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आज़ादी का
अमृत महोत्सव



Indian Institute of Public Administration



**52nd Advanced
Professional
Programme in
Public
Administration**



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



SHRI M VENKAJAH NAIDU
Vice President of India &
President IIPA
2017-2022



SHRI JAGDEEP DHANKAR
Vice President of India &
President IIPA
2022-2025



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 C. P. Radhakrishnan
Vice President of India
&
President of IIPA



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



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



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



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.



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

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From the Desk of Director General

Dear Friends,

It gives me immense pleasure to present the Fifty-Second Advanced Professional Programme in Public Administration (APPPA) 2026–27, the flagship mid-career capacity-building programme of the Indian Institute of Public Administration (IIPA), conducted with the support of the Department of Personnel and Training, Government of India.

For over five decades, APPPA has served as a premier platform for nurturing leadership, strengthening governance capabilities, and preparing senior public servants for higher responsibilities. More than 1,721 officers from the All India Services, Central Services, State Services, Defence Services, Public Sector Organizations, and international public institutions have benefited from this programme and have gone on to occupy key leadership positions across diverse sectors of governance.

As India advances towards the vision of **Viksit Bharat@2047**, the demands on public institutions and public leaders are becoming increasingly complex. Governance today requires not only administrative competence but also strategic thinking, evidence-based policymaking, technological awareness, collaborative leadership, and a deep commitment to citizen-centric service delivery. The APPPA 2026–27 has been redesigned to address these emerging requirements.

The ten-month programme combines rigorous academic learning with experiential exposure, research, field studies, and reflective practice. Its curriculum encompasses public administration, artificial intelligence in governance, data-driven decision-making, public policy, climate-smart governance, cyber security, infrastructure development, behavioural sciences, and leadership skills. Participants will also engage in field visits, defence orientation, interactions with eminent practitioners, and a dissertation leading to the M.A. degree in Public Administration and Public Policy along with Master's Diploma in Public Administration (MDPA).

I am confident that the programme will provide participants with the knowledge, skills, perspectives, and networks necessary to lead transformational change in their respective domains. I invite eligible officers to join this enriching journey of learning, reflection, and professional growth, and contribute meaningfully to building a responsive, innovative, and inclusive public administration system for the future.

Dr Surendrakumar Bagde

Place: New Delhi

Date: 1 July 2026



The Institute

Indian Institute of Public Administration (IIPA) was established in 1954 as an autonomous society. It was 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 Central and State governments. 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, economic, and social milieu 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. IIPA responds to these changes very quickly.

The Institute stimulates not only the study of theoretical and practical aspects of public administration but also trains multiple layers of civil services, defence services, state services, and scholars in the discipline of the art and practice of administration in the country. Through continuous programmes comprising of research, training, advisory and consultancy services, conferences and seminars, research papers, publication of journals and books devoted to research in various fields of public administration, IIPA has made a significant contribution to various sectors of public administration. It's 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.

The Programme

In 1975, the Advanced Professional Programme in Public Administration (APPPA) was instituted in the Indian Institute of Public Administration (IIPA), New Delhi, as its flagship mid-career training programme. Since then, APPPA has been sponsored by the Department of Personnel and Training (DoPT), Ministry of Personnel, Public Grievances and Pensions, Government of India (GoI), as one of its Long Term Domestic Programmes (LTDPs). APPPA runs for ten months. Since its inception, approximately 1,721 senior and middle level officers have been trained at IIPA. A notable number of alumni now occupy senior positions in the Government of India and State Governments. In 2025-26 it completed fifty one years of uninterrupted delivery, marking a significant milestone in India's institutional capacity-building framework for public administration.

Aim

The programme aims to strengthen the participants' leadership, governance, and policy competencies by enhancing service orientation, administrative effectiveness, and decision-making capabilities. It seeks to foster empathy, and awareness of contemporary national and global issues. It prepares the participants for higher leadership responsibilities through collaborative learning, reflective practice, and application-oriented knowledge.

