

Important Characteristics and Key Elements for Effective and Efficient Implementation of Good Governance

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Abstract

Governance is the process of decision making and the process through which the decisions are implemented for the betterment and overall development of citizens. It provides overall social, cultural, economical and political development. Good governance is putting people at the centre of the development process. It is nothing but simplification of procedures and processes in the government so as to make the entire system effective, efficient, transparent and faster. Governance is a broad concept covering all aspects of how a country is governed by the government and administration. How the economic policies are working in the country. How regulatory framework exists in the country and adherence to rule of law. The characteristics of good governance cover all aspects of administration. It includes responsible, participatory, comprehensive, transparent and accountable administration. The key elements like rules of law, equal justice, team work, leadership, discipline and behavior plays a crucial role in good governance. In this paper we have discussed the characteristics and key elements for effective and efficient implementation of good governance.

Key Words: Government, Governance, Transparent, Citizens, Administration, Development

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Introduction

Good governance is nothing but the supply of government services smoothly, effectively and efficiently to the citizens. Government employees are an integral part of the administration. We have accepted the principle of social welfare as per the Indian Constitution. While implementing the policies, programs, plans and decisions we should adhere to the principle of equality, social justice, and social welfare for the wider public interest. The administration system is responsible for the implementation of such policies, programs, plans and decisions at the field level. The success of the system of good governance depends on how efficiently and effectively the administrative system works. Naturally, there are expectations from the people's administration that work should be done in a timely and effortless manner and fulfilling those expectations is the first duty of the administrative system.

When one have gone through the *slokas* of Bhagavad Gita, it provides cues for good governance. In Kautilya's Arthashastra the welfare of people was considered paramount in the role of King. Mahatma Gandhi emphasized *Swaraj* which essentially means good governance. Importance of governance is clearly mentioned in Indian Constitution which is built on-premises of the Sovereign, Socialist, Secular and Democratic Republic committing itself to democracy, rule of law and welfare of people. Under Sustainable Development Goals, Goal sixteen can be considered to be directly linked as it is dedicated to improvement in governance, inclusion, participation, rights, and security. In the 1992 report entitled "Governance and Development", the World Bank set out its definition of Good Governance. It defined Good Governance as 'the manner in which power is exercised in the management of a country's economic and social

resources for development'. The United Nation department of economic and social affairs formulated a committee of experts on public administration. Effective implantation of sustainable development agenda of United Nation in world they have formulated eleven principles of good governance. These eleven principles are competence, sound policy making, collaboration, integrity, transparency independent oversight, leaving no one behind, non-discrimination, participation, subsidiary and inter generational equity.

So Good Governance is the simplification of procedures and processes in the government so as to make the entire system effective, efficient, transparent and faster. In this paper we have discussed the characteristics and key elements for effective and efficient implementation of good governance. We also discussed steps required for good governance and benefits of good governance in context with characteristics and elements of good governance.

Objectives

Good governance is a widely accepted concept worldwide. The basic objective under this study is providing a framework of key elements for effective and efficient implementation of good governance. The study also defines the characteristics of good governance. It also helps to make citizens aware about legal rights. It will be useful for capacity building of administrative machinery so they participate in the decisions making process that affect their lives, to hold their governments accountable for what they do, to overall development of society.

Scope and significance

Good governance was initially expressed in a 1989 World Bank publication. In 1992, the Bank published a report entitled "Good Governance and Development". In 1997, the Bank redefined the concept "good governance" as a necessary precondition for development. The study has been undertaken to explore the conditions under which the criterion of 'good governance' first became adopted as a donor policy metaphor and now seems likely to get eclipsed (Doornbos, 2001). Governance cannot happen when the dominant thought process begins at how will it benefit me and ends at why should I bother. Good governance is the key to all-round development and it is time people shun the attitude of seeking personal gains while drawing up public schemes. Therefore, the study of important characteristics and key elements for effective and efficient implementation of good governance is very important. The concept of developmental administration is an instrumental means for defining, consolidating, and implementing good governance.

