

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 Service 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 specialized inputs for a diverse clientele. Individuals, Non-Government Organizations, the Corporate sector, and Governments both within India and abroad are offered customized 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, Uttarakhand 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 National 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 "

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Heads of the Academy

Director: A senior officer of the rank of Additional Secretary/ 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:

<u>Sl. NO.</u>	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 29.04.1968
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. 2004
19.	Shri D.S. Mathur, IAS	29.10.2004 to onwards

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

<u>Sl. NO.</u>	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 23.11.2004 to onwards

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 customized 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 specialized courses, programs, 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 liberalization and economic reforms, it is our endeavour to make young civil servants realize 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.

COURSES

A brief outline of various courses is given as under:

The Foundational Course is essentially knowledge centred; the professional programs 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 coordination among the members of the different public services by building esprit-de-corps and cultivating a spirit of cooperation 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 familiarize them with the environment of political, economic, social and administrative issues, through a well-defined syllabus.

IAS Professional Course, Phase- I (26 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 Administrative 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 Organizations. Attachment with the armed forces also serves the purpose of better appreciation of other roll.

Training with the Bureau of Parliamentary Studies and Training is also organized, 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 organizations. Thereafter, the officers go through a regimen of classroom training. It is here that professional inputs in Public Administration, Management, Law, Computers and Economic 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 functions. 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-a-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. Now this course is planned to be organised for 08 weeks .

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 of 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 13 December, 2001 re-emphasized the teaching of the subject, "National Security", in various courses being run by the LBS NAA.

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 to the opinion that Joint Civil-Military training program 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 endeavor to run a two-week training program on National Security for civil and military officials in partnership with other training institutions. As of date 5 Joint Civil Military Programmes have been conducted so far.

Seminar/ Workshops

A number of seminars/workshops are organized 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-trainees 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: -

- i) Lesson by both in-house and guest faculty.
- ii) Panel discussion to promote appreciation divergence of opinions and views.
- iii) Case study.
- iv) Films.
- v) Group discussion.
- vi) Simulation exercise.
- vii) Seminars.
- viii) Moot Court and Mock Trial.
- ix) Order and judgement writing practice.
- x) Practical demonstration.
- xi) Problem solving exercises.
- xii) Report Writing (Term Paper, Syndicate Paper)
- xiii) 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 the 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 the 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.

From 1997 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 Retreat for the 1956 batch was conducted this year on 8th-9th June, 2006.

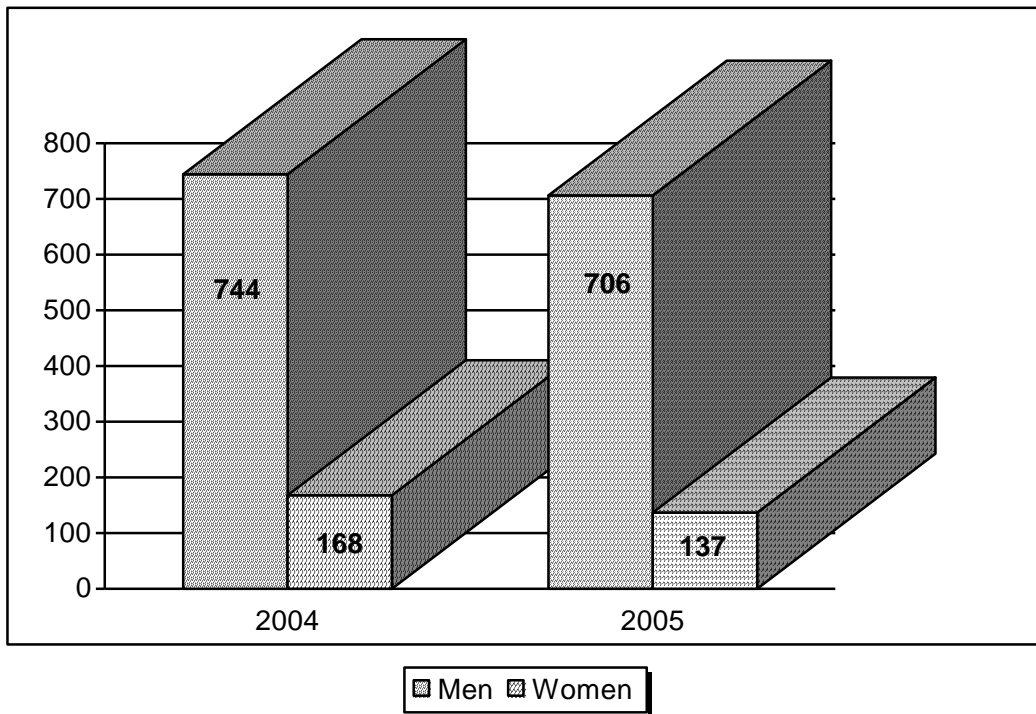
The Academy Spirit

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.

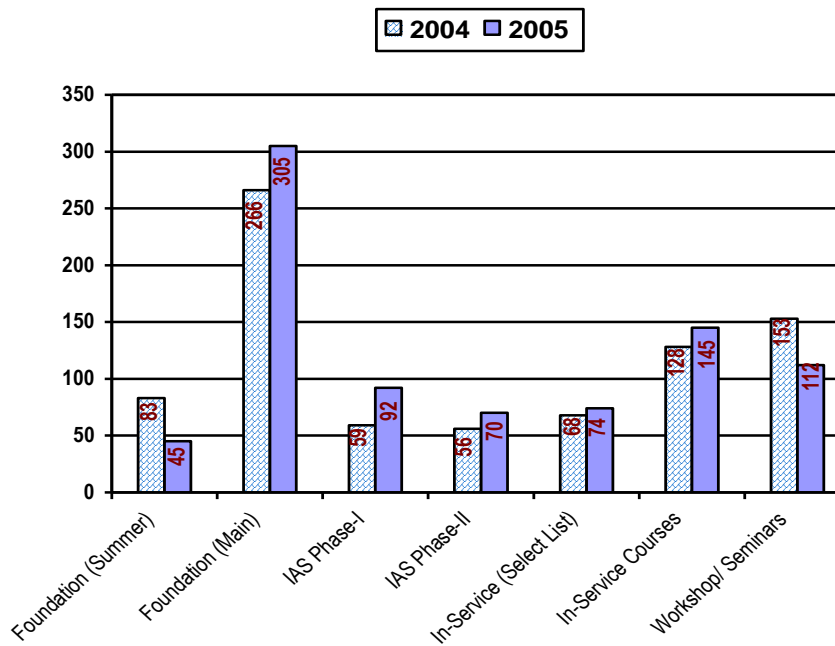
The Participants

During the year a total of 19 courses/workshops/seminars were conducted. A total number of 843 participants attended. The table below shows the distribution of trainees in various courses during 2004 and 2005. Comparison of Men & Women participants/trainees in 2004 and 2005 is given below:

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Distribution of Participants/Trainees in various courses during 2004 and 2005.



The table of Courses, Workshops & Seminars conducted in 2005 is as follows:

Sl N.	Name of Course/Campus	Schedule	Course Team	No. of Participants		
				M	F	Total
1	IAS Professional Course Phase-I (2004-2006 Batch)	18 December, 04 to 3 rd June, 05	Arti Ahuja Mukesh Puri Manoj Ahuja L.C. Singhi	73	19	92
2	77 th Foundational Course for eligible members of All India Services and Central Services (Group 'A')	14 th March, 05 to 24 th June, 05	Chiranjiv Choudhary Rajiv Ranjan Mishra Vasudha Mishra T.K. Manoj Kumar	30	15	45
3	IAS Professional Course Phase-II (2003-2005 Batch)	13 th June, 05 to 22 nd July, 05	Mukesh Puri M.H. Khan Manoj Kumar	49	21	70
4	78 th Foundational Course for eligible members of All India Services and Central Services (Group 'A')	22 nd August, 05 to 2 nd December, 05	R.R. Mishra T.K. Manoj Kumar Vasudha Mishra C. Choudhary	250	55	305
5	97 th Induction Training Programme for Officers promoted/select list to IAS from SCS	7 th March, 05 to 29 th April, 05	M.H. Khan L.C. Singhi Kalpana Dube	23	01	24
6	12 th Training Programme for IAS Officers of 6-9 years service	2 nd May, 05 to 13 th May, 05	Kalpana Dube T.K. Manoj Kumar M.H. Khan Mukesh Puri	11	03	14
7	18 th Training Programme for IAS Officers of 10-16 years' service	16 th May, 05 to 27 th May, 05	Vasudha Mishra Mukesh Puri Manoj Ahuja	15	05	20
8	26 th Training Programme for IAS Officers of 17-20 years' service	6 th June, 05 to 17 th June, 05	R. Gangadharan Rajni S. Sibal T.K. Manoj Kumar Kalpana Dube	23	01	24
9	13 th Training Programme for IAS	20 th June, 05 to 1 st July, 05	L.C. Singhi M.H. Khan	17	05	22

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	Officers of 6-9 years' service		Manoj Ahuja			
10	10 th Programme on "Ethical Issues in Today's Administration"	27 th June, 05 to 1 st July, 05	C. Choudhary R.R. Mishra Arti Ahuja	27	01	28
11	4 th Training Programme for Joint Civil-Military on National Security	4 th July, 05 to 15 th July, 05	R.S. Dalal A.S. Khullar	28	00	28
12	98 th Induction Training Program for IAS Officers promoted/ select list from SCS	25 th July, 05 to 16 th September, 05	T.K. Manoj Kumar Rajni S. Sibal M.H. Khan A.S. Khullar	27	01	28
13	27 th Training Programme for IAS Officers of 17-20 years service	19 th -30 th September, 05	T.K. Manoj Kumar M.H. Khan A.S. Khullar	11	02	13
14	19 th Training Program for IAS Officers of 10-16 years' service	3 rd -14 th October, 05	Rajni S. Sibal M.H. Khan L.C. Singhi	24	00	24
15	99 th Induction Training Programme for Officers promoted from SCS/select list to IAS	24 th October, 05 to 16 th December, 05	M.H. Khan L.C. Singhi A.S. Khullar	21	01	22
16	5 th Training Programme for Joint Civil-Military on National Security	28 th November, 05 to 9 th December, 05	R. Gangadharan T.K. Manoj Kumar M.H. Khan L.C. Singhi	22	01	23
17	4 th Conference of Heads of ATI and State Training Coordinators at LBS NAA	19 th -20 th May, 05	T.K. Manoj Kumar M.H. Khan L.C. Singhi	17	04	21
18	Retreat of the IAS Officers of 1955 Batch	23 rd -24 th June, 05	R.S. Dalal A.S. Khullar	19	01	20
19	Top Level Refresher Course, 2005 for Officers of National Academy of Defence Production, Nagpur	17 th -21 st October, 05	M.H. Khan	19	01	20
Total				706	137	843

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NIC TRAINING UNIT

NIC Training Unit, LBS National Academy Mussoorie provides Communication and Information Technology related training to the officers of All India Services during all the training programmes conducted at the Academy. The following inputs were delivered in 2005 in the various courses by NICTU.

Sr. No.	Course/duration	Sessions	Participants	Topics
1	77th Foundation Course (15Weeks)	25 X 2 = 50	45	Introduction to computers, Internet, E-mail, Typing Tutor, Windows(XP) O. S., MS Word , MS Excel, MS PowerPoint, Income Tax calculation using Excel, Data Analysis using Excel, Financial Management using Excel, Correlation and Regression analysis using Excel.
2	IAS Professional Course Phase-I (2004-06 Batch) (24 Weeks)	25 X 2 = 50	92	Data analysis using Excel, Database Management, MS-Access, Client/Server Applications, Geographical Information Systems & GISNIC, Project Management, E-Governance Seminar, Financial Accounting Analysis using Tally Software and Financial Management using MS Excel.
3.	IAS Professional Course Phase-II (2003-05 Batch) (6 Weeks)	12 X 2 = 24	70	Revision on Excel, Access, Handling Multiple tables using Access, Data analysis using Excel, Tenancy Database, Client Server Technology, Issues related to purchase of computer HW and S/W, Communication Technology and E-Governance Module.
4.	78th Foundation Course (16Weeks)	20 X 8 = 160	305	Introduction to computers, Windows(XP) O. S., Typing Tutor, Internet/E-mail & Work Flow Automation, MS Word, MS PowerPoint, MS Excel, Income Tax Calculation using Excel, Correlation and Regression exercises using EXCEL and Data Analysis using MS Excel.
5.	97th Induction Training Programme for IAS Officers (8 weeks)	20	24	Introduction to computers, Internet & E-mail, Typing Tutor, Windows(XP) O. S., MS Word , MS Excel, MS PowerPoint,
6.	12th Training Programme for IAS officers of 6-9 years Service (2 Weeks)	2	14	Project Management.
7.	98th Induction	15	28	Introduction to computers, Internet

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	Training Programme for IAS Officers (8 weeks)			& E-mail, Typing Tutor, Windows(XP) O. S. , MS Word , MS Excel, MS PowerPoint & Communication Technology.
8.	99th Induction Training Programme for IAS Officers (8 weeks)	20	23	Introduction to computers, Internet & E-mail, Typing Tutor, Windows(XP) O. S. , MS Word , MS Excel, MS PowerPoint.
9.	13th Training Programme for IAS officers of 6-9 years Service (2 Weeks)	2	18	Project Management
10.	18th Training Programme for IAS officers of 10-16 years Service (2 Weeks)	2	23	What-if-Analysis using MS Excel.
11.	26th Training Programme for IAS officers of 17-20 years Service (2 Weeks)	6	24	Data Analysis MS Excel, What-if-Analysis using MS Excel, Advance Features of MS Word and Communication Technology.
12	27th Training Programme for IAS officers of 17-20 years Service (2 Weeks)	2	20	Communication Technology.

