

**National Defence College
(Ministry of Defence)
New Delhi, India**



Course Handbook - NDC 63

(i)

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NATIONAL DEFENCE COLLEGE

NEW DELHI

COURSE HANDBOOK – NDC 63rd Course

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SECTION – 1

HISTORY

It is hoped that inputs at the National Defence College would enable one to get a wider vision of thought and proper coordination of minds which are essential at any position of responsibility and leadership. A country without the wider vision cannot function as a topclass country. It is not merely expert knowledge in each individual field, but the coordination of knowledges which helps in understanding of the world and its future. This is the vision that the institution must strive for. "

- Pandit Jawaharlal Nehru

(during his inaugural speech on 27 Apr 1960)

1.1. The National Defence College (NDC) located at New Delhi, is India's apex institution of learning for the study and practice of National Security and Strategy. Established in 1960, it has over the years earned a reputation for excellence and gained world renown. It is dedicated to the intellectual development and strategic enculturation of selected senior officers of the armed forces and civilian government services of India and those from foreign countries, for higher leadership positions and responsibilities.

1.2. After Independence, when the higher defence organization of the country was being reviewed, a need was felt for a larger number of officers trained to tenet higher appointments in the growing armed forces of a nascent but proud nation. In 1956, the Estimates Committee of Parliament recommended setting up of an institution on the Lines of the Imperial War College, UK where senior officers of the Defence Forces used to be sent for higher training. The armed forces found an enthusiastic support from Prime Minister, Pandit Jawaharlal Nehru. He realised that strategic thinking was not an inborn talent but that can be learnt, cultivated and practiced. He understood the importance of formal learning, work experience, dialogue and co-ordination between intuition and analytical thinking, for developing a class of strategic thinkers who would take the lead in nation building and national security. He encouraged the idea of establishing a higher institute of learning for officers from all the branches of the government including military, bureaucracy, think-tanks, strategic establishment & industries.

1.3. Eventually the proposal to establish the NDC was approved by the Defence Committee of the Cabinet on 06 May 1959 followed by the formal orders by the Minister of Defence on 15 September 1959 and the NDC was established on 27 April 1960. The directive stated, *"the sanction of the President is accorded for setting up of a National Defence College in India for providing instruction to senior service and civil officers in the wider aspect of higher direction and strategy of warfare"*. NDC was formally inaugurated by Prime Minister Pandit Jawaharlal Nehru. While inaugurating the College on 27 April 1960, he said:-

"...Defence itself is not an isolated subject. It is intimately connected with the economic aspects, industrial aspects, and many other aspects in the country ... India today has become positively and actively defence-conscious, more than at any time since independence. Our desire is to continue to live peacefully and co-operatively with all our neighbours. Nevertheless, no defence apparatus can exist in a purely idealistic way. It has to be very realistic and remain prepared for any emergency. National Defence College has become a positive necessity to meet defence problems as they are likely to be in the future."

1.4. Keeping in mind the situation and security environment prevailing at that time, Pandit Nehru, the great visionary that he was, outlined the importance of a broader defence strategy. He stressed this as a necessity to meet new dangers of "continuing nature" on India's frontier. Realising the importance of effective coordination between the defence services and the economic, industrial, administrative and foreign policies of any state, he emphasised that the College had to develop a broader outlook and understanding, which should translate into a more holistic strategy. Lt General K Bahadur Singh was appointed as the first Commandant of the College.

1.5. Since its inception, the College has trained 4223 officers. The inaugural course in 1960 had 21 Course Members, which over a period of time increased to 110 Course Members since 2021 and from NDC 62nd course the course strength increased to 120. In the last 60 years so far 70 countries have been represented at the NDC.

SECTION - 2

AIM AND ROLE

Aim

2.1. To equip future policy makers with the background necessary for a broad understanding of the varied social, economic, political, military, scientific and organisational aspects involved in the planning of National Strategy.

Ends and the Role

2.2. The NDC mission statement is - 'Fostering National Security and Strategic Leadership'. The role of NDC thus is:-

- (a) To provide a facility to bring together selected senior officers from various organisations of the Government of India and Friendly Foreign Countries for the purpose of giving them a structured exposure to diverse issues related to national security of a modern state, in general, and India, in particular.
- (b) To facilitate individual development of selected senior officers of the Indian and Friendly Foreign Armed Forces, Indian Civil Services, and other selected organisations nominated for the Course at the NDC by providing the necessary academic environment related to national security issues.
- (c) To develop a thorough, and lasting mutual understanding between different organisations of the Government of India and selected foreign countries by creating the necessary working environment and opportunities for development of such understanding between officers undergoing the Course at NDC.
- (d) To be an instrument of the Government of India to foster better understanding, mutual co-operation and desirable linkages in the national, regional and international security related fields with friendly foreign countries.

2.3. The College seeks to achieve this by retaining its distinct Indian character while staying abreast and adapting continuously to the changing world. It provides a research based intellectual environment for experiential learning and strategic enculturation.

2.4. The desired outcome for the participants of the National Security and Strategy course is to achieve a holistic understanding and knowledge of matters related to national security in an international context for strategy development, policy formulation and implementation. It seeks to hone analytical skills and the vision to assume higher responsibilities at the strategic leadership levels, forge and build enduring bridges of friendship and co-operation across domains, organisations and countries.

The Ways

2.5. The three defining characteristics which makes NDC unique are Chatham House Rules, non-gradation of performance and a level playing field. Course officers are known as "members", as after graduating they have an association with NDC for life. During the course all members, irrespective of rank, seniority and position, address each other strictly by their individual first names. Also, service uniforms are not worn, except for special occasions, to deliberately break individual distinctions, and underscore the fact that all members are equals at the College. This egalitarian approach creates a convivial atmosphere that allows a free and frank exchange of knowledge, while building mutual respect, trust, faith and friendship.

2.6. The personal qualities, skills and breadth of experience of the members are therefore a vital feature of the collective learning process during the Course which provides the opportunity to learn from one another. Every course drawn from the variety of services, organisations and the large number countries, brings together an immense resource pool of knowledge, skills and experience. This creates a conducive environment where members are encouraged to challenge their own assumptions, opening their minds to new and often contrary perspectives. The College believes in providing an alternative to the structured, hierarchical and organisational group-think culture, by nurturing original and innovative points of view, ideas and thoughts. Members are also encouraged towards strategic self-development, critical reflection and analytical skills. To enable all this, members are expected to always conduct themselves in a manner which is consistently polite, respectful, engaged and empathetic, and which never makes a colleague feel uncomfortable or offended. This is the NDC Way.

The Means

2.7. NDC employs a variety of incremental and layered, active and passive educational enablers. These include preparatory reading, single and panel guest lectures, SDS mentored Integrated Analysis Group discussions, seminars, central discussions, member led studies and presentations, collaborative work, study tours and visits, case studies, practical exposure, strategic game exercises, agile strategic analysis tasks and a variety of formal written work. Active interaction of members with the Commandant, SDS, Adjunct Faculty, Madras University Professors, visiting Subject Matter Experts, and other College staff is strongly encouraged. So too is self-directed learning, research and reflection, which is fundamental to making the most of the NDC experience. Additionally, the College also offers many other routes through which a member may further enrich their individual development. These include arrangements with Think Tanks where members can access their resources, interact and attend talks and seminars.

2.8. Looking beyond the central course curriculum, NDC opens members and their families to a wide variety of social, cultural and sporting events that makes the NDC experience far deeper and broader. Members are very much encouraged to take the initiative in setting up their own educational and recreational endeavours alongside College activities. Given that most members come to NDC from hectic and professional assignments and responsibilities in the respective Services and organisations, the Course provides an excellent opportunity to pause, reflect, recharge and grow, in the whistle-stop journey of life.

