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to be sure, the ias is not the only bottleneck in the countrys bureaucratic system; many state governments are also plagued by a host of structural weaknesses, including poor infrastructure, high levels of corruption, and an absence of democratic representation. these obstacles are in addition to the many risks that come with a large bureaucracy. the leadership of the indian state, and of the indian economy, is currently ill-prepared to handle these challenges, but the government should begin laying the groundwork for reform by making the ias more accountable and improving its performance. at the same time, the federal government should explore the option of devolving its administrative duties to the states. the modi administration has already accomplished a great deal in reforming the countrys economy, and it should take a similarly bold approach to the countrys bureaucracy. idiosyncratic decisions to hire bureaucrats from a particular state, in addition to the iass preoccupation with its own cadre, means that the indian bureaucracy is not cohesive. to rectify this problem, the government should ensure that the ias cadre is more balanced and that officers can move around freely, this would require more flexibility in the allocation of vacancies and a more merit-based system for hiring and promotion. the government should also adopt a bifurcated recruitment system to allow for a second tier of state-level services, overseen by a pool of talented but politically unconnected ias officers, to bolster the quality of civil service bureaucracies in smaller states. in addition, the governments of the states in the northern and northeastern regions of the country should be encouraged to play a greater role in administrative decisionmaking at the local level. as a final step, the federal government should consider a return to the unitary system, which would allow it to reexamine the role of the ias and other central services. in some ways, this is not so different from the process that the singh government started, but the government should also ensure that the unitary system does not become a strategic tool of political patronage. reforms of this magnitude would be long overdue, and the singh administration could provide the impetus that will be needed to get the ball rolling.

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in order to make the ias more effective, it is important to improve the ability of the indian state to collect and disseminate timely, accurate, and disaggregated data. the federal government has made commendable progress in collecting and publishing economic statistics, but it is time to expand this system to other areas of policy and administration. this would entail, first, the collection of information on critical policy areas such as health, education, and employment, among others, and second, the dissemination of that information to the public, singh did not question the legitimacy of the internal allocation of ias officers to states. but he did contend that allocation of officers to cadres should be made not only on the basis of seniority but also on merit. he also argued that cadres should be divided so that officers with talent but who belong to states which are not considered important in the allocation formula can be assigned to cadres that have the potential to become important. in this way, the system will be self-regulating and move towards an optimal equilibrium in the allocation of talent to states. he also suggested that assignments of joint cadre officers to cadres should not be based on seniority alone but also on merit, singh explained that the allocation of a joint cadre officer to a cadre is based on two factors: seniority and the state-cadre overlap, the first factor takes into account the seniority of the officer with respect to others in the same cadre. the second factor takes into account the number of states that a cadre has been allocated, singh explained that as the number of states in a cadre increases, its merit, with respect to the number of states that have been allocated to it, decreases. hence, he argued, the allocation of joint cadre officers should be based on both seniority and the number of states that a cadre is allocated to. 5ec8ef588b

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