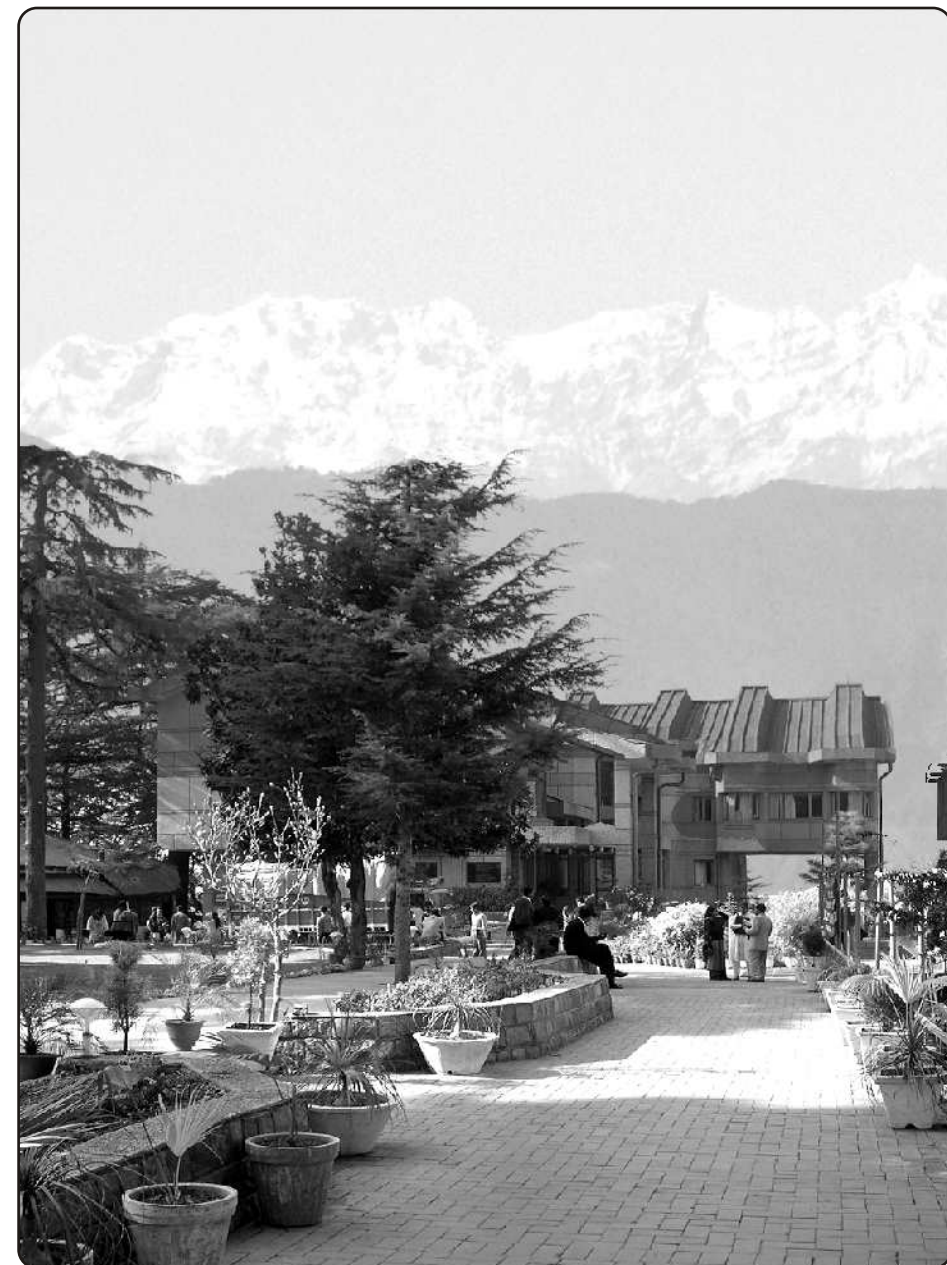


## Vision

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



2008 - 2009

<i>Chapter 1 :</i>		
About us	.....	3
<i>Chapter 2 :</i>		
Training Programmes during 2008-09	.....	8
<i>Chapter 3 :</i>		
Course and Activities Highlights	.....	10
<i>Chapter 4 :</i>		
Our Extended Arms	.....	24
<i>Chapter 5 :</i>		
Clubs and Societies	.....	50
<i>Chapter 6 :</i>		
Other Activities	.....	56
<i>Annexures</i>		
Annex. -1 : Faculty/other officers in the Academy	.....	60
Annex. -2 : Physical Infrastructure	.....	61
Annex. -3 : Participants in 82nd Foundation Course	.....	62
Annex. -4 : Participants in IAS Phase-I(2007-09 Batch)	.....	62
Annex. -5 : Participants in IAS Phase-II (2006-08 Batch)	.....	63
Annex. -6 : Participants in IAS Phase-IV (1995 Batch)	.....	64
Annex. -7 : Participants in IAS Phase III (1999-2000 Batch)	.....	65
Annex. -8 : Participants in 104th Induction Training Programme	.....	65
Annex. -9 : Participants in 105th Induction Training Programme	.....	66
Annex. -10 : Participants in 13th Ethical Issues in Today's Administration	.....	66
Annex. -11 : Participants in 10th Joint Civil Military Programme	.....	67
Annex. -12 : Participants in 11th Joint Civil Military Programme	.....	67

## About Us

### Name & Title

On April 15, 1958 the then Home Minister announced in the Lok Sabha about setting up a National Academy of Administration where training would be given to all the recruits of the senior civil services. 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 set up in 1959 and named as the "National Academy of Administration". Its status was that of an 'Attached Office' of the Government of India under the Ministry of Home Affairs. In October 1972, its name was changed to "Lal Bahadur Shastri Academy of Administration" and in July 1973, the word "National" was added and the Academy is now known as the "Lal Bahadur Shastri National Academy of Administration". The prestigious Charleville Hotel, built around 1870, 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.



The Lal Bahadur Shastri National Academy of Administration 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 for 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.

### Genesis & Growth

15th April, 1958	Announced in Lok Sabha about setting up a National Academy.
1st September, 1959	Academy started in Mussoorie on acquired premises of Charleville Hotel
1969	Sandwich Pattern of Phase-I
	District Training - Phase-2. Before that the training was Foundation Course followed by 8 months continuous professional training
Since inception till 31st August, 1970	Academy was under Home Ministry
1st September, 1970 to April, 1977	Academy functioned under Cabinet Secretariate
October 1972	Name of "Lal Bahadur Shastri" added in the name of the Academy
July- 1973	The word "National" was added and it became the "Lal Bahadur Shastri National Academy of Administration"
April, 1977 to March, 1985	Academy was under the Home Ministry
April, 1985 till date	Academy functions under overall control of Ministry of Personnel, Public Grievances & Pensions
1988	NICTU established
1989	NSDART known as NIAR is made Society under Societies Registration Act on 14-10-1996
3rd November, 1992	Karamshila Building Inaugurated
1995	Softrain now known as Publication Cell established in 1995
9th August, 1996	Dhruvshila & Kalindi Guest House Inaugurated
2007	Mid Career Training Programmes of Phase-III & IV started

## Our Fosters

An officer of the rank of Additional Secretary to Government of India heads the Academy. The Academy has had illustrious members of the service heading it. The following officers have held the post of Director and Joint Director:

Director		Joint Director	
Name	Duration	Name	Duration
Shri A.N. Jha, ICS	01.09.1959 to 30.09.1962	Shri J.C. Agarwal	19.06.1965 to 07.01.1967
Shri S.K. Datta, ICS	13.08.1963 to 02.07. 1965	Shri T.N. Chaturvedi	27.07.1967 to 09.02.1971
Shri M.G. Pimputkar, ICS	04.09. 1965 to 29.04.1968	Shri S.S. Bisen	01.04.1971 to 09.09.1972
Shri K.K. Das, ICS	12.07.1968 to 24.02.1969	Shri M. Gopalakrishnan	20.09.1972 to 05.12.1973
Shri D.D. Sathe, ICS	19.03.1969 to 11.05.1973	Shri H.S. Dubey	03.03.1974 to 18.12.1976
Shri Rajeshwar Prasad, IAS	11.05.1973 to 11.04.1977	Shri S.R. Adige	12.05.1977 to 07.01.1980
Shri B.C. Mathur, IAS	17.05.1977 to 23.07.1977	Shri S.C. Vaish	07.01.1980 to 07.07.1983
Shri G.C.L. Joneja, IAS	23.07.1977 to 30.06.1980	Shri S. Parthasarathy	18.05.1984 to 10.09.1987
Shri P.S. Appu, IAS	02.08.1980 to 01.03.1982	Shri Lalit Mathur	10.09.1987 to 01.06.1991
Shri I.C. Puri, IAS	16.06.1982 to 11.10.1982	Dr. V.K. Agnihotri	31.08.1992 to 26.04.1998
Shri R.K. Shastri, IAS	09.11.1982 to 27.02.1984	Shri Binod Kumar	27.04.1998 to 28.06.2002
Shri K. Ramanujam, IAS	27.02.1984 to 24.02.1985	Shri Rudhra Gangadharan	23.11.2004 to 06.04.2006
Shri R.N. Chopra, IAS	06.06. 1985 to 29.04.1988	Shri Padamvir Singh	12.03.2007 to 02.09.2009
Shri B.N. Yugandhar, IAS	26.05.1988 to 25.01.1993		
Shri N.C. Saxena, IAS	25.05.1993 to 06.10.1996		
Shri B.S. Baswan, IAS	06.10.1996 to 08.11.2000		
Shri Wajahat Habibullah, IAS	08.11.2000 to 13.01.2003		
Shri Binod Kumar, IAS	20.01.2003 to 15.10. 2004		
Shri D.S. Mathur, IAS	29.10.2004 to 06.04.2006		
Shri Rudhra Gangadharan, IAS	06.04.2006 to 01.09.2009		
Shri Padamvir Singh, IAS	02.09.2009 to till date		

## Campus

The Academy is spread over three sprawling campuses: Charleville, Glenmire and Indra 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 Indra Bhawan campus offers facilities for in-service training, other specialized courses, programmes, workshops and seminars.

## Training - Learning Strategy

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; 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 development for all the ultimate objective of every civil servant. We also try to learn from the experiences of bureaucracies that have helped in the achievement of economic progress, growth with equity, and human well being in other countries.

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 set up by government for the purpose. The representatives of the central government departments are also consulted from time to time. The conventional classroom teaching methodology is not always the most effective mode to make an impact on attitudes and values of trainees. Hence, several new methodologies are also used. 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: -

- Lessons
- Panel discussion
- Case studies.
- Films.
- Group discussion.
- Simulation exercise.
- Seminars.
- Moot Court and Mock Trial.
- Order and judgement writing practice.
- Practical demonstration.
- Problem solving exercises.
- Report Writing (Term Paper)
- Group Work.
- Hands on Project Experience (HOPE)

## Field visit

- i) Trek to the Himalayas - In conditions of difficult terrain, unpredictable 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.
- ii) Visit to villages in backward districts to understand the problems and the realities of village life.

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

## Promoting Values

LBSNAA seeks to impart to the young civil servants exemplary attitude and values expected in public service. The skills and knowledge required by a professional civil servant are relatively easier to impart, and these have traditionally been the strength of the Academy. However, to 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 to be efficient and effective, integrity, moral courage, empathy for the underprivileged and freedom from any sectarian prejudices based on religion, region, caste, class or gender are sine qua non. 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 responsibility for improving the Lalita Shastri Balwadi School, where Nursery, LKG & UKG classes are conducted at a concessional rate for the children of the employees and the public. The problem of solid waste management has also been addressed by the officer trainees 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

### Participants in courses during 2008-2009

Name of the Course	Participants 2008-2009
Foundation Course (Main)	239
IAS Phase-I	91
IAS Phase-II	90
IAS Phase-III	91
IAS Phase-IV	114
Induction Courses	67
Joint Civil Military Training Programme	61
Ethical Issues in Today's Administration	24
Other Workshops/Seminars/Conferences	152
<b>TOTAL</b>	<b>929</b>

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 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.

Name of the Course	Participants
Centre for Rural Studies	67
Centre for Cooperative & Rural Development	41
Centre for Disaster Management	97
National Centre for Gender Training Planning & Research	110
National Institute for Administrative Research	237
<b>TOTAL</b>	<b>552</b>

### Our Faith and Beliefs

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.

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.

### Promoting 'Esprit-de-Corps'

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 later 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 financial year 2007-08 a total of 17 courses/ workshops/ seminars were conducted which were attended by a total number of 929 participants. The table shows the distribution of trainees in various courses during 2008-09.

## Training Programmes during 2008-2009

S. No.	Name of Course/Campus	Schedule	Course Team S/ Shri	No. of Participants		
				M	F	Total
1	IAS Professional Course Phase-I (2007-2009 Batch)	03rd Dec. 2007 to 30th May, 2008	Shri Alok Kumar Shri Sanjeev Chopra Shri Rajesh Arya	73	18	91
2.	IAS Professional Course Phase-II (2006-2008 Batch)	23rd June to 14th Aug., 2008	Shri Sanjeev Chopra Ms. Ranjana Chopra Shri Rajesh Arya	67	23	90
3.	Mid Career Training Programme (Phase-III) for IAS Officers (1999-2000) batch)	16th June to 08th August, 2008	Shri Alok Kumar Shri Ashish Vachhani	80	11	91
4.	Mid Career Training Programme (Phase-IV) for IAS Officers(1995) batch	21st April to 13th June, 2008	Shri Sanjeev Chopra Ms. Ranjana Chopra Shri Ashish Vachhani	102	12	114
5.	82nd Foundational Course for members of All India Services and Central Services (Group 'A')	01st Sept. to 12th Dec., 2008	Ms. Ranjana Chopra Shri Dushyant Narijala Shri Ashish Vachhani Shri Rajesh Arya	167	72	239
6.	104th Induction Training Programme for Officers promoted/select list to IAS from SCS	18th Feb. to 11th April, 2008	Shri Yatendra Kumar Dr. S.H.Khan Prof. A.S.Ramachandra	26	1	27
7.	105th Induction Training Programme for Officers promoted/select list to IAS from SCS	15th Sept. to 07th Nov., 2008	Shri Sanjeev Chopra Dr. S.H.Khan Prof. A.S.Ramachandra	37	3	40
8.	10th Training Programme for Joint Civil-Military on National Security	19th May to 30th May, 2008	Dr. S.H.Khan Shri Rajesh Arya	29	2	31
9.	11th Training Programme for Joint Civil-Military on National Security	17th Nov. to 28th Nov., 2008	Shri Rajesh Arya Dr. S.H.Khan Prof. A.S.Ramachandra	29	1	30
10.	13th Programme on "Ethical Issues in Today's Administration"	25th Aug. to 29th Aug., 2008	Shri Ashish Vachhani Prof. A.S.Ramachandra	23	1	24
11.	Retreat of the IAS Officers of 1958 Batch	22nd Sept. to 23rd Sept., 2008	Ms. Arti Ahuja Dr. B.Ashok Prof. H.M.Mishra	21	-	21
12.	8th Conference of Heads of Central Training Institutes	22nd Oct., 2008	Dr. S.H.Khan	20	-	20
13.	7th Conference of Heads of ATIs and State Training Coordinators at LBSNAA	21st May to 22nd May, 2008	Ms. Ranjana Chopra	19	6	25
14.	TQM Training Programme on "Improvement of District Hospitals"	14th April to 18th April, 2008	Dr. S.H.Khan	46	2	48
15.	Direct Trainer Skills Course	11th Feb. to 15th Feb., 2008	Shri Sanjeev Chopra	16	1	17
16.	Implementation of TQM in office Management	19th Jan. to 23rd Jan., 2009	Dr. S.H.Khan	18	3	21
<b>Total:</b>				<b>773</b>	<b>156</b>	<b>929</b>

## Course & Activities Highlights

A number of courses are conducted in the Academy every year. Amongst them 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.

A brief outline of various courses is given as under:

### 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 now run once a year, usually organised from September to December. 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. 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.

The 82st Foundation Course was conducted during 2008, details of which is given below.

#### **82nd Foundation Course**

(1st September, 2008 to 12th December, 2008)

Course Coordinator	Mrs. Ranjana Chopra
Associate Course Coordinator	Shri Dushyant Nariala, Shri Ashish Vachhani, Shri Rajesh Arya
Programme Inaugurated by	Shri Indu Kumar Pande, Chief Secretary, Government of Uttarakhand
Programme Valedictory address by	Director, LBSNAA, Mussoorie
Target group	Fresh recruits of All India Services, Royal Bhutan Civil Service
Composition of Group	Total Participants = 239 Male-167    Female-72

#### **Highlights of the Programme**

The 82nd Foundation Course attempted to create a batch identity for the 239 officer trainees. The training was a harmonious blend of academic inputs and co-curricular activities which was accomplished through a judicious mix of trainers and speakers drawn from all walks of public life and leaders in their chosen profession, apart from the in-house faculty of the Academy. The core areas for academic inputs were: Economics, Public Administration, Management, Political Theory and Constitution of India, Indian History and Culture and Law. The highlights of the Foundation Course, which are remembered most by the officer trainees, were the nine day Himalayan Trek, a week long Village Visit, the India Day Celebrations, Athletic Meet and the Fete.



The trainees underwent mid term academic assessment in the six major subject areas followed by an examination at the end of the course. There is a lot of emphasis on proper conduct and discipline in the Academy to adequately equip them to face the demanding life that a career in civil service involves. Cultural activities by the officer trainees became a source of enhanced bonding and camaraderie amongst the officer trainees. Amongst the pedagogic techniques used, a lot of emphasis was placed on the case study method. Role models were also called upon to talk to the officer trainees. The Internal Faculty and the Guest Speakers were consistently rated very highly by the officer trainees in the weekly feedback.



Officer trainees were also given a fairly rigorous training in language. Trainees who do not have sufficient proficiency in Hindi had to attend Hindi classes.

Some of the prominent guest speakers of the course include Shri Indu Kumar Pande, Chief Secretary, Uttarakhand; Shri V.N. Rai, IPS, Addl. Director General, Home Guard, UP; Shri Jatin Das; Shri Prabodh Saxena, Director, FIPB, Ministry of Finance, Department of Economic Affairs, Shri Yashwant Sinha, MP, Rajya Sabha, Shri Chaman Lal, IPS (Retd.), NHRC, Shri Oscar Fernandes, Hon'ble Minister, Ministry of Labour & Employment, Govt. of India, Dr. Anbumani Ramdoss, Hon'ble Minister, Ministry of Health & Family Welfare, Govt. of India; Shri Gajendra Haldea, Principal Advisor (Infrastructure) Planning Commission; Shri Y.V. Reddy, Former Governor, Reserve Bank of India, Justice Dr. Arjit Pasayat, Hon'ble Judge, Supreme Court of India, and Shri R.S. Dalal, DG (Police) Govt. of Haryana.