SECTION - 3

COLLEGE ORGANISATION

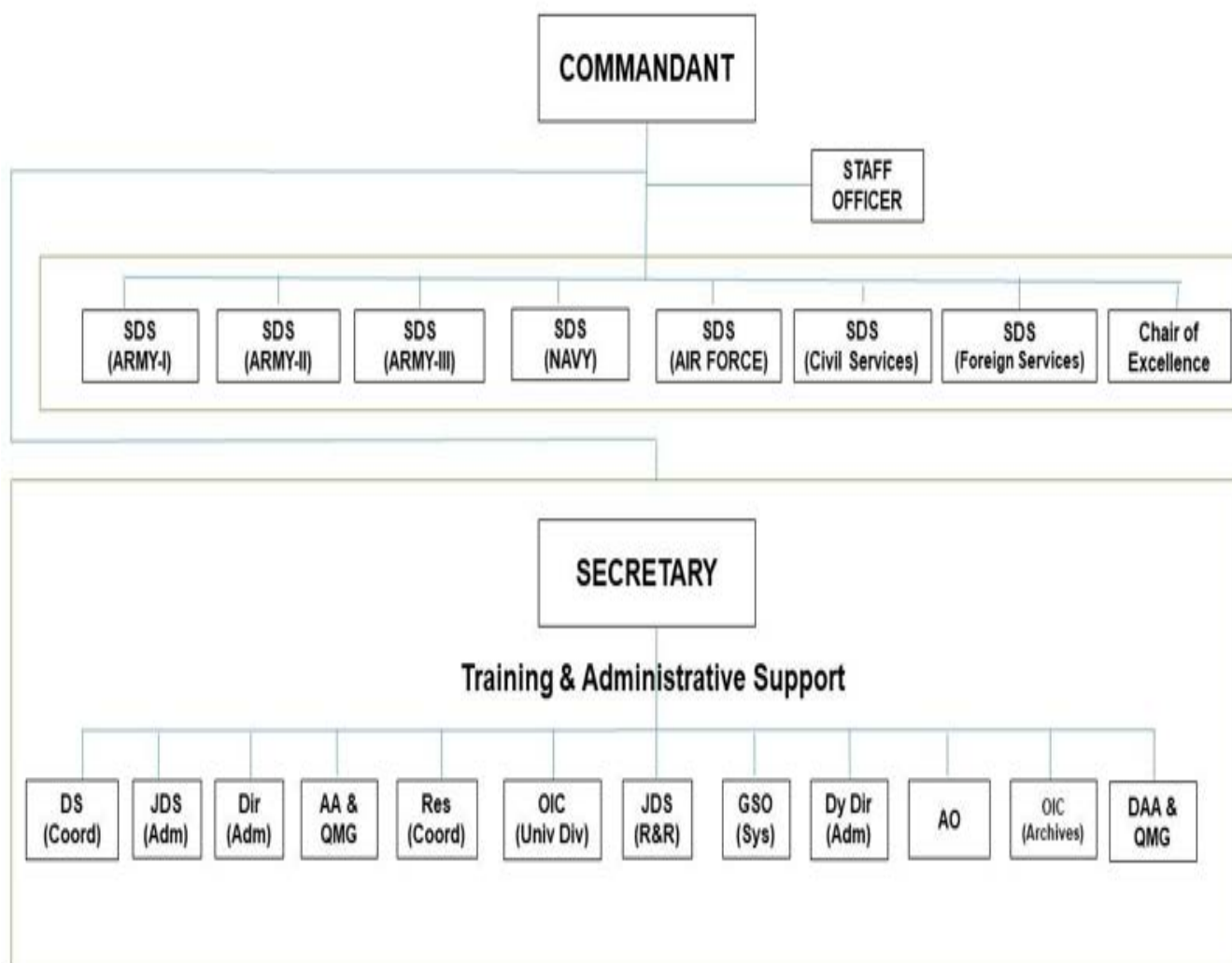
Command and Control

3.1. The NDC function directly under the Ministry of Defence. The NDC is an Autonomous Organisation reporting to the Raksha Mantri through the Defence Secretary. For local administrative control, the College comes under the Headquarters (HQ) Delhi Area.

Organisation

3.2. The NDC is headed by the Commandant, who is assisted by the Faculty which includes the Senior Directing Staff (SDS) to handle the training affairs. The administrative structure at the NDC is headed by the College Secretary. The organisation chart of NDC College is as under:-

ORGANISATIONAL STRUCTURE



The College Crest

3.3. At NDC, officers from the Defence and Civil Services upgrade their knowledge from the mechanics of soldiering and administration to the level of conception of strategic ideas in the spheres of military, socio-political, economic and scientific fields. It was imperative that the crest had to integrate the significance of the efforts of these groups of hard working men and women. It was needed to serve as a symbol to represent the identity of NDC, and communicate its ethos and core values. The historical section of the Ministry of Defence was the first organisation to request a Crest for the College and worked on many concepts and forwarded a series of suggestions for its design along with paintings of proposed crests.

3.4. The approved design is that of the Lamp of Knowledge surrounded by the wreath of green Ashoka tree leaves with a superimposed Lions of Ashoka pillar. The motif of the crest printed on the cover is a 'Diya' – a traditional Indian lamp with four flames. The Diya symbolises the lamp of learning and the four flames represent the four main categories of scholars at the NDC, i.e. officers from the three wings of the Armed Forces and from the Civil Services, who undergo the training at the NDC. Below the crest is the College Motto.



College Motto & Flag

3.5. **Motto.** The College Motto in Sanskrit is “बुद्धिर्यस्य बलंतस्य” (Buddhiryasya Balam Tasya) a quotation from the Hitopadesa (2.122), a 12th Century work by Narayana written for students. It is difficult to translate this Sanskrit phrase into English as both “बुद्धिर्यस्य” and “बलंतस्य” have several connotations. However, the closest English translation means “One who acquires knowledge and wisdom acquires strength.”

3.6. **Flag.** Being an Inter-Services Defence institution, the College flag comprises of maroon colour base with the College crest in the centre. The same motif is used on the formation sign and car flag.

SECTION - 4

FACULTY AND STAFF

Faculty

4.1. The Commandant of the NDC is a three star General and is of the rank of Lieutenant General/ Air Marshal/ Vice Admiral. He is drawn from the three wings of the Defence Forces in rotation. Lt Gen MK Mago, AVSM, YSM, SM** is the Commandant NDC wef 01 Dec 2021.

4.2. The Faculty consists of seven officers of the rank of Major General or equivalent (two star) from the Army, Navy, Air Force and one each the Civil and Foreign Services. The College also from time to time has adjunct faculty member. The present incumbents are as follows:-

- (a) Rear Admiral Dhiren Vig, VSM, Senior Directing Staff (Navy).
- (b) Maj Gen Manoj Kumar, SM, Senior Directing Staff (Army-III).
- (c) Shri Priyank Bharti, IAS, Senior Directing Staff (Civil Service).
- (d) Maj Gen Hari B Pillai, Senior Directing Staff (Army-II).
- (e) Shri Birender Singh Yadav, IFS, Senior Directing Staff (Foreign Services).
- (f) Air Vice Marshal Tejbir Singh, AVSM, VM, Senior Directing Staff (Air).
- (g) Maj Gen Rajesh Moghe, Senior Directing Staff (Army-I).
- (h) AVM Arjun Subramaniam AVSM (Retd), President's Chair of Excellence.

Staff

4.3. The training and administrative structure at the College is headed by the College Secretary, who is of the rank of Brigadier (one star) from the Indian Army and an NDC alumnus. He is responsible for co-ordination of all training activities and administration of the College. Presently, the College Secretary is Brig AK Pundir, SM.

4.4. The other members of staff who assist the Secretary are as follows:-

- (a) Gp Capt JS Sreehari, Directing Staff (Co-ordination).
- (b) Capt GS Sidhu, Junior Directing Staff (Adm) and Mess Secretary.
- (c) Lt Col Siddharth Sharma, Assistant Adjutant & Quarter Master General.
- (d) Wg Cdr VS Rathore, (Research Coordinator).
- (e) Cdr Prashant Awasthi, OIC University Division.
- (f) Cdr Ankush Banerjee, Junior Directing Staff (R&R).
- (g) Lt Col Saurabh Tripathi, Staff Officer to Commandant.
- (h) Lt Col Samrat Nagar, Regimental Staff Officer to Commandant.
- (h) Sqn Ldr Vijit Pande, General Staff Officer (Systems).
- (j) Shri SP Srivastava, Offg Director (Administration).
- (k) Shri Dillip Kumar Rout, Deputy Director (Administration).
- (l) Shri Raj Kamal Arya, Administrative Officer.
- (m) Col SS Chhikara, OIC Archives.
- (n) Col KK Gwari, Deputy Assistant Adjutant & Quarter Master General.

SECTION – 5

COURSE MEMBERS

General Information

5.1. Participants on the National Security and Strategic Studies Course are addressed and referred to as "Course Members". The Course Members, include officers from the Indian Army, Indian Air Force, Indian Navy, Indian Civil Services and Defence Forces Officers from friendly foreign countries.

Course Members

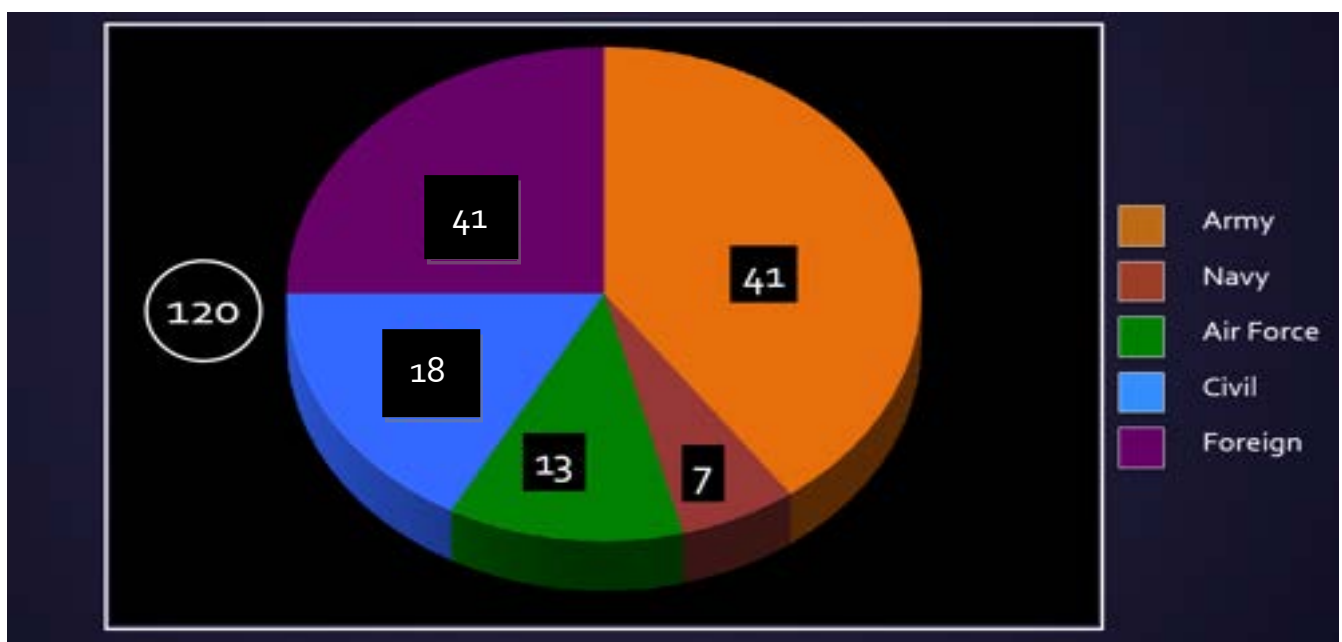
5.2. **Indian Army.** There are 41 Course Members from the Indian Army. They are of the rank of Brigadier.

5.3. **Indian Navy.** There are 07 Course Members from the Indian Navy. They are of the rank of Commodore.

5.4. **Indian Air Force.** There are 13 Course Members from the Indian Air Force. They are of the rank of Air Commodore.

5.5. **Indian Civil Services.** There are 18 Course Members from the Indian Civil Services. These include officers from Indian Administrative Service, Indian Foreign Service, Indian Police Service, Indian Revenue Service and other Central Services. They are of the status of Joint Secretary/ Director in the Central Government.

5.6. **Foreign Course Members.** There are 41 Foreign Course Members. They are from the defence forces/ defence department of friendly foreign countries.



