



“Re-inventing Indian Bureaucracy”

Collective inputs from over 200,000 Citizens in circle

“Transform India with Modi”

(Current State, Issues, Root Causes and Proposed Solutions)

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Re-Inventing Indian Bureaucracy

Executive Summary

In India, the bureaucracy or the Civil Service plays the most crucial role in the governance and development of the nation. Indian Bureaucracy is an inherited model from the bureaucratic structure in the British period. The normal function of the bureaucracy is to execute the policies of the Council of Ministers, but with time, their role and function have increased enormously.

Three years ago, a survey done by the government among its civil servants showed that every third bureaucrat felt the system was not fair or transparent, while half of them cited working under strong external pressures. Even on the public facing front, a lot is still left to be achieved.

The 200,000+ strong “Transform India with Modi” online community has come together to collectively identify the key issues, root causes and solutions for the Energising Indian Bureaucracy. If the Government is strongly committed to its missions and plans, it is extremely critical that the bureaucratic structure is energized and empowered significantly to deliver results with accountability and in a time bound manner. The community here expects that the leadership of India will work towards implementing the identified solutions so the country makes significant progress by 2019.

Issues Identified:

Cultural issues

1. Most bureaucrats display arrogance with businesses and citizens
2. The bureaucracy at the state level is more interested in politics than in people welfare
3. Many bureaucrats work towards pleasing politicians first and serving the public is a lower priority
4. Many bureaucrats are not sincere towards their work or serving the nation and are simply ‘doing time’
5. There is a sense of superiority which leads to them looking down upon businesses and common man
6. When they tend to work with businesses, they do it with a feeling as if they are doing the business a favour
7. Many bureaucrats work with the mind set of “Mera Kya, Mujhe Kya”

Process Issues

8. Bureaucrats are more procedure-oriented rather than result-oriented
9. Customer-centricity/Customer orientation, in this case citizen-centricity/orientation is missing in the system
10. Whether the organisation they are working for, does well or not – bureaucrats are not bothered as their focus is on the next post
11. Corruption, nepotism, red tapism etc. in large part is driven by bureaucrats
12. Many times bureaucrats misuse their powers for their own benefit at the cost of public money and property
13. Bureaucrats do not take decisions postpone work/projects delay decisions by asking for unnecessary documents or referring to Ministerial/ higher authorities approval
14. Honest bureaucrats suffer due to an overall corrupt system/vested interests and face unnecessary enquiries/transfers
15. Bureaucracy lacks ideas to effectively implement decisions of state and central Governments
16. Indian bureaucrats do not keep themselves updated about various technological developments, due to which they lag behind their counterparts in the developed countries.

Root Causes Identified:

1. There is a lack of performance oriented culture in the bureaucracy
2. Bureaucrats are appointed by political leaders, hence they become more subservient to their political masters and not have the commitment to serve the country and the common man
3. Politicians dominate decision making and honest bureaucrats do not get any chance to bring in any significant changes in the functioning of state and central Governments
4. Bureaucrats are afraid and do not speak out against political masters
5. Bureaucrats simply do not think out of box and just follow the outdated rule books that offer no solution for current realities
6. Most bureaucrats are not up to date on the latest innovation and development
7. Most bureaucrats lack the “Find a Way” approach and the focus is on “How/Why something cannot be done”
8. Some bureaucrats think that they are joining Civil services for wealth making and not serving the masses
9. Most honest bureaucrats have no risk taking ability and are therefore unable to take decisions
10. Some bureaucrats delay things in the expectation of bribes
11. Bureaucrats and Government departments have no penalty for causing delays

12. The appraisal of bureaucrats is not linked to their performance
13. Yearly goals are not effectively set for bureaucrats or government departments
14. Little action is taken against bureaucrats for delay or cost escalation of projects
15. Vigilance against bureaucratic corruption has been ineffective
16. Most bureaucrats do not have a sense of respect towards citizens, businesses, customers
17. The new entrants to the bureaucracy are being thoroughly advised that protecting themselves from the loopholes of the current operating and legal system is the most important aspect of their job

Solutions Identified:

1. Bureaucrats need extensive training in soft skills with a focus on customer service, positive attitude and responsiveness in communications
2. The old acts and rules from the British era should be re-written
3. E-Governance should be introduced at all points of Government-Public interaction
4. Trainings for bureaucrats should focus on present realities in India and the Government Manifesto rather than theoretical knowledge that helps no one
5. At least the top bureaucratic jobs (from Secretary to Director) should be contractual, performance-linked, and there should be options to induct personnel from the private sector
6. Top decision making positions should be held by persons who have the domain expertise and experience
7. Key Performance Metrics and Indicators should be clearly defined and communicated for top bureaucrats
8. The bureaucracy performance metrics should be changed from 'procedure oriented' to 'result oriented'
9. There should be clear accountability and action for non-performance
10. Bureaucrats should be empowered to take fast decisions and protected when taking unbiased/honest decisions
11. Bureaucrats charged with corruption should be immediately suspended and if proven terminated from civil services
12. Retired bureaucrats should be barred from being appointed to corporate or board positions immediately after retirement, as it creates conflict of interest in their work before retirement
13. Honest officers should be awarded and celebrated
14. Conferences and meetings should be organized regularly for the bureaucrats with their counterparts from other developed countries, so that they could learn newer things from them

15. Political leadership should be kept away from interfering in practical day to day governance
16. The process of selection through UPSC examination needs to be modified. Only candidates who have minimum working experience of 2 years should be allowed to take the examination
17. The entrance exams also need to focus on why someone wants to join Civil Services and how they plan to serve the country which should be carefully evaluated
18. Bureaucrats should be given specific trainings for the department/industry they are supposed to handle. They need to be trained for the jobs.
19. Politicians should not be able to transfer them without citing non-performance as a cause
20. Innovative management should be rewarded
21. There should be no reservation quota after their induction in services in promotions
22. For improving their efficiency, it is also important that they are not harassed by way of petty enquiries
23. A citizen's charter will also go a long way in making lower bureaucracy more responsible and result-oriented.

Re-Inventing the Indian Bureaucracy – a few citizen posts and comments:

1. Bureaucrats should not come from UPSC exams. They need to be selected for a particular period of time from various professions, expert fields and services based upon their performance and practical experience in the concerned field. There should be a provision to send them back to their parent organisation, if they fail to deliver as per expectations. Permanent Bureaucratic posts through exams like HPSC gives rise to possibility of corruptions and unchecked powers to a non-performer and ineligible persons. Passing a test by cramming test material and certain training for some period doesn't approve of a person's worth until and unless his performance is tested on a scale of time and space. The examination system for selecting Bureaucrats was introduced by British so that their bloods could rule Indian masses in a licensed manner – **Ravi Prakash Arya**
2. Bureaucrats of India in general have a tendency to stall decisions. They are competent people, but most of them will not "find a way" to a problem. Their approach is to defer decision making. Projects/works therefore remain pending because hard decisions are not taken. The tendency is also to create hurdles so that their dominant position is not harmed – **Punit Singh**
3. Bureaucrats are not assigned for their accountability. They think they are the super-boss. They are not responsible for doing anything because they are the law maker. So they behave like god to the common people. If this realization persists amongst the common people, development is never possible in India. Bureaucrats think that

top post of any sector or public organization is dedicated for them. This rigid thinking of them should be carefully verified by the government – **Ramaprasad Chakraborty**

4. Accountability shall be criteria even for increments once in two year cycles. There was a stage called EB (Efficiency bar) at certain years of increments where one would be examined with a deeper review of past performance. – **Varadaprasad Daitha**
5. The change has to come first in political approach towards bureaucrats. Politicians see bureaucrats as their servants. They will have to change this attitude. Hence bureaucrats have to be shielded for not obeying illegitimate expectations of the politicians. There have to be formalization of process in which ministry and the dependent executive organization have to declare jointly to the people of India that before end of January every year, the performance of the ministry vis a vis department will be declared on funds allotted, utilized for public development, earmarked funds, expected period of completion etc. – **Gopinath S.**
6. Bureaucrats should not come from UPSC exams, because intelligence is not only sufficient to think for the uplift of the society/country but it is attitude, which make a person worth to be fit to rule. They need to be selected in such a system by which their attitude and expertise about that fields and services based upon their performance and practical experience in the concerned field. There should be a provision to send them back, if they fail to deliver as per expectations – **Kunwar Sen Jain**
7. I suggest that 'Job Analysis' of the Bureaucrats by done first. Next, the duties and responsibilities should be defined clearly with the time available. Developmental projects assigned to them should be clearly defined, along with financial budget and available time. They should be given 'SMART' (S-Specific, M-Measurable, A-Achievable, R-Realistic, T-Time Bound) targets – **Dinesh Sinha**