REFORMS IN ADMINISTRATION THROUGH GOOD – GOVERNANCE IN INDIA : A STUDY

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ABSTRACT

Good Governance and management requires clarity about responsibilities, access to information about how the government works and using competition to achieve value for money in service delivery. The elements of accountability, transparency and contestability are required to be reflected in the governance and management structures and processes of the city. Therefore, the test of good governance lies in the goals and objectives of a government; in its policies and programmes. The concept of "governance" is not new. It is as old as human civilization. Simply put "governance" means: the process of decision-making and the process by which decisions are implemented (or not implemented). Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance.

Since governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand.

Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force.

Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe. The presently, all the States are dilly-dallying in empowering Local self-governance and the Union Government has taken up the matter with all the States and has further sought information in this regard as to what has been done so far on this front.

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Jyoti

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The Union Government has reached to the conclusion that even after ten years of these Amendments to the Constitution; most States have not given powers to the Local Self Governance.

Key Words : Good governance, Transparency, Corporate, Local –Self, Mechanisms, Greater synergy, Consolidation, Accountability, Transparency, Contestability, Reflected, Equity Inclusiveness, Management structures, Democratization, Participation, Responsiveness, Consensus oriented, Effectiveness and efficiency, People's Participation, Improving Human Resource, NGOs

In the words of Kofi Annan: "Good governance is perhaps the single most important factor in eradicating poverty and promoting development "Governance is the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It consists of the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. Without good governance, no amount of developmental schemes can bring in improvements in the quality of life of the citizens. On the contrary if the power of the state is abused, or exercised in weak or improper ways, those with the least power in the society – the poor- are most likely to suffer. In that sense, poor governance generates and reinforces poverty and subverts efforts to reduce it. Strengthening governance is an essential precondition to improving the lives of the poor.

The Tenth Plan document identified good governance as the single most important factor in ensuring that the Plan objectives are achieved. Among other things, decentralization of power and citizens' empowerment, effective people's participation through state and non-state mechanisms, greater synergy and consolidation among various agencies and programmes of government, civil service reforms, transparency, rationalization of government schemes and mode of financial assistance to states, improved access to formal justice system to enforce rights, reforms and strengthening of land administration and harnessing the power of technology for governance have been identified as the key priorities.

Good Governance and management requires clarity about responsibilities, access to information about how the government works and using competition to achieve value for money in service delivery. The elements of accountability, transparency and contestability are required to be reflected in the governance and management structures and processes of the city. Therefore, the test of good governance lies in the goals and objectives of a government; in its policies and programmes. The concept of "governance" is not new. It is as old as human civilization. Simply put "governance" means: the process of decision-making and the process by which decisions are implemented (or not implemented). Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance.

Since governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

Meaning of Good Governance:

The word 'good' is derived from the word 'God' which means an ability to distinguish between right and wrong, just and unjust. A judgment is good if it is just, right and moral. In the context of good governance it is taken in public interest and service the public interest. While in India we believe in **'Sarva Jana hitaihSarva Jana Sukaiah'** which implies welfare of all and happiness of all. Good governance is supposed to exist if three objectives are achieved. The first is there should be quality of law and effective implementation of laws. Secondly, there should be opportunity for every individual to realise his full human potential and thirdly, there should be effective productivity and no waste in every sector

Kautilya says in his Arthashastra: "In the happiness of his subject likes the king'shappiness, in their welfare his welfare. He shall not consider as good only that which pleaseshim but treat as beneficial to him whatever pleases his subject".

