

The Programme

Sponsored by the Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India, the 45th Advanced Professional Programme in Public Administration (APPPA) is a ten months' programme, designed for senior officers of the All India Services, Central Services, Defence Services, Technical Services and officers of State Governments.

The Programme is a unique blend of theory and practice that gives the participants an exposure to the associated concepts, skills and techniques. It also provides an opportunity of peer-group learning. The purpose is to enhance sensibilities, sensitivities and capabilities of the participants to explore innovative options and choices. The programme develops a critical analysis of policy and service delivery mechanisms at inter-governmental, national, regional and/or at the levels of local government. It aims at honing practical knowledge and skills to deal with management and policy analysis issues across the spectrum of governance.

About 1505 administrators/officers from All-India and Central Services including those from the armed forces and a few officials from foreign countries and teachers of Indian Universities have participated in the programme since 1975, the year of its inception. 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 in the states. The programme fosters a permanent alliance between the IIPA and its participants. The continuation of a vibrant IIPA Alumni Association bears a testimony to this.

Aim

The aim of the programme is to enable the participants to develop a broad-perspective and synergy to contribute towards minimum Government and maximum governance. It seeks to inculcate

an attitude that augments efficiency and service orientation towards citizens.

Objectives

APPPA seeks to enable the participants to:

- Understand basic concepts of Social Sciences, Public Policy and Governance
- Develop their views on topical issues of Public Administration and Governance ethics in India;
- Analyze the factors that impact 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.

Outcomes

The overarching goal is to provide a dynamic and integrated approach to the study of public policy and management. As such, this programme is uniquely designed to help participants prepare for the challenges and opportunities of public administration as they move up the ladder. Upon successful completion of this course, it is expected that participants will be endowed with critical and creative skills to produce innovative solutions to problems, apply research skills to their areas of functions and turn out to be more responsible and effective administrators.

Eligibility

The programme is open to officers of the All India Services, Central Services (organised and non-organized, technical and non-technical), and the State Services as also 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 in an equivalent position,

- Not more than 50 years of age as on 1st July 2019 (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.

The participants are mid-career public servants, selected and nominated by the Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India. With a view to prepare them for more senior management roles in their respective services, the programme design comprises:

- Three academic - cum - training modules with various streams including one elective;**
- Experiential Learning;**
- Dissertation and viva-voce; and**
- Non-credit inputs intended to develop critical thinking, values, ethics and creativity.**

A. Academic Modules

During the first half of the APPPA spanning the first five months, the focus is not only on the concepts and applications but on competency development as well. The streams have been identified on the basis of their relevance to the issues of governance and recent developments in the respective areas of study. These streams have further been divided into three parts, consisting of **A.1: Basic Module: Theories and concepts, A.II: Thematic Module: Policy, Administration and Governance, and A.III: Critical Concerns in Governance.** In addition, one elective stream out of four offered is to be opted by every participant to enable him to specialise in areas of his own interest. For an elective stream to be conducted, at least eight participants have to opt for it.

The details of the streams including electives are given in the Programme Outline. The streams, with one credit, shall have about sixteen lecture sessions. Half credit streams will generally be covered in eight sessions.

B. Experiential Learning

B.1 Experiential Presentations: A meaningful and fun-filled exercise, experiential presentations are

meant to promote mutual sharing of experiences and expertise among the participants. Each participant will make a presentation focused on a specific situation an officer has faced at some point in his/her career. These presentations are meant to highlight innovations in internal administration or field situation, best practices in organizational leadership or important lessons in project planning and implementation.

B.2 Rural Field Study Visit: This component is intended to sensitize the participants with the socio-economic realities of rural life. The participants are assigned a theme-based study focusing on various aspects of rural development and they are expected to examine the effectiveness of the delivery mechanism and assess the impact of rural development programmes. Small groups of participants visit identified rural areas in different parts of the country and interact with the village level functionaries and panchayat members under the overall guidance of a faculty member. The groups share their field study reports of these visits which are useful for future policy reference.

B.3 Urban Field Study Visit: It provides an opportunity to the participants to understand the problems in urban administration and management and the challenges in addressing them. The participants study various urban development schemes and their impact on socio-economic conditions of the people, especially those below the poverty line. The study also includes interaction with the functionaries of the municipalities and other development agencies. Like rural field study, groups of 9-10 participants visit specific cities/ towns which are selected on the basis of specific issues in different regions. The urban study reports too are shared by the groups and serve as good policy inputs.

B.4 Foreign Study Tour: This component is organized with a view to provide an exposure to the participants on governance innovations in different countries and to draw practical lessons for India. The participants will visit a group of countries in Europe. They visit important institutions/ organizations in these countries and interact with policy makers and other government functionaries. On their return, they have to prepare reports and make presentations highlighting the lessons learnt from the countries covered during the visit. The

High Commissioners/Ambassadors of the countries being visited also interact with the participants before and after the study tour.

C. Dissertation and Viva-voce

This is an important component of the APPPA programme leading to the Master's Diploma in Public Administration (MDPA) awarded by IIPA. In addition, the participants holding a post-graduate degree with at least 50 percent marks (recognized by Punjab University Chandigarh as equivalent to a post-graduate degree) will also be eligible for the award of an M. Phil. (Social Sciences) degree of the Punjab University. This degree may further serve as a pathway to a future Ph.D. degree.

