

**Annual Report**  
**2023-2024**  
**(upto March, 2024)**



**LAL BAHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION,  
MUSSOORIE, UTTARAKHAND**

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# INTRODUCTION

# **1. 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.

## **1 (i) History of the Academy**

On April 15, 1958, the then Union Home Minister Pandit Govind Ballabh Pant announced in the Lok Sabha, that the Government would set up a National Academy of Administration, where training would be given to all the recruits of the Civil Services. The Ministry of Home Affairs also decided to amalgamate the IAS Training School, Delhi and the IAS Staff College, Shimla to form a National Academy of Administration to be setup in Mussoorie's Charleville Estate. On the first day of September, 1959 curtains were drawn on the training in Metcalfe House. Union Home Minister Pandit Govind Ballabh Pant was instrumental in effecting this shift to Mussoorie.

The Charleville Hotel was built in 1854 by General Wilkinson on the grounds of Chajauli Estate, a part of the abutting Chajauli Patti. The grounds of Happy Valley were acquired in 1904 by the brewer V.A. Mackinnon.

The main building of the erstwhile Charleville complex was destroyed in a fire in 1984. However, its old architecture can still be seen in some of the buildings inside the main campus of the Academy. The Ladies' Block and the G.B. Pant Block were damaged in earthquake of 1991 and on these two sites, the two new buildings viz. 'Dhruvshila' and 'Kalindi Guest House' came up. A part of the "Happy Valley Club" extending right below the Charleville Hotel, now belongs to the Academy. This has the horse-riding ground, the shooting range and the sports club. The racecourse and polo ground, that was carved out of a hillside in 1904, were leased by the Uttar

Pradesh government to the Academy. It is used, for housing the horse-riding establishment and conducting various sports events.

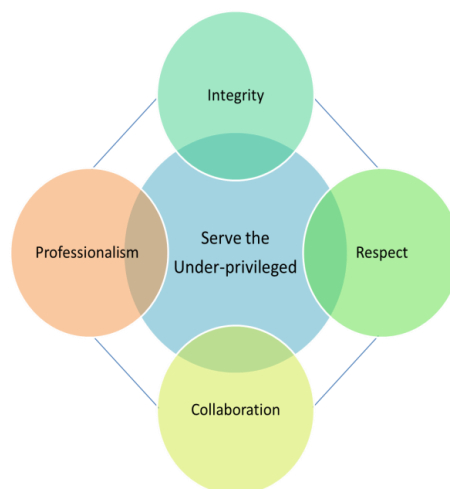
In October 1972, the name of the Academy was changed to "Lal Bahadur Shastri Academy of Administration" and in July 1973 the word "National" was added to it. The Academy is now known as the “Lal Bahadur Shastri National Academy of Administration" (LBSNAA). There have been subsequent expansions and several new buildings have been constructed and others acquired over the years.

## 1 (ii) Academy Mission

### 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”.

# **Administration**



**2 (i) Faculty & Administration in the Academy (as on 31.03.2024)**

<b>Designation</b>	<b>Name</b>
Director	Sriram Taranikanti
Joint Director	Sowjanya
Deputy Director (Sr.)	Chhavi Bhardwaj
Deputy Director (Sr.)	Nand Kumarum
Deputy Director (Sr.)	Dr. Bagadi Gautham
Deputy Director (Sr.)	Ganesh Shankar Mishra
Deputy Director (Sr.)	Shanmuga Priya Mishra
Deputy Director (Sr.)	Shelesh Nawal
Deputy Director	Abhiram G Sankar
Deputy Director	Dr Anupam Talwar
Deputy Director	Aswathi S
Deputy Director	Chandrasekar S
Assistant Director	Romeo Vincent Tete
Assistant Director	Gautam Thapliyal
Professor of Economics	Ritika Narula
Reader in Political Theory & Constitutional Law	Ekta Uniyal
Reader in Law	Dr. Anju Choudhary
Assistant Professor of Hindi	Bhawna Porwal
Sr. Medical Officer	Mayank Badola
Medical Officer	Dr. Yalla Sai Vamsi Krishna Reddy
Principal Private Secretary	Vijendra Singh Rana
Senior Private Secretary	Ashish Kumar Patel
Senior Private Secretary	Laxmi Prasad
Administrative Officer (Estt.)	Kailash Chand
Administrative Officer	Pawan Kumar Pal
Administrative Officer (Accounts)	Prakash Singh Dasila

<b>Designation</b>	<b>Name</b>
Asstt. Library & Information Officer	S. K. Bharti
Asstt. Library & Information Officer	Rajender Bist
Asstt. Library & Information Officer	Bhupinder Kaur
Asstt. Administrative Officer	Mukesh Kumar Garg
Asstt. Administrative Officer	Rakesh Chandra
Asstt. Administrative Officer (on deputation to other office)	C S Subbu Raj
Asstt. Administrative Officer	Naresh Kumar Gupta
Asstt. Administrative Officer	Parmila Bahuguna
Asstt. Administrative Officer	D. C. Lohani
Private Secretary	M. K. Tyagi
Private Secretary	Sunil Negi
Private Secretary	Neeraj Kumar
Private Secretary	Darshani
Hindi Instructor	Sarfaraz Hussain Khan
Language Instructor	Arshad M. Nandan
Language Instructor	K. Brijbhashi Singha
Riding Instructor	Ris Maj Jasmal Singh
Asstt. Riding Instructor	Sangram Singh

## Major Sections of the Academy (as on 31.03.2024)

Name of the Section	Broad scope of work
Administration	<ul style="list-style-type: none"><li>• Appointment of Professor, Readers, Assistant Professors, Promotion of Non-Gazetted and Gazetted Group 'B' officers.</li><li>• Correspondence for Foundation course.</li><li>• Correspondence for service matter of probationers.</li><li>• Assessment report of Foundation course, Phase-I and Phase-II probationers.</li><li>• Leave and Personnel matters of Probationers of Foundation Course, Phase-I, Phase-II.</li><li>• Preparation of pension papers of Gazetted and Non-Gazetted Staff members.</li><li>• Training of LBSNAA Faculty and Staff Development etc.</li></ul>
Accounts	<ul style="list-style-type: none"><li>• Preparation &amp; disbursement of monthly salary of LBSNAA officials</li><li>• Timely uploading of NPS contribution/ monthly TDS (Income Tax) quarterly &amp; TDS (GST) monthly</li><li>• Preparation of budget report (BE &amp; RE)</li><li>• Reimbursement of claims like CEA, Medical, TADA &amp; LTC</li><li>• Reconciliation of Budget monthly basis with bank statement &amp; submission of certificate in this regard to PAO, DPAR New Delhi</li></ul>

	<ul style="list-style-type: none"> <li>• Demand raised by LBSNAA to State Govt/ Service against expenditure made by LBSNAA training of Officers Trainees during FC/Phase-I, Phase-II</li> </ul>
Controller of Examinations	<ul style="list-style-type: none"> <li>• Various works related to preparation for conducting Examinations for Officer Trainees of FC, Phase-I, Phase-II, to distribute format for examination to concerned faculty coordinator and collect information etc.</li> </ul>
Computer Centre	<ul style="list-style-type: none"> <li>• Coordination for Installation and System Integration of all new components in the Academy</li> <li>• Provide Desktop/Laptop Computer Distribution/Installation &amp; Inventory control etc.</li> </ul>
Estate	<ul style="list-style-type: none"> <li>• Works related to maintenance work with CPWD, warden, NGO issues, MRM, JCM, Parliamentary, Raj Bhasha related issues.</li> <li>• Various civil and electrical requirements for repair, maintenance, Shramdan staff and OTs, Swachatta Action plan implementation in the Academy, solar system implementation.</li> <li>• Allocation of residences to faculty, staff, and others as per time to time requirement etc.</li> </ul>
Library	<ul style="list-style-type: none"> <li>• Acquisition and ordering of Books &amp; Audio-Visual materials.</li> <li>• Receiving and accessioning of the Books</li> <li>• Classification of the Books as per DDC classification</li> </ul>

	<p style="text-align: center;">Scheme</p> <ul style="list-style-type: none"> <li>• Cataloguing the books, assigning key words etc.</li> <li>• Data entry of the purchased titles in the Library Software KOHA</li> <li>• Abstracting of library documents</li> <li>• Barcoding and RFID tagging of the books and other library documents</li> <li>• Shelving the books in the shelves as per the classification scheme</li> <li>• Subscription of Periodicals, Journals and Magazines and their yearly renewals</li> <li>• Binding of the Journals</li> <li>• Disposal of scrap and raddi (newspapers and magazines)</li> <li>• Subscription of the E-resources and their yearly renewals</li> <li>• Mapping the subscriptions in MyLOFT remote access platform for off campus and in-campus access of the resources and extracting the data usage reports from the MyLOFT platform</li> <li>• Reference service for accessing the e-resources and article search on demand</li> <li>• Maintenance of KOHA &amp; RFID system including AMC</li> <li>• User Account Management in KOHA.</li> <li>• Circulation and maintenance of the Self-check-out and Book drops</li> <li>• Management of unit libraries of hostels and lounges.</li> <li>• Work related to weeding out of books etc.</li> <li>• Exhibitions and Books Fairs</li> </ul>
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	<ul style="list-style-type: none"> <li>• Stock verification work when required.</li> <li>• Preparation of Bibliographies and lists.</li> <li>• Display of daily news and New arrivals</li> <li>• Circulation duties</li> </ul>
Protocol	<ul style="list-style-type: none"> <li>• All works related to Deployment of Govt. Vehicle/Taxis in various courses etc.</li> </ul>
Raj Bhasha	<ul style="list-style-type: none"> <li>• भारत सरकार, राजभाषा विभाग द्वारा निर्धारित कार्यक्रम के अनुरूप, 'क', 'ख' तथा 'ग' क्षेत्रों के साथ हिंदी पत्राचार सुनिश्चित करना ।</li> <li>• प्रभारी, राजभाषा की अध्यक्षता में प्रत्येक तिमाही में राजभाषा कार्यान्वयन समिति की बैठकों का आयोजन करना तथा विभिन्न अनुभागों में राजभाषा हिंदी में किए जा रहे कार्य की समीक्षा करना ।</li> </ul>
Store & Supply	<ul style="list-style-type: none"> <li>• Custody, Issue and Maintenance of Dead Stock items, equipment's and Condemnation of Un-serviceable items.</li> <li>• All types of purchase related to the courses/Academy etc.</li> </ul>
Security Section	<ul style="list-style-type: none"> <li>• Visit of various schools/institutions/delegation.</li> <li>• Security Section Budget.</li> <li>• Keeping of Parcel of Officer Trainees/Participants in section</li> <li>• Identity Cards for Participants of Foundation Course, Phase-I, Phase-II, Phase-III, Phase-IV, Phase-V, Common MCTP, Induction Training Programme &amp; JCM Training Programme etc.</li> </ul>
Training Induction	<ul style="list-style-type: none"> <li>• All work related to Phase-I &amp; Phase-II</li> <li>• Himalayan &amp; Short Trek</li> </ul>

	<ul style="list-style-type: none"> <li>• Kevadia Visit</li> <li>• OTs individual/personal file custodian ready by the section staff.</li> <li>• Course Manual (Phase I &amp; Phase II)</li> <li>• India Day Celebration/Exhibitions etc.</li> </ul>
Training MCTP	<ul style="list-style-type: none"> <li>• Matters related to Mid-Career Training Programmes (MCTP) i.e. IAS Phases III, Phase-IV and Phase-V.</li> <li>• Common Mid-Career Training Programme. All aspects of the training courses, including logistics, travels, outdoor activities.</li> <li>• Participants' communication.</li> <li>• Inviting nominations for MCTP Phase-III, IV, V &amp; CMCTP courses which includes Correspondence with DoPT, State Government/Government of India/CCAs etc.</li> </ul>
TRPC	<ul style="list-style-type: none"> <li>• Preparation of DoPT Annual Report and Academy Annual Report.</li> <li>• Correspondence with Other Institutions (Other than DoPT).</li> <li>• All work related to Development of Case Studies.</li> <li>• Work related to Syllabus review and conducting Training Need Analysis in collaboration with other institutions.</li> <li>• Duties concerning constitution and working of Board of Studies.</li> <li>• Preparation and issue of Training Calendar.</li> <li>• All work relating to publication of Academy Journal - The Administrator (Such as Printing, Agreement with</li> </ul>

	<p>Publishers, Maintenance of Articles and Correspondence relating to Journal, Maintenance of Stock Register/ Publication Accounts, Updating of Subscriber’s list. Correspondence with Subscribers of Journal and matter related to publication of source book etc.)</p> <ul style="list-style-type: none"> <li>• All works and correspondence relating to meeting of Administrative Training Institutes (ATIs) &amp; Central Training Institutes (CTISs).</li> <li>• All work related to organisation of Workshop/ Conference/ Training of Trainers (ToT).</li> <li>• All work related to CPSM-Centrum.</li> <li>• Reunion and Golden Jubilee of Retired officers</li> </ul>
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## **2 (ii) Financial Statement of LBSNAA**

Budget allocation of LBSNAA is made under “Demand No. 074 - Ministry of Personnel, Public Grievances & Pension”. 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, 2023-24 and allocation for financial year 2024-25 is as under:



(Figure in thousands)

S. No.	Non-Scheme (Revenue) Establishment (204)	Actual Expenditure				Budget Allocation
		2020-21	2021-22	2022-23	2023-24 as on 31.03.24	2024-25
1	Salaries	1,62,877	1,62,235	1,22,600	1,19,649	1,24,800
2	Wages	33,495	36,498	46,000	71,067	46,000
3	Rewards	0	0	0	1,646	2,500
4	Medical	4,480	5,145	7,000	6,779	6,000
5	Allowances	0	0	0	67,191	69,000
6	LTC	0	0	0	1,559	2,200
7	Training Expenses	0	0	0	1,246	200
8	Domestic TA	5,996	5,725	5,400	5,770	6,000
9	Foreign TA	84	0	0	0	500
10	Office Expense	88,950	85,528	1,08,845	87,491	1,20,000
11	Rent, Rates & Taxes	1,998	1,964	1,998	2,979	3,000
12	Printing & Publications	350	636	644	6,33	650
13	Rents for others	0	0	0	7,16	800
	Other Admin Expenses	200	199	290	0	0
14	Digital Equipment	0	0	0	1,817	500
15	Fuel and Lubricants	0	0	0	9,616	4,800
16	Minor Civil & Electric works	1,500	1,500	2,500	2,723	2,000
17	Professional Services	1,22,500	1,48,796	2,49,664	2,64,342	2,40,000

18	Repair & Maintenance	0	0	0	2,666	700
19	Grants-in-Aids	500	500	500	500	500
20	Bank & Agency charges	0	0	0	5,21	500
21	Other Revenue Expenditure	5,200	3,999	3,767	4,954	5,000
	<b>Total</b>	<b>1,42,753</b>	<b>1,41,694</b>	<b>68,099</b>	<b>2,68,004</b>	<b>1,50,850</b>

(Figure in thousands)

S. No.	Canteen(205)	Actual Expenditure				Budget Allocation
		2020-21	2021-22	2022-23	2023-24 as on 31.03.24	2024-25
1	Salaries Canteen	1,660	3,506	2,847	125	2,500
2	Medical Canteen	31	134	199	116	300
3	Allowance Canteen	0	0	0	73	1,000
4	LTC Canteen	0	0	0	8	50
	Total	1,691	3,640	3,046	322	3,850

(Figure in thousands)

S. No.	Swachhta Action Plan(296)	Actual Expenditure				Budget Allocation
		2020-21	2021-22	2022-23	2023-24 as on 31.03.24	2024-25
1	Swachhta Action Plan	597	593	451	728	800
	Total	597	593	451	728	800

(Figure in thousands)

S. No.	Scheme Capital (4059)	Actual Expenditure				Budget Allocation
		2020-21	2021-22	2022-23	2023-24 as on 31.03.24	2024-25
1	Information, Computer, Telecommunication Equipment(ICT)	284	245	375	8,330	84,00
2	Buildings & Structures				17,78,14	2,00,000
3	Furniture and Fixtures				7,484	8,400
4	Other Fixed Assets				6,673	10,000
5	Land				0	4,02,000
	Total	284	245	375	2,00,300	62,88,00

(Figure in thousands)

S. No.	Capital (4070)	Actual Expenditure				Budget Allocation
		2020-21	2021-22	2022-23	2023-24 as on 31.03.24	2024-25
1	Motor Vehicles				230	0
2	Machinery & Equipment				14,100	15,000
3	ICT				1,871	26,200
4	Furniture & Fixture				13,826	15,000
	Total				30,027	56,200

(Figure in thousands)

S. No.	Scheme Revenue(2070)	Actual Expenditure				Budget Allocation
		2020-21	2021-22	2022-23	2023-24 as on 31.03.24	2024-25
1	Office Expense	110	114	173	63,633	80,000
2	Minor Civil & Electric Works				30,000	30,000
3	Repair & Maintenance				32,650	30,000
4	Other Revenue Expenditure				52,995	30,000
	Total	110	114	173	1,79,277	1,70,000

(Figure in thousands)

S. No.	MCTP (206)	Actual Expenditure				Budget Allocation
		2020-21	2021-22	2022-23	2023-24 as on 31.03.24	2024-25
1	Professional Service	9,000	59,999	59,994	1,14,488	75,000
	Total	9,000	59,999	59,994	1,14,488	75,000

### 2 (iii) NIC Training Unit (NICTU)

The Lal Bahadur Shastri National Academy of Administration (LBSNAA) has a NIC Training Unit of National Informatics Centre (NICTU) within its campus.

NICTU designs, coordinates, manages and delivers the Information and Communication Technologies (ICT) related components as per the requirements of each training programme at

LBSNAA. In addition, NICTU also caters to the ICT related capacity-building requirements of officials and faculty of LBSNAA.

The ICT training delivery at LBSNAA is managed through the in-house NICTU Faculty. The NICTU Labs are equipped with the latest machines, on premise and on the cloud, managed by the experienced faculty of NIC. It also has the necessary resources like the relevant use cases, project assignments, software and gadgets for providing immersive experience and hands-on skilling. The diversity and variety of ICT topics are also covered through lectures-cum-demonstrations by invited guest speakers from within the services as well as from the leading organisations of national and international repute.

The skill of the Officer Trainees/ probationers and participants of the training programmes of LBSNAA, and the exposure given to them spans a vast spectrum of ICT and its applications. The purpose is to equip them with adequate knowledge and skills to take necessary action and appropriate decisions during their field-level postings, particularly in managing public service delivery, SMART cities, supply chain management, and disaster management.

- They are made to practise sufficient levels of digital dexterity aimed at improving productivity and collaboration.
- Data literacy exposes them to handle different formats of data to gain meaningful and actionable insights for data-driven decision making and fraud detection. They are made to summarise, visualise, and analyse any given data using statistical thinking, Python libraries, and tools like MS-Excel, Google sheets, MS-PowerBI, and Google Colab.
- They are also exposed to the global best practices in Digital Transformation, eGovernance applications, ICT Infrastructure, Enterprise Architecture, Geographical

Information System (GIS), Artificial Intelligence (AI), Machine Learning (ML), Generative AI, IoT, Drones, and other emerging technologies.

## 2 (iv) 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 1.74 lakhs documents (including books- 164062, Bound volumes of journals- 9497, Braille books- 64) and CDs/DVDs- 8496 (contains lecture recordings, documentaries, movies). Additionally about 4376 digitized rare and old books are also available.

The Library subscribes e-Resources 11, Newspapers 18, Magazines 65, Foreign Journals 8, Indian Journals 64 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 2023 to March 2024 library added about 2878 books.

## 2 (v) Medical Centre

The LBSNAA Medical Centre is dedicated to providing 24/7 emergency medical care and outpatient care to all officer trainees, participants of various courses, faculty members, staff, and their families. Initially established as a dispensary offering only outpatient care, the facility has significantly expanded over the years. To better reflect its enhanced capabilities and services, the dispensary was rebranded as a Medical Centre. Over the past two years, the Medical Centre has undergone substantial upgrades in both facilities and manpower. The centre now boasts a six-bed capacity and caters to approximately 20,000 to 24,000 outpatient visits annually.



## **Current Medical Staffing**

**Permanent Staff:** The Medical Centre is staffed with two regular Medical Officers who provide consistent and high-quality care.

**Contractual Staff:** In the recent year, two additional Medical Officers were engaged on a contract basis to further enhance the medical services provided.

**Support Staff:** The centre has support staff to ensure round-the-clock service, catering to all beneficiaries efficiently.

## **Specialist Services**

The Medical Centre offers a range of visiting specialist services to meet specific medical needs. These services include:

(I) Orthopedics

(II) Gynecology

(III) Pediatrics

(IV) Psychiatry

## **Medical Facilities**

The Medical Centre is equipped with modern diagnostic and treatment facilities, including:

X-ray Unit: For radiographic imaging.

ECG Facilities: For cardiac monitoring and diagnostics.

Laboratory Services: Offering a range of diagnostic tests to support comprehensive medical care.

Dental Unit: Providing basic dental care services, including cleaning, fillings, and extractions.

Tele medicines Service: in various specializations, with the collaboration of AIIMS Rishikesh tele medicines Service is available in medical Centre.

## **Physiotherapy Centre**

The Medical Centre also includes a well-equipped Physiotherapy Centre, which features a variety of advanced equipment such as:

- Microwave Diathermy with Traction
- Short Wave Diathermy
- TENS+IFT+UST (Combo) - 2 units
- UST+Laser (Combo) - 1 unit
- Shock Wave Therapy
- Hydrocollator Unit
- Static Cycle
- Ankle Exerciser
- Shoulder Pulley
- Shoulder Wheel
- Hand Gripper
- Various exercise accessories

These facilities support a wide range of physiotherapy treatments to aid in the rehabilitation and recovery of patients.

## **Referral Services**

For patients requiring specialized treatment beyond the Medical Centre's capabilities, referrals are made to various CGHS-empanelled hospitals and diagnostic centres located in Mussoorie and Dehradun. This ensures that patients receive the highest standard of care even for conditions that require advanced or specialized interventions.

## **Ayurveda Wellness Center**

**Background-** The setting up of Ayurveda Wellness Center at the Academy is in consonance with The National Health Policy (NHP) 2017 that strongly advocates mainstreaming the potential of AYUSH within a pluralistic system of Integrative healthcare.

MoU between All India Institute of Ayurveda, New Delhi and LBSNAA to setup Ayurveda Wellness Centre was executed on 1<sup>st</sup> September, 2019 for period of five years which will be automatically renewed.

### **Ayurveda Wellness Centre Setup:**

- 3 Panchakarma therapy rooms :-
  - 2 Panchakarma therapy rooms (Separate Male & Female room) with attached kitchen & bathroom.
  - 1 Panchakarma therapy room without attached kitchen and bathroom.
- 2 OPD Consultation rooms
- 1 Pharmacy ,1 Panchakarma medicine store room ,1 common store room.
- 1 Yoga consultation room – SAMBHAAV
- 1 Herbal garden – AYURSHILA

### **Facilities available at centre:-**

- Free Ayurveda consultation provided with free Ayurvedic medicines.
- Specialized Panchakarma OPD consultation.
- Around 50 types of OPD based Panchakarma procedures (chargeable as per rates given by AIIA, New Delhi).
- Lifestyle counseling, yoga, diet advice & stress management.
- Prakriti assessment.
- Telemedicine consultation services in collaboration with AIIA, New Delhi with presently 3 specialties :-Dermatology , Autoimmune & Musculoskeletal disorders, Metabolic disorders.

**Services at AWC:-**OPD services have been started since 17<sup>th</sup> February,2020 & OPD based Panchakarma procedures have been started since 1<sup>st</sup> August,2020.

