Success Story

Capacity Enhancement Plan for three model cities

Storyline…

The Commissionerate of Municipal Administration, Government of the state of Tamil Nadu in India and the World Bank identified three urban local bodies as 'Model Cities' under the Tamil Nadu Sustainable Urban Development Project (TNSUDP).

MaGC prepared a comprehensive Capacity Enhancement Plan (CEP) for the three model cities. The objective of the capacity enhancement plan was to improve the organizational capacity of the municipalities.

Once upon a time…

Tamil Nadu is one of the most urbanized states in India. Improving municipal governance in the state demanded a significant enhancement in human resource capacities of municipal governments. This, in turn, required a study of existing capacities, identification of gaps, and actionable recommendation for improving capacities. MaGC was entrusted with the task of producing the CEP for three model cities. The state government intended to undertake capacity enhancement reforms state-wide based on the CEP for the three model cities.

Moving on…

The MaGC team visited the three model cities, namely, Vellore, Hosur, and Erode for a study of the present situation. The team had extensive discussions with the Commissioner and the staff to obtain their inputs and feedback. Relevant documents were collected and reviewed which included service rules applicable to municipalities, Government Orders, notifications and so on. The field study also covered business process srelating to finance, budgeting, human resources as well as the IT implementation status.

A detailed process gap and skill gap analysis was conducted for the three cities. A best practices study of HR practices across the globe was also done. The assignment required MzGC to leverage its strengths in Governance as well as Human Resource Management areas to come up with practical recommendations.

A gap analysis of processes and skill sets of personnel was done using MaGC's proprietary 3PT® Framework. A draft CEP was prepared and presented to the Commissioner which covered recommendations on Policy, Process, People and Technology areas where re-engineering was required. A compilation of best practices was also included in the Draft CEP. Changes required in service rules was also identified and tabulated.

Once a level of consensus was reached on the revamped organization structure re-engineered processes, MaGC submitted a detailed CEP covering organizational structure, job descriptions, process improvements, staffing norms, training plans, and required changes in service rules. A roadmap for implementation was also submitted, which provided an action plan for process and capacity improvements.

Finally…

The CEP helped the three model cities enhance their internal capacity in a sustainable manner. In addition, it provided valuable inputs to the Commissionerate at the state level for undertaking capacity enhancement reforms across all municipalities. Staffing norms developed under the assignment made it easy to assess the manpower level of different municipalities.

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