



“Improving State Functioning”

Collective inputs from over 175,000 Citizens in circle

“Transform India with Modi”

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

December 10, 2014



Improving State Functioning in India

Executive Summary

As the Central Government of India embarks on the reforms process with a focus to improve many things including Governance, Cleanliness, making Citizen Daily Life Easier, Safer, Better and making Doing Business in India easier, it is extremely critical that the States work hand in hand with the Centre.

The subject of 'Improving State Functioning' was covered in the 175,000 strong citizens' community for governance 'Transform India with Modi'. With a large number of citizens participating in the discussion, the following are the Key Issues, Root Causes for those Issues and Solutions, as identified by the Citizens of India to improve State Functioning in India. The community hopes that the Prime Minister, Central Government Leaders, Lawmakers and atleast the forward looking States of India will work towards addressing some of these issues and implementing the proposed solutions.

Issues Identified:

1. Police does not file FIRs or take action against the culprits
2. Crime rate is increasing in most states
3. Government officers behave like they are masters of the people, not Government servants
4. Too much corruption in the state offices
5. There is no end to the inspectors unnecessarily interfering in the workings of small & medium sized companies
6. State agencies like HUDA and DHBVN to not take ownership of the tasks
7. Passport verification done by state police takes a long time
8. Revenue department (where land/flats registrations are done) is fully corrupt
9. RTO (Transport Office) is ill-equipped for issuing driving license, vehicle registration process
10. Officers in the Public Distribution System take commission before releasing the grains
11. Municipal corporation is mismanaged
12. State departments are not reachable on phone and emails are never replied to
13. State Government makes plans but no time bound action is seen
14. MLAs and MPs interfere in all the administrative functioning of Districts and Taluk
15. Many state departments are non-responsive
16. Trade unions hamper the performance of organizations



17. Lack of modern IT infrastructure
18. Extremely slow decision making. No major policy level decisions taken at state level
19. Lack of innovative solutions while dealing with local issues
20. Electricity departments operate at the lowest possible efficiency level
21. States do not utilize Central funds made available to them
22. States do not allow transparent audits of their own schemes
23. States create their own business laws that are in addition to Central laws which places more hurdles in the way of doing business
24. States do not heed to needs of the industry and blame the Centre for not doing much for them
25. The judicial decision making process is very slow

Root Causes Identified:

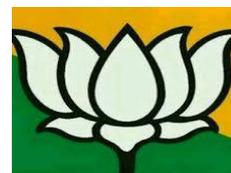
1. Police try not to register FIRs so that their workload doesn't increase
2. Law and order situation is not under control
3. A lot of authority is vested in the state Government officers
4. Corruption has become the norm. Government officers think it is their right to take bribes
5. The entire pyramid is corrupt and a share of the bribes is passed on to everyone
6. No defined KRAs for Government officers
7. Tasks which have need for the Centre and State to work hand in hand never go on smoothly due to lack of Effective Coordination Mechanism
8. Grievance redressal mechanism is next to non-existent
9. Websites of a lot of departments are either non-existent or out dated
10. Most of the State Government departments lack the vision and direction and have no assistance from Centre
11. Expertise to execute the plans is missing
12. MPs and MLAs want a say in everything that happen in their area
13. MPs and MLAs interfere in state functioning many times for personal gains/corrupt collusion
14. Trade union laws are heavily in favour of the labour unions
15. State Government employees are not well equipped to using IT systems
16. Each decision needs to be passed by different department which leads to delay in implementation
17. Very little Innovation at State Government level
18. State Taxation system is very complicated
19. No motivation for the state employees to go above and beyond their assigned duties



20. Performance and Productivity linkage to Employee Remuneration is absent
21. There is no rational, transparent and effective transfer policies
22. Trade Unions'(particularly with political affiliations) interfere in spite of security and good working conditions
23. Human intervention in handling and processing the Citizen Services with little or no use of IT
24. There are no effective systems available for ensuring the availability and accountability of the State Government Employee
25. State laws have often been seen as a transgression of central laws
26. Too much autonomy at the State Level to make decisions related to Labor, Police and several other departments with little understanding of Best Practices leads to Corruption, Law & Order and Execution failure.
27. Non-uniform land laws across the states have resulted in massive corruption in land related departments of states like Urban Development - Town and Country Planning
28. Divergent political views between the Centre and the States have been the biggest stumbling block on the way of development of states
29. There is no comprehensive and time-bound plan to bring debt-ridden states out of their economic mess

Solutions identified:

1. State Governments should have defined time bound objectives and public reporting against those objectives
2. All funds allotted by the Centre should have accountable and time bound reporting
3. State Government employees should be made to realize that they are here to serve the public and not harass them through ongoing training
4. The KRAs of the employees should be clearly defined
5. Officials caught taking bribes should be suspended immediately
6. Agents should be eradicated from all Government offices by enabling anonymous reporting from all grades of Government Employees
7. A vigilance team should be set up to make sure that the MSMEs are not harassed by the inspectors
8. Corruption at Government Offices (Revenue, Land, RTO, Municipal Corporations) must be curtailed through systems, processes and controls.
9. Online registration of new vehicles with supporting scanned copies of documents should be implemented
10. Websites of all the State Departments should be updated with the latest information
11. A proper email/phone response channel should be set up for all state departments



