



NTS-India Reaffirms...

*E*ducation, as the *mother of all professions*, is expected to ensure incorporation of every *need* of the society as its *contents*. *Evaluation*, as a *cross checking mechanism*, is expected to find out whether the *outcome* of education facilitates the fulfillment of the *actual needs* of the country. To achieve this, certain *standards* or *benchmarks* are required. But in many cases, evaluation becomes insignificant in the absence of any pre-set criteria or specification of standards and benchmarks.

The *demands* for evaluation that are pouring into the CT & E from various organizations of the country and abroad are of different types. Some of them could be seen as related to *content inputs* such as *subject matter* (eg. curriculum, textbook, programme), *person's growth* (eg. teacher, learner, developer), *societal needs* (eg. modernization, national integration, productivity). Some are concerned with the *strategies* (procedures) or *road maps* (work plans) or *instruments* (means) or *techniques* (mechanism) or other such paraphernalia. Many of them are pertaining to decision-making at various *levels* of education for the purposes of *admission* or *certification* or *employment*.

It may be noted that these demands are of multiple nature that encompasses the entire system of education involving their *contents*, *methods*, *purposes* and the *levels*. The initiatives often attempted to meet all such *demands* have ended up mostly with *ad hoc solutions*. This leads only to the mushrooming of coaching centres without any long term solutions having far reaching effects. As a result, the *actual needs* of the society take only a back seat, and the creation of a scientifically evolved centralized mechanism to tackle all such *demands* on a permanent basis is sidelined despite a provision for this in the *National Policy on Education* (NPE).

In view of this situation, for the first time in the history of this country, a *comprehensive* working plan has been initiated for the creation of a *single competent agency* as a permanent *statutory authority* with an objective of evolving and establishing *common reference points* (to equivate with or to have a comparison) in every subject of study, for various purposes, and at every level of education. Such agency is suggested to be an *independent* one from all the *Universities* and *School Boards* so that it could serve as a precursor to facilitate academic excellence, individuality, and competitiveness among them. It would also pave a way for the *delinking of degrees* from jobs as perceived in the NPE.

Since it is a massive task of gigantic nature, it needs to be taken up as a *major initiative* like the national telecom revolution, national rural employment guarantee scheme, sarva shiksha abhiyan, etc. Otherwise, it would remain only as a dream. It is hoped that the vision and willingness of those concerned would only make this dream a reality.

On the eve of this Newsletter stepping into the *third year*, NTS-India reaffirms its commitment to create a mass movement on *quality maintenance* and also to initiate all possible steps to evolve and install a *centralized mechanism* for academic *auditing* and *accountability*. This is the only way out to achieve the much talked about *quality* in education, and *equality* as enshrined in the Constitution.

- Editor

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‘ NTS-India is playing a vital role in Indian Education System ‘ opines *Shri L.K. Atheeq*

7th December 2009

Shri L.K.Atheeq (Former Director, Sarva Shiksha Abhiyan, Karnataka and presently on Central Government assignment, at PMO, South Block, New Delhi) visited NTS Headquarters, CIIL, Mysore on 7th December 2009 for an interaction with NTS staff.

Speaking on the occasion, Shri Atheeq said that there was a need for common standards and accountability mechanism to judge the quality of education in the country. He expressed that NTS was playing a very important and crucial role in improvising Indian education system by doing an important work with more visibility in the direction of test preparation. He added that evaluation is an essential component for every teacher. The teachers should understand the various aspects of evaluation in its entirety so that they could set better questions. He also observed that nowhere in this country, this kind of work on evaluation system was taking place, and definitely NTS has made a good beginning with its variety of activities.

He further added that there was a need to convince policy makers and experts in this field, so that the idea could be carried forward to the universities, academicians, and people of different walks of life. He hoped that the country would be benefited from the initiatives of NTS team and all universities and colleges in India would accept it and take it forward. He opined that many universities have evaluation centres, but the approach to examination and evaluation system was not adopted in a scientific way. The examiners at the university level while setting questions were not giving coverage to all aspects of evaluation. In this direction, more efforts were needed to build up a bank of specialists in evaluation and also to teach this area in a systematic and formal manner. Universities were also required to offer courses and degrees in evaluation.

Shri Atheeq lauded the work done by NTS team under the leadership of Prof. Pon Subbiah who has taken this challenging task by continuously working in this field. He observed that the website of the centre was very informative and appreciated the application software developed by the NTS for instant construction of tests of different types by generating parallel forms.