## **2 (vi) Rajbhasha Anubhaag**

भारत सरकार के कार्यालयों में संघ की राजभाषा नीति का अनुपालन सुनिश्चित करने के लिए, लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी में राजभाषा अनुभाग की स्थापना की गई। यह अनुभाग, निदेशक के समग्र मार्गदर्शन

तथा पर्यवेक्षण में कार्य करता है। राजभाषा नीति के उद्देश्य के अनुरूप सरकारी कामकाज में हिंदी के अधिकाधिक प्रयोग को बढ़ावा देने के लिए राजभाषा अनुभाग निरंतर प्रयासरत है। अनुभाग अकादमी में विभिन्न अनुभागों से संबंधित अनुवाद अर्थात दस्तावेजों का हिंदी अनुवाद, मुहर, नामपट्ट, बैनर, विजिटिंग कार्ड इत्यादि को नियमित रूप से हिंदी में उपलब्ध कराने का कार्य भी संपन्न करता है। इसके अलावा भारत सरकार की राजभाषा नीति के कार्यान्वयन से संबंधित कार्य भी किए जाते हैं। इस अनुभाग द्वारा विचाराधीन वर्ष 2023-24 के दौरान मुख्यतः निम्नलिखित कार्य किए गए:

भारत सरकार, राजभाषा विभाग द्वारा वर्ष 2023-24 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 90%, 'ख' क्षेत्र के साथ 87% और 'ग' क्षेत्र के साथ 72% पत्राचार हिंदी में किया गया। 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, अनुभाग द्वारा अकादमी के पुस्तकालय में हिंदी के प्रचार-प्रसार को बढ़ावा देने के उद्देश्य से हिंदी पुस्तकों की खरीद के लिए सुझाव दिया गया।

अकादमी में प्रभारी, राजभाषा की अध्यक्षता में प्रत्येक तिमाही में राजभाषा कार्यान्वयन समिति की बैठकों का आयोजन किया गया जिसमें अकादमी के विभिन्न अनुभागों में राजभाषा हिंदी में किए जा रहे कार्य की समीक्षा की गई तथा यथोचित मार्गदर्शन किया गया। साथ ही प्रत्येक तिमाही के दौरान कार्यालय के कार्मिकों को हिंदी में कार्य करने के लिए प्रोत्साहित करने हेतु राजभाषा से संबंधित विषयों पर हिंदी कार्यशालाओं का आयोजन किया गया।

अकादमी में नियमित रूप से संचालित पाठ्यक्रमों के प्रश्नपत्रों का हिंदी अनुवाद किया गया। पाठ्यक्रम रिपोर्ट का समय-समय पर हिंदी अनुवाद उपलब्ध करवाया गया। इंडक्शन प्रशिक्षण कार्यक्रम के कोर्स मैनुअल का हिंदी अनुवाद किया गया।

दिनांक 3 जून, 2023 को केंद्रीय अनुवाद ब्यूरो दिल्ली कार्यालय के 20वें बैच के प्रशिक्षुओं के लिए राजभाषा एवं अनुवाद मॉड्यूल का आयोजन अकादमी में किया गया।

कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय (कार्मिक और प्रशिक्षण विभाग) की राजभाषा शील्ड योजना के तहत सर्वाधिक कार्यलयी कार्य हिंदी में करने के लिए संबद्ध/अधीनस्थ कार्यालय श्रेणी में लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी को शील्ड एवं प्रशस्ति-पत्र से सम्मानित किया गया। यह शील्ड एवं प्रशस्ति-पत्र दिनांक 16 अगस्त, 2023 को कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय की हिंदी सलाहकार समिति की बैठक में प्रदान किए गए।

अकादमी में दिनांक 14 सितंबर से 29 सितंबर, 2023 तक 'दो सप्ताह हिन्दी के नाम' कार्यक्रम का आयोजन किया गया। इस कार्यक्रम में, अकादमी स्टाफ के लिए आशुभाषण, सभी वर्गों के लिए अलगअलग हिंदी निबंध लेखन-, श्रुतलेखन, यूनिकोड टाइपिंग तथा हिंदी काव्य रचना प्रतियोगिताएं आयोजित की गईं। इसके साथ-साथ वार्षिक टिप्पण तथा मसौदा लेखन प्रोत्साहन योजना - 2023 के तहत 10 प्रतिभागियों को समीक्षाधीन वर्ष (2022-23) के दौरान टिप्पण एवं आलेखन में हिंदी के प्रयोग को बढ़ावा देने के लिए प्रशस्ति पत्र एवं पुरस्कार राशि प्रदान की गई।

प्रत्येक वर्ष की तरह अकादमी की पत्रिका 'सृजन' के 11वें अंक का प्रकाशन किया गया। पत्रिका में अकादमी परिवार के सदस्यों के लेख/रचनाओं को स्थान मिला तथा पत्रिका का प्रकाशन कार्य सफलतापूर्वक संपादित किया गया।

राजभाषा के प्रगामी प्रयोग को सुनिश्चित करते हुए क्षेत्रीय कार्यान्वयन कार्यालय (उत्तरी क्षेत्र -2), राजभाषा विभाग, गृह मंत्रालय, भारत सरकार द्वारा दिनांक 12.10.2023 को राजभाषा संबंधी निरीक्षण किया गया।

नगर राजभाषा कार्यान्वयन समिति देहरादून द्वारा केंद्रीय सरकारी कार्यालयों के वर्ग में लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी को राजभाषा की प्रगति के लिए तृतीय पुरस्कार प्रदान किया गया। इस पुरस्कार की घोषणा दिनांक 02 जनवरी, 2024 को समिति की बैठक के दौरान की गई।

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

## **2 (vii) Estates**

### **Brief of Academy Infrastructure:**

- Total Land Area – 186.00 Acre
- Total built-up area of LBSNAA - 10,74,935 sqft
- Total built-up area of common facilities (*excluding hostels, residences & guest houses*) - 4,31,078 sqft
- Total built-up area of hostels - 2,97,772 sqft
- Total built-up area of residences & guest houses - 3,46,085 sqft
- Residences for Faculty and Staff – 381
- 09 Hostels with 395 Rooms
- 02 Auditoriums, 07 Lecture Halls, 16 Seminar Halls, 06 Conference Rooms
- Guest house, special accommodation, etc. with 71 Rooms.

### **Roles & Responsibilities in respect of above:**

#### **Property Management:**

The Estate section is responsible for managing and maintaining properties owned or controlled by LBSNAA, Mussoorie. This includes ensuring that properties are in good condition, overseeing repairs and renovations, and handling resident/occupant issues, if applicable.

**Operations:**

The Estate section oversees operations of electrical and mechanical systems like generators, transformers, heating systems, etc. to ensure proper supply of electricity, heating & water supply etc.

**Maintenance and Repairs:**

The Estate section oversees regular maintenance tasks and repairs for properties & fixed assets like generators, transformers, heating systems, furnitures etc. to ensure they are kept in good condition. This may involve coordinating with CPWD & state government authorities, scheduling inspections, and responding to maintenance requests.

**Development and Planning:**

Estate section is involved in property development and planning. This includes assessing property requirements, purchase of new properties, conducting feasibility studies, and overseeing construction projects.

**Legal Compliance:**

Estate section ensures that all properties under their supervision comply with local laws, regulations, and zoning requirements. This involves staying updated on legal changes that may affect property management and ensuring proper documentation and permits/certifications like accessibility audit, safety audit, fire safety, and height restrictions and so on.

**Occupant Relations:**

The estates section allots residential quarters to the staff as per the relevant rules. If the properties like guest houses, hostels, residential quarters and shops have occupants like guests, course participants, residents or tenants, then the estate section manages and looks after their complaints, handling lease agreements, and ensuring occupant satisfaction. Frequent meetings with the Wardens and associations are conducted for resolving issues, as they arise.

**Financial Management:**

Estate section oversees the financial aspects of property management, including budgeting, rent collection and financial reporting. The Estate section also oversees leasing of properties.

**Security and Safety:**

Estate section is responsible for ensuring the security and safety of properties under their care. This includes implementing security measures, conducting safety inspections, and ensuring compliance with safety regulations. Section also checks for any illegal occupation of the buildings.

**Environmental & Cleanliness Responsibility:**

Estate section is tasked with ensuring that properties are environmentally sustainable and compliant with norms. This involves energy and water-efficient practices, working with the municipality, waste management, and related initiatives to educate staff, officers, trainees, visitors and the general public about the importance of Swachata. Section focuses on Swachata in the campus and along the peripheries to ensure an ideal 'Swachh Campus'. Creation of SOPs for the tasks is undertaken with earnestness.

**Manpower Management:**

Develop a scheduling system that efficiently allocates personnel based on workload and peak cleaning times. Ensure coverage for all areas and tasks, including regular cleaning, deep cleaning, and special requests from residents or guests. Provide comprehensive training to employees on cleaning procedures, use of equipment and supplies, safety protocols, and customer service standards.

## **Reporting and Documentation:**

Estate section maintains detailed records and documentation related to property management activities. This includes financial records, maintenance logs, tenant records, and legal documents.

## **Utilisation and Maintenance of Public Goods**

One of the pre-requisites for becoming a developed country is to provide high-quality public goods for citizens, and proper maintenance of such infrastructure is critical. It involves:

- i. Maintenance of roads, bridges, flyovers, etc.
- ii. Upkeep of government buildings and structures
- iii. Preservation and care of public transit facilities such as railway stations, bus/ motor stands, airports, etc.
- iv. Regular repair of roads, railway tracks, and road shoulders, etc.
- v. Cleaning and maintenance of water bodies (streams, rivers, lakes, etc.)
- vi. Safety and upkeep of electrical installations such as transformers, substations, pumphouses, etc.
- vii. Aesthetic preservation and care of gardens and open spaces

In order to disseminate this message to trainees, participants of various courses, visitors to the Academy as well as to the municipality and the public at large, the following unique steps were taken:

- i. SOPs were made into the form of PPTs and displayed on large screens both inside and outside the campus
- ii. Trainings were conducted for office staff and housekeeping staff to enlighten them
- iii. Trainees and participants are given sufficient inputs on the same





# MAINTENANCE OF PUBLIC ASSETS

## सार्वजनिक संपत्ति का रखरखाव



MAINTENANCE OF ROADS  
सड़को का रखरखाव



MAINTENANCE OF ROOFTOPS  
छतों का रखरखाव



MAINTENANCE OF GARDEN  
गार्डन का रखरखाव



MAINTENANCE OF ROADS, BRIDGES, FLYOVERS  
सड़कों, पुलों, फ्लाईओवरों का रखरखाव



MAINTENANCE OF GOVERNMENT  
BUILDINGS AND STRUCTURES  
सरकारी भवनों और संरचनाओं का रखरखाव



MAINTENANCE OF PUBLIC TRANSIT  
FACILITIES  
सार्वजनिक परिवहन सुविधाओं का रखरखाव



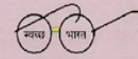
MAINTENANCE OF WATER BODIES  
जल निकायों का रखरखाव



MAINTENANCE OF ELECTRICAL  
INSTALLATIONS  
विद्युत प्रतिष्ठानों का रखरखाव



AESTHETIC PRESERVATION AND CARE OF  
GARDENS AND OPEN SPACES  
बागीचों और खुले स्थानों का सौंदर्यपरक संरक्षण और देखभाल



# स्वच्छ भारत, स्वस्थ भारत

“हम सब मिलकर रखें अपने देश को साफ़ और स्वस्थ”



New Parliament House,  
New Delhi



Vande Bharat Express



All India Institute of Medical Sciences (AIIMS),  
Rishikesh



Atal Setu,  
Mumbai



Ganga River Cruise



Gandhinagar  
Railway Station

Lal Bahadur Shastri National Academy of Administration

## 2 (viii) Officers' Mess

The Officers' Mess in the premises of Lal Bahadur Shastri National Academy of Administration, Mussoorie, is an organization to meet the requirements of the probationers regarding messing and to develop managerial and organizational skills amongst them. 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 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, Kalindi VIP Guest House and Indira Bhawan Mess premises. The Officers' Mess serves 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



- Neela M, President Mess Committee
- Anshika Jain Secretary
- Sarvershwar Yaduvanshi Treasurer
- Bhushan Soni Member Mess Committee

### **IAS Phase I (2023 Batch)**

Director Nominee: Smt. Ritika Narula, Professor of Economics

Director's Associate Nominee: Sh. Sarfarz Hussain Khan, Hindi Instructor

- Pawar Swapnil Jagannath President Mess Committee
- Kritika Goyal Secretary
- Dikhsita Joshi Treasurer
- Swati Shamra Member Mess Committee
- Kasturi Panda Member Mess Committee
- G V S Pavandatta Member Mess Committee

### **Key Initiatives and Activities performed by Officers' Mess :**

- **Nutritionally Tailored Menus:** We have meticulously crafted menus prioritizing the nutritional needs of officer trainees, promoting their overall health and well-being.
- **Introduction of Millet Menu:** This year, we have introduced a comprehensive millet menu, for full-day consumption in various programs emphasizing our commitment to holistic wellness and dietary diversity.
- **Celebratory Events:** From Zonal days to commemorations of India and State days, we have organized a diverse range of events to celebrate cultural diversity and foster camaraderie among officer trainees.
- **Regional Culinary Showcase:** Exploring the vibrant tapestry of India's culinary heritage, we introduced officer trainees to the diverse flavors of our nation's regional cuisines.

- **Fostering Competitive Spirit:** Through a variety of engaging competitions and challenges, including culinary contests and unique activities like baking and Gulgappa eating contests, we have encouraged teamwork and skill development among officer trainees.
- **Distinguished Hospitality for Dignitaries:** From hosting the Hon'ble Vice President of India Sh. Jagdip Dhankar to welcoming Former President Sh. Ram Nath Kovind, we provided exceptional hospitality services to esteemed dignitaries, upholding the highest standards of professionalism.
- **Extensive Services:** Catering to the needs of approximately 600 officer trainees enrolled in the 98th Foundation Course, we expanded our services within and beyond the Mess, ensuring unparalleled convenience and satisfaction.
- **Adventure Provisioning:** By offering specially curated meals for treks and outdoor adventures, we have facilitated unforgettable outdoor experiences while prioritizing sustenance and vitality for our adventurous participants.
- **VIP Hospitality at Kalindi Guest House:** Our team delivered impeccable services to speakers and VIP guests at the prestigious Kalindi Guest House, exemplifying our commitment to excellence in hospitality.
- **Support for Training Programs:** Seamlessly integrating our culinary services into the educational fabric of the Academy, we met the dietary requirements of in-service training programs at the Indira Bhawan Mess, contributing to the success of training initiatives.

**Educational Endeavors:** We have organized essential ECM classes during Foundation Course and IAS Phase-I and Phase-II courses, Officers' Mess played a pivotal role in the holistic development of officer trainees, nurturing their leadership and management skills.

## **2 (ix) Departmental Canteen**

Services provided on various occasions over the past years. The Departmental canteen has been devoted for the welfare of academy employees, officer's trainees, and participants by providing variety of foods & related services at very reasonable costs. Over the past year, the canteen has not only provided meals but has also hosted events, celebrated festivals. Departmental canteen has played a crucial role in enhancing employee engagement, well-being, and organizational culture. It has consistently demonstrated its capability to provide exceptional services to both employees and distinguished guests during VVIP visits.

## **2 (x) Alumni Association**

The Alumni Association of Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, guided by its Alumni Charter, is structured to promote unity, service, excellence, and integrity among its members, led by the Director of LBSNAA and supported by the Director's nominee, presently the association has more 14,000 members.

The involvement of alumni as adjunct faculty members enriches the learning experience for current participants, reinforcing the between the Academy and its alumni while emphasizing a commitment to excellence in education and professional development. The Academy actively involves its alumni in various teaching module tailored for a diverse range of cohorts. These interactions aim to strengthen teaching methods, gather feedback, enhance library resources, and facilitate field visits for trainees.

Additionally, structured training programs at prescribed intervals provide opportunities for alumni engagement. Reunions of serving and retired officers organized by the Academy, engage

officers of all seniority levels with an annual calendar prepared for these events. Moreover, alumni frequently serve as guest speakers for various courses.

The Alumni Association's efforts contribute significantly to maintaining a strong network among former trainees and strengthening connections with the institution, ultimately extending its impact beyond the Academy's confines.

## **2 (xi) Outdoors Section**

- **Composition of the Committee:** 1 Deputy Director, 1 OIC Associate, 1 Accountant-cum Clerk & 1 MTS
- **Deputy Director:** Mr. Shelesh Nawal, Deputy Director
- **OIC Associate:** Ms. Ekta Uniyal, OIC Associate
- **Accountant-cum-clerk:** Mr. Balwant Singh
- **MTS:** Mr. Vikash

### **Objectives:**

- The Outdoor section provided Outdoor & Indoor games facilities to all its members i.e. Officer Trainees, Participants of In- Service courses i.e. 98<sup>th</sup> 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 section 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.
- 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 organise recreational programmes in both archery and shooting.
- The Outdoor facilities include Lawn Tennis, Basketball, Volley Ball, Cricket, Football, Hiking and Athletics Events. The Outdoor Activities include Riding Establishment with 25 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 as an optional activity.

- The Indoor games facilities include Billiards, Carom, Swimming, Chess, Snooker, Table Tennis, Squash, Football 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 section has well equipped Gymnasium operating throughout the year.

### **Activities**

The Outdoor section organized a variety of activities. For the 98th Foundation Course, the section 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, Swimming, Chess and inter house competition 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 wellness and fitness tone for the future life.

In addition, the section also organised the activities to train the members of the Club in efficient handling of firearms and bows and arrows.

It orchestrated dedicated practice sessions tailored to the Officer Trainees of the 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 section also organised Adventure Sports to promote a sense of adventure among Officer Trainees. To achieve this, the section arranged various exciting activities for the 98th F.C. batch.



These activities included short treks to beautiful places like Lal Tibba, George Everest, Kemty, and Lake Mist. The participants also got to enjoy rock climbing and river rafting during Foundation Course, Phase 1 and 2, Mid-Career Training Programmes, JCM. For the Reunion Batches as well, the club organized short treks.

**Academic Activities:**  
**Induction Training**  
**Programmes**

### 3. Academic Activities: Induction Training Programmes

#### 3 (i) 98<sup>th</sup> Foundation Course

##### Introduction

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

Date of Program	1 <sup>st</sup> August, 2023 to 3 <sup>rd</sup> November, 2023
Programme meant for / Target group	Newly recruited All India Services and various Central Service (Group- `A`) Officers [including Royal Bhutan Services]
Course Coordinator	Ms. Chhavi Bhardwaj, Deputy Director (Sr.)
Associate Course Coordinator(s)	Shri Nand Kumarum, Deputy Director (Sr.) Ms. Disha Pannu, Deputy Director Shri Hari Prakash, Professor Shri Abhiram G Sankar, Deputy Director Dr. Anupam Talwar, Deputy Director Ms. Aswathi S, Deputy Director Dr. Sanjay Joshi, Professor Dr. Ekta Uniyal, Assistant Director Shri Romeo Vincent Tete, Assistant Director
Course Inaugurated by	Shri Srinivas R. Katikithala, Director, LBSNAA
Valedictory Address by	Hon'ble MoS (PP) Dr. Jitendra Singh
Total Participants	Total-560 (Gentlemen- 349; Ladies- 211)

### **Details of participants of 98<sup>th</sup> Foundation Course are attached in Annexure**

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 Servant 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 98<sup>th</sup> Foundation Course was organized from 1<sup>st</sup> August, 2023 to 3<sup>rd</sup> November, 2023.

The 98<sup>th</sup> Foundation Course was inaugurated by Shri Srinivas R. Katikithala, Director, LBSNAA on 7<sup>th</sup> August, 2023 and the Course Valedictory was graced by Hon'ble MoS (PP) Dr. Jitendra Singh, on 2<sup>nd</sup> November, 2023.

As the Officer Trainees are new entrants in the Government, the Academy seeks 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 Services which aims to foster new learnings and adventures, immersive experiences in rural India, the celebration of resilience, diversity and depth of our rich heritage, a trek of a lifetime amidst the mountains and valleys of the Himalayas and a reverential visit to the Statue of Unity at Kevadia for the young trainees.

## **Course Aim**

The 98<sup>th</sup> Foundation Course was primarily aimed at developing officer-like qualities and attitudes in the 560 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 98<sup>th</sup> Foundation Course.

The Foundation Course marks the transition from the academic world of the college and university to the structured system of government. In this way, 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's intention was to equip each of the Officer Trainees with core set of values, skills and knowledge that will help them in their respective careers. They were 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 98<sup>th</sup> Foundation Course made a significant departure from the past in more ways than one.

Firstly, the course was largely thematic, designed on week by week basis. 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 had been aligned with the principles of 'Mission Karmayogi' and indoor classroom experiences suitably balanced by outdoor visits which had been consciously designed to be immersive and experiential.

Out of 14 weeks which comprised the Foundation Course, almost four weeks were travel, tours and camping outside the Academy premises. With a longer than usual Field Study and Research Programme (09 days) to Tribal lives & Livelihoods village of India, to twelve

days in Gujarat from Ahmedabad to Kevadia for Aarambh 5.0, 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 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.

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

**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) has been identified as a critical skill and Officer Trainees were encouraged to master this with full enthusiasm.

### **Academic Inputs**

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

- ◆ Deconstruction
- ◆ Oral Communication
- ◆ Written Communication

- ◆ Law
- ◆ Crossword
- ◆ Economics (Micro and Macro) with IMF
- ◆ Data Analytics with CMU
- ◆ India & its Neighbourhood with the MEA
- ◆ National Security Module
- ◆ Public Policy
- ◆ Management
- ◆ Office Procedure
- ◆ Financial Management
- ◆ Negotiation Module
- ◆ 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 in the Academy.

**The main activities organized during the Foundation Course were:**

**I. Physical Fitness & Sports:** Physical fitness is not only one of the most crucial aspects to attain healthy body; it is the foundation of a healthy mind. 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 would encourage 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 accordingly Officer Trainees were encouraged to master this with full enthusiasm.

**II. Field Study and Research Programme:** this study/programme was meant to assess the dynamics of the socio-economic-political situation existing in a village. Besides this, it also helped to:-

- 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 Tribal lives & Livelihoods villages in India from August 26, 2023 to September 3, 2023. 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 conducted a survey in their respective village as per the guidelines provided to them.

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

**III. Amritotsav (Fete & SHG Mela):** The Academy had taken the initiative to curate a *Amritotsav (Fete & SHG Mela) event on 7<sup>th</sup> September 2023* 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 were 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. *Shri Sriram Taranikanti, Director LBSNAA inaugurated the “Amritotsav Mela” on 7<sup>th</sup> September, 2023.*

**IV. 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 records were also made during this FC like 100 mt race & High Jump (women) and High Jump (Men).*

#### **V. Kevadia Visit: Aarambh**

- a) With the vision of making the civil service recruits capable of leading transformation and work seamlessly across different departments and fields, common visioning and collaborative exercise named “Aarambh” was started as part of the 94<sup>th</sup> Foundation Course in 2019, in which all new entrants came together at Kevadia, Gujarat, to understand changing technologies 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 98<sup>th</sup> Foundation Course, Aarambh 5.0 was held from 29<sup>th</sup> October to 31<sup>st</sup> October, 2023 at Kevadia. The theme for Aarambh 5.0 was “HARNESSING THE POWER OF DISRUPTION”, where experts who have undertaken local innovations, to global next gen experiments interacted with the Officer Trainees on this theme.

**VI. India Day:** The high point of the cultural activities is the celebration of “India Day”. On this day, the culture, customs, art & craft and cuisine of different regions of the country were 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.

**VII. A.K.Sinha 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 passed away due to brain fever. To immortalise his memory, his batch mates 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 risen, making this a much awaited event over the years.

**VIII. Annual Fete:** This is put up by all Officer Trainees as per their Tutor Groups during the course. Stalls of games, food, SHG products, etc. are set up, and people across Mussoorie were invited to the event. The main purpose of the Fete was to raise funds for the Society for Social Service and also support Self-Help Groups. It is an important event in the calendar of Mussoorie and also looked forward to by Officer Trainees, faculty and people of the town with equal anticipation and excitement.

**IX. Trekking:** The Himalayan trek (23<sup>rd</sup> September, 2023 to 2<sup>nd</sup> October, 2023) is the high point of the Foundation Course, both literally and metaphorically. It exposes the Officer Trainees to the natural grandeur and beauty of the Great Himalayas. It provides one of the most exhilarating

experiences. It is a significant learning experience in group dynamics and brings 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.

## Annexure

### Participants in 98<sup>th</sup> Foundation Course

#### Service wise Break-up

Service	Male	Female	Grand Total
Indian Administrative Service	104	75	179
Indian Audit And Accounts Service	06	05	11
Indian Civil Accounts Service	04	01	05
Indian Corporate Law Service	02	01	03
Indian Defence Accounts Service	05	07	12
Indian Defence Estate Service	04	02	06
Indian Foreign Service	19	10	29
Indian Forest Services	50	10	60
Indian Information Services	02	00	02
Indian Police Service	68	38	106
Indian Postal Service	00	03	03
Indian Railway Management Service	27	16	43
India Railway Protection Force	01	00	01
Indian Revenue Service (Customs And Central Excise)	12	09	21
Indian Revenue Service (IT)	37	28	65

Service	Male	Female	Grand Total
Indian Trade Service	01	02	03
Royal Bhutan Civil Services	01	02	03
Royal Bhutan Forest Service	02	00	02
Royal Bhutan Police Services	04	02	06
<b>Grand Total</b>	<b>349</b>	<b>211</b>	<b>560</b>

### 3 (ii) IAS Professional Course Phase-I (2022 Batch)

Programme Duration	12 <sup>th</sup> December, 2022 to 12 <sup>th</sup> May, 2023
Programme meant for / Target Group	Professional Course for newly recruited IAS officers
Course Coordinator	Mr. Abhiram G Sankar, Deputy Director
Associate Course Coordinator (s)	Shri Shelesh Nawal, Deputy Director  Dr. Sunita Rani, Professor  Mr. Nitesh Jha, Reader
Inaugural Address by	Smt. S. Radha Chauhan, Secretary, DoPT
Valedictory Address by	Shri Srinivas R. Katikithala, Director LBSNAA
Total No. of Participants	184 (181 IAS & 03 RBCS) (Male- 132 ; Female-52)

**Details of participants of IAS Phase - I are attached in Annexure**

#### 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 cadre to better appreciate its administrative and cultural ethos.
- Acquire an understanding on the cultural and socio-economic background of the allotted cadre
- Demonstrate effective written/ oral communication skills both in interpersonal and organisational 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 aligned with the spirit of Mission Karmayogi. While seeking to provide the Officer Trainees with ample space to study, learn, and experience, it strived 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 tackle both day to day and unforeseen challenges effectively.

Aspirations of the political leadership, our citizenry, the mandate of **Mission Karmayogi** and the new challenges that public administration demands us to recast ourselves. Accordingly the approach to the Phase-I IAS training was recalibrated, within the confines of the approved framework. While the broad contours of the syllabi and the range of subjects remained, elements of a new pedagogy were introduced starting with the Phase-I training programme of the 2021 batch. These new aspects that were introduced during the course include the field study model. This was incorporated in pursuit of suggestions that emerged from the training needs analysis exercise that was conducted a year ago by the Academy in collaboration with IIM Kozhikode.

**The 22-week IAS Professional Course, Phase-I for the 2022 batch, commenced on 12<sup>th</sup> December, 2022 and concluded on 12<sup>th</sup> May, 2023. It had two main components:**

- On-campus training inputs (12<sup>th</sup> December to 25<sup>th</sup> December 2022; and 13<sup>th</sup> February, 2023 to 12<sup>th</sup> May, 2023)
- Winter Study Tour (26<sup>th</sup> December, 2022 to 3<sup>rd</sup> February, 2023)

The Phase-I was a full-time training programme with a proper mix of curricular and extracurricular activities. The 2022 batch was fortunate to have spent considerable time in classrooms, and also in the sports complex with senior officers from the induction training program, Phase III, Phase IV, Phase V mid-career batches, and the reunion batches. This helped build a strong sense of inter-batch camaraderie and strengthened the alumni network.

