration'. In July 1973, the word 'NATIONAL' was added and the Academy is now known as the 'Lal Bahadur Shastri National Academy of Administration'.

Heads of the Academy

Director: A senior officer of the rank of Additional Secretary of Government of India heads the Academy. The Academy has had illustrious members of the service heading it. The following officers have held the position of the Director since the inception of the Academy:

Sl. No.	Name	Duration
1.	Shri A.N. Jha, ICS	01.09.1959 to 30.09.1962
2.	Shri S.K. Datta, ICS	13.08.1963 to 02.07.1965
3.	Shri M.G. Pimputkar, ICS	04.09.1965 to 28.04.1968
4.	Shri K.K. Das, ICS	12.07.1968 to 24.02.1969
5.	Shri D.D. Sathe, ICS	19.03.1969 to 11.05.1973
6.	Shri Rajeshwar Prasad, IAS	11.05.1973 to 11.04.1977
7.	Shri B.C. Mathur, IAS	17.05.1977 to 23.07.1977
8.	Shri G.C.L. Joneja, IAS	23.07.1977 to 30.06.1980
9.	Shri P.S. Appu, IAS	02.08.1980 to 01.03.1982
10.	Shri I.C. Puri, IAS	16.06.1982 to 11.10.1982
11.	Shri R.K. Shastri, IAS	09.11.1982 to 27.02.1984
12.	Shri K. Ramanujam, IAS	27.02.1984 to 24.02.1985
13.	Shri R.N. Chopra, IAS	06.06.1985 to 29.04.1988
14.	Shri B.N. Yugandhar, IAS	26.05.1988 to 25.01.1993
15.	Shri N.C. Saxena, IAS	25.05.1993 to 06.10.1996

16.	Shri B.S. Baswan, IAS	06.10.1996 to 08.11.2000
17.	Shri Wajahat Habibullah, IAS	08.11.2000 to 13.01.2003
18.	Shri Binod Kumar, IAS	20.1.2003 to 15.10.04
19	Shri D.S. Mathur, IAS	23.10.04 to till date

Joint Director: – The following officers have been posted as Joint Directors of the Academy:

Sl. No.	Name	Duration
1.	Shri J.C. Agarwal	19.06.1965 to 07.01.1967
2.	Shri T.N. Chaturvedi	27.07.1967 to 09.02.1971
3.	Shri S.S. Bisen	01.04.1971 to 09.09.1972
4.	Shri M. Gopalakrishnan	20.09.1972 to 05.12.1973
5.	Shri H.S. Dubey	03.03.1974 to 18.12.1976
6.	Shri S.R. Adige	12.05.1977 to 07.01.1980
7.	Shri S.C. Vaish	07.01.1980 to 07.07.1983
8.	Shri S. Parthasarathy	18.05.1984 to 10.09.1987
9.	Shri Lalit Mathur	10.09.1987 to 01.06.1991
10.	Dr. V.K. Agnihotri	31.08.1992 to 26.04.1998
11.	Shri Binod Kumar	27.04.1998 to 28.6.2002
12.	Shri Rudhra Gangadharan	23.11.04 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 training of fresh entrants as well as customised courses, Glenmire houses the National Institute of Administrative Research (NIAR), a Research & Development wing of the Academy and the Indira Bhawan campus offers facilities for in-service training, 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 underprivileged, commitment to the unity and integrity of the nation; a promise to uphold integrity and impeccable character in a manner that they appear as role models for the large number of subordinates working with them and for the society at large; a respect for all castes, creeds, religions; and, a professional competence that makes the battle against poverty 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 of 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 wellbeing in other countries.

Chapter – 2

COURSES

A brief outline of various courses is given as under:

The Foundational Course is essentially knowledge centred; 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 is meant for members of the All India Services, the Indian Administrative Service, the Indian Police Service, the Indian Forest Service, The Indian Foreign Service and the various Central Services (Group - 'A'). It is run twice a year: The winter Foundation Course from September to December; and the Summer Foundation Course 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 co-ordination 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 syllabus.

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 the 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 Indian Administration Service. 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 Officer Trainees are also sent on a Winter Study Tour comprising of attachments with the three Armed Forces, the public sector, the private sector, municipal bodies, voluntary agencies, tribal areas, e-governance and Non Government Organisations. Training with the Bureau of Parliamentary Studies and Training is also organised, where the Officer Trainees also call on the constitutional authorities.

These attachments give the officer-trainees an opportunity to experience the diverse mosaic of our country. They also get an opportunity to see and understand closely the functioning of various organisations. Thereafter, the officers go through a regimen of classroom training. It is here that professional inputs in Public Administration, Management, Law, Computers 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 remain under the direct control of the District Collector and the State Government and get an opportunity to have 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 various field level functionaries. The Officer Trainees are required to carry out 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 and ground level realities are studied during the district training; the Phase-II is the time to share experience gathered across the country when 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 district level. It gives an opportunity to Officer Trainees to re-examine the field realities vis-à-vis the theoretical constructs provided earlier in the Academy. The Phase-II course specifically aims to provide an opportunity to the 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 they will face in the initial years of their career.

In-Service Courses

The Academy conducts one or more each, of the three slotted courses for in-service training of IAS Officers who have put in a number of years in the IAS. The different courses are conducted 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.**

These levels of training are mandatory for all officers; and each individual officer would go through the sequence of training at the mandated periods,

during his/her career. These are typically, courses of two weeks duration and seek to impart knowledge and skills appropriate for each level.

Induction courses are conducted for officers on the select list of the states or promoted to the IAS. The aim of the in-service courses is 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. The officers are also taken on a tour of good practices in the country to expose them to the pan India character of the service. In addition, one-week vertical integration courses on issues such as Total Quality Management, Ethics in Administration etc. are also conducted.

Joint Civil Military Course

The Lal Bahadur Shastri National Academy of Administration, Mussoorie took preliminary steps to put greater emphasis on teaching of issues related to National Security after the publication of the Group of Ministers recommendations on "Reforming the National Security System" (the GoM Report) in February, 2001. The most audacious terrorist challenge to our democracy on December 13 last year re-emphasized the teaching of the subject, "National Security", in various courses being run by the LBS NAA.

The Academy conducts attachment of IAS Probationers (now called Officer-Trainees) with the Army, the Air Force, and the Navy during their Winter Study Tour. This serves the purpose of better appreciation of the role of the Armed Forces. Of late, modules on National Security are being run for trainees at entry level and in other in-service training programmes for the IAS. The modules is of about 2-4 hours duration.

The LBS NAA has carried out primary survey among middle to senior level officers belonging to the IAS, the IPS, the IFS, the CPMFs, the Army, the Air Force and the Navy to research on the Civil-Military interface. Almost all the respondents were of the opinion that Joint Civil-Military training programme should be conducted to equip the professional managers better perform their roles in national security management. To optimize the training duration, content and to ensure wider participation of the services, it was felt that the LBS NAA should endeavour to run a two-week training programme on National Security for civil and military officials in partnership with other training institutions.

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 Central and State Training Institutions.

Professionalism

We believe that the voyage of public service is a challenging 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 country, we implement one of the largest rural employment programs and our effort is to professionally equip the civil servants to seek support from the Panchayati Raj Institutions and facilitate

participation of the people. Motivating subordinates is a critical area for all administrators and our effort is to equip them with competencies that can provide such leadership. The use of Participatory Rural Appraisal techniques to seek participation of people and the use of participatory training methodologies in motivating field functionaries are some innovations that have been tried out.

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, rock climbing and pistol shooting are some of the activities that the Officer Trainees engage themselves in. Exposure to public speaking, theatre workshops, group discussion, motor mechanics, gardening, photography and music appreciation are other co-curricular activities offered to the young administrators. The sports complex provides facilities for all games. An opportunity to learn games from coaches of the Sports Authority of India is also provided.

The officer-trainees are also encouraged to perform in cultural and extra curricular activities through various clubs and societies of which the officer-trainee themselves are members and office-bearers. These club and societies organise events in the evenings, for the benefit of officer-trainees.

Curriculum

To ensure that our academic curriculum is relevant, it is periodically reviewed and updated. This is done through the mechanism of consultations with the State Governments, feedback of the participants and the recommendations of the committees formulated by government for the

purpose. The representatives of Central Government departments are also consulted from time to time. The conventional classroom lesson methodology is not always the most effective mode to make an impact on attitudes and values of trainees. Hence we have adopted several new methodologies. Most courses operate on a modular structure, whereby relevant themes are chosen and dealt with, in a consolidated manner to ensure that all aspects relating to them are addressed.

A module consists of all or some of the following methodologies:-

Lesson by both in-house and guest faculty.

Panel discussion to promote appreciation divergence of opinions and views.

Case study.

Films.

Group discussion.

Simulation exercise.

Seminars.

Moot Court and Mock Trial.

Order and judgement writing practice.

Practical demonstration.

Problem solving exercises.

Report Writing (Term Paper, Syndicate Paper)

Group Work.

Field visit:

Trek to the Himalayas – In conditions of adversity, bad weather, insufficient accommodation and limited access to food items, the true mettle of the Officer Trainees is tested. This brings out the best and worst in them.

Visit to villages in backward districts to understand the problems and the true realities of village life.

Action research on impact of government programmes on the citizens, through field visits and interaction with the beneficiaries.

Values

LBSNAA seeks to impart to the young 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.

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 co-ordination with NGOs working in Mussoorie. Officer-Trainees have also been taking evening coaching/tutoring classes for the under-privileged children of the area.

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.

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 senior IAS officers to interact with the Officer Trainees in the Phase-II programme. It gives the Officer Trainees an insight into the challenges to be faced by them in the days ahead. The young recruits discuss the complexities of Government functioning and the important issues facing bureaucracy.

For the last six years, the Academy has been inviting IAS officers who joined the service fifty years ago to a 'Retreat' for discussion on topical issues relevant to Government today. The participants prepare recommendations for the government in the form of Reports and Papers.

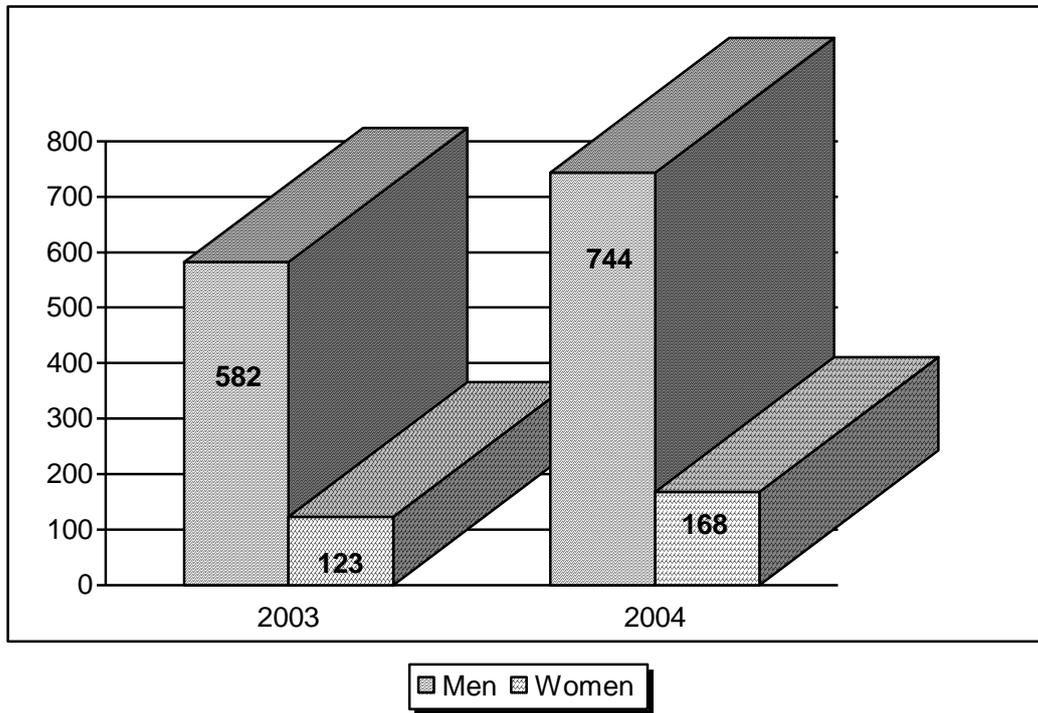
The Academy Spirit

All Officer Trainees in the All India Services and Central Services Group-'A' begin their careers from the Lal Bahadur Shastri National Academy of Administration at Mussoorie. This is usually 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 camaraderie 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 unique blend of the new and the old.

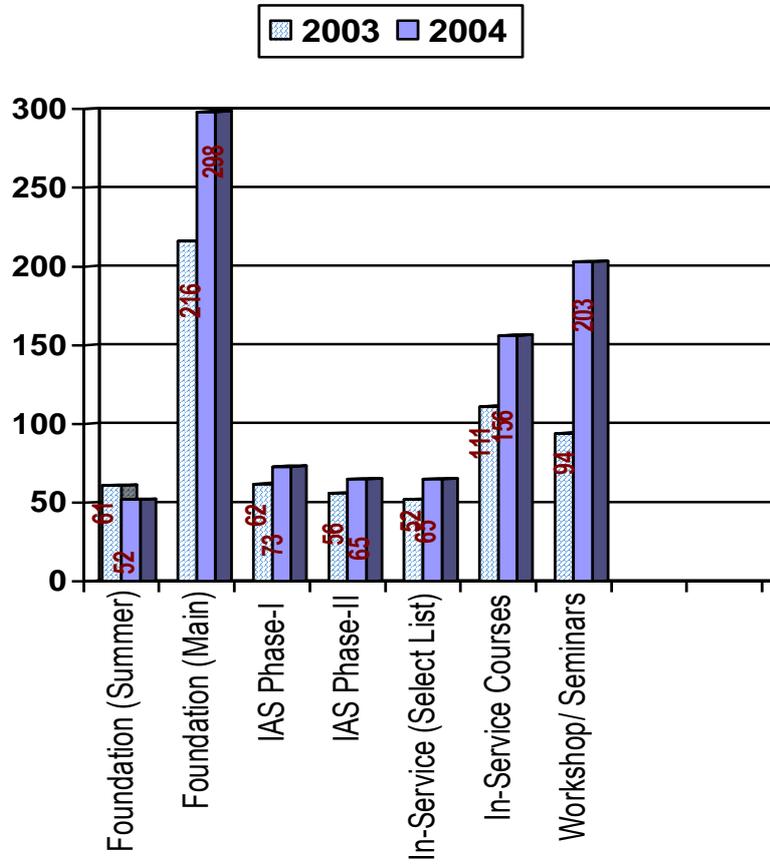
The Participants

During the year a total of 19 courses/ workshops/ seminars were conducted. A total number of 813 participants attended. The table below shows the distribution of trainees in various courses during 2003 and 2004.

Comparison of Men & Women participants/trainees in 2003 and 2004 is given below:



Distribution of Participants/Trainees in various courses during 2003 and 2004



Chapter – 3**Highlights of Courses, Seminars and Workshops conducted during the year****IAS Professional Course Phase-I (2003-2005 Batch)**

Duration	12 th December, 2003 to 28 th May, 2004
Course Coordinator	Shri S. Krishnan
Associate Course	Shri Mukesh Puri
Coordinators	Shri Rajiv Ranjan Mishra
Composition of Group	Total : 73 including 2 Officers of the Royal Bhutan Civil Service (Male : 52 ; Female : 21)

Cadre wise allocation	Male	Female	No. of Participants
AGMUT	2	3	5
Andhra Pradesh	2	1	3
Assam-Meghalaya	2	1	3
Bihar	3	1	4
Chattishgarh	1	2	3
Gujarat	3	1	4
Haryana	2	-	2
Himachal Pradesh	-	1	1
Jammu & Kashmir	2	1	3
Jharkhand	3	-	3
Karnataka	2	1	3
Kerala	1	-	1
Madhya Pradesh	3	-	3
Maharashtra	4	1	5

Manipur-Tripura	4	1	5
Nagaland	1	-	1
Orissa	1	1	2
Punjab	2	-	2
Rajasthan	4	-	4
Royal Bhutan Civil Service	2	0	2
Sikkim	-	1	1
Tamil Nadu	2	2	4
Uttar Pradesh	3	2	5
Uttaranchal	2	-	2
West Bengal	1	1	2
Total	52	21	73

Course highlights

The 24-week Phase-I course is primarily aimed at developing the requisite skills, knowledge base and appropriate attitudes amongst the officer trainees related to the jobs they would hold in the first decade of service. The course is divided into two parts. The 8-week Winter Study Tour (Bharat Darshan), commenced immediately on completion of the Foundation Course, and is intended to give the officer trainees an all India perspective and comprises of attachments with the Armed Forces, civil administration in insurgency affected areas, non governmental organisations, private and public sector units, government organisations which have effectively applied information and communication technology, urban local bodies and tribal areas. During the weeklong attachment with the Bureau of Parliamentary Studies and Training the officer trainees will also have an opportunity to call on the President of India, the Vice President of India, the Prime Minister of India and other dignitaries.