Objectives

APPPA seeks to enable the participants to:

1. Enhance service-oriented governance capabilities
2. Strengthen leadership qualities and skills
3. Foster empathy, sensitivity and interpersonal skills
4. Promote knowledge of contemporary global and national issues
5. Equip participants with developments in knowledge and skills required for policy analyzing, policy making, and its effective implementation
6. Develop proficiency in applying policy, behavioural, and administrative concepts, tools, and techniques for effective decision-making
7. Develop a broad administrative outlook for leadership positions through experience-sharing, collaborative tasks and reflection.

Expected Outcomes

Upon the successful completion of the programme, the participants will be able to deliver citizen-centric, service-oriented governance across diverse administrative settings. They will lead teams and make sound decisions with confidence. They will show greater empathy, sensitivity, and interpersonal skills in public service. They will analyse key national and global issues with a clearer perspective. They will carry out evidence-based policy analysis, formulation, and implementation. They will use policy and administrative tools to make informed decisions. They will also apply a broader outlook that prepares them for higher leadership roles through collaborative and reflective learning.

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 (class-I)
- Should be of the rank Director/Deputy Secretary to the Government of India or above position
- Senior Officers (Group 'A'/Class-I) from State Civil Services/Non-Civil Services
- Mid Senior Public Sector Officers (Equivalent to Director to Govt. of India)
- Mid Senior Foreign Government Officers
- Not more than 50 years of age as on the 1st July, 2026 (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

India is committed to achieving the vision of *Viksit Bharat@2047*. This ambitious goal necessitates sustained efforts towards strengthening social and economic infrastructure, expanding welfare initiatives, accelerating economic growth, promoting sustainability,

The Programme

and enhancing both ease-of-living and ease-of-doing business. Consequently, policymaking must remain firmly grounded in Indian realities, with a strong emphasis on inclusive design and effective implementation.

The 52nd Advanced Professional Programme in Public Administration (APPPA) is specifically designed for mid-career public servants poised to assume senior leadership roles. It seeks to align their competencies with the imperatives of *Viksit Bharat* by equipping them with advanced knowledge, practical exposure, and leadership capabilities. The programme emphasizes the development of critical skills to think analytically, communicate effectively, collaborate across sectors, empathize with stakeholders, lead with vision, and solve complex governance challenges. This is accomplished by systematically classifying the ten-month period in four specific components as summarized herewith:

- A. Academic Modules
- B. Experiential Learning
- C. Dissertation and Viva-Voce
- D. Co- curricular Activities

Each of these four components has a different objective and design.

Academic Modules

The first part, titled 'Academic modules', is composed of four distinct modules, each comprising specific subject streams and being coordinated by experienced faculty/expert. These four academic modules are:

- **A.I: Foundation**
- **A.II: Decision-Making Tools**
- **A.III: Governance Themes**
- **A.IV: Skills and Practices**

A.I Foundation : The first module, titled 'Foundation', runs from July to mid-September and covers basic streams such as the Dynamics of Public Administration, Basic Principles and Applications of AI in Governance, as well as Research Methodology as Applied to Public Administration and Public Policy. It also provides essential insights into the Indian Economy, Public Finance, the

Basics of Economics and Behavioural Economics. Some streams of the Foundation module shall be delivered concurrently over the entire 10-month period.

A.II: Decision-Making Tools: The module, titled Decision-Making Tools, runs from mid-September through November and focuses on the analytical tools required for effective policy. It encompasses various streams that would enable the translation of raw data or unstructured information into future-ready, evidence-based decision-making in governance. In this module, the participants would explore further the Principles of Public Policy Formulation, Data Analytics & Data-Driven Governance. This module is highly practical which also incorporates study visits to provide first-hand experience of local governance and decentralised planning at the grassroots level (the details of the field visits are provided in the subsequent module titled 'Experiential Learnings'). The curriculum further integrates streams on Operations Research, International Relations, Effective Communications and a stream on Legal & Regulatory Aspects including Administrative, Criminal and Cyber Law.

