

# 51<sup>st</sup> 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 JAGDEEP DHANKAR**  
Vice President of India  
&  
President of IIPA



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



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



**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



**DR. JITENDRA SINGH**  
Minister of State (IC), Ministry of Science & Technology  
Minister of State (IC), Ministry of Earth Sciences  
Minister of State, Prime Minister's Office  
Minister of State, Ministry of Personnel, Public Grievances & Pensions  
Minister of State, Department of Atomic Energy & Department of Space,  
Government of India and Chairman of IIPA E.C.



**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 M. HIDAYATULLAH**  
Vice President of India &  
President IIPA  
1979-1984



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

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## From the Director General

Dear Friends

India today stands at a defining moment in its history, with the collective dream of becoming *Viksit Bharat* by 2047. This vision is not limited to economic growth alone; it embodies the aspiration for a society that is inclusive, innovative, and globally respected. Achieving this ambitious goal requires the active participation and contribution of every segment of society such as government, business, civil society, and citizens alike. To translate this vision into reality, it is essential to foster an environment that encourages entrepreneurship and supports business growth. The government's ongoing reforms to improve the ease of doing business, simplify regulations, and promote innovation are crucial steps in this direction. Such an environment will be the key to unlocking India's true potential and fulfilling our shared aspirations. People First.

The realization of *Viksit Bharat* vision is deeply intertwined with the effectiveness and resilience of the state, particularly its civil and defence services. Civil services are the bedrock of governance, responsible for policy formulation, implementation, and the delivery of essential public services. Defence services, on the other hand, provide the security and stability necessary for sustained development and national confidence. We need to promote Karmayogi mindset.

Recent events, such as the Pahalgam incident, have underscored the complex challenges faced by our nation. The disruption to tourism and the uncertainty experienced by new businesses in its aftermath reflect the broader impact that crises can have on economic activity and public confidence. These situations highlight the need for robust administrative capacity, effective crisis management, and a responsive governance framework that can adapt to changing circumstances. The ability of civil and defence

services to work collaboratively, restore normalcy, and support both the ease of doing business and ease of living is crucial for maintaining momentum on the path to development. Their role in upholding public trust and fostering an environment where citizens and businesses can thrive cannot be overstated. Nation First.

I welcome you to the 51<sup>st</sup> Advanced Professional Programme in Public Administration (APPPA), designed precisely to forge the vital connection between policy, practice, and people that India's development journey now demands. Recognizing the complexity of today's governance landscape, APPPA brings together a diverse array of topics ranging from Public Administration, Public Policy, Law, Disaster Management, and Technology to Public Finance, Climate Governance, Human Resource Management and Sector Specific Interventions. This wide spectrum and my always accessible faculty colleagues ensure that the programme remains highly relevant to emerging scenarios and equip participants for the demands of futuristic actions. The curriculum is not static; it is continuously updated to enable participants in addressing the new challenges facing public administration, ensuring that officers are not only grounded in foundational concepts but also exposed to cutting-edge developments and critical concerns.

Through a blend of classroom learning, field studies, group discussions, and research assignments, APPPA cultivates a broader perspective among its participants—one that is essential for navigating the interconnected challenges of governance, security, and development. The programme encourages officers to analyze their experiences, apply behavioural and administrative sciences, and develop creative solutions that can inform policy and practice. In this way, APPPA stands as a bridge linking aspiration with action and enabling India's policy planners and implementers to realize the nation's vision for 2047 and beyond.

You will have access to the rich collection of IIPA Library with over 2.31 lakh volumes of books and periodicals, over 192 current periodicals, the computerized library database of over 1.38 lakh records related to books and reports and 1.34 lakh records relating to periodical articles, as well as access to the JSTOR database to quench your thirst for knowledge.

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

**Surendra Nath Tripathi**

**Place: New Delhi**

**Date: July 1, 2025**





## 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.

# IIPA Faculty



**Director General**

**TRIPATHI, SURENDRA NATH, IAS (Retd):** M.B.A. (Public Policy), M.A. (Political Science), 1985 batch of IAS, Odisha 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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**Associate Professor in  
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**Areas of Interest:** Public Policy, Governance Issues and Urban Management.

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**Assistant Professor of  
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**PANDEY, SURABHI:** GOC-In-C Western Command Commendation card

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**Sr. Professor of Disaster  
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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  
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**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

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

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**Chair Professor, Dr  
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Science**

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**Associate Professor of  
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**BIHARI, SAKET:** Ph.D. (Sociology)

**Areas of Interest/Specialization:** IKS, ISS, School Education, Cultural Capital, Globalisation, Rural development & RCT.

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**Associate Professor of  
Applied Statistics**

**DEBNATH MITRA ROMA:** Ph. D., M.Phil, M.A. (Statistics), Fellow of Daniel K. Inouye Asia-Pacific Center for Security Studies, US

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**Associate Professor of  
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**CHADAH, SAPNA:** LL.M., Ph.D.

