



Towards People-Centric Administration in India: Constitutional Democracy Holds the Key!

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Abstract

Indeed, the democracies in the world are catching up fast with the rapid changing scenarios leading to emergence of new perspectives in public administration throughout the world including India. This is so perhaps due to inbuilt flexibility and dynamism of the political societies demanding new roles for administrative officials in all over the world. Further constitutions - written or unwritten - are extending their mandate to suit the changing times thus help-contributing citizens to maximize their potential for themselves and also in common interests of the whole community. And for that purpose public administration in India is being revamped to transform its role from the earlier ruler mind-set to citizen-centric public administration for serving the masses honestly and efficiently so as to finally achieve the goal of good governance in the country.

Keywords: *Democracy, Constitution, Constitutional Democracy, Citizen-Centric Administration, Good Governance.*

Introduction

While making out a clear conception of Constitutional Democracy, it is necessary to understand the terms Constitution and Democracy separately and then their close connection and interaction that essentially works in most of the Constitutional Democracies in the world. Constitution in very simple words may be termed as the basic law of the land which is mostly a written document, with a few exceptions like England and Israel and until a few decades back New Zealand. The very purpose of this law is to ensure that government of the day must not cross its limits to encroach upon the basic or fundamental rights and other legal rights of the people. Because that would be disastrous for the people and their individual liberties, as such encroachment would interfere into the scope and purview of their personal freedom which is essential for their best possible development in all respects. As regards democracy, it stands for the “government of the people, for the people and by the people” in famous words of a former US President Abraham Lincoln. Hence, Constitutional Democracy essentially becomes a form of democracy, which is encompassed by the Constitution -

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whether written or unwritten. In a democracy, people at large happen to be sovereign and are the ultimate source of power or authority but there is a fear that the majority may establish their predominance over the minorities to convert democracy into an arbitrary majority rule or in other words tyranny of majority (James, 1981). In a Constitutional Democracy, the authority of majority is limited by the legal and institutional means so that the rights of the minority-communities are respected as well as protected. However that makes Constitutional Democracy a paradoxical union of contradictory principles because the modern conception of democracy differs from the classical one as regards nature of law in a republic. While in the classical conception of democracy, unrestricted will of united citizens reflects in the laws of a republic, it is substituted by positive, individualistic and compulsory form of law in the modern conception of democracy (Habermas and Rehg, 2001). Thus Constitutional Democracy manages a reasonable balance between the above-mentioned opposite principles and becomes a government of the entire society, but essentially promotes public good and public welfare (Barthwal, 2003), wherein all people, rather than favoured individuals, have the right and opportunity to share political power equitably. While people stand-out as an epitome of liberty or freedom, a government as an integral part of a state symbolises authority to be exercised over them. That obviously raises a fundamental question as regards two antithetical elements of a state to coexist in a democracy and work for each other harmoniously. Because without people's willingness, no government will come to exist, and without a government, there will be no peace, order and security in a state which are essential preconditions for the very survival and progress of the people living therein. This is why the basic question of political thought or political philosophy has always been as to how to reconcile two diametrically opposite poles in a state *i.e.* the liberty of individuals against the authority of a state. Although people always desire ever-more freedom to realize their best selves, but that is not possible in a democracy due to similar desires of other individuals. Hence a genuine balance between the two is the only option to come out of this dilemma whereby neither the people nor the government crosses their limits to misuse freedom or authority respectively. Evidently, constitutional democracy becomes the most reasonable form of government to accomplish the much needed harmonious balance between the human rights or freedom of people and the authority of state thereby promoting development and good governance in the democratic-states (Sharma & Sharma, 2014). And this form of democracy may be found to be successfully working in states *viz.* England, France, Germany, Italy, Canada, New Zealand, Australia, Japan, Israel and many more including India, which is of course, the largest successful democracy in the world.

