



**Two-Week International Training Programme on Data Analytics and Evidence-Based
Decision Making**

December 8 to 21, 2026

Programme Coordinators

Dr. Roma M. Debnath

Sponsored by

**Indian Technical and Economic Cooperation (ITEC) Programme
Ministry of External Affairs, Govt. of India (MEA)**

Conducted by



**Indian Institute of Public Administration
Indraprastha Estate, Ring Road
New Delhi - 110002**

IIPA - inspiring excellence is a way of life

The Institute



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 the Institute's first President for a decade, Prime Minister Nehru placed great emphasis on 'de-colonialising' the mind-set of administration, making it more people-oriented. And he placed a great responsibility on the IIPA to enhance the frontiers of knowledge in public policy and governance through applied research and education as well as training of administrators to serve the people of India. Enhancing leadership and managerial qualities on the one hand and developing a service-orientation on the other are the thrust areas of the Institute's education and training activities. Its faculty is involved with research work mainly to simplify procedures and suggest policy changes to ensure improved delivery of public services. As India globalizes 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.

The Institute's objectives are:

- To promote and provide for the study of Public Administration and economic and political science with special reference to public administration and the machinery of government and educational purposes incidental thereto.
- To undertake, organise and facilitate study courses, conferences and lectures and research in matters relating to public administration and the machinery of government.
- To undertake and provide for the publication of journals and of research papers and books to impart training in and promote the study of public administration.
- To establish and maintain libraries and information services to facilitate the study of public administration and spreading information in regard thereto.
- To constitute or cause to be constituted Regional Branches at convenient centers in India to promote the objects of the society.
- To cooperate with approved institutions and bodies for the purposes of helping the cause of public administration.

Activities

The activities of the Institute are organized 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 organizational need to find solutions in difficult decision-making areas. These are normally sponsored projects of Government and national / international organizations. 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. It conducts a large number of long and short-duration training programmes. Besides the Indian Journal of Public Administration, Nagarlok and Lok Prashashan journals, the Institute also periodically publishes a bibliographic journal Documentation in Public Administration and a monthly Newsletter.

Faculty

The Institute has a distinguished permanent faculty that has experience and expertise in all areas of administrative studies, political science, economics, administrative law, management, behavioural science, habitat and urban development, rural development, sociology, policy science, environment, and information technology. Faculty members of the Institute are avid authors, researchers and trainers who keep themselves abreast of the changing requirements of administrative challenges.

Institutional Requirements

The nominations for the courses sponsored by Department of Personnel and Training (DoP&T) and conducted by the Institute are invited by the Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India. Nominations for the fee-based courses of the Institute and courses organized by its twelve centres are invited by the Institute in respect of each programme. The participant/s should report for training only after getting confirmation by the Institute that their nomination has been accepted. Institute rules require that course fees are sent through Cheques/Demand Drafts, drawn in favour of the Director, Indian Institute of Public Administration, New Delhi, which should invariably be sent in advance along with the nomination/s for the concerned programme/s. Most training programmes are meant for in-service personnel only, viz., Officers from Central Ministries/Departments including Armed Forces; State Governments; Public Sector/State Enterprises and Departments of Local Self Governments and faculty of universities, colleges and institutes. IIPA also conducts workshops, skill-development interaction and seminars for Civil Society and the public on topical Governance related issues. Certificates of participation are invariably given at the end of all programmes. For further information about training activities/course, write to the respective Programme Coordinator(s), the coordinator (Training) or the Deputy Registrar (Academic Services), IIPA, Indraprastha Estate, Ring Road, New Delhi – 110002.

Network & Collaboration

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. Of late there are new windows of cooperation opening with Vietnam, the GIZ and the Potsdam University of Germany.

Location

The IIPA is located at Indraprastha Estate, Ring Road, New Delhi, opposite Indira Gandhi Indoor Stadium at a distance of about 30 kms. from the Indira Gandhi International Airport, 5 km. from New Delhi Railway Station, 6 km. from Old Delhi Railway Station, 6 km. from Hazrat Nizamuddin Railway Station and 4 km, from the Inter State Bus Terminal.

Campus

The Institute is located in the heart of Delhi in a sprawling seven acres of greenery. It has a conference hall and several lecture halls, all equipped with updated teaching aids and communication facilities, a computer centre with the latest hardware and relevant softwares, a library rich in collection and subscription and an auditorium with a seating capacity of 500.

Hostel

The Institute has residential facilities on the campus with 90 rooms with supporting food arrangements.

