

## Foreword

With India's growing urbanization, both in terms of population and area, and corresponding increase in the functions and responsibilities, the urban governing institutions such as Municipal Corporations, City Municipal Councils and Town Panchayats/Notified Area Councils (NAC) have been under pressure to effectively undertake and execute these functions and responsibilities enjoined under the 74<sup>th</sup> Amendment of the Constitution. To cope with the pressure emanating from below as well as above, the urban service providing institutions require reforms and reorientation. As per the given mandate, these institutions are to work towards ensuring economic development and social justice by implementing the functions (eighteen in all) enshrined in the Eleventh Schedule to the Constitution. In view of the growing demands made upon urban institutions, a corresponding need has arisen for developing a skilled and effective workforce. As urban institutions, by their very nature are service-oriented, urgently require an efficient workforce for effective deliveries. In order to mitigate the growing demands on the urban institutions an overhauling of the administrative structure may be required. This necessitates an administrative restructuring and functional review. Such efforts, to enhance efficiency and effectiveness, may identify work units that are to be restructured for attaining cost efficiency and for reducing overlap of functions.

This monograph, authored by Dr N Sivanna, is one such effort that examines the core functions of Bruhat Bangalore Mahanagara Palike (BBMP) of course in order to examine the duplication of functions and bring in the much needed efficiency and effectiveness. The report – 'A Study on Urban Governance and Organizational Restructuring: The Case of Bruhat Bangalore Mahanagara Palike (BBMP)' – aims at relooking the structure and functions of BBMP with a view to attaining efficiency and effectiveness particularly in matters of service delivery. The study looks into the nuances in the functioning of several departments of the BBMP and provides a detailed review of each department. It also suggests ways and means of restructuring the organisational structure of the departments so as enable these to deal with the issues of urban governance much more efficiently and effectively.

In this work, Dr Sivanna provides an interesting take on administrative structure and the corresponding human resource planning and management of BBMP. I am sure that this monograph will be a valuable addition to the existing literature on urban governance and will provide policy leads to policy-makers as well as stakeholders in the municipal governance.

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