### **Academic Inputs**

The on-campus academic training was held from 12<sup>th</sup> December to 25<sup>th</sup> December, 2022 and from 13<sup>th</sup> February to 12<sup>th</sup> May, 2023. While the syllabus prescribed under ‘The Indian Administrative Service (Officer Trainees' Final Examination) Regulations, 1955’ was the basic framework, suitable modifications were made in order to adapt it to the changing training needs



of IAS Officers as came out in the TNA report. Inputs were given in the subjects 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 regional Languages and ICT.

As mentioned above the IAS Professional Phase-I Course was 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 were offered such as advanced level Economics modules by IMF, Public Policy, Communication skills, Data Analytics and Leadership Modules to name a few. Inputs on Law, cadre language and ICT were a prominent part of the Phase-I course.

Modules of relevance to the IAS such as Rural Management & Rural Entrepreneurship, overview of District Administration, Health & Nutrition, Agriculture, Education, Energy, Women & Child Development, and Research Methodology and so on were strengthened so as to give the OTs a synoptic view of the field. A new addition was the hands-on learning for certain developmental modules like health, urban development etc. wherein the trainees were expected to go to the field for a day and learn by immersing themselves in the immediate environment.

The trainees got an opportunity to meet, listen to and interact with luminaries from the world of public service including Shri Ram Nath Kovind; Sh. Himanta Biswa Sarma, Hon'ble Chief Minister of Assam; judges of the Supreme Court; Secretaries to Government of India etc.

Certain aspects of the Phase-I academic curriculums are dealt with in some detail below:

### **I. Adjunct Faculty:**

In order to make available the best practical and field level knowledge to the Officer Trainees about their cadres, a list of a select Adjunct Faculty was prepared, drawn from IAS Officers of various seniority, in order to guide the Officer Trainees during the Phase-I and District Training. This initiative was intended to make available good role models for the young Trainees to emulate and also to provide them with a learning opportunity.

## **II. Training Need Analysis to assess the requirement for IAS Training at the Academy:**

In order to drill down the needs of training pedagogy, a Training Need Analysis (TNA) was conducted by the Academy in collaboration with the Centre for Good Governance, IIM Kozhikode. In this exercise, almost 400 IAS Officers from the 2010 to 2019 batches across batches were administered detailed questionnaires to assist the Academy in rethinking and redesigning the Phase-I Course.

### **Some highlights of the TNA exercise were:**

- i. Need to maintain physical activities and emphasis on fitness and good mental health;
- ii. Need to give more emphasis on Law modules 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 and essential competencies for professionalism such as Trust, Team Building, Time Management, Developing proper Listening Skills, proper communication skill etc.

## **III. IAS Phase-I & Deconstruction:**

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 deconstruction module.

During deconstruction, the IAS Officer Trainees were 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.

The deconstruction module was one of the most crucial ones for the Academy to impart, as it was intended to shake the beliefs and myths deeply rooted in the minds of young Trainees. Several well-respected serving and retired IAS Officers were invited to address the Officer Trainees during this first week of De-construction.

#### **IV. Winter Study Tour:**

The winter Study Tour (WST) in the months of December 2022 and January 2023, was aligned with the concept of Knowledge Continuum. Thus, before going to WST, the Officer Trainees were exposed to critical attachments that they underwent during the tour, so that they can experience it during their WST. There was focus on the attachment with the Armed Forces. Apart from the attachment with Army, Navy and Air force, the Officer Trainees were 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 were not only able to understand and appreciate the sacrifices and valour of our Armed Forces but also developed bonds 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 were 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 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 were attached to key Institutes of Eminence across the country so that they can understand the immense contribution of the Science and Technology sector in the progress of the country.

## **V. Field Visits**

The trainees visited and interacted with the stakeholders in anganwadis, juvenile homes, women's care homes, urban local bodies, healthcare institutions from the sub-center to the tertiary level, schools, and self-help groups as part of the training. They also visited district jails and district legal services authorities for the first time in any Phase-I training as part of Vidhan aur Samvidhan module. The Corbett national park visit module brought trainees closer to the overlapping realms of conservation, the livelihoods of forest-dependent societies, and conflict over development and resources.

## **VI. Emphasis on Leadership Building:**

As the IAS Officer Trainees are future leaders of the country, they were nudged to inculcate key leadership qualities through various Leadership Modules to be curated carefully under the "Sardar Patel Leadership Center' in the Academy.

## **VII. 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 a 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 were imparted soft skills through various innovative Management modules in the Academy.

## **VIII. Renewed Emphasis on Public Policy:**

The significance of Public Policy in modern day governance is to make the society lead a better life and to maintain the delivery of the goods and services in a seamless manner. Emphasis on Public Policy was 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.

## **IX. Vidhaan aur Samvidhan Maah :**

This module was centred around ‘Celebrating the Rule of Law’, from the 5th March - 16th April 2023. The month commenced with the Dr. Justice Katikithala Ramaswamy Memorial Lecture on 6th March 2023, which was delivered by a sitting Judge of the Supreme Court of India. Further, on the 16th April, former President of the Republic, Shri Ramnath Kovind, visited the Academy to formally conclude the celebrations. We conducted a series of events - quiz, film-making etc. - during the Maah. During this month, active participation was a sine qua non for all 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.

## **X. 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 utilisation. Thus there is an urgent need for integrating and analysing the data at various levels for focused, targeted and timely policy interventions. The Academy collaborated 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.

## **XI. New pattern of Evaluation and Assessment:**

Moving away from the traditional evaluation pattern of only conducting periodic examinations, the Academy decided to give emphasis on concurrent evaluation after each academic module through submission of papers, individual/ small group presentation, debates & discussions etc. This helped 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. further develops the communication and soft skills, and assists in diminishing the hidden inhibitions and fears in the minds of some of the Officer Trainees.

## **XII. Outdoor & Extra-Curricular Activities**

Special emphasis was given on physical fitness of the Officer Trainees as well as on their extracurricular development. There was compulsory morning physical activity and a variety of options for sports in the evening. The Officer Trainees were 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 were regularly exposed to the adventure activities such as trekking, river rafting and various other adventure sports on weekends.

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 were encouraged to develop a passion for creative activities through extracurricular modules. Therefore, the Officer Trainees were 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 had the opportunity to learn and develop lifelong interest in enriching activities such as music, painting, photography etc. Various societies and clubs were nudged to organise their activities so as to nurture and enliven the Academy atmosphere with debates, quizzes, competitions, and discussions. The batch displayed exemplary creativity in activities related to their Houses, clubs and societies, such as a Batch Memoir, quizzes, movie screenings, sports, etc.

### **Annexure**

#### **Participants in IAS Phase-I (2022 Batch)**

<b>Participants from the State of</b>	<b>Male</b>	<b>Female</b>	<b>Participants</b>
AGMUT	13	02	15
Andhra Pradesh	07	03	10
Assam-Meghalaya	06	03	09
Bihar	07	03	10

<b>Participants from the State of</b>	<b>Male</b>	<b>Female</b>	<b>Participants</b>
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

<b>Participants from the State of</b>	<b>Male</b>	<b>Female</b>	<b>Participants</b>
Uttarakhand	02	00	02
West Bengal	08	04	12
<b>Total</b>	<b>132</b>	<b>52</b>	<b>184</b>

### **3 (iii) IAS Professional Course Phase-II (2021-23 Batch)**

The entry level professional training in the Academy is meant to prepare the Officer Trainees for the first decade of their career when they would function as Sub-Divisional Officers, Project Officers, District Rural Development Agency (DRDA), Chief Executive Officers of Zila Parishads, Municipal Commissioners, District Collectors, and in some cases in the State Directorates, Public Sector Undertakings and the Secretariat. At a more fundamental level, this training is meant to build a foundation and provide a perspective for the rest of their career in the civil services.

The 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.



Programme Duration	24 <sup>th</sup> October, 2023 to 2 <sup>nd</sup> December, 2023
Target group	IAS Officer Trainees, after District Training
Course Coordinator	Shri Shelesh Nawal, Deputy Director
Associate Course Coordinator(s)	Ms. Aswathi S., Deputy Director and Shri Hari Prakash, Professor
Valedictory Address by	Smt. Nirmala Sitharaman, Hon'ble Union Minister of Finance and Union Minister of Corporate Affairs
Total No. of Participants	184 Officer Trainees (182 IAS Officer Trainees and 2 Officer Trainees from Royal Bhutan Civil Services)

**Details of participants of IAS Phase-II (2021-23 Batch) is attached in Annexure**

### **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 Officer Trainees can make sense of what they 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 course was intended to facilitate them 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 they were also expected to be aware

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 gave emphasis on acquiring all the core competencies prescribed by Mission Karmayogi i.e. Functional (Right Skills), Domain Knowledge (Right knowledge) and Behavioural (Right attitude), as well as imbibe in the Officer Trainees the values that the Academy stands for - Austerity, Anonymity and Ability.

### **Course Duration and Design**

The duration of the IAS Professional Course Phase-II was 06 weeks, from 24<sup>th</sup> October to 2<sup>nd</sup> December 2023. Classes were scheduled from Monday to Friday. Select sessions were also scheduled over weekends and holidays, depending on the convenience of the guests. The Clubs and Societies were encouraged to organise extra-curricular activities during weekends.

### **Objectives**

The objectives of Phase II were:

- To internalise the importance of an Officer's role and responsibility during Amrit Kaal.
- To analyse individual and collective experiences of District Training and Assistant Secretaryship through a process of structured reflection and experience-sharing.

- To understand the imperatives of working as field officers 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. to impart behavioural, functional and domain knowledge related competencies.
- To align the efforts of the field officers towards making our country into a developed Nation.

## **Evaluation**

The Course 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 learnings 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 importance of physical fitness in leading a life of health, vitality, and peace needs no reiteration. It is all the more critical for those who have hectic careers. The morning Physical Training (PT), was an integral part of the Course curriculum, in order to prepare Officer Trainees to adopt physical exercise as a daily regimen of their life.

Officer Trainees were to report for Physical Training at the Happy Valley Ground/Happy Valley Sports Complex on all working days. They were given various options like Zumba, UAC, Yoga, Horse Riding and Swimming. Special focus on the requirements of Divyangs was given. Focus was given that the sessions remain engaging, interesting and importantly injury free across the course. By the end of the Course, the trainees imbibed the values associated with sports and physical fitness like discipline, team spirit, camaraderie ship.

## **Conclusion**

The IAS Professional Phase-II Course for the 2021 batch commenced on 24th October, 2023 and stretched over six weeks, till 2nd December, 2023. A total of 184 Officer Trainees (182 IAS Officer Trainees and 2 Officer Trainees from Royal Bhutan Civil Services) participated in this final course.

In response 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 a "National Vision, and 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.

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 the Academy many insights. These findings have informed the new pedagogy of the course.

The ecosystem of the Indian Administrative Service demands continuous “***Learning, De-learning & Re-learning***”. The Academy 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 Academy 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, the Academy 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. Young members of the service were trained to be anonymous rather than pursue false publicity, to be austere and able, rather than aspire to glamour, to be grounded to earth rather than have false sense of entitlement.

The Academy is 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 previous paragraphs.

During Phase II, the Officer Trainees were given 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 the Academy 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 Course 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*”, the Academy 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 characterise the renewed focus 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.

### **Valedictory Session**

The valedictory address was delivered by Smt. Nirmala Sitharaman, Hon'ble Union Minister of Finance and Corporate Affairs on 2nd December 2023.



**Valedictory of IAS Phase II (2021 Batch)**

**Annexure**

**Participants in IAS Phase – II (2021 Batch)**

<b>Participants from the State of</b>	<b>Male</b>	<b>Female</b>	<b>Participants</b>
AGMUT	09	05	14
Andhra Pradesh	07	02	09
Assam-Meghalaya	04	04	08
Bihar	05	05	10
Chhattisgarh	03	00	03
Gujarat	07	02	09
Haryana	06	01	07



<b>Participants from the State of</b>	<b>Male</b>	<b>Female</b>	<b>Participants</b>
Himachal Pradesh	02	01	03
Jharkhand	05	02	07
Karnataka	06	02	08
Kerala	06	01	07
Madhya Pradesh	06	02	08
Maharashtra	06	05	11
Manipur	01	00	01
Odisha	03	03	06
Punjab	02	02	04
Rajasthan	05	01	06
Royal Bhutan Civil Service	01	01	02
Sikkim	01	00	01
Tamil Nadu	06	07	13
Tripura	04	01	05
Telangana	07	03	10
Uttar Pradesh	09	07	16

<b>Participants from the State of</b>	<b>Male</b>	<b>Female</b>	<b>Participants</b>
Uttarakhand	01	02	03
West Bengal	10	03	13
<b>Total</b>	<b>122</b>	<b>62</b>	<b>184</b>

**Academic Activities:**  
**Mid-Career Training**  
**Programmes**

#### 4 (i) 17th Round of Phase-IV (MCTP)

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

Duration	8 <sup>th</sup> May to 2 <sup>nd</sup> June, 2023		
Course Coordinators	Sowjanya, Joint Director		
Associate Course Coordinators	Anandhi, Nand Kumarum, Chhavi Bharadwaj, Disha Pannu, Dr. Anupam Talwar, Dr. Ekta Uniyal and Romeo Vincent Tete		
Number of participants	Total 68	Male 55	Female 13
Batches which participated	Officers of 2000, 2001, 2003, 2004, 2005, 2006, 2007 and 2008 batches		
Course inaugurated by	Dr. Jitendra Singh, Hon'ble Minister of State, Department of Personnel & Training, Ministry of Personnel, Public Grievances and Pensions		
Valedictory Address by	Dr. Sukhbir Singh Sandhu, IAS, Chief Secretary, Government of Uttarakhand		

#### Course Objectives

- Develop a sound appreciation of strategic management in government to cope with future challenges;
- Understand the nuances of public policy, ethics and regulation relevant for policy formulation and implementation;
- Appreciate the policy challenges and ecosystem facing the Government in key sectors and their inter-relationship; and
- Acquire better understanding of leadership and negotiation skills

- Have deeper understanding of thematic issues in the context of infrastructure and regulation on one hand, and future challenges in the realms of human resource development and environment on the other

### **Week-wise design of the Course**

- Inputs based on
  - a) Last three years' End of Course Reports, and
  - b) Session wise feedback of last three courses
- Aimed at leveraging on participants experience, knowledge and peer to peer learning
- Interactive and participative
- Attempt to provide strategic and global perspective.
- Mix of speakers - academicians, senior officers, and grassroots practitioners, industry: National and International.

**Course Design:** Broadly the course included the following thematic areas:

#### **Week-1**

- Governance, Leadership and Negotiation

#### **Week-2**

- Finance, Information Technology, RD & Health

#### **Week-3**

- Law, Energy, Management & Procurement

#### **Week-4**

- Urban, Economy & Infrastructure

## Evaluation of Participants (grades secured by participants)

<b>Grade</b>	<b>No. of Participants</b>
A+	01
A	30
B+	37
<b>Total</b>	<b>68</b>

## Conclusion

The Phase IV MCTP has been successfully completed which was scheduled from 8<sup>th</sup> May to 2<sup>nd</sup> June 2023. Phase IV was designed to make the officers understand the nuances of public policy, ethics and regulation relevant for policy formulation and implementation.

The urban sector modules discussed the swift evolution of urban governance strategies and the developing transportation and logistical difficulties within cities, along with how some cities have smoothly incorporated these changes. The Energy module delved into the economic shifts in energy sourcing, how technological advancements are enhancing efficiency, and the various obstacles faced by the industry. Finance module covered budgeting and challenges in debt management and resource mobilization. Resource mobilization by improving the processes in various revenue earning department was covered. GST augmentation, tax frauds, improvement in stamps and registration, mining revenue and excise revenue were some of the important areas. Role of Financial Institution in Economic Development along with Asset Monetization in NHAI InvIT were also covered. Competition Law and police, Role in Governance and Market Economy, Responsible Governance under Companies Act, 2013, IBC,

Compliance related Filings were also covered. IT module covered the digital public infrastructure and Power BI. Rural development and Health modules covered the challenges in the sectors. Indian Economy and Evolving trends were covered along with Procurement module and Regulation module.

Contract management, Arbitration and Negotiation in international arena were covered. There was a session on Planning, Designing and Managing PPPs, Project monitoring and Project appraisal. Economics, public policy and public policy from Praxis to Theory were delved into along with senior officers giving a broad picture of Governance. Importance of Feedback loops in Governance, AI in governance; leadership and Influencing along with Negotiation were also covered.

Along with this the participants had Yoga sessions, trekking, classes on wellbeing, meditation, nature walking and cultural programmes.

#### **4 (ii) 14th Round of IAS Phase-V (MCTP)**

Duration	10 <sup>th</sup> – 28 <sup>th</sup> April, 2023		
Course Coordinator	Sowjanya, Joint Director		
Name of other members of Course Team	Anandhi, Nand Kumarum, Chhavi Bharadwaj, Disha Pannu, Dr. Anupam Talwar, Dr. Ekta Uniyal and Romeo Vincent Tete		
Number of participants	Total	Male	Female
	66	51	15
Batches which represented	Officers of 1990, 1991, 1992, 1993, 1994, 1995 and 1996 Batches		
Course inaugurated by	Dr. P. K. Mishra, Principal Secretary to the Hon'ble Prime Minister		
Valedictory Address by	Shri Himanta Biswa Sarma, Hon'ble Chief Minister of Assam		

## **Aim**

To equip officers who have completed 26 to 28 years of service for effective transition into policy formulation and better implementation.

## **Course Objectives**

- Develop a sound appreciation of strategic management in government to cope with future challenges;
- Understand the nuances of public policy, ethics and regulation relevant for policy formulation and implementation;
- Appreciate the policy challenges and ecosystem facing the government in key sectors and their inter-relationship; and
- Acquire better understanding of leadership and negotiation skills
- Have deeper understanding of thematic issues in the context of infrastructure and regulation on one hand and future challenges in the realms of human resource development and environment on the other

## **Week-wise design of the Course**

- Inputs based on
  - a) Last three years' End of Course Reports, and
  - b) Session wise feedback of last three courses
- Aimed at leveraging on participants experience, 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.



**Course Design:** Broadly the course included the following thematic areas:

**Week 1**

- Board Picture, Economy & IT

**Week 2**

- Infrastructure and Regulation, Human Development

**Week-3**

- Leadership & Indian Economy

**Conclusion**

The Phase V MCTP has been successfully completed, as per schedule from 10<sup>th</sup> to 28<sup>th</sup> of April 2023. The course was resumed after a break of 3 years, due to Covid related exigencies, and hence officers who could not do their training earlier also got an opportunity to participate.

Phase V was curated with an objective to develop a sound appreciation of strategic management in government to cope with future technologies. Given the advances in technology and Artificial Intelligence and its impact on governance, due focus was given on the changing nature of society and the exponential growth and the need to incorporate it in policy making. The policy changes that are being made keeping in mind the goal of economic growth of India in the coming years was given due importance and the perspective of the government in this regard and the mechanism in which it is proposed to be achieved was stressed upon.

India's efforts in developing and expanding digital public infrastructure are underscored as a pivotal area of focus. The program aimed to equip officers with the knowledge and tools necessary to effectively design and implement public schemes that leverage technological platforms. This is aimed at enhancing the government's ability to reach and serve the public more efficiently. Also, the roadmap for the future, integrating digital advancements into public

infrastructure planning (Gati Shakti and Bharat Net) and policy-making and the importance of adopting and innovation in the face of rapidly evolving technological landscapes was also emphasized upon.

The opening up of critical sectors like space technology and satellites for private entities and the international best practices in integrating transportation and logistics were also some of the significant areas covered. The new forays made in education, health and skill development, life style for Environment and the challenges in women’s participation in labour force were discussed along with the private sector and multilateral organization’s inputs. The challenges in infrastructure, PPPs, asset monetization, International financial hubs and the role of regulatory bodies were also covered.

Behaviour change, Leadership, Negotiation and influencing techniques were also covered in the course. A group presentation of topics under the SGoS was also made by the course participants to DoPT, sharing their experience and vision for the future in the respective sectors.

Along with this, the participants, had Yoga sessions, trekking, classes on wellbeing, meditation, nature walks and cultural programmes.

#### **4 (iii) 29th Joint Civil-Military Training Programme**

Programme Duration	07th – 16th June, 2023
Course Coordinator	Ms. Disha Pannu, Course Coordinator
Associate Course Coordinator(s)	Shri Romeo Vincent Tete, Associate Course Coordinator
Programme inaugurated by	Shri M.A. Ganapathy, IPS, Director General,

	National Security Guard
Valedictory address by	Gen (Retd.) Gurmit Singh, Hon'ble Governor of Uttarakhand
Composition of Group–Service represented and male/female breakup	Total = 67 (Male- 53; Female- 14)
Programme meant for/Target Group	All India Services -IAS, IPS, IFoS Central Civil Services- IFS, IRS (C&IT), IRS (IT), 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, DRDO, IIS, APCS, ARCTRAC
Seniority Level	Joint Secretary/Director to the Govt. of India Major General/Brigadier/Colonel in the Armed Forces

Details of participants in 29<sup>th</sup> JCM Course are attached in **Annexure**.

### **Introduction to the Course**

The Joint Civil-Military Training Programme on National Security is a flagship course of the Academy. It was initiated in 2003 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

*Group Photo of 29<sup>th</sup> Joint Civil-Military Training Programme*



**29th Joint Civil-Military Training Programme**

**(07<sup>th</sup> - 16<sup>th</sup> June, 2023)**



**Participants in the 29<sup>th</sup> Joint Civil Military Training Programme on National Security**

<b>Service</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
APCS	4	6	10
ARCTRAC		1	1
BSF		2	2
CBI	2	1	3
Coast Guard		2	2
CRPF		2	2
DRDO	2	3	5
DSSC		1	1
HQ IDS		2	2
IAS		2	2
IDAS	2		2
IDES		2	2
IDHQ		1	1
IIS	1	1	2
Indian Air Force		5	5
Indian Army		5	5
Indian Navy		5	5
IPS	1	4	5
IRS	1	1	2

Service	Female	Male	Total
IRS (C&IT)		1	1
IRS (IC&CES)	1	1	2
ITBP		1	1
NSG		2	2
SSB		2	2
<b>Grand Total</b>	<b>14</b>	<b>53</b>	<b>67</b>

#### 4 (iv) 30th Joint Civil-Military Training Programme

Programme Duration	15 <sup>th</sup> – 27 <sup>th</sup> January, 2024
Course Coordinator	Dr. Anupam Talwar, Course Coordinator
Associate Course Coordinator(s)	Mrs. Aswathi S and Shri Romeo Vincent Tete
Programme inaugurated by	Shri Sriram Taranikanti, Director, Lal Bahadur Shastri National Academy of Administration
Valedictory address by	Lt Gen Gurmit Singh, PVSM, UYSM, AVSM, VSM (Retd), Hon'ble Governor of Uttarakhand
Composition of Group–Service represented and male/female breakup	Total = 57 (Male- 50; Female- 07)
Programme meant for/Target Group	All India Services -IAS, IPS, IFoS Central Civil Services- IFS, IRS (C&IT), IRS (IT), IRTS, IDAS, IDES, ITS, IA&AS Paramilitary Organizations- BSF, CRPF, NSG, ITBP, SSB,

	<p>Assam Rifles, CISF</p> <p>Defence Services- Indian Army, Indian Navy, Indian Air Force, Coast Guard, Integrated Defence HQ, Raksha Sewa Staff College</p> <p>Intelligence-IB, Cabinet Secretariat</p> <p>Other Organizations- CBI, DRDO, IIS, APCS, ARCTRAC, BRO, BSNL, Indian Telecom Service</p>
Seniority Level	<p>Joint Secretary/Director to the Govt. of India</p> <p>Major General/Brigadier/Colonel in the Armed Forces</p>

Details of participants in 30<sup>th</sup> JCM Course are attached in **Annexure**.

### **Introduction to the Course**

The Joint Civil-Military Training Programme on National Security is a flagship course of the Academy. It was initiated in 2003 consequent to the report of the Group of Ministers on reforming the National Security apparatus.

### **Objectives, Course Activities and Highlights:**

- To increase awareness on different dimensions and elements on National Security;
- To familiarize the participants with challenges of managing national security, emerging external security environment, impact of globalization and internal security environment etc.;
- Imperatives of Civil-Military interface at the State, Division, District and field level;
- To provide a forum for the participants to interact and exchange ideas on the subject;



- To develop a shared appreciation of the sectors/ domain areas where there is an active need for Civil- Military interface to resolve issues in national interest; and
- To underline the synergistic effects of working together and build an opinion in the Civil- Military workforce regarding the same.

The 30<sup>th</sup> JCM had the following six themes:-

- (i) Enhancing Synergy
- (ii) Civil-Military Coordination Issues
- (iii) Contribution of different domains
- (iv) Expectations from each other's domains
- (v) Strategic Level Issues
- (vi) Global Perspectives and Practices

### **Pioneering features of the 30<sup>th</sup>JCM Training Programme**

**Faculty from Training Institutions as Participants:** The 30<sup>th</sup> JCM training programme welcomed faculty from different Central Training Institutes (CTIs) and Administrative Training Institutes (ATIs). These faculty likely hold expertise in various areas and the intention was to create a 'multiplier effect' by involving them in the training Programme. This means that the knowledge, skills, and insights gained by these faculty can be disseminated and applied more broadly within their respective institutions.

Essentially, the faculty act as conduits for spreading the benefits of the training programme to a wider audience. Overall, the inclusion of faculty from CTIs and ATIs as participants in the 30<sup>th</sup>

JCM Training Programme reflects a strategic approach to maximizing the programme's impact and ensuring broader dissemination of knowledge and skills within relevant educational and training institutions.