The paper here deals with emerging dimensions of constitutional democracy in the world with particular reference to India. The introduction part elaborates the characteristics of constitutional democracy in detail. The second part discusses about Constitution as an organic instrument to protect the salient features of a constitutional democracy. The next one highlights democracy as the most popular form of government including few important features of digital democracy in India which may be found in other democracies as well because Information Technology has revolutionised the entire world to land into a new dimension characterized as the Cyber World. The fourth section details the important role of Public Administration in India followed by New Public Administration in the particular

context of citizen-centric administration leading to Good Governance in the country. The next part then discusses about those challenges that most of the constitutional democracies in the world are confronted with including India and also the hurdles on the way towards attaining the goal of citizen-centric administration therein. The fifth section outlines the hindrances and obstructions in the working of public administration and the next one presents a few possible solutions including innovations and reforms in administration to make it truly citizen-centric thereby ensuring good governance in India. Lastly, the paper concludes in favour of greater devolution of powers to make Public administration friendly and caring towards the citizens and strongly advocates for collective actions of the united mass public to make democracy truly meaningful by underscoring 'Nation First' and 'Nation Supreme' as the goal to be accomplished while evolving a harmonious balance between authority of state and freedom of people.

Salient Features of Constitutional Democracy

The essential attributes and principles of Constitutional Democracy may be categorised as all those philosophical foundations and institutional measures, which restrict and restrain all unlawful actions by a government. Thus it is the very antithesis of arbitrary rule and is largely characterised by the following attributes *viz.* popular sovereignty, majority rule and minority rights and limited government having essential features of people-oriented administration in a state. The philosophical foundations or fundamental values of the constitutional democracy may be described as protection of basic or fundamental rights, freedom of conscience and expression, privacy and civil society, justice, equality, transparency or openness and accountability and responsibility. The institutional and procedural limitations on a government may highlighted as separation of powers including well-defined power-sharing mechanisms, checks and balances, rule of law and due process of law and succession of political leaderships through peaceful and fair elections. Evidently all the above-mentioned attributes of the constitutional democracy can pave way for coming up of a people-friendly government and citizen-centric Public administration in a state to legitimately realise the goal of Good Governance (Pierre, 2000). Thus the role of Constitution assumes considerable significance for this end.

Constitution as an Organic Testament

In fact, Constitution may be considered as the basic law of the land and an organic testament because it evolves with evolution of the state and that makes it a living instrument to ensure protection and preservation of popular freedom for all citizens in the political society and the state. This synchronicity between Constitution and freedom of the masses simultaneously grows mostly in a democracy in its best form where both constitution and the state (with its people) are supposed to interplay to their highest potential in the common interest of the people so as to suit the changing dynamism in the society and also to avoid a popular uprising or revolution or any such crisis. Obviously a Constitution works as a safety valve in a state. While the Constitution limits and checks the arbitrary policies or rule of a government causing infringement into popular freedom, it also facilitates state action in common interest of the masses, thereby strengthening democracy in the best possible manner. Since popular aspirations are fast changing with changing times all over the world, the Constitution has to

