

Annual Report

2022-2023



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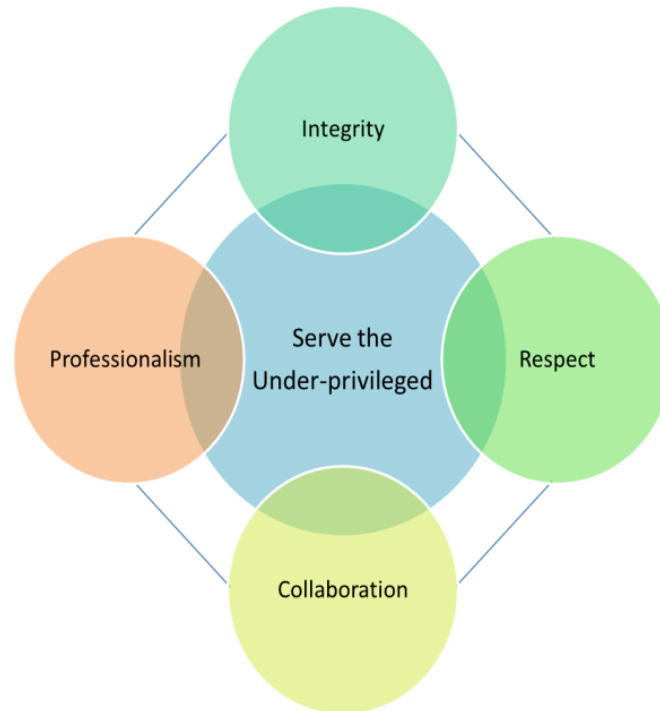
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Academy Mission & Core Values Mission

“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.”

Core Values



Serve the Underprivileged

“Be humane in your approach while dealing with people; be the voice of the underprivileged and be proactive in addressing any injustice against them. You can achieve success in this Specialize if you act with integrity, respect, professionalism and collaboration”.

Integrity

“Be consistent in your thoughts, words and actions which will make you trustworthy. Have courage of conviction and always speak the truth to even the most powerful, without fear. Never ever tolerate any degree of corruption, be it in cash, kind or intellectual honesty”.

Respect

“Embrace diversity of caste, religion, colour, gender, age, language, region, ideology and socio-economic status. Reach out to all with humility and empathy. Be emotionally stable; grow with confidence and without arrogance”.

Professionalism

“Be judicious and apolitical in your approach; be professional and completely committed to your job with a bias for action and results; and continuously pursue improvement and excellence”.

Collaboration

“Collaborate in thoughts and actions by engaging deeply with all to evolve consensus. Encourage others, promote team spirit and be open to learning from others. Take initiative and own responsibility”.

An Introduction

The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie under the Ministry of Personnel, Public Grievances & Pensions (Department of Personnel & Training) is the premier training institute for the civil services in India. It is headed by the Director, who is an officer of the level of Secretary to the Government of India.

LBSNAA conducts various training modules for civil servants posted at different ranks. A Foundation Course is held for the young entrants to the All India Services and other central Services. This is followed by a professional training of recruits to the Indian Administrative Service (IAS) including members of the Royal Bhutan Administrative Service. The Academy also conducts the Mid-Career Training Program (MCTP) for members of the IAS and an Induction Training Program for officers promoted to the IAS from the state civil services. Along with this, workshops and seminars on policy issues are also conducted at the Academy at regular intervals.

Genesis & Growth

On April 15, 1958 the then Home Minister announced in the Lok Sabha a proposal to set up a National Academy of Administration where all the recruits of the senior civil services were to be given training in administration. The Ministry of Home Affairs decided to merge the IAS Training School, Delhi and the IAS Staff College, Shimla to form the National Academy of Administration at Mussoorie. The Academy was set up in 1959 and was called the 'National Academy of Administration'. For a few years it functioned under the Ministry of Home Affairs. In October 1972, it was renamed "Lal Bahadur Shastri Academy of Administration" and in July 1973, the word "National" was added and today the Academy is known as the Lal Bahadur Shastri National Academy of Administration.

Chronology

1958	Announcement in the Lok Sabha by the Union Home Minister Pandit Govind Ballabh Pant to set up the National Academy of Administration.
1959	Academy established in Mussoorie along with Director's Office, Language Block (later renamed Charleville after renovation), Sardar Patel Hall (SPH) and Happy Valley Guest House.
1960	A common FC for IAS, IFS and other Central Services was introduced.
1969	Sandwich pattern of training introduced in the Academy which included Phase-I, District Training in the respective State Cadres followed by Phase-II.
1970	Academy functioned under the Ministry of Home Affairs from the date of inception till 1970 and again from 1977 to 1985.
1970-1977	Academy functioned under Cabinet Secretariat.
1972	Name changed to "Lal Bahadur Shastri Academy of Administration".
1973	Subsequently, the word "National" was added and it became "Lal Bahadur Shastri National Academy of Administration".
1975-1978	Ganga, Kaveri and Narmada hostels constructed.

1984	In May, 1984, a portion of the Campus which housed the Officers' Mess, the Libray, VIP Guest House, Director's Residence etc., was destroyed in a fire accident.
1985	Academy began functioning under the Ministry of Personnel, Public Grievances & Pensions, Government of India.
1988	NIC Training Unit established.
1989	Centre for Rural Studies (initially called the Land Reform Unit) established.
1991	In October, 1991, the Uttarkashi earthquake severely damaged the Ladies' Block and the G.B. Pant Block, and on these two sites, 'Dhruvshila' and 'Kalindi Guest House' came up.
1991	Sampoornanand Auditorium was constructed by UP Government and named after the second Chief Minister of the State.
1992	Karmashila Building was inaugurated by the then Vice President of India Mr. K.R. Narayanan.
1995	National Gender Centre, a registered society the under Societies Registration Act-1860, was set up.
1996	Kalindi Bhavan inaugurated by the then Union Minister of State for Personnel, Public Grievances, Pensions and Parliamentary Affairs Mr. S.R. Balasubramaniam.
1996	Dhruvshila inaugurated by the then Minister of State for Personnel, Public Grievances, Pensions and Parliamentary Affairs Mr. S.R. Balasubramaniam.
2004	Hospital Block inaugurated by the then Minister of Home Affairs Mr. Shivraj V. Patil.
2004	Centre for Disaster Management inaugurated.
2010	Gyanshila Building made operational. Silverwood Executive Hostel was inaugurated.
2012	Mahanadi Executive Hostel was inaugurated.
2014	National Centre for Leadership Development & Competency Assessment (NCLDCA) a registered society under the Societies Registration Act-1860, was set up.
2015	Aadharshila Block inaugurated by the Minister of State for Personnel, Public Grievances and Pensions Dr. Jitendra Singh.
2016	Originally established as Centre for Cooperatives & Rural Development in 1995, it was renamed the Centre for Public Systems Management (CPSM).
2021	Sardar Patel Leadership Centre was set up

Training Methodology

The effort of the Academy is to help create a bureaucracy that commands respect by performance rather than through position. To ensure that the academic curriculum is relevant, it is periodically reviewed and updated. This is done through the mechanism of consultation with the state governments, feedback of the participants and the recommendations of the committees set up by government for the purpose. Various departments of the central government are also consulted from time to time. Several new methodologies are used as the conventional classroom teaching methodology is not always the most effective mode to make an impact on attitudes and values of trainees. Most courses operate on a modular structure, whereby relevant themes are chosen and dealt with, in a consolidated manner to ensure that all aspects of a particular issue are addressed.

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

- **Lectures by both in-house and guest faculty**
- **Panel discussions to promote appreciation of divergent opinions and views**
- **Case Studies**
- **Films**
- **Group discussions**
- **Simulation exercise**
- **Seminars**
- **Moot Court and Mock Trial**
- **Order and Judgement Writing Practice**
- **Practical demonstration**
- **Problem Solving Exercises**
- **Report Writing (Term Paper)**
- **Group Work**

Field visits

Trek to the Himalayas

During such treks the Officer Trainees face conditions of difficult terrain, unpredictable weather, insufficient accommodation and limited access to food items, as a result the true mettle of the Officer Trainees is tested and is strengthened.

Visit to villages in backward districts

These visits facilitate the Officer Trainees 'understanding of the problems and the realities of village life. Through these field visits and interaction with the beneficiaries, active research on the impact of government programmes on the society is also taken up.



Promoting 'Esprit-de-Corps'

All the officer trainees of the All India Services and Central Services Group-'A' begin their careers with training at Lal Bahadur Shastri National Academy of Administration at Mussoorie. This is usually their first experience of the government sector. As a result, this institution facilitates bonding between young officers from different civil services. The Academy thus, furthers a sense of camaraderie among the officers who look back to this institution with nostalgia and with a stronger intent to uphold its values.

Campus

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 prestigious "Charleville Hotel" built around 1870, provides the location and initial infrastructure of the Academy. There have been subsequent expansions. Several new buildings have been constructed and others acquired over the years. The Academy is spread over three sprawling campuses: Charleville, Glenmire and Indira Bhawan. Each has its own specific orientation. Charleville caters to training of fresh entrants as well as 6 specialize courses. Glenmire housed the erstwhile

NCCG, and the Indira Bhawan campus and offers facilities for in-service training, other 7 specialized courses, programs, workshops and seminars. Further details of the Academy's infrastructure are at Annexure-1.

TRAINING PROGRAMMES DURING 2022-2023

The Academy arranges various training programs and the following table shows the distribution of trainees in various courses during 2022-2023.

Sr. No.	Name of Course	Coordinator Mr./Ms.	Schedule	No. of participants			
				M	F	Total	
Induction Training for newly recruited AIS and other Central Services (Group-A)							
1.	IAS Professional Course, Phase-I (2022 batch) (22 Weeks)	Shelesh Nawal	21st March to 19th August, 2022	121	62	183	
2.	IAS Professional Course, Phase-II (2020 batch) (6 Weeks)	Abhiram G. Shankar	30 th May, 2022 to 8 th July, 2022	128	52	180	
3.	97 th Foundation Course for newly recruited officers of All India Services and Civil Services (Group-A) (2022 batch)	Ms. Anandhi,	29 th August, 2022 to 9 th December, 2022	322	133	455	
Mid-Career Training Programme for IAS officers							
5.	16 th Round of Phase-IV of MCTP	Ms. Radhika Rastogi	18 th July – 12 th August, 2022	78	16	94	
6.	124 th Induction Training for Officers Promoted to the IAS from the State Civil Service (4 Weeks)	Mrs. Chhavi Bhardwaj	13 th February –24 th March, 2023	103	26	129	
7.	2 nd Round of Combined Mid-Career Training Programme	Ms. Radhika Rastogi	27 th October to 31 st October, 2022	95	35	130	
8.	28 th Joint Civil-Military Training Programme	Disha Pannu	8 th June 2022 to 17 th June, 2022	45	02	47	
Short Term Courses/ Seminar/ Workshop/ Others							
9.	Disaster Risk Management	CDM	16 -18 November 2022	15	0	15	
10.	District Disaster Management Plan & Incident Response System	CDM	(06-08 February, 2023)	19	6	25	
11.	Disaster Risk Reduction & Management	CDM	26 - 29 September 2022	26	3	29	
12.	2nd Customized Training programme on Disaster Risk Reduction & Management	CDM	05- 31 December, 2022	29	20	49	
13.	Role of Technology in Community Level Disaster Mitigation for Scientists & Technologists	CDM	25-29 July 2022	26	3	29	

14.	Two e-ITEC -Workshops on Gender Inclusive Governance for Policymakers	NGCC	12-13 November, 2020 and 17-18 Feb 2021	52	112	164
15.	Webinar on the occasion of International Women's Day, 2021	NGCC	08th March, 2021	5	22	27
16.	Training Programme on Arbitration for Senior Officers at LBSNAA, Mussoorie	CPSM	02nd – 03rd September 2021 f	16	13	29
17.	Overview on Eat Right India Movement	CPSM	26th April 2021			67
18.	Pre-dinner talk by Ms. Rijuta Diwekar	CPSM,CFPH	26th August, 2021			49
19.	Ayurvedic Physician Dr Sanandan Thapliyal	CPSM,CFPH	10th August, 2021			49
20.	ToT on Eat Right India Movement held by Ms. Inoshi Sharma, Director FSSAI	CPSM,CFPH	16, July,2021			24
21.	FSSAI's COVID-19 FoSTaC Programme	CPSM,CFPH	12th October, 2021			40
22.	A Leadership Module for Phase II of 2021 batch officers	SPLC	8th - 9th June, 2022			181
23.	A leadership module for Phase I of 2021 batch.	SPLC	27th July, 2022			183
24.	A refresher ToT before conducting final leadership modules for the Officer Trainees of 96th Foundation Course	SPLC	18th -20th February, 2022			
25.	The Leadership Module for the Officer Trainees of 97th FC	SPLC	22nd - 23rd September, 2022			455
26.	1st Workshop on Preparation of a Road Map for Parvatmala Himalayan & North-East Outdoors Learning Arena	Centre for North East Studies	01st June 2022			

27.	2nd Workshop on Preparation of a Road Map for Parvatmala Himalayan & North-East Outdoors Learning Arena	Centre for North East Studies	12th August, 2022			
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Abbreviation:

CDM – Centre for Disaster Management

NGCC – National Gender and Child Centre

CPSM – Centre for Public System Management

CFPH- Cente for Food Planet Health

SPLC- Sardar Patel Leadership Centre

COURSES AND ACTIVITIES – HIGHLIGHTS

Introduction

The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie is Government of India's premier institution for the training of higher civil services in the country. The Academy imparts induction level and in-service training. A common Foundation Course is held for entrants to All India Services and all Group "A" services of the Union. The professional training to regular recruits of the Indian Administrative Service (IAS) and members of the Royal Bhutan Civil Service is conducted after the Foundation Course. The Academy also conducts in- service and Mid-Career Training Program (MCTP) for members of the IAS and Induction Training program for officers promoted to the IAS from State Civil Services, as well as workshops and seminars on various issues in public administration.

To ensure that the academic curriculum is relevant, it is constantly reviewed and updated through extensive consultations with the representatives of the state governments, the central government and other scholars and practitioners. Given the limitations of conventional classroom lectures, new pedagogical methods have been introduced to deliver training inputs in a more effective manner. Most courses operate on a modular structure whereby relevant themes are chosen and dealt with in a consolidated fashion to ensure that all aspects relating to them are covered comprehensively.

In order to promote all-round development of the personality, due emphasis is placed on outdoor and co-curricular events. Physical training, team games and tennis, badminton cross-country running, yoga, horse riding, and adventure sports like river rafting, para-gliding, bungee jumping and rifle shooting are some of the activities that the officer trainees are involved in. Exposure to public speaking, theatre workshops, motor mechanic skills, gardening, photography and music appreciation are some of the co-curricular activities offered to the young administrators.

To nurture the values of integrity, moral courage, empathy and respect for the underprivileged, and freedom from any sectarian prejudices based on religion, region, caste, class or gender, Officer Trainees are encouraged to participate in diverse social activities. Various Clubs and Societies have been formed to which the Officer Trainees are elected as office-bearers. They organize and take part in quizzes, debates, poetry competitions and numerous other activities after class hours. This lends a spirit of bonhomie and also promotes *esprit de corps*.

IAS Professional Course Phase II (6 Weeks) (2020 batch)

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; Phase-II Professional Course 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 consolidation of the learning and assimilation of the district experiences gained by the Officer Trainees over a year in the State at the District training, as well as to put trainees on the path of Mission Karmayogi throughout the rest of their long career.

Course Duration	30 th May, 2022 to 8 th July, 2022
Target group	IAS Officer Trainees, after District Training
Course Coordinator	Shri Abhiram G. Sankar, Deputy Director
Associate Course Coordinator(s)	Dr. Sanjay J. Joshi, Professor
	Shri Nitesh Jha, Reader
	Dr. Ekta Uniyal, Assistant Director
Valedictory Address by	Shri Suresh N. Patel, Central Vigilance Commissioner
Total No. of Participants	180 Officer Trainees (177 IAS Officer Trainees and 3 Officer Trainees from Royal Bhutan Civil Services)

Course Aim

The IAS Professional Course Phase- II is designed to hone trainees' skill sets to function effectively in the field. The course is designed in a manner that is participative, interactive and at the same time reflective so that you can make sense of what you have observed and assimilated over the last 12 months with the benefit of hindsight. In contrast to the earlier Foundation Course and the Phase 1 Programme, the Phase II programme was intended to facilitate the Officer Trainees to reflect on their own learnings - which are actual first-hand experience - and have attempted to curate modules around this to the extent possible. Moreover, the trainees also have to understand that the Academy has undergone a massive shift in terms of pedagogy and content over the last six months.

Inspired by the Prime Minister's exhortation to the Academy to transform into a capacity-building crucible for a technology-led, citizen-centric, progressive and responsive administration, Mission Karmayogi has become the core moving force behind each of the Academy's actions and thoughts.

The Phase-II Course laid emphasis on acquiring all the core competencies prescribed by the Mission Karmayogi *i.e.* Functional (Right Skills), Domain Knowledge (Right

knowledge) and Behavioural (Right attitude), as well as to imbibe in the Officer Trainees the values that the Academy stands for - Austerity, Anonymity and Ability.

Course Objectives

- To internalise the importance of an Officer's role and responsibility during Amrit Kaal.
- To analyse individual and collective experiences of District Training through a process of structured reflection and experience-sharing.
- To understand the imperatives of working as field officer towards technology-led citizen-centric good governance.
- To improve administrative, managerial and ICT skills along with practical application of laws at the District level.
- To inculcate required leadership qualities and emotional intelligence to effectively manage the work-worker-workplace.
- To promote physical and mental fitness.
- To align with aims of "Mission Karmayogi" *i.e.* impart behavioral, functional and domain knowledge related competencies.

Course Design

The primary emphasis of this Course was on interactive, learning through experience sharing and analysis. Certain themes and topics were selected for presentation by OTs which were expected to contribute to the objective of the session, as drivers of discussion.

The assessment of the Officer Trainees was based on the quality of submission, classroom interaction and participation in course activities during and outside the classroom. Needless to say the attitude, discipline and general conduct of trainees formed the basis of the Director's assessment in Phase-II. The presentation sessions were moderated by Faculty Members and/or external resource persons.

The Academy had designed this Course to include topics that were meaningful, relevant, and applicable in their immediate work situations after completion of training. There were inputs in Public Administration relevant to field administrators, Law, ICT and Language. The subject content drew upon beyond what trainees had learnt in the earlier phases of training. In this training programme, the Academy sought to consolidate the gains made by the trainees so far and facilitate further learning. Some specific sessions on soft skills like negotiation, regulation, leadership & communication were included based on the training needs analysis responses. The inputs were provided both by internal and external resource persons.

Course Coordinator's Report

The IAS Professional Phase-II Course for the 2020 batch commenced on 30th May 2022 and stretched over six weeks, till 8th July 2022. A total of 181 Officer Trainees (178 IAS Officer Trainees and 2 Officer Trainees from Royal Bhutan Civil Services) participated in this final course that any IAS Officer Trainee undergoes at the Academy.

To respond to the vision of Hon'ble Prime Minister, the Academy had to reimagine the persona of an IAS officer. The Hon'ble PM called upon trainees to be reflective and evaluate the "rule context" - ascertain the ecosystem of the regulation and then apply it judiciously. He called for "National Vision, Local Action". This mandates young IAS Officer Trainees to be Karmayogis of a difference. Each public service must adapt and interpret the principles of Karmayogi and imbibe them. So too, in the case of the IAS, we at LBSNAA have undertaken a cathartic visioning exercise, and now see the soul of the service in the image of a Mussooriewala-Karmayogi.

A Mussooriewala-Karmayogi is a Scholar-Administrator. A Mussooriewala is a civil servant whose soul is suffused with the foundational principles of "ability-anonymity-austerity", and is dexterous with the multiple attributes of "domain-practice-mechanistic" skills governed by a deeply contextualised scholarly approach. This is what the PM referred to in his address as the "rule context". An empathetic Mussooriewala-IAS Officer is an embodiment of that servant of the people, who is animated by Gandhiji's talisman.

The pedagogy of the Academy shall now reflect these core components of the persona, and different cohort levels of varying seniority will be given inputs appropriate to their career and level needs. For instance, the needs of a younger officer will be higher on citizenship values, mechanical and practitioner skills; while the senior levels will require more of the scholastic skills. The curriculum recommended by the Boards of Studies and approved by the Academic Council reflects this approach.

To design this course and to take into consideration needs/priorities for field level IAS Officers during their first 8-10 years of service, the Academy conducted Training Need Analysis (TNA) Survey for Phase-II IAS officers during May 2022. This comprehensive survey was geographically spread out across the country and gave us many insights. These findings have informed the new pedagogy of your course.

During the Phase-II course, the Academy strove to make trainees reflect on their own journey so far, while at the same time impart key competencies as mandated by the Mission Karmayogi. This is expected to enable them to tackle not only the day to day working challenges but also the unforeseen and emergent crisis effectively. As we have now placed our faith in the adult-learning pedagogy, we wished to facilitate trainees in learning from their own experiences and from that of their peers. The memorable words of the Prime Minister animate us when he exhorted "*ask oneself whether the spirit of service or the sense of duty is not ebbing*" and "*there is a vast difference between the two methods of getting work done-by giving orders and motivating others with a sense of duty...that is a leadership quality that you must develop*". Thus, leadership skills were delivered through the newly setup **Sardar Patel Leadership Centre**, and its flagship "**Learning to Lead**" program.

As part of an enriched delivery, trainees got to interact with eminent leaders such as Shri Rajnath Singh, Hon'ble Raksha Mantri and Shri Pushkar Singh Dhami, Hon'ble Chief Minister of Uttarakhand.

The ecosystem of the Indian Administrative Service demands continuous “**Learning, De-learning & Re-learning**”. We began with an intense De-construction Module (a re-orientation exercise for new entrants to the services) which is now an integral part of the Academy’s pedagogy. De-construction modules held during the 96th Foundation Course and the IAS 2021 batch Phase-I Professional Course were not only very well received, but also left an indelible mark on the minds of the young Officer Trainees. A similar exercise was held in the first week of the Phase-II course that made trainees reflect upon their journey so far - the Foundation Course and Phase-I course in the Academy, the Winter Study Tour and the year-long District Training. We endeavoured to guide trainees along the path of transitioning from a young student-citizen to a public servant – imbuing the values and ethos of the new role, while retaining the empathy and belongingness of an enlightened citizen.

During the De-construction exercise and throughout the Phase-II Course, we re-emphasised the three virtues which encapsulate the vision of the Academy and the spirit of the IAS i.e. **Anonymity, Ability and Austerity**. These three traits were nurtured as the keystone of the service ethos. The virtue of Anonymity in the face of a noxious social media environment is a survival need. Ability denotes competence of the IAS Officer to learn, de-learn and relearn tasks and skills relevant to the rapidly changing roles. Austerity not only indicates the understanding and assimilation of the concept of frugal and simple lifestyle but also refers to the judicious and effective management of public resources. Young members of the service were trained to be anonymous rather than pursue false publicity, to be austere and able, rather than aspire for glamour, to be grounded to earth rather than have false sense of entitlement.

We are confident that their interactions from eminent senior officers such as Shri Rajiv Mehrishi, Shri Govind Mohan, Shri Devesh Chaturvedi, Shri Ashok Kumar, DGP of Uttarakhand and Shri Ajay Bhatnagar, Additional Director CBI would have guided them to towards the expected outcomes as elaborated in the previous paragraphs.

The Hon’ble Prime Minister, while addressing the Valedictory Function of 96th Common Foundation Course in March 2022 said that “*We should add courses on Artificial Intelligence and Data Governance at the Lal Bahadur Shastri National Academy of Administration for the future generations*”. The Academy now houses the **DigiTAG arena**, set up as a response to this call, and is well-equipped to make trainees future-ready and acquaint them with higher level ICT tools such as Artificial Intelligence and Machine Learning. A ‘Conclave on Emerging technologies & Start-Up India’ was organised during the course by DiGitag along with NeGD. This is intended to lead officers and the institutions they will lead in the coming years, into the realm of transparent, efficient, and easily accessible citizen-centric e-Governance frameworks.

Further, the focus of Phase-II was on ‘Sensitisation to National Goals during Amrit Kaal’ as the central theme, that we attempted to cover under 5 Broad umbrellas - Supporting Livelihoods, Building Rural India, Towards Better HDI, Atmanirbharta @ 2047 and Transforming Urban India. In the spirit of Sabka Prayas, the Academy facilitated interaction and learning from a mix of awardee administrators, policy-makers,

practitioners, innovators, individual achievers, industry and civil society organisations - all bound by a common cause of delivering public good.

Within the context of “*Vocal for Local*”, “*Think National, Act Local*” and “*Atma Nirbhar Bharat*”, we enriched trainees with insights on schemes like POSHAN Abhiyaan, Beti Bachao Beti Padhao, Aspirational Districts, MGNREGA & NRLM, J-A-M Scheme (Jan Dhan-Aadhar-Mobile-based), Pradhan Mantri Garib Kalyan Anna Yojana (PM-GKAY), Geographical Indicators, Van Dhan Vikas Yojana for marketing of Tribal Produce, ODOP & Invest India, PMAY - Urban, Smart Cities and AMRUT, Jal Jeevan Mission, Jal Shakti Abhiyan & Doubling of Farmers' Income.

Further, new academic inputs that characterize the renewed LBSNAA were delivered. Macroeconomics module by the South Asia Regional Training and Technical Assistance Center (SARTTAC)-IMF; Output-outcome Monitoring Framework & Data Governance Quality Index by DMEO, NITI Aayog; Data Collection, Intervention Design and Preparation of Case Studies by IIM-Raipur; Commodity Markets by NCDEX; inputs on RERA Act & IT Act 2000; Hands-on module on Census by the Registrar General and Census Commissioner of India to name a few.

The focus on functional and domain knowledge realms was reinforced through session on practical administration such as Ethics in Public Administration, Handling law & order, Municipal Commissioners' Seminar, Working in Difficult Areas (Ladakh, Arunachal & LWE in Chhattisgarh), Handling Court Work, Handling unprecedented situations, How to prepare a Complaint, Service Matters and Regional language inputs.

In July 2022, they were expected to be posted as Assistant Secretaries in various Ministries of the Government of India, after the completion of the Phase-II course. We also tried to empower them with the tools that would enable them to deliver appreciably during their stints in the Ministries. These included skills on cabinet note preparation and noting and also the ability to crisply communicate and present matters of public policy.

Evaluation

The Academy has shifted from the traditional exam based evaluation methods to concurrent & intensive evaluation patterns based on the submission of research papers, classroom presentations, debates and discussion etc. on the course modules. Trainees made presentations on each of the major national schemes and related sectors that was evaluated as part of the Course. This was done with an aim to ground learning's as well as generate new & innovative ideas. With the new concept of Adjunct Faculties, the larger talent pool of eminent IAS Officers across the country was made available to trainees for their continuous guidance & mentorship.

Physical fitness and the Outdoors

The entry-level fitness benchmarking that was introduced for the 96th FC was extended to the Phase-II trainees also. Physical fitness was enhanced through various physical activities including scientific flexibility training, pursuing adventurous sports to build

extreme physical and mental endurance and maintaining strict discipline in the day to day schedule. These included inputs on Krav Maga, swimming apart from traditional sports and games. Inter-batch sports competitions IAS 2020, IAS 2021 and IFS 2021 batches were held in the spirit of de-siloisation. Cultural programmes by trainees and other eminent national artists added colour and vibrance of our heritage to the course.

1. **Seminar on AKAM** was organised for the IAS Trainees, and was inaugurated by the **Hon'ble CM of Uttarakhand**.
2. AKAM was jointly celebrated as *Amritotsav* by the 2020 and 2021 IAS batches. More than Rs. 1.20 lakhs worth profit was made by the trainees' stalls which were then contributed to the Social Service Society.
3. **SHGs were invited from 22 States** (Annexure – 2) to showcase handicrafts and GI products. It was a matter of pleasure that these stalls had on display and for sale, GI products that IAS 2020 trainees had worked on during their District Training.
4. **An Exhibition on Role of districts in freedom struggle** was organised in Indira Bhawan by the Ministry of Culture. Many of these stories were collected by trainees of the 2020 and 2021 batch, as part of the District Digital Repository Project. More than 500 school children from 4 major schools of Mussoorie, Officer Trainees, staff members and their families visited the exhibition.
5. Mass tree plantation was taken up along with the Eco-task force battalion of the Indian Army, in a village near Mussoorie.
6. **Goal setting exercise** on what one would achieve for the country by 2047 - this was undertaken by all IAS trainees of the 2020 batch for the **Walkway of Service Time Capsule**. These will be opened by August 2047 and provide a sense of reflection, pride and satisfaction for these very officers, who will then be donning very senior leadership roles.