Methodology :

- Lecture-cum-Demonstrations
- Hands-on
- Case Studies
- Class and Take Home Assignments
- Presentations by the participants

Training Programmes Attended

One day Training Programme on DevInfoINDIA conducted by UNICEF New Delhi attended by following faculty members:

- Sh. M. Chakraborty
- Sh. Azad Singh
- Sh. Amarjeet Singh Dutt

New Hardware and software

Received 15 Nos. of P 4 System with pre loaded Windows XP

Guest Speakers

The following guest speakers addressed the participants in various courses:

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- Dr. Vandana Sharma, Senior Technical Director, NIC Delhi
- Dr. Rakesh Goel, Senior Technical Director, NIC Uttaranchal State Unit
- Sh. Rajeev Chawla, IAS, Bangalore
- Sh. Karthy, Senior Systems Analyst, NIC Delhi
- Sh. Ajay Pathak, Senior Systems Analyst, NIC Delhi

HIGHLIGHTS OF COURSES, SEMINARS AND WORKSHOPS

IAS Professional Course, Phase-I {2004-2006 Batch}

{18th December, 2004 to 03rd June, 2005}

Course Coordinator	Smt. Arti Ahuja
Associate Course Coordinators	Shri Mukesh Puri Shri Manoj Ahuja Shri L.C. Singhi
Inaugurated by	Shri D.S. Mathur Director, LBSNAA, Mussoorie
Valedictory Addresses by	Shri B.K. Chaturvedi Hon'ble Cabinet Secretary
Composition of Group	Total : 92 including 3 Officers of the Royal Bhutan Civil Service (Male : 73 ; Female : 19)

<i>Participants from the Cadre of</i>	Male	Female	No. of Participants
AGMUT	4	1	5
Andhra Pradesh	3	-	3
Assam-Meghalaya	5	1	6
Bihar	4	2	6
Chattishgarh	2	2	4
Gujarat	5	1	6
Haryana	2	1	3
Himachal Pradesh	1	1	2
Jammu & Kashmir	1	1	2
Jharkhand	2	1	3
Karnataka	4	-	4
Kerala	1	-	1
Madhya Pradesh	3	-	3

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Maharashtra	4	1	5
Manipur-Tripura	4	1	5
Nagaland	1	-	1
Orissa	1	1	2
Punjab	3	1	4
Rajasthan	5	-	5
Royal Bhutan Civil Service	3	-	3
Sikkim	-	1	1
Tamil Nadu	3	1	4
Uttar Pradesh	5	2	7
Uttaranchal	2	-	2
West Bengal	5	-	5
Total	73	19	92

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 attachments with the Armed Forces, civil administration in insurgency affected areas, non governmental organizations, private and public sector units, government organizations which have effectively applied information and communication technology, urban local bodies and in tribal villages. A mid-Course break of two weeks including a weeklong Bureau of Parliamentary Studies and Training (BPST) attachment was also included in the course.

The 15-week Academic Module held on campus covered the prescribed syllabi. This year the course objectives which had been 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

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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, ministers, and other public personalities. Prominent guest speakers included Ms Amita Sharma, IAS, Joint Secretary, RD Ministry, Govt. of India; Professor Amitabh Kundu, Centre for Study of Regional Development, JNU, New Delhi; Shri Anil K. Gupta, Professor, IIM, Ahmedabad; Ms Ira Pande, Journalist & Writer, New Delhi; Dr. N.C. Saxena, IAS (Retd.), Member, National Advisory Council, Govt. of India, Prime Minister's Office, New Delhi; Shri Rajiv Chawla, Secretary, IT, Govt. of Karnataka, Bangalore; Dr Renuka Vishwanathan, IAS, Advisory Planning Commission; Shri S.R. Sankaran, IAS (Retd.), Hyderabad; Ms Shailja Chandra, IAS (Retd.), New Delhi.

77th Foundation Course for Members of All India Services and Central Services {Group- 'A'}

{14th March, 2005 to 24th June, 2005}

Course Coordinator	Shri Chiranjiv Choudhary
Associate Course Coordinator	Shri T.K.Manoj Kumar Shri Rajiv Ranjan Mishra Ms. Vasudha Mishra
Inaugurated by	Shri D.S.Mathur, Director, LBS NAA, Mussoorie.
Veledictory by	Shri P.M.Sayeed, Hon'ble Minister of Power, Govt. of India

Composition of Group Male: 30 Female: 15

Services/States	Male	Female	Total
CISF	2	-	2
ICCES	4	1	5
IDAS	2	1	3
IES	4	7	11
IoFS	1	-	1
IPOS	4	-	4
IRAS	-	1	1
IRPS	-	1	1

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IRTS	2	-	2
ISS	10	4	14
PTFAS	1	-	1
Total	30	15	45

Course highlights:

During the course there were 88 sessions in Public Administration, 44 sessions in Law, 30 sessions in Management, 32 sessions in Economics, 21 session in Computers, 15 sessions in Political Concepts and Constitution of India, 12 sessions in History and 18 sessions in Hindi/Regional Language, Faculty in the Academy as well as eminent Guest Speakers i.e. FR. V.M.Thomas,, Prof. Sekhar Singh, Ms. Shashi Mishra, Dr. K.P.Krishnan, Dr. N.C.Saxena, Shri Ajoy Kumar, Shri Ashok Dohare, Dr. Raghuvansh Prasad Singh Hon'ble Minister of Rural Development, GOI, New Delhi, Dr. V.Ramaswamy, Shri R.Naresh, Dr. P.M.Bhargava, Shri D.Banerjea, Mr. Abid Hussain, Prof. Valerian Rodrigues, Prof. Balveer Arora, Prof. Anil K. Gupta, Prof. Pranab Banerji, Shri P.Shankar, Swami Agnivesh, Shri C.M.Bhandari, Mr. William Miller, Dr. Debra Miller, Shri Ashok Lahiri, Shri R.P.Agarwal, Prof. Rohit Wanchoo, Mr. Barry Bales, Shri Ajai Singh, Dr. NR Madhav Menon, Shri Sunil Kant Munjal CMD, Hero Services & Former President CII, Shri Mangala Rai, Shri Rajeshwar Prasad, Shri Rajender Singh, Sh. Uday Kumar Varma, Prof. Aditya Mukherjee, Prof. Mridula Mukherjee, Prof. Bidyut Chakrovarty, Mr. Vinod Dua, conducted the above sessions during 75th F.C.

Main Activities of the Course.

Village Visit Programme: A 9-day village study programme from 09th April to 17th April, 2005 to Mooradabad (Uttar Pradesh), Vashali (Bihar), Bharuch (Gujarat), Betul & Ratlam (Madhya Pradesh) districts was organized. The objective of the village study programme is to sensitize the OTs to the issues of rural India and develop their analysis understanding of rural people.

Trek: The officer trainees undertook a nine-day trek to Himalayas from 21st to 29th May 2005. The objective of trek was to inculcate the spirit of adventure and to strengthen the esprit de corps in the officer trainees.

Extra Curricular Activities: Co-curricular Modules on coaching in Tennis, Badminton, Volley ball etc were conducted during the course.

- A.K.Sinha One Act Play Competition: The A.K.Sinha One Act Competition was organized on 15th - 16th June 2005.
- India Day Celebration was organized on 18th June 2005.

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- Cross-Country Run was organized on 19th June 2005.
- River Rafting & Para Sailing was organized.
- Athletic Meet was organized on 23rd April 2005.
- Blood Donation Camp was organized on 02nd May 2005.

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

IAS Professional Course, Phase-II {2003-2005 Batch}

{13th June, 2005 to 22nd July, 2005}

Course Coordinator	Shri Mukesh Puri
Associate Coordinators	Shri M.H. Khan (who later took charge of course coordinator) Shri Manoj Ahuja
Inaugurated by	Shri D.S. Mathur, Director, LBS NAA
Valedictory by	Dr. Raman Singh, Hon'ble Chief Minister, Chhattisgarh
Composition of Group	Total : 70 including 1 Officer of the Royal Bhutan Civil Service (Male : 49; Female : 21)

<i>Participants from the Cadre of</i>	Male	Female	No. of Participants
AGMUT	3	2	5
Andhra Pradesh	2	1	3
Assam-Meghalaya	2	1	3
Bihar	3	1	4
Chattishgarh	1	3	4
Gujarat	3	1	4
Haryana	2	-	2
Himachal Pradesh	-	1	1
Jammu & Kashmir	1	-	1
Jharkhand	3	-	3
Karnataka	2	1	3
Kerala	1	-	1

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Madhya Pradesh	3	-	3
Maharashtra	3	2	5
Manipur-Tripura	4	-	4
Nagaland	1	-	1
Orissa	1	1	2
Punjab	2	-	2
Rajasthan	4	-	4
Royal Bhutan Civil Service	1	-	1
Sikkim	-	1	1
Tamil Nadu	2	3	5
Uttar Pradesh	3	2	5
Uttaranchal	2	-	2
West Bengal	-	1	1
Total	49	21	70

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. The mechanism of online Weekly Feedback was followed.

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 Chhattisgarh Dr. Raman Singh, Ms. Shailja Chandra, IAS (Retd.), Chairman, Public Grievances Commission; Dr S.K. Pachauri, IAS (AP), Secretary, Liberhan Ayodhya Commission of Inquiry, New Delhi; Shri Amarendra Sinha, IAS (UL), Secretary, Deptt. of Information Technology, Uttaranchal; Shri Prakash Kumar, IAS (UT), Secretary (IT & Admn. Reforms), Deptt. of Information Technology, Govt. of NCT of Delhi; Shri S. Abbasi, IAS (AM), Director, Deptt. of IT, Govt. of India, New Delhi; Shri P.K. Hota, IAS (OR),

Secretary, M/o Health & Family Welfare, Govt. of India, New Delhi; Dr M. Govinda Rao, Member, Economic Advisory Council to the Prime Minister of India; Dr Jayaprakash Narayan, IAS (Retd.) [AP], National Coordinator, LOK SATTA, Hyderabad; Shri T.R. Raghunandan, IAS (KN), Joint Secretary, M/o Panchayati Raj, Govt. of India, New Delhi; Shri Avdhash Kaushal, Chairperson, Rural Litigation & Entitlement Kendra, D. Dun; Shri Arun D. Ahluwalia, Professor, Geology Deptt., Punjab University, Chandigarh; Shri B.G. Deshmukh, IAS (Retd.), Ex-Cabinet Secretary, Govt. of India, New Delhi; Shri S. Narayan, IAS (Retd.) [TN], Ex-Finance Secretary, Govt. of India, New Delhi; Shri P.C. Sharma, IPS (Retd.), Member, National Human Rights Commission, New Delhi; Shri Amod Kumar, IAS (UP), DM, Sitapur, U.P.; Ms Gadriot Renard, ENA Paris, France; Dr L.M. Singhvi; Shri K.K. Pathak, IAS, Project Director, Bihar State Aids Control Society, Patna; Shri Radhavinod Raju, IPS, Addl. DG of Police, J&K, Srinagar; Shri Dilip Kumar Borah, IPS, IG of Police (Admn.), Assam; Shri Rajiv Agarwal, IAS, JS (NE), M/o Home Affairs, Govt. of India; Shri R.C. Mishra, Dy. Election Commissioner, New Delhi; Shri Ashish Goel, IAS (UP), DM, Muzaffarnagar, U.P.; Justice S.H.A. Raza, Lok Ayukta, Govt. of Uttaranchal; Dr Rakesh Goel, SIO, NIC, Uttaranchal State Unit, D. Dun; Shri K. Rajaraman, IAS (TN), Addl. Commissioner, Civil Supplies & Consumer Protection, Govt. of T.N., Chennai; Dr Ravi Sinha, Professor, Deptt. of Civil Engineering, IIT, Mumbai; Shri Jugal Kishore Mohapatra, IAS (OR), Jt. Secretary, M/o Panchayati Raj, Govt. of India, New Delhi; Ms Chhaya Ratan, IAS, Principal Secretary, Tribal Welfare Department, Govt. of A.P.; Shri Wilfred Lakra, IAS (CG), Managing Director, Tribal Co-operative Marketing Development Federation of India Ltd., M/o Tribal Affairs, Govt. of India, New Delhi; Shri Wajahat Habibullah, IAS (J&K), Secretary, Panchayati Raj, Govt. of India, New Delhi; Shri Has Mukh Adhia, IAS (GJ), Principal Secretary to the Chief Minister of Gujarat, Govt. of Gujarat; Ms Kamala Visweswaran, Associate Professor, Anthropology Deptt., University of Texas at Austin; Shri T.T. Rangarajan, Founder, Alma Mater, Chennai; Shri Vivek Dhand, Secretary to the Chief Minister, Govt. of Chhattisgarh.

Seminars on "E-Governance", "Health", "Panchayati Raj", "Law & Order", "Insurgency", "Disaster Management", "Tribal Issues", Module on "Holistic Living", and Interaction with the Officers of 1955 Batch were also held. A two day "Effective SDO's Seminar" (19-20 July, 2005) 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.

78th Foundation Course for Members of All India Services and Central Services {Group- 'A'}

{22nd August to 2nd December, 2005}

Course Coordinator

Shri Rajiv Ranjan Mishra

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Associate Course Coordinator	Mrs. Vasudha Mishra Shri T.K.Manoj Kumar Shri Chiranjiv Choudhary
Inaugurated by	Dr. C.Rangarajan, Chairman Economic Advisory Council to PM, GOI
Veledictory by	Shri T.K.A.Nair, Principal Secretary to the Prime Minister, Government of India

Composition of Group	Male: 250 Female: 55		
Services/States	Female	Male	Total
IAAS	0	6	6
IAS	14	76	90
ICAS	0	3	3
ICCES	4	20	24
IDAS	1	3	4
IDES	0	1	1
IFOS (Forest)	7	24	31
Indian Foreign Service	7	12	19
IOFS	1	2	3
IPOS	0	9	9
IPS	5	40	45
IRAS	0	5	5
IRPS	0	3	3
IRS	13	43	56
IRTS	2	0	2
PTFAS	1	0	1
RBCS	0	1	1
RBFS	0	2	2
Total	55	250	305

Course Activities:

During the course there were 86 sessions in Public Administration, 40 sessions in Law, 29 sessions in Management, 25 sessions in Economics, 17 session in Computers, 15 sessions in Political Concepts and Constitution of India, 11 sessions in History and 18 sessions in Hindi/Regional Language by the house Faculty of the Academy as well as eminent Guest Speakers i.e. Dr. C Rangarajan, Chairman, Economic Advisory Council to Prime Minister, Govt. of India, New Delhi, Shri Bilal Nazki, Hon'ble Chief Justice, High Court of AP, Hyderabad, Shri Ajay Sawhney, IAS, Joint Secetary (Trg.), DOPT, New Delhi, Shri IMG Khan, IPoS, Addl. Secretary, GOI, Ministry of Personnel, PG&Pension (Department of Pensioners' Welfare, New Delhi, Shri Pranab Mukherjee, Hon'ble Minister of Defence, GOI, New Delhi, Dr. Abid Hussain, IAS (Retd.), Dr.

