आज़ादी का अमृत महोत्सव

G20 भारत 2023 INDIA

KARMAYOGI

49th Advanced Professional Programme in Public Administration

Indian Institute of Public Administration

SHRI M. HAMID ANSARI
Vice President of India &
President IIPA
2007-2017

SHRI M VENKAIAH NAIDU
Vice President of India &
President IIPA

2017-2022

SHRI JAWAHARLAL NEHRU
Prime Minister of India &
President IIPA
1954-1964

SHRI LAL BAHADUR SHASTRI
Prime Minister of India &
President IIPA
1964-1966

SHRI B. S. SHEKHAWAT
Vice President of India &
President IIPA
2002-2007

SHRI GULZARI LAL NANDA
Prime Minister of India &
President IIPA
1966-1967

SHRI KRISHAN KANT
Vice President of India &
President IIPA
1997-2002

JAGDEEP DHANKAR
Vice President of India
President IIPA
2022 onwards

SHRI Y.B.CHAVAN
Minister of Home Affairs, India &
President IIPA
1967-1970

Dr. K.R. NARAYANAN
Vice President of India &
President IIPA
1992-1997

SMT. INDIRA GANDHI
Prime Minister of India &
President IIPA
1970-1972

DR. S.D. SHARMA
Vice President of India &
President IIPA
1987-1992

SHRI G.S. PATHAK
Vice President of India &
President IIPA
1973-1974

SHRI R. VENKATARAMAN
Vice President of India &
President IIPA
1984-1987

SHRI B.D. JATTI
Vice President of India &
President IIPA
1974-1979

SHRI M. HIDAYTULLAH
Vice President of India &
President IIPA
1979-1984

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भारतीय लोक प्रशासन संस्थान
लोक प्रशासन में
48 वें उच्च-स्तरीय व्यावसायिक पाठ्यक्रम
(2022-2023)
48th
Indian Institute of Public Administration
CONVOCATION
of the
48th Advanced Professional Programme
V.N. ALOK
RASHMI CHOWDHARY
S RADHA CHAUHAN
S.N. TRIPA
GAUTAM BEDI
MANISH BAKSHI

Indian Institute of Public Administration
address by
AIR CHIEF MARSHAL VR CHAUDHARI
PVSM, AVSM, VM, ADC
S.N. TRIPAT

From the Director General

Dear friends,

I welcome you to IIPA's 49th Advanced Professional Programme in Public Administration (APPPA). Having successfully completed 48 such programmes, this professional programme is a customized ten-month course for senior officers of the All India, Central Services including the Defence Services and the State Civil Services. It is designed keeping in mind the priorities of the government and the National Development Agenda. The focus of the Programme in on developing domain, functional and behavioural competencies in the participants needed to achieve the national objectives. As a continuously evolving programme based on the developmental goals and feedback of the previous participants, it has helped the participants in sharpening their knowledge, skills and behaviour.

The faculty members at IIPA have prepared a total package of social, political, economic, and administrative knowledge for you. This theoretical base is sprinkled with governance, finance, and technology-related perspectives embedded in Mission Karmayogi framework. During the course, you will work on assignments chosen in a manner that they may be used as policy inputs by the government, especially in the rural and the urban sectors. Similarly, dissertation is an important component of the programme on a topic of governance, which is of use to government and to help it scale up various developmental and welfare initiatives in line with whole of government approach in the *Amrit Kaal.*

The IIPA library with over 2,00,000 books and electronic databases would be one of the biggest resources available to you for not only course works but also for quenching your thirst for knowledge during the ten months of the course and beyond. Interactive sessions, Group discussions and debates, field visits and presentations together create a long-lasting camaraderie among participants and faculty, besides making learning a fun- filled exercise. After successful completion of the Course you would be granted IIPA's Masters Diploma in Public Administration. Also, we have partnered with Panjab University for the grant of Executive Masters in Public Administration & Public Policy Degree in the light of the National Education Policy 2020.

I am sure that you would find the programme personally fulfilling, professionally rewarding, and intellectually stimulating.

Surendra Nath Tripathi

Place: New Delhi

Date: July 3, 2023

The Institute

Indian Institute of Public Administration (IIPA) was established in 1954 as an autonomous society. It was set up in the atmosphere of post-independence enthusiasm and was a direct result of the support of its founding father. Set up on the lines recommended by Dr. Paul H. Appleby, the then Dean of the Maxwell School of Citizenship and Public Affairs, Syracuse University in his work on public administration in India. IIPA represents the hopes of the times, rich history of governance in transition, and houses a vast knowledge- base of administrative and managerial experience. As an institution of learning and research, IIPA caters to the research and capacity enhancement needs of government at the Union and States. Through rigorous action-planning and follow up, the Institute supports various organs of government to improve delivery mechanisms and enhance the capacity of personnel in government and public service.

In the fast-changing political, social, and economic milieu, nationally and globally, centralization co-exists with decentralization, independence with interdependence, and sovereign state power with supranational entities. The focus has shifted from Government to Governance and more recently in contemporary India to the minimum government - maximum governance. The thrust is on reforms, transparency, accountability, and ethics for citizen-centric governance.

The Institute stimulates not only a study of the theoretical and practical aspects of public administration but also directly trains multiple layers of civil services, defence services, state services, and scholars in the discipline, art, and practice of administration in the country. Through continuous programmes of research, education, training, advisory and consultancy services, conferences and seminars, case studies, the publication of journals and books devoted to research in various fields of administration, IIPA, over the past almost seven decades has made a significant contribution to various sectors of public administration at the Union, state and local levels. Its competent and multi-disciplinary faculty members, specializing in various areas of contemporary relevance, bring considerable value to the Institute and adds to professional confidence of participants.

APPPA Programme Faculty

Director General

TRIPATHI, SURENDRA NATH, IAS (Retd): M.B.A. (Public Policy), M.A. (Political Science), 1985 batch of IAS, Orissa Cadre.

Shri Tripathi has taken over the charge of Director General, IIPA in April 2019 when he was still holding the charge of Secretary to the Government of India in Ministry of Parliamentary Affairs. During his more than thirty-five years of service, he has served in various ministries and departments under the Government of India including Panchayati Raj, Information Technology, MSME, Coir Board, Department of Agricultural Research and Education etc. He is a social media enthusiast and has travelled extensively in different continents.

