



Jnana Dasoha - Virtual CPE Meeting | 16th Oct 2020 | Bangalore

PROFESSIONAL OPPORTUNITIES IN THE GOVERNMENT SECTOR

GOVERNMENT SECTOR

CORE GOVERNMENT



National



State



Local - Urban/Rural

QUASI GOVERNMENT



Social Security and Other Funds



Boards, Authorities, Corporations



Government Businesses

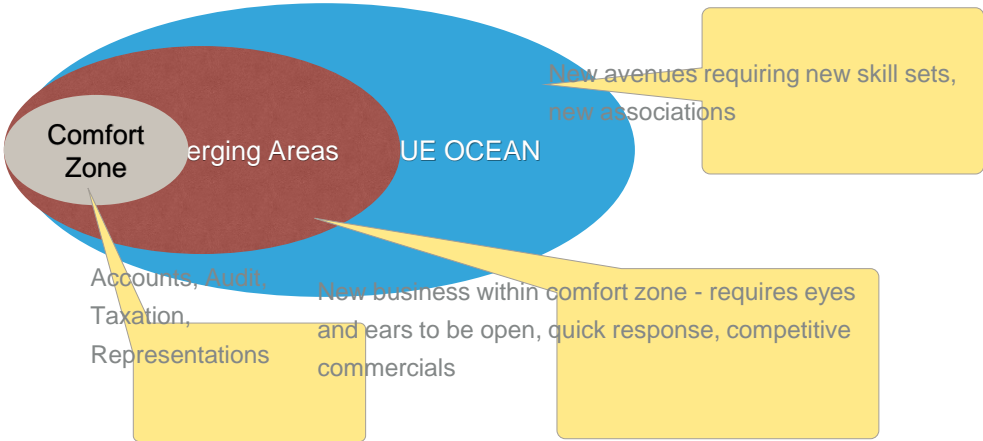


PUBLIC FINANCE

- ▶ Is all about moneys belonging to government/public money - National, State, Local, quasi-government
- ▶ Key principles
 - ▶ Equitable distribution of income (Equity)
 - ▶ Efficient allocation of scarce resources (Efficiency)
 - ▶ Economic/Fiscal stability (Economy)
- ▶ Covers
 - ▶ Government revenue, expenditure, asset, and liability management
 - ▶ Involves policy/regulation aspects
- ▶ Tools - Fiscal Policy and Monetary Policy
- ▶ Relies on a PFMS or an IFMIS
- ▶ Accounting systems are markedly different from corporate accounting - cash basis, budget heads, do not include assets/liabilities



THE LANDSCAPE



CHARTERED ACCOUNTANTS IN PUBLIC FINANCE

STRENGTHS

Strong knowledge of accounts, finance, taxation, audit, law; IT; backing of the Institute; strong network

WEAKNESSES

Limited exposure to governance and public finance aspects; public finance is not part of curriculum yet; fear of the unknown

OPPORTUNITIES

Skill gap in government; increasing awareness on importance of PF; dearth of PF professionals in market

THREATS

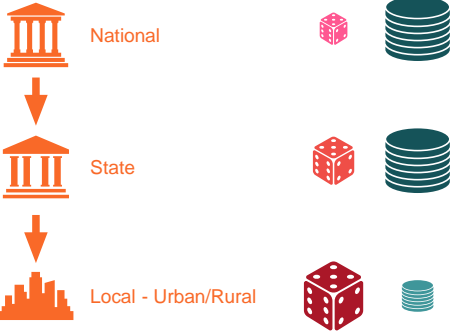
Competition from economists, public finance professionals; entry barriers; international firms

OPPORTUNITIES

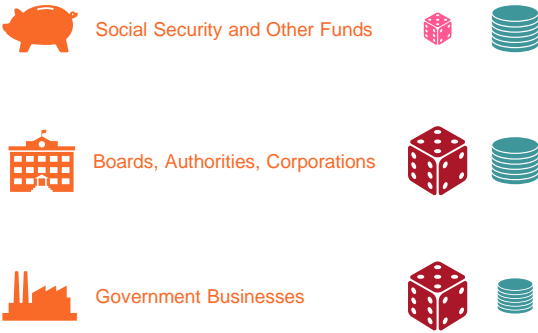
 Opportunities

 Remuneration

CORE GOVERNMENT



QUASI GOVERNMENT



WHERE TO LOOK FOR?



