

Good Governance and Its Pillars

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ABSTRACT

Good governance is the principle used in Management of government organizations as a means to improve the quality of development in the region. Good governance means a participatory form of governance that operates in a responsible, accountable and transparent manner, based on the principles of efficiency, legality and consensus to advance the rights of individual citizens and the public interest. Good governance means ensuring fairness, empowerment, employment and efficient service delivery. This research aims to Analysis of good governance and its pillars.

KEYWORDS: *Good Governance, Accountability, effectiveness and efficiency, participation, responsiveness*

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INTRODUCTION

Recently, the terms "governance" and "good governance" are used more and more in development literature. Bad governance is increasingly seen as one of the root causes of all evils within our societies. Major donors and international financial institutions increasingly base their aid and loans on the condition that reforms are undertaken that ensure "good governance".

Governance

The concept of "governance" is not new. It is as old as human civilization. Simply put, "governance" means: **the decision-making process and the process by which decisions are implemented (or not implemented)**. Governance can be used in various contexts, such as corporate governance, international governance, national governance, and local governance.

Since governance is the decision-making process and the process by which decisions are implemented, a governance analysis focuses on the formal and informal actors involved in decision-making and the implementation of the decisions made and the formal and informal structures that have been established to reach and implement the decision.

The government is one of the actors in governance. Other actors involved in governance vary according to the level of government being discussed. In rural areas, for example, other actors may include influential landowners, peasant associations, cooperatives, NGOs, research institutes, religious leaders, financial institutions, political parties, the military, etc. The situation in urban areas is much more complex. At the national level, in addition to the above actors, the media, pressure groups, international donors, multinational corporations, etc. They can play a role in decision-making or influence the decision-making process.

All the actors, in addition to the government and the military, are grouped together as part of "civil society." In some countries, in addition to civil society, organized crime syndicates also influence decision-making, particularly in urban areas and at the national level.

Similarly, formal government structures are a means by which decisions are made and implemented. At the national level, informal decision-making structures such as "kitchen cabinets" or informal advisers may exist. In urban areas, organized crime syndicates such as the "land mafia" can influence decision-making. In some rural areas, powerful families at the local level

can make or influence decisions. This informal decision-making is often the result of corrupt practices or leads to corrupt practices.

Good governance is not only related to government¹, but also involves stakeholders and the community. Governance of quality, nation and society with the pattern of synergy and constructive relationship and mutual interdependence in the life of society, nation and state to achieve the common goal of improving social welfare. These three things (state, private and society) are a unit that cannot be alone. Bureaucracy with characteristics of good governance oriented towards effective and efficient public services and in which society can trust², transparency, public participation, public health, social welfare and the growth of a conducive economic climate³.

A good bureaucracy is a bureaucracy capable of maintaining and improving performance productivity to provide the best public service. The concrete and main steps that are needed are to build morale in the bureaucratic environment and increase the capacity of bureaucrats to have adequate knowledge of government management and reliable performance. Currently, the bureaucracy has little capacity⁴ and tends to be perceived in a less accurate sense, since it is identical to complicated procedures, ineffective, slow, inhibiting, corrupt, etc.^{5 - 6} What is misperceived about the bureaucratic structure and orientation is the implication of applying the principles of Max Weber's rational bureaucratic model.

The implementation of Local Autonomy assumed by various parties can bring a very significant change in the pattern of government management in the implementation of the main government functions. These functions are community development, service and empowerment. The change in authority from central to local government has had a huge impact in all respects.

Measuring the good governance index is important because it can be used as a measurement tool to determine the success of governance and sustainable development in a region. In theory, the good governance approach refers to eight concepts, which are rule of law, participation, transparency, accountability, responsiveness, equity, effectiveness and efficiency, and strategic vision⁷.

Good governance is the implementation of governance based on the synergistic relationship of the three pillars that are the state, the private sector and society. The implementation of a quality government can be measured in eight dimensions. It is participatory, with a strategic vision, responsible,

transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. It ensures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also sensitive to the current and future needs of society.

Rule of law

Good governance requires fair legal frameworks that are applied impartially. The rule of law is the practice of governance based on the rule of law applicable in any decision-making, free from corruption, collusion and nepotism, the minimization of human rights violations and the fair application of the law of a person or group when committing a crime.. It also requires the full protection of human rights, particularly those of minorities. The quality of law enforcement in the regions can be observed from the availability of legal bases such as local regulations and the decisions of the local head of government related to his authority, community-based policies, policies that provide certainty and guarantees. The impartial application of the laws requires an independent judiciary and an impartial and incorruptible police force. Compliance with the law in its implementation can also be done by local governments through good public order and safety, reduction, enforcement of local regulations, infringement, and consistency in obeying regulations.

Participation

Participation is the second pillar of good governance. Participation is the participation of community members in policymaking. The participation of men and women is a fundamental pillar of good governance. Participation can be direct or through intermediate institutions or legitimate representatives. It is important to note that representative democracy does not necessarily mean that the concerns of the most vulnerable in society are taken into account in decision-making. Participation must be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other. Participation is frequent in the process of formulating policies and monitoring government practice. The intensity of community participation in policy formulation may include local policy preparation and formulation, knowledge of the mechanisms of participation in the formulation of policies and use of media or forums to participate. More importantly, participation is the adaptation of community input by the local government. Community participation in local government implementation in the form of monitoring, knowledge of monitoring mechanisms, use of media / forums to

monitor, and freedom to monitor local government implementation.

Transparency

The third pillar is transparency. Transparency means that the decisions that are made and their compliance are made in a way that follows the rules and regulations. It also means that the information is freely available and directly accessible to those who will be affected by such decisions and their execution. It also means that sufficient information is provided and that it is provided in easily understandable forms and media. That is, it is the disclosure of information in the formulation of policies related to the implementation of the government that the public can access through various means. The transparency indicators can be seen from the availability of public information and the mechanisms to obtain them. Public information includes local government policies, the preparation and use of funds, the use of public facilities, public services and the accessibility of information in an easy, affordable, free and accurate time. Mechanism availability is the community's knowledge of the mechanisms for obtaining information about local governments, informed institutions, and the media that can be used to access the public information.

Accountability

Accountability, as a fourth pillar, is a key requirement for good governance. Not only government institutions, but also the private sector and civil society organizations should be accountable to the public and its institutional stakeholders. Who is accountable to whom varies depending on whether the decisions or actions taken are internal or external to an organization or institution. In general, an organization or institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and rule of law. It is the responsibility of local governments to the public for governance. Accountability takes the form of budget and performance management. The performance of the local government can be observed from several indicators that are the suitability between the programs and activities elaborated with the needs of the local communities, the synergy with the national development programs, shows the expected levels of performance, and the programs and activities can be perceived as benefits by the community. Budget accountability is the adequacy of the budget allocated to the benefits received by the public, the fulfillment of the priority needs of local development budget allocation, the ability to reduce the level of leakage

from budget management, as well as the monitoring of the effectiveness of budget management.

Responsiveness

Responsiveness is the sensitivity of local governments to respond to community needs and complaints related to government services. Good governance requires that institutions and processes try to serve all stakeholders within a reasonable time. The adaptation between programs and activities that are available with the aspirations and needs of the community is an aspect that must be answered by the local government. That sensitivity is assessed by the availability and clarity of the mechanisms along with the complaint procedures, the intensity of public complaints, and the availability of the media to deliver complaints. The next assessment of response capacity is the government's speed and accuracy in handling, resolving, and following up on community complaints, as well as the availability of human resources, infrastructure, and budget.

Equity and inclusion

The well-being of a society depends on ensuring that all its members feel they have an interest in it and do not feel excluded from the mainstream of society. Equality is that all citizens have the same opportunities to obtain services and guarantees from the government in a fair and proportional manner. This requires that all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well-being. This equality can be evaluated based on the availability of guarantees of all for the quality of services, protection and empowerment.

Effectiveness and efficiency

The seventh pillar is effectiveness and efficiency. Good governance means that the processes and Institutions produce results that respond to the needs of society and at the same time make the best use of the resources at their disposal. Effectiveness is the achievement of a predetermined goal. Effectiveness can be assessed from the local government's ability to coordinate development programs and activities among local government officials, explore potential sources of local revenue, and improve the quality of public service, social welfare, and local competitiveness, as well as the results and benefits of development programs. Whereas efficiency is the precision of efforts made to use existing resources, such as time, funds, and energy. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment. Efficiency can also be assessed from the ability of local governments to prevent budget shortfalls in local revenue and

expenditure and integrated services and a single ceiling.

Strategic vision

There are several actors and so many points of view in a given society. Good governance requires the mediation of different interests in society to reach a broad consensus in society on what is best for the entire community and how it can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community. The evaluation of the strategic vision is seen from the clarity of the objectives of the local development plan and the coherence of the policies to carry out the vision-mission. The clarity of the objectives of the local government development plan can be seen in the clarity of the vision regarding the strategic values of development, the relevance of the vision with its potential and the vision of national development, as well as the ease of realize the vision of local development. Policy coherence in the realization of the vision and mission can be seen in the synergy between vision and mission, the efforts that have been made, and local development programs and activities with development policy.

CONCLUSION

From the above discussion, it should be clear that good governance is an ideal that is difficult to achieve in its entirety. Very few countries and societies have come close to achieving good governance in its entirety. However, to ensure sustainable human development, actions must be taken to work towards this ideal in order to make it a reality. The conclusions of this research are, the implementation of good governance consists of eight pillars. Those eight pillars are the rule of law, participation,

transparency, accountability, responsiveness, equality, effectiveness and efficiency, and strategic vision.

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