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Programme Director
Associate Professor in Public Administration

CHOWDHRY, SACHIN: M.P.A., M. Phil, Ph.D.

Areas of Interest: Public Policy, Governance Issues and Urban Management.

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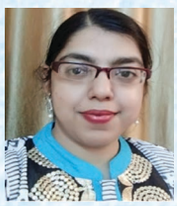

Programme Co-Director
Assistant Professor of Constitutional and Administrative Law

CHADAH, SAPNA: LL.M., Ph.D
Areas of Interest: Public Law, Consumer Justice, Environmental Law and Management, Intellectual Property Rights, Regulation and Privatisation.

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Sr. Professor of Disaster Management

SHARMA, VINOD KUMAR: M.Sc., PG Dip. Resources Ecology, Ph.D. (BHU), FTE

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Professor of Urban Management

PANDEY, KAMLA KANT: Ph.D in Economics, PG Diploma in Housing Planning and Building from IHS Rotterdam, Advance Course in Urban Management from University of Birmingham, Special course on Populations Studies from University of Hawaii (USA) and Internet Based Course on Municipal Finance from UN ESCAP

Areas of Interest: Urban Governance, Urban Finance, Urban Housing, Public-Private Partnerships, Climate Change, Local Economic Development, Decentralization, Poverty Alleviation and Housing/ Urban Planning, Ethics and Equity.

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Professor of Public Administration

MISRA, SURESH: M.A. (JNU), MHRM (Pondicherry University), D. Phil (Allahabad University), Diploma in Journalism and Mass Communication, Calcutta. Advance Training in Public Policy Management, Rehovot, Israel & TQM at UK Civil Service College, UK

Areas of Interest: Public Administration, Political Systems & Processes, Administrative Reforms, Good Governance, Service Delivery, Decentralized Governance and Consumer Protection and Welfare

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Professor of Applied Economics

VISHANDASS, ASHOK: MA (Economics, University of Manchester), M.Stat. (Master of Statistics) (Gold Medalist), PG Diploma in Planning and Development (JNU) and Ph.D. in Economics (Agriculture)

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APPPA Programme Faculty

Professor in Urban Finance

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Professor of e-Governance and ICT

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Areas of Expertise: Vision@2047, Public Policy Formulation for Tech-Spaces, Generative AI and Ethics , Digital Transformation in Governance, Design Thinking, Cyber Security & Cyber Hygiene, Digital for Development : Smart Cities & Digital Villages, e-Governance and Digital India

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KUSUM, LATA: Ph.D. Urban Planning School of Planning & Architecture, New Delhi (SPA-D), Master in Regional Planning, (SPA-D); B.E. (Civil), GEC, Raipur M.P. (Current NIT-R, C.G.); 2 Week training on Gender & Local Governance, MASHAV, Haifa, Israel

Areas of Interest: Urban Planning, Urban Management, Urban Governance, Urban Environment, Urban and Regional Infrastructure, GIS tool for Urban Sector

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Areas of Interest: Data analysis,, Statistical Analysis, Big data, Research Methods and Research Methodology, Operations Research, Multivariate Techniques for Research, Supply Chain Management, Total Quality Management and Six sigma (6-σ).

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Associate Professor in Urban and Regional Planning

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Assistant Professor of Environment Management & Climate Change

SINGH, SHYAMLI: B.Sc. Gold Medalist, Delhi University M.Sc. Gold Medalist (Environment Management) I.P. University Ph.D., IRDR Young Scientist, China

Areas of Interest: Climate Change, Policy, implications, Environment and Sustainable Development, Environmental Impact assessment, Linkages between Climate Change and Disasters

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Assistant Professor of Sociology

MOHAPATRA GADADHARA: M.A., M.Phil., Ph.D. (Sociology, JNU), Postdoctoral Fellow (Erasmus Mundus Scholarship of European Commission, Institut für Soziologie, Albert-Ludwigs-Universität Freiburg, Germany), UGC Postdoctoral Fellow (RTCHDS, Institute of Development Studies Kolkata)

Areas of Interest: Labour and Society, Migration and Diaspora Studies, Social and Public Policy, Gender Studies, Tribal Studies, Public Utility Management, Rural Water Supply and Sanitation

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Assistant Professor of Operation Research

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SINGH, AMIT KUMAR: M.A., M.Phil., and Ph.D. in Urban Geography (JNU)

Areas of Interest/Specialization: Urban Infrastructure and Services, Resource Management, Housing and Poverty, Regional Planning and Urban Environment.

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Administration

RANJAN, AMITABH: MBA (HR), B. Tech. (Petroleum)

Areas of Responsibilities: Head of Finance, Administration and all Academic Support Services, Warden IIPA Hostel, Coordinator, Centre for Learning in ICT and e-Governance, Nodal Officer for e-Office/Paperless office project of IIPA.

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Assistant Professor of International Relations and International Administration

Assistant Professor of ICT & E-Governance

Assistant Professor of Urban Development

Registrar

Infrastructure

Auditorium and Seminar Halls

The Institute, located in the heart of Delhi in nearly seven acres of greenery, is bestowed with state-of-the-art infrastructure for carrying out its activities, like holding conferences and seminars, training programs, video conferencing and conducting researches. The infrastructure consists of an auditorium with 175 seating capacity, a conference hall with seating capacity of 60, and 4 training/lecture halls of varying capacities, 2 rooms for video-conferencing and online conduct of training programmes and 2 multi-purpose halls. Each of these rooms is fitted with latest and efficient teaching aids and communication facilities including smart-boards and internet connectivity.