amend itself to adapt to the changing social, economic, political and cultural changes. This way, Constitution works as a bridge between the people and the government in a state, or in other words as a bridge between freedom and authority. The greater the synchronism between the Constitution and government, the healthier will be the democracy in a state. This synchronicity between the Constitution and government has been fast turning around throughout the world to take new forms during the recent past due to speedy waves of globalisation, liberalisation and also the emerging satellite-based communications and monetary transaction - technology. Resultantly the world is fast taking new dazzling forms where time and space have considerably shrunk to change it into a global village and where society has evolved as society 5.0 wherein Cyber world has emerged as a new inescapable reality. Now space travel and space tourism along with human settlements in space are the new highly ambitious goals for scientists and affluent countries in the world wherein Elon Musk is a new icon. Evidently the world is fast jumping towards cosmos to make inter-planetary journeys possible for human beings. In this fast-moving world the role of government as well as administration is becoming stupendously cumbersome and multitasking with rising popular desires. Thus, in the evolving scenario, the closer the proximity between the people and the government, the greater vibrant and more successful will be the democracy and more people-friendly will become the public administration. In fact, different provisions of a Constitution operate as mandatory and also as advisory rules in a few respects, thereby guiding the government on the one hand, and securing and protecting people's rights and freedoms, on the other. Thus a Constitution protects the very spirit of democracy when it reflects all common interests of the community by encompassing the government in a state to respect and observe the fundamental and legal rights of the people especially minorities and weaker sections, rule of law, justice, equality and the popular socio-cultural conventions rooted therein, hence justifying the term Constitutional Democracy. Indeed, all these restraints equally apply on the people as well because any success of democracy inevitably relies upon the aforesaid interplay or interaction between the government and the people wherein Constitution plays its key role. Thus a Constitution truly characterises the salient features of a Constitutional Democracy as a limited government so as to safeguard the universal values of liberty, equality, justice, transparency and rule of law etc. in the common interest of all citizens in a state.

Democracy as Popular Government

While democracy is the most accepted and most popular form of government in all over the world because it accomplishes the aforesaid aspirations of people in reality, its scope is rapidly increasing due to rising popular awareness about their rights and duties and also about the actual working of governments in the present era of booming Information Technology (IT). Indeed the IT, facilitated by aforesaid satellite-based communication system, dynamic electronic media and other social media platforms, is leading to ever-fast dissemination of information regarding government policies and programmes and also about different services being provided by the state, apart from huge bunch of so accessible data available in digital form. In fact, IT has considerably facilitated innovations in administrative activities besides improving delivery of services by administration (Gupta, 2004) for betterment of the masses. Again the IT in India has further led to speedy digitalization of almost all government and

administrative records and that has facilitated easy access by people to the required information and action taken over their genuine grievances. And to further accelerate this popular drive, the Indian Government has also launched *Digital India Programme* with the objective of transforming public services so that India may become a digitally-empowered democracy for public welfare. The prominent *Digital India* initiatives include *Aadhaar*, *Direct Fund Transfer*, *eTAAL*, *Paygov India*, *Public Financial Management System*, *Public Financial Management System* and many more upcoming have genuinely made India as a leader among digital democracies in the world (Sengupta, 2022). Thus all these continuing innovative measures in India along with such ongoing process in other democracies as well, are truly meant for making the political system citizen-centric because it provides politico-administrative awareness to all citizens and also offers them considerable opportunities to share responsibilities into governance of the state. Almost similar developments are clearly visible in most of the democracies in the world. Resultantly the people-friendly government and citizen-centric administration is leading towards good governance to realise the dream of *Aapki Sarkar: Aapke Dwarie*. Your government is at your doorstep into reality with assured and quick disposal of their (people's) demands and grievances, which had mostly been very difficult for them in the past due to illiteracy or ignorance and prevalent colonial mind-set of political leaders and administrative officials. In fact, political thinkers and philosophers have all along been contemplating since the dawn of civilization to find out reasonable solutions to persisting problems and challenges indifferent states wherein governments play a very crucial role to accomplish peace, order, security and welfare of the entire masses. Hence the entire working of a government has got to be very pertinent with a view to realise the aforesaid objectives thereby actualising the goals of constitutional democracy, or in other words fulfilling the popular wishes and aspirations including minority and weaker sections of population, with its consistently expanding and penetrating role in a state. Indeed, the expanding role of democratic-government eventually causes encroachment into personal freedom of individuals. If, for example, curfew is imposed by a government to maintain law and order in the state due to riots or turmoil, it ultimately causes infringement into people's freedom to go outside of their houses for their livelihood or any other genuine requirements. While law and order has got to be restored and maintained by the government, people's livelihood - especially of weaker-sections and daily wage earners - and their other routine necessities must also be made available to them by that very government. Otherwise a state loses its legitimacy when it fails to perform its primary duty of maintaining, nurturing and improving the condition of its citizen (Axtmann, 2004). Evidently such precarious situations, though rare, do test the very spirit of democracy as that largely depends on successful performance of public administration therein to deliver essential goods and services to all during crisis periods.