Discussion and Analysis

Steps for Good Governance

Government considers redress of public grievances as a very important component of a responsive administration. Government process re-engineering is yet another measure for good governance. Technology can and must bridge the divide between the government and the citizens. Technology is an empowering tool for the citizen and an accountability medium for the government. Good Governance is the key to a Nation's progress. Government is committed to providing a transparent and accountable administration which works for the betterment and welfare of the common citizen. Governance can be used to describe the traditional and sometime less visible structure and systems through which power and authority are wielded. The range of understanding allows for plenty of assumption, imprecision, and failure of communication (Smith, B. C. (2007). The push towards

self-certification in place of affidavits and attestations is another indicator of the relationship of trust between the citizens and the Government.

Benefits of Good Governance

Good governance is to promote and sustain holistic and integrated human development. Citizens can look forward to a clean government, free of corruption. Influential leaders and top bureaucrats are answerable to an ordinary citizen. To provide a clean and efficient government that invites proactive participation and involvement of citizens at every step. Good governance promotes gender equality, Good governance sustains the environment, provides tools to reduce poverty, deprivation, fear, and violence. It makes the government work effective. It makes the government credible and legitimate in the administrative system. It makes the government citizen-friendly, value caring and people-sharing. The good governance indicators come in many shapes and sizes and focus on areas beyond government effectiveness. My main point of reference is the government effectiveness dimension of the World Governance Indicators (which is one of six dimensions—the others being Voice and Accountability, Political Stability and Absence of Violence, Regulatory Quality, Rule of Law and Control of Corruption(Andrews, 2008).

Important characteristics and key elements

The following are the important characteristics and key elements for effective and efficient implementation of good governance:

1. **Efficient administration:** Efficient employee able to work well without making mistakes or wasting time and energy. The public servants should be committed to provide government services and facilities to the people within the stipulated time and effortlessly. They are able to use the resources available in the office in a good manner. The efficiency of administration depends on a combination of many factors. Knowledge, skill, experience and positive attitude are the crucial factors for deciding the efficiency of government employees. For this, every element of the administration needs to contribute to work. The proper and timely training and development program should be run by the employer to the employee. The use of e-office is one of the best suitable examples for efficient administration.
2. **Responsible administration:** Responsibility always lies with authority. Every element of administration needs to be aware of responsibility. For this, it is necessary to give the benefit of the scheme to the beneficiaries within the stipulated time. In order to create awareness in the minds of the people that the Government has been taking my responsibility, every officer and employee should do their work promptly. Responsible officers and employees are aware about the impact and result of their conscious decisions. They always do the right work in the right way by keeping the welfare of the common citizen in mind.
3. **Participatory administration:** It is related with deep involvement of administration in any type of work and decision. While implementing plans and programs, diligent efforts should be made to increase public participation in the planning process and decision making process. In order to increase the participation of the people, it is necessary to create a sense of respect for you in the minds of the people first and foremost only because of how promptly you do the work of the people. The selection of the beneficiary should be routed through *panchayat* or *gram sabha*. People's involvement in decision making should be encouraged.