Library

The IIPA Library has a collection of over 2.27 lakh volumes of books and periodicals. It receives over 270 current periodicals. The collection of IIPA library is particularly rich in the areas of public administration, management sciences, economics, planning and development, political science, sociology, development studies, history, law, rural, urban and gender studies, e-governance, and consumer studies. The Public Document Section of the Library, which contains Census publications, reports of committees and commissions, National Sample Surveys, and Annual Reports of various ministries and departments of the Government of India and international organisations, is acknowledged as one of the richest collections in the country. The library also maintains the press clippings of articles and news items published in various newspapers. Most of the Library functions and services are computerized and the complete catalogue is available online. The computerised library database has over 1.36 lakh records related to books and reports and 1.28 lakh records relating to periodical articles. Library subscribes to ABI/inform database, facilitating access to around 4000 titles, out of which 3000 titles are in full text, besides, the database also facilitates access to 500 business case studies and 20,000 business and management dissertations. Besides, the users have access to the JSTOR database which primarily contains the full-text of more than 2,600 journals from 1,200 publishers. Library provides remote access to all these resources anywhere and anytime. The 'Digital Knowledge Repository', comprising various forms of intellectual output developed in- house, is arranged under various categories and can be accessed

at: www. iipa.org.in/repository.html. There is a separate reading room equipped with ICT facilities exclusively for the APPPA participants wherein multiple copies of books comprising essential and suggested readings for the APPPA course are available. The Library is open on all days from 9.00 a.m. to 5.30 pm except Sundays and on national holidays (26th January, 15th August and 2nd October) and Diwali, Dussehra and Holi.

Computer Centre

The Computer Centre is equipped with a host of servers, work stations, printers, and LAN to provide high-speed Internet services. This Centre caters to IIPA's in-house requirements for research and training. The Centre has a good collection of software both for general use and also for specialized applications like SPSS. The functioning of this Centre has been augmented with the support of the Ministry of Information Technology (GOI) for capacity building in the area of e-Governance. The Computer-based practical sessions of APPPA are held in the computer lecture hall of the Centre which remains open during usual office hours. Apart from this, we also have a dedicated Computer Centre for APPPA participants.

Hostel

Situated in the campus of the Institute, the hostel has a limited number of double room family suites. These are allotted to the participants attending APPPA, subject to availability and charges as per rules.

Medical Facilities

The Institute has an Honorary Medical Officer who is available in the Hostel for consultation during 1.00 p.m. to 2.00 p.m. from Monday to Friday.

IIPA Publications

The Institute has enriched the literature on Public Administration through a large number of serials and monographs besides research studies, proceedings of seminars /conferences, lectures and the annual APPPA dissertations.

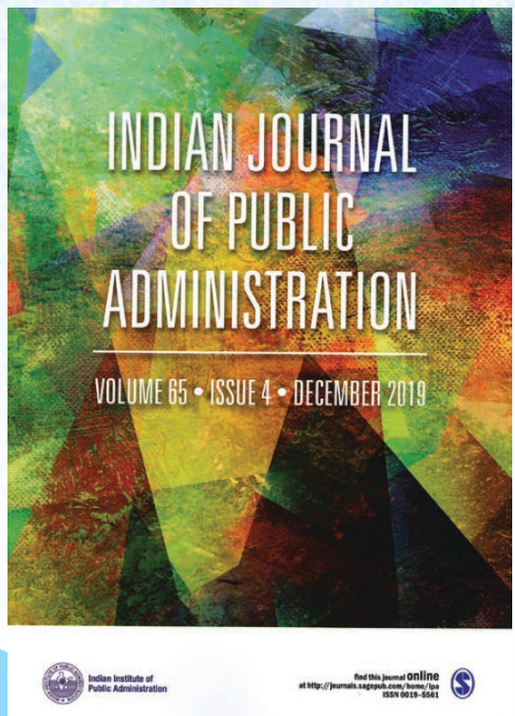
The Institute publishes the following periodicals regularly:

Indian Journal of Public Administration (IJPA) (Quarterly)

Published since 1955, IJPA is the flagship journal of the Institute covering topics related to Public Administration, Public Policy, Good Governance, Bureaucracy, Leadership, Environment, Law, Social Welfare, etc. Research articles, case studies, book reviews, essays, notes and documents related to themes authored by experts are regularly featured in IJPA. Since 2017, IJPA has collaborated with SAGE Publications for printing, marketing and subscription. It is the premier publication on public administration in India and over the period of time, this refereed journal has gained popularity at an international level. The author of the best article every year is conferred with the prestigious late Shri TN Chaturvedi Award by the Hon'ble Vice President of India and President of IIPA.

Lok Prashasan (Hindi) (Bi-annually)

Published since 2008, Lok Prashasan is IIPA's Hindi journal established with an aim to promote Hindi language and encourage Hindi literature on the subject to flourish. Articles and research papers related to Public Administration, Public Policy, Good Governance, Bureaucracy, Leadership, Environment, Law, Social Welfare, etc., are regularly covered in this journal.

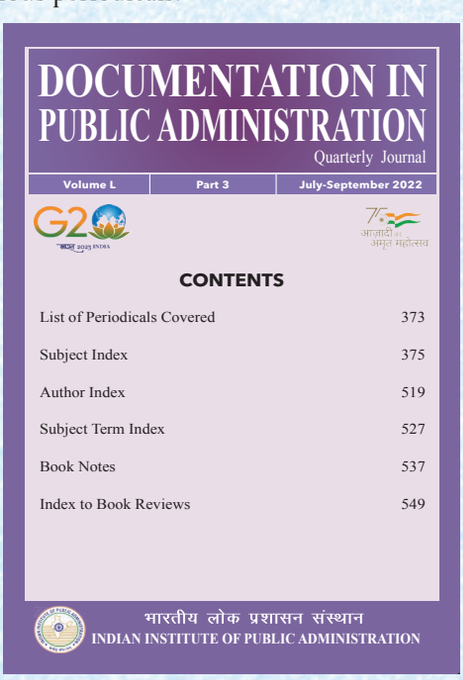


Nagarlok (Quarterly)

Published since 1969, the journal broadly covers topics related to Urban Studies with a focus on Urban Life, Metropolitan System, Urban Economic Development, Urban Finances, etc.

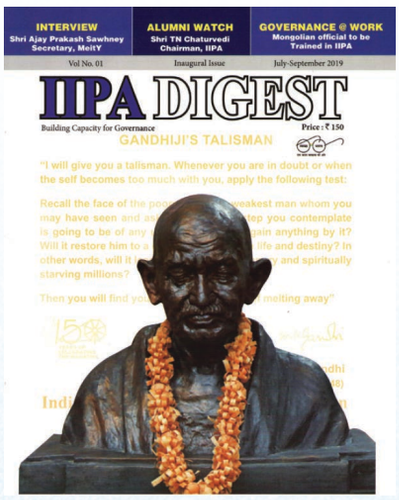
Documentation in Public Administration (DPA) (Quarterly)

Published since 1973, DPA indexes articles/papers/ reports/ monographs on Public Administration covered by various periodicals.