Introduction

Governments and organizations across the globe are overloaded with huge repositories of data with important information and knowledge buried in it. They are facing the data explosion problem: drowning in data but starving for knowledge: more data but less understanding. Government officials require understanding or making sense of data. Analytics has become vital for policymakers across departments and ministries and has become a major enabler. The term “analytics” deals with how to obtain, store, analyze, visualize and present data. Improvements in data acquisition technologies and reduction in data storage cost but making sense of collected data and leading to data-driven decisions is the key. The knowledge or insights by data empower policymakers in taking proactive decisions, managing risky projects and effective use of limited resources. This program will equip the participants with the concepts and techniques of data analytics as well as policy applications. The program will also focus on how to use these techniques in practical situations to enhance decision-making.

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Objectives

The objectives of the program are to

1. To introduce participants to the core concepts of data analytics and the broader data ecosystem, including data sources, governance, and digital tools, to support evidence-based policy formulation and implementation.
2. To enable participants to assess and strengthen their organization’s capacity to collect, manage, analyze, and utilize data, particularly for generating actionable insights into citizen needs, service delivery, and programme performance.
3. To develop a comprehensive understanding of key analytical approaches—descriptive, diagnostic, predictive, and prescriptive analytics—along with data visualization techniques, and their practical application in policy planning, monitoring, and evaluation.
4. To familiarize participants with the role of data-driven decision-making in improving transparency, accountability, and efficiency in public administration and organizational management.

5. To build awareness of ethical, privacy, and governance considerations associated with the use of data and analytics in decision-making processes.

Program Coverage: Data Analytics for Evidence-Based Decision-Making

This component of the programme is designed to provide participants—particularly policymakers, senior administrators, and government executives—with a conceptual and practical understanding of how data analytics can support informed and effective decision-making. The course focuses on building strategic and managerial appreciation of analytics rather than delving into the technical intricacies of mathematics, algorithms, or programming.

The programme will cover the following thematic areas:

Foundations of Data Analytics and the Data Ecosystem

- Core concepts of data, information, and analytics
- The data lifecycle: collection, storage, processing, analysis, and dissemination
- Overview of data ecosystems within government and public institutions

Analytical Thinking for Policy and Management

- Developing a data-driven mindset in public administration
- Framing policy questions and translating them into analytical problems
- Role of evidence in improving transparency, accountability, and governance outcomes

Key Analytical Methodologies

- **Descriptive analytics** for understanding historical trends and performance
- **Diagnostic analytics** for identifying causes and patterns behind observed outcomes
- **Predictive analytics** for forecasting future trends and anticipating risks
- **Prescriptive analytics** for evaluating policy alternatives and recommending optimal courses of action

Data Visualization and Communication of Insights

- Principles of effective data visualization and dashboard design
- Communicating analytical findings to diverse stakeholders and decision-makers
- Using visual tools to support policy discussions, monitoring, and reporting

Applications of Data Analytics in Public Policy and Governance

- Use of analytics in planning, resource allocation, and programme targeting
- Case examples from sectors such as health, urban development, social welfare, and infrastructure
- Leveraging citizen data and feedback systems to improve service delivery and public engagement

Cross-Sectoral and Strategic Applications of Analytics

- Practical applications of analytics across diverse sectors to support forecasting, risk assessment, and strategic planning
- Lessons from national and international best practices in data-informed decision-making

Target Group

Data analysts involved in the planning, monitoring, and evaluation of infrastructure, technology, and industrial projects, including those working in government, public sector enterprises, and project-implementing or coordinating agencies

Certificate

A Certificate will be awarded to the participants on successful completion of the training programme. The performance of the participants will be evaluated on the basis of punctuality, interaction with the faculty and co-participants.

Course Evaluation

At the end of each week an evaluation proforma will be distributed to the participants. This must be completed and submitted to the Programme Coordinators/staff.

Venue & Accommodation

The Programme will be organized at the Indian Institute of Public Administration campus. Participants get board and air-conditioned accommodation on the Institute campus.

Pedagogy:

- An amalgamation of pedagogical tools, viz. Cases, lectures, self-reflection sessions discussions, presentations, audio-visuals, and experiential presentations. A typical day will include about four hours of classroom sessions. The participants are expected to devote sufficient time for group work, preparation for classroom discussions and group presentations.
- IIPA has an outstanding learning ecosystem that includes diversity among the program participants, faculty, and senior Indian officials present on the campus. A regular visit of the senior leaders from the Government, policymakers, and officials from the industry make a conducive learning environment for the participants.

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