In the Dissertation, the participants are expected to make an in-depth analysis of a specific problem identified by them and examine its ramifications in all aspects. During the early stages of the APPPA programme, the research proposal outlining research questions and methodology to be adopted are presented before a panel of experts by the participants for suggestions/ comments. Each research proposal is finalized after its final approval by the concerned faculty supervisor. The participants are advised to begin work on the dissertation immediately thereafter. Subsequently, after the submission of the completed dissertation, the participants have to appear in a viva-voce examination.

Participants are expected to demonstrate their analytical skills and make substantial contributions to the theory and practice of Public Administration through their dissertations. They have to select topics of interest and relevance to the domain of public administration and are expected to undertake a comprehensive review of literature on the chosen subject area. There is a provision for participants to undertake field visits for the collection of required data, on the recommendation of the supervisor and the approval of the concerned Programme Director. The draft dissertation, in the approved format, must be submitted to the faculty supervisor by March 1, 2020. The final dissertation, in four copies, must be submitted by March 15, 2020, and in any case before commencement of the foreign study tour.

D. Non-Credit Inputs: Lectures/ Workshops/Seminars /Panel Discussions

The APPPA programme emphasizes on a set of non-credit inputs to broaden the vision and knowledge of participants through interactions with eminent personalities from the government, corporate and academic sectors including visits to institutions. Workshops, seminars and panel discussions are also conducted on varied topics of contemporary relevance. Participants are also encouraged to offer their co-curricular contributions to the group through various means like music, poetry, art, photography, debates and sports etc.

Evaluation and Overall Assessment

The system of evaluation varies from stream to stream and includes written examinations, group presentations, case comments, group reports, case writing, case assignments, research proposals, individual presentations, dissertation evaluations and any other method considered appropriate. The participants should strictly adhere to the assignments submission deadlines as indicated in the table titled 'Modules /Evaluation Timelines.

The evaluation of all the streams will be conducted immediately upon their completion.

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

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

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

Marks	Grade
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 -

For the grant of IIPA's Masters Diploma in Public Administration and Panjab University's M.Phil. Degree, a total of 24 credits as detailed in the Programme Outline will form the basis. The overall assessment shall be made on the basis of academic performance and general conduct including punctuality and regularity of attendance, display of officer-like qualities, team work, 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

IIPA awards the following prizes every year to the APPPA participants based on their performance:

S. No	Awards	Criteria
1.	First Prize (Prof. V. K. N. Menon Memorial Prize)	Based on marks
2.	Second Prize	
3.	Third Prize	
4.	Directors' Special Prize	Based on overall assessment
5.	Best Dissertation Award (Sponsored by APPPA Alumni Association)	Based on dissertation and viva-voce
6.	Best Woman Participant Award (Smt. Kusumtai S. B. Chavan memorial award)	Based on marks
7.	Award for co-curricular activities during APPPA	Based on participation and contribution

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

Attendance and Conduct

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

Course Fee

A total amount of Rs. 11,65,840- (Rupees eleven 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 the domestic component and an amount of Rs. 5,00,000 (Rupees five lakh only) to cover the cost of preparation of dissertation/field visits/foreign visits, is to be remitted by the Cadre Controlling Authorities/ sponsoring Authorities to the Registrar, Indian Institute of Public Administration (IIPA), New Delhi.

Session Timings

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

Forenoon Sessions

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

Afternoon Sessions

Session-IV	14:15-15:25
Session-V	15:35-16:45

Tea /coffee will be served at 10:40-11:00 hours and 15:25-15:35 hours. Soup will be served at 12:10 to 12:20 hours while lunch recess will be between 13:30-14:15 hours.

Modules /Evaluation Timelines

Course Commences	July 1, 2019
Streams under A.I	July 2 - August 16, 2019
Evaluation for A.I streams	To be completed by August 30, 2019
Streams under A.II	August 19 - October 04, 2019
Evaluation for A.II streams	To be completed by October 21, 2019
Workshop on Research Proposal Presentation	September 11-13, 2019
Forward Area Visit (Tentative)	September 28 - October 01, 2019
Streams under A.III, B.2, B.3	October 7 - December 30, 2019
Evaluation for A.III, B.2, B.3	To be completed by December 31, 2019
Urban Study Visit	19 - 23 November, 2019
Rural Study Visit	25 - 29 November, 2019
Dissertation preparation	September 14, 2019 - March 06, 2020
Last date for submission of Dissertation to Faculty Supervisor	February 14, 2020
Return of Dissertation by Faculty Supervisors	February 28, 2020
Final submission of Dissertation	March 06, 2020
Foreign Study Tour	March 16 - 27, 2020
Visit to Punjab University	April 17, 2020
Viva Voce	April 21 - 23, 2020
Valedictory Dinner	April 24, 2020
Convocation	April 30, 2020

Note: There are some seemingly overlapping activities which connote that those activities will be undertaken concurrently.

** Participants are expected to concurrently pursue Dissertation work along with other course curricula.*