

New Paradigms of Governance



Mamta Pathania



Indian Institute of Public Administration



GANDHIJI's TALISMAN

“ I will give you a talisman. Whenever you are in doubt or when the self becomes too much with you, apply the following test:

Recall the face of the poorest and the weakest man whom you may have seen and ask yourself if the step you contemplate is going to be of any use to him.

Will he gain anything by it? Will it restore him to a control over his own life and destiny? In other words, will it lead to Swaraj for the hungry and spiritually starving millions?

Then you will find your doubts and your self melting away ”

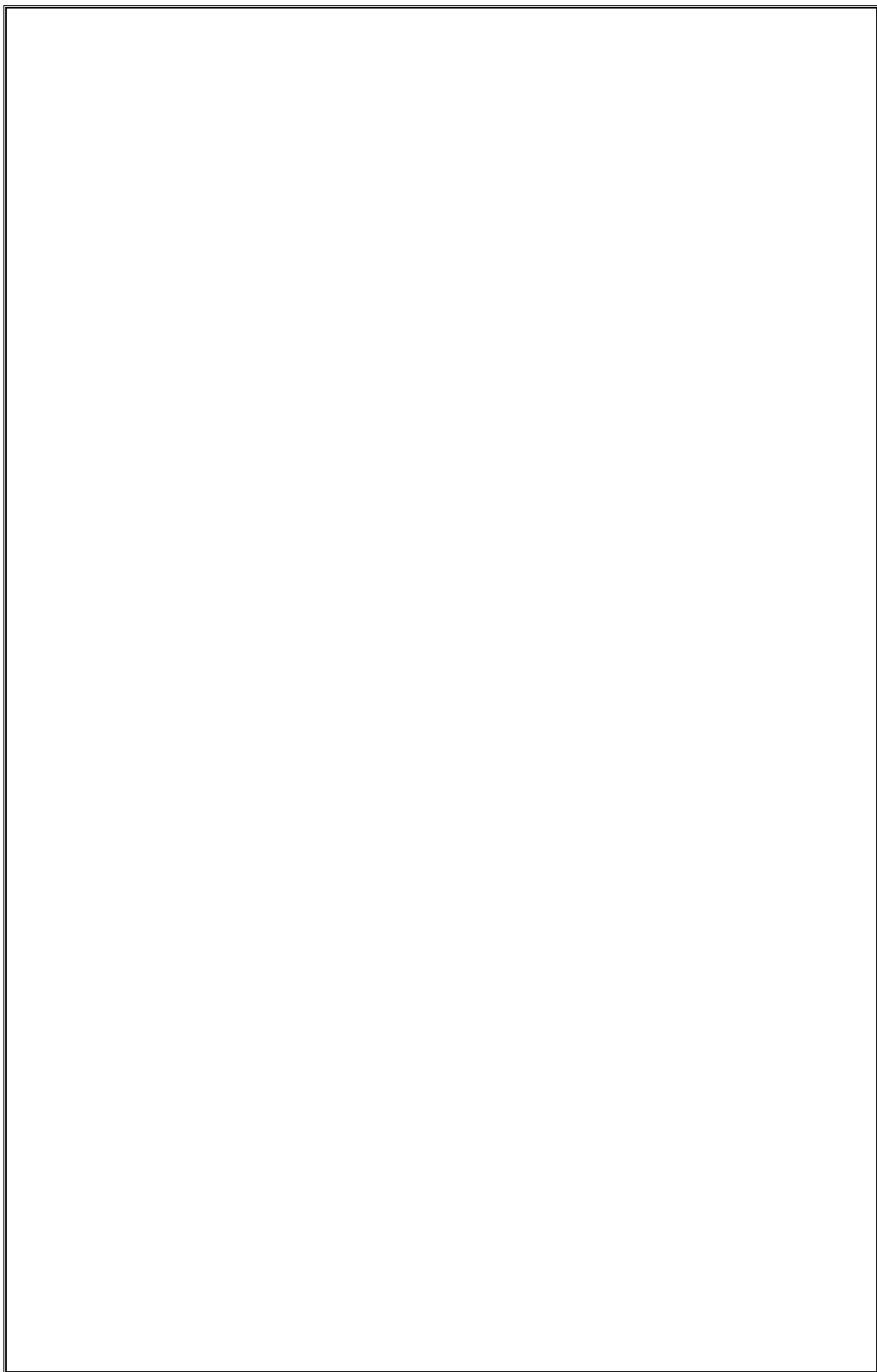


Mohandas Karamchand Gandhi

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Foreword

The Members' Annual Conference organized usually in the month of October at Indian Institute of Public Administration (IIPA) is a prestigious event and an intellectually stimulating exercise. The occasion provides a platform to reflect on key thematic issues of administration and governance. It is a matter of pride that so far sixty-six Conferences have been organized producing pertinent and remarkable theme papers. The theme for the Conference is finalized after due deliberation in the meeting of the Executive Council, the Governing Body of IIPA. The task of drafting a research paper on the identified theme for the Conference is entrusted to a faculty member of IIPA. The faculty concerned, who undertakes the responsibility, after a rigorous and thorough study with requisite analysis, develops a comprehensive theme paper. The paper is shared well in advance with the Local and Regional branches of IIPA who organize prelude Conferences on the theme. Subsequently, the branches present their reports and perceptions on the day of the Conference after the presentation by IIPA faculty. IIPA immensely values the contribution of the branches whose proactive participation enriches the deliberations of the Conference. It is through branches that IIPA widens the horizons on the themes of Good Governance and Public Administration across the length and breadth of the country. Knowledge shared is knowledge gained. IIPA has been continuing with the significant tradition of nurturing an ecosystem to build perspectives on societal concerns. The themes of Members' Annual Conference evoke fruitful discussions and offer valuable insights on contemporary aspects of administration and governance adding to the knowledge pool. In the recent past, the faculty brought out papers on important themes pertaining to Role of Digital Technologies in Governance, Demonetization and its impact, Strengthening of Ethical and Moral Values in Governance, Trends in Centre-State Relations, Food Security in India, Management of Pandemics, Aatma Nirbhar Bharat Abiyan, India Emerging as a Global Leader which were well-received and appreciated in the academic and administrative circles. The 2023 Sixty-Seventh Members' Annual Conference theme on "New Paradigms of Governance" echoes the spirit of 'Reform, Perform and Transform'. I compliment the sincere efforts of Dr Mamta Pathania for writing an insightful theme paper. We are highly beholden to Dr Jitendra Singh, Chairman, IIPA, the guiding and driving force, whose guidance and suggestions sustain the momentum for all creative and innovative activities at IIPA.

(S. N Tripathi)
Director General, IIPA

Preface

Governance is described as the way an organization takes itself and the processes and structure that are used to realise its goals. Governance is also crucially concerned with how organizations relate to each other, how they relate to citizens and the way in which citizens are given a voice. The essential duty of governance is to effectively and equitably implement what is called the social contract. Changeover to liberalization and economic reforms and to new types of managerial set-ups is a complex and difficult task which demands a highly competent, well informed and caring administration. The concept of “governance” is the process of decision-making and the process by which decisions are implemented (or not implemented). It also implies that goals must be set out as clearly as possible. For whatever policies the government follows goals should be laid out in detail and the steps toward achieving these goals should be measured as clearly as possible. Then government agencies should follow the policies that seem most appropriate to achieve these goals, modifying the policies as necessary terms of the best systematic measures of performance available. When goals are clear, when performance is regularly monitored and measured and when those in the state agencies feel that they have a say in how policies are implemented, the goals are more likely to be achieved, and citizens are more likely to appreciate the roles of the government.

In bringing out this theme paper, I wish to place on record my sincere gratitude to Shri S. N. Tripathi, Director General, IIPA for his unstinted support and encouragement. I would like to place on record my sincere thanks to Prof Suresh Misra, Prof. Public Administration for his support and guidance in completion of the paper. I am thankful to Shri Amitabh Ranjan, Registrar, IIPA and Shri H. C. Yadav, Librarian in-charge and Staff, IIPA for the necessary administrative and academic support. I am thankful to Dr. Amit K Singh for designing the cover page of the themepaper. I am indebted to my friends and colleagues at IIPA for the moral support in completing the task. Last, but not the least, I acknowledge the support received from Ms Jyotsana, Research Officer and Mr Nitin Computer Operator.

(Mamta Pathania)

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New Paradigms of Governance

Abstract

Outside of small, simple, isolated governing systems, of which there are increasingly few, the administration of government is influenced (and influences) the general society and culture in which it operates. As a result, civil service ethics throughout time illustrates a diversity of forms and directives. This diversity itself presents numerous challenges to public administrators not only at the international level but also within states themselves. Through the dynamics of globalization, civil servants come into increasing contact with their counterparts across national boundaries as necessitated by increased interdependence between states.

These interactions involve a multiplicity of policy areas: finance, telecommunications, environmental protection, counterterrorism, capital flows, public health, and others. It would be a mistake, however, to assume that these substantive policy and administrative issues can be dealt with on a purely technical basis: norms will still play a large role in shaping the alternatives and methods used by civil servants in pursuance of moral goals. In a rapidly changing environment, the public servants have to carry out their tasks with limited resources, increased demands from citizens and greater public scrutiny. In 2014 the Prime Minister's Office had indicated Prime Minister Modi's guiding principles in making his new team. For the first time the Prime Minister adopted the guiding principle of "Minimum Government and Maximum Governance"- the latter going beyond the structure of government and providing some space to the civil society and market institutions consistent with constitutional principles of legitimacy and accountability. He also emphasized on rationalization with a commitment to bring about a change in work culture and style of governance.

Prime Minister's Office went on to declare that Prime Minister is eventually aiming at smart governance where the top layers of government will be downsized. Minimum government and maximum governance has to ensure that the systems are accountable, transparent, fair, equitable and above all ethical, which brings ethics and moral values to the centre stage of governance today.

Against this backdrop, this paper is an attempt to validate the facets of good governance advanced through schemes and policy rubrics endorsed by the present Government of India. Additionally, it will also accentuate the interventions of different ministries (state and local level), civil societies, democratic institutions in this direction, facilitating a paradigm shift in nurturing and bringing out a positive and desired impact nationally. It will also endeavour to make suggestions and recommendations which could serve as a catalyst for a “New Bharat” echoing with the spirit of ‘Ek Bharat Shresth Bharat’

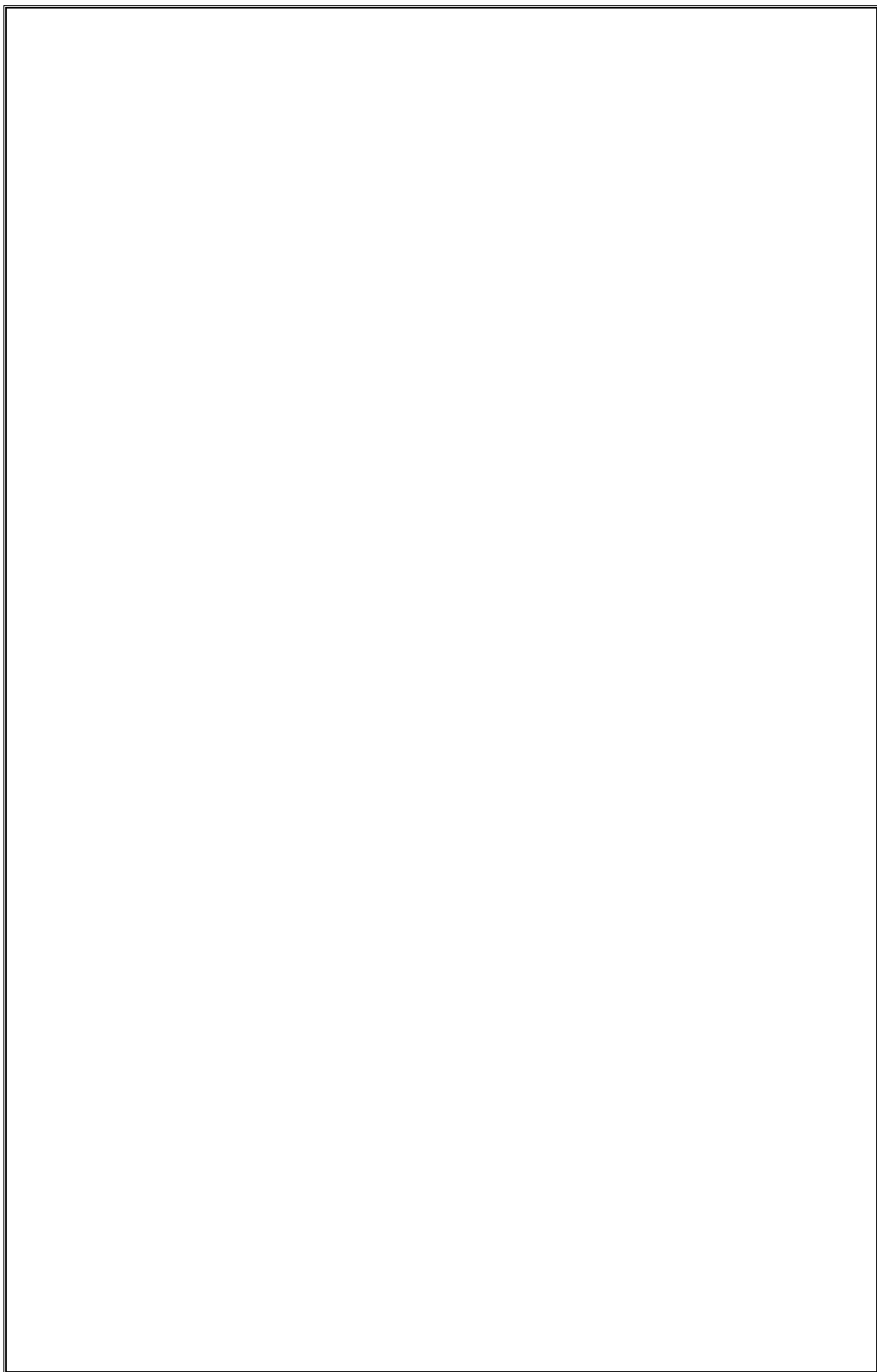
Key Words: Paradigm shift in Governance, Reform, Accountability, Public Policy

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1.New Paradigms of Governance

'Mere good governance is not enough; it has to be pro-people and pro-active. Good governance is putting people at the centre of development process.'

- Prime Minister Narendra Modi

Introduction

The concept of 'governance' is not new. It is as old as human civilization. It has over the years gained momentum and a wider meaning. Apart from being an instrument of public affairs management, or a gauge of political development, governance has become a useful mechanism to enhance the legitimacy of the public realm. Governance is "the process of decision-making and the process by which decisions are implemented (or not implemented)". The term governance applies to corporate, international, national, local governance or to the interactions between other sectors of society. The concept of 'good governance' often emerges as a model to compare ineffective economies or political bodies with viable economies and political bodies. The concept centres on the responsibility of governments and governing bodies to meet the needs of the masses as opposed to select groups in the society. Governance is not about government; it is partly about how governments and other social organizations interact, how they relate to citizens, and how decisions are taken in a complex world. Thus governance is a process whereby societies or organizations make their important decisions, determine whom they involve in the process and how they are made accountable.

In modern societies, with the increasing role of the state in social and economic fields, emphasis on the quality of its governance is of prime concern to all. Our system of governance is founded on the lofty principle of rule of law, wherein the state power is divided amongst three chief organs, each under a duty to conduct itself in a manner that sub-serves the common good of all and achieves the objectives of a welfare state. Governance 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: political, economic and administrative. In most cases, governance failure has been marked as the prime hindrance towards development. Good

governance is an acceptable goal for public servants to strive for professional excellence, to be more transparent and fair in all of their transactions and respond with integrity to the demands of the citizens. It is, therefore, not an end in itself, but a means of achieving wider goal of public interest. All this requires experts and professionals in public bureaucracy to be achievement conscious as well as pro-people and value caring.

The Concept

The 1980s heralded a new chapter in the debate about ways of governing. The concept 'governance' gained popularity as 'governability' with the emphasis on adherence to the rule of law. Following the collapse of the Soviet Union and the end of the Cold War, the term 'governance' came to be used to define the reinventing of public administration, particularly in developing countries, to make it more receptive to the needs of globalization. Governance has initiated a critical approach in the development discourse in the new millennium.

The concept of 'governance' is widely used to express a range of new practices of public administration. Governance signifies a widespread perception of a shift in the nature and the role of the state from a monolithic bureaucratic hierarchy towards multi-level institutions that interpenetrate civil society through markets and networks. This implies a related change in state activity from laws and commands to negotiation and diplomacy, the incorporation of non-state actors into the policy process, an emphasis on local self-governance, greater levels of public involvement in decision-making, and a reliance on more reflexive and responsive modes of public policy. Governance is concerned with the changes taking place in the organization of the state and its relationships with private sector and civil society. The attention turns from state – centric analysis towards an understanding of the wider public policy system in which the intuitions of government appear to be involved in process of negotiation, bargaining and compromise with a host of other actors. Normative questions about good, democratic governance have become vital for public administration from the local to the international level. The World Bank has even added 'good governance' to its lending criteria (Williams and Young 1994). The Bank takes good governance to refer primarily to standard liberal democratic practices and norms –

representative and responsible government, the rule of law, and an absence of corruption.

The international financial institutions, most notably the World Bank and the International Monetary Fund, were in the forefront of pushing good governance as part of their aid packages. "By governance we mean the manner in which power is exercised in the management of a country's social and economic reforms," was how the World Bank defined governance in the mid-1990s. The Bank identified public sector management, transparency, legal framework, accountability and information as key components of governance. While these components undoubtedly had benefits for the public at large in developing countries, they were especially relevant to the interests of transnational companies seeking to do business in developing countries where the prevailing rules of doing business favoured local players. Thus 'good governance' came to be associated with policies and practices of deregulation, liberalization and opening up of the economy to foreign competition. For some scholars, the governance debate was triggered in part by the management philosophy advanced by the New Public Management (NPM) experts. A common feature of governance and NPM is a changing view of the role of public officials. Both governance and NPM downplay the role and significance of public officials. In the governance debate, political leadership is tied less to formal elected office and more to matters of political entrepreneurship. Political leaders, in this perspective, have a key responsibility in the development of networks and the pooling of public and private resources. In the NPM vision of the public sector, the role of political leaders is not clear. The public officials have a role in defining the long-term goals of the public sector, and besides should offer considerable discretion to the operative agencies and institutions.

Governance is ultimately concerned with creating conditions for ordered rule and collective action. The outputs of governance are not therefore different from those of government. It is rather a matter of a difference in processes. Governance refers to the development of governing styles in which boundaries between and within public and private sectors has become blurred. The essence of governance is its focus on governing mechanisms which do not rest on recourse to the authority and sanctions of government. 'The governance concept points to the creation of a structure or an order which cannot be externally imposed but is the result

of the interaction of a multiplicity of governing and each other influencing actors' (Kooiman and Van Vliet.1993, p.64). The governance perspective also draws attention to the increased involvement of the private and voluntary sectors in service delivery and strategic decision-making. The responsibilities that were previously the exclusive responsibility of government have been shared. Contracting-out and public-private partnerships are now part of the reality of public services and decision-making in many countries.

In response to widespread criticism over the narrow economic definition of governance relied on by the World Bank and the International Monetary Fund (IMF) to explain difficulties with the Structural Adjustment Programmes, the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD) formed a Working Group on Participatory Development and Good Governance. This Committee linked good governance to participatory development, human rights and democratization, and identified the rule of law, public sector management, controlling corruption and reducing excessive military expenditure as important dimensions of good governance. One of the more comprehensive definitions of governance is from the United Nations Development Programme (UNDP). According to UNDP, governance is "the exercise of political, economic and administrative authority to manage a society's affairs. It is a broad concept that encompasses the organizational structures and activities of central, regional and local government, the parliament and the judiciary and the institutions, organizations and individuals that comprise civil society and the private sector in so far as they actively participate and influence the shaping of public policy that affect people's lives."

2. Good Governance: Serving the People

Good governance implies service to the people. Government's task is to govern in a way that optimizes the development and welfare of its citizens. Measure of Good governance is how far the government is able to improve the quality of life of its people. Good governance requires building institutions for a capable public sector to enhance administrative

effectiveness. It also implies that goals must be set out as clearly as possible. The government agencies should follow the policies that seem most appropriate to achieve these goals. When goals are clear, and performance is regularly monitored and measured, then the goals are more likely to be achieved. Good governance also leads to greater efficiency and effectiveness in delivering public goods and services and reducing corruption. The spirit of good governance lies in ethics and morality. It is adversely affected with the erosion of values, moral deviation, corrupt behavior and actions.

In a modern society, public administration has mainly three goals to achieve -to serve public interest, to establish rule of law and to reflect people's expectations in governmental works (United Nations, 1961). The Standards and Techniques of Public Administration, published by the United Nations (UN) in the 1950s says, "the quality of public administration of a country largely depends on the honesty and integrity of its administrators" (The Standards and Techniques of Public Administration, published by the United Nations (UN), 1951). However it is a well-known fact that ethics is not just a set of moral values, in the long term they are essential behavioral traits of an organization, that strengthen the organization's 'Brand Equity' and help ensure stable, sustainable growth. This ethical code, however, also encompasses the traditional ethical ideas of personal integrity, honesty and mutual respect-concepts which deserve considerations in governance framework as well.

No country can remain insulated from the outside world where at every step one or the other ethical dilemmas confront us. One has two options either we wrestle them out of our lives or ultimately be a slave of these dilemmas which would then make us work the way they want. All these factors are impacting the Indian society, posing grave challenges and also offering new opportunities to those who are associated with the governance of the country. In the matter of interface with the citizen there is an enhanced accent on transparency and right to information. With the changing role of the government, the public services are under pressure, which calls for the very restructuring of the public service processes, procedures and the delivery mechanism. Building a more responsive governmental system requires working on mechanisms that increase openness, provide a large number of incentives for participation in public affairs and minimize the gap between government and the citizens

wherever possible. To enhance the capacity and capability of the government, the need is to redefine the role of the government and its functions, keeping in view the changes in the overall socio-economic environment. The focus should be, to serve the public effectively and ensure efficient and cost-effective administration. The term 'governance' gained currency in India with the liberalization of the Indian economy in 1991. The decade of the 90s saw increasing use of the term to explain the failures of development and the policy makers accepted that governance is critical to the alleviation of poverty in the country. The governmental response to these concerns was to focus on administrative reform. It was the Eighth Five Year Plan (1992 – 1997) that pointed out the need to re-examine and reorient the role of the government as well as the process of planning. As a part of re-orientation, the plan indicated the need to restructure public sector, create right type of institutional infrastructure for people to participate and increase the role of voluntary agencies, panchayats and cooperatives. The Tenth Plan (2002 -2007) explicitly stated that governance is at the forefront of the development agenda. The Approach Paper to the Eleventh Five Year Plan (2007-2012) stated that 'all our efforts to achieve rapid and inclusive development will come to naught, if we cannot ensure good governance in the manner public programmes are implemented and equally, in the way government interacts with the ordinary citizen. The National Human Development Report¹ (2002:124) laid down the following agenda for building state capacities, strengthening public service delivery mechanisms and creating effective institutions for decentralization.

- Devolution of Power to manage local affairs and decentralization of decision – making.
- Civil Service Reform aimed at improving transparency, accountability, efficiency and sensitivity in public administration at all levels.
- Enforcing incentive/disincentive structures that truly reflect social values and norms.
- Procedural reforms covering all aspects of government's interface with public.
- Empowerment, particularly of women, the marginal and the excluded.

In a country like India, which has the largest number of poor people in the world and also ranks high on the list of most-corrupt nations, good governance involves fighting corruption, improving bureaucratic and political accountability and promoting people's participation and public-private partnerships. Widespread corruption is the most-quoted example of poor governance in India. The planned model of development pursued since the 1950s which vested vast discretionary powers in bureaucrats and created the 'license permit raj' aggravated the corruption problem. To move files even at the lowest levels of bureaucracy required speed money. In an economy, where licenses were required for producing virtually anything, shortages became the order of the day and this created even more opportunities to demand and receive bribes. The poor were particularly badly affected as they often did not have the money to grease the palms of corrupt government servants without which they were unable to access even the most basic necessities of life such as food, employment, health care or education.

As corruption flourished, successive governments took various measures to try and stem the problem. The Anti-corruption Laws (Amendment) Act 1964 was enacted with a view to make the anti-corruption laws more effective and to ensure speedy trial of cases. The Central Vigilance Commission came into being in 1964. Conduct rules of public servants were reviewed and loopholes plugged. A Prevention of Corruption Act was enacted in 1988 incorporating various corruption-related provisions of the Indian Penal Code. Lok Ayuktas were set up in different states to address the corruption problems at the state level. In 2002 India ranked as the 71st most corrupt country among 102 countries surveyed by Transparency International. India's score of 2.7 out of 10 was even lower than the 2.9 in 1999, indicating that the corruption problem is only getting worse. The critical role of State in the delivery of public goods and services can be realized only through an efficient, effective and responsive administration delivering quality public service. Measures for administrative reforms have, therefore, acquired urgency as the framework for an effective administration capable of quality service needs to be achieved. High quality and effective public services are a vital part of a modern state as people are entitled to expect that services which are often central to their lives, should be responsive, sensitive to their needs, easy to use, flexible and efficient.

Initiatives for Good Governance in India²

In recent years, the government, both at the central and state levels, has tried to improve the quality of governance. Andhra Pradesh has set up a Centre for Good Governance with the effort being to use Information Technology to improve the quality of services, particularly for the poor and marginalized. This followed the Conference of Chief Secretaries held in November 1996, which adopted “an agenda for an effective and responsive administration”. The action plan included initiatives to make administration accountable and citizen-friendly, ensuring transparency and right to information, taking measures to cleanse and motivate civil services.

One of the important initiatives in this regard has been the publishing of citizen’s charters by a large number of government departments and enterprises. These charters, modelled on what the UK government under the former Prime Minister, John Major did in the 1990s, seek to provide citizens with information on the service they can expect from a government department and the redressal mechanisms that are available to them in case of grievances. But often these charters have been prepared in a top-down fashion with little involvement of staff within the department. As a result, government employees are by and large ignorant of what these charters are all about. The departments have also not taken steps to publicise these charters with the result that citizens are not able to use them in any useful manner. For instance, more than 30 nationalized banks have published citizen’s charters but copies of these are not available to the public on demand. The basic premise behind the charters has been to treat the users of public services as ‘customers’ thereby improving delivery through contractualization of public services. However, these charters were, at the most, soft contracts with more or less moral connotations without any legal consequences and could not have any significant impact in improving delivery of public services in India. Therefore the Twelfth Report of the Second Administrative Reforms Commission (ARC) called for further improvement in delivery of public services in 2009. In response, since 2009, around twenty states/UTs in India have enacted Right to Service Acts (RTS) or popularly called Public Service Guarantee Acts to ensure time – bound delivery of public services to its citizens. Under the Act, government servants are liable to deliver notified services in a stipulated period failing which they are liable to be penalised. Thus, by

setting up standards of service delivery and through a system of rewards and punishments, the increasing demands for transparent, open and accountable government are premised to be met.