IIPA Digest (Quarterly)

Published since 2019, the magazine covers national and international news, stories and features related to latest initiatives and trends of government. It also features articles on governance, bureaucracy, diplomacy and trade, economy, politics, climate change, SDGs, policy advocacy, etc.



IIPA Newsletter (Monthly)

Published since 1955 and now available only in the e-newsletter format, it covers news related to events and training programmes conducted in the Institute.

So far IIPA has published more than 500 books, monographs, reports, working papers, and compendiums in spheres of governance and public administration. A few of the books authored by renowned authors including IIPA faculty members are also available for purchase.

IIPA Membership

IIPA has a countrywide presence through its 25 Regional and 42 Local Branches. Its members are from academia and practitioners engaged in study or/and practice of Public Administration and Public Policy. Presently, there are 11185 Life Members and 135 Associate members. They contribute to and benefit from the activities of the IIPA as well as the branches, which include seminars, discussions, researches and other cultural activities. You may become member of the Institute by applying on a prescribed form.

The Programme

Indian Institute of Public Administration has been conducting the Advanced Professional Programme in Public Administration (APPPA) since 1975. The ten months programme is sponsored by Department of Personnel and Training (DoPT), Government of India. The participants consist of senior officers of all India Services, Central Services, Defence Services, Technical Services and State Government Services. The officers are of considerable seniority, in the rank of Deputy Secretary/Director or above in the Government of India or an equivalent position.

The programme has been designed in the Mission Karmayogi framework of Government of India, to equip the trainee officers with the competencies needed for them to respond to the challenges of the mission of ***AtmaNirbhar*** Bharat in the ***Amrit Kaal.*** The vision for ***Amrit Kaal*** includes knowledge based and technology driven interventions for citizen centric governance, which are rooted in Indian ethos. The significance of the programme lies in the fact that it has been incorporating rapid advancements in the knowledge in every area of governance on a continuous basis "to prepare the participants to make greater contribution to governance and to meet the emerging challenges by leveraging technology".

The Programme is a unique blend of theory and practice that gives the participants exposure to the associated concepts, skills and techniques. It also provides an opportunity for peer-group learning. The purpose is to enhance the sensibilities, sensitivities, and capabilities of the participants to explore innovative options and choices.

So far, 1620 administrators/officers from All-India and Central Services including those from the armed forces and a few foreign countries, teachers of Indian Universities and officers of State Civil Services have participated in the programme since 1975. A good number of APPPA participants have subsequently excelled in their respective services and many of them have moved on to occupy important positions in the Government of India and the state governments. A vibrant IIPA Alumni Association ensures a permanent alliance between the IIPA and its participants.

Aim

The programme aims at equipping the participants with the right attitude, skills and knowledge to enable them to respond to future challenges in making India a Developed Country and providing Citizen Centric Governance. It seeks to build a competent and goal-driven cadre of officials whose actions are global in standards and rooted in Indian ethos and ethics at the same time.

Objectives

APPPA seeks to enable the participants to:

- understand the basic concepts of Social Sciences, Public Policy, and Governance
- develop their views on topical issues of Public Administration and Governance ethics in India;
- analyze the factors that impact the application of policies and modalities thereon;
- apply analytical skills in decision-making;
- design a framework for administrative reforms and good governance; and
- develop interpersonal skills and sensitivity towards the needs of the people.

Expected Outcomes

The overarching goal of the Programme is to provide a dynamic and integrated approach to the study of public policy and management. As such, it is uniquely designed to help participants prepare for the challenges and opportunities of public administration as they move up the ladder and contribute to nation building. It is expected that participants will be endowed with critical competencies and creative skills to produce innovative solutions to problems with the whole of government approach upon successful completion of this course.

Eligibility

The programme is open to officers of the All India Services, Central Services (organized and non- organized, technical and non-technical), and the State Services as well as to the officers of the Defence Services subject to the following eligibility conditions:

Programme Design

- At least 10 years of service in Group 'A' category,
- Should be a deputy secretary/director or above in the Government of India or an equivalent position,
- Not more than 50 years of age as on the 1st July, 2023 (53 years in case of officers belonging to Scheduled Castes and Scheduled Tribes) and should not have undergone a training programme of the duration of 12 weeks or more, in India or abroad, during the preceding five years from the date of commencement of the programme.

Structure of the Programme

As envisaged in the Mission Karmayogi, modules of the programme focus on role that the participants would be playing in their future endeavours. The participants are mid-career public servants presently and very soon likely to hold senior positions, wherein they would play a critical role in policy making and implementation. To be effective in this role, they would need to 'Think, Communicate, Collaborate, Empathize, Lead and Solve' policy problems and governance issues. Therefore, the programme is structured around:

A. Four academic-cum-training modules with various streams;
B. Experiential Learning;
C. Dissertation and viva-voce; and
D. Co-curricular.

A. Academic Modules

The focus is on comprehending concepts and applications. The streams have been identified based on their relevance to the issues of governance eco-system and capacities to respond. They incorporate recent developments in the respective areas of study. These streams have been divided into four parts, consisting of:

A.I: Setting the Context
A.II- Citizen Centricity
A.III- Enhancing Competitiveness
A.IV- Sector specific Interventions

The details of the streams are given in the programme outline below. The streams, with one credit, shall have sixteen sessions. Half credit streams will generally be covered in twelve sessions. Learnings would be aligned with the competency dictionary of the DoPT.

Table: Competency values in the Competency Dictionary

ETHOS	EFFICENCY
1. People First	14. Results Orientation
2. Strategic Thinking	15. Conceptual Thinking
3. Organizational Awareness	16. Initiative and Drive
4. Commitment to the Organization	17. Seeking Information
5. Leading Others	18. Planning and Coordination
	19. Desire for Knowledge
ETHICS	20. Innovative Thinking
6. Integrity	21. Problem Solving
7. Self Confidence	22. Developing Others
8. Attention to Detail	23. Self-Awareness and Self-Control
9. Taking Accountability	24. Communication Skills
	25. Team-Working
EQUITY	
10. Consultation and Consensus Building	**PRODUCTIVITY**
11. Decision Making	26. Office Management (Parichay)
12. Empathy	27. Human Resource Management (Disciplinary Work)
13. Delegation	28. Information Management (Court Matters)
	29. Compliance Management (Audit)
	30. Parliamentary Matters (Questions & Committee)

Source: DoPT

B. Experiential Learning

B.1 Experiential Presentations: A meaningful and fun-filled exercise, experiential presentations are meant to promote mutual sharing of experiences and expertise among the participants. Each participant will make a presentation focused on a specific situation an officer has faced at some point in his/her career. These presentations are meant to highlight innovations in internal administration or field situations, best practices in organizational leadership or important lessons in project planning and implementation. To make it meaningful, the participants would be expected to identify the

competency value and weave the presentation and report around that.

