



A THEORETICAL UNDERSTANDING OF GOVERNANCE AND GOOD GOVERNANCE

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ABSTRACT

It is argued by academicians, political leaderships, developmental experts, civil society members, non-governmental organizations that good governance is the good conduct of the government. Governance is a concept that includes the phenomena from varied discipline. This makes the approach and study of good governance interdisciplinary. Good governance analysis needs an integrated view. Good governance being interdisciplinary in nature, includes many elements thus posing challenges for the governance to fulfil the citizens expectations. Good governance approach should set its priorities for the developed countries and underdeveloped and developing countries. Good governance is seen as an approach that relies on various factors which help in achieving social justice. In the good governance, working of the public sector is important. Delivery of services by the public sector helps in restoring the trust in the government. Introduction of Web 2.0 has expedited the good governance process and reformed the administrative working.

Keywords: World Bank, Good governance, UNDP, Citizen centric administration, Governance

INTRODUCTION

In this twenty-first century era in the time of zoom meetings, terms like governance, good governance, sustainable development, corruption-free administration, transparency, accountability, civil services reforms, ethics, integrity are very much heard and seen in visual and print media. These are the buzzing words discussed in academic conferences and seminars across the globe. These terms are used by most of the academicians and research scholars of the public administration discipline. It is important to discuss the meaning of the word governance before understanding the concept of good governance.

The meaning of the word governance is much debated among the international organizations, forums, academicians from various disciplines, entrepreneurs, citizens, civil society and others define governance in their contexts. The word governance and good governance has been a topic of research in social sciences for a long time.

The need for governance as a distinct concept from government arose when the government started working as an organization apart from citizens rather than working as a process. In ancient Athens, the government was a process of dealing with issues of public concern (Plumptre & Graham, 1999).

Etymologically the origin of the word governance comes from the Greek verb 'kybernein' (infinitive) or kybernao (first person) which means steering, guiding, or manoeuvring a ship or a land-based vehicle. This was used first time metaphorically by Plato for depicting the governing of men or people (use of word people would be here the modern application of this term) (Campbell & Carayannis, 2013).

MEANING OF GOVERNANCE

According to Lynn, Heinrich, and Hill (2001 as cited in Frederickson, 2007) governance is defined as regimes, laws, rules, judicial decisions, and administrative practices that constrain, prescribe, and enable the provision of publicly supported goals and services. Harland Cleveland was the first person who used the word "governance" as an alternative to "public administration".

Lynch, Heinrich, Hill (2001) as cited in Frederickson (2007), describe this as "the term 'governance' is widespread in both public and private sectors, in characterizing both global and local arrangements, and about both formal and informal norms and understandings. Because the term has strong intuitive appeal, precise definitions are seldom thought to be necessary by those who use it. As a result, when authors identify 'governance' as important to achieving policy or organizational objectives, it may be unclear whether the reference is to organizational



structure, administrative processes, managerial judgment, systems of incentives and rules, administrative philosophies, or a combination of these elements."

"Governance is now everywhere and appears to mean anything and everything." There are at least seven separate uses of governance relevant to the study of Public Administration: corporate governance; the new public management; good governance; international interdependence; socio cybernetic systems; the new political economy and networks (Rhodes 1997).

"Governance is the shift from the bureaucratic state to the hollow state or third-party government" (Milward & Provan, 2000; Rhodes, 1997 as cited in Frederickson, 2007).

"Governance is a market-based approach to government" (Donahue & Nye, 2004).

"Governance is the development of social capital, civil society, and high levels of participation" (Hirst, 2000).

"Governance is the new public management or managerialism" (Kernaghan, Marson, & Borins, 2000).

"Governance is public-sector performance" (Heinrich & Lynn, 2000).

"Governance is globalization and rationalization" (Pierre, 2000).

Fredrickson says governance is a "cluster of concepts" (Fredrickson, 2007).

The analysis of the above definitions shows that governance definitions include the concept of new public management, the performance of public sectors, role of civil society, change from bureaucratic governments, the transformation of governments.

The contribution of Goran Hyden needs special attention in the study of governance. Goran Hyden believes that governance is a comparative approach that when fully elaborated can frame a comparative analysis of macro politics. Governance also is concerned with big questions of constitutional nature which frame rules for political conduct. Governance is the relationship between different political actors which is socially sanctioned (Rahman, 2016).