**Expanding the Horizons:** This year's the JCM expanded its scope by involving more organizations in the training programme. The engagement of various organizations such as the Borders Road Organization, Ministry of Ports, Shipping and Waterways, Department of Telecommunications, BSNL (Bharat Sanchar Nigam Limited), and the National Defence College, Delhi, reflected a more inclusive approach towards training and collaboration.

The decision to broaden the scope of the JCM training programme suggests an acknowledgment of the evolving nature of civil-military relations and the need for a comprehensive understanding of various sectors and their interdependencies. By expanding its scope, the programme aimed to address a wider range of issues and challenges that require cooperation between civil and military entities.

**Dedicated Sessions to identify the pain points in inter agency interface and to foster**

**Desiloisation:** The interactive sessions included in this year's Joint-Civil Military (JCM) training programme were designed specifically to address pain points and foster collaboration among different services and organizations. This focused approach allowed participants to delve deeply into specific issues, identify and address challenges faced in joint operations, as well as to promote inter-service cooperation and coordination.

Rather than simply identifying problems, the sessions were structured to emphasize solution-finding. Participants were encouraged to brainstorm and propose practical strategies for overcoming the identified pain points. The discussions were grounded in real-world scenarios

and experiences, allowing participants to draw from their own expertise and insights. This approach ensured that the solutions generated were relevant and actionable.

**Interaction with heads of various CTIs and ATIs-** The interaction between heads from various Central Training Institutes (CTIs) and Administrative Training Institutes (ATIs) played a crucial role in fostering collaboration and knowledge exchange within the Joint Civil-Military (JCM) training Programme. The sessions primarily featured seniormost faculty members from these institutes serving as speakers, offering insights and expertise from their respective institutions. These interactions aimed to enhance the collaboration and knowledge exchange among the participants and multiple services and organizations by discussing three primary questions:

- i. What will the respective institution add to their curriculum to improve interface with other services.
- ii. What inputs the CTI/ATI want other services/ institutions to add to their training curriculum regarding requirements of the service(s) catered to the respective by CTI/ATI.
- iii. What is already being done by their institution for better inter service interface.

## **Conclusion**

The 30th JCM Training Programme was marked by its significant diversity and comprehensive curriculum, aiming to enhance national security discourse. The cohort comprised 57 participants, (including 7 women officers), with an average experience of 23 years. It had representation of 26

different services and organizations. Notably, 11 officers from training institutions of various services participated.

The Academy's initiative to expand the dialogue on national security included participation from services and Ministries like the BRO, BSNL, DoT, and MoRTH; and encouraging nominations from all services' training institutions, so as to enable a multiplier effect for the shared insights reached during the Course.

The 13-day curriculum, structured around six interconnected yet independent themes, focused on conventional and emerging national security dimensions, emphasizing connectivity in frontier areas and fostering cross-service appreciation.

The first four themes, namely "Enhancing Synergy," "Civil-Military Coordination Issues," "Contribution of Different Domains," and "Expectations from Each Other's Domains," sought to achieve better collaboration in real life situations and to leverage the depth and range provided by the experience and diversity of the participants across military- civil- paramilitary and central services, towards this aim.

Dedicated sessions identified interface challenges and proposed actionable solutions. Another unique initiative was an attempt to give fillip to the Capacity building Systems of the country through a panel discussion, which was held with the officers heading prominent civil- police - and tri services training institutions. This session explored what needs to be added to the curriculum of each training institution so as to increase collaboration during interface with other services.

The fifth theme titled "Strategic Level thought process for better interface" dove deep into several issues including Cyber security, Economic Diplomacy and Defence procurement in the

context of AtmaNirbhar Bharat, to name a few. “Global Perspectives and Practices” were covered in the sixth theme, with discussion on relevant issues including Indian diaspora and climate change implications.

An effort was made to present different perspectives through an eclectic mix of speakers hailing from diverse services and organizations and the use of different pedagogical tools. Further, the participants worked in groups and presented Strategy Papers at the end of the course, on topics covering Dual Use Infrastructure, Hybrid Threats, attaining Whole of Government approach and better Civil- Military Collaboration. Beyond academic sessions, the 30th JCM program offered a blend of activities for the holistic rejuvenation of the body, mind and soul of the participants and forging lasting informal bonds.

Group Photograph of the Participants



**Participants in 30<sup>th</sup> Joint Civil Military Training Programme on National Security**

**Service wise Break-up**

<b>Service</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
ARTRAC		1	1
Assam Rifles		2	2
BRO		1	1
BSF		1	1
BSNL		1	1
CISF		2	2
CRPF		1	1
IA&AS		2	2
IDAS	1		1
IDES		1	1
IFoS	1		1
Indian Air Force		7	7
Indian Army	1	6	7
Indian Coast Guard		1	1
Indian Navy		4	4
Indian Telecom Service		2	2

Service	Female	Male	Total
IP&T AFS		1	1
IPS		2	2
IRMS	1	5	6
IRS (C&IT)	1	2	3
IRS (IT)	1	1	2
ITBP		2	2
MoPS&W		1	1
National Defence College		1	1
P&T BWS		1	1
SSB	1	2	3
<b>Grand Total</b>	<b>7</b>	<b>50</b>	<b>57</b>

#### 4 (v) 125<sup>th</sup> Induction Training Programme

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.



Programme Duration	19 <sup>th</sup> February – 29 <sup>th</sup> March, 2024
Programme meant for/Target group	Officers from State Civil Service who have been inducted (Promotion/Select List) into IAS
Course Coordinator	Mrs. Aswathi S
Associate Course Coordinator	Shri Abhiram G. Sankar, Dr. Anupam Talwar & Shri Romeo Vincent Tete
Inaugural address by	Shri Sriram Taranikanti, Director, LBSNAA
Valedictory Address by	Shri V. Srinivas, Secretary to the Government of India
Total Number of Participants	Total – 97 [Male-72; Female-25]

Details of participants in the programme are attached in **Annexure**.

### **Course Objectives**

- To facilitate understanding of the all India nature of Indian Administrative Service and develop a national perspective on governance and public affairs
- To equip officers with:
  - a) Domain knowledge of policies and programmes in various sectors
  - b) Functional ICT/ Project management skills
  - c) Behavioral skills around leadership, management and negotiation

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** IAS in perspective, IAS: Dimensions, Opportunities & Challenges, Mental Health, Induction: Experience Sharing, Income approach to agriculture: Doubling Farmers' Income – A Quantitative Target, ODOP, Prevention of Corruption Act, National Security, ICT-1, Leadership Module, Start up India- Role of Govt. in spurring innovation and support to start-ups, Eat Right – The strategy of 3S, Irrigation Management in India: Options and Practices, ICT-2, SVAMITVA, Ethics for Administrators, Geo Spatial Technologies for Public Policy.

**Week 2** Jal Jeevan Mission – Navigating the Path to Universal Rural Water Access, Sanitation Revolution: Swachh Bharat Mission – Gramin Unveiled, Perspective on North-East, Rural Resurgence: Strategies and Initiatives Shaping India's Countryside, Budgeting, Health Systems Strengthening, Safe Motherhood – The Meghalaya Story, Urban Infrastructure Development: Issues and Challenges, Urban Floods & Disaster Management, Perspectives from Finance Department, ICT-3, Negotiation, Railways for a Vikasit Bharat, Disaster Management, Empowering Lives: Insights into the National Livelihood Mission, Transformative Tourism for Strengthening Communities – Kabani & Suyatri, Silkyara Rescue Case, Module on Emotional Intelligence

**Week 3 & Week 4** Study Tour

**Week 5** Primary and Secondary Education: A Overview, Allied Sector – Dairy Fisheries, Leveraging Insurance and IT for achieving Universal Health Coverage, Plain Language and Simplification in Legislative Drafting, Types- Classification- Strategies and Stages in Legislative Drafting, Infrastructure – NHAI, AIS Rules, Urban Governance – Inclusive Sanitation, Jaga Mission, Behavioural Economics

and Public Policy, Aviation Sector, Project Management, ISTM- Central Secretariat Structure and Functions - Introductory Session, Mission Karmayogi – Capacity Buildings of Government Employees, GFR, Economic Survey of India: A brief & Comparative picture of different states, Women led development- Role of women SHGs, Education – Orissa, Goods and Service Tax.

**Week 6** Procurement, Janandolan – Saturation approach to rural development, Hands on practice of AI Tools- Chat GPT, New & Renewable Energy and PM Suryodaya Yojana, Field Intervention Group Activity, ICT-4.

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, 30 of which were Examination MCQ type, 20 for Case Study, 15 for Group presentation, 15 for Field Intervention Group Activity and 20 for Director’s Assessment.

### **Exposure Visit/Trek**

- (i) Central Vista (New Parliament) & Old Parliament
- (ii) Pradhan Mantri Sangrahalay
- (iii) Visit to Forest Research Institute, Dehradun
- (iv) Visit to the Indian Military Academy, Dehradun
- (v) Trek to Pine Forest, Mussoorie

## **Study Tour**

The course features a 02 week long Study Tour. 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 Study Tour was to acquaint participants with the larger national issues with attachments with the Army/Air Force/Navy, Central Public Sector Undertakings and large public sector infrastructure projects. For the first time in the Induction Training Programme, attachment with the paramilitary forces was included in the Study Tour. As a part of the Study Tour each participant had to visit at least one of the North Eastern States.

## **VVIP Call on**

The participants of the Induction Training Programme Call on the Hon'ble President of India on 18<sup>th</sup> March, 2024 at Rashtrapati Bhawan, New Delhi.

## **Conclusion**

The 125<sup>th</sup> Induction Training Programme aimed at empowering officers transitioning from State Civil Services to the Indian Administrative Service (IAS) with a holistic understanding of national governance and requisite skills. With 97 participants from 15 states and 3 Union Territories, including 25% women, the program emphasized inclusivity. Thematic modules spanning rural development, urban sectors, social welfare, agriculture, infrastructure, energy, climate change, national security, and finance provided participants with a comprehensive understanding of diverse governance domains.

Aligned with Mission Karmayogi, the program aimed to cultivate visionary leaders embodying qualities such as imagination, innovation, proactiveness, professionalism, transparency, and tech-enablement. Various teaching methodologies, including classroom sessions, case studies, group activities, and field interventions, ensured an immersive learning experience. Hands-on sessions on computer skills and technology were integrated into the curriculum, equipping participants with essential technological acumen.

Study tours and cultural exchanges enriched participants' understanding of India's diverse cultural heritage and governance landscape. Visits to Rashtrapati Bhavan and the new parliament building provided firsthand insights into legislative intricacies and governance mechanisms. Cultural celebrations, including the vibrant festival of Holi, fostered camaraderie and unity among participants.

A highlight of the programme was a short trek, facilitating relaxation, nature connection, team building, and personal growth. As the program concludes, participants carry forward a wealth of experiences, friendships, and a strengthened commitment to serve the nation as exemplary IAS officers. The 125<sup>th</sup> ITP has not only equipped them with requisite knowledge and skills but also instilled in them a deeper sense of purpose and responsibility towards nation-building.

## Annexure

### Details of the Participants

State	Female	Male	No. of Officers
AGMUT		10	10
Andhra Pradesh		1	1
Assam Meghalaya		2	2

State	Female	Male	No. of Officers
Bihar	2	12	14
Gujarat		2	2
Himachal Pradesh	1	3	4
Jharkhand		4	4
Karnataka		3	3
Madhya Pradesh	11	6	17
Maharashtra		14	14
Manipur	1	1	2
Rajasthan	3	8	11
Tamil Nadu	3		3
Telangana	2	2	4
Tripura	2	2	4
Uttarakhand		2	2
<b>Grand Total</b>	<b>25</b>	<b>72</b>	<b>97</b>

**The Evaluation report of Participants is as follows:-**

Grade	No. of Participants
A	36
B+	57
B	4

#### 4 (vi) 19th Round of IAS Phase-III (2023)

Duration (Specify Dates)	May 22nd to June 16th, 2023
Name of Course Coordinator	Mr. Shelesh Nawal
Names of other members of Course team	Dr. Sunita Rani, Mr. Hari Prakash and Dr. Sanjay J. Joshi
Number of participants	Total:        Male:        Female: 182            131            51
Batches represented	2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014 and 2015 Batches
Course inaugurated by	Ms. Sowjanya, Joint Director, LBSNAA
Valedictory Address by	Gen (Retd.) Gurmit Singh, Hon'ble Governor of Uttarakhand

Details of participants of programme are attached in **Annexure**.

#### **Course Aim**

To equip officers who have completed seven to nine years of service to shoulder multifarious and varied responsibilities at the forefront of field administration.

#### **Course Objectives**

- Opportunity to develop core strength in various components of two sectors of interest to the participant.
- To equip officers with tools, skills and knowledge that will help them achieve excellence in the implementation of programmes;
- To design and implement Business Process re-engineering (BPR) in Government and leveraging IT to improve public service delivery;

- To strengthen communication, interpersonal and team-building skills and appreciate the centrality of values in governance;
- To learn about efficient service delivery in specific sectors from experiences across States.
- Enhance the Negotiation and Leadership skills and HR Management.

**Week-wise design of the Course (should provide a schematic overview of main academic inputs)**

### **Course Design**

**Week 1** Leadership, Project Management

**Week 2** Infrastructure/Urban/Energy, Education & Health, RD/Agriculture, Environment

**Week 3** Infrastructure/Urban/Energy, Education & Health, RD/Agriculture, Environment

**Week 4** Evidence based policy making, IT in governance, Finance

### **Evaluation of Participants**

<b>Grade</b>	<b>No. of Participants</b>
A+	10
A	97
B+	67
B	08



## **Conclusion**

Over the span of four weeks, the primary aim of this comprehensive program was to elevate the "competency" of Phase 3 officers, preparing them for pivotal roles within both the State Governments and the Government of India. This meticulously designed course sought to build upon their existing knowledge and experiences, amalgamating academic insights with practical acumen. Notably, the program emphasized not only cognitive growth, but, also physical well-being and mindfulness practices, complemented by cultural evenings that sustained a high morale throughout the duration.

It is worth acknowledging that this cohort stood as one of the most diverse and extensive groups to have engaged in the Mid-Career Training Program. This diversity, while initially posed as a challenge, transformed into a boon. The multifarious experiences and individual insights shared by each participant blossomed into an abundant source of collective wisdom. This course, aligned with the 3-R principles of rejuvenation, reinvention, and refinement, aimed to cultivate the 3-C attributes: competence, camaraderie, and capability encompassing both mental and physical fitness.

The curriculum spanned a spectrum of modules, encompassing project management, livelihoods, infrastructure, social sectors, and evaluation techniques. The varied composition of the cohort—ranging from differing seniorities, cadres, and sectoral experiences—laid the foundation for peer-driven learning, involving the process of unlearning and relearning. The meticulously crafted schedule and pedagogical approach fostered deeper connections among participants, pivotal at this juncture of their careers. Additionally, interactions with the ongoing Phase-IV course and Joint Civil-Military (JCM) participants enriched engagement and contributed to a strengthened sense of unity.

The intense four-week period of learning, fuelled by the participants' unbridled enthusiasm, bore fruit in the form of academic content of publication-level quality. Notably, 22 case studies have been shortlisted for publication, stemming from submissions. The interactions within the classroom extended beyond the confines of academic sessions, culminating in the development of four high-impact policy papers. An inter-house competition conducted alongside Phase-IV participants highlighted remarkable talents and showcased the fitness benchmarks achieved by participants. Musical evenings, birthday celebrations, and informal breaks facilitated cross-batch and cross-cadre exchange, thereby enabling insights into the intricacies of administrative operations.

In a stride to continually enrich the intellect of the participants, the academy has committed to extending support through a distance-based online learning program, thus, perpetuating the journey of learning. This commitment underscores the dedication to the perpetual growth of civil servants. To encapsulate the entirety of the course, a compendium has been curated, poised to serve as an invaluable reference point for all future endeavours.

In congruence with the aforementioned, the program integrated the following objectives:

**Cultivation of Core Strengths:** This program provided a unique avenue for participants to develop their core strengths in various areas of personal interest.

**Tools for Excellence:** Officers were equipped with the necessary tools, skills, and knowledge to attain excellence in the execution of diverse programs.

**Reengineering Governance:** By integrating business process re-engineering and harnessing the potential of IT, the aim was to enhance public service delivery within the governmental framework.

**Holistic Skill Enrichment:** The program strived to bolster communication, interpersonal, and team-building skills, underlining the significance of ethical values in governance.

**Cross-State Learning:** Leveraging the diverse experiences from different states, the program delved into efficient service delivery within specific sectors.

**Leadership and HR Mastery:** The curriculum further focused on refining negotiation, leadership skills, and human resource management competencies.

Through the alignment of these objectives with the overall program framework, participants were guided toward a holistic and impactful enhancement of their professional capacities.

## Details of the Participants

Cadre-wise Breakup			
Cadre	Female	Male	Grand Total
AGMUT	7	18	25
Andhra Pradesh	1	1	2
Assam-Meghalaya	1	6	7
Bihar	4	6	10
Gujarat	1	5	6
Haryana	4	10	14
Himachal Pradesh	2	7	9
Jharkhand	2	4	6
Karnataka	8	2	10
Kerala		4	4
Madhya Pradesh	3	11	14
Maharashtra	1	16	17
Manipur		1	1
Odisha		3	3
Punjab	7	7	14
Rajasthan	2		2
Sikkim		1	1
Tamil Nadu		1	1
Tripura	1	5	6
Uttar Pradesh	7	18	25
Uttarakhand		5	5
<b>Grand Total</b>	<b>51</b>	<b>131</b>	<b>182</b>

Batch-wise Breakup			
Batch	Female	Male	Grand Total
2007	1		1
2008		2	2
2009	4	9	13
2010	7	16	23
2011	8	31	39
2012	4	23	27
2013	9	24	33
2014	13	20	33
2015	5	6	11
<b>Grand Total</b>	<b>51</b>	<b>131</b>	<b>182</b>

#### 4 (vii) 20<sup>th</sup> Round of IAS Phase-III (2024)

Duration	January 22nd to February 16th, 2024						
Name of Course Coordinator	Dr. Bagadi Gautham						
Names of other members of Course team	Dr. Ekta Uniyal & Shri Romeo Vincent Tete						
Number of participants	<table><thead><tr><th>Total</th><th>Male</th><th>Female</th></tr></thead><tbody><tr><td>93</td><td>63</td><td>30</td></tr></tbody></table>	Total	Male	Female	93	63	30
Total	Male	Female					
93	63	30					
Batches represented	2009, 2010, 2011, 2012, 2013, 2014 & 2015 Batches						
Course inaugurated by	Shri Sriram Taranikanti, Director, Lal Bahadur Shastri National Academy of Administration						
Valedictory Address by	Smt. Radha S. Raturi, Chief Secretary to Government of Uttarakhand						

Details of participants in the programme are attached in **Annexure**.

#### **Aim**

To equip officers with necessary skill – sets to serve at middle management for effective transition from District Administration to Head of Department with focus on Excellence in implementation.

#### **Course Objectives**

- Opportunity to develop core strength in various components of the sectors to the participants and leveraging for implementation in their respective domains.

- To strive for efficient service delivery and learning from experiences across the country.
- Enhance the Negotiation and Leadership skills and HR Management for multiple effects.

### **Week-wise design of the Course**

#### **Course Design**

- Week 1**      Project Management Module, Governance Module
- Week 2**      Leadership Module, Health Module, Negotiation Module, Public Finance Module
- Week 3**      Infrastructure Module, Security and Foreign Affairs Module, Startups & Innovation Module, Climate Change, Leveraging UN Agencies, Education, Land & Agriculture
- Week 4**      Urban Development Module, Public Policy Module, Energy Module, Digital India, Developed India

#### **Evaluation of Participants**

<b>Grade</b>	<b>No. of Participants</b>
A+	02
A	60
B+	30
B	01

#### **Conclusion**

The participants keenly took part in all the academic sessions held in Phase-III. There was immense cross-learning from officers across cadres which was reflected in the peer learning presentations

made on chosen sectors. Beyond academic sessions, Phase-III offered ample scope for participants to undertake short treks & display their individual as well as collectives talents in theatre, cultural activities and sports. The participants actively engaged and absorbed the invaluable inputs provided. Together, they aimed to transition and excel in their future roles as HoD's and Deputy Secretaries.

Cadre-wise Breakup			
Cadre	Female	Male	Grand Total
AGMUT	6	5	11
Andhra Pradesh	2	1	3
Assam- Meghalaya	2	1	3
Bihar		1	1
Chattisgarh	1	6	7
Haryana		1	1
Himachal Pradesh		2	2
Karnataka		1	1
Kerala	1	2	3
Madhya Pradesh	2	4	6
Maharashtra	3	9	12
Manipur	6	1	7
Nagaland		3	3

Batch-wise Breakup			
Batch	Female	Male	Grand Total
2009		6	6
2010	1	3	4
2011	5	9	14
2012	5	14	19
2013	5	11	16
2014	7	12	19
2015	7	8	15
Grand Total	30	63	93



Cadre-wise Breakup			
Cadre	Female	Male	Grand Total
Odisha		2	2
Punjab	2	4	6
Tamil Nadu		5	5
Telangana		1	1
Tripura	1		1
Uttar Pradesh	4	14	18
Grand Total	30	63	93

#### 4 (viii) 3<sup>rd</sup> Common Mid-Career Training Programme

Duration	27 <sup>th</sup> – 31 <sup>st</sup> October, 2023		
Name of Course Coordinator	Shri Nand Kumarum, Deputy Director (Sr.)		
Names of other members of Course team	Shri Shelesh Nawal, Mrs. Ritika Narula, Shri Nitesh Jha		
Number of participants	Total	Male	Female
	142	116	26
Batches which participated	2003 batch officers from 13 services		
Course inaugurated by	Shri Sriram Taranikanti, Director, LBSNAA		
Valedictory Address by	Shri Sriram Taranikanti, Director, LBSNAA		

#### Course Aim & Objectives

The Common Mid-Career Training Programme (MCTP) is designed to unify officers from diverse services who hold key roles at senior levels across various government organizations. Its objective is to foster collaboration and bolster leadership skills. The programme endeavors to cultivate a strong sense of national pride, purpose, and fellowship among its participants. These leaders are equipped to guide their teams effectively in understanding, developing, and achieving national objectives and ambitions with the following objectives:

- Capacity building for a developed India
- Desiloisation for Enhanced interaction
- Peer to Peer learning
- Creating modern organizations

- Embracing continuous learnings
- Leveraging public private partnership

### **Design of the Course**

The 3rd Round of the CMCTP was structured to provide a comprehensive and thematic learning experience for senior government officers. The course included a variety of modules, discussions, and interactive sessions, each tailored to address specific aspects of modern governance and leadership. This design ensured that the participants were exposed to a blend of theoretical knowledge and practical applications, fostering a holistic understanding of contemporary governance challenges and strategies and sessions were delivered by a range of experienced civil servants and professionals.

1. **Leadership in Government Organization:** Focused on enhancing leadership qualities essential for effective governance, including decision-making, strategic planning, and team management.
2. **Emerging Challenges in National Security:** A panel discussion that provided insights into the evolving landscape of national security and strategies to address contemporary challenges.
3. **Role of Zonal Councils in Development Context:** Explored the significance of zonal councils in fostering regional development and cooperation among states.
4. **Creative Usage of Data in Governance:** Emphasized the importance of data analytics and its application in policy-making and governance for better service delivery and transparency.
5. **Negotiation Module:** Aimed at developing negotiation skills crucial for conflict resolution and effective communication within and across government departments.

6. **Simulation Game on Systems Thinking & Team Performance “Friday Night at the ER”:** An interactive session designed to enhance systems thinking and team performance through a simulation game, providing practical insights into organizational dynamics.
7. **Digital Transformation of Direct Taxes:** Focused on the digitalization of the taxation system, discussing its impact on efficiency, compliance, and revenue collection.
8. **Panel Discussion: Whole of Government Approach in Covid Management:** A comprehensive review of the collaborative efforts and strategies employed by various government sectors during the Covid-19 pandemic.

### **Thematic Inputs**

#### **Day 1- 27<sup>th</sup> October, 2023**

Theme 1 – Leadership in Government Organization

Theme 2 – Emerging Challenges in National Security

Theme 3 – Role of Zonal Councils in Development Context

#### **Day 2 – 28<sup>th</sup> October, 2023**

Theme 4 – Creative Usage of Data in Governance

Theme 5 – Negotiation Module

#### **Day 3 – 30<sup>th</sup> October, 2023**

Theme 6- Simulation Game on Systems Thinking & Team Performance

Theme 7 – Digital Transformation of Direct Taxes

Theme 8 – Panel Discussion

## **Conclusion**

The 3rd round of the Common Mid-Career Training Programme (CMCTP) was thoughtfully designed to do more than just impart essential knowledge; it aimed to cultivate a holistic and adaptive mindset among officers. Conducted over a period of 5 days, this comprehensive program focused on enhancing the competencies of officers, preparing them for significant roles within both the State Government and the Government of India. A significant innovation in this round was the introduction of the Continuous Digital Learning Framework, an online certification program tailored for officers in Mid-Career Training Programmes. Launched in the 18th Round of MCTP, this initiative represented a major step towards integrating continuous digital learning in the modern era.

Unlike the earlier two rounds of CMCTP, which were designed and curated by the Capacity Building Commission with a focus on ‘Exercising Enlightened Leadership’, the 3rd round was developed by in-house faculty. This iteration introduced diverse themes such as national security, the role of zonal councils, a whole of government approach, and a negotiation module. These themes marked a shift from the previous rounds’ focus on topics like Understanding Leadership and Authority, Understanding ‘Self’ and ‘Others’, Adaptive vs. Technical Challenges, and Enlightened Leadership – A New Framework for Leadership. The camaraderie and collaborative spirit displayed in group activities and discussions highlighted the program’s success in building a strong sense of community among the officers. The exchange of diverse viewpoints and the shared dedication to excellence were particularly inspiring.