Prodipto Ghosh, IAS Secretary, Govt. of India, Ministry of Environment & Forests, New Delhi, Dr. N.R. Madhav Menon, Director, National Judicial Academy, Dr.(Ms.) Kiran Bedi, IPS, New Delhi, Shri Pradip Baijal, Chariman, TRAI, New Delhi, Shri Amitabh Kant, IAS, Joint Secretary, Ministry of Tourism, Govt. of India, New Delhi, Shri K.M. Sahni, IAS, Secretary, Govt. of India, Ministry of Labour, New Delhi, Shri J.P. Singh, IAS, Addl. Secretary, Govt. of India, Ministry of Labour, New Delhi, Shri K. Chandramouli, IAS, Joint Secretary, Govt. of India, Ministry of Labour, New Delhi, Shri Manohar Lal, IAS, Deputy Director General, Labour Welfare, Govt. of India, New Delhi, Shri Uday K. Varma, IAS, Director, V.V. Giri National Labour Institute, NCCA, UP, Shri K.K. Mittal, IAS, Director General Employment & Training, Govt. of India, New Delhi, Padma Bhasan Prof. V.S. Ramamurthy, Secretary, Department of Science & Technology, Govt. of India, New Delhi, Dr. Y.K. Alagh, Chairman, Sardar Patel Institute of Economic & Social Research, Ahmedabad, Shri Sudhir Chowdhary, IPS, DIG, National Human Rights Commission, New Delhi, Shri R. Velu, Hon'ble Minister of State (Railways), Ministry of Railways, Govt. of India, New Delhi, Shri P.S. Krishnan, IAS (Retd.), Ambedkar Award Jury, Gurgaon, Ms. Chitra Chopra, IAS, Secretary to the Govt. of India, Ministry of Urban Employment & Poverty Alleviation, Nirman Bhawan, New Delhi, Shri Upendra Verma, IPS, Director General, Vigilance & Anti Corruption Bureau, Thiruvananthapuram, Kerala, Shri G. Srinivas, Deputy Director, National Academy of Audit & Accounts, Shimla, Shri Mani Shankar Aiyar, Hon'ble Union Minister for Petroleum & Natural Gas & Panchayati Raj, New Delhi, Ms. Sheila Dikshit, Hon'ble Chief Minister, Govt. of NCT, Delhi, Shri G. Parthasarathy, IFS (Retd.), Mayur Vihar Phase-I, Delhi, Shri R.P. Agarwal, IAS, Resident Commissioner AP Bhawan, New Delhi, Prof. Satish Chandra, Secretary, Society for Indian Ocean Studies & Former Chairman, UGC, New Delhi, Shri Rajeshwar Prasad, IAS (Retd.), 54, EC Road, Dehradun, Shri Pradeep Sharma, IAS, Collector, Kutch, Gujarat, Shri Rajiv Yadav, IAS, Executive Director, India Trade Promotion Organisation, New Delhi, Lt. Gen. R.N. Kapoor, AVSM & Bar, Ministry of Defence, New Delhi, Swami Aganivesh, chairperson, bonded Labour Liberation Front, New Delhi, Ms. Seema Joshi, Sr. Copnsultant, NIIT-GIS Ltd. (ESRI INDIA), New Delhi, Shri P. Shankar, CVC, New Delhi, Dr. Vikram K. Chand, Sr. Management Specialist, The World Bank, New Delhi, Shri Arvid Shrivastava, IAS, Depty commissioner, Bellary, Karnataka, Prof. S. Raghvachari, Head of Board & Journalism, Indian Institute of Mass Communication, New Delhi, Shri D. Senthil Pandiyan, IAS, CDO, Haridwar.

Main Activities of the Course.

Cultural Activities

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There were a number of Cultural activities during the course i.e. performance by artists representing North Central Zone, Cultural Centre, Allahabad (Cultural Programme & Painting Workshop), Culture Programme by Anupum Rai, Ms. Ruchi Sharma Troupe, Sangeetanjali, Mumbai, Culture Programme by South Zone Centre, Play by Dr. M. Sayeed Alam (Pierrots troupe), Film Making Workshop, West Zone Culture Centre.

Extra Curricular Activities: Co-curricular Modules on Yoga, Unarmed Combat, Photography, Spoken English, Ham Radio, Horse Riding, Football, Volley Ball, Tennis, Badminton, Basketball, River Rafting, Parasailing etc were conducted during the course.

Modules: Modules on Disability, Labour Sector, People's Participation & Civil Society Organization, Rock-Climbing Course at ITBP Range, Mussoorie

Blood Donation Camp was organized on 14th of September 2005.

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 in the officer trainees. Treks were organized from 24th September 2005 to 02nd October 2005. During the course short trek also organized for the Officer Trainees i.e. Kempty Fall, Lal Tibba and George Everest.

A.K.Sinha One Act Play Competition: The A.K.Sinha One Act Competition was organized on 13 & 14th October, 2005

Fete was organized on 22nd of October, 2005.

Athletic Meet was organized on 29th & 30th October 2005. It was inaugurated by Ms. Santosh Yadav.

Village Visit Programme: A 09-day village visit programme to the districts of Andhra Pradesh, Chattishgarh, Gujarat, Madhya Pradesh, Maharashtra, Orissa, Rajasthan, Sikkim, Uttar Pradesh, West Bengal was organized. The objective was to sensitize the officer trainees to the issues of rural India. Village visits were organized from 02nd November 2005 to 10th November 2005.

Cross Country Run was organized on 26th November, 2005

Essay

During the Course essays on Human Rights, Communal Harmony, Army Essay and Homi Baba Science & Technology was organized.

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Induction Training Program

97th Induction Training Programme (For IAS officers promoted to IAS from the State Civil Services)

(7th March to 29th April, 2005)

Course Co-ordinator Shri M.H. Khan
Associate Co-ordinator Shri L.C. Singhi,
 Smt. Kalpana Dube
Composition of Group **Male- 23 ; Female- 01**

Service/Cadre	Male	Female	Total
ANDRHA PRADESH	2	00	02
ASSAM-MEGHALAYA	4	00	04
GUJARAT	4	01	05
HIMACHAL PRADES	2	00	02
MAHARASHTRA	5	00	05
NAGALAND	2	00	02
RAJASTHAN	1	00	01
UTTAR PRADESH	1	00	01
UTTARANCHAL	2	00	02
Total	23	01	24

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98th Induction Training Programme (For IAS officers promoted to IAS from the State Civil Services)

(25th July to 16th September, 2005)

Course Shri T.K. Manoj Kumar
Co-ordinator
Associate Co-ordinator Smt. Rajni S. Sibal, Shri M.H. Khan, Shri A.S. Khullar
Composition of Group **Male- 27; Female- 01**

Service/Cadre		Male	Female	Total
1.	AGMUT	1	0	1
2.	ANDRHA PRADESH	3	0	3
3.	CHHATTISGARH	1	0	1
4.	GUJARAT	4	0	4
5.	HARYANA	2	0	2
6.	JAMMU & KASHMIR	2	0	2
7.	MADHYA PRADESH	1	0	1
8.	MAHARASHTRA	4	0	4
9.	PUNJAB	3	1	4
10.	RAJASTHAN	1	0	1
11.	TRIPURA	1	0	1
12.	UTTAR PRADESH	1	0	1
13.	UTTARANCHAL	3	0	3
Total		27	01	28

99th Induction Training Programme

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(For IAS officers promoted to IAS from the
State Civil Services)
(24th October to 16th December, 2005)

Course Shri M.H. Khan
Co-ordinator
Associate Shri L.C. Singhi,
Co-ordinator Shri A.S. Khullar
Composition **Male- 21; Female- 01**
of Group

Service/Cadre	Male	Female	Total
AGMUT	2	-	2
ANDRHA PRADESH	1	-	1
ASSAM-MEGHALAYA	3	1	4
GUJARAT	2	-	2
KERALA	1	-	1
MADHYA PRADESH	1	-	1
MAHARASHTRA	2	-	2
MIZORAM	1	-	1
NAGALAND	2	-	2
PUNJAB	2	-	2
SIKKIM	2	-	2
UTTARANCHAL	1	-	1
WEST BENGAL	1	-	1
Total	21	1	22

A- Training Programme for IAS Officers of 17-20 Years of Seniority

Two courses were held during 2005. The course objectives were to:

1. To expose participants to recent trends of governance in the changing socio-economic scenario in key sectors
2. To enable participants to analyse government policy in selected areas with a view to understanding policy objectives as well as the process of policy formulation.
3. To enable the understanding of the social, economic, political environment related to that policy.
4. To equip participants with skills that promote administrative effectiveness and sensitive and responsive governance.

1. Training Programme for IAS Officers of 17-20 years of Seniority (6th June to 17th June, 2005)

Course Co-ordinator	Shri Rudhra Gangadharan
Associate Co-ordinator	Smt. Rajni S. Sibal, Shri T.K. Manoj Kumar, Dr. (Ms.) Kalpana Dube
Composition of Group	Male- 23; Female- 01

Service/Cadre	Male	Female	Total
AGMUT	1	-	1
ASSAM-MEGHALAYA	2	2	2
GUJARAT	1	-	1
KARNATAKA	1	-	1
KERALA	2	-	2
MADHYA PRADESH	1	-	1
MAHARASHTRA	1	-	1
ORISSA	3	-	3
PUNJAB	3	-	3
RAJASTHAN	1	-	1
SIKKIM	1	-	1
UTTRAKHAND	1	1	2
WEST BENGAL	5	-	5
Total	23	1	24

2. Training Programme for IAS Officers of 17-20 years of Seniority

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(19th to 30th September, 2005)

Course Shri T.K. Manoj Kumar
Co-ordinator
Associate Shri M.H. Khan,
Co-ordinator Shri A.S. Khullar
Composition of Group **Male- 11; Female- 02**

Service/Cadre	Male	Female	Total
ANDHRA PRADESH	1	-	1
ASSAM	1	-	1
HARYANA	1	-	1
JHARKHAND	0	1	1
Kerala	1	-	1
MAHARASHTRA	2	-	2
MANIPUR-TRIPURA	1	-	1
NAGALAND	1	-	1
ORISSA	2	-	2
PUNJAB	-	1	1
RAJASTHAN	1		1
Total	11	2	13

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

Two courses were held in 2005. The course objectives were to:

1. To enable participants to get an overview of the key macro-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.
2. To develop a perspective of the social economic and technological environment, in order to enable participants to make better policy choices.
3. To provide the participants an opportunity to critically examine selected sectors of Power, Telecom, Agriculture, Urban Management, Information Technology in some detail, and acquire an understanding of governance issues in these fields.
4. To enable the participants to provide good governance for service delivery by acquiring mindsets and skills focused on service quality and a citizen oriented approach.
5. To cull out and consolidate lessons from collective experiences of field level implementation with a view to strengthen the participants' programme management skills.
6. To support officers for moving effectively from the phase of field level implementation to the programme management and policy formulation stage.

1. Training Programme for IAS Officers of 10-16 years of Seniority

(16th to 27th May, 2005)

Course Co-ordinator	Smt. Vasudha Mishra
Associate Co-ordinator	Shri Mukesh Puri Shri Manoj Ahuja
Composition of Group	Male- 15 ; Female- 05

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Service/Cadre	Male	Female	Total
ANDHRA PRADESH	1	0	1
ANDMAN & NICOBAR	1	0	1
BIHAR	2	1	3
GUJARAT	1	1	2
HARYANA	2	1	3
KARNATAKA	1	0	1
MADHYA PRADESH	1	2	3
PUNJAB	1	0	1
TAMIL NADU	1	0	1
UTTAR PRADESH	2	0	2
WEST BENGAL	2	0	2
Total	15	5	20

2. Training Programme for IAS Officers of 10-16 years of Seniority (16th to 27th May, 2005)

Course Co-ordinator Smt. Rajni S. Sibal
 Associate Co-ordinator Shri M.H. Khan
 Shri L.C. Singhi
 Composition of Group **Male- 23 Female- 01**

Service/State	Male	Female	Total
ANDHRA PRADESH	0	1	1
ASSAM-MEGHALAYA	1	0	1
BIHAR	2	0	2
CHATTISGARH	1	0	1
HARYANA	1	0	1
JAMMU & KASHMIR	1	0	1
JHARKHAND	2	0	2
KERALA	1	0	1
MADHYA PRADESH	2	0	2
MHARASHTRA	7	0	7
MANIPUR-TRIPURA	2	0	2
NAGALAND	1	0	1
TAMIL NADU	2	0	2
Total	23	1	24

C- Training Programme for IAS Officers of 6-9 Years of Seniority

Two courses were held in 2005. The course objectives were to:

- Developing an innovative and problem solving approach through case studies and experience sharing;
- Promoting administrative effectiveness through leadership and team building;
- Ensuring cost effective management of financial resources;
- Ethics, empathy and responsiveness; and
- Emerging trends in Indian Economy and India's competitiveness in International Trade.