State-wise breakup of participants in IAS Phase II (2020 batch)

Participants from the State of	Male	Female	Participants
Participants from the State of	Male	Female	Participants
AGMUT	06	06	12
Andhra Pradesh	08	03	11
Assam-Meghalaya	04	04	08
Bihar	05	02	07
Chhattisgarh	04	03	07
Gujarat	04	04	08
Haryana	04	01	05
Himachal Pradesh	04	00	04
Jharkhand	05	01	06
Karnataka	07	01	08
Kerala	06	03	09
Madhya Pradesh	07	01	08
Maharashtra	07	03	10
Manipur	01	00	01
Odisha	04	01	05
Punjab	03	01	04
Rajasthan	04	02	06
Royal Bhutan Civil Service	02	01	03
Sikkim	00	01	01
Tamil Nadu	07	05	12
Tripura	04	00	04
Telangana	06	02	08
Uttar Pradesh	12	04	16
Uttarakhand	02	00	02
West Bengal	12	03	14
Total	128	52	180

The valedictory address was delivered by Shri Suresh Patel, Central Vigilance Commissioner on 7th July 2022. This was followed by a **visit to the Statue of Unity** on 9th July 2022. This served as a literal and metaphorical capstone event indicating a fruitful and intense Phase-II Professional Course.



Valedictory of IAS Phase II (2022 Batch)

97th Foundation Course (15 Weeks)

The Lal Bahadur Shastri National Academy of Administration conducts its flagship training programme, the Foundation Course each year for the successful young recruits of the All India Services, Central Services and officers from the Royal Bhutan Civil Service.

The Foundation Course, as the nomenclature suggests, lays the basis on which the edifice of career of a Civil Servant in Government is built. The Foundation Course marks the formal induction of Civil Servants into the government, the beginning of a life dedicated to the service of people of India and our nation. It gives a glimpse of how the government functions, what are the values and ethos which drive it, what are the main challenges, opportunities and responses that arise in governance of a large, complex and diverse country like India.

The Course was inaugurated by Shri Srinivas R. Katikithala, Director, LBSNAA on 5th September, 2022 and Course Valedictory was graced by the Hon'ble President of India, Mrs. Droupadi Murmu, on 9th December, 2022.

As the Officer Trainees are new entrants in the Government, the Academy sought to familiarize them with the environment of political, economic, social and administrative issues, through a well-defined syllabus. The fifteen week long Foundation Course comprising of more than 15 services of the Indian Union and the three Royal Bhutan Civil Services sought to open the mind of civil servants to new learnings and adventures, immersive experiences in rural India, celebration of resilience, diversity and depth of our rich heritage, a trek of a lifetime

Date of Program	29 th August, 2022 to 9 th December, 2022
Programme meant for / Target group	Newly recruited All India Services and various Central Service (Group- 'A') Officers [including Royal Bhutan Civil Services]
Course Coordinator	Ms. Anandhi, Deputy Director (Sr.)
Associate Course Coordinator(s)	Shri Abhiram G Sankar, Deputy Director Ms. Disha Pannu, Deputy Director Dr. Sanjay Joshi, Professor Dr. Anupam Talwar, Assistant Director Dr. Ekta Uniyal, Assistant Director
Course Inaugurated by	Shri Srinivas R. Katikithala, Director, LBSNAA
Valedictory Address by	Mrs. Droupadi Murmu, Hon'ble President of India
Total Participants	Total-455 (Gentlemen - 322; Ladies - 133)

amidst the mountains and valleys of Himalayas and a reverential visit to the Statue of Unity at Kevadia.

Course Aims

The 97th Foundation Course primary aimed at developing officer-like qualities and attitudes in the 455 young Officer Trainees. One of the prime objectives of the Foundation Course was to inculcate *esprit de corps* in the Officer Trainees attached to different services of the country. The Academy also facilitated the training of officer trainees of the Royal Bhutan Civil Services, as a part of the 97th Foundation Course.

The Foundation Course marks the transition from the academic world of the college and university to the structured system of government. Accordingly, for most of the course participants, the course was their first introduction to the process of governance, and the role of the government in a society. The course was designed in a manner to achieve the objectives outlined by arranging a combination of academic, outdoor, extra-curricular and co-curricular activities. The Academy intends to equip each of the Officer Trainees with a core set of values, skills and knowledge that would help them in their respective careers. They are given training inputs useful in understanding the basic concepts of governance and rules and regulations, necessary for effective performance in the government sector.

Course Objectives

- To orient Officer Trainees to the administrative, social, economic and political environment of the country.
- To make Officer Trainees aware of the challenges and opportunities within the Civil Services.
- To promote overall development of personality traits of the Officer Trainees. i.e. Intellectual, moral, physical and aesthetic.
- To foster greater coordination among the members of different Civil Services by building *esprit de corps*.
- To provide exposure to the best possible teaching material and resource persons to facilitate the Officer Trainees' professional, intellectual and emotional growth.
- To provide the Officer Trainees with an environment that encourages enquiry and freedom of thought, yet imbued with discipline, to foster intellectual growth and all-round development.

Course Design

The course design in the 97th Foundation Course made a significant departure from the past in more ways than one.

One, it was largely thematic, week by week. Each week had a central idea/subject, running through it to enable each Officer-Trainee to understand that topic deeply with all its nuances. The Assessment and Evaluation criteria had also been modified to accommodate these changes in course design beginning with Journaling, the essay and the oral presentation at the end.

Secondly, the course design was aligned with the principles of ‘Mission Karmayogi’ and indoor classroom experiences had been suitably balanced by outdoor visits which have been consciously designed to be immersive and experiential.

Out of 15 weeks which comprise the Foundation Course, almost five weeks were travel, tours and camping outside the Academy premises. With a longer than usual Field Study and Research Programme (12 days) to 75th Freedom Fighter Districts of India to twelve days in Gujarat from Ahmedabad to Kevadia for Aarambh 4.0 & Bhuj to more than a week of Himalayan trek, all of these had been consciously built in to not only expand and hone the intellectual capabilities but also foster qualities of conduct, fortitude, endurance, sharing, empathy and inclusion.

The course design had two ‘critical areas of focus and salience this year. One was the emphasis on communication, both oral and written and the other being emphasis on fitness. This was given the shape of a discipline to bring rigor and at the same time ample exercises and assessments around it were built. Experts from all across the world were gathered to deliver this module and this module ran through the entire Foundation Course constituting its back bone.

Academic Inputs

Academic inputs on a wide range of subjects were delivered through modules in: -

- ◆ Oral Communication
- ◆ Written Communication
- ◆ Law
- ◆ Economics (Micro and Macro) with IMF
- ◆ Data Analytics with CMU
- ◆ India & its Neighbourhood with the MEA
- ◆ National Security Module
- ◆ Public Policy
- ◆ Management
- ◆ Ethics
- ◆ Information Technology

In addition, co-curricular inputs were also given by way of outdoor activities (physical training; yoga classes and horse riding), cultural activities, extra-curricular modules.

A number of medals and trophies were awarded to the Officer Trainees who excelled in various activities at the Academy.

The main activities organized during the Foundation Course were:

1) Physical Fitness & Sports: Physical fitness is not only one of the most crucial aspects to attain a healthy body; it is the foundation of a healthy mind as well. The Academy strove to provide an encouraging atmosphere to all the Officer Trainees wherein physical fitness was an inseparable and crucial component of the training and holistic personality development.

- **Pre-course evaluation:** As soon as Officer Trainees reported to the Academy, some essential health and fitness tests to assess parameters like

flexibility, muscular strength, cardio-vascular fitness and balance were conducted. This provided the baseline of current fitness level, which the Academy encouraged every Officer Trainee to improve using the facilities available in the Sports Complex along with the advice of coaches and trainers.

- **Morning Activities:** The day began at 0615 hrs. for all Officer Trainees with mandatory morning activities which included Physical Training, Yoga, Aerobics, Zumba and Un-Armed Combat. Self-defence through Krav Maga (a form of un-armed combat) had been identified as a critical skill and Officer Trainees were encouraged to master this with full enthusiasm.

2) Field Study and Research Programme: To assess the dynamics of the socio-economic-political situation existing in a village.

- Understand the problems faced by the rural people, especially, the socially disadvantaged sections and women.
- Evaluate the spatial and temporal changes that have occurred in the village in terms of quality of life as a result of Government and non-Governmental interventions or with the passage of time.
- Evaluate the working of various village level institutions, both formal and informal in terms of participation and effectiveness.
- Recognize the importance of the need to learn from the villagers in evolving people-based solutions to their problems.
- Study the physical environment of the village in relation to ecological imbalances and vulnerability to disasters.

The Officer Trainees proceeded for the Field Study and Research Programme in Freedom Fighter District in India from September 24, 2022 to October 2, 2022. The Field Study and Research Programme is a major component of the Foundation Course, not only because it exposes the Officer Trainees to the realities of rural India through a structured study, but, also because it provides them the opportunity to stay in villages and interact intensively with the rural populace to understand and appreciate their concerns and priorities. They were given inputs on Data Collection & Analysis, Rural development programs, Social sector, Role of NGOs, PRA techniques, etc. to equip them adequately for the visit. Officer Trainees also conducted a survey in the village as per the guidelines provided to them.

On return, they submitted individual as well as group reports of the activities, findings and recommendations and made group presentations, which was graded on both the data collected and the quality of analysis.

3) Sabka Vikas and Amritotsav Mela: The Academy had taken the initiative to curate a *'Sabka Vikas' event on 17th September 2022* showcasing the life, struggle and contribution of around dozen Padma Awardees who have selflessly rendered themselves to public good and made a meaningful impact on lives around them. The

Officer Trainees engaged and interacted with the Padma Awardees in the forenoon. On the same weekend, the Officer Trainees conducted “Amritotsav Mela” in order to celebrate the successes and achievements of Self-Help Groups (SHGs) across the country who are striving to protect and promote the local traditional handicrafts. Officers Trainees were graced by the *Smt. Anandiben Patel, Hon'ble Governor, UP to inaugurate the “Amritotsav Mela” and as Chief Guest for the Sabka Vikas event on 17th September 2022.*

4) Athletics Meet: This is a major event during FC and participation of all Officer Trainees is mandatory. In this Meet, various track and field events like 100 & 200 meters relay races, high jump, long jump, shot-put throw etc. are organized. It is an occasion for Officer Trainees to test and display their athletic prowess. *Some new level of records was made during this FC like 100 mt race & High Jump (women) and High Jump (Men).*

5) Kevadia Visit: Aarambh

- a) With the vision of making the civil service recruits capable of leading transformation and work seamlessly across departments and fields, common visioning and collaborative exercise named “Aarambh” was started as part of the 94th Foundation Course in 2019 in which all these new entrants came together at Kevadia, Gujarat, to understand changing technology and its possibilities for governance with the help of experts from world class institutions. During “Aarambh”, a theme relevant and important for the country in the current context is taken up for deeper understanding and analysis in the form of an exercise by the Officer Trainees.
- b) In the 97th Foundation Course, Aarambh 4.0 was held from 27th October to 31st October, 2022 at Kevadia itself. The theme was “Digital Governance: Foundations & Frontiers” where experts who have undertaken local innovations, to global next-gen experiments interacted with the Officer Trainees on this theme. This programme concluded with an address of the Hon’ble Prime Minister to the Trainees.

6) India Day: The high point of the cultural activities was the celebration of “India Day”. On this day, the culture, customs, art & craft and cuisine of different regions of the country were be put up on display - both through outdoor and indoor activities by the Officer Trainees. The event helped build pride in the country’s rich heritage besides sensitizing the Officer Trainees on the rich traditions from regions other than their own.

7) Meet with IMA: In addition, young cadets of IMA were invited to the Academy for exhibition matches between the mixed teams of LBS and IMA in Football, Basketball, Volleyball and Show jumping events during the Course. The main purpose of such events was to ensure desiloization and creating strong bonds amongst the committed and responsible future leaders of the Academy.

8) A K Sinha Memorial One Act Play: Late Shri Anirudh Kumar Sinha, an IAS Officer Trainee of 1976-78 batch (Rajasthan Cadre) was a very talented dramatist. He

was on the verge of completing his District Training when he fell ill and succumbed to brain fever. To perpetuate his memory, his batchmates instituted the A.K. Sinha Memorial Trophy to be awarded to the best one-act play. Accordingly, every FC has an A. K. Sinha Memorial One Act Play competition. The quality of plays put up during this event has also gone up, making this a much awaited event over the years.

- 9) Annual Fete:** This is put up by all Officer Trainees as per their Tutor Groups on one day of the course. Stalls of games, food, SHG products etc. are set up and people across Mussoorie are invited to the event. The main purpose of the Fete is to raise funds for the social service society and also support self-help groups. It is an important event in the calendar of Mussoorie and is looked forward to by Officer Trainees, faculty and people of the town with equal anticipation and excitement.
- 10) Trekking:** The Himalayan Trek (23rd November 2022 to 2nd December, 2022) was the high point of the Foundation Course, both literally and metaphorically. It exposed the Officer Trainees to the natural grandeur and beauty of the Great Himalayas. It provided one of the most exhilarating experiences. It was a significant learning experience in group dynamics and brought out leadership qualities. The mighty Himalayas evoke a sense of respect for nature as well as humility in any person who makes the attempt to know them. It is also a test of endurance and courage.

Participants in 97th Foundation Course

Service wise Break-up

Service	Male	Female	Grand Total
Indian Administrative Service	127	50	177
Indian Audit And Accounts Service	04	03	07
Indian Civil Accounts Service	05	00	05
Indian Corporate Law Service	02	02	04
Indian Defence Accounts Service	11	03	14
Indian Defence Estate Service	02	00	02
Indian Foreign Service	22	12	34
Indian Forest Services	45	05	50
Indian Information Services	01	00	01
Indian Police Service	65	33	98
Indian Postal Service	03	03	06
Indian Revenue Service (Customs And Central Excise)	10	10	20
Indian Revenue Service(IT)	15	11	26
Royal Bhutan Civil Services	02	01	03
Royal Bhutan Forest Service	02	00	02
Royal Bhutan Police Services	06	00	06
Grand Total	322	133	455

IAS Professional Course Phase-I (2022 Batch)

(12th December, 2022 to 12th May, 2023)

Programme meant for / Target Group	Professional Course for newly recruited IAS officer
Course Coordinator	Mr. Abhiram G Sankar, Deputy Director
Associate Course Coordinator (s)	Shri Shelesh Nawal, Deputy Director Dr. Sunita Rani, Professor Mr. Nitesh Jha
Inaugural Address by	Smt. S. Radha Chauhan, Secretary, DoPT
Valedictory Address by	Shri Srinivas R. Katikithala, Director LBSNAA
Total No. of Participants	184 (181 & 03 from RBCS) (Male- 132 ; Female-52) <i>Details of participants of IAS Phase - I are attached in Annexure - 1</i>

Course Aims

- **The Academy aims to make the young IAS Officer Trainees as real Karmayogis by inculcating the leadership qualities so as to make them Creative & Constructive, Imaginative and Innovative, Proactive & Polite, Professional & Progressive, Energetic & Enabling, Transparent & Tech-Enabled along with the knowledge, skills and attitudes to become effective civil servants**
- **To create learning experiences regarding ethical and developmental administration**

Course Objectives

- **Acquire a pan-India perspective of emerging socio-economic, and politico-legal trends; an understanding of the emerging role of the IAS and its shared administrative responsibilities with other services.**
- **Acquire knowledge and skills needed to discharge administrative responsibilities in the first decade of career in the following areas:**
 - *Law and legal instruments*
 - *Administrative rules, procedures and programme guidelines*
 - *Modern management tools, and*
 - *Economic analysis*
- **Demonstrate proficiency in the regional language of the allotted State to better appreciate its administrative and cultural ethos.**
- **Acquire an understanding on the cultural and socio-economic background of the allotted State**

- **Demonstrate effective written/ oral communication skills both in interpersonal and organizational context**
- **Exhibit right values and attitudes**
- **Maintain physical fitness**
- **Adhere to the spirit of ‘Sheelam Param Bhushanam & Mission Karmayogi**

Course Design

The Course design of the Phase I programme was consciously liberal in spirit and content of the Mission Karmayogi. While seeking to provide the Officer Trainees with ample space to study, learn, experience, it strives to impart key competencies i.e Domain Knowledge(Right Knowledge), Behavioral (Right Attitude) and Functional(Right skills) which would enable them to shoulder future responsibilities and to tackle not only the day to day working challenges but also the unforeseen and emergent crisis effectively. The 22-week IAS Professional Course, Phase-I for the 2022 batch, commenced on 12th December, 2022 and concluded on 12th May, 2023. It had two main components:

- **Winter Study Tour cum Bharat Darshan (from 26th December, 2022 to 3rd February, 2023)**
- **On-campus training inputs part 01 (from 12th December, 2022 to 25th December 2022)**
- **On-campus training inputs part 02 (from 13th February, 2023 to 12th May, 2023)**

The Phase-I is a full time training programme with an eclectic mix of curricular and extra-curricular activities. A typical day commenced at 0640 hours with physical exercises at the Happy Valley ground. The evenings were dedicated to programmes by Clubs and Societies including cultural programmes.

Academic Inputs

The on-campus academic training commences on 12th December to 25th December, 2022 and 13th February to 12th May, 2023. While the syllabus prescribed under ‘The Indian Administrative Service (Officer Trainees' Final Examination) Regulations, 1955’ is the basic framework, suitable modifications have been made to adapt it to the changing training needs of IAS Officers. Inputs were given in the faculties of Law, Public Administration, Political Science & Constitution and Management & Economics. The Public Administration modules were structured around thematic inputs covering varied domains that IAS Officers have to deal with. These were interspersed with sessions in Languages and ICT.

The IAS Professional Phase I Course (2022 Batch) is being offered to you in the light and spirit of Mission Karmayogi with new vision and sharpened pedagogical tools.

Total 184 Officer Trainees will be participating in this course including 181 IAS Officer Trainees and 03 Officer Trainees from Royal Bhutan Civil Services. As has been the pattern since the 2021 Batch, the IAS Professional Phase I Course (2022 Batch) will commence with a one week de-construction module, to a form of which, you were all exposed to during the 97th Foundation Course. Needless to reiterate, it had received an overwhelming response from the Officer Trainees of the 2021 Batch too. In this De-construction module, eminent and illustrious civil servants of the country will interact with you formally as well as informally giving you the opportunity to have meaningful conversations about the service, its future, challenges and opportunities and above all, how to learn from some of the best officers in the service.

The Phase-I Professional Course will be based on the principle of Knowledge Continuum. The Course has been devised in such a manner so that it acts as the next level of continuum following the Foundation Course. This Course gives emphasis on acquiring all the core competencies prescribed by the Mission Karmayogi i.e. Functional (Right Skills), Domain Knowledge (Right knowledge) and Behavioural (Right attitude).

As mentioned above the IAS Professional Phase-I Course is a new beginning in some ways and a continuation of the good practices set during the previous Phase-I for the 2021 Batch. Various new concepts and pedagogical tools are being offered to you such as advanced level Economics module by IMF, Public Policy, Communication skills, Data Analytics and Leadership Modules to name a few. Inputs on Law, cadre language and ICT will be a prominent part of the Phase-I course.

Modules of relevance to the IAS such as Rural Management & Rural Entrepreneurship, exposure visit to Jim Corbett National Park for the Environment Module, overview of District Administration, Health & Nutrition, Agriculture, Education, Energy, Women & Child Development, Research Methodology and so on have been added to the Course so as to give you a synoptic view of the field along with inputs from reputed universities and institutions. An addition this year, will be the hands-on learning for certain developmental modules like health, urban development etc. wherein the trainees are expected to go to the field for a day and learn by immersing themselves in the immediate environment.

Special emphasis will be given on physical fitness of the Officer Trainees as well as on their extracurricular development. There will be compulsory morning physical activity and sports/ horse riding in the evening. The Officer Trainees will be nudged to adopt and excel in one of the sports so that it may remain forever along with her/him in life. Also Officer Trainees will be regularly exposed to the adventure activities such as trekking, river rafting and various other adventure sports on weekends. Similarly, the Officer Trainees are expected to perform cultural activities representing the art and culture of various states of India apart from attending cultural evenings by celebrated artistes. The Officer Trainees will have opportunity to learn and develop lifelong interest in enriching activities such as music, painting, photography etc. Various societies and clubs will be nudged to organise their activities so as

to nurture and enliven the Academy atmosphere with debates, quizzes, competitions, and discussions.

Our Motto



“योगः कर्मसु कौशलम्”
(Excellence in Action)



“शीलं परमं भूषणम्”
Character is the Utmost Virtue)

Our Mission: Mission Karmayogi



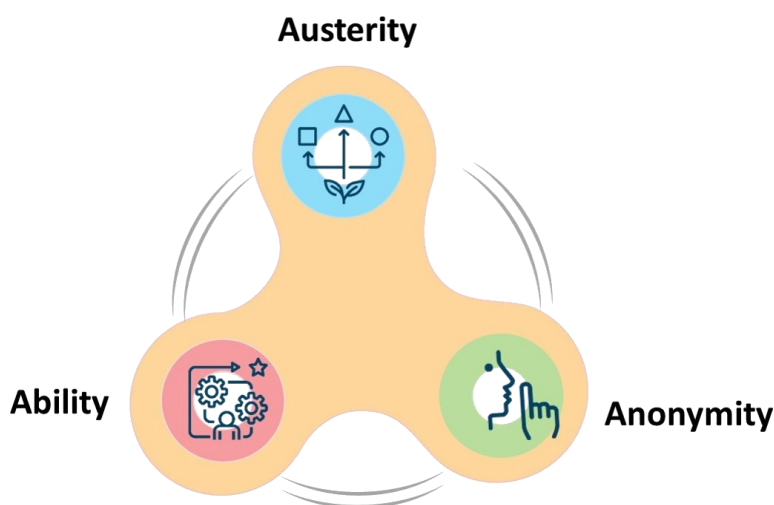
To forge Karmayogis out of Civil Servants, by transforming them to be;

- Creative & Constructive,
- Imaginative & Innovative,
- Proactive & Polite,
- Professional & Progressive,
- Energetic & Enabling,
- Transparent & Tech Enabled

To make citizen centric and future ready civil service with right attitude, skills and knowledge aligned to vision of New India;

To develop key core competencies i.e. Domain (Right Knowledge), Functional (Right Skills), Behavioral (Right Attitudes).

Core Values



Austerity

To understand, assimilate and adopt the concept of frugal and simple life and also the judicious management of public resources so as to get the best output for general public and nation as a whole and to prevent the unnecessary wastage of scarce resources.

Ability

To learn, unlearn and relearn tasks and skills relevant to the rapidly changing roles in the career of IAS and also to adopt and adjust to the various situations so as to set the fine balance between Rules and Roles

Anonymity

To work silently without any desire of awards, rewards or publicity behind the curtain for the service to the nation and for the betterment of common people.

The recast LBSNAA

Being the apex Civil Service Training Institute in India, Lal Bahadur Shastri National Academy of Administration, Mussoorie, prepares civil servants to be future-ready. In the true spirit of the *Mission Karmayogi* as announced by the Hon'ble Prime Minister, the Academy aims to make the young IAS Officer Trainees as true Karmayogis by inculcating the leadership qualities so as to make them Creative & Constructive, Imaginative and Innovative, Proactive & Polite, Professional & Progressive, Energetic & Enabling, Transparent & Tech-Enabled.

In order to achieve these objectives, the Academy is shaping the IAS Phase-I pedagogy in completely new and innovative manner taking into consideration the present and future needs of the Indian Administrative Service.

New Knowledge Curating Institutional Mechanism:

Research Support Unit: LBSNAA believes that the ability to conduct rigorous field research is a fundamental component of the skillset that all administrators must have. In order to cultivate this skill among newly inducted Officer Trainees, the Academy is looking to engage the expertise of eminent research professionals with strong academic credentials. Technical data analytics support will be provided to the Officer Trainees during their district training in continuation with the IAS Phase-I through Research Support Unit (RSU). The sectors in which such research work will be done by the Officer Trainees is to be decided based on their interest and in consultation with officers who work in the respective State.

Board of Studies (BoS): In order to develop and update the training pedagogy in tune with new and contemporary developments in different fields, it is imperative to bring the relevant expertise in every sector. In order to ensure the same, the Academy has constituted Board of Studies (BoS) chaired by the Director and external experts are nominated as members of Board of Studies for guidance in their respective fields/domains. The idea is that the specific domain experts will be able to help in identifying the course contents, institutional partnerships, evaluation mechanisms, etc. for all courses conducted by LBSNAA.

Centrum: There were various Knowledge Centers in the Academy such as the B. N. Yugandhar Center for Rural Studies, Center for Disaster Management, National Gender Center, Center for Public Systems Management, Center for Cooperatives & Livelihood etc. Though significant knowledge activities were being conducted, the individual Centers were neither working in line with the course pedagogy nor they were contributing to the knowledge curation for various study modules for the on-going courses. Thus these Centers were acting in isolated loops and silos, most of the time. In order to better utilise the knowledge base of various Knowledge Centers and to make them coherent and connected with the ongoing pedagogy and courses, it has been decided to merge all these Knowledge Centers under one umbrella entity called the Centrum.

Center for Field Study & District Administration (CFSR): Centre for field studies and district administration is envisaged as a learning arena that weaves in historical and contemporary knowledge repositories, eclectic experiences from praxis, advanced data analytics and dashboarding and real-time, case based learning into a lab to land ecosystem for field practitioners. The objective of this centre is to simulate a learning experience that

enables Officer Trainees as well as young officers serving in different capacities in the field to learn about the district ecosystem, to learn from each other and to contribute to field studies, research and analysis. The objectives of this centre include Enabling learning about the ecosystem of the district; Enabling learning from each other; and Enabling pursuit of, participation in and contribution to field research and studies, documentation of case studies.

'Parvatmala' Himalayan & North-East Outdoors Learning Arena: The Himalayas are not just a geographical feature, but a powerhouse of spirituality, culture, biodiversity, water security, national security and a source of national pride. Similarly the North-East Indian region is poised for economic growth and greater development given the government's sharp focus on the area. LBSNAA is uniquely situated to craft the convergence of knowledge on the Himalaya and North-East India and educate civil servants and administrators on the same, and shape them to be effective agents of development.

Aims and objectives of the Parvatmala Learning Arena:

1. To curate exhibits around North East India & the Himalaya, on themes such as physical, human and geopolitical using audio-visual media, photographs, panoramic murals, cyclorama/diorama overlaid with QR codes for a rich user-experience.
2. Present information pertaining to the history, administrative traditions, culture, geopolitical issues and ecology of the North East & Himalayan system along with narratives of past explorations and contemporary issues.
3. Sensitise about India's North-East & Himalaya in the context of the Look-East/ Act-east Policy and other international conventions like UNFCCC, Sendai Framework on Disaster Risk Reduction etc. that place a special focus on these regions.
4. Act as the base for designing and executing the Outdoors activities of the Academy, like Himalayan trek, Bharat Darshan etc.
5. Play a central role in curation of North-East Focus Courses (like the Induction course for Arunachal Pradesh PCS Officers etc).
6. House a state-of-the-art multi-purpose learning facility with disabled-friendly accessibility measures.

Innovative concept of Knowledge Continuum:

Earlier various courses taught in the Academy, were isolated, discontinued and episodic events without any kind of continuum. As a renewed pedagogy from the 97th Foundation Course, various Academic Modules are being planned for IAS Professional Phase-I Course

in line with the new pedagogy of **Knowledge Continuum** of 120 months (10 years) covering the Foundation Course (15 weeks), IAS Phase I (22 weeks), District Training (53 weeks), Phase II (6 weeks) and Pre Phase III period of about 8 years. Thus the level of various modules will be raised gradually from one course to the other so as to maintain the continuum of seamless knowledge flow for the next 10 years of IAS Officer's life.

Adjunct Faculty:

In order to make available the best practical and field level knowledge to the Officer Trainees about their cadres, it has been decided to prepare a list of a select Adjunct Faculty from IAS Officers of various seniority, who will guide the Officer Trainees during the Phase-I and District Training. This initiative will make available a good role model before the young IAS Officer Trainees to emulate and also to provide peer to peer learning opportunity.