Prajasukhesukhamrajyahaprajanamchahitehitam
natmapriyamhitamrajnahaprajanam cha hitampiryam

Defining Good Governance:

The Concise Oxford Dictionary defines it as an "act or manner of governing" and "the office or function of governing"[1] Governance, state or provincial governance or local governance. It is recognized that governance is about how an organization streers itself and the processes and structures that are used to achieve its goal. Andrian Leftwich, who has already been referred to above, gives three defining features of good governance (i) to promote open, market-friendly and competitive economy; (ii) democratization: and (iii) improvement of human rights record) The World Bank, for the first time in 1989,. Highlighted the concept of good governance. By good governance. It meant sound public management and in this context, identified four dimensions: (i) public sector managements; (ii) accountability: (iii) legal framework for development; and (v) information and transparency. In 1992, the Bank's document Governance and Development said," Good governance is central to creating and sustaining an environment which fosters strong and equitable development and it is an essential complement to sound economic policies. "

Pai Pananndikar sees good governance as it pertains to a nation, which handles its people to lead peacefully orderly, reasonable, prosperour and participatory lives.

Why Good Governance:

The Human Development Report 2002 has identified a few reasons for having Good Governance, however they are mainly describing the' features of good governance from the human development perspective good governance is identical to democratic governance. Democratic governance means that:

1. People's human rights and fundamental freedoms are respected, allowing them to live with dignity
2. People can hold decisions, which are accountable.
3. Private and public spheres of life and decision making. The needs of future generations are reflected in current policies.
4 Economic and social policies aim at eradicating poverty and expanding the choice. that all people have in their lives.[2]

Urbanisation is one of the outstanding contributions of human civilization. In India out of the total population of 121 (31.2 percent) crores in 2011, about 742 million live in rural areas and 285 million in urban areas. The net addition of population in rural areas during 2001-2011 has been to the tune of 113 million while in urban areas it is 6 million. The percentage decadal growth of population in rural and urban areas during the decade is 17.9 and 31.2 percent respectively.

Projected Urban Population

The Registrar General of India has projected total and urban population for India and states. It is interesting to know that 67% of total population growth in India in next 25 years is expected to take place in urban areas. Urban population is expected to increase from 286 million in 2001 to 534 million in 2026 (38%).

Strategic Planning

Strategic planning is akin to military strategy employed to win a war or battle. It is a short-term objective to accomplish to goal leading to a vision.   Community Action Plan is another term used in the same context. The purpose is the same, to do what we need to do to accomplish our objective, goal, and vision. The term strategic planning has been used since 1990 or so. It is a community capital building process. While a comprehensive plan provides general guidance for the long term, a strategic plan is specific to short-term initiatives and actions within the context of the comprehensive plan.

The urban local bodies are self-governing agencies; their functions are essential inputs in the lives of the citizens. Although the functions of the urban local bodies are categorized under the obligatory and discretionary functions the, local bodies are finding it difficult to extend the obligatory functions due to limited resources and absence of technical skills. The local body can justify its role only with the successful delivery of the listed obligatory and discretionary functions. In view of the complex problems faced by the local bodies, they should deal with the situation by delivering new dimensional function. These new functions include guiding the citizens in building their houses, strengthening the public health services, providing environmental inputs and extending social welfare and recreational facilities. The urban local bodies should be strengthened in view of the growing responsibilities.

The state governments should guide them to overcome the difficulties encountered in the delivery of the listed functions. India, with 1,220,200,000 (1.22 billion) people is the second most populous country in the world, while

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Source: Moving from Vision to Action: A Guide for Planning Community Change, © June 2010 MDC, Inc.

China is on the top with over 1,350,044,605 (1.35 billion) people. The figures show that India represents almost 17.31% of the world's population, which means one out of six people on this planet live in India. Although, the crown of the world's most populous country is on China's head for decades, India is all set to take the numerousness position by 2030. With the population growth rate at 1.58%, India is predicted to have more than 1.53 billion people by the end of 2030.

More than 50% of India's current population is below the age of 25 and over 65% below the age of 35. About 72.2% of the population lives in some 638,000 villages and the rest 27.8% in about 5,480 towns and urban agglomerations. The birth rate (child births per 1,000 people per year) is 22.22 births/1,000 population (2009 est.) while death rate (deaths per 1000 individuals per year) is 6.4 deaths/1,000 population. Fertility rate is 2.72 children born/woman (NFHS-3, 2008) and Infant mortality rate is 30.15 deaths/1,000 live births (2009 estimated).

