WELCOME
TO
APHHRDI
Importance of Good Governance
Role of Civil Society
Governance means the activities or process of managing public affairs.

It is different from government which is a physical entity encompassing various institutions (i.e., legislature, executive and judiciary) and their actors who are authorized to exercise sovereign power of the state.

It describes the process of decision making and the process by which decisions are implemented (or not implemented).

It is a process whereby public institutions conduct public affairs, manage public resources, and guarantee the realization of human rights.
What is Good Governance??

- Accomplishes all of the foregoing in a manner essentially free of abuse and corruption, and with due regard for rule of law. (Wikipedia).

- Good governance is, in short, authority and its institutions are accountable, effective and efficient, participatory, transparent, responsive, consensus-oriented, and equitable.

- These are the major characteristics of good governance as outlined by UNO.
Ethical Concerns in Public Administration

'International Code of Conduct for Public Officials' has following general principles:

- A public office, as defined by national law, is a position of trust, implying a duty to act in the public interest. Therefore, the ultimate loyalty of public officials shall be to the public interests of their country as expressed through the democratic institutions of government.

- Public officials shall ensure that they perform their duties and functions efficiently, effectively and with integrity, in accordance with laws or administrative policies. They shall at all times seek to ensure that public resources for which they are responsible are administered in the most effective and efficient manner.

- Public officials shall be attentive, fair and impartial in the performance of their functions and, in particular, in their relations with the public. They shall at no time afford any undue preferential treatment to any group or individual or improperly discriminate against any group or individual, or otherwise abuse the power and authority vested in them.

(United Nations 1996).
Ancient Thought

“In the happiness of his subjects lies the king's happiness, in their welfare his welfare. He shall not consider as good only that which pleases him, but treat as beneficial to him whatever pleases his subjects'.

---Chanakya in Ardha Saasthra
“Mural saithu kapatrum mannavan makkalkku iraiyentru vaikkapadum”

- the king who administers justice and protects his people will be considered God.

--- Tiru Valluvar
Ancient Thought

“Tadetat kshatrasya kshatram
Yaddharmaha tasmad dharmat param nasti
atho abaliyan baliyam saman shamsate
dharmena yatha ragna evam.”

The **Brihadaranyaka Upanishad** points out the basic principle that the responsibility of the king is to protect dharma. This is because it is only by protecting dharma do all citizens get equal opportunities and the weak not exploited and harassed by the strong.
Dharma sustains the society, dharma maintains social order, dharma ensures well-being and progress of humanity, dharma is surely that which fulfils these objectives.

— Maha Bharatha
Good Governance is gradually being seen as a panacea (cure-all) to developing countries. In most cases, governance failure has been marked as the prime hindrance towards development.

Governance, therefore, relates to the mechanism, structure and process that guide political and socio-economic relationship of a country. It is a holistic approach comprising of three interconnected spheres of government: (1) political, (2) economic, (3) and administrative.
Three Pillars

Ethics and Leadership that would lead to Good Governance rests upon 3 pillars:

1) Moral character of the leader
2) Ethical values embedded in the leader’s vision, articulation, and program which followers either embrace or reject,
3) Morality of the processes of social ethical choice and action that leaders and followers engage in and collectively pursue

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S.Koteswara Rao
Seven Principles of Public Life – Lord Nolan

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership
General social values:

- **Public sector's contribution to society:** Common good, altruism, sustainability, regime dignity.
- **Transformation of interests to decisions:** Majority rule, user democracy, protection of minorities.
- **Relationship between public administrators and politicians:** Political loyalty.
- **Relationship between public administrators and their environment:** Openness-secrecy, advocacy-neutrality, competitiveness-cooperativeness.

Organisational values:

- **Intra-organisational aspects of public administration:** Robustness, innovation, productivity, self-development of employees.
- **Behaviour of public sector employees:** Accountability.
- **Relationship between public administration and the citizens:** Legality, equity, dialogue, user orientation.
Major Characteristics

1. Participation
2. Rule of the Law
3. Transparency
4. Responsiveness
5. Consensus Oriented
6. Equity and Inclusiveness
7. Effectiveness and Efficiency
8. Accountability
Public Servant

- Legality and Rationality
- Responsibility and Accountability
- Work Commitment
- Excellence
- Fusion
- Responsiveness and Resilience

- Utilitarianism
- Compassion
- National Interest
- Justice
- Transparency
- Integrity
Ethical Dilemmas Faced by Public Servants

- administrative discretion
- corruption
- nepotism
- administrative secrecy
- information leaks
- public accountability
- policy dilemmas
Conflicts faced by Public Servants

- Free market economy Vs Accountability
- Freedom of information Vs Privacy
- Public sector codes Vs Ministerial discretion
- Public servant Vs Political servant
- Information sharing Vs Confidentiality
Challenges faced by Public Servants

- New modes of governance
- Market-based reforms
- Politicisation
- Agencification
- Decentralisation/relocation
- Changes in HRM and recruitment
- ICT.
Compromise in Governance

Fraud, bribery, and other abuses in government take the power from people and give it to a few in position of control, which distorts the concept of the equality of all participants of public life (Jane, et, al., 1999).