4. **Comprehensive administration:** It is nothing but the complete and including everything that is necessary. In comprehensive administration the fruits or benefits of any program should be reached up to the last person of society. The growth and development must be holistic one including economical, social, and cultural parameters. The standard of living of the people needs to be improved by putting them in the centre of any government policy. The government approach should be inclusive and comprehensive and the result will be overall development of common people. It is imperative that the constitutional benefits of the weaker sections, the aboriginal tribes, the Scheduled Castes and the Scheduled Tribes reach them and improve their living standards. For this, a comprehensive administration must be put in place. The forest right act is one of the notable examples where the comprehensive development of tribal communities has been envisaged in policy.
5. **Transparent administration:** Transparency of public administration also implies access to public information, which can consist of policy documents and memos, but also of cartographic information, weather data, registry data, and so on. While working in the office, the availability of information and clarity in your decision is required. This increases the public's confidence in the administrative procedures. The access of information to the public is very crucial in transparent administration. Privacy often understood as the right to be left alone is a concept closely related to transparency. While not its direct antonym, there is often a perception of a trade-off between the two. Hence, full transparency is not desirable by most accounts. (Tero Erkkilä, 2020). The Right of Information act is one of the milestones in a transparent administration system. Every act of any public servant can be accessed by any citizen and he can analyse and interpret it. He may ask the question in any forum on the basis of information received under the Right of Information act.
6. **Accountable Administration:** Whoever is working as a public servant expected to give an explanation of their actions? Accountability is nothing but responsibility of one's own decisions. Public servants need to be aware that they are responsible for the decisions that they make and the actions they have taken. Therefore, decisions should be made with care and properly implemented.
7. **Rule of law:** Rule of law is the principle that all people and institutions are subject to and accountable to law that is fairly applied and enforced; the principle of government by law. The rules of law are a line of direction to the public servants. The rules of law at the international, national and transnational level should be unified for good governance (Zurn, M., Nollkaemper, A., and Peerenboom, R. (Eds.) 2012). As an administrator your work and your decisions should be in line with the law, rules and regulations. For that, the knowledge of the law and rules should be assimilated and properly studied.
8. **Equal justice:** The preamble is a preliminary or preparatory statement of Indian constitution to secure justice regarding social, economical and political. Justice is an ideal representing something that is just and right. "Justice must not only be done, but must also be seen to be done". Service and facilities should not be provided to the person visiting the office on the basis of caste, gender, religion, level. Administrator behavior should not be discriminatory.
9. **Decision making ability:** Decision making ability is nothing but a timely and right decision. Administrative machinery from top to bottom depends on the decision that has been taken by authority. There is a correlation between decision making ability and efficiency. Decreased decision making decreases efficiency. Proper coordination of knowledge and experience is required to increase decision making ability. Decision making abilities speed up the work.

10. **Teamwork:** Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. Teamwork with coordination and cooperation among the members working together is very important to accomplish the work. The office head and people working under him are nothing but a team. When a person acts in a team they will do any work effectively and efficiently. In teamwork interpersonal relations will be well developed. As a result, the head of the office developed teamwork that increases the speed of work and increases efficiency.
11. **Reduce depression and anxiety:** We can see depression and anxiety is very common in government people. Depression is a mood disorder that can affect a person's daily life. It may be described as feelings of sadness, loss, or anger. Anxiety is a feeling of worry or fear, especially about the future. The workload and procrastination of tasks is the main cause of depression and anxiety. It has been also observed that due improper planning such types of problems are developed. Depression and anxiety are also caused by the rising expectations of the people, the pressure of certain social elements and the negative response we give to them. Therefore it is necessary for the officers and employees to adopt a balanced lifestyle.
12. **Listen to others:** Listening is the ability to correctly receive and interpret messages in the communication process. Listening is a key for effective communication. If you fail to listen effectively, messages are easily misunderstood. Those people have ego and superiority, their mind and intellect create obstacles in listening and understanding others. It is always better to listen than to talk. In addition, arguments over unnecessary talk can be avoided. In administration there is regular talk between superior and subordinate that talk should be healthy and transparent. The citizens used to visit government offices for their works therefore the public servant should have proper and complete dialogue with them.
13. **Implementation of the Rights to Service Act:** The Right to Public Service Act is a revolutionary Act. This Act provides that the citizens shall be provided services by the Government in a transparent, efficient and time bound manner. The government offices are committed to make available the services notified under the Right to Service Act within the prescribed time. Therefore, work should be done keeping in view the prescribed deadline for providing notified services. The gazette notification regarding the government services should be displayed at prominent places of the office premises. There should be no delay while delivering the services to the citizens.
14. **Implementation of the Right to Information Act:** The Right to Information Act, 2005 has been enacted by the Parliament and has come into force from 15 June, 2005. This Act provides for the right to information for citizens to secure access to information under the control of public authorities in order to promote transparency and accountability in the working of every public authority. The transparency in the administration under the Right to Information Act and its aftermath is a great credit. Handling RTI applications without any bias and timely delivery of available information does not interfere with the work. Government offices should publish the information of their office in pursuance of section 4(1)(b) of Right to Information Act, 2005 and it is mandatory. Government officials should be very prompt while discharging the duty under the Right to Information Act.
15. **Quasi Judicial work:** Quasi Judicial work is having a partly judicial character by possession of the right to hold hearings on and conduct investigations into disputed claims and alleged infractions of rules and regulations and to make decisions in the general manner of courts. Officers and staff must be vigilant and aware about respectable court orders, judgments and stay orders. Therefore, we are able to avoid adverse remarks and contempt of court. The quasi judicial work should be transparent and without prejudice.