Local Self-Government

The passages of the 73rd and 74th Constitutional Amendment Acts in 1992 were important steps to improve governance through greater people's participation and accountability. These amendments which gave legal sanction to the establishment and functioning of local bodies like panchayats, bringing them under the control of village councils or gram sabhas, have helped poorer sections of society demand greater accountability of government service providers. The reservation of one-third seats for women in panchayati raj institutions has enabled even women in areas with strong feudal traditions to have a voice in decision-making. This is not to suggest that panchayati raj has been a success throughout the country in terms of enforcing greater public accountability. States like Kerala, which have a higher rank in terms of social development, have clearly been able to use panchayati raj to benefit its poorer citizens than more backward states like Uttar Pradesh and Bihar.

E-governance

More recently, the spread of e-governance initiatives have had a positive impact on the quality of governance though their number and spread is still limited. In the Dhar district of Madhya Pradesh, some 30 info kiosks run by local soochaks, or operators, make available over a dozen government services, records and certificates to people in around 600 villages. The villagers pay between Rs. 5-20 for the service, a pittance compared to the cost, time and bribes that would have been necessary to obtain the records from the district headquarters. Similarly the computerization of land records in several states like Andhra Pradesh, Karnataka, Maharashtra and Himachal Pradesh has made it easier for people to obtain key documents with ease.

Public-Private Partnerships

The latest initiative of the government to improve the quality of governance appears to be to promote greater public-private partnerships. Since the 1980s various NGOs have been involved in efforts to improve the quality of public services by mobilizing the community to participate in

and demand a greater say in the delivery of government services. Often international lending institutions such as the World Bank have made such NGO participation mandatory for extending financial support to government schemes. But now the government, in keeping with the prevailing spirit of promoting private enterprise, is seeking to redefine the nature of public-private partnerships by giving a much bigger role to private entrepreneurs in the delivery of government services. In January 2003, the Prime Minister's Office issued a directive to a large number of ministries asking them to buy services from the private sector. For instance in the case of education, instead of utilizing scarce funds to construct a single school building, the government will spend the same amount in leasing several buildings for schools to be run by the private sector, with the fees for students being paid by the government to the private service provider. Similarly, in the case of health, the government will provide vouchers to households below the poverty line to allow them to avail of services from empanelled health care organizations run by the private sector, including NGOs. According to The Economic Survey 2002-03, "there is considerable scope for improving the delivery of social services, such as health care, by promoting community and private sector participation. What is required is a change in the paradigm of the public sector 'providing' public goods and services, without necessarily 'producing' them itself."

Innovative as this approach may be, it remains to be seen if it could improve the quality of governance. Unless widespread problems like corruption are tackled, there is every possibility that the same problems that plagued the delivery of services by the public sector could impair the functioning of public-private partnerships. Several new laws also have in-built provisions to increase the scope of citizen participation in governance. The Electricity Act of 2003 provides for consultations to be held with citizens groups on regulatory reform including tariff fixation. Similarly, the Consumer Protection Act of 1986 and subsequently new act of 2019 provided for the active participation of consumer groups in enforcing the provisions of the Act. The end objective of these provisions remains the improvement of transparency and accountability in decision-making.

In recent years, a number of civil society initiatives have used a variety of tools to try and improve the quality of governance. Some of these initiatives include:

- Voter Awareness Campaigns: Catalyst Trust- Chennai, Lok Satta-Hyderabad, Public Affairs Centre (PAC)- Bangalore
- Capacity Building for Advocacy: National Centre for Advocacy Studies (NCAS)- Pune
- Public Interest Litigation: Common Cause- Delhi, Peoples Union of Civil Liberties - India's oldest and the largest human rights organization (PUCL)
- Jan Sunwais: Mazdoor Kisaan Shakti Sangathan (MKSS)- Rajasthan, Parivartan- Delhi
- Campaign for Effective Citizens Charters: Praja- Mumbai, Lok Satta-Hyderabad
- Public-Private Partnerships: Disha- Ahmedabad, Proof- Bangalore
- Community-Media partnerships: Express Citizens Forum- Pune

As a result of both government and non-government efforts to improve the quality of governance, there is a slow but definite change for the better. The pace of change will depend a lot on the pressure that people are able to bring on the system to change. After all, as the old saying goes, people get the government they deserve. As a parliamentary democracy India has some of the finest organizational structures of governance. It has two houses of parliament, legislatures in different states and over 200,000 local self-governing institutions. These bodies direct and oversee the functioning of the executive at different levels and geographies. There is an independent judiciary and a free press that provide the checks and balances necessary to ensure accountability. However, the problems of poor governance continue. The numerous public bodies that are mandated to carry out various programmes and spend public funds perform poorly. Laws that are among the finest in the world are often not enforced. Public audits carried out by bodies such as the office of the Comptroller and Auditor General (CAG) routinely point out glaring examples of wastage of public funds and corruption with no follow-up action. Commissions of inquiry are set up to investigate everything from riots to financial scandals only for the reports to gather dust.

The Core Element of Governance

Accountability, the core element of governance seems to be missing at many levels. In a country like India, which has the largest number of poor people in the world, good governance has to mean being pro-poor and gender conscious. It involves improving bureaucratic and political accountability, fighting corruption, promoting people's participation, ensuring equity, transparency, and adherence to rule of law and making effective and efficient use of the nation's resources. The poor record of most public agencies in the area of prompt and effective redressal of public grievances is a major cause of public dissatisfaction, and the subject of criticism by elected representatives. It is noticed that many of the government departments and their subordinate offices, which have substantial public interface, where large numbers of public are required to go daily, do not display the required orientation to the needs and circumstances of the public, especially the weaker sections of society, women and the handicapped.

State governments have instituted systems of time bound redressal of citizens grievances which are often monitored through computers and through programmes like e-Seva, Dial your Commissioner, Collector and Superintendent Police in Andhra Pradesh. The district officials are required in many States like Tripura to visit villages and blocks together periodically in order to listen to the grievances of the people, and redress them, on the spot. Janta Darbars are also convened by ministers.

The progress in respect of disposal of public grievances is being monitored in the Central Government by the Department of Administrative Reforms and Public Grievances. The Directorate of Public Grievances in the Cabinet Secretariat deals with cases of individual grievances for central agencies with a large public interface, and has the power to call officials and the concerned files, so as to give a binding order. Central Ministries like Railways, Posts and Telecommunications have set up Lok Adalats to deal with complaints in presence of the consumers. There are social audit panels of eminent citizens which look into the quality of services of the Postal and Telecommunications Department. There is an Ombudsman for the commercial banks. The Central Manual of Office Procedure provides for the fixation of time limits for dealing with public grievances, while the code of conduct rules provide for disciplinary action in case of discourteous behavior of negligence in grievance redressal.

A demonstrable and effective way of ensuring prompt redressal of public grievances would be through the establishment of independent Public Grievances Committees, consisting of eminent citizens. Such committees can be authorized to inspect the adequacy and functioning of grievance redressal systems in various public offices, and report to the Cabinet Secretary (Central Government) and Chief Secretary of State Governments, of actions to remedy the system and to take firm steps against negligent officials. It is also possible to set up independent watchdog committees at district level to report to state government on the working of grievance redressal systems. The Himachal Pradesh Specific Corrupt Practices Act makes the omission on the part of an officer to discharge his statutory or bonafide duty a corrupt practice.

3. Governance: The Journey, the Transformation

The twenty-first century should be an era of new forms of Governance different from what we have seen in the past. Due to widespread economic problems and fiscal constraints in the 1980's, governments around the world both rich and poor, concluded that government had become too big, too costly and ineffective. It appeared that the state, once believed to be the prime mover that pushes sluggish economics to progress and provides needed capital, had failed in its noble task. Effects at re-engineering and reinventing governments were also exerted, reflecting new thinking on how governments should work. With powerful global trends such as liberalisation and globalization also influencing economics, displacements added to the pressure for change. Because of the problems encountered when government assumed responsibility for development, the new concept of government, uses new term governance; which is anchored on consensus, collective choice, shared responsibility and on the fundamental solutions accountability, transparency, predictability and participation. Governance encompasses the nature of functioning of states, institutional and structural arrangements, decision-making processes, policy formulation, implementation capacity, information flow, effectiveness of leadership, and the nature of the relationship between ruler and the ruled.³

Governance therefore concerns not just with the integrity, efficiency and economy of government but also the effectiveness in terms of the needs to which government organisation and activity is directed. Good governance implies service to the people. Governments, task is to govern in a way that optimises the security and welfare of citizens. Measure of Good governance is how far the government is able to improve the quality of life of people tangibly as well as intangibly. Even if there is good democracy and good constitution but people are hungry, good democracy and good constitution would mean little. Democracies, accountability, honesty, commitment to service are only processes by which good governance is delivered. Good governance must have its own measures based on the overall performance of the state as measured by the improvement in the quality of life of the people. There is an inherent danger in measuring good governance on the basis of process alone.⁴ In brief, good governance is defined as the use of political authority and the exercise of control over society and the management of its resources for societal and economic development.

Good government provides a responsive governmental and state administrative framework, facilitating good governance and, while good governance and economic development must be longer-term goals than good government, the former will not be achievable without attaining the latter. Good government in practice would mean: political legitimacy for the government through democratic elections and transfer of power, political opposition and representative government; accountability through the provision of information, separation of powers, effective internal and external audit, low levels of corruption and nepotism; official competency such as having trained public servants, realistic policies and human rights as indicated by freedom of religion and movement, impartial and accessible criminal justice systems and the absence of arbitrary government power'.⁵

Institution Building and Capability

Good governance requires building Institutions for a capable public sector to enhance State effectiveness. Once poor systems are in place, they can be very difficult to dislodge. Strong interests develop in maintaining the status quo, however, inefficient or unfair. Good policies by themselves can improve results, but the benefits are magnified where institutional capability is also higher – where policies and programmes are implemented more efficiently and where citizens have greater certainty about

government's future actions. Therefore, it is imperative to strengthen the institutional arrangements within which the policies have to work. In a democratic set up politicians set goals and broad strategic directions, but sound institutional arrangements can determine whether the vision of political leaders get translated into effective policy priorities or not. The rules and norms embedded in the policy making process should be so designed that it curbs the political pressures that can lead to poor decision making and bad outcomes. Evidence across a range of countries has shown that well-functioning bureaucracies can promote growth and reduce poverty. They can provide sound policy inputs and deliver critical public good and services at least cost. But the problem is that if adequate care is not taken then the best designed policy will achieve little if it is badly implemented. Poor quality, high cost, waste, fraud and corruption will affect the delivery of services. This problem can be traced back to the belief that government ought to be the dominant, if not the sole provider of services. But today with liberalisation and globalisation of the economy this concept is undergoing a change; the state has to play the lead role of not provider but facilitator.

Good governance also implies that goals must be set out as clearly as possible. For whatever policies the government follows goals should be laid out in detail and the steps toward achieving these goals should be measured as clearly as possible. Then government agencies should follow the policies that seem most appropriate to achieve these goals, modifying the policies as necessary terms of the best systematic measures of performance available. When goals are clear, when performance is regularly monitored and measured and when those in the state agencies feel that they have a say in how policies are implemented, the goals are more likely to be achieved, and citizens are more likely to appropriate the roles of the government.

Restructuring Public Services

With the changing role of the State, the public services have been under tremendous pressure, which calls for the very restructuring of the public services itself. Building a more responsive state requires working on mechanisms that increase openness, provide a large number of incentives for participation in public affairs and where appropriate lessening the distance between government and the citizen. To enhance the capacity and capability of the state the crisis administration calls for a redefining the

role of the government, its functions and its real focus to serve the public effectively as much as to ensure efficient and cost- effective administration. Governments have to demonstrate a clear vision of the future, based on values that are widely shared in society and leadership qualities. This entails political commitment and continuity, team building for the management of change in government and administration and the setting of priorities as also tangible realistic objectives. Public service reform, if it is to be effectively implemented requires a holistic approach, integrating the multiple human resources, financial, technical and structural factors involved within a demanding environment etc.

New Initiatives in Public Service Reforms

As a result of this during the past few years especially after the introduction of the New Economic Policy in India both the Central and State governments have initiated programmes in public service reforms, as a strategy towards achieving developmental goals. This is also due to the realisation and recognition that there is an urgent need for administrative reforms to increase the capabilities of the administrative systems in carrying out goals for economic and social development. It has also been observed that the deficiencies in the administrative machinery constitute a major obstacle to the effective implementation of development plans. The conference of Chief Secretaries in November 1996 on "An Agenda for an Effective and Responsive Administration" discussed a number of issues which emphasised the need for bringing about a transformation in the public services to make them more efficient, clean, accountable and citizen friendly. The focus of these discussions has been to evolve a concrete Action Plan, for gearing up the government machinery to provide a responsive, transparent and clean administration to the people and to address issues of reform and morale in the civil services. The Action Plan includes initiatives in the following areas:

- (i) Making administration accountable and citizen friendly;
- (ii) Ensuring transparency and the right to information; and
- (iii) Taking measures to cleanse and motivate civil services.

Such reforms involve the conscious intervention in the bureaucracy to introduce changes, infuse dynamism and motivation, and redefine authority and functional relationships of the people as well as structural

units in the bureaucracy. It underscores the fact that there are problems or bottlenecks in the administrative system or the system of governance, which impede the performance of the Government. Such reforms have a primary purpose, which is to support the objectives of national development. In the given context, the concept of administrative reform or civil service reform includes either the structural and behavioural changes or institutional and attitudinal changes. Changes in the administrative apparatus generally rest on the assumption that there is always a better alternative to the status quo. Therefore, in the process of implementing deliberate and planned social actions, the established administrative system is transformed to achieve maximum efficiency and organisational effectiveness and responsiveness in the delivery of services to the people. The efforts are aimed at increasing the capability of the administrative system for accelerating the attainment of development goals.

However, before we proceed further on the types of reforms that are needed to achieve the desired effect on the administrative agencies it would be appropriate to clarify that no reform is an end in itself. Reforms in the administration are a continuous process. There is a permanent place for public service reform in the study and practice of public administration. For this reason administrative reform has to be institutionalised. Every public organisation is expected to keep up with the State of the art and to promote innovation. The other important aspect is that administrative reform will not be effective unless there is a strong political and public support for it. The weakest point in the reform cycle is not diagnosis or formulation but implementation. The follow up of reforms is of immense value in the scheme of reforming efforts, if the reforms are not to remain a paper exercise.

4. Administration of Independent India

Administration of independent India drew many transformations to get away from British colonial administration that propagates the colonial need such as maintenance of law and order, collection of revenue, tactics to hold the administrative power in British civil servants. During the time of independence, India drenched in political disproportion due to partition.

Refugees crisis, who came in from Pakistan; incursion of millions of refugees, there were communal disturbances, which posed a serious challenge to our administration. Famines in the forties leading to a shortage in supply of food grain coupled with price rise brought in an undue pressure on the administration to manage the crisis. Rationing was introduced to regulate supply and distribution of food grains. Subsequently, the introduction of rationing necessitated imperative and large scale employment to several positions of public personnel. This was a major unstable period for administration as configurations were depleted, and as a consequence, a large number of European civil retainers and Muslims were relinquishing or leaving. The proportion of Indian service was 1064 in 1945 and 932 in early 1947. British India was divided into what were called the British Indian Boondocks and the Princely States. The British Indian provinces were directly under the control of the British government; Princely States covered one- third of the land area of the British Indian Empire, and one out of four Indians lived under kingly rule. This preordained that all these states, as abundant in 565, would become fairly independent. The British government took the view that all these countries were free to join either India or Pakistan or remain independent if they so wished. This decision did not involve the people's will but depended on the kingly autocrats of these States.

This was a veritably thoughtful delinquent and could hang the very reality of a united India. The trial was to influence the interior borders of the Indian States. The boundaries had to be drawn in such a way that the verbal and artistic plurality of the country could be reflected without affecting the unity of the nation. During social rule, the state boundaries were drawn either for executive convenience or to coincide with homes adjoined by the British government or those ruled by the kingly powers. India appeared as an autonomous state on August 15, 1947, and on January 26, 1950, it advertised a new constitution. (1) espoused administrative Republic, civil structure with the Union and State situations District administration, Other administration such as Financial administration, and Public services—these are the points of British administration that were cited in the Government of India Act 1935 because of the imbalance between political script and public administration, which had to move with the same British executive system; still, its objects and nature were relatively different from those prevailing under British rule.

Public Service Commissions were set up at the union and state levels for the selection of meritorious campaigners. Directive Principles of State Policy and the Fundamental Rights and Fundamental Duties for the citizens were laid down. These and similar other vittles increased the liabilities of public administration in the country, and from then on, India was establishing a strong executive and institutional frame. (2) Beforehand, in 1946, after examining the insecurity in the country and the strong need for critical executive fulfillment, the country took the decision to continue with two all-India services, the Indian Administrative Services and the Indian Police Service. The Constitution approved them to go further and, with it, also start the procedure for the creation of new services. The officers of the ICS and other All India Services were selected by the Secretary of State for India before Independence. After independence, under the India Independence Act, 1947, the ICS and other officers in All India Services, who continued in office, came into the service of the Government of India. A new Constitution was adopted on January 26, 1950, and its objects and nature were relatively different from those prevailing under British rule.⁶

The new Constitution established an administrative republic in the country. Civil governance with the Union and state governments was established. Public Service Commissions were set up at the union and state levels for the selection of meritorious campaigners. Directive Principles of State Policy and the abecedarian rights and abecedarian duties for the citizens were laid down. These and similar other liabilities increased the liabilities of the public administration in the country. When India came free from social rule, the Constitution of India was written for the recently independent country. It started with a Preamble. The Preamble seeks to secure to all citizens social, profitable, and political justice; liberty of study, expression, belief, faith, and deification; equivalency of status and occasion; and promote among them all fraternity, assuring the quality of the individual and the sovereignty and integrity of the nation.

Part IV of the Constitution, which deals with Directive Principles of State Policy, provides for principles to give guidance to the government in making programs.⁷ The State is to strive to minimize inequalities in income and exclude inequalities in status, installations, and openings for its citizens. Both men and women will have equal rights to an acceptable means of livelihood. The moral, internal, physical, and cerebral health of

children and youth are to be defended. Equal justice and free legal aid, the right to work, education, and public backing in old age, severance, etc. are secured by these principles as guiding points in state programs.

Institutional Building Phase

The Constitution of India, espoused on 26th January 1950, is the supreme law of the country and lays down the frame that defines the political principles, establishes the structure, procedures, powers, and duties of the government institutions, and sets out the fundamental rights, directive principles, and arrears of citizens. While the Constitution contains numerous features, some of its features, or bolstering principles, include:

Sovereignty: The Constitution establishes India as independent nation, meaning that it is independent and free from external control. It affirms the supremacy of the Indian people and their right to determine their political, social, and profitable fortune. The Doctrine of sovereignty of congress is associated with the British Parliament, while the principle of judicial supremacy with that of the American constitution denotation India is a temporal country, as elevated in the Constitution.

Secularism: The state does not rotund or promotes any particular religion and treats all persuasions equally. The Constitution guarantees freedom of religion to all citizens and prohibits discrimination on religious grounds. The term 'temporal' was added to the Preamble of the Indian Constitution by the 42nd indigenous amendments Act of 1976.

Federalism: The Indian Constitution establishes a civil system of government, where powers are divided between the central government and the state governments. It outlines the distribution of powers and arrears between the Union and the countries to ensure cooperation and collaboration. Indian Constitution contains a large number of unitary civil features, viz., a strong Centre, single constitution, single citizenship, and strictness of Constitution, integrated bar, appointment of State Governor by the Centre, all India Services, and emergency provision and so on.

Fundamental Rights: The Constitution guarantees Fundamental Rights to all citizens, which include the Right to Equality, Freedom of Speech and Expression, Freedom of Religion, Right to Life and particular Liberty, and various other protections. These rights are enforceable by the courts and

form the bedrock of individual freedoms in India. Part III of the Indian Constitution guarantees six Fundamental Rights.

- Rights to Equality (Articles 14- 19)
- Rights to Freedom (Article 19 – 22)
- Rights against Exploitation (Article 23 – 24)
- Rights against Exploitation (Article 25 – 28)
- Cultural and Educational Rights (Articles 25 – 28)
- Rights to Constitutional Remedies (Article 29 – 30)⁸

Directive Principles of State Policy: The Constitution includes Directive Principles, which are guidelines and principles that the government is anticipated to follow in making laws and programs. They cover a wide range of social, profitable, welfare of State and political matters and aim to establish a just and indifferent society. According to Dr.B. R Ambedkar, the Directive Principles of State Policy is a 'new point 'of the Indian Constitution. They are enumerated in Part IV of the Constitution.

Social Justice and Equality: The Constitution emphasizes social justice and equality by forbidding discrimination predicated on various grounds, including estate, religion, race, commerce, or place of birth. It seeks to address nonfictional shafts and promote equality of occasion for all citizens.

Independent Institutions: The Constitution establishes independent institutions analogous as the Election Commission, Comptroller and Auditor General, and the bar to ensure checks and balances on the Executive Branch of the Government. These institutions play a vital part in upholding democracy and glazing transparency and responsibility.

Preamble

The Indian Constitution, which consists of 470 pages separated into 25 sections and a Preamble, is one of the world's longest written constitutions. It embodies republican, illiberal, religious, and social justice values. The Indian Constitution's Preamble characterizes the country as an autonomous, socialist, temporal, and popular democracy dedicated to justice, liberty, equality, and brotherhood. The Preamble of the Indian Constitution is a beginning paragraph that describes the goals and guiding

principles of the Indian Constitution. It acts as a prelude to the native text and offers insight into the intentions and goals of the framers.⁹

We, the People of India, having solemnly decided to create a socialist, popular, temporary, democracy dedicated to justice, liberty, equality, and brotherhood. The Political, societal, economically advantageous; the freedom of thought, expression, religion, and deification; Equality of circumstance and status; additionally, to encourage them all Fraternity insuring the integrity and concord of the country, as well as the quality of the person; India is referred to as an autonomous nation in the Preamble, underscoring its independence. Additionally, it characterizes India as a socialist country dedicated to attaining social and economic justice. The term "temporal" refers to the fact that India guarantees religious freedom to all of its population and does not promote any certain religion as the state religion.

Integration of Princely States

At the time of its independence, India was divided into two groups of political entities: princely states, which were ruled by indigenous princes but were still subject to the supremacy of the British Crown, and British provinces, which were directly governed by the British government. The Indian Independence Act of 1947 established India and Pakistan as two autonomous and distinct dominions and gave the princely states the choice of joining either India or Pakistan or remaining independent. Of the 552 princely kingdoms that were geographically part of India, 549 joined, and the remaining 3 (Kashmir, Hyderabad, and Junagarh) chose not to. Additionally, they were incorporated into India: Kashmir by the Instrument of Accession, Junagarh by a vote and Hyderabad by police action.

The Indian Union's states and territories were grouped into four distinct groups under 1950's constitution: Part A, Part B, Part C States, and Part D Territories. They total 29, with nine erstwhile British India governor's provinces constituting up Part A states. Nine once princely states with legislatures formed Part B. British India's chief commissioner's provinces and a few of the princely states comprised Part C, States. Central governance was utilized for Part C states, whereas Andaman & Nicobar Islands remained separate Part D territories.

State Part A	State Part B	State Part C	State Part D
Assam	Hyderabad	Ajmer	Andaman & Nicobar Islands
Bihar	Jammu & Kashmir	Bhopal	
Bombay	Madhya Bharat	Bilaspur	
Madhya Pradesh	Mysore	Coastal Behar	
Madras	Patiala and East Punjab	Coorg	
Orissa	Rajasthan	Delhi	
Punjab	Saurashtra	Tripura	
United Provinces	Travancore Cochin	Kutch	
West Bengal	Vindhya Pradesh	Manipur	
		Himachal Pradesh	

Table 1 Territory of India in 1950¹⁰

Directive Principles act as guidance for the government's policy- and decision-making, whereas Fundamental Rights are justiciable and subject to enforcement by the judiciary.¹¹

Federal System of India

The Parliamentary Democracy in India has provided origin to a framework for figurative administration, accountability, and peaceful power change. To sustain democratic values and safeguard the rights and interests of the populace, it permits participation by the public, contemplation, and checks and balances. In British India, the Act of 1919 established a "diarchy," which can be seen as an initial move towards federalism. Furthermore, the Government of India Act, 1935, which was passed, made special provision for province autonomy.¹² A federal system of administration for India was agreed upon at the 1946 meeting of the Constituent Assembly. Many of the 1935 Act's features were included into

the Indian Constitution, but the name "federalism" was never utilized in the original text.

Parliamentary Democracy

The notion of a parliamentary executive that is jointly accountable to the House of Commons was accepted by the Constituent Assembly. When introducing the Draft Constitution and recommending the parliamentary system in the Constituent Assembly on November 4, 1948, B.R. Ambedkar, the Chairman of the Drafting Committee, said, "The Draft Constitution in recommending the parliamentary system of executive has preferred more consequences of the parliamentary democracy that the Indian Constitution upholds are directly related to the country's public administration's accountability.¹³ In a Parliamentary Democracy like India, the Cabinet acts as the pinnacle of the administrative system. It creates government policy, ensures collaboration and coordination between several ministries, and exerts general supervision over the whole executive branch. The cabinet is in charge of making final decisions about policies as well as overall direction, coordination, and oversight of the operations of the government and its administrative structure, according to the Administrative Reform Commission (1966–1970). Under the direction of N. Gopalaswami Ayyangar, cabinet committees were formed to relieve the pressure on the cabinet. In their 1949 report, Reorganization of the Government Machinery, they recommended the creation of Standing Committees of the Cabinet in particular fields, alongside the strengthening of their secretariats and other organs.

A D Gorwala Committee Report (1951)

The Committee on Plan Projects, popularly known as the A. D. Gorwala Committee, was established in India in 1951. The committee was formed to assess the status of plan projects in India and offer suggestions for their successful execution. India was then beginning to put its first Five-Year Plan, which intended to encourage economic growth and development in the nation, into effect. Reports on Public Administration and Report on the Efficient Conduct of State Enterprises were the two reports he submitted. Among his crucial recommendations, the following stand out: (a) establishing a government O&M unit with a two-member board. Designed to give management the inspiration and guidance it needs. (b) Training must not only encourage the civil servant to view his work in the broadest

context and to continue with his own educational development, but also to encourage precision and certainty in the conduct of business and to boost staff morale. Gorwala's recommendations to establish an O&M branch within the government were accepted by the Indian government. The committee offered suggestions for enhancing the execution of plan projects in light of its findings. It highlighted the necessity of resource exploitation that is efficient, the significance of regional development that is balanced, and the fusion of social and economic goals. The committee's suggestions aimed to improve India's planning procedure and development activities' overall effectiveness.¹⁴

Paul H Appleby's Reports

Two papers written in 1953 and 1956 by American Public Administration expert Paul H. Appleby marked a turning point in the history of administrative reforms. His group advocated the creation of an O&M division as one of the twelve recommendations he presented, which would enhance the nation's administrative practices. The Indian Government only accepted two. The first involved creating an O&M (entity and Methods) entity within the national government, and the second involved creating a training facility, specifically the India Institute of Public Administration, which was created for promoting research in public administration. For the purpose of advancing administrative knowledge, the Indian Institute of Public Administration for India shall act as the hub of a professional journal, the extension of studies, and the creation of literature.¹⁵

The first report, **Public Administration in India: Report of Survey 1953** confirms the Indian administrative system's high ranking among global administrative systems but is highly critical of its organizational design, personnel policies, financial and administrative practices, and capacity for completing development tasks rapidly. A special reference to the management of the government's industrial and commercial businesses was made in the second report, **Re-Examination of India's Administration System 1956**. It was addressing issues related to optimizing organizational structure, operational processes, hiring, and training in these businesses.