SECTION - 6

TRAINING

General

6.1. The College conducts a 47 week course every year on “National Security and Strategic Studies”. The **63rd NDC** Course will commence on **02 Jan 2023** and will conclude on **24 Nov 2023**.

Course Curriculum

6.2. Course Curriculum comprises of Six Study modules divided into two terms, apart from two gaming exercises, strategic leadership capsule, strategic communication capsule, and a seminar. The course schedule is promulgated through annual block calendar and weekly training programmes, which are issued periodically. The six modules are as follows:-

- (a) Understanding India and Introduction to Strategy.
- (b) Economic Security and Science and Technology.
- (c) International Security Environment.
- (d) Study on Global Issues.
- (e) India's Strategic Neighbourhood.
- (f) Strategies and Structures for National Security.

A brief outline of each study is given in **Appx ‘A’**

6.3. **Strategic Gaming Exercise (SGE).** Two SGEs are conducted during the course. SGE-1 would be conducted during Economic Security and Science & Technology module and the scope would include social, political and economic issues. SGE-2 would be conducted during the last module and the scope would include issues of international security environment, immediate neighbourhood and national strategy. The SGEs are to be conducted for a duration of **04 - 05** days including one day utilised for preparations.

6.4. **NDC Seminar.** The College conducts a two-day seminar annually in the **first** week of July where in the Course Members would analyse and present a current strategic issue. These presentations would be subsequently published as a paper in the seminar journal.

6.5. **Strategic Communication Workshop.** Today's world being the age of information and technology, the modern day policy makers of the nation should know how to engage with media well and undertake strategic communication. Keeping this outcome in mind, a short capsule for three days is to be conducted. In this, a reputed media house and professional journalists are brought in to mentor the Course Members on various aspects of media including social media platforms.

6.6. **Strategic Leadership Capsule.** A two days Strategic Leadership capsule is conducted for each course, on various aspects of leadership including emerging concepts, decision making, inspiring leadership lessons, case studies etc. This would be done with a purpose to instil strategic culture and highlight leadership aspects to the course.

6.7. **Defence Innovation and Manufacturing Capsule.** A **three** days capsule covering various aspects of Procurement, Defence Industrial Complex, role of DPSUs and Private Sector and R&D in the Defence Sector; is conducted as part of Study on Economic Security,

Science and Technology for each course.

6.8. **Agile Strategic Analysis Task (ASAT).** During the eleven month period of the course, there are likely to be major events which will have a significant impact on the world's/ nation's future. These events provide an opportunity for the Course Members to critically examine the event and analyse it from a national/ international strategic perspective. These are to be done by the respective IAG groups through discussions or written work, with the aim to enable each member to carry out a self-appraisal, of the strategic analysis of the occurrence, or event, and its subsequent outcome.

Conduct and Methodology

6.9. Course encompasses Six Study modules each spanning between 5 to 10 weeks with lectures/ talks/ panel discussions. The methodology for the conduct of the modules is based on the developmental requirements necessary to enable the members to achieve their course objectives and outcomes. Basic guidelines for conduct of each of the six study modules are as under: -

- (a) Study would start with identification of issues for study and formulation of Study setting. Detailed background/ structure for study, objectives and various issues for consideration would be given out for each study module, through the study booklet (e-booklet only).
- (b) Course Members would be divided into **seven Integrated Analysis Groups (IAGs)** of **17-18** Course Members for each study, for the purpose of analysis, discussion and presentations under the guidance of a SDS. These groups are finalised based on certain basic pre-requisites such as the opportunity to work in different teams, requirement of a specialist/ subject expert in the group, etc. Following are the guidelines for conducting IAGs:-
 - (i) One member from each IAG is nominated as Coordinating Chairperson who is responsible for overall working of the IAG, for duration of the study module.
 - (ii) Each IAG has three sub-groups that evolve a paper and give separate presentations on the topic assigned in the study. Three members are nominated as Chairpersons (one from each sub-group).
 - (iii) IAGs are briefed by the SDS-in-charge on scope & structure of the study. Thereafter, Chairpersons and Coordinating Chairperson are responsible to work/ refer and interact to evolve the paper on topic assigned. They are also to draw out a schedule of meetings/discussions with concurrence of SDS-in-charge in the IAG Room.
 - (i) Co-ordinating Chairperson will be responsible for coordinating all IAG work as given in the weekly training programme. No absence from IAG meetings will be permitted unless authorised by the respective SDS.
 - (v) Co-ordinating Chairperson and Chairpersons are changed in every study so that each course member tenants the role at least once during the course.
 - (vi) If need so arises, the Coordinating Chairperson, in consultation with the SDS i/c can arrange a meeting/ online interaction with practitioners and/ or subject matter experts, exclusively for an IAG.

(c) Based on topics of each subgroup, talks/ panel discussions are organised/ coordinated for exposure to views of subject matter experts on the issues identified.

(d) With the inputs received, interactions with subject matter experts, references from the library and free-frank discussion & open interaction within IAGs under the guidance of SDS, a paper (3000-4000 words) is evolved on the issues in focus during the study. Finally, at the end of each study module, each IAG presents their respective paper to the College which is followed by a Central Discussion. The final IAG paper is to be submitted to DS (Coord) within seven days of completion of Central Discussion, duly vetted by SDS-in-charge of IAG. In case of any correction suggested by the SDS-in-charge, the same is to be corrected and put up within due date.

6.10. **IAG Papers and Publication.** The recommended IAG papers of a study are to be compiled into NDC journal “Kuutneeti” and also uploaded on the website.

Lectures and Panel Discussions

6.11. The College has an impressive list of visiting faculty/ subject matter experts and eminent persons from all spheres of activities related to national and international security issues. Lectures/ presentations/ panel discussions etc. by the visiting faculty are the most important part of training at the College. Following is the general format for Lectures / Panel Discussions:-

(a) **Lectures.** Lectures by the visiting faculty would be organised on a wide variety of topics related to the curriculum of ‘National Security and Strategy Studies’ and would be focussed on issues identified for discussion during the ongoing study. The lectures will be of one hour duration followed by a detailed question and answer session of the same duration. Course Members would interact with the Speaker during the tea break and during lunch, which is part of the daily routine at the College.

(b) **Panel Discussions.** On issues involving multiple viewpoints, the College will invite visiting faculty for a Panel Discussion by two or more experts. One of the panellists would be requested to moderate the discussion for approximately 90 minutes duration. The Panel Discussion would be followed by a question & answer session.

(c) **Opportunity Talks.** Opportunity talks by visiting distinguished personalities from within the country and abroad would be organised at the College. Visiting heads of States, Senior Military Officials and Ministers from foreign countries would usually deliver such opportunity talks. Question & Answer session and free interaction would follow, depending on time available with the visiting dignitary. Apart from this, Faculty Members/ Course Members with expertise in a particular field may also volunteer to speak on subjects of their choice. Topics are to be cleared by the Commandant/ SDS and talk scheduled in the training programme.

(d) **Online Talks.** In order to accommodate speakers from varied time zones, few training sessions are conducted online using MS Teams platform.

6.12. **Individual Work.** In addition to work done as part of IAGs, each Course Member is required to carry out following individual work:-

(a) **Thesis Writing.** Each course member is required to write a thesis of length not exceeding 12,000 words on a topic related to National Security. The topic is selected after interaction of the Course Members with the designated Guides and finally allotted by the College. The topics suggested by the College are based on inputs received from various government departments/ ministries to which the relevant theses are sent at the end of the course. The short listed Themes for NDC-63 would be available on the NDC website by 23 Dec 2021 and can be accessed at www.ndc.nic.in. The Course Members of the 63rd Course could accordingly come prepared for interaction with faculty.

(b) **Country Presentations.** Foreign Course Members are required to present their own Country for a duration of 30 minutes in the form of a Country presentation. This would include a focus on history, geography, political set up, industries, economy, defence and relations with India. Video and photographs could also be included in the presentation. Sponsor officers from India would assist the Foreign Course Members in these presentations. Spouses of Course Members would also attend this presentation, which would usually be followed by high tea hosted by the foreign members making the presentation.

Miscellaneous

6.13. Certain miscellaneous aspects of training which merit attention are given below:-

(a) Name tabs are to be worn during working hours and while on official tours/ visits and also during social functions. Name tabs are worn during social functions by the spouses too. The name tabs will be issued by the College.

(b) Course Members are required to provide their feedback on the talk of the day within 24 hours. This feedback is of significance as it has a direct bearing on the process of shortlisting speakers for future courses.

(c) Course Members are to give a study feedback to the DS (Coord) at the end of each study through their Chairpersons duly vetted by the SDS.

(d) Recording devices (audio or video), mobile phones, cameras, laptops/ tablets and brief cases are strictly not allowed inside the lecture hall. Chatham House rules are to be followed in letter & spirit.

(e) Adequate stationery will be made available to each Course Member. However, environment friendly policies at the College dictate a progressively reduced use of paper and increasing use of IT.

(f) Foreign Course Members will also wear name tabs on uniforms in case they do not wear these as part of their normal uniform.

SECTION – 7**UNIVERSITY DIVISION****Guidelines on Award of M Phil Degree by Madras University**

7.1. **General.** University of Madras has accorded recognition to the NDC for award of M. Phil Degree in “Defence and Strategic Studies”, vide University of Madras letter No. All/M PHIL (FT) Defence Studies/2006/1105 dated 23 Feb 2006. Duration of the course will be of one year (full time) on voluntary basis.

7.2. **Eligibility.** The eligibility conditions for the M. Phil Course as laid down by the University of Madras are as follows:-

(a) Officers must be on the posted strength of the NDC/ attending NDC Course/ NDC Alumni.

(b) The officers must possess a Post Graduate Degree in any discipline with a minimum of 50% marks in aggregate if qualified before 01 Jan 1991, and 55% marks in aggregate if qualified after 01 Jan 1991.

or

(c) Attended equivalent courses as mentioned below:-

(i) Army Higher Command Course from Army War College, India.

(ii) Navy Higher Command Course from Naval War College, India.