12. States must be made to adopt latest IT and e-Governance systems
13. The functioning of all the departments of the state is to be completely monitored online
14. Dependency on the bureaucracy should be reduced by privatising the common activities, such as electricity bill payment, phone bill payment, property tax payment, water payment, etc.
15. The Public Distribution System should be completely scrapped and redesigned
16. Autonomy of police needs to be established so enforcement actions are independent of political objectives
17. Business laws created by the state should be in sync with policies/laws made by the centre
18. Trade Union laws should be amended to bring a fair balance
19. The process of filing the FIR should be made easier
20. State should create special task force to control the increasing crime rate
21. The judicial decision making process should be fastened
22. Policies should be framed after consultation with political parties, citizens and subject experts
23. Invite worthy top industry leaders with a social conscience to take up stints in government
24. Corporate like structures should be developed in departments at city and state level
25. States should develop cordial relations with the neighbouring states

Improving State Functioning –A few Citizen quotes:

1. All departments work under the influence of Politicians. Police work for the Politicians. No cases or complaints can be filed against government officers for their negligence in work or for their abstinence from work. To many personal holiday. Don't know where to complain and how to complain about the lack of civic administration – **Venkatesh Raj**
2. All state capitals are infested with Sarkari Agents (mostly small time politicians, news reporters, property dealers, retired Government servants). We need to weed them out of the system since they are the main culprits for wrong decisions, wasteful expenditure and corruption. We need to identify them and place their identity in public domain after declaring them persona non grata. It is not difficult to identify them. Draw a simple performa on an envelope and distribute it among all Government servants. All Government servants must be asked to fill the filled up envelope on a fixed day and place it in a box without identifying self. He should be advised to use handwriting of a near or dear (to protect his own identity). Let all the



- boxes from various Departments be opened by an independent body like Lokayakta or Public Grievance Commissions etc. The commission may pull out four or five names, and send these to state Chief Secretary for close monitoring of activities of these identified persons. Within no time these agents will be identified – **Om Mishra**
3. Very little interaction with officials and public should be there. All processes and tasks should be automated. Applying for a service (like electricity/water connection/some benefit from the Government) to requesting some change/repair of services, to removal of service like stopping water connection etc. should be made a ticket based system. This will reduce bribing. – **Charumathi Vasudevan**
 4. Most important is that there should be fear of losing job and position in the Government employees and Government servants. There should be escalation matrix and for a state related issue the CM should be the top escalation when everything fails. Any Government employee should be watched for 3 mistakes and complaints from the users. And it should be escalated if he found guilty for the 3 times then he should be terminated from his job with immediate effect and care should also be taken that he even does not get a job anywhere in the country in any sector. If that fear comes then everything will start moving correctly. The biggest curse for us is that all Government employees think that once they get a Government job even god cannot remove them. Also Government positions should be probationary so that they can be evaluated after the stipulated time – **Sunil Kumar**
 5. There should be time limits set for providing services. For ex. when we need to transfer property to a buyer (rural areas -where talathi deals with this) once we submit the papers, it should be automatically done in a set time without our having to follow it up.– **Hina Manerikar**
 6. On top priority, a Meeting chaired by Hon'ble Prime Minister and to be attended by all Chief Ministers along with their Chief Secretaries can be convened on the subject of "Effective Citizen Oriented Good Governance" – **R. S. Krishnan**
 7. The old rules adopted about sixty years back, the time has come to modify. First the reservation system. The reservation system on the basis of religion/cast etc. is immediately to be removed. At present because of the reservation system extended to SC/ST categories are misused by many. The simple method for the reservation based on the family income criteria irrespective of cast and religion – **M. K. Venugopal**
 8. Just make sure that laws are implemented equally. In India the police department only enforces laws on citizens without any clout and has a totally diff rule for people with clout. Is it so difficult for the ruling Government to make them work for what is right? – **Subroto Chakroborty**



9. Everybody needs incentive for work done. Scheme should be floated which will encourage people to directly pay for development of country against which 100% rebate to the extent of amount contributed can be claimed. – **Parvathy Iyer**
10. There should be proper co-ordination between the central Government and state governments to formulate and implement the schemes for development, fighting terror, improvement of economy of the states, improvement of infrastructure in the country, cleanliness, improvement of environment, health, welfare, education, scientific research, tourism and all welfare measures – **Sameer Banerjee**
11. The functioning of all the departments of the state is to be completely monitored online and in a transparent manner so that proper evaluation can be done on the outcome of the problem faced by the general public. Each and every state Government offices must be equipped with biometric attendance system with integrated Aadhar number so that they working of the staffs can be easily and on time monitored. Once work of each department is monitored online with staff attendance then you will realise the easiness in solving the problem – **Hemant Patel**