



# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION REPORT SUBMITTED TO CAPACITY BUILDING COMMISSION

IIPA is an autonomous academic institution of national eminence for training, research and information dissemination in streams related to the ethos of Public Administration. Conceived by well-known US expert Paul H. Appleby and Founded and promoted by Pandit Jawaharlal Nehru, it is now known internationally as a premier centre for Training and Research in Public Administration and Management. Public Administration has always implied Government when 'public' actually means community or people. In the post-colonial, post-independence paradigm of the early 1950s, Public Administration really meant providing service to the people by the State apparatus using the ground rules of justice, ethics and fair-play. This was the intention of the visionary Pandit Jawaharlal Nehru when he established the Indian Institute of Public Administration on March 29, 1954 based on the recommendations of a survey carried out in 1953 by Prof. Paul H. Appleby, Dean, Maxwell School of Citizenship and Public Affairs, Syracuse University and a Consultant with the Ford Foundation invited to advice on the subject by the Government of India. As India globalises under growing media glare, her administration and governance have to change with the times and respond to the high expectations of a society where the demographic pre-ponderance of youth, the increasing struggles of urban and rural India, the development-sustainability conflict and the continuing problems of poverty related malnutrition together throw up challenges that require great resilience in administration and delivery. IIPA takes the reality of Governance in transition into consideration in all its skill-development, research and knowledge management activities.

We express our deep gratitude and thanks to the the Capacity Building Commission supervising the "Mission Karmayogi"- National Programme for Civil Services Capacity Building (NPCSCB) of Governemnt of India for giving Indian Institute of Public Administration , New Delhi an opportunity to showcase its interests and capabilities in the direction of bringing a transformational change in the nation's Civil Service Capacity.

We would like to express our deep sense of gratitude to the esteemed members of the Capacity Building Commission Shri. Adil Zainulbhai, Chairman, Dr. R. Balasubramaniam, Member, Shri. Praveen Pardeshi, Member, Shri. Hemang Jani, Secretary and Ms Shreya Agrawal for providing the support and insipiration during the presentation made by Shri. Surendra Nath Tripathi , IAS(R) Director General, IIPA.

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Indian Institute of Public Administration (IIPA) was set up to build capacity among public servants through training and research with knowledge, skills and behaviour required for managing the tasks of governance at the centre and state level. In its efforts to enhance the leadership, management and administrative capability of the executive in government and public sector enterprises, the Institute works in close collaboration with national and international organisations. The Institute's training and research programmes link with its vast information management and experience- sharing activities. The vast reach of IIPA can be ascertained from the fact that the Institute has its branches spread across the country, IIPA has the distinction of being the front-runner in evaluating the schemes, projects of different ministries of the government. The Institute has shown a leap forward in the pandemic time by going digital with the whole set up functioning on e-office platform. The activities of the institute are organised in four inter-related areas of Research, Training, Advisory Services and Dissemination of Information. While the Institute undertakes research studies on current issues of public concern on its own initiative, it also conducts research in response to specific organisational need to find solutions in difficult decision-making areas.



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These are normally the sponsored projects of Government and national and international organisations. IIPA offers advisory services in operational areas and provides the necessary hand-holding in implementation of schemes, programmes and project in both government and private sectors. With a membership over 11,000 including about 100 overseas, the IIPA has a nation-wide network of 23 regional branches and 44 local branches, which provide exchange of ideas on current trends and practice in public administration to public servants, academics and students. The Institute is one of the founder members of the Eastern Regional Organization for Public Administration (EROPA). It works in association with the universities, industry associations advanced research institutes, training centres and government departments in

India. The Institute also collaborates with the Ecole National d' Administration, France, Korea Institute of Public Administration, Government of Mauritius, Government of Argentina, the Bangladesh Public Administration Training Centre (BPATC), Party School of the Central Committee of the Communist Party, People's Republic of China. However, there are new windows of cooperation opening with Vietnam, the GIZ and the Potsdam University of Germany.

The Institute is making its mark on the international scene. Indian Institute of Public Administration had signed a Memorandum of Understanding (MoU) with the Party School of the Central Committee of the Communist Party of China (CPS) to co-sponsor seminars and commission joint research projects among others. Under the MoU, the two public administration institutions decided to exchange delegations, co-sponsor seminars and workshops, commission joint research projects, exchange publications besides participating in each other's conferences. The Institute seeks to broaden its horizon of international partnership by constantly undertaking high-quality research helpful for government and private sector both. IIPA has also run various international programmes on 'Inter Governmental Relations and Practices of Fiscal Federalism' for the countries of sub-Saharan Africa. Ethiopian government officials were trained about the practices of Indian federalism and fiscal devolution, with such programmes IIPA has been able to disseminate knowledge about the inter-governmental relations across the African countries.