Earlier, Dr. M.Balakumar (RRO, CIIL) welcomed the gathering. The guest was introduced to the audience by Dr. Biresh Kumar (RP, NTS). After felicitation, Prof. Pon Subbiah (Head, NTS) briefed the objectives and activities of CT & E as well as of NTS. The steps taken for creating a comprehensive basis for evaluation were also highlighted. He also explained about the Regional Field Units (RFUs) which were created to build up national consensus for the materials and methodologies developed, disseminate information, prepare tools and scales, administer them in the field, collect data and make analysis for standardizing them. Following this, the centre's website (www.ciil-miles.net) and the application software (MILES retrieval system) were demonstrated by the technical team of NTS. The programme was concluded with a vote of thanks by Mr. M.Saravana (SRP, NTS).



The Head, NTS, briefing about the activities of NTS to the Dignitary

R&D

Research and Development

- To undertake in-depth analysis of the concepts of measurement & evaluation in the context of education
- To identify the content inputs & consequential effects of teaching, and learning
- To interrelate the outcome with the objectives of education and the actual needs of the country
- To develop appropriate methodology to meet all the evaluation needs.

Current Activities

Workshop on developing Indian language parallels of CCGS

8th to 19th December 2009

One of the objectives of NTS-India is to develop Concept based Continuum of Graded Syllabi (CCGS) in language and literature applicable to all the seven levels of general education. Accordingly, the NTS has formulated a model framework of CCGS on the basis of the General Frame of Reference (GFR) developed for the purpose of assessing mastery of language and literature and subsequently personality through language and literature.

The distribution of the dimensional factors of language and literature for all the seven levels of general education was completed for the main frame in English in the earlier workshops. In order to extend the same into the 3 Indian languages viz., Hindi, Tamil and Urdu, a workshop for preparing the parallels into these three languages (except Tamil language part) was held for 5 days from 8th to 12th December 2009 at CIIL, Mysore which was later extended for 7 more days upto 19th December for completing the work.



A view of scholars actively involved in the Workshop

The scholars participated in this Workshop are Prof. M.Gnanam and Dr. Pallava Vishnu (CHI, Mysore Centre) for Hindi, Prof. R.Panneerselvam (Retd. from Karnatak Univ., Dharwad), Dr. N. Nadaraja Pillai (Retd. from CIIL, Mysore), Prof. Mariyappan (Retd. from Govt. College, Kancheepuram, TN) for Tamil and Prof. Masood Siraj (University of Mysore, Mysore), Dr. Abdul Rahman Khan (Retd. from DIET, Mysore), Dr. Fatima Zahara (Principal, Govt. Degree College, Hassan) for Urdu. The NTS was represented by Dr. Biresh Kumar (RP) and Mr. A.K.Gautam (JRP) for Hindi, Dr. G.M.Ansari and Dr. Jamshed Ahmad (JRPs) for Urdu. Mr. N. Jeykumar, and Ms. D. Manivasuki (DEOs) of NTS assisted them.

The programme was coordinated by Dr. M.Balakumar, and the overall guidance was provided by Prof. Pon Subbiah.

S&D

Survey and Documentation

- To collect, consolidate, and create an electronic grid of information pertaining to contents, methods, and purposes of evaluation
- To enlist the contact particulars of individuals and institutions involved in preparing and using different types of tests
- To develop a grid of material resources with syllabi of various courses and question papers there on, at different levels of education
- To build up a specialized library with rare reference on this area and documenting various related news items.

Current Activities

- NTS-India has developed an application software for its internal use. The purpose of this software is to facilitate the users to perform quickly the daily clearance of letters received from various sources to the corresponding sections or concerned persons. This is useful for storing, documenting and retrieving the information related to the communications received. This is also used for sorting out the communications received based on certain criteria to trace their whereabouts.
- The specialised library housed in NTS is gradually procuring and documenting reference materials on testing & evaluation. During the month of December about 30 reference materials (including dictionaries and encyclopedias) were procured and documented. Mr. R. Balakrishnan (JRP-Library) of NTS is working on this.

- To evolve a mechanism for providing periodical training and to create specialized expertise
- To develop teaching cum training modules in various branches of evaluation
- To produce supplementary materials such as documentary films, charts, tables, etc.
- To extend consultancy on various matters related to testing and evaluation.