According to Frederickson and Smith, (2003 cited in Secretariat, 2006) "Governance refers to the lateral and inter-institutional relations in administration in the context of the decline of sovereignty, the decreasing importance of jurisdictional borders and a general institutional fragmentation". The author views governance as the relations between various institutions involved in administration. Governance reflects the idea of decentralization with bureaucracy playing a less role in making decisions.

The term governance gained attention at the end of the twentieth century among civil society, philanthropists, international organizations, academicians, public administrators, and social scientists.

Due to diversity in the meaning of governance, it can be applied to any discipline, region, public or private sector (Secretariat, 2006).

There are other definitions of governance from different perspectives. The definition of governance varies across the discipline. An economist's view about governance will differ from that of a sociologist or political scientist. There can be variation in governance meaning according to the regions. For African nations governance, meaning will differ from the European nation's views.

United Nations Development Program (UNDP) in its Policy paper of 1997 defined governance as "the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes, and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences" (Studies, n.d.).

Fukuyama defines "governance as a government's ability to make and enforce rules and to deliver services, regardless of whether that government is democratic or not" (Fukuyama, 2013).

Lawrence S Finkelstein says that the use of the word governance is very ambiguous. The author believes that governance is about how states relate to each other in the international world order. Therefore, Finkelstein focuses more on global governance rather than governance (Finkelstein, 1999).

The term governance gained popularity when governance started playing a crucial role in receiving developmental aid to nations.

Governance is about how governments and other social organizations interact, how they relate to citizens, and how decisions are taken in an increasingly complex world. Governance is the art of steering societies and organizations (Plumptre & Graham, 1999).

Canada's Institute of Governance, 2002 cited in (Graham, Amos, & Plumptre, 2003) asserts that "Governance is the process whereby societies or organizations make important decisions, determine whom they involve and how they render an account".

Governance can also be studied in the form of regional governance. Regional governance is a process by which the decisions and policies are made to affect the social, economic, cultural, environmental outcomes in a region or a small part of the region. The decision taken extends beyond the jurisdiction of a single nation (Wolman, Levy, & Hincapie, 2011).

Organizations like South Asian Association for Regional Cooperation (SAARC), Association of South East Asian Nation (ASEAN), Bay of Bengal Initiative for Multi-Sectoral Technical Economic Cooperation (BIMSTEC), Asia-Pacific Economic Cooperation (APEC), African Union (AU), Shanghai Cooperation Organization (SCO),



and Gulf Cooperation Council (GCC) can be cited as an example of promoting regional governance. Every particular region has some common cultural features and a pattern of governance can be developed to solve the regional problem. The decisions taken by these regional organizations are for the benefit of the entire region. The decisions have a cultural, economic, political, environmental, and social impact on the entire region. The concept of regional governance takes the entire region as one single unit of administration. The European Union can also be cited as another good example of regional governance working toward achieving economic stability by adopting a single currency.

Governance also comes into play when the governments fail or lack capacity, jurisdiction, or inability to deliver justice to public issues (Plumptre & Graham, 1999).

Governance can be studied in the context of policy analysis. First, those who view change in governance as a step toward less democracy. Secondly, others view governance as a potential for increased participation in civil society and public policy and to strengthen democracy (Parto, 2005).

According to Rhodes (cited in Rahman, 2016), governance has the following characteristics-

1. interdependence between organizations.
2. continuous interaction between private, public, and semi-public actors within the social domains and at all levels.
3. a significant degree of autonomy from the state.

LIMITATION OF GOVERNANCE

The author thinks that the validity of the concept of governance can be challenged on the following grounds (Frederickson, 2007).

Firstly, the concept of governance is very much a favourite topic of academicians and always in discussion across various disciplines. However, the literature and researches are very old. The present literature is repackaging of the old literature and academic discussions under new titles and publications. This has made no significant contribution to the discipline of public administration (Strange, 1983).

Secondly, the concept of governance is very imprecise, unclear, and very broad in meaning. The concept of governance can be used by an economist, sociologist, political scientist, public administrator, town planner in a diverse way therefore any meaning can be attached to it. It is very difficult to give a precise definition and content of governance.