(iii) Air Force Higher Command Course from College of Air Warfare, India.

(iv) Higher Defence Management Course from College of Defence Management, Secunderabad, India.

(v) Foreign Staff Courses equivalent to the above mentioned courses.

(d) NDC alumni possessing the qualification as listed at para 7.2 (b) or 7.2 (c).

7.3. **Fees.** The fees for the M. Phil Course would be ₹ 8,000/- for an officer, who has completed his Post Graduate Degree from a recognised Indian University. An additional amount of ₹ 7,000/- (total of ₹ 15,000/-) will be charged in case the officer has completed his Post Graduate Degree from a recognised Foreign University. The fee may be paid by cheque (payable at par)/ DD in favour of “NDC University Division Fund” or by cash.

7.4. **Course Contents.** The M. Phil Course runs concurrently with the NDC Course on “National Security & Strategic Studies”, will consists of two parts.

(a) **Part I.** Examination/ submissions on the following subjects for assessment:-

(i) Paper-I : National Security (ASAT I & II).

(ii) Paper-II : Research Methodology (Written Examination)

(iii) Paper-III : On area of specialization (Thesis related submission)

(b) **Part II.** Thesis on the allotted subject.

7.5. **Action by Course Members Opting for M. Phil Degree.**

- (a) Forward their names to the University Division, NDC on reporting in the prescribed forms, duly completed. Forms will be provided by University Division to all course members on reporting at the College.
- (b) Deposit the following documents and the fees as applicable:-
 - (i) Two photocopies of Post Graduate Degree and Marks Sheet duly self attested or equivalent course certificate and marks sheet.
 - (ii) If Post Graduate Degree and Marks Sheet or equivalent course certificate are in any foreign languages, those should be translated in English and attested by concerned Embassies or competent authority.
 - (iii) Officers who possess equivalent course certificate (e.g. HC/HDMC), they should submit two copies of Graduation Degree and marks sheet also.
 - (iv) One Passport size colour photo in civil clothes.
- (c) Deposit the fee as applicable (i.e. ₹ 8,000/- or ₹ 15,000/-).

SECTION - 8

TOURS

Nature and Scope

8.1. Tours are aimed at giving a first-hand feel of ground conditions with regard to the various issues discussed during the course of relevant studies. These usually follow a "top down" process, with visits and discussions commencing at the highest levels and going down to junior levels covering various dimensions of the issues considered.

8.2. The Tours planned for NDC 63rd Course are as under:-

- (a) Understanding India Study Tour (UIST)
- (b) Economic Security Study Tour (ESST).
- (c) Foreign Countries Study Tour (FCST).
- (d) Strategic Neighbourhood Study Tour (SNST).
- (e) Foreign Officers Study Tour (FOST).
- (f) Service Tours

Understanding India and Economic Security Study Tours

8.3. These are designed to give officers a feel of governance and of the industrial development in the country and apprise them of local viewpoints on the various problems in the socio-political and economic/ scientific spheres. For this purpose, groups of Course Member would be taken to rural and industrial complexes both in the public and private sectors, including research and training institutions. Meetings are to be arranged with Governors, Chief Ministers and senior government officials to obtain first-hand information of the developmental programmes and local reactions to national problems. There would be two tours i.e. one for the Socio political exposure and the other would be for acquainting the participants to the economic progress for the country.

Foreign Countries and Strategic Neighbourhood Tours.

8.4. These tours would comprise of visits to foreign countries and conducted with a view to:-

- (a) Give an opportunity to officers to see, first hand, the people and conditions of life in the countries being visited.
- (b) Enable the members to enhance their academic knowledge of these countries by an on-the-spot assessment of the socio-political, economic and security developments.
- (c) Provide free exchange of views through direct contact with members of the Government and senior civil and military officials of the countries visited.

Foreign Officers Study Tour (FOST)

8.5. A tour of one week duration to training, industrial and Defence installation/institutes is to be undertaken by the Foreign Course Members. During this period, the Study of Selected Topics (SOST) for the Indian Course Members is to be conducted at NDC.

Service Tours.

8.6. These tours would be conducted to give officers an idea of our strengths, as also the problems and difficulties in operational logistics confronting forces in the forward areas and comprise a visit to border areas, a visit with the Navy and a visit/ fire power demonstration by the IAF. Towards this following two tours are to be conducted in the month of September and October:-

(a) **Army and AF Tour.** A combined tour of one week is to be conducted in formations of the Indian Army and the IAF. Each group visits an airbase, where they would be briefed on Station administration, Operations and Maintenance. Selected Course Members are provided air experience in service aircraft. Also, the course members are taken to forward areas of India to get first-hand knowledge of the challenges faced by the forces deployed, their perception of the security environment and get a feel of the operating conditions.

(b) **Naval Tour.** A one week tour to expose members about Naval Operations is to be conducted and includes witnessing a demonstration of manoeuvres at sea. The course is divided into eight to ten smaller groups corresponding to the number of Indian Naval Ships participating in the exercise. These groups spend a day and a night on board the Naval Ships. The tour also includes visits to a number of on-shore establishments.

Local Visits

8.7. Each year, the NDC Course visits Rashtrapati Bhawan for a 'Call On' and a Course photograph with the Hon'ble President of India. Spouses of the Course Members also accompany them to Rashtrapati Bhawan. This generally is in the month of November. A number of local visits are also organised for the course during the year. These include visits to cultural centres in and around Delhi as also a tour of the city.

Tour Presentations and Reports

8.8. One of the Course Member is designated as the Tour/ Group Co-ordinator of each of the groups proceeding on tours. Apart from many other responsibilities, he co-ordinates a presentation on the tour, as also submission of a detailed report within a week of return from the tour. Sample tour reports are available in training section for reference.

SECTION - 9

LIBRARY AND INFORMATION RESEARCH CENTRE

General

9.1. The College has a well stocked and organized Library and Information Research Centre, which is the nerve centre of studies and research. It stocks resources for research in physical and digital form which has relevance to all six studies and thesis topics.

Library

9.2. There are over 18300 books on various subjects related to Course Studies. These volumes are continuously updated by weeding out old ones and acquiring latest literature. The library is fully automated and library search software has a data base of all the books available in Library. The Library subscribes to more than 50 journals and magazines covering course curriculum and recreation. The Library also receives over 25 newspapers including international newspapers.

9.3. The NDC Library is a member of Developing Library Network (DELNET) which has over 330 members' libraries in and around Delhi. Through DELNET one can access the title of all books/ articles available with all its Members Libraries.

9.4. **Library Timings**. Timings of Library and Information Research Centre as are under:-

- | | | |
|------------------------------------|---|----------------|
| (a) Monday – Friday (Working Days) | : | 0900-1700 hrs |
| (b) Saturday | : | 1000-1400 hrs. |
| (c) Sundays/ Holidays | : | Closed. |

Research Centre

9.5. The Research Centre in the library provides following facilities:-

- (a) High Speed Internet Access
- (b) Old thesis repository.
- (c) Audio Facility of Current Lectures
- (d) Digital Library.
- (e) Support for IAG studies
- (f) Photocopying.

9.6. **Online Public Access Catalogue (OPAC)**. Library Management System 'Koha' has a powerful search facility in a variety of ways like searching under the subject, title, author, keyword etc of books and other publications available in the library. The automated software enables touch screen issue of all books and journals available in the library through biometric device. The online database can be accessed from all terminals in the computer centre, IAG Rooms and outside campus also. Information on availability of books can be ascertained without going to library as the library catalogue can be accessed through library website ndclibrary.in and it is also hosted on central NDC website.

9.7. **Digital Library.** The NDC Library is well equipped with Digital Resources which includes 3500 subscribed e-journals, over 7300 e-newspapers and magazines, over 6.5 lakh e-books and subscription to many important think tank databases. These resources can be accessed through NDC e-library, from the College campus, and from residences/ other suitable locations through the e-Library's remote access facilities. The e-library's subscriptions were revised in 2022, is geared to meet all research and general reading related requirements. Log-in / passwords are issued during the beginning of the Course.

9.8. **Support for IAG Study.** The Library extends following support for the Studies/ research-

- (a) **Bibliography.** Bibliography of books, journals, articles and internet articles is prepared before the commencement of each study.
- (b) **Issue of Books/Periodicals.** All available books/ periodicals etc required for the study are issued to the Course Members.
- (c) **Current Reserve Rack.** All books relevant to the study in progress are kept in the Course Reserve Rack for ready reference at the first floor in the library.
- (d) **Turnitin Check.** Similarity/ originality check before submitting IAG papers / Thesis is done through "Turnitin". Support for the same is available with respective SDSs.

9.9. **Thesis Repository.** Over 3000 selected theses, indexed subject wise, are available for reference, and from 1992 onwards these are also available in digital form.

9.10. **NDC Publication.** The College publishes NDC Journal "*Kuutneeti*" twice a year which contains a number of selected thesis, IAG papers, NDC Seminar papers submitted/presented by Course Members. The NDC Journal is internationally recognised, bearing International Standard Serial Number (ISSN). 2321-8401.

Note:- The NDC Library offers lifetime membership to all Course Members. The membership could be availed at the beginning of the course or anytime later by depositing a refundable nominal fee.

SECTION-10

INFORMATION TECHNOLOGY FACILITY

10.1 NDC provides world class IT facilities to course members. The infrastructure consists of a high speed Local Area Network (LAN) and Wide Area Network (Internet) through high end sophisticated servers. The college is well equipped with the latest multimedia computers, workstations printers and dedicated computer terminals at college library and each IAG rooms exclusively for course members. The entire setup functions under GSO(Systems).

Facilities

10.2 **Website.** The college has an integrated college & alumni website depicting requisite information under the URL <https://ndc.nic.in>.

10.3 **Laptops.** All course members are issued with laptops depending on previous issue status from their respective offices/departments for the duration of the course.

10.4 **Internet.** The college is provided with high speed of 100 MBPS national knowledge network and 500 MBPS leased line internet connections for facilitating internet facilities to faculty and course members. Entire college campus has secure Wi-Fi environment for availing network resources.

10.5 **Video Conferencing.** Video conferencing camera facilities are available at College for Inter/Intra campus conferences, as part of course curriculum.