Current Activities

Workshop for Documentary Producers

15th to 16th December 2009

As part of dissemination of information, the NTS-India intended to produce documentary films on various aspects of testing and evaluation.

In order to identify the potential producers, 10 film makers were short listed and invited for a two day workshop held from 15th December 2009. Out of those invited, only 7 producers namely Mr.Virendra Valsangkar (Pune), Mr. Goutham Sharma (Kolkata), Mr. Vishnu Nagarjan (Chennai), Mr. Amshan Kumar (Chennai), Ms.Madhuri K.Shivangi (Bangalore), Ms. Arathi, and Ms. N.S.Sandhya (both from Mysore) attended the workshop.



Prof. Pon Subbiah (Head, NTS) briefing the producers during workshop

For assisting the NTS, a selection committee consisting of Dr. R.Subbakrishna (RRO-CIIL, Head-Bhasha Mandakini), Dr. N.Nadaraja Pillai (Subject Expert), Mr. Somyajit Gupta and Mr. Deb Kamal Ganguly (Senior Consultants (Tech.), Bhasha Mandakini, CIIL), and Dr. M.Balakumar (Coordinator, NTS Programmes) was constituted and they were present through out the workshop.

On the first day, the Head NTS explained the objectives and activities of the NTS. He also highlighted the need, the kind of users, and the uniqueness of these documentaries. The concepts of Aptitude, Achievement, Proficiency and General Evaluation were explained in detail. On the second day, all the producers were asked to give a 10 minute presentation on the topics of their choice (out of the list provided by the NTS) in the presence of the selection committee. The presentations were assessed on the basis of the criteria set for this purpose i.e., understanding of the concepts; sequence of presentation; techniques to be adopted, time duration for completion, cost involved, etc. Considering the overall performance, the potential producers will be identified by the committee and they will be invited for further discussions.

The programme was coordinated by Dr. R.Senkuttuvan (RP), and Dr. G.M.Ansari (JRP) of NTS in consultation with Dr. M.Balakumar. Ms. Lepakshi (Asst. in general section) assisted them. Overall guidance was provided by Prof. Pon Subbiah.

- To disseminate the R & D outcome at the grass root levels
- To ensure wider participation for building up national consensus on materials and methodologies
- To identify scholars and undertake the process of item preparation, test construction, field administration, data collection, and standardisation (of tests) for establishing norms.

Current Activities

Preliminary Orientation Programme at NAMM Hr. Sec. School, Ramnad, TN.

26th December 2009

NTS Regional Field Units [No. T-9A] of the Tamil speaking regions meant for school education, was established in the campus of National Academy Montessori Matric Higher Secondary School, Pattinamkathan, Ramanathapuram, TN. It was formally visited and preliminary orientation given to the teaching staff of the school by Prof. Pon Subbiah (Head, NTS).

An extensive lecture on evaluation, its methods, techniques, and the activities that are expected to be carried out by the RFUs was delivered by Prof. Subbiah. Also, he clarified the doubts raised by the participants during the

interactive session. Mrs. M.Rajamuthu (Principal of the School) welcomed the gathering. Mrs. V.Jeyalakshmi (Principal, NAS, ICSE, Ramnad) introduced the guests and Mrs. Tamilarasi (faculty of Tamil) proposed vote of thanks. Mrs. Josephine Selvi (Vice Principal of the School), Dr. A.Sankaralingam (Local Coordinator of RFU), and Mr. Senthil Kumar (faculty member) were also present on the dais.



Prof. Pon Subbiah and his team with the staff of Ramnad RFU

During the post lunch session, a press conference was arranged by the institution. All the queries raised by the journalists were clarified by the Head, NTS. Others who represented the NTS were Dr. G.Sandhya Nayak and Dr. Md. Rizwan (JRPs). This Field Unit has the jurisdiction of Sivagangai, Ramanathapuram, Karaikudi, and Virudunagar Districts of TN.

GIA

Grant-in-Aid

- To create awareness among the members of the teaching community on this essential component of testing and evaluation
- To encourage the individuals and institutions (involved in this specialized work) by extending financial assistance
- To facilitate developing trained materials, methodologies, and manpower to meet various evaluation requirements.