The 16-week Academic Module held on campus covered the prescribed syllabi through cross-disciplinary modules in 429 sessions of about 500 hours of teaching. This year the course objectives which had continued unchanged for a long time were extensively revised in keeping with the emerging training needs. The training methodology adopted included field visits, case studies, seminars, action research project schemes/initiatives, small group discussions and exercises. Extensive reading material on each of the modules was also circulated. A dual online feedback mechanism of Daily and Weekly Feedback was followed. The course end feedback of the course was also very high. A detailed course report was also brought out, copies of which are available in the library for reference.

During the BPST attachment the Officer Trainees called on the President of India, Vice President of India and the Prime Minister of India. There were a large number of guest speakers invited during the course including serving and retired members of the service, academicians, Hon'ble ministers, and other public personalities. IIM Ahmedabad conducted two modules, on management during the course.

75th Foundation Course for members of All India Services and Central Services (Group-`A')

(22nd March, 2004 to 2nd July, 2004)

Duration	22nd March to 02nd July, 2004		
Course Coordinator	Ms. Rajni S. Sibal, DDS		
Associate Course Coordinator	Shri T.K.Manoj Kumar, DDS Shri Chiranjiv Choudhary, DDS		
Inaugurated by	Shri J.F.Ribeiro, IPS (Retd.)		
Valedictory by	Hon'ble Shri Suresh Pachouri Union Minister of State for Personnel, P.G & Pensions ; and Parliamentary Affairs		
Composition of Group	Male: 39	Female: 13	
Services/States	Male	Female	Total
IAAS	8	2	10
ICAS	3	0	03
ICES	2	0	02
IDAS	5	1	06
IDES	1	0	01
IES	6	3	09
IFoS	2	3	05
IPoS	3	2	05
IPS	2	1	03
IRPF	1	1	02
IRPS	2	0	02
IRTS	4	0	04
Grand Total	39	13	52

Course Activities: During the course there were 55 sessions in Public Administration, 26 sessions in Law, 40 sessions in Management, 34 sessions in Economics, 14 session in Computers, 13 sessions in Political Concepts and Constitution of India, 11 sessions in History and 17 sessions in Hindi/Regional Language, Faculty in the Academy as well as eminent Guest Speakers i.e. Dr. Peter Schuck, , Shri Ashok Lahiri, Prof. A.C.Julka,, Shri Rajeshwar Prasad, Ms. Kamaljit Deol, Ms. Benita Sharma, , Shri Keshav Desiraju, Shri Vivek Mehrotra, Shri C.N.Penn Anthony, Justice J.S.Verms, Shri Ashok Lavasa, Fr. V.M.Thomas, Prof. Pranab Banerjee, Ms. Kiran Agarwal, Shri Nitin Kareer, Dr. L.Mishra, Prof. K.Srinivas Rao,

Shri K.Jayakumar, Shri I.M.G.Khan, Dr. A.Kumar, Dr.N.J.Kurian, Shri Pavan Choudhary, Shri Akshav Rout, IAS, H.E. Shri Amolak Rathan Kohli, Shri O.P.Agarwal, Ms. Meenakshi Passi, Dr. S.K.Ghosh, Shri S.Sunder, Shri Chandan Sinha, Ms. Tasneem Suhrawardi, Dr, Vijaya Ramaswamy, Shri Akashdeep Chakravarti, Shri Vijay Kumar Singh, Prof. Anjali A.Srivastava, Shri Vinod Kumar Dhall, Ms Chitra Chopra, Shri Pawan Chopra, Ms Pushpa Hans, Shri Sanjay Prasad, Ms.Sangeetha Singh, Shri V.K.Kapoor, Shri B.R.Lal conducted the above sessions during 75th F.C.

Main Activities of the Course.

Village Visit Programme: A 9-day village visit programme to districts in Maharashtra (Thane), Karnataka (South Kannada), Uttar Pradesh (Rampur) & West Bengal (Midnapore) was organised.

Trek: The officer trainees undertook a nine-day trek to Himalayas. The objective of trek was to inculcate the spirit of adventure and to strengthen the esprit de corps among the officer trainees.

Extra Curricular Activities: Co-curricular Modules on "Sketching & Painting", Photography, coaching in Tennis, Badminton Basketball etc were conducted during the course.

A.K.Sinha One Act Play Competition: The A.K.Sinha One Act Play Competition was organized on 24th June 2004.

Athletic Meet was organized on 01st June 2004

Blood Donation Camp was organized on 11.5.2004

Modules: Modules on Disability, Display of Weapons by Infantry division, Rock Climbing Course at ITBP Range, Mussoorie

**IAS Professional Course, Phase - II
(2002-2004 Batch)****(14th June, 2004 to 23rd July, 2004)**

Duration	14 th June, 2004 to 23 rd July, 2004
Course Coordinator	Shri Mukesh Puri
Associate Coordinators	Shri M.H. Khan Shri Manoj Ahuja
Composition of Group	Total : 65 including 2 Officers of the Royal Bhutan Civil Service (Male : 49; Female : 16)

Participants from the State of	Male	Female	No. of Participants
AGMUT	2	2	4
Andhra Pradesh	3	-	3
Assam-Meghalaya	2	-	2
Bihar	2	1	3
Chattishgarh	2	-	2
Gujarat	3	1	4
Haryana	2	-	2
Himachal Pradesh	1	-	1
Jammu & Kashmir	1	-	1
Jharkhand	1	-	1
Karnataka	-	2	2
Kerala	2	-	2
Madhya Pradesh	3	-	3
Maharashtra	4	1	5
Manipur-Tripura	5	2	7
Nagaland	-	-	0
Orissa	2	1	3
Punjab	1	1	2
Rajasthan	2	-	2

Royal Bhutan Civil Service	2	-	2
Sikkim	-	1	1
Tamil Nadu	1	2	3
Uttar Pradesh	4	1	5
Uttaranchal	2	-	2
West Bengal	2	1	3
Total	49	16	65

Course highlights

During the IAS Phase-II the emphasis is on interactive learning & sharing of experiences. Officer Trainees presented District Assignments and other reports during the Course.

In the overall feedback, more than 90% of the Officers felt that the objectives were met during the Course. The participative nature of the Course was much appreciated by the participants. The Case Study method was used extensively during the Course. It was the most effective and popular teaching methodology with 92% of OTs finding it to be quite useful.

Apart from the syllabus covered by internal faculty, some of the eminent persons invited to interact with the Officer Trainees were Hon'ble Chief Minister of Uttaranchal Shri N.D. Tiwari; Shri Suresh Pachauri, Hon'ble Minister of State for Personnel and Public Grievances; Dr Y.V. Reddy, IAS, Governor, Reserve Bank of India; Shri N. Gopaldaswami, IAS, Election Commissioner, New Delhi; Shri Swaraj Puri, IPS, Director General, Police Telecommunication. Organisation, Bhopal; Dr. Surjit S. Bhalla, MD, Oxus Fund, New Delhi; Shri J.V.R. Prasad Rao, IAS, Secretary (Health), Govt. of India, New Delhi; Shri P.V. Indiresan, Former Director, IIT, Delhi.

Seminars on "Disaster Management", "E-Governance", "Law & Order", "Politician-Bureaucrat Interface", "Conflict Areas", Modules on "Incident

Command System", "Service Delivery", "Issues on National Security", and Interaction with the Officers of 1954 Batch and the Heads of ATIs were also held. A two day "Effective SDO's Seminar" (20-21 July, 2004) was held in which young officers from the field were invited to share their experiences. The Officer Trainees also interacted with the IAS Officers of 6-9 Years' Seniority.

Foundation Course for members of All India Services and Central Services (Group-`A')

The Foundation course marks the transition from the academic world of college to the structured system of Government. Officer trainees come to the Academy after having emerged successfully through the most difficult competitive examination in the country, but with little or no work experience. They are a varied lot drawn from all over the country and from diverse academic disciplines and backgrounds. They leave our portals as well knit members of a batch of the civil service, with a distinct batch identity and, considerably better informed about government functioning. They also acquire among other things, the right attitudes and values that are required for effective performance in the positions they will occupy in times to come. Senior officials of the civil service always refer back to their days in their foundation course as the period, when they made that important change from students to officers. The Foundation Course is designed to enable this group of young men and women, to make this all important transition.

76th Foundation Course for members of All India Services and Central Services (Group-`A')

(6th September, 2004 to 17th December, 2004)

Duration	6 th September, 2004 to 17 th December, 2004
Course Coordinator	Shri T.K. Manoj Kumar
Associate Coordinators	Chiranjiv Choudhary Ms. Kalpana Dube Shri M.H. Khan Ms. Vasudha Mishra Rajiv Ranjan Mishra
Composition of Group	Total : 298 including 3 Officers of the Royal Bhutan Civil Service & 1 of the Royal Bhutan Forest Service (Male : 245; Female : 53)

3. The objectives are sought to be achieved through a time tested mix of academic inputs and co-curricular activities. Regular lecture sessions are given in the subjects of law, public administration, economics, political concepts and constitutional theory, management and behavioural science, history and culture and information technology. Officer trainees are also given a fairly rigorous training in language. Trainees who do not have sufficient proficiency in Hindi have to attend Hindi classes; officers of the All India Services, the IAS, IPS and the IFS have to pick up the languages of their state cadres. These sessions were taken by in house faculty, and eminent practitioners who had been invited as guest faculty. To give a brief idea , some of the speakers who had addressed the probationers include names like H.E. the President of India, Dr A.P.J. Abdul Kalam, Shri Shivraj V. Patil, Hon. Union Home Minister, Shri L.K. Advani, Hon, Leader of the Opposition, Lok Sabha, Shri Prakash Karat, Ms Barkha Dutt, the eminent media personality, Shri Abid Hussain our former ambassador to the US, the

eminent technologist Shri P.V. Indiresan, Shri P.C. Hota, former chairman of the UPSC and many senior officers from the GOI.

4. As regards academic inputs, we had designed the academic inputs in such a manner that they would be of use to the officers during their career. All officer trainees are required to pass in all subjects by securing at least 50% marks. Assessment was concurrent as the officer trainees went along the course, through periodical tests and quizzes.

5. Our objectives make it very clear that the Foundation course is not merely an academic course. We have undertaken the more ambitious task of preparing the officer trainees for the much more difficult task of public life,. The most important asset to weather such a life successfully is a strong personality anchored to the right values. Strengthening an officer trainee's personality is a much more difficult and subtle task than merely evaluating the information at his command. The LBSNAA has, over the years, evolved a package of mentoring and co-curricular activities for this purpose. Mentoring is done through counsellors, who are senior faculty members of the academy and possess sufficient experience in government service. Some of the important co-curricular activities include compulsory physical training sessions, which are conducted every morning, outdoor sessions of games as well as short treks in and around Mussoorie. All officer trainees went on a long trek to the Himalayas. This trek was a test of their physical endurance, planning and management skills, as well as their ability to get along with others and help one another. There were many cultural activities, some conducted by the officer trainees and others by eminent artistes. A fate was also organised. All these activities were designed to instill a sense of adventure and entrepreneurship in our young colleagues.

6. Perhaps all course activities would be redundant or misdirected, if we are not clear about our final goal. Our objective in the ultimate analysis

is public service, to ensure that we act as instruments of good governance for the people of our country. This perspective was reiterated at various points of the course. It would not be possible to take the trainees directly to the people always in a course of this duration, but the Course, as in the past, made provisions for a one week visit to selected villages across the country, where OTs lived with the village community, conducted surveys and were sensitized to the lives and aspirations of the people. This was scheduled in the last quarter of the course, by which time OTs had acquired a modicum of understanding of government functioning. They could therefore make their own assessment of the effect of government programmes on the people – what has been done and what remains to be done.

7. This is the sum and substance of the 76th Foundation Course. It is a complex package of various inputs, both theoretical and attitudinal. It called for academic excellence, in which trainees had been tested already by the UPSC and found fit. But it also called for acquiring new behavioral patterns and developing new insights into how fellow human beings behave. It also called for developing an understanding of the process of governance and developing an abiding affection for the people of this country.

A brief profile of the probationers of the 76th Foundation Course is as follows:

Service Break-up**Table 1**

SERVICE	FEMALE	MALE	TOTAL
IAAS	1	0	1
IAS	18	70	88
ICCES	5	24	29
IFoS	2	20	22
IFS	2	14	16

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IIS	0	1	1
IPoS	0	1	1
IPS	2	57	59
IRAS	2	4	6
IRS	18	47	65
IRTS	2	4	6
RBCS	0	3	3
RBFS	1	0	1
TOTAL	53	245	298

The service break up is given in table 1 above. It may be seen that the largest group was from the IAS followed by the Revenue Service. It may be noted that one IAS probationer belonged to the 2002 batch.

Induction Training Programme.

Course objectives:

1. Providing skills and building competence in areas such as Management, Law & Economics.
2. Understanding the role of the participants as officers of the Indian Administrative Service within the framework of the Constitution.
3. Exposure to best practices in governance in different parts of the country.
4. Appreciation of the responsibilities of the IAS officers in the field and at policy levels,
5. Acquisition of IT skills, and exposure to the various growing sectors of the economy.

**95th Induction Training Programme
[For the Officers promoted to IAS from the
State Civil Services]**

(15th March to 7th May, 2004)

Duration	15th March to 7th May, 2004
Course Co-ordinator	Shri M.H. Khan, Deputy Director (Senior)
Associate Co-ordinators	Ms. Arti Ahuja, Deputy Director (Senior)
Composition of Group	Male- 25 ; Female-03

Service/ State	Male	Female	Total
BIHAR	01	00	01
CHHATTISGARH	03	00	03
GUJARAT	07	00	07
KERALA	04	02	06
MADHYA PRAESH	01	01	02
MAHARASHTRA	05	00	05
SIKKIM	02	00	02
WEST BENGAL	02	00	02
Total	25	03	28

96th Induction Training Programme (For the Officers promoted to IAS or on select list of the State)

(4th October to 26th November, 2004)

Duration	4th October to 26th November, 2004
Course Coordinator	Shri Mukesh Puri, Deputy Director, Sr.
Associate Coordinators	Shri Manoj Ahuja, Deputy Director, Sr. Shri L.C. Singhi, Deputy Director, Sr.
Composition of Group	Male- 35 ; Female-02

Service/State	Male	Female	Total
AGMUT	03	00	03
ANDHRA PRADESH	01	00	01
ASSAM MEGHALAYA	01	01	02
CHHATTISGARH	03	00	03
GUJARAT	05	00	05
HIMACHAL PRADESH	02	01	03
JHARKAND	05	00	05
MADHYA PRADESH	02	00	02
MANIPUR-TRIPURA	06	00	06
MAHARASHTRA	02	00	02
RAJASTHAN	01	00	01
TAMIL NADU	03	00	03
UTTARANCHAL	01	00	01
Total	35	02	37

In-Service Courses

Course Objectives:

1. To enable the participants to analyse government policy in a selected area with a view to understanding policy objectives and the process of policy formulation.
2. To enable the understanding of the social, economic and political environment related to that policy.
3. To provide an opportunity to critically examine the implementation of that policy and the extent to which the objectives have been served.
4. To enable exploration and analysis of possible alternative approaches.