In India, there is a long history of immoral practices in the governance system. Kautilya’s Arthashastra mentions number of corrupt practices in which the administrators of those times indulged themselves. The forces of probity and immorality co-exist in all phases of human history. Which forces are stronger depends upon the support these get from the prime actors of politico-administrative system.
Civil Society

- "aggregate of non-governmental organizations and institutions that manifest interests and will of citizens."
- individuals and organizations in a society which are independent of the government.
Civil Society

- "the elements such as freedom of speech, an independent judiciary, etc, that make up a democratic society"

- Civil society includes the family and the private sphere, referred to as the "third sector" of society, distinct from government and business.
Why Civil Society??

- Democracy is not a spectator sport (though politicians make a spectacle of themselves!)
- We have representative parliamentary democracy leaving the decision-making to a small group of elected representatives.
- This could result in government ‘of’ the people becoming a government ‘off’ the people.
Progressive marketisation of traditional government functions has widened this gap.

There is a gap between the not-so-efficient state and the profit-alone-matters private sector which needs a third sector to bridge it. This is how civil society is seen today.
Civil Society

- Core ingredients
- Governance is the process by which a society manages itself through the mechanism of the state. The core ingredients of good governance are:
  - People’s effective participation, transparency, responsiveness, consensus orientation, equity and inclusiveness, the rule of law, effectiveness and efficiency, accountability, and strategic vision.
  - These are crucially value-laden and constitute the bedrock of democracy.
Innumerable administrative reform commissions have produced no appreciable impact on the quality of governance. The emphasis now is on facilitating external pressure from citizens on the system to improve through the Right to Information Act, Consumer Protection Act, Citizens Charters, Whistleblower protection, e-governance, Report Cards, Democratic Decentralisation, Public Interest Litigation, etc.
Civil Society and Governance

Governance has three levels

Internal systems and procedures
Cutting edge systems and procedures
Check-and-balance systems
Civil Society and Governance

- At level (a) of Internal systems and procedures
- Civil society can influence policy and project formulation through membership of committees, submission of memoranda directly or through elected representatives, and interactive rule-making in the implementation of policies, projects and schemes affecting citizens. The maximum day-to-day interaction between the government and the citizens takes place and the popular image of governance is formed at level
Civil Society and Governance

- At level (b) of Cutting edge systems and procedures
- Interactions of civil society with level (c) of Check-and-balance systems
- Infrequent but important, will be more of an exposure of irregularities rather than steps for improvement in the quality of governance.
Civil society’s functional contribution to good governance could be:

- * Advocate — of the weaker sections’ point of view.
- * Agitator — on behalf of aggrieved citizens.
Civil Society and Governance

- * Educator — of citizens on their rights, entitlements and responsibilities and the government about the pulse of the people.
- * Service provider — to areas and people not reached by official efforts or as government’s agent.
- * Mobiliser — of public opinion for or against a programme or policy.
Civil society acts through ‘social capital’ — the capacity of people to act together willingly in their common long-term interest. Social capital is strong in a homogeneous, egalitarian society.
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Limitations of Civil Society and Governance

- Individuals cannot take on the huge political-bureaucratic machine that the government is, nor can the entire civil society act on behalf of every citizen. Civil society, therefore, has to operate through compact, focused organisations based on strong social capital.
Limitations of Civil Society and Governance

- The Government of India’s National Policy on the Voluntary Sector, 2006 envisages encouraging an independent, creative and effective voluntary sector. Support for NGOs, however, cannot be blindly sentimental. The government has to assess their suitability, capability and experience, and evaluate their performance continually.
Efforts to improve the quality of governance will fail if the quality and calibre of the political executive is unsatisfactory. Civil society needs to note the deterioration in the quality, integrity and commitment of the elected representatives and the criminalisation of politics. Voter education, electoral reforms and periodical highlighting of the performance (or non-performance) of elected representatives are high priority items in civil society’s agenda.
Limitations of Civil Society and Governance

- Democracy is not a spectator sport (though politicians make a spectacle of themselves!) Parliamentary democracy becomes participative democracy only with civil society’s active role.
atmano mokshartham ! jagat hitayacha !!

We look forward to the emancipation of our souls through welfare of the world. -- Rigveda

bahujana sukhaya! bahujana hitayacha!!

the welfare of the many and the happiness of the many. --- Ramayana

Mural saithu kapatrum mannavan makkalkku
iraiyentru vaikkapadum

the king who administers justice and protects his people will be considered God – Tiru Valluvar
Sarvey Vai Sukhinah Santhu!
Sarvcey Santhu Niraamayah!
Sarvey Bhadraani Pasynathu!
Maa Kaschith Dukham
Aapnuyaath!!
Sarvey Janaah Sukhino
Bhavanthu!!
Lokaah Samasthaah Sukhino
Bhavanthu!!
Significance and Relevance of Ashoka Dharma Chakra Chakra
Wish You a Successful and Noble Career