Planning Commission

The most prominent planning institution in India is the Planning Commission. Two characteristics were noted during this organization's establishment. In order to prevent it from becoming stagnant, it was first placed outside of the conventional Ministries and Departments. Secondly, a commission-type organization was purposefully chosen to provide the necessary flexibility for developing an appropriate internal structure in response to emerging needs. The commission's original objective was to increase the standard of life for common Indians by effectively utilizing the nation's human and material resources, boosting productivity. It was in charge of conducting yearly assessments of the nation's resources; creating five-year plans and the implementation methods for them; and keeping checks on how the plans are being carried out, as well as suggesting policy changes when the results call for them. In 1951, the first five-year plan for the nation was introduced. The commission, which was founded on March 15th, 1950, was headed by the Prime Minister of India and had a Deputy Chairman as well as several full-time members. Education, health, infrastructure, science, financial resources, business, social welfare, rural development, and water resources are among the divisions. It was established by a Central Government Resolution that listed the following as its duties:

1. Develop five-year plans for the most efficient and equitable use of the nation's resources.
2. Identifying measures to improve national resources and conducting an assessment of them.
3. Selecting the optimum equipment to guarantee the plan's successful execution.
4. Setting the Plan's priorities.
5. Periodic assessment of the plan's development with a view to suggesting modifications, if necessary.

India's Planning Commission was a government organization tasked with creating five-year plans for the economic and social advancement of the nation. It was founded in 1950 and operated as an extra-constitutional body until 2014, when the National Institution for Transforming India, or NITI Aayog, took its place.¹⁶

Administrative Reform Commission 1966

The Government of India formed the Administrative Reforms Commission (ARC) in 1966 with the goal of researching the nation's public administration system and making recommendations for changes to increase its effectiveness and efficiency. Morarji Desai, who was serving as the Deputy Prime Minister and Minister of Finance at the time, served as the Commission's Chairman. The Indian Government commissioned the Administrative Reforms Commission (ARC) in 1966 to research and make recommendations for the nation's administrative reform. It was the Indian government's first significant attempt to address problems with the way the administrative system and bureaucracy functioned.¹⁷ The Commission included ten members, including lawmakers, government officials, and subject matter experts. The ARC's primary goal was to analyze the composition, administration, and effectiveness of the political system and make recommendations for improvements.

The main areas of attention for the ARC 1966 were as follows:

Organizational Structure: The Commission examined the federal, state, and municipal administrative structures in order to make recommendations for their rationalization and simplification to improve efficiency and coordination. Recruitment, training, promotion, and career development of civil officials were among the many facets of personnel administration that the panel looked into. It recommended actions to guarantee an effective and merit-based civil service.

Financial Management: The panel looked at how government agencies handled their finances and made reform recommendations to improve responsibility, openness, and effectiveness.

Administrative Procedures: The ARC 1966 examined bureaucratic practices and made recommendations for streamlining and standardizing administrative procedures to cut down on red tape, corruption, and delays.

Decentralization and Local Governance: The Commission stressed the value of decentralization and made recommendations for ways to strengthen local governments' capacity for decision-making and service provision.

There were 537 significant recommendations in the 20 publications listed below. A report summarizing the implementation strategy based on these

contributions from several administrative Ministries was sent to the Parliament in November 1977.

- 1.Problems of Redress of Citizens Grievances (Interim)
- 2.Machinery for Planning
- 3.Public Sector Undertakings
- 4.Finance, Accounts & Audit
- 5.Machinery for Planning (Final)
- 6.Economic Administration
- 7.The Machinery of GOI and its procedures of work
- 8.Life Insurance Administration
- 9.Central Direct Taxes Administration
- 10.Administration of UTs & NEFA
- 11.Personnel Administration
- 12.Delegation of Financial & Administrative Powers
- 13.Centre-State Relationships
- 14.State Administration
- 15.Small Scale Sector
- 16.Railways
- 17.Treasuries
- 18.Reserve Bank of India
- 19.Posts and Telegraphs
- 20.Scientific Departments

The following were the main factors that the first ARC report involved:

- Problems with the redress of citizens' complaints;
- The machinery of the Government of India and its processes or activities;
- The machinery for planning at all levels; Centre – State Relations
- Financial administration;
- Personnel administration;
- Economic administration;
- Administration at the State level;
- District administration;
- Agricultural administration.¹⁸

Building Centre - State Relations

"The Indian Constitution is a federal Constitution in as much as it established what may be called a dual polity which will consist of the Union at the Centre and the States at the periphery each endowed with sovereign powers to be exercised in the field assigned to them respectively by the Constitution."

- B.R. Ambedkar

Commission on Centre-State Relations, reflect through the Sarkaria Commission was a 1983-established government-appointed agency in India. The panel was established to look into and provide recommendations on ways to strengthen the relationship and power dynamics between the federal system of India's central government and its state governments. The commission was named after Justice R.S. Sarkaria, a former Supreme Court of India judge who served as its head. Shri B.Sivaraman and Justice M.M. Punchhi were also in the commission. It was between 1983 to 1988, the Sarkaria Commission was in operation, and in 1988 it delivered its final report to the government. The Sarkaria Commission's main goal was to address concerns regarding the allocation of authority, responsibility, resources¹⁹ and tasks between the federal government and the state governments. It sought to offer principles and suggestions to strengthen India's cooperative federalism. The unity and integrity of the nation were of utmost importance to those who drafted the Indian Constitution.

Inter-State Council

India is a federation of states where the center plays a significant role but is also reliant on the states for the execution of policies. The Constitution has provisions to encourage inter-governmental collaboration and efficient state-federal discussions, guaranteeing that all significant national policies are developed through consultation, debate, and agreement. One such strategy is the creation of the Inter-State Council. The President is given the authority to define the nature of the Council's duties under Article 263 of the Constitution.²⁰

Emergence of Local Government

In India, the term "local self-government" refers to a system of government that gives local bodies the authority to run and control their particular domains. It is a crucial part of India's democratic system and strives to distribute authority and decision-making to the populace at

large.²¹ Local self-government is acknowledged as a basic component of the Indian government system in the constitution.

Institutions of the Panchayati Raj (PRIs): Local self-government organizations known as panchayati raj institutions work at the village, block, and district levels. They are essential in rural areas. Municipalities and Panchayati Raj Institutions both have certain roles and responsibilities. These consist of local development project planning and execution, the provision of essential utilities like water supply, provision of healthcare and sanitary services, the collecting of local taxes, the upkeep of local facilities, and the promotion of social and economic wellbeing in their particular regions.

Committees Related to Panchayati Raj

A committee was established by the Indian government in January 1957 to review the performance of the National Extension Service (1953) and Community Development Programme (1952) and make recommendations for improvements. In November 1957, the committee published its findings and proposed the implementation of the "democratic decentralization" plan, subsequently known as Panchayati Raj. Balwant Rai Mehta served as this committee's chairman.

Balwant Rai Mehta Committee

Gram Panchayats at the village level, Panchayat Samitis at the block level, and Zila Parishads at the district level make up the three tiers of the Panchayati Raj system that the committee advocated. Decentralized governance and effective representation were goals of this arrangement. It suggested giving these organizations control over specific duties, resources, and employees currently performed by the state government so they can make decisions and carry out local development initiatives. Transfer of authority and accountability to these democratic entities is necessary.

Ashok Mehta Committee

A Committee on the Panchayati Raj Institutions was established by the Janata Government in December 1977, with Ashok Mehta serving as its head. It presented suggestions to strengthen and resuscitate the nation's ailing Panchayati Raj System when it published its report in August 1978.

G.V.K Rao Committee

Under the leadership of G.V.K. Rao, the Committee to Review the Existing Administrative Arrangement for Rural Development and Poverty Alleviation Programs was established in 1985 by the Planning Commission. The Committees came to the conclusion that the Panchayati Raj had been steadily replaced by bureaucracy in the developmental process. The Panchayati Raj Institutions were undermined as a result of the practice of bureaucratizing development management in opposition to democratization, creating "grass without roots."

L M Singhvi Committee

The L.M. Singhvi-led committee was established by the Rajiv Gandhi administration to draft a concept paper on "Revitalizing Panchayati Raj Institutions for Democracy and Development."

73rd Amendment Act granted the constitutional provision that the state shall take steps to organize village Panchayats and endow them with such powers and authority as may be necessary to enable them to function as units of Self Government a concrete form. The Directive Principles of State Policy include this article. The Indian Constitution now includes a new Part-IX as a result of this act. The provisions in this section, named the Panchayats, range in length from Articles 243 to 243O. A new Eleventh Schedule has also been added to the constitution as a result of the act. There are 29 operational Panchayat items included in this schedule. The subject is Article 243G, statute grants the Panchayati Raj Institutions a constitutional status.

74th Amendment Act the Indian Constitution now has a new part IX A mentioned in the 74th Amendment Act. The Municipalities is the name of this section. This includes clauses found in paragraphs 243 P through 243 ZG. The Act also amended the constitution to include a new twelfth schedule. There are 18 useful elements for municipalities in this schedule. It addresses Article 243-W. The statute grants municipalities' constitutional status. In other words, in order to comply with the provisions, state governments must embrace the new system of municipalities. The act seeks to revitalize and fortify urban governments so they can successfully serve as components of local governments.²²

Liberalization Phase in 1991

Prior to the liberalization in 1991, the Indian economy used a mixed economy model with substantial centralized planning, regulation, and protectionism on the part of the government. As a result, individuals were negatively impacted by the peak of inflation and the skyrocketing prices of basic goods. Before 1991, the Indian economy had the following main characteristics:

1. License Raj: A system known as the "License Raj," which involved an intricate network of industry licensing and permits, governed the Indian economy. Nearly every industry needed government licenses and permissions, which created bureaucratic red tape and corruption.

2. Limited Foreign Investment: Foreign investment in India was strictly controlled, and FDI was only allowed in certain areas.

3. State-led Planning: Through a number of Five-Year Plans, the government had a significant role in economic planning. These plans had three main objectives: resource distribution, production goal setting, and sector development priority setting. The government owned and ran many businesses and utilities, giving the public sector a considerable role.

4. Protectionism and Trade Barriers: The Indian economy was hampered by high import tariffs and onerous trade regulations. To shield native sectors from international competition, the government set import restrictions and licenses.

5. Import Substitution Industrialization (ISI): By restricting imports with high tariffs and quotas, the government pursued an import substitution policy with the goal of developing domestic industries. This strategy was designed to improve self-sufficiency and lessen reliance on imports.

Prior to 1991, the Indian economy was characterized by a highly controlled and protected economic environment with little involvement from the private sector and from foreign countries. The emphasis was on independence and import substitution, but these strategies produced a number of inefficiencies, administrative roadblocks, and a sluggish rate of economic expansion. In order to overcome these obstacles and expose the Indian economy to market forces and global integration, liberalization reforms were implemented in 1991. India had to take out a sizeable loan

from the IBRD (International Bank for Reconstruction and Development) for \$7 billion USD. It serves as the lending branch for both the World Bank and the IMF. A condition of receiving this financing was that India must liberalize its economic policy and allow for international trade.²³

After Liberalization

The phrase "after the liberalization of 1991" refers to the government of India's 1991 economic opening and liberalization measures. Economic liberalization in India is often referred to as Neo-liberalism and the opening up of the Indian economy. India had a system of centralized planning and a highly controlled economy prior to 1991. This economy was characterized by strong government control and protectionism. The Indian government implemented a number of initiatives to solve the crisis and revive the economy in 1991, when it was confronted with a serious balance of payments problem and a deteriorating economic condition. The Indian economy was significantly impacted by these policies. They caused the market for Indian goods to become more competitive, more productive, and integrated with the rest of the world. In order to make India's economy more open and market-oriented, attract foreign investment, and promote economic growth in the years that followed, liberalization policies were important.

The following were the main components of the liberalization policies:

1. **Removing the License Raj:** The Government eliminated many administrative barriers and encouraged entrepreneurship by reducing the number of enterprises that needed industrial licenses. Capital goods imports and a reasonable governmental investment rate. With the exception of a few sectors like those producing alcohol, illegal narcotics, tobacco, hazardous chemicals, industrial explosives, aircraft, electronics, and medicines, the industrial licensing system was abolished.
2. **Deregulation and market-oriented Reforms:** The government introduced efforts to deregulate a number of industries, including lowering limits on foreign investment (FDI), reducing government oversight of international trade and investment, and streamlining industrial and trade regulations. India permitted FII investment.

3. **International Investment:** limitations were loosened, and the government urged international businesses to make investments in India. As a result, the nation experienced an injection of international cash and technology.
4. **Financial Sector Reforms:** Significant changes were made to the banking and financial sectors, including the construction of new private sector banks, the adoption of a more market-oriented interest rate structure, and the easing of foreign exchange controls.
5. **Budget Reforms:** By reducing public spending, streamlining subsidies, and enhancing tax administration, the government intended to lower the budget deficit.
6. **Privatization:** To increase efficiency and lessen the burden on the public, the government began the privatization of state-owned firms.

Impact of Liberalization

The Indian economy and society were significantly impacted by the liberalization of 1991. It's crucial to remember that while liberalization sparked beneficial developments and economic progress, it also brought about a number of difficulties, including a rise in income disparity, environmental issues, and regional differences. These challenges remain crucial areas of emphasis for Indian policymakers. Few important outcomes of the reforms for liberalization are:

Economic Growth: The acceleration of India's economic growth was one of the most significant effects of liberalization. In the post-liberalization era, the average yearly GDP growth rate rose from an average of 3-4percent in the pre-liberalization era to 6-7 percent on average. The reforms created new opportunities for investment, entrepreneurship, and competition, which boosted output and fuelled economic growth.

Technology Inflow and Foreign Direct Investment (FDI): Liberalization measures drew foreign investment to India. International corporations were attracted to invest in India by the relaxation of FDI limits and the opening up of numerous sectors to foreign participation. New technologies, managerial know-how, and access to international markets were all made possible by this infusion of foreign finance.

Global Integration: Liberalization encouraged a greater degree of economic integration between India and the rest of the world. Import-

export rules were loosened and trade obstacles were reduced. India's participation in international trade significantly increased, as did its economic ties to the rest of the world.

Industrial and Sectoral Transformation: Indian industry were restructured and modernized as a result of liberalization. The Permit Raj system was abolished, and the abolition of industrial licensing facilitated private sector participation and entrepreneurship. Many industries, including information technology, telecommunications, and services, grew quickly and entered the global marketplace.

Technological Development: India had a significant increase in the information technology (IT) and IT-enabled services sectors as a result of the entry of foreign businesses and the liberalization of the telecoms sector. The expansion of the IT sector was essential in making India a center for software development and IT services on a worldwide scale.²⁴

New Economic Policy 1991

India experienced a severe financial crisis in 1991. A critical Balance of Payments issue started the crisis. The crisis was used as a wonderful chance to overhaul the economy of the nation, its structure, and to implement significant reforms in economic policy. Stabilization measures and structural changes were implemented by the administration. While the former sought to reduce rigidities in the various Indian economic sectors, the latter sought to address deficiencies that had surfaced in fiscal and Balance of Payments advances. P V Narasimha Rao was India's Prime Minister at the time the New Economic Policy (NEP) was unveiled.

New Economic Policy's Objective

- Engage in 'globalization' and shift the economy toward a market-based system.
- Decrease inflation and correct payment imbalances. Boost the economy's growth rate and accumulate enough foreign exchange reserves.
- By removing unneeded regulations, stabilize the economy and turn it into a market economy.
- Remove unnecessary barriers to the free flow of commodities, capital, services, technology, human resources, etc. on a global scale.
- Increase the involvement of private parties in all areas of the economy.

The new economic strategy has three levels: liberalization, privatization, and globalization. During liberalization, there were several significant changes:

- 1) Commercial banks were given the authority to set interest rates. Previously, this was decided by the Reserve Bank of India.
- 2) The small-scale industry investment cap was increased to Rs. 1 crore.
- 3) The ability to import capital goods, such as machinery and raw materials, from other nations was granted to Indian enterprises.
- 4) The government already set the maximum production capacity for each industry. The industries now have the ability to diversify their production capacities and lower production costs. Industries are now free to make this decision depending on the needs of the market.

Major alterations took place during privatization

To the general public and financial institutions, sell PSU shares. For instance, Maruti Udyog Ltd. shares were sold to private individuals.

- 1) A reduction in PSU investment
- 2) By doing so, PSUs must be sold to the private sector.
- 3) From 17 to just 3 industries were designated as public sector-only, down from 17. Transportation and railroads, nuclear energy, and mining of atomic minerals are these.

Globalization brought about significant Alterations

- 1) A steady reduction in import and export taxes and customs duties helped India become more appealing to foreign investment.
- 2) Long-term commercial policy has longer periods of time saw the use of trade policy. The major aspects of the trade strategy are the removal of restrictions on international trade, a liberal policy, and encouragement of free competition.
- 3) Prior to 1991, a positive list of permissible imports governed imports into India. A condensed negative list took the place of the list starting in 1992. Nearly all capital and intermediate items were removed from the list of goods subject to import limitations.
- 4) The Indian rupee was given some degree of convertible status.

5) The foreign capital investment equity cap was increased from 40% to 100%. The harsh Foreign Exchange Regulation Act (FERA) was repealed and replaced with the Foreign Exchange Management Act (FEMA).²⁵

Capacity Building Phase

Expansion of Power in State by Accountability

Administrative responsibility makes sure that the resources are used as efficiently as possible while still achieving organizational goals. Because it aims to assess an organization's performance in relation to its objectives, administrative accountability is a necessary organizational requirement. The objective is broken down into specific tasks and responsibilities, and it is up to each administrator to explain how they are carrying out their duties. Any organization must have a system for fostering and enforcing accountability. Examples include hierarchy, span of authority, unity of command, supervision, etc. Two aspects of accountability exist; they are somewhat distinct but linked. The first is primarily political, and in a parliamentary form of government, the administration is required to account to Parliament for its performance. The executive, in turn, holds the administrators in departments and other public agencies accountable for how they discharge their duties in the second aspect, which is essentially administrative. Together, these two strengthen one another and form the basis of an accountable government.²⁶

The Parliament has complete and unconstrained accountability to the Executives, and there are numerous means and occasions for it to do so. The executive must address complaints from the public. In fact, the provision of supply is preceded by the redressing of people's grievances through taxation. In addition; the effectiveness of the executive's programs must be confirmed before Parliament approves funding for them.²⁷ Parliament makes sure that the funds are used for the intended reasons for which they were provided. A complicated structure of organizational and procedural tools ensures accountability and clarifies it. The accountability facilitating tools span of control, unity of command, inspection, supervision, etc. are widely known. Accountability requires decentralization, delegation, devolution, and de-concentration. However, in a responsible system of government, public servants are not allowed to alter the established procedures because accountability is performance-based and result-oriented. To prevent administrators from wasting time, rules and procedures must be drastically simplified.

Accountability Ecosystem of Institutions

Right of Information

Article 19 (1) of the Indian Constitution declares the Right to Information to be a basic right. The Supreme Court declared in the 1976 case of *Raj Narain v. the State of Uttar Pradesh* that the right to information be given article 19 treat as a basic right. According to the Supreme Court, in an Indian democracy, the people are in charge and have a right to know how their government is run. As a result, in 2005, the government passed the Right to Information Act, which establishes a framework for the exercise of this basic right. One of the most significant laws that give common people the ability to challenge the government and how it operates is this one. The Right to Information Act's main objectives are to empower citizens, support their transparency and accountability in government operations, fight corruption, and ensure that our democracy truly serves the needs of the people.

The Act covers all constitutional authorities, agencies, entities owned and controlled by the government, as well as entities that receive a significant amount of funding from it. The legislation also requires state and federal governmental agencies to respond promptly to requests for information from the general public. If the authorities don't respond to the citizen within the allotted time, the act also imposes fines. The RTI Act's goals include empowering citizens to challenge the government and fostering accountability and openness in how it is run.

- The Act also aids in better serving the needs of the populace and reducing corruption in government.
- The Act aims to create more knowledgeable individuals who will maintain the essential vigilance regarding how the political system functions.²⁸

Citizen Charter

A document called the Citizen Charter shows a methodical effort to concentrate on the organization commitment. On the level of services provided, information provided the ability to choose and consult with the government, non-discrimination, and accessibility, complaint resolution, courtesy, and value for the money. By guaranteeing that governmental services are responsive to the persons they serve, the Citizen Charter emphasized the need of treating residents as customers. It includes the

organization vision and mission statements, which outline the desired results and a general plan of action to get there. In order to provide more responsive and citizen-friendly governance, the Department of Administrative Reforms and Public Grievances (DARPG) of the Ministry of Personnel, Public Grievances, and Pensions, Government of India, coordinates the efforts to develop and operationalize Citizens Charters. The Citizens Right to Time-bound Goods and Services Delivery and Grievance Redress Bill, In order to provide a system for timely delivery of products and services to citizens, the Citizens Charter of 2011 was introduced.²⁹ The idea of a Citizen Charter formalizes the relationship of trust between service providers and their customers. The Citizens Charter movement initial six guiding principles were:

Quality - raising the level of service quality

Choice - Wherever possible, users should have specifying expectations for a specific period through guidelines

Value - For taxpayer money

Accountability - of the service provider (both personally and corporately)

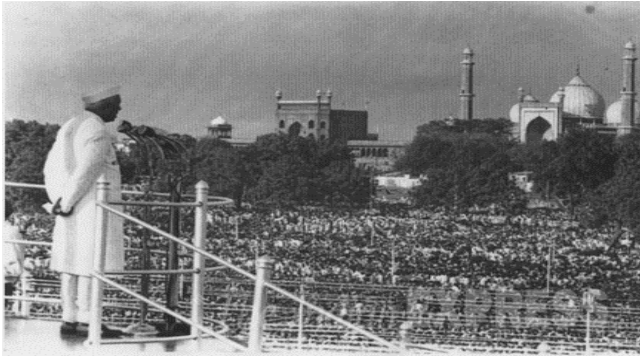
Transparency - Require policies, practices, plans, and grievance procedures Redressal

Participatory - Involve and consult

5. Reform Phase: An Attempt for a New Nation

India undertook substantial reforms in a number of areas of its economy, society, and government after achieving independence from British domination in 1947. These reforms, which attempted to create a new nation and overcome the difficulties encountered by an independent nation with a diverse people, were crucial in determining India's course as a young country and in setting the groundwork for future growth and development. Under Jawaharlal Nehru's direction and that of succeeding leaders, the Indian government set out on a mission to address these issues and alter the social and economic climate of the country. To improve the

standard of living of all its residents, the Nation continues to address a variety of socio-economic problems and strive for inclusive growth.³⁰



First Prime Minister Jawaharlal Nehru addressing a newly Independent India on 15 August 1947

Following independence, India's growth in society and the economy can be summarized as follows:

Reform Phase: After Independence

Constitutional Reforms: The Indian Constitution, which came into force on January 26, 1950, was the most important reform. The Constitution established a legislative democratic process, fundamental rights, and a guiding principle of state policy to direct the government's efforts in achieving social and economic justice. Dr. B.R. Ambedkar served as chair of the writing committee. In order to define and advance its governance structure, India has undergone a number of key constitutional modifications. These changes attempted to deal with numerous problems, uphold democratic values, and meet the many requirements of the country. Following India's independence, the following major constitutional modifications were made:

The Constitution of India (1950): Adoption of the Indian Constitution on January 26, 1950, was the most important constitutional change to occur following independence. It took the place of the Government of India Act 1935, which established the Government of India during the colonial era. India was declared a socialist, secular, and democratic nation under its constitution. In order to protect individual liberties and advance social and economic justice, it established Fundamental Rights and guiding principles of governmental policy.³¹

Abolition of Privy Purses (1971): Privy purses were monetary allowances granted to the erstwhile rulers of princely states after they acceded to India following independence. The government decided to abolish privy purses through the 26th Amendment Act of 1971, thereby putting an end to the special privileges of the former rulers.³²

Panchayati Raj System (1992): Part IX, which served as the framework for the Panchayati Raj System, was added to the Constitution by the 73rd Amendment Act of 1992, bringing about considerable changes. By introducing elected rural local councils and giving them control over administration and finances, this amendment transferred authority to the local levels.³³

Municipalities Reforms (1993): Part IXA of the Constitution, which dealt with urban local bodies (municipalities), was added by the 74th Amendment Act of 1993. Decentralized urban government and the development of accountable municipal bodies were both included.³⁴

Constitution (Scheduled Castes) Order (1950) and (Scheduled Tribes) Order (1950): For various states and territories, the President of India issued orders naming the Scheduled Castes (SC) and Scheduled Tribes (ST), giving them particular safeguards and equal opportunities in the form of reservations in employment and education. Following India's independence in 1947, there were some significant attempts in support of the Scheduled Castes and Scheduled Tribes (SCs and STs), the Other Backward Castes (OBCs) after the 1980s, and the impoverished in the general category in 2019.³⁵

(ii) Land and Agriculture Reforms: To solve concerns with land allocation and tenancy, the government launched land reforms. The intention was to get rid of middlemen and landlords and give vacant property to farmers in order to spread out land ownership. To safeguard the liberties of farmers and agricultural workers, several land reform laws were put into place by various governments. The following are a few of the significant agrarian reforms carried out in India after independence:

Zamindari Abolition: The Zamindari system was eliminated, which was one of the initial and most important agrarian reforms. In the zamindari system, a feudal form of land tenure, middlemen called zamindars would collect money from farmers and give an amount of it to the British colonial rulers.

Tenancy Reforms: Several states adopted tenancy legislation to safeguard the rights of tenants in agriculture. These changes aimed to secure renters' tenancies and govern their interactions with landlords. Setting a cap on rentals, giving long-term tenants ownership rights, and offering legal protection from arbitrary removal were a few of the frequent clauses.

Land Ceiling Laws: Several states passed land ceiling legislation to address the problem of property accumulation and disproportionate land distribution. The most land that a person or family might own was constrained by these rules. The government purchased the extra land that was above the set ceiling limit and gave it to marginal or landless farmers.³⁶

Green Revolution: India saw the Green Revolution in the 1960s and 1970s, which had a considerable impact on agricultural productivity without directly enacting an agrarian reform. It required the employment of high-yielding crop types, more fertilizer, and better irrigation systems. India went from having a food shortage to having a surplus of food as a result of the Green Revolution. The Green Revolution's main characteristics in India are:

Introduction of High-Yielding Varieties (HYVs) of seeds: High-yielding wheat and rice cultivars created via scientific study were introduced during the Green Revolution. These HYVs responded well to contemporary interventions like fertilizers and irrigation, had shorter crop cycles, and was immune to pests and diseases.³⁷

Expansion of irrigation: The Indian government made significant investments in expanding irrigation infrastructure to facilitate the growing of HYVs. To supply water to farmlands, dams, canals, and tube wells were constructed, thereby reducing reliance on monsoon rains and expanding the area under cultivation. Services for agricultural research and extension: Agricultural research organizations and extension agencies helped the Green Revolution by educating farmers all around the nation about contemporary farming methods.³⁸

Impact of the Green Revolution

Enhanced farming effectiveness: The use of HYVs and contemporary farming techniques has resulted in a notable improvement in crop yields,

especially in the case of wheat and rice, the two main dietary staples of India.