B.2 Rural Field Visits: To Study Rural Development and Administration & Implementation of National flagship Schemes.

This component is intended to sensitize the participants with the socio-economic realities of rural life. The participants are assigned a theme-based study focusing on various aspects of rural development and they are expected to examine the effectiveness of the delivery mechanism and assess the impact of rural development programmes. Small groups of participants visit identified rural areas in different parts of the country and interact with the village level functionaries and panchayat members under the over- all guidance of a faculty member. The groups present field study reports of these visits which are useful for future policy reference.

B.3 Urban Field Visits: To Study Urban Development and Administration with special reference to Smart Cities and Livelihood Mission.

It provides an opportunity for the participants to understand the problems in urban administration and management and the challenges in addressing them. The participants study various urban development schemes and their impact on the socio-economic conditions of the people, especially those below the poverty line. The study includes interaction with the functionaries of the municipalities and other development agencies. Like rural field study, groups of participants visit specific cities/ towns which are selected based on specific issues in different regions. The urban study reports too are presented by the groups and serve as good policy inputs.

B.4: Visits to the Forward Areas: The visit to the forward areas enables the participants to experience individual, institutional and infrastructure preparedness of the Armed Forces in these areas. The visit also provides an opportunity to interact with the officials of the Armed Forces and appreciate the dynamics of Civil- military relations.

C. Dissertation and viva-voce

Dissertation is an integral and valuable component of the Programme and a necessary condition for Executive Masters Degree of Panjab University, wherein the participants are expected to choose a topic of their interest from the list of innovative and important initiatives recognised through PM Awards for Excellence in Public Administration of the last three years. The rationale behind selection of the topics from these good governance initiatives is to generate comprehensive empirical information about the sector specific dynamics and provide government the inputs for scaling up and enhancing service delivery. The dissertation would be an in-depth study of the particular initiative and the participants would be expected to locate the competency values in the initiative.

During the early stages of the APPPA programme, the research proposal outlining research questions and methodology to be adopted would be presented before a panel of experts by the participants for suggestions/ comments. Each research proposal would be finalized after its final approval by an external committee of IIPA. The participants are advised to begin work on the dissertation immediately thereafter. Subsequently, after the submission of the completed dissertation, the participants have to appear in a viva-voce examination.

Participants are expected to demonstrate their analytical skills and make substantial contributions to the theory and practice of Public Administration through their dissertations. They are expected to undertake a comprehensive review of literature on the chosen subject area. There is a provision for participants to undertake field visits for the collection of required data, on the recommendation of the supervisor and the approval of the concerned Programme Director. The draft dissertation, in the approved format, must be submitted to the faculty supervisor by February 16, 2024. The final dissertation with approval of Faculty supervisor, in four copies, must be submitted by March 11, 2024.

D. Co-curricular Activities

D.1 Lectures by eminent persons and visits to cultural, heritage & archaeological sites and knowledge partners

Persons who have achieved eminence in the society through their work or contributed to social good or hold an important position in the government or private sector, are invited to share their views or speak on the relevant topics. IIPA has been able to invite bevy of experts in the past and would continue to do so leveraging the long established network and linkages.

Visits to cultural, heritage & archaeological sites are undertaken during the course at different intervals to remain connected to our society, history and culture. These include visit to War Memorials, Ambedkar Museum, Heritage Sites, Parliament, Rashtrapati Bhavan and so on.

Indian Institute of Public Administration has been in a strategic alliance with various knowledge partners like the Panjab University, Indian Institute of Technology, Roorkee, etc. The strategic alliance is to augment knowledge creations in mutual areas of interest, emerging areas of knowledge, knowledge sharing, peer learning, and experience sharing. The visit to the knowledge partners will enable the participants to critically appreciate the eco-system of knowledge management.

D.2 Extra Curricular Activities

Extracurricular activities have proven to be beneficial in developing personalities of the individuals in the workplace. It enables acquiring soft skills like inter-personal skills, time management, etc. that boost confidence of the employees and they become more productive. There is greater sense of belongingness as well. Participant would be expected to perform during the time allocated at different times for this purpose during the course. They may choose the nature of performance, drama, poetry, skit, playing instruments, etc. or for whatever they are passionate about.

E. Assessment

The system of evaluation varies from stream to stream and includes Written examinations, Case comments, Case writing, Assignments, Research proposal, Individual presentations, dissertation evaluations and any other method considered appropriate. The participants should strictly adhere to the assignment submission deadlines as notified from time to time.

The evaluation of all the streams will be conducted immediately upon their completion. To promote greater objectivity in Dissertation evaluation, each Dissertation is referred for evaluation, on the recommendation of faculty supervisor about its worthiness for the award of Executive Masters / MDPA diploma, to two external examiners. The average of the marks awarded by them is taken for the final score. The programme carries a total of 24 credits and each credit has 25 marks. The minimum marks required to pass the evaluation shall be (a) 45 per cent in each course and (b) 50 per cent in aggregate. Successful candidates shall be awarded divisions/ distinctions as under:

Percentage in Aggregate	Division
70% and above	First Division with Distinction
60% and above but below 70%	First Division
50% and above but below 60%	Second Division

A grading system is followed for the evaluation of the performance of the participants in individual courses according to the following scheme:

Marks	Grade
Marks	Grade
90% and above	A +
80% and above but below 90%	A
70% and above but below 80%	A –
60% and above but below 70%	B+
50% and above but below 60%	B
45% and above but below 50%	B –

A grading system is followed for the evaluation of the performance of the participants in individual courses according to the following scheme:

The overall assessment shall be made based on academic performance and general conduct including punctuality and regularity of attendance, display of officer-like qualities, teamwork, interaction with faculty and other participants, demonstration of leadership qualities, creativity and innovation, and participation in co-curricular activities during the programme.

