

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

Dated Chandigarh, the 29th August, 2024

To


All the Administrative Secretaries of Haryana State.

Subject:- Request regarding Nomination for Five-Days In-Service Training Programme on “Municipal Finance for Urban Administration” for IAS Officers from 23rd September, 2024 to 27th September, 2024 at LBSNAA, Mussoorie.

Sir/Madam,

I am directed to refer to the subject noted above and to forward herewith a copy of D.O. letter received from Dr. Bagadi Gautam, IAS Deputy Director (Sr.), Lal Bahadur Shastri National Academy of Administration, Government of India vide No. T-244011(11)/1/2024-CPSM dated 22nd August, 2024, which has been uploaded on the website of Chief Secretary, Haryana i.e. (<http://csharyana.gov.in>). it is requested to provide your request for attending the above said training programme latest upto 03rd September, 2024 to the Government, if interested.

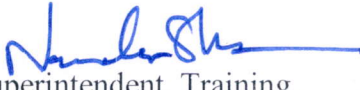
Yours faithfully,


Superintendent, Training
Amich 29/08

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

Dated Chandigarh, the 29th August, 2024

A copy of the above is forwarded to **Dr. Bagadi Gautam, IAS**, Deputy Director (Sr.), Lal Bahadur Shastri National Academy of Administration, Government of India w.r.t. his letter No. T-244011(11)/1/2024-CPSM dated 22nd August, 2024 for information.


Superintendent, Training
Amich 29/08

Fwd: Nomination for the Training Programme on Municipal Finance for Urban Administrators

message

Prabhjot Singh <ssps@hry.nic.in>
To: branchtrg <branchtrg@gmail.com>

23 August 2024 at 10:20

From: "Sh. T.V.S.N Prasad, IAS" <cs@hry.nic.in>
To: "Prabhjot Singh" <ssps@hry.nic.in>
Sent: Thursday, August 22, 2024 6:41:02 PM
Subject: Fwd: Nomination for the Training Programme on Municipal Finance for Urban Administrators

Sir/Madam,
Find enclosed the trailing emails for information and necessary action please.
Regards
PS/CS


From: "MAHESH KUMAR TYAGI" <maheshk.tyagi@nic.in>
To: "Sh. T.V.S.N Prasad, IAS" <cs@hry.nic.in>
Sent: Thursday, August 22, 2024 6:17:42 PM
Subject: Nomination for the Training Programme on Municipal Finance for Urban Administrators

Sir,
I am directed to send you the scanned copy of the letter on the subject cited above from Dr. Bagadi Gautham, IAS, Deputy Director (Sr.), Lal Bahadur Shastri National Academy of Administration, Mussoorie.
Regards

महेश कुमार त्यागी/M K Tyagi
वरिष्ठ निजी सचिव/Sr.PS
लाल बहादुर शास्त्री राष्ट्रीय प्रशासन अकादमी/LBS National Academy of Administration
भारत सरकार/Government of India
मसूरी/Mussoorie-248179, उत्तराखंड/Uttarakhand, भारत/India
Tel: +91-135-2222321, 2222000 Fax: +91-135-2632350

2 attachments

 **CS Haryana.pdf**
712K

 **Annexure-A.pdf**
130K



D.O.No. T-24011(11)/1/2024-CPSM

Dated: 22nd August, 2024

Dr. Bagadi Gautham, IAS

Deputy Director (Sr.)

Email: bagadigautham@gmail.com

Respected Sir,

Greetings from the Lal Bahadur Shastri National Academy of Administration, Mussoorie. The Academy is also now actively engaged in the curation and delivery of in-service training programs through its Centers that are aligned to the various sectors of governance. More specifically, it seeks to build capacity of officers posted in positions that have high impact at the field level.

The Centre for Urban Affairs and Infrastructure, LBSNAA proposes to conduct a 5-day In-service training programme for capacity building of civil servants in the realm of Urban Development. The programme, **'Municipal Finance for Urban Administrators'** will be curated so as to cater to civil servants positioned in the field of Urban Development. The training programme is scheduled to be held from 23rd to 27th September, 2024. In this regard, kindly find attached, a short note (*Annexure 'A'*) containing the course structure and thematic content for the proposed training programme.