The summary enquiry or formal enquiry should be following the principle of natural justice. While discharging the functions as a quasi judicial authority the officer should be well aware about the prevailing laws and rules.

16. **Zero pendency:** The zero pendency is an attempt to change the work culture at government offices and make them more people-friendly. Under this initiative, pending files and work will have to be cleared in a mission mode. The Head of the department fixed the priorities in the correspondence of the office and in that connection that the office was moving towards zero Pendency. Having zero pendency reduces the number of visitors to the office for inquiries and allows you to use that time for other work. To achieve the zero pendency in government offices the inward and outward registers are needed to keep updated. Timely review and checking of such types of registers are needed from the office head. The branch head should be aware about the pendency of his branch. Office clerk disposal targets should be minimum fourteen letters or files in a day to achieve speedy disposals.
17. **Tours and Field Visits:** Tours and field visits are mandatory to the officers who are working at field level. The field visits target has been assigned to field staff on a monthly and yearly basis however these targets are not completed up to mark. Field visits are helpful for the proper coordination of government machinery with actual beneficiaries. The feedback and suggestions from the stockholders were welcomed through officers on tours. Regular and timely tour and field visits reduce the gap of communication between government machinery and last beneficiaries.. The growing scope of work and the consequent less frequent field visits by officials are a matter of concern. Visits increase communication with the people, their problems can be understood and they can be solved on the spot. This will definitely increase the public's trust in the administration and speed up the work.
18. **Use of information technology:** The Information Technology Act, 2000. provide legal recognition for transactions carried out by means of electronic data interchange and other means of electronic communication, commonly referred to as "e-office", which involve the use of alternatives to paper-based methods of communication and storage of information, to facilitate electronic filing of documents with the Government agencies and further to amend the Indian Penal Code, Indian Evidence Act, 1872, Bankers Books Evidence Act, 1891 and the Reserve Bank of India Act, 1934 and for matters connected therewith or incidental thereto. The use of information technology is now a legal entity after the Information Technology Act, 2000 has been enacted. The use of information technology is important in terms of administrative speed. For this, it was possible to assimilate new changes in information technology and use it to increase administrative speed.
19. **To avoid disputes and arguments:** Disputes means to argue about something and arguments mean an angry discussion between two or more people who disagree with each other. There is a future need to avoid the disputes and arguments with individuals or those visiting government offices for their work. The public servant should be polite one while communicating with the common people. The behavior and attitude of the public servant towards the citizens will be healthy. Regular disputes and arguments under one roof between officers and employees have a direct impact on the efficiency of the work. Therefore, it is important to consciously create a cordial atmosphere between officers and employees.
20. **Tool of poverty alleviation:** Poverty is a state or condition in which a person or community lacks the financial resources and essentials for a minimum standard of living. Poverty means that the income level from employment is so low that basic human needs

can't be met. Poverty alleviation aims to improve the quality of life for those people currently living in poverty. Another term that is often used is poverty reduction. The administrative system is a tool to eradicate poverty. Therefore, it is necessary and imperative to handle this tool efficiently and effectively and thereby poverty alleviation will be achieved. Government has been designing the policies and programs while the implementation responsibility lies with field staff working at the bottom of the governance pyramid. The public servant should be aware about the policies and programs that have been designed and defined by the government for the up-liftment of beneficiaries.