Candidates failing to obtain the minimum marks required to pass the evaluation in any subject area would have to undergo a fresh assessment in that area in order to successfully complete the programme.

Successful completion of the APPPA programme leads to the Master's Diploma in Public Administration (MDPA) awarded to the participants by IIPA. Besides, the participants are also eligible for the award of an Executive Masters in Public Administration and Public Policy degree (EMPA&PP) of the Panjab University. This degree may further serve as a pathway to a future Ph.D. degree.

Programme Outline

Programme Outline for 49th APPPA (2023-2024)

S. No.	Stream	Faculty In-charge(s)	Mode of Evaluation	No. of Sessions	Credit
A	**Academic Modules**				
	A.I: Setting the Context				
A.I.1	Dynamics of Public Administration and People Centric Governance	Suresh Misra Mamta Pathania	WE	16	1.0
A.I.2	Indian Economy and Public Finance	V.N. Alok	WE	12	0.5
A.I.3	Administrative Law & Regulatory Governance	Sapna Chadah	MCQ	12	0.5
A.I.4	Research Methodology	Roma Debnath	RP&IP	12	0.5
A.I.5	Human Resource Management in Government	Neetu Jain	A	16	1.0
A.I.6	Design Thinking for Government & Administration	Surabhi Pandey	A	12	0.5
A.I.7	Indian Knowledge System: Concepts and Applications	Saket Bihari	A	12	0.5
	Sub Total of A.I			**92**	**4.5**
	A.II: Citizen Centricity				
A.II.1	Public Policy Analysis	Sachin Chowdhry	A	12	0.5
A.II.2	Public Service Delivery	Mamta Pathania	A	12	0.5
A.II.3	Ethical Governance	K.K. Pandey Suresh Misra	CS	12	0.5
A.II.4	Digital Transformation and Digital Public Goods	Charru Malhotra	A	12	0.5
A.II.5	Social welfare: Policies, Implementation and Evaluations	Saket Bihari	A	12	0.5
A.II.6	Consumer Protection in Market Economy	Suresh Misra Mamta Pathania	MCQ	12	0.5
	Sub Total of A.II			**72**	**3.0**
	A.III- Enhancing Competitiveness				
A.III.1	Operations and Project Management	Pawan K. Taneja	MCQ	12	0.5
A.III.2	Growth Drivers- Role of Agriculture, Industry and International Trade	Ashok Vishandass	A	12	0.5
A.III.3	Public Procurement	Sachin Chowdhry Pawan K. Taneja	A	12	0.5
A.III.4	Labour and Society	G. Mohapatra	TP	12	0.5
A.III.5	Financial Literacy and Management	Pawan K. Taneja	MCQ	12	0.5
A.III.6	Climate Governance-Green Transition	Shyamli Singh	TP	12	0.5
A.III.7	Infrastructure Development	Kusum Lata	A	12	0.5
	Sub Total of A.III			**84**	**3.5**
	A.IV- Sector specific Interventions				
A.IV.1	Natural Resource Management	Amit Kumar Singh	TP	12	0.5
A.IV.2	Disaster Risk Reduction	V.K. Sharma	TP	12	0.5
A.IV.3	Cyber Security, Artificial Intelligence and Social Media Management	Surabhi Pandey	A	12	0.5
A.IV.4	Urban Management and Governance	K.K. Pandey	A	12	0.5

Programme Outline

S. No.	Stream	Faculty In-charge(s)	Mode of Evaluation	No. of Sessions	Credit
A.IV.5	Determinants of India's Foreign Policy	Manan Dwivedi	A	12	0.5
A.IV.6	Rural Management and Governance	Nupur Tiwari	A	12	0.5
A.IV.7	Mission Karmayogi A. National Capacity Building Framework B Competency Framework	 Ashok Vishandass Neetu Jain	A	12	0.5
	Sub Total of A.IV			**72**	**3.5**
B	**Module- Experiential**				
B.1	Experiential Presentations	S. N. Tripathi Sachin Chowdhry Sapna Chadah	IP and CS		1.0
B.2	Rural Field Visits: Evaluation of Rural Development Programmes	Nupur Tiwari Saket Bihari G Mohapatra	GR & P		1.0
B.3	Urban Field Visits: Evaluation of Urban Development Programmes	K.K. Pandey Kusum Lata Sachin Chowdhry Amit Kumar Singh	GR & P		1.0
B.4	Visits to Forward Areas	S. N. Tripathi Amitabh Ranjan Sachin Chowdhry Sapna Chadah			
	Sub Total of B				**3.0**
C	**Module- Dissertation And Viva-Voce**				
C.1	Dissertation	Faculty Guide			4
C.2	Viva Voce	Board headed by Director General			1
D	**Module- Co-Curricular Activities**				
D.1	Lectures on Contemporary Issues/ topics by eminent personalities; visit to heritage, Archaeological Sites and places of significance; and cultural activities	S. N. Tripathi Sachin Chowdhry Sapna Chadah			0.5
D.2	Extra Curricular Activities				
E	Overall Assessment	S. N. Tripathi Sachin Chowdhry Sapna Chadah			1.0
	Grand Total (A+B+C+D+E)				24

ACRONYMS

A	Assignment	**IP and CS**	Individual Presentation and Case Submission
CC	Case Comments	**MCQ**	Multiple Choice Question
CS	Case Study	**RP and IP**	Research Proposal and Individual Presentation
CP	Class Participation	**TP**	Term Paper
D	Dissertation	**VV**	Viva-Voce
GR and P	Group Report and Presentation	**WE**	Written Examination

AWARDS

Based on the performance in the course, following awards will be conferred :

S. No	Awards	Criteria
1.	APPPA Gold	Based on marks
2.	APPPA Silver	
3.	APPPA Bronze	
4.	APPPA Karmayogi	Based on the overall assessment

Note: As a matter of policy no two awards will be given to a single participant.

Attendance and conduct

As per the requirements of the Department of Personnel and Training, attendance in all lectures, seminars discussions, etc. is compulsory. In case of an emergency, the participant may seek prior permission from the Programme Director for his/her absence. Participants are expected to be present in the class before the start of each session. They are expected to conduct themselves at all times in a manner worthy of an officer. As indicated by the Department of Personnel and Training, Government of India, the officer(s) may be withdrawn from the course by the Director General, Indian Institute of Public Administration (IIPA), New Delhi in case their performance is assessed as unsatisfactory.