India has the largest illiterate population in the world. The literacy rate of India as per 2001 Population Census is 65.38%, with male literacy rate at 75.96% and female at 54.28%. Kerala has the highest literacy rate at 90.86%, Mizoram (88.80%) is on the second position and Lakshadweep (86.66%) is on third.   Every year, India adds more people than any other nation in the world, and in fact the individual population of some of its states is equal to the total population of many countries. For example, Population of Uttar Pradesh (state in India) almost equals to the population of Brazil. It, as per 2001 Population Census of India, has 190 million people and the growth rate is 16.16%. The population of the second most populous state Maharashtra, which has a growth rate of 9.42%, is equal to that of Mexico's population. Bihar, with 8.07%, is the third most populous state in India and its population is more than Germany's. West Bengal with 7.79% growth rate, Andhra Pradesh (7.41%) and Tamil Nadu (6.07%) are at fourth, fifth and sixth positions respectively. The sex ratio of India stands at 933. Kerala with 1058 females per 1000 males is the state with the highest female sex ratio. Pondicherry (1001) is second, while Chhattisgarh (990) and Tamil Nadu (986) are at third and fourth places respectively. Haryana with 861 has the lowest female sex ratio.

Some of the reasons for India's rapidly growing population are poverty, illiteracy, high fertility rate, rapid decline in death rates or mortality rates and immigration from Bangladesh and Nepal. Alarmed by its swelling population, India started taking measures to stem the growth rate quite early. In fact India by launching the National Family Planning programme in 1952 became the first country in the world to have a population policy. The family planning programme yielded some noticeable results, bringing down significantly the country's fertility rate. In 1965-2009, the contraceptive usage more than tripled and the fertility rate more than halved. The efforts did produce positive results, however, failed to achieve the ultimate goal and the population of India since getting independence from Britain in 1947 increased almost three times. Whereas India has missed almost all its targets to bring the rate of population growth under control, China's 'One Child Policy' in 1978, has brought tremendous results for the latter. The policy claims to have prevented between 250 and 300 million births from 1978 to 2000 and 400 million births from 1979 to 2010.

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Leading Voices on Governance and Good Governance

Governance is the manner in which power is exercised in the management of a country's economic and social resources for development. Good Governance … is synonymous with sound development management." —

World Bank and Asian Development Bank[3]

"The term, governance as generally used, encompasses all aspects of the way a country is governed, including its economic policies and regulatory framework. Corruption is a narrower concept, which is often defined as the abuse of public authority or trust for private benefit governance. The two concepts are closely linked: an environment characterized by poor offers greater incentives and more scope for corruption. Many of the causes of corruption are economic in nature, and so are its consequences – poor governance clearly is detrimental to economic activity and welfare."Governance"Open, democratic and accountable systems of, governance based on respect for human rights and the rule of law, are preconditions for sustainable development and robust growth" — **G8,** Final Communiqué governance, 2001.

1. Voice and accountability, which includes civil liberties and political stability;
2. Government effectiveness, which includes the quality of policymaking and public service delivery;
3. The quality of regulatory framework;
4. The rule of law, which includes protection of property rights;
5. Independence of the judiciary; and
6. Curbing corruption.[6]

Elements of Good Government:

These elements should be reflected in the governance and management structures and processes of the city. Good government requires:

1. **Participation**

   Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand.

2. **Rule of law**

   Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force.

3. **Transparency**

   Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

4. **Responsiveness**

   Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe.

5. **Empowerment of Local Self-Governance:**

   The presently, all the States are dilly-dallying in empowering Local self-governance and the Union Government has taken up the matter with all the States and has further sought information in this regard as to what has been done so far on this front. The Union Government has reached to the conclusion that even after ten years of these Amendments to the Constitution; most States have not given powers to the Local Self Governance.

   The problem being faced by the authorities concerned is that no department is ready to dilute its authority by handing over powers to these Urban and Rural. Officials feel that these departments might be closed once powers are handed over to these bodies. Examples are being cited in this regard.[4]

   In addition to the political support and commitment, at the administrative level review and changes are essential in the following areas.