Food Self-Sufficiency: India went from being a food-insufficient country that was heavily dependent on food imports to a nation that was able to meet its own food demands. Reduced poverty and better quality of life: The Green Revolution had a favorable effect on the rural economy, raised farm earnings, and helped to reduce poverty in many areas.³⁹

(iii) **Economic Planning:** After the Planning Commission was established in India in 1950, the country transitioned to a planned economy. Five-Year Plans were developed to direct economic growth and distribute funds to important industries, infrastructure, and education. India started a series of economic reforms after attaining independence in 1947 to address the difficulties of being a young sovereign state and to promote economic growth and development. These changes can be generally divided into the following phases:⁴⁰

Planning and Development (1951–1991): A managed economic benefits, with the government playing an essential part in economic development and planning, defined the years from 1951 and 1991. The governmental and private sectors are both present in India's mixed economy model. The most important economic reforms and programs during this period were:

Five-Year Plans: The Five-Year Plans were first developed in India to set particular economic goals and distribute resources to various sectors. These initiatives attempted to industrialize, expand the infrastructure, and combat poverty by implementing various social schemes.⁴¹

Public Sector Undertaking (PSUs)

India had a little industrial base and was essentially an agrarian nation when it attained independence in 1947. There were only 18 government-owned Indian Ordnance Factories, which had been built in the past to lessen the British Indian Army's reliance on imported weapons. Jawaharlal Nehru, India's first Prime Minister proposed an industrialization-based economic strategy based on import substitution, as well as a mixed economy. He thought that the development and modernization of the Indian economy depended on the formation of heavy and basic industry.⁴²

(iv) **Industrial Policy:** India implemented an industrial policy to encourage industrialization and financial independence. The government

concentrated on growing important industries, especially those deemed crucial for the expansion and prosperity of the nation. The main industrial policies that India pursued following independence were:

- **1948 Industrial Policy Resolution** Only a few years after independence, in 1948, the nation's initial industrial strategy was created. In order to promote quick industrialization and self-reliance, this resolution placed a strong emphasis on state involvement in industrial growth. The program was centred on designating specific industries as belonging only to the public sector and encouraging private businesses to join in non-reserved industries.

- **1956 Industrial Policy Resolution** This initiative, also known as the "Socialistic Structure of Civilization" strategy, was a turning point in India's efforts to industrialize. It stressed the state's function as the main force behind industrial development. With the private sector being urged to engage in other areas, the policy aspired to create a mixed economy where the public sector played an integral part in essential and critical sectors.

- **1977 Industrial Policy Resolution:** The government implemented this program in response to economic difficulties and the requirement to revive industries. It aimed to increase the competitiveness of small-scale industries, support their role, and lessen regional inequities. The policy also aimed to promote modernization and technical developments while bolstering the public sector.

- **Industrial strategy of 1991 (Revised in 1998 and 2003):** To stimulate foreign direct investment (FDI) in a variety of sectors, the government updated the industrial strategy as economic reforms progressed. Particular attention was provided to industries including services, telecommunications, and information technology.⁴³

(v) **Education and Literacy:** There have been initiatives to advance education and raise literacy rates all around the nation. The government set up schools, colleges, and universities and took steps to increase everyone's access to education. The country's socioeconomic progress and citizen empowerment depended on education and literacy, the administration acknowledged. India has come a long way in these areas over the years, but there are still obstacles to overcome. Following is a summary of changes in literacy and education since independence:

- **Educational Reforms:** Various educational reforms were implemented by the Indian government to increase access to education and improve learning outcomes. Several important initiatives were:

- **The Kothari Commission (1966–1966):** This commission offered suggestions for the improvement of education in India under the direction of educationist Dr. D.S. Kothari. Its report placed a strong emphasis on the necessity of providing children up to the age of 14 with free and required education as well as the growth of higher education and the promotion of vocational training.

National Policy on Education (1968)

With the help of this policy, the nation's educational system was intended to become more uniform and egalitarian. It placed a priority on providing all children with free and required education, putting a strong emphasis on science and technology education, and encouraging the study of regional languages. In 1968, the government led by Prime Minister Indira Gandhi unveiled the first National Policy on Education, which was based on the conclusions and suggestions of the Kothari Commission (1964–1966). This policy called for a “restructuring of Radicalism” and suggested equitable access to education with the goal to accomplish national integration and higher cultural and economic development.

The “**three language formula**” to be used in secondary education—the teaching of Hindi, the official language of the state wherever the school was located, and English—was outlined in the policy, which called for a concentration on the acquisition of regional languages. In order to bridge the gap between the elite and the common people, language instruction was considered to be crucial. The National Policy on Education of 1968 included the following main goals and highlights:

- **Universalization of Education:** According to the policy, all children up to the age of 14 (later raised to 18 by the Right to Education Act, 2009) will get free and required education.

- **Emphasis on Vocational Education:** The policy aimed to create programs that would assist students in acquiring knowledge and skills relevant to the workplace and acknowledged the value of vocational education.

- **Promotion of Indian Languages:** The policy recommended that schools implement a three-language curriculum and underlined the value of maintaining and promoting Indian languages.

- **Reorganization of the Higher Education System:** With a focus on raising the standard of higher education institutions, the program called for the creation of a three-tiered educational system made up of universities, colleges, and schools.⁴⁴

National Education Policy (1986)

Under the assistance of this policy, the nation's educational system was intended to become more uniform and egalitarian. It placed a priority on providing all children with free and required education, putting a strong emphasis on technological and scientific education, and encouraging the study of indigenous languages. A new National Policy on Education was announced in 1986 by the Rajiv Gandhi-led administration. According to the new policy, there should be "exceptional attention to the elimination of imbalances and to democratize academic opportunities," particularly for Indian women, Scheduled Tribes (ST), and Scheduled Caste (SC) populations. In order to strengthen primary schools across the country, the NPE called for a "child-centred approach" in primary education and launched "Operation of Blackboard." The policy added the 1985-founded Indira Gandhi National Open University to the system of open universities. In order to foster economic and social development at the local level in rural India, the strategy also called for the establishment of the "rural university" model, which was inspired by the ideas of Mahatma Gandhi.

(vi) **Women's Rights:** India achieved achievements toward strengthening women and establishing gender equality. Equal rights for men and women have been established by the Constitution, and a number of laws were enacted to uphold the rights and interests of women. A number of initiatives were started by the Indian government, social reformers, and women's rights advocates to advance women's status and rights in the nation. After India gained independence, the following significant changes in women's rights occurred: A number of measures were included in the Indian Constitution, which became operative on January 26, 1950, to protect women's rights and advance gender equality. Articles 14 (Right to Equality) and 15 (Prohibition of Discrimination on the Basis of Religion,

Race, or National Origin) are a few of the pertinent ones. Article 16 (Equality of opportunity in public work) and Article 14 (Respect for caste, sex, or place of birth).

- **Women's Suffrage:** Following India's independence, women were granted the right to vote. Women participated in the 1951–1952 general elections as voters and candidates, which was a crucial turning point for women's political emancipation.

- **The Hindu Succession Act of 1956:** This law changed the way inheritance rules were applied and gave females the same right to inherit ancestors' property as sons. Daughters had limited rights to inherited property before this.

- **The Maternity Benefits Act of 1961:** The Act stipulates maternity leave and financial support for expectant mothers and new mothers for women working in India.

- **The Dowry Prohibition Act of 1961:** This law was designed to tackle the societal ill of dowry, which has been a major issue in India.

- **The Equal Remuneration Act of 1976:** This law guarantees that men and women in the same workplace receive equal pay for equivalent labor. NCW, the National Commission for Women in order to protect the rights and interests of women in India, to examine laws and policies that impact women, and to recommend necessary reforms, the NCW was founded in 1992.

- **Women in Politics:** Over time, there have been progressively more women in politics. The President, Prime Minister, and numerous ministerial portfolios are just a few of the significant roles in the government that women have held. The 73rd and 74th governments established policies for women's equality.

- **Educational Empowerment:** To encourage females' education and raise female literacy rates, the government has taken action. Access has been made better by programs like the Sarva Shiksha Abhiyan (Education for All).⁴⁵

(vii) **Reservation Policy:** The quota system, which offers employment opportunities for Scheduled Castes (SC), Scheduled Tribes (ST), and Other Backward Classes (OBC) in higher education and government positions,

was established to redress past social disparities and caste-based discrimination. To remedy past and contemporary injustices and to advance social equality, the government established a number of initiatives.⁴⁶

(viii) **Foreign Policy:** After the independence of India, Pt. Nehru observed - quote "The preservation of world peace and the expansion of human freedom are the objectives of our foreign policy." He added that the idealism of today would give way to realism in the future. India adopted a non-alignment strategy, claiming its independence from the Cold War blocs and fostering cordial relations with all countries. India was a key player in the Non-Aligned Movement, which promoted harmony and collaboration among developing nations. Following are some of the main tenets of India's foreign policy following independence:

Non-Alignment: One of the cornerstones of India's foreign policy was the principle of non-alignment. India chose not to align itself with any major power bloc during the Cold War era and aimed to maintain strategic autonomy and independence in its international relations. This policy was articulated by India's first Prime Minister, Jawaharlal Nehru, who emphasized the need to remain neutral in global power struggles.⁴⁷

Panchsheel (Five Principles of Peaceful Co-existence): India, along with China, played a significant role in formulating the Five Principles of Peaceful Coexistence, also known as Panchsheel, in 1954. These principles emphasized mutual respect for sovereignty and territorial integrity, non-aggression, non-interference in internal affairs, equality, and peaceful co-existence.⁴⁸

Concentration on Multilateralism: India has been a major proponent of multilateralism and has taken an active role in a number of international fora, including the World Trade Organization (WTO), the Non-Aligned Movement (NAM), and several regional alliances. India has made an effort to interact with the world community on global concerns including climate change, sustainable development, and disarmament.

Priorities in the Territory: India places a high value on its connections with its neighbours and the larger South Asian region. For the sake of regional stability and prosperity, programs like the "Neighbourhood First" strategy seek to strengthen economic and political relations with neighbouring nations.⁴⁹

(ix) **Healthcare and Public Services:** To meet the requirements of the expanding population, the government extended public services and healthcare facilities. The public health and sanitation were improved. India faced enormous difficulties in 1947 when it became independent; making sure its people had access to quality healthcare. The Indian government has put a lot of effort towards enhancing healthcare delivery, expanding access to medical services, and improving healthcare infrastructure. A summary of the changes to India's healthcare system following independence: ⁵⁰

National Health Programs: In order to address the country's serious health problems, the Indian government launched a number of national health programs. The National Malaria Eradication Program, which began in 1958, the Family Planning Program, which began in the late 1950s, the National Tuberculosis Control Program, which began in 1962, and the Universal Immunization Program, which began in 1985, are a few of the important programs.

National Health Policy (1983): The Government of India published the National Health Policy in 1983 as a key document outlining the nation's approach to health and healthcare delivery. This strategy sought to offer an all-inclusive framework for healthcare growth and planning in India. Here are some of the National Health Policy of 1983's major highlights:

Primary Health Care: As the cornerstone of the healthcare system, primary health care (PHC) was emphasized as being crucial in the strategy. It acknowledged the value of fundamental curative, preventive and promotional health services at the community level to raise the general public's level of health.

National Malaria Eradication Program: Originally known as the National Malaria Control Program (NMCP), the National Eradication Program (NMEP) was established in 1958. The NMEP was incredibly successful between 1958 and 1965, reducing the frequency of malaria to only 1 lakh cases and preventing any deaths in 1965.

National Tuberculosis Control Programme: The National Tuberculosis Control Programme was established in 1962 with the objective of reducing the disability and death from TB by effective treatment. The Govt. of India, WHO and World Bank together reviewed the NTP in 1992. Based on the findings a revised strategy for NTP was evolved. In order to attain

a DOTS (Direct Observation Treatment Short course) cure rate of at least 85%, short-term chemotherapy has been established in 5 districts. Volunteers like as teachers, anganwadi workers, dais, former patients, and social workers carry out this activity. NGOs work in the fields of communication, education, and information.⁵¹

Declaration of Alma Ata: The Alma Ata Declaration, which stressed the value of primary healthcare as the key to achieving "Health for All" by the year 2000, was signed in 1978 by India and other World Health Organization (WHO) members. This statement reaffirmed India's commitment to enhancing healthcare for all of its residents.⁵²

(x) **Banking and Financial Reforms:** India's banking industry experienced changes to improve the stability of the financial system. Major Banks were nationalized by the government in order to promote financial inclusion and assure credit flow to various economic sectors. The goal of nationalizing banks was to promote financial inclusion, implement economic reforms, and dedicate banking resources toward social development.

Nationalization's Initial Phase (1969): The announcement of the nationalization of 14 significant commercial banks in India was made by the Indian government on July 19, 1969, under the direction of then-Prime Minister Indira Gandhi. At the time, these banks accounted for almost 85% of all deposits in the banking industry. Punjab National Bank, Bank of India, Bank of Baroda, Canara Bank, Central Bank of India, United Bank of India, Dena Bank, Syndicate Bank, Union Bank of India, Allahabad Bank, Indian Bank, Indian Overseas Bank, Bank of Maharashtra, and UCO Bank were among the banks nationalized during this time. The main goals of this nationalization were to: Promote financial inclusion by expanding banking services to rural and semi-urban areas; Ensure that banks meet the needs of priority industries, such as agriculture, small-scale manufacturing, and other sectors essential to economic development; prevent the concentration of economic power in the hands of a small number of private players.

Second stage of Nationalization (1980): On April 15, 1980, the government undertook a second stage of nationalization, taking control of six more private banks. Andhra Bank, Corporation Bank, New Bank of India (which merged with Punjab National Bank in 1993), Oriental Bank of

Commerce, Punjab and Sind Bank, and Vijaya Bank were among the banks nationalized during this time.⁵³

Reform Phase: Early 1990s

Reform Phase initiated in 1991 as LPG Theory

In India, the process of liberalization, globalization, and privatization reform phases started in the early 1990s and lasted into the early 2000s. The economic reforms associated with privatization, globalization, and liberalization have significantly impacted India. They aided in boosting economic growth rates, boosting foreign investment, growing the services industry, and joining the worldwide supply chain. These reforms were not without difficulty, though, since worries concerning inequality and regional inequalities persisted as issues of policy focus for succeeding governments. These are the primary elements of this reform phase:

Liberalization: Government controls and regulations on many economic sectors were loosened as a result of liberalization. This included removing trade restrictions, liberalizing private enterprise freedom, and simplifying industrial licensing. India's economic reform was aided by its 1985 balance of payments crisis. Due to the crisis, the nation was unable to cover both its debt obligations and necessary imports. Therein, India was driven to the verge of bankruptcy. Dr. Manmohan Singh, India's then Finance Minister, responded by introducing economic liberalization in the country.

Globalization: The goal of globalization was to incorporate the Indian economy into the international market. It involves fostering technology transfer and partnerships with foreign businesses, as well as supporting foreign direct investment (FDI) and global trade and investment. The goal of globalization is to eliminate borders so that one country's needs can be met by the rest of the world, creating a single, massive economy.

As a result of globalization, outsourcing: Contracting is the key result of the globalization process. In the outsourcing model, a corporation from one nation engages an expert from another nation to complete work that was previously completed by an internal resource from that nation. The benefit of outsourced is that work may be performed more cheaply and competently from any location in the world. In India, a number of contact centers or BPO firms have emerged with their own models of voice-based business processes. Services like banking, accounting, and bookkeeping are

all being outsourced from industrialized nations to India, as well as medical advice.

Privatization: The goal of privatization was to lessen the role of the government in economic activity and to increase private sector involvement across a range of industries. To increase productivity and competitiveness, state-owned businesses were either sold off or divested.⁵⁴

During this Reform Phase, important policy initiatives and benchmarks include:

1991 Economic Reforms: In 1991, the Indian government unveiled a comprehensive program of economic reforms in response to a balance of payments problem. Trade liberalization, currency devaluation, and the elimination of the industrial licensing system were all included in this package.

Industrial Policy Reforms: To lessen bureaucratic constraints, foster competition, and entice private investment, industrial policies were updated. The New Industrial Policy of 1991 sought to improve the climate for investors. Import tariffs were gradually lowered to encourage competition and broaden access to foreign goods as part of trade policy reforms. Plans for promoting exports were put in place to increase India's exports of goods and services.

Financial Sector Reforms: To liberalize interest rates, bolster the banking system, and promote private sector involvement in banking, considerable reforms were made to the financial and banking industries.⁵⁵

Foreign Investment Policy: FDI regulations were loosened and industries were made more accessible to FDI. Additionally, India created SEZs, or special economic zones, to promote international business and companies that focus on exports.

Information Technology and Telecommunications: The opening of the telecommunications industry to private investment resulted in a sharp increase in the use of mobile phones. India became a hub for international IT services as a result of the IT sector's rapid rise.

Budget Stabilization: To promote a stable macroeconomic environment, measures were implemented to control budget deficits and strengthen fiscal restraint. 1994 National Telecom Policy, Section⁵⁶

The Department of Telecommunication (DOT), Government of India, created the National Telecom Policy 1994 as a result of the rapid change in

the overall situation of the Indian telecommunication industry. Additionally, the Indian National Telecom Policy of 1994 introduced a number of changes to the country's earlier the telecommunications policy. The two primary regulatory authorities for the Indian telecommunications sector are the "Telecom Regulatory Authority of India" (TRAI) and the "Department of Telecommunication" (DOT).⁵⁷

National Telecom Policy 1999

The study of the Group on Telecommunication served as the foundation for the 1999 New Telecom Policy. A high-level group on telecommunications (GoT) was established by the government to examine the National Telecom Policy of 1994, which is the current telecom policy. A new telecom policy was primarily necessary since the objectives of the National Telecom Policy of 1994 were not met within the allotted time frame, and on the other hand, there had been tremendous advancements in information and communication technology. The Government of India developed the National Telecom Policy (NTP) in 1999 as a fundamental policy framework to address the expanding telecommunications industry and its development in the nation.

The New Telecommunications Policy of 1999 has the following goals:

- Ensuring access to cost-effective and effective telecommunications for all citizens. Establish a balance between high level services and universal services provided to all untapped areas.
- Promote the construction of telecommunications infrastructure in the nation's isolated, mountainous, and tribal regions.
- Establishing a cutting-edge, effective telecommunications network based on the convergence of consumer electronics, media, telecom, and IT to help India become an IT superpower.

The Policy made TRAI's function in the telecommunications sector clear. This was done in response to the issue whereby the DoT hesitated to recognize the TRAI's authority over certain legal issues. It was stated that the TRAI was qualified to hear telecom-related lawsuits and to give guidance to the government.⁵⁸

National Education Policy (1992)

The P. V. Narasimha Rao administration changed the National Policy on Education from 1986 in 1992. The "Common Minimum Programme" of his United Progressive Alliance (UPA) administration served as the foundation for a new strategy that Former Prime Minister Manmohan Singh adopted in 2005. Under the National Policy on Education (NPE) of

1986, the corresponding Program of Action (PoA) of 1992 envisioned holding a common entrance exam for admission to professional and technical programs across the nation.

Early childhood education and care is a feature of the 1992 New Education Policy.

•Universalization of Elementary Education – UEE

The POA also had the goal of achieving the UEE targets. For kids who are unable to attend full-time schools, it proposed a number of innovations and revamped programs including "Non-Formal Education.

•Navodaya Vidyalayas to Improve the Quality of Education

The POA of 1992 envisioned the establishment of Navodaya Vidyalayas all over the country. These institutions were designed to support outstanding achievers regardless of their socio-economic status.

Reform Phase: UPA Government

(I) Agriculture and Farmers Welfare reforms

In order to expand the Indian economy and open it up to the world market, reforms were started in 1991. These changes had a substantial impact on the agricultural and farmers' welfare sectors even though they were primarily directed at the industrial and service sectors. India also signed the UR (Uruguay Round) trade agreements, which cover agriculture. All of the countries were required to liberalize agriculture as part of the UR pledges. The majority of agricultural products had very high tariffs. Additionally, the law was changed so that farmers can now seek bank loans up to Rs. 3 lakh.⁵⁹ Some of the important projects and reforms include:

Agricultural Marketing Reforms: By permitting contract farming and private players, the authorities has taken moves to liberalize the agricultural markets. With these measures, the market would be more competitive and farmers' produce would fetch a higher price. To assist the agricultural industry in achieving 4% annual growth, the Rashtriya Krishi Vikas Yojana was launched.⁶⁰

Direct Benefit Transfer (DBT) in Agriculture: In an effort to cut down on leaks and ensure that welfare programs are more effectively targeted, the government has started using DBT to send incentives as well as

benefits directly to farmers' bank accounts. On December 12, 2014, DBT was further extended throughout the nation.⁶¹

Agricultural Credit: Through a number of programs, including the Kisan Credit Card (KCC) and interest subvention, the government has increased the amount of credit available to farmers. The Kisan Credit Card (KCC) scheme was introduced in 1998 and calls for banks to issue Kisan Credit Cards to farmers based on their holdings. The Kisan Credit Card initiative intends to provide farmers with flexible and streamlined financial assistance through financial institutions through a single window for their farming

National Food Security Act (NFSA): The National Food Security Act, passed by the UPA government in 2013, sought to give subsidized food grains to around two-thirds of the Indian populace. The Act was designed to protect farmers and other vulnerable groups in society from food insecurity⁶²

Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA): Although this plan was started under the previous NDA administration, it was further expanded by the UPA administration. MGNREGA provided a safety net for landowners during difficult agricultural seasons by guaranteeing 100 days of pay work annually to rural households.⁶³

National Horticulture Mission (NHM): The NHM was established to increase horticulture productivity and develop the infrastructure for post-harvest management and selling of horticultural crops. The primary goals of the NHM are to increase production of all horticultural goods (fruits, vegetables, flowers, coco, cashew nuts, plantation crops, etc.) and to expand horticulture to the full extent of the state's capacity.⁶⁴

Pradhan Mantri Krishi Sinchai Yojana: In order to create PMKSY, the ongoing irrigation programs, notably the Accelerated Irrigation Benefit Program (AIBP), were combined in 2015 by the NDA government, which took office after the UPA government. However, the UPA administration set the groundwork for irrigation plans.⁶⁵

(II) Affordable Accessible Healthcare

Some of the major measures for accessible and inexpensive healthcare included:

National Rural Health Mission (NRHM): To improve the healthcare system in rural areas, the UPA government introduced the NRHM in 2005. NRHM is to serve the rural population, particularly the most vulnerable populations, with equitable, cheap, and high-quality healthcare. The Empowered Action Group (EAG) States, North Eastern States, Jammu and Kashmir, and Himachal Pradesh have received special attention under the NRHM. This mission concentrated on the well-being of mothers and children, family planning, and access to affordable, high-quality healthcare for the rural population.⁶⁶

National Health Policy (2002)

The National Health Policy-2002 (NHP) places a high priority on ensuring equitable access to health care throughout the nation's social and geographic diversity. The central government's contribution has been significantly boosted in order to improve the overall public health investment. By increasing the sectoral share of funding, preventive and curative programs at the fundamental health level would be given priority.

Janani Suraksha Yojana (JSY): The JSY was created as part of NRHM to encourage institutional deliveries among expectant women in rural regions. It reduced the rates of maternal and neonatal mortality by giving pregnant women financial support for giving birth in hospitals. In order to implement Janani Suraksha Yojana, the National Maternity Benefit Scheme (NMBS) was altered.⁶⁷

Rashtriya Swasthya Bima Yojana (RSBY): The UPA government introduced RSBY, a health insurance program for families living below the poverty line (BPL), in 2008. The program's goal was to protect financially vulnerable households by paying for hospital bills. The Government of India's Ministry of Labour and Employment has introduced RSBY to offer Below Poverty Line (BPL) families access to health insurance.

Free Drugs and Diagnostics Initiative: The UPA government began a Free Drugs and Diagnostics Initiative in a few public health facilities as part of NRHM. This had the goal of giving people seeking medical care in those facilities access to necessary medications and diagnostic services without charge.⁶⁸ The Free Essential Diagnostics Initiative was started by the Indian government as part of the National Health Mission to address the high out-of-pocket costs for diagnostics (10% OOOPE on cost of tests).⁶⁹

National Urban Health Mission: In order to meet the healthcare demands of urban people and to improve the healthcare system in urban regions, the UPA government created NUHM. The National Urban Health Mission (NUHM) aims to improve the general health of urban residents, but especially of the underprivileged and other disadvantaged groups, by enabling equitable access to high-quality healthcare through a redesigned public health system, collaborative efforts, and community-based mechanisms with the active participation of urban local governments.⁷⁰

Accredited Social Health Activists (ASHAs): The ASHA program, which entailed training and hiring female community health workers at the village level to act as a link between the community and the healthcare system, was expanded under the UPA government. Female community health activist with the designation of Accredited Social Health Activist (ASHA). This involves a variety of activities, such as promoting knowledge of health care entitlements, particularly among the poor and excluded, and enabling access to health care services.⁷¹

Affordable Medicines and Reliable Implants for Treatment (AMRIT) Program: To provide patients with access to high-quality, reasonably priced medications and implants, the UPA government developed the AMRIT program. AMRIT pharmacies were established all across the nation to offer implants and medications at discounted rates.⁷²

National Mental Health Program (NMHP): The NMHP was started by the UPA government to enhance the provision of mental healthcare and raise awareness of mental health problems in the nation. Government of India has been conducting National Mental Health Program (NMHP) beginning 1982 to address the enormous burden of mental diseases and lack of skilled experts in the field of mental health. The Program included the Manpower Development Scheme (Scheme-A & B) in 2009.⁷³

(III) Economic Development

From 2004 until 2014 during which time the country had substantial economic growth. A number of significant programs and policies that supported India's economic development were put into place while he was in power. With the exception of 2007–2008, while the worldwide severe recession occurred, Singh oversaw typical annual growth rates of around 7.5%–8% from 2004–2014.