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

**Areas of Interest:** Sociology of Population, Labour Reforms and Productivity, Land Governance, Migration and Diaspora Studies, Social and Public Policy, Gender Studies, Tribal Studies, Public Utility Management, Rural Water Supply and Sanitation

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and International  
Administration**

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**Assistant Professor of  
Urban Development**

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

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

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**Adjunct Faculty**

**Shweta Mittal:** ICSSR Post- Doctorate (IIT Delhi), FDP (IIMA), Ph.D., MBA, Diploma in Training and Development (ISTD), Masters in Human Resource Management.

**Areas of Interest/Specialization:** Case Study and Case Writing, Team Building, Group Behaviour, Leadership, Perception and Decision Making, and Emotional Intelligence.

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**Adjunct Faculty**

**SINGH VIKAS: PHD, MBA**

His area of interest is Governance, Economy & Policy. His current focus lies on authoring a book on 'leadership behaviour,' further enhancing the discourse on effective governance.

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**Administration**



**Registrar**

**RANJAN, AMITABH:** B. Tech. [IIT (ISM) Dhanbad], MBA (HR)

***Areas of Responsibilities:*** Alumnus of Near East South Asia Center for Strategic Studies (NESA), National Defense University, Washington DC. Over a quarter century of experience in diversified fields including Civil Services with wide experience of Grassroot Governance and Public Administration including handling of various Govt. Schemes along with Financial Management, General Administration, Academic Administration & Management and Capacity Building.

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# 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 75 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 teaching aids and communication facilities including smart-boards and internet connectivity.

## **Library**

The IIPA Library has a collection of over 2.31 lakh volumes of books and periodicals. It receives over 192 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, 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. Most of the Library functions and services are computerized and the complete catalogue is available online.

The computerized library database has over 1.38 lakh records related to books and reports and 1.34 lakh records relating to periodical articles. Library subscribes to the JSTOR database which primarily contains the full-text of more than 2,600 journals from 1,200 publishers. The 'Digital Knowledge Repository' showcasing the research output and published resources of the Institute can be accessed at: [www.iipa.org.in/repository.html](http://www.iipa.org.in/repository.html).

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.

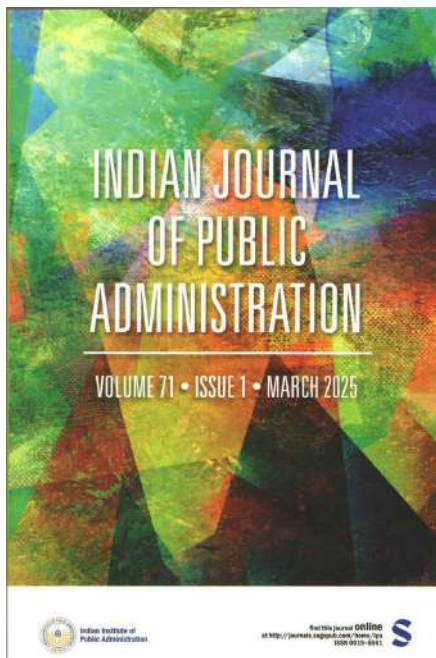


# IIPA Publications

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.

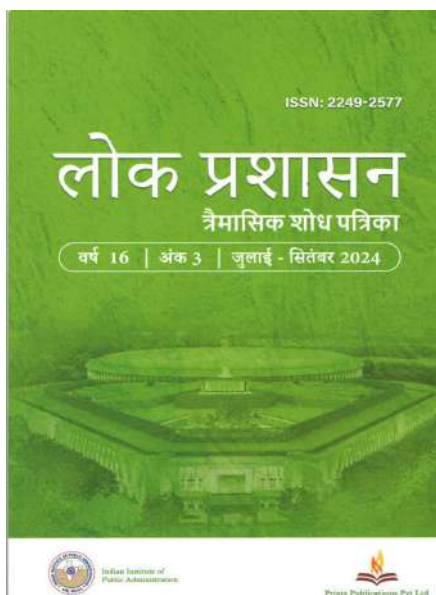
The Institute publishes the following periodicals regularly:

## ***Indian Journal of Public Administration (IIPA) (Quarterly)***



Published since 1955, IIPA 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 IIPA. Since 2017, IIPA 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 on the prestigious late Shri T.N Chaturvedi Award by the Hon'ble Vice President of India and President of IIPA.

## ***Lok Prashasan (Hindi) (Quarterly)***



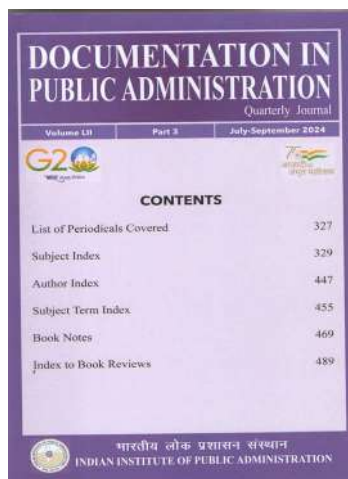
Published since 2008, Lok Prashasan is IIPA's Hindi journal established with an aim to promote Hindi language and encourage Hindi literature on the subject to flourish. Articles and research papers related to Public Administration, Public Policy, Good Governance, Bureaucracy, Leadership, Environment,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

## Bharat Journal of Case Studies (Bi-annually)



Bharat Journal of Case Studies (BJCS) is a biannual journal of the Indian Institute of Public Administration. The journal's first edition was released by the Hon'ble Vice President of India and President of IIPA Shri Jagdeep Dhankhar during the 70th Founders' Day event of IIPA on March 29, 2024. BJCS provides a platform for scholars, academicians, and practitioners to explore the complexities and success of real-world scenarios across a vast spectrum of disciplines.