By aligning these new themes and objectives with the overall program framework, the 3rd round of CMCTP effectively steered participants towards a comprehensive and impactful enhancement of their professional skills and capacities. This approach not only aligned with the CMCTP's objectives but also reflected a progressive evolution in the program's content and methodology, ensuring its relevance and effectiveness in the dynamic field of public administration.

# **Academic Activities: In-Service Training Programme**

## **5. Academic Activities: In-Service Training Programme**

### **In Service Training Programme “Building Infrastructure for a Viksit Bharat”**

The Lal Bahadur Shastri National Academy of Administration conducted a 5-day in-service training program titled "Building Infrastructure for a Viksit Bharat" from 5th to 9th February 2024. This program was meticulously designed to enhance the capacity of civil servants in the domain of public infrastructure. Specifically tailored for mid-career civil servants transitioning from field roles to policy/middle management positions within the government, the training aimed to equip participants with the necessary skills and knowledge to effectively contribute to the development of a modernized India.

Recognizing the vast scope of infrastructure development, the program encompassed thematic components spanning various facets of infrastructure management. These included project planning, monitoring and evaluation, project finance, dispute resolution, as well as sectoral considerations such as roads, railways, ports and shipping, civil aviation, and urban infrastructure and services. By addressing these diverse elements, participants gained a comprehensive understanding of the complexities involved in infrastructure projects and were better prepared to tackle challenges in their professional roles.

The course design featured a modular structure, ensuring flexibility and adaptability to the diverse needs of participants. Thematic content was carefully curated to provide practical insights and relevant knowledge, eliminating the need for prior expertise while facilitating hands-on learning experiences. This approach was aligned with the ethos and objectives of Mission Karmayogi, fostering a culture of continuous learning and skill development among civil servants.

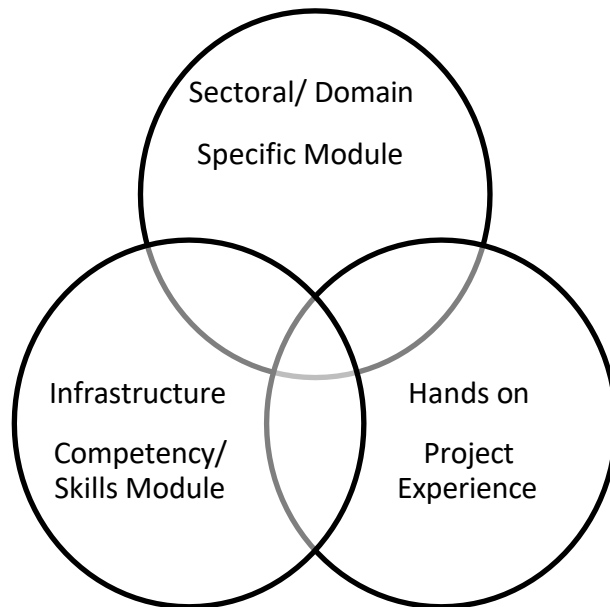


## **Course Objectives**

- To equip participants with contextual understanding of the infrastructure ecosystem in India
- To foster understanding of key infrastructure sectors like roads, highways, railways, ports, airports, waterways, and urban development (Greenfield & brownfield).
- To develop understanding of global context and practices in infrastructure development and to build systems that can provide world class infrastructure and services.
- To conceptualize and enhance skills in project planning, management, monitoring and finance.
- To develop expertise in contract management, dispute resolution, and arbitration.
- To promote adoption of green infrastructure solutions and climate-friendly development practices.

## **Course Design**

Course design for day in-service training program titled "Building Infrastructure for a Vikasit Bharat":



### **Sectoral/ Domain Specific Module**

This module had sectoral sub-modules dealing with specific components of infrastructure.

Following sub-modules are proposed for the above module -

- a) **Roads** including National Highways / Bharatmala Pariyojana, Expressways and Bridges, State Highways
- b) **Railways** including Dedicated Freight Corridors, High Speed Rail projects and Railway Station Redevelopment using PPPs
- c) **Shipping, Ports and Inland Waterways** including Sagarmala Pariyojna and port modernization, Inland Waterways Authority and National Waterways
- d) **Civil Aviation** including Udaan Scheme and airport/ airstrip development
- e) **Urban Greenfield / Redevelopment** projects including Town Planning Scheme and Local Area Plans
- f) **Urban transport infrastructure** including MRTS/RRTS
- g) **Urban service delivery** including drinking water supply, sewerage and sanitation

## **Infrastructure Competency/Skills Module**

This module had the following sub-modules dealing with specific skills/competencies which cross-cut all sectors of infrastructure.

- a) **Infrastructure project planning and design** - platforms for planning of infrastructure projects including Gatishakti with use cases
- b) **Infrastructure Project Management** - Monitoring and Evaluation Tools – PMIS tools used in public infrastructure corporations like Speed (NCRTC) or Impulse (DMRC)
- c) **Contract Management** - bid process management, contract administration principles, tools and best practices
- d) **Project Finance** - modalities for financing infrastructure projects – own resources, budgetary support, banks, infrastructure bonds, IIFCL, NaBFID
- e) **Dispute Resolution Mechanisms and Arbitration**
- f) **Green infrastructure** - Blue Green master plans, National Green Building Code, Green infrastructure certifications

## **Hands on Project Experience**

Practical hands on sessions on Project planning, monitoring and evaluation tools in collaboration with Gatishakti / NCRTC

## **Pedagogy**

- Interactive lectures and presentations by eminent experts from government, industry and academia.
- Case studies and practical hands-on exercises to apply learning to real-world scenarios.

- Group discussions and panel discussions to facilitate knowledge sharing and critical thinking.

**Group Photograph of In-Service Training Programme participants**



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# **Research Centres in the Academy**

## **6. Research Centres in the Academy**

The centres of the Academy have been established with an aim to provide an avenue for initiating research in key areas of governance both from policy as well as implementation perspectives. The research is supposed to feed into the training curriculum and provide it with fresh insights. These centres (like BNYCRS) are mostly funded either by line ministries, or are self-sustaining like the NGCC and CDM and collaborate with various national and international funding agencies. Various Research Centres have been set up for undertaking action-research on domains linked to Academy's mandate and to feed into training inputs.

### **6 (i) B.N. Yugandhar Centre for Rural Studies**

#### **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 to 5.6.2023)

Dr. Bagadi Gautham, IAS

(Since 6.6.2023 to till date)

## **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 of the Centre

### Training Programmes

#### Field Study and Research Programme



Director of the Academy addressing OTs during the Briefing Session of FSRP (97<sup>th</sup> FC)

Field Study Research Programme (FSRP, earlier known as Village Visit Program) was organised for the Officer Trainees of 98<sup>th</sup> Foundation Courses across 80 Tribal Villages of 40 districts of 11 states (Andhra Pradesh, Assam, Chhattisgarh,



Gujarat, Rajasthan, Jharkhand, Odisha, Madhya Pradesh, Maharashtra, Arunachal Pradesh and Telangana) during August-September 2023 to sensitize the Officer Trainees on Rural Development and functioning of Rural Institutions. Apart from this, the focus of the FSRP of 98<sup>th</sup> foundation course was to study the saturation of Rural and Tribal Development schemes. The FSRP reports of 80 Tribal Villages prepared by the Officer Trainees have been documented.



## Activities for IAS Professional Course Phase-I

### Land Administration Module

The Centre conducted the Land Administration Module for Officer Trainees of IAS Professional Course Phase-I (2021 Batch) in the month of March-April 2023. The Centre is under the process of organising the Land Administration module in the current Phase-I.

Reading materials 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, achievements under Digital India Land Records Modernisation Program (DILRMP) in the country, issues and challenges of Land acquisition duly incorporating the issues and complications of RFCTLARR, the key-functions of revenue administration, etc.

Under this Module, special theme on ‘Land Administration in States/ Union Territories – History, Organizational Structure and Modernization of Records’ was included and state specific training sessions were held for the cadre wise IAS Officer Trainees by the Resource Persons from various States such as 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. Shri Ajay Tirkey, IAS, Secretary, DoLR delivered the Valedictory Address.



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

The Centre coordinated with the Survey of India, Dehradun and District Survey and Settlement Office, Dehradun organised a ‘Hands-on Training on Survey Techniques’ for the IAS Officer Trainees. 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*

### **Agriculture Module:**

The Centre designed and prepared a three-day ‘Agriculture Module’ for its introduction in the IAS Professional Course Phase-I of 2021 Batch. The Module covered evolution of Agriculture in Post-Independence Era, 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.

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.

## **IAS Professional Course Phase-II: District Training**

### **Village Study Assignment (VSA)**

The Centre had organised Village Study Assignments (A major part of the District Training Assignment) for the IAS Officer Trainees of the batch 2021-23. During the reference period, the Centre had received 181 Socio-Economic (SE) and 181 Land Administration (LA) Village study Reports from the IAS OTs of 2021-23 Batch. Apart from training perspective, these reports are being used for preparing publications on ‘Socio-Economic Profile of Rural India’ and ‘Land Reforms in India’.

The District Training Manual on Village Study Assignment for the IAS OTs of 2022-24 Batch has been revised considerably.

## Research Activities

The Centre has empanelled 07 Autonomous Government Research organisations to foster the research activities of the centre during the reported period. Concept notes, questionnaires and research study methods have been prepared for 06 research studies such as:

Sl. No.	Title	Status
1	Urban and Rural Land Management: Conflicts and Challenges in Karnataka and Tamil Nadu	Field Survey Under Progress
2	Status of Land Ownership by Women after the enactment of the Hindu Succession (Amendment) Act, 2005	Under Progress
3	Land Bank and Pending Issues: Maharashtra and Uttar Pradesh	Field Survey Under Progress
4	Common Property Resources (CPRs): Practices, Laws and Challenges in Odisha & Madhya Pradesh	Field Survey Under Progress
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)	Correspondence with North-East States is going-on to conduct the study.
6	Studying the Extent and Usage of Property Card as Legal Land Document	Primary survey of Uttarakhand, Uttar Pradesh, Haryana, Punjab, Rajasthan, Andhra Pradesh and Maharashtra has been Completed.

## **Workshops/ Seminar/ Exposure Programme**

### **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)**

The Department of Land Resources, Ministry of Rural Development, Government of India In association with the Centre has organised the path-breaking 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)’ for the states of Assam, Meghalaya, Mizoram and Tripura on 3-4<sup>th</sup> May 2023 at Assam Administrative Staff College, Guwahati.

Shri Ajay Tirkey, Secretary of Department of Land Resources (DoLR), Ministry of Rural Development (MoRD), Government of India (GoI) had presided over the Workshop. The Joint Secretary of DoLR, MoRD, GoI- Shri Sonmoni Borah along with a team of Senior Officers from this



Ministry had attended this Workshop along with Shri Gyanendra Dev Tripathi, Principal Secretary, Revenue and Disaster Management Dept. Govt. of Assam, Ms. Anandhi, Sr. Deputy Director cum Centre Director, Lal Bahadur Shastri National Academy of Administration, P. V. Rajasekhar, Additional Survey General, Survey of India, Ms. Mridula Singh, Sr. Social Development Specialist, World Bank and senior officials from the Department of Revenue Land Records and Surveys of North-Eastern States had actively participated in the Workshop.

Representatives from Bodoland Territorial Council, Karbi Anglong Autonomous District Council (ADC), Dima Hasao ADC (From Assam), Tripura Tribal Areas ADC, Lai ADC Mizoram, Khas Hills ADC, Garo Hills ADC, Jaintia Hill ADC (From Meghalaya) had participated in the discussions on digitalisation and Modernisation of Land Records in the context of prevailing Customary and indigenous Land Laws.

The Workshop had provided a common platform to multiple stakeholders including apex level decision makers to deliberate and discuss on implementation of DILRMP (Digital India Land Record Modernisation Program of DoLR)- and a way forward as far as territorial and autonomous district councils of north-eastern states are concerned. Various recommendations and time bound action plans were brought forward in the workshop for policy level decisions. The major outcomes of the workshop among others includes developing a thought process towards devising interventions to modernise land records in the ADC areas where customary laws are prevailing within the constitutional framework, understanding the needs of ADCs to implement DILRMP and exploring ways and means to extend supports to ADCs for digitalisation and modernisation of land Records.

**A) 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’**

The Department of Land Resources (DoLR), Ministry of Rural Development



(MoRD) has entrusted the task of conducting a series of peer learning workshops and training programme on strengthening of Implementation of DILRMP for the revenue officials to the B. N. Yugandhar Centre for Rural Studies (BNY-CRS) across 17 states.

**Ai) Workshop and Training on ‘Peer-Learning of State Officials of Uttarakhand on Land Record Modernization’ (12 May, 2023) Venue: Seminar Hall, Board of Revenue, Dehradun, Uttarakhand**

The first peer learning workshop and training for the revenue officials was conducted in the Conference Hall of Board of Revenue, Uttarakhand. In the first phase, a consultative group discussion on gap identification regarding implementation of DILRMP was executed on 23 January, 2023. Subsequent to



identification of gaps, revenue officials of States with best practices on implementation of DILRMP were invited to a workshop and training for revenue officials of Uttarakhand. This workshop and training was completed on 12 May, 2023 at Board of Revenue, Dehradun. Resource persons comprising revenue officials and technical experts from the states of Odisha and Andhra Pradesh had attended to provide technical inputs on various aspects of Land Record Modernization to the revenue officials of Uttarakhand. In the workshop the resource persons shared knowledge, best practices and experiences regarding effective implementation of DILRMP of the respective states.

## **Aii) Workshop and Training on ‘Peer-Learning of Officials of Puducherry on Land Record Modernization’**



The BNY-CRS conducted a one day Workshop and Training on “Peer Learning of Officials of Puducherry on Land Record Modernization” for the Revenue and Survey officials of Puducherry on 12-06-2023 at Hotel Annamalai, Puducherry, covering the Methodology in conduct of Geo-referenced Large Scale Mapping and Digitization of Legacy Records. The Workshop & Training was inaugurated by Shri E. Vallavan, I.A.S., Secretary (Revenue), Puducherry and during the key address the Secretary (Revenue), underlined the need of the hour in successful implementation of the DILRMP scheme, very particularly, in conduct of Large Scale of Mapping, since the geo-referencing of land parcels data remains as vital document in implementing various Central Schemes such as AGRISTACK, ULPIN, SVAMITVA, NGDRS and other CSS, schemes. The grey areas were identified in discussion with the Director, Survey and Land Records, Puducherry. Based on the identified grey areas, resource person were invited for the Workshop and Training.



**Aiii) Regional Bhumi Samvaad: Workshop and Training on ‘Peer-Learning of Officials of Sikkim on Land Record Modernization’**

The BNY-CRS has conducted a one day Regional Bhumi Samvaad: Workshop and Training on “Peer Learning of Officials of Sikkim on Land Record Modernization” for the Revenue and Survey officials of Sikkim on 25-07-2023 in District Zilla Hall,



Gangtok, covering important aspects of integration of Land records Databases and Best Practices in terms of Vertical Flat Registration Process. The grey areas were identified in discussion with the Director(Survey) and Additional Director cum Program Director, DILRMP, Sikkim. Based on the identified grey areas, resource persons were invited for the Workshop and Training.

**Publications: Current and Forthcoming**

Sl. No.	Title
<b>Current Publications</b>	
1	Spatial- Temporal Analysis of Village Development: Micro Level Findings from FSRP
2	Proceeding of 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)’: Assam, Meghalaya, Tripura and Mizoram
3	Journal of Land and Rural Studies (Vol. 11, Issue 2: Jul 2023)

<b>Forthcoming Publications</b>	
4	Socio-Economic Profile of Rural India (Series IV)
5	Journal of Land and Rural Studies (Vol. 12, Issue 1: Jan 2024)
6	Hand Book on Land Survey in India (Volume-2)
7	Status of Implementation of the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act – 2006 & Amendment Rule – 2012 in Maharashtra & Himachal Pradesh

▪ **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 11 Issue 1 (Jan, 2023) and selected papers/ articles for their publication in Volume 11 Issue 2 (July, 2023). Details of these are as follows:

**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 Small holder 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*

**Volume 11 Issue 2 (July, 2023):**

1. Effect of Land Allocation on Agricultural Productivity in Nigeria Using ARDL Approach to Cointegration by *Akinbode Okunola*
2. Changing Livelihoods and New Opportunities: Experiences of Resettled Farmers in Two Farms in Shamva District, Mashonaland Central Province, Zimbabwe by *Tanaka Maimba and Vusilizwe Thebe*
3. Economic Evaluation of High-density Apple Plantation Technique in Kashmir: Comparison with Traditional Cultivation Methods and Assessment of Financial and Ecological Sustainability by *Jatin Kishore*

4. A Study on Agrarian Economy in the Hills of Manipur with Special Reference to Thadou-Kuki Ethnic Group *by Seitinmang Guite and Hanjabam Isworchandra Sharma*
5. Can the System of Rice Intensification Save Water and Increase Yield of Paddy?: A Study of Tank Irrigated Area *by G. Karthiga Devi, A. Narayanamoorthy, P. Jothi and K. S. Sujitha*
6. Assessing the Use of Land as Collateral for Accessing Credit from Institutional Sources in Rural India *by Prerna Prabhakar, Nishika Pal, Deepak Sanan and Somnath Sen*
7. Book Review: Anandhi and Snehasis Mishra (Eds), Handbook on Land Survey in India, Reviewed *by Dandabathula Giri Babu and Sushil Kumar Srivastav*

## **6 (ii) National Gender and Child Centre**

The Centre was established in 1995, with the foremost aim of mainstreaming gender and child rights in policy, programme formulation and implementation in Government. NGCC is a capacity-building centre under the aegis of the Academy, driven by the mandate of gender mainstreaming and its commitment to build synergies with different institutions, working on gender equality, child rights and women's empowerment.

Working towards that end, the Centre, since its inception has been actively involved in designing and conducting thematic workshops, programmes and training including Training of Trainers for trainers and policy makers – both to enhance gender sensitization and also to increase capacities for gender analysis and gender planning. Since the Centre was established, the Centre has successfully ensured the mainstreaming of gender training into all courses at the LBSNAA viz. Induction training and in-service mid-career training programmes for IAS officers

at all levels besides conducting programmes on myriad aspects for officers from All India/ Central Services.

In the year 2023-2024, the following projects/activities were undertaken by the Centre:

- **Workshop on Gender-Responsive Governance for Elected Women Representatives (MLAs)**- The workshop on Gender-Responsive Governance for Elected Women Representatives (MLAs) was organized under the AKAM Celebration, "She is a Changemaker" Project (three rounds), aimed at Women MLAs from Uttar Pradesh, Haryana, Himachal Pradesh, Uttarakhand, Jharkhand, Rajasthan, Odisha, Maharashtra, Chhattisgarh, Madhya Pradesh, Andhra Pradesh, Kerala, Assam, Sikkim, Arunachal Pradesh, Maharashtra, and Tamil Nadu. The workshops were organised by the National Gender and Child Centre (NGCC), Lal Bahadur Shastri National Academy of Administration (LBSNAA), in collaboration with the National Commission for Women, New Delhi. The workshops were designed with the theme of 'Empowered Women Leadership, Empowered Democracy'.

The primary objective of the workshop was to sensitize and assist the Elected Women Representatives (MLAs) in building on their identified strengths, exploring their values, and increasing their levels of self-awareness to effectively navigate diverse and challenging paths ahead. The aim was to enhance their leadership qualities and ensure 'Sabka Saath, Sabka Vikas, Sabka Vishwas, and Sabka Prayas'. The programs were organized on the following dates and locations:

- 22<sup>nd</sup>-24<sup>th</sup> June 2022, at Dharamshala.
- 21<sup>st</sup>-23<sup>rd</sup> September 2022, at Udaipur.
- 04<sup>th</sup>-06<sup>th</sup> February ,2023, at Vishakhapatnam.

- **International Women’s Day on 08th March, 2023** - On the occasion of International Women’s Day on 8<sup>th</sup> March, 2023, the “Gender Situational Analysis Toolkit” was released by the National Gender and Child Centre, Lal Bahadur Shastri National Academy of Administration (LBSNAA). This toolkit, designed and developed to assess Gender-Friendly Environments, aimed to enhance gender equality and inclusivity.
- **Consultative Programme to discuss mechanisms to Strengthen State Commissions for the Protection of Child Rights in India from 24<sup>th</sup> - 26<sup>th</sup> April, 2023-** The National Gender and Child Centre (NGCC), Lal Bahadur Shastri National Academy of Administration (LBSNAA), had organised three days “Consultative Programme to discuss mechanisms to Strengthen State Commissions for the Protection of Child Rights in India” for Chairperson, Member-Secretary and Members of State Commission for Protection of Child Rights from 24<sup>th</sup> - 26<sup>th</sup> April, 2023 at LBSNAA, Mussoorie. The aim of the programme was to enable participants to understand the core issues related to child rights. As the first step in this direction, participants were introduced to ways of thinking that centre around, the best interest of the child with the aim that this would create a conducive atmosphere for further deliberation, knowledge sharing and networking.
- **Online Course on Child Rights with a special focus on the Juvenile Justice Act, 2015** - The Online Course on Child Rights, with a special focus on the Juvenile Justice Act, 2015, was launched by Smt. Smriti Zubin Irani, Hon’ble Union Minister, Women and Child Development, during the regional symposium organized by the National Commission for Protection of Child Rights. The symposium was attended by over 500 stakeholders from 7 states on 2<sup>nd</sup> July 2023, at Vigyan Bhawan, New Delhi. The course was designed and curated by the National Gender and Child Centre (NGCC), LBSNAA, in collaboration with the Ministry of Women and Child

Development, Govt. of India. It is now available on the "iGOT" platform as part of the 'Mission Karmayogi'.

- **Consultative Workshop to Develop a Gender-Sensitive Lexicon” on 08<sup>th</sup> - 09<sup>th</sup> July, 2023 (I) and Validation Workshop - "Guide on Gender-Inclusive Communication" on 16<sup>th</sup> & 17<sup>th</sup> October 2023 (II)** - The National Gender and Child Centre (NGCC), Lal Bahadur Shastri National Academy of Administration (LBSNAA), in collaboration with the Ministry of Women and Child Development, the Bill & Melinda Gates Foundation, and UN Women, organized a two-day **"Consultative Workshop to Develop a Gender-Sensitive Lexicon" on 8th - 9th July, 2023**, LBSNAA, Mussoorie. The workshop aimed to create a pictorial Guide on Gender-Inclusive Communication, focusing on gender-sensitive language for duty holders.
- In this context, a **“Validation Workshop "Guide on Gender-Inclusive Communication"** was also held on 16<sup>th</sup> & 17<sup>th</sup> October, 2023. This workshop, also organized by NGCC, LBSNAA in collaboration with the same partners, aimed to finalize the pictorial lexicon handbook and gather inputs from stakeholders on Gender-Inclusive Communication.
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- **Development of the Course/Module on Tackling the Nutrition Challenge in India with focus on POSHAN Abhiyaan** - aimed to create a module targeted at policymakers and administrators. The primary objective was to enhance their capacity to utilize data and evidence in addressing the critical issue of malnutrition among women and children in India. The nutrition module was designed to guide participants in comprehending the nature, causes, and consequences of malnutrition among women and children, and it explored various strategies for

addressing malnutrition in all its forms. The course placed particular emphasis on gender-related factors contributing to malnutrition across the entire life course.

- **Webinar: Advancing Gender Budgeting in India – A Comprehensive Approach on 22<sup>nd</sup> September, 2023** - The National Gender and Child Centre (NGCC), Lal Bahadur Shastri National Academy of Administration (LBSNAA), organised the webinar “Advancing Gender Budgeting in India – A Comprehensive Approach” on 22<sup>nd</sup> September, 2023.

The primary objective of this webinar was to create a platform where government officials from states can constructively share their experiences and insights regarding gender budgeting initiatives. This webinar was created to serve as a platform for government officials from states and union territories to share their invaluable experiences, lessons learned, and insights regarding gender budgeting.

#### **Publications of the Centre:**

- **Guide on Gender Inclusive Communication (English Version, 2023)** - The Guide on "Gender-Inclusive Communication" has been developed by National Gender and Child Centre (NGCC) Lal Bahadur Shastri National Academy of Administration (LBSNAA), in collaboration with the Ministry of Women and Child Development, UN Women, and the Bill & Melinda Gates Foundation, with an intent to mainstream gender not just in policy and programmes but also in our everyday language. The English version of the Guide was launched on 28<sup>th</sup> November, 2023, by Smt. Smriti Zubin Irani, Hon’ble Union Minister, Women and Child Development, Govt. of India. The main objective of the Guide is to serve as a ready reckoner for officers and its successful implementation relies on a multifaceted approach.



- **Hindi version of the Guide on Gender Inclusive Communication (February, 2024)**

The Hindi version of the Guide above-mentioned, was released in the valedictory program of the 20<sup>th</sup> round of the Phase III MCTP for IAS Officers on 15<sup>th</sup> February, 2024 by Smt. Radha Raturi, Chief Secretary, Govt. of Uttarakhand.

## **6 (iii) Centre for Disaster Management**

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 been 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 has been 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”.

## **Training Programmes**

### **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.

- **Training of Trainers and Workshop on Developing Local Level DRR Strategies and Plans for Urban Risk Reduction (1-4 May 2023) at LBSNAA, Mussoorie**

Programme meant for/ target group	IAS Officers from State Urban Development/ Municipal Administration departments/ ULBs & Master Trainers from ATIs
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	Shri Upendra Tripathy, IAS (retd.), Former Secretary, MNRE & Former Director General, International Solar Alliance, Honorary Principal Advisor (Education) to HCM, Government of Odisha, N1/9, Near Doordarshan Kendra, PO-Sainik School Nayapalli, Bhubaneswar, Odisha-751005 Shri Abhiram G. Sankar, IAS Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration
Total no. of Participants	Total: 24

### **Background and Introduction**

Cities are hubs for ideas, commerce, culture, science, productivity, social development and much more. At their best, cities have enabled people to advance socially and economically. Yet now that half of the world's population live in cities, making sustainable and resilient cities - amidst a changing climate, rapidly depleting resources, and unplanned urbanization - is one of our greatest challenges and opportunities.