1. Training Programme for IAS Officers of 6-9 Years of Seniority (2nd to

13th May, 2005)

Course Co-ordinator	Smt. Kalpana Dube
Associate Co-ordinator	Shri T.K. Manoj Kumar, Shri M.H. Khan Shri Mukesh Puri
Composition of Group	Male- 11 Female- 03

Service/Cadre	Male	Female	Total
GUJARAT	1	0	1
KERALA	1	0	1
MADHYA PRADESH	2	1	3
MAHARASHTRA	2	1	3
ORISSA	2	1	3
TAMIL NADU	2	0	2
SIKKIM	1	1	1
Total	11	3	14

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2. Training Programme for IAS Officers of 6-9 Years of Seniority(20^t_h)

June to 1st July, 2005)

Course Co-ordinator Shri L.C. Singhi

Associate Co-ordinator Shri M.H. Khan

Shri Manoj Ahuja

Composition of Group **Male- 17 Female- 05**

Service/Cadre	Male	Female	Total
ANDHRA PRADESH	2	0	2
BIHAR	1	0	1
GUJARAT	2	0	2
HIMACHAL PRADESH	1	0	1
KERALA	0	1	1
KARNATAKA	2	0	2
MAHARASHTRA	2	1	3
MANIPUR-TRIPURA	2	0	2
PUNJAB	1	0	1
ORISSA	1	1	2
TAMIL NADU	1	0	1
UTTAR PRADESH	1	0	1
UTTARANCHAL	1	1	2
WEST BENGAL	0	1	1
Total	17	5	22

10th Program on Ethical Issues In Today's Administration" (27th June to 01st July 2005)

Course Coordinator	Shri Chiranjiv Choudhary,
Associate Course Coordinators	Smt Arti Ahuja, Shri Rajiv Ranjan Mishra,
Inaugurated by	Shri D.S.Mathur, Director, LBS NAA, Mussoorie
Valedictory by	Shri D.S.Mathur, Director, LBS NAA, Mussoorie
Composition Of Group	Male: 27: Female-01

Course Objectives

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

The Trainers consisted of both internal as well as guest speakers. Special emphasis was laid on panel discussions, experience sharing and group discussions to expose the participants to different views in the respective areas. The faculties engaged in the course were Shri Jayaprakash Narayan, National Coordinator, Loksatta, Hyderabad, Shri S.K.Chakravorty, Former Director of Ethical Values centre, IIM Calcutta, Shri B.G.Deshmukh, IAS (Retd.) & Former Cabinet Secretary, Mumbai, Ms. Kiran Bedi, IPS, New Delhi, Shri P.C.Sharma, IPS, Member NHRC, Delhi & Former Director, CBI. Besides above mentioned methodology, case study, films, group discussions etc. were also used to about their views on issues of ethical dilemma relating to real life issues.

The participants were from 15 states having 10 years to 30 years of experience of working in different departments of the government.

4th Joint Civil-Military Training Programme

On National Security (4th to 15th July, 2005)

Two courses were held in 2005. The course objectives were as follows:

- i) To increase awareness of the different dimensions and elements of national security as well as threats to such security.
- ii) Challenges to management of National Security, emerging external security environment, impact of globalization and internal security environment, etc.
- iii) To provide an opportunity for the participants to interact and exchange ideas on the subject.
- iv) Imperativeness of civil-military interface of state, divisions and district level.

Course Co-ordinator Shri R.S. Dalal
Associate Co-ordinator Prof. A.S. Khullar

Participants Profile

Indian Administrative Service	: 4
Indian Police Service	5
Indian Foreign Service	1
Indian Revenue Service	1
Central Excise & Customs Service	1
Indian Railway Traffic Service	1
Cabinet Secretariat Service	1
Indian Army	3
Indian Air Force	2
Indian Navy	2
Coast Guard	1
Central Reserve Police Force	1
Border Security Force	1
Intelligence Bureau	1
Media	1
Observer	2
	<hr/>
	28
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Guest Speakers :

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1. Shri V.K. Nambiar, Secretary, NSCS & Deputy National Security Advisor, New Delhi.
2. Shri N.N. Vohra, IAS (Retd), Special Representative of the Government of India for the J&K Dialogue, New Delhi.
3. Shri L.M. Singhvi, Former M.P., New Delhi.
4. Shri Jaideep Sarkar, IFS, Director, PMO, New Delhi.
5. Shri T.C.A. Srinivasa Raghavan, Consultant Editor, Business Standard & Export Economic Security.
6. Shri A.M. Prasad, Deputy Inspector General of Police, Central Bureau of Investigation, Bank Securities & Fraud Cell, New Delhi.
7. Lt. Gen. K.K. Khanna, Commandant, Indian Military Academy, Dehradun.
8. Air Chief Marshal S.P. Tyagi, Chief of the Air Staff, New Delhi.
9. Shri Vineet Kumar, Dy. Director General & JS, Central Economic Intelligence Bureau, New Delhi.
10. Shri Sunil Gujral, Head, Wipro BPO, New Delhi.
11. Admiral Arun Prakash, Chief of the Naval Staff, New Delhi.
12. Maj. Gen. M.S. Dadwal, VSM, Addl. Director General, Military Intelligence, New Delhi.
13. Prof. Manoranjan Mohanty, Institute of Chinese Studies, New Delhi.
14. Dr. Manoj Joshi, Editor, View, The Hindustan Times, New Delhi.
15. Maj. Gen. (Retd) Vinod Saighal, New Delhi.
16. Shri Paul Lyngdoh, MLA, Meghalaya.
17. Shri N.C. Padhi, IPS, Secretary (Security), Cabinet Secretariat, New Delhi.
18. Col. R.S. Bhatia, Head: Land Systems & Business Strategy, Larsen & Toubro Limited, Mumbai.
19. Shri Ashok Dohare, IPS, Inspector General of Police, PHQ, Bhopal.
20. Shri Rana Banerji, Additional Secretary, Cabinet Secretariat, New Delhi.
21. Air Cdr. (Retd) Jasjit Singh, New Delhi.
22. Shri G. Parathasarathy, Former Indian Envoy to Pakistan, Australia and Myanmar.
23. Shri Wajahat Habibullah, IAS, Secretary, Panchayati Raj, Gol, New Delhi.
24. Shri Praveen Mehendru, Joint Director, Intelligence Bureau, New Delhi.
25. Shri H.S. Brahma, Joint Secretary, (BM), Ministry of Home Affairs, New Delhi.
26. Shri Rajiv Walia, IAS, Dy. Director General, Narcotics Control Bureau, New Delhi.
27. Shri Shyamal Datta, H.E. the Governor of Nagaland, Kohima.

Reading material, including recently published papers and copies of papers presented in the course was distributed to the participants.

The end of the course evaluation and comments of the participants appended to this report was very encouraging.

5. Other activities:

- (i) Participants were expected to participate actively in co-curricular and extracurricular activities. In sports, the participants participated actively.
- (ii) Yoga classes were organized on daily basis.

2. 5th Training Program for Joint Civil-Military on National Security (28th November to 9th December, 2005)

Course Coordinator	Shri Rudhra Gangadharan
Associate Course Coordinator	Shri T.K. Manoj Kumar, Shri M.H. Khan, Shri L.C. Singhi
Inaugurated by	Shri V.K. Nambiar, Secretary, NSCS and Deputy to National Security Advisor, National Security Council Secretariat, 3rd Floor, Sardar Patel Bhawan, NEW DELHI-110 001.
Veledictory by	Shri D.S. Mathur, Director, LBSNAA, Mussoorie.

Participants Profile

Indian Administrative Service	:	3
Indian Foreign Service	:	1
Indian Police Service	:	4
Indian Revenue Service	:	1
Indian Defence Accounts Service	:	1
Indian Railway Traffic Service	:	1
Intelligence Bureau	:	1
Indian Air Force	:	4
Indian Army	:	2
Indian Navy	:	2
Coast Guard	:	1
Cabinet Secretariat	:	1
Media	:	1

Total		23

Guest Speakers

1. Shri V.K. Nambiar, Secretary, NSCS and Deputy to National Security Advisor, National Security Council Secretariat, 3rd Floor, Sardar Patel Bhawan, NEW DELHI-110 001.
2. Shri Manoj Joshi, Journalist, Hindustan Times, 18-20 K.G. Marg, NEW DELHI
3. Brigadier Anil Sharma, Director Net Assessment, Integrated Defence Staff, Kashmir House, NEW DELHI
4. General (Retd.) V.P. Malik, AVSM, PVSM, 251, Sector -6, PANCHKULA (HARYANA)
5. Air Comdre (Retd.) Jasjit Singh, Director, Centre for Airpower Studies, P-284 Arjan Path, Subroto Park, NEW DELHI-110 010
6. Lt. General Nirbhay Sharma, Master General of Ordnance, Army Headquarter, NEW DELHI.
7. RAdm Pradeep Chauhan, VSM, ACNS (FCT), Integrated Headquarter, Ministry of Defence, NEW DELHI- 110 011
7. Shri Shyam Rattan Mehra, IPS, Director General, Civil Aviation Security, NEW DELHI.
9. Shri Dilip Lahiri, IFS, A-75, IFS Apartments, Mayur Vihar Phase-I, NEW DELHI- 110 091
10. Air Vice Marshall S. Mukherjee, Asstt. Chief of the Air Staff, Air Headquarter (Yayu) Bhawan, NEW DELHI
11. Shri Ashok Dohare, IPS, Inspector General of Police, Fire Service, PHQ, BHOPAL (MADHYA PRADESH)
12. Shri Ranjit Rae, IFS, Joint Secretary (North), Ministry of External Affairs, Room No. 38, South Block, NEW DELHI- 110 011.
13. Lt. Gen. K.K. Khanna, AVSM & Bar, Indian Military Academy, DEHRADUN
14. Shri P.K.H. Tharakan, Secretary (R), Cabinet Secretariat, Government of India, 7 Bikaner House Annexe, Shahjahan Road, NEW DELHI-110 011.
15. Shri Arvind Gupta, IFS, Joint Secretary, National Security Council Secretariat, 3rd Floor, Sardar Patel Bhawan, NEW DELHI-110 001.
16. Shri Rana Banerji, Additional Secretary, Cabinet Secretariat, Rashtrapati Bhawan, NEW DELHI-110 001.

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17. Brigadier Arun Sahgal, Deputy Director (Research), Centre for Strategic Studies and Simulation, United Service Institute of India, Rao Tula ram Marg, Post Bag No. 8, Vasant Vihar Post Office, NEW DELHI-110 057
18. Shri Wajahat Habibullah, IAS (Retd.), Chief Information Commissioner, Government of India, Block No. IV, Fifth Floor, JNU Campus (Old), New Mehrauli Road, NEW DELHI-110 067
19. Shri P.K. Lahiri, IAS (Retd.), B-8, 2nd Floor, Green Park Extension, NEW DELHI-110 016
20. Shri Ajit K. Doval, IPS (Retd.), C-II/19, Tilak Lane, NEW DELHI- 110 001
21. Shri R.S. Mooshahary, Director General, Boarder Security Force, Block 10, CGO Complex, Lodhi Road, NEW DELHI-110 001
22. Vice Admiral Raman Puri, PVSM, AVSM, VSM, ADC, CISC, Ministry of Defence, NEW DELHI-110 011.
23. Shri P.K. Das, Special Director, Directorate of Enforcement, NEW DELHI
24. Shri Kamal Kumar, IPS, Director, SVP National Police Academy, HYDERABAD-500 052

4th Conference of Heads of ATI and State Training (19th to 20th May, 2005)

Coordinator	T.K. Manoj Kumar,
Associate Coordinator	Shri M.H. Khan Shri L.C. Singhi
Composition of Group	21 (Male 17 : Female 04)

The Fourth Conference of Heads of ATIs and State Training Coordinators was held at LBSNAA supported by DoPT with the objective to build on the foundation of the first three meetings and follow-up on the action resolutions made therein. In addition to agenda items, an interaction session between the Heads / representative of ATIs and the Officer Trainees scheduled to go to district for district training, was organised as part of the conference. Four groups were formed for better interaction. After the deliberation, 11 recommendations were finalised which are as follows:

1. Coordination of the arrival of the Officer Trainees in the States with the ATIs & State Government.
2. Inclusion of computerisation of land records in survey training & also traditional land holding pattern for probationers in the North East States.
3. The probationers should be made to prepare a district development plan under the guidance of the Collectors, as part of their assignments.
4. The initial attachment of the Probationers should be with the ATIs in all the States.
5. The ATIs will make the Departmental Examination Syllabus and also give a set of copies of all the State Acts to the probationers on their arrival in the states and give appropriate guidance.
6. All ATIs shall appoint a Nodal Officer in the ATI to look after the training needs of the IAS probationers.
7. The ATIs shall also include sessions on personal growth as effective administrators in their training of the Officer Trainee .
8. The ATIs shall also focus on training the Officer Trainees in engaging civil society organizations in their work. The Officer Trainees shall be sensitized about the needs of the weaker sections of society .

9. The State Counsellor in LBSNAA, the State Training Coordinator as well as the ATI, shall be in touch more often, preferably at least once in three months
10. The Assignments of the probationers shall be routed through the state ATIs, which shall send them to LBSNAA.
11. LBSNAA shall circulate the Common Pattern of District Training, presented by Shri H.S. Anand.

Administration in India: Past, Present and Future Retreat of 1955 Batch Officers {23rd -24th June, 2005}

Coordinator	:	Shri R.S. Dalal IPS,
Associate Coordinator	:	Shri A.S. Khullar
Composition of Group	:	Male: 19 ; Female: 01

The Retreat of the IAS Officers of 1955 Batch was the twenty in the series organized by the Academy. The first was held in 1997, the Golden Jubilee Year of the new nation, wherein ICS and the IAS Officers, who were in service at the time of independence, participated. This year the Officers of 1955 Batch were invited to benefit us with their views on 23rd -24th June, 2005. In all twenty Officers and eight 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.

Research Units**TRAINING, RESEARCH AND DEVELOPMENT CELL**

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 on line, 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 specialization of faculty.
4. In conjunction with the training sections, TRDC is the custodian of reading materials used in different courses.
5. Publication of academy's Annual Report and Training Calendar of the Programme.

Smt. Vasudha Mishra, Deputy Director (Senior) is currently (w.e.f. 22nd July, 2005) in-charge of the Training Research and Development Cell.

Activities

The TRD Cell coordinated the following activities:

1. Annual General Meeting of DMs/Collectors of National Child Labour Project – proposed by Ministry of Labour & Employment organised on 17th February 2005. This workshop was coordinated by Smt. Vasudha Mishra, Deputy Director (Senior)
2. 4th Conference of Heads of ATIs/State Training Institutes from 19th – 20th May, 05 was coordinated by Shri T. K. Manoj Kumar, Deputy Director (Senior). In all twenty one officers attended the Conference

and the resolutions adopted for appropriate modifications in the district training of IAS Officer- Trainees.

3. A Retreat for the IAS (Retd) officers of 1955 Batch was organized from 23 – 24 June 2005, which was coordinated by Shri R. S. Dalal and Shri A. S. Khullar. In all 20 retired officers attended the Retreat.
4. Training of Staff on “Office Procedure” was organized from 26th- 30th September, 2005 and was coordinated by Smt. Vasudha Mishra. In all 49 Clerical Staff attended the Training.