This programme is part of DoPT's in-service training programme calendar for IAS Officers.

While the programme is primarily designed to draw participants from the IAS particularly those in the area of Urban Development, the structuring of the same also makes it suitable for officers drawn from the State Civil Services and other senior officers working in the above field.

It is expected that officers who will not only find the course suitable for their work/career but also contribute to the value of the programme by providing their own insights. For a multiplier effect of the programme, it may also be suitable to have a faculty or two from the respective State level capacity building institutes of Urban Development. As such it is requested to kindly nominate officers latest by 10th September, 2024:

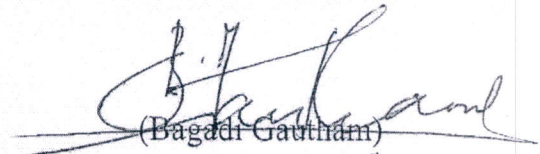
- IAS officers/ State Civil Service officers serving as heads of Urban Local Bodies in the Districts.
- Faculty members from State Institutes of Urban Development.

Interested officers will be able to register for the programme using the programme registration link available on www.lbsnaa.gov.in. The Academy and the Centre for Urban Affairs and Infrastructure will be extremely grateful for your kind support and facilitation in nominating officers for the above training programme.

A similar letter is also being addressed to the Additional Chief Secretary/Principal Secretary/Secretary of Urban Development.

With regards,

Yours sincerely,


(Bagadi Gautham)

Shri TVSN Prasad, IAS
Chief Secretary
Government of Haryana
Haryana Civil Secretariat
Chandigarh (Haryana) - 160001
Email: cs-haryana@nic.in

Encl: Annexure A

Annexure-A

Five-Day Course on on Municipal Finance for Urban Administrators with focus on Fundamentals and Innovations in City Financing in India

A. About the Institute

Lal Bahadur Shastri National Academy of Administration (LBSNAA) stands as a beacon of excellence in the realm of civil service training, with a distinguished legacy spanning decades. LBSNAA has been instrumental in shaping the careers of countless civil servants who have gone on to serve the nation with distinction. LBSNAA fosters administrative excellence and leadership in government officials through holistic training that cultivates ethical values, integrity, and a public service ethos.

Moreover, LBSNAA serves as a vibrant hub for intellectual exchange and networking, bringing together civil servants from diverse backgrounds and fostering a culture of collaboration and mutual learning. Through interactive sessions, group discussions, and experiential exercises, participants have the opportunity to engage with peers, share experiences, and forge lifelong connections.

As an institution deeply rooted in tradition yet forward-looking in approach, LBSNAA remains committed to excellence, innovation, and continuous improvement. We continually strive to integrate global best practices, emerging trends, and cutting-edge methodologies into our training programs, ensuring that our participants are equipped to navigate the complexities of governance.

B. Course Title and Thematic Focus:

Course Title: Municipal Finance for Urban Administrators with focus on Fundamentals and Innovations in City Financing in India

Thematic Focus: To build the capacity of municipal government officials to -

- a) Raise and access an increased volume of financing, from varied sources and in a sustainable manner, to meet urban infrastructure and services investment needs.
- b) Better manage the fiscal resources of municipalities and improve the efficiency of expenditure on these needs.

The programme will be curated to cater to senior officials of municipalities/ urban local bodies (ULBs) across India, including those managing the financial affairs of ULBs and those representing the general management/ administrative cadre (e.g. Municipal Commissioners).

