
ADMINISTRATIVE REFORMS UNDER JNNURM REFORM PRIMER

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Context

- Internal capacity of institution is defined by
 - Structures
 - People
 - Systems and Processes
- Reforms in administrative aspects covered in many JNNURM reforms
- ‘Administrative reforms’ underlying many other reforms
 - HRD & Personnel Management
 - Internal Systems and Processes
 - Citizen Interface Systems and Processes

Rationale – Why Admin. Reforms?

Change Drivers

- Scale and Skill requirements of municipal management have changed with expansion in geographic & functional boundaries
- Application of Information Technology necessitates change
- Redundant systems / past-precedence's being obsolete
- Citizen expectations of Cost-effectiveness; delivery of higher standards of service

Impact & Benefits

| Human Resources Development and Personnel Management | Internal Systems and Processes | Citizen Interface Systems and Processes |
|--|--|---|
| <ul style="list-style-type: none"> - Higher levels of motivation, commitment and ownership by municipal staff - Improved capacity to handle bigger challenges - Better alignment of organisational goals with individual needs of personnel | <ul style="list-style-type: none"> - Faster and improved decision making - Cutting down redundant work load and effort - Cost effectiveness & Better allocation of resources - Eliminate discretion with Standardisation and codification of processes | <ul style="list-style-type: none"> - Higher levels of citizen satisfaction - Reduction in effort by citizens to deal with ULB - Improved credibility of ULB as an institution, resulting in higher willingness-to-pay taxes and user charges |

Generic sets of reform initiatives

| Human Resource Development and Personnel Management | | |
|--|--|--|
| Ref. No | Reform Area | Generic set of reform initiatives |
| A1 | Personnel Management Systems | <ul style="list-style-type: none"> • Implementing Human Resource Information System (HRIS) • Computerise payroll management • Review and simplify all employment and service rules; prepare and disseminate a HR policy for all municipal staff • Transparency in all systems related to transfers, promotions and wage increments. • System for handling employee grievances |
| A2 | Training and skill building initiatives | <ul style="list-style-type: none"> • Undertake training needs assessment for all staff; integrate with annual departmental review, and individual performance review (for mid & senior officers) • Tie-up with State-level and other institutions for delivery of training. Organise other capacity building initiatives. • Within ULBs, build team working through team projects. • Incentivise training & skill building initiatives |

Generic sets of reform initiatives

| Human Resource Development and Personnel Management | | |
|---|---|--|
| Ref. No. | Reform Area | Generic set of reform initiatives |
| A3 | Performance Management at all levels | <ul style="list-style-type: none"> • Set specific targets of performance are set for each department, zone / ward. Performance measurement of senior officers linked to these targets. • Revamp the system of Annual Confidential Report (ACR) should be improvised within the framework of rules. • Build citizen feedback is into performance review of all departments / functions that have citizen interface. • A system of incentives / rewards for good performance should be instituted. |

Generic sets of reform initiatives

| Internal Systems and Processes | | |
|--------------------------------|--|---|
| Ref. No | Reform Area | Generic set of reform initiatives |
| B1 | Management Information & Decision Support | <ul style="list-style-type: none"> • Adopt Standardised Service Level Benchmarks (SSLBs); periodically report SSLBs to decision makers. Proactive public disclosure. • State Government periodically monitors SSLBs from cities. State policies & programs, budgetary support, SFC recommendations, manpower support, etc. all informed by performance indicators. |
| B2 | Tendering, Procurement, Contract management, materials management | <ul style="list-style-type: none"> • Revamp procurement systems, prepare Procurement Manual that includes – Vendors policy; balanced commercial terms and conditions; clear incentives for speedy implementation; wider dissemination of all tenders (including e-tenders); foster competition; cut-down procurement cycle time; innovations procurement methods; performance linked payments, etc. • Systems for periodic contract review, 3rd party inspection/ monitoring, quality control during construction. Maintenance of records and project documents at site. • Inventory management policy & manual |

Generic sets of reform initiatives

| Citizen interface systems & processes | | |
|---------------------------------------|---|--|
| Ref. No. | Reform Area | Generic set of reform initiatives |
| C1 | Convergence in points of Citizen contact | <ul style="list-style-type: none"> • Provide multiple points of citizen interface. Leverage technology to provide multiple services. Rope in other citizen services and utilities to enhance economies of scale, and implement through PPP where feasible. <i>(Adopt the e-sewa model as in Andhra Pradesh)</i> • Accessibility should include – accessibility of elected representatives to their citizens (at both area sabha and ward levels), and accessibility of officials to citizen representatives. |

Implementation

Implementation Responsibility

- State Government – DLB to lead
- ULB level
 - at departmental level – HOD to lead
 - Multi-depts. - cross functional teams
- Each ULB to set its own priorities and time lines
- Each reform initiative a project in itself

In sum..