Elective-A: Apart from these streams, participants can choose any one of the streams offered under the 'Elective-A' option, which is designed to deepen participants' understanding of contemporary economic, financial, and developmental challenges in public administration. The core purpose of this elective is to build specialised knowledge in a chosen domain and to equip participants with practical tools to address real-world governance problems. Participants may choose any one stream from Globalisation, Markets & Consumer Protection; Urban & Municipal Finance; Disaster Risk Reduction; or Innovations in Public Service Delivery. On completion of the chosen stream, the participants will be able to analyse key issues within their selected area, apply relevant policy and management approaches, and propose effective, context-specific solutions for improved service delivery and development outcomes.

A.III: Governance Themes: The module titled 'Governance Themes' runs from December to mid-February and is designed to blend theoretical knowledge with various governance domains, including the platform economy and climate resilience and industrial development. The other key streams include Climate-

The Programme

SMART Governance, Developments in the Agriculture Sector, Diversity, Equity, Inclusion & Belonging (DEIB) in Public Policy, Cybersecurity, and Demography-Driven Policy Design.

Elective-B: Elective-B focuses on strengthening institutional, infrastructural, and managerial capacities essential for effective governance. The core purpose of this elective is to enhance participants' ability to design, manage, and reform systems and processes that improve administrative efficiency and public outcomes. Participants may choose any one stream from Institutional Redesign & Government Process Re-engineering; NextGen Infrastructure & *GatiShakti*; Public Health; or Financial Management. On completion, participants will be able to assess existing institutional and operational frameworks, apply modern tools and best practices within their chosen domain, and lead reforms that promote responsive, efficient, and citizen-centric governance.

A.IV: Skills and Practices: The module runs from mid-February to April and would include various streams and activities that would sharpen the scenario-based 'Skills and Practices' of the participants. After all, leadership is more than just management; it requires the ability to think innovatively under pressure. This module provides exposure to Civil-Defence Exchange as well as workshops and immersive experiences on varied streams including Human Behaviour in Organisations, Circular Economy, Design Thinking, and Indian Knowledge Systems (IKS). From this module, participants will learn to apply scenario-based skills and lead innovatively under pressure, strengthening their problem-solving abilities through workshops and immersive experiences across a range of skill-based streams.

To provide a holistic learning experience, these four academic modules will be delivered either at the IIPA campus or through institutional collaboration, wherein institutes of eminence will be identified for their niche areas of expertise.

B. Experiential Learnings

This module takes participants beyond the classroom through experiential presentations, field studies, and visits to forward areas, rural and urban settings, and institutions of national importance. It connects administrative theory

with ground realities and encourages learning from peers, professionals, and policy-makers. The various subcomponents of this module are explained herewith.

B1. Presentations Based on Experiential Learning: Popular among participants in previous batches, experiential presentations promote the mutual sharing of experience and expertise. The focus is on specific situations an officer has faced at some point in his/her career. These presentations highlight innovations in the internal administration or in the field; best practices in organizational leadership, and project planning and implementation. It fuels peer-learning through these presentations. These presentations are also evaluated by the faculty / experts.

B2: Visit to Forward Areas: A forward area refers to the regions located close to a country's borders or frontlines, particularly those near sensitive or contested boundaries where the Armed Forces maintain an active operational presence. These are areas of strategic and security importance, often situated in difficult or extreme terrain, where military preparedness and vigilance are sustained on a continuous basis. Forward area visits are crucial for understanding the dynamics of civil-military relations and experiencing the operational preparedness of the Armed Forces firsthand. By exploring any one of the border areas such as Leh, Sikkim, Gangtok, Darjeeling and so on, the participants – particularly, the ones from non-armed forces can gain a firsthand perspective on how national security and local administration must work in tandem. These visits provide the distinct advantage of witnessing the logistical ingenuity and infrastructure preparedness required to sustain operations in India's most extreme climate.

B3. Field Visit to Urban Areas: The participants study various urban developmental schemes and their impact on the socio-economic conditions of the people, including those below the poverty line. Field visits to identified urban areas provide an opportunity to the participants to understand problems in urban administration and management and the challenges in addressing them. The study also includes interaction with the functionaries of the municipalities and other development agencies. A group of 10-11 participants visit specific cities/towns

which are selected on the basis of diverse issues in different regions. The urban study reports are presented in a seminar.