## IIPA Membership

IIPA has a countrywide presence through its 26 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 11437 Life Members and 69 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 – APPPA

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 keeping in view the goal of *Viksit Bharat @ 2047* and the streams selected in the Mission Karmayogi framework of Government of India, to equip the trainee officers with the competencies required 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, 1700 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 domain knowledge, functional and behavioural competencies 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 and Behavioural 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 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:

- 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, 2025 (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

The country has made a commitment to pursue the agenda of having *Viksit Bharat@2047*. In its journey, through the *Amrit Kaal*, the country will have to take a quantum leap. The goal of having the status of a developed nation with the economy of \$30 trillion would require developing and consolidating social and economic infrastructure, expanding social welfare schemes, driving economic growth, promoting sustainable development, and enhancing both the ease of living and ease of doing business. The direct implication of this agenda is that policymaking must be rooted in Indian ground realities and emphasize the welfare of all, both in design and implementation.

The 51<sup>st</sup> APPPA is designed for mid-career public servants who will soon assume senior roles. This programme supports participants in aligning their skills and perspectives with the *Viksit Bharat* goal by providing them with the knowledge, practical exposure, and

leadership abilities required to address the nation's evolving governance challenges. The focus is on equipping participants to "Think, Communicate, Collaborate, Empathize, Lead, and Solve" policy problems and governance issues relevant to *Viksit Bharat*. The programme structure is as follows:

- A. Four academic-cum-training modules with various streams;
- B. Experiential Learning;
- C. Policy Paper and Viva- Voce;
- D. Programme through Institutional Collaboration; and
- E. Co- Curricular Activities.

## **A. Academic Modules**

The academic modules focus on building conceptual understanding and practical application. The streams have been identified based on their relevance to the governance ecosystem and the capacities required to address emerging challenges and feedback of the participants of previous APPPA programmes. Recent developments in each area are incorporated, and the modules are divided into four parts:

- **A.I: Setting the Context**
- **A.II: Citizen Centric Governance**
- **A.III: Enhancing Competitiveness**
- **A.IV: Sector-Specific Interventions**

Each stream is coordinated by experienced faculty. The streams, which are marked 'B' include one online course each to be completed by the participants during the running of that particular stream. The concerned stream in-charge has identified the course and the platform (preferably iGOT). Such courses would be complementary to that particular stream. For the courses on iGOT platform, its certificate would be considered for marking, with appropriate weightage. The evaluation of the streams would be through written exams. The details of the streams are given in the programme outline. Learning outcomes are aligned with the competency dictionary of the DoPT.

## **B. EXPERIENTIAL LEARNING**

### **B.1 Experiential Presentations**

Experiential learning is a meaningful and engaging exercise designed to promote mutual sharing of experiences and expertise among participants. Each participant is required to prepare a case study in the form of a document, focusing on a specific situation they have encountered in their career. These case studies are intended to highlight innovation in internal administration or field situations, best practices in organizational leadership, or important lessons in planning and implementation. In addition to preparing the case study, participants will make presentations to encourage identification and discussion of practical solutions to real-world governance challenges. This approach ensures that learning is grounded in actual administrative practice and fosters a culture of reflective problem-solving and knowledge exchange.

### **B.2: Visit to the Forward Areas:**

Secure borders and peace is of paramount importance for sustained socio-economic development. Current international developments and the emerging global scenario have

put renewed focus on the issues of national security. 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.

### **B.3: Rural Field Visits**

More than two-third of the population of India lives in rural areas. Since independence, the Govt of India has implemented many programmes to benefit various vulnerable groups of citizens, apart from comprehensive development of rural areas. However, the policymakers have faced several challenges in their planning, implementation as well as monitoring.

The visits to select rural areas are intended to enable the participants to make their own assessments of the challenges. They are assigned to do a theme-based study of the important initiatives of the Government of India and the particular state government. They are expected to examine the effectiveness of the entire institutional arrangement relating to the theme and assess the impact of the rural development programmes. They will visit identified rural areas in different parts of the country and interact with the village level functionaries, panchayat members and other stakeholders under the overall guidance of a faculty members. The reports will form the part of a document, which could be useful for policy purposes.

### **B.4: Urban Field Visits**

Cities are now being viewed as engines of growth with more than 60% contribution to GDP coming from the urban areas. The Govt of India has acknowledged this reality and launched several programmes to meet the needs of the citizens and the economic activities carried out in these areas.