SESSION TIMINGS

On each working day, there will be five sessions as follows:

Forenoon Sessions

Session-I	09:30am-10:40am
Session-II	11:00am-12:10pm
Session-III	12:20pm-13:30pm

Afternoon Sessions

Session-IV	14:30 pm-15:40pm
Session-V	15:50pm-17:00pm

Tea /coffee will be served on campus at 10:40-11:00, 12:10-12:20 hours and 15:40-15:50 hours. **Lunch break will be between 13:30-14:30 hours.**

TENTATIVE TIMELINES FOR IMPORTANT EVENTS

1.	Course Commences	3 July 2023
2.	Evaluation of APPPA Streams	Immediate next week after the completion of the Course
3.	Workshop on Research Proposal Presentation	12-14 September 2023
4.	Forward Area Visits	25-30 September 2023
5.	Dissertation preparation	September 2023-March 2024
6.	Urban Study Visits	30 October -3 November 2023
7.	Rural Study Visits	4-8 December 2023
8.	Last date for submission of the draft dissertation to the faculty supervisor	16 February 2024
9.	Return of dissertation by faculty supervisor	4 March 2024
10.	Submission of Dissertation	11 March 2024
11.	Viva Voce	April 16-18, 2024
12.	Convocation	30 April 2024

Programme Directors/Additional/ Associate and Programme Co-Directors

Programme Directors	Associate / Additional/ Programme Co-Directors	Year (Programme No.)
Dr. Sachin Chowdhry	Dr. Sapna Chadah	2023-2024 (49th)
Prof. V. N. Alok	Dr. Kusum Lata	2022-2023 (48th)
Prof. Suresh Misra	Dr. Shyamli Singh	2021-2022 (47th)
Prof. Charru Malhotra	Dr. Pawan K. Taneja	2020-2021 (46th)
Prof. Govinda Bhattacharjee	Dr. Neetu Jain	2019-2020 (45th)
Prof Ashok Vishandass	Dr. Kusum Lata	2018-2019 (44th)
Prof. C. Sheela Reddy	Dr. Mamta Pathania	2017-2018 (43rd)
Prof. Sushma Yadav	Prof. C. Sheela Reddy	2016-2017 (42nd)
Prof. K.K. Pandey	Dr. Sachin Chowdhry	2015-2016 (41st)
Prof. Suresh Misra	Dr. C. Sheela Reddy	2014-2015 (40th)
Prof. Rakesh Gupta Prof. Sushma Yadav Prof. Suresh Misra	-----	2013-2014 (39th)
Prof. Pranab Banerji Prof. Rakesh Gupta	Dr. Girish Kumar Dr. Sujit K. Pruseth	2012-2013 (38th)
Prof. K. K. Pandey	Dr. Sachin Chowdhry	2011-2012 (37th)
Prof. R.K. Barik	Dr. Sachin Chowdhry	2010-2011 (36th)
Prof. Sujata Singh	Prof. Nand Dhameja	2009-2010 (35th)
Prof. Dolly Arora	Prof. S.K. Ghosh	2008-2009 (34th)
Prof. Vinod K. Sharma	Dr. Girish Kumar	2007-2008 (33rd)
Prof. Jaytilak Guha Roy	Dr. Girish Kumar	2006-2007 (32nd)
Prof. Anil C. Ittyerah	Dr. V.N. Alok	2005-2006 (31st)
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Prof. Rajesh Singh	Shri N.C. Ganguli	2003-2004 (29th)
Prof. Aasha Kapur Mehta	Dr. Dolly Arora Shri N.C. Ganguli	2002-2003 (28th)
Prof. P.K. Chaubey	Shri N.C. Ganguli	2001-2002 (27th)
Prof. J.N. Upadhyay	Dr. (Mrs.) A. Sarada	2000-2001 (26th)
Prof. S.S. Singh	Shri Rakesh Gupta	1999-2000 (25th)
Prof. Arvind K. Sharma	Dr. (Mrs.) Rajesh Singh	1998-1999 (24th)
Prof. K.S.R.N. Sarma	Dr.(Mrs.) Shanta Kohli Chandra Shri N.C. Ganguli	1997-1998 (23rd)
Prof. R.K. Tiwari	Dr. Sujata Singh Shri Rakesh Gupta	1996-1997 (22nd)

Programme Directors/Additional/ Associate and Programme Co-Directors

Programme Directors	Associate / Additional/ Programme Co-Directors	Year (Programme No.)
Prof. J.C. Kapur	Shri N.C. Ganguli Dr.(Mrs.) A. Sarada	1995-1996 (21st)
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Prof. Kamta Prasad	Dr. J. Guha Roy Shri Pranab Banerji	1988-1989 (14th)
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Prof. K.L. Handa	Mrs. Shanta Kohli Chandra Shri N.C. Gaguli	1984-1985 (10th)
Prof. Kanti Swarup	Dr. J.N. Upadhyay Shri N.C. Ganguli	1983-1984 (9th)
Prof. K.N. Kabra	Shri N.C. Ganguli Miss Sarla B. Rao	1982-1983 (8th)
Prof. S.N. Sadasivan	Shri M.K. Gaur Miss Sarla B. Rao	1981-1982 (7th)
Prof. Kuldeep Mathur	Shri M.K. Gaur Shri M.K. Narain	1980-1981 (6th)
Prof. S.R. Maheshwari	Dr. B.M. Verma	1979-1980 (5th)
Prof. S.P. Verma	Dr. B.M. Verma	1978-1979 (4th)
Prof. A.P. Barnabas	Mrs. Shanta Kohli Chandra	1977-1978 (3rd)
Prof. J.K. Ray	Dr. R.K. Tiwari Dr. K. Sadasivan Nair	1976-1977 (2nd)
Prof. M.J.K. Thavaraj	Dr. R.K. Tiwari Dr. K. Sadasivan Nair	1975-1976 (1st)