New Pedagogical tools:

Training Need Analysis to assess the requirement for IAS Training at the Academy: In order to drill down the needs of training pedagogy, recently Training Need Analysis (TNA) was conducted by the Academy in which almost 400 IAS Officers from the 2010 to 2019 batches were administered detailed questionnaires to assist the Academy in designing the Phase-I Course. Some highlights of the the TNA exercise are (i) Need to maintain physical activities and emphasis on fitness and good mental health; (ii) Need to give more emphasis on Law module with inclusion of good case studies/case-lets in small groups, role play/simulation, order writing. (iii) Need for greater interaction with immediate seniors (iv) Modules on communication with seniors, fellow civil servants, the media, and self-expression on social media (v) To inculcate sense of integrity & humility among the Officer Trainees (vi) To include field-study based learning in the Phase-I course, instead of it being just theoretical in its approach (vii) Life skills for professionalism etc. For short term training, there is need to develop the essential competencies for the Officer Trainees such as Trust, Team Building, time Management, Developing proper Listening Skills, proper communication skill etc. Also there is need on the part of the Officer Trainees to have proper knowledge of Rules, Acts, and Regulations and need of stronger Trainee-Trainer bond etc has come out of the TNA. Similarly the long term training needs have been assessed as the need for futuristic technological advances, need to create online experiences for Officer Trainees by simulating various situations, need for creation of an audio/video depository etc. The Academy is making efforts to plan the Courses and modules based on the inputs from the Training Needs Analysis (TNA).

IAS Phase-I & De-Construction: The present ecosystem of Indian Administrative Service demands continuous "Learning, De-learning & Re-learning". The young IAS

Officer Trainees may have inherent misperceptions and biases in their minds about Indian Administrative Service, which may not match the field reality. Thus, in order to do away with such misconceptions prevalent in the minds of young IAS Officer Trainees and to make them aware about the rapidly changing needs of Indian Administrative Service, it was decided to initiate the IAS Professional Phase-I Course with an intense De-Construction Module. During De-Construction, the IAS Officer Trainees will be guided to perceive the nuances of the real world rather than restricting them to ideal but theoretical constructs; to be anonymous rather than to chase false publicity; to be austere rather than accumulating easy wealth through wrong means; to be grounded; to retain the simplicity of the common citizen than nurture a false sense of superiority; to develop a sense of deep humility; etc. Perhaps the De-Construction module is the most challenging one for the Academy to impart, as it will shake the beliefs and myths deeply rooted in the minds of young Trainees. Many renowned and illustrious IAS Officers will be invited to address the Officer Trainees during this first week of De-construction.

Bharat Darshan: The Bharat Darshan (Winter Study Tour) in the months of December 2022 and January 2023, has been aligned with concept of Knowledge Continuum. Thus, before going to Bharat Darshan, the Officer Trainees will be exposed to critical attachments that they will undergo during the tour, so that they can experience it during their Bharat Darshan. There will be focus on the attachment with the Armed Forces. Apart from the attachment with Army, Navy and Air force, the Officer Trainees will be sent to at least one of the concerned Armed Force Academy so as to consolidate and further deepen their knowledge gained during the attachment with the Armed Forces. In this way the Officer Trainees will not only be able to understand to appreciate the sacrifices and valour of our Armed Forces but will also develop people to people bond with the gentlemen cadets which may last forever in their lives. This is in line with the spirit of Mission Karmayogi to break the silos between the services and sectors. Apart from this the Officer Trainees will be made acquainted with various developmental aspects such as Health, Education, Rural Development and Livelihood, Information & Technology, Tribal Welfare, Tourism, Industry, Island development etc. Officer Trainees will compulsorily undergo the North East attachment so that they can understand the difficulties and challenges of serving in the North-Eastern Region of the country as well as the future potential and prospects of the Region. Also, the Officer Trainees will be attached key Institutes of Eminence in across the country so that they can understand the immense contribution of Science and Technology sector in the progress of the country.

Emphasis on Leadership Building: As the IAS Officer Trainees are future leaders of the country, they will be nudged to inculcate key leadership qualities through various Leadership Modules to be curated carefully under the “Sardar Patel Leadership Center’ in

the Academy. Also as a part of Leadership Module, a module on Communication has been added in Phase-I encouraging the Officer Trainees to level up their communication skills.

Focus on soft skills: To be an effective IAS Officer in the field, it is necessary that she/he should have soft behavioural skills such as effective negotiation capability, emotional intelligence, patience, self-restraint, self-control and deep sense of listening to others. Soft skills are one of the important tools for an IAS Officer to be effective and successful in her/his carrier. IAS Officer Trainees will be imparted soft skills through various innovative Management modules in the Academy.

Renewed Emphasis on Public Policy: The significance of Public Policy in modern day governance is to make the society to lead a better life and to maintain the delivery of the goods and services in seamless manner. Emphasis on Public Policy is being introduced in all the courses of the Academy including the Phase-I Course so as to make the IAS Officer Trainees aware of present context as well as to make them future ready.

Vidhaan aur Samvidhan Maah, centred around ‘Celebrating the Rule of Law’, from the 5th March - 16th April 2023. The month will commence with the Dr. Justice Katikithala Ramaswamy Memorial Lecture on 6th March 2023, which will be delivered by a sitting Judge of the Supreme Court of India. Further, on the 16th April, former President of the Republic, Shri Ramnath Kovind, will visit the Academy to formally conclude the celebrations. We will conduct a series of events - quiz, film-making etc. - during the Maah. During this month, your active participation is a sine qua non for you to reap the benefit from interacting with luminaries like Hon'ble Justice Shri Sudhanshu Dhulia, Hon'ble Justice Shri S. Ravindra Bhat, Shri Tushar Mehta and Hon'ble Shri Ramnath Kovind.

New resources are being created to augment the capacity of the Academy - the **DiG-FAC** Centre being the newest addition to the centres of excellence that we play host to. This centre for field studies and district administration, housed in Charleville block, is envisaged as a learning arena that weaves in historical and contemporary knowledge repositories, eclectic experiences from praxis, advanced data analytics and dashboarding and real-time, case based learning into a lab to land ecosystem for field practitioners. The objective of this centre is to simulate a learning experience that enables Officer Trainees as well as young officers serving in different capacities in the field to learn about the district ecosystem, to learn from each other and to contribute to field studies, research and analysis.

The Objectives of the DiG-FAC centre include:

1. **Enabling learning about the ecosystem of the district** - through District Gazetteers; system of land administration; Databases of central and state government; Language of the state/district by way of online language learning modality available for twenty two official languages; Important state laws; Past assignments/projects/dissertations submitted by probationers/ SDMs/DDOs/ District Magistrates etc.
2. **Enabling learning from each other** – In terms of having access to best practices, case studies of initiatives undertaken by young officers; access to digital dashboards that enable comparative assessment and understanding of the performance of different districts on a spectrum of projects, programs and schemes; identification, analysis and evaluation of impactful district level interventions every year, under the Swantaha Sukhaya initiative etc.
3. **Enabling pursuit of, participation in and contribution to field research and studies, documentation of case studies.**

Similarly, a **Research Support Unit (RSU)** has been set up from 2022 onwards to strongly ground and guide the research activities of the trainees, especially when they undergo training in the districts. The RSU will also support officer trainees to undertake research and convert them into case studies. Already the 2021 batch trainees are drawing benefits from this unit, as they proceed with their district training.

Data Analytics and e-Governance: To be future ready, Officer Trainees must be acquainted with the higher ICT tools such as data analytics. Large amounts of data are generated in the Districts and States but await proper utilization. Thus there is an urgent need for integrating and analysing the data at various levels for focused, targeted and timely policy interventions. The Academy is collaborating with the Ministry of Electronics and Information Technology Government of India and other Institutions of Eminence in this sector to impart inputs on Data Analytics and E-Governance.

Focus on Rural Management/Rural Enterprise and Rural Supply Chain & Cooperatives: There is an urgent need to revamp our agriculture practices, to better manage the rural agro-supply chain and to promote agro-based enterprises effectively. IAS Officers should understand the significance of these sectors so as to better contribute to the country's economic growth effectively and sustainably. Recently the Government of India has created new Ministry of Cooperation for renewed focus on the vast cooperative sector of the country.

New pattern of Evaluation and Assessment: Moving away from the traditional evaluation pattern of only conducting periodic examinations, the Academy has decided to give emphasis on concurrent evaluation after each academic module through submission of papers, individual/ small group presentation, debates & discussions etc. This will help to

cultivate innovative ideas and thoughts in the minds of IAS Officer Trainees about the concerned sector. Also getting the opportunity of presentation, debates, discussions etc. will further develop the communication and soft skills, and assist in diminishing the hidden inhibitions and fears in the minds of some of the Officer Trainees.

New Module on Environment & Forest (Man-Animal Conflict): For survival of human beings, it is necessary that all the wildlife species and natural resources must be conserved, promoted and protected. Due to rapid encroachment by human beings on the forest areas, the natural habitats of many wild species is shrinking faster leading to frequent interface and conflict of the wild animals with humans in various parts of the country. Also due to increasing demand of the infrastructural development, many natural eco-systems are getting damaged. There is urgent need for IAS Officer Trainees to understand the delicate balance between animals and human beings. Thus it has been decided to impart practical field module in this regard to the IAS Officer Trainees by taking them to Jim Corbett National Park for two days in collaboration with institutions of eminence in this field. Here, the Officer Trainees can observe and study issues such as relationship between human beings and wildlife, rehabilitation, effective interface between the general Administration and Forest/Wildlife Administration, prospects and challenges of ecotourism etc.

Renewed Emphasis on Physical Fitness and Sports: Great emphasis is being given on the physical fitness of the Officer Trainees. The Officer Trainees will be motivated to choose and excel in any of the sport of their choice, to help build a spirit of sportsmanship, apart from one's own physical & mental fitness regime. Also, on weekends, Officer Trainees are encouraged to undertake adventure sports such as white-water rafting in Ganges, treks, rock climbing etc. so as to stretch their minds and bodies. This will explore new limits and also to imbibe a sense of adventure and ability to face uncertain situations.

Overall the Academy will aims to strive to build the virtue of **Character & Integrity** in the young IAS Officer Trainees and to build a deep sense of **"Discipline & Duty"**.

Outdoor & Extra-Curricular Activities

In Phase -I Professional Course, the attempt is to raise the bar, not only in aspects of their physical fitness but also in their chosen sport in Academy. For this, skilled trainers across the nation are being invited to guide, support and assist in the journey of each individual trainee. Focus would be given that the sessions remain engaging, interesting and importantly injury free across the course. By the end of the Course it is expected that the trainee imbibe the values associated with sports and physical fitness like, discipline, team spirit, camaraderie, and most importantly learning the 'wisdom of body' wherein the trainees understand their bodies well and learn to listen to its requirements in the fitness arena.

The Outdoor activities are divided into two parts - Morning and Evening Activity. For the above the Officer Trainees would be divided into smaller groups based on the activity they have chosen for the morning slot. The Groups will be shuffled after every 3 weeks, so that all get the benefits of the various activities that are offered by the Academy.

The main objectives of the Evening Outdoor Pedagogy would be the following:

- To provide all possible opportunities to the trainees to pick up the sport of their choice from the following, learn it well and raise their bar enough to be able to get the confidence and skill to participate at the State/National Level: Badminton/ Lawn Tennis/ Table Tennis/ Swimming/ Horse Riding/ Chess.
- To bring individuals of both genders and of all physical abilities to a higher level of proficiency in self-defense. The trainees would be given the professional training of Krav Maga by professional and skilled UAC Trainers.
- Horse riding has been an integral part of the training of Officer Trainees. It not only helps promote physical strength and mental fitness of the individuals but also helps develop agility and enhance the sense of empathy and socialization. Interaction with horses in the overall horse riding activity is one of the crucial aspects the rider gets exposed to, which further promotes companionship.

In cases of serious incapacitation preventing movement, prior permission has to be obtained from the Associate Course Coordinator (Discipline) and in his absence, from the Associate Course Coordinator (Outdoors). However in such cases, health check-up will be done in the Medical center in order to ascertain the level of sickness and necessity of complete exemption from the Physical activity and sessions. On weekends, adventure sports activities and treks may be scheduled.

Officers with interests and hobbies beyond just the official work are better equipped to handle the stress that the job creates. In the Phase I programme, the Officer Trainees will be encouraged to develop a passion for creative activities through extracurricular modules. There will also be performances by national level exponents in music, dance and theatre.

Annexure-1

Participants in IAS Phase-I (2022 Batch)

Participants from the State of	Male	Female	Participants
AGMUT	13	02	15
Andhra Pradesh	07	03	10
Assam-Meghalaya	06	03	09
Bihar	07	03	10
Chhattisgarh	02	01	03
Gujarat	06	03	09
Haryana	04	02	06
Himachal Pradesh	02	00	02
Jharkhand	02	04	06
Karnataka	03	01	04
Kerala	08	01	09
Madhya Pradesh	06	02	08
Maharashtra	09	04	13
Manipur	04	01	05
Nagaland	01	00	01
Odisha	04	02	06
Punjab	04	01	05
Rajasthan	07	02	09
Royal Bhutan Civil Service	02	01	03
Sikkim	02	00	02
Tamil Nadu	07	03	10
Tripura	03	02	05
Telangana	04	02	06
Uttar Pradesh	09	05	14
Uttarakhand	02	00	02
West Bengal	08	04	12
Total	132	52	184

District Training of 2021 Batch (53 Weeks)

The objective behind district training is to expose the Officer Trainees to the entire range of activities at the district level. All the states have their own training schedules and accordingly, the time devoted to various attachments of training may differ. But, during these attachments, Officer Trainees get to become familiar with the functioning of the Collectorate, procedures for Revenue Administration, Role of Executive Magistrates, Various Centrally and State sponsored Development Schemes & Programmes, Police & Forest Administration, Court Work and the working of other District – level Departments etc. Although the duration of attachment and the nature of duties assigned may vary from State to State, it is useful for the Officer Trainees to obtain an exposure to the following functions during their field training.

- Attachments with different Offices and Departments in the District
- Independent Charges to Officer Trainees
- Attachment with the State Training Institutes
- Attachment with the State Secretariat

One of the main purpose of the District Training for an Officer Trainees is to get an opportunity to understand following issues during their attachment with each department/unit.

- Organizational structure, roles and responsibilities in the department.
- Basic understanding of Acts and Rules governing the department.
- Office procedures – understanding a file, methods of noting/ drafting, preparation of office orders and movement of file.
- Budgeting and Audit – understanding the procedure and sequence of resource allocation, guidelines for expenditure, financial powers vested with officials and audit.
- System of programme implementation, monitoring and report.

During district raining, the Officer Trainees also get to undergo the following assignments:

- Drafting of Demi – Official (DO) Letters once in two months
- Village Study Assignment & Land Revenue Assignment
- Tehsildar Survey Assignment
- Brick Kiln Assignments/Migrant Labour Assignment/Geographical Indication Assignment
- Dissertation Report on various important issues assigned by the Academy
- Court Work Assignments
- Language Assignments

Mid- Career Training Program for IAS Officers

The issue of mandatory and structured mid-career training for IAS Officers was formalized with the introduction of the Mid-Career Training Program (MCTP) in 2007. The objective of MCTP was to equip officers to handle the next, higher level of responsibilities at certain identified stages of their careers; broadly when they were primarily working in the field (7-9 years), at the policy formulation stage (15-18 years) and inter-sectoral policy formulation and implementation stage (27-28 years). These three stages were named Phase II, IV and V respectively. In the first three-year cycle, these programmes were outsourced by the Ministry to international/national institutions of repute. However, since 2010 the mandate for the design and delivery of the program was reviewed by Government and the durations were shortened. The revised programme is as follows: Phase-III (weeks), Phase-IV (4 weeks including 1 week Foreign Study Tour) and Phase-V (3 weeks).

16th Round of Phase-IV of MCTP (4 Weeks)

Name of Course	16th Round of Phase-IV (MCTP)		
Duration (Specify Dates)	18th July – 12th August, 2022		
Name of Course Coordinator	Ms. Radhika Rastogi		
Names of other members of Course team	Shri Vizay B. Vasanta, Ms. Anandhi, Dr. Sunita Rani, Dr. Sanjay J. Joshi and Shri Romeo Vincent Tete		
Number of participants	Total	Male	Female
	94	78	16
Batches which participated	Officers of 2000, 2001, 2002, 2003, 2004, 2005, 2006 and 2007 Batches		
Course inaugurated by	16th Round of Phase-IV (MCTP)		
Valedictory Address by	Shri Pema Khandu, Hon'ble Chief Minister, Arunachal Pradesh		

Course Aim

To equip officers who have completed 14 to 16 years of service and effective transition to policy formulation and better implementation.

Course Objectives

- Appreciate the role of political economy and institutions in public policy and governance;

- Understand the process of public policy formulation, analysis, implementation and evaluation;
 - Apply tools of policy analysis to better understand and solve policy problems; and
 - Strengthen individual leadership and negotiation skills.
-
- feedback
 - Aimed at leveraging on participants experience and knowledge and peer to peer learning
 - Interactive and participative
 - Attempt to provide strategic and global perspective.
 - Mix of speakers- academicians, senior officers, grassroots practitioners, industry: National and International.

Broadly, the course included the following thematic areas:

Week 1

- Economics for Public Policy
- The Last Mile-Turning Public Policy Upside Down
- Career Progression
- Maternal and Child Health & Nutrition
- Future Policy Making
- Urban Transport
- Urban Policy
- Procurement in Government – Policy Challenges
- Disaster Management

Week 2

- Rationale for Public Policy
- North-East Integration
- Economic Utility of Agro Commodity Derivatives
- Overcoming Challenges of the Active Borders of Jammu, Kashmir & Ladakh
- Cyber Security
- Facilitated Conversation
- Final Lecture: Facilitated Conversations
- EPoD India – Policy Evaluation
- Importance of Art & Culture
- Education

Week-3

- Disinvestment
- Environment and Climate Change

- Census
- Ethical Dilemmas of IAS Officers
- Engaging with Startups and Leadership
- Eat Right – Nutrition and well being
- Questionnaire
- Reflection Exercise
- Negotiation Module
- Policy Communication
- Ayush Integration
- Delhi EV Policy
- Maximizing the demographic dividend through National Education Policy 2020
- MSME

Week - 4

Though Phase –IV MCTP course typically has a week of Foreign Study Tour (FST), however, due to COVID related travel restrictions, physical travel to foreign Universities could not take place. In lieu of FST, to ensure that the participants do not lose out on learnings from global best practices in leadership, a Module on Leadership-Theory “U” was organized during the last week in collaboration with Presencing Institute, Cambridge, USA.

Evaluation of Participants

Grade	No. of Participants
A+	22
A	38
B+	34
Total	94

Course Coordinator’s remarks

The Phase IV MCTP has been successfully completed which was scheduled from 18th July to 12th August 2022. The course was held completely in the Academy, and due COVID related precautions were taken.

Phase IV was designed with focus on public policy formulation and implementation. All the four weeks were spent by the participants at the Academy itself. There was no foreign study tour for

the current programme.

The program sought to equip the participants with skills and attitude for continuous learning. Inputs were provided on various sectors, policy formulation and skills in negotiation, leadership and evidence-based policy design.

In addition to mandatory morning activity every day, the programme also included several cultural programs in which the trainees participated with great enthusiasm. Short Treks, sports and games were also organised. The participants were evaluated based on the individual case studies written by them and Group presentations on various policy challenges.

Induction Training for Officers of the State Civil Services Promoted to IAS (4 Weeks)

Induction courses are conducted for officers on a select list of various states or officers promoted to the Indian Administrative Service from the State Civil Services. The aim of these courses is to update levels of knowledge, skills and to provide opportunities for exchange of ideas, views and experiences with people who have developed expertise in different sectors of national development. Considerable focus is given to new managerial thoughts, techniques and skills as well as to the frontier areas of technology and its management. There is an emphasis on imparting an All-India perspective to its participants. 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.

124th Induction Training Programme for IAS Officers

(13th February – 24th March, 2023)

Programme meant for / Target group	Officers from State Civil Service who have been inducted (Promotion/Select List) into IAS
Course Coordinator	Mrs. Chhavi Bhardwaj
Associate Course Coordinator	Mrs. Disha Pannu, Dr. Sanjay J. Joshi, Dr. Ekta Uniyal, Mr. Romeo Vincent Tete
Inaugural address by	Shri Deepak Khandekar, IAS (Retd), Former Secretary, DOPT, Ministry of Peronnel, Public Grievances and Pensions
Valedictory Address by	Shri Ajay Mittal, IAS (Retd), Former Secretary, Ministry of Personnel, Public Grievances and Pensions
Total No. of Participants	Total – 129 [Male- 103; Female- 26]

Course Objectives

- ✓ **To understand the all-India nature of Administrative Services and develop an all-India perspective on the working of public administration and the macro-economy of the country.**
- ✓ **To be better equipped to handle their assignments with the knowledge of latest policies and programmes in various sectors as well as learnings from experiences of the fellow participants**
- ✓ **To be able to apply the principles of collaborative working and leadership and negotiations in their various work setting.**

The pedagogy that was adopted to meet the course objectives included Lecture and Discussion, Case Studies, Heritage/Nature Discourse, Experience Sharing Presentations, Films And Discussions, Management Games, Group Work.

Course Design

- Week 1** Reflections, IAS in perspective, Tour of the Academy, Deconstruction Module, Module on Leadership, Perspectives on India's North East, Introduction to Data Analytics and Hands-on practice of What-if-Analysis and Predictive Analysis, Ethics for Administrators, Gender: Inclusion and Inter-sectionality, Eat Right-The Strategy of 3S, Hands-on practice of Descriptive Analysis and Graphical Analysis.
- Week 2** Hands-on practice of Artificial Intelligence (AI) Tools- ChatGPT, CM Dashboard and Data Analytics, GSTN-Application and Analytics Framework, GeM Portal-Experiences of Procurement & Analytics, ICT, Mental Health, Overview of Education Section: Focus on NEP, Non-Governmental Support for Enriching Education, Use of Technology for Immersive Learning, Panel Discussion: 360 Perspective, Health Systems Strengthening: Bijapur and Bastar Experience, Anemia: A crucial Public health challenge, Gati Shakti and Single Window Clearance System, Airport Sector, Port Sector, Investment Promotion through DPIIT's Vocal for Local initiatives, ODOp- Districts as Export hub, Urban Governance- Slums, Civic Amenities and Citywide Inclusive Sanitation, Carbon Trading and Green Emission, Instruments of Municipal Finance, Urban Planning: Redevelopment in Cities, Case Study Discussion: Redevelopment in Cities, Module on Emotional Intelligence.
- Week 3 & Week 4** Bharat Darshan
- Week 5** Financial Framework of Procurement, General Financial Rules (GFRs), Budgeting, Goods and Services Tax (GST), Project Management, All India Service Rules (AIS), Use of Drugs and Role of Administrators to Tackle the Menace, National Security, Procurement, Company Law, Negotiation Module.
- Week 6** Rural, Tribal Development and Livelihoods, Use of Artificial Intelligence in Government, Overview of Defence, Handling Legal Matters, Rural Development and Livelihoods, Practices from the field – Rural Development, Gender Sensitive Communication.

The participants were to submit a 1500 words essay/research paper on any intervention made by them in the state, public policy or any topic of interest in administration with their own suggestions.

The participants were evaluated out of 100 marks, 20 of which were Examination MCQ type, 20 for Case Study, 20 for Group presentation, 20 for Field Intervention Group Activity and 25 for Director's Assessment.

Weekend Modules

- (i) Trek to George Everest
- (ii) Visit to IMA

- (iii) Trek to Pine Forest

Bharat Darshan

The course features a 02 week long Bharat Darshan. Participants were grouped in such a way that they get to visit parts of country they have not served in. The central idea of the Bharat Darshan was to acquaint participants with the larger national issues with attachments with the Army/Air Force/Navy, Central Public Sector Undertakings, large public sector infrastructure projects and India's North Eastern States

Course Coordinator's Report

- The objective of the Induction Training Programme was to enable participants who have been promoted from state civil services into the IAS to understand the all-India nature of the Indian Administrative service and develop a national perspective on the working of public administration and the macro-economy of the country.
- Further, the aim was to equip these officers with the knowledge of latest policies and programmes in different sectors of governance as well as with skills that are vital to effective performance in the administrative context of today.
- The 124th Induction Training Program for officers promoted from the State Civil Services to the Indian Administrative Service was designed in response to the Honourable Prime Minister's call for a shared national vision.
- 124th ITP had 131 participants from batches 2008 to 2020. They come from 18 states and 6 UTs. 20% of these were female participants. The average age of participants was 52 years. The group had served an average of 23 years in the state governments in different administrative capacities.
- Mission Karmayogi aims to create an ideal civil servant, one who is imaginative and innovative, proactive and polite, professional and progressive, energetic and enabling, transparent and tech-enabled, constructive and creative. Administrative leaders embodying these leadership styles and values will be best positioned to serve the nation and its citizens. Accordingly, the course has been so structured that domain, functional and behavioral inputs are woven into the course design.
- **In a clear change from the past, this course comprised thematic modules, some of which addressed the domain and functional inputs while some modules clearly focused on the behavioral dimension of civil service.**
- Inputs on leadership, emotional intelligence, negotiation, inclusion, gender and ethics skills were aimed at honing behavioral dimensions of a civil servant. The course incorporated inputs on AI and data analytics as well as procurement, financial management and budgeting – domain inputs that are relevant and useful for practitioners working across different domains.
- Thematic sectoral inputs on infrastructure and industry, urban governance and rural development, health, nutrition, education and skills, agriculture and land management etc were organized in the form of day-long modules wherein domain experts interacted with course participants around thematic areas.

- Hands-on ICT skills - particularly the organization, management, analysis and interpretation of data using analytical tools was an integral part of ITP with an average of 2 ICT sessions per week to focus on acquisition of hands-on skills on data processing and analysis tools. 124th ITP featured a full day module on AI and Data Analytics in addition to regular ICT practical sessions.
- The pedagogy for the course was realigned with the introduction of pedagogical tools that facilitated greater participation, experience sharing and peer learning. While most of the sessions were delivered in a lecture form earlier, case study based learning, panel discussions, group work, role plays and group assignments around problem solving in an administrative context were introduced as modalities for teaching and learning during the 124th ITP.
- The 124th ITP featured, for the first time, a day-long deconstruction module where experienced officers who were inducted into the IAS from states across the country interacted with participants and shared their experiences of having implemented important projects or having played key roles in framing / executing key policies. This was to bring to focus the need for a clear role change and hence, to adopt a systemic perspective to decision making. Post initial experience sharing and interaction around thematic areas in breakout sessions, the group reconvened for the plenary that will take the form of a panel discussion. The keynote address for the Deconstruction module was delivered by Shri Deepak Khandekar, former Secretary, DoPT, GoI.
- From 124th ITP onwards, a day-long module designed as a field intervention group activity was also introduced. The idea was peer learning and participation such that real life scenarios faced by senior administrators were presented as problems to groups of participants for them to deliberate upon and propose a solution. Sessions on India's North East and National Security were curated to bring in a larger perspective as we went about laying out the landscape of governance.

The course featured a 2 week long Bharat Darshan as well. The two-week Bharat Darshan program was aimed at helping officers gain a larger, national perspective that enabled them to contextualize and understand the canvas of governance. Attachments with the Armed Forces - the Army (Srinagar), the Navy (Kochi) & the Airforce (Ambala, Hyderabad) were incorporated to underscore the dimension of national security. A visit to capitals of one North-Eastern state (Mizoram, Arunachal Pradesh, Meghalaya and Sikkim) was incorporated in every route itinerary to re-emphasize the focus on development of north east states as a vital component of national development. Further, there were attachments with large public/private sector undertakings(JN Port Trust Mumbai, Visakhapatnam Port Trust , GIFT City,Ahmedabad SEZ, T-Hub Hyderabad) municipal corporations (Ahmedabad, Chandigarh, Bangalore, Hyderabad, Bhubaneshwar) and SPVs delivering key public services in important domains of governance.

Details of the Participants

The 124th Induction Training Programme (ITP) had officer Participants from 19 different cadres. The break up for the same is as detailed below:-

State	Female	Male	No. of Officers
AGMUT	2	16	18
Andhra Pradesh		4	4

Assam-Meghalaya	3	2	5
Chhattisgarh	3	5	8
Gujarat		11	11
Haryana		4	4
Himachal Pradesh	2	4	6
Jharkhand	1	2	3
Karnataka	2	1	3
Kerala		2	2
Madhya Pradesh	3	4	7
Maharashtra	1	16	17
Manipur	1	2	3
Odisha	1	5	6
Punjab	1	6	7
Rajasthan	5	10	15
Tamil Nadu		2	2
Uttarakhand		5	5
West Bengal	1	2	3
Grand Total	26	103	129

The Evaluation report of Participants is as follows:-

Grade	No. of Participants
A+	01
A	24
B+	83
B	21

2nd Common Mid-Career Training Programme

Name of Course	2nd Common Mid-Career Training Programme
Duration	27th October to 31st October, 2022
Course Coordinator	Ms. Radhika Rastogi, Special Director
Associate Course Coordinator	1. Ms. Chhavi Bhardwaj, Deputy Director (Sr.) 2. Shri Abhiram G. Sankar, Deputy Director 3. Shri Romeo Vincent Tete, Assistant Director
Participants	Total: 130 - Male: 95; Female: 35
Batches represented	2002 batch officers from 18 services
Course inaugurated by	Shri Srinivas R. Katikithala, Director, LBSNAA
Valedictory address by	Joined the address by Hon'ble Prime Minister online who was addressing the Officer trainees of 97 th Foundation course.