Newspapers



Websites of funding agencies



Contacts



eProcurement portals



Professional Development Committee
The Institute of Chartered Accountants of India

www.pdcai.org



Social media



Tender services



www.developmentaid.org



Be in touch

WHAT TO LOOK FOR? A FEW TYPICAL ASSIGNMENTS

- Preparation of Accounts/Budget/Audit Manual
- Assessment of internal controls/Audits
- Certification of financial statements
- Policy formulation/review
- Accrual accounting migration - strategy, design, implementation, training
- Organization structuring/restructuring/strengthening
- Human Resource capacity assessments/strengthening
- Business process reengineering
- IT implementation in government (eGovernance)
- Public Financial Management studies/Public Expenditure Reviews
- Public bond issuances
- Project Management Consultancy - turnkey, individual
- Institutional/Impact assessment/Diagnostic/Sectoral studies
- Monitoring and Evaluation studies, Rankings
- PFM/Treasury reforms
- Revenue enhancement/Expenditure efficiency - studies, design, implementation
- Data analytics, business intelligence, blockchain

MUNICIPAL FINANCE

- ▶ Traditional
 - ▶ Implementation of ABAS - Consultants for implementation (FLCs), maintenance of accounts, preparation of financial statements, preparation of opening balance sheet, valuation of assets
- ▶ Emerging Areas/Blue Ocean
 - ▶ Certification of financial statements
 - ▶ Revenue enhancement/expenditure efficiency studies
 - ▶ Usage of financial analysis for decision making - Training, pilots
 - ▶ Implementation of ASLBs
 - ▶ Credit rating of ULBs
 - ▶ Municipal Bonds - Conceptualisation, Structuring, Documentation, Handholding
 - ▶ eGovernance/Software related services - Implementation support, IS audits, XBRL
 - ▶ Compliance - GST, IT

PRI FINANCES

- ▶ Traditional - Consultants for implementation of ABAS at Panchayats
- ▶ Emerging areas
 - ▶ Consolidation of accounts at state level
 - ▶ Outsourced audit for clearing audit backlog

INFRASTRUCTURE FINANCE

- ▶ Costing of projects, preparation of DPRs, funding proposals
- ▶ Smart Cities Mission - Smart City proposals, SPV corporate advisory, CFO, auditor, PMC, structuring of investment proposals, viability assessment, innovative financing tools (Value Capture Financing tools)
- ▶ Public Private Partnerships - Structuring of PPPs, negotiations for funding, preparing concession agreements
- ▶ Infrastructure Investment Trusts - Formation, functioning, corporate advisory, market advisory

URBAN RENEWAL SCHEMES - SMART CITIES, AMRUT...

- ▶ Traditional
 - ▶ Scheme Audit, PMC, ULB Internal audit
- ▶ Emerging Areas/Blue Ocean
 - ▶ Scheme design
 - ▶ Reform requirements - E-Governance, Cadre linked training, Augmenting DE accounting, Devolution of funds and functions, financial intermediary at state level, municipal tax, fees and user charges improvement, credit rating

ATMANIRBHAR SCHEME

- ▶ Support to businesses in accessing new credit/support schemes, enhanced working capital facilities
- ▶ Financial and operational restructuring of DISCOMs - more than 60 in the country
- ▶ Infrastructure push
- ▶ Sector specific policies
- ▶ ULB tax reforms

15TH CENTRAL FINANCE COMMISSION GRANTS

- ▶ Grant conditions
 - ▶ Submission of audited accounts of ULBs
 - ▶ Service level benchmarks

OTHER SCHEMES

- ▶ PMAY
- ▶ Swachch Bharat
- ▶ Digital India
- ▶ Direct Benefit Transfer schemes
- ▶ Ease of Doing Business initiatives

OPPORTUNITIES WITH PFM PLAYERS

- ▶ PFM specialists with World Bank, ADB, UNDP , etc.
- ▶ Local PFM specialist with international consultants
- ▶ PFM consulting opportunities with financial intermediaries
- ▶ Global philanthropies are focussing on PFM

EMERGING AREAS IN PFM

- ▶ Revision of FRBM limits
- ▶ General Financial Rules 2017 - new concepts - DBT, Revenue/Capital, Outcome Budget, etc.
- ▶ Reorganization of Planning function
- ▶ Accrual accounting at Central/State government level
- ▶ Accrual accounting in Indian Railways
- ▶ Data analytics, blockchain and PFM
- ▶ Discontinuation of global tenders upto Rs. 200 crore under Atmanirbhar package
- ▶ JAM oriented governance initiatives
- ▶ Online PFM training
- ▶ PFMA/PERT studies
- ▶ Research

EMERGING AREAS IN PFM

- ▶ Climate finance
- ▶ SDG finance
- ▶ Financing arrangements, accounting, budgeting, audit, performance management