Some of the important co-curricular activities included compulsory physical training sessions, which were conducted every morning, outdoor sessions of games as well as short treks in and around Mussoorie.

It would not be possible to take the trainees directly to the people always in a course of this duration, but the Course, as in the past, made provisions for a one week visit to selected villages across the country, where Officer Trainees lived with the village community, conducted surveys and were sensitized to the lives and aspirations of the people. They could therefore make their own assessment of the effect of government programmes on the people and see what has been done and what remains to be done.

A brief profile of the probationers of the 82nd Foundation Course is attached as Annexure- 3.

### IAS Professional Course, Phase- I (26 Weeks)

After completion of the Foundation Course, the IAS Officer Trainees undergo the Professional Course Phase-I. This course seeks to strengthen the understanding of the environment in which an IAS Officer has to function. Emphasis is laid on understanding of public systems and their management. During Phase-I, the IAS Officer Trainees are 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 their role. 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.

### Name of the Course : IAS Professional Course Phase-I (2007-2009 Batch)

Title of the Course	IAS Phase - I (2007-09 Batch)
Date	December 03, 2007 to May 30, 2008
Course Team	Shri Alok Kumar, Course Co-ordinator
Associate Course Coordinators	Shri Sanjeev Chopra, Shri Rajesh Arya
Target Group	IAS Professional Course Phase I for IAS Officer
Composition of Group	91 including 2 Officers of the Royal Bhutan Civil Service Male - 73 Female - 18
Valedictory address by	Shri Prithviraj Chavan, Hon'ble Minister of State (PMO&PP), Government of India, New Delhi.

### Course Highlights

The 26-week Phase-I course was primarily aimed at developing the requisite skills, knowledge base and appropriate attitude amongst the officer trainees related to the jobs they would hold in the first decade of service. The course was divided into two parts. The 8-week Winter Study Tour (Bharat Darshan), commenced immediately after one week of Academic input of Phase I. It comprised 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 tribal villages. A mid-course break of two weeks including a week long Bureau of Parliamentary Studies and Training (BPST) attachment and also one week Delhi Darshan, immediately after the Winter Study tour, were also included in the course.

The 15-week Academic Module held on the campus covered the prescribed syllabi. This year the course objectives which had continued unchanged for a long time were extensively revised in keeping with the emerging training needs. The training methodology adopted included field visits, case studies, seminars, action research projects/schemes/initiatives/small group discussions and exercises. Extensive reading material on each of the modules was also circulated. A dual online feedback mechanism of Daily and Weekly Feedback was followed. The course end feedback of the course was also very high. A detailed course report was also brought out, copies of which are available in the library for reference.

During the Delhi attachment the Officer Trainees visited Greater Noida, Delhi Government (Bhagidari Project), INTACH and the Delhi Metro project. During the BPST attachment the Officer Trainees called on the President of India, Vice President of India and the Prime Minister of India. A large number of guest speakers were invited during the course. They included serving and retired members of the service, academicians, ministers, and other public personalities.

The guest speakers called during the course were a mix of academics, renowned persons and officers from various services. Many young officers who came were able to strike a chord with their effective narration of the field situation. Senior officers who took sessions were experts in their respective fields such as Shri T.V. Somanathan, Secretary to CM, Government of T.N., Rajiv Takru, Joint Secretary, Government of India, T.Vijay Kumar, CEO, Society for Elimination on Rural Poverty, Dr. B.K. Thapliyal, Head Centre for Agrarian Studies, Vilasini Ramachandran, Principal Secretary (Revenue) Government of Gujarat, P.K. Agrawal, Principal Secretary, Government of West Bengal, R. Chandrashekhar, Additional Secretary, Government of India, Tanmoy Chakrabarty, TCS, Subhash Bhatnagar, IIM, Prakash Kumar, Joint Secretary, Government of India, Aruna Chaba, Sr. Technical Director, NIC, Dinesh Tyagi, IL&FS, Amod Kumar, Special Secretary, Government of UP, Nagadevara, IIM, Bangalore, Sandeep Khanna, Aviation Lubricants Shel Ltd., Nagesh Singh, Planning Commission, Sudhir Kumar, OSD to Minister of Railways, Narhari Rao, Asian Development Bank, Jyotsna Sitling, Livelihood Improvement

Project for Himalayas, Upendra Giri, Astriowix India Project Solution, Paranjay G. Thakurta, Vineet Mathur, Director, CVC, Shekhar Singh, National Campaign for People's Right to Information, T.N. Singh, Additional Secretary Government of Uttarakhand, Ajay Sawhney, Joint Secretary (T), S. Krishnan, Additional Secretary, Government of India, Amarjeet Sinha, Joint Secretary, Government of India, T. Sundaraman, NHSRC, Rukmini Banerji, PRATHAM, N.C. Saxena, Adviser, UNICEF, Amarjit Singh, Principal Secretary, Government of Gujarat, P. Padmanaban, Director of Public Health and Preventive Medicine, P.K.Mohanty, A.K. Mehta, Joint Secretary, Government of India, N. Vidya Prasad, District Judge, H.S. Anand, Secretary Government of India, T.K. Jose, Principal Secretary, Government of Kerala, Anand Pradhan, IIMC, Bibek Debroy, Centre for Policy Research, D.K. Mittal, IL&FS, OP Agarwal, IL&FS, Harsh Mander, M.L. Kumawat, Special Secretary, MHA Government of India to name a few. The Officer Trainees were advised to listen, distill the views, and form their own opinion. That is why persons at variance with each other were given the platform jointly, so that the probationers could judge for themselves what the right approach is, and not be spoon fed.

A brief profile of the probationers of the IAS Phase-I (2007-09 batch) is attached as Annexure- 4.

### District Training (52 Weeks)

During this training the Officer Trainees learn about the various facets of administration at the district level. They remain under the direct control of the District Collector and the State Government and get an opportunity to have first hand knowledge of the work of the Collector/District Magistrate and various other institutions in the state government. They may also get an opportunity of holding independent charge as various field level functionaries. The Officer Trainees are required to carry out assignments given by the Academy, based on field studies in the district.

The Counsellors nominated by the Academy for the various cadres remain in touch with the Officer Trainees through correspondence, field visits to their districts and contact with their Collectors.

### IAS Professional Course, Phase-II (8 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 of 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 state at the 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.

### IAS Professional Course, Phase-II : (8 Weeks) (23rd June, 2009 to 14th August, 2009)

Title of the Course	IAS Phase - II (2006-08 Batch)
Date	23rd June to 14th August, 2008
Course Team	Shri Sanjeev Chopra, Course Co-ordinator
Associate Course Coordinators	Ms. Ranjana Chopra, Shri Rajesh Arya
Target Group	IAS Professional Course, Phase-II for IAS Officers
Composition of Group	90 including 2 Officers of the Royal Bhutan Civil Service Male - 67 Female - 23
Valedictory address by	Shri N. Gopalaswami, Chief Election Commissioner, New Delhi.

## Course Highlights

During the IAS Phase-II the emphasis was 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. Seminars were held on topics of "Disaster Management", "Law and Order", "Panchayati Raj", "NREGA", "Elementary Education", "Health", "E-Governance", "Urban Management", "Conduct of Election", "Drinking Water and Sanitation", "Micro Finance and SHGs" and "Weaker Sections and Minorities". A two day "Effective SDO's Seminar" (11-12 August, 2008) was held in which young officers from the field were invited to share their experiences.

Apart from the syllabus covered by internal faculty, some of the eminent persons invited to interact with the Officer Trainees are Shri Pravinsingh Pardeshi, IAS, Shri J. Radhakrishnan, IAS, Shri Rajeev Ranjan, IAS, Shri N. Saravana Kumar, Dr. D. Subbarao, IAS, Ms. Pooja Singhal, IAS, Shri Bhuvnesh Kumar, IAS, Shri Srivatsa Krishna, IAS, Shri B.V.R.C. Purushottam, IAS, Dr. Pravin Gedam, IAS, Shri Bharat Lal Verma, Shri M. Selvendran, Shri Venkat R. Ghorpade, Shri Rohit Kumar, IAS, Shri Brijendra Navnit, IAS, Shri T.T. Gamdik, IAS, Shri Ashok Kumar Singh, IAS, Shri O.P. Kejariwal, Shri Ranjan Chatterjee, IAS, Shri Amit Gupta, IAS, Smt. P. Hemalatha, IAS, Shri Ajit Balaji Joshi, IAS, Ms. Himani Pande, IAS, Shri Anil Bordia, IAS (Retd), Shri J.B. Ekka, IAS, Shri Rahul Kumar Purwar, IAS, Shri Dinesh Arora, IAS, Shri Dharmendra Pratap Yadav, IAS, Shri A.K. Sachan, IAS, Shri Rahul Tiwari, IAS, Shri K.K. Dwivedi, IAS, Shri Amod Kumar, IAS, Ms. Sonal Mishra, IAS, Dr. Vandana Sharma, Shri Kunal Kumar, IAS, Shri P. Manivanan, IAS, Ms. Aparajita Sarangi, IAS, Ms. S. Aparna, IAS, Shri P.C. Hota, IAS (Retd.), Dr. Amit Agarwal, IAS, Shri Arvind Srivastava, IAS, Shri Tejendra Luthra, IPS, Shri Abhilaksh S. Likhi, IAS, Shri Nitin M. Kulkarni, IAS, Shri Ashutosh Agnihotri, IAS, Shri Samuel Mawunganidze, Shri Tejendra Sandhu, Shri Saeed Akhtar Mirza, Ms. Mita R. Lochan, IAS, Shri Santosh Babu, IAS, Shri M.M. Pallam Raju, Shri Rajiv Takru, IAS, Shri U.C. Sarangi, IAS, Shri Arvind K. Chaudhary, IAS, Ms. Gunjan Kinnu, IAS, Shri Sanjeev Chopra, IAS, Shri Gyan Bhushan, Shri Faizan Mustafa, Smt. Rajni Sekhri Sibal, IAS, Shri Gurcharan Das, Shri N. Gopalaswami.

A brief profile of the participants of this course is attached as Annexure-5.

## Mid Career Training Programme for IAS Officers

The Phase-IV & III of the mandatory MCT programme are meant for IAS Officers who have put in 14-16 years and 7-9 years of service respectively. Attending the MCT programme is a mandatory requirement for further promotions at certain stages in an officer's career and hence, it is in the interest of the officers to attend the MCT programme. Further, the Gol, in its notification dated 20th March 2007, had amended the IAS (Pay) Rules, 1954 so as to link the career progression of IAS Officers at various levels to the successful completion of the relevant phase of the MCT programme. The main focus of the programme is to build "next level competency" of the officers. The Phase-III programme is of 08 weeks duration and is conducted jointly by the Duke Centre for International Development Duke University in association with LBSNAA. The major focus of the programme is on project formulation and appraisal besides perspective building.

### IAS Professional Course Phase-IV (1995 Batch) (21st April, 2008 to 13th June, 2008)

Title of the Course	Mid Career Training Programme of IAS Officers Phase-IV
Date	21st April to 16th May 2008 at Academy, Mussoorie 17th May to 1st June 2008 : Exposure Visit to South Korea 2nd June to 13th June 2008 at Academy, Mussoorie
Course Team of the Academy	Shri Sanjeev Chopra, CC Smt. Ranjana Chopra, ACC Shri Ashish Vachhani, ACC The Course was conducted at the Academy by IIM, Bangalore and Maxwell School of Syracuse University, USA in association with the Academy.
Introduction of the Course	The programme aims to prepare the officers for upcoming assignments in the areas of public policy formulation and analysis. Accordingly policy analysis,

Target Group	policy implementation and praxis, public management and leadership constitute its key elements. IAS Officers of 1995 Batch
Composition of Group-Service represented and male/female break up	IAS Officers-109 (1995 Batch) Male 98 Female -11 SLAS Officers -05 Male 04 Female-01 Male 102 Female 12 Total Participants 114
Programme Inaugurated by	Shri P.C. Hota, IAS (Retd.) Former Chairman, UPSC
Valedictory address by	Shri Rudhra Gangadharan, Director, LBSNAA

## Objective of the Programme, inputs and eminent guest faculty

The main objective of the training programme was to support officers to make the transition from programme management to becoming effective and responsive policy formulators and implementers. The programme aimed to build strategic management and leadership skills of the participants and also enhanced their competence to address the political economy. This was done through:

- Consolidating and drawing lessons from their own past programme and project experiences.
- Deepening understanding of global, national and state level policy environments.
- Providing detailed sector-specific knowledge, concepts and tools, as well as policy perspectives.

A policy conference was organised in first week of the programme on April 25-26 in which policy makers from the different Ministries of the rank of Joint Secretary and above participated.

The main faculty members from IIM, Bangalore and Maxwell School included Prof. Chiranjib Sen, Dr. R.V.V. Ayyar, Prof. Gopal Naik, Dr. Anil Suraj, Prof. Larry Schraeder, Prof. Catherine Gerard and Prof. Van Slyke. The other eminent speakers included Dr. Yoginder K. Alagh, Shri P.C. Hota, Dr. Jayanta Roy, Dr. Rashmi Banga, Ms. Radha Singh, Shri L. Mansingh, and Shri Gajendra Haldea.

A brief profile of the participants of the IAS Phase-IV (1995 batch) is attached as Annexure- 6.

### IAS Professional Course Phase-III (1999-2000 Batch) (16th June to 8th August 2008)

Particulars	Description
Title of the Course	IAS Professional Course Phase-III
Date	16th June to 8th August 2008
Course Team	Shri Alok Kumar, CC, Shri Ashish Vachhani, ACC
Target Group	Mid-career training programme for IAS Officers
Programme inaugurated by	Shri Rudhra Gangadharan, Director LBSNAA Mussoorie

## Objective of the programme

Objective of this very first course was supporting officers for moving effectively from the phase of field level implementation to the phase of programme formulation and implementation by

- consolidating and culling out lessons from collective experience of field level implementation;
- developing perspectives, concepts, methods and skills for programme formulation and implementation; building mindsets and skills for focusing on service quality and citizen-oriented approaches.

## Guest Speakers

Shri D. Subbarao, Shri Srivastava Krishna, Shri Gagandeep S. Bedi, Dr. Vinayshil Gautam, Shri Vinod Rai, Ms. Vrinda Sarup, Dr. Seeta Prabhu, Shri T. R. Raghunandan, Shri Madhav Chavan, Shri Vijay Kumar, Shri R.

Gopalakrishnan, Shri T. Vijay Kumar, Shri Sumit Bose, Dr. N.C. Saxena, Ms. Neelam Rao, Ms. Amita Sharma, Shri S. M. Vijayanand, Shri Ashutosh Dikshit, Shri Alok Srivastava, Shri N. S. Nagaraja, Dr. Ranjana Kumar, Dr. Abhay Bang, Shri Amarjeet Sinha, Shri J. Satyanarayana, Shri R. V. Raju, Shri P. K. Mohanty, Dr. Padmanabhan Neel Ratan, Shri P. K. Srivastava, Shri Nachiket Mor, Shri Praveen Mehendru, Shri Prakash Singh, Wing. Cdr. Ajey Lele, Dr. Amarjit Singh, Dr. T. Sundaraman, Shri B. Narayana, Ms. Renu Budhiraja, Ms. S. Aparna, Ms. Sudha Mahalingam, Prof. Subhas Bhatnagar, Shri Pijyush Gupta, Shri Udayon Misra.

### Duke faculty

Dr. G. P. Shukla, Shri Joseph Tham, Shri Brij Kishore, Shri Graham Glenday, Shri Deepak Kapoor, Shri S. Bhattacharya, Shri DNS Dhakal, Ms. Fabiola Rueda Daniel Alvarez

### Academy Faculty

Shri Padamvir Singh, Shri Alok Kumar, Shri Ashish Vachhani, Shri Sanjeev Chopra.

A brief profile of the participants of the IAS Phase-III (1999-2000 batches) is attached as Annexure- 7.

## Induction Training Course

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. 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 premier institutions 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.

### 104th Induction Training Programme for officers promoted to IAS from the State Civil Service (18th February, 2008 to 11th April, 2008)

Date	18th February to 11th April, 2008
Course Coordinator	Shri Yatendra Kumar Deputy Director
Associate Course Coordinator	Dr. S.H. Khan, Deputy Director Shri A.S. Ramachandra, Professor
Composition of Group	Total Participants : 27 Male: 26      Female: 01
Inaugurated by	Shri Rudhra Gangadharan, Director LBS NAA
Valedictory by	Shri Surjit Kishore Das, IAS Chief Secretary of Uttarakhand

### Aim of the Course

- The theme of the course was 'Yoga Karmasu Kaushlam' (Yoga is skill in action) which is also the motto of the Indian Administrative Service. The course aims at assisting the participants in developing their knowledge and skills to facilitate the development process currently underway in the country. Attitudinal transformation needed for applying the skills in practice is attempted during the course. An exposure to the multi-hued fabric of the country is given along with exposure to best practices in governance in different parts of the country. It also provides skills and competencies in areas such as Management, Law, Public Administration and Economics and acquisition of IT skills and other relevant soft skill

### Methodology

The aim is to create an atmosphere of participatory learning. This would be achieved through the following methodologies:

- Lecture and discussion
- Case studies
- Panel discussions
- Hands on Computer Training
- Experience sharing presentations
- Films
- Management games

### Activities

- External cum Study Tour
- Mini Bharat Darshan and Calling on VVIPs
- The participants were sent to visit various places for exposure, attachments with PSUs, Private Sectors, NGOs etc. and also calling on constitutional authorities and senior officers at various places. Participants also visited New Delhi and called on the President of India and Cabinet Secretary.

### Name of the Guest Speakers

Shri B. S. Baswan, Shri Sushil Kumar, Ms. Monisha Ahluwalia, Mrs. Jyotsna Sitling, Shri T. D. Dhariyal, Shri R. K. Goyal, Dr. Jaishri Jethwaney, Prof. Y.F. Jaykumar, Dr. D. R. Shukla, Shri Avani Vaish, Shri N. N. Jha, Brig. S. H. Kulkarni, Shri M. C. Panda, Ms. Seema Joshi, Shri Chaman Lal, Shri K. Alok, Shri Bharat Lal, Shri C. Srinivasan, Shri R. Balakrishnan, Shri Harbans Lal Bajaj, Dr. N. C. Saxena, Shri Chandi Prasad Bhatt, Shri T. C. James, Shri S.K. Nayak, Ms. Amita Sharma, Shri Gopalachari, Shri Puneet Kansal.

