

## **Findings of the Thesis**

**Title of the Thesis: Globalization and the Role of Bureaucracy in India : A Study of Challenges and Responses**

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Globalization, the defining process of our age, is impacting every aspect of life, including the processes and institutions of governance, state and its implementing agency Bureaucracy, to undergo a transformation. Bureaucracy, in its traditional form, is finding it difficult to cope up to these challenges and is therefore adopting various measures to respond to them. It is infact getting re-conceptualized, in the face of emerging of new governance designs, which are mainly inspired by economic theories and endorse the private sector techniques. Among these New Public Management is claimed to be the most comprehensive approach. However the relevance of New Public Management is itself getting challenged as it has not been a successful reform model for many countries.

Indian bureaucracy has not remained untouched by this reform discourse and sought in restructuring in nineties. The result in this regard leads to positive outcome as well as hiccups in the setup. The major reason for failures of NPM reforms have been that the reforms were driven by economic considerations.

In order to make NPM reforms successful in India it is important to have measures which help promote the participatory governance in the form of citizen centric reforms like introducing citizen charter, giving space to NGOs as supplementary public agencies, decentralization and empowerment of localities through strengthening the grass root governance, various personnel reforms and other administrative measures like reorganization of government departments.

New public services a more people-oriented administrative model, must be incorporated as the governance model. It calls for initiation and implementation of reforms from below, with the involvement of the people in the decision making and implementation process. It also envisages enabling reforms, such as reforms in the education system, health sector, empowering the local self-government.

Institutionalisation of the best practices, such as convergence of many services at the citizen's doorstep, with greater citizen power and control, must be adopted. Self-regulatory mechanisms to uphold standards in professional groups must also be paid attention. A comprehensive approach involving political, electoral, judicial, and police reforms, coupled with decentralization and accountability, must be the essence of the ongoing reforms process. Culture of an organization which involves mindset and attitudes of bureaucracy also needs to be changed.

Improvement in the internal working of the civil service must be achieved through the measures of reinvention of the faulty recruitment process, promotion policies, performance assessment, transfer and posting policies. E-Governance must be promoted in all aspects of administration.

The performance of NPM reforms are very much reflected in the administration of the Indian Railways. There has been a mixed bag of successes and failures in the Indian railways following the adoption of selected features of NPM reforms. There is a need of further reforms in Railways particularly in the personnel system. It will require contracting out of services in the Railways, consequent downsizing of the staff, and a change in the attitude of the personnel. These suggested reforms can bring about an improvement in the management of railways and it can take care of its commercial interest vis-à-vis its social obligation in the age of globalization.