   1. The provisions of the Municipal and Panchyati Raj Act, 1992.

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2.   Administrative set up and decision making process.
3.   Human resources policies including training and rewards.
4.   Cost saving measurers.
5.   Systems and procedures and use of automation wherever possible.
6.   Optimum utilization of human assets (numbers and skills).
7.   Optimum utilization of non-movable assets.
8.   Billing and recovery/collection system, identification of areas of revenue leakage and suggesting measurers to eliminate the leakage.
9.   Accounting systems and MIS.
10.   Resources mobilization from non-tax sources.
11.   Introduction of quality control systems in all services.

6.   Consensus oriented

There are several actors and as many viewpoints in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community.

7.   Equity and inclusiveness

A society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well-being.

8.   Effectiveness and efficiency

Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.

9.   Accountability

Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to whom varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general an organization or an institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law. Accountability is claimed as one of the advantages of good governance, how would this be ensured? Traditionally, in a parliamentary system, political accountability of the executive is to the voters through elected assemblies. Administrative and legal accountability of the executive branch is through administrative procedures and the law courts. But if decision making and implementation is now to be shared with private interests it may become difficult to fix political responsibility. Following the new Anglo-American model some State Governments in India have adopted a stakeholder approach according to which the corporations which provide public services would be held responsible to their end users, or consumers, provided of course they pay for the services. Citizens should get the rights appropriate to consumers. This would include right to information, the right to demand quality services, the right to approach consumer courts, and the right to be consulted on important decisions. How effective these rights would be remains to be seen since some services are likely to remain monopolies.

10.   Contestability:

Contestability is about using competition to achieve value for money in service delivery. There is greater evidence to suggest that services provided by the public sector are more expensive than those provided by the private sector. Contestability means choice in the provision of services through open competition between potential providers. Let us start on our home ground first. How did Indian Administration get scant of 'Good Governance'? It was felt that it was necessary to take corrective measures to arrest the present drift before it becomes too late. In the agenda note titled 'For an Effective and Responsive Administration in India.

11.   Decentralize Power:

There is every case for a wholesale review and decentralization of political power in a genuine system of governance down to the lowest grassroots levels. With a large number of smaller states and a four-tier system of governance, it may be possible to involve various groups in governance more closely. The imperative need was

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for governments at all levels to reinvent themselves and redefine their roles and responsibilities and bring about reforms in all areas which have an impact on the lives of the people. It was, therefore, decided that steps should be taken to restore people's confidence in the capacity and fairness of administration. The test of good governance lie in the goals and objectives of a government in its policies and programmes in the manner of their execution, in the results achieved and above all, in the general perception of the people about the quality of functioning of its various agencies, their attitudes and behaviour towards the public, their sincerity, honesty and commitments towards public duties. It is also important to see that there is no undue concentration of power.

Over the past three years several significant initiatives have been launched to improve the quality of governance. A series of political reforms have been enacted by Parliament by unanimous consent. These include the electoral funding reforms promoting transparency and fairness and creating tax incentives to donors, disclosure of antecedents of candidates contesting for public office, and the 97th Constitutional Amendment limiting the size of the Council of Ministers to 15 per cent of the strength of the Lower House and considerably strengthening anti-defection provisions. A new value added tax (VAT) regime has been introduced recently, which is seen as the most ambitious tax reform after Independence. The path-breaking Right to Information Act has come into effect recently. This new law applies to union and state agencies, local governments and even societies and trusts which receive public funds. This far-reaching law also provides for independent information commissioners, proactive disclosures and reporting mechanisms and has the potential to impact our governance process in a profound and positive way by empowering citizens.

The economic reform process initiated in 1991 has posed fresh challenges of governance. In the light of the changing domestic and global situation, the role of the Indian state in the coming decade has to be clearly defined. The assumption that market is the answer to all our challenges is a dangerous and irrational one. The state needs to focus on the irreducible role of government that is required to fulfill human potential and promote rapid economic growth. Abdication of the state or its inefficiency in these critical sectors will spell disaster to our future.The non-negotiable role of the state in four broad areas needs to be clearly recognized and reemphasized. The first is in the area of public order, justice and rule of law.