Financial Assistance under NTS-GIA

In order to encourage individuals as well as institutions involved in developing materials and imparting training in the area of testing and evaluation, the NTS-India provides lumpsum grants as per the terms and conditions specified under this sub-scheme.

Subsequent to the suggestion of the expert committee in the interactive meeting (for the applicants seeking Grant-in-Aid) held during the month of November, NTS intimated the scholars to send the revised proposal after incorporating the suggestions and modifications. Accordingly, NTS has received 11 proposals for further scrutiny.

GIA for North-East Region

A portion of the GIA funds has been earmarked for North East Region. For this purpose, NTS has sent a separate circular to all the Universities located in that region with a request to display the same on their notice boards and also to circulate it among the faculty of various disciplines.

D&PDF

Doctoral and Post Doctoral Fellowships

- To promote advanced studies in the multidisciplinary area of testing and evaluation
- To extend financial support and to create a band of specialized manpower in every discipline, and in every region of the country to meet the shortage of trained manpower
- To evolve a system of eclectic intelligentsia by pooling together the potentials available across the disciplines

Orientation for NTS Research Fellowship Awardees

As per the terms and conditions of NTS-fellowship sub-scheme, the awardees should be available for orientation at the NTS H.Qrs., Mysore for 90 days every year. To fulfill this requirement, 8 doctoral & 2 post doctoral fellowship awardees of 2007-08, and 9 doctoral & 1 post doctoral fellowship awardees of 2008-09 were present in the H.Qrs. during the month of December 2009 and received guidance from the academic staff of NTS.

Workshop for NTS Fellowships 2009-10

In order to promote advanced studies in the interdisciplinary areas of testing and evaluation, the NTS-I has instituted 30 Doctoral and 15 Post Doctoral Fellowships per annum for the young researchers from various disciplines of study. They are expected to have studied either Hindi, Tamil or Urdu as one of the languages upto +2 in case of professional courses, and upto degree level in case of other courses. A committee was constituted to scrutinize and shortlist the applicants who could be invited for a discussion in a workshop. In order to identify suitable candidates from among the applicants from Hindi, Tamil and Urdu speaking regions, 3 interactive workshops (language-wise) were conducted at CIIL, Mysore. The suitability for the award was assessed on the basis of various tests and assignments apart from the oral presentation made by the individuals. The details are as follows :



A view of the participants of the workshop (Tamil group)

1. For Tamil Speaking Regions

1st & 2nd December 2009

Out of the 39 shortlisted applicants (31 Doctoral & 8 Post Doctoral) invited for workshop, only 33 (27 Doctoral and 6 Post Doctoral) attended the workshop. The scrutiny committee consisted of Prof.R.Panneerselvam (Retd. from Karnatak University, Dharwad), Dr. N.Nadaraja Pillai (Retd. from CIIL, Mysore), Prof. C.Shanmugom (Retd. from Bharatiyar University, Coimbatore), and Prof. M.Susheela (Retd. from Tamil University, Thanjavur).

2. For Hindi Speaking Regions

4th & 5th December 2009

Out of the 31 shortlisted applicants (28 Doctoral & 3 Post Doctoral) invited for workshop, only 13 (12 Doctoral and 1 Post Doctoral) attended the workshop. The scrutiny committee consisted of Prof. M.Gnanam (CHI, Mysore), Prof. Tippeswamy, and Prof. V.D.Hegde (both Retd. from University of Mysore, Mysore).



A view of the participants of the workshop (Hindi group)

3. For Urdu Speaking Regions

10th & 11th December 2009

Out of the 21 shortlisted applicants (19 Doctoral & 2 Post Doctoral) invited for workshop, only 12 (10 Doctoral and 2 Post Doctoral) attended the workshop. The scrutiny committee consisted of Prof. Masood Siraj (UOM, Mysore), Prof. Mahajabeen Najam (Maharaja College, Mysore), and Prof. Vazeera Begum (Maharani's Science College, Mysore).



A view of the participants of the workshop (Urdu group)

These workshops were coordinated by Dr. M.Balakumar (RRO, CIIL), and Dr. R.C.Maurya (SRP, NTS). Dr. T.Janaki, Dr. Rizwan, Mr. A.K.Gautam (JRPs, NTS) and Ms. Hayath Afza (Asst. in the general section) assisted them. Overall guidance was provided by Prof. Pon Subbiah (Head, NTS).