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

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. The Human Settlement Management Institute, HUDCO House, Lodi Road, New Delhi was organised the International Training Programme on "Urban Infrastructure Planning and Managment" from 7th February, 2005 to 18th March, 2005, as part of this training progarmme the 14 professionals from Afghanistan, Fiji Indonesia,. Iraq, Lesotho, Nigeria and Sri Lanka visited the Academy on 12th of March, 2005. A presentation on the Academy and Interaction were made with Joint Director & Academic Council.
2. Twenty two participants of the Group “B” officials of various Central Ministries/Departments of the Government of India visited the Academy on 18th of March,2005. The Academic Council made a presentation on the Academy.
3. A twenty member’s team of the Backward Welfare Committee of the Kerala Legislative Assembly visited the Academy on 6th May, 2005. A meeting with the Officer Trainees; from Kerala and allotted Kerala Cadre; of Foundation Course, Phase-I was conducted by the Joint Director and Shri T.K. Manoj Kumar.
4. Fourteen Committee Members from Joint Admission Test to M.Sc. Indian Institute of Technology, Roorkee visited the Academy on 18th June, 2005.
5. Shri Vashisth Narayan Singh, Member of Parliament, Rajya Sabha

visited the Academy from 6 – 9 July, 2005.

6. Twelve Senior Officers of the BSF, including 2 faculty members from Border Security Force Academy, Tekanpur, Gwalior (MP) visited the Academy on 12th July, 2005. An interaction was made with Academic Council Members.
7. The Minister-in-Charge, Land & Land Reforms Department and Principal Secretary, Land & Land Reforms Department, Government of West Bengal visited the Academy on 26th of July, 2005.
8. Professor Shigeko Mori from Nihon University, Japan visited the Academy on 8th of August, 2005. An interaction was made with Academic Council Members.
9. Twelve girl students accompanied by 2 members of staff from La Martiniere Girls' School, Kolkata visited the Academy on 29th of August, 2005.
10. Twenty seven IFoS Officers from the Indira Gandhi National Forest Academy, Dehradun visited the Academy on 9th September, 2005. The Academic made a presentation on the Academy.
11. Mrs. Lim Soo Hoon, Parliament Secretary (Public Service Division) of Singapore visited the Academy on 4th October, 2005. An interaction was made with Academic Council Members.
12. Twenty nine participants of the Group "B" Officials Training Programme of various Central Ministries/Departments of the Government of India & Course Coordinator visited the Academy on 22nd October, 2005.
13. Sixteen Probationers and one Course Coordinator from Administrative Training Institute, Kohima (Nagaland) visited the Academy on 13 – 14 December, 2005. A presentation was made on the Academy.
14. A delegation from German University, consisting of professor Dr. Fisch, Rektor; Professor Dr. Siedentopf, Dr. Strohm and Mr. Podewils Officer-in-charge (Programme) German Academic Exchange Service (DAAD), New Delhi visited the Academy on 22nd October, 2005. A presentation on the cooperation agreement between the German University of Administration Sciences and the LBSNAA was made.
15. Eighteen Dy. Superintendents of Police (14 Men and 4 Women) from Police Training College, Chennai (TN) visited the Academy on 13th December, 2005. A presentation was made about the Academy.
16. Twenty one members from National Institute of Health & Family Welfare (NIHFW), New Delhi visited the Academy on 14th December, 2005. A presentation was made about the Academy.

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 organized 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
T.K. Manoj Kumar, Deputy Director Senior	RIPA London- 4 th -15 th July, 2005	Training Delivery Skills
Ms. Arti Ahuja, Deputy Director Senior	Masters Programme in Public Policy at Woodrow Wilson School, Princeton University, USA-3 rd August, 05 to 31 st July, 2006	Study Leave

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

Name & Designation	Title of Course/workshops/ Seminars & Duration	Organization
Ms. Rajni S. Sibal, Deputy Director Senior	IT Enable Knowledge Management- 17 th -19 th February, 2005	Administration Staff College of India Hyderabad
Rajiv Ranjan Mishra, Deputy Director Senior	Workshop on Case Study Teaching & Writing- 28 th February, 2005	Centre for Public Policy IIM Bangalore
Ms. Vasudha Mishra, Deputy Director Senior	Workshop on Case Study Teaching & Writing- 28 th February, 2005	Centre for Public Policy IIM Bangalore
Chiranjiv Choudhary, Deputy Director Senior	Workshop on Case Study Teaching & Writing- 28 th February, 2005	Centre for Public Policy IIM

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		Bangalore
Chiranjiv Choudhary, Deputy Director Senior	Workshop on Strategic Management of Learning & Development Institutions-4 th - 6 th July, 2005	Administrative Staff College of India, Hyderabad
L.C. Singhi, Deputy Director Senior	Program on Mergers & Acquisitions- 10 th -13 th August, 2005	Administrative Staff College of India, Hyderabad
Aakash Deep Chakravarty, Reader	Attended the presentation sessions on Learning/Project Reports/Research papers etc.- 5 th -6 th September, 2005	ISTM, New Delhi
A.S. Khullar, Professor of Economics	Attended the International Conference on "Human Capital Formation in the 21 st Century: Is a New Paradigm Needed?"	Faculty of Management Studies, University of Delhi

2- NATIONAL INSTITUTE OF ADMINISTRATIVE RESEARCH {NIAR}

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.

The activities of the Society include research studies, consultancy services, organization of theme oriented training programmes and workshops, and preparation of case studies. Some of the research studies during 2005 were:-

1. **Training programmes on “Sarva Shiksha Abhiyan” sponsored by MHRD**

NIAR has been conducting training 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. This year MHRD has assigned us capacity building programmes for the CRC/BRC and VEC functionaries in the Northeast in addition to SSA Planning Process and Formulation of AWP&B and training programmes on AWP&B for the Union Territories. So far we have conducted 20 programmes in the NE and UT.

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.

2. Management Development Programmes

NIAR started the Management Development programmes (MDPs) in 1998 and since then has conducted several programmes for Sr. Officers of client organizations like National Handloom Development Corporation, Khadi and Village Industries Commission, CAPART, Coal India, New Delhi Municipal Corporation, IPGCL/PPCL, Delhi Jal Board and Social Welfare Department.

So far we have conducted following Management Development Programmes:-

Management Development Programmes

Sl. No.	Name of the Course and date	Venue	Duration	Total Participants
1.	Management Development Programme for Khadi and Village Industries Commission <i>(21-26 February, 2005)</i>	NIAR	6	21
2.	Advance Management Programme for Senior Executives of Coal India and its Subsidiary Companies <i>(25-28 April, 2005)</i>	NIAR	4	25
3.	Management Development Programmes for Senior Officials of the Handloom Sector	NIAR	6	18

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	(27 June, 2005 to July 2, 2005)			
4.	Management Development Programme for Khadi and Village Industries Commission (11-16 July, 2005)	NIAR	6	19
5.	Management Development Programme for New Delhi Municipal Corporation & IPGCL/PPCL (19-22 September, 2005)	NIAR	4	20
6.	Management Development Programmes for Senior Officials of the Handloom Sector (21-26 November, 2005)	NIAR	6	17

- **Workshop on Population, Health and Gender for Sr. IAS Officers**

Two and half day workshop was also conducted by NIAR for Sr. IAS Officers of different states which was scheduled from November 7-9, 2005. The main theme of the workshop was:-

- Perspective building on Gender and Health
- Reproductive Health
- Health structure and policy – National Rural Health Mission, National Health Policy, National Population Policy and State Population Policies
- Monitoring and Accountability

Research Projects (Completed)

- **Evaluation of Continuous and Comprehensive Evaluation Study in Uttaranchal for two districts**

This study intends to assess the effectiveness of continuous and comprehensive evaluation programme on quality of education – cognitive and co-cognitive. The study is comparative in nature, covering two districts – one CCE implementing district Bageshwar and another non-CCE district Rudraprayag practicing conventional evaluation system. About 100 schools, 50 from each district and about 1000 students in class IV and class I have been taken as sample. The study has been completed and submitted to SPO, SSA Uttaranchal.

Ongoing Research Projects

- **Baseline Social Assessment Study of all the seventeen districts in Punjab**

This study intends to analyze the status of elementary education in all the seventeen districts of Punjab. Both qualitative and quantitative tools are being used to assess the situation of access, enrolment, retention and quality (achievement level), along with the perception of various stakeholders and community participation in elementary education. The gender, social and rural/urban components are being given adequate attention in this study. About 700 schools spread (approximately 50 schools from each district) in seventeen districts as in sample of the study. The research outcome (report) will be submitted district wise.

- **Geographical Information System for Nagaland Government:**

The project is aimed at computerizing of district and village level statistics through preparation of data based on several parameters. The Data Base is a digital library of data which shows information about the baseline studies. The district has been treated as the basic unit of development. The baseline study focuses on demography, land use/land cover, drainage, water bodies and socio-economic features of the district which are inputs for planning the development of the district. The available data would be related spatially to show the village level spatial variation of these parameters and develop planning and monitoring mechanisms for use by top level decision makers of the district. Data entry for two districts of Kohima and Dimapur has been completed. The user can perform interactive spatial queries and also modeling for planning.

All the above studies are in progress and likely to be completed in 2005-06.

On going training activities:

Proposal submitted to the Ministries/Departments for Research

1. Comparative Assessment of Para Teachers and Regular teachers in the formal schools in DPEP districts: Govt. of Uttaranchal has entrusted us to conduct a comparative assessment of para teachers and regular teacher in the formal schools in DPEP districts. Proposal is under active consideration.
2. Proposal submitted to the state of Haryana, HP, Punjab, Uttaranchal, UP and J&K for research and training programmes in the field of Primary and Elementary Education, RD, Health, Planning, Management Development Programmes etc.

Proposal submitted to the Central Ministries for Training Programmes

1. Proposal to conduct training programme on Rural Development for the IAS Officers submitted to Ministry of Rural Development, New Delhi
2. Proposal for conducting workshops on Information Technology and E-governance for Northeastern states and J&K submitted to the Ministry of Communication and Information Technology, New Delhi
3. Proposal for conducting Training Programme on Human right Issues for IAS Officer submitted to National Human Rights Commission, New Delhi
4. Proposals for training programmes/workshops to Ministry of Agri & Coop, Ministry of Youth Affairs and Sports and Ministry of Chemicals and Fertilizers.

3- CENTRE 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 organizing 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. Shri M.H. Khan was the Coordinator-cum-Vice Chairman of CCRD during the period.

Exposure Programme on Micro-Finance & SHGs

Exposure Programme on Micro-Finance and Self-Help Groups for IAS Officers was organized from September 26 - 28, 2005 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 Chattisgarh, Himachal Pradesh, Haryana, Punjab, Uttar Pradesh, Madhya Pradesh, New Delhi & Uttaranchal. The resource persons of the course were Shri Sukhbir Singh, Chief General Manager, NABARD; Shri B.S. Suran, GM, NABARD; Smt. Usha Sharma, IAS, MD, SPIN Federation, Jaipur; Shri Tejveer Singh, IAS, Deputy Commissioner, Patiala and Shir 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 organised.

Editing and Finalization of Proceedings of Workshop on SHGs at Uttaranchal

– The proceedings of the deliberations and resolutions were compiled, edited and finalized during the period. The report was also printed and sent to the participants.

4- CENTRE FOR RURAL STUDIES (CRS)

The activities of the Centre for Rural Studies for the Year 2005-06 are as under:

1. Village Study Programme for 77th and 78th Foundation Courses

One of the principal objectives of this Centre is to organise the village study programme for the officer trainees during the Foundation Course. A village visit handbook and a PLA technique manual was prepared by the CRS and the officer trainees were imparted training on the PLA techniques. The Officer Trainees of 77th Foundation Course visited twelve villages of Bihar, Gujarat, Madhya Pradesh and Uttar Pradesh to study the Village Realities using Participatory Learning and Action (PLA) techniques and submitted 12 village visit reports to the Centre for evaluation and documentation.

The Village Visit Programme for the Officer Trainees of 78th Foundation Course was conducted in 60 Villages of the States Andhra Pradesh, Chhattisgarh, Gujarat, Madhya Pradesh, Maharashtra, Orissa, Rajasthan, Sikkim, Uttar Pradesh and West Bengal. 60 Village Study Group Reports were submitted for evaluation.

2. Village Study Assignments for IAS Phase-II Probationers

The officer trainees of the Indian Administrative Service are required to spend a part of their district training in the village. They are required to undertake a detailed study of the land reforms in one village of their respective districts and the socio-economic conditions prevailing therein. The officer trainees use the methodology prepared by the Centre for Rural Studies and the structured questionnaire constructed theme wise. For the IAS (Phase-II) Probationers of the batch 2004-06, the Centre has prepared Questionnaires with modifications for the Village Study Assignment. This assignment forms a major part of the District Training Assignment. It involves submission of two Reports namely Socio-economic and Land Reforms, on a selected village. The Centre also received 69 Socio-economic and 69 Land Reforms reports from the IAS Probationers of the batch 2003-05. These reports were evaluated in CRS.

3. Research/ Evaluation Studies undertaken

- (a) THE FIELD STUDY FOR THE STUDY ENTITLED “EVALUATION OF COMPUTERIZATION OF LAND RECORDS IN TAMIL NADU” HAS BEEN COMPLETED WITH THE HELP OF MADRAS UNIVERSITY, CHENNAI IN 32 VILLAGES OF FOUR DISTRICTS OF THE STATE. THE DATA ENTRY OF THIS STUDY HAS BEEN COMPLETED AND REPORT WILL BE PUBLISHED BY THE END OF JANUARY, 2006.
- (b) The study titled ‘Dams, Displacement and Resettlement & Rehabilitation in India-an Empirical Assessment’ is being carried- out with the following main objectives:
- (i) To study the extent of displacement and the process of resettlement & rehabilitation of the project affected families;
 - (ii) To review the resettlement & rehabilitation policy of the projects undertaken for the study and analyze how far it has been able to take account of the principle of equity and fairness in the implementation of resettlement & rehabilitation of the project affected families.