Course Aim

The Common MCTP aims at bringing together officers from different services who occupy important positions at senior levels in various government organizations, to promote collaboration and enhance leadership capacities. This programme strives to instill a sense of national pride, mission & camaraderie among the participants, who will lead their teams to learn, build & deliver on national aspirations & goals.

Course Objectives

- Discover and enhance next level leadership capacities;
- Strengthen the common understanding of national aspirations and challenges;
- Bring a stronger collaborative work ethic in their official functioning; and
- Ensure citizen centric efficient service delivery of the highest standard.

Course Design

The course was conducted by Dr. R. Balasubramaniam, Member, Capacity Building Commission. The theme of the course was 'Exercising enlightened leadership'. The day wise topics were - Understanding Leadership and Authority, Understanding 'Self' and 'Others', Adaptive vs. Technical Challenges & Enlightened leadership – A New Framework for

Leadership. On the fifth day, a panel discussion on digital governance was organized with some of the participants as panelists.

The participants were required to complete the online course –“Digital Governance” before coming to the Academy. This provided a common platform to all the participants to approach a national challenge and to discuss various means and opportunities to achieve this goal.

The second Common Mid-Career Training Program was designed to de-siloize the senior leadership in government and create a shared national vision. It aimed to forge a strong Civil leadership at the policy making level equipped with the tools to lead their organization to learn and adapt to various challenges and pursue excellence.

This is the first attempt to introduce the idea of well-being into the training course at the Academy. The five day training programme was designed to focus on the physical and mental well-being of the participants. Each day began with yoga practice in the morning followed by a millet based pro-biotic drink. The menu was specially curated on the principles of Ayurveda and consisted of '*satvik*' dishes to promote detoxification. The health parameters such as blood pressure, blood sugar, weight of the participants before and after the five day regime showed positive impact on the health of the participants especially for those suffering from disorders like diabetes, hypertension, and digestion. Nature Walk to George Everest was organized which was well received by the participants.

28th Joint Civil Military Programme

(8 June to 17 June, 2022)

Course Name	28 th Joint Civil Military Programme (8 June to 17 June, 2022)
Course Coordinator	Ms. Disha Pannu, Course Coordinator
Associate Course Coordinator(s)	Shri Hari Lal Chauhan, Associate Course Coordinator
Programme inaugurated by	Shri Rajnath Singh, Hon'ble Defence Minister
Valedictory address by	Shri Srinivas R. Katikithala, Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie
Composition of Group–Service represented and male/female breakup	Total = 47 (Male- 45; Female- 02)
Programme meant for/Target Group	All India Services -IAS, IPS, IFoS, Central Civil Services- IFS, IC&CES, IRS, IRTS, IDAS, IDES Paramilitary Organizations- BSF, CRPF, NSG, ITBP, SSB Defence Services - Indian Army, Indian Navy, Indian Air Force, Coast Guard, Integrated Defence HQ, Raksha Sewa Staff College Intelligence-IB, Cabinet Secretariat Other Organizations - CBI
Seniority Level	Joint Secretary/Director to the Govt. of India Major General/Brigadier/Colonel in the Armed Forces

Introduction of the Course

The Joint Civil-Military Training Programme on National Security is a flagship course of the Academy. It was introduced in 2002 consequent to the report of the Group of Ministers on reforming the National Security apparatus.

Objectives, Course Activities and Highlights

- To increase awareness levels about the different dimensions and elements of National Security and the various threats to the Indian state;
- To familiarize the participants with challenges to management of national security, external security environment and internal security environment;
- To create awareness on different dimensions of security (Cyber, Environmental, Economic, Energy) as well as threats to such security;
- To expose them to the imperatives of civil-military interface; and
- To provide an opportunity for the participants to interact and exchange ideas on the subject

The 28th iteration of the JCM program was the first programme which infused the principles of “**Mission Karmayogi**”. The critical components of Mission Karmayogi are desiloization, inter-institutional collaborations and a shift from ‘rule’ to ‘role’. Accordingly, the main emphasis in the 28th iteration was on broadening the base and including more stakeholders in the training. Accordingly, officers from Indian Information Services and scientists from DRDO were also invited in the training for the first time. Widening the base of participants by inviting nominations from different sectors provided the requisite richness of experiences in the course and ensured a deeper understanding of the roles and challenges of other services leading to breaking the silos. The presence of scientists from DRDO in the program also provided a platform for all stakeholders to engage with the Research and Development organization of the nation opening vistas for collaboration. The instructional inputs comprised Ice-breaking sessions, lectures, Panel Discussions, Case Studies, Visit to Khalanga War Memorial, Treks, group discussions and films. The program attempted to juxtapose alternate view points on critical issues for deeper understanding of security challenges. It also aimed to harness the rich and diverse experience of the participants for more effective learning. The proximate objective of this program was to meet the perceived gaps in knowledge, skill and attitude in respect of comprehensive national security through appropriate training inputs. Besides the Academic inputs, ample opportunities were created for building camaraderie and life long bonds.

Group photo of 28th JCM Training Programme



LAL BHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION, MUSSOORIE



Sitting Row(L-R) Rita Raj, Patil Ketan Balliram, DIG Pankaj Verma, Gp Capt Solayan Kannan VSM, Satpal Rawat, Maj Gen Ajay Kumar Verma, AVSM, Disha Pannu, Srinivas R Katikithala, Hon'ble Defence Minister Shri Rajnath Singh Radhika Rastogi, Hari Lal Chouhan, Air Cmde V. M. Reddy, DIG Rana Yudhvir Singh, DIG Srishtiraj, Capt Vikrant Shankar Sabnis, Prawin Kumar, Anuya Venkatesh

Standing Row(L-R) I Sonam Chombay, Satya Narayan Choudhary, Veenu Bansal, Raj Kumar Negi, Cmde Rajan Dhimant, Col Navjot Singh, SM, DIG I. J. Singh, Cmde Sandeep Berry, Raj Kumar, Rahul Garg, Priyatu Mandal Dr. Jitendra Gupta, S. R. Natesha, Nabarun Dhar, Debasish Lahiri, Amarnath Kesari, Vivek Kumar Jain, Pramod Verma, Ajay Kumar Mishra, Col H. Sabarinath, YSM, Raju Agasimani

Standing Row(L-R) II Surinder Khatri, Amaram Gujar, Air Cmde B. J. Mammen, VSM, Ameya Abhyankar, Col Dalbir Singh Rawat, Anwar Ali TP, Col A. S. Gill, S. Jayaprasam, R. K. S. Rawat Dr. Sanjay Kumar Mishra, Vidhyadhar Vasudeo Pawar, Col Ashok Kumar Sharma, SM, Dr. Atul Dev, Col Puspendar Sorayan

Service-wise breakup of participants in 28th JCM

Service	Female	Male	Total
BSF		2	2
Cabinet Secretariat		1	1
CRPF		1	1
HQ IDS		1	1
IAS		2	2
IB		1	1
IDAS/CBI		1	1
IDES		1	1
IFoS		2	2
IFS		1	1
IIS		1	1
Indian Air Force		3	3
Indian Army		5	5
Indian Coast Guard		2	2
Indian Navy		3	3
IPS		4	4
IRS (C&IT)		4	4
IRS (IT)		3	3
IRTS	1		1
ITBP		2	2
NSG		1	1
SSB		1	1
Scientist	1	3	4
Grand Total	2	45	47

Research Centres

Center for Disaster Management (CDM)

**Lal Bahadur Shastri National Academy of Administration (LBSNAA),
Mussoorie-248179**

Centre for Disaster Management (CDM) is a research and training Centre and a unit of Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, Department of Personnel & Training (DoPT), Government of India. It was established in the year 2003, and registered as autonomous society under Societies Registration Act (Reg.No-199/2007-2008 Dt. 26-05-2007). The Centre has is involved in training of civil service officers (the IAS and other Group-A civil services) at induction as well as at Mid-Career level in various aspects of disaster mitigation (policy, planning, programme formulation and implementation) through classroom sessions, case studies, experience sharing presentations, panel discussions, workshops, mock drills, besides undertaking action research projects, the Centre was also involved in publication activities such as documentation of best practices, development of case studies, books, and development of IEC materials in the area of Disaster and Emergency management and Science and Technology.

Since 2007, the Centre is also engaged in conducting a number of tailor-made training programmes under the XI Five Year Plan for the Plan Scheme “National Programme for Training of Scientists & Technologists working in the Govt. Sector” in collaboration with the Department of Science & Technology, Govt. of India, New Delhi. Hundreds of scientists and technologists across the country have got exposed to the training environment of this premier institute with its unique pedagogical approach. The Centre was supported by the ministry of Home affairs since 2012-13. The CDM has been receiving support from National Disaster Management Authority (NDMA), Government of India and New Delhi under the Project entitled “Capacity Building on Disaster Management for IAS/ Central Civil Services Officers”.

A. Inputs on major initiatives/ achievements of CDM for the development and management of Human Resources

CDM, LBSNAA has successfully conducted the following training programmes for IAS/ Central Civil Services Officers, Scientists & Technologists working in government sector.

1. 3 days Annual Joint Training Programme on “Disaster Risk Management” for officers belonging to the IAS/ IPS/ IFS (16 -18 November 2022)

Programme meant for/ target group	IAS/ Central Service Officers in India (Secretary/ Joint Secretary (DM department), District Magistrates/ Deputy Commissioners, Additional District Magistrates/ Additional Deputy Commissioners, Sub-Divisional Magistrates from multi hazard prone districts)
Course coordinator	Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration
Associate Course coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM Lal Bahadur Shastri National Academy of Administration
Course Inaugurated by	Shri Srinivas R Katikithala, IAS Director, Lal Bahadur Shastri National Academy of Administration Shri Abhiram G. Sankar IAS Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration
Valedictory Address by	Smt. Radhika Rastogi, IAS Special Director, Lal Bahadur Shastri National Academy of Administration Shri Abhiram G. Sankar IAS Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration
Total no. of Participants	Total: 15 (Gentlemen-15)

The 03 (three) day **Annual Joint Training Programme on “Disaster Risk Management” for officers belonging to the IAS/ IPS/ IFS** was organised from **16 -18 November 2022**, at Kalam Hall, Indira Bhavan, LBSNAA, Mussoorie. The programme was a part of the ‘**Azadi Ka Amrit Mahotsav**’, commemorating **75 years of India Independence**, designed especially for the IAS/IPS/IFS Officers the different states of India. The three-day training programme was

organised by the Centre for Disaster Management (CDM), Lal Bahadur Shastri National Academy of Administration, Department of Personnel & Training (DoPT), Government of India in association with Odisha State Disaster Management Authority (OSDMA), Government of Odisha, under the National Disaster Management Authority (NDMA), Government of India scheme titled “Capacity Building on Disaster Management for IAS/ Central Civil Services Officers”.

Aim and Objectives of the training programme:

The main aim of this training programme is to achieve the Vision stated in the National Disaster Management Plan, 2019 to “Make India disaster resilient across all sectors, achieve substantial and inclusive disaster risk reduction by building local capacities starting with the poor and decreasing significantly the loss of lives, livelihoods, and assets in different forms including economic, physical, social, cultural, and environmental while enhancing the ability to cope with disasters at all levels”.

The specific objectives of this training programme are:

- To familiarize the participants with challenges and strategies to disaster risk management (focusing on heatwave, cloud burst, flash flood and forest fire etc.).
- To provide an opportunity for the participants to interact and exchange ideas on the subject.
- To expose them to the imperatives of Inter-services synergy.
- To increase awareness of the different dimensions and elements of Disaster Management
 1. Conforming to the national legal mandates – the DM Act 2005 and the NPDM 2009
 2. Coherence and Mutual Reinforcement for DRR of the Post-2015 Global Frameworks
 3. Prime Minister’s Ten Point Agenda for DRR articulating contemporary national priorities.
 4. Social inclusion as a ubiquitous and cross-cutting principle
 5. Mainstreaming DRR as an integral feature

Broad Themes:

The programme was designed to provide orientation to the officers on following thematic areas through presentations on best practices and learnings in disaster risk mitigation and management by administrators, area experts, experience sharing.

1. Prevention/Mitigation: Capacity Building; Understanding Risk; Tracking Risk Reduction Measures; Disaster Risk Reduction: Planning (Structural & Non-structural measures); Resource Management
2. Preparedness & Planning: Risk Forecasting & Forecast Based risk Communication: Early Warning; Evacuation; Perspective DMP Planning: Contingency Planning & Resource Mobilization; Monitoring
3. Response: Community Based Disaster Response; Search & Rescue; Inter-Agency Coordination; Disaster Database; Loss & damage assessment; Emergency Relief (Food, Water, Healthcare, Medicine, Shelter, Trauma Care); Restoration of Services
4. Build Back Better in Recovery, Rehabilitation and Reconstruction: Mainstreaming Disaster Risk Reduction and Climate Change Risk Management; Community Recovery (Psycho logical and Social & Economic Recovery); Effective Implementation; Investing in DRR- Structural & Non-Structural Measures

Outcome of the training programme:

This programme will be able to strengthen the existing system of disaster management by fostering structured interface between All India Services for a shared understanding of Disaster Risk Reduction and to improve coherence between field level administrators for better risk management and in striving to achieve the national goals and can also enhance the degree of camaraderie amongst the various services as well as improve cohesiveness in their functioning which would led to improve governance.

2. 3 days District Disaster Management Plan & Incident Response System for IAS Officers (06-08 February, 2023) at LBSNAA, Mussoorie

Programme meant for/ target group	IAS/ Central Service Officers in India (Secretary/ Joint Secretary (DM department), District Magistrates/ Deputy Commissioners, Additional District Magistrates/ Additional Deputy Commissioners, Sub-Divisional Magistrates from multi hazard prone districts)
Course coordinator	Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie
Associate Course coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM

	Lal Bahadur Shastri National Academy of Administration, Mussoorie
Course Inaugurated by	Smt. Radhika Rastogi, IAS Special Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie Shri Abhiram G. Sankar IAS Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie
Valedictory Address by	Shri. Kunal Satyarthi, IFS Joint Secretary & Advisor (Policy & Plan), National Disaster Management Authority, New Delhi Shri Abhiram G. Sankar IAS Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie
Total no. of Participants	Total: 25 (Gentlemen-19 & Ladies-06)

The 03 (three) day **3 days District Disaster Management Plan & Incident Response System for IAS Officers for officers belonging to the IAS** was organised from **06-08 February, 2023**, at Kalam Hall, Indira Bhavan, LBSNAA, Mussoorie. The programme was a part of the ‘**Azadi Ka Amrit Mahotsav**’, commemorating **75 years of India Independence**, designed especially for the IAS/IPS/IFS Officers the different states of India. The three-day training programme was organised by the Centre for Disaster Management (CDM), Lal Bahadur Shastri National Academy of Administration, Department of Personnel & Training (DoPT), Government of India in association under the National Disaster Management Authority (NDMA), Government of India scheme titled “Capacity Building on Disaster Management for IAS/ Central Civil Services Officers”.

Aim and Objectives of the training programme:

The broad objective of this pre-event is to sensitize officers on Disaster Risk Reduction and to orient them to designing and preparing, evaluating the District Disaster Management Plans Integrating Incident Response system as per the guidelines laid by the NDMA, Government of

India with respect to various disasters. The programme was designed to provide orientation to the officers on following aspects through presentations on best practices and learnings in disaster risk mitigation and management by administrators, area experts, experience sharing. The pre-event on District Disaster Management Plan (DDMP) and Incident Response System (IRS) aims to provide necessary and useful fundamental knowledge and skills on disaster risk management, incident planning and response in order to enhance the capabilities of disaster managers, who wish to reduce the impact of disastrous events on communities.

- To familiarize the participants on disaster risk management systems in India; disaster risk and challenges for SDGs
- To appraise on policies, planning - operational approaches and tools for disaster risk reduction
- To discuss on practical approaches of mainstreaming DRR into development planning across sectors at state/district, local and national levels
- To provide an opportunity for the participants to interact and exchange ideas on the Disaster Risk Governance
- To give an introduction overview of the framework, principles, concepts, practices and features of the IRS & DDMP for efficient Disaster Response Management
- To explain the need and importance of coordination between various government departments for ensuring effective response to disasters in India
- Participants will be encouraged to develop key skills and adopt proactive attitudes through participation in interactive lectures allowing discourse on a range of key
- Issues and to increase awareness of the different dimensions and elements of
- Disaster Management such as:
 1. Inform about disaster and its implications on the Sustainable Development Goals
 2. Conforming to the national legal mandates – the DM Act 2005 and the NPDM2009
 3. Coherence and Mutual Reinforcement for DRR of the Post-2015 Global Frameworks
 4. Disaster management framework for disaster risk reduction & Global Perspective
 5. Comprehensive understanding of the Sendai Framework and Prime Minister's Ten Point Agenda for DRR articulating contemporary national priorities.
 6. Social inclusion as a ubiquitous and cross-cutting principle
 7. Mainstreaming DRR as an integral feature
 8. Preparation of district disaster management plans, by integrating incident response system. These plans shall include measures for prevention/mitigation (capacity building;

understanding risk; tracking risk reduction measures; disaster risk reduction: planning (structural & non-structural measures); resource management); preparedness & planning (risk forecasting & forecast based risk communication: early warning; evacuation; perspective DMP planning: contingency planning & resource mobilization; monitoring); response (community based disaster response; search & rescue; inter-agency coordination; disaster database; loss & damage assessment; emergency relief (food, water, healthcare, medicine, shelter, trauma care); restoration of services); build back better in recovery, rehabilitation and reconstruction (mainstreaming disaster risk reduction and climate change risk management; community recovery (psycho logical and social & economic recovery); effective implementation; investing in DRR- structural & non-structural measures) for effective management of Disasters.

The specific objectives of this training programme are:

- To familiarize the participants with challenges and strategies to disaster risk management (focusing on heatwave, cloud burst, flash flood and forest fire etc.).
- To provide an opportunity for the participants to interact and exchange ideas on the subject.
- To expose them to the imperatives of Inter-services synergy.
- To increase awareness of the different dimensions and elements of Disaster Management
 - Conforming to the national legal mandates – the DM Act 2005 and the NPDM 2009
 - Coherence and Mutual Reinforcement for DRR of the Post-2015 Global Frameworks
 - Prime Minister’s Ten Point Agenda for DRR articulating contemporary national priorities.
 - Social inclusion as a ubiquitous and cross-cutting principle
 - Mainstreaming DRR as an integral feature

Broad Themes:

The programme was designed to provide orientation to the officers on following thematic areas through presentations on best practices and learnings in disaster risk mitigation and management by administrators, area experts, experience sharing.

1. Prevention/Mitigation: Capacity Building; Understanding Risk; Tracking Risk Reduction Measures; Disaster Risk Reduction: Planning (Structural & Non-structural measures); Resource Management

2. Preparedness & Planning: Risk Forecasting & Forecast Based risk Communication: Early Warning; Evacuation; Perspective DMP Planning: Contingency Planning & Resource Mobilization; Monitoring
3. Response: Community Based Disaster Response; Search & Rescue; Inter-Agency Coordination; Disaster Database; Loss & damage assessment; Emergency Relief (Food, Water, Healthcare, Medicine, Shelter, Trauma Care); Restoration of Services
4. Build Back Better in Recovery, Rehabilitation and Reconstruction: Mainstreaming Disaster Risk Reduction and Climate Change Risk Management; Community Recovery (Psycho logical and Social & Economic Recovery); Effective Implementation; Investing in DRR- Structural & Non-Structural Measures

Outcome of the training programme:

Outcome of the pre-event: The participants have become competent to formulate and review the DDMP and Incident Response Plan as per guidelines laid by NDMA for effective disaster response and also mutually benefitted by the peer and involved learning by interacting with trainers, external faculty and among themselves to achieve PM 10 Point agenda & Priorities of the Sendai Framework for Disaster Risk Reduction 2015-2030 & Sustainable Development Goals (SDGs).

**3. 4 day Specialized Training Programme on Disaster Risk Reduction & Management
(26 - 29 September 2022) at Itanagar, Arunachal Pradesh**

Programme meant for/ target group	APCS officers, DDMOs and Nodal officers of other Departments
Course coordinator	Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration
Course Inaugurated by	Shri Pema Khandu, Hon’ble Chief Minister of Arunachal Pradesh Sh. Tage Taki , Minister Agriculture, Horticulture, AH &Vety, Dairy Development, Fisheries, Arunachal Pradesh Shri Srinivas R Katikithala, IAS , Director, Lal Bahadur Shastri National Academy of Administration Shri Dharmendra, IAS , Chief Secretary of Arunachal Pradesh Shri Dani Salu, IDAS , Secretary of Disaster Management, Arunachal

	<p>Pradesh</p> <p>Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM, Lal Bahadur Shastri National Academy of Administration</p> <p>Shri Komkar Dulom, Director, SDMA, Arunachal Pradesh</p> <p>Dr. Ekta Uniyal, Assistant Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179</p>
Valedictory Address by	<p>Shri Dani Salu, IDAS, Secretary of Disaster Management, Arunachal Pradesh</p> <p>Shri Komkar Dulom, Director, SDMA, Arunachal Pradesh</p> <p>Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM, Lal Bahadur Shastri National Academy of Administration</p> <p>Smt C. Wanglet, Deputy Director, SDMA, Arunachal Pradesh</p> <p>Dr. Pankaj Kumar Singh, Associate Professor, CDM, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179</p>
Total no. of Participants	Total: 96 (Gentlemen-26; Ladies- 3)

Objectives of the Training Programme:

- To sensitize participants towards various aspects of Disaster Mitigation
- To provide exposure to various tools and techniques for enabling community level disaster mitigation
- To provide exposure on effects of disasters on various socio-economic sectors and livelihoods integrating
- To provide exposure on Role of Science and Technology in Community level Disaster Mitigation Planning
- To facilitate peer and involved learning to achieve the objectives of Sustainable Development Goals (SDGs) and Sendai Framework for Disaster Risk Reduction (SFDRR 2015-2030)

Thematic Areas:

- Disaster Risk Reduction (DRR)
- Participatory learning and action (PLA)
- Community-based Disaster Risk Mitigation (CBDRM) Planning
- Role of Technology in Disaster Mitigation

- Office Disaster Management Plan

4. 2nd Customized Training programme on “**Disaster Risk Reduction & Management**” to be trained 49 officers (Civil Service Officers of Arunachal Pradesh (APCS Officer) at LBSNAA, Mussoorie duration on 05-12-2022 to 31-12-2022 but disaster session on dated 07 to 08-12-2022 & 28-12-2022

Programme meant for/ target group	Officers (Civil Service Officers of Arunachal Pradesh (APCS Officer)
Course coordinator	Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration
Associate Course coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM Lal Bahadur Shastri National Academy of Administration
Total no. of Participants	Total: 49 (Gentlemen-29; Ladies- 20)

Objectives of the Training Programme:

- To sensitize participants towards various aspects of Disaster Mitigation
- To provide exposure to various tools and techniques for enabling community level disaster mitigation
- To provide exposure on effects of disasters on various socio-economic sectors and livelihoods integrating
- To provide exposure on Role of Science and Technology in Community level Disaster Mitigation Planning
- To facilitate peer and involved learning to achieve the objectives of Sustainable Development Goals (SDGs) and Sendai Framework for Disaster Risk Reduction (SFDRR 2015-2030)

Thematic Areas:

- Disaster Risk Reduction (DRR)
- Participatory learning and action (PLA)
- Community-based Disaster Risk Mitigation (CBDRM) Planning
- Role of Technology in Disaster Mitigation
- Office Disaster Management Plan

5. Role of Technology in Community Level Disaster Mitigation for Scientists & Technologists (25-29 July 2022)

Programme meant for/ target group	Scientists working in the Government sector
Course coordinator	Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie
Associate Course coordinator	Dr. Pankaj Kumar Singh, Associate Professor & Nodal Officer, CDM, Lal Bahadur Shastri National Academy of Administration, Mussoorie
Course Inaugurated by	Shri Srinivas R. Katikithala IAS, Director & Chairman , CDM, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179 Dr. Srivari Chandrasekhar Secretary & Chief Guest in Inaugural session , Dept. of Science & Technology, GoI, New Delhi Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie Dr. Ekta Uniyal, Assistant Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179
Valedictory Address by	Shri Upendra Tripathy, IAS (retd.) Honorary Principal Advisor (Education) to Hon'ble CM, Odisha & Adviser, Odisha Adasha Vidyalaya Sangathan, Government of Odisha, Qr. No -2, VIII MR, Unit-VI, Bhubaneswar- 751003 Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration

	Dr. Ekta Uniyal , Assistant Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179
Total no. of Participants	Total: 29 (Gentlemen-26; Ladies- 3)

Objectives of the Training Programme:

- To sensitize participants towards various aspects of Disaster Mitigation
- To provide exposure to various tools and techniques for enabling community level disaster mitigation
- To provide exposure on effects of disasters on various socio-economic sectors and livelihoods integrating
- To provide exposure on Role of Science and Technology in Community level Disaster Mitigation Planning
- To facilitate peer and involved learning to achieve the objectives of Sustainable Development Goals (SDGs) and Sendai Framework for Disaster Risk Reduction (SFDRR 2015-2030)

Thematic Areas:

- Disaster Risk Reduction (DRR)
- Participatory learning and action (PLA)
- Community-based Disaster Risk Mitigation (CBDRM) Planning
- Role of Technology in Disaster Mitigation
- Office Disaster Management Plan

6. Climate Risk Management Policy and Governance” for Scientists & Technologists (30 Jan-03 February 2023)

Programme meant for/ target group	Scientists working in the Government sector
Course coordinator	Shri Abhiram G. Sankar IAS , Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179
Associate Course coordinator	Dr. Pankaj Kumar Singh , Associate Professor, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179

Course Inaugurated by	Dr. Akhilesh Gupta Secretary Science & Engineering, Department of Science & Technology, New Delhi Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179
Valedictory Address by	Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration Mussoorie-248179
Total no. of Participants	Total: 23 (Gentlemen-22; Ladies- 01)

Objectives of the Training Programme:

- To deliberate on the mechanisms (various tools and techniques) for enabling community level disaster mitigation.
- To discuss emerging issues, Challenges and policies related to Climate change
- To provide exposure on effects of Climate change on Various Socioeconomic sectors and livelihoods integrating
- To provide exposure on Role of Science and Technology in Community level Climate Risk Mitigation Planning
- To identify the policies, governance and planning and coordination mechanisms for inclusive climate resilience
- To collate information and exchange technical knowledge/ experiences and information for climate change adaptation and Disaster Risk Reduction
- To discuss learnings and recommendations for future course of action and to suggest future strategies, policies and options
- To facilitate peer and involved learning to achieve the objectives of Paris Agreement, Sustainable Development Goals (SDGs) and Sendai Framework for Disaster Risk Reduction (SFDRR).

Thematic Areas:

- Governance and Policy aspects
- Sectorial Impacts and solutions
- Climate Risk Mitigation Planning
- Climate Change Adaptation and Disaster Risk Reduction

Training methodology:

- a. Flipped classroom sessions, field visits and group exercises will be part of the pedagogy.

Additional Activities

- a. Village Visit for Application of PLA Tools and Techniques for Development of Climate Smart Village Plans & Group Presentations and Discussions
- b. Institutional Visits to Indian Institute of Remote Sensing (IIRS), Survey of India (SoI), and Forest Research Institute (FRI), Dehradun

7. “A Resilient Future: Science and Technology for Disaster Risk Reduction” for Scientists & Technologists (27 February to 03 March 2023)

Programme meant for/ target group	Scientists working in the Government sector
Course coordinator	Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179
Associate Course coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179
Course Inaugurated by	Shri Srinivas R Katikithala, IAS Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179 Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179 Dr. Ekta Uniyal, Assistant Director,

	Lal Bahadur Shastri National Academy of Administration Mussoorie-248179
Valedictory Address by	Dr. Vinod B. Mathur, IFS (Retd) Former Chairperson National Biodiversity Authority of India & Former Director Wildlife Institute of India, Dehardun Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration Mussoorie-248179
Total no. of Participants	Total: 25 (Gentlemen-23; Ladies- 02)

Objectives of the Training Programme:

- To explain Disaster Risk Reduction (DRR) related concepts and science and technology for DRR
- To identify and describe existing and emerging technologies for landslide and flood reduction
- To explain methodological tools to assess vulnerabilities and risk and strengthen the resilience of communities at risk of landslides, floods and earthquakes.
- To exemplify the role and the challenges of science and technological innovations for disaster risk reduction in an interdisciplinary manner including the importance of social aspects.
- To facilitate peer and involved learning to achieve the objectives of Paris Agreement, Sustainable Development Goals (SDGs) and Sendai Framework for Disaster Risk Reduction (SFDRR).
- To this course aims to introduce participants to existing and emerging technologies suitable for disaster risk reduction while promoting the overall aim of sustainable development

Thematic Areas:

- Disaster Risk Reduction and Science and Technology for DRR
- Science and Technology for Risk Assessment
- Science and Technology for Prevention

- Science and Technology for Early-Warning and Preparedness
- Science and Technology for Disaster Response and Emergency Relief
- Science and Technology for Post Disaster Recovery and Reconstruction
- Science and Technology for Resilience and Sustainable Development

Training methodology:

- c. Flipped classroom sessions, field visits and group exercises will be part of the pedagogy.

