

Women in Public Finance Fellowship

Cohort 2 (2025 - 2027)

Instructions to Apply

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:

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 is 500 words. Please have it ready to copy and paste into the application form before you start filling it.
2. Mention the **official email IDs and contact numbers of two professional references** for this Fellowship. Please note that 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**. Draft an analysis for your chosen case and keep it handy in the PDF format to upload to the application form.
5. Read through the **application form given in Annexure 2** of this document to prepare your responses.
6. Once you have all the details (**SoP, referrer details, résumé, and case analysis**) ready, open and fill the Women in Public Finance Fellowship - 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 governments as well as assess your ability to respond to these problem statements.

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

For your case analysis, wherever needed, you may choose any Indian city (metropolitan, Tier-II, or Tier-III) to contextualise your response. Your choice of city should be justified based on the specific challenges addressed in the case. Use actual financial data and performance indicators wherever possible to support your analysis.

Instructions for Submission

1. Submit your response to any 1 of the 4 case prompts provided
2. Keep the response available in a PDF format for uploading to the online application form
3. Limit your case analysis to maximum 4 pages, using Arial font with 10 font size
4. Include references and citations to attribute information to its original source

Evaluation Parameters

1. Depth and ease of problem solving
2. Structured thinking and articulation
3. Understanding of government systems and requirements
4. Ability to contextualise recommendations
5. Nuance and practicality of proposed reforms

Case Prompts

Case Prompt 1: Innovative infrastructure financing in ULGs

Indian cities require ~USD 840 billion of capital investments into urban infrastructure over the next decade or an average of ~USD 55 billion per annum. To address this substantial financial gap, it is essential to foster a borrowing culture and involvement of private capital in urban infrastructure in the cities as grants alone are insufficient.

Recently, in union budget 2025-26, the Government of India has announced an [Urban Challenge Fund \(UCF\)](#) to encourage states to think about sustainable urbanisation and creative redevelopment of cities. UCF will finance up to [25% of the cost of bankable projects with a stipulation that at least 50% of the cost is funded from bonds, bank loans, and Public Private Partnerships \(PPPs\)](#).

Present an assessment of what prevents India's Urban Local Governments (ULGs) from turning to the market to raise funds for their capital expenditure and propose a roadmap for how ULGs can tap into [innovative infrastructure financing](#). Discuss systemic interventions that would be required for the success of the roadmap.

Case Prompt 2: Budget Credibility & Expenditure monitoring

Poor budget execution remains a persistent challenge in ULGs in India, with significant variations between budget allocations and actual spending, which in turn impact fiscal discipline and service delivery.

Many municipalities struggle with unrealistic budget estimates due to unscientific estimation methods, delayed fund releases from state governments, weak expenditure tracking systems, limited capacity for mid-year budget corrections, etc. The absence of standardised budget formats and monitoring mechanisms across states further compounds these challenges.

Choose any Indian city, look at the legal landscape for budgeting and expenditure management and analyze its budget execution performance over the past 3-5 years by assessing the budget variance across budget heads. Comment on any specific bottlenecks and propose a comprehensive strategy to improve expenditure monitoring.

Case Prompt 3: Performance reporting and public accountability

Reliable, timely data on inputs, outputs, activities, outcomes, and service levels is essential for effective and efficient governance and ensuring good quality of infrastructure and service delivery.

Most ULGs in India lack robust [performance reporting mechanisms](#), leading to poor service delivery, inadequate citizen engagement, and limited accountability. While few cities like Pune and Surat have made progress in implementing systematic

performance monitoring and reporting frameworks, majority of India's 4,000+ ULGs operate with minimal transparency regarding their performance outcomes, financial health, and service delivery metrics.

Present a comprehensive assessment of the current state of service levels/performance reporting among India's ULGs and analyze the barriers that prevent effective implementation of performance management systems and reporting. Develop a roadmap for establishing robust performance reporting mechanisms across Indian cities, including the systemic interventions required for successful implementation.

Case Prompt – 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, 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

[Includes fields for Personal Details, Education, Linguistic Proficiency, Work Experience, SoP, References, Resume & Case Uploads, and Declaration]

Personal Details

1. First Name
2. Last Name
3. Birthdate
4. How did you find out about the Fellowship? <LinkedIn, Email, WhatsApp, College Network>
5. Are you willing to relocate for the fellowship, if required? <Yes/No>

Contact

1. Email
2. Phone
3. Mailing Address
4. Permanent Address

Educational Qualifications

1. Type of qualification <Graduate degree, Post graduate degree>
2. Institution
3. Degree of qualification
4. Year of graduation/completion
5. Grade obtained
6. Extra-curricular activities (or) positions of responsibility held during this qualification
7. Accomplishments or recognition achieved during this qualification

You can add up to 5 qualifications in this section

Linguistic Proficiency

1. Select a language <English, Hindi, Oriya, Assamese, Tamil, Telugu, Bengali, Other>
2. Proficiency <Reading, writing, speaking>

You can add up to 5 languages in this section

Work Experience

1. Organisation
2. Designation
3. Duration
4. Job-type <Full time, part-time, internship, other>
5. Location
6. Responsibilities

You can add up to 5 work experiences in this section

Statement of Purpose (SoP)

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

References

1. Name of Referrer
2. Professional relationship of referrer with the candidate
3. How long have you known the referrer
4. Current organisation of referrer
5. Contact number of referrer
6. Email ID of referrer

You need to enter a mandatory of 2 referrers in this section

Uploads

1. Upload your latest resume in PDF
2. Upload your case analysis in PDF

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.