**A- Training Programme for IAS Officers of 17-20 Years of Seniority
24th Training Programme for IAS Officers of 17-20 years of seniority
(21st June to 2nd July, 2004)**

Duration	21st June to 2nd July, 2004
Course Co-ordinator	Shri R.S. Dalal, IPS, Professor of Law
Associate Co-ordinator	Shri Manoj Ahuja, IAS, Deputy Director (Sr)
Composition of Group	Male- 17 ; Female-01

Service/ State	Male	Female	Total
ANDHRA PRADESH	03	00	03
BIHAR	01	00	01
GUJARAT	01	01	2
HARYANA	02	00	02
KARNATAKA	01	00	01
KERALA	01	00	01
MAHARASHTRA	03	00	03
MANIPUR-TRIPURA	01	00	01
ORISSA	01	00	01
RAJASTHAN	01	00	01
TAMIL NADU	02	00	02
Total	17	01	18

**25th Training Programme for IAS Officers of
17-20 years of seniority****(9th August, 2004 to 20th August, 2004)**

Duration	9th August, 04 to 20th August, 04
Course Coordinator	Ms. Rajni S. Sibal, IAS Deputy Director, Sr.
Associate Coordinators	Shri M.H. Khan, IAS Deputy Director (Sr) Shri Chiranjiv Choudhary, IFos Deputy Director, Sr.
Composition of Group	Male- 14 ; Female-02

Service/ State	Male	Female	Total
ANDHRA PRADESH	02	00	02
ASSAM-MEGHALAYA	02	00	02
GUJARAT	01	00	01
KARNsATAKA	02	01	03
MADHYA PRADESH	02	01	03
MANIPUR-TRIPURA	01	00	01
ORISSA	01	00	01
RAJASTHAN	02	00	02
UTTAR PRADESH	01	00	01
Total	14	02	16

B- Training Programmes for IAS Officers of 10-16 Years Seniority

Course Objectives

- (i) To enable participants to get an overview of the key macro socio-economic changes that have taken place consequent to the processes of globalization and liberalization and understand how these impinge upon formulation and implementation of government policy.
- (ii) To develop a perspective of the social, economic and technological environment, in order to enable participants to make better policy choices.
- (iii) To provide the participants an opportunity to critically examine selected sectors in some detail, and acquire an understanding of governance issues in these fields.
- (iv) To enable the participants to manage change, and provide effective and responsive governance for service delivery by acquiring mindsets and skills focused on service quality and a citizen oriented approach.
- (v) To cull out and consolidate lessons from collective experiences of field level implementation with a view to strengthen the participants programme management skills.

To support officers for moving effectively from the phase of field level implementation to the programme management & formulation and policy analytics formulation stage.

16th Training Programme for IAS Officers of 10-16 years of seniority.

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(5th July, 04 to 16th July, 2004)

Duration	5th July, 04 to 16th July, 04
Course Coordinator	Shri T.K. Manoj Kumar, Deputy Director (Sr)
Associate Coordinators	Shri Rajiv Ranjan Mishra, Deputy Director (Sr) Shri Manoj Ahuja, Deputy Director, Sr.
Composition of Group	Male- 15 ; Female-01

Service/ State	Male	Female	Total
ANDHRA PRADESH	02	00	02
GUJARAT	02	00	02
HARYANA	03	00	03
JAMMU & KASHMIR	01	00	01
KERALA	01	00	01
MADHYA PRADESH	01	00	01
MAHARASHTRA	01	00	01
TAMIL NADU	02	00	02
UTTAR PRADESH	01	01	02
WEST BENGAL	01	00	01
Total	15	01	16

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17th Training Programme for IAS Officers of 10-16 years of seniority.

(30th August, 2004 to 10th September, 2004)

Duration	30th August, 04 to 10th September, 04
Course Coordinator	Ms. Vasudha Mishra, Deputy Director (Sr)
Associate Coordinator	Shri T. K. Manoj Kumar, Deputy Director (Sr) Shri Chiranjiv Choudhary, Deputy Director, Sr.
Composition of Group	Male- 30 ; Female-02

Service/ State	Male	Female	Total
AGMUT	01	00	01
ANDHRA PRADESH	04	01	05
HARYANA	00	01	01
KARNATAKA	01	00	01
KERALA	03	00	03
MADHYA PRADESH	05	00	05
MAHARASHTRA	02	00	02
MANIPUR-TRIPURA	01	00	01
NAGALAND	01	00	01
ORISSA	02	01	03
RAJASTHAN	01	00	01
TAMIL NADU	05	00	05
UTTAR PRADESH	02	00	02
WEST BENGAL	01	00	01
Total	29	03	32

**Training Programme for IAS Officers of
6-9 Years Seniority****Course Objectives:**

(a) Developing an innovative and problem solving approach through case studies and experience sharing; (b) Promoting administrative effectiveness through leadership and team building; (c) Ensuring cost effective management of financial resources and (d) Ethics, empathy and responsiveness.

The participants are typically field officers in positions such as District Magistrate and CEO Zilla parishad/Municipality. They are the key player in the implementation of government programmes. The course theme aims to equip them with the tools of programme & project management and also place the micro issues in the larger context. Exposure to new areas in the field of e-governance etc.and best practices is provided to hone their skills as well as knowledge.

**Training Programme for IAS Officers of 6-9 years of seniority
(19th July, 2004 to 30th July, 2004)**

Duration	19th July, 2004 to 30th July, 2004
Course Coordinator	Ms Arti Ahuja, Deputy Director, Sr.
Associate Coordinator	Shri Chiranjiv Choudhary, Deputy Director (Sr)
Composition of Group	Male- 14 ; Female-02

Service/ State	Male	Female	Total
AGMUT	02	00	02
ASSAM-MEGHALAYA	01	00	01
HARYANA	03	00	03
KARNATAKA	01	00	01
JHARKHAND	01	01	02

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MAHARASHTRA	01	00	01
MANIPUR-TRIPURA	01	00	01
PUNJAB	02	00	02
UTTAR PRADESH	02	00	02
WEST BENGAL	00	01	01
Total	14	02	16

Training Programme for IAS Officers of 6-9 years of seniority (20th September, 2004 to 1st October, 2004)

Duration	20th September, 04 to 1st October, 04
Course Coordinator	Shri L.C. Singhi, Deputy Director , Sr
Associate Coordinator	Shri M.H. Khan, Deputy Director (Sr) Shri Manoj Ahuja, Deputy Director, Sr Shri A.S. Ramachandran,
Composition of Group	Male- 26 ; Female-03

Service/ State	Male	Female	Total
AGMUT	02	00	02
ANDHRA PRADESH	01	00	01
ASSAM-MEGHALAYA	02	00	02
BIHAR	02	00	02
GUJARAT	00	01	01
HIMACHAL PRADESH	03	00	03
JHARKHAND	01	01	02
KERALA	01	00	01
MADHYA PRADESH	05	00	05
MAHARASHTRA	02	00	02

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ORISSA	03	00	03
RAJASTHAN	02	00	02
TAMIL NADU	01	00	01
UTTAR PRADESH	01	00	01
WEST BENGAL	00	01	01
Total	26	03	29

D. Vertical Integration Courses

9th Training Programme on "Ethical Issues in Today's Administration"

(13-17 September, 2004)

Duration	13-17 September, 2004
Course Coordinator	Ms. Arti Ahuja, Deputy Director, Sr.
Associate Coordinators	Shri M. H. Khan, Deputy Director (Sr) Shri Chiranjiv Choudhary, Deputy Director (Sr)
Composition of Group	Male : 22 ; Female : 07

Service/ States	Number of Participants
AGMUT	01
ANDHRA PRADESH	06
BIHAR	01
GUJARAT	03
HIMACHAL PRADESH	01
KARNATAKA	02
KERALA	01
MADHYA PRADESH	03
MAHRASHTRA	02
ORISSA	02
PUNJAB	01
RAJASTHAN	01
TAMIL NADU	03
UTTAR PRADESH	01
ARMY	01
Total	29

Course Objectives and aims

1. Expose the participants to the basic principles of Ethics/Moral Philosophy.
2. Tease them into thinking about the values that underpin the framing and implementation of public policy; and
3. Expose them to the ethical frameworks that policy makers use to resolve sticky public policy issues.

This is a vertical integration course, with participants having a wide range of service between them. Thus, individual perspectives on the issue are quite different. Ethics is a nebulous issue that has a lot to do with personal belief systems. Our attempt is to place these in the administrative context through real life case studies that expose the dilemma between two rights. The discussion is often free wheeling, confessional and cathartic.

The guest speakers who spoke to the participants in the Induction Courses, In-service Courses & Vertical Integration Courses:

SN	Name of Guest Speakers	Topic
1.	Col. A.K. Rajpal, Vice President, AMITY, E-25 Defence Colony, Noida.	Project Management
2.	Dr. (Smt.) Renuka Viswanathan, Adviser (PAMD), Planning Commission, New Delhi.	i. Tax Reforms : Value Added tax ii. Tax- Reforms & Public iii. Finances
3.	Dr. Abid Hussain, IAS (Retd), House No. 237, Sector 15-A, Noida.	Globalization
4.	Dr. Ajoy Kumar, Apollo Hospital, Jubilee Hills, Hyderabad-33	Introduction to the 6 Sigma Technique
5.	Dr. K.J. Joseph, Sr. Visiting Fellow, Research & Information System and Professor, Centre for Development Studies, Trivandrum, Kerala	Information Communication Technology & economy
6.	Dr. N.J. Gupta, IPS, Deputy Commissioner of Police, Aurangabad.	Module on Environment Law & Citizens
7.	Dr. Pawan Singh, General Manager (Finance), Power Grid Corporation of India Saudamani, Plot No.2, Sector-29, Gurgaon.	Infrastructure Issues
8.	Dr. R. Goyal, Sr. Technical Director & SIO, NIC, Dehradun.	Module on E-Governance
9.	Dr. Rakesh Goyal, Senior Technical Director & State Informatic Officer, NIC Uttranchal State Unit, Dehradun.	ICT
10.	Dr. S. Senon, Mussoorie.	Mussoorie Hills
11.	Dr. S.S. Sandhu, IAS, Secretary, Urban Development, Housing, Drinking Water and PWD, Govt. of Uttaranchal, Dehradun.	i. Urban Management BPR in the Urban ii. Development Sector
12.	Dr. Suresh Mishra, Haryana Institute of Public Administration, Gurgaon.	Formulating the Citizen's Charter
13.	Dr. Surjit S. Bhalla, Managing Director, Oxus Funds, New Delhi.	Income Support to Poor
14.	Dr. Vijaya Katti, IAS, Prof. & Chairperson, Management Development Programme, Indian Institute of Foreign Trade, New Delhi.	Issues Relating to WTO

15.	Rajesh Bhushan, Director, Deptt. Of Health & Family Welfare, Govt. of India, Nirman Bhawan, New Delhi-110 003.	Issues in the Health Sector
16.	Shri Anand P. Gupta, Director Economic Management Institute, New Delhi,	i. Management of Public Expenditure in India. ii. Trends in Indian Economy iii. Economic Reforms Appraisal iv. Performance of the Indian Economy
17.	Shri Anil Razdan, IAS, Chairman, Power Generation Corporation, Panchkula.	Issues relating to Power Sector ii. Infrastructure : The Power Sector
18.	Shri Arvind Verma, Advisor, Indian Wind Energy association, PHE House, 4 th Floor, Opp. Asian Games Village, Siri Fort Road, New Delhi.	Interaction with participants an Issues of Service & Governor
19.	Shri Ashok Dohare, IPS, Deputy Director, SVP National Police Academy, Hyderabad,	Cyber Law/Crime
20.	Shri B.R. Lall, IPS (Retd.), Mussoorie	Valedictory Address
21.	Shri Deepak Malik, Vice President, Quality & Tansition, Hughes BPO Service, Gurgaon.	Business process Outsourcing
22.	Shri Dharm Vir, IAS, Hom Secretary, Govt. of Haryana, Chandigarh.	Module on E-Governance
23.	Shri G.S. Cheema, IAS, Chief Electoral Officer, Punjab.	Culture Awareness
24.	Shri G.S. Singhvi, Justice, High Court of Punjab and Haryana, High Court Complex, Chandigarh	Judicial Activism
25.	Shri Geetha Krishnan, IAS (Retd), K-15, First Main Road, Anna Nagar East, Chennai-600 102	Inaugural Address
26.	Shri Gopi Arora, IAS (Retd.) Chairman NOIDA, Toll Bridge Company, Noida.	Emerging Trends in Financial Architecture
27.	Shri H.S. Anand, IAS, Director, Haryana Institute of Public Administration, 76/18 HIPA Campus, Gurgaon, Hayryana.	The Informal Sector as an Engine of Growth
28.	Shri J.F. Ribeiro, IPS (Retd.), Mumbai.	Police- Citizen Interface
29.	Shri K. Jayakumar, IAS, Joint Secretary to the Government of	Managing Change in the Govt.: The Education Sector

	India, Ministry of Culture, 'C' Wing, Shastri Bhawan, New Delhi-110 001.	
30.	Shri K.S. Bains, IAS (Retd.), Padmashri, Sr. Executive Vice President Amity Institute of Training & Development, Ritnand Balved Education Foundation, AKC House, E-27, Defence Colony, New Delhi-110 024.	Project Management
31.	Shri L.K. Advani, Leader of Opposition in Lok Sabha, New Delhi.	
32.	Shri M. Madhavan Nambiar, IAS, Executive Director, National Institute for Disaster Management, New Delhi.	Stress Management
33.	Shri M. Sahu, Project Director, International Centre for Advancement of Technology, UNIDO, New Delhi.	Emerging Scenario of IT Industry
34.	Shri Manoj Joshi, Director, Ministry of Commerce, Room No. 287-A, Udyog Bhawan, Rafi Marg, New Delhi-110001.	WTO Issues
35.	Shri P.C. Sen, IAS (Retd.), Director, India International Centre, New Delhi.	Turning Around a Public Sector Organisation
36.	Shri P.R. Dubhashi, IAS (Retd.)	Inaugural Address
37.	Shri P.V. Rajgopal, IPS (Retd.), Former Director, SVP National Police Academy, Hyderabad.	Inter-Personal Relationship
38.	Shri Pawan Chopra, IAS (Retd.), C/o Ms. Chitra Chopra, IAS, Secretary to the Government of India, Ministry of Urban Development and Poverty Alleviation, Nirman Bhawan, Maulana Azad Road, New Delhi-110 011.	Major Policy Issues Relating to Media
39.	Shri Pradip Bajal, Chairman, Telecom Regulatory Authority of India, New Delhi.	Transforming the Indian Economy : Reforms in the Telecom Sector
40.	Shri R. Chandershekhar, Joint Secretary, Ministry of Information & Technology, New Delhi.	Managing IT Processes in Government
41.	Shri Rajeev Sadanandan, B-101, Safderjung Enclave, New Delhi.	Decision Making Process in the Health Sector
42.	Shri Ram Arun, Director General of	Bureaucracy Politician Interface in the Context of Good Governance &

	Police (Retd.), Lucknow.	Service Delivery
43.	Shri Ram Kishan Huda, IPS (Retd.).	World Poverty and Hunger
44.	Shri S. Sunder, Distinguished Fellow, Tata Energy Research Institute, New Delhi.	Infrastructure Issues
45.	Shri S.K. Nayak, IAS, Director, NSCS, New Delhi.	National Security
46.	Shri Sanjay Singh, Vice President, Tata Steel Services, 10 th Floor, Tower-1, Jeevan Bharati Building, Cannaught Circus, New Delhi-110 001.	Communication as a Driver for Change : the Tata Experience
47.	Shri Sanjeev Chopra, Secretary, Industry Department, Govt. of Uttranchal, Subhash Road, Dehradun-248001.	i. Agro-Business: Strategy for 21st Century. ii. Experience in Agriculture Sector iii. Agribusiness Strategy in Perspective of WTO
48.	Shri Saumitra Chaudhuri, Economic Advisor & Research Coordinator, ICRA Ltd New Delhi.	Credit Rating for Public Bodies
49.	Shri Sudarshan Agarwal, H.E. the Governor of Uttranchal, Dehra Dun.	Address by H.E. the Governor
50.	Shri Swetabh Suman, Additional Commissioner (Technical), O/o Chief Commissioner of Income Tax, Dehradun	Income Tax Matters
51.	Shri TCA Srinivasa Raghvan, Consultant Editor, Business Standard & Expert Eco. Security, Gurgaon.	Economic Reforms : The Progress so far
52.	Shri U.K. Sinha, Joint Secretary, Ministry of Finance, New Delhi.	Pension Reforms
53.	Smt. Seema Joshi, GIS Consultant, NIIT-GIS Ltd., New Delhi.	GIS for Policy Formulation
54.	Vice Admiral Venkat Bharathan, AVSM, VSM, Chief of Personnel (Navy) Room No. 210, C- Wing, Sena Bhavan, New Delhi-110 001.	Managing Ourselves
55.	Shri Ashish Bose, I-1777, Chittaranjan Park, New Delhi-110 019.	An Independent View of Health
56.	Shri S. Varadachari, IAS (Rtd), 1/32 5 th Main Road, Sundar Ram Shetti Nagar, Bannerghatta, Chennai.	Innovations in Administration