The progress of the studies on R & R is as follows:

- To study the resettlement & rehabilitation process a household survey of the oustees of Tehri Dam Project was conducted with the help of the Post Graduate College of Garhwal University located in Tehri District. Around 500 households were surveyed both from the New Tehri Town and the resettled/ sub-merged villages of Tehri District of Uttaranchal. Data entry is in the process.
 - To study the process of resettlement & rehabilitation under the Sardar Sarovar Project, a field survey has been completed with the help of Maharaja Sayajirao University of Baroda during last month.
 - Meanwhile another study has also been undertaken and started in the month of August 05. Basic objective of the proposed study is to review the resettlement & rehabilitation policies framed by various States and the Central Govt Deptts and make an analysis of the same. Dr. O.P. Sisodia, Asstt. Commissioner (Retd.), MoRD, Gol has been invited to conduct the study on behalf of the Centre for Rural Studies. The study is in the process.
- (c) The field survey of the study entitled “Ceiling Land Distribution and its impact on Productivity, Employment, Indebtedness and Poverty” has been completed with the help of Govind Ballabh Pant Social Science Institute, Allahabad in seven districts of UP.

4. National Workshop on “Computerization of Land Records: Achievements and Experiences”

The Centre for Rural studies is going to organize a National Workshop on Computerization of Land Records : Achievements and Experiences on 13-14th December, 2005 at Lal Bahadur Shastri National Academy of Administration, Mussoorie. The scope of the work is as follows:

The National Workshop will provide a platform for the representatives of the states of our country to share and exchange their views and ideas on computerization of land records. This workshop would be of immense benefit to the bureaucrats and technocrats involved in computerization of land records (spatial and non-spatial data). After the workshop they will be able to have a clear vision about the specific approach to be adopted for speedy implementation of computerization of land records (both spatial and non-spatial data) and their integration with other departments. The advanced states will get the opportunities to discuss various issues relating to digitization of cadastral maps. Nowadays various modern equipments like GPS, ETS are available in markets for land surveying; therefore utilities of these equipments will also be one of the points of discussion. It will also be an opportunity for the private vendors of modern equipments of surveying to discuss its various applications to bureaucrats and technocrats of different States involved in this field. Following broad topics will be discussed during the conference in the form of papers, case studies and demonstrations:

- ***Computerization of non-spatial data***
- ***Computerization of spatial data through Modern Technology***
- ***Integration of computerized land records data with registration department***
- ***Any other issues relating to Computerization of Land Records.***

Tentative Participants

1. Revenue Secretaries from all States/UTs.
2. Directors/ In-charge of Survey and Settlement Departments from all States/UTs.
3. Representatives of NIC.
4. Representatives of Private Institutions involved in IT Applications in Land Management System.
5. Academics and Experts involved.

Confirmations

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As on dated 25th November, 2005, the confirmation from 21 participants have been received.

5. Publications

a. External Publications

Sl. No.	Name of the Publication	Editor	Publisher	Month of Publication
1.	Land Reforms in India : Computerisation of Land Records, Vol. X	Wajahat Habibullah & Manoj Ahuja	Sage Publishing Company, New Delhi	May 2005
2.	Socio-economic study of North – Central & Western India (Volume III)	Prof. Rajendra Vora	Concept Publishing Company, New Delhi	May, 2005

b. Article Published

Computerisation of Land Records-Inter-State Variations' written by Manoj Ahuja, IAS and A. P. Singh published in Kurkshetra, Vol.53 No.7, May 2005

c. Articles to be Published

- Evaluation of Computerization of Land Records in Karnataka- A study from Gulbarga District, an article written by Manoj Ahuja & A.P. Singh, accepted by Economic & Political Weekly and hopefully will be published in the first week of Dec, 2005.
- Appraisal of Computerization of Land records in West Bengal, an article written by Manoj Ahuja & A.P. Singh, accepted by Man & Development Journal and will be published in January, 2006.

d. Internal Publications

- Studies on Ceiling Laws: Case Studies from Bihar written by Dr. C. Ashokvardhan, IAS, published by CRS, LBSNAA.
- Ceiling Laws in India, written by Dr. C. Ashokvardhan, IAS published by CRS, LBSNAA.

Organisational Setup of the Centre

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Sl.No.	Faculty and Staff	Designation
1.	Shri D.S. Mathur	Chairman, CRS & Director, LBSNAA
2.	Shri Chiranjiv Choudhary	Vice-Chairman-cum-Coordinator, CRS Deputy Director Senior, LBSNAA
3.	Shri Subhransu Tripathy	Assistant Professor
4.	Dr. Saroj Arora	Research Officer
5.	Dr. A.P.Singh	Assistant Professor
6.	Shri Ramesh Kothari	Data Entry Operator
7.	Shri S.S. Kashyap	Stenographer
8.	Shri Deepak Kumar	Lower Division Clerk
9.	Shri S.S. Kharola	Lower Division Clerk
10.	Shri Adesh Kumar	Computer Operator cum Typist

5- NATIONAL CENTRE FOR GENDER TRAINING, PLANNING & RESEARCH

1. The National Centre for Gender Training, Planning and Research was established in 1998, which aims to mainstream gender in policy, programme formulation and implementation in Government so as to establish gender as a priority concern in government and to ensure the equitable development of men and women. NCG's approach to gender equality has been to ensure that all aspects of its training programme mainstream gender equality issues in design and implementation and monitoring. The Centre delivers gender training through courses and sensitization inputs to understand the conceptual and analytical gender relations framework to the regular courses run by the Academy, for the Officer Trainee's of All India Service, and Central Services in the Foundation Course, Phase-I, Phase-II. Apart from this the training is imparted to the officers of middle to senior level members of the IAS and officers promoted to the IAS from the state civil services attending in-service programmes.

2. While it is also advising, conducting training programmes and workshops on various issues, and is developing gender training modules and running courses for other institutions and clients like DOWCD, NACEN, IGNFPA, UNFPA, NCW etc. covering various gender issues. Apart from this the centre plays a conscious advocacy role by periodically conducting Panel Discussions, Essay Competitions for the Officer Trainees and introduces the prizes covering the sensitive issues like violence against women, women's health, sexual harassment at workplace, economic development activities and participation in the political arena etc.

3- The centre has been conducting Training for Trainers programmes in various gender issues to upgrade the skills of trainers.

During the year 2005 NCGTPR were organised a two days workshop at LBSNAA from 27th October 2005 to 28th October 2005 in which the issues for the main conference was decided with methodologies which will set the base for the Conference which is in December 2005.

This has been accomplished with a high degree of success within the existing and planned projects.

6- CENTRE FOR DISASTER MANAGEMENT

Ministry of Home Affairs, Govt. of India has set up Centre for Disaster Management in LBS National Academy of Administration, Mussoorie for acting as a nodal institution for imparting training on various aspects of Disaster Management with a special focus on Incident Command System. The Centre has been conducting a number of training programs and has also been formulating the national strategy for adaptation of the global best practices to suit Indian conditions. The Centre for Disaster Management has collaborations with United States Department of Agriculture-Forest Services under GOI-USAID Disaster Management Support Program. It has also taken up the task of setting up and initiating training at regional training centers in the country. The Centre is involved in training IAS officers at induction as well as in-service level in the field of disaster management, use of ICT, HAM radio, action research projects, documentation of best practices, development of films, conducting seminars, case studies, teaching materials etc.

The Centre for Disaster Management LBSNAA, Mussoorie is envisioned to undertake the following activities:-

- (i) Adaptation of the Incident Command System to suit Indian conditions.
- (ii) Preparation of Operational Manuals incorporating Incident Command System principles.
- (iii) Training of IAS and Group-A service officers and In-service Officers in all aspects of Disaster Management and exposure to Incident Command System.
- (iv) Conduct of National Level Training of Trainers (ToT) programmes for the Incident Command System.
- (v) To coordinate with identified regional and state training institutes for training of field staff in Incident Command System.
- (vi) To undertake documentation and development of case studies/other training materials relating to Disaster Management.

As per the consultations between Govt. of India and Govt. of United States represented by their lead department for ICS i.e. United States Forest

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Services (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 continuing as per the calendar developed after mutual consultations. The official document of MHA entitled Incident Command System gives further details of the scheme including training plan & calendar.

Training Programmes

The abstract of training programmes conducted during April to December, 2005 are given below:

Sl. No.	Name of the Course	Duration in Weeks/ Days	Dates of the Programme	No. of Participants			Venue
				M	F	Total	
1.	Training programme in Ham Radio	10 Weeks	29 th April – 24 th June'05	17	03	20	LBSNAA, Mussoorie
2.	ICS Positional Courses: Finance/ Administration Section Chief	2 days	2-3 May, 2005	24	1	25	Dr. MCR HRD Institute of AP, Hyderabad.
3.	Logistics Section Chief	3 days	4-6 May, 2005	24	1	25	Dr. MCR HRD Institute of AP, Hyderabad
4.	Module on ICS for 6-9 years seniority for IAS officers.	½ day session	11 th May, 2005	11	3	14	LBSNAA, Mussoorie.
5.	Heads of State ATI's Conference	½ day session	20 th May, 2005	17	4	21	LBSNAA, Mussoorie
6.	Module on ICS for 10-16 years seniority IAS officers	½ day session	25 th May, 2005	15	5	20	LBSNAA, Mussoorie
7.	ICS Positional Courses: Finance/ Administration Section Chief	2 days	31 st May – 1 st June, 2005	22	1	23	LBSNAA, Mussoorie.

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8.	Logistics Section Chief	3 days	2 nd - 4 th June, 2005	22	1	23	LBSNAA, Mussoorie.
9.	Module on ICS for 6-9 years seniority IAS officers.	½ day session	20 th June, 2005	20	02	22	LBSNAA, Mussoorie
10.	One day orientation workshop on ICS for Govt. of Bihar Officials (DMs, SPs etc.)	1 days	27 th June, 2005	44	1	45	Patna, Bihar.
11.	Vertical Interaction Course for IPS Officers on Disaster Management at Nainital.	½ day	6 th July, 2005	21	0	21	Uttaranchal Academy of Administration, Nainital
12.	Module on Disaster Management for delegates from Afghanistan.	1 day	6 th Sept.'05	5	0	5	Indian Institute for Foreign Trade (IIFT), Delhi.
13.	ICS Training programme to the participants of GGS Indraprastha University, Delhi.	2 days	1 st - 2 nd Oct., 2005	48	3	51	LBSNAA, Mussoorie
14.	Module on ICS for 99 th Induction Programme	½ day	11 th Nov., 2005	21	1	22	LBSNAA, Mussoorie
15.	Ham Radio Training Programme to the Officer Trainees of 78 th Foundation Course	13 Weeks	5 th Sept. - 30 th Nov., 2005	64	10	74	LBSNAA, Mussoorie.

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16.	Introduction to Disaster Management	½ day	13, 28, & 31 st Oct.'05	250	55	305	LBSNAA, Mussoorie
17.	Basic & Intermediate ICS Course for Officers of Andhra Pradesh	1 Week	7 th -11 th Nov.'05	30	0	30	Dr. MCR HRD Institute of AP, Hyderabad.
18.	Incident & Event Management Programme	½ day	21 st & 22 nd Nov., 05	250	55	305	LBSNAA, Mussoorie
19.	Basic & Intermediate ICS Course	1 Week	19 th -23 rd Dec.'05				Disaster Management Institute (DMI), Bhopal
20.	Basic & Intermediate ICS Course	1 Week	19 th -23 rd Dec.'05				Dr. MCR HRD Institute of AP, Hyderabad.

Other activities of the Centre

- i. A Mock Drill for Chemical Disaster on ICS pattern involving all the major line departments was facilitated for Delhi Government on 6th June, 2005.
- ii. Associated with YASHADA in bringing out a book-'Coping With Tsunami-A Documentation on Tamil Nadu Experience'
- iii. A draft Disaster Management plan for the Academy was developed and a Mock Drill was conducted on 21st June'05 for fire hazard. All staffs of the LBSNAA, Officer Trainees of 77th FC and IAS probationers of Phase-II (2003-2005 batch) participated in this Mock Drill.
- iv. A debate was organized on 28th Nov., 2005 for Officer Trainees of 78th FC in which 27 Officers trainees took part.
- v. The centre provided guidance to two groups of officer trainees (15 each) of 78th Foundation Course' on their

syndicate work 'Mainstreaming disaster management in development process'

- vi. Guided the officer trainees on their village visit programme for study of community Based Disaster Preparedness and other govt. initiatives in this regard.
- vii. A paper on "Evolving Emergency Response: Institutionalizing ICS in India" was presented at the World Conference on Disaster Reduction held at Mumbai, 18th Nov. 2005.
- viii. A book entitled "Introduction to Incident Command System" was brought out on 2nd Dec.'05 as part of the effort to Institutionalize ICS in India. The book was released by Shri T.K.A. Nair, Principal Secretary to the Hon'ble Prime Minister of India.

PUBLICATION CELL

The main functions of the Publication Cell are creation, collection and dissemination of appropriate training software and to publish Academy's prestigious 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. Revised Edition of the source book on District Disaster Management by Shri P. Michael Vetha Siromony (**Published**).
2. Values and Ethics by Ms. Shashi Mishra (**Published**).
3. Source book on “Forest Issues for Non-Forest Officers” by Shri V. Ramakantha & Ms. B.V. Uma Devi. (**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.

This year position is as under:-

1. Case Study on “Transforming India Post” by Dr. M. Jankiraman, IIM, Lucknow has been completed.

Training Material

The Publication Cell has helped in developing the reading material for participants of in-service courses of Indira Bhawan.

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. 48 Issue Nos. 1 and Vol. 48 Issue Nos.2 is under process.

FACILITIES AT LBS NAA

LIBRARY SERVICES

Gandhi Smriti Library of the Academy is one of the most well equipped libraries in the country.

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.

The Library has more than 1.5 Lakh documents, including bound volumes of journals-1907, audio cassettes-2001, video cassettes-1620, and CDs-819 to be used in training activities. More than 1200 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.

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.