The engagement of cities and local authorities has been at the forefront of discussion in many of the global forums including the Third UN World Conference for Disaster Risk Reduction (WCDRR) in March 2015 when 187 UN member states adopted the Sendai Framework for Disaster Risk Reduction 2015-2030 – the global blueprint for disaster risk reduction (DRR). Cities are key to tackling local risks and it is highly encouraged for cities to build resilience through sustainable and inclusive development – development that addresses the root causes of existing risks and prevents the creation of new ones.

Through the Making Cities Resilient (MCR) Campaign, launched in 2010 with an aim to increase political engagement and raise awareness on disaster risk reduction at the local level, the United Nations Office for Disaster Risk Reduction (UNISDR) has been supporting the local governments in reducing risk, addressing sustainable development challenges, and to achieve target ‘e’ of the Sendai Framework and indicator 11b of the Sustainable Development Goals (SDGs), i.e. the development of DRR strategies and action plan.

#### **Objectives of the Training of Trainers, and Workshop:**

- Understand the implications coherence of the Sendai Framework, Paris Agreement and the 2030 Agenda for Sustainable Development, and integration of disaster risk reduction in development processes and investments: from the global frameworks to local implementation
- Understand the Making Cities Resilient Campaign, particularly the New Ten Essentials for Making Cities Resilient and Disaster Resilient Scorecard for Cities
- Practice applying the MCR Campaign tools to enhance the understanding on localized risks and assessing the local progress on disaster risk reduction

- Explore cases on the integration of disaster risk reduction into urban and sectoral development policy, investment, and implementation
- Understand the methodology, practice developing disaster risk reduction plan, and apply the monitoring and evaluation framework in the planning process
- Exchange in-depth learning from experts in the related areas and to share good practices among participants and discuss in-country challenges and opportunities in building resilience

It is expected that the trained cadres be able to replicate the training and further enhance the capacities of local governments in India on disaster risk reduction action planning and support local governments in making cities resilient and sustainable in the future.

- **Orientation Programme on Disaster Risk Reduction and Resilience (15-16 May 2023) at Kalam Hall, Indira Bhawan Campus, LBSNAA, Mussoorie**

Programme meant for/ target group	Joint Secretaries / Nodal Officers for Disaster Management in all Ministries/Departments of Government of India
Welcome and Introduction to the workshop	Shri Abhiram G. Sankar, IAS, Deputy Director & Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie
Opening Remarks	Shri Kunal Satyarthi Joint Secretary (Policy & Plan), NDMA
Special Address	Shri Hitesh Kumar S. Makwana Additional Secretary (DM), MHA

Key Note Address	Shri Rajendra Singh, Hon'ble Member, NDMA
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
Special Address	Ms. Sowjanya, Joint Director, LBSNAA
Way Forward & Valedictory Address	Shri Alok Additional Secretary, NDMA
Vote of Thanks	Shri Abhiram G. Sankar, Deputy Director, LBSNAA & Director, CDM
Total no. of Participants	Total: 36

### **NDMA Vision**

*"To build a safer and disaster resilient India by a holistic, pro-active, technology driven and sustainable development strategy that involves all stakeholders and fosters a culture of prevention, preparedness and mitigation."*

### **Functions and Responsibilities:**

NDMA, as the apex body, is mandated to lay down the policies, plans and guidelines for Disaster Management to ensure timely and effective response to disasters. Towards this, it has the following responsibilities: -

- Lay down policies on disaster management.
- Approve the National Plan.
- Approve plans prepared by the Ministries or Departments of the Government of India in accordance with the National Plan.
- Lay down guidelines to be followed by the State Authorities in drawing up the State Plan.
- Lay down guidelines to be followed by the different Ministries or Departments of the Government of India for the Purpose of integrating the measures for prevention of disaster or the mitigation of its effects in their development plans and projects.
- Coordinate the enforcement and implementation of the policy and plans for disaster management.
- Recommend provision of funds for the purpose of mitigation.
- Provide such support to other countries affected by major disasters as may be determined by the Central Government.
- Take such other measures for the prevention of disaster, or the mitigation, or preparedness and capacity building for dealing with threatening disaster situations or disasters as it may consider necessary.
- Lay down broad policies and guidelines for the functioning of the National Institute of Disaster Management.

**Policy:**

The National Policy framework has been prepared after due deliberation and keeping in view the National Vision to build a safe and disaster-resilient India by developing a holistic, proactive, multi-disaster and technology-driven strategy for DM. This will be achieved through a culture of prevention, mitigation and preparedness to generate a prompt and efficient response during disasters. The entire process will centre-stage the community and will be provided momentum and sustenance through the collective efforts of all government agencies and Non-Governmental Organizations. In order to translate this vision into policy and plans, the NDMA has adopted a mission-mode approach involving a number of initiatives with the help of various institutions operating at the national, state and local levels. Central ministries, States and other stakeholders have been involved in the participatory and consultative process of evolving policies and guidelines. This Policy framework is also in conformity with the International Strategy for Disaster Reduction, the Rio Declaration, the Millennium Development Goals and the Hyogo Framework 2005-2015. The themes that underpin this policy are:-

- Community-based disaster management, including last mile integration of the policy, plans and execution.
- Capacity development in all related areas.
- Consolidation of past initiatives and best practices.
- Cooperation with agencies at the national, regional and international levels.
- Compliance and coordination to generate a multi-sectoral synergy.

**Programme Overview**

Development and disasters need to go hand in hand and the prime concern being to build disaster resilience for all physical, social, economic and environmental infrastructures, without waiting



for a disaster to strike. In the post 2015 developmental agenda, India has undertaken a series of initiatives and is emerging as a global leader in the field of disaster risk management. With Government's sustained efforts, significant improvement in the preparedness and response structure of the country to natural calamities has been accomplished. Effective handling of all these disasters is a direct outcome of well-coordinated efforts, policy initiatives, and enhancement of early warning capabilities, advance preparation, training, capacity development and synergy between and amongst the Central Government Ministries/Departments with their counterparts in State Governments. There is a strong need to keep up these efforts on a continuous basis for further improvement of disaster risk reduction mechanism in our country. It is important for every Ministry / Department of the Government of India to understand the concepts of disaster management and also their roles and responsibilities. NDMA is continuously pushing this agenda with all Ministries/Departments through various initiatives and programmes from time to time. NDMA prepared the first National Disaster Management Plan (NDMP) in 2016 and revised it further in 2019. The National Plan has clearly defined roles and responsibilities of all the Ministries and Departments of Government of India in a time-bound manner which is in sync with the Sendai Framework for DRR, to which India is also a signatory. NDMA is focusing on India's commitment towards achieving the targets set under Sendai Framework for Disaster Risk Reduction (SFDRR) 2015-2030. As per Section 37 (1) (a) of the DM Act, 2005, every Ministry or Department of the Government of India is mandated to prepare a DM Plan. NDMA is approving authority for the Disaster Management Plans prepared by Ministries/Departments. It is very important for Ministries/Departments to have a disaster management plan, with national perspective and which covers all aspects of disaster management cycle, like prevention, mitigation, preparedness, response, recovery & rehabilitation, capacity building etc.

**Aim:**

The aim of the programme is to sensitize Nodal Officers on Disaster Risk Reduction and Resilience and to build their capacities to prepare departmental/ministerial disaster management plans in a time bound manner. This programme will also attempt to build the capacities of nodal officers to understand their specific roles and allied functions in disaster management clearly, and to perform their tasks and responsibilities efficiently in striving to achieve the national goals.

**Thematic areas:**

- Understanding Risk; Inter-Agency Coordination; Investing in DRR – Structural Measures & Non-Structural Measures; Capacity Development; Climate Change Risk Management
- Conforming to the National legal mandates—the DM Act 2005, NDMP 2019 and the NPDM 2009
- Work towards realising the global goals as per agreements to which India is signatory Sendai Framework for DRR, Sustainable Development Goals (SDGs) and Conference of Parties (COP21) Paris Agreement on Climate Change
- 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

**Objectives:**

- The key objectives of this programme are:
  - a. To sensitize the Nodal Officers on disaster management framework for disaster risk reduction; coherence between Sendai Framework, Sustainable Development Goals and Paris

agreement; PM's 10 Point Agenda on DRR; and Global Perspective on Disaster Risk Reduction

- b. To provide orientation on different dimensions of disaster risk and resilience, tools and strategies aiming at enabling the Nodal Officers from various ministries and departments to understand the process of developing and implementing their Disaster Management Plans
- c. To discuss the issues of climate change adaptation, ecosystem-based resilience, housing and structural safety, man-made disasters, governance and financial instruments, early warning system, capacity building, participatory approach and integration of disaster management into plans and schemes of the government
- d. To encourage Nodal Officers of Ministries/Departments to prepare and periodically update their disaster management plan of ministry/department in line with the National Disaster Management Plan (NDMP) and also to inculcate suitable measures for mitigation, risk reduction, capacity building, preparedness and response, recovery and reconstruction, etc. for effective management of disasters and for effectively implementing the disaster management plan on ground
- e. To orient them on mainstreaming disaster risk reduction into development policy and practice i.e., development programs and projects, ongoing flagship programs of Government of India.

For countries like India, DRR is particularly challenging. On one hand, India has to pursue its development agenda, grow our economy and improve the lives and livelihoods of our people and on the other hand, it needs to effectively manage disasters and climate risks that inevitably accompany the development process. Disasters can dislocate our developmental gains but at the same time development processes too can increase the risks of disasters. Therefore, there is a need for balance between these two so that we can achieve sustainable development. Training Methodology: Flipped classroom sessions, panel discussions, individual presentation and

discussion, group work will be part of pedagogy. Target Group: The Joint Secretaries (Nodal Officers for Disaster Management) in all Ministries/ Departments of Government of India. Outcome of the training programme: This orientation programme will be able to build the capacities of nodal officers on Institutional Framework for Disaster Management, Hazard, Risk, Vulnerability & Capacity Analysis (HRVCA); Hazard specific Prevention and Mitigation Measures; Mainstreaming DRR; Inclusive DRR; Coherence of Disaster Risk Management across Resilient Development and Climate Change Action; Capacity Development & Communication; Coordination - Horizontal and Vertical Linkages; Preparedness and Response; Recovery and Reconstruction; Plan Management and the nodal officers will become competent to formulate the Disaster Management Plans of their respective Ministry/ Department at Government of India as per specifications mentioned in Section 37 of the Disaster Management (DM) Act 2005, aligning with national priorities, national commitments to international commitments and priorities of NDMP (Post-2015 Global Frameworks; SDG; Climate Change; PM's Ten-Point Agenda for Disaster Risk Reduction; Social Inclusion and Mainstreaming DRR).

- **4 day Customized Regional Training Programme on "Mitigation and Management and Glacial Lake Outburst Flood (GLOF) and Disasters in High Altitude Areas (22-25 May 2023) at Gangtok/ Mangan, Sikkim**

Programme meant for/ target group	IAS officers serving in Himalayan & North - Eastern States
Course Inaugurated by	Shri R. Telang, Additional Chief Secretary, Department of Education , Government of Sikkim,  Prof. V. K. Sharma, Vice Chairman, SSDMA, Sikkim

	<p>Shri Abhiram G. Sankar, IAS, Deputy Director &amp; Director, CDM, Lal Bahadur Shastri National Academy of Administration, Mussoorie</p> <p>Shri Anil Raj Rai, Relief Commissioner-cum-secretary, Govt. of Sikkim</p> <p>Shri Prabhakar Rai, Special Secretary-cum-Director, SSDMA, Sikkim</p>
Valedictory Address by	<p>Shri Kunga Nima Lepcha, Ministry of the State Land Revenue and Disaster Management Department, Sikkim</p> <p>Prof. V. K. Sharma, Vice Chairman, SSDMA, Sikkim</p> <p>Shri Anil Raj Rai, Relief Commissioner-cum- secretary , Govt of Sikkim</p> <p>Shri Prabhakar Rai, Special Secretary-cum-Director, SSDMA, Sikkim</p> <p>Dr. Ekta Uniyal, Assistant Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179</p>
Total no. of Participants	Total: 20

**Objectives of the training:**

Hill regions are usually seemed to have large rural built environment with booming population and increasing tourist pressure having limited land resources with fragile geology and environment makes it highly susceptible to hazards. This also makes the awareness and capacity building as the main areas to stay focused on, to reduce the risk and vulnerability of such area.

This training programme aims to provide opportunities to the administrators to achieve the Vision stated in the National Disaster Management Plan, 2019 to “Make India disaster resilient across all sectors and regions, 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 key objectives of this programme are:**

- To understanding the major issues, concerned risks associated with climate change and challenges regarding disaster management in high altitude areas
- to sensitize the officers on disaster management framework for disaster risk reduction; coherence between Sendai Framework, Sustainable Development Goals and Paris agreement; PM 10 Point Agenda on DRR; and Global Perspective on Disaster Risk Reduction
- To learn about the relevant systems, structures, programs, resources, capabilities and guiding principles (act, policy, plan, guidelines and SOPs) on disaster management
- to provide orientation on different dimensions of disaster risk and resilience, key concepts, tools and strategies for disaster risk management and efficient planning.
- to discuss the issues of climate change adaptation, ecosystem-based resilience, housing and structural safety, man-made disasters, governance and financial instruments, participatory approach and integration of disaster management into plans and schemes of the government
- to orient them on mainstreaming disaster risk reduction into development policy and practice i.e., development programs and projects, ongoing flagship programs of Government of India
- To discuss about the strategies and solutions for strengthening the resilience of high-altitude areas against the recurring disasters

- To deliberate about the collaboration and strengthening mechanisms for effective implementation of disaster management related activities at high-altitude areas.

**Thematic areas:** The proposed programme will be able to strengthen the existing system of disaster management in the Himalayan & North - Eastern States by fostering structured interaction between field level administrators for a shared understanding of Disaster Risk and also improve coherence among them for better risk management and in striving to achieve the national goals. The key thematic areas of this programme are:

- Disaster and climate risks in mountain and North Eastern States: challenges and opportunities for sustainable improvement
- Climate change and disaster risk management in mountain and North Eastern States
- Preparedness and response in mountain and North Eastern States
- Recovery and reconstruction in mountain and North Eastern States
- Mitigation measures and solutions to the problems connected with manmade or natural hazards
- Strengthening the capacities of SDMAs and DDMA's in mountain and North Eastern States
- State level initiatives on disaster mitigation
- Monitoring and early warning systems for cascading disasters in mountains
- Micro level planning for climate and disaster risk management
- Technologies for disaster risk mitigation, response and preparedness
- Role of industry to promote indigenous products for disaster risk reduction

This programme was designed to provide proper orientation to the Officers on following thematic areas through presentations on best practices and learnings, panel discussions, field visits and group works on disaster risk management by administrators, area experts and also by experience sharing on issues, challenges and opportunities in managing disaster events including the cultural & ethical perspectives.

- **3 days Customized Training Programme on “District Disaster Management Plan & Incident Response System” (04-06 December, 2023) was held at Kalam Hall, Indira Bhawan Campus, 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	Shri Sriram Taranikanti, IAS Director,



	<p>Lal Bahadur Shastri National Academy of Administration, Mussoorie</p> <p>Shri Abhiram G. Sankar, IAS</p> <p>Deputy Director &amp; Director, CDM</p> <p>Lal Bahadur Shastri National Academy of Administration, Mussoorie</p>
Valedictory Address by	<p>Ms. Sowjanya, IAS</p> <p>Joint Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie</p> <p>Shri Abhiram G. Sankar IAS</p> <p>Deputy Director &amp; Director, CDM</p> <p>Lal Bahadur Shastri National Academy of Administration, Mussoorie</p>
Total no. of Participants	Total: 21

The 3 days District Disaster Management Plan & Incident Response System for IAS Officers for officers belonging to the IAS was organised from **04-06 December, 2023**, at Kalam Hall, Indira Bhavan, LBSNAA, Mussoorie. 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 (psychological 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.

- 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 (Psychological 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).

**5. Customized Regional Training Programme on “Cyclone Risk Reduction” for IAS officers from 29<sup>th</sup> to 31<sup>st</sup> January, 2024 at Madhusudan Das Regional Academy of Financial Management (MDRAFM), Chandrasekharpur, Bhubaneswar, and Odisha.**

<b>Programme meant for/ target group</b>	IAS/ & Senior State Civil Service Officers from coastal states & UTs  (Secretary/ Joint Secretary (DM department), District Magistrates/ Deputy Commissioners, Additional District
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	Magistrates/ Additional Deputy Commissioners, Sub-Divisional Magistrates from multi-hazard prone districts)
<b>Course Inaugurated</b>	<p>Shri Abhiram G. Sankar, IAS, Deputy Director &amp; Director, CDM Lal Bahadur Shastri National Academy of Administration, Mussoorie</p> <p>Shri Ashok Kumar Mohanty, OFS Director, MDRAFM, Chandrasekharpur, Bhubaneswar</p> <p>Mr. Anu Gart, IAS, Development Commissioner &amp; Additional Chief Secretary to Government, Department of Water Resources, Government of Odisha</p> <p>Shri Sriram Taranikanti, IAS Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie</p> <p>Mr. Pradeep Kumar Jena, IAS, Chief Secretary, Government of Odisha, Bhubaneswar, Odisha</p> <p>Dr. Gyana Das, Managing Director, Odisha State Disaster Management Authority, Bhubaneswar, Odisha</p>
<b>Valedictory Address by</b>	<p>Dr. Ekta Uniyal Reader, Lal Bahadur Shastri National Academy of</p>

	Administration, Mussoorie Shri Ashok kumar Mohanty, OFS Director, MDRAFM, Chandrasekharpur, Bhubaneswar Dr. Gyana Das, IAS Managing Director, Odisha State Disaster Management Authority, Bhubaneswar, Odisha Smt. Susmita Behera, OAS Executive Director Odisha State Disaster Management Authority, Bhubaneswar, Odisha
<b>Total no. of Participants</b>	Total: 25

As per the Annual Training Calendar for FY 2023-24, the Centre for Disaster Management (CDM) has aimed to “design and deliver target and outcome based customized regional workshops/ training programmes (based on region, nature of disaster, focus areas) for the functionaries of the state government departments in association with SDMAs under the project “Capacity Building on Disaster Management for IAS/ Central Civil Services Officers” for FY 2023-24 in collaboration with NDMA.

Tropical Cyclones of severe intensity and frequency are one of the natural hazards that affect India almost every year (mostly occur in the months of May-June and October-November, with a primary peak in November and secondary peak in May). About 8% of the country’s geographical area is prone to Tropical Cyclones. Recurring tropical cyclones account for large number of deaths, loss of livelihood opportunities, loss of public and private property and severe damage to infrastructure, thus seriously reversing developmental gains at regular intervals. The

recurring incidence of such disasters in India poses a tremendous challenge to the society in general and administration is in particular. Each disaster heightens the sense of urgency to equip ourselves better in coping and managing them. The crucial role assigned to civil servants in planning, implementing and managing all phases of disaster management cycle (Prevention/Mitigation, Preparedness Planning, Response, Build Back Better in Recovery, Rehabilitation and Reconstruction) demands an appropriate sensitization and capacity building program on perpetual basis and assumes critical significance.

With this background, the Centre for Disaster Management (CDM) is proposes to organise **3 day Customized Regional Training Programme on “Cyclone Risk Reduction”** in collaboration with Odisha State Disaster Management Authority (OSDMA) at Bhubaneswar from 29-31 January 2024 for officers belonging to the IAS & Senior State Civil Service Officers (DM/ DC; ADM/ADC; SDM) from 9 coastal states (West Bengal, Odisha, Andhra Pradesh, Tamil Nadu, Kerala, Karnataka, Goa, Gujarat, Maharashtra, and 4 union territories (Andaman and Nicobar Islands, Lakshadweep, Puducherry and Daman and Diu). This novel approach will definitely add more value to the participants, as it involves field visits and experiential training, and not just classroom sessions. The proposed budget summary is herewith enclosed under Annexure.

The programme was designed to provide orientation to Officers on following thematic areas through presentations on best practices and learnings in Cyclone risk reduction by administrators, area experts, experience sharing and field visits.

1. **Prevention/Mitigation:** Capacity Building; Understanding Risk; Tracking Risk Reduction Measures; Disaster Risk Reduction: Planning (Structural & Non-structural); 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; 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:** Disaster Risk Reduction; Community Recovery (Psycho logical and Social & Economic Recovery); Effective Implementation

**6. Science & Technology for Disaster Risk Reduction for Scientists & Technologists  
(24-28 July 2023) at Kalam Hall, Indira Bhawan Campus, LBSNAA, Mussoorie**

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,

	<p>CDM, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179</p> <p>Shri Abhiram G. Sankar IAS,</p> <p>Deputy Director &amp; Director, CDM</p> <p>Lal Bahadur Shastri National Academy of Administration, Mussoorie</p> <p>Dr. Ekta Uniyal,</p> <p>Assistant Director,</p> <p>Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179</p>
Valedictory Address by	<p>Ms. Sowjanya, IAS,</p> <p>Joint Director,</p> <p>Lal Bahadur Shastri National Academy of Administration</p> <p>Shri Abhiram G. Sankar IAS,</p> <p>Deputy Director &amp; Director, CDM</p> <p>Lal Bahadur Shastri National Academy of Administration</p> <p>Dr. Pankaj Kumar Singh,</p> <p>Associate Professor &amp; Nodal Officer, CDM,</p> <p>Lal Bahadur Shastri National Academy of Administration, Mussoorie</p>
Total no. of Participants	Total: 39

### **Objectives of the Training Programme:**

- Explain Disaster Risk Reduction (DRR) related concepts and science and technology for DRR
- Identify and describe existing and emerging technologies for landslide and flood reduction
- Explain methodological tools to assess vulnerabilities and risk and strengthen the resilience of communities at risk of landslides, floods and earthquakes.
- 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).
- 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:**

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

### **Thematic Sessions versus Resource Persons:**

- **Inaugural Address and Chief Guest of the Programme**

(Shri Srinivas R. Katikithala, IAS, Director- & Chairperson and Shri Abhiram G. Sankar, IAS, Deputy Director & Centre Director, Centre for Disaster Management (CDM), Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie-248179)

- **Risk Assessment & Disaster Risk Reduction for a Resilient Future**

(Shri Anup Karanth, Senior Disaster Risk Management Specialist (Social, Urban, Rural & Resilience Global Practice), World Bank Group, New Delhi)

- **Science and Technology for Resilience and Sustainable Development**

(Dr. Vinod B. Mathur, IFS (retd.), Former Chairperson, National Biodiversity Authority of India & Former Director, Wildlife Institute of India, Dehradun)

- **Early warning and Communication for Prevention and Management of Heatwave and Components of dynamic HAP**

(Dr. Mahaveer Golechha, Professor, Indian Institute of Public Health-Gandhinagar (IIPH-G))

- **Role of Technology in Last Mile Communication-Initiatives**

(Shri Alok Mishra, IIS, Additional Director General, Press Information Bureau, Government of India)

- **Capacity Building through Geo-Informatics & Geo-Spatial Technology for Disaster Risk Management**

(Dr. Seema Joshi, Vice President (Strategic Initiatives), Esri India Technologies Private Limited, Noida)

- **Technological Applications in Industrial Chemical Emergencies**

(Dr. Rakesh Dubey, Former Director, Disaster Management Institute (DMI), Bhopal & Chief Executive Officer, ERDMP Academy, Bhopal)

- **Multi-hazard Early warning and EOC - Available modern Technologies to ensure preventive approach**

(Col. Sanjay Srivastava, Chairman, Climate Resilient Observing-Systems Promotion Council (CROPC), Professor of Practice, TERI School of Advanced Studies (SAS), New Delhi)

- **Use of Real time GIS Data in Disaster Response**

(Dr. Harish Chandra Karnatak, Head & Scientist/Engineer-SG, GIT&DL Department, Indian Institute of Remote Sensing (IIRS), Indian Space Research Organization (ISRO), Department of Space, Government of India, Dehradun)

- **GIS & Location Intelligence in Managing Disasters**

(Dr. Aniruddha Roy, Chief Technology Officer, Genesys International Corporation Ltd, New Delhi)

- **Protection of Built-Environment from Earthquakes - Through Mitigation and Preparedness Efforts**

(Prof. R. Pradeep Kumar, Director, CSIR- Central Building Research Institute (CBRI), Ministry of Science & Technology, Govt. of India, Roorkee)

- **Sensor based technology to monitor various natural disasters in Karnataka and utility of the same to manage disasters**

(Dr. G S Srinivasa Reddy, Former Director, Karnataka State Natural Disaster Monitoring Centre (KSNDMC), Bangalore)

- **Landslide Risk Mitigation and Management: Strategies and Solutions for Slope Stabilisation & Rockfall Protection**

(Shri Ashish D. Gharpure, Managing Director, Genstru (Geotechnical Engineering) Consultants Pvt. Ltd., Pune)

- **Harmonizing Professional and Personal Life**

(Prof. Kasi Sekar, Professor (PSW), Department of Psychiatric Social Work, National Institute of Mental Health and Neuro Sciences (NIMHANS), Bengaluru)

- **eForestFire-Himalayan Forest Fire Prediction- An e governance initiative for predicting forest fires**

(Dr. Abdul Qayum, IFS, Divisional Forest Officer (DFO), Middle Andaman)

- **Enhancing State Preparedness in Disasters through New Technologies**

(Dr. Manoj Rajan, IFS, Special Secretary (Food Processing) & Managing Director & CEO, Rashtriya e Market Services Private Limited (ReMS), Government of Karnataka, Bangalore)

- **Technologies for avalanche early warning and search of buried avalanche victims**