Additional Activities

- d. Visit Mussoorie

**8. “Climate Change: Challenges and Response” for Women Scientists & Technologists
(13-17 March 2023)**

Programme meant for/ target group	Scientists working in the Government sector
Course coordinator	Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179
Associate Course coordinator	Dr. Pankaj Kumar Singh, Associate Professor, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179
Course Inaugurated by	Shri Abhiram G. Sankar IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179 Dr. Pankaj Kumar Singh, Associate Professor, Centre for Disaster Management Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179
Valedictory Address by	Dr. Vinod B. Mathur, IFS (Retd) Former Chairperson National Biodiversity Authority of India &

	<p>Former Director Wildlife Institute of India, Dehardun</p> <p>Dr. Ekta Uniyal, Assistant Director Lal Bahadur Shastri National Academy of Administration Mussoorie-248179</p>
Total no. of Participants	Total: 24 (Ladies- 24)

Objectives of the Training Programme:

- Deliberate on the mechanisms (various tools and techniques) for enabling community level disaster mitigation.
- Discuss emerging issues, challenges and policies related to climate change
- Provide exposure on effects of climate change on various socioeconomic sectors and Livelihoods integrating
- Provide exposure on role of science and technology in community level climate risk mitigation planning
- Identify the policies, governance and planning and coordination mechanisms for inclusive climate resilience
- Collate information and exchange technical knowledge/ experiences and information for climate change adaptation and disaster risk reduction
- Discuss learnings and recommendations for future course of action and to suggest future strategies, policies and options
- Facilitate peer and involved learning to achieve the objectives of Paris Agreement, Sustainable Development Goals (SDGs) and Sendai Framework for Disaster Risk Reduction (SFDRR).

Thematic Areas:

- Governance and Policy aspects
- Sectorial Impacts and solutions
- Climate Risk Mitigation Planning
- Climate Change Adaptation and Disaster Risk Reduction

Training methodology:

- a. Flipped classroom sessions, field visits and group exercises will be part of the pedagogy.

Additional Activities

- b. Institutional Visit Centre for Excellence in Disaster Mitigation and Management, Roorkee & CSIR, Roorkee
- c. Haridwar

9. In-house sensitization for modules (Environment and Climate Change with Disaster) on for 18th round of MCTP (IAS Phase-III) courses:

- to discuss Climate change and changing thresholds;
- to deliberate on the mechanisms (tools, frameworks, methodologies, action plans, guidelines);
- to discuss emerging issues, Challenges and policies;
- to examine the adequacy of existing legal, institutional frameworks and recent developments;
- to identify the policies, governance and planning and coordination mechanisms for inclusive climate resilience;
- to collate information and exchange technical knowledge/ experiences and information for climate change mitigation and adaptation;
- to discuss learnings and recommendations for future course of action;
- to suggest future strategies, policies and options; and
- to facilitate peer and involved learning to achieve the objectives of Paris Agreement, Sustainable Development Goals (SDGs) and Sendai Framework for Disaster Risk Reduction (SFDRR).

Thematic Areas:

- Water security
- Biodiversity Loss & Ecological Imbalances
- Food security
- Climate Refugees
- Tectonic shifts in geopolitics
- Role of Technology
- Disaster Risk Reduction

Film: "2040" documentary film by Damon Gameau

Course coordinator:

Shri Nand Kumarum, IAS, Deputy Director (Sr.) & Course Coordinator;
Phase-III, Lal Bahadur Shastri National Academy of Administration

CDM: Coordinating:

- 1. Shri Abhiram G. Sankar IAS,**
Deputy Director & Director, CDM
Lal Bahadur Shastri National Academy of Administration
- 2. Dr. Ekta Uniyal,**
Assistant Director,
Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179
- 3. Dr. Pankaj Kumar Singh,**
- 4. Associate Professor, CDM**
Lal Bahadur Shastri National Academy of Administration
- 5. Dr. Pasala E. Rao,** Research Officer, Centre for Disaster Management, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179

10. In-house sensitization modules on Disaster management for various courses:

CDM inducted various capacity building modules on Disaster Prevention/Mitigation, Preparedness & Planning, Response & Build Back Better in Recovery, Rehabilitation and Reconstruction to sensitize Officer Trainees of 97th Foundation Course (FC), IAS Phase- I (2021 batch), IAS Phase-II (2020 batch), 18th round of MCTP Phase- III and 16th round of MCTP Phase- IV during the F.Y. 2022-23. The officers of the foundation course and Phase - I are being provided in-depth training in enforcing the Epidemic Diseases Act, 1897, and the Disaster Management Act, 2005, Public health emergency management strategies along with best practices in policy intervention in the country's efforts to manage the outbreak of the COVID-19 pandemic.

B N YUGANDHAR CENTRE FOR RURAL STUDIES

Lal Bahadur Shastri National Academy of Administration
Mussoorie-248179

VISION OF THE CENTRE

“Help building and promoting an environment for training, research and policy debate on various issues of land, rural development, agrarian movement, livelihood, gender, and panchayati raj.”

MISSION OF THE CENTRE

“Develop training material and manuals for training of Officer Trainees, conducting research studies, organizing workshops and policy seminars, networking with partner organizations and professionals, ensuring publication of journals, research papers, reports etc. and disseminating research based knowledge with a view to help government agencies for policy initiation or changes, and exposing young professional to socioeconomic realities of the country.”

NAME OF CENTRE DIRECTOR

Ms Anandhi, IAS
(Since 21.12.2020)

A BRIEF BACKGROUND OF THE CENTRE

B N Yugandhar Centre for Rural Studies (BNYCRS), since its establishment in the Lal Bahadur Shastri National Academy of Administration, Mussoorie in the year 1989, has emerged as a leading resource/ establishment for training of Officer Trainees (OTs) of the Indian Administrative Service (IAS) and policy recommendations. It is mainly funded and supported by Department of Land Resources, Ministry of Rural Development, Government of India. Presently it is registered as a scientific training and research society under the Indian Societies Registration Act 1860. Director of the Academy is ex-officio Chairperson and he is authorized to appoint any Joint Director, Deputy Director or the Professor as the Centre Director.

The Centre conducts and promotes research, training and publications in the field of land reforms, land records management, wage employment, common property resources, displacement and rehabilitation, contemporary agrarian movements, and various issues of rural development, panchayati raj etc. It fundamentally organises Field Study and Research Programme (Earlier known as Village-Visit Programme) for the OTs during the Foundational Course. Inputs on Participatory Rural Appraisal (PRA) Techniques are given to the OTs for assessing priorities of villagers to improve their socio-economic conditions. It is also involved in preparation and canvassing of schedules through OTs during their district training. The data on tenancy, land ceiling, land records, land consolidation, wasteland management, homelessness, rural development programmes including poverty alleviation programmes is captured and used by OTs for preparing socio-economic and land reform reports of assigned villages. Based on these reports the Centre has published a series of ‘Land Reforms in India’ and three series of

‘Socio-Economic Profile of Rural India.’ Other publications of the Centre include books, articles, research papers and most importantly the peer reviewed Journal of Land and Rural Studies, published by Sage Publications-New Delhi, is an international platform for disseminating and sharing opinions on above mentioned subjects. The Centre is also engaged in organizing workshops for regular exchange of views on land administration and rural development.

ACTIVITIES DURING THE REFERENCE YEAR

(A) Training Programme

The BNYCRS actively participates during the Foundation Courses and IAS Professional Courses organized by the Academy. During the reference year the Centre undertook following training activities:

(i) IAS Professional Course Phase-I

Agriculture Module: The Centre designed and prepared three-day ‘Agriculture Module’ for its introduction in the IAS Professional Course Phase-I of 2021 Batch. The reading material was finalized with support, guidance and directions received from the Director of the Academy, Additional Chief Secretary – Uttar Pradesh (Personal, Appointment & Agriculture Department, Lucknow), Country Director – India (ICRISAT, New Delhi).

The Module covered evolution of Agriculture in Post-Independence Era, the Green Revolution (GR), current issues of Climate Resilient Agriculture (CRA) & Agro-biodiversity, administrative set-up of agriculture and allied sector departments in the States, Natural Resource Management (NRM), various schemes being run for development of agriculture and allied sectors, and issues in agriculture marketing. It was a complete package for practitioner administrators since numbers of case studies were also included to help readers understand the problems, plausible solutions and strategic interventions needed for the development of agriculture in the country.



Special Director of the Academy felicitating the Padma-Awardees & Progressive Farmers

Resource Persons from various States were invited for providing state-specific inputs related to agriculture and allied sector. Further, the Padma-Awardees and Progressive Farmers were invited for the first time for sharing their success stories and interventions they have made in the field.

Land Administration Module: The Centre after revisiting and revising the reading material conducted the Land Administration Module for Officer Trainees of IAS Professional Course Phase-I of 2021 Batch.



Secretary, DoLR delivering the Valedictory Address & OT of 2021 Batch felicitating him

Various topics of land administration and management were covered in this Module. Readings prepared for the Module gave a brief historical perspective of the land systems, land reforms & related policy issues, and highlighted the land record system of the country. The current programme under which land records are being modernised in the country and the path that is to be traced in times-to-come for ease of citizen were thoughtfully included in this Module. Land acquisition that always need strategic thinking and action at ground level was given due space duly incorporating the issues and complications of RFCTLARR. Similar topics related to FRA were gathered from the report of the Joint Committee formed by the MoEF and MoTA. The key-

functions of revenue administration, and few important land revenue terms were covered as fundamentals. In fact, it was a good compilation for an officer going to handle land related issues in their professional career.

This time Centre also prepared ‘Land Administration in States/ Union Territories – History, Organizational Structure and Modernization of Records’ as a complement to the classroom sessions; thereby covering Andhra Pradesh, Bihar, Chhattisgarh, Goa, Gujarat, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Manipur, Mizoram, Odisha, Punjab, Rajasthan, Sikkim, Tamil Nadu, Telangana, Tripura, Uttarakhand, Uttar Pradesh, West Bengal, Andaman & Nicobar Island, Lakshadweep and Puducherry.

The Centre duly coordinating with the Survey of India, Dehradun and District Survey and Settlement Office, Dehradun organised a ‘Hands-on Training on Survey Techniques’. This programme was focused on demonstrating traditional and modern survey equipment and their usability during revenue surveys.



Photographs of the Hands on Training on Land Surveying

For successful conduct of the Module the Centre invited Resource Persons from various States for ensuring that state-specific inputs are delivered to the OTs. This helped OTs to understand land related processes and procedure of respective cadre states in comparatively more informed way. Shri Ajay Tirkey, IAS, Secretary, DoLR delivered the valedictory address.

(ii) IAS Professional Course Phase-II: District Training

Village Study Assignment (VSA): VSA is major part of the District Training Assignment given to IAS OTs during their training. During the reference period, the Centre had received 178 Socio-Economic (SE) and 177 Land Administration (LA) Reports from the IAS OTs of 2020-22

Batch. These reports were scrutinised and evaluated by the Centre for coverage of existing situation, socio-economic & political analysis and poverty alleviation initiatives. These evaluations play major role in identifying best reports for conferring awards. In times to come, these will be used for preparing 'Socio-Economic Profile of Rural India' and 'Land Reforms in India'.

The District Training Manual on Village Study Assignment for the IAS OTs of 2021-23 Batch has been revised to accommodate the changes in the rural development scenario.

Ethnographic Study of Rural Households (ESRH): Schedules executed and Reports/ Case Studies covered under the VSA not only present the development of village/ villagers as a community but also of select households. However, as most of the data is normally time-point based, an Ethnographic Study is possible only when same villages and same households are covered at different time-points. It is with this vision that Centre has adopted and designed a research strategy from IAS Professional Course Phase-I of 2020 Batch onwards thereby allocating one OT per State the task of preparing an "Ethnographic Study of Rural Households (ESRH)" instead of Case Study on "Poorest of the Poor". Aim of this qualitative research is to capture 'everyday lived realities' of the households and understand the processes of change within the individual household and track 'developmental' changes in 'community' at large. Last year 15 OTs were assigned this study and this year (i.e. during IAS Professional Course Phase-I of 2021 Batch) 12 OTs are chosen for ESRH.

(iii) Foundation Course

Field Study & Research Programme (FSRP): The Field Study and Research Programme (FSRP) comprises of three activities: classroom inputs, field study, and evaluation of reports and films submitted by the OTs. During the 97th Foundation Course following exercises were executed by the Centre:

Planning Phase of FSRP

- 'Field Study and Research Programme Manual' was redesigned as reference document for OTs.
- 74 villages of 74 districts (as per "*Azadi se Antyodaya Tak*" Campaign) of 28 states (Andhra Pradesh, Arunachal Pradesh, Assam, Bihar, Chhattisgarh, Goa, Gujarat, Haryana, Himachal Pradesh, Jharkhand, Karnataka, Kerala, Maharashtra, Manipur, Meghalaya, Mizoram, Madhya Pradesh, Odisha, Puducherry, Punjab, Rajasthan, Sikkim, Telangana, Tamil Nadu, Tripura, Uttarakhand, Uttar Pradesh and West Bengal) were selected for the conduct of FSRP. Concerned District Magistrates were contacted and requested to coordinate the programme.
- Since districts covered under '*Azadi Se Antyodaya Tak*' (ASAT) were chosen for conduct of FSRP, 17 schemes of ASAT were also allocated for detailed study. Accordingly, the Centre

prepared 17 booklets thereby covering each of the schemes and facilitating OTs to study their implementation in saturation mode.



Director of the Academy addressing OTs during the Briefing Session of FSRP (97th FC)

- Groups of OTs (6-8 members per Group) were formed with a Group Leader (GLs) for each District and respective village.
- OTs were given inputs on the Participatory Learning and Action (PLA) and Focus Group Discussions (FGD) techniques through class room teachings followed by mock exercises in the Academy itself.

Execution Phase of FSRP

- It was ensured that during the conduct of FSRP OTs would stay in respective villages, interact with villagers & grass-root functionaries and conduct PLA/ FGD exercises.
- An in-house control room was established to manage and coordinate the FSRP activities right from the departure of OTs from the Academy, during their stay and coming back.
- Each Group of OTs prepared a detailed Field Study and Research Report and a Film to depict activities performed with the villagers in the field and also to give an overview of rural life.

Completion Phase of FSRP

- All the Groups made presentations based on their field studies on ASAT schemes. These were evaluated by the Faculty of the Academy and the experts from concerned Ministries/ Departments.
- The Field Study and Research Reports submitted by various Groups were evaluated by the Centre. These Reports are now part of the repository maintained by the Centre. Select Groups were awarded Gold Medal, Silver Medal and Bronze Medal on the basis of quality of their reports.

- Select Groups were also awarded suitable cash prizes on the basis of the quality and coverage in the Films produced by them. These Films were also evaluated by the Centre.
- A specially designed questionnaire on learning from the field study was also submitted by the OTs. The Centre coordinated this exercise as well. This has helped Academy to compile and prepare a Memoirs of Officer Trainees titled “*Azadi Se Antyodaya Tak: Through the Eyes of a Karmayogi*”.
- *While delivering the Valedictory Address to the OTs of 97th FC, the Hon’ble President of India has appreciated the way FSRP was conceptualized, designed, organized and conducted in the field.*

(B) Research Studies – Proposed/ Worked on

Sl. No.	Title
1	Urban and Rural Land Management: Conflicts and Challenges in Karnataka and Tamil Nadu
2	Status of Land Ownership by Women after the enactment of the Hindu Succession (Amendment) Act, 2005
3	Land Bank and Pending Issues: Maharashtra and Uttar Pradesh
4	Common Property Resources (CPRs): Practices, Laws and Challenges in Odisha & Madhya Pradesh
5	Land Governance in North-East States: Status and Impact of Policy Reforms and Regional Initiatives on Customary and Indigenous Laws (VI-th Schedule Areas)
6	Studying the Extent and Usage of Property Card as Legal Land Document

(C) Other Research Studies – Worked on

Sl. No.	Title	Status
1	Status of Implementation of the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act – 2006 & Amendment Rule – 2012 in Maharashtra	Draft report is under progress
2	Status of Implementation of the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act – 2006 & Amendment Rule – 2012 in Himachal Pradesh	Draft report received.

(D) Workshops/ Seminar/ Exposure Programme – Proposed/ Worked on

Sl. No.	Theme of the Workshops/Seminars/Exposure Programme
1	Land Governance: Issues and Challenges
2	<p>State-level Workshops on ‘Peer Learning of State Officials on Land Records Modernization: Status and Challenges and Exposure Visit to Learn from International Practice(s) on Land Titling’</p> <p>Status: A letter has been sent to 17 States/ UTs informing them that the Centre is assigned the work of identifying best practices, challenges and capacity building of various states in land record modernization through inter-exchange of ideas. Thus, they need to appoint a Nodal Officer to carry forward this exercise. So far Puducherry, Ladakh, Arunachal Pradesh, Daman and Uttarakhand have responded. Meeting with officials of Uttarakhand is scheduled on 23rd Jan 2022. Representatives from DoLR are very likely to attend the said meeting. A discussion has already happened with Department of Land Resources regarding International Exposure of high performing (DILRMP) States. A note is under preparation for selecting a country among Netherlands, Australia and Georgia.</p>
3	National Workshop on ‘Role of Geospatial Technology in Improving Land Administration’
4	<p>Regional Workshop on ‘Land Governance in North-East States: Status and Impact of Policy Reforms and Regional Initiatives on Customary and Indigenous Laws (VI-th Schedule Areas)’</p> <p>Status: The Centre has contacted various subject experts, and themes & sub-themes of the workshop are almost finalized and tentative programme schedule (day-wise) has been prepared. Centre is in contact with various North-Eastern State Governments for deciding the venue. However, given the forthcoming elections in some of the states, requests from concerned States are being received to hold the workshop once the elections are over.</p>

(E) Publications: Current and Forthcoming

A long pending publication on ‘Land Survey’ could be completed. This publication has been given the title “Handbook on Land Survey in India”.

Hon’ble Prime Minister has released the above publication on 31.10.2022 at the Statue of Unity, Kevadia during ‘Aarambh 4.0’, a programme conducted under 97th FC.

This edited publication covers the existing practices of land surveying and recording systems in 12 States (Andhra Pradesh, Assam, Bihar, Gujarat, Haryana, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Rajasthan, Uttar Pradesh and West Bengal), and also highlights various models and technologies of modern methods of land surveying.

Sl. No.	Title
<i>Current Publications</i>	
1	Hand Book on Land Survey in India
2	Journal of Land and Rural Studies (Vol. 10, Issue 2: July 2022)
3	Journal of Land and Rural Studies (Vol. 11, Issue 1: Jan 2023)
<i>Forthcoming Publications</i>	
1	Impact Assessment of DILRMP of Punjab
2	Impact Assessment of DILRMP of Rajasthan
3	Impact Assessment of DILRMP of West Bengal
4	Impact Assessment of DILRMP of Kerala
5	Impact Assessment of DILRMP of Maharashtra
6	Impact Assessment of DILRMP of Mizoram
7	Impact Assessment of DILRMP of Goa
8	Impact Assessment of DILRMP of Lakshadweep
9	Socio-Economic Profile of Rural India (Series IV)
10	Impact Assessment of National Generic Document Registration System (NGDRS) in Punjab
11	Impact Assessment of National Generic Document Registration System (NGDRS) in Jharkhand
12	Journal of Land and Rural Studies (Vol. 11, Issue 2: Jul 2023)
13	Hand Book on Land Survey in India (Volume-2)

(F) Journal of Land and Rural Studies (JLRS)



Journal of Land and Rural Studies, a peer reviewed journal, is being published by Sage Publications India Pvt. Ltd. on behalf of the Centre since 2012. This journal is a member of the Committee on Publication Ethics (COPE). It is available in Print (ISSN: 2321-0249) and Online (ISSN: 2321-7464). Its tentative circulation, national and international, is around 10,446 at present.

During the reference period the Centre has published Volume 10 Issue 2 (July, 2022) and selected papers/ articles for their publication in Volume 11 Issue 1 (January, 2023). Details of these are as follows:

Volume 10 Issue 2 (July, 2022): Article and book reviews included are:

1. Impacts of Water and Energy Sector Reforms in Gujarat: The Case of Expansion of Micro Irrigation Schemes and Rationalisation of Agricultural by Power Tariff by *P. K. Viswanathan, Chandra Sekhar Bahinipati and Bibhu K. Mohanty*
2. Magnitude and Determinants of Reverse Tenancy: A Study of Agriculturally Developed and Backward States by *H. R. Sharma and Shakir Hussain Malik*
3. Dynamics of Land Use Trends and Patterns in Uttar Pradesh: A Sectoral Perspective by *Shahab Fazal, Azharuddin S. K. and Deepika Vashishtha*
4. Socio-ecological Dynamics Within Rural Settlements: Evidence from Mbire District in Zimbabwe by *Innocent Chirisa and Verna Nel*
5. A Study on 'Dharani Portal' and Its Transformative Impact in Khammam District, Telangana by *K. Varun Reddy*
6. Reinforcing Exclusions: Caste, Patriarchy and Land Reforms in India by *Prashant K. Trivedi*
7. Fostering Ecosystem Services for Mitigating Climate Change and Sustaining Food Production Systems in Developing Economies by *Egbe B. Etowa, Emmanuel B. Effa, Ugochukwu I. Nzogbu and Evilla Olabiyi Badiru*
8. Book Review: Robert Home, Land Issues for Urban Governance in Sub-Saharan Africa by *Taiwo Oladapo Babalola*

Volume 11 Issue 1 (January, 2023): Article and book reviews selected for publication are:

1. Land Alienation and Subversion Strategies on Land Rights: Perspectives from Attappady by *K. A. Manjusha and Bipin Kishore Jojo*
2. Monitoring Culturable Wastelands Using Satellite Images in A Part of Tarai Region of Uttar Pradesh by *Ranjeet Singh Verma, Amit Kumar Singh, Manisha Mishra and Alok Mathur*
3. From Colonial to Neoliberal Regime: Understanding the Paradigms of Land Dispossession in India by *Animesh Roy*
4. Factors Influencing Farm-Level Climate Adaptation Strategies of Smallholder Farmers in Rural Ghana by *Richard Kofi Asravor*
5. Agricultural Risk Management and Production Efficiency among Peasant Farmers in Taraba State, North Eastern Nigeria Maryanne by *Odufa Egbeadumah, Elisha Apakeh Aboshi, Godiya Bulus and Mohammad N. Zarewa*
6. Native Land Right System About Tribal Women in Jharkhand: An Interpretative Analysis by *Ambrish Gautam*
7. Book Review: Land Reforms to Land Titling; Emerging Paradigms of Land Governance in India by *T. Prabhakar Reddy*

Special Efforts: From 2021-22 onwards the Centre has started publication of Dissertations submitted by the Officer Trainees in partial fulfillment of the requirements for the completion of IAS Professional Course Phase-II. Awarded Dissertations are abridged and re-written by the concerned Officer Trainees in the form of research papers for their publication in the Journal. So far following papers based on Dissertations have been published:

- 1 The Process and Shortcomings in Paddy Procurement: A Case Study of Bhandara District of Maharashtra by *Minal Karanwal*
- 2 A Study on 'Dharani Portal' and Its Transformative Impact in Khammam District, Telangana by *K. Varun Reddy*

(G) Dashboard and Digitization of Old Reports

During the reference year the BNYCRS continued an IT Project with following objectives:

- Creating a single digital repository of the Socio-Economic (SE) Reports and Land Reforms (LR) Reports through digitization of the Reports and the filled-in Schedules submitted by Officer Trainees of various Batches.
- Creation of a well-structured user-friendly Dashboard and database; thereby facilitating administrators in decision making and encouraging researchers/ academicians to utilise it for future research

Idea is to facilitate Administrators in examining the impact of development schemes in their region (State/ District/ Village). They may like taking strategic decisions for better implementation (if needed). At the same time, individual researchers, academicians, data scientists etc. across globe would find it easy to cull out data for future research, and Institutions/ Universities with whom Academy or its Centres has undergone an MOU may be requested to access the data, conduct research and come out with policy suggestions.

National Gender and Child Centre (NGCC)

The **National Centre for Gender Training, Planning and Research**, (National Gender and Child Centre) was established in 1993 and got registered as a society under the Societies Act 1860 in 1998.

The main aim of the Centre is to mainstream gender and child rights issues in policy, programme formulation and implementation in Government and to ensure the equitable development of men, women and children. The Centre is involved in training of civil servants at induction level as well as in service level on gender and child rights through courses and sensitization workshops. Apart from the regular Academy courses the Centre is also associated with agencies such as, MWCD, NCW, NCPCR, UNICEF, UN-Women, UNDP, UNFPA, IFPRI and civil societies and academic institutes like Jagori, MAJLIS, TISS, etc. in conducting thematic training programmes and conferences.

- Dr. Sanjeev Chopra, Chairperson, National Gender & Child Centre (NG&CC), Lal Bahadur Shastri National Academy of Administration
- Major Disha Pannu Executive Director, National Gender & Child Centre (NG&CC), Lal Bahadur Shastri National Academy of Administration
- Dr. Anupam Talwar, Deputy Executive Director, National Gender & Child Centre (NG&CC), Lal Bahadur Shastri National Academy of Administration

1. Two e-ITEC -Workshops on Gender Inclusive Governance for Policymakers were conducted on 12-13 November, 2020 and 17-18 Feb 2021:-

Aims and Objectives of the above mentioned workshops were:-

- To provide a platform to senior policymakers from across ITEC countries to interact and discuss the importance of and challenges in making governance gender inclusive.
- To brainstorm on the ways and means of achieving the same.

Program Coordinator	Ms. Alankrita Singh., IPS, Executive Director (12-13 Nov 2020) Ms. Vidya Bhushan., IAS, Executive Director (17-18 Feb 2021)
Program Associate Coordinator	Ms. Anjali S Chauhan
Number of participants	Total: 50 (Gentlemen: 18; Ladies: 32) Total: 114 (Gentlemen: 34; Ladies: 80)
Course inaugurated by	Dr. Sanjeev Chopra, IAS, Director, LBSNAA Shri Ram Mohan Mishra, IAS, Secretary, Ministry of Women and Child Development, Government of India

2. Special Issue on Administrator- The National Gender and Child Centre completed 25 years of contribution to gender responsive governance, in 2020. A Silver Jubilee special issue of the "Administrator" (Journal of Lal Bahadur Shastri National Academy of

Administration) was brought out capturing the 25 years of the Centre and dissertations of the Officer's Trainees of 2018 batch submitted on women's rights and advancement of children's rights.

3. Webinar on the occasion of International Women's Day, 2021:-

Program Coordinator	Major Disha Pannu, Executive Director
Program Associate Coordinator	<ul style="list-style-type: none"> • Dr. Anupam Talwar, Deputy Executive Director • Ms. Anjali S. Chauhan, Associate Professor
Number of participants	Total: 27 (Gentlemen: 5 ; Ladies: 22)
Course inaugurated by	Hon'ble Minister, Smt. Smriti Z Irani, Ministry of Women and Child Development, Government of India

Aim and Objective of the programme

The National Gender & Child Centre (NG&CC), Lal Bahadur Shastri National Academy of Administration, organized a webinar on the International Women's Day, 2021 theme of "Women in Leadership: Achieving an equal future in a Covid-19 world", for all women District Magistrates and women Superintendents of Police from across the country who spearheaded the fight against Covid-19 along with our front-line workers. The purpose of the webinar was not only to provide a platform for the officers to share their experiences and journeys but also to highlight their learning from the challenges and how women can play an integral role in empowering each other. The webinar was organized on 11th March, 2021, with an aim to showcase the best practices and inspiring stories of women leaders, especially in light of the Covid-19 pandemic. It is in this regard that the discussions revolved around re looking at the Covid-19 pandemic through the gender lens in terms of impact on violence against women and children, workforce participation and access to resources, experience-sharing by the participants on how they spearheaded the fight against Covid-19 along with our front-line workers and the learning and challenges of the women DMs and SPs in tackling this challenge. The inaugural address was delivered by Hon'ble Minister Smt. Smriti Zubin Irani, Hon'ble Minister for Women and Child Development and Textiles.