Field Visit to Rural/Aspirational Areas: This component is included to sensitize the participants with the socio-economic realities of rural areas and aspirational district study. The Aspirational Blocks Programme, launched in 2023, is a flagship initiative aimed at strengthening governance and improving service delivery in some of India's most remote and underdeveloped blocks, with a focus on enhancing citizens' quality of life. As part of the programme, one aspirational district will be selected for a field visit. Small groups of participants will visit identified rural areas in different parts of the country and interact with village level functionaries and panchayat members under the overall guidance of a faculty member. They would examine the effectiveness of the delivery mechanism and assess the impact of rural development programmes. The visit will enable participants to critically examine the role of block-level functionaries, inter-departmental coordination, and the cumulative impact of the Aspirational Districts Programme (ADP) on block-level outcomes within the district. The rural field study reports of these are presented at a seminar.

B4. Visits to Institutions of National Importance: Visits to various institutions of national importance and knowledge-partner help to appreciate the broader ecosystem of research, heritage, and national power. By engaging with premier organizations such as IIT Kanpur, Panjab University, the National Security Guard (NSG) in Manesar, provides a holistic view of the country's strategic and academic infrastructure. These interactions, which may include visits to the Parliament, Rashtrapati Bhavan, or Bharat Electronics Limited (BEL), offer the distinct advantage of experience sharing with top-tier professionals and policy-makers. These visits bridge the gap between administrative theory and the heritage and operational excellence of the institutions that define our nation.

Therefore, through this module, aptly titled 'Experiential Learnings', the participants are expected to gain first-hand insight into the socio-economic realities of rural and urban India and assess how development programmes work on the ground. They will understand the dynamics of civil-military relations and grassroots governance, and draw practical lessons from shared experiences. The module will strengthen their ability to plan and implement

effective solutions in real administrative settings.

B5. Defence Orientation Capsule: In collaboration with Headquarters, Integrated Defence Staff (HQ, IDS), the 4 days capsule provides valuable insights into India's higher defence organization, national security architecture, jointness and integration, future warfare, defence procurement, indigenisation, emerging technologies, cyber and space warfare, and strategic communications.

C: Dissertation and Viva-Voce

Through the process of Dissertation the participants synthesize their cumulative knowledge into a significant academic project, leading to the Master's Diploma in Public Administration (MDPA) of IIPA. The process of Dissertation requires an academic rigour and broadly encompasses the following steps:

- In the early stages of the APPPA programme, the participants are expected to select a contemporary topic in public administration for their Dissertation research that should ideally be relevant to the participant's sponsoring organization. The participant must identify this topic through a comprehensive review of literature. It should involve an in-depth analysis of a specific problem and an examination of its effects on the chosen subject area.
- Subsequently, they design a research proposal, outlining the research questions and the methodology to be adopted.
- Each research proposal is finalized after its approval by the concerned faculty supervisor.
- The same is presented to a panel of experts and participants for suggestions and comments.
- The participants are advised to initiate the research immediately thereafter.
- Participants may undertake field visits to collect the required data upon the recommendation of the Supervisor and the approval of the Programme Director (PD).
- The draft dissertation, in the approved format, must be submitted to the faculty supervisor by mid-February 2027.
- The final dissertation, in four copies, must be submitted by mid-March 2027.
- Each dissertation is referred for evaluation, on the recommendation of the faculty supervisor, to two

external examiners, the average of whose marks shall be used as the final score. Equal weight is given to the marks awarded by both external examiners.

- After submitting the completed dissertation, the participant defends their work in a viva voce conducted by an empowered board.

Through the dissertation, the participants will make a substantial contribution to the theory and practice of Public Administration to demonstrate their analytical skills.

D: Co-Curricular Activities

The APPPA programme emphasizes a set of non-credit inputs to broaden the vision and knowledge of participants through interactions with eminent personalities from the government, corporate and academia, including visits to institutions. The participants are encouraged to offer their extra-curricular contributions to the group through various means like music, poetry, art, photography, and discussions around contemporary issues.