21. **Justice to deprived:** Deprived means not having enough of the basic minimum things in life. The scheduled caste, Scheduled tribes, weaker sections, and people with disabilities are the deprived section of society. It is the unbound duty of any government officials to provide justice to the deprived while discharging their duty or functions. It is the responsibility of the administration to provide justice to the deprived and to uphold their rights. So while working, the rights of the deprived and weaker sections are not being taken away. Every officer and employee should be aware of this.
22. **Use of available office resources:** Office resources are the inputs which are the means for obtaining outputs. The office resources are manpower, materials, and money. The manpower availability is a major concern for any government office. The staff available for disposal has its own problems and issues therefore while discharging the duty of office head one need to use the available resources cautiously and judiciously. The work targets can be achieved by dividing the work among the available staff and prioritizing the work accordingly.
23. **Job description:** It is necessary to make clear office orders regarding the work assigned to the officers and employees and to execute it accordingly. For this, it is necessary to put a list of such work in the form of a table outside the office and in the visible area of the office. It should also have a clear mention of the branch and the officers and employees who operate it and provide services. In many cases, the fact that the order is given by one employee and the work is done by another employee should be avoided.
24. **Public Relations Officer (PRO):** The public relations officer (PRO) is the person responsible for all communications, public relations, and public affairs in an organization. There is an urgent need to appoint public relation officers in all government offices where services to the public have been given. The office head should appoint a Public Relations Officer (PRO) to the person who has good communication skills in the office so that the information is easily available to the person entering the office. The PRO helps to build the image of good governance in the mind of people if their complaints and work will be timely and speedily readdressed.
25. **Visitor logs Book Entry:** As like corporate offices there is a need to keep a visitor entry book at the entrance of the office. Visitors visit the office for work and enquiry. Records of this visitor must be taken near the entrance of the office. That way you know which branch you visit the most. That way proper management of operations is possible.
26. **Office cleanliness and hygiene:** The government offices are the very important place for the common public. There is always a crowd inside and outside of the government offices. The office cleanliness and hygiene should be properly maintained. Keeping your office clean and tidy is part of your personality development. Office color must be in a light shed. The table cloth must be red or blue. There should be sufficient tables and chairs. There will be separate seating arrangements for the public. Signboards and information boards should be well placed. Overall cleanliness in the area is required. If space is available the gardening and tree plantation should be maintained.

27. **Communication skills:** Communication is an act of sharing or exchanging information and ideas. The overall lack of direct communication seems to have led to misunderstandings and miscommunication. Also, communication is the key factor for the beginning of any work, since there is no communication; various tasks are not seen moving forward. It is necessary to consciously increase the direct interaction between the people and it will be necessary to find a way to work efficiently. Communication is the first step in any work or service. For that, it is necessary to have easy and simple communication with the person visiting the premises. For this, it is important for the officers and staff to focus on how to improve their communication skills.
28. **Office stationery and computers:** It is the responsibility of the department and the head of the office to provide the necessary materials such as office computers, printers, net connections, Xerox facilities and paper etc. Employees are not able to show efficiency despite their desire as these items are often not available. This hinders the provision of services and facilities. Therefore, it is necessary for the office heads and departments to take priority in this regard.
29. **Received mails:** Various types of correspondence with the general public or senior office are done with the office. However, the records of this correspondence are not kept properly. As a result, the office staff spends a lot of time finding such mails and correspondence at the time when inquiries are made about the letter and the action taken. For this, it is necessary to make an account of the postal minutes and also to prepare computerized minutes. So that it is easy to find the letter using the search feature.
30. **Endorsement:** Incoming mail or letter or correspondent is coming to the office for necessary action. The branch clerk classified the letter and sent it to the office head for endorsement. Due to the lack of clear endorsement from the concerned officer, the concerned employee does not understand what action is expected on the letter, thus increasing the latency of correspondence. Therefore the correspondence must be clearly endorsed by the Head of Office or Co-Head.
31. **Worksheet and Compilation Register:** According to the six bundle system, it is necessary to keep the worksheet and compilation registers records at any government office. You need to reconcile them by drawing weekly and monthly abstracts. These types of registers are very useful for the head of the department to track the work of the office. It will also be useful to know who is working efficiently in an office environment. Work sheet is useful to track daily inward of the *tapal* or correspondent; however the compilation register is useful to track the various pending cases for disposal at office level. These two registers are the soul of any office.
32. **Training and Development:** Training is an important step in the service period. There are various types of training like Induction Training, Refresher Training, On promotion Training, New Skill Acquisition Training. According to the Training Policy, training is compulsory for every officer and employee. The training is also linked with career progression. However, the nominating authority is not willing to send the officer or employee for the training by giving the remark that the routine work will get hampered. It has been observed that there is tendency to deliberately send incompetent and unrelated employees for training program. Ultimately the main motto of training will get vitiated due to such type of behavior. It is also necessary to provide in-job and off job training to employees.
33. **Laws, Rules, Resolutions, Guidelines and Circulars:** The work in any government office is carried out with the help of a predefined set of Laws, Rules, Resolutions, Guidelines and Circulars. However it is observed that the department and the office do not