10.6 **Video Wall.** A high end video wall system, exclusively for online lectures, presentations and other visual communications is installed in Kautilya and Aviator Hall respectively at this college.

10.7 **Optical Fibre Network.** The campus network is based on OFC providing optimum bandwidth, reduced data attenuation and network redundancy.

10.8 **Cyber Security.** The campus network is secured with latest Unified Threat Management System (UTM-Firewalls) and centralised antivirus servers to ensure cyber security within college campus.

10.9 **Usage of Pen Drives and Mobile Phone.** The usage of pen drives and mobile phones on IT assets and official laptops are strictly prohibited by Defence Cyber Agency as per ICSP-2021. The laptops are authorised to be used for research and course activities only.

10.10 **Cyber Hygiene.** All course members have to ensure cyber hygiene while using IT assets including official laptops.

10.11 **Miscellaneous.** All precautionary measures are requested to be taken by course members so as to avoid any physical damage to issued IT assets.

SECTION - 11**PERFORMANCE APPRAISAL AND CONFERMENT****General**

11.1. Considering the level of discussions, type of exposure and status of the participants, No course reports are initiated by the College on the performance of the Course Members. The details of conferment are given in succeeding paras.

Award of Parchment and Symbol 'ndc'

11.2. **Parchment**. On successful completion of the course, a Parchment is awarded to each participant.

11.3. **Symbol 'ndc'**. The College issues a notification indicating award of the symbol 'ndc' to all successful participants. This can be used by the participants with their names and other qualifications.

SECTION - 12

ADMINISTRATION

General

12.1. The Secretary is responsible to the Commandant for the overall running of the College and more specifically he is responsible for the administration of the College in accordance with the directions of the Commandant. The AA&QMG and other staff officers assist the Secretary in all administrative matters and function under his direct supervision.

Course Administration (Common to All)

12.2. **College Routine.** The College daily routine is from 0900 hours to 1700 hours, with lunch break from 1300 to 1400 hours, five days a week. Saturdays are earmarked for Individual Study / IAG work, for this Library remains open till 1400 hrs on Saturdays. The College remains closed on gazetted holidays and Sundays.

12.3. **Arrival.** All Course Members nominated for the 63rd "National Security and Strategic Studies" Course are required to report at the College latest by 1000 h on 29 Dec 2022. They will report arrival to the AA&QMG of the College and sign the arrival book. Indian officers will bring their identity cards and foreign officers will bring their diplomatic/ official passports along with them. On this occasion, the officers will wear shirt and tie with coat/ jacket (Lounge Suit/ Combination). All Course Members will assemble at the College/ nominated place at 0900h on 02 Jan 2023 in winter working uniform.

Note:- On reporting to College on 29 Dec 2022 the individual photograph in Civil dress will be clicked. On 02 Jan 2023 (1st day of the course) the individual photograph in Uniform will be clicked.

12.4. **Dress.** Dress regulations in the College are as follows:-

- (a) On the date of commencement / termination of the course, meeting with the Head of State or Head of the Government, Service Chiefs or any other specified occasion:-
 - (i) **Service and Police Officers.** Uniform.
 - (ii) **Civil Officers.** Lounge Suit/ equivalent formal dress for ladies.
- (b) On normal working days:-
 - (i) **Winter.** Lounge Suit/ Combination. No sweaters / half jackets are permitted. Ladies to dress suitably.
 - (ii) **Summer.** Open collars/ suitable dress for ladies.
- (c) Dress on special occasions at the College and for tours, etc, will be notified from time to time.
- (d) Dress for call on President is Ceremonial Uniform.
- (e) Course Members are expected to dress soberly at the College.
- (f) Safari Suits and sandals/ slippers are not allowed in College premises.
- (g) Growing of beard is not permitted during the course.
- (h) **Guests.** All guests of individual officers invited if permitted to the college are to conform to the dress regulations promulgated. It is the responsibility of the host to ensure that guests, who are not in the dress of the day, do not visit the Library, Hunt Lounge and Navy Room/ Anchor Bar or the Dining Hall.
- (j) Should any foreign officers not be in a position to conform to the dress code

regulations stated above for religious/ national reasons, they would need to maintain proper decorum and dress code, but only with the following substitutes:-

- (i) Working uniform
- (ii) Formal National dress of the officer's country
- (k) Under no circumstances is the use of 'T' Shirt, Jeans, Safari Suits, clothing with loud checks, large designs or bright colours and sweaters without jacket are permitted on the college premises. Sandals and chappals are also not permitted for gentlemen. All officers are advised to err on the side of caution, whenever they are in doubt.
- (l) To standardise the dress worn during social functions, the following dress code is promulgated for the college:-
 - (i) **Formal.** National dress or dark lounge suit.
 - (ii) **Informal.** Light lounge suit or combination in winter. Full sleeved shirt and tie of a sober colour in summer.
 - (iii) **Open Collar.** Tucked in full sleeved shirt of sober design and colour and trousers.
 - (iv) **Casual.** Shirt and trousers.
 - (v) Ladies attires are to correspond appropriately to the dresses promulgated above. Formal dress for ladies would constitute a saree/ formal national dress.

12.5. **Name Tabs.** College crested name tabs will be issued to all Course Members. These are expected to be worn on all civil clothes. Foreign Course Members, who do not wear name tabs as part of uniform, are requested to wear the same name tabs along with their uniforms also. Wearing of name tabs is mandatory for all outstation and social functions.

12.6. **College Tie.**

- (a) In the beginning of the Course, the College tie will be issued to all the Course Members. The College Tie will be worn on the following occasions:-
 - (i) Whenever the Service Officers are required to wear the uniform, the Civil Services Course Members will wear the College Tie.
 - (ii) When specified for special occasions at the College.
 - (iii) As and when directed by the SDS-in-charge, while on the Study Tours (Domestic/Foreign).
- (b) Towards end of the course, the Alumni Tie will be issued to the Course Members. This tie is indicative of having qualified on the Course and being an NDC alumnus.
- (c) **Tours/Visits.** It is mandatory for all officers to carry lounge suits and mess dress & uniform during all outstation visits, unless specifically authorised otherwise by the SDS of each group. The dress for individual events during the tours will be promulgated by the SDS-in-charge, depending on the weather conditions prevailing at that time at the place of visit. However, while on official visits during working hours and at official social functions, a tie preferably the course tie and name tallies are mandatory. Casual dress is permitted only when on an exclusive sight-seeing trip or private social engagement. Ladies may wear jeans/ trousers only if the place of visit dictates that saree/ salwar kameez may prove inconvenient.
- (d) **Special Occasions.** Dress for any special occasion will be as promulgated by the College.

12.7. **Lockers.** Each course member will be allotted a locker. Officers may use these appropriately for communication. All correspondence, issue of training material etc for the Course Members will be carried out through these lockers. Course Members are advised to keep their lockers secured at all times. In addition, faculty members and staff officers who are responsible for administrative support also have lockers for the same purpose.

Note:- Please ensure Locker Number and Course Number is provided by the Course Member to his previous duty station for receiving mail. All personal and official mail will be delivered in the personal locker only. No delivery of mail is done at residences.

12.8. **Transport.** College buses are provided for commuting from residences at Raksha Bhawan and Vikram Vihar, at specified time based on Course Curriculum, for which monthly charges are paid by the Course Members through their Mess Bill.

Note:- The charges are compulsory for officers residing in Raksha Bhawan and Vikram Vihar for personal use, officers to make own arrangements.

12.9. **Casualty/ Occurrence Reports.** These reports in respect of Course Members will **continue to be published by the parent organisation**, controlling office or previous unit.

12.10. **Administration for Tours.** All administrative arrangements for tours including air/ rail reservations, provision of transport, accommodation, issue of allowance, etc is organised by the College.

Discipline

12.11. On matters of discipline and leave, the respective SDSs will be responsible to the Commandant for their individual Services. Course Members will put under respective service SDSs as given below for the purpose of discipline, leave and routing of official correspondence.

- (a) **Army.** In case of Army, Secretary NDC will promulgate an order dividing the Army Course Members into three groups, each group will be placed under one SDS (Army).
- (b) **Air Force.** SDS (Air)
- (c) **Navy.** SDS (Navy)
- (d) **Civilian Officers.** SDS (CS)
- (e) **Foreign Officers.** SDS (FS)

12.12. **Reporting of Breaches of Discipline.**

- (a) **Service Officers.** These will be reported to higher authorities in accordance with procedures laid down by the three services.
- (b) **Civilian Officers.** Cases involving civilian officers will be referred to their respective departments through Ministry of Defence.

12.13. **Delegations of Powers.** The following powers are delegated to the College Secretary:-

- (a) Sanction of moves by road and rail on temporary duty under rules 4(ii) and Appendix 1 of Travels Regulations.
- (b) Countersigning of TA/ DA claims under rule 8, Travel Regulations and other miscellaneous claims.
- (c) Sanction of road mileage allowance at higher rates under Rule 177, Travel Regulation.

12.14. **Late Arrivals.** As a matter of principle, no late comers are encouraged on the course. However, in very exceptional cases, officers joining within two weeks of the course on National Security and Strategic Studies will be permitted, based on the merits of each case. No member is permitted to join later than two weeks after the commencement of the course.

12.15. **Absence from Course.** During the 47 weeks of the “**National Security and Strategic Studies**” Course, maximum of **upto 14 days absence** to include late arrival, compassionate leave or hospitalization is permitted. Any absence beyond 14 days will involve removal from the course or staying back at the College during the mid-term break or the period of field tours, for research and written assignments, so as to make good the lost periods. This would be decided on the merit of each individual case.