The visits to identified cities would enable the participants to appreciate the challenges being faced by various city development agencies. During the visits, the participants are expected to carry out thematic studies with regard to various flagship schemes like Smart Cities Mission, Swachh Bharat Mission, etc. and their impact on the socio-economic conditions of the people, including those living below poverty line.

The participants would interact with officials of various city development agencies and other non-government groups under the overall guidance of a faculty member. The urban study reports are presented by the groups and serve as good policy inputs.

### **B.5 Visit to Aspirational District/ Block**

Aspirational Blocks programme, launched in 2023, focuses on improving governance to enhance the quality of life of citizens and service delivery in the remotest and less developed blocks of India. of the total 500 Aspirational Blocks, 160 Blocks are from the 112 Aspirational Districts, another programme that was launched in 2018.

One such Aspirational District would be chosen for the visit. The visit would enable the participants to understand the development strategy in these areas, which is critical for the aim of *Viksit Bharat*. The participant would be expected to explore and comprehend the crucial role of block officials, synergy in efforts of various departments and the impact of Aspirational Districts programme, which was launched earlier, on the blocks within that district.

## **B.6. Visits to Institutions of National Importance**

Institutions play a critical role in providing policy directions for the development of a country. They provide the framework for economic, social and political interactions to take place. Strong institutions lead to a stable policy environment. India boasts of several robust and vibrant institutions.

The participants will visit some of the important institutions like RBI, SEBI, etc. to develop the understanding of the perspectives of such institutions and how they have played the role of flag bearer of the sector in which they operate. The purpose of the visits is to appreciate the path that they have navigated through over the years and comprehend the challenges that they face.

## **C: POLICY PAPER AND VIVA-VOCE**

Public Policy is a response to a problem being faced by the citizens or a need being felt in the pursuit of the development agenda of the country. It is a mammoth task requiring coordinated efforts from one and all. Analyzing such problems/ needs leads to finding solutions and overcome the barriers.

Writing policy paper is an important component of the APPPA programme, wherein the participants will have the opportunity to make a meaningful contribution by way of researching and analyzing a policy problem and providing policy inputs or plausible solutions to some of the challenges being faced by the government. Each participant will write policy paper of about 8000-10000 words on a specific issue concerning government departments / ministries. The paper could also be on flagship schemes.

In the beginning of the course, the participants would be asked to select one of the policy areas identified by the faculty members of the IIPA. These policy areas cater to diverse groups/ needs of the country in achieving the vision of having the status of a developed nation by the year 2047.

In the initial phase of APPPA, after having selected the topic, the participants would be required to present a synopsis including the methodology to probe the problem/need. Thereafter, they would make a presentation.

Each such proposal would be finalized after its approval by a select committee consisting of internal and external experts. Subsequently, the participants may start working on their policy paper under the guidance of the assigned faculty member of IIPA. Submission of the policy paper would be followed by a viva-voce, which would be conducted in the last phase of APPPA.

The participants would be required to collect information about the policy problem and assess the adequacy of the state's response besides making their own recommendations. They are expected to demonstrate their analytical skills and skills in appropriate use of research methods. While writing the paper, they may interact with the officials in the concerned Ministry, if needed. The draft Policy Paper must be submitted to the faculty supervisor by February 28, 2025. The final policy paper with approval of the faculty supervisor must be submitted by March 20, 2025.



## **D: PROGRAMMES THROUGH INSTITUTIONAL COLLABORATION**

Institutional Collaboration is another initiative of APPPA, wherein few programmes would be run jointly by two or more institutions of repute including the IIPA. The goal is to benefit from the expertise of such institutions in the relevant niche areas. The speakers from these institutions would bring with them the experiences of their rigorous researches and provide diversified global perspectives during sessions. Such sessions would be useful in orienting the participants to evidence-based policy making and such collaborative programmes would enable the participants in equitable and participatory policy creation and promoting inclusive government.

### **E. Co-curricular Activities**

#### **E.1 Lectures on Contemporary Issues/Topics by Eminent Personalities, Workshops, Seminars, etc.**

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 reputed experts in the past and would continue to do so leveraging its long established network and linkages.

Visits to cultural, heritage & archaeological sites are undertaken during the course at different intervals to remain connected with 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.

#### **E.2 Extra Curricular Activities**

Extracurricular activities have proven to be beneficial in developing personalities of the individuals in the workplace. These activities enable participants to acquire soft skills like inter-personal skills, time management, etc. which boost their confidence and make them productive. They may choose any performance viz. drama, poetry, skit, singing, playing instruments, etc. or whatever they are passionate about.

## **Evaluation**

Each stream in Academic Modules would be evaluated through written exam. In some cases, it would be through computer-based examination. The evaluation of all the streams will be conducted immediately upon their completion. 25% weightage would be given to attendance i.e. 75% of the credit for test (test and iGOT combined where applicable) and 25% for attendance in each stream.