INFRASTRUCTURE DEVELOPMENT

During the year Library developed its collection, Furniture and Fixture. The Library added the following equipments and items to enhance the services:

1. Photocopy Machine- One for Rs.3 Lakhs (Approximately)
with auditron facility
2. Computers - Five for Rs.1.73 Lakh(Approximately)
for users
3. High speed server - One for Rs.3.5 Lakh (Approximately)
To enhance speed and accuracy of services
4. Compact Shelving System- for Rs.9 Lakhs (Approximately)

5. CD Racks, LS Premia and under consideration) To provide more space facilities Total for Rs.10 Lakh are Fumigation Chamber

Following task were under taken by Gandhi Smiriti Library during 2005-06

- (a) For the Collection Development in the Library, LBSNAA organised a "Book Exhibition" on 16 to 18th October, 2005 in Sampurnanand Auditorium Complex. Total 20 leading Book Sellers participated in the Exhibition. Various Government organizations, Schools, authors, writers from around Mussoorie and Dehradun were invited to see the exhibition. Academy faculty/OTs/Staff members recommended books of about Twenty Two Lakh including books in Hindi for about Rs. 2.65 lakhs and CD/DVDs of about 36 thousand. Out of these recommended books after scrutiny by Library Purchase Committee total purchase for Rs.9 Lakhs (Appx.) finalized.
- (b) First All India Conference was organized by "Central Government Library Association" at Lal Bahadur Shastri National Academy of Administration, Mussoorie on 7th August, 2005. Total 170 professionals participated in the conference. The theme of the conference was "Knowledge Management in Digital Era." Total twelve papers were presented in the conference. The conference was inaugurated by Shri D.S. Mathur, IAS, Director, LBSNAA, Mussoorie. In his inaugural address he stressed on the need of Digitalisation in the present information society.

DIGITALIZATION PROJECT

Rare book of "Gyanlok Collection" of the library is being digitized by C-DAC, Noida to develop electronic database and conservation of books.

INFORMATION TECHNOLOGY

Upgradation of Computers: All hostels including Ganga, Narmada, Kaveri, AN Jha, Mahanadi & Valley View are having P-III computers with multimedia facility, we are upgrading all the hostels with P IV computers of latest technology. All the 20 rooms of the Indira Bhawan hostel have been upgraded to PIV and computers for Ganga hostel have already been ordered and all the other hostels will be upgraded in the same year.

Upgradation of Printers: The Computer Centre has been upgraded the existing network printers to high-speed network printers in all the hostels a network printer has been given to Indira Bhawan hostel. All the sections of LBSNAA where workload is high, network printers have been provided.

Upgradation of Internet Connectivity: Earlier the Internet connectivity for LBSNAA was 512 KBPS, this year the Internet connectivity have been upgraded to 1 Mbps. Internet facility has also been provided to new hostel Mahanadi.

Implementation of Network Security System: Computer centre has implemented a full network security system with firewall that includes the facilities like Internet Management, Bandwidth management, Network security & Anti Virus etc.

Upgradation of Work Flow Modules: 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 the documents and minimal use of paper in the Academy. LBSNAA has started workflow automation in phases, some portion was automated in the last year and now mostly all the sections have been automated.

DM Portal: Computer centre has launched a DM portal, which has been inaugurated by Prime Minister and the portal has been hosted at LBSNAA currently.

Providing of E-mail Address to Alumni Members: Currently LBSNAA provides e-mail addresses to the officer trainees when they are undergoing training with LBSNAA, from this year we will be starting to provide the e-mail address to be used throughout there service period.

राजभाषा अनुभाग

भारत सरकार के कार्यालयों में भारत संघ की राजभाषा नीति का अनुपालन सुनिश्चित करने के लिए, सरकार द्वारा निर्धारित मानकों के अनुसार हिंदी पदों का सृजन किया जाना अपेक्षित है। अतः राजभाषा नीति के कार्यान्वयन हेतु अकादमी में वर्ष 1986 में राजभाषा अनुभाग की स्थापना की गई। यह अनुभाग, प्रशासन प्रभारी के समग्र मार्गदर्शन तथा पर्यवेक्षण में कार्य करता है। इस अनुभाग द्वारा विचाराधीन वर्ष के दौरान मुख्यतः निम्नलिखित कार्य संपन्न किए गए—

1. भारत सरकार, राजभाषा विभाग द्वारा वर्ष 2005.2006 के लिए निर्धारित कार्यक्रम के अनुरूप, 'क', 'ख' और 'ग' क्षेत्रों के साथ हिंदी पत्राचार सुनिश्चित किया जा रहा है। तदनुसार, अकादमी द्वारा 'क' एवं 'ख' क्षेत्रों के साथ शत-प्रतिशत और 'ग' क्षेत्र के साथ लगभग 90: पत्राचार हिंदी में किया जा रहा है।
2. दिनांक 07.09.2005 से 14.09.2005 तक अकादमी में हिंदी दिवस के उपलक्ष्य में विभिन्न प्रतियोगिताओं का आयोजन किया गया जिसमें अकादमी के शताधिक अधिकारियों/कर्मचारियों के साथ ही 78वें आधारीक पाठ्यक्रम के बहुसंख्य अधिकारी प्रशिक्षणार्थियों ने भी उत्साहपूर्वक भाग लिया। विजेता प्रतिभागियों को दिनांक 14.09.2005 को आयोजित मुख्य समारोह में प्रशस्तिपत्र तथा नकद पुरस्कार प्रदान कर सम्मानित किया गया। इस आयोजन के अवसर पर समारोह का उद्घाटन भाषण करते हुए राजभाषा प्रभारी आचार्य श्री ए.एस. खुल्लर ने हिन्दी की अनवरत और निःस्वार्थ सेवा पर बल दिया। प्रशासन प्रभारी श्री लाल चंद सिंघी ने अपने धन्यवाद प्रस्ताव में अकादमी के अधिकारियों एवं कर्मचारियों द्वारा की जा रही हिन्दी सेवा की सराहना की और इसे बनाए रखने का संकल्प व्यक्त किया।
3. अधिकारी प्रशिक्षणार्थियों को आवश्यकतानुसार समय-समय पर उपलब्ध कराई जाने वाली प्रशासनिक सामग्री यथा— पत्रों, परिपत्रों, सूचनाओं, निविदा सूचनाओं, वार्षिक रिपोर्ट, प्रश्नपत्रों, अनुशासनिक कार्यवाहियों इत्यादि के अनुवाद के अतिरिक्त, राजभाषा अनुभाग ने विभिन्न पाठ्यक्रमों, विशेषकर 77वें और 78वें आधारीक पाठ्यक्रमों के लिए पाठ्यक्रम पुस्तिकाओं का, तथा लोक प्रशासन, प्रकरण अध्ययन, प्रबंध, विधि, आचार—नीति, भारतीय इतिहास और संस्कृति, तथा अर्थशास्त्रा संबंधी पाठ्यसामग्री और कक्षा—व्याख्यानों का अनुवाद संपन्न किया।
4. अकादमी में 01 मई, 2005 को अखिल भारतीय काव्यगोष्ठी आयोजित की गई, जिसमें हिंदी काव्यजगत के लब्धप्रतिष्ठ साहित्यकारों ने भाग लिया। इस काव्यगोष्ठी की अध्यक्षता हिंदी जगत के ख्यातनाम साहित्यकार, उत्तर प्रदेश हिंदी संस्थान के कार्यकारी उपाध्यक्ष श्री सोम ठाकुर जी ने की। इस आयोजन का संचालन और संयोजन अकादमी के सहायक आचार्य(हिंदी) श्री गंगा प्रसाद शर्मा ने किया। इस अवसर पर इन साहित्यकारों की संगोष्ठी में पठित और प्रतिनिधि रचनाओं का 'पुरवाई' नाम से काव्य संकलन(स्मारिका) भी प्रकाशित किया गया। इसके संपादन के दायित्व का निर्वहन श्री गंगा प्रसाद शर्मा और सह संपादन के दायित्व का निर्वहन श्री ओम प्रकाश द्विवेदी(अनुवादक, राजभाषा) ने किया। इसका उद्देश्य अकादमी में सरकारी कामकाज में हिंदी के प्रयोग के प्रति और—अधिक उत्साहपूर्ण परिवेश तैयार करना था।
5. इसी शृंखला में, अकादमी में 16 नवंबर, 2005 को अखिल भारतीय राजभाषा संगोष्ठी का आयोजन किया गया जिसमें इस क्षेत्र की नामचीन हस्तियों ने भाग लिया। संगोष्ठी में विद्वानों ने राजभाषा के रूप में हिंदी के व्यावहारिक पक्ष पर प्रकाश डाला और इस संबंध में अनुभूत कठिनाइयों को भी रेखांकित किया। इस राष्ट्रीय संगोष्ठी का आयोजन केन्द्रीय

हिन्दी निदेशालय, नई दिल्ली और लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी के संयुक्त तत्त्वावधान में किया गया। अध्यक्ष के रूप में अंतर्राष्ट्रीय ख्याति के साहित्यकार और भाषाविद् प्रोफेसर सूर्यप्रसाद दीक्षित जी और मुख्य अतिथि के रूप में काव्यशास्त्र के मर्मज्ञ विद्वान आचार्य राममूर्ति त्रिपाठी जी ने इस आयोजन की गरिमा बढ़ाई। इस संगोष्ठी का संचालन और संयोजन श्री गंगा प्रसाद शर्मा ने किया। इस राष्ट्रीय संगोष्ठी का उद्देश्य भी अकादमी के द्वारा की जा रही हिन्दी सेवा और उसके प्रचार-प्रसार को राष्ट्रीय फलक पर प्रस्तुत करना था।

6. भारत सरकार द्वारा निर्धारित मापदंड के अनुसार, अकादमी में राजभाषा नीति के कार्यान्वयन हेतु न्यूनतम पदों में सहायक निदेशक (राजभाषा) का पद भी शामिल है जिसके पुनः सृजन हेतु कार्मिक और प्रशिक्षण विभाग से अनुरोध किया गया है।

अतः यह अकादमी अपने प्रशासनिक और प्रशिक्षण, दोनों क्षेत्रों में हिंदी के प्रचार-प्रसार के लिए कटिबद्ध है। साथ ही, ऐसे आयोजन अकादमी में राजभाषा के रूप में हिंदी के प्रचार-प्रसार की दिशा में उत्साहवर्धक परिवेश सृजित करने में प्रेरक सिद्ध हो रहे हैं।

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. Same of the activities taken up by the Dispensary, in the year, were:

- I. Blood donation camp was organized with the help of Doon Hospital during the summer Foundation Courses.
- II. Blood donation camp was organized during the 78th Foundation Course with the help of Doon Hospital. Eighty donors donated blood on the day.
- III. By regular, routine check-up some tuberculosis patients, epileptic patients were diagnosed and are undergoing treatment.
- IV. Visiting doctors specializing in different fields, e.g. Medicine. Orthopedics, Othalmology, Dental Medicine, Gynecology, Pediatrics are rendering their services to all Officer-Trainees, 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.
- V. The Dispensary rendered service by active participants in trekking, Cross- Country, Athletic Meet, Fete etc.

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 and societies during the year were as follows:-

The Adventure Sports Club

During 2005 the Adventure Sports Club organized the following activities.

1. IAS professional Course Phase-I (2004-2006 batch)
 - (i) A River rafting was organised on 27th March 2005
 - (ii) A Para Sailing was organised on 1st May, 2005
2. 77th Foundation Course:-
 - (i) A short Trek to Kempty Fall, Lal Tibba & Binog Hill were organised for the OTs of the 77th F.C.
 - (ii) River Rafting was organised for the OTs of 77th F.C. on 27th March, 2005.
 - (iii) One days Rock-Climbing Course was also organised for the OTs of 77th F.C. with the help of the I.T.B.P., Mussoorie. The Course was conducted on 30th April 2005.
3. 78th Foundation Course:
 - (i) A short Trek to Kampty Fall, Lal Tibba & Binog Hill were organised for the OTs of the 78th F.C. before they go on main trek.
 - (ii) River rafting were also organised for the OTs of the 78th F.C. on 15th & 16th October, 2005 in which 206 Officer's Trainee participated.
 - (iii) Para Sailing was also organised for the OTs on 15th & 16th October, 2005 in which 112 OTs participated.

The Alumni Association

The Alumni Association was active in creating the alumni corner on the Academy Web Site. On 21st October, the Association took up the task of honouring the martyrs by putting up their photographs in the Ground Floor of Dhruvshilla. The work of creating the databases of the Alumni is underway.

The Database will be put up on the web as soon as the Database is complete. The Alumni card will be issued to the members in a phased manner.

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 2005 the following programmes were organised by the Computer Society:

1. During the 77th Foundation Course, IAS Phase – I (2005) & IAS Professional Course Phase – II (2003 – 05 batch) the Computer Society has prepared a CD on the various activities of the course.
2. During the 78th Foundation Course the Computer Society has organized the following programmes for the Officer Trainees:
 - (a) Quiz Competition on 18.9.2005.
 - (b) Power Point Presentation on 28.10.2005
 - (c) Second Workshop on Messenger Services, Networking on 4.11.2004
 - (d) The Society has prepared a Course CD.
 - (e) The Society also made a movie capturing the various events held during the 78th Foundation Course.

Shri Rajiv Ranjan Mishra was the Director's Nominee for the year 2005.

The Film Society

The Film Society is one of the most vibrant societies in the Academy. During 2005, more than 60 movies on various themes including social issues were screened for the officer-trainees of the Foundation Course, IAS Professional Course Phase-I & Phase-II. The movies screened covered a wide canvass catering to diverse interests of all officer-trainees. The Film Society also purchased as many as 27 English, Hindi and other Regional Language VCDs/DVDs. During 78th Foundation Course, a workshop on film appreciation, production & direction was conducted which attracted large participation from officer trainees. The workshop, culminated in production of a short movie by officer trainees.

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 involved with 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 programmes 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 during this period.

The Hobbies Club

The Hobbies Club undertook the following activities during the year, 2005.

1. The Hobbies club organised painting, Collage modules, Weekly Photography Contest, etc during Professional Course Phase-I, Phase-II, 77th F.C. & 78th F.C.
2. The club has arranged the photography module during IAS Professional Course Phase-I, Phase-II, 77th F.C. & 78th Foundation Course.
3. The club has also arranged video film making module for the OTs of 77th & 78th 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.

