Corporations can work only if governance is effective

While the current effort to trifurcate BBMP takes shape, it is important to keep in mind that structural change at best can only reduce size of the problem.

The new corporative performance will depend on how strong the governance structure is likely to be, the extent to which decentralisation is effective, the clarity of boundaries and roles these civic bodies would have and the organisational and technological capability likely to be in place. They also need to be put in place quickly and simultaneously.

The mayoral system of governance has delivered effective governance in many cities around the world. Directly elected mayors with 4 to 5 years term can help improve city governance as someone with a long-term vision of improving quality of life can dedicate full time on it. Citizens can hold him/her responsible for proper service delivery.

The next important issue is the extent of autonomy the body will be vested with by the government. The administrative and financial autonomy would be crucial for local government functioning. The local body should be able to recruit required number of personnel and of required qualification and training.

The current mess is partly because of grossly inadequate number of functionaries in the local body and the mismatch between required skills of the people and what is currently available.

People working in the BBMP in key positions are mostly deputed from other departments and lack proper skills to match requirements. Proper process of recruitment, training, induction system and frequent skill upgradation system are essential to improve efficiency and effectiveness in their service delivery.

Citizen orientation is a key mindset change required in the organization. There has to be a proper delegation of responsibility at the individual officers' level and should be communicated to the citizens so that they can demand quality service.