First Rank Holders

Name	Year (Programme No.)
Brig Puneet Kapoor	2022-2023 (48th)
Brig Puneet Ahuja	2021-2022 (47th)
Brig. S. Sooraj	2020-2021 (46th)
Ms. Lily Pandeya	2019-2020 (45th)
Ms. Madhumita Das	2018-2019 (44th)
Ms. Tarika Roy	2017-2018 (43rd)
Shri Sanjay Mehrishi	2016-2017 (42nd)
Gp. Capt. R. Vijendran	2015-2016 (41st)
Ms. Vandna Sethi	2014-2015 (40th)
Shri Atul Kumar Tiwari	2013-2014 (39th)
Brig. T.S.A. Narayanan	2012-2013 (38th)
Shri Prasanta Kumar Swain	2011-2012 (37th)
Shri Hitesh Chandra Awasthy	2010-2011 (36th)
Brig S. P. Nawathe	2009-2010 (35th)
Shri N. Raghuraman	2008-2009 (34th)
Mrs. Anshuli Arya	2007-2008 (33rd)
Shri P. K. Anand	2006-2007 (32nd)
Shri Sunil Bajpai	2005-2006 (31st))
Dr. W. R. Reddy	2004-2005 (30th)
Shri Rajiv Arora	2003-2004 (29th)
Shri UmangNarula	2002-2003 (28th)
Shri A. K. Bhardwaj	2001-2002 (27th)
Mrs. Gauri Chatterji	
Shri G. Alagarsamy	2000-2001 (26th)

Name	Year (Programme No.)
Shri M. S. Kaushik	1999-2000 (25th)
Shri R. C. Agarwal	1998-1999 (24th)
Shri Alok Johri	1997-1998 (23rd)
Shri Sumit Sinha	1996-1997 (22nd)
Shri Naseem Ahmad	1995-1996 (21st)
Shri D. K. Agrawal	1994-1995 (20th)
Shri P. C. Chhotaray	1993-1994 (19th)
Shri B.K. Saha	1992-1993 (18th)
Shri Satish Chandra	1991-1992 (17th)
Shri Yogendra Narain	1990-1991 (16th)
Shri Bhaskar Chatterjee	1989-1990 (15th)
Shri Ashok Kumar Harnal	1988-1989 (14th)
Shri T. J. Joice	1987-1988 (13th)
Shri Arun Sedwal	1986-1987 (12th)
Smt. Asha Mehra	1985-1986 (11th)
Shri G. S. Shukla	1984-1985 (10th)
Shri K. K. Misra	1983-1984 (9th)
Shri A. Bhattacharjya	1982-1983 (8th)
Shri A. N. Saksena	1981-1982 (7th)
Miss R. Vijayalakshmi	1980-1981 (6th)
Shri S. Kannan	1979-1980 (5th)
Shri O. P. Gupta	1978-1979 (4th)
Shri M. S. Dayal	1977-1978 (3rd)
Shri C. K. Sane	1976-1977 (2nd)
Shri R. K. Mathur	1975-1976 (1st)

Course Fee

A total amount of Rs. 8,65,840/- (Rupees eighth lakh sixty-five thousand eight hundred and forty only) out of which an amount of Rs. 6,65,840 (Rupees six lakh sixty-five thousand eight hundred forty only) towards domestic component and an amount of Rs. 2,00,000 (Rupees two lakh only) to cover the cost of preparation of dissertation/field visits, village study, urban study is to be remitted by the Cadre Controlling Authorities/ Sponsoring Authorities to the Registrar, Indian Institute of Public Administration (IIPA), New Delhi.

Further Enquiries

Further information may be sought from the following:

IIPA

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Name	Designation	Office	Mobile/ Residence
Director/ Faculty			
Shri Surendra Nath Tripathi	Director General	23702434 23702440 (F)	23766000 23768000
Dr. Sachin Chowdhry	Programme Director	23468379	9868619162
Dr. Sapna Chadah	Programme Co-Director	23468348	9810657989
Administration			
Shri Amitabh Ranjan	Registrar	23468362 23702438	9868164013
Shri Mithun Barua	Dy. Registrar (Academic Support)	23468305 23702437	8800131115
Shri O.P. Chawla	Dy. Registrar (F&A)	23468371	9891904770
Shri H. C. Yadav	Librarian	23468320	9868534480
Medical Officer (Part-Time)			
Dr. Neetu Gupta	Medical Officer	23468401	987150993
APPPA Secretariat			
Shri Anil Kumar Sharma	Superintendent	23468343	9873723705
Shri Manish Rawat	Assistant	23468343	9968566552
Shri Rajesh Kumar	Assistant	23468343	9810363959

BIMAL PATEL

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RECEPTION

"Holistic, synergized, integrated & Tech-Savvy working with 'whole of government' approach expected from officers with active 25 years ahead to realise PM Shri Narendra Modi's vision of 'India@2047': 49th Advanced Professional Programme in Public Administration at IIPA."

Dr Jitendra Singh, Union Minister of State (Ind. Charge) Science & Technology; MoS PMO, PP/ DOPT, Atomic Energy, Space; and Chairman IIPA EC at 49th APPPA inauguration on July 3, 2023.

Ms. Divya A.B, IP&TAFS; Sh. Sanjeev Kumar Arya, ITS; Capt A Ashok, IN; Cmde Arvind Chari, IN; Sh. Sunil Gautam, ITS; Brig Shantanu Goel, IA; Brig Navjit Singh Grewal, VSM, IA; Brig Dhananjay Joshi, IA; Air Cmde Devashish Kukreti, IAF; Sh. Ramesh Kumar, INAS; Air Cmde V Anil Kumar, IAF; Cmde Naveen Chandra Mamgain, IN; Brig Amit Misra, IA; Air Cmde Ravinandan Ganpat Nakil, VSM, IAF; Brig Vishal Pathania, SM, IA; Brig Syed Taqui Abbas Rizvi, VSM, IA; Air Cmde Jagdeep Shetty, IAF; Brig Marut Shukla, SM, IA; Brig Rajesh Sihag, IA; DIG Inderjit Singh, ICoG; Air Cmde Sandeep Singh, VM, IAF; Brig Manoj Somasekharan, IA; Brig SURESH S, IA; Sh. Vishal Mani Tripathi, IDSE; Brig Sanjay Vadhera, SM, IA; Brig Vikram Jeet Singh Varaich, IA; Ms. Renu Yadav, IRPS

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