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57	Shri P.V. Indiresan, Former Director IIT Delhi, B-57, Hill View Apartments, Vasant Vihar, New Delhi-110 057.	Innovations in Development Administration
58	Shri J.V.R. Prasada Rao, Secretary, Department of Health & Family Welfare, Government of India, Nirman Bhawan, New Delhi-110003	A Macro View of Health of Infrastructure
59	Shri Somesh Kumar, IAS, Project Coordinator, AP Urban Services for the Poor, Hyderabad.	Service Delivery for Urban Poor
60	Shri R.A. Rajeev, IAS, Managing Director, Maharashtra Rajya Sahkari Dudh Mahasangha, Mumbai.	Public Policy Analysis
61	Shri O.P. Agarwal, Joint Secretary (Training), Government of India, Ministry of Personnel, Public Grievances and Pensions, Department of Personnel and Training, New Delhi.	i. Public Private Partnership (Concept) and Case Study ii. Public Private Partnerships
62	Shri T.R. Prasad, IAS(Retd.), Member, 12th Finance Commission.	Growth & Governance in India: The Missing Synergy
63	Shri A.K. Jain, IAS, Sr. Advisor, SWM Cell, All India Instt, of Local Self Government, Mumbai.	Solid Water Management
64	Shri Abhay Tripathi, IAS, Addl. Resident Commissioner, A.P. Bhawan, New Delhi.	VAT in India
65	Dr. K. Jayakumar, IAS, Director (AR), Deptt. of Administrative Reforms & Public Grievances, Govt. of India.	Systemic Changes for Enhancing the Quality of Governance
66	Smt. Shailaja Chandra, IAS (Retd.) Ex-Chief Secretary, NCT of Delhi and Chairperson, Public Grievances Commission, Govt. of Delhi.	i. Power Sector Privatization ii. New Initiatives in Administration
67	Shri M. Rajamani, IAS, Jt. Secretary, Ministry of Urban Dev., New Delhi.	GOI Urban Development Programmes and Policies
68	Prof. Alka Munjal, Faculty, Amitya Instt. Of Training & Dev., New Delhi.	Balanced Score Card
69	Shri R.P. Singh, CMD, Power Grid Corporation of India, Gurgaon.	National Power Grid- Indian & International Experience
70	Shri Suresh Chanda, IAS, Secretary, Irrigation Deptt. Govt. of A.P. Hyderabad.	E-Governance

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71	Shri C. Jegnnathan, Incharge, Geoinformatics Division, Indian Institute of Remote Sensing, Dehradun	Remote Sensing and GIS Applications
72	Dr. P.K. Champati Ray, Scientist "SE", Geosciences Division, Indian Institute of Remote Sensing, Dehra Dun.	Remote Sensing and GIS Applications
73	Ms. Sujata Rao, Secretary, National Commission of Macro Economics and Health, Ministry of Health & Family Welfare, Department of Health, New Delhi.	Policy Formulation- Case Study of Health Sector
74	Shri Sudhir Kumar, Resident Commissioner, Karnataka Bhawan, New Delhi.	Legal Issues for District Administration
75	Shri L. Mansingh, Secretary, Department of Consumer Affairs, Krishi Bhawan, New Delhi.	Globalisation and District Administration
76	Ms. Manisha Shridhar, Joint Development Commissioner, Small Scale Industries, Nirman Bhawan, New Delhi.	WTO and IPRs
77	Shri Ashok Lahiri, Chief Economic Advisor, Ministry of Finance, New Delhi.	Economic Reforms- The Way Ahead
78	Shri V.K. Malhotra, Managing Director, Food Corporation of India, New Delhi.	Food Security & Governance Issues
79	Shri P.C. Hota, IAS (Retd), 5 Bazaar Lane, Bengali Market, New Delhi-110 001.	Civil Services Past, Present & Future
80	Ms. Vandana Aggarwal, IES, director, Trade Policy Division, Department of Commerce, Ministry of Commerce & Industry, New Delhi.	WTO-Indian Commitments & Initiatives
81	Shri Sanjeev Chopra, Secretary, Industry Department, Govt. of Uttranchal, Subhash Road, Dehradun-248001.	
82	Shri Sudhir Rajpal, PS to Minister of State of external Affairs, Ministry of External Affairs, South Block, New Delhi-110 011.	Accountability & Governance

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83	Shri Ranjan Chatterjee, IAS, Joint Secretary, Defence (Estt), Ministry of Defence, South Block, New Delhi-110 011.	Increasing Indian Participation in Global Trade
84	Shri Chaman Singh, President Zilla Panchayat, Dehradun.	Panchayati Raj Political-Bureaucratic Interface
85	Shri S. Narayan, IAS, Ex-Finance Secretary, New Delhi-110 001.	Emerging Trends in Indian Economy
86	Shri Upendra Tripathy, MD, Bangalore Metropolitan Transport Corporation, Bangalore.	Working of PSU (s)
87	Ms. Sashi Mishra, IAS, Secretary, Indian Council of Agricultural Research & Additional Secretary, Depart of Agricultural Research & Education, Krishi Bhawan, New Delhi.	Values : An Indian Perspective
88	Ms. Krishna Sarma, Advocate, Supreme Court of India, New Delhi.	IPR-Opportunities ahead for India

Sl.No.	Name and Designation of Guest Speakers
1.	Shri Shekhar Singh, Director, Centre for Equity Studies, New Delhi.
2.	Shri N. Vittal, Former CVC of India, Chennai
3.	Ms. Shashi Mishra, Secretary, ICAR and Additional Secretary, Deptt. of Agricultural Research and Education, New Delhi.
4.	Shri S.K. Chakraborty, Ex Professor, Centre for Human Values, IIM, Kolkata.
5.	Ms. Madhu Kishwar, Senior Fellow, Centre for Study of Developing Societies and Editor "Manushi", New Delhi.
6.	Ms. Kanchan Chaudhry Bhattacharya, Director General of Police, Government of Uttrachal, Dehra Dun.
7.	Justice Syed Haider Abbas Raza, Lokayukata, Uttranchal.

(ii) Second Joint Civil-Military Training Programme on National Security for IAS, IFS, IPS, IRS, Armed Forces and CPMF

Dates : 6th December to 17th December, 2004

Course Team : Shri R.S. Dalal
Shri T.K. Manoj Kumar
Smt. Kalpana Dube

Participants Profile

Cabinet Secretariat	2
Indian Administrative Service	4
Indian Air Force	2
Indian Army	4
Indian Foreign Service	1
Indian Navy	2
Indian Police Service	5
CRPF	2
Indian Revenue Service	3
Intelligence Bureau	1
Total	26

The programme focusses on providing inputs on national security as well as learning from the experience of the participants. It is a highly interactive course and has been rated highly by the participants. Some of the eminent persons who came as resource persons were:

Sl.No.	Name of Guest Speakers
1.	Shri Wajahat Habibullah, IAS, Secretary, Govt. of India,
2.	Air Cmdre Jasjit Singh (Retd.), AVSM, Vr. Chakra VM, VSM, Director, Centre for Airpower.
3.	Shri M.K. Rasgotra, 10, Poorvi Marg, Vasant Vihar, New Delhi.
4.	Shri Shashank, IFS (Retd.)
5.	Capt. Sunil David, OSD, Office of the Chief Naval Staff.
6.	Air Cmdre R. Pratap, VSM, Principal Director Operations (Air Defence).
7.	Lt. Gen. (Retd.), G.S. Negi, AVSM, VSM.
8.	Shri T.C.A. Srinivasa Raghavan, Consulting Editor, Business Standard & Export Economic Security.
9.	Ms. Alka Acharya, Associate Professor.
10.	Shri Arvind Gupta, Joint Secretary, National Security Council Secretariat.
11.	Shri Felix Mohan, CEO, Secure Synergy Pvt. Ltd.
12.	Shri Anil Sagar, Scientist "D" & Operations Manager, CERT-IN, New Delhi.
13.	Shri S.S. Sarma, Scientist "C", CERT-IN, New Delhi.
14.	Shri Ashok Dohare, IPS, Inspector General of Police, Police Headquarter, Bhopal (M.P.)
15.	Smt. Neelam Deo, Joint Secretary (BSM), Ministry of External Affairs.
16.	Lt. Gen. (Retd.) O.S. Lohchab.
17.	Shri Oscar Fernandes, Hon'ble Minister of State for Statistics and Programme Implementation, Sardar Patel Bhawan, Sansad Marg, New Delhi.
18.	Shri R.N. Das, Director, Enforcement Directorate, 6th Floor, Lok Nayak Bhawan, Khan Market, New Delhi.
19.	Shri Sundeep K. Nayak, IAS, Director, National Security Council Secretariat.
20.	Shri Rana Banerji, Additional Secretary, Cabinet Secretariat, New Delhi.
21.	Shri S.C. Sinha, IPS, Joint Director, Central Bureau of Investigation.
22.	Shri C.M. Bhandari, IFS, Addl. Secretary (EAST), Ministry of External Affairs.
23.	Shri Praveen Mehendru, Joint Director, Intelligence Bureau.
24.	Lt. Gen. (Retd.) Ajai Singh, PVSM, AVSM, H.E. Governor of Assam, Raj Bhawan, Dispur (Assam).
25.	Maj. Gen. (Retd.) Vinod Saighal.
26.	Shri M.V. Kotwal, Sr. Vice President Operations, Larsen & Turbo Limited.
27.	Shri N.N. Vohra, IAS (Retd.), Special Representative of the Govt. of India for the J&K Dialogue.

Administration in India: Past, Present and Future-

Retreat of 1954 batch officers

(24th to 25th June, 2004)

Duration	24th-25th June, 2004
Co-ordinator	Shri M.H. Khan, Deputy Director (Sr.)
Associate Co-ordinator	Smt. Arti Ahuja, Deputy Director, Sr.
Composition of Group	Male : 18 ; Female : 01

The Retreat of the IAS Officers of 1954 batch was the eighth in the series organised by the Academy. The first was held in 1997, the Golden Jubilee Year of the new nation, where ICS and the IAS Officers, who were in service at the time of independence, participated.

This year the officers of 1954 batch were invited to benefit us with their views on 24-25 June, 2004. In all Nineteen officers and nine spouses attended the Retreat. The seniors were extremely contemporary in their approach and provided valuable insights into the changing environment of the administration. The recommendations given by the groups were very useful.

**3rd Conference of
Heads of Administrative Training Institutes
(14th-15th July, 2004)**

Duration	14th-15th July, 2004
Coordinator	Ms. Arti Ahuja Deputy Director, Sr
Composition of Group	Male- 20 ; Female-02

The 3rd Conference of Heads of ATIs and State Training Coordinators was held at LBSNAA with the objective to build on the foundation of the first two meetings and follow-up on the action resolutions made therein. The draft training programme for the 52 week district training of IAS Probationers was discussed and finalized with the ATIs. Issues of coordination between LBSNAA and ATIs in the proposed Phase III and Incident Command System programmes, delineating clear responsibilities to the Collectors imparting training and recommending a mechanism to ensure the sustained interest of line departments in the district training attachments of probationers were also discussed.

**Exposure Programme on Micro-Finance & SHGs
(1st to 3rd September, 2004)**

An exposure Programme on Micro-Finance and Self-Help Groups for IAS Officers was organized from September 1 – 3, 2004. The participants of this programme were IAS officers of middle / senior level (4 to 12 years of seniority) from Jammu & Kashmir, Bihar, Jharkhand, Uttaranchal, Chattisgarh, Himachal Pradesh, Chandigarh, Punjab, Rajasthan & Madhya Pradesh. The resource persons of the course were Shri S. Prabhakara,

Course highlights

The Training of Trainers (ToT) Module was organised by LBSNAA, Mussoorie from 25th to 30th August, 2004. In the Module, the following are the details:

1. Introduction, Course Objectives, Ice-breaking
2. Overview of the Theory of Negotiation
3. Communication Skills - Reading Assignment
4. SAT Overview
5. Designing of a Learning Unit: Aims and Objectives
6. Negotiation Dilemma Game
7. Exercises on Designing Unit
8. Lecture Method
9. Role Play: Preparation of Micro Sessions
10. Conflict Management at District Level with reference to Panchayati Raj
11. Stakeholder Analysis
12. Case on Public Policy Issue: Fee Hike in Delhi Schools
13. Conflict Resolution: Experiences
14. Micro Practice Session

The Trainers consisted of both internal and guest faculty. Special emphasis was laid on panel discussions, experience sharing and group discussions to expose the participants to different views in the respective areas.

3rd Conference of Heads of Central Training Institutions (23rd November, 2004)

Conference of Heads of Central Training Institutes (CTIs) has been hosted by the LBSNAA since 2002. The Third Conference of the CTIs for the year 2004 was held on November, 23rd. The primary objective of this Conference is to review the course content of Foundation Course with special focus on its syllabus so as to make it more relevant to all stakeholders. This Conference also holds deliberations on ways to enhance the importance of the Foundation Course in the career growth of the Officer Trainees. The highlight of this year's Conference were as follows:

- i. 14 services were represented by their respective training institutes during this Conference.
- ii. A presentation on the structure and contents of the Foundation Course was made by the Course Co-ordinator of the 76th Foundation Course currently being conducted, to all the CTIs followed by an interactive session. Assessment and feedback with reference to the Foundation Course would be forwarded by the Training Institutes after debriefing with the Officer Trainees by January 2005.

These suggestions would then be further reviewed by the Academy in order to structure the Foundation Course in line with the suggestions/feedback received from the CTIs.

- iii. Since the Foundation Course at the LBSNAA is not mandatory for a number of Central Services such as Indian Revenue Service, Indian Foreign Service etc. it was unanimously agreed upon as one of the conclusive suggestions for consideration by the DoPT that the Foundation Course must be made compulsory for all the Central Service probationers being trained in the LBSNAA, Mussoorie.

Further the Foundation Course involves a considerable amount of investment by the Govt. of India. It was also one of the suggestions that an officer who has already undergone the FC, on subsequent recruitment to some other Central Service, should not be made to repeat the Foundation Course.

- iv. The Conference also proved to be a valuable information and resource sharing platform. The National Data Base of Trainers and National Data Base of training modules made available by the Department of Personnel and Training was also provided to the participants. Sharing of the Disaster Management Module being one of the domain areas of LBSNAA for which regular workshops are being conducted, was requested by Railway Staff College, Vadodara and it was agreed to share this Module with officers belonging to various Railway Services (both technical and non technical). Other modules/programmes of various other Institutes were also highlighted during the Conference thus paving the way for some valuable resource sharing mechanism for all the Central Training Institutes in future.

National Level Workshop on “Gender Discrimination in Land Ownership”

Duration: 5-6 February 2004

Coordinator: Sh. Manoj Ahuja, Deputy Director & Coordinator cum Vice-Chairman, CRS

Number of Participants: 37

The Centre for Rural Studies, LBSNAA organized a two days national level workshop on “Gender Discrimination in Land Ownership” held on 5-6 February 2004 at Mussoorie. 37 participants (28 external and 9 internal participants) attended the workshop. Participants of the workshop were eminent academicians, bureaucrats, advocates, researchers, and social activists.

Objectives of the Workshop

The objectives of the workshop was to evolve a general consensus for the removal of gender bias in inheritance and tenancy and other land laws and provide guidelines to the state governments for the enactment of agricultural land rights so that women’s economic and social position could be improved.

Analysis of state papers revealed that the existing laws (formal as well as customary) in relation to the land ownership were gender discriminatory. Some of the problems/issues that emerged were area specific. Keeping in mind of the prevailing situation, recommendations was drawn through group discussions. These were addressed both to Central as well as State policy makers. Separate recommendations were drawn for the northeastern states.

Courses Conducted by the Centre for Disaster Management.

1. Ministry of Home Affairs, Govt. of India is implementing the USAID assisted Disaster Management support project in the country. The project was formally launched by the Union Home Secretary on 19th January, 2004 in presence of officials from US government. Institutionalization of Incident Command System is a critical component of this project.

2. LBS National Academy of Administration, Mussoorie has been designated as the nodal training institution at the national level. The tasks assigned include:-

- (i) Adaptation of the Incident Command System to Indian conditions,
- (ii) Preparing an operational manual adapting the Incident Command System for us in India,
- (iii) Training of IAS probationers and In-service Officers in all aspects of Disaster Management and exposure to the Incident Command System,
- (iv) Conduct of national level training of trainers programmes for the ICS,
- (v) A nodal agency to coordinate with identified regional and state training institutes for training of field staff in Incident Command System.

3. The Academy has taken up this task with the permission of the DOPT in view of the importance of the issue and synergy with core training of IAS officers. There is a substantial amount of work involved in operationalising Incident Command System and MHA proposes to constitute a national level core group of trainers with 15-20 members.

