

GOOD GOVERNANCE: A STUDY OF THE EMERGING ROLE PATTERNS OF THE INDIAN BUREAUCRACY IN THE POST-LIBERALISATION PHASE

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The impact of free-market economy on the concept of government, structures of government and also on the way of governance are on the agenda of discussion world over, and the consequences of free market reforms on government and governmental business are generally described as good governance, reinventing government, new public management, sharing power, slimming of State, hollowing out of State, really reinventing government, and so on.

The world over people are on the move. They are becoming more demanding and getting more and more Right-conscious. So, what is visible all-around in most of the societies is really bottom-up expectation of people. In this context, arguments for reforms in the process of governance are being concluded in favour of decentralisation and de-bureaucratisation. The rationale for such claims and demands is coloured with the desire to participate and contribute in the management of the affairs of society at national, regional and local community level by the people. This trend is the manifestation of desire, coupled with demand, for grassroots participatory democracy. This may also be characterised as the rising democratic demand for service to the people.

The "new paradigm" that has emerged emphasises the role of public managers providing high-quality services that citizen's value. It advocates increasing managerial autonomy, particularly by reducing central agency controls and demands measures and rewards on both organisational and individual performance. It recognises importance of providing human and technological resources that managers need to meet their performance targets, is receptive to competition and open-minded about which public purposes should be performed by public servants as opposed to private sector. Far from the automatic abandonment of traditional administration by the government because of the thrust for a smaller Government, the challenge of New Public Administration is seen as one of the reinventing and renewal of the Government's erstwhile functions. Along with this, the developing economies, passing through structural adjustment and forces of globalisation, are also required to perform the important transitional role of managing change, introducing essential regulations for a level playing field to domestic and international actors, devising new systems, dismantling regulations and intervening effectively to provide safety nets for the poorer sections. Governments at different levels also need to discharge the obligation to provide an administration that is efficient,

corruption-free, participative, freely accessible to the people, and based on simple and transparent procedure.

New Public Management represents the culmination of a revolution in public management that emerged in the 1980s. Rather than focusing on controlling the bureaucracies and delivering services, public managers are now responding to the desires of ordinary citizens. 'Re-engineering' or 're-inventing' is a management philosophy that seeks to revamp the process through which public organisations operate in order to increase efficiency, effectiveness and competitive ability. It calls for changes in the structure of public organisations, their culture, management systems and other aspects in support of the new initiative. In addition it encompasses client-oriented, mission-driven, quality-enhanced and participatory management, using resources in new ways to heighten efficiency and effectiveness. Seeking and maintaining 'Good Governance' through the reform initiatives inspired by the New Public Management is the ultimate goal of this global public management revolution. The administration must be accessible, transparent and accountable. The bureaucracy has enjoyed security and anonymity at the cost of transparency. There must be more openness in administration and accountability for whatever is done or not done. To operationalise Good Governance, the New Public Management is being considered as a vital input.

I have divided my thesis into Five chapters :--

Chapter-I, explains the concepts of 'Good Governance', the 'New Public Management' and their interrelation.

Chapter-II, entitled 'Globalisation and the Administrative Responses: An International Perspective' studies the administrative reforms pursued by the countries across the globe in response to the reality of free market economy or simply to ensure a more efficient and effective administration.

Chapter-III, talks of the emerging patterns of the Indian Economy from centralised planning to the market induced reforms. It also discusses the Administrative Reforms pursued in response to the challenges of governance since the Independence.

Chapter-IV, 'Good Governance and Liberalisation: Seeking a Balance (Tryst with the Indian Bureaucracy)', covers in detail the interviews with the bureaucrats of the Mahanagar Telecom Nigam Limited (Delhi). An attempt has been made to streamline the discussions and reach an Action Plan as a remedy to the raised problems.

Chapter-V, 'Conclusion', is an attempt to reach at some answers to the questions raised.