E: Overall Assessment

Participants are assessed through a range of methods. Assessment shall be based on group reports, presentations, or a suitable combination of evaluation methods such as Written Examinations, Case Comments, Case Studies, Assignments, Group Presentations, Group Reports, Individual Presentation, Term Papers, Dissertation and Viva-Voce. The varied evaluation of all the streams will be conducted immediately after its completion. The participants should strictly adhere to the assignment

submission deadlines as notified from time to time. *Late submission of assignments leads to a deduction of marks.*

The M.A. 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 classified 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
The minimum number of marks required to pass the examination is 45 % in each paper and 50% in aggregate	
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 –

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. IIPA award would be given to the APPPA participants based on their performance in the examinations and other evaluating methods. The top three performers are conferred APPPA Gold, APPPA Silver and APPPA Bronze.

Programme Outline

S. No	Stream	Faculty in charge	No. of Sessions	Credit
A.I	Foundations			
A.I.1	Dynamics of Public Administration	Suresh Misra and Mamta Pathania	16	1.0
A.I.2	Basic Principles and Applications of AI in Governance	Charru Malhotra	16	1.0
A.I.3	Research Methodology for Public Administration & Public Policy	Roma Debnath	16	1.0
A.I.4	Public Economics and Indian Economy	V N Alok	16	1.0
A.I.5	Economic Thinking : Ten Ideas for Understanding the Modern World	Vimal Kumar (IIT Kanpur)	10	0.5
A.I.6	Behavioural Economics	Institutional Collaboration	10	0.5
	Sub Total of A.I		84	5.0
A.II	Decision-Making Tools			
A.II.1	Data Analytics and Data-Driven Governance	Roma Debnath	16	1.0
A.II.2	Public Policy Analysis	Sachin Chowdhry	10	0.5
A.II.3	Decentralization & Local Governance (Rural and Urban Study Visits are additional)	CUS Faculty (V N Alok, Charru Malhotra, Sachin Chowdhry, Amit Singh), Gadadhar Mohapatra	16	1.0
A.II.4	Operations Research	Pawan Taneja	10	0.5
A.II.5	International Relations	Manan Dwivedi	10	0.5
A.II.6	Effective Communications	Institutional Collaboration	10	0.5
A.II.7	Evolving Legal & Regulatory Landscape (Administrative, Criminal, Cyber Law)	Institutional Collaboration	10	0.5
A.II.8	Elective-A*		10	0.5
	Sub Total of A.II		92	5.0
A.III	Governance Themes			
A.III.1	Digital Economy & DPI	Charru Malhotra	16	1.0
A.III.2	Climate SMART Governance	Institutional Collaboration	10	0.5
A.III.3	Developments in Agriculture Sector	Devesh Chaturvedi, IAS (Former Secretary, DA&FW) Ashok Vishandass	10	0.5
A.III.4	CyberSecurity and Emerging Threats	Surabhi Pandey	10	0.5
A.III.5	Diversity, Equity, Inclusion & Belonging in Public Policy: Building an Inclusive <i>Viksit Bharat</i>	Nupur Tiwary	10	0.5
A.III.6	DemographyDriven Policy Design: A Social Perspective	Gadadhar Mohapatra	10	0.5
A.III.7	Industrial Development	Institutional Collaboration	10	0.5