The following seven Deputy Directors from the Academy are part of the national level core group of trainers.

1. Mr. Rajiv R. Mishra, DDS
2. Ms. Vasudha Mishra, DDS
3. Mr. M.H. Khan, DDS
4. Mr. Mukesh Puri, DDS
5. Mr. Chiranjeev Choudhary, DDS
6. Ms. Arti Ahuja, DDS
7. Mr. Manoj Ahuja, DDS

As per the consultations between Govt. of India and US Govt. represented by their lead department in ICS i.e. USFS, a detailed calendar for the project has been finalised covering the process of transfer of knowledge regarding new management system, adaptation, TOT & other related areas. The calendar of events so prepared is also part of the official document of the Govt. of India. The LBSNAA has already started the process of training of Core group and resource persons from different states. The activities are going on as per the calendar finalised as a result of mutual consultations. The official document of MHA gives details of the scheme including training plan & calendar.

5. Training Programmes

5.1 The abstract of training programmes conducted so far is mentioned below.

S.N	Training Programme	No. of courses	Duration	No. of Participants	No. of States covered
1.	Basic & Intermediate ICS	5	Jan'04, March, July & August	123	25
2.	Integrated Planning section Course on ICS	1	March, April'04	28	18
3.	ICS Positional Courses (i) Finance/Admin Section (ii) Logistic Section	1	November'04	19	10

	(iii) Operations Section	1	November'04	23	10
	(iv) Incident Commander	1	November'04	23	11
		1	November'04	20	11
			November'04		
	(v) TOT for RTC faculty members on Basic/Intermediate ICS	1	November'04		

5.2 Training plan in future consists of two broad elements. Firstly, continuing with more training programmes on Basic & Intermediate ICS & secondly, developing adapted version of training programmes for Positional ICS courses & running these programmes.

5.3 It is also envisaged that the national training plan will have second stage of training to be conducted at Regional Training Centres. The following three institutions have been finalized by the Govt. of India:

- (i) YASHADA, Pune
- (ii) Dr. MCR HRD Institute of AP, Hyderabad &
- (iii) HCM RIPA, Jaipur.

Training programmes have been initialized in all the Regional Training Centres

6. Development of a National Emergency Management Handbook/Manual:

This is one of the important tasks entrusted to the Centre for Disaster Management, LBSNAA. A workshop was conducted with some of the resource persons who have undergone training & adequate exposure on ICS in the month of September, 2004.

7. Development of a Module on Disaster Management for IAS Officer Trainees & In-service Programmes:

A comprehensive coverage of different aspect of Disaster Management was attempted by following the latest guidelines issued by the Govt. of India on the subject and accordingly modules were developed for Professional Courses for IAS officer trainees. Similarly inputs in recent initiatives including ICS are being provided in all In-service programmes being conducted in the Academy as mentioned below

S.No.	Name of the In-service Training Programmes	Duration	No. of courses conducted	No. of Participants attended
1.	Induction Course 95 Induction Course	15 March-May'04	2	28
	96 Induction Course	4 Oct - 6 Nov'04		37
2.	25th Training Programme for IAS Officers of 17-20 Years Service.	21 June-2 July'04	1	16
		9 Aug-20 Aug'04		
3.	16th Training Programme for IAS Officers of 10-16 Years Service. 17th Training Programme for IAS Officers of 10-16 Years Service.	5 July - 16 July'04	2	16
		30 Aug-10 Sep'04		32
4.	Training Programme for IAS Officers of 6-9 Years Service. Training Programme for IAS Officers of 6-9 Years Service.	19 July-30 July'04	2	16
		20 Sep-1 Oct'04		29

8. **Action Research Project:** For IAS Professional Course Phase-I, Action Research Project on Disaster Preparedness & Rural Connectivity' was taken up in association with Govt. of Uttaranchal.

9. **Field Visits:** Officer trainees have been also guided for visiting a major landslide incident at Uttarkashi during 74th FC & during 76th FC also the two study groups sent to Tehri & Gopeshwar were also guided to study the major disaster management initiatives and the recent

accidents/disasters in the area. The groups going for village visits were also sensitized about the subject.

Statement Showing the State-wise Number of Participants in the different ICS Courses is attached as Annexure-I

Total Number of Participants trained till November, 2004

1.	Basic and Intermediate ICS Training	=	123 (Women - 2)
2.	Integrated Planning Section	=	28 (Women - 2)
3.	Finance/Admin. Section Chief	=	19 (Women - 2)
4.	Logistics Section Chief	=	23 (Women - 3)
5.	Operations Section Chief	=	23 (Women - 3)
6.	Incident Commander	=	20 (Women - 2)

Chapter – 4

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, and 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. The Training, Research and Development Cell has the following objectives.

1. The section collects and maintains a database of guest speakers and also speakers who are empanelled. Under the present system, Officer-Trainees who are appointed as Escort Officers fill up the bio-data of the Guest speaker online, which can be accessed by TRDC through workflow automation system.
2. TRDC sends members of the staff for various training programmes. Information is available in files or hard copy at present.
3. Similarly, TRDC maintains information on the areas of specialisation of faculty.
4. TRDC is the custodian of reading materials used in different courses. This is in conjunction with the training sections.
5. Publication of academy's Annual Report and Training Calendar of the Programme.

Smt Arti Ahuja, Deputy Director (w.e.f. 18.4.2003) head the Training Research and Development Cell.

Activities

The TRD Cell handled the following activities:

1. Workshop on Formulation of a Course Curriculum for LLB and LLM Students organised on 19th-20th March, 2004. This workshop was co-ordinated by Ms. Rajni S. Sibal.
2. A Retreat for the officers of 1954 Batch Officer was organised from 24-25 June 2004, which was Coordinated by Shri M.H. Khan and Mrs. Arti Ahuja, Deputy Director. In all Nineteen officers and nine spouses attended the Retreat.
3. 3rd Conference of Heads of ATIs/State Training Institutes from 14-15 July, 2004 was Coordinated by Ms. Arti Ahuja, In all nineteen officers attended the Conference and resolutions were proposed, which will be acted upon in the district training of IAS Officer-Trainees.
4. A Workshop on "Direct Trainers Skill Training programme" from 2nd-6th August, 2004 was Coordinator by Ms. Arti Ahuja and Shri M.H. Khan,
5. The 3rd Conference of Heads of Central Training Institutes on 23rd November, 2004 was organised and Coordinated by Ms. Kalpana Dube. This furthered the collaboration between various national training institutes

The TRD Cell endeavors to facilitate faculty interaction with scholars/Administrators in various areas of specialisation.

Visits

A number of people and delegation visit the Academy every year. This is a mutual learning exercise, and the visitors as well as the Academy benefit from such interactions. Some of the visits that were co-ordinated by Training Research and Development Cell during the year were:

1. A delegation of Senior Civil Servants from Myanmar visited Academy on 1st-2nd April, 2004. A Presentation on the Academy was made and discussion were held with the Academic Council.
2. Mr. Ulrich Podewils, Director DAAD, New Delhi visited the Academy on 7th April, 2005 and had interaction with the Academic Council.
3. Four MPA students of the University of Syracuse, USA who are working on "Training Scenario for Civil Servants in India and USA" stayed at the Academy from 22nd-25th May, 2004. They had detailed meeting with Academic Council.
4. A delegation from the South African Management Development Institute, South Africa visited Academy on 7th September, 2004. After a presentation, discussion were held with the ACM. Both sides expressed a desire to take the collaboration further.
5. International alumni of Woodstock School, who were in Mussoorie to celebrate 150 years of Wookstock visited the Academy on 25th, 26th and 27th October, 2004 and went around the campus.
6. 25 Officers from the Ordnance Factories Staff College, Nagpur visited the Academy on 19th May, 2004. A Session on "Financial Management" was taken by Shri Manoj Ahuja, Deputy Director, Sr.
7. 120 NCC Cadets from all over the country visited the Academy on 18th June, 2004 and went round the premises.
8. A group of 25 student and one teacher Ms. Chitra Srinivas from Sardar Patel Vidyalalya, New Delhi visited Academy on 31st March, 2004.
9. A team comprising of 3 teachers and 17 students from Doon School, Dehradun visited the Academy on 7th September, 2004.

10. 30 Cadets accompanied by 2 staff members from the Sanik School Balachadi, Jamnagar visited the Academy on 17th November, 2004 and were given a tour of the premises.
11. 42 Administrative Service Probationers from J&K Institute of Management, Public Administration & Rural Development, Jammu visited the Academy on 28-29 December, 2004.

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.

Name of Officer and designation. (S/Shri)	Country visited & Period of visit	Purpose/Object of the visit
M.H. Khan, DDS	University of Texas at Austin	20th September, 04 to 20th October, 04
Chiranjiv Choudhary, DDS	University of Texas at Austin	20th September, 04 to 20th October, 04
Ms. Vasudha Mishra, DDS	London (EOT)- Institution course	23 Feb to 12 March, 04

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

Name & Designation	Title of Course and Duration	Organisation
Shri R.S. Dalal, Professor of Law	E- Security, Cyber Crime and Law 19-20 February, 2004	Mahatama Gandhi State Institute of Public Administration, Chandigarh
Ms. Arti Ahuja, Deputy Director, Sr.	Quantitative methods and Operations Research for Public Policy & Management 16-20 February, 2004	Indian Institute of Management, Bangalore

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Shri Manoj Ahuja Deputy Director, Sr.	1. Interpersonal Effectiveness and Team Building 7-10 January, 2004. 2. Quantitative methods and Operations Research for Public Policy and Management. 16-20 February, 2004	Indian Institute of Management, Ahmedabad Indian Institute of Management, Bangalore
Shri Surya Dev Kumar, Sr. Programmer	Macromedia Software for conversion of DLM Module into multi media 9-13 February, 2004	Dr. MCR HRD Institute Hyderabad.
Shri Chiranjiv Choudhary, Deputy Director, Sr.	Enhancing Managerial Effectiveness. 23-27 February, 2004	ASCI, Hyderabad

Details of various courses attended by the Faculty Members in the year, 2004:

Sl. No.	Name & Designation of Faculty Members S/Shri	Name of course attended	Duration
1	Ms. Vasudha Mishra, Deputy Director, Sr	Experience sharing by the deputed officers to the university of Syracuse, USA, AIM, Manila	20-22 July, 2004
2	Ms. Vasudha Mishra, Deputy Director, Sr	Design of Training	10-14 January, 2005
3	Rajiv Ranjan Mishra, Deputy Director, Sr.	Design of Training	10-14 January, 2005
4	Mukesh Puri, Deputy Director, Sr.	Design of Training	10-14 January, 2005
5	T.K. Manoj Kumar, Deputy Director, Sr.	Design of Training	10-14 January, 2005
6	Chiranjiv Choudhary, Deputy Director, Sr.	Design of Training	10-14 January, 2005
7	Ms. Kalpana Dube, Deputy Director, Sr.	Direct Trainer Skills	3-7 January, 2005
8	Ms. Kalpana Dube, Deputy Director, Sr.	Design of Training	10-14 January, 2005

New Initiatives

Data available in TRDC is been computerized for the benefit of the users. This includes easy retrieval of online data at URL [http://192,168.1.8/trdc](http://192.168.1.8/trdc). The areas covered are guest speakers database, faculty specialization.

Chapter –5

**National Institute of Administrative Research (NIAR)
LBS National Academy of Administration
Mussoorie – 248 179**

National Institute of Administrative Research (NIAR), formerly known as NSDART, is a Society established in 1995 and promoted by Lal Bahadur Shastri National Academy of Administration (LBSNAA). The Society is conducting research & training programmes on governance issues. The areas of competence of the Institute are primary and elementary education, decentralized participatory planning at district and block level, capacity building of Panchayati Raj Institutions, Geographical Information Systems, Participatory Learning and Action', rural industries, literacy, agrarian issues, cooperatives and public sector management.

The research unit of the Academy, which had been setup in the past on the basis of sponsorship by various Departments and Ministries of the Government of India, have been brought under the umbrella of NIAR. Thus, the following research units have been either merged with NIAR or are operating under its umbrella, namely Centre for Cooperatives and Rural Development(CCRD), Centre for Literacy Development (CLD), and Centre for Rural Studies(CRS).

In the past, the activities of the NIAR have included research studies, organization of theme oriented training programmes and workshops, and preparation of case studies. The NIAR has undertaken research and consultancy on four broad themes:-

Reforms pertaining to Management of the Economy and Public Administration.

Planning, Implementation, Appraisal and Supervision of Social Sector Projects and Programmes.

Decentralized Planning and Panchayati Raj Institutions.

Environmental Issues.

Some of the specific research projects completed by NIAR include the following:

Status of Environment and Development Report on Hindu Kush Himalayas, sponsored by ICIMOD, Nepal

Integrated Area Development Plan for Chakrata Block, Dehradun

Social Assessment Study of Problems, Issues and Interventions in Education in four districts of Bihar and Jharkhand (Gaya, Chatra, Hazaribagh and Purnea)

Evaluation of the Bihar Education Project

Evaluation of Doon Valley Integrated Watershed Management Project

Impact Assessment of Poverty Alleviation and Rural Development Programmes in Gonda District

A study on decentralization of power to PRIs in Kerala

Status of Human Rights in J&K and North East states

Baseline Social Assessment study of elementary education in seven districts of Uttaranchal

An Evaluation Study of Institute of Driving Training Research, sponsored by Government of NCT, Delhi

Flow of funds for major plan schemes sponsored by Planning commission
Midterm Assessment Study of six DPEP districts of Uttaranchal

The activities of the Society include research studies, consultancy services, organisation of theme oriented training programmes and workshops, and preparation of case studies. Some of the main programmes and research studies during 2004 were:-

i) Training Programmes on Elementary Education and Participatory Planning:-

NIAR has been conducting training and coordinating research activities on primary education and participatory planning sponsored by Department of Elementary Education & Literacy, Ministry of Human Resource Development (MHRD), Government of India and other state governments since 1995. The District Primary Education Programme (DPEP) has remained one of the major Government of India initiatives carried out in more than 18 major states covering around 300 districts in the country. During the last eight years, NIAR has been associated with the DPEP and, in the process, has gained considerable expertise in the subject area with improved capacity to conduct research and training activities. In addition, NIAR's strength in terms of all India networking has meant that it has been able to provide a forum for exchange of information and experience among the various states, which are currently implementing the programme. In view of the research and training capacities of NIAR, the Department of Elementary Education and Literacy, Government of India sponsored various training and research activities on DPEP.

Altogether 13 training programmes were conducted by NIAR in 6 different venues covering 22 states and UTs and involved 775 participants.

In all these training programmes the urgent need for continuous capacity building support was identified by the state level officers along with political executives who are managing elementary education in the respective states. It was very prominently highlighted that the marginalities in these areas can be very effectively tackled by improving human capabilities through effective and efficient community owned elementary education.

Management Development Programmes:-

NIAR started the Management Development Programmes (MDPs) in 1998 and since then has conducted several programmes for Senior Officers of client organisations like Videsh Sanchar Nigam Limited, National Handloom Development Corporation, Khadi and Village Industries Commission, CAPART and Coal India.

Few management programmes for Senior Executives of Coal India and its Subsidiary Companies were conducted by NIAR. These programmes focussed on issues central to the training needs of the organization i.e. disinvestment, corporate governance, WTO, Ethics, communication and team building. Senior government officials and NIAR faculty were the resource persons for the programmes.

Few Management Development Programme (MDP) for Senior Officers in the Handloom Sector was also conducted by NIAR. The programme was sponsored by Development Commissioner (handlooms) and National Handloom Development Corporation. The focus of the programme was on various aspects of the marketing function that had been identified as the training need of the sector. The details of the MDP programmes conducted during the year.

Management Development Programmes conducted by NIAR during the year 2004

Sl. No.	Name of the Course and date	Venue	Duration	Total Participants
1.	Advance Management Programme for Senior Executives of Coal India and its Subsidiary Companies <i>(26-29 April, 2004)</i>	NIAR	4	20
2.	Management Development Programmes for Senior Officials of the Handloom Sector <i>(14-19 June, 2004)</i>	NIAR	6	23

3.	Advance Management Programme for Senior Executives of Coal India and its Subsidiary Companies <i>(23-26 August, 2004)</i>	NIAR	4	23
4.	Advance Management Programme for Senior Executives of Coal India and its Subsidiary Companies <i>(Nov. 29, 04 to Dec. 2, 04)</i>	NIAR	4	17
5.	Management Development Programmes for Senior Officials of the Handloom Sector <i>(6-11 December, 2004)</i>	NIAR	6	16

Workshops on Community Information Centre (CIC):-

The Ministry of Communication and Information Technology, Government of India engaged NIAR for advising on content creation for CIC's setup in the North-Eastern States. Workshops were organized in northeastern states to deliberate on the benefits of IT in rural area and to bring the administration nearer to general public through grassroots level application for e-governance. High-end computing facilities with satellite based broadband connectivity available at each of these CICs provided a unique opportunity to build innovative and sustainable community based mechanisms at the village level to exchange and deliver the knowledge. CIC operators, District level officers, senior government officers, Commissioner and Secretary (IT), NIC officials, SDOs, BDOs and GIS professionals participated in the workshop. One of the major area for content creating is the Elementary education sector.