A brief profile of the participants of this course is attached as Annexure-8

### 105th Induction Training Programme for officers promoted to IAS from the State Civil Service (15th September, 2008 to 7th November, 2008)

Title of the Course	105th Induction Training Programme
Date	15th September to 7th November 2008
Course Team	Shri Sanjeev Chopra, CC, Dr. S.H. Khan, ACC Prof. A.S. Ramachandra
Target Group	Officers on the select list of various State Governments upon promotion to the IAS compulsorily undergo the 8-week induction training programme.
Composition of Group-Service represented and male/female break-up	Total : 40      Male - 37      Female - 3
Programme Inaugurated by	Shri Rudhra Gangadharan, Director, LBS NAA, Mussoorie
Valedictory address by	H.E. Shri B.L. Joshi, Governor of Uttarakhand

The prominent guest speakers who addressed the participants include: Shri Yashwant Sinha, Shri Chaman Lal, Shri Chinmay Basu, Shri BS Baswan, Lt. Gen VK Nayak, Maj Gen (Retd.) NK Dhir, Shri Arvind Kejriwal, Justice N. Santosh Hegde and Shri Ashok Dalwai.

A brief profile of the participants of this course is attached as Annexure-9.



## 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 LBSNAA has carried out primary survey among middle to senior level officers belonging to the IAS, the IPS, the IFS, the Central Para Military Forces, the Army, the Air Force and the Navy to research on the Civil-Military interface. Almost all the respondents were of the opinion that Joint Civil-Military training program should be conducted to equip the professional managers to 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 LBSNAA should endeavour to run a two-week training program on National Security for civil and military officials in partnership with other training institutions

A Consultation Workshop on National Security was convened by the LBSNAA in April, 2002. The participants in the workshop came-up with a curriculum for a joint civil-military training programme. The consultation workshop also recommended the following:

- A taskforce should go into various aspects of the curriculum developed in the workshop. Training modules based on the curriculum should be finalised.
- Suitable resource persons for delivering different components of the syllabus should be identified.
- Before pilot run of a joint training programme, a validation workshop of resource persons should be held.
- DoPT and other Ministries should be approached for provision of funds.
- LBSNAA should act as a nodal organization for development of training modules on National Security for adaptation by other residential training institutions of the Armed Forces, Para-Military Forces and the State level Administrative Training Institutions (ATIs).

Progress on each of the above recommendations made in the consultation workshop has been satisfactory and is within the time-frame envisaged.

The Director, LBSNAA constituted a taskforce headed by Shri N.N. Vohra, IAS (Rtd.). The taskforce made valuable recommendations which have been accepted by the LBSNAA. The recommendations of the taskforce have also been shared with all the concerned ministries and institutions. 10 Joint Civil-Military Training Programmes have been conducted so far.

### 10th Joint Civil-Military Training Programme on National Security (19th to 30th May, 2008)

Particulars	Description
Title of the Course/Seminar/Workshop/Conference	10th Joint Civil - Military Training Programme on National Security
Date	19th May 2008 to 30th May 2008
Course Team	Dr. S.H. Khan, Course Coordinator Shri Rajesh Arya, ACC Shri A.S. Ramachandra, ACC
Introduction of the Course	The Joint Civil-Military Training Programme on National Security is the flagship course in our in service training programme. It was introduced in 2002 consequent to the report of the Group of Ministers on reforming the National Security Systems
Target Group	i) Officers of IAS, IFS, IPS, IRS, (Director/Joint Secretary) ii) Officers of Armed forces (Brigadier/Colonel Level) iii) Officers of Para Military Forces (DIG/IG Level)
Composition of Group Service represented and male/female breakup	Total - 31 Male - 29 Female - 2
Programme inaugurated by	Shri Rajiv Mathur, Special Director (IB)
Valedictory address by	Shri Ajit Doval

## Objectives, Course Activities and Highlight

- To increase awareness of the different dimensions and elements of National Security as well as threats to such security;
- To familiarize them with challenges to management of National Security, emerging external security environment, impact of globalization and internal security environment etc.
- To provide an opportunity for the participants to interact and exchange ideas on the subject; and
- To expose them to the imperatives of civil-military interface at state, division and district level.

The Course inputs cover a wide range from purely military matters to economic security, intelligence, terrorism and science and technology. In addition to lecture sessions, case studies, scenario planning exercises and war games are central to the JCM.

The objective of this programme is to meet the perceived gaps in knowledge, skill and attitude in respect of comprehensive national security through appropriate training inputs.

## Guest Speakers

Shri Rajiv Mathur, Shri AG Noorani, Shri Thomas Mathew, Lt. Gen. BS Nagal, Shri DM Mitra, Shri VN Rai, Shri Nageshwar Rao, Shri Ajit Lal, Dr. Manpreet Sethi, Rear Admiral Girish Luthra, Shri Paramvir Singh, Shri DS Mathur, Col. N. Khanduri, Col. K. Krishnan, Shri TCA Raghavan, Shri KVSS Prasad Rao, Shri BC Nayak, Ms. Shebonti Roy Dadwal, Dr. Gulshan Rai, Shri Anurag Goel.

A brief profile of the participants of this course is attached as Annexure-11

### 11th Joint Civil Military Training Programme on National Security (17th to 28th November, 2008)

Particulars	Description
Title of the Course/Seminar/Workshop/Conference	11th Joint Civil - Military Training Programme on National Security
Date	17th November 2008 to 28th November 2008
Course Team	Shri Rajesh Arya, Course Coordinator Dr. S.H. Khan, ACC, Shri A.S. Ramachandra, ACC
Target Group	i) Officers of IAS, IFS, IPS, IRS, ICES, IRTS, IDAS (Director/Joint Secretary) ii) Officers of Armed forces (Brigadier/Colonel Level) iii) Officers of Para Military Forces (DIG/IG Level)
Composition of Group-Service represented and male/ female breakup	Total = 30 Male - 29 Female - 1
Programme inaugurated by	Shri Rudhra Gangadharan, Director, LBS NAA Mussoorie
Valedictory address by	Shri Subhash Joshi, IPS, Director General of Police, Uttarakhand

## Guest Speakers

Shri Ajit Lal, Shri Anand Sharma, Shri D.M. Mitra, Lt. Gen (Dr.) Mohan Bhandari (Retd.), Shri V.N. Rai, Shri Durga Das, Shri Ajay Nath, Ms. Sudha Mahalingam, Shri Ashok Dohare, Wing Cdr. Ajey Lele, Shri Anurag Goel, Col. N. Khanduri, Capt. (IN) Rajesh Singh, Shri A.B. Mathur, Rear Admiral Pradip Chauhan, Shri A.P. Sinha, Air Vice Marshal D.C. Kumaria, Shri Narayan Yadav.

A brief profile of the participants of this course is attached as Annexure-12.

## Courses on Ethical Issues in Today's Administration

The Academy conducts one to two courses of one-week duration each, every year on the theme "Ethical issues in Today's Administration". The course is open to officers of various levels of seniority. Ethics in government is a nascent subject in the country and so far the academy has conducted nine courses. Each course had gained incrementally in terms of the methodology and the content. The basic issues dealt with are regarding ethical dilemmas in the government. Critical dilemmas are those that the officers face when they have to choose between one right and another, as opposed to choosing between one right and one wrong, where the dilemma may not exist. The course tries to study and explore the various dimensions that go into making choices.

The objective of the programme is to expose the participants to the basic principles of Ethics/Moral Philosophy; tease them into thinking about the values that underpin framing and implementation of public policy; and expose them to the ethical frameworks that policy makers use to resolve sticky public policy issues. The aim is to create an atmosphere in which participatory learning takes place. A churning of the considerable experience and knowledge of the participants through sharing and debate is encouraged not only to achieve the stated objectives of the course, but also to bring about a vertical integration of the group.

In order to achieve the objectives, the emphasis in the course remains on participatory learning. The various topics covered by various courses so far are as following:

The framework of ethics: What are ethics, what is meant by human welfare, human justice and human dignity; what are the different types of imperatives that lead actions; what are the social and administrative predicaments, discussion through case studies on systemic insensitivity, non performance, patronage, lawlessness and injustice, corruption, institutional rot, apathy, cynicism and demoralization; values and ethics- the Indian perspective: discussion on the meaning of religion, levels of human personality, tools and mechanisms for remaining connected to our core personality; values for public policy makers: exploring the values required for policy makers as seen from the perspective of the civil society. Discussion focuses on how the policies can harm those they are meant to help, unless all stakeholders are involved.

Apart from the sessions for class room presentations, exercises, case studies and films, a considerable portion of the course revolves around experience sharing by the participants. It has been found that the participants want to vent their feelings and thoughts which they may not be able to do in their positions, for various reasons. The course provides a forum for letting off steam and developing an understanding. In their informal as well as formal feedback, many participants have claimed to have benefitted and inspired as a result of experience sharing.

The participants also work in small groups and bring out group reports i.e. papers on various moral and ethical dilemmas confronting administration. The group reports are presented in a plenary session before all the participants.

### **13th Ethical Issues in Today's Administration (25th to 29th August, 2008)**

Title of the Course	13th Training Programme on Ethical Issues in Today's Administration
Date	25th August 2008 to 29th August 2008
Course Team	Shri Ashish Vachhani, Course Coordinator Shri A.S. Ramachandra, ACC
Introduction of the Course	Expose the participants to the basic principles of Ethics/Moral philosophy.
Target Group	Exclusively for IAS Officers
Programme inaugurated by	Shri Rudhra Gangadharan, Director, LBSNAA Mussoorie
Valedictory address by	Hon'ble Justice Madan B. Lokur

## **Objectives, Course Activities and Highlight**

- Expose the participants to the basic principles of ethics/moral philosophy.
- Persuade 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 policy issues.

The methodology that was adopted to meet the course objectives composed lectures, panel discussion, experience sharing and case studies.

## **Guest Speakers**

Prof. Shekhar Singh, Shri V. Ramachandran, Dr. Sunil Sanon, Shri OP Kejariwal, Shri LC Singhi, Shri RK Radhakrishnan, Shri Sunil Prabhu, Shri Sachin Pilot, Shri Manvendra Singh, Justice Madan B. Lokur, Shri Rajiv Takru, Shri S.K. Agnihotri.

A brief profile of the participants of the 13th Ethical Issues in Today's Administration is attached as Annexure- 10.

## **Seminar/ Workshops**

A number of seminars/workshops are organized on 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.

## **Conference of Heads of Central Training Institutes**

The Expenditure Reforms Commission (ERC) in their 10th report (paras 6.9 to 6.11) has recommended the following as far as the Foundation Course at the LBSNAA is concerned:

**Para-6.9** The Lal Bahadur Shastri National Academy of Administration located at Mussoorie in Uttaranchal is primarily an institution for training of entrants to government service through the annual Civil Service Examination conducted by the UPSC. This responsibility is discharged by the Academy by means of a Foundational Course conducted for the bulk of the different services covered by the Civil Services Examination. Besides imparting intensive and in-depth training to entrants to the Indian Administrative Service, the Academy also conducts programmes for in-service training of IAS officers, including officers appointed to the IAS from state civil services. As is well known, various services like the IPS, the Indian Revenue Service as well as the different Railway Services have training institutions in the form of National Police Academy at Hyderabad, the National Academy for Direct Taxes at Nagpur and the Railway Staff College at Vadodara. Other services, too, have similar institutions.

**Para-6.10** In so far as the Foundational Course for the All India and the Central Services is concerned, the objectives of this course remain broadly as they were formulated in 1982 and as given below:

- To promote esprit de corps among the probationers of different services, emphasizing the interdependence of various services as part of the higher civil services;
- To motivate probationers towards developing certain basic professional, administrative and human values;
- To impart a basic understanding of the constitutional, political, social, economic, legal, historical, cultural and administrative framework within which the services function.

**Para- 6.11** There is a general perception that services other than the IAS do not lay stress on this programme and tend to think that the training of their probationers really starts only when they enter their exclusive training institutions run by their own services. It has also been pointed out that there is no sense of ownership of this course among the other services. Considering the crucial role that the Foundation Course plays in bringing together officers of different cadres right at the beginning of their careers, it is

necessary to remedy the situation without delay. The training institutes run by other services would need to be associated in drawing of the syllabi of the Foundation Course. The senior staff members of these other institutes as also the heads and senior members of the other services should be provided an opportunity for interacting with the probationers through taking part in the conduct of the Foundation Course itself.

Based on the feedback, we deemed it appropriate to hold a conference of heads of the national training institutions at Mussoorie. Conference of Heads of Central Training Institutes (CTIs) has been hosted by the LBSNAA since 2002.

**8th Conference of Heads of Central Training Institutes (16th October, 2008)**

Coordinator Dr. S.H.Khan  
Date 1 day, 16th October, 08

The VIIIth Conference of the CTIs for the year 2008 was held on 16th October, 2008. This conference also holds deliberations on ways to enhance the importance of the Foundation Course in the career of the Officer Trainees.

Invitation to Heads of 20 Central Training Institutes were issued by LBSNAA and in addition to participation of the Joint Secretary (Training) and in-house faculty of LBSNAA.

16 Heads/Senior Faculty from different Central Training Institutes including one from DoPT (Service Division) attended the conference. Several important issues pertaining to training and services were discussed and decisions were taken thereon, such as to constitute a sub-committee to frame a draft Memorandum of Association for CTIs, CTIs should encourage greater participation from civil services of other countries particularly the least developed countries and other developing countries. FSI New Delhi offered to facilitate the process of coordination with Indian Missions and MEA, to share practices in training. It was decided that presentations on TNA, and feedback mechanism would be made by CTIs in the IXth conference etc.

**7th Conference of Heads of State Administrative Training Institutes (22nd - 23rd May, 2008)**

Duration 2 days  
Dates 21-22 May, 2008  
Coordinator Mrs. Ranjana Chopra  
Total Participants 25  
(Male : 19 ; and Female: 06)

The Department of Personnel and Training vide its sanction order No. 12017/11/96-TNP(S) dated 13th December, 2000 constituted a Standing Syllabus Review Committee to examine the syllabus of the IAS training and suggest changes that should be made in the course contents for increasing the professional capabilities of civil servants. In the fourth meeting of the Standing Syllabus Review Committee, it was decided that there should be an annual conference of ATIs and State Coordinators at LBSNAA to streamline regularly the respective pattern of district training and other training related matters. This would assist in several ways better exchange of information on the totality of training and strengthen professionalism in the district level training.

Following the recommendation of the Standing Syllabus Review Committee, this conference has been organised every year at LBSNAA.

The objective of this conference is to follow-up the action on resolutions taken in last meetings as well as to discuss issues of mutual interest which would facilitate all round improvement in the training imparted to the IAS officers.

DoPT had constituted a Committee on 29th March, 2005 under the chairmanship of Dr. R.V. Vaidyanatha Ayyar, IAS (Retd.) to revise the syllabus for the induction training of IAS Officers. The recommendations of this committee with

particular reference to the structuring of district training were discussed in detail. Besides, the recommendations of the Rajinder Sachar Committee with regard to the sensitization of govt. functionaries to the difficulties faced by the muslim community were also discussed in the conference.

**Interaction with Senior Officers**

The Academy has a tradition of inviting senior IAS officers to interact with the Officer Trainees in the Phase-I and Phase-II programmes. It gives the Officer Trainees an insight into the challenges to be faced by them in the days ahead.

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 the government today. The participants prepare recommendations for the government in the form of reports and papers. The Retreat for the 1958 batch was conducted this year on 22nd - 23rd September, 2008.

**Retreat for the IAS Officers of 1958 Batch (22nd & 23rd September, 2008)**

Coordinator Ms. Arti Ahuja  
Associate Coordinators Dr. B.Ashok, Prof. H.M.Mishra  
Composition of Group 21 (Male-21)

The Retreat of the IAS Officers of 1958 Batch was the twelfth in the series organized by the Academy. The first was held in 1997, in the Golden Jubilee Year of Independent India, wherein ICS and the IAS Officers, who were in service at the time of independence, were invited. This year officers of the 1958 batch of the IAS were invited on 22nd - 23rd September, 2008. In all twenty-one officers attended the Retreat including one IFS officer. The seniors were extremely contemporary in their approach and provided valuable insights into the changing environment and complexities of the administration, during the discussions held on the first day of the Retreat (September 22).

They shared their experiences and suggest the topics for discussion a. On the evening of September 22, 2008 the participants also interacted with the Officer Trainees of 82nd Foundation Course in groups and the officer trainees benefitted from their rich and varied experiences. On the next day, conclusion of the retreat was organized at in the Academy followed by the Valedictory function at Polo ground.

## Our Extended Arms

### NIC Training Unit

NIC Training Unit, LBSNAA, 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 courses were conducted during the training calendar of 2008.

Course/Duration	Sessions	Participants	Topics
IAS Professional Course Phase-I (2007-09 Batch) (26 Weeks)	74	91	What-if Analysis using Excel, Descriptive Statistics and Graphical Analysis, Survey Analysis, Pivot Table and Pivot Chart, Introduction to MS Access, Dynamic Key Retrieval, Multiple Table with Single Primary Key and Multiple Keys, basics of Networking and Project Management.
IAS Professional Course Phase-II (2006-08 Batch) (8 Weeks)	19 x 2 = 38	91	Working with multiple sheets in Excel, What if Analysis using Excel, Data analysis using Excel, Inventory management using MS Access, Multiple Tables with Primary Key using MS Access, Client Server Technology, Introduction to GIS, Web Page Design, MS Outlook and calendar and synchronization with mobile phone.
Mid Career Training Programme for IAS Officers (Phase III)	22	100	Absolute and relative Cell Address, User Defined Formula and In-Built Function, What-if Analysis using MS Excel, Descriptive Statistics, Graphical Analysis. Survey Analysis and Statistical Analysis.
Mid Career Training Programme for IAS Officers (Phase IV)	06	114	Windows XP OS, E-mail, Internet, MS Word, MS Power Point and MS Excel.
82nd Foundation Course (15 Weeks)	20 X 8 = 160	239	Introduction to Computers, Windows (XP), Typing Tutor, Internet/ E-mail & Work Flow Automation, MS Word, MS PowerPoint, MS Excel, Income Tax Calculation using Excel, Data Analysis using MS Excel, Financial Management using MS Excel, Statistical Analysis using MS Excel.
104th Induction Training Programme for IAS Officers (8 weeks)	19	27	Introduction to computer software and hardware, Internet & E-mail, Typing Tutor, Windows (XP), MS Word, MS Excel, MS PowerPoint.
105th Induction Training Programme for IAS Officers (8 weeks)	15	40	Introduction to computer software and hardware, Internet & E-mail, Typing Tutor, Windows (XP), MS Word, MS Excel, MS PowerPoint

During Mid Career Training Programme for IAS Officers Phase III, NICTU has conducted the ICT modules in collaboration with Duke University, USA.

