

KEY INSIGHTS INTO THE IAS



A competent, functional IAS is necessary condition (not sufficient) for improving governance outcomes



Initial skills shape career trajectories, but in the long term training or acquiring specialized skills are important



Individual bureaucrats can have direct & measurable impacts on health, education, and poverty outcomes



Officers with strong local ties - often linked to improved public service delivery (institutional thinking prevents allotting home cadre)



Political interference generates substantial inefficiency



Greater political competition does not necessarily lead to better bureaucratic performance

CHARACTERISTICS OF INDIAN CIVIL SERVICES



Meritocratic recruitment via a competitive examination



Predictable, long-term career incentives that reward seniority



A distinct (albeit rigid) set of allocation and assignment procedures



保 Mandarin-style service

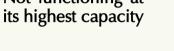




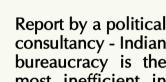
FAILING STATE OF IAS



Not functioning at

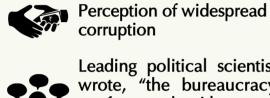






consultancy - Indian bureaucracy is the most inefficient in



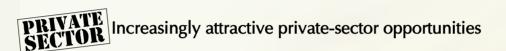


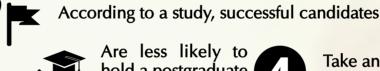
Leading political scientist wrote, "the bureaucracy confuses ends with means, rules with outcomes, control with efficiency."

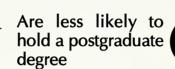
Perverse incentives for

career advancement

DECLINING HUMAN CAPITAL

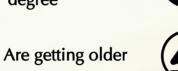








Take an average of four attempts





Spend a majority of their twenties preparing for civil

DIMINISHED INDEPENDENCE



Culture of political interference



Short average tenure in posts - as low as six

POOR INCENTIVES FOR ADVANCEMENT



Bias toward seniority



Even poorly performing officers are given promotion

LACK OF SPECIALIZATION



AS - a generalist



Domain knowledge has become more

valuable

MALFEASANCE



Taken together, several of the factors listed above are major drivers of malfeasance



Endemic political interference can lead to rent-seeking behavior even from honest officers



Stiff resistance from incumbent IAS officers on civil service reform

SOLUTIONS

Government should prioritize action

Public Services Bill (2007),

Civil Services Bill (2009), and

and Accountability Bill (2010)

Implement SC's order of civil service boards to manage the tenure, transfer, and posting of

A system of performance appraisal that privilege

domain competence over subjective annual

Lateral Entry: for joint-secretary level and above,

open them up to candidates from all senior

administrative services, such as the IES, IRS

Opening up additional secretary positions to

individuals from the private sector

Rule 4(1) for impartiality, objectivity and Non-Partisanship in matters of employment

 \bigwedge Rule 4(3) for Probity in governance and

For Efficiency and Quality of service delivery:

review the performance of every official when they reach the 50-55 age bracket and complete 30 years in service

Important Civil Service Conduct rules

for preventing Nepotism:

performance appraisal reports

Civil Services Standards, Performance,

Thwarting Political Interference

on draft bills:

All India Services

2nd ARC suggestions:



REFORM AGENDA



and postings of civil servants

Protect against arbitrary, politically motivated transfers



Data: data on civil servants' abilities, education, & training for initial placements. Later, performance metrics to be used for promotion and allocation



State cadre: experiment with increasing local officers & track their performance

Lateral Exit: compulsory retirement through a

transparent and uniform system of performance review



According to 2nd ARC recommendations:

instead of seniority

posts, and



the civil services Establishing national institutes of public

Lowering the permissible age of entry into



administration for aspiring civil service applicants

All promotions be based on successful

completion of mandatory training



To strengthen accountability mechanisms: 2 intensive reviews at the 14 and 20 year





Establish safeguards against arbitrary dismissal

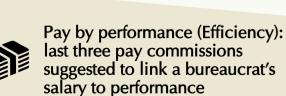
Fix a minimum tenure for senior



The Centre had constituted a task force to study cadre structures of various central services to check stagnation level and other issues









In 2015, center introduced a rule to allow civil servants to be removed from service in public interest even if the evidence against them is not sufficient to initiate disciplinary proceedings



Getting more out of the bureaucracy is an essential element of administrative reform



Further research is needed to



Understand the impact of local officers on development outcomes,



Systematically examine the workings of state-level bureaucracies





By Ministry:

Codifying ethical norms and practices



Providing norms for qualifying and disqualifying a public functionary



Structure of decision making to be made transparent, procedures to



