One of the important components of these programmes remained to develop the contents which can be effectively utilized by the common people living in the remote mountain areas in the northeastern states. The unique problems concerned with accessibility to CIC in the marginal tribal areas were discussed in detail in these programmes. Some of the senior

officials from Ministry of IT also attended the workshops. The details of the CIC workshops conducted during the year are given below:-

Details of the Workshop on “Content Creation for CIC Operators”

SN	Name of the Course and date	Venue	Duration	Total Participants
1.	Consultative Workshop on “Content Creation for CIC Operators” <i>(16-17 Jan., 2004)</i>	Itanagar	2	50
2.	Consultative Workshop on “Content Creation for CIC Operators” <i>(1-2 March, 2004)</i>	Kohima	2	27
3.	Consultative Workshop on “Content Creation for CIC Operators” <i>(28-29 June, 2004)</i>	Aizawl	2	32

iv) Training Programme for Planning and Management Issues in Elementary Education for Lok Jumbish Parishad

An extensive training programme for Lok Jumbish Officials was organized by NIAR from June 7-12, 2004. Keeping in view of the integration with the government system and efforts were also made to consolidate the strengths of Lok Jumbish initiatives through training. A six day training programme has been designed and specifically partitioned into small modular components. In these modular components it has been learnt that the rich experience of Lok Jumbish can be very effectively utilized in the planning process being formulated under SSA. The case study, group discussion and using video media found highly useful in the training situation. The field study exercise and mutual learning was also appreciated by the participants. The training programme was ended with plenty of learning outputs.

v) Training Programme for National Backward Classes Finance and Development corporation

NIAR successfully conducted the two day Management Development programme for Managing Directors and Senior Officers of the State Channelizing Agencies from August 12-13, 2004. The training programme was inaugurated by Shri M.H. Khan, IAS, Executive Director, NIAR. Main contents discussed in the training programmes were marketing network for rural products, recovery mechanism of loans, project appraisal for small units, issues concerned with rural finance and e-governance and digital divide related issues. The programme was designed to develop and enhance competencies of participants in management of NBCFDC schemes so that they can implement schemes in their state for the beneficiaries with a broader understanding.

RESEARCH PROJECTS (GOING ON)

Baseline Social Assessment Study(BSAS) of all the seventeen district of Punjab

Evaluation of Continuous and Comprehensive Evaluation programme in Uttaranchal

RESEARCH PROJECT IN THE PIPE LINE

Terminal Assessment Study (TAS) of 5 DPEP districts of West Bengal

Midterm Assessment Study (MAS) of 5 DPEP districts of West Bengal

Comparative Assessment of 'Para Teachers' and 'Regular Teachers' in the formal schools in DPEP districts of Uttaranchal

RESEARCH PROJECTS (Completed)

(i) Midterm Assessment Study of six Districts in Uttaranchal:

A very comprehensive research study has been taken during 2003-04 mainly focusing on the assessment of the impact of DPEP interventions on

the overall improvement in the level of achievements of the students studying in the primary schools. The study has been spread over 6 DPEP districts namely Champawat, Pithoragarh, Hardwar, Bageshwar, Tehri and Uttarkashi. More than 300 schools have been taken as sampling units and more than ten thousand students studying in the schools were interviewed. In the similar manner, the teachers and the other stakeholders were also interviewed. The six comprehensive reports have been submitted to the State Implementing Society (SIS). This study in itself is an important research milestone.

(ii) Sustainability of the Education Guarantee Scheme:

This research initiative was carried out in some of the tribal villages in Chhattisgarh where the education guarantee scheme has been implemented under the DPEP state government initiatives. The Study is sponsored by Education Department, Government of Chhattisgarh. It is an independent external evaluation study done to assess the sustainability of alternative schools set up under the Education Guarantee Scheme in district Raipur. The methodology of the study involved choosing a set of indicators that are crucial for sustainability. A questionnaire was prepared for eliciting information from parents, school management and children in some selected villages of Raipur. A composite index of sustainability was thus worked out for each school and forty schedules were prepared for coding

(iii) Baseline Social Assessment Study (BSAS) in Uttarakhand:

Seven analytical Research Studies have been initiated by the NIAR in collaboration with the Uttarakhand State Government and the Government of India to analyze the present status of elementary education prevailing in different districts of the state. In these research studies, which are carried out under Sarva Shiksha Abhiyan (SSA) initiatives, eight analytical research reports have been prepared. Apart from these researches, a comprehensive database for all the reports and a set of qualitative and

quantitative tools to analyze the status of elementary education was also prepared. These tools will be used in analyzing the status of elementary education in various districts within the country.

Seven comprehensive reports have already been submitted to the Government. As already pointed out that this kind of research initiative is unique where both quantitative and qualitative research tools were used to assess the situation concerned with enrolment, retention and quality alongwith community participation in elementary education. Significantly, the Participatory Rural Appraisal (PRA) techniques have been used to analyze the baseline situation concerned with access, enrollment and retention of the students studying at elementary level. All the three core focus categories have been dealt in detail in these studies, namely, the gender component, caste component and the rural urban area component.

(iv) Flow of Funds for Major Plan Schemes:

The study aims to document the various stages of approval and release of funds for specified plan schemes, from their inclusion in the union budget till the funds are received by the field implementing agency and analyse the time-lags involved. In India there are 220 Centrally Sponsored Schemes (CSSs) covering a vast number of subjects. The present research project considers only seventeen of them including a few which concern education sector e.g.:-

Operation Blackboard which was aimed at supporting the universalization of elementary education through assistance to ensure adequate infrastructure and facilities at the primary level in States. Specially it supported the provision of another teacher in primary schools as well as provision of teaching/learning material.

Prime Minister's Gramodaya Yojna (Elementary Education) based on old Basic Minimum Needs Programme (BMNP) including levels of elementary education, based on the number of illiterates and dropouts.

The trend, both schemes wise and state wise has been documented and analyzed in this report and also an attempt has been made to highlight areas of policy attention. The report has been completed and submitted to the concerned ministry.

(v) *Reader for Human Rights for District Magistrates*

The Reader on Human Rights for District Magistrates, funded by National Human Rights Commission, Delhi focuses on all the areas of human rights considered relevant for the District Officials of India. The eleven chapters included in the manual are: 1) Maintenance of Public Law and order; 2) Custodial Justice; 3) Terrorism and Human Right; 4) Socio-economic and cultural Entitlements and Legal Rights; 5) Children; 6) Women; 7) Bonded Labour; 8) SC and ST; 9) Minorities; 10) Disabled and physically challenged, and 11) Senior citizens. The chapters are authored by eminent academicians.

(vi) *NHRC – J & K and North East*

The issue of good governance has been in focus in recent times. If human rights are honoured and not violated, certainly the governance will be better and the citizen will be more satisfied. The National Human Rights Commission asked to conduct few research studies on Human Rights issues. The studies initiated were: -

Insurgency and Human Rights Violations in Jammu & Kashmir and North East.

Tribal, Environment & Violations of Human Rights.

The objectives of the studies are to document the types and modes of Human Rights Violations, understand and analyze the causes and suggest remedial measures.

(vii) NHRC – Environmental Study

A research study is being undertaken by the Academy funded by the National Human Rights Commission, New Delhi on the above subject. Majority of the tribals in our country depend on the forest areas for their basic needs, such as, fuel, fodder and food. In the recent past due to increase in population their dependency on the forests has increased and this in turn is effecting the condition of the Forests and surrounding environment. A small tribal area in the Dindori District of Madhya Pradesh consisting of ten villages is taken up for Research in this subject to study the impact of the dependency of a particular tribe called Baiga for Livelihood (Right to livelihood) on the forests. The impact on the condition of the forests and surrounding environment was also studied. This study has been done with the help of an NGO called Bharat Gyan Vigyan Samiti, located in Bhopal. The study has been completed and submitted to the concerned ministry.

(viii) *Research Study on Dynamic of Grade - I enrolment in Bihar:*

NIAR has initiated a research study on “Dynamics of Grade - I Enrolment” in Bihar where District Primary Education Programme (DPEP) is being implemented since 1997. It has come to light that the percentage enrolment in class - I to total enrolment has come down in the government schools. A disturbing trend is that the enrolment of girls and Scheduled Tribe students has also decreased. It is interesting to note that while on the one hand the trend of enrolment of under age children in class one has been reversed and is on decrease, the enrolment of over age children has increased. The comprehensive study initiated by NIAR may reveal the whole gamut of issues affecting grade - I enrolment. The study will focus

on the factors related to school education, children status, the attitude of parents and the approach of teachers. The out come of the study will provide insight to the project implementators on the positive interventions required to improve the educational scenario in the state.

(ix) *Training Modules on Capacity Building of the Panchayati Raj institutions:*

Three comprehensive training of trainers' modules have been prepared for improving the capacities of the officials and peoples representative of Panchayati Raj Institutions. These three modules are mainly concerned with (1) One-Day Awareness Building Programme, (2) Two-day Awareness Building Training Module and (3) Six-Day Professional Training Module. These modules are based on the learning coming out of the sharing workshops with the PRI representatives and officials concerned with Panchayats. The details of the training modules have been documented along with comprehensive guidelines prepared for the trainers to conduct training programmes based on these training modules.

(x) *Action Research Project on Educational Interventions*

One Action Research Project has been initiated in which the officers' trainees of IAS Professional Phase-I training programme have been given a research assignment to critically analyze the implementation process of various interventions being carried out under the banner of SSA and DPEP in some of the selected districts nearing Mussoorie, namely, Tehri Garhwal and Dehradun. Presently, the Action Research Project is going on, which will lead to identify some policy and planning related interventions that can improve the educational governance at the grassroot level. In this project, which is undertaken in Tehri Garhwal at present, a systematic approach is being adopted to study the educational planning process initiated under SSA and DPEP. The data are collected and the comprehensive report is under preparation. The capacities built while conducting the training programmes sponsored by MHRD during previous years are fully utilized in

this Action Research Project and the officers' trainees are benefited in this process.

(xi) Training Support to the Academy

The findings of the research projects conducted by the NIAR have also been converted into different training modules and imparted in the training programmes organized at LBSNAA at induction and in-service level. The output of group work and village studies conducted during various short terms training programmes has also been shared in the regular training programmes conducted at the LBSNAA. The support provided by NIAR in the form of regular training modules in the main campus, include the followings:- participatory rural appraisal, educational governance, self help group, decentralized district planning.

It is significant to mention that the NIAR also contributes in coordinating various Action Research Projects being conducted in the regular induction training programme for the IAS officer trainees. The Action Research Projects are mainly concerned with livelihood issues of the poor, educational governance, Panchayati Raj Institutions, information technology and its impact and people's participation in development programmes, like, self help groups as well empowerment of women in the rural areas.

Chapter –6

Central for Co-operatives and Rural Development

Centre for Co-operatives and Rural Development (CCRD) is functioning since September 1995. CCRD is engaged in conducting research in co-operative sector, studying the difficulties faced by the rural poor in organising themselves into co-ops and successful interventions by Co-operatives and Rural Development Institutions in the poverty reduction, to impart training in the area of co-operatives and rural development to officers of the IAS and other Class-I Services, organising Training Programs on Self Help Groups for IAS officers, and providing support to the National Institute of Administrative Research (NIAR) and other research units of the Academy.

Workshop on Micro-Finance & SHGs at Pune

On January 12 – 13, 2004, 2-days “Workshop on Micro-Finance and Self-Help Groups for senior IAS Officers” was organized at the Yeshwantrao Chavan Academy of Development Administration (YASHADA), Pune. The participants of this programme were senior IAS officers from Andhra Pradesh, Assam, Chattisgarh Jammu & Kashmir, Jharkhand, Kerala, Madhya Pradesh, Maharashtra, Orissa, Uttaranchal & West Bengal. The resource persons of the course were Shri U.C. Sarangi, IAS, Commissioner (Cooperation), Govt. of Maharashtra, Pune; Dr. Prakash Bakshi, Chief General Manager, mCID, NABARD, Mumbai; Dr. H.R. Dave, General Manager, mCID, NABARD, Mumbai & Dr. V.S. Bhadauria, Chief General Manager, Regional Office, NABARD, Pune. They have taken important inputs on various issues related to Micro-Credit and Self Help Group & need of SHGs. Half day field visit to interact with the self help groups and bankers was also organized. The main purpose of this workshop was to know about SHGs in various states as well as to give proper impetus & support to the programme by the state governments.

Exposure Programme on Micro-Finance & SHGs

Exposure Programme on Micro-Finance and Self-Help Groups for IAS Officers was organized from September 1 – 3, 2004 at Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie. The participants of this programme were IAS officers of middle / senior level (4 to 12 years of seniority) from Jammu & Kashmir, Bihar, Jharkhand, Uttaranchal, Chattisgarh, Himachal Pradesh, Chandigarh, Punjab, Rajasthan & Madhya Pradesh. The resource persons of the course were Shri S. Prabhakara, Chief General Manager, NABARD, Regional Office, Dehradun; Shri Chiranjiv Choudhary, IFS, Deputy Director (Sr.), LBSNAA, Mussoorie; Shri K. Muralidhara Rao, General Manager, mCID, NABARD, Mumbai, Shri M. Sarosh Umar, Reader, Department of Computer Engineering, Aligarh Muslim University, Aligarh (Uttar Pradesh); M. H. Khan, IAS, Deputy Director (Sr.) & Coordinator (CCRD), LBSNAA, Mussoorie. They have taken important inputs on various issues related to Micro-Credit and Self Help Group. One day field visit to interact with the self help groups and bankers was also organized.

Further the proceedings of the programme at Shillong and Pune were edited and printed.

Chapter – 7

Publication Cell

The main functions of the Publication Cell are creation, collection and dissemination of appropriate training software and to publish Academy's biannual Journal "The Administrator". It also develops background teaching materials in various areas of public administration, economics, law, management, computers etc. There is an Editorial Board and a Core Group exists to monitor its activities, which are headed by the Director of the Academy. Shri T.K. Manoj Kumar, Deputy Director (Sr.) is the Incharge of the Publication Cell and Editor of the biannual Journal "The Administrator".

Functions

The work relating to development of training software and to publish "The Administrator" are the core functions of the Cell. The other functions are to:-

- (i) Identify the areas in which study is to be undertaken to prepare the Software;
- (ii) Identify Resource Persons to undertake the development of the Software;
- (iii) Establish linkages with national and international institutions having specialisation in particular areas, for exchange of information;
- (iv) Commission studies for providing an analytical framework on the basis of the information and data collected;
- (v) Suggest measures, strategy and methodology for tackling the problems identified;
- (vi) Identification and purchase of suitable training films;

- (vii) Publish the Source Books/Case Studies and other Books relating to training;
- (viii) Market the Software produced;
- (ix) Develop modules for Training of Trainers in Public Management;
- (x) Commission studies to assess the impact of training; and
- (xi) Experiment with alternate training methodology, including micro-community interventions.

Types of Training Software

The Cell has developed the following types of training software which are as:-

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

Source Books and Training Manuals

The Cell has undertaken a major project to prepare a series of source books and training manuals for officers in the field on different aspects of administration. It is our aim that these should be practical and action oriented in character and they should serve as invaluable reference books for effective interventions by administrators working in the field; the intention is to produce books that serve as corpus of accumulated knowledge to be drawn up on by administrators in different stages of their career.

During the year the following books are **under process** or **printed**:-

1. Training Manual on CCS Conduct Rules by Shri B.V.R. Subrahmanyam. **(Printed)**
2. Revised Edition of the source book on District Disaster Management by Shri P. Michael Vetha Siromony **(under final stage)**.
3. Values and Ethics by Ms. Shashi Mishra **(under process)**.
4. Source book on “Forest Issues for Non-Forest Officers” by Shri V. Ramakantha & Ms. B.V. Uma Devi. **(under process)**
5. Publication of a source book on Public Private Partnership **(under process)**
6. Source book on case studies **(under process)**

Case Studies

Among the 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 coordinators of in-service courses suggests that this is the most preferred training and learning methodology. 23 case studies have been published so far.