Programme Outline

S. No	Stream	Faculty in charge	No. of Sessions	Credit
A.III.8	Elective-B**		10	0.5
	Sub Total of A.III		86	4.5
A.IV	Skills & Practice			
A.IV.1	Human Behaviour in Organizations	Neetu Jain	10	0.5
A.IV.2	Design Thinking in Public Policy	Surabhi Pandey	10	0.5
A.IV.3	Circular Economy and Nature Based Solutions	Amit Singh	10	0.5
A.IV.4	Civil-Defence Exchange Forum	Institutional Collaboration	10	
A.IV.5	Indian Knowledge Systems (IKS) for Contemporary Governance	Saket Bihari	10	0.5
	Sub Total of A.IV		50	2
B	Experiential Learnings			
B.1	Presentations Based on Experiential Learnings	Programme Directors		1
B.2	Visit to Forward Areas	Programme Directors	7 days	
B.3	Field Visit to Urban + Rural / Aspirational Areas	CUS faculty	10 days	0.5+0.5
B.4	Visit to Institutions of National Importance	Programme Directors	5 days	0.5
B.5	Defence Orientation Capsule	CDS	4 days	
	Sub Total of B			2.5
C	Dissertation and Viva- Voce			
C.1	Dissertation			3.0
C.2	Viva -Voce			1.0
	Sub Total of C			4.0
D	Co-Curricular Activities			
D.1	Lectures on Contemporary Issues/Topics by Eminent Personalities, Workshops, Seminars, etc.	Programme Directors		
D.2	Extra-Curricular Activities	Programme Directors		
E	Overall Assessment	Programme Directors		1.0
	Grand Total (A+B+C+D+E)			24.00

*Elective-A	**Elective-B
1. Globalisation, Markets & Consumer Protection	1. Institutional Redesign & GPR
2. Urban & Municipal Finance	2. NextGen Infrastructure & GatiShakti
3. Disaster Risk Reduction (DRR)	3. Public Health
4. Innovations in Public Service Delivery	4. Financial Management

Participants shall opt for one paper from each group. Each paper is worth 0.5 credit, and successful completion of both papers will earn a total of 1 credit.

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

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.

Attendance and Conduct

As per the requirements of the Department of Personnel and Training (DoPT), attendance in all lectures, seminars discussions, visits etc. is compulsory. In case of an emergency, the participants 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. Regular attendance, discipline in the class and in the office premises would also be given due weightage. They are expected to conduct themselves in a manner befitting senior officers at all times.

Tentative Timelines for Module/Evaluation

1.	Course Commences	1 July 2026
2	Module I	1 July to Mid-September 2026
3	Module II	Mid-September to November 2026
4	Module III	December 2026 to mid-February 2027
5	Module IV	Mid-February to April 2027
6.	Evaluation of APPPA Streams	Immediately after the completion of the Course
7.	Workshop on Research Proposal Presentation	8-10 September 2026
8.	Forward Area Visit	21-25 September 2026
9.	Defence Orientation Capsule	28 September –October 2, 2026
10.	Field Visit to Urban/Rural/ Aspirational District/Block Areas	14 -18 December 2026
11.	Visit to Institutions of National Importance	22-26 March 2027
12.	Last Date for Submission of the Draft Dissertation to the Faculty Supervisor	16 February 2027
13.	Return of Dissertation by Faculty Supervisors	26 February 2027
14.	Final Submission of Dissertation	31 March 2027
15.	Viva Voce	19-21 April 2027
16.	Convocation	30 April 2027

APPPA Programme Faculty



**BAGDE,
SURENDRAKUMAR**

Director General

IAS, (1993 Batch, Maharashtra cadre), PhD. in Applied Economics and Management from Carnegie Mellon University, USA.

Areas of Interest/

Specialization: Economic Policy, District Administration, Government Reforms, Industrial Development, Urban Planning, Urban Transport Reforms.

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**MALHOTRA,
CHARRU**

Professor of e-Governance and ICT

Ph.D. (Department Topper, Indian Institute of Technology IIT-Delhi); MCA (Second in the University, Thapar Institute of Engineering and Technology- TIET)

Areas of Interest/Specialization:

Vision@2047, Digital Transformation, Artificial Intelligence (AI), DPI, Cyber-Security and Privacy, Design- Thinking, Urban Planning & Governance, Public Policy Formulation, Case Writing & Case Teaching

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Associate Professor of Applied Statistics

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

Areas of Interest/



**DEBNATH
ROMA**

Specialization: Data Analytics, Statistics, Research Methodology and Methods, Operations Management, TQM, Six Sigma, Project Management.