Thirdly, scholars involved in research work on good governance specifically in Europe claim governance as a tool for change or transformation of government or becoming things right. It is always perceived that the governance system is broken and needs to be repaired. Governments, states, nations, public institutions are undervalued and public institutions are devalued. Governance is also about how the state, governments, bureaucracy, politicians adapt to changing circumstances and values. Therefore, governance is not always about change rather it is about an order. Governance is about the interdependence of various government agencies and public-private partnerships.

WHAT IS GOOD GOVERNANCE

The concept of good governance was first used by World Bank in 1989 in its report "Sub Saharan Africa: From Crisis to Sustainable Growth". The report highlighted mismanagement as the feature of governance in Africa and mentioned the ineffectiveness of aid governance.

Major international organizations and donor agencies like International Monetary Fund (IMF), World Bank (WB), International Bank for Reconstruction and Development (IBRD) considered good governance as a criterion to give loans and aids to various nations. These agencies are giving conditional loans for the development of good governance.

According to World Bank "Good governance" is epitomized by predictable, open, and enlightened policymaking, a bureaucracy imbued with a professional ethos acting in furtherance of the public good, the rule of law, transparent process, and a strong civil society participating in public affairs. Good governance fosters a strong state capable of sustained economic and social development and institutional growth (World Bank, 1997).

The major critique of the World Bank's definition of good governance is it primarily focuses on economic development and the World bank makes a distinction between economic developments and other dimensions of development (Johnson, 1997 cited in Rahman, 2016).

It is argued that in underdeveloped and developing countries corrupt bureaucracy and government agencies divert the developmental aid to unproductive activities leading to a rise in maladministration and corrupt practices. Good governance will help in checking maladministration and corrupt practices and promote transparency.

Governance is about the pathways to desired conditions or outcomes while good governance is about the mode or model of governance that leads to social and economic outcomes as desired by the citizens (Plumptre & Graham, 1999). A deeper analysis of the concept of good governance will help the government and society in understanding the relationship between institutional arrangements and attainment of socioeconomic well-being for citizens.



Good governance is an ideal condition although nation-states and other actors are working in various forms to achieve this ideal. Good governance is a topic of discussion among the politicians in the opposition and those in power, among the civil society members, pressure groups, various indexes, and reports of international organizations. Good governance is an interdisciplinary umbrella concept. The viewpoints of every organization, individual, forums are correct and each one asserts the validity of their views. The study of good governance helps in framing a road map for the subject matter of good governance. Good governance is characterized as accountable government, an independent judiciary, freedom of thought and expression, and freedom of choice for people.

There are two aspects of good governance that need to be discussed. The first aspect is about the world bank's views on good governance. World Bank (1994) sees good governance as the management of a country's resources and affairs in a manner that is open, transparent, equitable, accountable, and responsive to people's needs. The second aspect is governance is not 'good' when it serves only the 'public' but it will be 'good governance' when it serves the interests of marginalized and weaker sections.

The views of right-wing politicians and left-wing politicians differ on good governance. Right-wing ideology perceives good governance as order, rule of law, free markets to flourish, transparency, ethos while left-wing ideology incorporates the notion of equity, fairness, protection for the poor, for the minorities, women, children, and a positive role for the state.

Good governance provided an opportunity for the researchers, public administrators, developmental professionals, academicians to explore new issues and constraints about development. Good governance started a new discourse among political leadership about the sustainable development concept. It made the political leadership rethink the working of their governments in the time of liberalization, privatization, and globalization. Good governance attempted to bring clarity on citizens' interaction with the state, the relationship between bureaucracy and political executives, international organizations' criteria of giving loans and developmental aid, resource allocation, and reforms undertaken by the government.

Good governance also impacted the researches in social sciences. The results varied across the disciplines. For the economists, the study was about the working of free markets and their incentives to the nation. In political science, the decision-making of the politicians was questioned about the welfare state. In the management studies, the concept of "new public management" was adopted that encouraged institutional engineering for effective management of public affairs. For students of African development, in particular, the issue of leadership failure became prominent. They also questioned the failure of the Regime transition. The topic of democratization, democratic consolidation—all became topics of renewed interest (Grindle, 2010).

WORLD BANK VIEW OF GOOD GOVERNANCE

Governance has become the major component in explaining the social and economic development of any nation. By governance, the world bank means how power is exercised in the management of a country's social and economic resources. World bank (1994 cited in Rahman 2016).

According to the World Bank governance is defined as "the process of decision-making and the process, by which decisions are implemented or not implemented" (Kaufmann, Kraay, & Zoido-Lobotón, 1999).