C. Proposed Dates:

23 - 27 September, 2024

D. Relevance to Government Servants in discharge of duties:

The course aims to equip participants with the knowledge, skills, and expertise necessary to navigate the complexities of municipal governance in India effectively. It is aimed at empowering government servants to address the diverse challenges faced by urban areas and work towards building sustainable, resilient, and inclusive cities. This will entail -

- Fostering the knowledge and skills needed to ensure the financial sustainability of local government operations, enabling them to effectively manage budgets, allocate resources, and mobilise funds for infrastructure development and service delivery.
- Enabling administrators to make informed decisions about resource allocation, balancing competing priorities and ensuring that funds are directed towards projects that yield the greatest social, economic, and environmental benefits for urban communities.
- Empowering urban administrators to explore innovative revenue generation strategies, improve tax collection systems, and leverage alternative financing mechanisms, thereby increasing the financial resilience and revenue-generating capacity of local governments.
- Enabling administrators to develop comprehensive financial management plans, strengthen expenditure tracking mechanisms, and implement performance-based budgeting approaches, ultimately leading to more efficient and effective service delivery outcomes for urban residents.
- Equipping administrators with the necessary tools and techniques to maintain financial integrity, prevent corruption, and uphold ethical standards in the management of public funds, thereby enhancing public trust and confidence in local government institutions.

E. Specific Skills and Competencies to be instilled :

The course will be designed so as to incorporate components aimed at imparting domain and functional skills to participants. Inter-alia, this will include:

1. Sector/ Domain Skills:

- a) Understanding urban infrastructure financing needs and challenges
- b) Tools and best practices for strengthening municipal financing systems
- c) Understanding principles, models and technologies for assessment and collection of property taxes, user charges, and other revenue sources in urban areas.
- d) Analysing issues and reform experiences in augmentation of own-source revenues for municipalities.
- e) Understanding principles, trends and issues with intergovernmental fiscal transfers for urban infrastructure.
- f) Analysing challenges associated with intergovernmental fiscal transfers through appraisal of reform experiences aimed at improving urban infrastructure financing.

- g) Learning about debt management strategies for municipalities.
 - h) Understanding the concept and principles of PPPs in funding urban infrastructure through case studies and best practices - national and international
 - i) Exploring sources and instruments available for climate finance in municipalities.
 - j) Analysing fiduciary performance and compliance with financial regulations
 - k) Understanding the principles of capital investment and asset management strategies to optimise infrastructure investments in municipalities.
2. **Functional Skills:** Sessions will be curated to impart specific skills/competencies for problem solving, effective analysis of municipal finance trends and using tools and indicators to monitor and evaluate project performance. These include:
- a) Analytical skills for evaluating the effectiveness of different financing mechanisms, trends and challenges in urban infrastructure financing and suggesting reforms.
 - b) Financial Management skills required for budgeting and developing financial plans and strategies to meet infrastructure financing needs.
 - c) Managerial skills to implement capital investment plans, PPPs, and asset management strategies.
 - d) Decision making skills for choosing financing options and deciding investment priorities.
 - e) Technical skills in conducting financial analysis and modelling to assess project feasibility, monitor and evaluate project performance

F. Draft pedagogy and time table :

Pedagogy:

- Interactive lectures and presentations by eminent experts from government, industry and academia.
- Case studies and practical hands-on exercises to apply learning to real-world scenarios.
- Group discussions and panel discussions to facilitate knowledge sharing and critical thinking.

Draft Time-Table -

Day-01: Setting stage & overview

- Need for increased financing for urban infrastructure and services
- Challenges for financing urban infrastructure and services in India
- Key challenges and global examples in strengthening city financing systems
- Strengthening city financing systems

Day-02: Own-source revenues

- Principles and global practices

- Improving property tax collection- Case Study
- User charges and tariffs/cost recovery
- Land value capture (LVC) instruments
- LVC tools, experience on Town Planning Schemes - Case Study

Day-03: Intergovernmental fiscal transfers

- Key Types of Fiscal Transfers- Global context
- Key lessons and good practices from international experience
- Indian experience on Intergovernmental Fiscal Transfers for Urban infrastructure financing
- National Urban Missions in India (e.g., JNNURM, AMRUT)& their experiences
- National and State Finance Commission Awards

Day-04: Leveraging private/commercial financing

- Municipal borrowing – commercial debt and municipal bonds
- Green and Municipal Bonds
- Waste to Energy PPP
- Sources and Instruments for climate finance for municipalities

Day-05: Presentations and Way forward

- Presentation by participants on ‘Exercise: Addressing Municipal Finance challenges in your city’
- Way forward- roles and responsibilities and action points

G. Features offered in the course vis a vis other Institutions:

The training course aims to enhance the capacity of municipal government officials in two main areas: firstly, to facilitate the raising and accessing of increased financing, sourced sustainably from various outlets, to address urban infrastructure and service investment needs; and secondly, to improve the management of fiscal resources within municipalities, enhancing the efficiency of expenditure on these requirements.

