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# MAD- 2020

## Day - 6

# Governance

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**Question:**

What are the issues facing civil services in India? Discuss some reforms and suggestions to correct the same.

**Answer:**

While being commended as the steel frame of India, several reports by Transparency International have highlighted the deep-rooted corruption in the civil services. The Vohra Committee report highlighted the lack of secular governance and pointed to the intellectual deficiencies of civil servants after they join the services.

The first ARC pointed out asymmetry of power, undue political interference and lack of professionalization as some of the main hurdles. Some issues witnessed in the working of civil services are:

1. Endemic overstaffing and ill-equipped service, accompanied by unsustainable staffing expenditure
2. Lack of performance culture and inappropriate performance appraisal
3. Systemic inconsistency in promotion and empanelment
4. Lack of adequate transparency and accountability procedures
5. Political interference resulting in arbitrary and whimsical transfers
6. A gradual erosion in public service values, ethics and morale

A number of suggestions have been put forth to improve the working of civil services. The Second ARC recommended a number of comprehensive reforms for civil services in India:

- Government of India should establish National Institutes of Public Administration to run Bachelor's Degree courses in public administration/ governance/management.
- Every government servant should undergo a mandatory training at the induction stage and also periodically during his/her career. Successful completion of these trainings should be a minimum necessary condition for confirmation in service and subsequent promotions.
- A good employee performance appraisal system is a pre-requisite for an effective performance management system.
- There is need to recognise the outstanding work of serving civil servants including through National awards. Awards for recognizing good performance should also be instituted at the State and district levels.
- A system of two intensive reviews – one on completion of 14 years of service, and another on completion of 20 years of service - should be established for all government servants to ensure accountability.
- Lateral entry has also been suggested as a measure to increase professionalization, foster excellence and bring in specialists into bureaucracy. In 2005, the second ARC recommended an institutionalized, transparent process for lateral entry at both the Central and state levels.

An effective, politically neutral and accountable permanent executive is necessary to fulfill the tasks of socio-economic revolution set forth by the makers of modern India. By bringing in reforms the civil services will be able to break the clutches of colonial hangover, to live up to the requirements of a globalized, competitive society.