

**Good Governance**

**Changing Paradigm in  
Administration**

# What is Governance?

- **Governance is the process of decision making and the process by which decisions are implemented.**
- **Governance can be used in several contexts.**
  - **Corporate Governance**
  - **National Governance**
  - **International Governance**

# What is Good Governance?

- Almost all major international development institutions say – promoting good governance is an important part of their agenda.
- *Former U.N Secretary General Kofi Anan: “Good governance is perhaps the single most important factor in eradicating poverty and promoting development.”*
- *Former World Bank President (Wolfowitz): “good governance is essentially the combination of transparent and accountable institutions, strong skills and competence, and a fundamental willingness to do the right thing. Those are the things that enable a government to deliver services to its people efficiently.*

# What is Good Governance?

- **There is no single agreed definition of “Good Governance”.**
- **Good Governance Means different things to different organizations.**
- **Western liberal democratic states in Europe & Americas regarded as ‘most successful’**
- **Good governance standards often measure other states against these states.**
- **Good Governance aims at providing public services effectively, efficiently and equitably to the citizens.**
- **Citizens are at the core of good governance.**
- **Good governance and citizen centric administrations are invariably linked.**

# Characteristics of Good Governance

## ➤ **Good governance is participatory**

- Anyone affected by or interested in a decision should have the opportunity to participate
- Participation could be direct or through legitimate intermediate institutions or representatives
- Participation needs to be informed and organized

## **Requirements for effective participation**

- Requires freedom of expression
- Organized civil society
- Freedom of association
- Freedom of Information

# Characteristics of Good Governance

## ➤ Rule of Law

- Fair legal frameworks- enforced impartially
- Independent Judiciary
- Impartial & responsible police force
- Full protection of Human rights

## ➤ Transparency

- People should be able to follow and understand the decision making process
- They should be able to see how and why a decision was made
- All information is freely available and directly accessible to those who will be affected by such decisions

# Characteristics of Good Governance

## ➤ Effectiveness- Efficiency

- Processes or institutions make optimum use of resources in producing results.
- Sustainable use of natural resources and protection of environment.

## ➤ Timeliness

- Institutions and processes serve all stakeholders within a reasonable timeframe.

## ➤ Accountability

- Decision makers in government are accountable to the public.

## ➤ Equity – inclusiveness

- All members/sections of society feel they have a stake in it and do not feel excluded from the maintain stream of society.

# What Changes have happened in recent years for bringing Good governance?

- Transparency – Right to Information Act 2005
- **Accountability**
  - Citizen's charters : ARC Seven step Model for Citizen's Charter.
  - Right to Service
  - Social Audit, Citizen's Report Card methodology
  - Grievance Redressal Mechanisms
- **GOI, Department of Administration Reforms launched the Centralized Public Grievance Redress and Monitoring System (CPGRAMs) in 2007.**
  - Facility to lodge grievance online.
  - Enable tracking online

# What Changes have happened in recent years for bringing Good governance?

- Various State Government installed similar systems of grievance redressal.
- State of Uttarakhand launched Online Grievance Redressal System on 26th January 2013
- Efficiency, Effectiveness & Accountability
  - [Single Window Approach](#)
  - Process re-engineering – simplification of forms and reducing decision making levels.
  - Systemic reforms

# Systemic Reforms for Good Governance

- **Use of Information and Communication Technology (ICT) has revolutionized working of Govt. in recent years :**
  - **By ensuring transparency.**
  - **Bringing accountability.**
  - **Efficiency**
  - **Reducing corruption**
  - **Improving access services for citizen services**
- **The GOI initiated the National e- Governance Plan (NeGP) in 2006.**
  - **Vision was to make all Govt. services accessible to the common man.**
- **Large number of Mission Mode Projects Started.**
  - **Income Tax, Passport, Insurance.**
  - **Land records, Road Transport, Police, Commercial Taxes, E-District.**

# **Systemic Reforms for Good Governance**

- **Initiatives Specific to state of Uttarakhand. Ensuring transparency.**
  - **Computerization of Treasuries – and Government financial operations**
  - **Commercial Taxes, E- Registration Trip–sheet, (VAT)**
  - **E – Procurement**
  - **Common Service Centres**

# **Systemic Reforms for Good Governance**

## **Promoting Competition:**

- **Era of liberalization after 1991**
  - **Deregulation- de-licensing**
  - **Unleashing the animal spirit of business**
- **Earlier Public Services were provided in a monopolistic setting**
- **Introduction of Competition in provision of Public Services led to:-**
  - **reduced prices**
  - **improved efficiency of service delivery**
  - **curbed corruption**
  - **Examples:**
    - a) **Telecommunication: Private Cellular Services. Policy making separated from provision of services.**
    - b) **Civil Aviation/Air services**
    - c) **Education**
    - d) **Health**

# Systemic Reforms for Good Governance

## Promoting Competition:

### ➤ **Public Private Partnership (PPPs):**

Contract between Government- Private entity for provision of public infrastructure or PPP delivery of service

### ➤ **Advantages of PPP:**

- Supplement resources
- Operational efficiency in execution and delivery of service
- Bringing in customer oriented approach
- Creating a competitive environment.

# **Systemic Reforms for Good Governance**

## **Reducing Discretion**

- **Excessive discretion- leads to corruption**
- **Examples of Reforms**
  - **Uttarakhand Transfer Act, 2017.**
  - **Recruitment on basis of marks scored in qualifying exams. No interviews.**
  - **E-Procurement- Also prohibiting any negotiation in procurement.**
  - **Defining Circle Rates of Land for purpose of Stamp Duty .**
  - **Computerization of registration.**
  - **Single Window for service delivery – front office - Back office functions segregated and disposal in time bound manner**

**Thank you**

# Right to Information ACT 2005

- **Constituted** : Central Information Commission at the Central Government level
- : State Information Commissions in State
- **Section 3** : Gives all citizens the Right to Information.
- **Section 7** : Mandates disposal of request within 30 days.
- **Section 8** : Exemptions- Sovereignty or integrity personal information etc.
- **Section 12/15** : Selection of Chief Information Commissioner and other Commissioners by a Committee
  - PM/CM
  - Leader of Opposition
  - Cabinet Minister

# Right to Public Service

- **20 States have enacted Acts guaranteeing Right to Public Service within a given timeframe.**
- **Services have to be notified under the Act.**
- **Time limit for service delivery are laid down.**
- **Provision for penalty.**
- **Provision for appeal.**
- **Commissions set up in some States to oversee the enforcement of this Act.**

# The ARC Seven Step Model for Citizen Centricity

- Define all services which you provide and identify your clients.
- Set standards and norms for each service.
- Develop capability to meet the set standards.
- Perform to achieve the standards.
- Monitor performance against the set standards.
- Evaluate the impact through an independent mechanism.
- Continuous improvement based on monitoring and evaluation results.

# Why Single Window Approach?

- **Multiplicity of layers in decision making process**
  - a. **Causes delays**
  - b. **Corruption**
- **Complex procedures- set decades ago**
- **Many States have enacted 'Single Window Clearance Acts- for industrial or business concerns**
- **Uttarakhand Government Single Window Clearance Act, 2012**
- **Single Window Clearance system- portal- facilitates department to process applications by investors and approve them online.**
- **Single Window regarding citizen services**
  - **Common Service Centres**
  - **E-Sewa model in Andhra Pradesh**
  - **Several services under one roof like:**  
**Payment of utility bills, property tax, train reservations birth & death**