

Name of the Assignment	An Approach and Options towards Development of Municipal Cadre
Time Frame	Ten Months (May 2013-Feb 2014)
Consultant	GHK Development Consultants India Private Ltd.
Current Status	Final Report Completed

1. **Objective of the Activity:** The primary objective of this activity is to study the system of municipal cadre prevailing in the eight sample states (Madhya Pradesh, Karnataka, Tamil Nadu, West Bengal, Maharashtra, Bihar, Odisha and Assam) and for drawing lessons for creating a framework for establishment of municipal cadre in the states.

2. **Framework of the Activity and the Tasks to be performed:** The Twelfth Schedule of the Constitution that contains 18 functions provides the framework for identification of functions that require creation of Municipal Cadres on a priority basis. The study involved performing the following tasks:
 - Review of the existing cadres in the sample states in terms of their strength and weaknesses, and learn lessons from the study of sample states for suggesting development and management of municipal cadres;
 - Suggest creation of municipal cadre for specific municipal functions along with the number of incumbents required in each Group of different service in the cadre such as Group A, B, C, D etc.;
 - Norms to be developed for staffing in the ULBs of various types and size categories keeping in view the suggestions provided in the Report of the Steering Committee on urbanization, Twelfth Five Year Plan (2012-2017), Planning Commission, for different Groups (Group A,B,C,D etc) and suggest minimum number of professionals that will be required in each Group for effectively managing service delivery especially in the size categories of (i) million plus cities, (ii) Class I towns, (iii) towns with a population of 50,000 to 100,000, and (iv) less than 50,000 population;
 - Suggest qualification for entry in the suggested services, methods of recruitment, draft generic job description; and
 - Suggest cadre management system including performance evaluation system and institutional incentives.

3. **Expected Outputs:** A Report containing an approach towards creating a state wide municipal cadre and the system of cadre management for developing professionalization amongst the municipal staff for effective discharge of municipal functions. The report will also provide draft policy advisory note for states to dwell upon and customize their approach to municipal cadre according to their needs and requirements.

4. **Current Status:** The study has been completed and the final report has been received by MoUD based on which a draft policy note is being developed. 4 Regional Workshops and a National level workshop were conducted by the consultants to seek & incorporate stakeholder's comments on the draft final report. It was also decided that for further dissemination of the study findings & recommendations to all States & ULBs, NIUA in consultation with CBUD program will organise 4 regional workshops under PEARL program of MoUD inviting participation of representations from States & ULBs.