



Instructions to Apply for the Women's Fellowship in Public Finance for Cities

Thank you for your interest in applying for this Fellowship. Please read the following instructions carefully to build and submit a strong application.

Here is what you will need to do to:

1. Write a **statement of purpose (SOP)** explaining why you think you should be selected as a Fellow in this programme. The word limit for this SOP is 500 words. Please keep it ready to copy and paste into the application form before you start filling it.
2. Collect the official email IDs and contact numbers of **two professional references** for this Fellowship. Please note, they will need to take 10 minutes to fill out a form requesting details about your professional association with them.
3. Keep your **latest résumé** saved as a PDF document on the system you will use to fill in your application form.
4. Select any one of the four case analysis prompts given in Annexure 1 of this file. Write a **case analysis** for your chosen case and save it as a PDF document on the system you will use to fill in your application form.
5. Read through the Application Form given in Annexure 2 of this document to prepare your responses.
6. Once you have all 4 (referrer details, SOP, résumé, and case analysis) ready, open and fill the [Women's Fellowship in Public Finance for Cities - Application Form](#).

Apply Now

Annexure 1 – Case Analysis

Case Analysis attempts to familiarise you with the challenges and problem statements that you may encounter during your placement as a Fellow with State governments as well as assess your ability to respond to these problem statements.

We encourage you to apply a system-thinking lens to clearly define the problem, present an in-depth assessment of all elements and propose a well-structured and practical reform roadmap.

Important Notes

- Limit your case analysis to maximum 4 pages, using Arial font with 11 font size
- Include references and citations to attribute information to its original source

Evaluation Parameters

- Depth and ease of problem solving
- Structured thinking and articulation
- Understanding of government systems and requirements
- Ability to contextualise recommendations
- Nuance and practicality of proposed reforms

Case Prompts

Case 1 - Financial Performance of India's Cities

Despite contributing to [70% of India's GDP, our cities are struggling to meet their financial requirements](#). This significantly impacts the quality of urban infrastructure and services, as is visible through potholed roads, overflowing garbage landfills, monsoon flooding, to name a few.

Analyse what are the challenges faced by cities to raise finances and propose a reform roadmap for how Indian cities can raise more revenue. You could assess both tax and non-tax sources, as well as explore innovative sources of financing. You could take the example of any one city to contextualize the assessment with data on the city's financial health and performance.

Case 2 - Outcome Budgeting

Governments can use [outcome-based budgeting](#) to disrupt traditional budgeting, transform communities, and provide inclusive and equitable services. While the Government of India has been releasing outcome budgets, few sub-national governments have followed suite.

Evaluate the merits and challenges of transitioning to outcome budgeting. Propose a roadmap for a State Government Department to adopt outcome budgeting and illustrate how this can improve service delivery and meet development outcomes (like safe sanitation or clean air) for the citizens.

Case 3 - Fiscal Decentralisation and Intergovernmental Transfers

[Local Governments in India rely heavily on grants](#) from Central and State governments to meet their expenses. The unpredictability of the quantum and timing of these grants makes the local governments more vulnerable and less efficient. The Finance Commissions play a crucial role in fiscal decentralisation. The Central Finance Commission is quite empowered, but the same is not true of [State Finance Commissions](#).

Assess the status of fiscal decentralisation, with focus on the role and performance of State Finance Commissions (SFCs). Present a framework for strengthening of SFCs and how in turn, it can improve financial health of local governments.

Case 4 - Digital Public Finance Infrastructure

For India to achieve its full growth potential, it needs to [improve quality, efficiency of public spending and financial management](#). A well-designed [digital public financial management](#) (PFM) system supports efficient and transparent government spending. There are various bottlenecks across the PFM value chain (like procurement, works management, vendor payment, fund utilisation tracking, and government payments).

Provide an in-depth assessment of any one such bottleneck and present a review of the available digital solutions for the same, across India and internationally.

Annexure 2 – Application Form

Personal Details

First Name

Last Name

Sex

Birthdate

How did you find out about the Fellowship? <LinkedIn, Email, WhatsApp, College Network>

Are you willing to relocate for the fellowship, if required? <Yes/No>

Contact

Email

Phone

Mailing Address

Permanent Address

Language Proficiency

Language: <English, Hindi, Oriya, Tamil, Telugu, Malayalam, Bengali, Gujarati, Others>

If others, specify:

Years of training

Reading Competence: <Excellent, Good, Basic>

Speaking Competence: <Excellent, Good, Basic>

Writing Competence: <Excellent, Good, Basic>

(Can add up to 5 languages)

Educational Qualifications

Institution:

Degree: <Graduation, Post-graduation>

Field of Study:

Year of graduation:

Grade:

Extra-curricular activities/Positions of responsibility held:

Accomplishments/Recognitions:

(Can add up to 5 qualifications)

Work Experience

Organisation:

Position/Designation:

Duration:

Type: <Full-time, Part-time, Internship>

Location:

Responsibilities:

(Can add up to 5 work experiences)

Statement of Purpose

Elaborate on your motivation for applying to the Fellowship and why you think you are the right fit for the first cohort. How does the Fellowship fit into your career trajectory? (500 words)

References (Add at least 2)

1. Name
2. Professional Relationship with the referrer
3. How long have you known the referrer?
4. Referrer's Current Organisation
5. Referrer's Current Designation
6. Referrer's Contact Number
7. Email ID (preferably official)

Upload Resume

Upload Case Analysis

Applicant Declaration

All information provided in the application is truthful, complete and accurate. All material submitted is my own work. Candidature may be deferred or revoked for fraud, misrepresentation, material omission of fact, dishonesty or violation of work ethics.

Signature:

Date: