

**No. 09/03/2023-1Trg.**  
**HARYANA GOVERNMENT**  
**CHIEF SECRETARY OFFICE**  
**TRAINING DEPARTMENT**

Dated Chandigarh, the 09<sup>th</sup> May, 2025

To

All the IAS Officers of 2004 Batch & above of Haryana State.

**Subject:- Regarding nomination for five days In-Service training Program on “Driving Government Finances for Developed India” scheduled from 19<sup>th</sup> May, 2025 to 23<sup>rd</sup> May, 2025 at LBSNAA.**

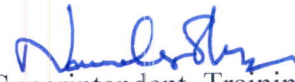
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Sir/Madam,

I am directed to refer to the subject noted above and to inform that a copy of D.O. letter No. T-24011(18)/1/2025-POTIST dated 15<sup>th</sup> April, 2025 received from Smt. Ritika Narula, Course Coordinator & Professor of Economics, LBSNAA, Mussoorie has been uploaded on the website of Chief Secretary Haryana i.e. (<http://csharyana.gov.in>).

All the eligible officers may apply for the aforesaid training programme keeping in view of letter No. 22/38/2010-4Trg dated 21.12.2022, under intimation of this office.

Yours faithfully,


  
Superintendent, Training  
for Chief Secretary to Government, Haryana

**Endst. No. 09/03/2023-1Trg.**

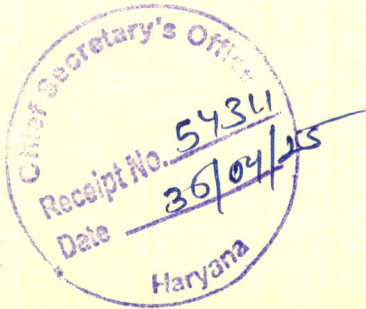
Dated Chandigarh, the 09<sup>th</sup> May, 2025

A copy is forwarded to following for information and further necessary action:-

1. The Additional Chief Secretary to Government, Haryana, Home Department.
2. The Additional Chief Secretary to Government, Haryana, Finance and Planning Department.
3. A copy of the above is forwarded to Smt. Ritika Narula, Course Coordinator & Professor of Economics, LBSNAA, Mussoorie w.r.t. her D.O. letter No. T-24011(18)/1/2025-POTIST dated 15<sup>th</sup> April, 2025 for information.

  
Superintendent, Training  
for Chief Secretary to Government, Haryana





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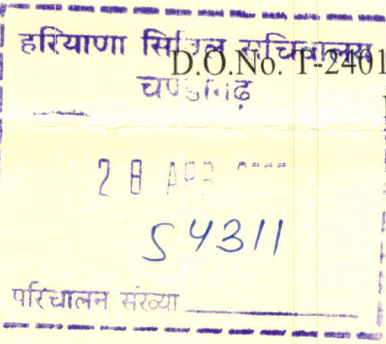


International Year  
of Cooperatives  
Cooperatives Build a Better World

Smt. Ritika Narula,

Course Coordinator & Professor of Economics

Email: [ritika.narula@gov.in](mailto:ritika.narula@gov.in)



Respected Sir,

Greetings from the Lal Bahadur Shastri National Academy of Administration, Mussoorie!

The Academy is now also actively engaged in the curation and delivery of in-service training programmes that are aligned to the various sectors of governance. More specifically, it seeks to build the capacity of officers posted in positions that have high impact at the secretariat and field level.

In this regard, LBSNAA proposes to conduct a five-day in-service training programme for capacity building of civil servants in the area of public finance and governance. The programme, 'Driving Government Finances for Developed India' is curated to enhance the capacities of the officers in understanding, managing, and innovating public financial systems in alignment with India's development priorities. The training programme is scheduled to be held from 19<sup>th</sup> - 23<sup>rd</sup> May, 2025.

This programme is a part of DoPT's in-service training programme (refer to OM No. T-22012/13/2024-IST/IIPA dated 20.03.2025) for eligible officers viz. AIS (IAS, IPS, and IFoS) officers and organized Group 'A' Officers of such Central Civil Services (as indicated in the OM), with minimum 4 years of service as on April 1, 2025 (up to 2020 batch).

While the programme is designed to draw participants from the AIS/ Civil Services as mentioned above, the structure of the same also makes it suitable for officers drawn from the State Civil Services and domain specific cadres working in the Finance sector at district/ field and state level offices. As such the Academy is also open to receiving nominations from other State Level Group A officers of 10-12 years' experience and working in the relevant areas. The officers who are posted as heads of the Finance Department at the District/State level will find the programme of special significance

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It is therefore requested to kindly nominate suitable officers working in this field/department from your State/UT for participation in the In-Service Training Programme. The nominated candidates have to register themselves on iGoT platform (<https://igotkarmayogi.gov.in>) and LBSNAA's website (<https://www.lbsnaa.gov.in/>) latest by 12<sup>th</sup> May, 2025.

A short note (Annexure 'A') containing the course structure and thematic content for the proposed training programme is enclosed. In this context, the undersigned, being Course Coordinator of the programme can be reached out for further details of the training programme.

Warm Regards,

Yours sincerely,



(Ritika Narula)

**Shri Anurag Rastogi, IAS**

Chief Secretary

Government of Haryana,

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***Five Days In-Service Training Programme on Driving Government Finances for Developed India***

This training programme is tailored to empower public officials with actionable knowledge and skills for having robust finances for economic growth through sectoral development and strategic investment in core areas. The course moves beyond traditional revenue collection methods and emphasizes how investment in emerging sectors, infrastructure and public service modernization can generate long-term fiscal resilience.

Participants will gain insights into integrating economic development goals with sound fiscal practices—ensuring that government spending drives inclusive growth and sustainable revenues.

**Key Themes:**

**1. Sectoral Development as a Driver of State Finances**

Participants will explore how targeted development across sectors like governance, tourism, industry, exports, rural economy and infrastructure can serve as long-term, self-sustaining sources of state revenue. Discussions will include:

- Identifying high-potential sectors and removing bottlenecks to private and public investment, which itself could drive State finances over a period of time.
- Role of infrastructure projects and public –private partnerships (PPPs) in unlocking economic value.
- Strategies for asset monetization and land / infrastructure utilization to support sectoral development.

**2. Fiscal Innovation for Sustainable Growth**

This segment will examine non-traditional and innovative fiscal instruments that enhance state capacity for development financing:

- Leveraging government-owned land and properties through modern monetization tools and leasing models.
- Encouraging local economic multipliers by supporting the village economy, MSMEs and exports.
- Building frameworks for sustainable financing of large-scale capital projects.

**3. Leveraging Technology for Efficient Governance**

Technology is a key enabler of development and fiscal efficiency. Sessions will

highlight:

- Use of GIS, AI and data analytics to improve service delivery, planning and monitoring.
- Digitized governance for better valuation, registration and service provision in sectors like land, housing and industry.
- E-governance models that reduce transaction costs and improve citizen trust in public systems.

#### **4. Value for Money in Public Spending**

Maximizing the impact of every rupee spent is central to the course. Focus areas include:

- Outcome-based budgeting to align spending with development results.
- Strategic prioritization of capital over revenue expenditure to create long-term assets.
- Curbing administrative inefficiencies through restructuring and digital reforms.

#### **Target Audience:**

This course is designed for the following participants: -

- Officers from the Finance Department and various other Departments of the Government of India
- Officers of the various State Departments of 10-12 years of experience
- Officers of the State Finance Department
- Officers working in the field like Municipal Commissioners/Tax Commissioners/ DMs etc.
- Officers of line departments of which growth is linked to cross sectoral development.

#### **Course Details:**

- **Date:** 19<sup>th</sup> – 23<sup>rd</sup> May, 2025
- **Venue:** Indira Bhawan Campus, LBSNAA, Mussoorie

#### **Course Coordinator:**

- Ms. Ritika Narula, IES
- Email: [ritika.narula@gov.in](mailto:ritika.narula@gov.in)