Some of the notable economic developments under this phase are:

- **Economic Liberalization:** The License Raj was abolished, trade restrictions were eased, and foreign direct investment (FDI) was promoted. The liberalization initiatives promoted economic expansion and attracted capital. Several crucial liberalization factors that supported economic expansion during his presidency include:
- **Fiscal Responsibility:** The administration implemented fiscal responsibility policies, which included limiting budget deficits and cutting back on unnecessary spending. This supported investor confidence and economic stability.
- **Foreign Direct Investment (FDI):** Liberalization initiatives loosened limits on FDI in a number of sectors, luring capital into the nation from abroad. This inflow of cash aided in the construction of infrastructure, the creation of jobs, and technological breakthroughs.
- **Industrial Reforms:** The government promoted strategies that promoted private sector involvement and lowered administrative barriers for firms. This stimulated investment in a variety of industries, which supported economic expansion.
- **Financial Sector Reforms:** To bolster the banking system, increase transparency, and promote financial inclusion, financial sector reforms have been adopted.⁷⁴
- **Trading Liberalization:** By lowering import tariffs and removing non-tariff barriers, India significantly opened its markets to foreign commerce. Exports increased and competitiveness was bolstered by this interaction with international markets.⁷⁵

Infrastructure Development: The nation's infrastructure was a priority for the government, which made investments in power, ports, airports, and highways. The focus on infrastructure development enabled economic activity and improved connectivity. Project for the Development of the Golden Quadrilateral and National Highways: During Manmohan Singh's presidency, the Golden Quadrilateral project, started by the previous administration, continued to be a significant infrastructure improvement.⁷⁶

Rural Infrastructure Development: Through programs like the Pradhan Mantri Gram Sadak Yojana (PMGSY), the government concentrated on enhancing rural infrastructure. In order to improve accessibility, connectivity, and economic prospects for those living in remote locations,

PMGSY sought to create all-weather road connectivity to rural communities. The Rajiv Gandhi Grameen Vidyutikaran Yojana (RGGVY) sought to electrify villages all throughout the nation and give access to energy to rural households.⁷⁷

- **Development of urban infrastructure:** The Jawaharlal Nehru National Urban Renewal Mission (JNNURM) was a pioneering initiative designed to enhance urban administration and infrastructure in Indian cities. It put a special emphasis on initiatives for sanitation, transportation, and urban renewal.⁷⁸ Enlargement of the Delhi Metro Rail system continued all throughout this time, giving the nation's capital and its surrounding territories' public transit a much-needed boost.⁷⁹

- **Bharat Nirman:** This time-limited program was started to hasten the building of infrastructure in rural India. It includes initiatives for rural connectivity, housing, water supply, and irrigation.⁸⁰

- **Telecom and information technology:** The government pushed to enlarge and update the infrastructure for these two sectors. The mobile and internet industries had substantial expansion during this time period, promoting digital accessibility and connectivity.⁸¹

- **Modernization and Expansion of Ports and Airports:** To promote trade and tourism, the government concentrated on renovating and enlarging ports and airports nationwide.⁸²

- **Indira Awaas Yojana (IAY):** This housing program was first introduced in 1985 but was given increased attention and money under the Manmohan Singh administration. The program was designed to give low-income households in rural areas financial support so they could build homes.⁸³

- **Rashtriya Krishi Vikas Yojana (RKVY):** RKVY was a centrally supported program that was introduced in 2007–2008 to promote different state-level agriculture and related activities. It aimed to support the agricultural industry, raise productivity, and guarantee sustainable growth.⁸⁴

- **Pradhan Mantri Gram Sadak Yojana (PMGSY):** Although the PMGSY was launched in 2000, it was given more financing and momentum under the Manmohan Singh administration. The project's goal

was to connect isolated rural settlements with a population of 500 or more people to all-weather roads.⁸⁵

- **National Rural Livelihood Mission (NRLM):** NRLM, also referred to as Aajeevika, was established in 2011 with the goal of reducing rural poverty by encouraging self-employment and giving the underprivileged a sustainable means of subsistence.⁸⁶

- **Inclusive Growth in Agriculture:** To boost farmer production and income, the government undertook a number of agricultural reforms, including the Rashtriya Krishi Vikas Yojana (RKVY) and the National Food Security Mission (NFSM).⁸⁷

- **Inclusive Finance:** To foster entrepreneurship and give underprivileged people more power, the government sponsored microfinance organizations and encouraged the flow of credit to small and medium-sized enterprises (SMEs).⁸⁸

- **Information technology (IT) and IT-enabled services (IteS):** India emerged as a major global center for software development, IT outsourcing, and back-office operations during this time. The development of infrastructure and legislative initiatives by the government helped the IT and IteS businesses grow actively.⁸⁹

- **Public-Private Partnerships (PPPs):** To utilize public and private sector strengths and resources for the advancement of infrastructure, technology, and research activities, the government supported PPPs.⁹⁰

(IV) National Security

The UPA administration undertook a number of initiatives and programs to solve national security issues and advance the interests of the nation. During this time, there were a number of security challenges to India, including terrorism, insurgency, and outside pressure. The government's strategy for ensuring national security included both local and foreign components. It is significant to remember that India's national security environment is dynamic and complicated, and that overcoming security difficulties necessitates on-going efforts and policy adaptation.

(V) Foreign Policy

The UPA government maintained a proactive and active foreign policy that attempted to improve India's reputation internationally, advance

economic interests, and create harmonious relations with regional allies and powerful nations. The foreign policy of the UPA administration aimed to balance India's national interests, regional dynamics, and international obligations. It sought to uphold India's dedication to the values of peace, non-alignment, and respect for one another while positioning India as a responsible and significant global participant⁹¹

(VI) Alleviation of Business in India

Protection of Intellectual Property Rights (IPR): The Indian government has taken steps to increase the protection of IPR, which is essential for companies to

(VII) Infrastructure Initiatives

Government of India launched a number of measures to solve the nation's housing and infrastructural problems. These programs sought to increase physical connectedness, give everyone access to inexpensive housing, and raise standards of living generally. These initiatives, which catered to the requirements of both urban and rural areas, significantly contributed to the improvement of India's housing and infrastructure sectors. Among the major housing and infrastructural projects are:

Jawaharlal Nehru National Urban Renewal Mission JNNURM was established in 2005 with the goal of enhancing urban infrastructure and governance in particular cities. It concentrated on initiatives for urban poor housing, public transportation, water supply, and sanitation.⁹²

The National Highway Development Project (NHDP) aims to promote road connectivity and facilitate the flow of goods and people throughout the nation by enlarging and modernizing the national highway network.⁹³

Launched in 2005, the Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT) sought to provide small and medium-sized towns with essential urban infrastructure, with a particular emphasis on solid waste management, water supply, and sanitation.⁹⁴

Inexpensive Housing Programs: The government launched a number of programs and incentives to encourage the development of inexpensive housing for various segments of society, including the LIG and EWS (economically weaker sectors).⁹⁵

Smart Cities Mission: Although the Smart Cities Mission was introduced in 2015, the groundwork for it was established prior to 2014. By putting a strong emphasis on urban development that is sustainable and technology-driven, the project aspired to transform a few cities into smart cities.⁹⁶

The National Urban Housing and Habitat Policy (NUHHP), which was created in 2007, sought to advance the development of affordable, accessible, and durable urban housing.⁹⁷

(VIII) Science and Technology

The government focused on several significant initiatives and policies in the fields of science and technology.

Nuclear Deal: One of the most prominent achievements during Manmohan Singh's government was the Indo-US civilian nuclear deal. It aimed to enhance India's nuclear energy capabilities by allowing access to civilian nuclear technology and fuel from other countries, despite not being a signatory to the Nuclear Non-Proliferation Treaty (NPT).

Space Research: The Indian Space Research Organisation (ISRO) achieved several milestones during this period. In 2008, India successfully launched the Chandrayaan-1 mission, its first lunar probe, which made significant discoveries, including the presence of water molecules on the moon's surface. Additionally, India's Mars Orbiter Mission (Mangalyaan) launched in 2013, made India the first Asian country to reach Mars orbit and the fourth space agency globally to do so.⁹⁸

National Telecom Policy 2012

In order to ensure that India fulfills this role efficiently and successfully transforms the socioeconomic environment with intensified sustainable and equitable growth in the economy, the National Telecom Policy-2012 places a special emphasis on delivering high-quality and reasonably priced telecommunications facilities to isolated and rural regions. The main goal of this strategy is to emphasize how crucial it is for continuous technology adoption to provide workable solutions for resolving developmental difficulties in a variety of areas, including education, health, job creation, financial inclusion, and many more.

(IX) Policy Reforms for Marginalized Section

During which time significant policy changes were put into place to promote and uplift society's most vulnerable groups. **The Mahatma Gandhi National Rural work Guarantee Act (MGNREGA)**, a ground-breaking social welfare program, aimed to give rural households, including those in marginalized areas, work possibilities by promising 100 days of pay employment per fiscal year. MGNREGA had a significant role in reducing rural poverty and improving the standard of living for numerous underprivileged people.⁹⁹

The **National Food Security Act (NFSA)** was passed in 2013 to guarantee food security for the population's most vulnerable groups. Under this law, the system for public distribution (PDS) distributed subsidized food grains to qualified recipients, especially underprivileged households.¹⁰⁰

Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act: To shield marginalized communities from prejudice, retaliation, and violence, the government seeks to reinforce the enactment of the Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act.¹⁰¹

Urban Housing and Slum Development: With a focus on underprivileged urban populations, the government launched a number of projects to enhance housing and living circumstances for urban slum dwellers.¹⁰²

National Minorities Development and Finance Corporation (NMDFC) was established to aid linguistic and religious minorities in their socioeconomic development through a variety of financial support programs.¹⁰³

Rashtriya Swasthya Bima Yojana (RSBY): To shield vulnerable households from overbearing medical costs, the RSBY provided health insurance coverage to families living below the poverty line.¹⁰⁴

Administrative Reform Commission 2005

ARC reports, are published by the Administrative Reforms Commission, which is engaged by the Government of India. These papers are crucial resources for efficient public administration, governance, and much more. There are primarily two ARC reports: the first ARC report, which was

released by the first ARC established in 1966, and the second ARC report, which was released by the second ARC established in 2005. On August 31, 2005, the Indian government established the 2nd ARC Report in accordance with resolution K-11022/9/2004-RC. It was created to develop a comprehensive plan to reform India's public administration system. Veerappa Moily led the commission initially in his capacity as chair. However, once he stepped down in 2009, V. Ramachandran assumed leadership duties. In order to achieve a realistic, adaptable, accountable environmentally friendly and competent public administration throughout all levels of government in India, the 2nd ARC Report was given the authority to make some helpful recommendations. Additionally, 15 reports covering various public administration fields were released by the 2nd Administrative Reforms Commission.

The Government of India rejected the suggestions made by the 2nd ARC on issues including judicial reform and ties between the federal and state governments, as well as fields consisting of defense of the nation, security, and intelligence, among others. Two different types of improvements were suggested in the 2nd ARC report. Changes to administrative setups, processes, and practices are the first.¹⁰⁵

NUMBERS OF ARC REPORTS	NAMES OF ARC REPORTS
<i>1st Report</i>	Right to Information: Master Key to Good Governance
<i>2nd Report</i>	Unlocking Human Capital : Entitlements and Governance
<i>3rd Report</i>	Crisis Management
<i>4th Report</i>	Ethics in Governance
<i>5th Report</i>	Public Order
<i>6th Report</i>	Local Governance
<i>7th Report</i>	Capacity Building for Conflict Resolution
<i>8th Report</i>	Combating Terrorism – protecting by Righteousness
<i>9th Report</i>	Social Capital – A Shared Destiny
<i>10th Report</i>	Refurbishing of Personnel Administration & Scaling New Heights
<i>11th Report</i>	Promoting e-Governance: The Smart Way Forward
<i>12th Report</i>	Citizen-Centric Administration
<i>13th Report</i>	The organizational structure of Government of India
<i>14th Report</i>	Strengthening Financial Management Systems
<i>15th Report</i>	State and District Administration

Table 3: List of ARC Reports¹⁰⁶

Lateral Entry Reform

The process of hiring people from outside the conventional bureaucratic structure to fill senior-level posts in the government is known as lateral entry. In India, the idea of lateral entrance into the bureaucracy has been growing popularity recently in order to supplement the current civil service with specialized knowledge, domain expertise, and new viewpoints. It is vital to remember that lateral entry is a relatively new notion in the Indian bureaucracy and is still developing. Various government agencies and ministries may have various policies regarding the magnitude and breadth of lateral entry roles.¹⁰⁷ The Indian government has started a number of initiatives to make lateral entry within the bureaucracy easier.

Integration with the Bureaucracy: Lateral entrants are expected to work in tandem with career government employees to promote efficient governance. The goal is to create beneficial outcomes by using the advantages for each lateral entry and the current bureaucracy.

Sectoral Expertise: Lateral entry attempts to recruit experts from a variety of sectors, including academia, business, the private sector, and non-governmental organizations. This makes it possible to bring in expertise and experience in particular policy fields.

6.Shifting the Paradigm for Good Governance

In India, the procedure of shifting the paradigm for good governance has been dynamic and continuing. A notion known as "good governance" includes a number of rules and procedures designed to guarantee the efficiency, effectiveness, and accountability of governmental institutions. India's approach to governance has gone through numerous stages of evolution over the years. The shift in the good governance paradigm in India is a result of on-going efforts to adapt to shifting economic and sociological circumstances while respecting democratic ideals and enhancing the provision of public services. It is a dynamic process that adapts to the demands and difficulties of a varied and rapidly modernizing country.¹⁰⁸ The combined result of the two - open and accountable executive governance while concurrently involving. The participation of the people in the formulation of policies and in ensuring their efficient execution has been beneficial for the state of the nation as a whole.¹⁰⁹

A paradigm is a point of view, a way of conceiving, or a way of viewing social and natural phenomena. A nation's development can be understood using a variety of paradigms. Management specialists, such as Peter F. Drucker (1991), asserted that management factors were more to blame for the state's inability to bring wealth to its people. In accordance with this idea, the World Bank and UNDP created the notion that good governance, which places more emphasis on its components than on the entities or individuals who make up governmental institutions. In essence, "the way" or "the exercise" of management is good governance. Some people believe that countries emerge impoverished because they lack enough natural

resources to serve as the foundational funding for construction. The creator of modern management, Peter F. Drucker (1991)¹¹⁰ later refuted that theory and asserted that the state's management was more to blame for the inability of the state to generate prosperity (*causa prima*). The UNDP¹¹¹ and the World Bank expressed support for the proposal, which sparked the "good governance" paradigm, which is a governance reform.¹¹²

New Public Management

Globalization has had a huge impact on public administration, stressing change and reinventing public administration with a managerial approach. Since the early 1980s, administration has faced significant hurdles in trying to lessen its reliance on bureaucracy, slow the growth of expenditures, and find innovative ways to provide public services. The New Public Management Perspective recommends a number of reform strategies for structuring and providing citizens with services through market mechanisms. As governments all over the world started consuming limited resources, there was a sweeping onslaught on the public sector and bureaucracy starting in the 1980s. The NPM perspective is the result of a number of things coming together. These consist of:¹¹³

Influence of Neo Liberalism

There has been a powerful influence of neo-liberal political ideology during the 1980s and 1990s. Neo-liberalism favoured dominant presence of market forces than the state. Concepts such as efficiency, markets, competition, consumer choice, etc. had gained predominance. Neo liberalism favoured cutting back of welfare state, maximizing individual liberty and freedom, and encouraging market mechanisms leading to equitable outcomes. Free markets unrestrained by government, removal of barriers to facilitate the free flow of goods and money and privatization were considered significant measures for economic growth. The then prevailing scenario favoured roll back by the state and the space created by it to be filled with the private sector. The state was expected to promote the efficient functioning of markets.¹¹⁴

Public Choice Approach

The development of the new public management approach was significantly influenced by the public choice methodology. It was proposed

by economists like Tullock, Niskanen, and Buchanan, and its main assumption is that 'self-interest' drives all human conduct. NPM aims to spread a new way of thinking that emphasizes the following:

- The current changing environment necessitates government reforms;
- There is a need to shift government mindset from merely carrying out obligations to performance direction; and
- Public organizations must be risk-taking, mission-oriented, and service-oriented.¹¹⁵

Nuances of Governance in Sarkar

"We are modernizing governmental processes and incorporating modern technology in order to make institutions more accountable, efficient, and participatory. India's entire population will gain from this.

-Prime Minister Narendra Modi

In modern India, good governance is a dynamic idea and a crucial component of the socio-political environment of the nation. It includes a variety of values and procedures designed to guarantee the effectiveness, productivity, openness, and attentiveness of governmental institutions. The government's processes and procedures need to be simplified in order to improve good governance and speed up the entire system. Another sign of the public's faith in the government is the movement toward self-certification in place of affidavits and attestations. Another area of concentration is the elimination of onerous, antiquated laws that are no longer necessary. In modern India, efforts are made to address problems and enhance the provision of public services while respecting democratic norms and principles. This process is dynamic and continuing.

Political governance must be strengthened by implementing the proper decentralization strategies, making elected officials responsive to and accountable to the people, building their capacities through education, awareness, and training, holding periodic elections that are free and fair, ensuring an impartial judiciary, and enhancing the efficiency of the civil service. Economic governance must be given priority through adequate budgetary support to socially important areas like housing, health, and education, as well as through effective tax and subsidy systems. Additionally, the government must support the growth of the private sector by establishing sound business practices, a stable economic climate,

an effective regulatory framework, and the preservation of the interests of all parties involved, including workers, consumers, and society at large.

Civic governance entails utilizing people's inherent initiative, enhancing their capacity to manage their own lives, and educating and empowering them to actively participate in democratic governing processes. Any nation pursuing good governance must take steps to ensure a proper balance between the public, private, and civic sectors, as well as between economic growth and social justice. To achieve good governance, the government, business, and civil society must strike the right balance between their respective responsibilities to guarantee development that is focused on the needs of the people.

Reforms must be made in the political, economic, social, and administrative spheres in order to achieve good governance. Investing appropriately in human needs and providing social security systems for the underprivileged and marginalized are only two of the many strategies used to promote good governance. Enhancing the capability of the civil services using appropriate reform measures that match performance and accountability; strengthening the state institutions; introducing appropriate reforms to improve the effectiveness of the parliament; a new structure for government-business cooperation is being developed, along with new alliances being formed with the civic society.

Reforms are necessary for good governance on a number of levels, including the political, economic, social, and administrative. The pursuit of good governance is a multi-pronged strategy that includes: Reorienting the priorities of the State through appropriate investments in human needs and the establishment of social safety nets for the poor and marginalized; Strengthening the State institutions; Implementing suitable changes in enhancing the operation of parliament and increasing its effectiveness; and Increasing the capacity of the civil services through appropriate reform measures that match performance and a competitive compensation system.

- Creating new partnerships involving civil society; and
- Creating an innovative structure for cooperation between the government and business.

In order to respond to the shifting demands and ambitions of its varied people, the government keeps modifying its policies and procedures. The

government views public grievance redress as a crucial element of a responsive administration. I have given orders to all the Ministries to make sure that public issues are given first consideration. To promote holistic development, "good governance" aims to combine political, economic, and social processes. The interaction between globalization and good governance, if properly handled, might become a transformative process to stabilize society. Improvements in public security, economic management, and public administration; shared systems of values through key public and private sector institutions; development of civil society and indigenous executive, legislative, judicial, and administrative institutions; and good governance, democratic development, and an effective capacity for development are all ways to achieve this type of stabilization (Kiggundu, 2002).¹¹⁶

The government would operate as a **SMART (Simple, Moral, Accountable, Responsive and Transparent)** Government as part of a good governance strategy. While increasing its skills, promoting and supporting policy making and performance in the public sector, it would serve as a growth facilitator and catalyst, remain sensitive to the need for social equality and well-being, and operate as a catalyst for growth. As power and authority shift from governors to the governed, governance is no longer governor-centric.¹¹⁷

Governance in Society

Governance in society encompasses a wide range of activities, processes, and structures that involve decision-making, authority, and the management of resources to ensure the well-being and functioning of a community or nation. The nuances of governance are complex and multifaceted, and they can vary significantly from one society to another. Here are some key nuances of governance in society:

Democratic vs. Authoritarian Governance

One of the fundamental nuances of governance is the type of political system in place. Democracies emphasize citizen participation, rule of law, and accountability, while authoritarian regimes are characterized by centralized power and limited political freedoms.

Legal Framework and Rule of Law: Governance is often defined by the legal framework that guides it. Rule of law ensures that government

actions are consistent with established laws and principles, protecting individual rights and providing a framework for resolving disputes.

Accountability and Transparency: Good governance includes mechanisms for holding public officials accountable for their actions. Transparency in government operations, decision-making, and financial matters is crucial for building trust and preventing corruption.

Civil Society Engagement: Civil society organizations, including NGOs and community groups, play a significant role in governance by advocating for specific issues, monitoring government activities, and providing checks and balances to the government's power.

Decentralization vs. Centralization: The distribution of governance authority can vary, with some societies favouring centralized decision-making and others opting for decentralization, which allows local governments or communities to have more autonomy in decision-making.

Governance in Market

The governance of markets involves a complex interplay between government regulations, industry standards, corporate governance, and various stakeholders. It encompasses the rules and mechanisms that govern economic activities within a market system. Here are some of the key nuances of governance in markets:

Regulation and Compliance: Government regulations play a critical role in governing markets. These regulations can cover a wide range of areas, including consumer protection, competition, environmental standards, and financial stability. Market participants, such as businesses, must comply with these regulations, which are often enforced by government agencies. Compliance ensures fair competition, consumer safety, and the overall stability of the market.

Market Competition: Healthy competition is a fundamental aspect of market governance. It encourages efficiency, innovation, and better outcomes for consumers. Regulatory bodies often monitor and intervene to prevent anti-competitive practices, such as monopolies or price-fixing that can harm competition.

Corporate Governance: Within individual companies, corporate governance refers to the rules, practices, and processes by which a

company is directed and controlled. It involves the board of directors, shareholders, and management, and it aims to ensure transparency, accountability, and ethical behaviour within the organization.

7. Public Policy Initiatives in India

The following are significant components and advancements relating to good governance in modern India:

- **Digital Transformation and E-Government:** Through the "Digital India" project, India has made tremendous progress in modernizing government services and information. By lowering administrative barriers, e-governance technologies and portals have rendered it simpler for citizens to obtain government information and services online. By utilizing technology to increase the effectiveness, transparency, accessibility, and accountability of governmental services and operations, e-governance, also known as electronic governance, plays a significant role in enhancing good governance. Pro-Active Governance and Timely Implementation (PRAGATI), Digital India Program, MCA21 (to increase the speed and certainty in the delivery of Ministry of Company Affairs services), Passport Seva Kendra (PSK), online Income tax return, etc. are programs that have been implemented under the umbrella of e-Government.¹¹⁸

'**Minimum Government, Maximum Governance**' as the main theme in India, the terms "Minimum Government" and "Maximum Government" relate to two different viewpoints regarding the function and scope of the government in terms of national governance and economics.

Important Guidelines for Minimum Governance

- ✓ **Limited Regulation:** The market is left to decide prices, production, and distribution with little to no influence from the government.
- ✓ **Fiscal responsibility:** Adopting prudent fiscal measures to reduce government expenditures and debt.
- ✓ **Deregulation:** Improving government efficiency and streamlining procedures to promote business development and economic expansion.

- ✓ Privatization is the process of selling off government-owned companies and their holdings to the private sector in order to increase efficiency and lighten the state's fiscal load.

Advocates: Proponents of less government frequently claim that it fosters entrepreneurship, creativity, and personal freedom. According to them, the government should only play a small part in people's lives, concentrating mostly on vital duties like ensuring the nation's security, law enforcement, and a legal foundation for contracts.

Important Guidelines for Maximum Governance

- ✓ Social welfare: Ensuring that every citizen has access to a wide-ranging social safety net, including healthcare, education, and social security.
- ✓ Income redistribution is the process of implementing wealth redistribution and progressive taxation policies in order to lessen economic inequality.
- ✓ Strong government regulation is needed to safeguard customers, employees, and the environment.
- ✓ Expanding the role of the public sector in delivering important services including healthcare, education, and public infrastructure.

Advocates: Maximum government proponents contend that it is vital to alleviate social and economic inequalities, safeguard vulnerable groups, and guarantee that everyone has access to basic services. Government is seen by them as a tool for achieving societal equity and justice.¹¹⁹

An era of "cooperative federalism" would be established by the National Institution for Transforming India (NITI Aayog). The "***Cooperative Federalism***" idea is actively promoted in India by NITI Aayog, the National Institution for Transforming India. Cooperative Federalism is a form of federalism in which the federal government and state governments cooperate to accomplish shared objectives, distribute duties, and make decisions that are in the best interests of the whole country. By encouraging cooperation, supporting state involvement in decision-making, and assuring that governance initiatives are inclusive and sensitive to the requirements of various areas, NITI Aayog plays a critical role in advancing cooperative federalism in India. NITI Aayog makes a substantial contribution to good governance and equitable development across the nation through its numerous programs and advisory roles.¹²⁰

The **National e-Governance Plan** aims to provide all government services to the average citizen in his community through outlets for common service delivery while guaranteeing the effectiveness, transparency, and dependability of such services at reasonable prices.¹²¹

▪ **Accountability and Transparency:**

The Right to Information (RTI) Act, passed in 2005, gave residents the freedom to request information from the government, fostering accountability and transparency. In order to fight corruption and ensure accountability, whistle-blower protection legislation and anti-corruption organizations like the Central Vigilance Commission (CVC) and the Central Bureau of Investigation (CBI) are essential.

Citizens' Charters in all Central Ministries and Departments make up the first initiative, and Citizens' Charters in all States and Union Territories make up the second. They both began in May 1997. Progress made as a result of these two initiatives can be seen in the rise in the number of Citizens' Charters listed on a specific portal. All Central Ministries/Departments have posted the Citizens'/Clients' Charters on their websites as of 2010. Additionally, it has been recommended that all central ministries and departments incorporate information on their citizens' and clients' charters in their yearly reports. The third project aims to improve service delivery through continual innovation by making the Citizens' Charters more dynamic using the Sevottam framework.

A few milestones in this endeavour include developing a bureaucracy that is focused on the needs of the citizens, ensuring transparency and the right to information, streamlining the public grievances system, and establishing codes of ethics and citizen charters. The 73rd and 74th Constitutional Amendments are significant reform initiatives promoting citizen engagement and empowerment.¹²²

▪ **Financial Inclusion and Direct Benefit Tax**

Initiatives to promote financial inclusion, including the Jan Dhan Yojana, have sought to make banking services available to all individuals. By transferring subsidies and benefits directly to recipients' bank accounts, DBT has been used to cut down on corruption and leaks. The introduction of DBT for cooking gas turned out to be the largest DBT program ever. The DBT, known as PAHAL, has been embraced by about 15 crore cooking gas users, according to the Guinness Book of World Records.

Over Rs 56, 000 crore in lost government funds have been prevented by the DBT. The NDA government is currently considering implementing DBT for kerosene and fertilizer subsidies on a trial basis.¹²³

▪ Anti-Corruption Initiatives

The Lokpal and Lokayuktas Act is one of many anti-corruption laws that have been passed to fight corruption at different levels of government.¹²⁴ An important step in the history of Indian politics was the establishment of the Lokpal and Lokayukta, which provided a remedy for the corruption problem. It offers a strong and effective way to fight corruption across the board in government. The idea of a constitutional Ombudsman was first put out in Parliament by the former law minister Ashok Kumar Sen in the early 1960s. Dr. L. M. Singhvi also came up with the terms Lokpal and Lokayukta. The First Administrative Reform Commission issued proposals later in 1966 recommending the creation of two autonomous bodies at the state and federal levels. The Lokpal bill was enacted by the Lok Sabha in 1968 following the commission's recommendations, but it expired because of the dissolution of the Lok Sabha. The measure has since been introduced numerous times in Lok Sabha but has expired. Up to 2011, there were eight attempts to pass the Bill, however they were all unsuccessful. A commission to assess the operation of the Constitution was also established prior to 2011 and was led by M.N. Venkatachaliah.

The Lokpal and Lokayukta were recommended for appointment by this commission. The commission further suggested that the Prime Minister be excluded from the Lokpal's purview.¹²⁵ Later in 2005, the Veerappa Moily-led Second Administrative Reforms Commission made the suggestion that the Lokpal office be constituted right away. Despite the fact that none of these suggestions received the proper consideration, the administration established a group of ministers in 2011 under the leadership of the late President Pranab Mukherjee. These ministerial task forces studied the Lokpal Bill proposal and proposed countermeasures to combat corruption.¹²⁶ The Lokpal and Lokayuktas Bill, 2013, were passed by both Houses of Parliament as a result of the demonstrations and campaign. On January 1, 2014, the President gave his assent to the bill, which was then given the name "The Lokpal and Lokayukta Act 2013" and went into effect on January 16, 2014.