- have a copy of the rules and regulations governing its operations. Although government resolutions, decisions and circulars are available, they are not up-to-date. This not only reduces the efficiency of work but also the accuracy of the work gets hampered.
34. **Noting and correspondence:** A combination of knowledge, skill and experience is required for how to draft a noting and how to do correspondence. However, there is still little progress at the various levels. It either causes delays in work. In this, the time of the employees is wasted but the general public has to suffer. Proper training and guidance is essential for this. For this, the head of the office developed a procedure that starts working accordingly.
 35. **Journey of File:** The file movement in government office is usually too lengthy and time consuming. It will create a very bad impression of governance in the mind of the general public. It is an established principle that the file journey must be reduced up to only three steps. However, it has been observed that the journey of a file for more than five steps or tables. Therefore it must be an officer duty to curtail the steps at minimum level to get the timely services to common people. The head of the office should check the average travel time of the file in a month and find out the obstacles and follow up on it.
 36. **Discussion:** It has been observed that some of the office heads write 'please discuss' remarks on file rather than sanction or approve to it. It will create unnecessary and unjustifiable delay for the sanction or approval of the file. Please discuss Even though this is part of the endorsement office system, it keeps the files pending. In fact, if there is any doubt in the file, the concerned staff should call it immediately and it should be resolved as soon as possible. The tendency of such type of behavior should be avoided.
 37. **Information disclosure:** The Official Secrets Act 1923 is India's anti-espionage act held over from the British colonial period. Post Independence the misuse of this act in our Country is prevailing. Non disclosure of information creates a misunderstanding among the common people regarding government machinery. Providing information at the right time stops the unnecessary visits to the office of the visitor. Therefore, care must be taken to make the information in your office easily available to the general public.
 38. **Office telephone:** You can see that in most of the instances the telephone in the government office is switched off due to bill fatigue and wire breakage. Therefore, the person concerned comes to the office for inquiries regarding simple type work. For that, care should be taken about how the telephone in the government office will continue to work. Appoint the right person to take the telephone and redress the complaints i.e. Helpline.
 39. **Website and applications:** Administrative momentum will not increase until the beneficiaries and the concerned applicants are able to track the progress of the application. Action should be taken as per the inward number of the application so that the applicant can know the status of their application at home.
 40. **Use of e-office facility:** The use of e-office system not only increases administrative speed but also speeds up file travel. The level at which the file is pending can also be checked with a single click. Therefore e-office facilities should be encouraged in all offices of government. The e-office system also helps for the performance appraisal of employees.
 41. **Performance Appraisal Management System:** Performance is defined as the records of outcomes produced on specified job functions or activities. Performance appraisal is a continuous process of improving the performance. Performance depends upon a combination of knowledge, skill, attitude, ability, opportunities and efforts. Performance should be worked oriented rather than person oriented. It is necessary to conduct weekly, monthly and annual evaluation or appraisal of government officials and employees. It

should be created through a computer based system. Heads of offices can use management modules like KRA and KPI in evolution or appraisal methods to find and overcome the difficulties or deficiencies of employees. This definitely increases efficiency as it ensures everyone's responsibility.