In any system, the quality of public servants is critical in determining outcomes. We have well-established procedures for initial recruitment of civil servants in India . However, there is growing concern that our civil services and administration in general have become wooden, inflexible, self-perpetuating, and inward-looking. While the bureaucracy responds to crisis situations with efficacy, colossal tardiness and failure to deal with 'normal' situations is evident in most cases. Effective horizontal delegation and a clear system of accountability at every level should be at the heart of our administrative reform. The structure of local governments envisaged in the 73rd and 74th Constitutional amendments is now in place, but the soul of self-governance and empowerment is largely missing. As a result of the economic reform process, the states have come into their own, and yet the Union has in recent years discovered a more meaningful and strategic role for itself. Similarly, local government empowerment need not mean weakening of states. States must be enabled to discover their vital role in providing strategic inputs and leadership even as local governments deliver most of the basic services. Wherever a community of stakeholders can be clearly identified, responsibility for services must be transferred to them, so that the stakeholders wield authority and are directly in control of their lives.

Conclusion and Suggestion:

In addition, real decentralization of power with effective institutional checks will give citizens greater control and curb the rapacity of state functionaries. Judicial and police reforms ensuring speedy, efficient and accessible justice and swift, sure and severe punishment for abuse of office will increase risks of unacceptable behaviour. Self-regulatory mechanisms to uphold standards in professional groups are another area that requires urgent attention in the changing context. Finally, measures of accountability including the recently enacted Right to Information, well-designed citizen's charters with penalties for non-performance, independent, empowered and effective anti-corruption agencies, innovative tools to involve citizens in the fight against graft and leakages will surely expose corruption much more easily, minimize wrong incentives, and enforce compliance with acceptable norms of public conduct. A comprehensive approach involving political, electoral, judicial, and police reforms coupled with decentralization and accountability must be the essence of an all-out assault on corruption. In the wake of economic liberalization, changing forms of corruption, and technological sophistication in economic offences, there is a need for pan-Indian institutional framework for effective enforcement of criminal justice with focus on speed and

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dexterity.

One weakness in our governance is the incapacity to institutionalize the best practices from our own country and elsewhere. A conscious effort not only to identify and document best practices but also build policy and create new structures and institutions to allow mass replication needs to be made. The communications revolution sweeping across India offers us a great opportunity to innovate and replicate. Many models of improved use of technology for better governance are now available to us. But again convergence of many services at the citizen's doorstep, with greater citizen power and local control are critical for the future.

The impressive postal network with its high efficiency and citizen-friendly approach, and the railways with their vast reach and proven track record offer us great opportunities for convergence of a variety of services in the next decade. Our scientists and technologists have the proven ability to meet the challenges of a modern economy. We need to harness their skills to make real improvements in governance possible in real time. Governance is admittedly a weak link in our quest for prosperity and equity. We have an impressive governance infrastructure and significant successes to our credit. But we need to refashion the instruments to suit the emerging challenges. Unemployment and discrimination are two malignant factors afflicting our society, and militating against the principles of equality of opportunity enshrined in our Constitution. Our governance process must be redesigned to combat these two scourges, so that the productive potential of our people is liberated. The political system has the resilience and capacity to mobilize public opinion and transform our governance. What we need is the will and painstaking effort and energy to innovate, design and reform.

The term 'Good Governance' has continuously evolved with the development of human civilization. It has acquired much broader meaning recently in the wake of globalization, economic liberalization and corporatisation. Good Governance is a broader notion than good government. It involves governments and also civil society (citizens, civic institutions, etc.).

For democracy to be successful at the national level, the grassroots organizations have to be strong. The local authorities have to respond to the felt needs of the people. The citizens have to have faith in the efficacy of the administrative system so that the distance between people and the government is reduced.

Suggestions for Reforms for Good Governance:
Strengthening to Governance:
The governance needs to be strengthened by vigorously pursuing the centralization initiatives envisaged in the Constitution. In regard to executive system, functional domain, intra-city decentralization and authority to the governments to set their own tax rates and charges. It is also imperative to inject into the governance process elements and attributes of good governance, including participation of the civil society. The following measures need to be taken to improve and strengthen to the governance.