The House Journal Society

The House Journal Society consists of one Secretary and three members run at LBS NAA. The Secretary of the House Journal Society is the coordinator of the all the activities of the Society.

Objectives:-

1. To promote literary activities through creative writing.
2. To provide a forum for free expression and interaction with each other.
3. To develop aptitude of editing and other aspects of Journalism.
4. To develop latent artistic talents and cartooning skills.

Activities were under taken during the period of report:

During the 77th and 78th Foundational Course, the society published five 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" for both the Foundational Courses.

The Management Circle

The major objectives of the Management Circle are to promote and study recent developments in major functional areas of management, to serve as a forum to exchange information and notes on managerial issues, to organise lectures and seminars on managerial problems relating to organisations, to provide opportunities to undertake management exercise and to play management games.

The four major Courses namely 77th Foundation Course, IAS Professional Course Phase-I, IAS Professional Course Phase-II; and 78th Foundation Course were held in the Main Campus of the Academy. Management Circle took keen interest in organising the programmes and, therefore, arranged a variety of events and some of them are as follows.

- i. Every year the Officer Trainees visit to RAPHAEL, a NGO based in Dehradun looking after mentally challenged people and NIVH, Dehradun. The Management Circle donated Rs.1500/- for the same.
- ii. A competition "Treasure Hunt" was organised. Winners were given certificates and cash prizes,
- iii. A Competition "Ad Mad Show" was organised. Winners were given certificates and cash prizes.

- iv. A Management Quiz and Games Competition was organised. A number of Officer Trainees participated in this event.

Shri Manoj Ahuja, Deputy Director (Sr.) was the Director's Nominee till July, 2005 and from August, 2005 Shri T.K. Manoj Kumar, Deputy Director (Sr.) is the Director's Nominee.

The Nature Lovers' Club

The Nature Lovers' Club is an active and popular Club of the Academy. During the year, the Club with active support of the Officer Trainees of various courses organized a number of activities for creating awareness and sensitizing the Officer Trainees about environment, nature and harmful effects of plastic, wildlife, forestry etc. (Mussoorie in particular). The Club took the initiative to make have our Academy campus a 'NO PLASTIC ZONE'.

- i. Star Gazing Session was organised during 77th FC and IAS Professional Course Phase-I. A team of experts was invited from Nehru Museum and Planetarium, New Delhi. A slide show on history and evolution of universe and earth was also organised.
- ii. Photography Competition of the photographs of Winter Study Tour/Bharat Darshan was held. Winners were given cash prizes.
- iii. A Quiz Competition was organised in the 78th Foundation Course, a large number of Officer Trainees participated in this event.
- iv. A Drawing and Painting Competition was organised for the students of various schools located in Mussoorie. There were four categories of the students and the response was very positive as more than 100 students participated in this event. Certificates and cash prizes were given to the winners.
- v. Officer Trainees contributed their photographs shot during Trek and a Photography Competition was organised. There were four categories of the photographs on different themes. Winners were given certificates and cash prizes.
- vi. During Wild Life Week a 'Mini Cross Country' was organised. Officer Trainees participated enthusiastically. Winners were given certificates and cash prizes.
- vii. A Star Gazing Session was again organized on the demand of Officer Trainees. A large number of Officer Trainees enjoyed the show. A team of experts from Nehru Museum and Planetarium was invited from New Delhi for the event.
- viii. A Table Calendar 2006 has been printed containing the photographs of

the winners of the Photography Competition (78th FC).

Shri Chiranjiv Choudhary is the Director's Nominee of the Club.

The Officers' Club

The Officers' Club provides outdoor & indoor games facilities to its members who include the Officers Trainees, Participants of In-service course; Faculty and members of the Staff. The outdoor facilities include Tennis, Basket Ball, Volley Ball, Cricket, Football, Hockey etc. 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 (2004-2006 Batch)

1. Matches were organised between OTs of the IAS Phase-I (2004-2006 batch) and 77th 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 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 in Badminton, 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 in Badminton and Tennis.
- 3 Officer Trainees & Faculty members were also Participated in the open Volley Ball,, Foot Ball, Badminton, Billiards & Cricket matches held at IGNFA Dehra Dun during IAS Phase-II Course.

77th Foundation Course

1. Open tournaments for various games like Badminton, Tennis, Table Tennis, Squash, Billiards etc. were organised during the course.

2. During the 77th Foundation Course, the Club organised the coaching camp in the following games:-
[a] Tennis [b] Badminton [c] volleyball [d] Billiards.
3. Matches were also organized with the Faculty in games like Badminton, volleyball, Squash, Tennis, Table Tennis, Basket Ball & Foot Ball etc.
4. Cricket Match Between Group A & B of OTs was also organized.
5. A Cross Country Run and Athletic Meet were also organised for the OTs of the 77th F.C. and Members of the faculty.

78th Foundation Course

1. Lecture Group wise tournament in Foot ball, Volley Ball & Basket ball, were organized during the course.
2. Open tournaments of various games like Badminton, Tennis, Table Tennis, Squash, Billiards, Carrom & Chess etc were also organized during course.
3. Athletic Meet was also organized on 29th and 30th October, 2005 for the OTs of the 78th F.C., at Polo ground.
4. A Cross- Country Run was also organized for the OTs 78th F.C. and members of the faculty on 26th November, 2005.
5. During the 78th Foundation Course, the Club organized the coaching camp in the following games. [A]Badminton [B] Volley Ball [C] Tennis [D] Un-Armed Combat.

The Club has also acquired sports items such as Tennis, Badminton & Squash Rackets etc. in order to improve the sports facilities.

The Officers' Mess

The Officers' Mess has been completely refurbished and the improvements initiated during 2005-06 were as follows:

- i. Re-furbishing and replacement of the entire Kitchen area with new upgraded equipments and fully automated dishwashing machines etc.
- ii. New marbonite tiles placed in the Officers' Mess floor area and mechanized cleaning system introduced.
- iii. New crockery, table-wear and furniture installed. Staff put through intensive training for cooking skills as well as table service skills with the help of National Institute of Hotel Management and Catering Technology.

- iv. Professional staff employed e.g. Manager, Chefs and Executive House Keeper to oversee the functioning of the Hostel Rooms, Dining and Catering services etc. for the Officer Trainees.
- v. Regular health screening checks conducted for the Mess staff for ensuring highest hygiene standards including frequent checks on water potability, kitchen cleanliness etc.
- vi. Smart new uniforms provided to the mess chefs, table bearers and room bearers.
- vii. Fully automated Tea/Coffee vending machines installed in the OT Lounge, Cafeteria area which have proved to be very popular with the Officer Trainees.

Dr. Kalpana Dube function as Director Nominee while Shri T.K. Manoj Kumar and Shri S.S. Rana were nominated as Associate Director 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 Elected/ Nominated one Secretary and three members. The Executive Committee organises the activities of the Club with the help of Shri S.S. Rana, CPTI and Shri, Mahender Singh, APTI. Director's Nominee on this Club oversees the administrative arrangements of the Club.

The Rifle & Archery Club has twenty .22 Sporting Guns, three .38 Revolvers, Five 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 .22 Rifle & .38 Revolver were also organised during IAS Phase-I , Phase - II, 77th & 78th Foundation Course. 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 events during the year 2005. It also arranged for interactions with Academicians, Scientists and other Personalities drawn from various fields. The following activities have been organized during this period.

- i. “Civil Service Quiz,05” on 08.04.2005 conducted by 77th F.C. & IAS Phase-I (04 Batch) jointly.
- ii. Just a minute event was conducted 78th F.C. OTs on 06.09.05.
- iii. Homi Bhakti debate was held in collaboration with CDM,LBS NAA, Mussorie .
- iv. Society invited Prof. V.K. Uniyal, to hold “Spoken English” classes to the OTs of 78th F.C.

The Society for Social Services

The Society for Social Service plays very important role in carrying out various welfare activities on behalf of Lal Bahadur Shastri National Academy of Administration. This time we conducted the following activities:

Weekly Health Camp was organized for the Rickshaw Puller of Mussoorie who are suffering from TB. For this the medicine was provided by the society Dr. S Senan, provided their voluntary support in treatment. The camp was organized every Thursday and approximate 40-45 patients are getting treatment free of cost including the medicine. Late Shri Rajiv Gandhi Foundation is providing financial help to the Camp.

The society for Social Services has conducted a Blood donation camps during the 77th and 78th Foundational Courses. Officer Trainees have participated in the Activity and response was overwhelming.

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The society is also running a Balwadi near Happy Valley Ground. The society is also providing all infrastructure facility and mid day meal to children. The Society for Social Services has distributed the prizes on 15th August, 2005 to the wards of the Academy's Group C & D employees and the students in the Balwadi who have secured 1st and 2nd position in their class. The Society has celebrated Children day in the Lalita Shastri Balwadi on 14th November, 2005. Various sports activities as well as debate competition was conducted. Prizes as well as gifts were provided to the students in the Balwadi

A homeopathic dispensary is run by society with help of Dr. N.P. Uniyal an eminent homeopath Doctor. Only nominal cost is charged from patients to maintain the daily maintenance cost.

The Gala event of the FC- Fete was organized on 22.10.2005 by the society . This was memorable moment for everybody. The various Counsellor groups put their stall for one edible and one-sport item and everybody was involved in this process from morning to late evening. The SSS has conducted the FETE and officer trainees have participated enthusiastically and the aim to conduct the fete was achieved. The prize was distributed on the day of prize and certificate distribution by various clubs and society. The society awarded prize winning Counsellor groups with cash prizes and certificate.

The Society also run a sewing Centre for training of sewing and cuttings and designing of the cloths for the Academy worker's girls as well as for the outsiders also. The Society has conducted free coaching for the students of 10th and 12th class. This activity can better be taken by early action during FC and the number of students too should be sufficient for this.

Mrs. R.S.Sibal, Directors' Nominee on Society for Social Services and Associate Directors nominees have contributed and provided guidance to organized the activities.

Faculty/Officers in the Academy

Sl. No.	Faculty S/Shri	Designation
1.	D. S. Mathur	Director
2.	Rudhra Gangadharan	Joint Director
3.	Mrs. Rajni S. Sibal	Deputy Director (Sr.)
4.	Rajiv Ranjan Mishra	Deputy Director (Sr.)
5.	Mrs. Vasudha Mishra	Deputy Director (Sr.)
6.	T.K. Manoj Kumar,	Deputy Director (Sr.)
7.	Mrs. Kalpana Dube	Deputy Director (Sr.)
8.	M.H. Khan	Deputy.Director (Sr.)
9.	Chiranjiv Choudhary	Deputy Director (Sr.)
10.	Manoj Ahuja	Deputy Director (Sr.)
11.	Arti Ahuja	Deputy Director (Sr.)
12.	S.K. Nandy	Professor of Law
13.	A.R. Subrahmanyam	Professor of Law
14.	A.S. Khullar	Professor of Economics
15.	Smt. Jyoti Pandey	Prof. of Hindi
16.	Akashdeep Chakravarti	Reader in Law
17.	Shri Ganga Prasad Sharma	Assistant Prof. of Hindi
18.	M.R. Unnathan	Language Instructor
19.	Alka Kulkarni	Language Instructor
20.	Soudamini Bhuyan	Language Instructor
21.	A. Nallaswamy	Language Instructor
22.	Arshad Nandan	Language Instructor
23.	K.B. Singha	Language Instructor
24.	Ms. Bhavana P. Nawrekar	Hindi Instructor
25.	S.S. Rana	P.T.I.
26.	M.Chakraborty	Head, NICTU
27.	Ms. Nadia	French Instructor

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OTHER OFFICER'S

Sl.No.	Name S/Shri	Designation
1.	Shri V.P. Singh	Principal Library & Inf. Officer
2.	Dr. B.S. Rawat	Senior Medical Officer
3.	Dr. Jyoti Tomar	Lady Medical Officer
4.	Shri J.N. Gera	Administrative Officer
5.	Shri N.K. Nautiyal	Administrative Officer (Accounts)
6.	Shri Alok Pandey	Programmer
7.	Ms. V. Patnaik Mohanty	Asstt. Library & Inf. Officer
8.	Shri R. K. Arora	Asstt. Library & Inf. Officer
9.	Shri S.K. Chawla	Astt. Administrative Officer
10.	Shri J.B. Saini	Senior Private Secretary
11.	Shri V. P. Chamoli	Private Secretary

Physical Infrastructure

A. Class/Lecture/Conference Rooms

Total number of Classrooms/Lecture Rooms	09 No
Total capacity (seating) of all classrooms/ lecture rooms	1184 Seats 02 No.
Conference rooms/ halls	50 No. each
Seating capacity of each conference room/ hall	02

B. Other Training Equipment:

OHP's	15
CRT	06 CRT + 7 LCD
	7 Slide
Others	Projector

C. Other Training Equipment:

Hostel

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 Hostel	20

D. Residential Accommodation:

i.	for officers	35
ii.	for staff	295

E. Games and Sports facilities:

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

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.

Computers:

(i) Total Computer	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
F. Number of Apple Computer	01
Number of other (other than Intel based or Apple) computers	03 UNIX Servers
Total number and type of printers	04 Compaq series servers
	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
	03
Number of optical scanners	03
Number of CD Writers	03
Computer software available in the institute are:	
Window 3.1 & 95, Ms-office 4.2 & 97 & 2000;;	
Netscape, Norton Anti-Virus, Techlib, Basisplus	
Windows 95.	
Windows NT, HP-Unix 8.0, UnixWare	
Computers linked up in a local area or wide area network	Ethernet based LAN, Windows NT, Unix & LINUX
	VSAT 64 kbps
Nature of Connection (i.e. by dial-up modem, or leased line or VSAT)	Microwave VSNL 512 kbps

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 Virnudan
 Talle Nirmindu Niripai Ni
Bhuli Bhedabhed gyan, Hao Sabe Aaguaan
 Sathe Aache Bhagwan – Habe Jai
Waha Dharmate Dhir, Waha Karomete Bir,
 Waha Unnat Shir – Naahi Bhai
Nana Bhasha, Nana mat, Nana Paridhan
 Bibidher Majhe Dekho Milan Mahaan
Dekhiya Bharte Mahajatir Uthan,
 Jag Jaan Manibe Bishshai
Jag Maan Maanibe Bishshai
 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