▪ **Good And Services Tax**

The 101st Amendment Act of 2016 opened the door for the government to adopt the Goods and Services Tax, or GST. The center and the states have to collaborate and work together to administer this tax in an effective and efficient manner. The Goods and Services Tax Council's (GST Council) revision will be taken into account when evaluating this consultation process. The Council is responsible for deciding how to carry out its duties. The council adheres to the following Vision and Mission: **VISION:** The council is the first democratic federal body with the authority to make all significant decisions about the GST, and its mission is to uphold the highest principles of cooperative federalism in the council's operations. **MISSION:** Developing a user-friendly, information technology-driven GST structure through a process of broad consultation.¹²⁷

- 1) It is a value-based tax, with credits for taxes paid on inputs at each level being accessible at the next stage.
- 2) Only the GST assessed by the last retailer in the distribution chain is paid by the final consumer.
- GST includes the following central taxes: Central Excise Duty, Additional Excise Duty, Octroi Entry Tax, Purchase Tax, Luxury Tax, and Taxes on Lotteries, Betting, and Gambling.
- 3) GST includes the following state-level taxes: sales VAT or sale tax; entertainment tax; octroi and entry tax; purchase tax; luxury tax; and taxes on lotteries, betting, and gambling.

▪ **Effect of GST on Economy**

When GST is introduced, all of these extra charges are incorporated into it. This would improve the indirect tax system's efficiency and reduce bureaucracy and corruption in India. Additionally, India would grow into a single, integrated market if all states have the same tax rates. Corporate rivalry will be encouraged as a result, and India will attract foreign investment. This will lead to increased economic growth in India.¹²⁸ The introduction of the Goods and Services Tax (GST) in 2017 modernized India's convoluted tax system, fostering economic effectiveness and transparency. Many nations throughout the world applauded the move to restructure indirect taxes, which was backed by all the states in the nation, including Jammu & Kashmir. The early signs of the GST implementation point to a positive trend and an optimistic economic future for the country.¹²⁹

▪ **Citizen Engagement and Feedback**

E-government platforms frequently provide features that allow users to give feedback, file grievances, and take part in governance procedures. Governments can better grasp individuals' needs and preferences with their participation.

GST Council: The passage of the GST is an excellent instance of cooperative federalism, where the States and the Centre have given up their taxing authority and created one tax structure in order in order to achieve the goal of a single economic India with a "One Nation, One Market" that entails a single tax on the distribution of goods and services from the company that produces them to the consumer. It turned the nation into a single market. The indirect legislation in the nation is streamlined and harmonized by the GST. In the 2003 Kelkar Task Force report on indirect taxes, GST was first mentioned.

▪ **Digital Authentication**

Digital identity and authentication systems, like Aadhaar in India, assist in reducing identity fraud in government transactions and helping to confirm the veracity of beneficiaries.¹³⁰

▪ **Monitoring and Evaluation**

E-governance technologies make it possible to monitor government initiatives and programs in real-time, allowing for speedy course adjustments and guaranteeing that resources are used efficiently that will help to optimize the Governance. The two areas of M&E and good governance work in harmony. M&E may flourish in a climate that is supportive of good governance, and vice versa. The former involves a strong desire on the system's part to periodically evaluate its performance, to draw lessons from past mistakes, and to enhance the results, consequences, and effects of the initiatives and policies that it is undertaking. Improved preparation, supervision, and implementation (PM&E) make this possible, which in turn generates demand and a supportive climate for M&E. Two of the fundamental characteristics of good governance—participation and responsiveness—also have a tendency to raise the need for M&E from civil society and various other stakeholders.

▪ **Merger of Ministries and Departments**

It is significant to remember that organizational reconfiguration is a continuous process, and it's possible that the government has implemented

other alterations and mergers. Administrative reforms are frequently implemented to improve the general efficiency of the government's policies and programs by streamlining governance, removing duplications, and ensuring greater cooperation among different ministries and departments.

❖ **Social Inclusion and Welfare Programs**

A number of plans and initiatives have been put in place to address social disparities and offer specialized welfare benefits to society's outcasts. Programs like the Pradhan Mantri Jan Dhan Yojana and the Mahatma Gandhi National Rural Employment Guarantee Act have been designed to fight poverty and raise the living standards of underprivileged groups. India has adopted rules and regulations to address problems including air and water pollution, deforestation, and climate change. Environmental sustainability is becoming more and more important in India.

▪ **Women's Empowerment and Gender Equality**

Several programs and policies, including as Beti Bachao, Beti Padhao (Save the Girl Child, Educate the Girl Child) and measures to increase women's participation in politics and the workforce, have been established to promote gender equality.

▪ **Education and Skill Development**

To give citizens the skills they need for employment and economic prosperity, the government has invested in educational and skill development initiatives.¹³¹

▪ **National Digital Literacy Mission (NDLM)**

Digital literacy has also been encouraged in India thanks to the administration's National Digital Literacy Mission (NDLM). The purpose of the government is to teach digital literacy to at least one member of each Indian family. The program covers a wide range of topics, including email, internet browsing, and internet security and privacy. The expansion of inexpensive cellphones and plans for mobile data has fostered this increase. Additionally, the COVID-19 epidemic has seen an increase in digital adoption, which has raised awareness of the value of digital proficiency and opened up new avenues for the development of digital skills.

▪ **Pradhan Mantri Gramin Digital Saksharta Abhiyan (PMGDISHA)**

The government of India's main program for digital literacy, Pradhan Mantri Gramin Digital Saksharta Abhiyan (PMGDISHA), was

introduced as part of the Digital India project. By teaching rural people digital literacy skills as well as making them digitally literate, PMGDISHA's major goal is to empower those communities. The program is aimed at people living in rural areas, particularly those who have little or no experience with modern technologies. The government hopes to close the gap in technology among rural and urban populations through PMGDISHA, guaranteeing that the advantages of digital technologies are felt throughout the entire nation.¹³²

▪ **National Digital Health Mission (NDHM)**

The National Digital Health Mission (NDHM), which was introduced in August 2020, aims to build an ecosystem for digital health that would give Indian residents easy access to their medical records, a distinctive health ID, and healthcare services. It proposes a National Health Platform that offers health data interoperability across diverse healthcare stakeholders.

Skill India Mission: Skill India Mission seeks to offer chances for skill development and vocational training to millions of young people throughout the nation. The goal of the mission is to close the skills gap that exists between the workforce's skill set and what the industry requires. A government program called Skill India Mission was introduced in 2015. It serves as a covering program with numerous skill-building plans and programs underneath it. The main goal is to equip the nation's youth with the necessary abilities that will facilitate their employment in pertinent industries and increase production.¹³³

Ayushman Bharat – Pradhan Mantri Jan Arogya Yojana (AB-PMJAY)

Launched in September 2018, Ayushman Bharat is a significant healthcare scheme under the NHM. The AB-PMJAY aims to provide health insurance coverage of up to Rs. 5 lakhs per family per year for secondary and tertiary care hospitalization to over 50 crore vulnerable and economically weaker families in India. It is one of the world's largest health assurance schemes. Ayushman Bharat, a flagship scheme of Government of India, was launched as recommended by the National Health Policy 2017, to achieve the vision of Universal Health Coverage (UHC). Ayushman Bharat is an attempt to move from sectoral and segmented approach of health service delivery to a comprehensive need-based health care service. This scheme aims to undertake path breaking interventions to holistically address the healthcare system (covering

prevention, promotion and ambulatory care) at the primary, secondary and tertiary level.

To support the **"Make in India"** program, promote indigenous manufacturing of electronics and entice investment in the sector. Technology is positioned to quickly and drastically impact almost every area of India's economy as digital capabilities advance and connection becomes ubiquitous. That is likely to transform the character of employment for thousands of millions of Indians and generate enormous economic value. India is rapidly developing into a nation with advanced digital infrastructure. India already has one of the largest and fastest-growing digital consumer populations in the world, and it is digitizing more quickly than many developed and emerging economies because to the declining price and increasing readily accessible smartphones and high-speed internet.

Some key aspects and highlights of the Make in India:

- **Focus on Key Sectors:** The campaign focused on 25 important economic sectors, including renewable energy, textiles, electronics, pharmaceuticals, aerospace, and the automotive industry. These industries were chosen because of their great growth potential and huge investment and innovation prospects.
- **Ease of Doing Business:** To make it easier to conduct business in India, the government launched a number of changes. To ease investment and business operations, steps were made such streamlining regulatory processes, streamlining registration and regulating operations, and putting in place a single-window clearing system.
- **Investment Promotion:** Through targeted marketing initiatives, international roadshows, and connections to foreign investors and business communities, the campaign effectively advertised India as an alluring investment destination.
- **Startup India:** The government started the Startup India initiative as a component of the Make in India drive to promote innovation and entrepreneurship in the nation. With a variety of incentives and legislative changes, this project intended to assist and grow businesses.
- **Manufacturing Infrastructure:** To provide a favorable environment for manufacturing industries, the government concentrated on creating and

renovating production buildings, such as industrial corridors, special economic zones (SEZs), and industrial parks.

- **Skill Development:** The Make in India project placed a strong emphasis on skill development to produce a workforce with the specialized technical knowledge and skills required for the manufacturing industry.
- **Promotion of "Brand India:** The effort aimed to position India as a manufacturing powerhouse that stands for excellence, innovation, and dependability. To promote India's manufacturing capabilities, the Make in India logo and branding materials were widely employed.¹³⁴

Digital Delivery of Services

Digital India

The Digital India program intends to use technology to close the digital divide, increase citizen services, improve governance, and promote economic development. Since its inception, Digital India has made great strides, with higher internet penetration, an increase in e-governance products and services, and a rise in electronic payments and interactions.

Key components and objectives of the Digital India program under the Modi government include:

Broadband Connectivity: With this program, rapid internet and broadband access will be made available throughout the entire nation, especially in rural and distant places. The National Optical Fiber Network (NOFN) and BharatNet projects are used to accomplish this. The "Digital India" plan has been a major area of concentration for the Modi administration, with a focus on boosting the availability of broadband and digital infrastructure in every part of the nation. India is to be transformed into a knowledge-based society and economy.

National Optical Fiber Network (NOFN): The NOFN, subsequently rechristened BharatNet, set the groundwork for rural broadband connectivity by enabling the provision of e-governance services in rural areas and offering broadband access to various government organizations. A key element of the Digital India program, which was introduced by the Indian government under Prime Minister Narendra Modi, is the National Optical Fiber Network (NOFN). The NOFN's main goal is to give rural areas broadband connectivity.

Aadhaar

Electronic payment of (telephone & electricity) bills

- **Unified Mobile Application for New-age Governance (UMANG)**

In order to avoid having to go to the corporation's or post office's receipt counters and wait in line to pay their bills, the Maharashtra Electricity Corporation has placed in place a system that enables residents to pay their electricity costs each month electronically. The identical situation is true with BSNL, Bharat Sanchar Nigam Limited, which allows its customers to pay their phone bills online from the comfort of their homes.

- **Centers for Common Services**

Using Village Level Entrepreneurs (VLEs), CSCs provide digital government and commercial services in rural locations. These CSCs provide more than 400 digital services. 4.20 percent of the country's 5.31 lakh CSCs, which include both urban and rural areas, are currently operational. UMANG for offering citizens mobile access to governmental services. At UMANG, you can access over 22,000 payment options for bills as well as over 1,570 government services.

- **Mission Mode Project (MMP) for the E-District**

All States/UTs have implemented the E-District project at the district and sub-district levels, benefiting all citizens by providing a variety of e-Services like Electoral, Consumer Court, Revenue Court, Land Record, and services of various departments like Commercial Tax, Agriculture, Labour, Employment Training & Skill Development, etc. 4,671 e-services have currently been introduced in 709 constituencies of India.

- **Digi Locker**

The world is changing due to digitization, which makes life better by making things simpler. In India, the DigiLocker app is widely used. The most recent statistics show that it has 156 issuing organizations and 36.7 million registered users. It is free, safe, and secure. Anyone may utilize it to save significant and official documents on your phone, namely passports, voter identification cards, birth certificates, PAN

cards, and Aadhaar cards. A web browser can also be used to log into digilocker.gov.in.

- **National Electronic Toll Collection (NETC) system**

Using Radio Frequency Identification technology, NETC system enables the customer to pay electronically at NETC-enabled toll plazas on the highway without pausing at the toll.

- **Bill Payment System of India: Bill Payment System of India (BBPS)**

Customers can use Internet banking, mobile banking, mobile apps, BHIM-UPI, and other channels to access an interoperable and simple bill payment solution from BBPS. Through BBPS, citizens can easily pay their bills whenever and wherever they choose. Digi Locker provides access to 532 crore documents from 2,167 issuer organizations.

- **Online banking**

For cash withdrawals via ATM cards, the streamline Tailor-Made Machine technology is currently popular among bank account users at various different institutions. In various cities and places, several banks operate a range of ATM counters.

National Optical Fiber Network (NOFN): The NOFN, subsequently rechristened BharatNet, set the groundwork for rural broadband connectivity by enabling the provision of e-governance services in rural areas and offering broadband access to various government organizations. A key element of the Digital India program, which was introduced by the Indian government under Prime Minister Narendra Modi, is the National Optical Fiber Network (NOFN). The NOFN's main goal is to give rural areas broadband connectivity.

PM-WANI (Wi-Fi Access Network Interface): PM-WANI, which was established as a component of the Digital India program, intends to offer Wi-Fi connectivity through open Wi-Fi hotspots. PM WANI constituted a crucial step in realizing the goal of an India that is empowered by technology. It aimed to use technology to improve internet accessibility and close the digital divide, giving individuals access to the advantages of

the internet for economic opportunity, education, information, and e-governance.

Rapid Broadband Equipment building: To increase internet penetration and speeds throughout the nation, the government has prioritized speeding the building of broadband infrastructure, particularly cell phone towers and fiber-optic networks. The "Digital India" plan was established with the goal of transforming India into a knowledge-based society and economy.

The Payment System in India

Nearly every person has profited from the creation of unified applications and platforms that support and ease digital financial transactions thanks to the Unified Payments Interface (UPI). One such technology is the Unified Payments Interface (UPI), which can be accessed from any participating bank and unifies several financial services, smooth fund routing, and merchant payments under one application for mobile devices. The general population may now conduct digital financial transactions more quickly, easily, and simply thanks to the Bharat Interface is for Money (BHIM) scheme.¹³⁵

Social Audit

A social audit is a critical assessment of any program or project conducted by the community with the involvement of the major stakeholders. It includes details about the costs incurred, the number of workers recruited, and the materials used together with an assessment of the quality of the work being done at various stages. Together with the local government, the citizens will conduct a social audit. A social audit is an evaluation of any initiative or program carried out by the community at large with the participation of the key stakeholders. It contains information on the expenses incurred, the number of employees hired, the materials used, and an evaluation of the caliber of the job being performed at various stages. The residents will carry out a social audit with the assistance of the local authorities. Social audits provide marginalized communities more power by allowing them to participate in decision-making, express their concerns, and make sure their rights are upheld. In India, social audits have had a big influence. They have exposed mismanagement, leaks, and corruption in a number of government initiatives. Social audits help to improve service

delivery and decrease waste by holding officials responsible and ensuring efficient resource usage.¹³⁶

Social Audit in Governance

A social audit in governance is a process of evaluating and assessing the social impact and performance of government policies, programs, or activities. It involves gathering feedback and input from various stakeholders, including citizens, to determine how well government initiatives align with social objectives and meet the needs of the community. Social audits aim to promote transparency, accountability, and citizen engagement in the decision-making process, ultimately leading to more responsive and effective governance. This practice can help identify areas for improvement and ensure that government actions benefit society as a whole. Social audit in governance in India refers to a process where citizens and civil society organizations assess and evaluate government programs and initiatives to ensure transparency, accountability, and effective utilization of resources. It's a mechanism to empower citizens to participate in the governance process and hold public officials accountable. Some key points about social audit in India include:

Purpose: Social audits aim to scrutinize the implementation of government schemes, particularly those related to social welfare, to ensure they reach the intended beneficiaries and have the desired impact.

Legislation: Several Indian states have passed legislation to institutionalize social audit processes, such as the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), which mandates regular social audits of its programs.

Participation: Social audits encourage active participation of local communities, NGOs, and concerned citizens. They often involve public hearings and the sharing of information related to government programs.

Transparency: Transparency is a fundamental aspect of social audits. All information related to program implementation, funds allocation, and outcomes should be accessible to the public.

Accountability: The process helps identify and rectify issues of corruption, mismanagement, or inefficiency in government programs. Those responsible for such problems can be held accountable.

Impact: Social audits aim to improve the impact of government programs by making necessary adjustments based on community feedback and findings. Social audits play a critical role in promoting accountability, transparency, and good governance. Identified gaps have helped in better resource management, service delivery, and grappling with corruption claims.¹³⁷

Aspirational Districts and Blocks: The Concept

Aspirational districts and blocks are terms often used in the context of development and governance in India. These terms are associated with government initiatives aimed at improving the socio-economic conditions of underprivileged and disadvantaged areas in the country. With the goal of accelerating development at the district level, NITI Aayog collaborates closely with the relevant line Ministries and a number of development partners. Additionally, the districts are urged to create and spread best practices that promote development across the socioeconomic categories. In essence, the Aspirational Districts Program seeks to localize the Sustainable Development Goals, resulting in the advancement of the country.

Aspirational Districts

- Aspirational districts are regions in India that have been identified as lagging behind in various development indicators such as education, healthcare, infrastructure, and economic opportunities.
- The concept of aspirational districts was introduced by the Government of India in January 2018 as part of the "Transformation of Aspirational Districts" program.
- Under this program, specific districts were selected from across the country based on their development challenges and needs. The idea is to focus on these districts and accelerate their development to bring them at par with the rest of the country.
- Various government ministries and departments collaborate to implement targeted development interventions in these aspirational districts. These interventions aim to improve the quality of life, income levels, and overall well-being of the people in these areas.

Aspirational Blocks

Aspirational blocks are subdivisions within the aspirational districts that are particularly underdeveloped or face severe development challenges. These blocks are identified based on criteria such as poverty levels, access to basic services, and infrastructure deficits. Like aspirational districts, aspirational blocks receive special attention and targeted development programs to address their unique challenges.¹³⁸

Expansion of District Governance

The main objective of these initiatives is to reduce regional disparities and uplift the socio-economic conditions of the population in these areas. The government collaborates with local administrations, non-governmental organizations (NGOs), and other stakeholders to implement a range of development projects and schemes in aspirational districts and blocks. These efforts are aimed at improving living standards, increasing income levels, enhancing education and healthcare services, and providing better infrastructure to the residents of these disadvantaged regions. The expansion of district governance typically refers to the broadening of administrative functions, responsibilities, and capacities at the district level within a country's administrative hierarchy. This expansion is often driven by the need to bring government services and decision-making closer to the local population, improve local development outcomes, and enhance local governance. Here are some key aspects of the expansion of district governance:

Devolving Power and Authority: One of the central principles of expanding district governance is the devolution of power and authority from the central or state government to the district level. This means that district administrations have more autonomy in decision-making, resource allocation, and policy implementation within their jurisdiction.

Decentralization: Decentralization is a related concept where decision-making and administrative functions are transferred to local governments, which often include districts. This allows districts to have a greater say in local development planning, infrastructure development, and service delivery.

Local Governance Structures: The expansion of district governance typically involves the establishment or strengthening of local governance structures such as district councils or panchayats. These bodies are

responsible for representing the interests of local communities, setting local priorities, and overseeing the implementation of development projects.

Resource Mobilization: Districts may be given more authority to mobilize and manage local resources, including revenue collection, local taxation, and the utilization of funds allocated by higher levels of government. This financial autonomy is crucial for addressing local development needs.

Service Delivery: District governance expansion often includes efforts to improve the quality and accessibility of public services at the local level. This can include healthcare, education, water supply, sanitation, and other essential services.

Capacity Building: To effectively expand district governance, there is often a need for capacity building at the district level. This includes training and equipping local officials and administrators to manage their responsibilities effectively.

Accountability and Transparency: With expanded governance, there is a greater emphasis on accountability and transparency in local decision-making and resource management. Mechanisms for citizen participation, public auditing, and grievance redressal are often put in place to ensure transparency and accountability.¹³⁹

Changing Paradigm in District Governance

Changing paradigms in district governance in India have been evolving over the years, with a focus on decentralization, technology adoption, and citizen-centric approaches. Here are some key aspects of this transformation:

Decentralization: There has been a shift towards decentralization of power and resources to local bodies, such as Panchayats and Municipalities. This allows for more localized decision-making and resource allocation, empowering communities to address their unique challenges.

Technology Integration: The adoption of technology, especially in the form of e-governance initiatives, has played a crucial role. Digital platforms have been developed for various government services, making

them more accessible and efficient. This includes online portals for services like land records, birth and death certificates, and grievance redressal.

Data-Driven Governance: Data analytics and monitoring systems are being used to track development indicators, assess the impact of government programs, and identify areas that need attention. This data-driven approach helps in evidence-based decision-making.

Citizen Engagement: There's a growing emphasis on involving citizens in decision-making processes. Participatory budgeting and public consultations are being used to gather input from the community on local priorities and projects.

Accountability and Transparency: Efforts have been made to enhance transparency in governance by making information related to government activities, budgets, and expenditures easily accessible to the public. This helps in holding officials accountable for their actions.

Capacity Building: Training and capacity-building programs for local government officials are being conducted to enhance their skills in planning, execution, and management of local development projects.

Inclusive Development: The focus has shifted towards inclusive development, addressing the needs of marginalized communities and ensuring that development benefits reach all sections of society.

Sustainable Development: Environmental sustainability and climate resilience are also becoming integral parts of district governance, with an emphasis on projects and policies that promote eco-friendly practices. These changing paradigms in district governance aim to make government services more efficient, responsive, and accountable while promoting local development and citizen participation.¹⁴⁰

Government and Citizen Mobility and Doorstep Delivery

The concept of "Government and Citizen Closer Mobility" and "Doorstep Delivery" in the context of governance typically refers to initiatives aimed at making government services more accessible and convenient for citizens. These initiatives leverage technology and administrative reforms to bridge the gap between government agencies and the public. Several governments around the world have adopted these concepts to modernize their public service delivery systems and enhance citizen satisfaction.

These initiatives are often part of broader e-governance and digital transformation efforts aimed at making government services more citizen-centric and accessible.

Government and Citizen Closer Mobility: This concept focuses on improving the interaction and engagement between government entities and citizens. It involves the use of digital platforms and mobile technology to enable citizens to access government services, information, and resources more easily. Key components of government and citizen closer mobility may include mobile apps, websites, and online portals that allow citizens to interact with government agencies, submit applications, pay fees, and track the status of their requests or applications. Mobile apps and platforms often provide features like notifications, alerts, and updates on government initiatives, policies, and events.

Doorstep Delivery

Doorstep delivery of government services refers to the practice of delivering essential government documents, certificates, permits, or other services directly to the citizens' homes. This approach is especially beneficial for individuals who may have difficulty accessing government offices due to physical limitations, distance, or other challenges. Doorstep delivery can encompass a wide range of services, including issuing birth certificates, marriage certificates, driving licenses, pension disbursements, and more. It can also enhance convenience and reduce bureaucratic hurdles by minimizing the need for citizens to visit government offices in person.

The objectives of these initiatives are to:

Enhance citizen engagement: By making government services more accessible through mobile devices and doorstep delivery, citizens are more likely to engage with government processes and utilize available services.

Increase transparency: Digital platforms often provide real-time updates and tracking mechanisms, allowing citizens to monitor the progress of their requests or applications, which can contribute to greater transparency in government operations.

Improve efficiency: By reducing the need for physical visits to government offices and streamlining processes through digital platforms, government agencies can operate more efficiently.

Reduce corruption: Improved transparency and digital processes can help reduce opportunities for corruption and bribery, as well as ensure that services are provided fairly and without undue influence.¹⁴¹

Expansion of Districts ¹⁴²

<i>Year</i>	<i>No. of Districts</i>
2001	593
2011	640
2022	766

8. Governance: Then and Now in India

Governance in India has evolved significantly over the years. Here's a brief overview of governance in India, comparing the past and the present:

Pre-Independence Era (Before 1947)

India was under British colonial rule, with limited self-governance in some regions. The governance structure was highly centralized, with the British authorities holding significant power. Limited representation of Indians in decision-making processes.

Post-Independence Era (1947-1990s)

India adopted a democratic system with a federal structure, outlined in the Constitution of India, enacted in 1950. The country adopted a parliamentary system of governance with periodic elections. Governance aimed at addressing social and economic inequalities through policies such as land reforms, public sector enterprises, and planned economic development.

Economic Reforms (1990s Onward)

India embarked on economic liberalization and globalization in the 1990s, opening up its economy to foreign investment and reducing state control over various sectors. Governance reforms aimed at reducing bureaucracy and increasing efficiency.

21st Century Governance (2000s Onward): India has seen advancements in technology, which have led to e-governance initiatives, making government services more accessible online. The introduction of Aadhaar, a biometric identification system, has transformed service delivery and targeted welfare programs. Initiatives like "Make in India," "Digital India," Health care reforms, Foreign Policy , GST Reforms and "Smart Cities" have been launched to spur economic growth and improve urban governance.¹⁴³

Transformation in Policy Reforms in India

Policy reforms in India have undergone significant transformation over the years, driven by changing economic, social, and global dynamics. Here are some key transformations in policy reforms in India:

Economic Liberalization (1991)

One of the most transformative moments in Indian policy history was the economic liberalization of 1991. The government introduced a series of reforms to open up the economy, including reducing trade barriers, privatizing state-owned enterprises, and encouraging foreign direct investment. This shift from a largely closed and planned economy to a more market-oriented approach led to increased economic growth.

Financial Sector Reforms

India initiated financial sector reforms to modernize its banking and financial systems. The introduction of banking sector reforms, like the establishment of the National Stock Exchange (NSE) and the Securities and Exchange Board of India (SEBI), improved transparency and investor confidence.

Taxation Reforms

The introduction of the Goods and Services Tax (GST) in 2017 was a significant reform in India's tax system. GST aimed to simplify and unify the country's complex tax structure, making it easier for businesses to operate across state borders.

Infrastructure Development

India has focused on infrastructure development through various reforms. Initiatives like the National Highways Development Project (NHDP) and

the Smart Cities Mission aimed to improve transportation and urban infrastructure.

Social Welfare and Inclusion

Policy reforms have aimed at promoting social inclusion and welfare. Programs like the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and Direct Benefit Transfer (DBT) have targeted poverty alleviation and direct cash transfers to beneficiaries.

Digital Transformation

India has witnessed a digital revolution with policies like "Digital India." Initiatives like Aadhar, UPI (Unified Payments Interface), and the spread of internet connectivity have transformed service delivery and financial inclusion.

Environmental Sustainability

In recent years, there has been a growing emphasis on environmental sustainability and renewable energy. India has set ambitious targets for renewable energy generation and introduced policies to encourage sustainable practices.