Sardar Patel Leadership Centre

Lal Bahadur Shastri National Academy of Administration



Sardar Patel Leadership Centre was inaugurated on 31st October, 2021 by Hon'ble Union Minister of State Science & Technology; Minister of State Earth Sciences; MoS PMO, Personnel, Public Grievances, Pensions, Atomic Energy and Space, Dr Jitendra Singh and dedicated this centre to the nation at Lal Bahadur Shastri National Academy of Administration on the occasion of Rashtriya Ekta Diwas, marking the birth anniversary of Sardar Vallabhbhai Patel.

The Centre aims to lay the foundation capacity building for future generations of Civil Servants so that they learn from the best practices of leadership across the world while at the same time they remain connected with their cultural ethos, values and roots. He added that Good governance needs good leadership skills among the field officers as well as officers at the policymaking level. The Sardar Patel Leadership Centre aims to be Resource Centre to provide continuous study and learning opportunities to Civil Servants from India

The objective behind this centre's establishment is to enable a civil servant to constantly remain in touch with Sardar Patel Leadership Center, an entity that can provide them with upgraded skills and guidance for their own personal pathways.

The following leadership modules were conducted during the mentioned courses:

- **8th-9th June, 2022:** A Leadership Module for Phase II of 2021 batch officers was conducted. There were 181 participants participating in the module. The objective of this leadership module was to provide inputs on basic negotiation skills to the participants. During this program, the participants learned about importance of negotiation skills in their professional life as a civil servant, assessment of their own style of conflict resolution, its strength and weaknesses, various types of negotiations and strategies to handle them.

- 18th -22nd July, 2022:** As a part of the main objective of the Sardar Patel leadership Centre (SPLC), LBSNAA conducted a ‘Women in Leadership’ training programme for Women officers in Government. SPLC conducted the first exclusive leadership programme for Women Officers. The programme was based on the premise that Women in leadership can support inclusive development through numerous pathways. A total of 41 women officers from All-India Services, Central Civil Services, Armed Forces, Scientific Institutes and reputed Academic Institutions participated in this programme. This program was inaugurated by Hon’ble Justice, Smt Abhilasha Kumari, Judicial Member, Lokpal on the 18th July, ’22. The valedictory of the program was held on 22nd July, ’22 and the chief guest for the event was Dr Ritu Kridhal Srivastava, Scientist, ISRO.
- 27th July, 2022:** A leadership module for Phase I of 2021 batch was conducted. 183 Officer Trainees participated in this module. The objective of this module was to help the participant learn about the importance of interpersonal relationships at work and handling various stakeholders in implementation of programs. They learned about the various ways of influencing different types of stakeholders.
- 22nd -23rd September, 2022** : The Leadership Module was conducted for the 455 Officer Trainees of 97th Foundation Course by outside experts and in-house faculty at the Academy. The objective of this module was to expose the trainees to basic leadership skills including understanding of the concept of leadership, impact of role models in our life, how to give effective feedback, role of an officer as a team member, importance of listening and verbal communication etc.
- 27th-31st October, 2022:** The third round of Common Mid-Career Training Programme (CMCTP), 2022 for 2002 batch officers was held for five days from October 27-31. Total 130 officers participated in this program. The primary objective of the CMCTP is Leading to Learn, an opportunity to explore yourself “leader in you”. The programme is designed to de-siolize Leadership to create a shared national version. There were 130 participants participated the five days long programme from the different services including the Indian Civil Services and Central Civil Services.
- 14th-15th February, 2023:** 124th Induction Training Program was held for 133 participants. Its objective was to cultivate both generic and domain specific competencies among cutting-edge level government functionaries. The program aimed to enhance their abilities, promote a shift in attitudes, and ultimately improve the delivery of public services. By capitalizing on their existing experience, we tapped into their expertise to foster a culture of introspective deliberation. This approach endeavoured to encourage them to reflect on their past experiences, fostering the enhancement of fresh skills, the cultivation of new attitudes, and the development of a new way of thinking.
- 27th-31st March, 2023:** A workshop on new Leadership module design specifically for Phase I Courses was conducted. 15 in-house faculty along with 10 outside experts

participated in the workshop. Its objective was to design a leadership module that prompts officer trainees (OTs) to apply self-awareness principles to understand reputation and core values, driving conscious decisions. The workshop emphasized the consistent identification of growth opportunities through learning-agile behaviours: seeking, sense-making, internalizing, and applying knowledge. In communication, it stressed holistic strategies- active listening, impactful questions, support, and accountability. To enhance leadership influence, trust-building and network leverage was prioritized, guiding effective direction-setting for successful leadership endeavours.

Centre for Food Planet Health (CFPH)

The Food Safety and Standards Authority of India (FSSAI) in collaboration with Centre for Public System Management (CPSM) of the Academy had set up a Centre for Food, Planet, Health in 2019.

The main aim of the Centre is to inculcate in civil servants the competence to think and act in a holistic manner and promote policies and actions on food that are healthy, for both, people and planet. The Centre is involved in training of civil servants at induction level as well as in service level on sustainable food systems, food safety and security, and nutrition and public health through sensitization workshops and introducing comprehensive training modules in the courses.

Centre's Executive Director: Shri. Vizay B Vasanta

Activities undertaken during 2021 – 2022

Overview on Eat Right India Movement by Ms. Rijuta Pandav on 26th April 2021

Target Group: Promoted IAS Officers of 123rd Induction Training Programme Programme

Coordinator: Ms. Monika Dhani

Number of Participants: 67

Programme Highlights



**Ms. Rijuta Pandav,
Deputy Lead, Food
Fortification
Resource Centre
(FFRC) of FSSAI**

Centre for Food, Planet, Health had organized a training session on Eat Right India for participants of 123rd Induction Training Programme on 26th April, 2021 through online mode. The objective of the session was to make participants understand the broader picture of the Eat Right India initiative that Food Safety and Standards Authority of India (FSSAI) launched to ensure safe, nourishing and sustainable diets in the country. The training session led by Ms. Rijuta Pandav, Deputy Lead, Food Fortification Resource Centre (FFRC) of Food Safety and Standards Authority of India (FSSAI) highlighted how Eat Right India movement which is based on three pillars i.e. Eat Safe, Eat Healthy, and Eat Sustainable that includes initiatives such as combatting adulteration, eliminating toxic industrial trans fat, reduce consumption of salt, sugar and saturated fat, Eat Right campus, FoSTaC and food fortification etc aids in addressing

three critical problems of Unsafe food, Unhealthy diets and environmental degradation in the country. Since the participants are the policy makers and connects with the people on a day-to-day basis and have a better understanding of their eating behaviours and associated problems discussion about safe, healthy and sustainable diets would aid in promoting policies and actions on food that are safe and healthy, for both, people and planet. The session ended with a short quiz on eat right, followed by an interactive Q & A session which addressed each query put forward by the participants.

Pre-Dinner talk by Ms. Rijuta Diwekar on 26th August, 2021

Target Group: Participants of 15th Round of Phase-IV of Mid-Career Training Programme

Programme Coordinator: Shri. Vizay B Vasanta

Number of Participants: 49

Programme Highlights



**Ms. Rijuta Diwekar,
Nutritionist**

Ms. Rijuta Diwekar, Celebrity nutritionist was invited on 26th August, 2021 to raise awareness about nutrition and healthy eating habits among the participants of 15th Round of Phase-IV of Mid-Career Training Programme at the Academy. She stressed on the importance of eating right and healthy to achieve a wholesome lifestyle and debunked many myths regarding certain

foods. She gave her views on diet fads such as intermittent fasting and emphasized on a blend of a traditional food wisdom which is available in indigenous languages for a healthy body and mind. She further stressed on eating local and seasonal food to encourage sustainable eating and most importantly mentioned about health benefits of exercising and working out regularly to stay fit. Ms. Diwekar personally interacted with the participants and clear their misconceptions on food.

“Slimming is not about cutting calories, but improving nourishment, body composition and taking a holistic approach to health. Weight loss is a byproduct, not the goal,” -Ms. Rijuta Diwekar

Ayurvedic Physician Dr Sanandan Thapliyal speaks at LBSNAA, Mussoorie on 10th August, 2021

Target Group: Participants of 15th Round of Phase-IV of Mid-Career Training Programme

Programme Coordinator: Shri. Vizay B Vasanta

Number of Participants: 49

Programme Highlights



**Dr. Sanandan Thapliyal,
Ayurvedic Physician**

The Academy in association with Centre for Food, Planet, Health organized a session on by Dr. Sanandan Thapliyal, MD(Ay) for the participants of 15th round of Phase-IV of Mid-Career Training Programme on the topic ‘Ayurvedic Cooking - Eat Right’

Dr. Thapliyal began his talk by a presentation on the need of Eat Right India movement an initiative of FSSAI in the present Indian scenario; when the country is going through an epidemiological shift from communicable to non-communicable diseases, particularly the rising incidence of diet- related diseases. He further explained the principles of healthy lifestyle, what makes super foods so super and discussed the Ayurvedic concept of food and nutrition such as ten ayurvedic rules for healthy eating, logical explanation of how to balance food according to one dosha and physical needs and benefits of practicing Ayurveda and fasting to enhance the quality of life. The talk was interactive and informative and helped the participants to know about the ayurvedic concept of eating right and benefits of it in daily life. He also assisted in preparation of Eat Right menu for the day.

Eat Right - Ayurveda Cooking for Healthy Living



Food based on Ayurveda recipes served to the participants of 15th Round of Phase-IV of MCTP on 10th August, 2021

ToT on Eat Right India Movement held by Ms. Inoshi Sharma, Director FSSAI

Target Group: Faculty Members, Representative Members of the Centres, Research Fellows and Teaching Associates of the Academy

Programme Coordinator: Shri. Vizay B Vasanta

Number of Participants: 24

Programme Highlights



**Ms. Inoshi Sharma,
Director, FSSAI**

A training of trainers (ToT) on the topic Eat Right India movement was conducted jointly by Centre for Food, Planet, Health and Food Safety and Standards Authority of India (FSSAI) here in the Academy on 16th July, 2021.

Ms. Inoshi Sharma, Director, FSSAI imparted training to the trainers that includes all the faculty, representative members of the centres, research fellows and teaching associates of the Academy.



**Dr. Pulkit
Mathur**

The training covered core functions of FSSAI, regulatory framework of Eat Right India movement and various Eat Right India initiatives such as food safety rating and certification, Eat Smart Cities Challenge, FoSTaC, Eat Right Campus, Eat Right Toolkit and social and behavioural change campaigns like food safety on wheels and fortification.

She underscored the importance of active involvement of the field functionaries in the successful implementation of this ambitious movement.

The session was followed by Q & A session wherein the faculty members interacted with Ms. Sharma.

FSSAI's COVID-19 FoSTaC Programme held at LBSNAA, Mussoorie on 12th October, 2021

Target Group: Personal employed in Officers' Mess and Departmental Canteen Programme

Coordinator: Shri. Vizay B Vasanta

Number of Participants: 40

Programme Highlights

20 food handlers of the Academy were awarded the 'Food Safety Supervisor's Certificate' from FSSAI on completion of FoSTaC

Centre for Food, Planet, Health in collaboration with Food Safety and Standards Authority of India (FSSAI) on 12th October, 2021 organized a COVID-19 focused Food Safety Supervisory Training in Basic Catering under the FoSTaC programme for personal employed in Officers' Mess and Departmental Canteen of the Lal Bahadur Shastri National Academy of Administration, Mussoorie.

Dr. Pulkit Mathur, Head, Dept of Food and Nutrition and Food Technology, Lady Irwin College, Delhi was the key facilitator to deliver the training. The focus of the training was to deepen the understanding of food safety, creating an improved environment of self-compliance to FSS Act, Rules and Regulations and hygiene requirements to be followed by food handlers in the Academy.

The food handlers were assessed, scored, declared passed/failed and provided with FoSTaC Certificate on successful completion of this training.

Food Habit Assessment during Field Visit and Research Programme conducted for Officer Trainees of 96th Foundation Course



Officer Trainees spent one week between 29th December, 2021 and 8th January, 2022 in selected villages in Uttar Pradesh, Rajasthan, Kerala, Bihar and Uttarakhand in groups of 6 under Field Visit and Research Programme of 96th Foundation Course to study rural realities very closely. Centre for Food, Planet, Health shared a questionnaire to officer



trainees to sensitize them towards the food habit and health challenges faced by the rural population. The data collected aids the Centre in understanding the present scenario of villages in regard to health and nutrition of the rural people. The Highlights are as follows:-

Rajasthan: Village of 14Bd of Bikaner and Dhok of Barmer district were the part of this study. Key findings are as follows:

It has been observed that the inhabitants of these villages do not have access to fortified industrialized food or are not covered by public nutrition programmes using fortified food. Health issues observed were diabetes, cardio vascular diseases, weak knee joints due to salinity in water and no diversification of meals, excessive dependence on crops like bajra is found.

Uttar Pradesh: Janakpur, Bhatgawan, Mathura Nagar and Vishnupur vishram villages of Uttar Pradesh were covered for the study.

It was observed that Mathura Nagar and Vishnupur inhabitants are provided with fortified ration. Carbohydrate intake is more due to high intake of Potatoes.



Here regional and traditional dishes were Kalanamak Rice (GI Tagged), Litti Chokha, Raseela Aloo Tamatar Sabzi, Litti chokha, Mutton Curry, various types of parathas and rotis main traditional dishes is Chawal ka maad that they used to take in the morning however, now their food habits are majorly similar to north India. Lack of nutritional diversity due to less intake of green leafy vegetable which is almost missing leading to lack of iron in diet. Health issue observed were diabetes blood pressure and malnutrition.



Bihar: Dhum Nagar, West Champaran of Bihar was covered for the study.

Access to fortified foods not found. Local fruit grown were litchi and mango , regional dishes is malpua and baati chokha and traditional dishes is champaran mutton health issue observed is Malnutrition, Stunting due to carbohydrate rich & nutrient deficient diet.

Kerala: Kalliyoor village of Thiruvananthapuram district of Kerala.



Paddy, Spinach, drumsticks, bitter gourd, peas are the local crops grown. Tapoica puzhukku, Aviyal, sambar, fish curry are the traditional dishes made by them. They grow fortified paddy provided by Kerala Agriculture University.

Uttarakhand: Jurka of Kashipur district and Sarpura of Udham Singh Nagar district.

Health challenges observed at Jurka is protein deficiency among children and at Sarpura is pre-diabetic due to high sugar intake. Consumption of fortified food is observed at Jurka village.

A Menu Booklet with calorie information has been prepared by the Centre for the Academy

Beverages

Juices

Juice	Quantity	Calories
Freshly Squeezed Fruit Juices	250 ml	125
Banana Juice	5 ml	12
Fresh Lime Juice/ Lime Water	200 ml	60
Vegetable Juice	250 ml	55
Apple Juice	250 ml	113
Lemon Squash	250 ml	706
Orange Squash	5 ml	7
Rooboo Juice	5 ml	21

Milkshakes

Milkshake	Quantity	Calories
Banana Shake	250 ml	230
Mango Shake	250 ml	191
Strawberry Shake	250 ml	162
Chocolate Shake	250 ml	239
Vanilla Shake	250 ml	365

Appetizers

Soups

Indian Shorba / Soup / Rasam	Quantity	Calories
Palak Shorba	150 ml	107
Dal Shorba	150 ml	79
Mokhi Ka Shorba	150 ml	55
Minestrone Shorba	150 ggs	71
Mulligatawny Soup	350 ml	123
Pepper Rasam	100 ggs	48
Tomato Rasam	150 ggs	43

Continental Soups	Quantity	Calories
Tomato Soup	150 ml	40
Minican Soup	150 ml	94
Cream of Vegetable Soup	150 ml	68
Almonds Soup	150 ml	173
Minestrone Soup	250 ggs	133
Wild Mushroom Soup	350 ml	407

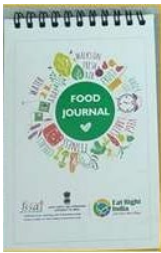
Calorie content on menu to help the participants of various programmes to make informed and healthful decisions about meals and snacks.

Renewal of LBSNAA's Eat Right Campus Certification is in Pipeline



The food available in the Academy should be safe, healthy given that diet related diseases are rising at an alarming rate the Centre conducted the self assessment of the officers' mess and identified gaps and areas of improvement based on a check list. To address the gaps training of food safety supervisors was conducted. Soon, the Academy's mess will undergo a third party audit to be certified as an Eat Right Campus.

During Inaugural of 96th Foundation Course Centre distributed Food Journals and Eat Right lapel pins to the Officer Trainees



The Centre for food, planet, health to spread education and raise awareness on eating right distributed the food journal and lapel pins which was sent by FSSAI to the officer trainees of 96th Foundation Course that can be incredibly beneficial for them. The food journal to help to keep track of what they eat and drink throughout the day, understanding their eating habits a little better, and in finding out which foods or ingredients they are sensitive to. According to research studies using dietary self- monitoring methods like keeping a food journal is also linked to significant weight loss.

Clubs and Societies

The all-round development of the personality of the Officer Trainees is the prime objective of training in the Academy. Various indoor and outdoor activities are organized by Officer Trainees through Clubs and Societies. These are run by the Officer Trainees themselves under the overall guidance of Director's Nominees. Activities of the Clubs and Societies provide an excellent medium to the Officer Trainees for their self-expression and development. Officer Trainees through their creative innovations, conduct activities which are not only entertaining but also enrich the Academy's campus life. All the Officer Trainees are expected to actively participate and make optimal use of the facilities. The Office bearers of Clubs and Societies are elected by the Officer Trainees themselves but the activities of Clubs and Societies are run with the cooperation and assistance of all the Officer Trainees. The Director's Nominee/ Associate Director's Nominees provide necessary guidance and assistance in running of the Clubs and Societies and in organizing activities undertaken by them. The Faculty Members and their families are invited to join the Officer Trainees in all such activities. For running their activities the Clubs and Societies are provided with annual and bi-annual grants-in-aid apart from the fund which they receive through membership fees. The participation in the activities of the Clubs and Societies is evaluated at the end of the Course as part of the Director's assessment. A brief outline in respect of the objectives and activities of each of the Clubs and Societies is given below.

Adventure Sports Club

- Composition of the committee : 1 Secretary and 3 Members
- Director's Nominee : Dr. Milind Ramteke, Deputy Director
- Director's Associate Nominee : Mr. Hari Lal Chouhan

Objectives: -

To inculcate the spirit of adventure among the Officer Trainees by organizing various adventure sports activities. To organize periodically, adventure sports activities like cross-country run, horse riding show, river rafting, mountaineering, rock-climbing, hang-gliding, para-sailing etc.

Activities : -

The adventure sports club aims at organizing events and activities in order to keep & promote zeal of adventure among the Officer Trainees. In pursuance of this goal, the first activity which the club organized was "**a trek to Lal Tiba**". Herein OTs with some faculty members tested their endurance in climbing the peak in lesser Himalayas. To provide a mix of adventure and entertainment, the club also organized a **River Rafting** in the holy city of Rishikesh.

Computer Society

IAS PROFESSIONAL COURSE PHASE I (2021 BATCH)

- Organised a workshop on “IoT-enabled Smart Decision Making” on the applications of Internet of Things (IoT). OTs were guided to assemble the components, configure the components to create “Smart City” and Smart Farming” IoT solution.
- Provided feedback on AI training module proposed by INTEL.
- Along with Innovation club, the Computer Society discussed with INTEL and ISB to setup a gentry of excellence in Emerging technologies at LBSNAA. Computer Society created draft memorandum and conducted several meetings to understand each other's view point and consolidate the draft memorandum.
- Organized Counter Strike tournament along with Rifles and Archery club.
- Started ICT buddy system to help the fellow OTs who face difficulty in ICT hands on sessions.
- Organized Microsoft Power Bi hands-on session for the OTs.
- Created live dashboards for LPL badminton and lawn tennis events using Google data studio.
- Organized mega Hackathon event.

IAS PROFESSIONAL COURSE PHASE II (2019-21 BATCH)

- A successful event was held for best IT initiatives by the officer trainees. In the event, 135 officer trainees actively participated.
- An on line Quiz was conducted. 120 OTs participated in the quiz.
- Following on line games were conducted:
 - Ludo - 135 OTs participated
 - Chess – 25 OTs participated
 - Poker – 37 OTs participated

Film Society

1. During 2020-21, 22 movies on various themes including social issues were screened for the Officer Trainees of the Foundation Course and IAS Phase-I.
2. Organised different online quiz events of Films for the Officer Trainees of IAS Phase-II of 2018 batch.
3. Organised Movie Review Competition for the Officer Trainees of 95th Foundation Course.
4. Organised Quiz on films for the Officer Trainees of IAS Phase-I of 2020 batch.
5. Organised Film Review Competition and Dumb-Charades Competition for the Officer Trainees of IAS Phase-I of 2020 batch.

Fine Arts Society

Objectives

The Fine Arts Association bonded the officer trainees through a wide variety of cultural program in which group participation was given priority. The programs organized by the association generated esprit de corps amongst the officer trainees and broad the barriers of region and language.

Cultural programs gave an opportunity to several officer trainees to explore their creative side. The Fine Art Association was also actively involved in organizing the programs of various visiting artists and groups. The Fine Arts Association also organized extra-curricular modules for Indian vocal music, guitar and drums.

FC 96 2021

BASANT SINGH

Members

CATHERINE SARANYA A

E12

Members

Phase I 2021

Directors Associate Nominee

HARI LAL CHOUHAN

APARNA M B

Members

Members

T PRATEEK RAO

U20

Director Nominee	ANANDHI	--	
2	Directors Associate Nominee	LAL CHOUHAN	--
3	Accountant	DEV SINGH RANA	--
4	Secretary		E02
5	Members	SHRESTH KUMAR KRISHNA	B29
6			
7	Members	RIA DABI	J03
8		<u>Vacant</u>	-- --

Director Nominee	ANANDHI	--	
2			--
3	Accountant	DEV SINGH RANA	--
4	Secretary		D20
5	Members	Y MEGHA SWAROOP	V22
6		SHAILJA PANDEY	G22
7	Members	PEDDITI DHATRI REDDY	M10
8			

Hobbies Club

Objectives

- To develop, promote and popularize interest to various hobbies such as -photography, painting, philately, plant collection and
- Quizzes based on films and songs etc.
- To arrange talks, discussions, exhibitions etc. to inculcate interests in the hobbies and encourage the OTs to learn and be proficient in them.
- To serve as a forum for exchange of views
- To provide necessary facilities including materials and equipments to pursue hobbies.

Highlights of the Activities

To meet its objectives the Hobbies Club carried out the following activities during the year:

- Waste to Wealth competition"
- Mehandi Competition(Male and Female category),
- Sketching workshop"
- Painting workshop Event
- Photo Exhibition
- Home Turf Revamping & lighting

These activities have shown a large number of participation by the officer trainees of different training programmes. Shri Nitesh Jha & Abhiram G Sankar, Deputy Director were the Director's Nominee for the period from April 2022 to March, 2023

Innovation Club –LBSNAA

Objectives of the club

1. Awareness about the importance of the Ground level innovation in the administration and ease of doing administration among Officer Trainees
2. Maintenance and upgradation of the LINK Portal
3. Collecting ground level Innovative idea for the unmet needs posted in the LINK Portal
4. Conducting Innovation Seminars for the Interaction between the Officer trainees and Innovators in various fields
5. Organising Innovation Exhibitions
6. Organising events like Quiz to improve the participation of officer trainees in the activities of the club

96TH FOUNDATION COURSE

Director's Nominee and Office Bearers during 96th Foundation Course:

S.NO.	ROLE	OFFICE BEARER NAME
1.	Director Nominee	SHELESH NAWAL
2.	Directors Associate Nominee	AMARJEET SINGH DUTT
3.	Directors Associate Nominee	AZAD SINGH
4.	Accountant	AWADH DABAS
5.	Secretary	JAYANT NAHATA
6.	Members	KANDARKAR KAMALKISHOR DESHBHUSHAN
7.	Members	POOJA ASHOK KADAM
8.	Members	AAKASH SHARMA
9.	Members	BHARAT SINGH
10.	Members	VAIBHAV JINDAL
11.	Members	NIRJA ANISH SHAH
12.	Members	KANDARKAR KAMALKISHOR DESHBHUSHAN
13.	Members	AKSHITA GUPTA
14.	Members	MITHUN PREMRAJ

Activities conducted by the Club

1. Ideathon:
Organised 'Ideathon' competition on 19th January, 2022 on the Theme - Village based Innovations.
2. SHG:
SHG products stall display in LBSNAA to promote women entrepreneurs.
3. Open Access:
Open Access to online group meetings via Zoom facilitated via Gyan portal.
4. Innovation In Governance:
Organised lecture by Dr Chintan Vaishnav, Director, Atal Innovation Mission on 28th January, 2022 on the theme 'Innovation in Governance'
5. Data Analytics Module:
Collaborated with faculty to facilitate a more holistic 'Data Analytics Module' by Carnegie Mellon University

Officers' Club

- **Composition of the Committee:** 1 Director's Nominee, 2 Director's Associate Nominee, 1 Accountant-cum Clerk & 1 MTS
- **Director's Nominee:** Ms. Sowjanya, Joint Director
- **Director's Associate Nominee:** Ms. Disha Pannu, DD (Account Signatory), Mr. Shelesh Nawal, DD
- **Accountant-cum-clerk:** Mr. Balwant Singh
- **MTS:** Mr. Vikas

Objectives:

- The Officers' Club provided Outdoor & Indoor games facilities to all its members i.e. Officer Trainees, Participants of In- Service courses i.e. 97th Foundation Course, Phase V, Phase IV, Phase III, Phase II, Phase I & J.C.M and faculty members of Academy.
- The main aim of the Club is to provide broad avenues to the members whereupon they can focus not only on health and overall confidence but develop better leadership skills, and team –working abilities.
- The Outdoor facilities include Lawn Tennis, Basketball, Volley ball, Cricket, Football, Skating and Athletics Events. Outdoor Activities include Riding Establishment. The Academy has 23 Horses for the purpose of imparting basic skills of Riding. The Officer Trainees and interested Officers from different Courses are given training and exposure in Horse Riding in the Riding Arena. The Riding Instructors are called from President Body Guard's Regiment on deputation, which is an elite cavalry regiment of the Indian Army.
- The Indoor games facilities include Billiards, Carom, Swimming, Chess, Snooker, Table Tennis, Squash, Foosball and Badminton.
- Extending the concept of Vocal for Local in the area of Sports Training, trained instructors in the field of Yoga, Meditation, Aerobics and Zumba are hired to make the activity sessions interesting, engaging and fun filled.
- The Club has well equipped Gymnasium operating throughout the year.

Activities:

The Officers Club organized a variety of activities. For the 97th Foundation Course, the club hosted an Athletic Meet, fostering teamwork and healthy competition. Additionally, comprehensive practice sessions for sports like Volleyball, Football, Basketball, Table Tennis, Lawn Tennis, Squash, Badminton, Cricket, and Swimming were conducted across Foundation Course, Phase 1 and 2, Mid-Career Training Programmes, JCM and even extended to the Reunion batches. During Phase 1 participants enjoyed Rock Climbing, setting the adventurous tone for their journey. The Officers Club also organises the Happy Valley Mussoorie Marathon, combining physical challenge with scenic beauty in which the participants of Phase-I, faculty and staff members participated.

Rifle And Archery Club

- **Composition of the Committee:** 1 Director's Nominee, 2 Director's Associate Nominee, 1 Accountant-cum Clerk & 1 MTS
- **Director's Nominee:** Ms. Sowjanya, Joint Director
- **Director's Associate Nominee:** Ms. Disha Pannu, DD (Account Signatory), Mr. Shelesh Nawal, DD
- **Accountant-cum-clerk:** Mr. Balwant Singh
- **MTS:** Mr. Vikas

Objectives

To train the members of the Club in efficient handling of firearms and bows and arrows.

To encourage and promote the art and science of marksmanship among the members as a healthy sport. To organise periodic shooting competitions for teams and/or individuals and to offer prizes. To sponsor/organise recreational programmes in both archery and shooting. To provide facilities for range and outdoor shooting with following six weapons: 12-Bore Rifle, Small Bore Rifle, Pistol and Revolver, Air Rifle and Bows & Arrows, such other items of marksmanship as may be thought fit by the Director's Nominee.