The study of the World Bank definition of good governance shows three aspects of governance-

1. the process, by which governments are selected and replaced,
2. the capacity of government to effectively formulate and implement sound policies and
3. the respect of citizens and the state for their institutions that govern interactions among them (Kaufman, et al., 1999 cited in Rahman, 2016).

According to the World Bank, governance aims to promote and help in establishing effective institutions to support the economic growth of the nation. According to the world bank, good governance is characterized by the rule of law, transparent process, civil society participation in public affairs, and bureaucracy with professional ethics. The World Bank Report "Aggregating Governance Indicators" published in 1999 includes six indicators to measure the good governance performance of the country (Refer Table 1).

The components of the World Bank report "Aggregating Governance Indicators" are discussed as follows (Kaufman, et al., 1999).

1. the first indicator voice and accountability measure the different aspects of political processes, civil liberties, and political rights.
2. the second indicator political stability and violence means the likelihood that the government in power will be destabilized or overthrown by constitutional or violent means.
3. the third indicator government efficiency indicates the competence of civil servants, bureaucracy free from political interferences, and government commitment to policies.
4. the fourth indicator measures the regulatory quality includes indicators of market, unfriendly policies such as pricing control, or inadequate regulation in foreign market trade.



5. the fifth indicator rule of law measures the existence of fair and predictable rules, which form the basis for economic and social development.
6. the sixth indicator corruption measures the exercise of public power for private gains.

UNITED NATIONS DEVELOPMENT PROGRAM VIEWS ON GOOD GOVERNANCE

According to United Nations Development Program (2002 cited in Rahman,2016) governance “is the exercise of the economic, political, and administrative authority to manage the country's affairs at all levels and how states promote social cohesion, integration, and ensure the well-being of their population”.

Good governance comprises of the mechanisms, process, and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations, and mediate their differences UNDP (1997 cited in Rahman,2016). The UNDP view of good governance is broader and relates good governance to sustainable development.

According to the United Nations Development Program aim of good governance is to eradicate poverty, job creation, better living conditions, empowerment of women, protection of child rights, implementation of environmental norms, and upliftment of standard of living. According to UNDP (UNDP) good governance is about ensuring that the voices of poor, marginalized, and vulnerable are heard over the allocation of development. UNDP gives nine core characteristics of good governance (Mehta, 2000 cited in Rahman,2016). These characteristics are-

1. participation
2. rule of law
3. transparency
4. responsiveness
5. consensus orientation,
6. equity
7. effectiveness
8. efficiency,
9. accountability

Overseas Development Administration (ODA,1993); United Nations Development Program (UNDP,1995), and World Bank (1999) identified the following parameters to promote good governance. They are as following-

1. competence
2. openness and transparency
3. accountability
4. legitimacy
5. participation

The World Bank has defined good governance with six core features (Rahman, 2016).

1. Voice and accountability which includes civil liberties and political stability.
2. government effectiveness includes the quality of policymaking and public services.
3. quality of the regulatory framework.
4. rule of law which includes the protection of lives and property
5. independence of judiciary which gives fair justice.
6. curbing corruption.

According to United Nations Economic and Social Commission for Asia and Pacific (UNESCAP) good governance has eight major characteristics like accountability, participation, consensus, transparency, responsiveness, effectiveness, and efficiency, equity, and inclusion, and follows the rule of law (UNESCAP, 2009). These characteristics are elaborated further.

1. Participation is the core of good governance. Without participation, good governance does not exist. Participation can be by both male and female both. It can be direct or indirect participation. Direct participation can be parliamentary representation while indirect participation can be through civil society.
2. Accountability is key to good governance. Apart from the government, private entities and civil society should also be accountable to the public. Who is accountable to whom depends on who is making the decisions? Generally, any organization or institution is accountable to those who are affected by its decisions.
3. Transparency ensures that in all administrative work rule of law is followed. Transparency is an important component of good governance. It plays a crucial role in establishing good governance. Transparency can also be understood as when in the decision-making and implementation process rules and regulations are strictly followed without any biases or partiality. Transparency ensures that corruption does not make an entry into administration.
4. Rule of law is the backbone of good governance. If rule of law is not followed in governance the administration will not be able to do deliver the results to the citizens. Rule of law is established by strictly implementing a legal framework in the country. Good governance cannot be established without enforcing a proper legal framework.