IIPA understands the need for the creation of an effective state administration. The idea is to impart training in strengthening of administration. Sound professional training and development opportunities for public service staff are essential prerequisites for an effective and constitutional administration. The Institute is highly successful in conducting mid-term career training programmes for the vast human resources. Officers of different services have been trained, IIPA successfully conducted Mid-Career Training Programme of Indian Revenue Service (Customs and Indirect Taxes) and International training of Probationers of Indian Revenue Services in Europe. International participants are trained from Tunisia, Afghanistan, Vietnam, Ethiopia, Bangladesh, Russia, Nepal, Myanmar, and various other African, Latin American and Middle Eastern Countries under Indian Technical and Economic Cooperation (ITEC) programme of the Ministry of External Affairs (MEA). In all, IIPA conducted 145 skill development programmes, seminars, workshops, etc. in 2019-20. About 7,191 officers including foreign trainees attended.

The role of IIPA in imparting training to civil servants cannot be side-lined. There is no doubt that we live in a complex and fast-changing world. In this world, public service also experiences pervasive changes. The learning and developmental needs of civil servants evolve rapidly. To that end, the role of civil service training institutions in responding swiftly and effectively to changes is a sine qua non for success. With a rich experience in training civil servants, IIPA stands out as the premier training institution in contributing to the ongoing Mission Karmayogi with the help of its manpower and training methodology.

Simulation is being used by the IIPA for the capacity development programme of civil servants in two different ways. The first being the simulation as a tool to teach the trainees about the skills needed in the real world, the second being as a modelling of the system i.e. uncertain situation. As one of the modules of



Leadership capacity development programme, the participants are given an exposure to various aspects of Leadership viz. strategy, change management, team building, scientific decision making, negotiating, critical thinking, communication skills, etc. Different simulations are played individually or in teams with the aim of creating learning experience, which is also supported by feedback, review post simulation. The participants are presented with the realistic scenarios, which are dynamic in nature. This enables enhanced decision-making ability for the learners in a controlled environment.

IIPA has identified 775 Central Training Institutes (CTIs) including attached/Regional/Subordinate Training Institutes under administrative control of different Central Ministries/Departments in the Government of India that impart Training to Civil Servants and others at various levels. Hon'ble Prime Minister of India envisions to enhance governance through National Programme for Civil Services Capacity Building (NPCSCB). Implicit in it is revisiting the Central Training Institutes (CTIs) under GOI that offer Trainings to Civil Servants and others. This assumes importance in the wake of rapidly changing world and it is, therefore, imperative to keep pace with those changes to remain relevant and effective.

The Institute recognises the importance of behavioural aspects in a public servant, under training programmes, Behavioural attributes, Domain knowledge and Functional skills (BDF) are also taken care of because these are competencies which are required in an individual for effective performance as a civil servant. For every Government post, there are roles and each role have activities associated with it. Accomplishing each activity needs certain competencies. The FRACs seek mapping of roles and activities corresponding to every Government position with their desired competencies. Mission Karmayogi (MK), the National Programme for Civil Service Capacity Building (NPCSCB), envisages a paradigm shift in enhancing the capacity of the civil servants by building their competencies, creating a network of shared resources and transitioning from a rule based to role-based model of civil service. The NPCSCB seeks to cover all civil servants. The FRACs exercise defines the content of various roles and activities through a granular expostulation of each position organised in a coherent manner. The BDF competencies thus revealed will enable a position holder to discharge her responsibility more effectively by acquiring the requisite attitudes, skills and knowledge. IIPA adheres to the principle of aligning the skills with the role of a person, it is reflected in the training methodology adopted by the faculty of the institute.

The Mission Karmayogi aims to complement the physical capacity building approaches with the Online Training Approaches, emphasising on the role of 'On-line learning' complementing the 'off-site learning', whereby civil servants learn in their job environment and only higher order learning is delivered through training institutions and universities. The Mission also seeks de-siloization of knowledge, democratisation of learning and scope for exploring individual chosen career path. In the light of Government's recent decision on FRACs of each individual positions within all MDOs under Mission Karmayogi, the Indian Institute of Public Administration (IIPA) has initiated its own FRACing journey. ■

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