The following proposals has received for preparation of Case Studies which are under process.

1. Preparation of case study on “Managing Religious Institutions: The Experience at Mata Vaishno Devi Shrine Board” by Shri Rohit Kansal, IAS, Addl. CEO, Shri Mata Vaishno Devi Shrine Board, Katra (J&K)
2. Preparation of case study on “Bhutan-Delhi Power Highway First Case of Infrastructure Financing through Joint Venture Route in Power Sector” by Dr. Pawan Singh, IRAS, Gen. Manager (Fin.), Power Grid Corporation of India Limited.

This years position is as under:-

- i) Case Study on Private Investment in sold waste management by Prof. Biju Varkkey has been completed.

- ii) Case Study on "Transforming India Post" by Dr. M. Janakiraman, IIM, Lucknow is under process.

Training Material

The Publication Cell has helped in developing the following:-

- i) Reading material for E-Governance for distribution among the IAS Officer Trainees of 2004 batch.
- ii) Hand Book on "Yoga Divine" by Swami Dharmanishtananda. This book "YOGA DIVINE" is specially designed for the IAS trainees and other central Group 'A' Services, who are taking Yoga Class here for their personal guidance. It includes Asanas, Pranayamas, Bandhas, Mudras, Dhyana and some other important practical information on Yoga.

Academy biannual Journal "*The Administrator*"

The Administrator is to serve as a platform for research and documentation in the areas of public administration, public management and public policy for practitioners and students of these fields. This year we have printed "The Administrator" Vol. 47 Issue Nos. 1 .

FACILITIES AT LBSNAA

Gandhi Smriti Library

Gandhi Smriti Library of the Academy is one of the most well equipped libraries in the country. A separate collection of documents on and by Mahatma Gandhi is maintained in a section called Gandhiana. At present there are more than 1000 publications in this collection.

The Library has more than 1.5 Lakh documents, including bound volumes of journals, 1907 audio cassettes, 2100 video cassettes and 498 CDs to be used in training activities. More than 1000 books are likely to be included during the year.

In addition, the library acquire around 360 periodicals, published by various National and international Organisations/ Institutions, by way of subscription, exchange and gift.

Most of the housekeeping jobs of the library are computerized. The library is using LibSys software. The library maintains two databases- one for information on books, reports, audio cassettes, video cassettes, CDs and the second one for newspapers and journals' articles. The library databases are now available on LAN. The library can be log on the website: www.civilservices.gov.in.

Computer Centre

1. All the sections of LBSNAA where work load is high, high speed network printers have been provided.
2. Previously, the internet connectivity for LBSNAA was from VSNL through a 512 Kbps RF link. During the current year the internet connectivity has been shifted to a more reliable link through optic fiber.
3. Academy is also planning to put up a full network security system with firewall that will include facilities like Internet Management, Bandwidth Management, Network Security, etc.
4. After the passage of the IT bill in the country, LBSNAA has taken steps and started a Project for Automation of Work Flow for electronic processing of documents and minimal use of paper in the Academy.

Faculty of Hindi & Regional Languages

In the Academy, the Officer Trainees learn the languages of their respective cadres during their professional training. Besides Hindi, the Academy provides facilities for imparting training in twelve modern Indian languages specified in the VIII Schedule of the Constitution.

Mere lecturing is not the comprehensive tool for language teaching. Discussions, Seminars, Video films and Audio -tapes were some instruments, which the faculty often used. A good number of drills and exercises were used in the classes in order to make the Officer Trainees have a good command over the language. They were also required to learn through use of audio devices in the language laboratory.

All members of the language faculty prepared and evaluated written response sheets in response to the Distance Learning programme for 2003 batch. Apart from the written assignments, audio-cassette assignments were used in the district training module. The self-instructional material was used for all languages in a distance learning mode. Apart from Indian languages, French is taught in the Academy by a French Instructor. The faculty was coordinated by and assisted by Shri Mukesh Puri with assistance from Smt. Jyoti Pandey.

Official Language Wing (राजभाषा अनुभाग)

With a view to ensure progressive use of Hindi and to comply with the Official Language policy of the Union and also to fulfill the assurances given to the Committee of Parliament on Official Language time to time, the Academy has made its all-out efforts. During the year 2004-05, efforts were made to achieve the targets set in the Annual Programme prepared and circulated by the Department of Official Language, Govt. of India for the year 2004-2005. In this direction, target-wise correspondence from the Academy with all the three regions was ensured and accordingly 100% correspondence with the regions A & B, and around 98% with the region C was ensured in Hindi. Also, bilingual preparation, publication and circulation of all the items required to be bilingual under Section 3(3) of the Official Languages Act was ensured. Work done in Hindi under the Annual Hindi Noting & Drafting Incentive Scheme by the officials was evaluated and the prize winners were awarded with the cash and the citation on the occasion of the Hindi Day celebration. A number of competitions in Hindi were also organised on the occasion of Hindi Day celebration wherein citation and cash awards were given away to the prize winners. Officer Trainees of the 76th Foundation Course attended the Hindi Day Celebration.

Besides, routine translation of letters, orders, circulars, notices, tender notices, annual report, question papers, disciplinary proceedings, etc. the

Official Language Section made available the Hindi translation of course manual of the 75th and 76th Foundation Courses, in addition to the academic inputs in the form of hand outs and lecture notes relating to Public Administration, Economics, Law, Indian History & Culture, Management, Ethics, Political Concepts & Constitution of India etc.

Medical Facilities

The Dispensary provides out patient care to all the officer-trainees, members of faculty, staff and their families. Emergency care is provided round the clock. Referral facilities are made available at St. Mary Hospital, Landour Community Hospital, Doon Hospital and Military Hospital, Dehradun. Some of the activities taken up by the Dispensary, in the year, were:-

- (i) Blood donation camp was organised with the help of Doon Hospital during summer foundation course on 22/6/2003. Thirty-six donors donated blood.
- (ii) Blood donation camp was organised during the 74th FC with the help of Doon Hospital on 21/11/2003. Eighty donors donated blood on that day.
- (iii) A camp was organised under the National Polio Eradication Programme on 9/11/2003 in the Academy for children below 5 years of the faculty and staff.
- (iv) By regular, routine check-up some tuberculosis patients, epileptic patients were diagnosed and are undergoing treatment.
- (v) Visiting doctors specialising in different fields, e.g Medicine. Orthopedics, Ophthalmology, Dental medicine, Gynaecology, Pediatrics are rendering their services to all OTs, faculty, guests,

staff and their families etc. Besides this, regular check-ups of In-Service participants, Induction Course and Foundation Course were done from time to time.

- (vi) The dispensary rendered service by active participation in trekking, cross-country, athletic meet, fete etc. Classes on First Aid were taken during summer Foundation Course for officer-trainees.
- (vii) Regular health check-up of Balwadi School students was done. The Dispensary doctors attend the Coolie Camps regularly once a week for treatment of coolie patients which is being organised by the Society for Social Service.

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 fulfills the needs of the Academy and the adjoining areas. The State Bank of India has a branch at the Academy. In addition, two barbershops, a tailor-shop and a bakery-shop meet the daily needs of the trainees and visitors to the Academy.

Chapter –9

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

During 2004 the Adventure Sports Club organised the following activities.

1. IAS professional Course Phase-I (2003 batch)
 - (i) A River rafting was organised on 22nd February 2004 in which 28 OTs participated.
2. 75th Foundation Course:-
 - A short Trek to Sir George Everest Banglow, Lal Tibba & Binog Hill were organised for the OTs of the 75th F.C.
 - River Rafting was organised for the OTs of 75th F.C. on 17th April, 2004 in which 50 OTs participated.
 - Two days Rock-Climbing Course was also organised for the OTs of 75th F.C. with the help of the I.T.B.P., Mussoorie. The Course was conducted on 26th & 27th April 2004.
3. IAS Professional Course Phase-II (2002- 2004 batch)
 - A short Trek to Sir George Everest Bunglow was organised on 19th June, 2004 for the OTs of the IAS Professional Course Phase-II (2002-2004 batch)

4. 76th Foundation Course:

A short Trek to Kampty Fall, Lal Tibba & Binog Hill were organised for the OTs of the 76th F.C. before they go on main trek.

(ii) River rafting were also organised for the OTs of the 76th F.C. on 23rd, 24th October, 2004 & again on 31st October 2004 in which 126 Officer's Trainee participated.

(iii) Para Sailing was also organised for the OTs on 24th October, 2004 in which 32 OTs participated.

The Alumni Association

The Alumni Association was active in creating the alumni corner on the Academy Web Site. It organised martyrs day on 21st October. The Association also took up the task of honouring the martyrs. Information on them was collected and their photographs were put up in the Ground Floor of Dhruvshila. Another renovative step was making identity cards for the alumni.

The Computer Society

During the year, the Computer Society has been holding various events like quizzes, lectures, classes and tutorials on computers. They have also taken steps to expose the Officer Trainees to new technologies and concepts in Information Technology and E-Governance. During the year 2004 the following programmes were organised by the Computer Society:

1. During the 75th Foundation Course & IAS Phase – I (2004) the Computer Society has prepared a CD on the various activities of the course.

2. During the IAS Professional Course Phase – II (2002 – 04 batch) the Computer Society has organized the following programmes for the Officer Trainees:

- (a) T – Shirt Logo Designing.
- (b) Who's Got the Look Competition.
- (c) Quiz Competition.
- (d) Nature Photo Competition.
- (e) The Society has prepared a CD capturing the various events held during the IAS Phase-II Course.

3. During the 76th Foundation Course the Computer Society has organized the following programmes for the Officer Trainees:

- a. Workshop on E-mailing and Messenger Services on 30.9.2004.
- b. Workshop on E-mailing and Messenger Services on 13.10.2004
- c. Second Workshop on Messenger Services, Networking on 4.11.2004
- d. The Society is in the process of preparing a CD capturing the various events held during the 76th Foundation Course.

Shri Rajiv Ranjan Mishra was the Director's Nominee for the year 2004.

The Film Society

The Film Society was one of the most vibrant societies during the year. More than 50 movies were screened during the year for the officer-trainees of the Foundational Course, IAS Phase-I & Phase-II. The movies screened covered a wide canvass and were shown keeping the wide and diverse interests of all officer-trainees in mind. The Film Society also purchased as many as 23 English & Hindi video VCDs/DVDs.

Smt. Vasudha Mishra, Deputy Director (Senior) was the Director's Nominee and Shri Chiranjiv Choudhary, Deputy Director (Senior) was the Associate Director's Nominee on the Film Society during the year.

The Fine Arts Association

The Fine Arts Association was the Knitting together of the Officer Trainees through a variety of cultural programmes in which group participation was given priority. The programmes organised by the association generated 'esprit de corps' amongst the Officer Trainees, broke down barriers of region and language.

The cultural programmes gave an opportunity to several Officer Trainees to explore their creative side. Apart from this the FAA was actively involved in organising the prograames of various visiting artists and groups. FAA also organised extra curricular modules for Indian Vocal Music, Spanish Guitar and Drums.

Late Shri A.K. Sinha memorial One Act Play competition were organised successfully during the Foundational Courses.

Smt. Rajni S. Sibal, Deputy Director (Senior) was the Director's Nominee of the Society.

The Hobbies Club

The Hobbies Club undertook the following activities during the year, 2004.

1. The Hobbies club organised painting, Collage modules, Weekly Photography Contest, Cacophony Contest, Guitar Classes etc during Professional Course Phase-1, Phase-11, 75th F.C. & 76th F.C.
2. The club has arranged the photography module during IAS Professional Course Phase-I, Phase-II, 75th FC & 76th Foundation Course.
3. The club has also arranged video film making module for the OTs of 75th & 76th Foundation Course.
4. The Hobbies Club organised a photo-competition for the OTs. Arrangements were also made to make photographs available to those OTs who do not own a camera.

House Journal Society

The House Journal Society consists of one Secretary and four members drawn from the Officer Trainees of the respective courses run at LBSNAA. The Secretary of the House Journal Society is the coordinator of the all the activities of the Society.

Objectives:-

To promote literacy activities through creative writing.

To provide a forum for free expression and interaction with each other.

To develop aptitude of editing and other aspects of Journalism.

To develop latent artistic talents and cartooning skills.

Activities:-

During the 76th Foundational Course, the society published two volume of an in house Magazine for the Officer Trainees. In order to preserve the memories of the batch the Society also brought a directory of the Officer Trainees entitled "REFLECTIONS"

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 for exchange of information and notes on managerial issues, to organise lectures and seminars on managerial problems relating to organisations, to provide opportunities to undertake management exercise and to organise management games.

In 2004, Management Circle formally came into existence after the Winter Study Tour of IAS Professional Course Phase-I. Four major courses namely IAS Professional Course Phase-I (2003 Batch), 75th Foundation Course (Summer FC), IAS Phase-II Course (2002-2004 Batch) and 76th Foundation Course (2004 Batch) were run during the current year. Following are the major activities organised by the Management Circle.

1. Case Study Competition was organised for the Officer Trainees of 75th Foundation Course and IAS Phase-I Course.
2. Stock Exchange Game was organised for the Officer Trainees of 75th Foundation Course and IAS Phase-I Course.

3. Management Quiz was organised for the Officer Trainees of 76th Foundation Course.
4. Hardsell Contest was organised for the Officer Trainees of 76th Foundation Course.

Shri Manoj Ahuja, Deputy Director (Senior) is the Director's Nominee and Shri T.K. Manoj Kumar, Deputy Director (Senior) is the Director's Associate Nominee.

The Nature Lovers' Club

The Nature Lovers Club is a society for the nature lovers who share interests and concern for environment protection and conservation. The activities organized by the Club includes bird watching, photography, field visits to areas of ecological and bio-diversity importance. In the year 2004 four major courses were held in the main campus of the Academy namely 75th Foundation Course, IAS Professional Course Phase-I (2003 Batch), IAS Professional Course Phase-II (2002-2004 Batch) and 76th Foundation Course. The Club is vibrant and had organized many events in consultation with Officer Trainees catering to their taste and interest. Some of them are as follows:

1. 3rd March, 2004 - Photography Competition of the photographs shot during Bharat Darshan of IAS Officer Trainees.
2. 9th - 11th April, 2004 Officer Trainees of 75th Foundation Course had visited Jim Corbett National Park.
3. Movies on Wildlife were screened during 75th Foundation Course.

4. 15th May, 2004 - Drawing Competition was organised for the school children and Officer Trainees.
5. 25th September, 2004 - Trek to Lal Tibba. Nature Lovers' Club accompanied with the Malis of Horticulture wing of the Academy for identification of local flora and fauna.
6. 28th September, 2004 - "Plantation Program" was organised in the Academy campus. A large number of Officer Trainees planted saplings of 'Bottlebrush' and 'Deodar' to make the place more greener and pleasant.
7. 21st October, 2004 - Photography Competition of photographs taken during the Trek on themes namely 'Pictorial' and 'Tourism & Journalism'.
8. 6th November, 2004 - field visit to Assan Barrage near Dakpatthar at Dehradun was organised and Officer Trainees enjoyed the joy of 'Birdwatching'. An expert from Zoological Survey of India, Dehradun had accompanied the group and provided expertise on the subject.

Shri Chiranjiv Choudhary, Deputy Director (Sr.) is the Director's Nominee and Dr. (Mrs.) Alka Kulkarni and Shri S.S. Rana are the Director's Associate Nominee.

The Officers' Club

The Officers' Club provides outdoor & indoor games facilities to its members who include the Officers Trainees/Faculty & members of the Staff. The outdoor facilities include Lawn Tennis, Basket Ball, Volley Ball, Cricket, Football, Hockey & Athletics, Cross Country Run. The indoor games facilities include Billiards, Carrom, Chess, Bridge, Snooker, Table

Tennis, Squash and Badminton. There are also facilities for Weightlifting, Cycling and a modern and well-equipped gymnasium. During the year the Club organised a number of activities for the Officer-Trainees of various courses and Faculty members. The course wise details are given below:

IAS PROFESSIONAL COURSE PHASE-I

1. Matches were organised between OTs of the IAS Phase-I (2003 batch) and 75th F.C. and between OTs and Faculty members of the Academy in various disciplines.
2. Besides this, OTs also organised open tournaments in different games. A large number of OTs, Faculty and staff members participated in these tournaments.
3. The Officer's Club were also organised the coaching camp for the OTs of Phase-I in the following games [a] Badminton [b] Tennis [c] Volley Ball [d] Billiards.
4. During Phase-I, matches were also organised with the participants of the In-service course (Indira Bhawan Complex) in Badminton, Lawn Tennis & Table Tennis etc.