A legal framework helps in protecting the rights of minorities, the disabled, and others. An impartial judiciary helps in establishing rule of law and good governance.

5. Consensus-oriented means that all the stakeholders involved in the development process and from the society agree to the decisions taken for the benefit of the larger community. Decisions are taken unanimously by keeping in mind the benefit of everyone. Consensus orientation ensures that voices of marginalized people, women, and disabled people are considered. Consensus orientated help in establishing good governance by the participation of every citizen. Development administration depends on the consensus of all the stakeholders involved in the development process. Consensus orientation and participation of citizens interdependent in good governance and development process.

6. Equity and inclusiveness are important for good governance. Good governance is only established when all the sections of society are involved in the policymaking process. In good governance, the outcome of the policy will be more successful if it is formulated keeping in mind the needs of the people. This also ensures that marginalized people, women, differently disabled, and others do not feel excluded and it promotes the feeling of equity and inclusiveness in the society.

7. Effectiveness and efficiency are important pillars of good governance. In the delivery of public services, the institutions involved should be efficient to deliver the results as needed by the citizens. There should be optimal usage of resources keeping in mind the use of sustainable development practices in good governance.

8. Responsiveness is one of the core principles of good governance. The administration should be sensitive enough to respond to the needs of the people in a time frame. Responding to the problems of the citizens in a stipulated time helps in establishing good governance.

Good Governance is "The transparent and accountable management of human, natural, economic and financial resources for equitable and sustainable development, in the context of a political and institutional environment that upholds human rights, democratic principles, and rule of law"(The Cotonou Partnership Agreement Article 9.3 cited in Rieseneder,2008).

Paul Hobenik discusses good governance in context to European nations. Paul Hobenik argues that good governance is a condition for receiving aid from European donors. By contrast, establishing good governance and removing bad governance is a goal before the developing nations to receive European aid. Therefore, good governance is both a condition and a goal. Good governance gained importance after the World Bank's report titled "Assessing Aid". The report discusses setting some criteria for giving developmental aids to developing and underdeveloped nations (Hoebink,2006).

Stokke (1995 cited in Hobenik,2006) identifies three main elements of good governance that are good governance, democracy, and human rights. Stokke is of the view that as now human rights and democracy are part of good governance the scope of good governance is expanding. Earlier issues like human rights, the participation of civil society, strengthening of democratic institutions were regarded as separate issues. Nations now are emphasizing human rights, the establishment of democracy, the role of civil society. These new aspects are attracting the attention of donors. This is also helping to think about what other aspects can be included in good governance. Aid receiving nations are now restructuring the state institutions and agencies to establish rule of law, protection of human rights, fair preparation of electoral rolls, and transparency in using the aid money so on.

In the views of the Development Assistance Committee of Organization of Economic Cooperation and Development (OECD) good governance is described regarding "efficient management capable of running the public sector well, bringing the corruption down and ensuring reductions in military expenditure"(DAC 1995, 1997 cited in Hoebink,2006). The concept of good governance can be applied in multiple ways like as a criterion for giving aid, as an objective to strengthen the organization and democracy, as an instrument to eradicate poverty. Good governance acknowledged the role of civil society and its active engagement with the internal working of the government. Good governance meant encouraging action against the corrupt civil servants, passing administrative reforms, monitoring of government actions and political activities, increased relevance to the voice of citizens in political decision making, rising voice about the leadership failures, and promoting steps to ensure transparency in public affairs.

The idea of good governance was an umbrella concept to list various good things. Human rights organizations focused on countries with good governance respected human rights. Environmentalists argued good governance is the only effective way for sustainable development. Other conditions like anti-corruption measures, empowerment of women and children, community management of the local resources like land and forest rights of tribal people, and right of the aboriginal people came to be associated with good governance. The concept of good governance is expansive and it included features from multiple disciplines.