The evaluation of Experiential module would be through Individual / Group presentations and reports. The participants should strictly adhere to the assignment submission deadlines as notified from time to time. Attendance and completion of online courses would be given due weightage.

<b>PERCENTAGE IN AGGREGATE</b>	<b>DIVISION</b>
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:

<b>MARKS</b>	<b>GRADE</b>
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–

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.

## **Awards**

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 Master of Arts in Public Administration and Public Policy degree of the Panjab University.

# Programme Outline

## Programme Outline for 51<sup>st</sup> APPPA (2025-2026)

S. No	Stream	Faculty In-charge(s)	Mode of Evaluation	No. of Sessions	Credit
<b>A</b>	<b>Academic modules</b>				
	<b>A.1.: Setting the Context</b>				
A.I.1	Dynamics of Public Administration	Suresh Misra Mamta Pathania	WE	16	1.0
A.I.2	Public Finance and Indian Economy (B)*	V N Alok	WE	12	0.75
A.I.3	Human Resource Management	Neetu Jain	WE	12	0.75
A.I.4	Administrative Law and Regulation	Sapna Chadah	WE	10	0.5
A.I.5	Indian Knowledge and Social Systems (B)*	Saket Bihari	WE	10	0.5
A.I.6	Design Thinking in Government	Surabhi Pandey	WE	10	0.5
	<b>Sub Total of A. I</b>			<b>70</b>	<b>4.0</b>
	<b>A.II: Citizen Centric Governance</b>				
A.II.1	Defence Orientation Module	Sachin Chowdhry Surabhi Pandey & IDS	GP	5 days	0.5
A.II.2	Public Policy: Issues and Challenges (B)*	Sachin Chowdhry	WE	10	0.5
A.II.3	Emerging Technologies and Digital Governance	Charru Malhotra	WE	10	0.5
A.II.4	Disaster Risk Reduction and Disaster Resilient Infrastructure	V.K. Sharma	WE	10	0.5
A.II.5	Viksit Bharat: EoDB	Vikas Singh	WE	10	0.5

	to EoL				
A.II.6	Artificial Intelligence for Governance and Cyber Security Strategy	Surabhi Pandey	WE	10	0.5
A.II.7	Data Driven Governance	Roma Debnath	WE	10	0.5
	<b>Sub Total of A. II</b>			<b>60</b>	<b>3.5</b>
	<b>A.III: Enhancing Competitiveness</b>				
A.III.1	Sashakt Bharat: Role of Agriculture in India-Green, White and Blue Revolutions	Ashok Vishandass	WE	10	0.5
A.III.2	Operations Management	Pawan Taneja	WE	10	0.5
A.III.3	Mission Karmayogi: Competency Framework	Neetu Jain	WE	10	0.5
A.III.4	Climate Governance-Green Transition (B)*	V.K. Sharma	WE	10	0.5
A.III.5	Population Dynamics and Its Implications on Public Policy	Gadadhar Mohapatra	WE	10	0.5
A.III.6	Case Writing & Case Study (B)*	Shweta Mittal	WE	10	0.5
	<b>Sub Total of A.III</b>			<b>60</b>	<b>3.0</b>
	<b>A.IV- Sector-specific Interventions</b>				
A.IV.1	Urban Management and Governance (B)*	K K Pandey	WE	10	0.5
A.IV.2	Next-Gen Infrastructure (B)*	Kusum Lata	WE	10	0.5
A.IV.3	Rural Development and Governance for Viksit Bharat (B)*	Nupur Tiwari	WE	10	0.5
A.IV.4	Financial Literacy and Personal Wealth Management (B)*	Pawan K Taneja	WE	10	0.5



A.IV.5	Factors Shaping India's Foreign Policy (B)*	Manan Dwivedi	WE	10	0.5
A.IV.6	Natural Resource Management: Circular Economy (B)*	Amit Kumar Singh	WE	10	0.5
A.IV.7	Bharatiya Nyay Sanhita (B)*	Sapna Chadah	WE	10	0.5
	<b>Sub Total of A. IV</b>			<b>70</b>	<b>3.5</b>
<b>B</b>	<b>Module- Experiential</b>				
B.1	Experiential Presentations	S N Tripathi Amitabh Ranjan Sachin Chowdhry Surabhi Pandey	IP&D		1.0
B.2	Visit to Forward Areas	S N Tripathi Amitabh Ranjan Sachin Chowdhry Surabhi Pandey	GP&GR	5 days	0.5
B.3	Field Visit to Rural Areas	Sachin Chowdhry Surabhi Pandey	GP&GR	5 days	0.5
B.4	Field Visit to Urban Areas	Sachin Chowdhry Surabhi Pandey	GP&GR	5 days	0.5
B.5	Visit to Aspirational District/Block	S.N. Tripathi Amitabh Ranjan Sachin Chowdhry Surabhi Pandey			1.0
B.6	Visit to Institutions of National Importance (RBI, SEBI, NSE, NDC, CPSEs & Defence PSEs)	Sachin Chowdhry Surabhi Pandey			0.5
	<b>Sub Total of B</b>				<b>4</b>
<b>C</b>	<b>Research Project and Viva- Voce</b>				
C.1	Policy Paper	Faculty Guide	Report		2.0
C.2	Viva -Voce	Board Headed by Director General	VV		1.0