Challenges before Constitutional Democracy

Despite all these accomplishments achieved by most of the democracies in the world, the aforesaid landmarks are still far away from actual realisation especially for weaker and vulnerable sections of society, who are still living below poverty line in the 21st century. In fact, shrewd politicians, rich business tycoons enjoying political patronage, media-magnets, police as a tool of repression, self-gratifying bureaucracy, economic mega-cartels, mafia and

muscle-power, powerful high-ups and other affluent sections of society etc. are easily grabbing the fruits of development for themselves and the really needy population remains largely deprived and neglected - all contrary to the spirit of democracy. Further the system has become so much powerful that constitutional democracies have turned into sham democracy in many developing democratic-states. The role of money has become so dominant that an ordinary educated person cannot win an election in the so-called people's government. Indeed the money-media-police nexus is perhaps the determining factor for a prospective leader to shine in political domain in most democracies of the world. Although democracies in the world are expanding both horizontally and vertically - in large numbers in terms of independent countries but qualitative improvement may be found only in few countries of Europe, America, Scandinavia and Asia including India - yet they are falling short of people's expectations who are supposed to be actual beneficiaries of growth and development. Though democracy stands for the government of the people at large but this ancient dictum is not feasible in today's large to very large nation-states, comprising of millions or billions of population wherein everyone can't get equal share into government. Hence democracy today has taken the form of representative democracy in which people exercise their will through their elected representatives.

But this theoretical presumption remains far from true in most cases due to rampant cancer of corruption, red-tapism, nepotism and the ruler-minded arrogance among the elected representatives including the companion bureaucracy which mostly remains busy in pleasing their political masters in India. Against this backdrop, unfortunately the very purpose of the constitutional democracy continues to be defeated in many countries in the world including India where the masses continue to remain a hapless and frustrated lot (Dwivedi and Mishra, 2007) vis-à-vis powerful centres in government as well as administration. In fact, the popular leaders are enjoying cream of power and fulfilling their self-serving interests on the very foundation of political power which is meant for service towards common people and unto nation. Indeed, these malpractices are continuing due to still-persisting feudal-monarchic tendencies in India and in other developing democratic-states as well because the governing institutions and administrative machinery in these former colonies are still functioning contrary to the spirit of service towards the masses. These besides, dynastic rule, insensitive attitude of political leaders and public servants, impersonal administration lacking ethics and accountability and crisis of character are some of the major challenges in the way towards citizen-centric administration. Apart from many legal and judicial complexities due to diversity of constitutional challenges before the apex court in India during the post-globalization and liberalization era (Sinha, 2009), irresponsible social media platforms and mounting human insecurity etc. are additional challenges before citizens as well as constitutional democracy in India. Altogether these challenges put considerable strain over constitutional democracies in the world. Instead of strengthening and promoting people for whom this democracy is meant to work, the political system has become so powerful that it, on the contrary, prevails over them in many cases.