During Mid Career Training Programme for IAS Officers Phase IV, NICTU has conducted the ICT modules in collaboration with Maxwell School of Syracuse University, USA and Indian Institute of Management, Bangalore (IIMB).

### Methodology

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

### Guest Speakers

The following guest speakers addressed the participants in various courses:

- Dr. Vandana Sharma, Dy. Director General, NIC HQ, Delhi
- Mrs. Aruna Chaba, Senior Technical Director, NIC HQ, Delhi
- Dr. D.R. Shukla, SIO, NIC Uttarakhand State Unit, Dehradun

### Course Material Prepared

- Reading material for e-governance module.

### Software Development

The Following softwares were developed as per requirement of the Academy:

- 1) House Hold Schedule for Socio Economic Assignment S/W for CRS (Centre for Rural Studies)
- 2) VBA Module on Wheel of Fortune for Management Faculty.
- 3) VBA Module on Dictionary Requirement of Language Faculty.
- 4) Store & Supply Inventory Management Software for LBSNAA.
- 5) Attendance Management of Daily Wagers Software for LBSNAA.

### Other Activities

- 1) NICTU Faculty imparted ICT Training to the children of the staff of the Academy for the course of Diploma in Computer Applications (duration six months) organized by Vocational Training Centre (VTC). This course was recognized by HILTRON, Uttarakhand and validated by IIT Roorkee.
- 2) The examination paper of e-Governance & Computer Literacy for Master in Public Policy (MPP) from IGNOU was set and evaluated by NICTU Faculty.
- 3) Hope Projects on e-learning, Project Management of New Academic Block, Computerization of Stores and Supply Inventory management were coordinated with the Officer Trainees of IAS Professional Course Phase II ( 2006-08 ) and IAS Professional Course Phase I ( 2007-2009) as Project Leader. Hope Project on Standard of Primary Education in Mussoorie is being coordinated for the Officer Trainees of Foundation Course and IAS professional Course Phase I ( 2008-10).
- 4) Sh. Azad Singh, SSA got first prize in the Essay Competition (Hindi) organized by Nagar Rajbhasa Samiti, Dehradun. Also, he got first prize in Essay Competition (Hindi) organized by the Academy.

### Faculty Skill Development

To update the technology skills and knowledge, the NICTU faculty attends the training programs /workshops/seminars organized at NIC HQs., New Delhi and other reputed institutions. The different training/workshops/ seminars attended by the faculty members are as follows:

Faculty Name	Training / Workshop/ Seminar	Duration	Venue
Shri. M. Chakraborty Sr. Technical Director	1) Implementation t of TQM in Office Management	03 Days	LBSNAA, Mussoorie
	2) International Conference on E-Governance ( ICEG - 2008 )	03 Days	I.I.T., Delhi
Shri Azad Singh Senior System Analyst	1) VB.Net and ASP.Net	10 Days	NIC Uttarakhand State Unit, Dehradun
	2) Investment in Excellence	05 Days	Indian Institute of Public Administration, New Delhi
	3) All India Scientific and Technical Seminar	02 Days	Instrument R & D Department, Ministry of Defence, Dehradun

## Articles/Papers Published During 2008

- 1) An article on the "NICTU An ICT Training HUB for Civil Servants" was published in Informatics, July 2008.
- 2) A paper on "Computerization of Land Record (CoLR) An Innovative Approach to Management" by Shri A.S. Dutt, SA, Shri Azad Singh, SSA and Shri M. Chakraborty, STD was published in the book "Computerization of Land Record in India : Achievement and Experiences" from Center of Rural Studies, LBSNAA, Mussoorie.

## Training Research & Development Cell

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 interaction. Some of the visits that were co-ordinated by Training Research and Development Cell during the year were.

Dignitary/Delegation	Dates
Hon'ble Justice Dr. S. Radhakrishnan along with 3 other Judges of the High Court.	18th April 2008
Hon'ble Union Minister of State for Health & Family Welfare Smt. Panabaaka Lakshmi	7th May, 2008
16 Participants of Management Development Programme for Local Development Officers Govt. of Nepal.	14th May, 2008
Shri Naveen B. Chawla, Election Commission of India, interaction session was with the ACM	24th May, 2008
27 Students of University of Texas at Austin .	26th May, 2008
18 Participants of Management Development Programme for Senior Officers Govt. of Nepal .	4th June, 2008
Standing Parliamentary Committee on Urban Development.	22nd June, 2008
20 Senior Officers of Professional Development Course for Senior Officers of State Institute of Health and Family Welfare, Punjab .	24th July, 2008
18 Officers of Mizoram Civil Service.	3rd August, 2008
3 Member team consist of Dr. Rohit Mutatkar, Ms. Priyanka Varma and Ms. Vandana Bhatia from Tata Institute of Social Sciences.	28th-30th September, 2008
20 Member SAARC delegation.	24th October, 2008
Hon'ble Union Minister of State for Social Justice & Empowerment Smt. Subbulakshmi Jagadeesan accompanied by her husband Mr. A.B. Jagadessan.	24th January, 2009
15 Members of Management Development Programme for Chief District Officers Govt. of Nepal, a presentation about the Academy activities was made by Prof.(HMM)	27th -28th January, 2009
31 students along with two teachers under National Education Tour for the children of Poonch Dist.	5th February, 2009
Dr. Manda Parikh and Dr. Usha Jumani from Rural Development and Management Institute, Ahmedabad.	2nd February, 2009
A group of college students of Baramula.	12th February, 2009
26 members from Ninth Training programme for Administrative personnel of S&T Department of Govt. of India and One faculty member of IIPA.	10th February, 2009
A team of 8 members from Housing & Urban Development Corporation Ltd., A Govt. of India Enterprises, Dehradun.	13th February, 2009
25 Students from Billabong High International School, Beyond Bhadhada, Neelbad, Bhopal	24th March, 2009

## 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 deputation 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	Institute/Place/Country and Period of visit	Visited purpose/object of the visit
Shri Manoj Ahuja, Deputy Director Senior	Harvard University Cambridge, USA (26 August, 2006 to 16 June, 2008)	Master in Public Administration
Ms. Arti Ahuja, Deputy Director Senior	Harvard University Cambridge, USA (28 August, 2007 to 16 June, 2008)	Master of Public Health Programme.
Shri Padamvir Singh, Joint Director	Foreign attachment visit (South Korea) with the participants of Phase-IV MCTP (17 May, 2008 to 1 June, 2008)	Foreign attachment visit (South Korea)
Shri Ashish Vachhani, Deputy Director	Foreign attachment visit (South Korea) with the participants of Phase-IV MCTP (17 May, 2008 to 1 June, 2008)	Foreign attachment visit (South Korea)
Shri Sudip Ahluwalia, Prof. of Law	ISTM, New Delhi 25-26 August, 2008	Training Programme on MS Power point
Dr. S.H.Khan, Deputy Director	Administrative Staff College of Hyderabad 11-13 August, 2008	Training Programme on Negotiations Skills
Shri Alok Kumar, Deputy Director Senior	IIM Bangalore 12-14 February, 2009	Training Programme on Negotiations Skills
Shri A.S. Ramachandra Prof. of Law	Administrative Staff College of Hyderabad (23-27 February, 2009)	Training Programme on Communication skills for Managers.

## National Institute of Administrative Research (NIAR)

### Introduction

National Institute of Administrative Research (NIAR) established in 1995, is a society constituted under the aegis of LBSNAA, Mussoorie. The Institute conducts premier research on various aspects of governance and seeks to function as a think tank for the government. In addition to primary research, NIAR develops training modules for different programmes, conducts training, prepares case studies, and organizes workshops and seminars. Since inception, the Institute has intensively worked on areas of elementary education, decentralized participatory planning at district and block level, capacity building of Panchayati Raj Institutions, Participatory Learning and Action, Literacy, Agrarian Issues, Cooperatives and Public Sector Management, and Rural Development. Good Governance, Urban Governance, and Social Accountability are additional focus areas of current research at NIAR.

NIAR is located at Cozy Nook, Charleville Road, about a kilometer from the main campus of LBSNAA. The building complex includes faculty rooms, office space for staff, library, computer laboratory, conference hall, guest rooms, dining hall, kitchen, and lounge.

The library consists of a specialized collection on regional and urban planning, environmental studies, and reports on BSAS on Elementary Education conducted in various states by NIAR. The computerized catalogue and bibliographic services of the Gandhi Smiriti Library of the Academy are also available.

The computer laboratory has a sufficient number of work stations, digitizing and scanning facilities, plotter, colour printers, word processing and statistical software.

The conference hall can accommodate up to 60 participants and is equipped with multi-media facilities.

## Training programmes

Name of the Course	Date	Venue	Duration	Number of Participants		Total Participants
				Male	Female	
Peer Learning Workshops for implementation of various schemes under the NREGA	April 15-16, 08	NIAR	2	25	2	27
Peer Learning Workshops for implementation of various schemes under the NREGA	April 28-29, 2008	NIAR	2	26	3	29
Peer Learning Workshops for implementation of various schemes under the NREGA	May 12-13, 2008	NIAR	2	12	3	15
ICT programme on E-Governance	26-30 May, 08	-				
Peer Learning Workshops for implementation of various schemes under the NREGA	June 4-5, 2008	NIAR	2	25	6	31
Workshop on Best Practices in TSC Implementation	June 9-10, 2008	NIAR	2	21	5	26
Peer Learning Workshops for implementation of various schemes under the NREGA	June 18-19, 2008	NIAR	2	30	3	33
Capacity building for the Sr. officials of SSA, Haryana	June 24-27, 2008	NIAR	4	27	4	31
MDP for the officers of Lok Sabha Secretariat	July 7-11, 2008	NIAR	5	14	6	20
Workshop on Public Private Partnership with special reference to Road and Highways Sector	August 11-14, 2008	NIAR	5	25	0	25

## Summary of the training programmes are as follows :

Particulars	Description
Title of the course/Seminar/Workshop /Conference	Peer Learning Workshops for implementation of various schemes under the NREGA
Duration and Date	2 days, 15-16 April , 2008
Course Team	Dr. A.P. Singh, Associate Professor and Course Coordinator
Introduction of the Course	Ministry of Rural Development, Gol has assigned NIAR to conduct Peer Learning Workshop for representatives of some states for implementation of various schemes under the NREGA
Target Group	Programme is meant for the officers with representation from the State Government, DPCs at the field level and officials of SIRDs
Composition of Group-Service represented and male/female breakup	Male - 25      Female- 2      Total - 27
Programme Inaugurated by	Shri Padamvir Singh, Joint Director, LBSNAA and Vice Chairman, NIAR
Valedictory address by	Shri A.P. Singh, Associate Professor and Course Coordinator

## Peer Learning Workshops for implementation of various schemes under the NREGA

Particulars	Description
Title of the course/Seminar/Workshop/Conference	Peer Learning Workshops for implementation of various schemes under the NREGA
Duration and Date	2 days, 28-29 April, 2008
Course Team	Dr. A.P. Singh, Associate Professor and Course Coordinator
Introduction of the Course	Ministry of Rural Development, Gol has assigned NIAR to conduct Peer Learning Workshop for representatives of some states for implementation of various schemes under the NREGA
Target Group	Programme is meant for the officers with representation from the State Government, DPCs at the field level and officials of SIRDs
Composition of Group-Service represented and male/female breakup	Male - 26      Female - 3      Total - 29
Programme Inaugurated by	Shri Niten Chandra, Director, NREGA, MoRD, New Delhi
Valedictory address by	Shri A.P. Singh, Associate Professor and Course Coordinator

### Peer Learning Workshops for implementation of various schemes under the NREGA

Particulars	Description
Title of the course/ Seminar/Workshop/Conference	Peer Learning Workshops for implementation of various schemes under the NREGA
Duration and Date	2 days, 12-13 May, 2008
Course Team	Dr. A.P. Singh, Associate Professor and Course Coordinator
Introduction of the Course	Ministry of Rural Development, Gol has assigned NIAR to conduct Peer Learning Workshop for representatives of some states for implementation of various schemes under the NREGA
Target Group	Programme is meant for the officers with representation from the State Government, DPCs at the field level and officials of SIRDs
Composition of Group-Service represented	Male - 12      Female - 3      Total - 15
Programme Inaugurated by	-
Valedictory address by	Shri Niten Chandra, Director, NREGA, MoRD, New Delhi and Shri A.P. Singh, Associate Professor and Course Coordinator

### Peer Learning Workshops for implementation of various schemes under the NREGA

Particulars	Description
Title of the course /Seminar/Workshop/ Conference	Peer Learning Workshops for implementation of various schemes under the NREGA
Duration and Date	2 days, 4-5 June, 2008
Course Team	Dr. B.S. Bisht, Associate Professor and Course Coordinator
Introduction of the Course	Ministry of Rural Development, Gol has assigned NIAR to conduct Peer Learning Workshop for representatives of some states for implementation of various schemes under the NREGA
Target Group	Programme is meant for the officers with representation from the State Government, DPCs at the field level and officials of SIRDs
Composition of Group-Service represented	Male - 25      Female - 6      Total - 31

### Workshop on Best Practices in TSC Implementation

Particulars	Description
Title of the course/Seminar/Workshop /Conference	Workshop on Best Practices in TSC Implementation
Duration and Date	2 days, 9-10 June, 2008
Course Team	Dr. A.P. Singh, Associate Professor and Course Coordinator
Introduction of the Course	The best practices of the sanitation from various districts of India were discussed in the form of case studies. The factors which are responsible for good progress will also be discussed. This Workshop will provide a platform for the participants to share and exchange their views and ideas on TSC. The advanced districts will also get the opportunities to discuss the various issues for their further progress.
Target Group	The invitees for the workshop include CEO ZPs/ PO DRDAs from 40 poor performing districts, Secretaries/ Project Directors/ Chief Engineers dealing with TSC from the poor performing states, CEO ZPs/ PO DRDAs from 10 well performing districts, Representatives from DDWS, MoRD, Gol, Representatives from UNICEF and PRIs/NGOs who have already done remarkable work in the field of TSC.
Composition of Group-Service represented	Male - 21      Female - 5      Total - 26

### Peer Learning Workshops for implementation of various schemes under the NREGA

Particulars	Description
Title of the course/Seminar/Workshop /Conference	Peer Learning Workshops for implementation of various schemes under the NREGA
Duration and Date	2 days, 18-19 June, 2008
Course Team	Shri Atul Joshi, Consultant and Course Coordinator
Introduction of the Course	Ministry of Rural Development, Gol has assigned NIAR to conduct Peer Learning Workshop for representatives of some states for implementation of various schemes under the NREGA
Target Group	Programme is meant for the officers with representation from the State Government, DPCs at the field level and officials of SIRDs
Composition of Group -Service represented	Male - 30      Female - 3      Total - 33

### Capacity building for the Sr. officials of SSA, Haryana

Particulars	Description
Title of the course/Seminar/Workshop Conference	Capacity building for the Sr. officials of SSA, Haryana
Duration and Date	4 days, 24-27 June, 2008
Course Team	Ms. Poonam Singh, Associate Professor and Course Coordinator
Introduction of the Course	SSA Planning Process and Formulation of AWP&B
Target Group	Capacity Building on Annual Work Plan & Budget for the state level officers from Haryana Govt.
Composition of Group-Service represented	Male - 27          Female - 4          Total - 31

### MDP for the officers of Lok Sabha Secretariat

Particulars	Description
Title of the course/Seminar/Workshop/Conference	MDP for the officers of Lok Sabha Secretariat
Duration and Date	5 days, 7-11 July, 2008
Course Team	Shri Atul Joshi, Consultant and Course Coordinator
Introduction of the Course	
Target Group	The programme is meant for the officers of Lok Sabha Secretariat
Composition of Group-Service represented	Male -14          Female - 6          Total - 20

### Workshop on Public Private Partnership with special reference to Road and Highways Sector

Particulars	Description
Title of the course/Seminar/Workshop/Conference	Workshop on Public Private Partnership with special reference to Road and Highways Sector
Duration and Date	4 days, 11-14 August, 2008
Course Team	Shri Alok Kumar, Dy. Director (Sr.), LBSNAA
Introduction of the Course	The main objective of the workshop was to bring into the notice of the participants the various advantages and disadvantages involved with the PPP, as to why a PPP is required and what are the positive aspects associated with the PPP project.
Target Group	The participants were the civil engineers of PWD of all the states
Composition of Group-Service represented	Male - 27          Female - 4          Total - 31
Programme Inaugurated by	Shri Padamvir Singh, Joint Director, LBSNAA and Vice Chairman, NIAR
Valedictory address by	Shri Alok Kumar, Dy. Director (Sr.), LBSNAA

### Research Activities-Current

In addition, NIAR is conducting the following research studies

- Development of Indicators of Governance for States and UTs in India**

This study conducted at the behest of the 13th Finance Commission of India, seeks to develop a framework for governance index which could possibly be used for incentivizing states to improve their quality of public expenditure and obtain better outputs and outcomes. The Governance Indicators will be a quantitative measure of a composite framework of performance by states on different parameters which are broadly categorized as administrative, socio-economic, and judicial. Thus different aspects of governance, measured by indicators that are simple, measurable, and achievable by states within a frame of five years, and that are replicable across all states, will form part of the structure.
- Study on Social Accountability Mechanism for SSA and NRHM**

Ministry of Personnel Public Grievance and Pensions, Department of Administrative Reforms and Public Grievances, Govt has commissioned a study on social accountability to develop necessary generic tools /framework relating to social accountability which could also be adopted in various social sectors schemes/programmes of Govt. The tool/framework developed for evaluating social accountability in different schemes would be validated by its application to Sarva Shiksha Abhiyan (SSA) and National Rural Health Mission (NRHM). The study will explore the ways and means of enhancing the ability of citizens (specially the poor and marginalized) to engage with public servants and politicians in a more informed, direct and constructive manner so that the services under the different national programmes are effectively delivered.
- National Resource Centre (NRC) under National Rural Employment Guarantee Scheme (NREGS)**

A National Resource Centre has been established in NIAR by MoRD, Govt for capacity building under NREGS. The NRC is involved in coordinating activities pertaining to NREGS by conducting series of peer learning workshops in various states, designing/replicating training curriculum, audio-video and reading material for stakeholders of NREGS. Further, the NRC is involved in action research, case studies, developing NREGA resource database, documentation of NREGA good practices and dissemination through publications.
- Terminal Evaluation of Projects funded under State Collaboration Initiative of Capacity Building for Poverty Reduction (CBPR)**

NIAR has undertaken to conduct the terminal evaluation of two projects, namely, 'Convergence of Benefits of Poverty Alleviation Schemes in Jamnagar, Gujarat'; and 'Strengthening Agricultural Extension support to farmers on identification of diseases and stress symptoms of crops through the use of ICT in Ahmedabad, Gujarat' (sponsored by the Ministry of Personnel, PG and Pensions, GOI under CBPR. The terminal evaluation will be conducted along the parameters of implementation, stakeholder participation, sustainability, replicability, documentation, cost effectiveness and analytical appreciation.
- Baseline Social Assessment Study of Elementary Education 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 in seventeen districts (approximately 50 schools from each district) have been taken as sample for the study.
- Baseline Social Assessment Study of Gujjar, Bakerwal and Gaddi Communities in five districts of Jammu & Kashmir**

This benchmark study is being undertaken to assess the status and analyze the problems of elementary education in the wider socio-economic setting of the tribal communities of Gujjar, Bakerwal and Gaddi in the



state of J&K. The study is also an attempt to provide detailed analysis of factors affecting enrolment, retention and overall planning for elementary education amongst the marginalized communities.