42. **Biometric attendance:** Only fifteen percent of employees across the globe are actively engaged in their job. Employee engagement is very important to achieve objectives and goals of any organization. Therefore you need to install the biometric attendance system in offices. The biometric attendance system will help to track the employee. It also helps to ascertain can employee enter the office on time and leave the office on time.
43. **Prevention and restraint of unauthorized agent's:** In most of the government offices we have seen some entity or person who offered work for the general public. These people are unauthorized persons or agents working to tarnish the image of the administration. If the government system failed to provide timely, efficient and transparent service to citizens the unauthorized agent became active. In fact, by creating the right communication skills and doing the work of the people at the right time, the image of the administration improves in the minds of the people.
44. **Interpersonal relationships:** Interpersonal relationship is nothing but a formal and healthy relation among the office staff. An interpersonal relationship is formed between the officers and the subordinate employees which is complementary to the efficiency of the administration. If the officers work not only as managers but also as mentors, leaders and facilitators, change is immediately noticeable. Sharing of thoughts and ideas through communication will definitely help for the effective and efficient administration.
45. **Priority management:** Priority management is the idea of putting or arranging the pending work in line of priority. In priority management we need to classify the work in important and urgent categories to accomplish it in a timely manner. Confirmation of priority one of the problems is not being able to prioritize what to do first and what to do later. Therefore, your work is classified as A B C D so that the order of work can be determined accordingly and hence efficiency will be achieved.
46. **Time management:** Time management is nothing but doing the work in prescribed time limit by using time management skills. In time management you need to assess the number of work you have and time available at your end. After entering the office, you have 8 hours or 480 minutes. We solved the math of the tasks to be done today and the time I have, so that we can do many tasks in less time, so efficiency and speed increase.
47. **Discipline and Behavior:** The conduct rules of employee's emphasis on the discipline and behavior of public servants. Office discipline is just as important as office cleanliness. Good conduct and respectful behavior with citizens is very important to build up a better image of government in the mind of common people. Respectfully speaking to visitors is very important indeed. It is important to speak politely to your superiors and subordinates. It will create a healthy office environment.
48. **Continuous education:** It has been observed that once people get selected in government jobs they discontinue their education. Education is very important and crucial to develop the attitude and insight of the people. There are a lot of opportunities now available for continuous education. The government also encourages employees to complete their education if they are lacking behind. The employees should focus on completing the degree and diploma through distance education in their spare time along with the job. It not only changes your outlook and insight but also gives you confidence.
49. **Inter department coordination:** In the state there are 38 various departments working along with commissionerate, corporations and bodies. In the central 51 ministry, 80

Departments, 83 Commissions/Committees/mission and 15 apex offices are working together. For effective and efficient administration ala these state and central entities should be worked with coordination and cohesive manner. As the head of the office, coordination with other departments is a part of the administrative efficiency. In that connection, the heads of other offices should meet, exchange information, and communicate with each other.

50. **Social audit and evaluation and monitoring of plans and programs:** The government implements various schemes and programs for the benefit of the people and upliftment of the people. A number of initiatives are taken to check whether such programs and schemes have reached up to the actual beneficiaries. Social Audit, Monitoring and Evaluation are the key efforts the government undertakes on a regular basis. Social Audit has evolved in recent times. In social Audit government plans and programs are announced in front of the *gram sabha*. Where the list of beneficiaries read laudable and claims and objections are invited from the people of the village. It will help to examine whether the benefits have reached the right, needy and eligible beneficiaries. Plans and activities are also supervised and evaluated with the help of a third party. The social audit and evaluation of the plans and programs reveals the shortcomings in the implementation can be speeded up by taking measures accordingly.
51. **Innovations:** Ideas that provide marginal improvement to any product, any scheme, any services, any program, and any process are also part of the overall concept of innovation. Innovation is a catalyst for growth. Innovation is an essential ingredient for today's social and economic growth. The innovation comes through the mind and heart of officers and staff, beneficiary of schemes and suddenly from society to solve the problems. Innovation is the mother of invention. Innovation is a continuous process. So while working and implementing the various government policies, programs and schemes the officers should adopt new and innovative ideas. The public servants are working according to the instructions and guidelines from the government. However, along with this work, they have to implement innovative activities that are useful to the society and useful to the common people. Therefore, the people's faith in the government is further enhanced.

Conclusion

Good governance starts with self education. The people working in government need to be accountable for their decisions. They will act responsibly and transparently. Good governance is the first step in development. Prosperity can only exist where good governance exists. This journey from developing country to developed country cannot be possible without good governance. Good governance and developmental administration are complementary. The government is not limited to providing services and facilities to the citizens but it is necessary to build trust in the minds of the citizens. It is necessary for various elements to come together and work collectively while implementing the government policy schemes and programs. This is not just someone's responsibility but a concerted effort. Good governance has always worked to bridge the social, economic and cultural gap between the people. The government needs to be a facilitator, not a controller. The important characteristics and elements of good governance need to be studied in depth. Every element of the government, be it the people's representative or the government servant, should be aware of the important characteristics and elements of the government. It is not just a matter of knowing, it is a matter of implementing it. We will ensure that representatives, officers and employees of the administration are committed to provide more efficient, transparent, people-oriented and responsible good governance through proper planning and speedy implementation.

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