Important Role of Public Administration

Since a government operates through its administrative machinery in a state, the role of public administration obviously becomes very important to accomplish the above-mentioned important features of constitutional democracy to realise the goal of citizen-centric administration and ultimately good governance. While good government is not simply produced by ethical conduct in itself, still some forms of conduct considered as ethical are supportive of good governance and may be justified as prerequisites to it (Congleton, 2020). And for that the Public administration has to have its reach in every nook and corner so as to serve the entire society with all due commitment, sincerity and honesty. That obviously demands accountability, responsibility and transparency apart from utmost honesty and blotless character on the part of administrative officials as well as political leaders. This kind of extraordinary zeal to serve people with devotion, responsiveness and sensitivity is sine-qua-non for an expanding and penetrative administration to be properly characterized as people-friendly or citizen-centric institution of governance. Indeed, the citizen-centric administration aims to provide for good governance as it lies on that very, as common practice goes in almost all constitutional democracies in the world. In fact, the concept of good governance may be found in ancient India during Chanakya's times as he had vividly described it in his classical work *Arthashastra* (Kangle, 2006). Thus good governance in India today aims at delivering public services and goods effectively, efficiently and equitably to all citizens and that needs comprehensive reforms in the development-oriented government and capacity-building for ensuring the citizen-centric administration (Ray, 2001) as well. It aims to providing an indigenous environment in the country as preconditions wherein all citizens irrespective of caste, class, and gender can develop to their fullest potential. These preconditions may be accomplished by evolving indigenous policies as well as politics in India (Mathur, 2008: 133) and may be characterised as *viz.* ethos to serve the citizens; ethics ensuring honesty, integrity, and transparency; equity for treating all citizens alike with empathy for weaker sections; efficiency regarding speedy and effective delivery of goods and services sought by public (Mathur, *ibid*: 6-7) without harassment, and e-governance (Saxena, 2005) with increasing use of modern technology particularly ICT and computer science. In fact, e-governance is a comprehensive concept and acts as a catalyst for change (Bhatnagar, 2004) for development of society and administration. Thus these preconditions manifesting innovations and reforms may help-realize the goals of good governance by observing the salient features of citizen-centric administration, which indeed lays focus on overall welfare of citizens as the core concern of the new public administration in India. These attributes of good governance have been characterised as the government incorporating following specificities *viz.* catalyst; community-based; competitive; consumer-oriented; result-oriented; entrepreneurial; prediction-oriented; decentralized; and market-oriented government (Osborn and Gaebler, 1992). Evidently all these attributes are supplemented by few most pertinent features recommended by the Second Administrative Reforms Commission (ARC) in its series of Reports which are here as below: efficiency, sensitivity, empathy, effectiveness, responsiveness, impartiality, accountability, transparency, openness, participatory, consensus-oriented, adherence to rule of law, conflict-resolution and crisis-management capacity, including equitable and inclusive approach in public administration.

New Public Administration in India

In fact, the fast changing world today, characterised by new inventions and innovations in life-styles and thinking-patterns, has led to rapid rise in social, economic and political demands in all over the world including India. Consequently the public administration in India is under immense pressure to redefine its role from earlier colonial times to present day and that requires indigenous intellectual inputs and structural changes (Chakravaty, 2007) to cope with new emerging challenges in the country. While maintaining law and order and revenue collection were the two core concerns for hitherto Public administration in India coming down since colonial days, the recent ongoing trends of globalisation, liberalisation, privatization, apart from recognition of human rights as norms that require adherence within all states irrespective of their internal laws in all over the world, growth of global capitalism, proliferation of global and transnational threats and creation of a global communications network (Bobbitt 2002) etc. have altogether been exerting heavy pressure on the very legitimacy of nation-state. These developments are leading towards a new constitutional order, defined as modern state. This is why several new trends are emerging today in the field of Public administration in India wherein aforesaid citizen-centric approach for good governance is the new focus which may enable it to effectively handle multi-faceted challenges as well as threats and that obviously demands multi-tasking (Express News, 2009) capability on the part of administrative officials of all cadres and ranks. And the Public administration today must uphold the aforesaid essential features besides few more liketime-bound performance, integrity, sagacity, maturity etc.. In fact, *E-governance*, *Right to Information* and *Citizen's Charter* etc. have considerably empowered the citizens and have simplified their daily routines going like paying bills, depositing taxes, availing banking and life insurance services, downloading different proforma, tracking documents and files in government offices, prior booking of reservations for hassle-free travels, and almost all necessary requirements being available online anytime and anywhere. Now, E-sampark centres are making available the much needed 28 services to the Indian citizens for 12 hours per day. All these provisions have really turned the human life easy going and many more such facilities are to follow soon (Express News, *ibid*).