IAS PROFESSIONAL COURSE PHASE-II

- 1 During Phase-II, matches were organised in Cricket, Badminton, Tennis & Squash between OTs & Faculty members of the Academy. OTs participated actively in these matches.
- 2 During Phase-II matches were also organised with In-Service course participants (Indira Bhawan Complex) in Badminton and Tennis.
- 3 OTs & Faculty members were also participated in the open Volley Ball,, Foot Ball, Badminton, Billiards & Cricket matches held at IGNFA Dehradun during IAS Phase-II Course.

75th Foundation Course

1. Open tournaments for various games like Badminton, Lawn Tennis, Table Tennis, Squash, Billiards etc. were organised during the course.
2. During the 75th Foundation Course, the Club organised the coaching camp in the following games:-
[a] Tennis [b] Badminton [c] volleyball [d] Billiards.
3. Matches were also organised with the Faculty in games like Badminton, volleyball, Squash, Tennis, Table Tennis, Basket Ball & Foot Ball etc.
4. Cricket Match Between Group A & B was also organised.
5. A Cross Country Run and Athletic Meet were also organised for the OTs of the 75th F.C. and Members of the faculty.

76th Foundation Course

1. A Cricket match between Faculty & OTs of the 76th F.C. was organised.
2. Lecture Group wise tournament in Foot ball, Vally Ball & Basket ball, Cricket were organised during the course.
3. Open tournaments of various games like Badminton, Lawn Tennis, Table Tennis, Squash, Billiards, Carrom & Chess etc were also organised during course.
4. Athletic Meet was also organised on 27th and 28th November, 2004 for the OTs of the 76th F.C., at Polo ground.
5. A Cross-Country Run was also organised for the OTs 76th F.C. and members of the faculty on 11th December, 2004.
6. During the 76th Foundation Course, the Club organised the coaching camp in the following games.
[A]Badminton [B] Volley Ball [C] Billiards [D] Foot ball [e] Basket Ball

The Club has also acquired one New Pool Table & one Table Tennis Table and also put up Climbing Rope besides many sports items for Lawn

Tennis, Badminton & Squash Rackets in order to improve the sports facilities.

The Officers' Mess

The Officer's 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. Officer Trainees are assigned duties as Mess Duty Officer (MDO) by rotation and the MDOs supervise the issue of stocks, preparation of food and service. This structure not only encourages participation but also provides an opportunity to the officer trainees to manage a real organisation. During the year, various VIP dinners, formal dinners, food festival on India Day Celebrations etc. were also organised successfully.

Shri M.H. Khan, Deputy Director, Senior was the Director Nominee and Shri Manoj Ahuja, Deputy Director, Senior was the Directors' Associate Nominee.

The Rifle and Archery Club

Every Officer undergoing training at the Academy is a member of the Club.

The executive Committee of the Club consists of one Secretary and three members organises the activities of the Club with the help of Shri S.S. Rana, CPTI and Shri, Shri Bhagwan, APTI. Director's Nominee on this Club oversees the administrative arrangements of the Club.

The Rifle & Archery Club has .22 Sporting Guns, .38 Revolvers, Air Guns & one.12 Bore SBBL Gun. The Club organised practice sessions for the Officer Trainees and the Faculty in the handling and usage of the above mentioned Arms. Assistance of Sr. Superintendent of Police, Dehra Dun were also taken in handling and managing these practice sessions. Firing session of carbine were also organised during IAS Phase-I, Phase - II and

75th & 76th Foundation Course with the help of SSP, Dehra Dun. The Club also possesses an automatic Rifle & a light machine gun presented by Lt. Gen. J.S. Arora in 1972.

The Society for Contemporary Affairs

The Society is designed to provide a forum for discussion, debate and study of all matters of general interest, including current affairs, science and technology and subjects of topical interest. The field of operation assigned to this Society is quite large, because all activities of general nature, which are not specifically provided for under the constitutions of other Societies and Clubs, fall within its ambit. That being the position, efforts were made to cover manifold areas of interest and to involve the Officer Trainees in various intellectual activities. The Society for Contemporary Affairs organised a large number of competitions and contests during the year 2004. It also arranged for interactions with Academicians, Scientists and other Personalities drawn from various fields. The following activities have been organized.:-

- i. Debate competition was held on 4th May, 04 on the Topic "This House Believes Globalization is edging the poor out of Development Debate". Officer Trainees from 75th F.C. as well as IAS Phase-I participated in this Debate.
- ii. A National Inter Institutional Debate was held on 13th May, 2004 on the above subject. Eight Teams from various National Training Institutes participated in the function. I.M.A., Dehradun was declared the best team and the prizes were given away by the Director LBS NAA, Mussoorie.
- iii. The Society also conducted a few opinion polls to ascertain the viewpoint of the probationers in different issues of importance like 'Do you feel that high constitutional posts should be reserved for naturally born Indian citizens?', 'Did language prove to be a barrier to effective communication during your village visit?'

- iv. In the aftermath of the general elections the Society conducted an opinion poll on the issue 'Do you feel that there is a need for radical change in India's economic policy in the wake of recent election mandate?'
- v. The Society organized an extempore speech competition on the 18th June, 04
- vi. Just A Minute Programmes were held on 17th September, 04 and 25th September, 04 by the OTs of 76th F.C.,
- vii. An Extempore Debate competition was held on 12th October, 04.
- viii. Mock Press Conference organized by SCA along with Film Society on 27th October, 04 was a big draw among the officer trainees; which was judged by prominent media personality Ms. Barkha Dutt.
- ix. Panel discussion on "The Globalization and its Consequences" was held on 5th November, 04.

Society for Contemporary Affairs also propose to conduct a Mock Parliament on the last week of November, 04 and an informal discussion on "The Rural Population, Livelihood and Environment" on the 1st week of December, 04.

The Society for Social Services

The Society for Social services undertook the following activities during the year 2004.

Health Camp - This weekly Camp was conducted under the guidance of Dr. Sunil Senon. Some patients are undergoing treatment for Tuberculosis. A three year project for continuing the Health Camp has been approved by the Prime Minister's Office under which assistance is provided to the poor and needy patients for medicines, lab tests and other facilities. The patients comprise of rickshaw pullers, coolies, daily wage earners and poor people living in the vicinity of the Academy.

The Academy Doctors, Academy Dispensary Unit and volunteers from the LBSNAA staff and the trainees provided support. About 30 patients visit the camp every week. A Homeopathic Dispensary headed by Dr. Uniyal is also run by the Society. It is very popular and more than 20 patients visit it every day.

During the Foundation Course, officer trainees were actively involved in the programmes of the Society. The Lalita Shastri Balwadi is run by the Society, mainly for the wards of the Academy staff. The Society has also provided toys, maps, and many articles, which are useful in making the students of L.S. Balwadi aware and giving them conducive environment to study. A mid day meal programme is included for the students of the Balwadi in which students are provided with fruits, dalia, savia etc. as their mid day meal.

A tailoring Center is run for the girls, to help them develop skills to make them independent. A new electronic machine [for designing, picko etc.] was provided to the Sewing Centre.

A Fete was conducted by the Society during the Foundation Course. It helped in promoting greater interaction between the Officer Trainees, and also gave them an experience of organizing events. This also generated funds for the Society.

Two Blood Donation Camps were organized by the Society. This has been a regular feature on the calendar of the Society for the last few years. The Director's Nominee was Shri Mukesh Puri. Shri M. R. Unithan, Shri A. M. Nandan and Shri A. Nallasamy were the Director's Associate Nominee on the Society for Social Service.

Chapter – 10

TRAINING PROGRAMMES OF THE YEAR-2004

Sl N.	Name of Course/Campus	Schedule	Course Team	No. of Participants		
				M	F	Total
1	IAS Professional Course Phase-I (2003-2005 Batch)	14 December, 03 to 28 May, 04	S. Krishnan R.R. Mishra Mukesh Puri	52	21	73
2	75th Foundational Course for eligible members of All India Services and Central Services (Group 'A')	22 March to 2 July, 04	R.S. Sibal T.K. Manoj Kumar Chiranjiv Choudhary	39	13	52
3	IAS Professional Course Phase-II (2002-2004 Batch)	14 June to 23 July, 04	Mukesh Puri M.H. Khan Manoj Ahuja	49	16	65
4	76 th Foundational Course for eligible members of All India Services and Central Services (Group 'A')	6 September to 17 December, 04	T.K. Manoj Kumar R.R. Mishra Vasudha Mishra M.H. Khan Chiranjiv Choudhary Kalpana Dube	245	53	298
5	95th Induction Training Programme for Officers promoted/select list to IAS from SCS	15 March to 7 May, 04	M.H. Khan Arti Ahuja	25	03	28
6	24th Training Programme for IAS Officers of 17-20 years service	21 June to 2 July, 04	R.S. Dalal Manoj Ahuja	17	01	18
7	16th Training Program for IAS Officers of 10-16 years' service	5 July to 16 July, 04	T.K. Manoj Kumar Rajiv R. Mishra Manoj Ahuja	15	01	16

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8	Training Program for IAS Officers of 6-9 years' service	19 July to 30 July, 04	Arti Ahuja S. Krishnan Chiranjiv Choudhary	14	02	16
9	25th Training Program for IAS Officers of 17-20 years' service	9 August to 20 August, 04	Rajni S. Sibal MH Khan Chiranjiv Choudhary	14	02	16
10	17th Training Program for IAS Officers of 10-16 years service	30 August to 10 September, 04	Vasudha Mishra T.K. Manoj Kumar Chiranjiv Choudhary	30	02	32
11	9th Program on "Ethical Issues in Today's Administration"	13-17 September, 04	Arti Ahuja M.H. Khan Chiranjiv Choudhary	22	7	29
12	Training Program for IAS Officers of 6-9 years service	20 September to 1 October, 04	L.C. Singhi M.H. Khan Manoj Ahuja A.S. Ramachandran	26	03	29
13	96th Induction Training Program for Officers promoted/slect list to IAS from SCS	4 October to 26 November, 04	Mukesh Puri Manoj Ahuja L.C. Singhi	35	02	37
14	2nd Joint Civil-Military Training Programme on National Security for IAS, IFS, IPS, IRS, Armed Forces and CPMF	6-17 December, 04	R.S. Dalal T.K. Manoj Kumar Kalpana Dube	25	01	26
15	Gender Discrimination in Land Ownership	5-6 February, 04	Manoj Ahuja	13	15	28
16	National Commission for Women, New Delhi, Workshop on formulation of a Course Curriculum for LLB and LLM students	18-20 March, 04	Rajni S. Sibal	01	14	15

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17	Retrat of the IAS Officers of 1954 batch	24-25 June, 04	M.H. Khan Arti Ahuja	18	01	19
18	3rd Conference of Heads of ATI at LBSNAA	14-15 July, 04	Arti Ahuja	18	01	19
19	Direct Trainers Skill Training Program	2-6 August, 04	Arti Ahuja M.H. Khan	16	02	18
20	Land Market and Rural Poverty	10-12 August, 04	Manoj Ahuja	22	00	22
21	Exposure Program on Micro-Finance & SHGs for IAS Officers.	1-3 September, 04	M.H. Khan	22	2	24
22	ToT Module on Principal Centered Negotiation on Conflict Resolution	25-30 August, 04	T.K. Manoj Kumar	16	2	18
23	3rd Conference of Heads of Central Training Institutions at LBSNAA	23 November, 04	Kalpana Dube	10	4	14
			Total	744	168	912

Faculty/Officers in the Academy**LIST OF FACULTY MEMBERS**

Sl. No.	Faculty (S/Shri)	Designation
1	Shri D.S. Mathur	Director (w.e.f. 29.10.2004)
2	Shri Rudhra Gangadharan	Joint Director (w.e.f. 23.11.2004)
3	Shri R.S. Dalal	Professor of Law
4	Smt. Rajni S. Sibal	Deputy Director, Sr.
5	Shri, Rajiv Ranjan Mishra	Deputy Director, Sr.
6	Smt. Vasudha Mishra	Deputy Director, Sr.
7	Shri T.K. Manoj Kumar	Deputy Director, Sr.
8	Shri M H Khan	Deputy Director, Sr.
9	Shri Mukesh Puri	Deputy Director, Sr.
10	Smt. Kalpana Dubey	Deputy Director, Sr.
11	Shri Chiranjiv Choudhary	Deputy Director, Sr.
12	Shri Manoj Ahuja	Deputy Director, Sr.
13	Smt. Arti Ahuja	Deputy Director, Sr.
14	SH. L C Singhi, IAS	Deputy Director, Sr.
15	Shri Dibya Jyoti De	Professor of Law
16	A.S. Ramachandran	Reader in Law
17	S. Sajith	Reader in Law
18	Dr. (Mrs.) Jyoti Pandey	Professor of Hindi
19	Shri Ganga Prasad Sharma,	Assistant Professor of Hindi
20	Ms. Bhawana Abhay Porwal,	Hindi Instructor
21	Dr. M.R. Unnithan	Language Instructor Kannada & Malyalam
22	Smt. Alka A. Kulkarni	Language Instructor Gujarati & Marathi

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23	Shri A. Nallaswamy	Language Instructor Tamil & Telugu
24	Shri A.M. Nandan	Language Instructor Urdu & Punjabi
25	Shri K.B. Singha,	Language Instructor Assamese & Manipuri
26	Ms. Soudamini Bhuiyan,	Language Instructor Oriya & Bengali
27	S.K. Tripathi,	Language Instructor Oriya & Bengali
28	S.S. Rana,	Chief Physical Training Instructor
29	Man Singh,	Riding Insturctor
30	Balkar Singh,	Riding Insturctor
31	Kalyan Singh,	Assistant Riding Insturctor
32	Shri Bhagwan,	Assistant Physical Training Instructor

Annex- II

PHYSICAL INFRASTRUCTURE

Class/lecture/conference rooms	
Total number of Classrooms/ lecture rooms	09 No.
Total capacity (seating) of all classrooms/ lecture rooms	
Conference rooms/ halls	1184 Seats
Seating capacity of each conference room/ hall	02 No. 50 No. each
<u>Hostel</u>	
Ganga Hostel	78
Kaveri Hostel	32
Narmada Hostel	22
Kalindi Guest House	21
Happy Valley Block	25
Valley View	08
A.N. Jha Block	08
Indira Bhawan	20

Library

Total number of books 1,50,000

Number of general reading magazines
subscribed

Popular magazine 30

Regional Magazines 12

Children Magazines 11

Number of newspapers subscribed

National daily 17

Regional daily 22

Number of journals subscribed 142

Exchange basis 60

Complimentary 20

Library catalogue has been computerized as
well as issuance & return of books.

Other Training Equipment:

OHP's 15

CRT 06 CRT + 7 LCD

Others 07 Slide Projector

Residential accommodation

(i) for officers 35

(ii) for staff 295

Computers:

<i>(i) Total Computer</i>	420
Number of the following Intel microprocessor based computers	Number
Intel 386	01
Intel 486	54
Intel Pentium I	108
Celeron	34
Intel Pentium II	77
Intel Pentium III	145
 <i>Number of Apple Computer</i>	 01
Number of other (other than Intel based or Apple) computers	03 UNIX Servers 04 Compaq series servers
 <i>Total number and type of printers</i>	 Number
HP LaserJet 6L	54
HP LaserJet 4P	03
HP LaserJet 4500N	04
HP LaserJet colour	01
JP 250	20
JP 150	06
Wipro Colour	06
HP Deskjet Colour	08
DMP 132	03
Apple LaserJet	01
HP Desk Jet	01
Number of optical scanners	
Number of CD Writers	03
Computer software available in the institute are:	03

Window 3.1 & 95, Ms-office 4.2 & 97 & 2000;;
Netscape, Norton Anti-Virus, Techlib,
Basisplus Windows 95. Windows NT, HP-Unix

Games and Sports facilities

Badminton Halls (Wooden Floor)	02
Squash Courts (Wooden Floor)	02
Lawn Tennis Courts (2 Cemented & 1 Synthetic)	03 01
Multi-purpose playground	01 (with fibber
Basket-ball court (Cemented)	glass boards) 01

Multi-purpose Hall

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.

Vision Statement:

We seek to promote good governance, by providing quality training towards building a professional and responsive civil service in a caring, ethical and transparent framework.

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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 Virmudan

Talle Nirmindu Niripai Ni

Bhuli Bhedbhed 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