- Monitoring Institution for Uttarakhand SSA

The MHRD, Govt. of India, has identified NIAR, LBNSAA, as the monitoring institution to monitor the implementation of Sarva Shiksha Abhiyan (SSA) in the state of Uttarakhand for last few years. The major objectives of monitoring are:

(a) assessing the progress of implementation of approved plans; (b) sample check progress; (c) verify the process and procedure for implementation.

- Baseline Social Assessment Study of all the districts of Jammu & Kashmir

A research study on Baseline Social Assessment Study on Elementary Education in J&K is being conducted. The study entails collection of data and analysis of school going and non school going children in all the 14 districts of J&K. This study will be of immense help to the J&K State Project Office for devising strategies to improve the standard of education in elementary schools in the state.

## Centre for Co-operatives and Rural Development

Centre for Co-operatives and Rural Development (CCRD) has been functioning in the Academy 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 poverty reduction, to impart training in the areas of co-operatives and rural development to officers of the IAS and other Class-I services, organizing training programmes on capacity building of Self Help Groups and providing support to the National Institute of Administrative Research (NIAR) and other research units of the Academy. Shri Sanjeev Chopra, IAS was the Coordinator-cum-Vice Chairman of CCRD during the period. The following programmes were organised during the period:

### Exposure Programme on Micro-Finance and SHGs for IAS officers 16-18 January 2008

Particulars	Description
Course Team	Shri Sanjeev Chopra, Deputy Director (Senior) and Programme Coordinator Mrs. Ranjana Chopra, Deputy Director (Senior) and Associate Programme Coordinator
Introduction of the Course	The Programme primarily focused on the New Economic Policy, Innovations in Micro-Finance, Concept of SHGs and interface with NGOs/Bankers. A field visit was also organised for the participants to interact with the members of SHGs. The programme was basically designed to target the implementing officers as the future policy formulators and implementation of innovative ideas, issues and implementation.
Target Group	IAS officers of 3 to 8 Years of seniority working as DDO/CEO, Zilla Parishad.
Composition of Group Service represented and male/female breakup For Conference format only male/female break - up is required)	IAS Officers (Junior and Middle level) Male 13 Female 8 Total 21
Programme inaugurated by	Shri Hauzel Haukhum, Chief Secretary, Government of Mizoram, Aizawl
Valedictory address by	Shri J.C. Ramthanga, Secretary to the Chief Minister of Mizoram and General Administration Department, Aizawl

## Objective of the Programme

The major focus of the programme was to acquaint the participants with the Economic Policy, Innovations in Micro-Finance, Concept and functioning of SHGs in different States and Union Territories, Interface with NGOs & Bankers.

## Course activities, inputs and highlights

The programme was inaugurated by Shri Hauzel Haukhum, Chief Secretary, Government of Mizoram on 16th January, 2008 and subsequently the inputs on rural credit scenario with particular reference to the Micro Finance Sector in India; SHGs: Challenges and Prospects; Bankers Perspective of the SHG linkages; Gender Empowerment through Micro-Finance; and Rural Poverty Eradication through organizing and nurturing institutions of poor were given. One day field visit to the SHGs working in the nearby areas was also organised on 17th of November, 2008. The Valedictory Address was delivered by Shri J.C. Ramthanga, Secretary to Chief Minister.

The prominent guest speakers invited for the programme included:

1. Shri Hauzel Haukhum, IAS, Chief Secretary to Government of Mizoram
2. Shri Lalmalsawma, IAS, Financial Commissioner, Government of Mizoram
3. Dr. Sudha Kothari, Director, Chaitanya, Women's Training and Resource Centre, Pune
4. Shri Anup Banerji, Deputy Managing Director & Group Executive, State Bank of India, Mumbai.
5. Shri T. Vijay Kumar, IAS, CEO, Society for Elimination of Rural Poverty, Hyderabad.

### Exposure Programme on Micro-Finance & SHGs (15th to 17th January, 2009)

Course Team	Shri Sanjeev Chopra, Deputy Director (Sr.) Smt. Ranjana Chopra, Deputy Director (Sr.)
Programme Inaugurated by	Shri K.G. Karmakar, Managing Director, NABARD, Mumbai
Programme Valedictory address by	Shri Yaduvendra Mathur, Secretary, Planning, Government of Rajasthan
Target group	To impart training on Micro -Finance & SHGs to IAS Officers of 3-8 years of seniority
Composition of Group	20 (Male - 16 ; Female - 04 )

Exposure Programme on micro-finance and self help groups for IAS and district officers was organized from 15.1.2009 to 17.1.2009 at HCM Rajasthan Institute of Public Administration, Jaipur, Rajasthan. 20 participants of IAS from eleven states viz., Assam, Gujarat, Haryana, Himachal Pradesh, Jammu & Kashmir, Jharkhand, Karnataka, Kerala, Punjab, Rajasthan and Uttar Pradesh participated in the training programme-cum-exposure visit.

The major focus of the programme was to acquaint the participants with the economic policy, innovations in micro-finance, concept and functioning of SHGs in different states and union territories, interface with NGOs & bankers.

Eminent resource persons of the course were Shri K.G. Karmakar, Managing Director, NABARD, Mumbai; Shri Anup Banerji, Dy. Managing Director & GE (Rural Business), SBI, Mumbai; Dr. Vijayalakshmi Das, Executive Director, Friends of WWB, India; Shri T. Vijay Kumar, CEO, Society for Elimination of Rural Poverty; and Shri Yaduvendra Mathur, Secretary, Planning, Government of Rajasthan.

## Centre for Rural Studies

The Centre for Rural Studies, LBSNAA was set up by the Ministry of Rural Development, Government of India for the concurrent evaluation of land reform policies implemented by the states on the basis of inputs provided by the Officer Trainees who are undergoing district training programme. In addition to this task of concurrent evaluation of poverty alleviation schemes was also entrusted to the Centre. Over the years, the Centre has widened its activities

involving conducting research studies, training programmes and policy suggestions. On the basis of the excellent performances of the Centre, the Ministry of Rural Development has sanctioned the continuation of the Centre from 1989 till the end of 10th five year plan.

Centre for Rural studies is compiling useful data on the status of implementation of land reforms and rural poverty alleviation programmes in various states of the country. More than the data generation, one of the important activities carried out by the Centre is to sensitize IAS Officer Trainees to the issues and problems related to rural poverty and land reforms.

The activities of the Centre for Rural Studies for the Year 2007 are broadly mentioned under different sections as follows:

### Foundation Course

One of the principal objectives of the Centre is to organize the Village Study Programme for the Officer Trainees of Foundation Course. A Handbook on village visit and participatory learning and action (PLA) techniques manual is prepared by the CRS and the Officer Trainees are imparted training on these techniques.

### Village Study Assignments for IAS Phase-II Probationers

The Officer Trainees of the IAS are required to spend a part of their district training in the village. They are required to undertake a detailed study of socio-economic conditions and land reforms prevailing therein in one particular village of their respective districts. The Officer Trainees use the methodology prepared by the Centre for Rural Studies and the semi-structured interview schedule constructed theme wise. For the IAS (Phase-II) Officer Trainees of the batch 2007-09, the Centre has prepared an interview schedule for collecting information 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 of a selected village.

Prominent Guest Speaker: Shri T.S. Sridhar, Vice-Chairman, Science City, Government of Tamil Nadu and Shri S. Bhalarao, Principle Secretary to the Government, Public Enterprises Department, Government of Andhra Pradesh.

### Land Acquisition for Development Projects in Scheduled Areas, Increasing Land Alienation among Tribals and PESA (3-4 March 2008)

Particulars	Description
Introduction of the Workshop	The Centre for Rural Studies conducted two-days national workshop on above mentioned topic at the LBSNAA main campus. The workshop was funded by Ministry of Rural Development, Government of India. The workshop invited huge responses from Administrators of All India Services, academia, lawyers and activists who contributed and shared thoughts and experiences and participated in group presented papers, recommendations.
Target Group	Administrators, academicians, lawyers and activists for reviewing the existing laws, issues, challenges and proposed changes about land acquisition, land alienation, displacement, rehabilitation etc. particularly in tribal areas.
Composition of the Group	Male-28      Female-04      Total - 32
Programme inaugurated by	Shri Padamvir Singh, IAS, Joint Director, LBSNAA
Valedictory Address	Shri Rudhra Gangadharan, IAS, Director, LBSNAA

Objectives of the workshop: To discuss the process of land alienation in tribal areas, to review existing land laws and their effectiveness and proposed changes; to discuss the issue of displacement and its magnitude; to understand mining and displacement issues of tribals; to examine forest rights of the tribals; and to review national policy on resettlement and rehabilitation.

Activities, inputs and highlights: The workshop comprised of 32 participants including 23 external participants. All faculty members of the Centre for Rural Studies participated in the workshop. The workshop was inaugurated by the Joint Director of the Academy Shri Padamvir Singh. While the welcome address was delivered by Shri Yatendra Kumar, Coordinator, Centre for Rural Studies. Inaugural address was by Shri B.K. Sinha, Additional Secretary, Ministry of Rural Development, New Delhi and valedictory address was delivered by Shri Rudhra Gangadharan. The participants contributed in the form of presentation of papers, discussion and review of important issues in the workshop. Last but not the least, four groups were formed based on the group themes, specialization and interests of the participants. The themes of four groups were: "Settlement of Tribals and their Traditional Rights Over Natural Resources in the context of PESA vis-à-vis Land Acquisition Act", "Rehabilitation and Resettlement", and "Alienation of Tribal Land". Subsequently, group recommendations were presented.

Prominent Guest Speaker: Shri B.K. Sinha, Additional Secretary, Ministry of Rural Development, New Delhi was one of the prominent guest speakers in the workshop.

### Centre for Disaster Management

Ministry of Home Affairs, Govt. of India has set up Centre for Disaster Management in LBSNAA 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

### Rehabilitation and Resettlement Issues in India (7-8 August 2008)

Particulars	Description
Introduction of the Workshop	The seminar on Rehabilitation and Resettlement Issues in India was conducted by the CRS, LBSNAA, Mussoorie at the Karmshila Conference Hall, Main Campus. The seminar was funded by the Ministry of Rural Development, Government of India, seeing the intensity of the issue and concerns by the civil societies and activities. The seminar was an excellent opportunity of interaction between bureaucrats and academicians.
Target Group	Administrators, Academicians, Lawyers, Activists and finally the Civil Society
Composition of the Group	Male -29      Female-06      Total - 35
Programme inaugurated by	Shri T.S.Sridhar, Vice -Chairman, Science City, Government of Tamil Nadu
Valedictory Address	Shri Rakesh Garg, Executive Director (T) Food Corporation of India, New Delhi

Objectives of the workshop: To discuss the Land Acquisition Act, 1894 and Rehabilitation and Resettlement issues; revisiting National Policy on Rehabilitation and Resettlement; role of NGOs in rehabilitative mechanisms; administrative experiences and socio-cultural and livelihood issues pertaining to R&R.

Activities, inputs and highlights: After registration of the participants Inaugural Session started. Shri Ashish Vachhani, Deputy Director & Coordinator, CRS, welcomed all the participants. The seminar was inaugurated by Shri T.S. Sridhar, Vice-Chairman, Science City, Government of Tamil Nadu while the Key Note address was delivered by Shri S. Bhalarao, Principle Secretary to Government, Public Enterprises Department, Government of Andhra Pradesh. The seminar programme was divided into three technical sessions. At the end of the programme valedictory address was delivered by Shri Rakesh Garg, Executive Director (T), Food Corporation of India, New Delhi. The participants presented their papers and discussed the issues in detail. A group exercise was also undertaken for discussing and presenting recommendations of the Seminar.

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 CDM has been registered under the Societies Act 1860 and in the process of expanding its activities.

The Centre for Disaster Management was set up to undertake the following activities:

- Adaptation of the Incident Command System to suit Indian conditions.
- Preparation of Operational Manuals incorporating Incident Command System principles.
- Training of IAS and Group-A service officers and In-service Officers in all aspects of Disaster Management and exposure to Incident Command System.
- Conduct of National Level Training of Trainers (ToT) programmes for the Incident Command System.
- To coordinate with identified regional and state training institutes for training of field staff in Incident Command System.
- 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 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. 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 abstract of training programmes conducted during January 08 to March, 2009 are given below:

<b>Science for Rural Societies Programme (18-29 February, 2008)</b>			
Particulars	Description		
Title of the Course/Seminar/Workshop/Conference	Science for Rural Societies Programme		
Duration & Date	2 weeks (18 - 29 February, 2008)		
Course Team	Shri Rajesh Arya, Executive Director, CDM, Shri Indrajit Pal, Associate Professor, CDM, Shri N.V. Joseph, Research Officer, CDM		
Introduction of the Course	The programme was organised by Centre for Disaster Management and sponsored by Department of Science and Technology, New Delhi, under the scheme National Training Programme for Scientists/Technologists working in Government sector.		
Target Group	Scientists/Technologists from Government establishments having 3-5 years of experience.		
Composition of Group Service represented	Male - 20	Female - 01	Total - 21
Programme inaugurated by	Shri Rudhra Gangadharan		
Valedictory address by	Shri Padamvir Singh		

**Objective of the Programme:** A first hand experience from the eminent scientists and practitioner to the young scientists. Develop science and technology based knowledge base for rural societies. Village visit study through PLA techniques.

**Course Activities, Inputs and Highlights:** The course was covered by lecture sessions, films on rural development and global warning etc. The participants were sent to villages for PLA studies, preparation and presentation of reports after the village studies.

**Prominent Guest Speakers:** Shri T. Vijay Kumar, CEO, Society for Elimination of Rural Poverty, Hyderabad, Shri Nitin Chandra, Director, Ministry of Rural Development, New Delhi, Prof. H.C. Pokhriyal, Executive Director, School of Open Learning, University of Delhi, New Delhi & Shri Chandni Prasad Bhatt, Sarvodya Kendra, Gopeshwar, Chamoli.

<b>Scientists &amp; Administrators' Interface Training Programme (14-18 April, 08)</b>	
Particulars	Description
Title of the Course/Seminar/Workshop/Conference	Scientists & Administrators Interface Training Programme
Duration & Date	1 week (14-18 April, 2008)
Course Team	Shri Rajesh Arya, Deputy Director & ED Shri Indrajit Pal, Associate Professor Shri N.V. Joseph, Research Officer
Introduction of the Course	The programme was sponsored by DST, Govt. of India under the scheme National Training Programme for Scientists/Technologists and Administrators working in Government Sector of the seniority of 7-8 years service.
Target Group	Senior & Middle Level Scientists & Administrators
Composition of Group Service represented	04 Scientists, 14 Administrators participated. Total - 18
Programme inaugurated by	Shri Padamvir Singh, Joint Director, LBSNAA

**Objective:** To introduce scientists to the complexities in development management; provide opportunities to inculcate development related issues jointly with scientific perspective; impart sharable management skills for scientists and administrators and to develop science & technology perspective for administrators and development related project possibilities for scientists.

**Course Activities, Inputs and Highlights:** The course started with the inaugural session by the Joint Director Shri Padamvir Singh. Topics like Atmospheric Hazards Monitoring & Prediction, Remote Sensing, Sociology of Indian Science, Administration in Transition, Sharable Management Skills, Skills for Science Managers, Extension of Scientific Knowledge, WTO at the crossroads? - Implications for India, Floods/Drought related issues were covered.

**Prominent Guest Speakers:** Dr. Anand Sharma, Director Meteorological Centre, Indian Meteorological Division, Dehradun, Lt. Gen. M.C. Bhandari, Chairman, Uttarkhand Public Service Commission, Haridwar, Shri Anuj Sinha, Scientists 'G' & Head, NCSTC Division, Department of Science and Technology, Government of India, New Delhi were among the guest faculty.

Particulars	Description
Title of the Course/Seminar/Workshop/Conference	ICS Positional Courses: Incident Commander & Operation Section Chief
Duration & Date	1 week (23 -27 June, 2008)
Course Team	Shri S.H. Khan, Deputy Director, Shri N.M. Prusty, Chief of Party, USAID Shri Ravish Sharma, USAID
Introduction of the Course	The course was a ToT under the Faculty Development Initiative Component of Gol-USAID Disaster Management Support Project (DMSP).