Activities

The Rifle and Archery Club orchestrated dedicated practice sessions tailored to the Officer Trainees of the Foundation Course, Phase-1 and Phase-II. These sessions aimed to refine their skills in rifle shooting and archery. The club's commitment to honing the marksmanship and archery abilities of the trainees was evident through these well-organized practice sessions. This initiative provided a conducive environment for the trainees to learn and improve their shooting techniques and archery precision. By offering specialized training in both disciplines, the Rifle and Archery Club played a pivotal role in enhancing the skill set of the Officer Trainees, fostering their growth and expertise.

THE OFFICERS' MESS

Dated: 09-08-2023

Activities

The Officers' Mess in the premises of Lal Bahadur Shastri National Academy of Administration, Mussoorie, is a sacred institution. It is a place where cultures, traditions, practices and beliefs converge through a variety of cuisines. This institution endlessly fosters and nurtures the spirit of universal brotherhood and fraternity amongst the officer trainees. The Mess has a mandate to achieve the highest standards in terms of decorum, conduct and services. Every officer trainee is an integral part of this institution.

The Officers' Mess is run by a Mess Committee. The members of the mess committee are from amongst the officer trainees. The mess committee consists of a President, a Secretary, a Treasurer and five other members, who take upon themselves the unquestioned duty to boost the underlying philosophy of esprit-de-corps.

The Mess Committee functions under the overall guidance and supervision of the Director's Nominee of the Officers' Mess. The Mess is assisted by a full time Mess Officer, Manager (Accounts), Store Keeper, and Supervisors. The strength of this institution, are the employees of the Officers' Mess which include cooks, helpers, table bearers, room bearers, sweepers and, dishwashers.

Officers' Mess caters to about 700 people at the Karamshila, Gyanshila, Monastery Estate and Indira Bhawan Mess premises. The Officers' Mess serves (Prepared in house) a variety of cuisines from and across the corners of this nation for the participants. Officers' Mess also offers its services through its cost centers:-

1. A.N. Jha Plaza Cafe,
2. Home Turf Cafeteria,
3. Sports Cafeteria

Office Bearers of the Officers' Mess during the calendar year 2022-23

IAS Phase I (2021-22 Batch)

Director Nominee: Dr. Sunita Rani, Professor of Management

Associate Director's Nominee: Sh. Hari Prakash, Professor

- Satabdi Mazumdar President Mess Committee

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- Rehan Khatri, Secretary
- Yash Jaluka, Treasurer
- Sunny Raj, Member Mess Committee
- Dheenah Dastager., Member Mess Committee
- Sara Ashraf, Member Mess Committee
- Pooja Gupta, Member Mess Committee

IAS Phase II (2020-22 Batch) Online

Director Nominee: Dr. Vizay Babu Vasanta, Professor of Economics

Associate Director's Nominee: Sh. Abhiram G. Sankar, Deputy Director

- Tatimakula Rahul Kumar Reddy, President Mess Committee
- Abhishek Kumar Secretary
- Deepak Babulal Karwa, Treasurer
- Nupur Goel, Member Mess Committee
- Priyanka S, Member Mess Committee
- Harjinder Singh, Member Mess Committee
- Abhinav Kumar Singh, Member Mess Committee
- Hemanth N., Member Mess Committee

97th Foundation Course

Director Nominee: Dr. Sunita Rani, Professor of Management

Associate Director's Nominee: Sh. Hari Prakash, Professor

- Mohd. Abdul Rauf, President Mess Committee
- Arpit Gupta, Secretary
- Deepesh Kumari, Treasurer
- Kiranmayi Koppiseti., Member Mess Committee
- Sreekumar Ravindra Kumar, Member Mess Committee
- Divya P., Member Mess Committee
- Suvigya S Chandra., Member Mess Committee
- Bharat Kumar D K, Member Mess Committee

IAS Phase I (2022 Batch)

Director Nominee: Dr. Sunita Rani, Professor of Management

Associate Director's Nominee: Sh. Hari Prakash, Professor

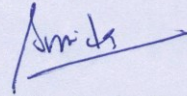
- Suvigya S. Chandra President Mess Committee

- Shivam Chandra, Secretary
- Shubankar Pratyush Pathak, Treasurer
- Arjit Mahajan, Member Mess Committee
- Rahul Anand, Member Mess Committee
- Anand Malhotra, Member Mess Committee
- Arjit Mahajan, Member Mess Committee

Major Activities:

- 1) Food menu were prepared to cater to the nutritional and health requirement of officers trainees.
- 2) This year first time a millet menu was introduced for full day in Common Mid-Career Training Programme, 28th Joint Civil Military Programme and in Induction Programmes also.
- 3) Organize the Zonal days, India Day and State days.
- 4) Regional cuisines of various states were served and introduced.
- 5) Various competitions were held among the officer trainees like, cooking, baking, Gulgappa eating competition etc.
- 6) Food Cart at Class rooms, Gym and other various locations were introduced continued for officer trainees during Foundation Course, Phase-I and Phase-II.
- 7) Successfully, organized the meals for the Hon'ble President of India Smt Draupadi Mrumu during the visit to the Academy.
- 8) Many other dignitaries visit's held in Academy like Former President of India Sh. Ram Nath Kovind, variety of cuisines were served to them.
- 9) Formal Dinner for a week was done in IAS Phase- I Batch of 2022.
- 10) Bearer uniform similar to Indian Military Academy Mess was provided to Mess staff for Formal Dinners.

The Officers' Mess has, as always, been instrumental in adding life, colour and flavor in all academic and non-academic activities of the Academy.



(Dr. Sunita Rani)
Professor of Management &
Director's Nominee on Officers' Mess

Society for Contemporary Affairs

- Composition of the Committee 1 Secretary and 3 members
- Director's Nominee: Mr. Nitesh Jha, Reader

Objectives

- To provide a forum for discussion, debate and study of all matters of general interest including current affairs, science and technology and subjects of topical interest.
- To provide a forum for all general activities to officers at the Academy not taken up specifically by other clubs a Societies.

Ms. C. S. Ramya, IFS OT and Secretary of Society of Contemporary Affairs of 97th Foundation Course has conducted a quiz on the Subject “**Digital Solutions for Indian Governance**” during 97th Foundation Course.

Summary of Activities

1. As the first event and prelude to our foundation course's exercise of Book review, our society conducted One Minute to Review. The even involved participants reviewing their most favorite book within the stipulated time. In addition to this, they had to use their persuasion and innovative methods to convince the judges to read their books. 27 officer trainees participated with full zeal. John George bagged the first prize for One Hundred Years of Solitude followed by Saksham Goel and Vishal Khartri.
2. Our second event followed close to our learnings in village visit and Aarambh Solutions for Indian Governance. The solutions had to be of practical usability, relevance to current challenges and that follows Pareto principle. Among 19 entries, Sivanandham bagged the first prize with his entry on consolidated dashboard tracking of scheme beneficiaries to attain scheme saturation at individual level. Vishal Khatri's Geospatial analytics technology for infrastructure management and planning and Faisal Khan's Breaking the silos among public officials has been awarded second and third prizes respectively.
3. As a final even, an Inter-house Pop-quiz contest was organized however due to unavoidable circumstances, the even could not be held at the last moment.

The Secretary of Society of Contemporary Affairs/Kanchenjunga House of IAS Professional Course **Phase-I 2022** Batch has conducted a quiz on the subject “**Photography**” during Phase-I Course.

Summary of Activities

In a world where visual storytelling has become an essential part of human communication, the art of photography continues to flourish. The year 2022 marks another significant chapter in the realm of photography as enthusiasts from around the globe gather to showcase their creativity, perspective, and skill in the much-anticipated "Capturing Moments" Photography.

Unveiling Creativity: The Essence of the Competition

The "Capturing Moments" Photography Competition isn't just an event; it's a celebration of the diverse ways in which we perceive and interpret the world around us. The competition aims to bring together photographers of all levels – from amateurs with a passion for freezing time to professionals who have mastered the nuances of light, composition, and emotion.

The competition is open-themed, allowing participants to submit photographs across a wide spectrum of subjects, genres, and techniques. From breathtaking landscapes that transport viewers to distant realms, to intimate portraits that reveal the essence of human emotions, and even experimental abstracts that challenge conventional perspectives – every photograph has a story to tell, a moment to freeze, and an emotion to convey.

Fostering a Community of Creativity

More than just a platform for showcasing talent, the "Capturing Moments" Photography Competition fosters a sense of community among photographers. Through workshops, webinars, and interactive online forums, participants have the opportunity to learn from each other, share insights, and exchange ideas. This collaborative atmosphere not only enhances their individual skills but also contributes to the overall growth of the art form.

A Glimpse into the Future of Photography

As the world hurtles into the future, photography remains a powerful medium for capturing the essence of life, culture, and human experience. The "Capturing Moments" Photography Competition stands as a testament to the enduring significance of this art form. By bringing together photographers from diverse backgrounds and corners of the globe, the competition not only showcases the present state of photography but also offers a glimpse into its exciting future.

In a world where moments fleetingly pass us by, photography has the unique ability to pause time and encapsulate the beauty, emotion, and stories that define our existence. The "Capturing Moments" Photography Competition is a celebration of this power – an ode to the photographers who freeze these moments and invite us to see the world through their eyes.



Report on the Activities of the Society for Social Services

1. Visit to Government schools :

The social service society organized school visits on 25th February 2023. We visited gate school at LBSNAA main gate, government schools in camel back road. The volunteers have interacted with students and teachers. They have played with children ,assessed their learning levels. Interacted with teachers to find the issues in the school. Bal Mazdoori is one of the major problems here. Also safai karmachari is not there. We have distributed fruits, stationary and socks to the children. The visit is a learning experience for OTs.



We found that the children were talented in painting and painted some beautiful pictures. The teachers were extremely motivated to teach the students.

2. Visit to Old age home –

The Society for Social Service had organized a visit to a old age home called Kalpavriksh samajik old age home in Dehradun on 11th March 2023. We have interacted with inhabitants present there and found out the issues they were facing. They were so happy to talk to OTs. We found that owners were committed to the cause. They were running the home without government support. The donations and monthly payments by family members are the major source of revenue. The food and facilities were satisfactory.



3. Mentoring to BVG Staff –

We have to put the own house in order first. So we decided to teach our own staff who tirelessly work to keep our stay comfortable in the campus. We prepared a list of lady staff who are interested to learn and started classes for them in the weekend. Time was a major constraint here. Still I must appreciate OTs who came forward to teach the Women. We distributed books, notes, slates, pens for them to learn the most basic and necessary things that they should know. We started with alphabets, numbers, operating phones, operating ATM, reading salary slips etc. Some of them are reading and writing first time in their life. We are amazed by the gratefulness they show towards us. The classes continue till the end of phase 1.



4. Health camp for students of Balwadi school –

We conducted a health camp on 25th March, 2023. OTs have prepared a medical card for the children. The camp aimed to check basic health parameters like weight, height, BMI, general health check-up. There were around 90 children who got their health parameters checked and issued health cards. The OTs who were doctors have checked children so patiently and given their valuable advice. At the end, parents were given general health advisory about health, hygiene and nutrition. The camp was appreciated by teachers and parents.



SOCIAL SERVICE SOCIETY REQUESTS 124TH ITP OFFICERS FOR DONATION

No amount is
too small to give.



5. Fund raising from 124th ITP officers – The activities of society are majorly funded by voluntary contributions. In this regard a presentation was made to ITP officers to contribute to the society. A sum of Rs.1,14,055/- was raised through this effort. The society acknowledges the generosity of officers who contributed happily.

6. **Cloth Donation Drive** – As the phase 1 of 2022 batch is in its final days, taking advantage of the mandatory shifting of hostels by the Officer Trainees, we organized a cloth donation drive. Items ranging from shoes, shirts, trousers, jeans, caps, gloves, light blankets, umbrellas, bamboo bags etc. are being donated by the Officer Trainees. Donation was asked from ITP officers as well. These will be distributed to the BVG workers of the respective hostels. It is on the principle of Sharing is Caring.



Society for Social Service is Organizing



Cloth Collection Drive

You can donate Clothes, Shoes, Jackets, Socks etc.



Please Submit in a good condition

Location: Hostel Reception

Society for Social Service, LBSNAA, Mussoorie

7. **Learning Assessment for KV Students:**After the education module classes in phase 1, OTs were interested to practically learn about learning levels in government schools. So we have selected KV, LBSNAA school for assessment of students. OTs prepared question papers for classes of 2nd, 3rd, 4th, 5th, 6th, 7th and 8th. We have conducted a test on 3rd May, 2023. 9 OTs have conducted the exam and evaluated the papers of students. We have observed that practical, general knowledge, Mathematics is weak in students. We have given feedback on how to improve learning levels and focus on low hanging fruits for better results.



8. Fund Raising from phase 4 officers – Keeping in mind the onset of harsh winters, society opened avenues for officers of phase 4 to donate money at their will which would be used to conduct society’s activities.

Rahul Sankrityayan Bhasha Manch

1. Parliamentary Committee Visit: Cultural Event

Rahul Sankrityayan Bhasha Manch had the privilege of organising a Cultural Event on the evening of the visit of the Parliamentary Committee on April 11th 2022 and the Civil Services Day on April 21st 2022. The event on April 11th was organised in association with the fine arts club.

The one hour performance on April 11th comprised two skits based on themes "Sabka Sath, Sabka Vikas, Sabka Prayas" and "Anonymity, Austerity, Ability", a Fusion dance, a Musical Spill poetry rendition and a special patriotic performance by the Academy Band, on the theme of "Vision for India@100". Bhasha Manch members curated the event - guiding and scripting anchoring, mentored in writing the skits, spill poetry and contributing to composition, instrumental and vocal pieces of the Band performance.





2. Civil Services Day Events

On April 21st, Rahul Sankrityayan Bhasha Manch organised & coordinated various events on the occasion of Civil Services day 2022. The day started with "Shramdan" by Officer Trainees resulting in collection of 186 Kgs of waste, and a "Wreath Laying Ceremony" in memory and honour of members of the services who laid down their lives in the line of duty. The Academy choir sang renditions of Academy Song and National Anthem. Bhasha Manch also organized "Jashn" (Kavya-Sammelan and Mushaira) in the evening, which witnessed finest of poetries by 18 officer trainees and a special performance by the Academy Band encapsulating the Spirit of Service. The occasion was graced by Director, Joint director and Faculties of the Academy.



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trainees alike. Bhasha Manch would like to thank each and every individual who was involved in organizing, participating and attending the event.

The events have been great successes and was appreciated by guests, faculty members and officer





3. Safarnama: The journey goes on

A Travelogue titled Safarnama is published by the Bhasha Manch. It tries to capture the experiences of officer trainees during Bharat Darshan and other travels undertaken. The emphasis is on documenting the experiences and beautiful photos taken by the officer trainees. Bhasha Manch aims to create an institutional memory in form of Safarnama.

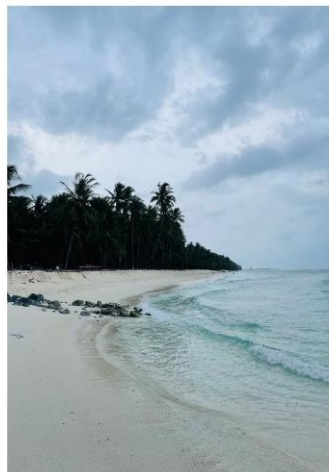
A "LIVING IN THE MOMENT" TRIP TO LAKSHADWEEP!

The pain of losing sleep for early morning flights, strictly planned attachments that gave us no time to enjoy the tour the way we wished, all the chaos we faced while hotel check outs or flight check ins and living out of a bag for almost 42 days, Bharat Darshan was tiring as hell. Yet, each of us had the best time of our lives. Each one of us has that one memory that we will cherish for our entire lives. For me, it was the trip to Lakshadweep!

It's not like that the trip to Lakshadweep was any less dramatic. We had a flight from Chennai to Kochi at 6:35 am. The chaos started at Kochi airport. Our booking was not available in the Air India's database for reasons beyond our understanding. We stood at the counter for 2 hours straight to get this thing sorted instead of enjoying our 4 hours long lay off in Kerala. And to our surprise, for the first time in our lives, we got hand-written boarding passes!! Then we waited at the boarding gate for the flight. First, it was delayed, and then it got cancelled after waiting there for 2 hours for nothing. Monsoon just arrived in India, already making its presence noticed!

Thankfully, our stay in Kochi was arranged quite promptly by the academy and it was quite amazing as well. But, we were all hoping for the weather to improve. Island attachment was something that we were all waiting for. After a tiring journey to Burn La for our army attachment and heavily packed Health & Education attachment in Chennai, we all anticipated that Lakshadweep would finally give us some "Me Time". It rained all night, while we were in Kochi, almost rendering us hopeless for the trip. But to our surprise, the weather did improve in the morning! All 38 of us were excited beyond measure.

We landed in Agatti amid cloudy weather. As soon as we settled ourselves in the guest house, we headed for the beach. The turquoise coloured seawater and white sand beach was all we needed to set the tone for our island attachment. It was so calming to just sit there, hear the ocean roar and watch the endless horizon at the end of it! On top of it, lush green coconut trees covering the entire island was an added solace to the eyes. This was the moment we were longing for, since the training began. But thankfully, this was not the last one. We had many



The next day, we took a chopper ride to Karavatti island, the first such ride for most of us. That 15 minutes ride was all about clicking selfies, making videos and literally being happy like a child! Karavatti island is bigger than Agatti, a more commercial one as well. Our accommodation here was right by the beach. There was a 1-shape floating jetty on that beach. The fun part was to walk on the floating surface to reach the end of it. None of us could walk straight on that thing, and each one of us had our peculiar wobbly walk to reach the end of it. Entire afternoon, we sat there, talking, taking thousands of pictures, enjoying the sea breeze with half of our leg dipped in water.

For two days straight, we had no attachments. No formal meet-ups. No rush to be anywhere. Before this experience, I believed that its better said than done - "living in the moment". But Lakshadweep trip made me experience this. The sheer uncertainty of the trip which left an doubt about the question "what next?" or the scenic beauty of the pristine beaches that captivated our attention, whatever be the reason, the "living in the moment" came true for all of us!

Final day on this island was the most lively one. We went for SCUBA Diving in the morning. Because of the rain, we couldn't go very deep and were under water for only 15-20 minutes, but it was still an adventure for most of us. After that, we went for the Naval Attachments, over the Naval Officials posted there and tried to understand their operations. While we were there, we planned to go for Kayaking. But to our surprise, while we were coming back to the hotel, we were informed that we will be "battled" back to Agatti island in the afternoon itself because of the weather. By the evening, we were back in Agatti, from all the chaos to again doing nothing.

Strolls along the beaches, taking a walk from one end of the island to the another, enjoying the rain with us while sitting under the shack, walking for hours or even lying lazily on the hammock along the beach, every moment spent in Lakshadweep was an unparalleled experience. One could complain that these islands are yet to be properly commercialised for tourism. Mobile network is patchy there. It is difficult to find a good place to eat, especially during the monsoon when Lakshadweep is closed for tourism. But for us, it was blessing in disguise.

We did regret not being able to visit Bangaram island or have good sea food because shacks were closed. Rain added another spoiler to our trip, cutting it short wherever possible. But still, for me it was the best part of the Bharat Darshan. We experienced the joy of doing nothing, something we might not experience for a very long time once we are posted in our respective districts, the reason why I will cherish this trip for my entire life!

हलाक तक सांस अटका ह मुझ मात आता ह
 गर वो दुश्मन है मेरा बधाई क्यों नहीं देता?
 गला रुंधा है उसका भी, अखिरे नम है उसकी भी
 इन अंतिम लम्हों में वो विदाई क्यों नहीं देता
 शायद कुछ गीते थे दरम्यां कुछ बातें करनी थी
 गर अहम नहीं है मुझमें, उसे बुला ही क्यों नहीं लेता ?
 छोटी बात थी कितनी, मुझे महसूस होता है
 मेरी इन भावनाओं को बता ही क्यों नहीं देता?
 शायद वो पास है मेरे फासला क्यों है इतना फिर
 दोनो की चाहतों को एक बना ही क्यों नहीं देता?
 गुजरे हुए हर एक लम्हे याद आते हैं
 मेरी परछाईं की तरह ही मेरे साथ जाते हैं
 कि मैं अर्पित चीज जेना है और उम्मत को रचना है

4. Kavyanjali: Collection of poems

To showcase the talented poets of the batch the Bhasha Manch compiled a collection of poems. The officer trainees submitted their own creations depicting emotions and themes like friendship, women empowerment, depiction of sorrow, romantic themes, migration et cetera. This Collection of poem is published under the title Kavyanjali.

5. Sangam: The magazine

Sangam magazine is one of the main publications of the Bhasha Manch. To celebrate the linguistic diversity of India the officer trainees give their entries in various Indian languages. The magazine consists of articles, poems, stories, work of art and other creative expressions by the officer trainees.



6. Thought of the day in Indian languages

The classroom sessions starts with a thought of the day. To promote the linguistic diversity Bhasha Manch compiled a collection of thought of the day in various Indian languages like Tamil, Telugu, Marathi, Hindi ,Sanskrit, Oriya, Bangla etc. These were read out by officer trainees at the start of the academic sessions.

Language: Marathi

OT- Prathmesh-M08

असे जगावे दुनियेमध्ये
असे जगावे दुनियेमध्ये,
आव्हानाचे लावुन अत्तर,
नजर रोखुनी नजरे मध्ये,

10. Cultural Programme on 12th August

Bhasha Manch held in writing the lyrics of the songs presented by the music band of Academy. There were enactment of the plays during the cultural event with the help of the Bhasha manch.



11. Hindi Debate Competition

Basha much organised a debate competition in Hindi language. Various officer trainees participated in group of two. The topics topics we are contemporary and of national importance.

12. Stand Up Comedy

Humour is a great medicine for many ills. A stand-up comedy night organised to tickle the funny bone of the officer trainees. The performers showcase their talent in taking a humorous take on various aspects of both inside the academy and outside

NIC Training Unit (NICTU)

Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie

The coordination, session design, concurrent evaluation and successful delivery by NICTU contributed significantly to the skilling requirements of the training programmes of LBSNAA. NICTU did it as per the course requirements, feedback and training needs analysis shared by the respective course coordinators of LBSNAA and approved by its Academic Council. In addition, NICTU conducted Training of Trainers (ToTs) for the officers of LBSNAA, NIC Uttarakhand, ITBP and DRDO. Overall during 2023, around 1600 Nos. of Government officers benefitted by the hands-on skilling by NICTU on Information and Communication Technologies (ICT), e-Governance and Digital Transformation. Some of the intended objectives are: increasing personal and office productivity, data-driven decision-making and framing up of the requirements needed for attempting digital transformation at the field level by the Government officers, so trained.



NICTU ensured that successful e-Governance implementations and the current trends of generative AI, data analytics, computer vision based Machine Learning, GIS and Drone technology were explained to the participants of the induction and Mid-term Career programmes at LBSNAA. For this, NICTU coordinated with experienced practitioners in the Government: Central ministries (MeitY, NIC, NeGD, Income Tax, GST, Railways, Niti Aayog), State Governments (Land records, IT agencies, CM Dashboards and other IT initiatives), PSUs/ agencies (State Electricity Boards, Smart Cities, Banks), global organisations (World Bank, Carnegie Mellon University), Academia (CMU, IIT Delhi, IIT Guwahati, IIM Ahmedabad), and Industry (award-winning Tech startups suggested by MeitY and NASSCOM). LBSNAA invited their respective representatives for guest lectures and technology demonstrations.



NICTU also ensured that the training participants acquired sufficient hands-on skills in handling public data. They were guided to use different data formats of large datasets sourced from different sources to solve problem statements relevant to the administration and governance domain. NICTU made them practise elementary data extraction and data transformation using Structured Query Language (SQL) on the RDBMS tool. They were also made to practise data summarisation and data visualisation using common spreadsheets and visualisation tools. They were also exposed to AI/ML tools for preparing predictive models using a sample data. The individual and team efforts led them to attempt meaningful Infographics and actionable insights. They created and presented different data stories among peers and before the invited esteemed guests. Smt. Droupadi Murmu, the President of India, Shri Ramnath Kovind, the former President of India, Lt. Gen. (Retd.) Shri Gurmeet Singh, Governor of Uttarakhand, Shri Pushkar Singh Dhami, Chief Minister of Uttarakhand, Secretaries to the Government of India and the state Governments, the Chairman and members of Capacity Building Commission of India, witnessed such demonstrations and presentations made by the participants of training programmes of LBSNAA and trained by NICTU.



NICTU also contributed to the improved automation of the back-office operations and activities of LBSNAA. Few of the important ones are: planned shifting of on-premises deployments of applications to NDC and MeitY-empanelled clouds, tele-medicine facility established between LBSNAA and AIIMS Rishikesh, hiring and deployment of NeGD-sponsored data analysts, equipping the NICTU lab at LBSNAA with 120 Nos. high-end machines procured through NICS, and a series of rich dashboards developed and curated depicting live monitoring of Government schemes across the governments.

राजभाषा

संघ की राजभाषा नीति का अनुपालन सुनिश्चित करने के लिए, लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी में वर्ष 1986 में राजभाषा अनुभाग की स्थापना की गई। यह अनुभाग, निदेशक के समग्र मार्गदर्शन तथा पर्यवेक्षण में कार्य करता है। इस अनुभाग द्वारा विचाराधीन वर्ष के दौरान मुख्यतः निम्नलिखित कार्य संपन्न किए गए -

भारत सरकार, राजभाषा विभाग द्वारा वर्ष 2022-23 के लिए निर्धारित कार्यक्रम के अनुरूप, 'क', 'ख' तथा 'ग' क्षेत्रों के साथ हिंदी पत्राचार सुनिश्चित किया गया। तदनुसार, अकादमी द्वारा 'क' क्षेत्र के साथ 94.77%, 'ख' क्षेत्र के साथ 92.83% और 'ग' क्षेत्र के साथ 69% पत्राचार हिंदी में किया जा रहा है। राजभाषा अधिनियम की धारा 3(3) के अंतर्गत जारी किए जाने वाले सभी दस्तावेजों को द्विभाषी रूप में जारी किया गया। विचाराधीन वर्ष के दौरान, इस अकादमी ने हिंदी पुस्तकों, सीडी, डीवीडी आदि की खरीद के लिए 46.57% प्रतिशत का लक्ष्य प्राप्त किया है। अकादमी के प्रोफेसर प्रबंधन एवं प्रभारी राजभाषा की अध्यक्षता में प्रत्येक तिमाही में राजभाषा कार्यान्वयन समिति की बैठकों का आयोजन कर अकादमी के विभिन्न अनुभागों में राजभाषा हिंदी में किए जा रहे कार्य की समीक्षा की गई तथा यथोचित मार्गदर्शन किया गया।

अकादमी में दिनांक 14 सितंबर से 29 सितंबर 2022 तक दो सप्ताह हिन्दी के नाम कार्यक्रम आयोजित किया गया। इस उपलक्ष्य में, अकादमी स्टाफ के लिए भारत सरकार की राजभाषा नीति संबंधी सामान्य ज्ञान प्रतियोगिता, आशुभाषण, सभी वर्गों के लिए अलग-अलग हिंदी निबंध लेखन, श्रुतलेखन, यूनिकोड टाइपिंग तथा हिंदी काव्य रचना प्रतियोगिताएं आयोजित की गईं।

इस समारोह में, विभिन्न प्रतियोगिताओं के विजेता प्रतिभागियों के साथ ही, वार्षिक टिप्पण तथा मसौदा लेखन प्रोत्साहन योजना 2021-22 के कुल 10 प्रतिभागियों को भी निदेशक महोदय तथा प्रोफेसर प्रबंधन एवं प्रभारी राजभाषा ने प्रशस्ति पत्र प्रदान किए तथा पुरस्कार स्वरूप नकद धनराशि प्रदान की।

इस अवसर पर अकादमी की पत्रिका 'सृजन' के 10वें अंक का विमोचन भी किया गया। इस अवसर पर निदेशक महोदय और प्रोफेसर प्रबंधन एवं प्रभारी राजभाषा ने सभी संकाय सदस्यों, अधिकारी एवं अकादमी स्टाफ का आभार प्रकट किया और सभी से अकादमी में हिंदी के प्रयोग को और अधिक बढ़ाने का आह्वान किया।

इस प्रकार, यह अकादमी अपने प्रशासनिक और प्रशिक्षण, दोनों क्षेत्रों में हिंदी के प्रचार-प्रसार के लिए निरंतर प्रयासरत है।

लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी को राजभाषा के क्षेत्र में उत्कृष्ट कार्य करने के लिए कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय द्वारा राजभाषा शील्ड प्रदान की गई।

अकादमी को राजभाषा की प्रगति के लिए नगर राजभाषा कार्यान्वयन समिति, देहरादून द्वारा दिनांक 28 जून, 2023 को समिति की बैठक के दौरान द्वितीय पुरस्कार प्रदान किया गया।

Gandhi Smriti Library

The Academy has a well-stocked library. It is located in scenic surroundings which gives it a panoramic view of the majestic Himalayas and an eternal sense of togetherness with Nature. The library is named the "Gandhi Smriti Library". The library is computerized and the complete catalogue of the library is accessible online at <http://4.240.60.45:70/>

- The books and CDs/DVDs are RFID enabled. Self-issue/return kiosk is installed at the library counter for issuing, renewing and returning of books by the users near the library circulation counter. RFID enabled kiosks are placed at the entry of the Karmshila building and in Gyanshilla building in the main campus. Library users can use this facility for returning the books without coming to the library. This service is available 24x7.