(Dr. P K Srivastava, Scientist 'F', DRDO-Defence Geoinformatics Research Establishment (DGRE), Chandigarh)

- **Office Disaster Management Plan (ODMP)**

(Shri Vishal Vasvani, Emergency Officer, UNICEF Office for Chattisgarh, United Nations Children's Fund (UNICEF), India, Raipur)

- **Science and Technology for Post-Disaster Recovery and Reconstruction**  
 (Shri Rajendra Desai, Joint Director, National Centre for Peoples' Action in Disaster Preparedness (NCPDP), Ahmedabad)
- **Harmonizing Professional and Personal Life**  
**Climate Risk Management Policy and Governance” for Scientists & Technologists**  
 (National Institute of Mental Health and Neuro Sciences (NIMHANS), Bengaluru) **(30 Jan-03 February 2023)**
- **ForestFire-Himalayan Forest Fire Prediction- An e governance initiative for predicting forest fires**  
 (Dr. Abdul Qayum, IFS, Divisional Forest Officer (DFO), Middle Andaman)
- **Enhancing State Preparedness in Disasters through New Technologies**  
 (Dr. Manoj Rajan, IFS, Special Secretary (Food Processing) & Managing Director & CEO, Rashtriya e Market Services Private Limited (ReMS), Government of Karnataka, Bangalore.
- **Technologies for avalanche early warning and search of buried avalanche victims**  
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- **Science and Technology for Post-Disaster Recovery and Reconstruction**  
 (Shri Rajendra Desai, Joint Director, National Centre for Peoples' Action in Disaster Preparedness (NCPDP), Ahmedabad)

- Dr. Pankaj Kumar Singh, Associate Professor & Nodal Officer, Centre for Disaster Management, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie-248179
- Dr. Pasala Eswara Rao, Research Officer, Centre for Disaster Management, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie-248179

**7. Climate Risk Management” for Scientists & Technologists (11-15 September 2023) at Kalam Hall, Indira Bhawan Campus, LBSNAA, Mussoorie**

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	Ms. A. Dhanalakshmi, Joint Secretary (Adm), DST, New Delhi Ms. Sowjanya, IAS, Joint Director Lal Bahadur Shastri National Academy of



	<p>Administration, Mussoorie-248179</p> <p>Shri Abhiram G. Sankar IAS,</p> <p>Deputy Director &amp; Director, CDM</p> <p>Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179</p> <p>Dr. Ekta Uniyal,</p> <p>Assistant Director,</p> <p>Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179</p>
Valedictory Address by	<p>Shri Abhiram G Sankar, IAS,</p> <p>Centre Director, CDM &amp; Deputy Director,</p> <p>Lal Bahadur Shastri National Academy of Administration</p> <p>Mussoorie-248179</p> <p>Dr. Pankaj Kumar Singh,</p> <p>Associate Professor</p> <p>Centre for Disaster Management</p> <p>Lal Bahadur Shastri National Academy of Administration</p> <p>Mussoorie-248179</p>
Total no. of Participants	Total: 22

### **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**

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

### **Thematic Sessions versus Resource Persons:**

- **Inaugural Address and Chief Guest of the Programme**

(Ms. A. Dhanalakshmi, Joint Secretary, Department of Science & Technology (DST), Government of India, New Delhi)

- **Setting the Context of Climate Change: Issues, Concerns and Initiatives**

(Mr. Aditya Valiathan Pillai, Associate Fellow, Climate, Energy and Environment (ICEE), Centre for Policy Research (CPR), New Delhi)

- **Assessment of Climate Change and its Impacts over the Indian Region**

(Mr. Tushar Garg, Scientist, National Innovation Foundation, An Autonomous Body of Department of Science and Technology (DST), Government of India, Gandhinagar)

- **Participatory Learning and Action: Tools and Techniques**

(Prof. H. C. Pokhriyal, Former Executive Director, School of Open Learning, University of Delhi, Delhi)

- **Climate Change, Indian Initiatives and LiFE movement**

(Dr. Yugal Joshi, Mission Director, LiFE, NITI Aayog, Government of India, Sansad Marg, New Delhi)

- **Academic Activities of IIRS**

(Dr. Pramod Kumar, Scientist/Engineer- G, Dean (Academics), Indian Institute of Remote Sensing (IIRS), Indian Space Research Organization (ISRO), Department of Space, Government of India, Dehradun)

- **Application of Geospatial Technology for Disaster and Climate Change Risk Management and Governance**

(Dr. Arijit Roy, Scientist SG & Head, Disaster Management Sciences Department (DMSD), Indian Institute of Remote Sensing (IIRS), Indian Space Research Organization (ISRO), Department of Space, Government of India, Dehradun)

- **Demonstration & Hands-on Training on ISRO Geoportals for visualizing, accessing and decision making for CRM & DRM activities**

(Dr. Harish Karnatak, Scientist/Engineer - SG & Head, Geoweb Services, IT & Distance Learning (GIT&DL) Department, Indian Institute of Remote Sensing (IIRS), Indian Space Research Organization (ISRO), Department of Space, Government of India, Dehradun)

- **Ecosystem and Nature Based Approaches to Climate Change Mitigation**

(Prof. C.R. Babu, Professor Emeritus, Centre for Environmental Management of Degraded Ecosystems (CEMDE), University of Delhi, Delhi)

- **Use of climate services products in policy and planning- National Perspective**

(Former Additional Director General of Meteorology (ADGM) & Scientist-G, India Meteorological Department, Government of India, New Delhi)

- **National Perspective Forest fire management in the state of Uttarakhand: A case study**

(Mr. Nishant Verma, IFS, Chief Conservator of Forest (Forest Fire and Disaster Management), Uttarakhand Forest Department, Govt. of Uttarakhand, Dehradun)

- **India's Action Plan on Climate Change: Need for greater alignment with India's National Biodiversity Action Plan and National Mission on Biodiversity & Human Well-being**

(Dr. V. B. Mathur IFS (retd.), Former Chairperson, National Biodiversity Authority, Ministry of Environment, Forest and Climate Change, Government of India, Chennai)

- **Climate Smart Agriculture for Development Planning and Action: Technologies, Programs and Policies**

(Dr. Ch. Srinivasa Rao, Director, ICAR-National Academy of Agricultural Research Management, Hyderabad)

- **Community-Based Approaches to Climate Change Adaptation and Mitigation**

(Ms. Zeenat Niazi, Chief Knowledge Officer & Vice President, Development Alternative (DA), New Delhi)

- **India's Action Plan on Climate Change, Key Policies and Programmes for Mitigation**

(Dr. Akhilesh Gupta, Secretary, Science and Engineering Research Board (SERB), Department of Science & Technology (DST), Government of India, New Delhi)

- **Shri Abhiram G. Sankar, IAS,**

Deputy Director & Director, CDM, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179

- **Dr. Pankaj Kumar Singh,** Associate Professor & Nodal Officer, Centre for Disaster Management, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179

- **Dr. Pasala E. Rao,** Research Officer, Centre for Disaster Management, Lal Bahadur Shastri National Academy of Administration, Mussoorie-248179

## **Additional Activities**

### **a. Village Visit for Application of PLA Tools and Techniques for Development of Climate Smart Village Plans & Group Presentations and Discussions**

(Prof. H. C. Pokhriyal, Former Executive Director, School of Open Learning, University of Delhi, Delhi)

### **b. Institutional Visits to Indian Institute of Remote Sensing (IIRS) and Forest Research Institute (FRI), Dehradun**

(Team Centre for Disaster Management)

## **8. In-house sensitization for modules (Environment and Climate Change with Disaster) on for 19th 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

**9. 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 98<sup>th</sup> Foundation Course (FC), IAS Phase- I (2023 batch), IAS Phase-II (2021 batch), 19<sup>th</sup> & 20<sup>th</sup> round of MCTP Phase- III and 17<sup>th</sup> round of MCTP Phase- IV during the F.Y. 2023-24. The officers of the foundation course and Phase - I are being provided in-depth training in modules on Disaster Management & 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 pandemic.

**Research/ Case Studies**

1. Lesson on Disaster Management- A case study on Bahanaga Train Tragedy in Balasore (Odisha), 2023(Completed)

2. Cyclone Biparjoy- A case on Effective Disaster Management in Jalore, Rajasthan (Completed)
3. Case study in Assam Flood 2022 (Ongoing)
4. Lessons for Industrial Safety-A case of Vizag Industrial Accident (LG Polymers Gas leakage), 2020 (ongoing)
5. Incident Management after the Silkyara Bebd-Barkot Tunnel Collapse in Uttarkashi, 2023 (ongoing)
6. A case on study on Sikkim Flash Floods, 2023 (ongoing)
7. A case on study on Himachal Pradesh Flash Floods, 2023 (ongoing)

## **Publications**

COVID-19 Governance in India, a special issue under Disaster Governance in India Book Series (6 volumes) are under press and another 6 volumes are under editorial review. The details of publications under press are furnished below.

- a. COVID-19 Governance in India, ISSN: 978-81-928670-6-9, Series- 1 (March, 2024) (A Special Issue under Disaster Governance in India Book Series)
- b. COVID-19 Governance in India, ISSN: 978-81-928670-6-9, Series- 2 (March, 2024) (A Special Issue under Disaster Governance in India Book Series)
- c. COVID-19 Governance in India, ISSN: 978-81-928670-6-9, Series- 3 (March, 2024) (A Special Issue under Disaster Governance in India Book Series)
- d. COVID-19 Governance in India, ISSN: 978-81-928670-6-9, Series- 4 (March, 2024) (A Special Issue under Disaster Governance in India Book Series)
- e. COVID-19 Governance in India, ISSN: 978-81-928670-6-9, Series- 5 (March, 2024) (A Special Issue under Disaster Governance in India Book Series)



- f. COVID-19 Governance in India, ISSN: 978-81-928670-6-9, Series- 6 (March, 2024) (A Special Issue under Disaster Governance in India Book Series)
- g. Journal on “Disaster: Response and Management” ISSN: 2347-2553, Volume-10, Issue-I, 2023 (under editorial review)
- h. Journal on “Disaster: Response and Management” ISSN: 2347-2553, Volume-9, Issue-I, 2022 (under editorial review)
- i. Case study book series “Disaster Governance in India” ISBN: 978-81-928670-9-0, Series 9, 2023 (under editorial review)
- j. Case study book series “Disaster Governance in India” ISBN: 978-81-928670-8-3, Series 8, 20223 (under editorial review)

### **Reading Materials for Capacity Building**

Course specific training materials had been developed and distributed to the Officer Trainees of various training programmes.

- Basics of Disaster Risk Management for FC and Phase-I
- Workbook on District Disaster Management Plan & Incident Response System Phase-I & II
- Readings on Disaster Risk Management for Phase-I & II
- Readings on Disaster Risk Reduction for MCTP Phase-III & IV
- Toolkit on Disaster Risk Reduction for Civil Service Officers of India for 98th Foundation Course

### **Other Activities**

- Prepared Emergency Exit Plans for Various new buildings/ structures in the Academy

- CDM provided orientation on wireless communication sets and GPS and prepared trek route maps for 98th FC Himalayan Study Tour.
- Organized an exhibition cum demonstration for Phase-II Officer trainees on Role of Drone Technology in Governance and Disaster Management in collaboration with Drone Federation of India and TIHAN Foundation, IIT Hyderabad.

#### **6 (iv) Sardar Patel Leadership Centre**



Sardar Patel Leadership Centre was inaugurated on 31<sup>st</sup> 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 Vallabhbai 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. Dr. Jitendra Singh 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:

- **25-26<sup>th</sup> May, 2023:-** A Leadership module for Phase III participants on Mezzanine Leadership Skills (MLS) was conducted. There were 164 participants in this course. The participants were a mix of 2014-2015 batch officers. The main objective of the module was to build trust within the group, increase the knowledge of experiences that inform different perspectives, let the participants, pause and reflect on the journey of life, the experiences they have had and how that may impacted them. To understand personal reports of Work Place Big 5 and draw the strength and weakness and plan for development & exercise on listening from different perspectives etc.
- **13<sup>th</sup> -14<sup>th</sup> June, 2023:** A Leadership module for Phase III participants was conducted. There were 164 participants in this course. The main objective of this module was to provide participants with a clear purpose and road map for the workshop; to eliminate participants'

uncertainties about the workshop; to generate maximum initial engagement, curiosity, and excitement about the workshop and programme.

- **6<sup>th</sup>-8<sup>th</sup> July, 2023:** This workshop/ Training of Trainers (ToT) for future Leadership modules for various courses was conducted to train more outside experts for the delivery of future leadership modules. There were a total of 24 participants in this ToT. Two outside experts along with the internal faculty trained the new 12 outside experts on the subject. The objective of the module was to train the outside experts on how to be a host on learning journey. Special attention was given on the topics like preparation, responsibility, staying on course, monitoring and evaluation, handling difficult participants, facilitation for reflection activities, etc.
- **17<sup>th</sup>-18<sup>th</sup> August, 2023:** The Leadership Module was conducted for the 559 Officer Trainees of 98th 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.
- **27<sup>th</sup>-31<sup>st</sup> October, 2023:** The third round of Common Mid - Career Training Program was conducted. There were 142 participants 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-silozize Leadership to create a shared national version. The participants participated the five days long programme from the different services including the Indian Civil Services and Central Civil Services.

## **6 (v) Centre for Food, Planet & Health**

Center for Food, Planet and Health (in collaboration with Ayurveda Wellness Centre) conducted the following two events:-

### **Workshop on “AYUSH Dietary Advisory for Pregnant and Lactating Mothers” on 24<sup>th</sup>**

**March, 2023**

Programme Coordinator	Dr. Anupam Talwar, Centre Director – CFP&H
Associate Coordinator	Dr. Geeta Devi, Panchakarma Resident Doctor
Resource Person	Dr.Kamini Dhiman, Associate Professor , Streeroga evam Prasooti Vibhag ,All India Institute of Ayurveda , New Delhi
Participants	Employees particularly socio- economically less advantaged sections of LBSNAA
Event inaugurated by	Shri Srinivas Katikithala, Director, LBSNAA

### **Workshop Cum Exhibition on Traditional Food Recipes from AYUSH Systems of Medicine on 29th March, 2023**

Programme Coordinator	Dr. Anupam Talwar, Centre Director – CFP&H
Associate Coordinator	Dr. Geeta Devi, Panchakarma Resident Doctor
Resource Person	Dr. Shivkumar Harti, Associate Professor, Swasthritta Vibhag, All India Institute of Ayurveda, New Delhi
Participants	Officer Trainees IAS (P) Phase-I, Faculty and Employees of LBSNAA particularly Mess and Canteen staff

## **Aim**

The primary objective of the workshop on **“AYUSH Dietary Advisory for Pregnant and Lactating Mothers”** was to enhance participants' understanding of the principles and concepts of AYUSH Dietary Advisory specifically designed for pregnant and lactating mothers. This workshop was mainly targeted towards socio economically less advantaged sections. The primary objective of the **Workshop Cum Exhibition on Traditional Food Recipes from AYUSH Systems of Medicine** was to provide comprehensive knowledge and practical insights into integrating these dietary practices into everyday life.

## **Activities, Inputs and Highlights**

The workshop on **“AYUSH Dietary Advisory for Pregnant and Lactating Mothers”** was structured into interactive sessions focusing on various aspects of AYUSH dietary and health advisory for pregnant and lactating mothers. The sessions were designed to provide theoretical knowledge, practical demonstrations of recipes and sampling of recipes.

The sessions were led by experienced practitioners (Dr.Kamini Dhiman & Dr. Geeta Devi) specializing in Ayurveda system of medicine, providing deep insights and practical knowledge.

The blend of practical demonstrations and interactive discussion facilitated an engaging and dynamic learning environment.

During the **Workshop Cum Exhibition on Traditional Food Recipes from AYUSH Systems of Medicine**, a session was led by experienced practitioner and nutritionist Dr. Shivkumar Harti who specializes in Ayurveda system of medicine.

The workshop successfully enhanced participants' understanding of AYUSH dietary principles and traditional food recipes, equipping them with the knowledge and skills to incorporate these practices into their lives. The Mess Committee of IAS Phase I Officer Trainees as well as staff of Officer's Mess and Canteen were the main target participants during the session on traditional recipes. Later, an exhibition of these traditional food recipes was held which was attended by Officer Trainees of IAS Phase I, faculty and staff of LBSNAA. Sampling of food items was a component of this exhibition. The positive feedback from participants highlighted the effectiveness of the programme and the value of integrating traditional dietary wisdom with modern nutritional science.

Recently, the Centre has been renamed as Centre for Health & Nutrition. The subject work relating to Food and Planet of the erstwhile "Centre for Food, Planet and Health" will be looked after now by the rechristened 'Centre for Sustainable Development Goals.'





## 6 (vi) DigiTAG Arena

DigiTAG Arena was set up by the Academy on 11th April 2022. DigiTAG Arena is equipped with TV screens, devices of emerging technologies, hardware and software for display, demonstration and hands on sessions to the officer trainees and participants of training programmes of academy for emerging technologies and its applications in government.

By connecting digitally to different applications of the Government of India, the officers are exposed to real life working of the Government and interaction of citizens with the state in different formats. e-Gov applications of Central and State Governments, National Data Analytics Platform (NDAP) and Open Data Initiatives of Government of India are also being used for training of officers.

Following activities have been performed during the year 2023:

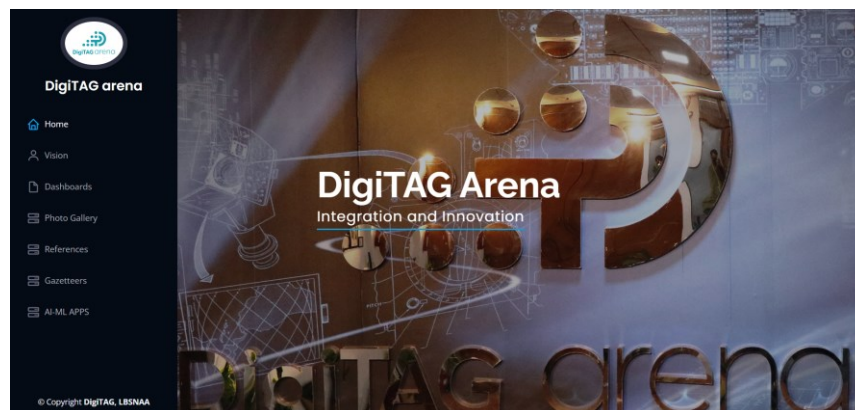


- **Hands-on practical sessions on Generative AI were conducted for:**

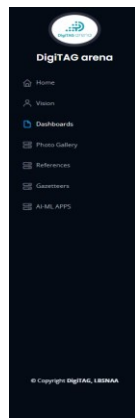
- Officials of the academy for exposure and hands-on practice, so that they can use ChatGPT in their day to day office work.
- 559 nos. of Officer Trainees of 98th Common Foundation Course
- 184 nos. of Officer Trainees of IAS Professional Course Phase - I (Batch 2023)
- 184 nos. of Officer Trainees of IAS Professional Course Phase - II (Batch 2021-2023)
- Participants of Mid-Career Training Programme Phase - III
- 68 nos. of Participants of Mid-Career Training Programme Phase - IV
- Capacity building of Teaching associates, Research associates and faculty members of the Academy.

- **Development & compilation of Analytical Dashboards:**

- Developed web platform for DigiTAG Arena to showcase use cases, events and other activities.



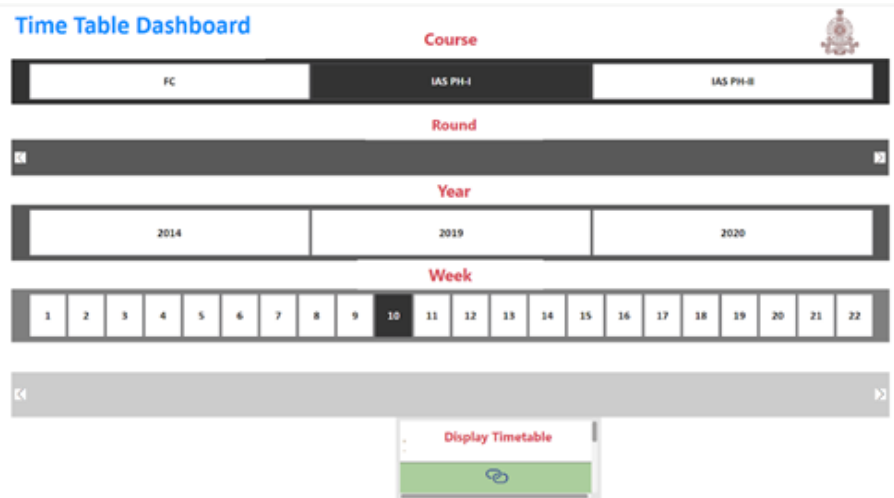
- Developed and compiled 32 dashboards under 7 categories namely GoI, State Government, CM Dashboards, LBSNAA's applications, Learner's dashboards, Dashboard on NDAP data, Dashboards on data from data.gov.in and global dashboards for DigiTAG platform.



#### Dashboards



- Developed a dashboard to navigate across courses, year and week to check timetable for that week was made. This gives users the ease to check out and compare courses.

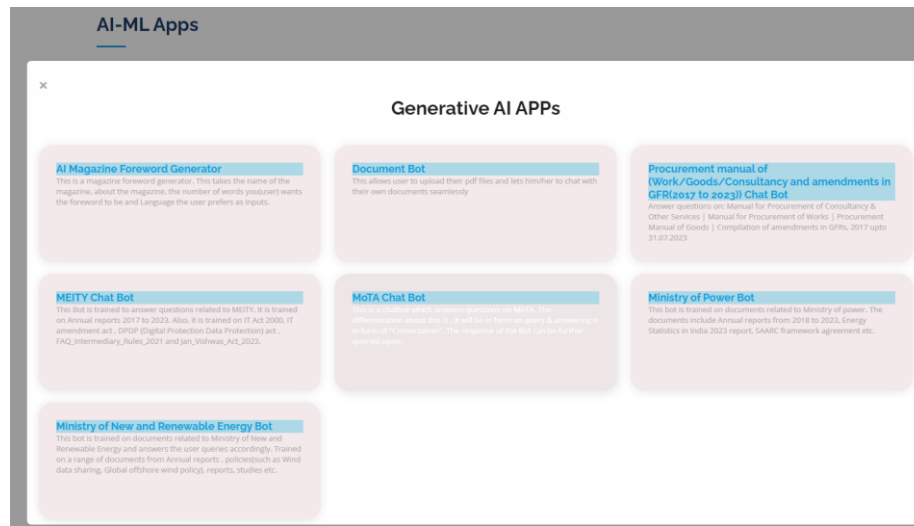


- Developed an analytical dashboard on data of Ayurveda Wellness Center of the Academy.
- An inquisitive dashboard which was intended to see the questions being raised in parliament (upper and lower house) and their answers based on the year, concerned state, house, subject related to etc. It provides the user a seamless way to gain insights based on the requirements. Whereas the word cloud gives the most commonly used words in questions and answers.

#### ● Development of AI/ML/Generative AI

- Developed AI/ML modelling on fruit disease recognition for DigiTAG arena platform using Azure cognitive services.
- Demonstration of autonomous vehicle prototyped by Swayatt Robots start-up, Bhopal (MP) at academy.

- Developed a use case on Sentimental analysis.
- 16 nos. of ChatBots using langchain, Open AI API and Pinecone were made. Using these bots users can ask any question of the respective ministry/Department on the documents provided. The Bot answers the questions in natural and simple language along with the sources. Conversational Bots were made which have the capability of continuing a conversation, essentially a user can query upon the response of the Bot on previous query.

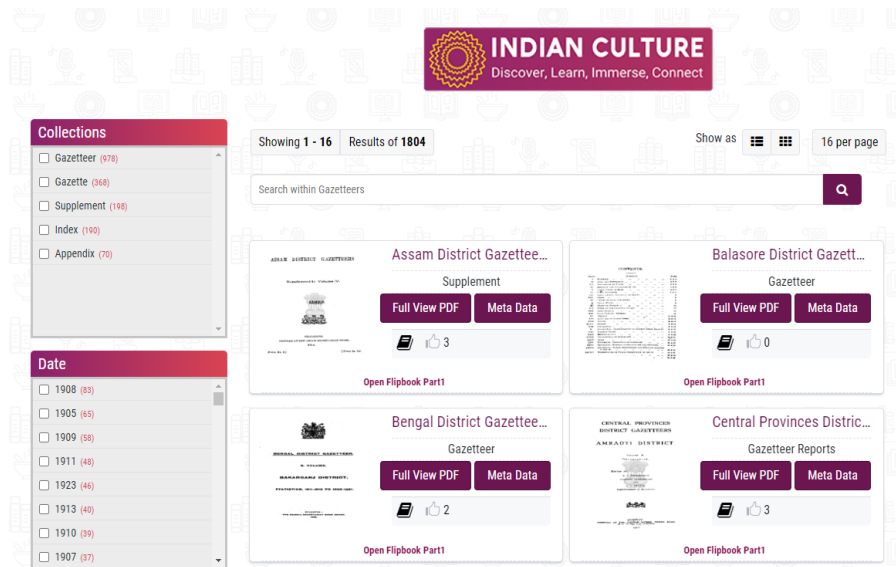


- Developed an AI Magazine Foreword Generator: This is a magazine foreword generator. This takes the name of the magazine, about the magazine, the number of words you(user) wants the foreword to be and Language the user prefers as inputs.