Target Group	It was a ToT programme meant for the Faculty Members/Administrators of National and Regional Training Institutes who conduct ICS training courses.
Composition of Group Service represented	Faculty Members/Administrators from National and Regional Training Institutes. Male - 14      Female - 01      Total - 15
Programme inaugurated by	Shri Rudhra Gangadharan, Director, LBSNAA
Valedictory address by	Dr. M. Bhasker Rao, Head, Dr. MCR HRD Institute of AP, Hyderabad

**Objective of the ToT:** The primary objective of the Training Programme is to create trained cadre of ICS professionals at designated National Institutes (LBSNAA and National Institute of Disaster Management, New Delhi) and Six Regional Training Institutes (at Hyderabad, Jaipur, Pune, Guwahati, Bhopal and Ranchi), so as to meet the emerging training needs on ICS through out the country.

**Course Activities, Inputs and Highlights:** The course started Inaugural session by Shri Rudhra Gangadharan, Director, LBSNAA and topics like Roles and responsibilities, information gathering, strategy and planning, contingency planning, demobilization planning, risk assessment and safety management, transfer of command, planning and meetings, command structures, cost management, demobilization etc. were covered. Participants were formed into three groups and group exercises were given to and presented by the group members.

**Prominent Guest Speakers:** Mr. Scott Vail, Fire and Aviation Management, US Forest Service (Retd), Mr. Jerome P Macdonald, Regional Wildland Fire Training/Risk Management Specialist (Retd.) from US and Dr. M. Bhasker Rao, Head, CDP, HRD IAP, Hyderabad and Shri Sanjay Kumar Jha, Director, NDMC, New Delhi were among them.

<b>Leadership Development Programme for Middle &amp; Junior Level Scientists (4-8 August, 2008)</b>	
Particulars	Description
Title of the Course/Seminar/Workshop/Conference	Leadership Development Programme for Middle & Junior Level Scientists
Duration & Date	1 week (4- 8 August, 2008)
Course Team	Shri Rajesh Arya, Executive Director, CDM, Shri Indrajt Pal, Associate Professor, CDM Shri N.V. Joseph, Research Officer, CDM
Introduction of the Course	The programme was organised by Centre for Disaster Management and sponsored by Department of Science and Technology, New Delhi, under the scheme National Training Programme for Scientists/Technologists working in Government sector.
Target Group	Middle & Junior Level Scientists.
Composition of Group Service represented	Scientists from Government establishments having 3-7 years of experience. Male - 18      Female - 01      Total - 19
Programme inaugurated by	-
Valedictory address by	Shri Rajesh Arya, Executive Director, CDM, LBSNAA

**Objective of the ToT:** a) Characterize the professional norms of scientists; b) Impart management skills to the scientists; c) Improve performance through interaction and delegation; d) Build a leadership style that creates trust, sets a clear vision and guides the entire team toward greater performance.

**Course Activities, Inputs and Highlights:** The course activities included lectures on leadership theories, management leadership, sharable management skills, Total Quality Management and management games like group bonding exercise, team building etc.

**Prominent Guest Speakers:** Included Lt. Gen. M.C. Bhandari, Chairman, Uttarakhand Public Service Commission, Dr. Anand Sharma, Director, Meteorological Department, Dehradun and Prof. Rajesh Singh, IIP, New Delhi etc.

<b>Certified Incident Managers' Programme (18-22 August, 2008)</b>	
Particulars	Description
Title of the Course/Seminar/Workshop/Conference	Certified Incident Managers Programme
Duration & Date	1 week (18 - 22 August, 2008)
Course Team	Shri Rajesh Arya, Executive Director, CDM, Shri Indrajt Pal, Associate Professor, CDM Shri N.V. Joseph, Research Officer, CDM
Introduction of the Course	The programme was organised by Centre for Disaster Management and sponsored by Department of Science and Technology, New Delhi, under the scheme National Training Programme for Scientists/ Technologists working in Government sector.
Target Group	Scientists/Technologists from Government establishments having 3-7 years of experience.
Composition of Group Service represented	Male - 11      Female - 0      Total - 11
Programme inaugurated by	Shri Rajesh Arya
Valedictory address by	Dr. B. Ashok, Deputy Director, LBSNAA, Mussoorie

**Objective of the Programme:** The CIMP aims to provide skills and tools to man the most relevant roles identified in the ICS for field level administrator and managers including scientists and technologists.

**Course Activities, Inputs and Highlights:** The course contained six modules. These were covered by 50% lecture sessions and rest by group exercise and presentations based on scenarios provided to participants for each module.

**Prominent Guest Speakers:** Dr. M. Bhasker Rao, Head, Centre for Disaster Preparedness, Dr. MCR HRD Institute of AP, Hyderabad, Andhra Pradesh.

<b>Science for Rural Societies Programme (1-12 December, 2008)</b>	
Particulars	Description
Title of the Course/Seminar/Workshop/Conference	Science for Rural Societies Programme
Duration & Date	2 week (1- 12 December, 2008)
Course Team	Dr. B. Ashok, Executive Director, CDM, Shri Indrajt Pal, Associate Professor, CDM Shri N.V. Joseph, Research Officer, CDM
Introduction of the Course	The programme was organised by Centre for Disaster Management and sponsored by Department of Science and Technology, New Delhi, under the scheme National Training Programme for Scientists/ Technologists working in Government sector.
Target Group	Scientists/Technologists from Government establishments having 3-5 years of experience.
Composition of Group Service represented	Male - 12      Female - 01      Total - 13

Programme inaugurated by	Shri Padamvir Singh
Valedictory address by	Dr. B. Ashok, Executive Director, CDM

**Objective of the Programme:** A first hand experience sharing between eminent scientists/ practitioners and young scientists, to develop science and technology based knowledge base for rural societies and village visit study through PLA techniques.

**Course Activities, Inputs and Highlights:** The course was covered by lecture sessions, films on rural development and global warning etc. The participants were sent to villages for PLA studies, preparation and presentation of reports after the village studies.

Prominent Guest Speakers: Shri J.C. Pant, IAS, (Retd.) Former Secretary, Gol, Shri Mahendra Singh Kunwar, Shri Arun Guha, Dr. John Bosco Lourdasamy, Assistant Professor, IIT Madras.

#### Other activities of the Centre

- A half day Simulation Exercise on "Operation Crisis Jet 101" for Officers of 11th Joint Civil Military Training Programme was conducted on 19th November, 2008 at Indira Bhawan, Campus. There were 30 participants in the programme.
- 7th Training Programme on HAM Radio for 28 participants from the 82nd Foundation Course was conducted from 9th September to 27th November, 2008.
- A debate was organized on 4th December, 2008 for Officers Trainees of 82nd Foundation Course.
- A demonstration on HAM Radio was conducted for Phase-I IAS Officers' Trainees on 15th December, 2008.
- One day simulation exercise on Operation Crisis Jet 101 for Officer of Indira Gandhi National Forest Academy was conducted on 24th December, 2008 at LBSNAA. There were 25 participants in the programme.
- Guided the officer trainees on their village visit programme for study of community based disaster preparedness and other govt. initiatives in this regard.
- Drafting of "District Disaster Response Manual" in collaboration with National Disaster Management (NDMA) integrating Incident Command System (ICS) is underway.
- Setting up of a model Emergency Operating Centre with the support of MHA/ USDMS Project for training purpose is underway.

## National Centre for Gender Training Planning & Research

The National Centre for Gender Training, Planning and Research was established in 1998, and 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. NGC'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 in the regular courses run by the Academy. Apart from this, 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. The centre has been conducting training of trainers programmes in various gender issues to upgrade the skills of trainers.

The Program conducted by the Centre in the year 2008-09 are as follows:

#### Conferences/Workshops/Research Projects

- Project to Develop a Training Strategy on GBV with UNDP:- a training strategy document is being developed on Gender Based Violence to enable the stakeholders (administrators, parliamentarians and PRI's) to respond to issue of GBV. An assessment was made on the existing training material available with

ATIs with a special focus on seven states (Bihar, Orissa, Chattisgarh, Jharkhand, Madhya Pradesh, Rajasthan and Uttar Pradesh) and was collated to form the base document for analysis. The TNA of various stakeholders was conducted and based on the TNA content the modules were prepared as deliverables.

- Conference to Develop a Training Strategy on Gender Based Violence - a two days workshop was organized to develop the training strategy on GBV for the Administrative Training Institutes and UN agencies from 7th - 8th April 2008, at LBSNAA. The workshop was organized as a part of the project for formulating a training module on GBV with a special focus on seven states (Bihar, Orissa, Chattisgarh, Jharkhand, Madhya Pradesh, Rajasthan and Uttar Pradesh). A validation conference on training modules was organized on 14th July, 2008, by NCGTPR and UNDP to formulate the training module on Gender Based violence for administrators, parliamentarians and PRIs.

Particulars	Description
Title of the Course/Seminar/ Workshop/Conference	Workshop on Review of Mapping Exercise a strategy Formulation Project for Gender Based Violence at LBSNAA, Mussoorie
Duration & Date	2 days (7 - 8 April, 2008)
Course Team	Mrs. Ranjana Chopra, Ms. Urmila Bendre, Ms. Daizy Neelofar Khan, Ms. Pam Rajput, Ms. Ritu Deewan and Ms. Ruchi Badola
Introduction of the Course	A training strategy document is being developed on Gender Based Violence to enable the stakeholders (administrators, parliamentarians and PRIs) to respond to issue of GBV. An assessment was made on the existing training material available with ATIs with a special focus on seven states (Bihar, Orissa, Chattisgarh, Jharkhand, Madhya Pradesh, Rajasthan and Uttar Pradesh) and was collated to form the base document for analysis. The TNA of various stakeholders was conducted and based on the TNA content the modules were prepared as deliverables.
Target Group	Administrators, parliamentarians and PRIs
Composition of Group Service represented	Male - 10      Female - 12      Total - 22
Programme inaugurated by	Mrs. Ranjana Chopra
Valedictory address by	Director, LBSNAA

#### The United Nations Children's Fund (UNICEF)

The National Gender Centre, LBSNAA, Mussoorie carries out the project implementation for UNICEF, New Delhi and the project marks the third stage (year) of the collaborative effort between UNICEF, New Delhi and the National Gender Centre, LBSNAA. Gender training not only pulls into focus gender issues, it also improves the general way in which an organization operates. Overall, gender sensitive services do not reinforce gender roles and stereotyped behavior, but actively aim to challenge gender inequality. The idea is to organize workshops, seminars, conduct research work, document information on child related issues and dissemination of knowledge.

#### Combined Validation Conference of UNDP & NCGTPR on Training Modules

Particulars	Description
Title of the Course/Seminar/ Workshop/Conference	Combined Validation Conference of UNDP & NCGTPR on Training Modules
Duration & Date	1 day (14 July, 2008)
Course Team	Mrs. Arti Ahuja, Ms. Seeta Prabhu
Introduction of the Course	A training strategy document is being developed on Gender Based Violence to enable the stakeholders (administrators, parliamentarians and PRIs) to respond to issue of GBV. An assessment was made on the

	existing training material available with ATIs with a special focus on seven states (Bihar, Orissa, Chattisgarh, Jharkhand, Madhya Pradesh, Rajasthan and Uttar Pradesh) and was collated to form the base document for analysis. The TNA of various stakeholders was conducted and based on the TNA content the modules were prepared as deliverables.		
Target Group	Administrators, parliamentarians and PRIs.		
Composition of Group Service represented	Male - 6	Female - 9	Total - 15
Programme inaugurated by	Mrs. Arti Ahuja		
Valedictory address by	Mrs. Arti Ahuja		

- Workshop on Integrated District Approach:- NCGTPR in collaboration with UNICEF jointly organized a three-day workshop on "Integrated District Approach" from 28th to 30th July, 2008. The main aim of the workshop was to sensitize and share the experiences among the participants from 17 districts, where the Gol-UNICEF, Integrated District Approach is being implemented. UNICEF has been supporting development programmes for the senior IAS officers who are involved in the field of social sector and as a part of this understanding, the IDA conference was organised for the district collectors.

Particulars	Description
Title of the Course/Seminar/ Workshop/Conference	Workshop on Integrated District Approach at LBSNAA, Mussoorie
Duration & Date	3 days (28-30 July, 2008)
Course Team	Dr. N.C. Saxena, Shri Tejinder Singh Sandhu and Mrs. Ranjana Chopra
Introduction of the Course	<ul style="list-style-type: none"> <li>• Sharing of the latest evidence from the integrated district</li> <li>• Linking Decentralized Planning and Village development Plans</li> <li>• Sharing of best practices from the districts Road map for the future</li> </ul>
Target Group	Officers of Indian Administrative Services (IAS) working for the Integrated District Approach
Composition of Group Service represented	Male - 45 Female - 19 Total - 64
Programme inaugurated by	Shri Padamvir Singh, Shri Tejinder Singh Sandhu, Shri Kunihiko Chris Hirabayshi and Mrs. Ranjana Chopra
Valedictory address by	Mrs. Ranjana Chopra

- A seminar "Gender Budgeting" at LBSNAA, Mussoorie in collaboration with Ministry of Women and Child Development, Government of Nagaland

Particulars	Description
Title of the Course/Seminar/ Workshop/Conference	A seminar " Gender Budgeting" at LBSNAA, Mussoorie
Duration & Date	2 days (10-11September, 2008)
Course Team	Mrs. Ranjana Chopra, Mrs. Anjali Chauhan Ms. Benita Sharma
Introduction of the Course	<ul style="list-style-type: none"> <li>• Gender Concepts</li> <li>• Experience of GRB in India</li> <li>• What is Gender Responsive Budgeting</li> <li>• The five steps framework and Entry Points of Gender Budgeting</li> <li>• Outcome Budget, State Budget making process, Gender Budget Statement</li> <li>• Check lists</li> </ul>
Target Group	Directorate of Women & Child Development, Government of Nagaland
Composition of Group-Service represented	Male - 1 Female - 7 Total - 8
Programme inaugurated by	Mrs. Ranjana Chopra
Valedictory address by	Mrs. Ranjana Chopra

- Combined Conference on "Mainstreaming Social Sector Issues" :-  
NCGTPR had jointly organised a 4 day workshop with UNICEF from 10th to 13th November, 2008 at LBSNAA.  
The aim of the workshop was to discuss the concepts of gender, issues relating to women and child and dissemination of knowledge and to review India's progress in achieving MDG goals, and to sensitize the participants to develop an understanding of issues related to children's growth and development and analyze the key constraints impeding children's development in India. The latest evidence from the District Level Health Survey and emerging good practices were also shared with participants.

Combined conference on "Mainstreaming Social Sector Issues"	
Particulars	Description
Title of the Course/Seminar/ Workshop/Conference	Combined conference on Mainstreaming Social Sector Issues at LBSNAA, Mussoorie
Duration & Date	4 days (10-13 November, 2008)
Course Team	Dr. N.C. Saxena, Shri Tejinder Singh Sandhu, Mrs. Ranjana Chopra
Introduction of the Course	<ul style="list-style-type: none"> <li>• To review Indias progress in achieving MDG goals in the social sector, to analyse the reasons for shortfall, and to suggest remedial measures.</li> <li>• To develop an understanding of issues related to children growth and development, including but not limited to the impact of policies in heath education, water and sanitation and child development.</li> </ul>

	<ul style="list-style-type: none"> <li>To develop an understanding of the key constraints impeding child development in India and identify solutions.</li> <li>Sharing of the latest evidence from the District Level Health Survey and other surveys (UNICEF Child Poverty study and Mid Line Assessment of 17 districts)</li> <li>Sharing of some emerging good practice</li> </ul>
Target Group	Officers of Civil Services working in the social sector
Composition of Group Service represented	Male - 21 Female - 12 Total - 33
Programme inaugurated by	Shri Tejinder Singh Sandhu, Mrs Ranjana Chopra and Shri RG Mitra
Valedictory address by	Mrs. Ranjana Chopra

**Combined conference on "Gender Budgeting" at LBSNAA, Mussoorie in collaboration with Ministry of Women and Child Development, New Delhi**

Particulars	Description
Title of the Course/Seminar/Workshop/Conference	Combined conference on " Gender Budgeting" at LBSNAA, Mussoorie
Duration & Date	2 days (11-12 December, 2008)
Course Team	Mrs. Ranjana Chopra, Mrs. Swapna Bist Joshi & Ms. Anjali Chauhan
Introduction of the Course	<ul style="list-style-type: none"> <li>Gender Concepts</li> <li>Experience of GRB in India</li> <li>What is Gender Responsive Budgeting</li> <li>The five steps framework and Entry Points of Gender Budgeting</li> <li>Outcome Budget, State Budget making process, Gender Budget Statement</li> <li>Check lists</li> </ul>
Target Group	Directors of State Administrative Training Institute
Composition of Group-Service represented	Male - 8 Female - 5 Total - 13
Programme inaugurated by	Mrs. Ranjana Chopra
Valedictory address by	Mrs. Ranjana Chopra

**Research Projects**

**Evaluation Study on Mahilla Shishu Desk:-**an evaluation study was conducted for Department of Women and Child, Orissa, to assess the state government's "Mahilla Shishu Desk" initiative. The main aim of the study was to highlight the lessons learnt from the ongoing activities and design a roadmap for continuous improvement to institutionalize the best practices.

NCGTPR has done the baseline study and has collected data by administering the questionnaire and field survey. A brainstorming session was held on 20th October, 2008 at LBSNAA with the key resources persons for discussions on the findings and the structure and content of the report.

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

The Centre has delivered a gender training module, emphasizing on Gender Based Violence at HIPA from 24th - 25th November 2008, for the Action Officers who are undergoing training programme.

**Total Quality Management Cell**

To bring the concept of Total Quality Management in the Academy functioning, a number of activities are undertaken. These involve a number of staff oriented activities and upgrading facilities and utilities within the Academy. In addition, the Academy has brought in TQM concepts as essential inputs in almost all courses conducted in the Academy. TQM has become an integral part of the courses run in the Academy. Some of the significant TQM topics are being covered in the various training courses like Foundation Courses, IAS Phase-I and In-service Courses.

Relevance of the Concept of Quality in Government

- PDCA
- 5 `S'
- Process Management
- Benchmarking
- Problem solving techniques
- Excellence Model
- Some topics like System Thinking,
- Six Sigma Concepts

These inputs have been extremely useful and of practical value to the participants and are being used to make changes in the functioning of some offices leading to better service and better quality.

Advanced topics like System Thinking, Six Sigma are being covered in the various training courses like Foundation Courses, IAS Phase-I and In-service Courses. The TQM Cell has also targeted to publish a half yearly journal "Service Quality" by January 2008. The first half yearly journal "Service Quality" was launched by Dr. V.K. Aghihotri, IAS (Retd.) Secretary General, Rajya Sabha, New Delhi on 23rd February, 2008 at India International Centre, New Delhi.