Library Collections



- The Gandhi Smriti Library is a treasure trove of resources containing about 1.71 lakhs documents (including books- 161184, Bound volumes of journals- 9497, Braille books- 64) and CDs/DVDs- 8496 (contains lecture recordings, documentaries, movies). Additionally about 4178 digitized rare and old books also available.
- The Library subscribes e-Resources 11, Newspapers 18, Magazines 63, Foreign Journals 8, Indian Journals 61 and e-Journals 30 published by various National and International Organizations/Institutions.

The library subscribes to the following E-resources

- **EBSCO's Business Source Complete:** database providing a full text contents of more than 3000 journals/journal articles, covering disciplines of business, including marketing, management, management information systems, production & operations management, accounting, finance and economics.
- **EBSCO's Econlit with Full Text:** database providing full-text articles in all fields of economics, including capital markets, country studies, econometrics, economic

forecasting, environmental economics, government regulations, labour economics, monetary theory, urban economics and much more.

- **EBSCO's Political Science Complete:** database provides more than 340 full-text reference books and monographs and more than 44,000 full-text conference papers, which includes those from the International Political Science Association.
- **EBSCO's SocIndex:** is a comprehensive sociology research database. It has nearly 900 full-text journals and contains informative abstracts for more than 1,500 core journals dating to 1895.
- **IndiaStat:** Which covers secondary level data i.e. Socio-economic statically data about India and its States.
- **Jstor:** A digital archive of scholarly journals in anthropology, Asian Afro American studies, ecology, economics, education, finance, general science, history, literature, mathematics, music, philosophy, political science, sociology, and statistics.
- **Indian journals.com: (Business, Economics and Management)** which covers around 52 Indian Academic Journals and Research publications.
- **Manupatra:** A legal database which covers law materials related to Indian and overseas.
- **SCC Online:** A legal database which covers legal cases etc. from Supreme Court, all High Courts, Tribunals and Commissions, Statutory material and many foreign jurisdiction and International material.
- **EPWRF India Time Series:** The database relates series online in about thirteen modules covering a wide range of macro-economic and financial sector variables in for research and analytical work.
- **EBC Reader:** The EBC Reader e-Library, allows you to read eBooks of legal content. EBC Reader Comes with Single Search feature enabling you to search for books, Topics, Phrases within your e-Library, Annotations and Notes.
- **Live Law:** a legal website.
- **Bar And Bench:** a legal website.
- **Magzter:** A Newspaper and Magazine database.

- **MyLOFT:** MyLOFT stands for “My Library On Fingertips” is a remote access tool to search and use the library resources off campus.

Besides, the above the library release a monthly bulletin namely New Arrivals of books. During the current year from April 2022 to March 2023 library added about 2138 books.



COMPUTER CENTRE

The LBSNAA is using Information Technology solutions for most of its critical processes. LBSNAA has a fully networked campus and is increasingly relying on IT for its training and administrative needs. The critical components of IT infrastructure at LBSNAA are:

- Computer Centre is managing different applications, some of the applications are being hosted in the cloud and some are hosted in-house. List of the major applications is as follows:
 - LBSNAA Website
 - Training Management Software (SARGAM)
 - Learning Management System (GYAN)
 - E-Office
 - SPARROW for LBSNAA Employees
 - Personal Information Management System (PIMS)
 - Online Examination and Evaluation System
 - CGHS Module
 - DigiTAG arena
 - Library Management Software (KOHA)
 - Centralized Call monitoring system
 - Telemedicine facility with AIIMS Rishikesh
 - Implementation of e-HRMS (Implementation started)
- Procurement and distribution of computer hardware and Software to all the employees and trainees of LBSNAA through GeM.
- Development and strengthening of existing computer facilities.
- The ERP being used in the campus is covering various modules for managing the activities of Academy in different sections of LBSNAA.
- Setup of Telemedicine Facility has been done with AIIMS Rishikesh. The facility is open for the Employees of LBSNAA and residents of Mussoorie.
- Network Devices, Security Systems and LAN (which is primarily UTP based, but has been integrated with Wi-Fi devices in the classrooms).
- Computer Centre revamped the website of LBSNAA which is more interactive and dynamic.
- Computer Centre is also involved in the designing the course manual, training calendar, brochures, banners, posters, officer's directory, memoirs, photo rosters, LBSNAA diary and monthly calendar etc. Besides this computer centre is also involved in video film editing and mixing for the course participants. Thereafter the movie is being showcased during the valediction Programme.
- Computer Centre helps Controller of Examination in preparing the course-related examination result and also involved in preparing the result of MA in Public Administration, JNU.
- Computer Centre gives computer assistance from time to time to the faculty, officer trainees and staff for different IT related activities.

- LBSNAA is having 1 Gbps National Knowledge Network link for the use of Internet along with 100 Mbps backup link as a redundancy.
- Computer Centre provides laptops to the Participants and Officer Trainees of different courses. Trainees could access the network through Wi-Fi and wired LAN from Hostel rooms and communicate to each other apart from enhancing their skill and getting acquainted with latest software's.
- State of the art Computer Lab has been setup for the ICT classes being conducted for the Participants of different courses.
- Training Programmes are also organized by the Computer Centre time to time for all the employees of the Academy to train them on the new software's. Computer Centre also provides on-job training to all the sections of the Academy about the use and features of e-office and other applications.
- Most of the class rooms and conference halls are equipped with the Video Conferencing (VC) facility and other webinar software's. Most of the courses/classes were organized online using VC and other Webinar Software's by the Computer Centre during the COVID period.
- Artificial Intelligence/ Machine Learning Lab have been setup in LBSNAA to create an environment where Officer Trainees and participants are trained Data analytics, AI/ ML , Drone, IoT and Other emergent technologies.

Financial Statement of LBSNAA

Budget allocation of LBSNAA is made under "Demand No.074-Ministry of Personnel, Public Grievances & Pensions". The provision includes establishment related expenditure under Non-Scheme (Revenue).Infrastructure related expenditure is provided under Scheme (Revenue) and Scheme (Capital). The budget allocation is made for various core activities of the Academy that include training programme such as the Foundation Course, Refresher Courses, Mid-Career Training Programmes, etc. Allocations are made under Scheme (Capital) and Scheme (Revenue) for improvement of Infrastructure and up-gradation of essential facilities at LBSNAA.

The details of actual expenditure for 2020-21, 2021-22, 2022-23 and allocation for financial year 2023-24 is as under.

(Figure in thousands)

S.No.	Non-Scheme(Revenue)	Actual Expenditure			Budget Allocation
		2020-21	2021-22	2022-23 (As on 23 rd Jan, 2023)	
1.	Salaries	1,62,877	1,62,235	1,49,963	2,15,080
2.	Wages	33,495	36,498	37,840	46,000

3.	Overtime allowance	0	0	0	50
4.	Medical Treatment	4,480	5,145	4,977	6,000
5.	Domestic travel expenses	5,996	5,725	3,413	6,600
6.	Foreign travel expenses	84	0	40	500
7.	Office expenses	88,950	85,528	87,727	90,000
8.	Rent, rates & taxes	1,998	1,964	1,574	3,000
9.	Publication	350	636	382	650
10.	Other administrative expenses	200	199	190	300
11.	Minor works	1,500	1,500	0	2500
12.	Professional services	1,22,500	1,48,796	1,55,242	1,70,000
13.	Grant-in-aid	500	500	0	500
14.	Other Charges	5,200	3,999	3,479	4300
15.	Salaries	1,660	3,506	2,441	3920
16.	Overtime allowances	-	0	0	50
17.	Medical treatment	31	134	95	250
18.	Other Charges (Inf. Tech)	597	596	560	600
19.	Swachhta Action Plan	597	593	432	700
20.	Professional Services	9,000	59,999	54,523	65,000
	Total (Non-Plan)	4,40,015	5,17,553	5,02,878	6,16,000
21.	Scheme (Revenue)	1,10,000	1,14,000	1,15,484	1,20,000
22.	Scheme (Capital)	2,84,400	2,45,000	1,77,091	3,67,900
	Grand Total	8,34,415	8,76,553	7,95,453	11,03,900

Faculty & Staff Skill Development Program

There is a systematic process at the Academy to upgrade and update the skills, knowledge and the instructional techniques of its faculty. To achieve this, programs are organised on campus and by deputing faculty members to reputed institutions both within India and outside the country. The following faculty members were deputed for training, attending workshops, seminars and for exploring possibilities for collaboration both in India and abroad under Faculty Development Program:

Faculty Name (Mr./Ms./Dr.)	Purpose/ Course done	Duration
Sunita Rani	FIRO B Certification Programme	21 –22 April, 2022
Sanjay Joshi	U.lab: Learning from the Emerging Future from MIT, USA	21 May, 2022
Sunita Rani	Transfer Designer Certification from Get Learned Fit India Pvt. Ltd.	18 October – 4 November, 2022
Anupam Talwar	Women in Leadership: Cornell Certificate Programme from Cornell University	
Sarfaraz Hussain Khan	केंद्रीय हिन्दी प्रशिक्षण संस्थान, राजभाषा विभाग, गृह मंत्रालय – अभिमुखी कार्यक्रम (ऑनलाइन)	10 – 14 October, 2022
Sarfaraz Hussain Khan	केंद्रीय हिन्दी प्रशिक्षण संस्थान, राजभाषा विभाग, गृह मंत्रालय - गहन हिन्दी कार्यशाला (ऑनलाइन)	05 – 09 December, 2022
Anandhi	Winter Course on International Law at The Hague Academy of International Law, Netherlands	09 – 27 January, 2023
Sarfaraz Hussain Khan	भारतीय भाषाओं में शोध एवं अकादमिक लेखन पर राष्ट्रीय कार्यशाला	19 – 21 January, 2023
Chhavi Bharadwaj	Data Analysis for Social Scientists from MITx	31 January. 2023
Sowjanya	Data Analysis for Social Scientists from MITx	31 January. 2023

27 Officials	One-Week Capacity Building Training Programme, Institute Management in Government, Thiruvananthapuram	16 th -20 th January, 2023
12 Officials	One-week Capacity Building Training Programme, (YASHADA), Pune	06 th – 10 th February, 2024

Publications:

LBSNAA has been publishing “The Administrator” Since 1961. Over its half a century long existence, the journal has provided a forum to civil servants and academicians to share their knowledge distilled from their experiences in the field. The contributors have primarily been civil servants but not exclusively so. The journal has been receiving contributions from intellectuals, scholars and eminent public figures who have applied their knowledge in the areas of Public Administration, Public Policy etc. In 2022-23 the academy brought out General Editions.

Delegations/Teams that visited LBNSAA:

Students of various institutions, participants of different training programmes and delegations of various nations visit the Academy every year. This is a mutual learning experience. The visitors, as well as the Academy benefit from such interactions. The following visit was held during 2022-2023:

Details of visit of various Schools/Institutions to LBNSAA, Mussoorie being organised by Security Section from 01.04.2022 to 31.03.2023

Sl. No.	Name and Address of Institution	Remarks
1.	Visit of 47 Officers of ITBP Academy Mussoorie on 04.05.2022.	-
2.	Visit of 37 participants of Capacity Building Programme in Field Administration for Senior Officials of Jammu & Kashmir Administrative Service on 01.12.2022	Request sent by NCGG, Mussoorie
3.	Visit of 39 participants of Capacity Building Programme in Field Administration for Civil Servants of Bangladesh on 17.12.2023	Request sent by NCGG, Mussoorie
4.	Visit of 27 Participants of Capacity Building Programme in Field Administration for Civil Servants of Maldives on 17.12.2023	Request sent by NCGG, Mussoorie
5.	Visit of 20 Students of Uttarakhand Educational Institute on 29.12.2023	-
6.	Visit of 45 students under Beti Bachao Beti Padhao Abhiyan recommended by Chief Development Officer of Dehradun on 09.01.2023.	-

7.	Visit of 30 participants of Capacity Building Programme in Field Administration for Senior Officers of Arunachal Pradesh on 14.01.2023.	Request sent by NCGG, Mussoorie
8.	Visit of 42 participants of Capacity Building Programme in Field Administration for the visit of LBSNAA from Bangladesh on 15.01.2023.	Request sent by NCGG, Mussoorie
9.	Visit of 53 students of Pandit Deendayal Energy University Gandhinagar Gujarat on 29.01.2023.	-
10.	Visit of 38 participants of 50 th Capacity Building Programme for Civil Servants of Jammu and Kashmir on 11.02.2023	Request sent by NCGG, Mussoorie
11.	Visit of 40 participants of Capacity Building Programme for the Civil Servants of Bangladesh on 03.03.2023.	Request sent by NCGG, Mussoorie
12.	Visit of 29 participants of Capacity Building Programme for the Civil Servants of Arunachal Pradesh on 04.03.2023.	Request sent by NCGG, Mussoorie
13.	30 Students of Indian School of Public Policy of the Lok Niti, Hauz Khas, Delhi on 25.03.2023	-

Annexure-1: Physical Infrastructure

A. CLASS/LECTURE/CONFERENCE ROOM		Capacity
1.	Dr. Sampooranand Auditorium	469 seats
2.	Ambedkar Hall (Aadharshila Block)	158 seats
3.	Tagore Hall (Aadharshila Block)	190 seats
4.	Vivekananda Hall (Aadharshila Block)	190 seats
5.	Homi Bhabha Computer Hall (Aadharshila Block)	108 Terminals
6.	Conference Hall (Karamshila Block)	35 seats
7.	Govind Ballabh Pant Hall (Karamshila Block)	115 seats
8.	Nehru Auditorium (Gyanshila Block)	110 seats
9.	Seminar Room – 2 to 5 (Gyanshila Block)	06 (Round Table) each total 30 seats
10.	Seminar Room – 1 & 6 (Gyanshila Block)	65 seats each
11.	Seminar Room – 7 to 12 (Gyanshila Block)	12 (Round Table each)
12.	Seminar Room – A & B (Gyanshila Block)	55 seats each
B. HOSTELS/ACCOMMODATION		
1.	Brahmaputra Niwas	12 rooms
2.	Ganga Hostel	78 rooms
3.	Happy Valley Hostel	25 rooms
4.	Indira Bhawan Hostel (Old)	20 rooms
5.	Kalinidi Visitors' Hotel	21 rooms
6.	Kaveri Hostel	33 rooms
7.	Mahanadi Hostel	39 rooms
8.	Naramada Hostel	22 rooms
9.	Silverwood Hostel	54 rooms
10.	Valley View Hostel (Indira Bhawan)	48 rooms
11.	Gyanshila	06 rooms
12.	Monastery Estate Hostel	76 rooms

Annexure-2: Our Directors and Joint Directors

An officer of the rank of Secretary of Government of India heads the Academy. The Academy has had illustrious members of the service heading it. The name and tenure of Directors and Joint Directors of the Academy since the inception of the Academy are as follows:

Directors of LBSNAA

Sl. No.	Name	Duration
1.	Mr. A.N. Jha, ICS	01.09.1959 to 30.09.1962
2.	Mr. S.K. Datta, ICS	13.08.1963 to 02.07. 1965
3.	Mr. M.G. Pimputkar, ICS	04.09. 1965 to 29.04.1968
4.	Mr. K.K. Das, ICS	12.07.1968 to 24.02.1969
5.	Mr. D.D. Sathe, ICS	19.03.1969 to 11.05.1973
6.	Mr. Rajeshwar Prasad, IAS	11.05.1973 to 11.04.1977
7.	Mr. B.C. Mathur, IAS	17.05.1977 to 23.07.1977
8.	Mr. G.C.L. Joneja, IAS	23.07.1977 to 30.06.1980
9.	Mr. P.S. Appu, IAS	02.08.1980 to 01.03.1982
10.	Mr. I.C. Puri, IAS	16.06.1982 to 11.10.1982
11.	Mr. R.K. Shastri, IAS	09.11.1982 to 27.02.1984
12.	Mr. K. Ramanujam, IAS	27.02.1984 to 24.02.1985
13.	Mr. R.N. Chopra, IAS	06.06.1985 to 29.04.1988
14.	Mr. B.N. Yugandhar, IAS	26.05.1988 to 25.01.1993
15.	Mr. N.C. Saxena, IAS	25.05.1993 to 06.10.1996
16.	Mr. B.S. Baswan, IAS	06.10.1996 to 08.11.2000
17.	Mr. Wajahat Habibullah, IAS	08.11.2000 to 13.01.2003
18.	Mr. Binod Kumar, IAS	20.01.2003 to 15.10. 2004
19.	Mr. D.S. Mathur, IAS	29.10.2004 to 06.04.2006
20.	Mr. Rudhra Gangadharan, IAS	06.04.2006 to 20.09.2009
21.	Mr. Padamvir Singh, IAS	02.09.2009 to 28.02.2014
22.	Mr. Rajeev Kapoor, IAS	20.05.2014 to 9.12.2016
23.	Ms. Upma Chawdhry, IAS	11.12.2016 to 31.12.2018
24.	Dr. Sanjeev Chopra, IAS	01.01.2019 to 31.03.2021
25.	Mr. Lok Ranjan, IAS	15.04.2021 to 04.09.2021

26.	Mr. Srinivas R Katikithala, IAS	05.09.2021 to
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Joint Directors of LBSNAA

Sl. No.	Name	Duration
1.	Mr. J.C. Agarwal	19.06.1965 to 07.01.1967
2.	Mr. T.N. Chaturvedi	27.07.1967 to 09.02.1971
3.	Mr. S.S. Bisen	01.04.1971 to 09.09.1972
4.	Mr. M. Gopalakrishnan	20.09.1972 to 05.12.1973
5.	Mr. H.S. Dubey	03.03.1974 to 18.12.1976
6.	Mr. S.R. Adige	12.05.1977 to 07.01.1980
7.	Mr. S.C. Vaish	07.01.1980 to 07.07.1983
8.	Mr. S. Parthasarathy	18.05.1984 to 10.09.1987
9.	Mr. Lalit Mathur	10.09.1987 to 01.06.1991
10.	Dr. V.K. Agnihotri	31.08.1992 to 26.04.1998
11.	Mr. Binod Kumar	27.04.1998 to 28.06.2002
12.	Mr. Rudhra Gangadharan	23.11.2004 to 06.04.2006
13.	Mr. Padamvir Singh	12.03.2007 to 02.02.2009
14.	Mr. P.K. Gera	24.05.2010 to 20.05.2012
15.	Mr. Sanjeev Chopra	09.09.2010 to 05.12.2014
17.	Mr. Dushyant Nariala	24.12.2012 to 16.01.2016
16.	Ms. Ranjana Chopra	06.08.2013 to 15.12.2014
18.	Mr. Tejveer Singh	06.08.2013 to 31.3.2017
19.	Ms. Jaspreet Talwar	24.10.2014 to 31.3.2017
20.	Ms. Arti Ahuja (Special Director)	19.07.2017 to 19.05.2020
21.	Mr. Manoj Ahuja (Special Director)	06.11.2017 to 19.05.2020
22.	Ms. Radhika Rastogi(Special Director)	01.09.2021 to 27.03.2023

Annexure-3: Participants in IAS Phase-II (2020 Batch)

Participants from the State of	Male	Female	Participants
AGMUT	06	06	12
Andhra Pradesh	08	03	11
Assam-Meghalaya	04	04	08
Bihar	05	02	07
Chhattisgarh	04	03	07
Gujarat	04	04	08
Haryana	04	01	05
Himachal Pradesh	04	00	04
Jharkhand	05	01	06
Karnataka	07	01	08
Kerala	06	03	09
Madhya Pradesh	07	01	08
Maharashtra	07	03	10
Manipur	01	00	01
Odisha	04	01	05
Punjab	03	01	04
Rajasthan	04	02	06
Royal Bhutan Civil Service	02	01	03
Sikkim	00	01	01
Tamil Nadu	07	05	12
Tripura	04	00	04
Telangana	06	02	08
Uttar Pradesh	12	04	16
Uttarakhand	02	00	02

West Bengal	12	03	14
Total	128	52	180

Annexure-4: Participants in 97th Foundation Course

Service wise Break-up

Service	Male	Female	Grand Total
Indian Administrative Service	127	50	177
Indian Audit And Accounts Service	04	03	07
Indian Civil Accounts Service	05	00	05
Indian Corporate Law Service	02	02	04
Indian Defence Accounts Service	11	03	14
Indian Defence Estate Service	02	00	02
Indian Foreign Service	22	12	34
Indian Forest Services	45	05	50
Indian Information Services	01	00	01
Indian Police Service	65	33	98
Indian Postal Service	03	03	06
Indian Revenue Service (Customs And Central Excise)	10	10	20
Indian Revenue Service(IT)	15	11	26
Royal Bhutan Civil Services	02	01	03
Royal Bhutan Forest Service	02	00	02
Royal Bhutan Police Services	06	00	06
Grand Total	322	133	455

Annexure-5: Participants in IAS Phase-I (2022 Batch)

Participants from the State of	Male	Female	Participants
AGMUT	13	02	15
Andhra Pradesh	07	03	10
Assam-Meghalaya	06	03	09
Bihar	07	03	10
Chhattisgarh	02	01	03
Gujarat	06	03	09
Haryana	04	02	06
Himachal Pradesh	02	00	02
Jharkhand	02	04	06
Karnataka	03	01	04
Kerala	08	01	09
Madhya Pradesh	06	02	08
Maharashtra	09	04	13

Participants from the State of	Male	Female	Participants
Manipur	04	01	05
Nagaland	01	00	01
Odisha	04	02	06
Punjab	04	01	05
Rajasthan	07	02	09
Royal Bhutan Civil Service	02	01	03
Sikkim	02	00	02
Tamil Nadu	07	03	10
Tripura	03	02	05
Telangana	04	02	06
Uttar Pradesh	09	05	14
Uttarakhand	02	00	02
West Bengal	08	04	12
Total	132	52	184

Annexure-6: 124th Induction Training Programme for IAS Officers

State	Female	Male	No. of Officers
AGMUT	2	16	18
Andhra Pradesh		4	4
Assam-Meghalaya	3	2	5
Chhattisgarh	3	5	8
Gujarat		11	11
Haryana		4	4
Himachal Pradesh	2	4	6
Jharkhand	1	2	3
Karnataka	2	1	3
Kerala		2	2
Madhya Pradesh	3	4	7
Maharashtra	1	16	17
Manipur	1	2	3
Odisha	1	5	6
Punjab	1	6	7
Rajasthan	5	10	15
Tamil Nadu		2	2
Uttarakhand		5	5
West Bengal	1	2	3

Grand Total	26	103	129
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Annexure-7: Participants in 2nd Common Mid-Career Training Programme

Details of Participants

Service	Female	Male	Total
IAAS	2	3	5
IAS	4	16	20
ICAS	1	4	5
IDAS	3	2	5
IDES		1	1
IFS		2	2
IFS(AIS)		5	5
IIS	2	2	4
IOFS	4	2	6
IPOS	3	1	4
IPS	2	13	15
IPTAFS	1		1
IRAS		5	5
IRPS	2	3	5
IRS (C&IT)	3	9	12
IRS(IT)	4	20	24
IRTS	1	7	8
ISS	3		3
Grand Total	35	95	130

Annexure-8: Participants in 28th Joint Civil Military program on National Security

Service	Female	Male	Total
BSF		2	2
Cabinet Secretariat		1	1
CRPF		1	1
HQ IDS		1	1
IAS		2	2
IB		1	1
IDAS/CBI		1	1
IDES		1	1
IFoS		2	2
IFS		1	1
IIS		1	1
Indian Air Force		3	3
Indian Army		5	5
Indian Coast Guard		2	2
Indian Navy		3	3
IPS		4	4
IRS (C&IT)		4	4
IRS (IT)		3	3
IRTS	1		1
ITBP		2	2
NSG		1	1
SSB		1	1
Scientist	1	3	4
Grand Total	2	45	47

Annexure-8: Faculty & Administration in the Academy

Faculty and Other officers in the LBSNAA during the Year

Sl. NO.	Name of the Officer	Designation
1.	Mr. Srinivas R Katikithala, IAS	Director
2.	Ms. Sowjanya, IAS	Joint Director
3.	Ms. Anandhi, IAS	Deputy Director (Sr.)
4.	Ms. Chhavi Bharadwaj, IAS	Deputy Director (Sr.)
5.	Mr. Nand Kumarum, IAS	Deputy Director (Sr.)
6.	Mr. Abhiram G Shankar, IAS	Deputy Director
7.	Mr. Disha Pannu, IPoS	Deputy Director
8.	Mr. Shelesh Nawal, IAS	Deputy Director
9.	Ms. Anupam Talwar, IDES	Deputy Director
10.	Ms. Ekta Uniyal	Assistant Director
11.	Mr. Romeo Vincent Tete	Assistant Director
12.	Mr. Hari Prakash, IAAS	Professor of Management
13.	Dr. Sunita Rani	Professor of Social Management
14.	Dr. Sanjay J Joshi	Professor of Political Theory and Constitutional Law
15.	Mr. Nitesh Kumar Jha, IIS	Reader in Political Theory and Constitutional Law
16.	Ms. Bhawna Porwal	Assistant Professor of Hindi
17.	Mr. Rajesh Kapoor	Assistant Director Rajbhasa
18.	Mr. Sarfraz Hussain Khan	Hindi Instructor
19.	Mr. Arshad M. Nandan	Language Instructor Punjabi
20.	Mr.K. Brijbhasi Singha	Language Instructor (Assamese or Manipuri)
21.	Mr. Ris Jasmail Singh	Riding Instructor
22.	Mr. Sangram Singh	Asst. Riding Instructor
23.	Mr. Rajendra Singh Bisht	Physical Training Instructor
24.	Mr. Shobhit Kaushik	Asst. Physical Training Instructor

Other Officers As on (31/03/2023)

Sl.No.	Name	Designation
1.	Mr. Vijendra Singh Rana	Principal Private Secretary
2.	Mr. M Jagdeeswara Rao	Medical Officer
3.	Mr. Laxmi Prasad	Senior Private Secretary
4.	Mr. Kailash Chandra	Administrative Officer Est
5.	Mr. Pawan Kumar Pal	Administrative Officer (Estt)
6.	Mr. Prakash Singh Dasila	Administrative Officer Accounts
7.	Mr. Ram Milan Kewat	Assistant Library Information Officer
8.	Mr. S.K. Bharti	Assistant Library Information Officer
9.	Mr. Rajendra Bist	Assistant Library Information Officer

10.	Mr.Mukesh Kumar Garg	Asst. Administrative Officer
11.	Mr. Rakesh Chandra	Asst. Administrative Officer
12.	Mr. C.S.Subburaj	Asst. Administrative Officer
13.	Mr. Naresh Kumar Gupta	Asst. Administrative Officer
14.	Ms. Parmila Bahuguna	Asst. Administrative Officer
15.	Mr. N.L Bunker	Private Secretary
16.	Mr. M.K. Tyagi	Private Secretary
17.	Mr. Sunil Negi	Private Secretary
18.	Mr. Neeraj Kumar	Private Secretary
19.	Ms. Darshani	Private Secretary

Officers who were relieved from the LBSNAA during the Year 2022-23

Sl.No	Name	Date of reliving
1.	Ms. Aswathy S	28/06/2022
2.	Ms. Gauri Parasher Joshi	08/08/2022
3.	Mr. Vijay babu Vasanta	22/09/2022
4.	Mr. Hari lal Chouhan	26/09/2022
5.	Ms. Monika Dhami	06/01/2023
6.	Ms. Radhika Rastogi	27/03/2023
7.	Dr. Abhishek Kumar	09/01/2023

Superannuation of Staff during the year 2022-23

Sl.No.	Name	Date of Retirement
1.	Mr. Ramesh Kumar L&IO	31/05/2022
2.	Mr. Ramesh, MTS	31/07/2022
3.	Mr. Pushkar Singh, AAO	28/02/2023
4.	Mr. Dharam Das, Sr. Machine Man	06/09/2022, VRS