	<b>Sub Total of C</b>				<b>3.0</b>
<b>D</b>	<b>Programmes through Institutional Collaboration</b>				
	Policy Development / Leadership	Sachin Chowdhry Surabhi Pandey			<b>1.0</b>
<b>E</b>	<b>Co-Curricular Activities</b>				
E.1	Lectures on Contemporary Issues/Topics by Eminent Personalities, Workshops, Seminars, etc.	S N Tripathi Amitabh Ranjan Sachin Chowdhry Surabhi Pandey			0.5
E.2	Extra-Curricular Activities		IP/C		0.5
	<b>Sub Total of E</b>				<b>1.0</b>
<b>F.</b>	Overall Assessment	S N Tripathi Amitabh Ranjan Sachin Chowdhry Surabhi Pandey			<b>1.0</b>
	<b>Grand Total (A+B+C+D+E+F)</b>				<b>24.00</b>

\* (B) The stream would be conducted in Blended mode

## Acronyms

WE	Written Examination
GP	Group Presentations
IP&D	Individual Presentation & Documentation
GP&GR	Group Presentation & Group Reports
VV	Viva Voce
IP/C	Individual Performance / Contribution

## Awards

IIPA award would be given to the APPPA participants based on their performance in the examinations and other evaluating methods.

S. No	Awards
1.	APPPA Gold
2.	APPPA Silver
3.	APPPA Bronze

## 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. Monthly attendance report of the participants will be shared with the reporting officer of the respective department

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 his/her 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 14:15 pm-15:25 pm

Session-V 15:35 pm-16:45 pm

Tea /coffee will be served on campus at 10:40-11:00, 12:10-12:20 hours and 15:25-15:35 hours. Lunch break will be between 13:30-14:15 hours.

## Tentative Timelines for Important Events

1.	Course Commences	July 1, 2025
2.	Evaluation of APPPA Streams	Immediately after the

		completion of the Course
3.	Presentation of synopsis on Policy Paper	August 25-27, 2025
4.	Defence Orientation Capsule	September 1-4, 2025
5.	Forward Area Visit	September 15-19, 2025
6.	Visit to Institutions of National Importance (RBI/SEBI, etc.)	October 16-17, 2025
7.	Field visit to Rural Areas	November 10-14, 2025
8.	Field visit to Urban Areas	December 8-12, 2025
9.	Visit to Aspirational District/Block	February 2-6, 2026
10.	Last date for submission of the draft Policy Paper to the faculty supervisor	February 28, 2026
11.	Return of Policy Paper by faculty supervisors	March 8, 2026
12.	Submission of Policy Paper	March 20, 2026
13.	Viva Voce	April 21-22, 2026
14.	Convocation	April 30, 2026



## Programme Directors/Additional/Associate and Programme Co-Directors

Programme Directors	Associate / Additional/ Programme Co-Directors	Year (Programme No.)
Dr. Sachin Chowdhry	Dr. Surabhi Pandey	2025-2026 (51 <sup>st</sup> )
Prof. Neetu Jain	Dr. Saket Bihari	2024-2025 (50 <sup>th</sup> )
Dr. Sachin Chowdhry	Dr. Sapna Chadah	2023-2024 (49 <sup>th</sup> )
Prof. V. N. Alok	Dr. Kusum Lata	2022-2023 (48 <sup>th</sup> )
Prof. Suresh Misra	Dr. Shyamli Singh	2021-2022 (47 <sup>th</sup> )
Prof. Charru Malhotra	Dr. Pawan K. Taneja	2020-2021 (46 <sup>th</sup> )
Prof. Govinda Bhattacharjee	Dr. Neetu Jain	2019-2020 (45 <sup>th</sup> )
Prof. Ashok Vishandass	Dr. Kusum Lata	2018-2019 (44 <sup>th</sup> )
Prof. C. Sheela Reddy	Dr. Mamta Pathania	2017-2018 (43 <sup>rd</sup> )
Prof. Sushma Yadav	Prof. C. Sheela Reddy	2016-2017 (42 <sup>nd</sup> )
Prof. K.K. Pandey	Dr. Sachin Chowdhry	2015-2016 (41 <sup>st</sup> )
Prof. Suresh Misra	Dr. C. Sheela Reddy	2014-2015 (40 <sup>th</sup> )
Prof. Rakesh Gupta Prof. Sushma Yadav Prof. Suresh Misra		2013-2014 (39 <sup>th</sup> )
Prof. Pranab Banerji Prof. Rakesh Gupta	Dr. Girish Kumar Dr. Sujit K. Pruseth	2012-2013 (38 <sup>th</sup> )
Prof. K. K. Pandey	Dr. Sachin Chowdhry	2011-2012 (37 <sup>th</sup> )
Prof. R.K. Barik	Dr. Sachin Chowdhry	2010-2011 (36 <sup>th</sup> )
Prof. Sujata Singh	Prof. Nand Dhameja	2009-2010 (35 <sup>th</sup> )
Prof. Dolly Arora	Prof. S.K. Ghosh	2008-2009 (34 <sup>th</sup> )
Prof. Vinod K. Sharma	Dr. Girish Kumar	2007-2008 (33 <sup>rd</sup> )
Prof. Jaytilak Guha Roy	Dr. Girish Kumar	2006-2007 (32 <sup>nd</sup> )
Prof. Anil C. Ittyerah	Dr. V.N. Alok	2005-2006 (31 <sup>st</sup> )
Prof. Bharati Sharma Prof. Pranab Banerji	Shri N.C. Ganguli	2004-2005 (30 <sup>th</sup> )
Prof. Rajesh Singh	Shri N.C. Ganguli	2003-2004 (29 <sup>th</sup> )
Prof. Aasha Kapur Mehta	Dr. Dolly Arora Shri N.C. Ganguli	2002-2003 (28 <sup>th</sup> )
Prof. P.K. Chaubey	Shri N.C. Ganguli	2001-2002 (27 <sup>th</sup> )
Prof. J.N. Upadhyay	Dr. (Mrs.) A. Sarada	2000-2001 (26 <sup>th</sup> )
Prof. S.S. Singh	Shri Rakesh Gupta	1999-2000 (25 <sup>th</sup> )
Prof. Arvind K. Sharma	Dr. (Mrs.) Rajesh Singh	1998-1999 (24 <sup>th</sup> )