News Capsule

Short-Term Project :

The young scholars participating in the Short-Term project were given on-the-job training /orientation in the area of testing and evaluation by the Head and the academic staff of the NTS-I. They were drawn from the disciplines of linguistics, language, literature, education, psychology, statistics, etc. The thrust areas of training include identification of resources, data collection, question writing, IFC parameters, etc. This was followed by practical assignments. About 60 scholars from all over the country participated in this ongoing programme during this phase.

Programmes for January

- Ms. Usha Rajeswari, a Chennai based documentary producer is scheduled to visit NTS on 4.1.2010 for discussion with the Head, NTS on Documentary on Proficiency Tests for employment.
- On invitation, the Head, NTS is scheduled to deliver key note address in the Workshop on Evaluation Strategies organized by Hindi-Urdu Flagship, University of Texas at the American Institute of Indian Studies, New Delhi on 7.1.2010.
- Preliminary Orientation Programme to the academic staff associated with the RFU is scheduled at Government Mahakoshal College, Jabalpur, MP on 8.1.2010.
- Preliminary Orientation Programme to the academic staff associated with the RFU is scheduled at St. Joseph College of Education, Ooty, TN on 16.1.2010.
- NTS-GIA Workshop for North East Region is scheduled for 2 days at the NTS Hqrs. from 22.1.2010.
- NTS-GIA Workshop for RFU representatives is scheduled for 2 days at the NTS Hqrs. from 29.1.2010.

NTS Activities for the year 2009 : A Bird's-Eye View

- **Concept based Continuum of Graded Syllabi (CCGS):** Conducted 13 workshops on CCGS in Hindi, Tamil and Urdu. The major, minor, and sub components that constitute the concepts of subject matter, human traits, and societal needs have been identified and outlined. The dimensions associated with those components have also been identified in order to distribute them among all the 7 levels of general education. The basic reference materials (both for language & literature) meant for all the 7 levels were first developed in English. It was later modified appropriately to suit Indian Languages - Hindi, Tamil and Urdu. At present 42 (i.e., 7 x 2 x 3) + 14 volumes of CCGS (pre-final version) are available as working models which were developed gradually.
- **Test Frames :** Conducted 3 Workshops for developing test frames. In this connection, NTS-I surveyed all popular tests that were conducted across the globe and could classify them under three broad categories - *Aptitude* tests, *Achievement* tests, and *Proficiency* tests. The purposes of these three tests are to provide *Admission*, *Certification* and *Employment*.
- **Training Modules :** The preparation of 80 training modules covering various aspects of testing and evaluation has been taken up by NTS. The topics of these modules have been listed under the following *six* broad categories viz., *Preliminaries*, *Contents*, *Methods*, *Purposes*, *Computer aides* and *Influencing factors*. Many of them are at various stages of their preparation.
- **Item Preparation :** 3 training programme cum workshops (2 at NTS HQrs., Mysore and 1 at the RFU located in National College, Trichy) have been conducted for this purpose. More than 80 Scholars representing multidisciplinary areas participated. They were drawn from various institutions located across the country.
- **Documentary Films :** Conducted 4 programmes for the production of documentary films on Testing & Evaluation. 2 documentary films viz., *Achievement Test* for certification, and *Proficiency Test* for employment have been produced. It is also proposed to produce more documentary films on various topics on evaluation in future.
- **National Conventions :** Conducted 2 National Conventions one at IIMC, Delhi and another at the University of Madras, Chennai, towards building up of national consensus on the materials and methodologies developed by the NTS. Prior to these conventions, there were also a series of pre-convention meetings which took place at Agra, Delhi, Mysore, and Chennai. The Conventions were attended by about 200 scholars from premier institutions.
- **Short Term Project:** About 80 young researchers were provided on-the-job training on item writing in Hindi/ Tamil / Urdu by organizing a training cum workshop in multiple phases. They were given orientation about the CCGS, GFR, and IFC parameters. The materials prepared by them are being modified and stored in the database.
- **Grant-in-Aid:** 3 interactive workshops were conducted for the applicants of NTS-GIA from the linguistic areas where the 3 languages viz., Hindi, Tamil and Urdu are in active use. 31 applicants were identified for extending financial support under GIA. They represent Andhra Pradesh, Delhi, Jammu and Kashmir, Karnataka, Kerala, Madhya Pradesh, Orissa, Tamilnadu, Uttarkhand (Dehradun), and Uttar Pradesh (Allahabad, Aligarh, Lucknow). In all about 20 programmes have been conducted by the grantees under NTS-GIA sub scheme.
- **Dignitary Visits:** 7 consultancy meetings with special category of invitees were arranged for availing consultancy and feedback on NTS work. The invitees include Chiefs of Institutions, Senior Academic Luminaries, Evaluation Experts, Chief Executive Officers, Advisors to Govt., and Chiefs of Regulatory Organisations, Recruitment Boards, etc.