Covering a comprehensive array of topics, participants will delve into city financing intricacies, including revenue and expenditure dynamics, and the exploration of additional financing channels such as private sector engagement. Sessions will commence with an exploration of the imperative for enhanced urban infrastructure financing, alongside an examination of common financing approaches and challenges faced globally, illustrated through case studies of urban local bodies across developing countries.

Updates on India's urban financing landscape will follow, encompassing trends in municipal expenditures and revenues, legal frameworks, and institutional mandates. International and local practitioners will then share invaluable experiences and successful reform efforts, fostering a nuanced understanding of city financing systems. Key themes to be addressed

include own-source revenues such as property taxes, user charges, and land value capture instruments, as well as intergovernmental fiscal transfers, leveraging private/commercial financing avenues, climate finance sources, and best practices in public financial management, including fiduciary performance and capital investment planning. The course will culminate in a strategic discussion on the way forward, outlining actionable steps for participating municipalities, with guidance on support mechanisms from governmental and non-governmental entities.

In this manner, the course is designed to be custom-tailored to respond to the felt need for inputs/capacity building in municipal finance in the specific context of India where certain tools might apply better than others and new tools may have to be devised sui generis.

H. Snapshot of the Program:

- ***Program Content:*** Five Day draft programme outlined above at 'F'.
- ***Faculty Profile:*** Dr. Bagadi Gautham, IAS
- ***Infrastructure Facilities:*** The Academy offers state-of-art facilities that create an enabling environment for learning, peer interactions and all round development. The course will be conducted within the Academy premises in one of the classrooms that are equipped with interactive digital content delivery and sharing platforms. The participants will be accommodated in one of the hostels on a single room occupancy basis.

The participants will also be able to utilise the sports facilities offered by the Academy including the Happy Valley Sports Complex that houses the gym, swimming pool, badminton/tennis/squash/TT courts outside of the class hours. There's a Medical Centre (2323/2340) functional 24X7 to serve any medical needs that participants might have. The Academy also offers Ayurvedic therapies at our Panchakarma Centre which will be open for access outside of the class hours.

- ***Expected Competency Development:*** Outlined above at 'E'.

I. Participant Feedback: Feedback will be taken at end of course

J. Pre-Reading Material and Case Studies:

1. Pre-reading:

- a. RBI Report on State of Municipal Finance in India (2022)

<https://drive.google.com/file/d/1I6yjkpjHX2rKdpR4fANQBoVdYrXcEkS/view?usp=sharing>

- b. Alternate sources of municipal funds - RBI report on Municipal finance (2022)

<https://drive.google.com/file/d/1SuGksNnMIQ915ykLn7eCOMu8U8oadIcq/view?usp=sharing>

- c. Fiscal position of Municipal Corporations in India - RBI report on Municipal Finance (2022)

<https://drive.google.com/file/d/19ZOzdxfsx-rBNHmPCIICE1c30uzC7jNc/view?usp=sharing>

- d. World Bank report on Financing India's Infrastructure Needs

<https://drive.google.com/file/d/1KdSd2nymndp0WMFiI2ytYRcCI2pdJxOQ/view?usp=sharing>

2. Case Study:

- a. Municipal bonds-

<https://drive.google.com/file/d/1iLc1h1O05CJPI3DSqkCxtmCZj2YzVVv/view?usp=sharing>

K. Planned field visit: Not required

Estimated Cost: The estimated cost for conducting the five-day course, including faculty fees, infrastructure expenses, course materials, and local logistics will be borne by the Academy