1. Title of the Course/ Seminar/ Workshop/ Conference: Training Programme on "TQM: Improvement in Functioning of District Hospitals"
2. Duration & Date: 14th to 18th April, 2008
3. Course Team: Dr. S.H. Khan, Deputy Director, Course Coordinator
4. Introduction of the Course: 5 days training programme on Total Quality Management

TQM cell of the Academy conducts various training programmes on Total Quality Management for the officers of Central and State governments. A 5 days training programme on TQM titled "Improvement of District Hospitals functioning" was conducted from 14th to 18th April 2008. The objectives of training programme were:-

1. Developing skills in participants to identify problems & solve them systematically
2. To understand & articulate concepts of TQM
3. To expose them to best practices in Hospital Management
4. Facilitate them to develop and apply a road map for improvement of District Hospitals

Participants were invited from various states. They were, DG (Health), Collectors, Chief Medical Officers, District Health Managers and NGOs.

The resource persons were from areas of Total Quality Management/ hospital management/ World Bank Aided Projects on hospital improvements etc.

The aim of the training programme was to train the health team of the state for quality improvement of at least 2 district hospitals, by in house improvements and better delivery of health services to the general public.

A 5 Day Training Programme on "Total Quality Management: Improvement of District Hospitals" was conducted from 14th April to 18th April, 2008. Total 32 participants from 11 States viz. Chattisgarh, Karnataka, Madhya Pradesh, Orissa, Tamil Nadu and Uttarakhand have participated in the training programme.

5. Programme meant for/Target Group:

- DG Health
- Chief Medical Officers/Medical Superintendents
- Collectors
- District Health Managers
- NGOs

6. Composition of Group/Service represented and male/female breakup For Conference format only male/female break-up is required):

No. of Participants	48
Male Participants	46
Female Participants	02

7. Programme inaugurated by: Director, LBSNAA

8. Valedictory address by: Joint Director, LBSNAA

## **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.

### **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 as follows :

- (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:-

- Source Books;
- Training Manuals;
- Case Studies; and
- 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. Glossary of Administrative Terms by Dr. V. Devi Prasad (Published)
2. 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. -

Following are the Case Studies which are completed or under process. This year's position is as under:-

1. Clash between the Devotees of Dera Sacha Sauda, Sirsa and Sikh organizations at Bathinda- A Case Study by Rahul Bhandari (Printed)
- 2 "Police Firing in Nasarathpur" by Sanjeev Chopra(Completed)

### **Training Material**

The Publication Cell has also assisted in developing the reading material for participants of in-services 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:-

1. "The Administrator" Vol. 50 Issue No. 1 (Printed)
2. -do- Issue No.2 (under Consideration)



## 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

Adventure Sports Club organised the following activities in 2008-09:-

Course	Adventure Activities	No. of Participants	Dates
IAS Professional Course Phase-I (2007-2009 batch)	(1) River Rafting	09 OTs	20.04.2008
	(2) River Rafting	26 OTs	03.05.2008
IAS Professional Course Phase-II (2006-2008 batch)	A Course end Trek to Leh Ladhak was organised for The OTs of the IAS Professional Course Phase-II (2006-2008 batch)	10 OTs	14.08.2008 to 29.08.2008
	82nd Foundation Course:-	(i)A short Trek to Binog Hill. (ii)A short Trek to Lal Tibba. (iii)River Rafting (iv)River Rafting (v) River Rafting. (vi) Para Sailing	All OTs of 82nd F.C. All OTs of 82nd F.C. 51 OTs 52 OTs 17 OTs 26 OTs

### The Alumni Association

The Alumni Association took the lead in creating the alumni corner [www.lbsalumni.gov.in](http://www.lbsalumni.gov.in) on the Academy web site. The task of web site designing was undertaken by the officer trainees themselves with help from the computer section. The website was formally inaugurated on the 14th of May, 2008 by the Secretary DoPT, Shri Satyanand Mishra, during his visit to the Academy. The Alumni Association engaged the National Institute of Fashion Technology, New Delhi to develop momentos for sale to members of the Association.

Shri Sanjeev Chopra, IAS, Deputy Director (Senior) is the Director's nominee of Alumni Association for the period of reporting.

### 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 step to expose the officer trainees to new technologies and concepts in information technology and e-governance. During 2008 the following programmes were organized by the Computer Society.

#### **IAS Professional Course Phase I (Batch 2007)**

1. A Power Point Presentation (PPT) competition was organized.
2. Remedial classes were taken by NICTU faculty for Officer Trainees
3. VTC classes were taken by NICTU Faculty

#### **IAS Professional Course Phase II (Batch 2006)**

1. VTC classes were taken by NICTU faculty

#### **82nd Foundation Course:**

1. Remedial classes were taken for the officer trainees
2. VTC classes were taken by NICTU faculty

### The Film Society

The Film Society is one of the most vibrant societies in the Academy. During 2008-09, more than 51 movies on various themes including social issues were screened for the officer-trainees of the Foundation Course, IAS Professional Course Phase-I & II, III & IV. The movies screened covered a wide canvas catering to diverse interests of all officer-trainees.

The Film Society also purchased as may as 49 English, Hindi and other Regional Language VCDs/DVDs.

Dr. S.H. Khan, Deputy Director (Sr.) was Director's nominee on Film Society, and Dr. B. Ashok was the Associate Director's Nominee on the Film Society during the year.

### The Hobbies Club

The Hobbies Club undertook the various activities during the year, 2008 to develop, promote and popularize interest in various hobbies such as photography, painting, philately, plant collection and quizzes based on films and songs etc. It also function to serve as a forum for exchange of views and provided necessary facilities, including materials and equipments, to pursue hobbies among the officer trainees and other participants of training in the Academy.

### The Fine Arts Association

The Fine Arts Association bonded the officer trainees through a wide 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 and broke the barriers of region and language.

The cultural programmes gave an opportunity to several officer trainees to explore their creative side. The Fine Arts Association was also actively involved in organising the programmes of various visiting artists and groups. Fine Arts Association also organised extra curricular modules for Indian vocal music, spanish guitar and drums.

Late Shri A.K. Sinha Memorial One Act Play Competition was organized successfully during the Foundation Course.

Smt Ranjana Chopra, Deputy Director was the Director's Nominee of the Association during the year.

### The House Journal Society

The House Journal Society consists of one Secretary and three members. The Secretary of the House Journal Society is the coordinator of the all the activities of the Society. Objectives of the House Journal Society are:-

- ▶ To promote literacy activities through creative writing.
- ▶ To provide a forum for free expression and interaction.
- ▶ To develop aptitude of editing and other aspects of journalism.
- ▶ To develop latent artistic talents and cartooning skills.

#### **Activities**

The Executive committee constituted with the Secretary and three members took interest during the 82nd Foundation Course and IAS Professional Course. During these courses two journal were printed called "Golden Memories" and "Udaan". The printing of the journal has explored the possibilities of their creating expressions.

### The Management Circle

To promote and study recent developments in various areas and to serve as a forum to exchange notes and information are the main functions of Management Circle.

During the main courses in the main campus following activities were organized by the Management Circle:

1. During Phase-II event called "Treasure Hunt" was organized.
2. During 82nd Foundation Course event "Treasure Hunt" was organized.

3. In Foundation Course event "AAD-Mania" was organized.
4. Contributed in get-together with other clubs and societies

## **The Nature Lovers Club**

Nature Lovers' Club is a very popular club of the officer trainees in the Academy. During the year 2008-09 three main courses, namely IAS Professional Course Phase-I, IAS Professional Course Phase-II and 82nd Foundation Course were run in the main campus and following activities were organized by the Club.

- Bird watching was conducted for all the Officer trainees in the polo ground.
- 'Planet Earth' movie series were screened in Sampornanand Auditorium.
- Bird watching was organized at the Camel Back road and three scientists from Wildlife Institute of India were invited as experts.
- Guest lectures by Dr. K. Ramesh, Shri R. Suresh Kumar and Dr. Bilal Habib of Wildlife Institute of India, Dehradun, were organized were organized in Sardar Patel Hall.
- Painting competition for all the officer trainees was conducted, but no entries received.
- Painting and debate competition for school children of Mussoorie and staff of LBSNAA was conducted and wildlife books which were signed by famous scientists of Wildlife Institute of India were given as prizes.
- Wildlife movies were screened in the LBSNAA for school children of Mussoorie.
- Dr. Karthik Vasudevan of Wildlife Institute of India gave guest lecture on "Lesser known fauna of India". Officer trainees and school children of Mussoorie were present.
- Nature photography competition was conducted for all the Officer trainees.

### **In Phase I**

- Nature Facts - Interesting facts relating to the nature are being found and posted on the notice board and mailed to all the officer trainees;
- Nature News - The Nature Lovers' Club has been mailing to all the officer trainees the current news relating to nature;
- Naming of trees - The Club is undertaking an activity of naming all the trees in the Academy. The task involves the labelling of all the trees in the academy.

## **The Officers' Club**

The Officers' Club provides outdoor & indoor games facilities to its members who include the officer trainees, belonging to the All India Services and Central Services, participants of In-service courses, Faculty & 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 (2007-2009 Batch)**

1. Match were organised between OTs of the IAS Phase-I (2007-2009 batch) in the following disciplines:-
  - Badminton - Men's singles, women's singles, men's doubles, mixed doubles.
  - Tennis - Men's singles, men's doubles, mixed doubles.
  - Table Tennis - Men's singles, men's doubles, mixed doubles, women's singles.
  - Carrom - Men's singles, men's doubles, mixed doubles.
  - Chess - Men's singles.
  - Squash - Men's singles.
  - Billiards - Men's singles.
  - Snooker - Men's singles.

2. Besides the above matches, OTs have also organised the team games in the following events:

- Foot Ball
- Volley Ball
- Cricket

3. The Officers' Club organised badminton matches between the teams of OTs & the faculty .

4. The club organised the Cricket match between the teams of OTs & Participants of Phase-IV Course

### **IAS Professional Course Phase-II (2006-2008 Batch)**

- During Phase-II, badminton, tennis, table-ennis etc. matches were organised.
- The Officers' Club has also organised the badminton matches between teams of OTs & faculty and also organised cricket match between the team of OTs & participants of Phase-III Course.

### **82nd Foundation Course**

- Open tournaments of various games like badminton, tennis, table tennis, chess, squash, snooker, carrom etc. were organised during the course.
- Lecture Group wise tournament in volley ball, foot ball and basket ball, cricket were also organised during the course.
- Athletic meet was also organised on 22.11.2008 to 23.11.2008 for the OTs of the 82nd Foundation Course at Polo Ground.
- A Cross-Country run was also organised for the OTs of 82nd F.C. & members of the faculty on 6.12.2008.

During Professional Course Phase-I & Phase-II and 82nd Foundation Course, the club also organised the coaching for tennis, badminton, basket ball and billiards.

The Club has also acquired sports items such as tennis, badminton & squash Rackets etc. in order to improve the sports facilities. membership charge (monthly) for the officers trainee and faculty members is Rs. 75/- & Rs. 100/- per month respectively.

## **The Officers' Mess**

Officers' Mess has been given a different look by new flooring and new equipments (especially the dish wash area) and complete re-furbishing of the kitchen area with new kitchen equipments. High standards of hygiene and overall cleanliness and good food quality are now being emphasized. Waiters and bearers have been provided with two sets of uniform each, regular medical examinations of all mess workers is ensured apart from monthly testing of potability of water filters installed in the mess area. The tea/coffee vending machines are popular with officer trainees and are being supervised for effective operation and maintenance. Proposal with reference to enhancement of mess subsidy as well as extra financial assistance to the Officers' Mess is under consideration of the administration as well as the DoPT. In addition to the mess services, laundromat facility is also extended to the officer trainees to look after their requirements for washing clothes and this has also been very well received. Further integration of house keeping of guest rooms, catering and mess services is being contemplated during 2007 for better supervision and control.

## **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 Gokul 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 also possesses an automatic Rifle & a light machine gun which were presented by Lt. Gen. J.S. Arora in

1972. The Club organised practice sessions for the Officer Trainees and the Faculty in the handling and usage of the above mentioned Arms. Firing session of .22 Rifle, .38 Revolver & 9 MM Pistol were organised for the OTs of IAS Professional Course Phase I (2007-2009 batch) and 82nd Foundation Course as under:-

**1. .22 Rifle Shooting**

Date	Course
27.05.08	IAS Professional Course Phase-I (2007-09 batch) Competition Session.
10.10.08	82nd Foundation Course Practice Session .
11.10.08	82nd Foundation Course Competition Session

**2 .38 Revolver Shooting**

Date	Course
7.04.08	IAS Professional Course Phase-I (2007-09 batch) Practice Session.
8.04.08	IAS Professional Course Phase-I (2007-09 batch) Practice Session.
22.04.08	IAS Professional Course Phase-I (2007-09 batch) Practice Session.
27.05.08	IAS Professional Course Phase-I (2007-09 btach) Competition Session.

**3. 9 MM Pistol Shooting**

Date	Course
27.05.08	IAS Professional Course Phase-I (2007-09 batch) -Competition Session.

## The Society for Contemporary Affairs

The Society provides a forum for discussion, debate and study of all matters of general interest, including current affairs, science and technology and subjects of topical interest. The field of operation assigned to this Society is quite large, because all activities of general nature, which are not specifically provided for under the constitutions of other Societies and Clubs, fall within its ambit. The Society for Contemporary Affairs organised a large number of competitions and events during the year 2008. The following activities have been organized during this period.

- Entertainment Quiz competition was conducted OTs of IAS Phase-I (2007 Batch) on 9th April,08
- Interaction with renowned writer "Ruskin Bond" on 25th May,2008 by IAS Phase-I (07 Batch),
- "General Quiz" on 17.7.2008 conducted by the OTs of IAS Phase-II (2006 Batch).
- Daily online Quiz for four weeks conducted by the OTs of IAS Phase-II (2006 batch)
- End of Course Trek of IAS Phase-II (2006 batch) from 15-29 August, 2008
- "Evening with Ruskin Bond" renowned writer, programme conducted on 25th September, 2008 by the OTs of 82nd F.C.
- Book reading by writers in English
- VIII Wall Journal by SCA in Phase-I 2008 batch (February-March, 2009)
- Sharing of interesting and motivating stories /articles through e-mail February-March, 2009 by the OTS of IAS Phase-I (2008 batch).

## The Society for Social Services

The Society for Social Service plays very important role in carrying out various welfare activities on behalf of LBSNAA. During the year under report the society has conducted the following activities:

Weekly health camp continued to be organized for the rickshaw pullers and manual workers of Mussoorie, who are suffering from TB and other ailments. For this the medicines were provided by the society. Dr. Sunil Senon provided voluntary support to the health camp. The camp is being organized every Thursday, 40-45 patients are getting treatment free of cost including the medicine . The grant from the Prime Minister's relief funds and Rajiv Gandhi Foundation was provided for successful running of the camp.

The Society is also running the Lalita Shastri Balwadi in the Happy Valley. Sweets, fruits, daliya, lunch to the students is provided to the students under mid day meals programme in the Balwadi. The Society for Social Service distributes the prizes to the wards of the Group C and D employees of the Academy on 15th August every year who have secured 1st and 2nd positions in their classes. The Society celebrated Children day in the Balwadi on 14th November, 2008. Various sports activities as well as debate competitions were conducted and prizes as well as gifts were distributed to the students in the Balwadi.

A Homeopathic dispensary is being run by the society with help of Dr. N.P. Uniyal. Only nominal cost is charged from patients to maintain the daily maintenance cost of the practice.

The Society also run a sewing centre for training of sewing and cutting and designing of the cloths for the Academy employee's girls as well as for outsiders. The society has conducted free coaching for the students of 10th and 12th class.

The Gala event of F.C, Fete was organized by the society during the 82nd Foundation course. All the counsellor groups put up two stalls, one for food items and other one for games. The counsellors, officer trainees, faculty members were involved in the process to make the event successful from morning to late evening. The officer trainees have participated enthusiastically and the aim of the fete was achieved. To ensure maximum involvement of Officer Trainees (Counsellor group wise) two prizes, one for best decoration of stall and other of maximum profit earning stall was kept. The winner groups were give cash prizes and certificates.

The Society for Social Service has conducted blood donation camp during the 82nd Foundation and IAS Profession Course Phase-I. The officer trainees have participated in the activity and response was enthusiastic.

Under the guidance of the Director's nominee, Associate Director's nominee the executive committees consisting of a Secretary, and three to four members in the Society take up the activities of the Society and put their efforts for better orientation and coordination.

## Other Activities

### Activities of Gandhi Smriti Library

**G**andhi Smriti Library of the Academy is one of the most modern and well-equipped libraries in the country. The records of the Gandhi Smriti library are fully computerized by using library software LIBSYS/LS PREMIA DATABASE. 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 OPAC accessed from the URL [www.lbsnaa.ernet.in](http://www.lbsnaa.ernet.in)



The library has more than 1.65 lakh documents, including bound volumes of journals audio cassettes-2098 and CDs- 1992 are accessed used in training activities. More than 4500 books are likely to be included during the year 2008.

In addition, the library acquires around 360 periodicals, published by various National and International Organizations/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.

#### e-resources

Library is subscribing two online databases:

1. Business Source Premier, Produced by EBSCO Publishing. Business Source Premier provides full text for more than 8,800 serials back to 1965 and searchable edited references back as far as 1998.
2. indiastat.com by Datanet India Pvt. Ltd. Mumbai. This is for socio-economic statistical data information on India.

### Events

#### Book Exhibitions

For 'Collection Development' of the Gandhi Smriti Library, LBSNAA Organized two "Book Fair" in the year 2008.

- (i) 1st Book Fair was organized on 05-07 March, 2008 at Sampurnanand Auditorium Complex. Total 20 leading book sellers had participated in the exhibition. Academy faculty/OT/staff members, various government organizations, schools, authors, writers from Mussoorie and Dehradun were invited for the exhibition. The Library Purchase Committee finalized the books worth Rs.10 lakh for the library.
- (ii) 2nd book Fair was organized on 21-23 Sep. 2008 at Sampurnanand Auditorium. In this exhibition, total 23 leading book sellers had participated. The Library Purchase Committee has finalized the books worth Rs.30 lakh for the Library.

#### Digitization Project

Rare books of the library are being digitized by C-DAC, Noida to develop electronic database and conservation of books. The staff of C-DAC could digitize about 6000 books, covering 30.00 lakh pages in first phase of Digitization Project. Next phase will start by C-DAC shortly.