Accommodation

12.16. **General.** Indian Armed Forces Members nominated for the 63rd NDC Course on “**National Security and Strategic Studies**” and posted at Delhi at the time of nomination will continue to retain their accommodation. The College will arrange accommodation for officers arriving for the course from outstations only. In this connection, the course officers are required to fill accommodation form, available online on NDC portal, and forward it to the College. Officers will be allotted accommodation in Raksha Bhawan & at Vikram Vihar and can take over the accommodation from **28 Dec 2022** onwards from reception cell being organised at Raksha Bhawan & Vikram Vihar. The status of the allotment of accommodation may be ascertained from the following officers:-

- (a) AA&QMG - Tel: 2301 1994
Fax: 2301 3429
- (b) DAA & QMG- Tel: 23793158

12.17. **Single Accommodation.** No single accommodation is available with the College. Indian officers planning to stay single during the entire duration of the course are required to make arrangements for single accommodation through their respective Service HQs Mess in Delhi. Details may be intimated to the College on relevant forms. The College has not been allotted any single accommodation by CAO and as such no correspondence on this be made with the College.

12.18. **Married Accommodation.** The College has a residential complex of 43 flats called ‘Raksha Bhawan’. NDC is treated as separate 'station' within Delhi for the purposes of married accommodation and has control over Raksha Bhawan and approx 30 number of additional flats located in Vikram Vihar. The allotment is carried out in accordance with laid down procedure. Secretary is the Station Commander of the NDC for the purpose.

Note:- A new location in KG Marg is nearing completion which comprises of accommodation for all course members with amenities in lieu of present location of RB (which forms parts of Central Vista). The said location is expected to be ready by Feb / Mar 2023 post which there will be mid-course relocation for occupants of Raksha Bhawan and Vikram Vihar.

Few issues regarding NDC pool accommodation are as under:-

- (a) **Officers Posted to Delhi.** Officers detailed for the course from units in Delhi will not be allotted accommodation by NDC. They should apply to the CAO/ allotting authority for retention of defence/ general pool accommodation. However officers who are staying in Officers Mess/ temporary accommodation/ appointment house alongwith family may apply for the same for the duration of the course.
- (b) **Occupation.** NDC pool accommodation will be available for occupation only **28 Dec 2022** onwards prior to the commencement of the course.
- (c) **Attachment of Buddy/ Non Combatants in NDC.** There is no provision for attachment of Buddy or Non Combatants to NDC as NDC does not hold any OTM accommodation for troops. Buddies are to be attached to respective Service HQs Camp by the officers as per their rules. Indian Army Officers can bring their Buddies with their baggage to help in settling down. **Only one buddy is permitted with the Course Member in accordance with existing instructions.** Buddies are not permitted to stay in Raksha Bhawan complex either in officers' houses or in the out-houses. All buddies with Indian Army Officers will be attached to Army Headquarters Camp for administration & discipline. NCEs/ retinue staff in case of Air Force/ Naval Officers is to be attached with 412 AF Station, New Delhi and INS India respectively as per their service procedures. No married/ OTM accn is available with the College for buddies. Officers are required to make their own arrangements for accommodation of their buddies.
- (d) **Vacation.** The accommodation allotted by the NDC to the Course Members is required to be vacated within seven days of completion of course i.e. 01 Dec 2023. Since the accommodation is required to be prepared for the next course, retention of NDC pool accommodation on any ground is not permitted. Shifting to alternative accommodation is co-ordinated with the Chief Administrative Officer, Ministry of Defence.

Note:- Retention is not permitted on any grounds; be it educational or medical. Officer are requested to timely tie up their move to alternate accommodation on termination of the course

12.19. **Accommodation for Foreign Course Members under Indian Technical and Economic Cooperation (ITEC)/ Special Aid Programme (SAP).** Fully furnished accommodation will be provided to officers nominated under ITEC/ SAP of Ministry of External Affairs, Government of India at Raksha Bhawan.

12.20. **Accommodation for Foreign Course Members under Self Finance Scheme (SFS)/ Reciprocal Arrangements.** This is required to be arranged for by their respective Diplomatic Missions in Delhi.

12.21. **Accommodation for Civil Services Officers.** As per JS (Ceremonials) & CAO Accommodation Rules for Service Officers dated 15 July 1991, accommodation in Raksha Bhawan/ Vikram Vihar can only be provided to Army/ Navy/ Air Force officers. No accommodation can be provided to civilian officers in Raksha Bhawan/ Vikram Vihar. Officers would need to make arrangement for their own accommodation.

12.22. **Fixation of Seniority for Accommodation in Delhi CAO Post Termination of Course.** All Indian Armed Forces officers will get 11 months seniority from the date of joining till termination of course and interse. Seniority for accommodation in Delhi in CAO post termination of course will be fixed by draw of lots within the course.

Leave Rules

12.23. Absence from the College is regulated as under:-

- (a) Attendance is obligatory for all training events, tours, visits and organised social functions.
- (b) Members unable to attend the College due to illness will ensure that the SDS, Secretary, DS (Coord) & AA&QMG are informed as soon as possible.
- (c) Course Members desirous of availing leave would need to apply in the prescribed online leave application form and submit online from respective login id to the AA&QMG, who will then process the leave. The sanctioning authority for leave in respect of the Course Members is as given below: -
 - (i) Army Course Members - SDS (Army-I/II/III)
 - (ii) Naval Course Members - SDS (Navy)
 - (iii) Air Force Course Members - SDS (Air)
 - (iv) Civil Services Course Members - SDS (CS)
 - (v) Foreign Course Members - SDS (FS)
- (d) As a matter of policy, no leave will be granted during the course unless considered absolutely inescapable.
- (e) Foreign Course Members desirous of leaving Delhi on leave should obtain written approval of their respective Embassies/ High Commissions before submitting the leave application to AA&QMG, separately on each occasion.
- (f) Leave ex-India in respect of all the Course Members will be sanctioned by Commandant, NDC.
- (g) Course Members desirous of going out for short periods during College working hours would need to seek permission from the Secretary and info their respective SDS, DS (Coord) & AA&QMG at least one working day prior. However, such absence should be an exception and for unavoidable reasons only. Course Members are requested to avoid absence during lecture hours.
- (h) Any overnight outstation visit, including over a weekend requires prior casual leave sanction.

Accounts

12.24. **Fixation of Pay and Allowances.** Officers nominated for the NDC will continue to draw their pay and allowances from their respective department/ pay and allowance offices. Salient aspects of Pay and Allowances are given in succeeding paras.

12.25. **Indian Defence Forces Officers.** Pay and allowances for Indian Defence Services Course Members will be provided by the following authorities:-

- (a) Army - CDA (O), Pune.
- (b) Navy - INS India.
- (c) Air Force - Air Force Station, New Delhi.

12.26. **Civilian Officers.** Civil Services Officers will continue to draw their Pay and Allowances from their previous station of posting.

12.27. **ITEC/ SAP Scheme Officers.** Living allowance under the ITEC/ SAP will be organised and paid by the Administrative Office at the College. The living allowance is a fixed allowance and currently paid at the rate of Rs. 1,200/- per day. There is initial delay of approx two months in payment of the living allowance, thus the officers under ITEC/ SAP are requested to bring adequate money to cater for initial three months of the Course.

12.28. **Advances/ Loans.** Commandant, NDC is the sanctioning authority for various advances from DSOP, etc. Applications may be processed through the College Secretariat for Indian Officers.

Training Charges

12.29. **Civil Services Officers.** Training charges are payable by Indian Civil Services Officers nominated for the Course and who are not paid out of the Defence Services Estimates. The charges applicable for the 63rd NDC Course are as under:-

(a)	Tuition fee	₹ 2.10 lakhs.
(b)	Tour/ Travel charges, DA, etc for internal (within India) and External (Foreign Countries and Strategic Neighbourhood tours)	As per actual. (approx ₹ 20 lakhs)

12.30. Tuition fee is payable in advance by demand draft drawn in favour of 'Commandant, NDC, New Delhi'. (Officers nominated for the NDC Course are requested to take up with their Departments for payment of tuition fee in advance. Tour charges can either be deposited completely in NDC Public Fund or officers should get a budget support certificate).

Note:- Civil Service Officers to get budget support certificate or allotment from their respective offices.

12.31 **Foreign Officers under SFS.** Training charges payable by foreign officers nominated under SFS of the Ministry of External Affairs are as under: -

(a)	Tuition fee	- US\$ 22,000
(b)	Tour Charges (internal and Foreign tours)	- US\$ 25,000

12.32. Mode of payment of training charges by foreign officers under SFS Scheme is also the same as mentioned in Para 12.30 above. The advance amount collected for internal and foreign tours, as mentioned above, would cater for the five internal tours and two foreign countries tours undertaken by each foreign officer under SFS scheme. The expenditure based on actual will be cleared by NDC and a consolidated invoice given to the officers on course termination. Any surplus amount would be refunded to the Embassy of the officer and shortfall, if any, will have to be reimbursed to the College by the officer/ his Embassy on intimation by College.

12.33. Foreign officers will be treated at par with their India counterpart for the purpose of Travel and DA on internal and external tours. Any entitlements of such officers over and above the rates at par with Indian officers will require a letter from Embassy to enable the same to be disbursed by NDC from the advance of Tour charges kept with the College. However, in that case the Embassy will be responsible to bear the additional expenditure on

tours beyond US\$ 25,000. (The College under no circumstances can extend any credit to any course member).

Canteen Facilities

12.34. There is a Unit Run Canteen (URC) at Raksha Bhawan for providing canteen facilities to Course Members and Staff.

12.35. General instructions for these facilities are given below: -

- (a) Canteen facility can be availed through smart cards. Smart Cards for Indian Defence officers are issued by their respective units/ formations. Defence Services officers who have not been issued a smart card may apply for the same on arrival. Smart cards will be issued to Foreign Course Members by the College for use during course period from College CSD located at Raksha Bhawan Complex. The same is to be returned at the end of the Course.
- (b) The canteen offers no credit facilities.
- (c) All payments are to be made by debit/ credit card only.
- (d) Last two days of the month will be observed as closed days for stock taking.
- (e) NDC canteen will remain closed on Mondays/ gazetted holidays and observe half day on Sundays.
- (f) A suggestion book is available at the canteen.

Medical Facilities

12.36. **Medical Cover & College Doctor.** Armed Forces Medical Clinic provides medical cover to NDC. However, medicines and First Aid facilities are also available at the MI room of the College. The Medical Officer nominated for the course is also requested to be the honorary course doctor and medical adviser.