- **Dashboards Published, prepared by Officer Trainees & Participants:**

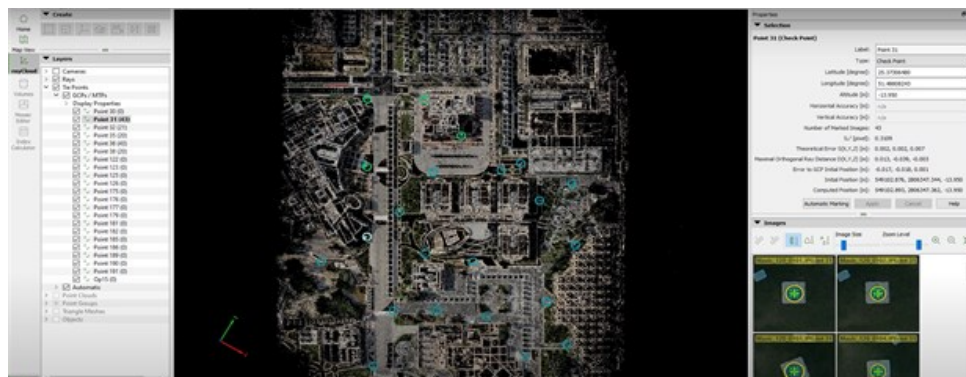
- 19 nos.of dashboards prepared by Officer trainees of 98th Foundation Course were published on DigiTAG Arena Portal.
- 10 nos. of dashboards prepared by Officer trainees of IAS Professional Course Phase - I (batch 2023) were published on DigiTAG Arena Portal.
- 8 nos. of dashboards prepared by the participants of Mid-Career Training Programme Phase - III were published on DigiTAG Arena Portal.
- 5 nos. of dashboards prepared by Officer trainees of IAS Professional Course Phase - II (batch 2021-2023)

- **Integrated the Gazetteer from Indian Culture web portal in DigiTAG Arena Portal.**



- **Use-cases development on Geographical Information System (GIS)**

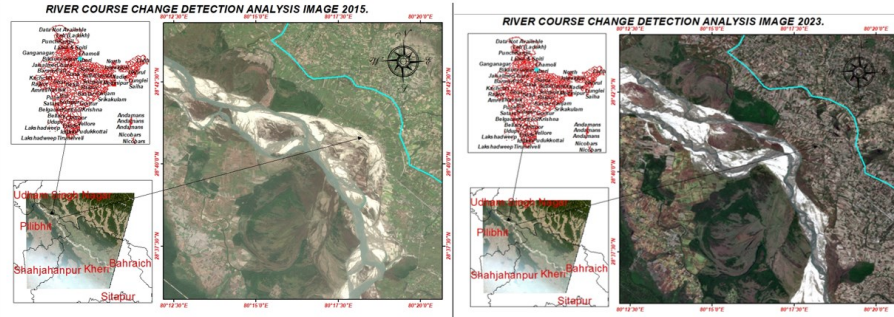
- Drone and Satellite Image processing and generation of 3d terrain model precisely for development and planning of urban area infrastructure.



- Climate data processing to overlook Atmospheric pollution by analysing concentration level of Greenhouse gases on troposphere layer.
- Change detection and sediment Transportation analysis over a certain time of period.

2015 image

2023 image



- Dignitaries visited DigiTAG Arena during the year 2023



# **Conferences / VVIP**

## **Visits**

## **7. Conference/VVIP Visits**

### **7 (i) 19<sup>th</sup> Conference of Administrative Training Institutes**

**Dates:** 22nd to 23rd March, 2024.

**Venue:** Sardar Patel Hall, Lal Bahadur Shastri National Academy of Administration (LBSNAA),  
Mussoorie

**Conference Coordinator:** Dr. Bagadi Gautham (Deputy Director Senior)

#### **Day 1 - 22nd March, 2024**

11:00 AM - Welcome Address by Dr. Bagadi Gautham (Deputy Director Senior)

- Dr. Bagadi Gautham extended a warm welcome to all participants, acknowledging the unique cohort from diverse states and cadres.
- Introduction of the esteemed Chief Guest, Shri Ajay Kumar Bhalla, Home Secretary, Government of India, and Director of LBSNAA, Shri Sriram Taranikanti.
- Recognition of the 33 delegates representing 24 states attending the conference.
- Brief overview of the Academy's pedagogy.
- Expression of gratitude towards the Director and Joint Director for their guidance in organizing the conference.

11:15 AM - Felicitations of the Chief Guest

- Director, LBSNAA felicitated the esteemed Chief Guest, Shri Ajay Kumar Bhalla, Home Secretary

11:16 AM - Address by the Director, LBSNAA

- The Director greeted the Chief Guest, faculty of the Academy, and conference participants, expressing gratitude for their esteemed presence.
- Briefed about the background of the ATI conference and the various courses held at the academy, including the foundation course, IAS Phase I, District Training, Phase II, etc.
- Emphasized the alignment of training with SGoS (State Government of Service) and highlighted the importance of incorporating participants' knowledge to improve training.
- Provided insights into faculty working on sector-specific areas and briefed about the guest speakers scheduled for the next two days.

11:30 AM - Address by the Chief Guest, Shri Ajay Kumar Bhalla

- Shri Ajay Kumar Bhalla appreciated LBSNAA's tradition of hosting conferences and the valuable participation of delegates from ATIs.
- Emphasized the importance of sharing innovative practices among ATIs and leveraging platforms like iGoT for training.
- Highlighted the PM's vision of a developed India by 2047 and urged participants to focus on a national-level outlook in their training.
- Discussed methodologies for training based on the evolving world context and suggested a holistic approach towards training.
- Ended the session with PM's inspiring words regarding citizen confidence in public services.

11:45 AM - 1st Session by Dr. R Balasubramaniam (Member-HR, CBC)

- Topic: Mission Karmayogi; enabling civil service training institutions to adopt the next generation of training.



- Emphasized the need for capacity building alongside training for civil servants.
- Discussed the institutional framework of Mission Karmayogi, focusing on Governance, Performance, and Accountability.
- Shared the vision of creating a citizen-centric and future-ready civil service aligned with the PM's vision for India@2047.
- Detailed the objectives and goals of Mission Karmayogi, stressing the importance of lifelong learning and citizen-centric governance.
- Ended with PM's words emphasizing citizen confidence in public services.

12:30 PM - Group Photo at Directors' Lawns followed by High Tea

12:50 PM - 2nd Session by Abhishek Singh, CEO, Karmayogi Bharat

- Topic: Digital access to the knowledge base and leveraging the iGoT Platform.
- Discussed unlocking human capital potential aligned with India@2047 vision.
- Gave an overview iGOT platform usage and democratization of learning through digital platforms.
- Emphasized role-based governance and lifelong learning.
- Explained state ATIs on iGOT Karmayogi and the way forward for collaboration.
- Session ended with the speaker addressing participant questions regarding the iGOT platform architecture.

14:30 PM - 3rd Session by Ms. Rajul Bhatt, Joint Secretary (Training)

- Topic: Support from GoI for training Initiatives at the State level.
- Discussed the status of iGOT onboarding and accreditation of CTIs.
- Requested ATI heads to prepare capacity building roadmaps.

- Explored alignment with Mission Karmayogi and changes in modalities.
- Ended with a discussion on training schemes centred on citizen-centric administration.

15:00 PM - Interaction with Probationers (Phase I)

15:30 PM - Tea Break

16:00 PM - Training and Capacity Building Plan of the Academy by Ms. Sowjanya, Joint Director, LBSNAA

- Discussed the architecture of LBSNAA Academic Programmes, including Induction Programmes and MCTP courses.
- Explained the detailed institutional structure and support Centres enters for training.
- Explained DigiTAG arena and DiGFAC support for officer and probationer training.
- Discussed continuous course review and structural improvements.

16:30-17:30 PM - Breakout Groups - Course Wise (Coursewise documentation is prepared by the respective team of faculty, TA/RF).

## **Day 2 - 23rd March, 2024.**

09:30 - 10:15 AM: Plenary Open House - Course-wise Display and Further Inputs from Delegates/Participants

10:30 AM: Plenary Session

- Dr. Bagadi Gautham, DDS, introduced the chief guest S. Radha Chauhan, Secretary, DoPT, Government of India.

- The chief guest chaired the session where the chairperson and coordinating officer presented the respective courses discussed the previous day with participants/delegates of the conference.
- Four breakout sessions presented their respective courses:
  - Foundation Course and Special Foundation Course: Ms. Chandralekha Mukherjee, chairperson of this breakout room, explained the highlights of the session yesterday and emphasized the opportunities and challenges of the special foundation course for those who missed the foundation course.
  - Chief Guest emphasized the need to truncate the Special FC and not to conduct it in the current format and explained the logistical gaps that can be bridged with a truncated FC.
  - Shri Subrat Sahoo, the co-chairperson from this session, explained the abridged foundation course. He emphasized that the truncated FC be conducted at the LBSNAA.
  - Phase 1, 2, and Assistant Secretaryship: The chairperson and co-chairperson briefly summarized the previous day's presentation in the breakout room.

11:30 - 12:00 AM: Tea Break

12:00 AM: Presentation from Dr. Marri Chinna Reddy Human Resource Development Institute of Telangana

- A glance of courses covered at the institute was explained by the delegate from the institute.
- Infrastructure and facilities available at the institute were briefly explained. Centers and their broad mandate were given by the speaker.
- Foundation courses for All India services, Central civil services, and military engineering services were discussed.

- Intensive training programs for tribal welfare and women development and child welfare were discussed.
- RTI training programs conducted under the sponsorship of DoPT were discussed in brief.
- Programs conducted under SEVOTTAM-DARPG were discussed.
- Objectives of the draft capacity building on RTI and Gram Sabha were shared with the participants, and further expected outcomes were discussed.
- Comprehensive online modified modules for induction training were shared.

12:30 PM: A documentary on RCVP Noronha Academy of Administration and Management (Bhopal), Madhya Pradesh, was screened.

- Further, a presentation was given by two delegates from the institute emphasizing the implementation of Mission Karmayogi.
- Workshops on Mission Karmayogi were explained in brief.
- Comprehensive online modified modules on induction training were discussed.
- ISO Certification and Career guidance schemes provided at the academy were discussed.
- Special foundation courses were discussed along with the eminent speakers called at the institute.
- One-week trekking done in the special foundation course was discussed.

Uttar Pradesh Academy of Administration and Management, Uttar Pradesh

- The director of the academy gave a presentation.
- Initiatives taken at the academy and competency framework were detailed. Compliance with mission karmayogi was discussed.
- Curriculum and training initiatives were detailed.

- Suggestions from participants were sought for the improvement of the academy in Uttar Pradesh.

12:40 - 13:00 PM: Brainstorming by participants/delegates about the disruptions in training of All India Service Officers later today to be presented in front of Secretary, DoPT

13:00 - 14:00 PM: Lunch

14:00 PM: Continuation of the morning plenary session chaired by Ms. S. Radha Chauhan, Secretary, GoI.

- Phase 3: Coordinating officer Dr. Bagadi Gautham gave the feedback and suggestions received in the breakout session on day one of the conference.
- Secretary, DoPT gave her suggestion about ensuring the phase to be a continuum of what happened in phase II and the field exposure after phase II.
- Align the Phase III with the current model system.
- Participants also gave their suggestions in this regard during the session about iGOT courses available and mandatory courses to be done at a certain level of seniority.
- The director of the academy summarized all the feedback put into perspective for the roadmap ahead.

14:20 PM: Suggestions from the brainstorming session presented to the Secretary, DoPT by participants/delegates

14:30 PM: Continuation of the morning plenary session chaired by Ms. S. Radha Chauhan, Secretary, GoI.

- District Training: Coordinating officer Ms. Shanmuga Priya Mishra, Deputy Director Senior, presented the presentation given on the previous day, briefly explaining the history of district training.
- The training schedule of ATI was dwelled in detail.
- The structure and culture of governance were explained, and further, Secretary, DoPT insisted on having the whole of the government approach in doing all this and defining the outcome of what is it that ATIs deliver.
- Output during the course of district training was discussed with additional comments from the director of LBSNAA and Secretary DoPT.
- The evaluation of district training for 200 marks was detailed.
- General points to note for ATIs were given, with certain things that ATIs are advised to adhere to.

15:20 PM: Valedictory

- Director of LBSNAA thanked participants/delegates and appreciated the inputs given by the participants and assured that these suggestions will be taken forward.
- He thanked the chief guest, Shri Radha Chouhan, Secretary, DoPT, for taking time from her busy schedule.
- Dr. Bagadi Gautham, coordinator of the conference, acknowledged the key takeaways of the conference.
- He expressed gratitude towards all the people who supported and participated in the conference.
- Director, LBSNAA felicitated the chief guest.
- The conference ended with the national anthem followed by the group photo at the Director's lawns.

## **7 (ii) Visit of Cabinet Secretary**

Shri Rajiv Gauba, Cabinet Secretary, Govt. of India visited the LBSNAA during 23–25 February, 2024.

On 23<sup>rd</sup> February, 2024, Cabinet Secretary addressed the officer trainees of IAS Professional Course Phase I (2023 batch) and IAS officers of 125<sup>th</sup> Induction Training Programme and released the book “*Harnessing the Power of Disruption*”.

On 24<sup>th</sup> February, 2024, Cabinet Secretary interacted with the faculty members of the Academy and released the book “*One District One Product*”. This was followed by visit to the Gandhi Smirti Library where he unveiled the plaque of Jnanpith and Sahitya Academy Books’ Gallery.

**Sambhaav-Yoga Consultation Room and Ayurshila Herbal Garden in the Ayurveda Wellness Centre** were inaugurated by the Cabinet Secretary.

The purpose of these initiatives is to create complimentary spaces dedicated towards holistic health and overall wellbeing within the premises of the Ayurveda Wellness Centre.

The visit concluded with a final interaction with the Academy faculty and visit of the Academy on 25<sup>th</sup> February, 2024.

# **Administrative Initiatives**



## **8. Administrative Initiatives**

### **a). Alignment of Centres, BoS and Sectors:**

The Academy has constituted Board of Studies (BoS) in different disciplines from time to time in order to support and provide inputs, inter alia, for curation of content for various courses. Likewise, different Academic Centres were also established which apart from providing support to the Induction and Mid-Career Training Programmes in the form of curation and conduct of modules; also independently take up Research Studies, Publications and Sector specific training programmes. Further in order to have a continuous dialogue with the Ministries/Departments/State Governments as well as other stakeholders to bring focus to such efforts, the Centres and BoS have also been aligned to the Sectors in order to bring synergy in their activities in line with the Sectoral Group of Secretaries. Faculty teams have been allocated for each of the 10 sectors and nodal faculty designated for each Ministry/Department.

Besides, for inter-sectoral coordination, the Centre for Public Systems Management, ATI & CTI Capacity Building Centre, the IAS Professional Reorientation Unit (IAS-PRO) and District Governance and Field Administration Centre (DiGFAC) have been brought under a single umbrella.

### **b). Faculty Coordinators and Alternate Faculty Coordinators for Continuous Review of Courses :**

For continuous system for development of course content and its review, it is necessary to ensure continuity in various other aspects of training imparted in the courses for knowledge retention

and building institutional memory. For this end in mind, Coordinating and Alternate Coordinating Officers have been nominated from among the faculty members.

### **c). National Centre for Law and Administration**

National Centre for Law and Administration, LBSNAA was inaugurated on April 16, 2023 by Shri Ram Nath Kovind, Hon'ble Former President of India.

The National Centre for Law & Administration or NCLA works towards sharpening the legal acumen of the civil servants, helps raise competencies amongst officers and facilitates focussed legal education about various statutes, constitutional provisions and judicial pronouncements through regular training programmes & research.

The following activities were conducted in the year 2023-2024:

- **Publication of Monthly Newsletters-** The Centre publishes monthly newsletter- The Legal Administrator, which is made available on the NCLA website every month and is also sent to IAS officers serving and retired and to subscribers via email who sign up for it on the website. Additionally, copies are kept in the library for future reference. The newsletter features the latest Supreme Court and High Courts judgments related to important legal issues pertaining to executive matters.
- **Workshop on Arbitration for Senior Civil Servants (July 7-9, 2023)-** Centre conducted an arbitration workshop for senior civil servants, focusing on the principles and practices of effective dispute resolution. The workshop covered key aspects such as arbitration agreements, procedures, and enforcement of arbitral awards, equipping participants with the skills to handle complex arbitration cases proficiently. Additionally, practical case studies

and interactive sessions were included to enhance their understanding and application of arbitration in real-world scenarios.

- **Workshop on Contract Drafting and Contract Management (July 22-23, 2023)**- The Centre organized a comprehensive workshop on Contract Drafting and Contract Management specifically tailored for senior civil servants. This workshop delved into the domain-specific methodologies for drafting and managing contracts effectively. Participants gained in-depth knowledge of the rules, regulations, and procedures essential for formulating precise contract terms. The workshop featured real-life examples and interactive sessions, enabling participants to apply domain-specific knowledge and skills directly to their professional roles.
- **Moot Court Competition (February 23-24, 2024)**- Moot Court Competition was conducted on February 23-24, 2024. This prestigious event witnessed the convergence of legal minds and research enthusiasts, with a total of 184 Officer Trainee's participants of Phase-1. The Preliminary Rounds took place on the day first of the competition i.e., on February 23, 2024. These encompassed 2 rounds. The total of 58 teams were divided into two slots, 29 teams each. Quarter Final Round took place on the first day of the Competition itself. Top 8 teams shortlisted on the basis of scores of the Preliminary Round were qualified. The Quarter Final Round was the knockout round and 4 teams were qualified for the Semi Final Round. The first event that took place on day 02 (February 14, 2024) was the Semi Final Round. Four teams from Quarter-Finals were shortlisted for the Semi Final Rounds. This was knockout round and two teams were selected for the Final Round. On February 24, 2024, the Final Round of the competition was held and the event was concluded. This moot court competition focuses on the intricate nuances of contract law,

emphasizing the critical concept of time as the essence of contracts. Participants navigated complex scenarios involving contractual agreements, where timeliness holds paramount importance in determining legal outcomes. The Moot Court Competition for IAS officer trainees serve a crucial purpose: instilling a profound understanding of legal principles and courtroom decorum among future civil servants.

- **Internship Programme-** The National Centre for Law and Administration also grants legal internships to law students from state and central universities. Through this internship program, we aim to enhance their practical knowledge and application of law within the executive and legal framework of the Academy. This initiative provides students with hands-on experience and a deeper understanding of the intricacies of legal knowledge, thereby preparing them for successful careers in the legal field. Additionally, interns contribute to the organization and execution of various events, courses, moot courts, and numerous other activities, further enriching their educational experience and professional development.

#### **d). District Governance and Field Administration Centre**

District Governance and field Administration Centre (DiG-FAC) is envisaged as learning and prototyping platform that weaves in historical and contemporary knowledge repositories, case based learning from praxis, ecosystem for mission support, advanced data analytics and dashboarding into a lab to land ecosystem for field practitioners. The objective of this centre is to simulate a learning experience that enables Officer Trainees to learn about the district ecosystem, as well as help young Field Officers (from the Pre-Phase III learning continuum) serving in

different capacities such as District Collector, CDO's etc. in the field, to solve public problems by learning from each other and to contribute to field studies, research and analysis. It is a holistic lab-to-land ecosystem for field practitioners. It's a learning arena built on platform principles to enable field innovation prototyping, training in field skills, synergising district data repositories with district level challenges, utilisation of advanced data analytics & dash boarding.

DiG-FAC aims to synthesis the good governance practices. Following publications have been released through District Governance and field Administration Centre (DiG-FAC) in the year 2023-24:

### **I. Compendium of Case Studies, 2023**

The District Governance and Field Administration Centre (DiG-FAC) has published the **Compendium of Case Studies**, which is a compilation of nineteen case studies. This Compendium provides a compilation of significant issues, including livelihood development, urban development, human resource development, women's empowerment, finance, industry and entrepreneurship, energy, environment, e-governance, and digitalization. These are critical in charting the course for a Viksit Bharat 2047 characterised by inclusive growth and sustainable development. This thematic lens illuminates meaningful lessons for future initiatives in that sector.

This Compendium was prepared through significant secondary and primary research, which included data collecting, in-depth structured interviews with important stakeholders, focus group discussions, and semi-structured interviews. Furthermore, by aggregating findings from many sources, such as government publications, academic studies, and international assessments, as

well as the authors' field surveys, it provides a comprehensive picture of the motivations, obstacles, and consequences of governance innovations in India.

These nineteen case studies try to critically assess governance structures, policy interventions, and institutional mechanisms in order to untangle the complexities of India's governance journey and provide lessons for future administrative reforms and attempts. The two case studies on livelihood opportunities urge for long-term livelihood development to alleviate poverty, reduce inequality, and create economic resilience during times of crisis. The 19 case studies compiled are as follows:

1. Impact of self-sustained FPO in redefining Agri-value Chain for Munda and Oraon Tribes in Gumla District of Jharkhand.
2. Triumph over Adversity: An inspiring story of Nav Pravartan Start Up Zone at Chanpatia District, West Champaran Bihar
3. Solid Waste Management in India's Lighthouse City, Indore
4. Public Toilet Provision Models
5. The report on Slum Redevelopment Authority (SRA), Mumbai
6. Accompanying the Accompanists: Looking into the Process of Slum Integration Schemes in Cuttack, Odisha
7. Revitalising GP-Libraries in Karnataka during Covid-19 Pandemic for Rural Children's Education
8. The study on Mission Youth- an Initiative by Government of Jammu & Kashmir
9. A Meal for the Masses: Analysing the Impact of Didi Ki Rasoi in Bihar
10. From Ultra-Poor to Sustainable Agripreneurs: An Integrated Agricultural Diversification Model for Tribal Women in Odisha

11. The Pathway of a Fully Organic Industry from North East India: The Story of India's First Organic Kiwi Wine
12. The research Transformation of the Gujarat Mineral Development Corporation
13. An analysis of the consumer Mix of DISCOM Tariff Orders in India.
14. Unearthing a Multi-State GST Evasion
15. Integrating P2P Power Trading Mechanism in the Indian Context
16. Mazhapolima- A Community Driven Participatory Program for Water Conservation
17. Guardians of the Liocichla: A Case Study of the Singchung Bugun Village Community Reserve, Arunachal Pradesh
18. Promoting Sustainable Development via Collaborative Initiatives: A Case Study of EPTRI's Contributions to Environmental Education and Management
19. Seva Sindhu- a Prime Minister's Award Winner for Excellence in Administration- 2021.

## **II. ODOP: Road to Atma Nirbhar Bharat**

The District Governance and Field Administration Centre (DiG-FAC) has published- **ODOP: Road to Atma Nirbhar Bharat**. The Atmanirbhar Abhiyan program was launched during the first wave of the COVID-19 when the country was battling the economic impact due to the country wide lockdown. In order to revive the economy, the government rightly decided to provide stimulus to the local economy by focusing on the districts as the economic hubs (DEH). The idea is to concentrate on the economic assets of the districts or the local economy, the production and process of which will act as a multiplier to create vibrant value chain activities and help in generating income and employment locally.

Titled as One District One Product (ODOP) initiative of the Ministry of Commerce and Industry, it is expected that this initiative will transform the districts to realise their full economic potential

and propel growth towards achieving self-reliance. Through the ODOP-DEH initiative, the government is aiming at improving the domestic demand by making the consumers to be ‘vocal for local products’ and to widen the export basket of the country with the locally made products so that the district is vibrant with entrepreneurial activities and employment opportunities.

ODOP initiative covers agricultural, handicrafts, textiles, manufactured products and even services like tourism. The ODOP initiative also offers the benefit of protecting the cultural and biodiversity of the country by popularising the handicrafts, textiles, agricultural and food products and thereby preserving the traditional knowledge associated with producing these products. Successful implementation of this initiative would lead to achieving sustainable development goals like, removing hunger and eradicating poverty, women empowerment and sustainable cities to name a few. It would lead to achieving sustainable development goals like, removing hunger and eradicating poverty, women empowerment and sustainable cities to name a few.

### **III. Harnessing the Power of Disruption**

The District Governance and Field Administration Centre (DiG-FAC) has published- **Harnessing the Power of Disruption**, during Aarambh 5.0. This publication has been brought out by the Officer Trainees of the 98th Foundation Course, offers valuable insights, not only for administrators and policy makers but for everyone who is passionate about fostering a sustainable, resilient, and prosperous future.

As India is emerging as a global economic power, the issues of adaptation to climate change, skill development and social infrastructure, financial and physical infrastructure development to match the development that is taking place globally have emerged as critical focal points. We are acutely aware of the profound implications these topics hold for our global community. The



pressing need to adapt to the ever-changing climate landscape necessitates a deep exploration of challenges posed by climate change and mitigation strategies that depend on resource allocation, and sustainable practices. It is within these pages that we delve into the intricate web of challenges and opportunities presented by climate change and how they intersect with economic theory and policy.

Social infrastructure, comprising educational institutions and healthcare systems, are the fundamental focus points for India to draw from the demographic dividend. The close interlinks between achieving the SDGs and education and the various government initiatives to bring inclusivity in education in terms of gender and tribal rights have been well highlighted in this publication. The authors elaborate on the disruptive solutions to the challenges faced by the health sector which include tele-medicine; artificial intelligence based technological assistance in health care provision.

This publication illuminates the multifaceted relationship between social infrastructure, economic prosperity, and societal well-being. They underscore the vital role that educators, healthcare providers, and policymakers play in shaping the future. Skill training, in an era marked by automation and technological advancement, has become important for individual success and broader economic growth. Particularly India is in an advantageous position with a larger segment in the working age group. In order to tap this potential skill development has a significant role to play. In this, we explore the dynamics of skill development, its economic implications, and the pivotal role it plays in navigating the ever-evolving job market.

Lastly, we turn our attention to strengthening infrastructure, a cornerstone of economic development. This publication delves into the intricate details of infrastructure enhancement,

from transportation networks to digital connectivity, and how they fortify economic progress and resilience.

This collection serves as both a testament to the resilience of the human spirit and a call to action. It is our hope that the insights presented through this publication inspire scholars, policymakers, and practitioners alike to continue their efforts in understanding and addressing the profound issues of climate change, social adaptation, financial and economic infrastructure, and skill development. This also gives us an insight, how we together, can shape a more adaptable and sustainable future for all.