Prof. K.S.R.N. Sarma	Dr. (Mrs.) Shanta Kohli Chandra Shri N.C. Ganguli	1997-1998 (23 <sup>rd</sup> )
Prof. R.K. Tiwari	Dr. Sujata Singh Shri Rakesh Gupta	1996-1997 (22 <sup>nd</sup> )
Prof. J.C. Kapur	Shri N.C. Ganguli Dr. (Mrs.) A. Sarada	1995-1996 (21 <sup>st</sup> )
Prof. Nand Dhameja	Dr. (Mrs.) Rajesh Singh Shri Rakesh Gupta	1994-1995 (20 <sup>th</sup> )
Prof. R.K. Sachdeva	Dr. V.K. Sharma Shri N.C. Ganguli	1993-1994 (19 <sup>th</sup> )
Prof. O.P. Minocha	Dr. (Mrs.) Rajesh Singh Dr. (Mrs.) A. Sarada	1992-1993 (18 <sup>th</sup> )
Prof. S.N. Mishra	Shri Rakesh Gupta Shri N.C. Ganguli	1991-1992 (17 <sup>th</sup> )
Prof. K.L. Chawla	Dr. (Mrs.) Shanta Kohli Chandra Mrs. M. Lakshmiswaramma	1990-1991 (16 <sup>th</sup> )
Prof. K.S. Shukla	Shri N.C. Ganguli Shri Rakesh Gupta	1989-1990 (15 <sup>th</sup> )
Prof. Kamta Prasad	Dr. J. Guha Roy Shri Pranab Banerji	1988-1989 (14 <sup>th</sup> )
Prof. A. Datta	Shri Rakesh Gupta Dr. (Mrs.) P. BhimSain	1987-1988 (13 <sup>th</sup> )
Prof. Jaideep Singh	Dr. J.N. Upadhyay Dr.(Mrs.) P. BhimSain	1986-1987 (12 <sup>th</sup> )
Prof. Girish K.Misra	Dr. M.K. Narain Mrs. M. Lakshmiswaramma	1985-1986 (11 <sup>th</sup> )
Prof. K.L. Handa	Mrs. Shanta Kohli Chandra Shri N.C. Gaguli	1984-1985 (10 <sup>th</sup> )
Prof. Kanti Swarup	Dr. J.N. Upadhyay Shri N.C. Ganguli	1983-1984 (9 <sup>th</sup> )
Prof. K.N. Kabra	Shri N.C. Ganguli Miss Sarla B. Rao	1982-1983 (8 <sup>th</sup> )
Prof. S.N. Sadasivan	Shri M.K. Gaur Miss Sarla B. Rao	1981-1982 (7 <sup>th</sup> )
Prof. Kuldeep Mathur	Shri M.K. Gaur Shri M.K. Narain	1980-1981 (6 <sup>th</sup> )
Prof. S.R. Maheshwari	Dr. B.M. Verma	1979-1980 (5 <sup>th</sup> )
Prof. S.P. Verma	Dr. B.M. Verma	1978-1979 (4 <sup>th</sup> )
Prof. A.P. Barnabas	Mrs. Shanta Kohli Chandra	1977-1978 (3 <sup>rd</sup> )
Prof. J.K. Ray	Dr. R.K. Tiwari Dr. K. Sadasivan Nair	1976-1977 (2 <sup>nd</sup> )
Prof. M.J.K. Thavaraj	Dr. R.K. Tiwari Dr. K. Sadasivan Nair	1975-1976 (1 <sup>st</sup> )