#### Professional Development

CGLA Conference Nagpur (Indian Bureau of Mines at Nagpur) 25-29 Feb. 2008. Attended by Shri Ramesh Kumar, SLIA and Shri Omprakash, SLIA.

#### Activities of Computer Centre

During the year, 2008-2009 Computer centre did the following activities

**Providing the laptops to the officer trainees and participants of Phase III & IV:** Computer centre has upgraded all the P IV desktop computers to laptops. All the officer trainees and participants of Phase III & P IV participants were provided laptops in the hostel rooms.

**Up gradation of Printers:** We have upgraded the existing printers of all the ACM members to high speed duplex printers and the printers of all the PA have also been upgraded to high speed printers.

**Providing P IV computers to the sectional heads/staff members:** The sectional heads of all the sections have been given the P IV computers and in the near future we are going to upgrade the computer of other staff members to P IV computers.

**Implementation of work Flow Automation Software from NISG:** Computer centre is implementing the work flow automation software; the file movement will be through this automation software. The software will help in starting the paper less office concept in LBSNAA.

**Networking of Training Institute project:** A new project has been initiated by DOPT in which 31 training institutes from all over India will be connected through MPLS VPN. Out of the total institute 13 Institute are already connected to this network. The preparation of course repository and online examination modules have already implemented and tested by LBSNAA.

**Implementation of Wi-Fi network in the campus:** Most of the class rooms, conference halls and indoor areas have been provided the Wi-Fi internet connectivity. In the near future we are planning to implement the same concept to the outdoor areas of the campus.

**Setting up the Video Conferencing ufacility:** The setup for the Video Conferencing facility has been done in the campus. The equipment for this facility has been installed and tested. In the Phase III And IV programmes many VC sessions were done with DUKE and MAXWELL Universities.

## राजभाषा

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 2008-2009 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 लगभग 90 प्रतिशत और 'ग' क्षेत्र के साथ लगभग 50 प्रतिशत पत्राचार हिंदी में किया जा रहा है। राजभाषा अधिनियम की धारा 3(3) के अंतर्गत द्विभाषी जारी किए जाने वाले सभी दस्तावेजों को द्विभाषी रूप में जारी किया गया।
2. इस अकादमी में दिनांक 01 सितंबर से 14 सितंबर, 2008 तक हिंदी पखवाड़े का आयोजन किया गया। इस उपलक्ष्य में, अकादमी स्टाफ एवं अकादमी से संबद्ध इकाइयों के स्टाफ के लिए, हिंदीतर भाषियों हेतु हिंदी भाषा की जानकारी, कार्यालय से संबंधित सामान्य जानकारी (समूह 'घ'), राजभाषा नीति से संबंधित सामान्य ज्ञान, हिंदी श्रुतलेख, हिंदी निबंध लेखन तथा हिंदी काव्य रचना प्रतियोगिताएं आयोजित की गईं। हिंदी पखवाड़े के दौरान आयोजित विभिन्न प्रतियोगिताओं के विजेता प्रतिभागियों को दिनांक 16 सितंबर, 2008 को आयोजित पुरस्कार वितरण समारोह में पुरस्कृत किया गया। इस समारोह के मुख्य अतिथि अकादमी के संयुक्त निदेशक, श्री पद्मवीर सिंह थे तथा कार्यक्रम की अध्यक्षता राजभाषा प्रभारी, श्री दुष्यंत नरियाला, उपनिदेशक वरिष्ठ ने की। इस समारोह में, विभिन्न प्रतियोगिताओं के विजेता प्रतिभागियों के साथ ही, वार्षिक टिप्पण तथा मसौदा लेखन प्रोत्साहन योजना- 2007-08 के प्रतिभागियों को भी पुरस्कृत किया गया। इस तरह, इस समारोह में कुल 31 प्रतिभागियों को, संयुक्त निदेशक महोदय ने प्रशस्ति पत्र तथा 11,300/-रुपए के नकद पुरस्कार प्रदान किए। कार्यक्रम का संचालन राजभाषा अनुभाग के सहायक निदेशक(रा.भा.) श्री नंदन सिंह दुग्ताल तथा सहयोग डॉ. ओमप्रकाश द्विवेदी, क. अनुवादक ने किया।
3. संयुक्त निदेशक महोदय ने अपने संबोधन में अकादमी में हिंदी के प्रयोग पर संतोष व्यक्त किया तथा अकादमी में कार्यरत स्टाफ की हिंदी भाषा की सृजनशीलता को बढ़ावा देने हेतु एक पत्रिका के प्रकाशन की इच्छा व्यक्त की। संयुक्त निदेशक महोदय की इच्छानुसार राजभाषा अनुभाग के सौजन्य से 'हिंदी दिवस समारोह, 2008 - स्मारिका' को प्रकाशित कर दिया गया है। प्रबंध संपादक श्री दुष्यंत नरियाला, उपनिदेशक वरिष्ठ, प्रभारी राजभाषा के मार्गदर्शन में इस स्मारिका का संपादन, राजभाषा अनुभाग के सहायक निदेशक (रा.भा.) श्री नंदन सिंह दुग्ताल तथा अनुवादक, डॉ. ओमप्रकाश द्विवेदी द्वारा किया गया।
4. 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 81वें और 82वें आधारीक पाठ्यक्रमों के लिए पाठ्यक्रम पुस्तिकाओं का, तथा लोक प्रशासन की पुस्तक, प्रकरण अध्ययन, प्रबंध, विधि, आचार-नीति, भारतीय इतिहास और संस्कृति, तथा अर्थशास्त्र संबंधी पाठ्यसामग्री और कक्षा-व्याख्यानों का अनुवाद संपन्न किया।

5. कार्मिक और प्रशिक्षण विभाग, नई दिल्ली के निरीक्षण दल द्वारा अकादमी में हिंदी की प्रगति से संबंधित कार्य का दिनांक 15.07.2008 से 17.07.2008 तक निरीक्षण किया गया। इसी दौरान दिनांक 16.07.2008 को हिंदी कार्यशाला का भी आयोजन किया गया जिसमें कार्मिक और प्रशिक्षण विभाग, नई दिल्ली से पधारे श्री प्रेम सिंह, उपनिदेशक (रा.भा.) ने अकादमी कर्मियों को राजभाषा नीति के विभिन्न उपबंधों की विस्तृत जानकारी दी।
6. अकादमी के सक्षम अधिकारी की अनुमति से इस अनुभाग के श्री नंदन सिंह दुग्ताल, सहायक निदेशक (रा.भा.) ने सचिवालय प्रशिक्षण तथा प्रबंध संस्थान, नई दिल्ली द्वारा आयोजित तीन दिवसीय (दिनांक 21.07.2008 से 23.07.2008 तक) संप्रेषण कौशल पाठ्यक्रम तथा डॉ. ओम प्रकाश द्विवेदी, कनिष्ठ अनुवादक ने 5 दिवसीय (दिनांक 14.07.2008 से 18.07.2008 तक) व्यवहार कौशल पाठ्यक्रम में भाग लिया।
7. अकादमी में पढ़ाए जाने वाले मुख्य विषयों की पाठ्यसामग्री हिंदी में चाहने और हिंदी माध्यम अपनाने वाले प्रशिक्षणार्थियों की संख्या में हर आधारीक पाठ्यक्रम में वृद्धि होने तथा अकादमी में हिंदी अनुवाद हेतु अपर्याप्त जनशक्ति (केवल 1 कनिष्ठ अनुवादक) को ध्यान में रखते हुए, हिंदी माध्यम के अधिकारी प्रशिक्षणार्थियों की आवश्यकताओं को पूर्णतः पूरा करने हेतु अकादमी में पूर्णविकसित अनुवाद अनुभाग की नितान्त आवश्यकता है।
8. भारत सरकार द्वारा निर्धारित मापदंड के अनुसार, अकादमी में राजभाषा नीति के कार्यान्वयन हेतु न्यूनतम पदों में दो कनिष्ठ अनुवादकों तथा एक सहायक निदेशक(रा.भा.) के पद स्वीकृत हैं, जिनमें से एक कनिष्ठ अनुवादक का पद रिक्त है, जिस पर तैनाती हेतु कार्मिक और प्रशिक्षण विभाग/राजभाषा 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।

## Annexures

### Annex-1: Faculty/Other Officers in the Academy

Faculty S/Shri	Designation
Rudhra Gangadharan	Director
Padamvir Singh	Joint Director
Sanjeev Chopra	Deputy Director (Sr.)
Dushyant Nariala	Deputy Director (Sr.)
Alok Kumar	Deputy Director (Sr.)
Ranjana Chopra (Ms.)	Deputy Director (Sr.)
Dr. S.H.Khan	Deputy Director (Sr.)
Rajesh Arya	Deputy Director
Dr. B.Ashok	Deputy Director
Ashish Vachhani	Deputy Director
Sudip Ahluwalia	Prof. of Law
Dr. H.M. Mishra	Prof. of Social Management
Prof. A.S.Ramachandra	Prof. of Pol. Theory & Const. Law
Dr. Gita Sharma	Prof. of Hindi
Dr. Daljit Kaur	Assistant Prof. of Hindi
V. Mittinamath	Language Instructor
Mrs. Alka Kulkarni	Language Instructor
A. Nallaswamy	Language Instructor
Arshad Nandan	Language Instructor
K.B. Singha	Language Instructor
Mrs. Soudamini Bhuyan	Language Instructor
S.S. Rana	C.P.T.I.
Gokul	Astt. PTI
Kalyan Singh	Riding Instructor
Prithvi Singh	Astt. Riding Instructor
M.Chakraborty	Head, NICTU
Azad Singh	Scientist 'B' NICTU
Amarjeet Singh Dutt	Scientific Officer
Dr. A.R. Tamta	Senior Medical Officer
Dr. Mayank Badola	Medical Officer
Shri J.N. Gera	Administrative Officer
Shri N.K. Nautiyal	Administrative Officer (Accounts)
Shri Alok Pandey	Sr. Programmer
Lekshmy Preeti Money	Programmer (Repro)
Mrs. V. Patnaik Mohanty	Asstt. Library & Inf. Officer
Shri R. K. Arora	Asstt. Library & Inf. Officer
Satyabir Singh	Astt. Administrative Officer
Shri J.B. Saini	Senior Private Secretary
K.S. Rawat	Private Secretary

### Annex-2: Physical Infrastructure

<b>A. CLASS/LECTURE/CONFERENCE ROOMS</b>	
i) Total number of Classrooms/ lecture rooms	11 No.
ii) Total capacity (seating) of all classrooms/ lecture rooms	1184 Seats
iii) Auditorium (seating capacity- 478)	01 No.
iv) Conference rooms/ halls	02 No.
v) Seating capacity of each conference room/ hall	50 No. each
<b>B OTHER TRAINING EQUIPMENT</b>	
i) OHPs	15
ii) CRT	06 CRT + 7 LCD
iii) Others	07 Slide Projector
<b>C HOSTEL</b>	
i) Ganga Hostel	78
ii) Kaveri Hostel	32
iii) Narmada Hostel	21
iiii) Kalindi Guest House	21
iv) Happy Valley Block	22
v) A.N. Jha Block	06
vi) Indira Bhawan Hostels	23
<b>D RESIDENTIAL ACCOMMODATION</b>	
(i) For Officers'	34
(ii) For staff	297

**Annex-3: Participants in 82nd Foundation Course**

Services/States	Male	Female	Total
IAS	76	35	111
IFS	8	7	15
IPS	60	21	81
IFoS	20	8	28
RBCS	2	-	2
RBFS	1	1	2
<b>Total</b>	<b>167</b>	<b>72</b>	<b>239</b>

**Annex-4: Participants in IAS Phase-I (2007-09 Batch)**

Participants from the State of	Male	Female	No. of Participants
AGMUT	4	1	5
Andhra Pradesh	1	1	2
Assam-Meghalaya	4	1	5
Bihar	7	-	7
Chattishgarh	5	1	6
Gujarat	4	2	6
Haryana	3	-	3
Himachal Pradesh	-	1	1
Jammu & Kashmir	-	1	1
Jharkhand	-	1	1
Karnataka	3	-	3
Kerala	2	-	2
Madhya Pradesh	4	1	5
Maharashtra	3	2	5
Manipur-Tripura	5	-	5
Nagaland	3	-	3
Orissa	4	-	4
Punjab	2	1	3
Rajasthan	1	2	3
Royal Bhutan Civil Service	2	-	2
Sikkim	2	-	2
Tamil Nadu	2	-	2
Uttar Pradesh	5	2	7
Uttarakhand	3	-	3
West Bengal	4	1	5
<b>Total</b>	<b>73</b>	<b>18</b>	<b>91</b>

**Annex-5: Participants in IAS Phase-II (2006-08 Batch)**

Participants from the State of	Male	Female	No. of Participants
AGMUT	4	1	5
Andhra Pradesh	3	1	4
Assam-Meghalaya	3	1	4
Bihar	4	1	5
Chattishgarh	6	1	7
Gujarat	5	1	6
Haryana	2	-	2
Himachal Pradesh	1	-	1
Jammu & Kashmir	1	1	2
Jharkhand	1	-	1
Karnataka	2	2	4
Kerala	3	-	3
Madhya Pradesh	2	-	2
Maharashtra	4	1	5
Manipur-Tripura	3	1	4
Nagaland	2	-	2
Orissa	-	1	1
Punjab	4	1	5
Rajasthan	3	3	6
Royal Bhutan Civil Service	-	2	2
Tamil Nadu	3	1	4
Uttar Pradesh	4	2	6
Uttarakhand	3	-	3
West Bengal	4	2	6
<b>Total</b>	<b>67</b>	<b>23</b>	<b>90</b>

**Annex-6: Participants in IAS Phase-IV (1995 Batch)**

States/ Cadre	Male	Female	Total
AGMUT	07	-	07
Assam-Meghalaya	09	01	10
Andhra Pradesh	02	-	02
Bihar	07	01	08
Chhatisgarh	01	01	02
Gujarat	02	02	04
Haryana	08	01	09
Himanchal Pradesh	03	-	03
J&K	01	-	01
Jharkhand			
Karnataka	01	-	01
Kerala			
Madhya Pradesh	08	-	08
Maharashtra	09	01	10
Manipur-Tripura	03	-	03
Nagaland	01	-	01
Orissa	05	01	06
Punjab	02	01	03
Rajasthan	04	-	04
Sikkim	02	-	02
Tamil Nadu	12	02	14
Uttar Pradesh	10	-	10
West Bengal	01	-	01
SLAS*	04	01	05
<b>Total</b>	<b>102</b>	<b>12</b>	<b>114</b>

\*Officers from Sri Lanka Administrative Service

**Annex-7: Participants in IAS Phase-III (1999-2000 Batch)**

States/ Cadre	Male	Female	Total
AGMUT	04	-	04
Assam-Meghalaya	03	-	03
Andhra Pradesh	08	-	08
Bihar	03	-	03
Chhatisgarh	05	01	06
Gujarat	09	-	09
Haryana	03	-	03
Himanchal Pradesh	02	-	02
J&K	03	01	04
Jharkhand	01	01	02
Karnataka	04	-	04
Kerala	02	-	02
Maharashtra	06	02	08
Manipur-Tripura	02	-	02
Nagaland	03	01	04
Orissa	04	02	06
Punjab	05	01	06
Rajasthan	02	-	02
Sikkim	01	-	01
Tamil Nadu	06	-	06
Uttar Pradesh	02	01	03
West Bengal	02	01	03
<b>Total</b>	<b>80</b>	<b>11</b>	<b>91</b>

**Annex-8: Participants in 104th Induction Training Programme**

States/ Cadre	Male	Female	Total
AGMUT	03	01	04
Assam-Meghalaya	02	-	02
Chhatisgarh	05	-	05
Gujarat	04	-	04
J&K	01	-	01
Maharashtra	07	-	07
Tamil Nadu	02	-	02
West Bengal	02	-	02
<b>Total</b>	<b>26</b>	<b>01</b>	<b>27</b>



**Annex-9: Participants in 105th Induction Training Programme**

Service / State	Male	Female	Total
AGMUT	01	-	01
Assam Meghalaya	02	1	03
Andhra Pradesh	05	-	05
Gujarat	04	-	04
Karnataka	04	-	04
Madhya Pradesh	02	01	03
Maharashtra	05	-	05
Manipur-Tripura	04	-	04
Tamil Nadu	04	01	05
West Bengal	06	-	06
<b>Grand Total</b>	<b>37</b>	<b>3</b>	<b>40</b>

**Annex- 10: Participants in 13th Ethical Issues in Today's Administration**

States/ Cadre	Male	Female	Total
AGMUT	02	-	02
Assam-Meghalaya	01	-	01
Gujarat	02	01	03
Haryana	01	-	01
J&K	01	-	01
Karnataka	02	-	02
Kerala	01	-	01
Maharashtra	05	-	05
Manipur-Tripura	01	-	01
Madhya Pradesh	01	-	01
Orissa	01	-	01
Punjab	01	-	01
Rajasthan	01	-	01
Tamil Nadu	03	-	03
<b>Total</b>	<b>23</b>	<b>01</b>	<b>24</b>

**Annex-11: Participants in 10th Joint Civil Military Program**

States/ Cadre	Male	Female	Total
Indian Administrative Service	05	-	05
Indian Foreign Service	02	-	02
Indian Police Service	06	-	06
Indian Defence Accounts Service	-	01	01
Integrated Defence Staff	01	-	01
Indian Railway Traffic Service	-	01	01
Intelligence Bureau	01	-	01
Indian Revenue Service	02	-	02
Indian Air Force	01	-	01
Indian Army	02	-	02
Indian Navy	02	-	02
Coast Guard	01	-	01
Cabinet Secretariat	01	-	01
Media	01	-	01
Private Sector	01	-	01
Central Reserve Police Force	01	-	01
Border Security Force	02	-	02
<b>Total</b>	<b>29</b>	<b>2</b>	<b>31</b>

**Annex-12: Participants in 11th Joint Civil Military Program**

States/ Cadre	Male	Female	Total
Indian Administrative Service	04	01	05
Indian Police Service	03	-	03
Central Reserve Police Force	01	-	01
Boarder Security Force	01	-	01
Indian Coast Guard	01	-	01
Indian Railway Traffic Service	01	-	01
Indian Revenue Service	02	-	02
Media	01	-	01
RAS	01	-	01
Indian Navy	02	-	02
Indian Army	10	-	10
Indian Air Force	01	-	01
IDAS	01	-	01
<b>Total</b>	<b>29</b>	<b>01</b>	<b>30</b>