Regional Field Units :

Inspection: 22 applicant institutions were inspected by different teams of NTS. Based on the inspection reports, suitable institutions were identified for establishing the RFUs of NTS.

Establishment: Total no. of RFUs proposed is 60. As of now 42 have been established, of which 11 have been established during this current year. The distribution is 2, 6, and 3 for Hindi, Tamil, Urdu speaking areas respectively.

Orientation Programmes: 16 Orientation programmes were conducted for the RFUs located in Darbhanga, Patna (Bihar), Dehradun (Uttarakhand), Tiruchengodu, Madurai, Palayamkottai, Vilupuram, Karaikudi, Chennai, Ramanathapuram, and Erode (Tamil Nadu), Pondicherry (Pondicherry), Khazipet (Andhra Pradesh), Hubli (Karnataka), Srinagar, and Jammu (Jammu & Kashmir).

Introductory Meeting: 5 introductory meetings were conducted for the representatives of the newly created RFUs and they were given a briefing about the activities that are expected to be carried out by the RFUs.

Intermediary Visits: Interim visits to 7 RFUs located in Hindi, Tamil, and Urdu speaking areas to verify their functioning.

Research Fellowships: 5 programmes / interactive workshops were conducted for the applicants from Hindi, Tamil, and Urdu speaking regions. The purpose was to scrutinize, shortlist, identify and select suitable researchers for the award of doctoral and post doctoral fellowships during 2009-10. A total of 31 applicants have been selected for the award. Proposal for extending this facility to NER has also been initiated separately. The selected applicants are from the disciplines of linguistics, literature, bio-chemistry, bio-science, bio-technology, management, and botany. The Institutions represented are : Patna University, Ranchi University, JNU, PILC, MKU, University of Madras, Tamil University, Bharatiya University, M.S. University, AMU, Gandhigram University, CCSHA University, Banasthali Vidyapith, VIT University.

NTS Library: Established as a specialized library on testing and evaluation with a collection of about 3500 volumes which include the books on measurement, assessment, accreditation, examination, and evaluation. There are also theoretical and practical books on language & literature, education, psychology, computer education, statistics, biographies, etc., besides a rich collection of reference materials like general and specialized dictionaries, & encyclopedias. About 500 specialised books have been procured during 2009.

Recruitment Workshops: Conducted 6 recruitment workshops to identify suitable candidates for various positions of the NTS (both academic and non academic).

Review Meeting: A meeting for reviewing various projects and schemes being implemented by the CIIL was held at MHRD, Delhi. The Head NTS presented the activities undertaken by NTS in detail. Dr. Anita Bhatnagar Jain, JS(L), Mr. R.P.Sisodia, Director (L), Mr.K.P.J.Gerald, Under Secretary, Mrutunjaya Das, Section Officer of the MHRD, and the Director of CIIL were present.

NTS-Websites: Created a website www.ciil-ntsindia.net exclusively for NTS (in addition to the centre's website for MILES www.ciil-miles.net which is already in use). The pre-launch testing of the NTS website has already been completed, and its official launch is awaited.

Database & Retrieval System: The formulation of a huge database consisting of teachable and testable units is under progress. The development of a software for retrieval of information and instant construction of tests is also in progress.

Newsletters: Copies of NTS Monthly Newsletter, that commenced its publication in Jan 2008 are being circulated continuously among 18,000 elites in order to create an awareness among the academics, researchers, employment providers, administrators, and decision makers in different fields.

Brochure : Information Brochures on testing & evaluation in English, Hindi, Tamil, and Urdu are circulated. Also, a separate NTS-Handbook is in the pre-publication stage.

Extending Consultancy: On invitation from Yashpal Committee, Head, NTS attended the meeting at the IIM-B to discuss the draft report of the committee. Consultancy was also extended to various institutions and individuals as and when required in person as well as in absentia (eg. e-mail, fax, telephone, etc.).

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