Global Engagement

India has actively engaged in global policy forums and trade agreements. The "Make in India" campaign and participation in forums like BRICS and G20 reflect India's desire to play a more prominent role on the world stage. These transformations in policy reforms have shaped India's economic and social landscape, making it one of the fastest-growing major economies in the world. However, challenges like income inequality, environmental degradation, and inclusive growth remain important areas for further reform and development.¹⁴⁴

Transformation in Policy Planning in India

Policy planning in India has evolved significantly over the years to address the changing needs of the country's diverse population and its economic and social challenges. Here are some key transformations in policy planning in India:

Five-Year Plans (1951-2017)

India initially adopted a centralized planning approach with a series of Five-Year Plans. These plans focused on achieving specific economic and social targets through government intervention and public sector

development. The last Five-Year Plan was concluded in 2017, marking a shift away from this approach.

Decentralization and State Planning:

In the 1990s, India started moving away from centralized planning towards decentralized planning. States were given greater autonomy in formulating and implementing their development plans, reflecting the country's federal structure.

NITI Aayog (2015)

The National Institution for Transforming India (NITI Aayog) was established in 2015 to replace the Planning Commission. NITI Aayog's role is to provide strategic policy and planning advice to the central and state governments. It promotes cooperative federalism, involving states in policy formulation and implementation.

Outcome-Based Planning

Modern policy planning in India emphasizes outcomes and results rather than just inputs and expenditure. Policies are increasingly evaluated based on their impact and effectiveness in achieving desired goals.

Sector-Specific Planning

India has shifted towards more sector-specific planning to address various challenges comprehensively. Examples include initiatives like Swachh Bharat Abhiyan (Clean India Mission) for sanitation and Pradhan Mantri Awas Yojana (Housing for All) for affordable housing.

Technology and Data-Driven Planning

The use of technology and data analytics has become central to policy planning. Initiatives like Digital India and the use of Aadhar for targeted welfare programs reflect this shift.

Inclusive and Sustainable Planning

Recent policy planning has a stronger focus on inclusivity and sustainability. Schemes like Ayushman Bharat aim to provide healthcare for all, while renewable energy policies target sustainability.

Global Collaboration

India engages in international collaboration and adopts global best practices in policy planning. Initiatives like the Sustainable Development Goals (SDGs) align India's development goals with global priorities.

Crisis Response Planning

The COVID-19 pandemic highlighted the importance of crisis response planning. India adapted its policies to address the pandemic's immediate and long-term impacts, including healthcare, economic recovery, and vaccination campaigns.

These transformations in policy planning reflect India's commitment to adapt to changing circumstances, promote decentralization, incorporate technology, and focus on outcomes to address the complex challenges it faces. Policy planning in India continues to evolve to meet the country's aspirations for growth, development, and social progress.¹⁴⁵

Transformation in Policy Implementation and Monitoring in India

Policy implementation in India has undergone several transformations over the years. Here are some key aspects:

Decentralization: India has increasingly shifted towards decentralization, empowering local governments and panchayats to implement policies at the grassroots level. This has promoted better alignment of policies with local needs.

Technology Integration: The Digital India initiative has played a significant role in policy implementation. E-governance platforms, like Aadhaar, have streamlined service delivery and reduced corruption.

Social Welfare Schemes: India has expanded its social welfare programs, such as MGNREGA and PM-Kisan, to provide direct benefits to citizens. These schemes aim to alleviate poverty and improve livelihoods.

Public-Private Partnerships (PPP): In sectors like healthcare and education, there has been a growing emphasis on PPP models to improve service delivery and infrastructure development.

Policy Reforms: The government has embarked on various policy reforms, including the Goods and Services Tax (GST) and the Insolvency and Bankruptcy Code (IBC), to simplify regulations and promote ease of doing business.

Environmental Sustainability: With increasing concerns about climate change, India has introduced policies and programs to promote renewable energy, reduce pollution, and enhance environmental sustainability.

Foreign Direct Investment (FDI): India has liberalized FDI policies to attract foreign investment in various sectors, aiming to boost economic growth and job creation.

Healthcare and Education: There has been a focus on improving healthcare infrastructure and education access, especially during the COVID-19 pandemic.

Digital Payments: The promotion of digital payments and the demonetization drive have aimed to reduce the informal economy and promote transparency.

Ease of Doing Business: Efforts have been made to simplify bureaucratic procedures, reduce red tape, and improve the ease of doing business in India. Policy implementation in India remains a complex and evolving process, influenced by political, economic, and social factors. Changes in government leadership and public opinion also play a significant role in shaping the direction of policy implementation.¹⁴⁶

Wealth Income Distribution

Wealth and income distribution in India is characterized by significant disparities and inequalities. While India has made considerable progress in terms of economic growth over the years, the benefits of this growth have not been evenly distributed among its population.

1. High Income Inequality

India has one of the highest levels of income inequality in the world. A significant portion of the population continues to live in poverty, while a small fraction enjoys a disproportionately large share of the country's wealth.

2. Rural-Urban Divide

Income inequality is often more pronounced in rural areas compared to urban areas. Agriculture, which employs a substantial portion of the population, often provides lower incomes and limited economic opportunities.

3. Gender Disparities

Gender-based income and wealth disparities persist in India. Women often face lower income levels, limited access to education and employment opportunities, and reduced access to resources and assets.

4. Caste and Social Inequality

Caste-based discrimination and social inequality continue to influence income and wealth distribution in India. Historically disadvantaged and marginalized groups often face economic hardships and limited access to opportunities.¹⁴⁷

To diminish the wealth inequality Government initiated several reforms to increase the living standards as:

The ambitious Pradhan Mantri Jan Dhan Yojana (PMJDY) introduced on August 28, 2014, aims to eradicate "financial untouchability" by implementing the largest banking-for-all program in history. The plan called for financial literacy, access to credit, insurance, and pension services, as well as universal access to banking services through a minimum of one fundamental bank account for every household. This financial inclusion program aims to give all households access to banking resources and financial services.

The **"Pradhan Mantri Ujjwala Yojana" (PMUY)** is a prominent social welfare program that the Indian government introduced. The program's goal is to give women from Below Poverty Line (BPL) families free LPG (liquefied petroleum gas) connections. It was introduced on May 1, 2016. A financial assistance of Rs. 1,600 is given to qualified women from BPL households as part of the Ujjwala Yojana to pay for the security deposit for an LPG connection, a pressure regulator, and a basic gas stove.

The government's **"Sabka Saath Sabka Vikas aur Sabka Vishwas"** initiative aims to improve citizens' quality of life while promoting inclusive growth. This program places a strong emphasis on enhancing people's capacity to fully participate in the booming economy in order to facilitate use of their potential.

The **Pradhan Mantri Awas Yojana (PMAY) - Gramin (Rural)** is a landmark housing initiative started by the Indian government. This program's main goal aims to deliver **"Housing for All"** in remote regions,

with the intention of giving pucca (permanent) dwellings to qualified rural households that don't already own a home or are living in subpar housing conditions. To help those who are eligible in rural regions build pucca homes with the amenities they need, PMAY-Gramin offers financial support. The program targets particular beneficiary groups, such as homeless households, those residing in kutchra (temporary) housing, members of Scheduled Castes (SCs), Members of Scheduled Tribes (STs), and various other vulnerable populations.

Unified Payments Interface (UPI) National Payments Corporation of India (NPCI) introduced the UPI in 2016. Users can utilize a smartphone application to instantly transfer money across banks. An immediate time payment system called Unified Payments Interface (UPI) enables fast money transfers between banks using mobile devices. Cashless payments and digital transactions have significantly increased as a result. MyGov is a platform for citizen participation that enables anyone to take part in governance by offering recommendations, criticism, and thoughts on various government policy initiatives and programs. The landscape of digital payments in India has been completely transformed by UPI's widespread adoption. **Bharat Interface for Money (BHIM)** NPCI created this UPI-based mobile app to enable safe and efficient cashless transactions. Without the requirement for account information, consumers can send and receive money using their smartphones.

Whether or not it was **repealing Article 370**, immunizing a billion people, outperforming in extremely difficult conditions, Government of India, took a significant step by revoking Article 370 through a Presidential Order and a subsequent resolution passed by the Parliament of India. This move effectively ended the special status that Jammu and Kashmir had enjoyed for decades, removing its autonomy in many aspects including governance, property rights, and laws. Additionally, the state of Jammu and Kashmir was reorganized into two separate union territories: Jammu and Kashmir, and Ladakh.

This move was accompanied by significant political, legal, and constitutional changes. The decision was a major departure from the previous policy and aimed to integrate Jammu and Kashmir more closely with the rest of India. **Outlawing triple talaq, or placing the groundwork for the Ram Janmabhoomi temple**, it has exceeded all of its own expectations. India achieved enormous goals for rural electrification

and cutting-edge infrastructure while ensuring that everyone has access to basic services, such as food and healthcare. On the one hand, the country documented the greatest number of exports in history and gave birth to a digital revolution that is multiplying faster than one can blink.

The Muslim Women (Protection of Rights on Marriage) Bill, 2019, was presented in the Lok Sabha on June 21, 2019. A February 21, 2019, Ordinance is replaced by this one. The **Triple Talaq (Protection of Rights on Marriage) Act, 2019**, is an Act of the Indian Parliament that makes triple talaq a crime. The Indian Supreme Court ruled in August 2017 that the practice of triple talaq, which allows Muslim husbands to quickly divorce their wives, is unconstitutional. The minority viewpoint recommended that the Parliament take appropriate legislation controlling triple talaq in the Muslim community into consideration.

The majority of programs have advantages that go beyond the obvious; they promote secondary economic development and large-scale social transformation. Numerous revisions to one policy. Numerous advantages (encompassing all beneficiaries) from one scheme. Many Jan Bhagidaaris from a single initiative. Many lives are transformed by one change.

The PM's strategic agenda has preached this **"gift of giving."** Only dreams may be made of the tale of the new India, **Atmanirbhar Bharat, and Ek Bharat Shreshtha Bharat.** It's fortunate that we now anticipate realizing those dreams. Perhaps the definition of "serving the poor" in the true sense is redefined by the latter push, which aims to make everyone feel included, appreciated, and regarded for their involvement in societal progress. Atmanirbhar Bharat endorsed following concerns:

Inclusive Growth: Regardless of caste, creed, religion, or socioeconomic status, the government wants to make sure that development programs serve all facets of society.

Empowerment of Marginalized Communities: The idea places a strong emphasis on giving opportunities and support for socioeconomic advancement to marginalized groups, such as the economically underprivileged, Scheduled Castes, Scheduled Tribes, and Other Backward Classes.

Infrastructure Development: To close the development gap and raise the standard of living for all inhabitants, concentrate on building

infrastructure and providing essential amenities in both rural and urban areas. Encourage policies and initiatives that boost economic expansion and open up job possibilities, raising living standards and reducing poverty. Foster an inclusive and participatory approach to governance by including citizens in the process of making choices.

Education and Skill Development: Prioritize education and training initiatives to provide people the knowledge and abilities they need to succeed in a world that is changing quickly.

The direct benefits of plans and policies take on magnified significance when they are converted into second-order benefits that provide more inferred advantages and advantages than was initially suggested or envisaged, as PM Modi himself has said in recent public appearances. As an example, consider the **Swachh Bharat Mission-Gramin**. By the second of October 2019, all villages in the nation had to declare themselves ODF under SBM-Gramin. One example of a power policy that has a multiplier, continuous effect is the ODF aim, women's safety and hygiene, and the increasing enrolment of girls into educational institutions (and, consequently, in the next workforce and the country's economic success). Construction of Toilets: To end open defecation, the Swachh Bharat Abhiyan has concentrated on building bathrooms in both rural and urban regions. As a result, the nation now has thousands of privately owned household toilets in addition to community and public restrooms.

Status of Open Defecation Freedom (ODF): Under the program, a sizable number of towns and localities received the ODF designation (Open Defecation Free). When all homes in a town or city have access to toilets, it is said that open defecation is no longer practiced there. The designation of thousands of villages as Open Defecation Free communities has been one of the campaign's most important victories in rural areas. Because of their ODF status, these villages no longer practice open defecation and every home is connected to a toilet.

Swachh Survekshan: The yearly Swachh Survekshan survey was created by the Swachh Bharat Abhiyan to gauge the cleanliness and hygienic conditions in Indian cities and towns. The poll was designed to spur competition among communities to raise their standards for cleanliness.

Waste Management: To lessen the load on landfills, efforts were undertaken to encourage effective garbage disposal techniques and

recycling. There have been initiatives for composting, trash segregation, and promoting environmentally responsible behaviours. The careful handling of waste in rural regions has also been emphasized by the campaign.

Numerous **Pradhan Mantri Bhartiya Janaushadhi Kendras (PMBJKs)** are being established to offer top-notch generic medications at competitive prices around the nation. Under the auspices of the Pradhan Mantri Mudra Yojana (PMMY), close to 41 crore loans have been approved since the scheme's inception, which is another fundamental necessity that enables bigger goals.

National Digital Communications Policy of 2018 has been developed as substitute of the National Telecom Policy of 2012. Establishing a "customer-focused" and "application-driven" policy towards the Indian telecom industry, which can serve as the foundation for a "Digital India" by addressing new opportunities for expanding the availability of both telecom services and services based on them. A "customer focused" and "application driven" policy was judged to be necessary.

The key objectives of the policy are:

Universal broadband

- Increasing the impact of the digital communications sector with India's GDP from less than 6% in 2017 to 8% in 2018
- Pushing India up to the Top 50 Nations in the ITU's ICT Development Index from 134 in 2017.
- Boosting India's involvement in global value chains, and ensuring digital sovereignty are all objectives which will be encountered.

It propagates in three Missions:

- **Connect India:** Creating Robust Digital Communications Infrastructure. By 2022, every citizen to have access to universal internet connectivity at 50 Mbps according to the National internet Mission (Rashtriya Broadband Abhiyan).
- **BharatNet:** By 2020, to offer 10 Gbps access to all of India's Gram Panchayats. GramNet connects all significant institutions for rural

with a 10 Mbps connection that can be upgraded to 100 Mbps. NagarNet is creating 1 million free Wi-Fi hotspots throughout metropolitan areas.

- **JanWiFi:** Creating 2 million rural Wi-Fi hotspots. By 2022, all important development institutions, including all educational institutions, to have access to 100 Mbps broadband on demand.
- **Secure India:** Ensuring Sovereignty, Safety and Security of Digital Communications.
- Create an all-encompassing safeguarding information legislation regarding digital communications that protects people's privacy, autonomy, and choice and enables India to participate effectively in the international digital economy.
- Guarantee that the principles of net neutrality are preserved and in line with service needs, bandwidth availability, and network capabilities, including next-generation access technologies.
- Create and implement strong frameworks for protecting digital communication networks.
- Increase security testing capabilities and set appropriate security guidelines.

The **National Policy on Electronics (NPE) 2019** aims to establish India as a worldwide hub for ESDM by supporting and advancing national capabilities for building essential components, including chipsets, and by fostering an environment that would allow the sector to compete internationally. Electronic Components and Semiconductors Manufacturing Promotion Scheme (SPECS)

With the target segment consisting of upstream value chain products such as electronic components, semiconductor/display fabrication units, ATMP units, specialized sub-assemblies, and capital goods for manufacture of aforesaid goods, SPECS has been informed to strengthen the value chain for electronics manufacturing in India. **Scheme for setting up of Semiconductor Labs in India** In order to attract significant investments for the establishment of semiconductor wafer manufacturing facilities in the nation, the scheme offers financial help to qualified applicants for the establishment of semiconductor factories.

Digital Personal Data Protection 2022, it is crucial to appreciate and comprehend the applicability of the Digital Personal Data Security Bill,

2022, which creates an entirely novel structure for personal data security. The Indian government sees the recently published law as a component of its bigger plan for a digital economy, which would eventually include a comprehensive **"Digital India Act"** to replace the current Information Technology Act, 2000.

Merger of Banks: The economics and profitability were significantly impacted by the intensifying competition among the major competitors in the same industry. Even while the Indian bank merger has positively impacted the country's economy as a whole, we must continue to wait and monitor how the banking sector develops after the merger. State Bank of India (SBI) amalgamated with its partner banks, State Bank of Bikaner & Jaipur, State Bank of Hyderabad, State Bank of Mysore, State Bank of Patiala, and State Bank of Travancore in 2017, making it the largest public sector bank in India. These affiliate banks vanished after the merger, and SBI took over their activities.

2019 saw the merger of Dena Bank and Vijaya Bank with Bank of Baroda (BoB). In terms of assets, this merger produced India's third-largest public sector bank. Merger of Canara Bank and Syndicate Bank: The 2020 merger of Canara Bank and Syndicate Bank strengthened Canara Bank's status as one of the biggest government-owned banks in India. Merger of Indian Bank with Allahabad Bank: This expansion of Indian Bank's range in 2020. Merger of Corporation Bank and Andhra Bank with Union Bank of India. United Bank of India and Oriental Bank of Commerce will merge with Punjab National Bank.

On December 11, 2019, the **Personal Data Protection Bill, 2019** was introduced in the Lok Sabha. The Bill creates a Data Protection Authority to ensure the protection of personal information about persons. A legal foundation for the protection and control of personal data in India was to be provided by the bill. The Bill outlines certain person (or data principal) rights. These rights include the ability to (i) ask the fiduciary to confirm whether or not their personal data was actually analyzed (ii) request modification of insufficient, inaccurate, or outdated personal data, (iii) request transfer of personal data to some other data fiduciary duty under certain conditions, and (iv) restrict a fiduciary's ability to continue disclosing their personal data if it is no longer required or their consent is withdrawn.

National Health Policy 2017 is to achieve the highest possible level of good health and well-being, through a preventive and promotive health care orientation in all developmental policies, and to achieve universal access to good quality health care services without anyone having to face financial hardship as a consequence. The policy envisages strategic purchase of secondary and tertiary care services as a short term measure to supplement and fill critical gaps in the health system. **Poshan Abhiyaan (National Nutrition Mission)** Initiative in 2017, aims to improve the nutritional health of pregnant and nursing women while reducing childhood stunting and malnutrition. In order to address the problem of malnutrition in India, Poshan Abhiyan was established. It seeks to lower the prevalence of stunting, undernutrition, hemophilia, and low birth weight newborns.¹⁴⁸

NATIONAL PROGRAMME CAPACITY BUILDING – MISSION KARMAYOGI



Prime Minister Narendra Modi Address about The Mission Karmayogi

The National of Programme Capacity Building (NPCB) in India is a program intended to improve people's capacities, knowledge, and skills in a variety of fields. The program focuses on actions that increase capacity in

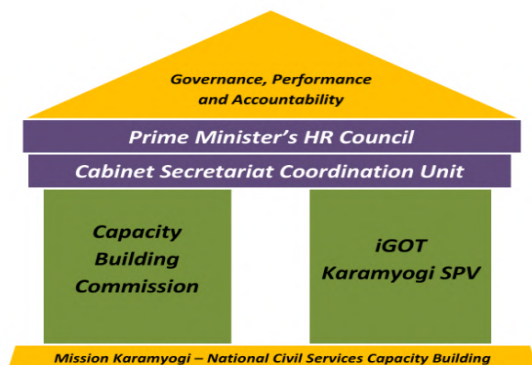


Figure 8: Mission Karmayogi Structure

MISSION KARMAYOGI STRUCTURE

order to improve service delivery, strengthen governance, and support sustainable development. The National Program Capacity Building (NPCSCB) is Mission Karmayogi. It was launched by the Union Cabinet



on September 2, 2020. The mission seeks to improve governance while laying the groundwork for the capacity building of Indian government officials. It was started by the Union Cabinet with the intention of creating a new national framework for enhancing the ability of the civil service at the person, institutional, and procedural levels. Under the Companies Act of 2013, a special purpose vehicle (SPV) (non-profit corporation) is established to carry out this aim. This SPV is going to be in charge of managing the online training platform i-GOT Karmayogi. By significantly improving the citizen-government interface, NPCB is focused on boosting ease of living and ease of conducting business. The civil servants have to cultivate both behavioral and functional competencies as a result.

Mission Karmayogi Emphasize on Rules Based to Role Based Approach

The need for training reforms is emphasized in the NITI AAYOG report on India@75. The COVID 19 pandemic experience also highlighted the significance of requiring the civil service to be flexible, able to collaborate with a variety of stakeholders, as well as scale up currently with new competencies. It also introduced the concept of capacity building to enable future generations of civil servants to learn from best practices around the globe while staying connected to their roots. Creating an ecosystem of

competency-driven instruction and Human Resource (HR) planning by switching from a "rules-based" system to a "roles-based" system is a significant component of NPCB.

The Six Pillars of Capacity Building are:

- **Frameworks for Policies**
- **Institutions Competencies**
- **Integrated Government Internet-Based Training Karmayogi Platform (iGOT-Karmayogi)**
- **Digital Learning Framework**
- **Technology Human Resource Management Systems (eHRMS) and**
- **The Framework for Monitoring and Evaluation.**



Mission Karmayogi: Capacity Building Paradigm (In Two Parts)

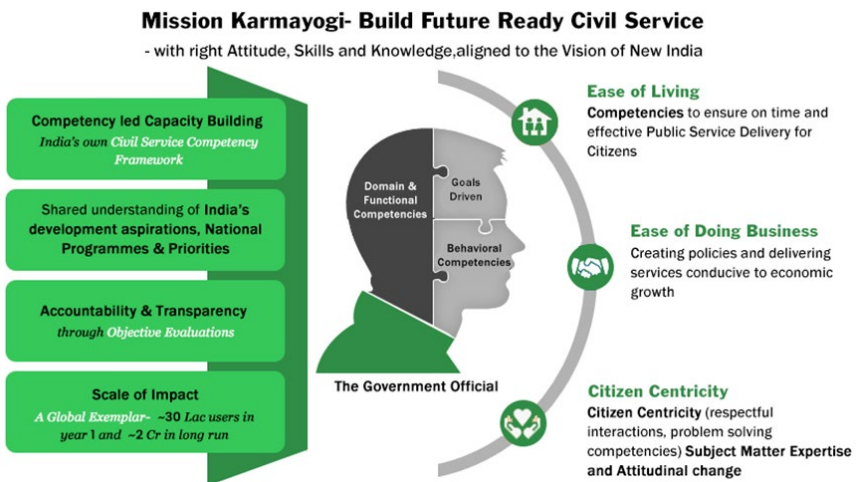
Human Resource Management (HR)'s shift from a rules-based to a roles-based approach - The goal is to assign tasks to each of the civil servants in accordance with their qualifications. To supplement off-site learning, on-site training is provided for government employees. The regulatory structure will also make it possible to adopt innovative technological instruments for monitoring and evaluating the entire program, especially the quality of the learning materials, customer input analysis, and competency evaluation. These tools include a digital medium, artificial intelligence, machine learning, and data analytics.

Institutional Framework

'PMHRC' or the Prime Minister's Public Human Resource Council:

The Prime Minister of India will preside over the Council, which is designed to be the top body for guiding and giving strategic guidance to civil services improvements and capacity building. The Council will be made up of eminent public human resources thinkers, international thought leaders, and members of the Indian political establishment. It will also endorse the National Capacity Building Plan and determine possibilities for policy intervention. Civil Service Capacity Building Commission: The NPCSCB's core organization is the Civil Service Capacity Building Commission. It will oversee and evaluate the implementation of yearly capacity building programs as well as functionally manage the training institutes.

Karmayogi Bharat is a Special Purpose Vehicle (SPV): For the purpose of owning, managing, maintaining, and improving the digital assets, i.e., iGOT Karmayogi the electronic learning system, which comprises the IPR of all software, content, process, etc., on behalf of the government, a not-for-profit organization under the administrative control of DoPT has been created as a 100% government owned entity. The SPV will be in charge of developing and launching the material onto the marketplace and regularly monitoring usage.



Mission Karmayogi: Concentrating on Building Competent Civil Servants

Competency Framework

• Digital Learning Framework

The Indian government created the digital learning framework known as the iGOT (Integrated Government Online Training) Karmayogi platform. It is made to offer government workers at all levels thorough training and possibilities for skill development. The following are the main characteristics and elements of the iGOT Karmayogi Structure:

Portal for online learning: A variety of classes and educational programs are available through the iGOT Karmayogi platform, which acts as an online educational portal. It offers a central hub where government workers may access interactive modules, learning tools, and training materials. The framework encourages a blended learning strategy that combines self-paced online modules with instructor-led instruction and virtual classrooms. This guarantees a well-rounded educational experience that takes into account various learning preferences and styles.

• Human Resource Management (eHRMS)

This pillar emphasizes supporting people in the workforce enhance their skills, knowledge, and capabilities. It seeks for ways to enhance their professionalism, productivity, and performance. Initiatives for human resource development under the NPCB include training courses, venues for information sharing, mentorship programs, and possibilities for career advancement.

Automation of HR operations: The eHRMS program intends to automate a number of HR operations, including hiring, onboarding new employees, tracking attendance and leaves, conducting performance reviews, providing training and development opportunities, as well as handling payments.

Centralized HR Network: This application makes it possible to build a centralized HR repository that houses detailed employee data, such as biographical information, credentials, job history, training logs, and achievement statistics.

Self-Service Portal: Self-service websites for managers, HR administrators, and employees are included in eHRMS. Employees can read their performance reviews, register for branches, modify their online identities, and access personal information.

KARAMYOGI Bharat

iGOT Karmayogi, a digital platform, will be owned, managed, improved, and used by Karmayogi Bharat on behalf of the government to carry out Mission: National Programme for Civil Services Capacity Building (NPCSCB).

- To change the way the Indian civil services improve their capacity by creating a strong digital environment that allows for continuous learning anywhere, at any time, so that the officials are prepared for the future.
- Create and maintain a thorough online platform to aid government employment administrators in their competency-driven capacity building journey. This platform should support on the internet, in person, and blended learning, discussion through topical forums, career path management, and dependable evaluations that credibly signal officials' competencies.
- Create, deploy, improve, and oversee the digital infrastructure
- Create, purchase, source internally, curate, and guarantee that every piece of material on iGOT-Karmayogi is validated.
- Control and provide services for proctored assessments
- Manage dashboards for all levels of viewing and the regulation of telemetry data.¹⁴⁹

Recruitment Reforms

In India, the term recruitment reforms refer to the many programs and adjustments put in place to enhance the nation's hiring practices. These changes are intended to enhance justice, effectiveness, openness, and equal opportunity in the hiring process for positions in the public sector and other industries. The goal of current employment reforms in India is to increase the bureaucracy's effectiveness, openness, and accountability. The Indian government has employed a number of strategies in order to restore about these reforms over the years. Among the major projects are:

Civil Service Reforms: The Union Public Service Commission (UPSC) and other competitive exams have been used to find and select qualified applicants. Merit-based hiring has been prioritized, and political intervention in the hiring process has been minimized.

Productivity-based Appraisal: Systems that assess the performance of civil officials have been introduced. Having the use of these systems, good performance will be acknowledged problem areas will be found, and suitable chances for training and growth will be offered.

E-Governance: To improve service delivery while lowering administrative processes, the Indian government has advocated the use of technology. Online services, automated administrative procedures, and a reduction in paperwork are all goals of programs like the National e-Government Plan (NeGP) and Digital India.