12.37. **Defence Forces Officers and Foreign Officers under ITEC/ SAP Schemes.** Armed Forces Clinic has the arrangement to take care of all minor medical aid requirements of the officers 24 hours a day throughout the duration of the course. In case of requirement of specialist care, Army Hospital (Research and Referral) and Base Hospital, Delhi Cantt will provide all the requisite care, where hospitalisation can be arranged. The Armed Forces Dental Centre will provide dental cover.

12.38. **Civilian Officers.** Medical facilities for civil service officers will be regulated by rules governed by their respective parent offices.

12.39. **Foreign Officers under SFS.** SFS officers will be dependent upon their respective Diplomatic Missions for requisite medical help.

Note:-Any urgent medical requirements irrespective for any course member are dealt by AFC.

Passport & Visa

12.40. **Indian Officers.** Indian Officers in possession of diplomatic/ official passport are requested to carry the same for the course. If the officer is in possession of ordinary passport in addition to diplomatic/ official passport they are required to deposit personal passports with the College. It is also recommended that their spouse should be in possession of a valid ordinary passport for accompanying the Course Member abroad should an occasion arise. Since preparation of a new passport would take about 30 to 45 days, one may apply and

obtain an ordinary passport for the spouse at the earliest. It may be noted that NDC does not have any arrangement for preparation of ordinary passport either for the officer or his/ her spouse. Passport details are required to be given to NDC by 15 January 2023.

12.41. **Foreign Officers.** It is advised that foreign officers detailed to undergo NDC course be issued a **diplomatic** or **official** passport with **multiple entry visa** for India. It will facilitate to obtain visas for the officer while proceeding on Foreign Countries Tour and Strategic Neighbourhood Tour and during the stay in India. Passport holders other than diplomatic/ official passports may have to pay visa fee for official journeys (entry as well as transit) during foreign tours. It also avoids inconvenience relating to the registration formalities at the Foreigners Regional Registration Office, New Delhi. All foreign Course Members, on arrival, should give a photocopy of their passport and visa to the College Secretariat. The passport validity should be up to 31 Mar 2024 since Strategic Neighbourhood Tour to countries requires visas and countries have a requirement of passport validity of six months from date of travel to enable visa to be issued for travel.

General Guidelines for Foreign Course Members

12.42. **Multiple Entry VISAs.** Officers are advised to ensure that they are in possession of the following for themselves and their family members accompanying them:-

- (a) Assignment/Official/diplomatic passport with multiple entry visas.
- (b) Visa for stay in India upto 31 March 2024.

12.43. **Immigration and Custom Check Formalities on Arrival.** Each officer is advised to make himself familiar with the immigration and customs check formalities prior to his arrival in India. This can be easily checked and self familiarisation done by liaising with the Indian Embassy/ Missions issuing the visa. In addition, the officers are advised to carry a courtesy letter for assistance on arrival in India, issued by the Indian Embassies/ Missions.

12.44. Foreign officers under SFS are advised not to carry large amount of cash in person while coming to India which is more than the authorised limits under Indian immigration rules. The training charges should be sent by draft through the respective Diplomatic Missions. Personal cash should be brought in as drafts or travellers cheques or credit cards.

12.45. The officer are advised to bring their household and any other electronic goods on "Transfer of Residence" (TR) basis and not under other provisions of the Baggage rules applicable to tourists. (i.e. "Tourist Baggage Re-Export (TBRE)" basis, as TBRE remains valid only for six months and no extension is permitted). For any further details/ guidance, the officer may like to contact the Indian Embassy/ High Commission in their country.

12.46. **Registration.** All Foreign officers and their family members holding Indian visas are required to register with the office of the Foreigners Regional Registration Officer (FRRO), East Block, No. 8 (2nd Level) RK Puram New Delhi. The registration is required to be done within 7 to 14 days of arrival in India depending on the Nationality of the officer. Delay in registration may cause charging of penalty by the Immigration authorities of the Government of India. This is an individual responsibility; however, the College will provide necessary assistance, if asked for. This formality cannot be waived under any circumstance. Officers can do it themselves on the website <https://indianfrro.gov.in>.

12.47. **Knowledge of English and Computers.** A good knowledge of English and basic knowledge of computers are essential for all Course Members. All work on the course including lectures, discussions, thesis writing etc will be carried out in English only. If required, the officer may join English speaking/ writing classes before arriving for the course. Basic skills in operating computers are also necessary.

SECTION - 13

NDC OFFICER'S MESS

General

13.1 The NDC Officers' Mess is located within the premises of NDC. All Course Members are members of this Mess. The rules for the Mess are akin to any other Officers' Mess of the Indian Armed Forces.

13.2. **Mess Committee.** SDS (Navy) is presently the Chairman of the Mess Committee. The College Secretary is the President of the Mess Committee (PMC). The administration of the Officers' Mess is looked after by the JDS (Adm). In addition, a 'Mess Committee' is formed in the beginning of the Course, wherein representatives from the Course are also included in the same Committee.

13.3. **Functioning.** The NDC Officers' Mess essentially caters for **daily working lunch** and tea/ Coffee & daily snacks for all Course Members on all working days. The Mess also undertakes certain other activities as mentioned as under:-

- (a) To assist all Course Members from Friendly Foreign Countries during their respective Country Presentations.
- (b) To assist respective services during their various Official/Social functions held during the Course.
- (c) Assist the Course Ladies during their respective Rakshika events.
- (d) Any other function/event as approved by the Commandant.

13.4. **Daily Lunch.** The daily lunch is part of the College Curriculum and is attended by the Guest Speaker. Hence, it is compulsory for all Course Members and Faculty/Staff to attend the same on all working days. The daily lunch Format is promulgated in the Weekly Training Programme and the details are as follows:-

- (a) **Formal Lunch.** Usually when the Speaker/ Guest is an Ambassador, Minister, Service Chief etc, the working lunch takes a formal form with all 'Walking In/Out' from the Dining Hall together with the guest escorted by the Commandant.
- (b) **Informal Lunch.** This is for other Speakers/Guests, wherein, the Commandant escorts them to the Dining Hall ahead of others. Course Members may leave the dining hall thereafter at their convenience.
- (c) **Working Lunch.** When no Guest stays for lunch, officers can have lunch at their convenience.

Note: The Mess has a seating capacity of 140 personnel. Due to paucity of resources/ staff, the food is served through six (four Non Veg and two Veg) Counters. All Members are initially required to help themselves from these counters and would be served subsequently for second helping. However, Chapatti, Fruits and Dessert would be served to all members on the table.

13.5. **Mess Detachment.** In order to facilitate smooth settling down, the NDC Mess operates a detachment for residents of Raksha Bhawan (RB) and Vikram Vihar (VV) for a week (approx) at the beginning of the Course. Depending upon the allotment of accommodation, the detachment details from interested Course Members would be sought separately through Google Forms/ NDC Website by 2nd week of Dec 2022. In addition instructions would be promulgated by JDS (Adm) and a copy would be available at NDC/RB Reception and with Liaison Cell In-Charge of both RB & VV.

13.6. **Monthly Mess Bills.** Mess bills are generated by the 05th of every month and are put in individual lockers. All officers are requested to clear their bills by 10th of every month. Mess bills can be paid either by Cash/Cheque/Card/Online. The bank details of the Mess Accounts are as follows:-

Name of Account	- NDC OFFICERS MESS
Name of Bank	- Axis Bank Saving Account
ACCOUNT NO.	- 913010010402652
IFSC CODE	- UTIB0003328

13.7. **Mess Charges (Fixed).** The details are as follows:-

(a)	Lunch	-	₹ 110/- per day
(b)	Tea & Snacks	-	₹ 35/- per day
(c)	Table Money	-	₹ 20/- per meal
(d)	Subscription (Civ. Salary)	-	₹ 1250/- per month

13.8. **Other Charges (Fixed).** The details are as follows:-

(a)	Rakshika Fund	-	₹ 300/- per month
(b)	RB Subs	-	₹ 1250/- per month
(c)	Bus Fund	-	₹ 2250/- per month for both RB & VV
(d)	Journal	-	₹ 280/- per month
(e)	Corpus Fund	-	₹ 2500/- per month (managed by Course Members)
(f)	Misc	-	Tie Brooch, Memento, etc

13.9. **Honorary Members.** All NDC Alumni are honorary members of the NDC Officers Mess.

13.10. **Important Points for Course Member.** All Course Members are requested to adhere to the following points for the duration of the Course:-

- Attending daily lunch is compulsory to avoid wastages.
- Official social functions are obligatory for all Course Members.
- To maintain appropriate decorum for attendance, time of arrival and departure according to the **Lunch Format** promulgated in the Weekly Training Programme.
- To act as hosts for all official functions/occasions where Alumni and guests are invited.
- Spouses are requested to join on these occasions at their convenience.

SECTION - 14**SECURITY****General**

14.1. At the College, only open source and unclassified material is used for instruction and other work. However, it is desirable that the distribution of the work done, papers written and discussion points expressed by the Course Members be restricted for limited use.

Policy of Confidentiality

14.2. The College invites a large number of experts, distinguished speakers and other dignitaries to address the course officers. They are requested to be candid in expressing their views and while interacting with the Course Members. This request is backed by the assurance that their views and presentations would remain within the precincts of this college. All members of this college are strictly bound by this and it is expected that the assurance is respected both in letter & spirit. The "Chatham House Rule" is adhered to by one & all.

Identity Cards

14.3. All Course Members will be issued with College Identity Cards. These will be replaced with Alumni Identity Cards to be issued at the end of the course.

<p><u>Chatham House Rule.</u> "When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed".</p>
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SECTION - 15

RAKSHIKA

15.1. '**RAKSHIKA**' is the organisation of the wives of the Course Members and Faculty/ staff of the College. The Wife of the Commandant NDC is the President of Rakshika, while the wife of Secretary NDC is nominated as Secretary Rakshika. Other assignments are taken up as required on voluntary basis for various social and welfare activities. Officer-in-Charge Rakshika is the Co-ordinating officer for Rakshika meetings and other events related to Rakshika.