CHALLENGES

- ▶ in sourcing
 - ▶ Domination by large players
 - ▶ Insufficient past experience
 - ▶ Tenders require lot of bandwidth and are too competitive
 - ▶ Corruption
- ▶ in execution
 - ▶ Multiple expertise requirements
 - ▶ Thin margins
 - ▶ Lack of clarity on requirements/Scope creep
 - ▶ Lack of ownership from client
 - ▶ Frequent changes of project champion
 - ▶ Payment delays/corruption

TYPICAL PROGRESSION



Short assignments (non-tender), don't be too selective, pro-bono work, participate in forums, focus on gaining knowledge and experience



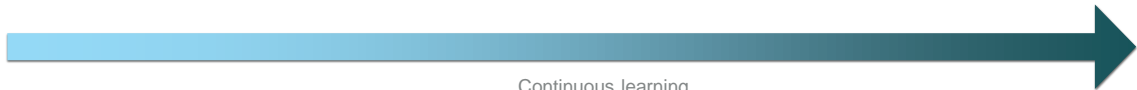
Participate in local tenders, team up with other experts, develop internal team, publish and present papers, develop long-term contacts, focus on executing a few high-visibility, profitable assignments



Develop niche areas of expertise, target large tenders, associate with other consultants, participate in forums and think tanks, active social media presence, focus on larger assignments and creating intellectual property



Chart your own course..., there is no one size fits all



Continuous learning

CONTINUOUS LEARNING (MY CASE STUDY □)

- ▶ Solving Public Policy Problems: UC Berkeley's eight-fold path - [Goldman School of Public Policy, University of California, Berkeley](#)
- ▶ Understanding economic policymaking - [IE Business School, Spain](#)
- ▶ Certification in Public Financial Management - [International Monetary Fund](#)
- ▶ Innovative Finance: Hacking finance to change the world - [University of Cape Town](#)
- ▶ Online Certification in Public Financial Management (CertPFM) - [ACCA Global](#)
- ▶ Unlocking Investment and Finance in Emerging Markets and Developing Economies (EMDEs) - [World Bank](#)
- ▶ {Certification in PFM - [ICAI](#)}

ICAI COMMITTEES

- ▶ At HO
 - ▶ Committee on Public and Government Financial Management
 - ▶ Research committee
 - ▶ Committee on Economic, Commercial Laws and Economic Advisory
 - ▶ Sustainability Reporting Standards Board
- ▶ At SIRC
 - ▶ Committee on Public and Government Financial Management
- ▶ Opportunity to
 - ▶ Enhance knowledge
 - ▶ Develop contacts
 - ▶ Explore the BLUE OCEAN
 - ▶ Contribute to the Institute's activities
 - ▶ CPE credits!

CAN CONTACT THE
COMMITTEE SECRETARIAT
AND GET INVOLVED IN
THE COMMITTEE
ACTIVITIES

COMMITTEE ACTIVITIES - AREAS OF INVOLVEMENT FOR CAS

- ▶ Formulation of ASLBs
- ▶ Implementation guidance on ASLBs
- ▶ Outreach and sensitisation of stakeholders
- ▶ Studies and Research
- ▶ Training - Physical/Online
- ▶ Publications
- ▶ Pilots, Proof-of-concepts



PF - ADVANTAGE OVER TRADITIONAL PRACTICE AREAS

- ▶ Less competition
- ▶ Higher margins
- ▶ Learning opportunities
- ▶ Early mover advantage
- ▶ International opportunities
- ▶ Opportunities to contribute - social responsibility/nation building

WHAT IT TAKES?

- ▶ Cross-functional knowledge - Public policy, development economics, IT/e-governance
- ▶ Understanding of 'Governance' aspects (as against commercial thinking)
- ▶ Participation in committees, blogs, online forums
- ▶ Active social media presence
- ▶ Willingness to learn/unlearn continuously
- ▶ Writing, publishing, presentation skills
- ▶ Positive attitude and lots of patience
- ▶ Creative problem solving skills

LEARNING RESOURCES

- ▶ Websites of IMF, WB, ADB, OECD , etc.
- ▶ IPSASB website - <https://www.ipsasb.org>
- ▶ PEFA Website - <https://pefa.org>
- ▶ PFM Blog - <http://blog-pfm.imf.org/pfmblog/>
- ▶ PF International - <http://www.publicfinanceinternational.org>, NIPFP - <https://www.nipfp.org.in/home-page/>
- ▶ LinkedIn Groups
- ▶ Online courses - ICAI, IMFx, ACCA
- ▶ <http://icaitv.com/category/local-bodies>



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www.glasbergen.com

**“Opportunity paged me, beeped me, linked me,
e-mailed me, faxed me, and spammed me.
But I was expecting it to knock!”**

THANK YOU
Stay Healthy, Stay Safe!

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