The government constantly organizes the Administrative Reforms Commission (ARC) to research and make recommendations for administrative reforms. The reform strategy in the government sector has been significantly shaped by the ARC's proposals.¹⁵⁰

National Recruitment Agency

In order to set up a common preliminary test for diverse employment in the central government, the Union Cabinet, which is presided over by the Prime Minister, has decided to establish the National Recruitment Agency. For the purpose of hiring employees for non-gazetted positions within government and banks in the public sector, the NRA will administer the Common Eligibility Test (CET). Every year, 1.25 lakh government positions are advertised, attracting 2.5 crore applicants to various tests. A organization incorporated within the Societies Registration Act of 1860 will be the National Recruitment Agency. A Chairman with the rank of Secretary to the Government of India shall serve as its leader.¹⁵¹

Requirement of Agency

This test intends to replace many exams administered by various recruitment agencies with solely one online exam for eligibility to government jobs announced each year. The government also intends to offer outreach and education services to help candidates in remote and rural locations become accustomed to the online testing process. A 24-hour

helpline will be established to address complaints, questions, and other issues.

Tenure Based Hiring

Lateral Entry

Lateral Entry is the process of bringing in new members through an inventory of individuals who are not currently a part of the system. In the context of administration, lateral entry pertains to the appointment of subject matter experts directly into intermediate or upper levels of bureaucratic hierarchy as opposed to just through promotion. Many people view the concept of lateral entrance into the civil service as the solution to the stagnation that has set in as a result of which it is still not responding to the needs of the times. In 1965, the 1st ARC discussed the necessity for specialization. A systematic, transparent process for lateral access at both the state and federal levels was also supported by the second ARC. The Central Government has jumped into the idea of appointing specialists to medium and high level positions within the Indian Administrative structure under this situation. Nine professionals were chosen to serve as joint secretaries in the Government of India after the Department of Personnel & Training (DoPT) was asked to draft a proposal on lateral entrance into the Civil Services.

According to Shri Surendra Nath Tripathi, Director-General of the Indian Institute of Public Administration (IIPA), who instructs lateral entrants before they join respective ministries, "The government seems to be delighted with them. Hiring industry experts and placing them in pertinent ministries was one of the main goals. That goal has been accomplished, he declared. When seven were questioned about when they were admitted as lateral entrants, they were given 2 years of additional time, which was originally assigned as 3 years."¹⁵²

Lateral Entry Breaking Bureaucratic Establishment

Professionals hired outsiders the conventional civil service through lateral entry into the government have the potential to significantly alter and transform the bureaucratic structure. It is crucial to remember that the commencement of lateral entry depends on a number of variables, including the selection procedure, the degree to which lateral entrants are

successfully integrated into current structures, and the presence of an atmosphere of encouragement that fosters working together and exchanging information among lateral applicants and career civil servants. A balance between outside expertise and the institutional understanding and experience of the current bureaucracy should be ensured by appropriate means.

Infusion of Specialized Skills and Expertise: The government can access the specific talents, information, and experience of experts from a variety of sectors through lateral entry. These people provide new viewpoints, creative solutions, and industry-specific knowledge that can be used to tackle complicated problems and put in place sensible regulations.

Altering Organizational Culture: Lateral entrance can also help the bureaucracy change its organizational culture. Professionals from all backgrounds can foster a change from a typical bureaucratic culture to one that is more dynamic and agile by encouraging an improved accessible, cooperative, and result-oriented work environment.

Decision-Making Moves More Quickly: Lateral entrants frequently approach problem-solving and decision-making from a different perspective, which can result in quicker and more effective procedures. They are more able to adjust to change since they are used to functioning in dynamic circumstances.

Enhanced Efficiency and Performance: Professionals with expertise working in the private sector, where effectiveness and performance are essential for success, are frequently hired from outside the bureaucracy. Their presence can bring about performance-oriented procedures, goal-driven methods, and accountability systems that can enhance the overall effectiveness of the political system.

Closing the Awareness Gap: Lateral entrants contribute specialized knowledge and skills in areas where the bureaucracy may be deficient. This can close the information gap and guarantee that the government is knowledgeable about new trends, cutting-edge technology, and industry best practices.¹⁵³

Agnipath Scheme

Scheme 2022 of Agnipath: The Union Cabinet made a momentous choice by approving an alluring recruitment program for young Indians to join

three different branches of the armed forces. The program is open to both male and female candidates between the ages of 17.5 and 21. AGNIPATH is the term given to the program authorized by the



Government of India on June 14, 2022, for the recruitment of soldiers within each of the three services of the Indian military under the rank of commissioned officers. The program went into effect in September 2022. The national government has introduced a recruitment program called the Agnipath Scheme. Selected applicants would be enlisted as Agniveers for the Indian Armed Forces for a four-year period.¹⁵⁴

The young people chosen for the Agneepath program will join the Indian Army, Indian Navy, and Indian Air Force as Agniveers. A chance of possibility for young people to serve their country for four years has opened up with the launch of the Agnipath Scheme. After completing the four-year program, Agniveers will return to community as a focused, vibrant, motivated, and talented workforce for engagement in various industries so they can further their careers in the jobs of their choice.

GeM Portal – Procurement Reimagined

GeM stands for Government e-Market Place, which is operated by the Directorate General of Supplies and Disposal (DGS&D). GeM is a powerful, self-sufficient, user-friendly site that makes it simple for government officials to make purchases. The Public Sector Units (PSUs) and central and state government departments can access the Government e Marketplace, an innovation in public procurement. The GeM Portal makes the procurement process transparent, effective, and thorough. It serves as a single and unified platform for public procurement for both vendors of goods and services and government purchasing groups.¹⁵⁵ Improved openness, reduced expenses, quicker efficiency, a bigger market for sellers, and decreased corruption are just a few benefits of GeM. It streamlines the purchasing procedure and encourages honest competition amongst vendors.

NITI Aayog as Consultant And Research Reform

The National Institution for Transforming India Aayog, also known as NITI Aayog, is a government organization and policy think tank in India. It became the primary establishing policies institution of the Indian government on January 1, 2015, after the government abolished the 65-year-old Planning Commission on August 13, 2014. India's development agenda is significantly shaped by NITI Aayog, which also supports sustainable and equitable development nationwide. It focuses on important topics such as eradicating poverty, learning, medical care, farming, amenities and technology. NITI Aayog's main goal is to promote cooperative federalism in India by incorporating the states in the formulation of fiscal policies. It serves as a forum for the federal and state governments to interact, work together, and produce national development plans and goals.¹⁵⁶

It was guided by the following principles with the goal to execute and carry out the NITI Aayog-specified functions:¹⁵⁷

- 1) Antyodaya:** Pandit Deendayal Upadhyaya's concept of 'Antyodaya' calls for giving the poor, oppressed, and underprivileged priority service and uplift.
- 2) Inclusion:** Strengthen marginalized and at-risk groups while addressing identity-based inequalities of all kinds, including those based on gender, region, religion, caste, or class.
- 3) Population's engagement:** By fostering awakening and citizen engagement, the development process may be transformed into a process that is driven by the people, which is a key component of sound government.
- 4) Governance:** Transparency, openness, accountability, proactivity, and support for purposeful governance, shifting emphasis from expenditure to consequence.

NITI Aayog introduced Seven Pillars for effective governance:

1. A pro-people program that satisfies both societal and personal objectives.
2. Proactive in identifying and addressing the needs of citizens.
3. Ensure participation through citizen involvement.

4. Put an emphasis on empowering women in all spheres.
5. Participation of every demographic with a focus on minorities, SCs, STs, and OBCs.
6. Youth opportunities are equal.
7. Using technology to increase government transparency and responsiveness.

One Nation, One Election

In relation to India's election system, the idea of "*One Nation, One Election*" has been put out and considered. It alludes to the notion of conducting simultaneous elections for all of India's state legislative assemblies as well as the Lok Sabha, the country's lower house of parliament. Since the Lok Sabha and state elections are currently held independently and at different times, elections are currently held often at various tiers of government throughout the year. The "One Nation, One Election" idea's supporters assert that it might bring about a number of advantages, such as:

Decreased Election Expenditure: It costs money to hold many elections at various periods for the government and political parties. Elections that take place simultaneously may lower the overall cost of holding elections.

Improved Governance: Because governments frequently give campaigning precedence over governance, frequent elections can stymie the policy-making process. Simultaneous elections might make it easier for elected officials to concentrate on their jobs because they wouldn't constantly be under election pressure.

Increased Voter Turnout: Some contend that holding elections simultaneously could result in a higher voter turnout since voters may be more likely to participate if they just have to cast their ballots once every few years as opposed to several times.

Stable Governments: Simultaneous elections may lead to more stable administrations because lack of trust motions would have to be properly evaluated and administrations would have a definite term.

Administrative Effectiveness: Holding elections at several levels might put a strain on the Election Commission's and local administrative bodies' financial resources. Elections held concurrently might increase administrative effectiveness.¹⁵⁸

Life Expectancy from 1947 to 2023

In 1950, India's life expectancy was 35.21 years, and by 2100, it will be 81.96 years. It is important to remember that India's life expectancy in 2022 is 70.19 in order to comprehend this. According to projections, India will have improved by 57percent in 150 years. Life expectancy has increased along with improvements in living circumstances and hygiene. People now reside in areas that are cleaner than they were in the past because to improved sewage systems. Humans are now exposed to fewer microbes, which lowers the chance of illness and even death. Numerous improvements in healthcare and medicine have increased life expectancy. One of the most important is the development of vaccines. Before immunizations were discovered, millions of people perished annually from diseases like polio and smallpox. Vaccinations have abolished some diseases in various parts of the world, drastically reducing mortality rates. Higher life expectancy numbers have been attributed to improved diets, better medical treatment, and healthier lifestyles over time. Clean water, antibiotics, immunizations, and more plentiful and nutrient-dense food are all accessible to people. Additionally, more people are aware of the advantages of healthy lifestyle choices and exercise.¹⁵⁹

9. Perform, Reform and Transform: Driving the Change

“Reform is not the end in itself. Reform for me is just a way station on the long journey to the destination. The destination is the transformation of India”

– Prime Minister Narendra Modi

The nation's attitude toward development and growth has altered as a result of policy pronouncements that are mixed with decision that are quite reformative. To rescue the nation's economy from a condition of policy gridlock, Prime Minister Modi has driven through a number of changes. Apathetic governance, high inflation, and a low growth rate were all burdens that the NDA government had to deal with. Exports were going south, which nearly caused stagnation in industrial output. By introducing initiatives like Make-in-India, which encourage lowering rules and enhancing the ease of doing business, a voice is set for development and

progress. The government wanted to entice foreign corporations to establish manufacturing facilities in India.¹⁶⁰

Start-up India: The Government of India began an initiative in January 2016 to support and promote entrepreneurs across the nation. The initiative seeks to promote innovation, entrepreneurship, and the development of a supportive environment for startups. The process of obtaining and improving the abilities, information, and competences required for job, entrepreneurship, and personal development is referred to as skill development. It is an essential component of building human capital and has a big impact on increasing economic productivity, lowering unemployment, and fostering inclusive growth.¹⁶¹

The **Pradhan Mantri Mudra Yojana (PMMY) or Mudra** the Government of India announced the Scheme initiative in April 2015. The program aims to support financially and foster entrepreneurship among the nation's micro and small businesses. Micro Units Development and Refinance Agency is known as "MUDRA." The Mudra Scheme's main goal is to provide financial support to non-corporate, small enterprises like service providers, shopkeepers, traders, and small manufacturing units.¹⁶²

The Indian government launched the Direct Benefit Transfer (DBT) financial inclusion program in 2013 with the goal of directly transferring subsidies and benefits to eligible beneficiaries' bank accounts. DBT's main goals include minimizing leaks, getting rid of middlemen, ensuring that government welfare payments are distributed more effectively and transparently to the intended recipients, and many more.¹⁶³

Whether or not it was repealing Article 370, immunizing a billion people, outperforming in extremely difficult conditions, outlawing triple talaq, or placing the groundwork for the Ram Janmabhoomi temple, it has exceeded all of its own expectations. India achieved enormous goals for rural electrification and cutting-edge infrastructure while ensuring that everyone has access to basic services, such as food and healthcare. On the one hand, the country documented the greatest number of exports in history and gave birth to a digital revolution that is multiplying faster than one can blink. If the resolution of "nation-first" is applied fully, political discourse and policy enforcement may be a match made in heaven while remaining faithful to "**Sabka Saath, Sabka Vikaas**"

Public service delivery and operation have undergone a profound paradigm shift. We have observed the removal of obstacles. And we have seen the drive toward holistic development, which leaves no life unexplored. A culture of equitable development has emerged thanks to the vast array of social programs that are empowering the formerly underprivileged and setting new standards for good government. Any individual is an essential component of India's growth story in this **"Amrit Kaal."**

The choice to reach everyone, in every location (har ghar), through awas, ration, and clean energy has been one of the most distinctive aspects. The greatest nutrition program in the world, Har Ghar Ration; PM-GKAY has been in operation since April 2020. More than 40 crore people in more than 8 crore rural families have benefited from the Har Ghar Jal (Jal Jeevan Mission) initiative. Nearly 3 crore homes—or more than 99.9% of all homes—were electrified as part of the SAUBHAGYA Yojana's Har Ghar Bijli project. In order to achieve the promise of the Har Ghar Gas Cylinder with Ujjwala Yojana, nearly 9 crore LPG connections have been issued by March 2023

The goal of these programs is to reach every home in order to help contribute to the economic growth of the socially and economically disadvantaged groups. As part of what is regarded as the largest vaccination program in history, India distributed more than 200 billion dosages of the COVID vaccine. India efficiently distributed over two crore shots of the COVID-19 vaccine across the country in just 18 months. This was done without any additional cost restrictions, thus vaccinations were available to people from all social classes.

Under **PMGKY**, the **MNREGA** income increased to **'202 per day from 13.62 Crore families are benefited by 182. Numerous Pradhan Mantri Bhartiya Janaushadhi Kendras (PMBJKs)** are being established to offer top-notch generic medications at competitive prices around the nation. Under the auspices of the Pradhan Mantri Mudra Yojana (PMMY), close to 41 crore loans have been approved since the scheme's inception, which is another fundamental necessity that enables bigger goals.¹⁶⁴

The Creation of **NITI Aayog (National Institution for Transforming India)** in keeping with the evolving requirements and expectations of an emerging country and "New India" in place of the outmoded Planning Commission. (National Institution for Transforming India) is a

government agency and policy think tank in India that acts as the principal body for developing and directing national development policies and initiatives. On January 1st, 2015, it was founded to take over from the Planning Commission and apply a more flexible and dynamic technique for India's development concerns.¹⁶⁵

The remarkable indirect tax reform, the boldest step since Independence, came with the introduction of **GST (Goods & Services Tax)** between June 30 and July 1 at midnight. The "**One Nation, One Tax**" system was implemented for the countrymen under the GST regime. The reform aims to increase tax transparency with the ultimate objective of protecting consumers' interests as well as those of businesses and industries. In India, a comprehensive indirect tax known as the Goods and Services Tax (GST) is imposed on the provision of goods and services. Value-added taxes have taken the place of numerous indirect taxes levied by the federal and state governments, modernizing the tax code and fostering corporate accessibility. India's GST went into effect on July 1st, 2017.¹⁶⁶

The open e-auction in the mining sector brought in enormous cash for the government as well. Similar modifications were made to the telecom spectrum policies to ensure openness in their operation. India has now held numerous open and impartial telecom auctions without receiving any complaints from interested parties.¹⁶⁷

Capitalization of banks Resources were allocated to recapitalize banks in order to reinforce public sector banks and solve the problem of non-performing assets (NPA), allowing them to increase capacity and comply with regulatory capital requirements. Public sector banks should merge to increase efficiency, lower operating costs, and boost their resistance to economic shocks.¹⁶⁸ The Insolvency and Bankruptcy Code (IBC) 2016, which was enacted in 2016, provides a framework for the time-bound resolution of stressed assets and an organized approach for resolution of insolvencies and liquidation to address and resolve insolvency and bankruptcy issues.¹⁶⁹

E – Commerce Rules (2000) to effectively control internet marketplaces. These regulations were created to address problems with deceptive marketing tactics, fake goods, and unfair business practices. These regulations sought to control e-commerce platforms and guarantee

consumer protection in India's quickly expanding electronic commerce market.¹⁷⁰

These are only a few instances of the e-governance projects undertaken in the recent times. The government continues to be working consistently to use technology to streamline procedures, enhance service delivery, and boost governance transparency. The government keeps looking for new, creative methods to improve the nation's e-governance as technology advances and new problems are encountered. The objective of the Digital India effort is to make India into a knowledge-based society and economy. It focuses on enabling citizens a range of digital services, infrastructure, and literacy.¹⁷¹

The Aadhaar Program is a special biometric identification system that issues inhabitants of India a 12-digit unique identity number. In order to simplify service delivery and eliminate duplications, it has been integrated into a number of government programs and social programs.¹⁷² an immediate time payment system called Unified Payments Interface (UPI) enables fast money transfers between banks using mobile devices. Cashless payments and digital transactions have significantly increased as a result.¹⁷³ MyGov is a platform for citizen participation that enables anyone to take part in governance by offering recommendations, criticism, and thoughts on various government policy initiatives and programs.

E-NAM (National Agriculture Market) is a national network of online markets for agricultural products that enables efficient and transparent trade of agricultural goods.¹⁷⁴ **A smartphone app called UMANG**, or The Unified smartphone Software for New-age Governance (UMANG), gives users access to several government services and programs on a single platform. With the use of the e-Sign framework, citizens can electronically sign papers, doing away with the necessity for handwritten signatures and increasing the effectiveness of numerous procedures.¹⁷⁵

With the use of technology, state legislatures will become paperless and more effective thanks to the e-Vidhan project.¹⁷⁶ **GeM (Government e-Marketplace)** is an online platform for public procurement that enables government agencies to purchase products and services from authorized vendors while maintaining efficiency and openness.¹⁷⁷ A mobile software called BHIM (Bharat Interface for Money) enables speedy and safe cashless transactions via UPI.¹⁷⁸

Implementing BharatNet TRAI recommended public-private partnerships (PPPs) that align private incentives with long-term service delivery, similar to the Build-Own-Operate Transfer/Build-Operate-Transfer models, as the preferred option for the national broadband network, BharatNet, in a February 2016 letter to the government.¹⁷⁹ Broadband penetration through public **Wi-Fi PM WANI** participates in the broadband via WIFI in order to enhance Internet usage in the nation. In its most recent report from March 2017 titled "Proliferation of Bandwidth via Public Wi-Fi Networks," the TRAI advised, among other things, that the government remove the regulatory and financial barriers that may prevent the development of scalable and all-pervasive Wi-Fi in the nation.¹⁸⁰

Media and Governance

The role of the press as Fourth Estate and as a forum for public discussion and debate has long been recognized. Today, despite the mass media's propensity for sleaze, sensationalism and superficiality, the notion of the media as watchdog, as guardian of the public interest, and as a conduit between governors and the governed remains deeply ingrained. A good rapport with the members of the press and the media is essential for assimilating and disseminating information. How public interest is served, will constantly have to be highlighted and made clear through whatever forum is available. In this media plays an important role.

The role of the media in promoting good governance is clear. All aspects of good governance are facilitated by a strong and independent mediascape within a society. Only when journalists are free to monitor, investigate and criticize the public administration's policies and actions can good governance take hold. Independent media are like a beacon that should be welcomed when there is nothing to hide and much to improve. Indeed, this is the concrete link between the functioning of the media and good governance--the media allow for on-going checks and assessments by the population of the activities of government and assist in bringing public concerns and voices into the open by providing a platform for discussion. Instead, all too often governments devise laws and informal means of keeping their activities hidden from public view or only available to media favorable to their viewpoint. In recent years, many governments have tried to co-opt journalists by paying part of their salaries or by giving them certain kinds of access on condition that they will not report from other

perspectives. If the media are to function in the public interest, governments have to protect the independent functioning of the media and allow various viewpoints to flourish in society.¹⁸¹

The media has a crucial function as the sector of society most able to promote vigilance towards the rule of law, especially through fostering investigative journalism, promoting the openness of court, legislative and administrative proceedings, access to officials and to public documents. The government has a key role here in protecting the independence and pluralism of the media, especially during critical moments of these processes. In India the media has enjoyed freedom and has been able to highlight a number of instances of corruption and maladministration. Media has been able to raise issues of public concern and help make the system more accountable. However in a democratic framework the media's credibility as a democratic institution is enhanced if they are accountable to the public, acknowledge their mistakes and ensure that ethical and professional standards are upheld. A sensational and trigger happy press does not contribute to intelligent discussion and debate and soon loses public support. In a large number of cases of maladministration and corruption media trail takes place and one is declared guilty even before a charge sheet is filed in the court. The media should also be equally responsible in a democracy.

Government Approach to Integrate Entire Nation in One

EK BHARAT SHRESHTHA BHARAT: PROMOTING UNITY IN DIVERSITY



On the occasion of Sardar Vallabhbhai Patel's 140th birthday, the Hon'ble Prime Minister made the declaration "Ek Bharat Shreshtha Bharat" on

October 31, 2015. An Indian government program called "Ek Bharat Shreshtha Bharat" seeks to foster harmony, intercultural understanding, and cooperation among the nation's many states and Union Territories. "One India, Excellent India" is the English translation of the slogan "Ek Bharat Shreshtha Bharat". The effort seeks to preserve and celebrate the distinctive cultural characteristics of India's many regions while fostering a stronger feeling of national identification and satisfaction amongst all residents.¹⁸²

The key objectives of the Ek Bharat Shreshtha Bharat initiative include:

- ❖ *National festivities and Events: The initiative gives states and Union Territories a platform to actively take part in national festivities and events while presenting their distinct artistic contributions to the country.*
- ❖ *Digital connectivity: Especially during periods when physical travel is constrained, the usage of digital platforms and technology is utilized to promote simulated connections and information transmission between different locations.²⁹*
- ❖ *Cultural interaction and Heritage: The initiative's main goals are to foster cross-cultural dialogue and to recognize the rich cultural diversity of the various states and Union Territories. It promotes people to become familiar with and supportive of the other cultures' works of art, music, dance, celebrations various languages, and food.*
- ❖ *The use of language and Multilingual Uniqueness: The program highlights the value of conserving and fostering the various languages used in the various states of India in light of the country's linguistic diversity. It promotes language acquisition and comprehension between those with various linguistic origins.*
- ❖ *Hospitality and travel: The project encourages individuals to visit and travel inside the United States, encouraging them to see the diverse states and Union Territories' historical, artistic, and natural beauty. This promotes intercultural communication and understanding.*
- ❖ *Participation of Youth and Education: Specific programs and events are held to involve young people in activities that support national harmony and a better knowledge of India's diversity. This includes volunteer work, cultural activities, and educational activities.*
- ❖ *Interaction in a Variety of Sectors: States and Union Territories are urged to work together in a variety of fields, including science, technology, sports, literature, the arts, and literature while exchanging best practices, expertise, and experiences. This cooperation improves regional ties and advances national growth as a whole.*
- ❖ *The project encourages the promotion and preservation of regionally specific conventional crafts, art forms, and artistic manifestation. This aids in maintaining traditional skills and giving craftspeople opportunities for employment.*
- ❖ *Unity in different kinds: The initiative's central concept is to honor India's variety while also recognizing its unity. It aims to build an awareness of national identity which embraces and values the diverse cultural fabric of the nation.*

Conclusion

For effective government and public trust, the bureaucracy must ensure accountability. It is crucial to remember that establishing transparency throughout the government system calls for a multifaceted strategy that includes effective leadership, institutional changes, and an environment of honesty. Combining these tactics can aid in fostering a bureaucracy that is more transparent and responsible. The following can be used to encourage and improve accountability in bureaucracy:

Roles and responsibilities that are clear: It is essential to specify the duties and roles of bureaucrats. Bureaucrats should be held responsible for their conduct and choices by having straightforward duties and performance objectives. This will help them to comprehend their responsibilities.

Recruitment and Promotion Transparency: Ensuring that suitable people are chosen for bureaucratic posts is made possible by establishing open, merit-based mechanisms for recruitment and advancement. As a result, the encourages accountability throughout the system and reduces instances of corruption, favoritism, or nepotism.

Performance Evaluation and Incentives: Bureaucrats' performance should be regularly and impartially assessed. Evaluations must take into account KPIs and goals that are in line with the objectives of the firm. Bureaucrats can be encouraged to be more accountable by rewarding excellent performance and tackling underperformance with the proper sanctions.

Unbiased Oversight Organizations: Creating independent oversight organizations like anti-corruption commissions or ombudsman offices helps improve transparency throughout the bureaucracy. These organizations have the power to look into complaints, keep an eye on regulation, and holding administrators accountable for any infractions or rule-breaking.

Participation and Engagement of Citizens: Transparency and accountability are promoted through encouraging citizen involvement and engagement in decisions that are made. Mechanisms incorporate citizen participation, feedback channels, and public consultations.

Robust Grievance Redressal Mechanisms: Citizens are able to express their concerns and seek redress against bureaucratic incompetence or wrongdoing when adequate and easily accessible grievance redressal processes are established. Grievances should be addressed promptly and openly since this fosters accountability.

Independent Reviews and Assessments: It is possible to spot loopholes, inefficiencies, and potential instances of corruption or misbehavior inside the bureaucracy with the use of routine audits and reviews by independent organizations or auditors. The results of these audits may result in improved accountability and corrective measures.¹⁸³

The rapid pace and interdependence of global, political, social and economic developments have necessitated a critical need for improved efficiency and effective public institutions, administrative procedures and sound financial management to confront challenges for sustainable development in all countries. The nation's unstoppable progress can be determined by its approach to policy making. The majority of programs have advantages that go beyond the obvious; they promote secondary economic development and large-scale social transformation. Numerous revisions to one policy. Numerous advantages (encompassing all beneficiaries) from one scheme. Many Jan Bhagidaaris from a single initiative. Many lives are transformed by one change. There is also a need for public administration systems to be sound, efficient and well -equipped with the appropriate capacities and capabilities:

- Capacity-building.
- Access and utilization of technology.
- Establishment or improvement of training programmes for public service.
- Strengthening of partnership of the public sector with the private sector and civil society.
- Providing an enabling environment for private sector activities.
- Promotion of the role and involvement of women in public administration
- Development of cross-sectorial, gender-sensitive and multidisciplinary capabilities which supports all phases of the development process.
- Promotion of opportunities for all to participate in all spheres of the public sector;

Globalization requires us to rethink afresh how we manage our joint activities and fulfill our obligations as public administrators. There are many challenges and constraints that are being faced by those in public administration in the wake of globalization process. World over the countries have pursued significant state reforms based on greater emphasis on market competition, non-intervention, debureaucratization, and corporatization, which has critical impacts on public accountability.¹⁸⁴ Correspondingly there has been policy orientation of the reinvented state; a significant transition from nationalization, regulation, and protectionism to privatization, deregulation, and liberalization in most countries in the developing world. Accountability to the political executive, independent and impartial functioning of the bureaucracy, a rational system of reward and punishment based on competence and performance would be integral to public services, promoting efficiency and responsive administration. Therefore, governments should promote and protect all human rights and fundamental freedoms, including the right to development, keeping in mind the interdependent and mutually reinforcing relationship between democracy, development and respect for human rights. Governments should make public institutions more responsive to people's needs. The nature and content of governance is changing fast. Governance is becoming more people- centric with focus on their needs and aspirations. Governance has become the most prominent enabler for this. It has brought reach, scale and speed. It can certainly be said that 21st century is India's century with fruits of governance percolating down to the last man.

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