Hindrances and Obstructions

Despite these achievements by the new public administration in India, several hurdles still remain to be overcome and they may be outlined as attitudinal problems among civil servants, unaccountability, red-tapism, poor awareness about the rights and duties of citizens and ineffective implementation of rules and regulations. Despite having a large number of laws to protect the rights of citizens and vulnerable sections of society, the weak and delayed implementation of these laws continue to erode the trust of the citizens in the government machinery. Although the administration has to abide by rules and procedures which are important for good governance, but sometimes these rules and procedures prove to be ill-conceived and cumbersome and thus lose the very reason of their existence. Further, prevailing ignorance among masses about their legal rights and claims are other grave concerns which make them lose their genuine interests.

Reforming Public Administration in India

That obviously demands much-needed meaningful innovations to ‘act as an institution for governance & policy reforms, cutting across social, economic, administrative and financial spheres and work as a national-repository of information on best practices, initiatives and methodologies that promote good governance, e-governance, innovation & change management within the government’ (Alexander, 2019) so as to reform public administration to actualise the spirit of citizen-centric administration in India. Unfortunately the earlier over-dominant political structure of governments had mostly failed to achieve the required goals set for public administration even in the most developed democracies in the world. Hence the focus has now shifted from government to governance so as to make administration truly performing, accountable and responsible and also help-providing popular participation with onset of massive awareness and tremendous desire among people to share responsibilities of public services in their own interests. It is here that a democratic government encourages popular participation in governance and hence devolves power down to grass-root levels by decentralising over-concentration of power. The 73rd and 74th amendments of the Indian Constitution, providing for Panchayati Raj System in rural India and Municipality System in urban India respectively stand as shining examples of devolution of powers both at rural and urban levels, thereby encouraging popular participation to strengthen democracy in the country. Of course media, especially electronic, has contributed much to arouse awareness and zeal among all to know and give direction to bunch of public services being provided by the government. Hence a new political culture characterised by accountability, transparency, sensitivity and responsiveness, altogether creating innovations and reforms with human face, has emerged in many democracies in the world and also in India where governments are providing all essential commodities and services at the door-step of common man so as to accomplish the goal of Good governance. Also the Right to Information and Citizen’s Charter together are emerging as an effective tool of administrative accountability in India with a view to strengthen the links between agencies and citizens by defining the rights of the citizens. Each department offering various services is required to publish its own charter thereby outlining its standards of performance, fixing of time-schedules and setting up the grievance-redressal mechanism. Unfortunately, it has been found that most of the times the employees of the departments concerned are unaware of the significance and purpose of the *Citizen Charter* pasted in their departments.

Against this backdrop, the journey of constitutional democracies towards good governance obviously sets a new perspective by building an environment wherein administrators and political leaders may remain committed and accountable towards liberal-democratic values (Reddy and Appleby, 2007) in their decision-making and policy-formulation exercise. While modernity arouses increased awakening towards temporal world resulting into rising consumerism, the penetrating wave of liberalisation, globalisation and privatisation, globalised-economy and markets have opened doors for all, rich or poor, towards immense opportunities to exercise their unrestrained freedom to secure pleasure in their own way. Obviously the role of magnificent-shining markets and expanding mall-culture has turned an ordinary man spell-bound to land into a self-assumed chimera of his own creation where he considers himself his own destiny maker. This appears to be the background behind

upcoming civil-societies in modern states wherein, inter-alia, traditional moorings and religious rituals and also socio-cultural relations are transforming into money-oriented material pleasures to which almost everyone wishes to enjoy throughout one's life-journey. Although this is perfectly in tune with the spirit of democracy, yet this has fundamentally changed the entire landscape of public administration today because rising literacy, education facility and opportunities of employment among people have accelerated their demand for good governance as their due claim (Bhattacharya, 2014). In fact, the aforesaid fast changing aspirations and rising popular demands of all sections of society are putting huge strain upon new public administration (Jain, 2002) and that need to cope with them effectively and efficiently in tune with the spirit of citizen-centric administration. And that demands massive overhauling of hither existing colonial mind-set of administrative officials and archaic rules and regulations of government in India. Hence the administrative officials must be consistently trained through orientation and refresher courses to make them well-versed to face the emerging challenges of 21st century public administration in the country besides consistently evolving new paradigms and fresh alternatives leading to new values of public service in administration to better-help the masses. For this end, therefore, the following measures may enhance the capacity of public administration and help-improve the performance of administrative officials in India:

- 1) Launching massive awareness programmes throughout the country with particular emphasis over rural areas to make administrative officials and citizens aware of all government policies and programmes so as to better serve and facilitate the masses;
- 2) Continuous training of administrative officials to inculcate service-oriented approach in Public administration;
- 3) Seeking global standards in Public Administration to improve administrative functioning and achieving the targeted goals;
- 4) Evolving best performance techniques for administrative officials and continuous appraisal of their performance;
- 5) Continuous update of government rules and regulations and Constitutional procedures so that officers may remain well-acquainted with them and can better-help the masses;
- 6) Simplifying complicated laws and governing procedures to facilitate officials as well as public;
- 7) Enhancing capacity-building in administration to successfully deal with emergent crises and succeed in conflict-resolution and crisis-management;
- 8) Speedy disposal of all public cases and grievances;
- 9) Providing leadership in unusual and unforeseen situations;
- 10) Ensuring genuine expenditure of public money and closing wasteful expenditure at all levels etc.

Conclusion and Solutions

Hence to prevent such unhealthy practices to continue further in entire public domain in India, all government policies and welfare programmes be properly framed and launched in common interest of all citizens, especially minorities and weaker sections. And those must be well-coordinated and effectively executed by ensuring greater synchronism between government and public administration so as to make democracy as ideological basis for

reforms to realise Good Governance. And progressive innovations in governance be ensured to make it more efficient, legitimate, creditable, sensitive, caring and citizen-friendly as well. This can be achieved in a constitutional democracy that India today shines to be. Though constitution provides the required safe-guards to restrain government as well as administration from misusing powers but that considerably depends upon the wishes of powerful high-ups who easily violate government laws and succeed in encroaching upon rights of common people to serve their vested interests, just due to absence of united and collective force of the masses. In fact, rights are indispensable for everyone in a democracy but that must not interfere into freedom of others (Munshi, 2000). Hence people in India must unite against all forms of aforesaid evils in the state and malfunctioning in public administration creating hurdles in achieving Good Governance, while overcoming their narrow and selfish interests. Hence *Nation First* and *Nation Supreme* must be the pious goal for all citizens and saner people in modern democracies today who must collectively act to strengthen democratic institutions by adhering to rule of law, natural justice, respecting freedom of minorities, women, children and other neglected sections of society, observing principle of equality and equity among themselves, launching campaign against illiteracy, and poverty etc.. Also there is an urgent need to simplify rules and regulations, ensuring easy and speedy justice available especially for weaker sections and disseminations of all information by the government and administration in India. The *Administrative Reforms Commission* in India has already spelled out the above-mentioned objectives to be achieved by the Public administration for overall progress and well-being of all countrymen. Further the government must ensure greater devolution of powers at all levels by increasing decentralization to encourage greater public participation at different stages of administration in the country. Thus India immediately needs to evolve a broad-based fulcrum of national policy-building institution and dedicated service-oriented professional administrative structure involving accumulated native experience and fresh inputs from all over the world manifesting global standards, so as to ensure speedy socio-economic and scientific-technological growth, besides overcoming narrow sectarian interests, organised-violence, terrorism and religious-fundamentalism and all forms of corruptions etc.. All these progressive steps may genuinely lead towards ensuring the much-desired harmonious balance between freedom of individual and authority of state so as to accomplish citizen-centric public administration and ultimately good governance in India and elsewhere too.

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