Democratic Decentralization:
- ❖ Empowerment and strengthening of the governments'" by devolving powers and authority as required by the Constitution.
- ❖ As per the provisions of the Constitution Amendment/ to ensure formulation of realistic and effective integrated development plans incorporating resource mobilization plan.

Improving Service Delivery:
- ❖ Develop incentive structure to encourage local self-Government in efficient and responsive urban service delivery.
- ❖ Replace incentives that produce a negative effect and act as constraints to efficient service delivery by those that encourage reform and improve the delivery of services.
- ❖ Constitution of technical support groups should also be constituted in every government to supervise the works at the local level.

Facilitating Private Sector and People's Participation:
- ❖ Development of proper relationship and systems for interaction with and participation of NGOs, CBOs, Residents Associations, professional groups, industries and other organs of the civil society in municipal governance.
- ❖ Promotion of initiatives for privatization, contacting out of Urban services to private operators and producers and communities development societies.

Local self-government:

Those aspiring for good governance believe in democracy and democracy is epitomized by a system of local self-government. Although local government institutions have existed in our county even prior to independence somehow these did not function well because of their being considered as mere appendages of the respective state governments. The 73rd and 74th constitutional amendments have somewhat tried to remedy the situation yet in many states their position. The new leadership that has emerged at the local level is qualitatively no better. A qualitative change is therefore required.

Role of NGOs:

People need some outside for help organizing themselves so that they could also become active participants in good governance. The role of organizing people can be most effectively played by the NGOs. These can help in bridging the gap between the local community and local administration. The central issue in good governance such social mobilization can done only by the agencies are not bureaucratic. In this task, the NGOs have a crucial role to play and as such they become agents of change as well. The NGOs can also be helpful to newly created PRIs institutions under the 73rd constitutional amendment.

Taking Socio-Economic Problems:

We should also try to tackle our socio-economic problems. Even today, after more than after more than fifty years of independence, our basic problems on the socio economic front are the same that were there at the time of independence in 1947, viz., poverty, illiteracy, backwardness, population explosion leading to overpopulation, shortages of good, drinking water, etc. Unemployment has reached alarming proportions.

Improving Human Resource:

The success of any system depends upon the quality of the human material at all levels-central, state and local. HRD measures would facilitate good governance by changing the mindset of the functionaries and making them both efficient and effective. As at present, the polity is being manned by poor quality human resources. All political parties of the land began more or less mobilizing such anti-social elements to win the elections and giving them cabinet berths.

Encouraging People's Participation:

Create appropriate environment and make provisions in the relevant Acts to effectuate the involvement of private, co--operative and corporate sectors In and assembly, development, disposal and construction of housing.

❖ Identify areas for involvement of the private sector, NGOs, CBOs and people's participation in planning, development, implementation and enforcement in the planning process.

Last but not least the administration, for good governance has to be accessible. In developing countries, it is the government, which initiates and implements development programmes. It must gain support of people in the discharge of these programmes, particularly at the cutting edge. Such support would strengthen democracy as well as a positive response of the community to development programmes, which should be the ultimate goal of good governance. Right to information has been seen as the key to strengthening participatory democracy and ushering in people centered governance. Access to information can empower the poor and the weaker sections of society to demand and get information about public policies and actions, thereby leading to their welfare. Without good governance, no amount of developmental schemes can bring improvements in the quality of life of the citizens. Good governance has four elements-transparency, accountability, predictability and participation. Transparency refers to availability of information to the general public and clarity about functioning of governmental institutions. Right to information open government's records to public scrutiny, there by arming citizens with avital tool to inform them a bout what the government does and how effectively, thus making the government more accountable. Transparency in government organizations' makes them function more objectively thereby enhancing predictability. Information about functioning of governmental so enables citizens to participate in the governance process effectively. In a fundamental sense, right to information Is a basic necessity of good governance.

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