Email: roma.mitra@gmail.com

Phone No. +91-11-23468350

Professor of Urban Finance

Ph.D. in Economics

Areas of Interest/

Specialization: Public Finance: Fiscal Federalism, State Finances, Urban Public Finance, Panchayat Finance, Indirect Taxes, Goods and Services Tax, Tax Administration; Indian Economy and Industrial Economics

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Associate Professor of Development Studies

MA, M.Phil, PhD (Sociology)

Areas of Interest/

Specialization: Cultural Capital, Cultural hierarchy and School Education

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Associate Professor in Public Administration

M.P.A., M. Phil, Ph.D.

Areas of Interest/Specialization:

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SINGH, AMIT
KUMAR



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. The infrastructure consists of an auditorium (TNC Hall) with 200 seating capacity, a conference hall with seating capacity of 50, and six training/lecture halls of varying capacities, two rooms for video-conferencing and online conduct of training programmes. 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 2.32 lakh volumes of books and periodicals. The collection of IIPA library is particularly rich in the areas including economics, political science, sociology, public administration, management sciences, planning and development, development studies, history, law, rural and urban, gender studies, e-governance, and consumer studies.

Under “One Nation, One Subscription (ONOS)” scheme of the Government of India, IIPA library provides full-

text access to International high impact scholarly research articles and journal publications to faculty, researchers and students. Approximately 13,000 academic journals and 32 major publishers covered under ONOS. Library receives physically over 106 current magazines, newspapers and periodicals. Library also subscribes the JSTOR database for periodicals and full text articles. 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 (GoI) and international organizations, is acknowledged as one of the richest collections in the country. Most of the functions and services of the library are computerized and the complete catalogue is available online. The computerized library database has over 1.39 lakh records related to books & reports and 1.37 lakh records relating to periodical articles.

The ‘Digital Knowledge Repository’ showcasing the research output and published resources of the Institute can be accessed at: www.iipa.org.in/repository.html.

The library is open on all days from 9 A.M. to 7 P.M. except Sundays and on national holidays, e.g. 26th January, 15th August and 2nd October.

Computer Centre

The Computer Centre of the institute 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 functioning of this Centre has been augmented with the support of the Ministry of Electronics and Information Technology (MeitY, GoI) for capacity building in the area of e-Governance. IIPA also has a dedicated Computer Centre for APPPA participants.



Hostel

Situated in the institute campus, the hostel has more than 102 rooms. These include 08 family suites, which 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 on the First Floor of the Hostel for consultation during 1.00 p.m. to 2.00 p.m. from Monday to Saturday.



Select IIPA Journals

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

The Institute publishes the following periodicals regularly:

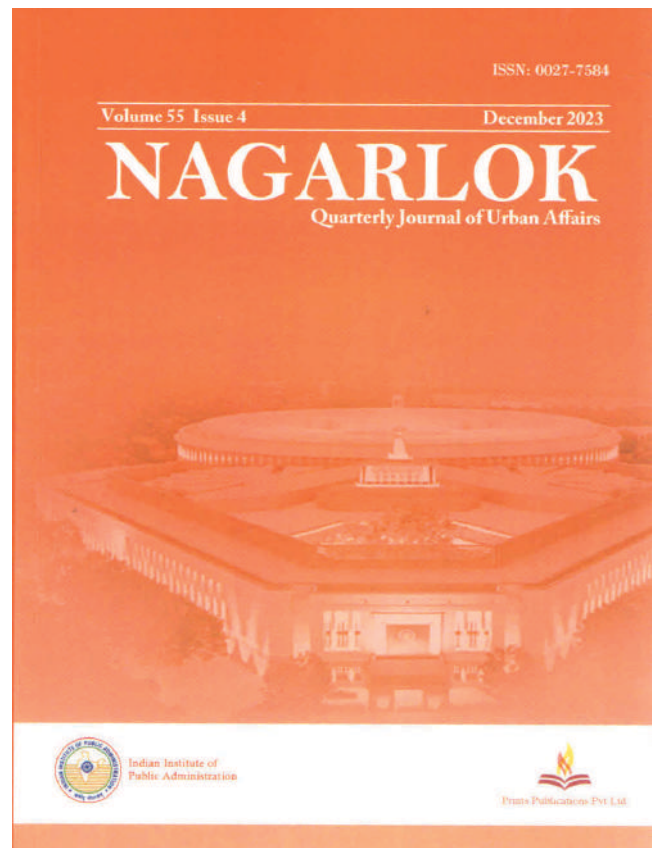
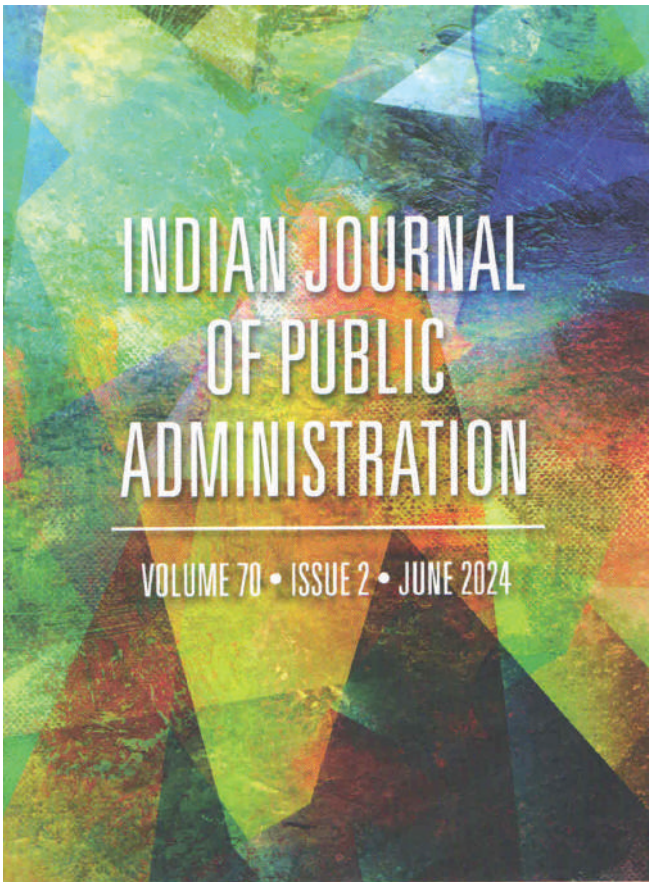
Indian Journal of Public Administration (IJPA) (Quarterly)

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 on the prestigious late Shri T.N Chaturvedi Award by the Hon'ble Vice President of India and President of IIPA.

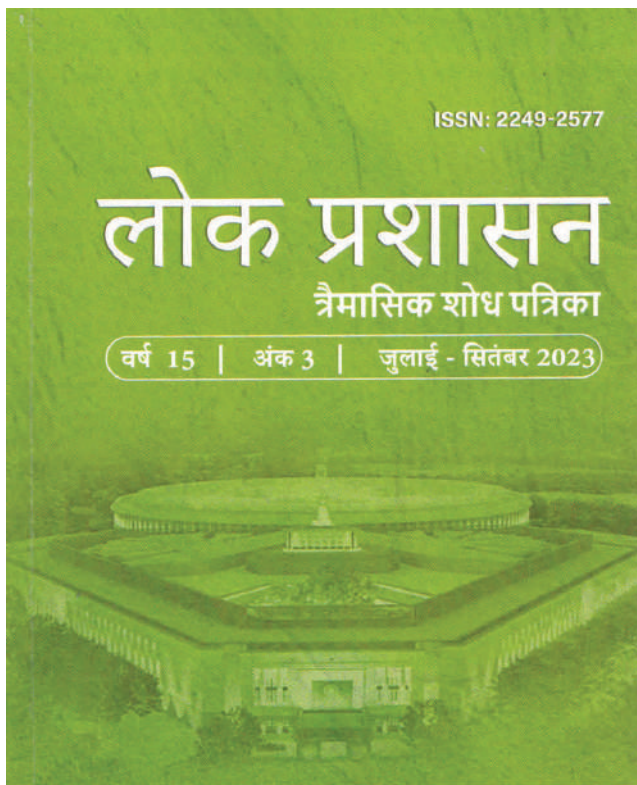
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Lok Prashasan (Hindi) (Quarterly)

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.



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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 11,437 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.

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