Purpose of Rakshika

15.2. In consonance with the objectives of the NDC, Rakshika helps in creating the right social environment and opportunities for development of a lasting bond of mutual understanding and friendship between all members of NDC. This is carried out by way of organising get togethers for various purposes like social work, personality development, health awareness and knowing each other's culture etc. Rakshika also organises a number of social welfare activities in co-operation with various welfare organisations.

Rakshika Activities

15.3. For meeting the objectives of Rakshika, weekly visits to 'Prerna' are organised. Prerna is an emotional support group at the Army Hospital R&R for patients suffering from cancer.

15.4. To know each other better Rakshika ladies meet are conducted frequently. During the meets, the ladies organise games, entertainment programmes and interact with each other. Other than these meets, visits to places of interest in and around Delhi are also undertaken.

Rakshika Yearbook

15.5. A Rakshika Yearbook is printed as part of Rakshika activities, where the Course Members share their experiences, thoughts, talent to cherish their memories of stay at NDC.

SECTION - 16

A TYPICAL DAY AT NDC

Forenoon Session

16.1. The day at NDC starts with IAG meetings which are usually held from 0900 hrs to 1000 hrs, chaired by the SDS. The IAGs get together in their respective rooms to discuss / take stock of progress of analysis work that is assigned to various sub groups of the IAGs. The IAG Chairpersons along with Coordinating Chairpersons also carry out coordination of various activities scheduled for the day.

16.2. Post the IAG meeting, all the Course Members assemble in Kautilya Hall for the talk/ panel discussion by the guest speaker. The guest speaker arrives 15 minutes prior to the scheduled time and is received by the DS Coord, SDS-in-charge study and the Commandant who discuss the main issues likely to come up during the presentation/ lecture. The talk/ panel discussion generally commences at 1030 hrs. The talk is for one hour followed by tea/ coffee break of 30 minutes, after which there is a question & answer session of another one hour.

Lunch

16.3. The Course Members, Faculty and Staff along with the guest speaker proceed for lunch at 1300 hrs to the College Mess after a brief interaction over soup at the Hunt Lounge. During the interaction, the Course Members are free to interact with the speaker and further clarify any issues regarding the subject. The lunch may be Formal, Informal or Working depending on the speaker/ occasion.

Afternoon

16.4. In case of a talk scheduled in the post lunch session, talk commences at 1430h with tea/ coffee break for 15 minutes only (1530-1545 h) followed by one hour question & answer session. If no talks are scheduled in the afternoon session, the Course Members after lunch have time to visit library to work on individual thesis or presentations and / or the Admin office.

16.5. On some days, IAGs have their meetings that are either open discussions, or with guest speaker/ subject matter expert invited for interaction. Alternatively, the IAGs may visit the Ministries or departments concerned or any of the local think tank for interaction.

Evening

16.6. There are occasions when social events are conducted wherein the spouses are also invited. Some of these are Ice Breaking party, Rakshika night, Services social evening, etc.

Note:- A day at NDC is planned to ensure maximum utilization of the time and resources available with a view to achieving academic excellence while not compromising on administrative requirements and social commitments, so as to enrich the overall experience of the Course Members.

SECTION - 17**TENTATIVE TIMELINES: 63rd NDC COURSE**

<u>S No.</u>	<u>Events</u>	<u>Date</u>
1.	Arrival of Course Members	: 29 Dec 2022 onwards.
2.	Course Commencement	: 02 Jan 2023.
<u>Studies</u>		
3.	Understanding India & Introduction to Strategy	: 02 Jan - 10 Feb 2023.
4.	Economic Security, Science & Tech	: 13 Feb - 24 Apr 2023.
5.	International Security Environment	: 27 Mar - 12 May 2023.
6.	Study on Global Issues	: 15 May - 21 Jul 2023.
7.	India's Strategic Neighbourhood	: 01 Aug - 15 Sep 2023.
8.	Strategies and Structures for National Security	: 25 Sep - 21 Nov 2023.
<u>Tours</u>		
10.	Understanding India Study Tour	: Jan - Feb 2023.
11.	Economic Security Study Tour	: Mar 2023
12.	Foreign Countries Study Tour	: May-Jun 2023.
13.	Foreign Officers' Study Tour	: Jul 2023.
14.	Strategic Neighbourhood Study Tour	: Aug 2023.
15.	Air Force & Army Tour	: Sep 2023.
16.	Naval Tour	: Oct 2023.
<u>Mid Term Break</u>		
17.	Mid Term Break	: Jun 2023.
<u>Other Activities</u>		
18.	Strategic Gaming Exercise-I	: 06 - 12 Apr 2023.
19.	Strategic Communication Workshop	: 02 - 04 May 2023.
20.	NDC Seminar	: 06 - 07 Jul 2023
21.	Strategic Leadership Capsule	: 24 - 25 Aug 2023.
22.	Strategic Gaming Exercise-II	: 29 Sep – 06 Oct 2023.
<u>Valedictory Function</u>		
23.	Valedictory Function	: 24 Nov 2023.

DETAILS OF VARIOUS STUDIES

1. National Security and Strategic Studies Course at NDC is organised into six studies, each spanning five to ten weeks of duration. These are:-

(a) **Understanding India and Introduction to Strategy.** This module lays the foundation for the course and is focused on introducing strategy, India's uniqueness and the socio-political influences on India's national security. Salient issues deliberated in this study include:-

- (i) Dimensions of National Security & Elements of National Power.
- (ii) Historical Legacy and Cultural Heritage of India.
- (iii) Constitution of India.
- (iv) Indian Federalism & Devolution of Power.
- (v) Religions, Tribal and Ethnic Minorities & Insurgencies in India.
- (vi) Demographic Challenges & Opportunities for India.
- (vii) Governance, Electoral & Administrative Reforms.
- (viii) Social Justice, Women Empowerment & NGOs in India.
- (ix) Human Resource Development - Education & Health.
- (x) Justice Law and Order.

(b) **Economic Security, Science and Technology.** The study offers a macro perspective and understanding of all facets of the economy & technology that impact India's growth and national security. Salient issues deliberated in this study include:-

- (i) Economic Power - National Interests & Economic Policies/ Power.
- (ii) Economic means to achieve National Security Ends.
- (iii) Contemporary International Economic Environment - Markets, Capital, Labour.
- (iv) Trade and Investment - Trade Regimes & Export promotion.
- (v) Defence Resources and Economic Power.
- (vi) Micro & Macro Economics Fundamentals.
- (vii) Public & Private Sectors - Liberalisation & Privatisations in India.
- (viii) Union - State Fiscal Relations & Financial Sector Reforms.
- (ix) Industrial, Agricultural and Service Sectors in India - Challenges and Reforms.

- (x) Energy Security for India.
- (xi) Budget and Tax Regime in India.
- (xii) Sustainable Development in India- Environment Security.
- (xiii) Skill Development, Jobs Creation & Knowledge Economy.
- (xiv) Infrastructure Development - Deficit and Strategies.
- (xv) Parallel Economy & Black Money.
- (xvi) Space Technology.
- (xvii) Nuclear Energy - NPT & NSG.
- (xviii) Science & Technological Innovation - Global Power Metrix.
- (xix) Cyber and Information Security.

(c) **International Security Environment.** The study focusses on critical geopolitical & security issues confronting major global players and regions, and their security strategies which influence and shape the international security environment and thus, have an impact on India's foreign policy choices. The broad focus areas are as follows:-

- (i) Geo-political and Geo-strategic Concepts.
- (ii) International Relations.
- (iii) Threats to the International Security Environment including Terrorism.
- (iv) Peace and Conflicts in Various Regions (Arctic, North America, Latin America, Europe, Eurasia, Africa, Middle East, East Asia & Oceania).
- (v) India's Foreign Policy.

(d) **Study on Global Issues.** The aim of this study is to analyse the diverse areas of transnational concern which affect global security and the well being of the comity of nations. Salient issues covered include:-

- (i) Global Security and Strategic Partnerships.
- (ii) UN and Conflict Resolution / Management.
- (iii) International Economic System - Institutional Evolution & Reforms.
- (iv) International Laws - Seas & Space.
- (v) WTO & Regional Trade Regimes.
- (vi) Strategic (NBC) & Conventional Arms Control.
- (vii) Ethnic, Identities & Ultra-Nationalism.
- (viii) Sports & Entertainment - Global Peace.
- (ix) Human Rights and International Refugee & Humanitarian Laws.
- (x) International Crimes - Trafficking & Financial Crimes.
- (xi) Pandemics and Global Response.

(e) **India's Strategic Neighbourhood.** The aim of this study is to examine various facets of India's strategic neighbourhood and analyse the domestic and international determinants from the region that impact its national security. The aim of this study is two fold:-

(a) To analyse the extant socio-political, economic and security situations in countries in India's Strategic Neighbourhood.

(b) To assess the intra-regional constructs between these countries, the power play between major extra-regional powers in these regions and analyse implications for the region as well as India.

(f) **Strategies and Structures for National Security.** This final capstone study aims to offer a comprehensive fusion of the concept of national security and the critical drivers of India's national security strategy. In this, the focus is to be on the examination of threats and strategies on socio-political, economic, international relations and security issues as discussed in the earlier studies and specific internal and external threats to India's security that need to be identified, with the strategies and policies formulated to counter them. This study is to cover all aspects of National Security and National Interests and is to be a combination of the earlier five studies. The study is to discuss the National objectives, Foreign Policy, Role of Armed forces, Defence Budget etc. and is to be concluded with a Strategic Game Exercise (SGE). Various facets covered are as follows:-

(i) India's core Values, Interests, Security Objectives and Strategic Culture.

(ii) Analysis of Security Strategies of Relevant Neighbouring Countries.

(iii) India's Internal Security Strategy.

(iv) India's Foreign Policy with Neighbouring Countries.

(v) Leveraging India's Diplomacy.

(vi) India's Military Power - Challenges and Opportunities.

(vii) Security Sector Reforms - Higher Defence, Civil - Military Relationship, Jointmanship, Defence Production and R & D.

(viii) National Defence Strategy, Air Power and Maritime Doctrines.

Note:- The curriculum at NDC is presently under review, changes if any will be communicated to Course Members on arrival at NDC.

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