There are many attributes of good governance. Many of these attributes are interdisciplinary. As further researches in good governance will come many more attributes will be included. Some of the attributes are as follows. (Refer to Table 5)

According to the United Nations, good governance promotes equity, participation, pluralism, transparency, accountability, and the rule of law, in a manner that is effective, efficient, and enduring. In translating these



principles into practice, we see the holding of free, fair, and frequent elections, representative legislatures that make laws and provides oversight, and an independent judiciary to interpret those laws. The greatest threats to good governance come from corruption, violence, and poverty, all of which undermine transparency, security, participation, and fundamental freedoms. (Gisselquist, 2012)

According to Matt Andrews, there is no universal single model of good governance that fits best for every nation. The meaning of good governance may vary from one nation to another nation. The author in his paper analyzes the public financial management systems of different nations. The author thinks that when the underdeveloped nations adopted the public financial management system of developed nations it did not give desired results. The underdeveloped nations then adopted these models with some major changes. Therefore, it can be said that the concept of good governance is not confined to one single model or any one nation or region. There can be multiple models of good governance and all of them may be successfully giving desired results in different regions. (Andrews, 2010)

Many of these attributes of good governance when applied to practical situations may lead to conflict either because these attributes conflict with each other or giving too much emphasis on any specific attributes. The emphasis given on various aspects of governance effects will vary in different settings because societies value outcomes differently. For example, in western utilitarian culture emphasis may be on efficiency while a desire for harmony and peace will override this value. Some cultures may give importance to individual rights while others may give importance to communal harmony. Some cultures emphasize on objective application of rule of law while others focus on tradition and clan in decisions. In some societies economic growth may be the primary goal for others it can be more important to cultural richness and diversity. The debate about the components of good governance is a never-ending debate.

Another debate in good governance is about the debate on values and cultural norms, and on desired social and economic outcomes of good governance. Good governance also leads into a question about the role of government, how governments relate to citizens, relationships between the judicial, executive, and legislative branch of the government, and the role of public and private sectors.

The debate on components of good governance leads to another debate whether different approaches to good governance are suitable for different stages of development or not. Discussions on good governance also raise the debate of whether good governance is a means or an end. There is no concept of one size fits everyone in good governance.

CHALLENGES OF GOOD GOVERNANCE

The criminalization of politics and corruption as two major challenges to good governance. The Criminalisation of the political process and the nexus between politicians, civil servants, and business houses are having a baneful influence on public policy formulation and governance. Corruption leads to bad governance. The high level of corruption in India has been widely perceived as a major obstacle in improving the quality of governance. The human greed is a driver of corruption, it is the structural incentives and poor enforcement system to punish the corrupt that have contributed to the rising curve of corruption and malpractices in India. The complex and non-transparent system of command and control, monopoly of the government as a service provider, underdeveloped legal framework, lack of information, and the weak notion of citizen's rights have provided incentives for corruption in India (Singh, 2008).

A conscious program for strengthening public awareness and empowering the existing anticorruption agencies would be required. The statutory right to information has been one of the most significant reforms in public administration. The Right to Information Act provides a strong national framework within which public awareness programs could take place. Corruption takes place within a frame. Therefore, basic reforms in file management, government rules, and regulations, provision of public expenditure review could provide the concerned citizens the relevant knowledge to hold service providers accountable. This would ensure that the resources that belong to people are used in the right way. (Singh, 2008)

There are other barriers to good governance which obstruct the path of achieving good governance thus affecting the citizens and administration (Second Administrative Reforms Commission, 2009).

1. lack of accountability.
2. red-tapism.
3. ineffective implementation of laws and rules.
4. low levels of awareness and rights of the duties.
5. the attitude of civil servants toward citizens.

CONCLUDING REMARKS

Governance and good governance is a concept of continuous reforms and bringing social justice. Good governance cannot be studied or analysed in isolation with other disciplines. For the public administrators, academicians, political leaders, to have a better understanding of these concepts it's imperative to adopt an integrated view when



studying about governance reforms. Good governance starts new discussion among researchers, civil society, political leadership, forums, and individuals. These concepts raise the question about the role of government in dealing with public issues and social upliftment of marginalized section of society. The concept of good governance highlights the government approach to sustainable development. Governance and good governance is evolving concept that changes with citizens expectations. These are dynamic and there is no universal model of good governance or citizen-centric governance that can be applied to all the nations and society uniformly. There is a need for continuous evaluation of the governance of a nation to achieve good governance and social justice. If there is no evaluation then the process of good governance stops, thus impacting the citizens' development. Citizen satisfaction should be the ultimate aim of good governance and citizen-centric governance. Good governance brings economic efficiency by reducing transaction costs, following rule of law, transparency in government, and corporate management and accountability for government institutions and bureaucracy. Good governance is an instrument through which helps in reducing the gap between underdeveloped, developing and developed countries.

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