## First Rank Holders

Name	Year (Programme No.)
Brig Manoj Mahendran Goswami	2024-2025 (50 <sup>th</sup> )
Brig Dhananjay Joshi	2023-2024 (49 <sup>th</sup> )
Brig Puneet Kapoor	2022-2023 (48 <sup>th</sup> )
Brig Puneet Ahuja	2021-2022 (47 <sup>th</sup> )
Brig. S. Sooraj	2020-2021 (46 <sup>th</sup> )
Ms. Lily Pandeya	2019-2020 (45 <sup>th</sup> )
Ms. Madhumita Das	2018-2019 (44 <sup>th</sup> )
Ms. Tarika Roy	2017-2018 (43 <sup>rd</sup> )
Shri Sanjay Mehrishi	2016-2017 (42 <sup>nd</sup> )
Gp. Capt. R. Vijendran	2015-2016 (41 <sup>st</sup> )
Ms. Vandna Sethi	2014-2015 (40 <sup>th</sup> )
Shri Atul Kumar Tiwari	2013-2014 (39 <sup>th</sup> )
Brig. T.S.A. Narayanan	2012-2013 (38 <sup>th</sup> )
Shri Prasanta Kumar Swain	2011-2012 (37 <sup>th</sup> )
Shri Hitesh Chandra Awasthy	2010-2011 (36 <sup>th</sup> )
Brig S.P. Nawathe	2009-2010 (35 <sup>th</sup> )
Shri N. Raghuraman	2008-2009 (34 <sup>th</sup> )
Mrs. Anshuli Arya	2007-2008 (33 <sup>rd</sup> )
Shri P.K. Anand	2006-2007 (32 <sup>nd</sup> )
Shri Sunil Bajpai	2005-2006 (31 <sup>st</sup> )
Dr. W.R. Reddy	2004-2005 (30 <sup>th</sup> )
Shri Rajiv Arora	2003-2004 (29 <sup>th</sup> )
Shri Umang Narula	2002-2003 (28 <sup>th</sup> )
Shri A.K. Bhardwaj	2001-2002 (27 <sup>th</sup> )
Mrs. Gauri Chatterji	
Shri G. Alagarsamy	2000-2001 (26 <sup>th</sup> )
Shri M.S. Kaushik	1999-2000 (25 <sup>th</sup> )
Shri R.C. Agarwal	1998-1999 (24 <sup>th</sup> )

Shri Alok Johri	1997-1998 (23 <sup>rd</sup> )
Shri Sumit Sinha	1996-1997 (22 <sup>nd</sup> )
Shri Naseem Ahmad	1995-1996 (21 <sup>st</sup> )
Shri D.K. Agrawal	1994-1995 (20 <sup>th</sup> )
Shri P.C. Chhotaray	1993-1994 (19 <sup>th</sup> )
Shri B.K. Saha	1992-1993 (18 <sup>th</sup> )
Shri Satish Chandra	1991-1992 (17 <sup>th</sup> )
Shri Yogendra Narain	1990-1991 (16 <sup>th</sup> )
Shri Bhaskar Chatterjee	1989-1990 (15 <sup>th</sup> )
Shri Ashok Kumar Harnal	1988-1989 (14 <sup>th</sup> )
Shri T.J. Joice	1987-1988 (13 <sup>th</sup> )
Shri Arun Sedwal	1986-1987 (12 <sup>th</sup> )
Smt. Asha Mehra	1985-1986 (11 <sup>th</sup> )
Shri G.S. Shukla	1984-1985 (10 <sup>th</sup> )
Shri K.K. Misra	1983-1984 (9 <sup>th</sup> )
Shri A. Bhattacharjya	1982-1983 (8 <sup>th</sup> )
Shri A.N. Saksena	1981-1982 (7 <sup>th</sup> )
Miss R. Vijayalakshmi	1980-1981 (6 <sup>th</sup> )
Shri S. Kannan	1979-1980 (5 <sup>th</sup> )
Shri O.P. Gupta	1978-1979 (4 <sup>th</sup> )
Shri M.S. Dayal	1977-1978 (3 <sup>rd</sup> )
Shri C.K. Sane	1976-1977 (2 <sup>nd</sup> )
Shri R.K. Mathur	1975-1976 (1 <sup>st</sup> )

### *Course Fee*

A total amount of Rs. 9,65,840/- (Rupees nine 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. 3,00,000 (Rupees three lakh only) to cover the cost of preparation of policy paper /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

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Name	Designation	Office	Mobile/ Residence
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Dr. Surabhi Pandey	Programme Co-Director	23468367	9717710362
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Shri O.P. Chawla	Dy. Registrar (F&A)	23468371	9891904770
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Dr. Neetu Gupta	Medical Officer	23468401	987150993
<b>APPPA Secretariat</b>			
Shri Anil Kumar Sharma	Superintendent	23468343	9873723705
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# Notes



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